



The Corporation of the Township of Brock
Special Council Agenda

Monday, December 5, 2022, 10:00 a.m.
Virtual Meeting

Pages

1. **Call to Order & Moment of Silence - 10:00 a.m.**

2. **Land Acknowledgement**

It is important to begin each public gathering with a Land and Territorial Acknowledgement, to recognize the Indigenous people for being good stewards of the land and environment, here where we are meeting today. The Township of Brock has traditionally been a hunting and fishing ground for First Nations people. We reside on and benefit from the Williams Treaty Territories, on the land of the Mississaugas and Chippewas. May we share the land as long as the sun rises, the grass grows and river flows.

3. **Disclosure of Pecuniary Interest and Nature Thereof**

4. **Adoption of Minutes of Previous Meetings**

4.1 Minutes of previous Council Meetings

Recommendation:

BE IT RESOLVED THAT Council adopt the following minutes:

- Committee of the Whole - September 26, 2022
- Council - September 26, 2022
- Council Workshop - October 31, 2022
- Council - Closed Session - October 31, 2022
- Special Council - November 21, 2022
- Special Council - Inaugural Meeting - November 28, 2022

4.1.1	Committee of the Whole Meeting - September 26, 2022	10
4.1.2	Council - September 26, 2022	17
4.1.3	Special Council - Workshop - October 31, 2022	32
4.1.4	Council Workshop - Closed Session - October 31, 2022	

4.1.5	Special Council - November 21, 2022	35
4.1.6	Special Council - Inaugural Meeting - November 28, 2022	40
4.2	Minutes to be Received	
	Recommendation:	
	BE IT RESOLVED THAT Council receive the following minutes:	
	<ul style="list-style-type: none"> • Manilla Hall Board - September 7, 2022 • Sunderland Town Hall Board - June 28, 2022 • Wilfrid Hall Board - September 20, 2022 • Manilla Hall Board - October 19, 2022 • Sunderland Town Hall Board - October 25, 2022 	
4.2.1	Manilla Hall Board - September 7, 2022 Communication Number 550/22	46
4.2.2	Sunderland Town Hall Board - June 28, 2022 Communication Number 553/22	49
4.2.3	Wilfrid Hall Board - September 20, 2022 Communication Number 547/22	52
4.2.4	Manilla Hall Board - October 19, 2022 Communication Number 595/22	54
4.2.5	Sunderland Town Hall Board - October 25, 2022 Communication Number 599?22	57
5.	Closed Session	
6.	Rise from Closed Session	
7.	Matters from Closed Session	
8.	Delegations	
9.	Reports	
9.1	2022-PRF-018, Windrow Snow Clearing Pilot Project - 2023 Supervisor of Operations	60
	Recommendation:	
	BE IT RESOLVED THAT Report 2022-PRF-018, Windrow Snow Clearing Pilot Program be received; and THAT Council direct staff to proceed with the windrow snow clearing pilot program with a limit of 75 applications and include an amount of \$30,000.00 in the 2023 operating budget for this purpose.	
9.2	2022-PS-017 - Self-Contained Breathing Apparatus (SCBA) Fire Chief	63

Recommendation:

BE IT RESOLVED THAT Report 2022-PS-017, Self-Contained Breathing Apparatus be received; and

THAT Council pre-approve the 2023 Capital Budget request of \$345,500 to purchase MSA SCBA's equipment as outlined in report 2022-PS-017; and

THAT the project be funded from the Fire Equipment Reserve Fund; and

THAT the award be sole sourced to AJ Stone Company in the amount of \$344,438 or \$389,214.94 including HST.

- 9.3 2022-GG-030, 2022 Review 66
CAO

Recommendation:

BE IT RESOLVED THAT Report 2022-GG-030, 2022 Review be received.

- 9.4 2022-FI-019 - 2023 Budget Schedule 74
Director of Finance and Treasurer

Recommendation:

BE IT RESOLVED THAT Report 2022-FI-019, 2023 Budget Schedule be received.

- 9.5 Report 2022-GG-031 - 2023 Core Services Review and Performance 77
Measurement Framework (KPIs)
Director of Finance and Treasurer

Recommendation:

BE IT RESOLVED THAT Report 2022-GG-031, Core Services Review and Performance Measurement Framework (KPI's) be received; and

THAT a Core Services Review and Performance Measurement Framework in the amount of \$50,000 be pre-approved for the 2023 Budget; and

THAT the project be funded from the Tax Rate Stabilization Reserve; and

THAT the contract be awarded to Performance Concepts Consulting in the amount of \$48,533 plus HST (\$54,842.29).

- 9.6 2022-GG-029 - 2023 Meeting Schedule 144
Deputy Clerk

Recommendation:

BE IT RESOLVED THAT Report 2022-GG-029 – 2023 Meeting Schedule be received; and,

THAT the 2023 Meeting Schedule of Council as attached in Appendix 1 be adopted; and

THAT staff be delegated the authority to amend the Procedural By-law as outlined in this report.

10. Other Business

10.1 Lot 11, Boat House Lease Amendment
Communication Number 580/22

150

Recommendation:

WHEREAS the Parties of the First and Second Part entered into a Lease Agreement dated the 8th day of August 2019, with respect to the land described as Lot 11, Plan 519, in the Township of Brock, in the Regional Municipality of Durham; and

WHEREAS Michael John Hopkins and Ashleigh Demelza Jane Hopkins, the Party of the Second Part, with the consent of the Party of the First Part, wishes to transfer the Leasehold Agreement (effective 31st of October 2022) to Michael John Hopkins, on the terms as hereinafter specified.

BE IT THEREFORE RESOLVED THAT Communication 580/22, Lot 11, Boat House Lease Amendment be received; and

THAT the Parties hereto agree as follows:

1. In consideration of the sum of One Dollar (\$1.00) the Party of the Second Part, Michael John Hopkins and Ashleigh Demelza Jane Hopkins, hereby assign, transfer and set over the remainder of the leasehold term hereinbefore referenced on the same terms, provisos, covenants and conditions until Michael John Hopkins; and
2. The Party of the of the Third Part, Michael John Hopkins, hereby consent to such assignment and transfer in accordance with paragraph 2 herein; and
3. The Part of the First Part, The Corporation of the Township of Brock, hereby consent to the said assignment and transfer of Lease for the remainder of the term, subject to the payment of the rent reserved and the performance and observation of the covenants, conditions and agreements contained in the said Lease Agreement. Provided, however, that this consent shall not extend to any further assignment or subletting of the said Lease without the written consent of The Corporation of the Township of Brock; and

THAT the Corporation of the Township of Brock being the Lessor of the lands and premises composed of Lot Number 11, Plan 519, in the Township of Brock, in the Regional Municipality of Durham, described in a certain Indenture of Lease dated the 26th day of September 2019, made between the Township as Lessor and Michael John Hopkins and Ashleigh Demelza Jane Hopkins as Lessee, do hereby consent to the assignment of the said terms, subject to the payment of the rent reserved by and the performance and observance of the covenants, conditions and agreements contained in the said Lease. Provided, however, that this consent shall not extend to any further assignment or subletting of the said lands without the express written consent of the Corporation of the Township of Brock.

- 10.2 Appointment to Land Division and Conservation Authority Committees 152
Durham Region
Communication Number 546/22
- Recommendation:**
BE IT RESOLVED THAT Communication Number 546/22, appointments to Conservation Authorities and Land Division Committee, submitted by the Region of Durham be received; and
- THAT Council appoint Councillor _____ (*name of council member*) to the Kawartha Conservation Authority; and
- THAT Council appoint Councillor _____ (*name of council member*) to the Lake Simcoe Region Conservation Authority; and
- THAT Council direct staff to forward a copy of this resolution to the Durham Regional Clerk, to the Kawartha Conservation Authority, and to the Lake Simcoe Region Conservation Authority.
- 10.3 Streetlighting Request 153
Shelley Munro
Communication Number 538/22
- Recommendation:**
BE IT RESOLVED THAT Communication Number 538/22, Streetlighting Request, submitted by Shelley Munro be received; and
- THAT Council refer Communication Number 538/22, Streetlighting Request to staff to report back with a cost analysis.
- 10.4 Sidewalk Addition in Sunderland 154
Tyler Carter
Communication Number 539/22
- Recommendation:**
BE IT RESOLVED THAT Communication 539/22, Sidewalk Addition in Sunderland, submitted by Tyler Carter be received; and
- THAT Council refer Communication 539/22, Sidewalk Addition in Sunderland to staff to review and consider for the 2023 budget.
- 10.5 Dangerous Intersection 155
Alyssa Hall
Communication Number 540/22

Recommendation:

BE IT RESOLVED THAT Communication Number 540/22, Dangerous Intersection, submitted by Alyssa Hall be received; and

THAT Council refer Communication Number 540/22 to staff for review and report back with a cost analysis.

- 10.6 Free Use of Rick MacLeish Memorial Community Centre
North House
Communication Number 541/22

156

Recommendation:

BE IT RESOLVED THAT Communication Number 541/22 from Mona Emond, Executive Director, North House, requesting free use of the Rick MacLeish Memorial Community Centre Auditorium every 4th Wednesday of each month from 9:00 a.m. to 1:00 p.m. from January 2023 - December 2023 be received; and

THAT Council grants free use of the Rick MacLeish Memorial Community Centre Auditorium every 4th Wednesday of each month from 9:00 a.m. to 1:00 p.m. for North House to establish a service HUB for the Cannington Community; and

THAT Council authorizes the Mayor and Clerk to enter into an agreement with North House and that the required insurance be provided.

OR...

THAT Council respectfully denies the North House request for free use of the Rick MacLeish Memorial Community Centre Auditorium every 4th Wednesday of each month from 9:00 a.m. to 1:00 p.m. for North House to establish a service HUB for the Cannington Community.

- 10.7 Floyd's Fish Hut's Lease Renewal
Bill Vieveen
Communication Number 543/22

157

Recommendation:

BE IT RESOLVED THAT Communication Number 543/22 submitted by Floyd Hales Fish Huts regarding Floyd Hales Fish Huts Lease Renewal be received; and

THAT Council approve the continuation of Floyd Hales Fish Huts lease at the Beaverton Harbour for the months of January 2023 - March 2023; and

THAT the Mayor and Clerk are hereby authorized to enter into an agreement with Floyd Hales Fish Huts for the Floyd Hales Fish Huts lease.

or,

THAT Council respectfully deny the the continuation of Floyd Hales Fish Huts lease at the Beaverton Harbour.

- 10.8 Exemption Fee Request Application for the Sunderland Town Hall Opry Night 158
Sunderland Lions Club
Communication Number 554/22

Recommendation:

BE IT RESOLVED THAT Communication Number 554/22, Exemption Fee Request Application for the Sunderland Town Hall Opry Night, submitted by the Sunderland Lions Club be received; and

THAT Council approve the fee exemption application for the Sunderland Town Hall Opry Night that took place on October 15, 2022.

Or,

THAT Council respectfully decline the ee exemption application for the Sunderland Town Hall Opry Night that took place on October 15, 2022.

- 10.9 Request for Speed Reductions 161
Maureen Bianchet
Communication Number 558/22

Recommendation:

BE IT RESOLVED THAT Communication Number 558/22, Request for Speed Reductions, submitted by Maureen Bianchet be received; and THAT Council refer Communication Number 558/22, Request for Speed Reductions to staff for an investigation and report back.

11. Consideration of Business for Which Notice was Given
12. Notices of Motions

12.1 ROMA Nomination to their Board

Recommendation:

WHEREAS the Rural Ontario Municipal Association (ROMA) is the rural voice of the Association of Municipalities of Ontario (AMO); and
WHEREAS ROMA is committed to promoting, supporting, and enhancing strong and effective rural governments and socially and economically sustainable rural communities, today and into the future;
and

WHEREAS the Board of Directors for ROMA consists of One (1) Council representative elected from each of the ten zones, for the term 2023-2027.

BE IT THEREFORE RESOLVED THAT the Council for the Corporation of the Township of Brock endorses Councillor Cria Pettingill, for the position of ROMA Zone 5 Representative for the 2023-2027 ROMA Board of Directors.

13. **Bylaws**

Recommendation:

BE IT RESOLVED THAT Bylaw Number(s) 3155-2022 and 3159-2022 be taken as read, enacted and signed by the Mayor and Municipal Clerk.

13.1 By-law Number 3155-2022, Appoint a member of Council to act from time to time in place of Head of Council 163

13.2 By-law Number 3159-2022, Appoint Chairs for Standing Committees 165

14. **Public Questions and Clarification**

15. **Confirmation By-law**

By-law Number 3160-2022 - to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on December 5, 2022.

Recommendation:

BE IT RESOLVED THAT By-law Number 3160-2022, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on December 5, 2022, be taken as read, enacted and signed by the Mayor and Clerk/Deputy CAO.

16. **Adjournment**

Recommendation:

BE IT RESOLVED THAT the meeting of Council adjourn at this time (_____)



**The Corporation of the Township of Brock
Committee of the Whole Minutes**

**September 26, 2022
Virtual Meeting**

Members Present: Mayor John Grant
Regional Councillor Ted Smith
Ward 1 Councillor Michael Jubb
Ward 2 Councillor Claire Doble
Ward 3 Councillor Walter Schummer
Ward 4 Councillor Cria Pettingill
Ward 5 Councillor Lynn Campbell

Staff Present: Clerk/Deputy CAO Fernando Lamanna
Deputy Clerk Janean Currie
Clerk's Assistant Deena Hunt
Clerk's Assistant Stefanie Stickwood
Director of Public Works Paul Lagrandeur
Manager Facilities and IT, R. Wayne Ward
Director Development Services Robin Prentice
Chief Building Official Richard Ferguson
Fire Chief Rick Harrison
Director of Finance/Treasurer Lisa Chen
Manager of Accounting/Tax Collector Crystal Doucette
Senior Financial Analyst Daniel Cooke
Recreation & Leisure Coordinator Alicia Bagshaw

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- 1. Call to Order & Moment of Silence - 1:00 p.m.**

Mayor Grant called the meeting to order at 1:00 p.m. and a quorum was present.

2. Land Acknowledgement

It is important to begin each public gathering with a Land and Territorial Acknowledgement, to recognize the Indigenous people for being good stewards of the land and environment, here where we are meeting today. The Township of Brock has traditionally been a hunting and fishing ground for First Nations people. We reside on and benefit from the Williams Treaty Territories, on the land of the Mississaugas and Chippewas. May we share the land as long as the sun rises, the grass grows and river flows.

3. Disclosure of Pecuniary Interest and Nature thereof

None.

4. Presentations

None.

5. Delegations / Petitions

None.

6. Sub-Committees

6.1 Finance Committee (Councillor Schummer - Chair)

6.1.1 Report 2022-FI-013 - 2021 Operating Surplus

Director of Finance and Treasurer

Resolution: COW-2022-120

Moved by Regional Councillor Ted Smith

BE IT RESOLVED THAT Report 2022-FI-013, 2021 Operating Surplus be received; and

THAT \$1,491,511 2021 Operating Surplus be transferred to the Rate Stabilization Reserve.

CARRIED

6.1.2 Report 2022-FI-017 - 2022 Charity Golf Tournament

Manager of Accounting and Deputy Treasurer

Resolution: COW-2022-121

Moved by Councillor Pettingill

BE IT RESOLVED Report 2022-FI-017, 2022 Charity Golf Tournament be received; and
THAT Council approve proceeding with implementation of the 2022 Golf tournament application process.

CARRIED

6.1.3 Report 2022-FI-018 - Modernization Initiative Update – Payroll and Human Resources Information System

Director of Finance and Treasurer

Resolution: COW-2022-122

Moved by Councillor Doble

BE IT SOLVED THAT Report 2022-FI-018 - the Update on the Payroll and Human Resources Information System be received;
and

THAT staff proceed with the award of the contract to Ceridian for the:

- a. Implementation of an integrated payroll and HR information system in the amount of \$48,968.50 plus HST, or \$49,830.65 inclusive of HST net of the rebate;
- b. Monthly subscription fee of \$17.53 per employee per month (subject to HST), for three years, renewal thereafter on an annual basis.

CARRIED

6.2 Operations Committee (Councillor Pettingill - Chair)

6.2.1 Report, 2022-CO-023 - Beaverton Patrol Yard-Roof Replacement

Director of Public Works

Resolution: COW-2022-123

Moved by Councillor Jubb

BE IT RESOLVED THAT Report 2022-CO-023, Tender B2022-PW-15 Beaverton Patrol Yard-Roof Replacement be received; and

THAT additional funding of \$22,220.47 be approved from the Building Reserve Fund; and
THAT staff be authorized to proceed with the recommendation of awarding the tender to Chouinard Bros. in the amount of \$71,954.08, excluding HST, or \$81,308.11 including HST.

CARRIED

6.3 Parks, Recreation and Facilities Committee (Councillor Jubb - Chair)

6.3.1 Report 2022-CO-024- Supply and Delivery of One Self Propelled Ice Resurfacing Unit

Director of Public Works

Resolution: COW-2022-124

Moved by Councillor Schummer

BE IT RESOLVED THAT Report 2022-CO-024, Tender B2022-PW-16 – Supply and Delivery of One Propelled Ice Resurfacing Unit be received; and

THAT staff be authorized to proceed with the recommendation of awarding the tender to Olympia in the amount of \$88,990.00 excluding HST, or \$100,558.70 including HST.

CARRIED

6.3.2 Report 2022-PRF-017 - Arena Cost Savings

Manager of Parks, Recreation, Facilities and IT

Resolution: COW-2022-125

Moved by Councillor Pettingill

BE IT RESOLVED THAT Report 2022-PRF-017 Arena Cost Savings be received; and

THAT Council approve staff to enter into an agreement for the installation of the Real Ice system with Elexicon at the Foster Hewitt Memorial Community Center, and;

THAT staff report back on cost savings and other data from this trial during the 2023 Budget Submissions.

CARRIED

6.4 Tourism & Economic Development Committee (Councillor Doble - Chair)

6.4.1 Report 2022-TED-012 - Kayakomat at Centennial Beach

Recreation & Leisure Coordinator

Resolution: COW-2022-126

Moved by Councillor Jubb

BE IT RESOLVED THAT Report 2022-TED-012, Kayakomat at Centennial Beach be received; and

THAT Council enter into a 1-year free-use agreement with Kayakomat at Centennial Beach; and

THAT staff review rates and permits/licences after one year to ensure consistency across the municipality; and

THAT Kayakomat provide the Township with a Certificate of Insurance, naming the Township of Brock as additional insured.

CARRIED

6.5 Protection Services Committee (Councillor Campbell - Chair)

6.5.1 Memorandum 2022-PS-014 - Traffic By-law Amendment Update

Clerk/Deputy CAO

Resolution: COW-2022-127

Moved by Councillor Jubb

BE IT RESOLVED THAT Memorandum 2022-PS-014, Traffic By-law Amendment Update be received.

CARRIED

6.6 Building and Planning Committee (Regional Councillor Smith - Chair)

None.

6.7 General Government Committee (Mayor Grant- Chair)

6.7.1 Memorandum 2022-GG-027 - Customer Service Training Update

Clerk's Assistant

Resolution: COW-2022-128

Moved by Councillor Doble

BE IT RESOLVED THAT Memorandum 2022-GG-027, Customer Service Training Update be received.

CARRIED

6.7.2 Memorandum 2022-GG-026 - Balance of 2022 Council Meeting Dates

Clerk/Deputy CAO

Resolution: COW-2022-129

Moved by Regional Councillor Ted Smith

BE IT RESOLVED THAT Memorandum 2022-GG-26, Balance of 2022 Council Meeting Dates be received; and THAT Council approve the proposed changes to the 2022 Council Meeting Schedule.

CARRIED

6.7.3 Dog Park Survey

Verbal Update regarding the proposed Dog Park Survey.

Resolution: COW-2022-130

Moved by Councillor Pettingill

BE IT RESOLVED THAT the verbal update of the Dog Park Survey be received.

CARRIED

7. Closed Session

None.

8. Rise from Closed Session

9. Other Business

Resolution: COW-2022-131

Moved by Councillor Campbell

BE IT RESOLVED THAT the recommendations from the Committee of the Whole meeting held on September 26, 2022 be ratified at the Council meeting held on September 26, 2022.

CARRIED

10. Public Questions and Clarification

None.

11. Adjournment

Resolution: COW-2022-132

Moved by Councillor Doble

BE IT RESOLVED THAT the meeting of Council adjourn at 3:30 p.m.

CARRIED

Mayor

Clerk



The Corporation of the Township of Brock

Council Minutes

September 26, 2022

Virtual Meeting

Members Present: Mayor John Grant
Regional Councillor Smith
Ward 1 Councillor Michael Jubb
Ward 2 Councillor Claire Doble
Ward 3 Councillor Walter Schummer
Ward 4 Councillor Cria Pettingill
Ward 5 Councillor Lynn Campbell

Staff Present: Clerk/Deputy CAO Fernando Lamanna
Deputy Clerk Janean Currie
Clerk's Assistant Deena Hunt
Clerk's Assistant, Stefanie Stickwood
Director of Finance / Treasurer Lisa Chen
Director of Public Works Paul Lagrandeur
Manager Facilities and IT, R. Wayne Ward
Director Development Services Robin Prentice
Chief Building Official Richard Ferguson
Fire Chief Rick Harrison

1. Call to Order & Moment of Silence - 6:00 p.m.

Mayor Grant called the meeting to order at 6:00 p.m. and a quorum was present. Mayor Grant requested a moment of silence for the losses that the Maritimes has recently experienced.

2. Land Acknowledgement

It is important to begin each public gathering with a Land and Territorial Acknowledgement, to recognize the Indigenous people for being good stewards of the land and environment, here where we are meeting today. The Township of Brock has traditionally been a hunting and fishing ground for First Nations people. We reside on and benefit from the Williams Treaty Territories, on the land of the Mississaugas and Chippewas. May we share the land as long as the sun rises, the grass grows and river flows.

3. Disclosure of Pecuniary Interest and Nature Thereof

3.1 Mayor Grant - Memorandum 2022-GG-028 Sale of Boathouses 18 and 20 Harbour Park Cres.

Mayor Grant declared a conflict on agenda item 7. Delegations and 8.1 Memorandum 2022-GG-028 as he and his wife operate a Bed and Breakfast which may be considered a Short Term Rental.

4. Community Announcements

Councillors advised that the Brock Township Public Libraries will host a celebration in honour of National Day for Truth and Reconciliation on September 30, the Sunderland Legion is hosting a Veteran's Dinner on October 1, Wilfrid Hall is hosting a Welcome Back event on October 1, and that the Brock Board of Trade will host an All Candidates Meeting on October 3, 2022 at 7:00 p.m. at the Cannington Legion.

5. Public Meeting

5.1 Explanatory Note - Proposed Procurement By-Law Number 3148-2022

The purpose of this Statutory Public Meeting is to provide the public with an opportunity to provide comments on the proposed Procurement By-Law 3148-2022 that would repeal the current Procurement By-Law Number 1912-2001-FI, which defines the procurement policies and procedures for the Corporation of the Township of Brock.

Should you wish to attend the meeting to provide comments, please contact the Clerk's Department in advance of the meeting by sending an email to clerks@brock.ca.

The Clerk/Deputy CAO advised that the former Director of Finance provided a report on the proposed Procurement By-law at the June 27, 2022 Committee of the Whole meeting noting that public notice was given for this meeting.

5.2 Staff Presentation / Overview

Sheila Strain, former Director of Finances for the Township of Brock, was in attendance to answer Council enquiries during the review of By-Law 3148-2022.

5.3 Public Comments / Submissions

There were no public submissions.

5.4 Public Questions

None.

6. Presentations

None.

7. Delegations / Petitions

Mayor Grant declared a conflict on agenda item 7. Delegations and 8.1 Memorandum 2022-GG-028 as he and his wife operate a Bed and Breakfast which may be considered a Short Term Rental.

Deputy Mayor Smith assumed the Chair at 6:15 p.m.

7.1 Andrew Thompson - Harbour Park Crescent resident

Andrew Thompson withdrew his request to provide comments.

7.2 Sean Fitzgibbons - Harbour Park Crescent resident

Sean Fitzgibbons provided comments which included:

- concern for the changes to the lease agreement
- does not agree with the terminology 'short term rental'
- considers this a new lease versus a transfer
- requests removal of the restrictions for 'short term rental'

7.3 Todd Egan - Harbour Park Crescent resident

Todd Egan provided comments which included:

- tentative purchaser of a boathouse
- tone of agreement has changed
- resale value affected without the availability to rent short term

7.4 Georgia Joannou - Harbour Park Crescent resident

This delegate was not in attendance.

7.5 Malcolm Greer - Harbour Park Crescent resident

Malcolm Greer provided comments which included:

- value of boathouse to plummet should this lease be acceptable
- affecting only some boathouses, and halfway through the term of the lease
- tourists appreciate the opportunity to rent an AirBnB
- punitive to say only the boathouse owner can stay there
- recommended licencing short term rentals as opposed to changing the lease part way through the term of the lease

Resolution: C-2022-244

Moved by Councillor Jubb

Seconded by Councillor Campbell

BE IT RESOLVED THAT the agenda be amended to bring forward Memorandum 2022-GG-028 with respect to Boathouses at this time.

CARRIED

8. Report

8.1 Memorandum 2022-GG-028 Sale of Boathouses 18 and 20 Harbour Park Cres.

Clerk/Deputy CAO

Mayor Grant declared a conflict on this item. (Mayor Grant declared a conflict on agenda item 7. Delegations and 8.1 Memorandum 2022-GG-028 as he and his wife operate a Bed and Breakfast which may be considered a Short Term Rental.)

Resolution: C-2022-245

Moved by Councillor Doble

Seconded by Councillor Jubb

BE IT RESOLVED THAT Memorandum 2022-GG-028 Sale of Boathouses 18 and 20 Harbour Park Crescent be received; and

THAT Section 2.03 be amended by removing the proposed wording "including the use of the Building as a Short Term Rental" and replacing it with the previous wording within the current lease; and

WHEREAS the Corporation of the Township of Brock has entered into a Lease Agreement dated the 1st day of August 2014 with respect to the premises described as Lot 16, Plan 519, municipally know as **18 Harbour Park Cres.**, in the Township of Brock, in the Regional Municipality of Durham; and

WHEREAS the existing lease holder(s) (the sellers) Andrew Paul Thompson and Erika Gisela Thompson, have sold the building (boathouse) situated on the premises, and wishes to assign and transfer the Leasehold Agreement (effective September 29, 2022) to Richard Todd Egan (the buyer).

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Brock hereby enacts as follows:

1. THAT Council acknowledges the Purchase and Sale Agreement between the sellers and buyer of the building located on the premises described as Lot 16, Plan 519, municipally know as 18 Harbour Park Cres., in the Township of Brock, in the Regional Municipality of Durham; and
2. THAT Council authorizes the Mayor and Clerk/Deputy CAO to enter into a new Leasehold Agreement with the buyer for the remainder of the Term, prior to the closing date (September 29, 2022); and
3. THAT the buyers register on title with the Land Registry Office the executed Leasehold Agreement, at their costs, providing the Township with a copy of the registration; and
4. THAT Council delegate to the Clerk/Deputy CAO the authority to affect any additional amendments, if and as required, prior to the closing date (September 29, 2022); and

5. THAT a fee of \$850+HST be required to affect the assignment and transfer of the said Lease and be paid prior to the execution of the Leasehold Agreement; and
6. THAT Council hereby releases (the sellers) Andrew Paul Thompson and Erika Gisela Thompson from any obligations or covenants as the parties to previous Leasehold Agreement registered on title.

WHEREAS the Corporation of the Township of Brock has entered into a Lease Agreement dated the 1st day of August 2014 with respect to the premises described as Lot 15, Plan 519, municipally know as **20 Harbour Park Cres.**, in the Township of Brock, in the Regional Municipality of Durham; and

WHEREAS the existing lease holder(s) (the sellers) Jean-Francois Barclay and Samantha Barclay, have sold the building (boathouse) situated on the premises, and wishes to assign and transfer the Leasehold Agreement (effective October 14, 2022) to 2473924 Ontario Inc. (the buyer).

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Brock hereby enacts as follows:

1. THAT Council acknowledges the Purchase and Sale Agreement between the sellers and buyer of the building located on the premises described as Lot 15, Plan 519, municipally know as 20 Harbour Park Cres., in the Township of Brock, in the Regional Municipality of Durham; and
2. THAT Council authorizes the Mayor and Clerk/Deputy CAO to enter into a new Leasehold Agreement with the buyer for the remainder of the Term, prior to the closing date (October 14, 2022); and
3. THAT the buyers register on title with the Land Registry Office the executed Leasehold Agreement, at their costs, providing the Township with a copy of the registration; and
4. THAT Council delegate to the Clerk/Deputy CAO the authority to affect any additional amendments, if and as required, prior to the closing date (October 14, 2022); and

5. THAT a fee of \$850+HST be required to affect the assignment and transfer of the said Lease and be paid prior to the execution of the Leasehold Agreement; and
6. THAT Council hereby releases (the sellers) Jean-Francois Barclay and Samantha Barclay from any obligations or covenants as the parties to previous Leasehold Agreement registered on title.

CARRIED

Mayor Grant refrained from commenting or voting on Memorandum 2022-GG-028.

9. Ratification of COW Recommendations

Mayor Grant resumed the Chair at 6:40 p.m.

Resolution: C-2022-246

Moved by Regional Councillor Smith

Seconded by Councillor Doble

BE IT RESOLVED THAT all Committee of the Whole recommendations from the September 12 and the September 26, 2022 meetings be adopted.

CARRIED

10. Adoption of Minutes of Previous Meetings

10.1 Minutes of previous Council Meetings

Resolution: C-2022-247

Moved by Councillor Pettingill

Seconded by Councillor Campbell

BE IT RESOLVED THAT Council adopts all minutes of previous Council meetings as follows:

- Council - August 22, 2022
- Committee of the Whole - September 12, 2022

CARRIED

10.1.1 Council - August 22, 2022

10.1.2 Committee of the Whole Meeting - September 12, 2022

10.2 Minutes to be received

Resolution: C-2022-248

Moved by Regional Councillor Smith

Seconded by Councillor Schummer

BE IT RESOLVED THAT Council receives the following minutes:

- Committee of Adjustment - July 19, 2022
- Manilla Hall Board - June 8, 2022
- Wilfrid Hall Board - April 26, 2022
- Wilfrid Hall Board - May 24, 2022
- Wilfrid Hall Board - August 30, 2022

CARRIED

10.2.1 Committee of Adjustment - July 19, 2022

10.2.2 Manilla Hall Board - June 8, 2022

10.2.3 Wilfrid Hall Board - April 26, 2022

10.2.4 Wilfrid Hall Board - May 24, 2022

10.2.5 Wilfrid Hall Board Minutes - August 30, 2022

11. Reports

11.1 Memorandum - 2022-PCA-013 Repeal of By-law 540

Director of Development Services

Resolution: C-2022-249

Moved by Councillor Schummer

Seconded by Regional Councillor Smith

BE IT RESOLVED THAT Memorandum 2022-PCA-013, Repeal of Bylaw 540 be received.

CARRIED

12. Correspondence

Resolution: C-2022-250

Moved by Councillor Jubb
Seconded by Councillor Pettingill

BE IT RESOLVED THAT the items listed in Section 12 Correspondence be approved save and except communication numbers 476/22, 488/22, 501/22, and 504/22.

CARRIED

12.1 AMO Conference Report

Mayor John Grant
Communication Number 488/22

Resolution: C-2022-251

Moved by Councillor Schummer
Seconded by Regional Councillor Smith

BE IT RESOLVED THAT Communication Number 488/22, AMO Conference Report, Submitted by Mayor John Grant be received.

CARRIED

Resolution: C-2022-252

Moved by Councillor Schummer
Seconded by Regional Councillor Smith

BE IT RESOLVED THAT Council direct staff to review the feasibility of Local Authority Services (LAS) providing ticketing on the Township's behalf as outlined in communication number 466/22.

CARRIED

12.2 AMO Conference Report

Ward 1 Councillor - Michael Jubb
Communication Number 466/22

Resolution: C-2022-253

BE IT RESOLVED THAT Communication Number 466/22, AMO Conference Report, submitted by Ward 1 Councillor Mike Jubb be received.

12.3 Sunderland Santa Claus Parade Request

Communication Number 470/22

Resolution: C-2022-254

BE IT RESOLVED THAT Communication Number 470/22 submitted by the Sunderland Santa Claus Parade Committee with respect to the Sunderland Santa Claus Parade on December 10, 2022 be received; and THAT Council has no objections for the request to host the 2022 Sunderland Santa Claus Parade on December 10, 2022 subject to a road occupancy permit being obtained from the Durham Region Works Department, and traffic control assistance being obtained from Durham Regional Police Services; and THAT Council approves free use of the Sunderland Memorial Arena for the public skate subject to ice time being booked through the Recreation and Leisure Coordinator.

12.4 Sunderland Lions Request for SOP - Opry Night in Sunderland

Communication Number 474/22

Resolution: C-2022-255

BE IT RESOLVED THAT Communication Number 474/22 as submitted by the Sunderland Lions Club with respect to the Bluegrass Concert 'Opry Night in Sunderland' scheduled for October 15, 2022 be received; and THAT Council approve the Special Occasion Permit subject to compliance with the Municipal Alcohol Policy and all regulations of the Liquor Licence Board of Ontario; and THAT a copy of the insurance certificate in the amount of \$2,000,000 naming the Township of Brock as additional insured be provided to the Township; and THAT Council designate this an event of municipal significance for the purpose of obtaining the required liquor licence and a copy of the SOP be provided to the Township.

12.5 Request for Funding Assistance - Fundraising Event at Beaverton Agricultural Fair

Seniors Helping in Trouble Seniors and Girls in Gillespie Gardens Lending Everyone Support and Service
Communication Number 475/22

Resolution: C-2022-256

BE IT RESOLVED THAT communication number 475/22 as submitted by Seniors Helping in Trouble Seniors and Girls in Gillespie Gardens Lending Everyone Support and Service with respect to their fundraising initiative at the Beaverton Agricultural Fair be received.

12.6 Parking Solutions - Durham Condominium Corporation #73, Beaverton

Kim Walker

Communication Number 476/22

Resolution: C-2022-257

Moved by Councillor Doble

Seconded by Councillor Jubb

BE IT RESOLVED THAT Communication Number 476/22, submitted by Kim Walker with respect to Parking Solutions be received; and

THAT staff report on the feasibility of passing a by-law to provide the ability to appoint members of the Durham Condominium Board to write parking tickets.

CARRIED

12.7 Request for Continuation of Lease at Beaverton Harbour

Justin Kouba

Communication Number 483/22

Resolution: C-2022-258

BE IT RESOLVED THAT communication number 483/22 submitted by Justin Kouba regarding the Beaver River Bait lease renewal, be received; and

THAT Council approve the continuation of the Beaver River Bait lease at the Beaverton Harbour for the months of January 2023 - March 2023; and THAT the Mayor and Clerk are hereby authorized to enter into an agreement with Justin Kouba for the Beaver River Bait lease.

12.8 2023 Road Budget Request

Thorah Island Rate Payers Association

Communication Number 497/22

Resolution: C-2022-259

BE IT RESOLVED THAT Communication Number 497/22 submitted by Thorah Island Rate Payers Associations with respect to a road budget request be received; and

THAT Council forward the request to the Treasurer for inclusion and consideration within the 2023 Proposed Budget and Business plan.

12.9 Request for Continuation of Lease at Beaverton Harbour

Mitchell's Fish Huts

Communication Number 500/22

Resolution: C-2022-260

BE IT RESOLVED THAT Communication Number 500/22, submitted by Mitchell's Fish Huts regarding the Mitchell's Fish Huts lease renewal, be received; and

THAT Council approve the continuation of the Mitchell's Fish Huts lease at the Beaverton Harbour for the months of January 2023 - March 2023; and

THAT the Mayor and Clerk are hereby authorized to enter into an agreement with Mitchell's Fish Huts for the Mitchell's Fish Huts Lease.

12.10 Fence Variance Request

Charlene Stone

Communication Number 501/22

Resolution: C-2022-261

Moved by Councillor Pettingill

Seconded by Councillor Jubb

BE IT RESOLVED THAT Communication Number 501/22, Fence Bylaw Exemption, submitted by Charlene Stone be received; and

THAT Council grant a variance for an exterior side yard fence for 1 Butcher Street, Beaverton, having a total height of 1,830 mm (6ft) from the Township's Fence By-law 786-85-PP, as shown on Attachments 'A', 'B' and 'C' attached.

CARRIED

12.11 Safety Concerns on Regional Road 12 - Cannington

Natalya Metcalfe

Communication Number 504/22

Resolution: C-2022-262

Moved by Councillor Schummer

Seconded by Councillor Jubb

BE IT RESOLVED THAT Communication Number 504/22, submitted by Natalya Metcalfe with respect to Safety Concerns on Regional Road 12 be received and forwarded to Durham Region Police Services.

CARRIED

13. Notices of Motions

13.1 Speed Humps

Resolution: C-2022-263

Moved by Councillor Campbell

Seconded by Councillor Jubb

BE IT RESOLVED THAT the works department investigate the possibility of adding speed humps on Doble Street in Sunderland to slow down traffic travelling down the hill towards Hwy 12; and

THAT staff investigate where other speed humps would be effective in the Township; and

THAT this item be referred to the 2023 budget discussions.

CARRIED

14. By-Laws

Resolution: C-2022-264

Moved by Regional Councillor Smith

Seconded by Councillor Pettingill

BE IT RESOLVED THAT By-laws 3148-2022, 3150-2022, 3152-2022, and 3153-2022 be taken as read, enacted and signed by the Mayor and Municipal Clerk

CARRIED

14.1 By-Law Number 3148-2022, Procurement By-Law

Sheila Strain

14.2 By-Law Number 3150-2022 - amend Traffic Control By-Law Number 957-88-PP

Clerk/Deputy CAO

- 14.3 By-Law Number 3152-2022 - repeal Village of Cannington By-Law Number 540

Clerk/Deputy CAO

- 14.4 By-Law Number 3153-2022 - Concession 9, Thorah

Clerk/Deputy CAO

15. Closed Session

None.

16. Rise from Closed Session

17. Other Business

Council members extended appreciation to other Council members, staff, and the public for their efforts over the past 4 year term of Council.

18. Public Questions and Clarification

None.

19. Confirmation By-law

By-law Number 3151-2022 - to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on September 26, 2022

Resolution: C-2022-265

Moved by Councillor Doble

Seconded by Councillor Pettingill

BE IT RESOLVED THAT By-law Number 3151-2022, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on September 26, 2022 be taken as read, enacted and signed by the Mayor and Clerk/Deputy CAO.

CARRIED

20. Adjournment

Resolution: C-2022-266

Moved by Regional Councillor Smith

Seconded by Councillor Campbell

BE IT RESOLVED THAT the meeting of Council adjourn at 7:45 p.m.

CARRIED

Mayor

Clerk



**The Corporation of the Township of Brock
Special Council Minutes**

**October 31, 2022
Municipal Administration Building
1 Cameron Street East, Cannington, ON L0E 1E0**

Members Present: Mayor John Grant
Regional Councillor Ted Smith
Ward 1 Councillor Michael Jubb
Ward 2 Councillor Claire Doble
Ward 3 Councillor Walter Schummer
Ward 4 Councillor Cria Pettingill
Ward 5 Councillor Lynn Campbell

Staff Present: CAO Ingrid Svelnis
Clerk/Deputy CAO Fernando Lamanna
Director of Finance / Treasurer Lisa Chen
Director of Public Works Paul Lagrandeur
Director Development Services Robin Prentice
Chief Building Official Richard Ferguson

1. Call to Order - 9:30 a.m.

Mayor Grant called the meeting to order at 9:30 a.m. and a quorum was present.

Ward 1 Councillor Elect, Peter Frank, and Ward 3 Councillor Elect, Angela Canavan were also in attendance.

2. Land Acknowledgement Statement

It is important to begin each public gathering with a Land and Territorial Acknowledgement, to recognize the Indigenous people for being good stewards of the land and environment, here where we are meeting today. The Township of Brock has traditionally been a hunting and fishing ground for First Nations people. We reside on and benefit from the Williams Treaty Territories, on the land of the Mississaugas and Chippewas. May we share the land as long as the sun rises, the grass grows and river flows.

3. Disclosure of Pecuniary Interest and Nature Thereof

None.

4. Closed Session

Resolution: C-2022-267

Moved by Regional Councillor Smith

Seconded by Councillor Doble

BE IT RESOLVED THAT Council proceed into a Closed Educational/Training Session of Municipal Council at 9:45 a.m. to discuss the following matters:

- A Municipal Roads Bus Tour; pursuant to Section 239 (3.1) of the Municipal Act; whereby the meeting will be held for the purpose of educating or training Council Members, and during the closed meeting no decision that materially advances the business of the municipality shall take place.

CARRIED

4.1 Municipal Roads Bus Tour

The bus tour ended at the municipal administration building at 1:00 p.m. and Council continued the closed session in the Council Chambers with a working lunch and round table question and answer period.

5. Rise from Closed Session

Resolution: C-2022-268

Moved by Councillor Schummer

Seconded by Councillor Doble

BE IT RESOLVED THAT Council rise & report from the Closed meeting at 2:00 p.m.; and THAT Council receive the information provided by staff for education purposes.

CARRIED

6. Public Questions and Clarification

None.

7. Confirmation By-law

By-law Number 3154-2022 - to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on October 31, 2022

Resolution: C-2022-269

Moved by Regional Councillor Smith

Seconded by Councillor Pettingill

BE IT RESOLVED THAT By-law Number 3154-2022, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on October 31, 2022, be taken as read, enacted and signed by the Mayor and Clerk/Deputy CAO.

CARRIED

8. Adjournment

Resolution: 2022-C-270

Moved by Councillor Jubb

Seconded by Councillor Campbell

BE IT RESOLVED THAT the meeting of Council adjourn at this time 2:00 p.m.

CARRIED

Mayor

Clerk



**The Corporation of the Township of Brock
Special Council Minutes**

**November 21, 2022
Virtual Meeting**

Members Present: Mayor Walter Schummer
Regional Councillor Michael Jubb
Ward 1 Councillor Peter Frank
Ward 2 Councillor Claire Doble
Ward 3 Councillor Angela Canavan
Ward 4 Councillor Cria Pettingill
Ward 5 Councillor Lynn Campbell

Staff Present: CAO Ingrid Svelnis
Clerk/Deputy CAO Fernando Lamanna
Deputy Clerk Janean Currie
Clerk's Assistant Deena Hunt
Director of Finance / Treasurer Lisa Chen
Senior Financial Analyst, Daniel Cooke
Fire Chief Rick Harrison
Director of Public Works Paul Lagrandeur
Manager Facilities and IT, R. Wayne Ward
Director Development Services Robin Prentice
Chief Building Official Richard Ferguson

1. Call to Order & Moment of Silence - 10:00 a.m.

Mayor Schummer called the meeting to order at 10:00 a.m. and a quorum was present.

2. Land Acknowledgement

It is important to begin each public gathering with a Land and Territorial Acknowledgement, to recognize the Indigenous people for being good stewards of the land and environment, here where we are meeting today. The Township of Brock has traditionally been a hunting and fishing ground for First Nations people. We reside on and benefit from the Williams Treaty Territories, on the land of the Mississaugas and Chippewas. May we share the land as long as the sun rises, the grass grows and river flows.

3. Disclosure of Pecuniary Interest and Nature Thereof

None.

4. Presentation(s)

4.1 Asset Management Overview

The Director of Finance and Treasurer provided a presentation on the Asset Management Plan (AMP) which included:

- Objectives
 - review the Asset Management Plan
 - legislative requirements that are due by July 1, 2025
 - re-establish the AMP working group
 - index 2019 AMP dollars to 2022 dollars
 - 2023 Capital Budget
 - review policies that affect AMP, develop guiding principles, establish service standards and performance targets
- Asset Management Framework
 - Strategic Planning document integrated with budgeting and long-term planning
 - involves: Corporate Strategic Plan, various studies (eg. roads and bridges), Recreation Master Plan, assessments of building conditions, IT Strategic Plan, Official Plan, and Development Charges Study
 - affects: Provincial grants, Operating and Capital budgets, performance measurements, service level monitoring systems,

- user fees, reserve funds, debt management, and asset management systems and reporting
- AMP documents a funding plan and strategy to manage infrastructure and demonstrates legislative compliance
- Ontario's Asset Management Regulations
 - O.Reg 588/17 - Phase 1, 2 and 3 were delivered prior to their due dates; Phase 4 due July 1, 2025
 - in 2019 significant funding gap identified (\$8 million), recommended funding strategy decision was deferred pending further analysis
 - 2021 year end surplus (\$1.6 million) was transferred to Tax Rate Stabilization Reserve pending further review
 - 2022 Budget transitioned from tax funded Capital, to tax funded contributions to Capital Reserves
- Brock Township 2019 Asset Management Plan - requires updating
 - State of local infrastructure - total asset value is \$335.3 million based on 2019 replacement costs
 - Levels of service - overall, 49% of the assets are rated as in 'good' to 'very good' condition; future workshops to define proposed service levels
 - Asset management strategies - lifecycle costing, solutions for maintenance, rehabilitation, and replacement, non-infrastructure solutions, asset expansion or disposal, contributed assets, risk assessment within the lifecycle management strategy, and identifying capital priorities. Asset Management Strategy by Asset Category is required by July 1, 2025. Risk based approach prioritizes decisions for infrastructure investments with the greatest consequences should they fail.
 - Financial strategy for funding the gap offered in 2019:
 - annual provision requirement met in 20 years - increase capital funding by \$248K per annum (3% of 2019 tax levy revenue)

- annual provision requirement met in 30 years - increase capital funding by \$159K per annum (1.9% of 2019 tax levy revenue)
- annual provision requirement met in 40 years - increase capital funding by \$118K per annum (1.4% of 2019 tax levy revenue)
- Next steps include follow up questions, re-establishing AMP working group to update AMP by 2024, indexing the 2019 AMP to 2022 dollars, focus on AMP related studies during 2023 budget, and review upcoming plans and policies that will guide project rationalization.

5. Public Questions and Clarification

None.

6. Recess

Resolution: C-2022-001

Moved by Councillor Canavan

Seconded by Councillor Campbell

BE IT RESOLVED THAT Council break for a recess at 11:50 a.m. to evaluate renovations at the Woodville Eldon Community Centre, 105 Union Street, Woodville.

CARRIED

6.1 Woodville Eldon Community Centre

Council and staff members met at the Woodville Eldon Community Centre at 1:30 p.m. where City of Kawartha Lakes staff took Brock guests on a tour of the facility and highlighted the recent renovations.

Council and staff members decided to proceed to the Sunderland arena at 2:30 to review the building layout while the information from the Woodville tour was fresh in mind.

Councillor Campbell left the meeting at 2:15 p.m.

7. Confirmation By-law

By-law Number 3156-2022 - to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on November 21, 2022.

Resolution: C-2022-002

Moved by Councillor Doble

Seconded by Councillor Frank

BE IT RESOLVED THAT By-law Number 3156-2022, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on November 21, 2022, be taken as read, enacted and signed by the Mayor and Clerk/Deputy CAO.

CARRIED

8. Adjournment

Resolution: C-2022-003

Moved by Councillor Pettingill

Seconded by Regional Councillor Jubb

BE IT RESOLVED THAT the meeting of Council adjourn at 3:00 p.m.

CARRIED

Mayor

Clerk



**The Corporation of the Township of Brock
Special Council Minutes**

**November 28, 2022
Beaverton Town Hall, 397 Simcoe Street, Beaverton, ON L0K 1A0
Inaugural Council Meeting
Municipal Council - December 1, 2022 to November 30, 2026**

Members Present: Mayor Walter Schummer
Regional Councillor Michael Jubb
Ward 1 Councillor Peter Frank
Ward 2 Councillor Claire Doble
Ward 3 Councillor Angela Canavan
Ward 4 Councillor Cria Pettingill
Ward 5 Councillor Lynn Campbell

Staff Present: CAO Ingrid Svelnis
Clerk/Deputy CAO Fernando Lamanna
Deputy Clerk Janean Currie
Clerk's Assistant Deena Hunt
Clerk's Assistant, Stefanie Stickwood
Director of Finance / Treasurer Lisa Chen
Fire Chief Rick Harrison
Director of Public Works Paul Lagrandeur
Manager Facilities and IT, R. Wayne Ward
Director Development Services Robin Prentice

1. Procession - 7:00 p.m.

The procession of Members of Council Elect were lead by the Colour Guard, 659 Brock Royal Canadian Air Cadets, and Philip Madden, piper.

2. Welcome and Introduction

Ingrid Svelnis, Chief Administrative Officer, provided welcoming comments to special guests, those in attendance, and expressed appreciation to former Mayor John Grant and former Regional Councillor Ted Smith for their contributions during their previous terms of Council. She provided the newly elected Council with guiding comments and expressed appreciation for their commitment to civic duty.

3. Land Acknowledgement

Fernando Lamanna, Municipal Clerk/Deputy CAO

It is important to begin each public gathering with a Land and Territorial Acknowledgement, to recognize the Indigenous people for being good stewards of the land and environment, here where we are meeting today. The Township of Brock has traditionally been a hunting and fishing ground for First Nations people. We reside on and benefit from the Williams Treaty Territories, on the land of the Mississaugas and Chippewas. May we share the land as long as the sun rises, the grass grows and river flows.

4. National Anthem

The Canadian National Anthem was sung by Beth Josephson.

5. Call to Order

Fernando Lamanna, Municipal Clerk/Deputy CAO, called the 17th Inaugural Meeting to order at 7:10 p.m. advising that the newly elected Municipal Council of the Corporation of the Township of Brock will represent the municipality for a four year term of office from December 1, 2022 to November 14, 2026.

6. Introduction of Mayor

Ingrid Svelnis, Chief Administrative Officer, provided an introduction of Mayor Walter Schummer.

7. Declaration of Office - Mayor

Fernando Lamanna, Municipal Clerk/Deputy CAO administered the Declaration of Office for Mayor Walter Schummer.

8. Chain of Office & Gavel Presentation to Mayor Schummer

Fernando Lamanna, Municipal Clerk/Deputy CAO provided a brief history and significance of the Chain of Office and the history of the formation of the Municipality of Brock through proclamation in 1973 by the Regional Municipality of Durham Act. He presented the Chain of Office and Gavel to Mayor Walter Schummer.

9. Introduction of Councillors

Ingrid Svelnis, Chief Administrative Officer provided an introduction for each Member of Council:

- Michael Jubb, Regional Councillor
- Peter Frank, Ward 1 Councillor
- Claire Doble, Ward 2 Councillor
- Angela Canavan, Ward 3 Councillor
- Cria Pettingill, Ward 4 Councillor
- Lynn Campbell, Ward 5 Councillor

10. Declaration of Office - Councillors

Fernando Lamanna, Municipal Clerk/Deputy CAO administered the Declaration of Office for each Member of Council:

- Michael Jubb, Regional Councillor
- Peter Frank, Ward 1 Councillor
- Claire Doble, Ward 2 Councillor
- Angela Canavan, Ward 3 Councillor
- Cria Pettingill, Ward 4 Councillor
- Lynn Campbell, Ward 5 Councillor

Fernando Lamanna, Municipal Clerk/Deputy CAO read the welcoming comments for the newly elected Council as provided by Laurie Scott, MPP Haliburton-Kawartha Lakes-Brock and Jamie Schmale, MP Haliburton-Kawartha Lakes-Brock.

11. Proclamation

Fernando Lamanna, Municipal Clerk/Deputy CAO proclaimed that the 17th Council for the Corporation of the Township of Brock for the 2022 to 2026 term, as elected on October 24, 2022, was now organized and officially in office.

12. Council Remarks

12.1 Mayor Walter Schummer

Mayor Walter Schummer provided a brief address with respect to the upcoming term of office and expressed appreciation for the support of family and friends. Mayor Schummer encouraged community engagement in their government.

12.2 Regional Councillor Michael Jubb

Regional Councillor Michael Jubb provided a brief address with respect to the upcoming term of office which included his commitment to represent Brock at Regional Council and expressed appreciation for the support of family and friends.

12.3 Ward 1 Councillor Peter Frank

Councillor Peter Frank provided a brief address with respect to the upcoming term of office and expressed appreciation for the support of family and friends.

12.4 Ward 2 Councillor Claire Doble

Councillor Claire Doble provided a brief address with respect to the upcoming term of office and expressed appreciation for the support of family and friends.

12.5 Ward 3 Councillor Angela Canavan

Councillor Angela Canavan provided a brief address with respect to the upcoming term of office and expressed appreciation for the support of family and friends.

12.6 Ward 4 Councillor Cria Pettingill

Councillor Cria Pettingill provided a brief address with respect to the upcoming term of office and expressed appreciation for the support of family and friends.

12.7 Ward 5 Councillor Lynn Campbell

Councillor Lynn Campbell provided a brief address with respect to the upcoming term of office and expressed appreciation for the support of family and friends.

13. Confirmation By-law

By-law Number 3157-2022 - to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on November 28, 2022

Resolution: C-2022-001

Moved by Councillor Doble

Seconded by Councillor Pettingill

BE IT RESOLVED THAT By-law Number 3157-2022, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on November 28, 2022, be taken as read, enacted and signed by the Mayor and Clerk/Deputy CAO.

CARRIED

14. Adjournment

Resolution: C-2022-002

Moved by Councillor Campbell

Seconded by Councillor Frank

BE IT RESOLVED THAT the meeting of Council adjourn at 8:00 p.m.

CARRIED

15. Platform Party Piped Out

Members of Council exited the meeting lead by the Colour Guard, 659 Royal Canadian Air Cadets and Philip Madden, piper. A reception followed for Council Members, their guests, staff and the public in attendance.

Mayor

Clerk



Manilla Hall Board of Management

Minutes

Date: Wednesday, September 7, 2022

Location: Manilla Hall

Present: Chair Craig Telfer, Bonita Telfer, Carolyn Carter, Anne Hardy, Cheryl Timbers, Ann Toplak, and Councilor Lynn Campbell

Regrets: Cathy Allison and Bonnie Hudson

1. Call to Order

Chair Craig Telfer called the meeting to order at 1 p.m.

2. Confirmation of Minutes

Moved by Cheryl that the minutes of the June meeting be approved.

MOTION CARRIED

3. Treasurer's report

June

Petty Cash

253.83

Barbecue

\$100.

Food for Thought

&70.

Quilt Luncheon

\$225.

\$395. Was handed in to the Township.

4. Correspondence

Carolyn reported that there have been inquiries about ordering pies.

Anne made the motion that we take reservations for up to 50 pies. Motion Carried.

Bonnie will keep track of the Pie orders.

Councilor's Report

There will be an all candidates meeting on September 19 at 7 p.m. at the Sunderland Legion upstairs. Convection Stove has been ordered from George Pilgrim, Sunderland. We agree that the cost of the stove be split between the Hall Board and the Township. \$1145.

5. General Items

- 1) Sunderland Fair – Wednesday, September 14. Set up will be inside at 10:00 a.m. Staffing was arranged for the booth. Manilla Hall brochures will be updated.
- 2) September 15 Luncheon – Food has been arranged. Craig will take down the tables at 3:00 p.m.
- 3) Fiddle Jam – Sunday September 25. Pies and sandwiches were assigned. Prices will be increased to \$3. For a piece of pie and \$4. For a sandwich. Cheryl and Barry will set up at 10:00 a.m. and Trevor will take down at 5:00 p.m.
- 4) Pie Making day – Wednesday, September 28 from 9:00 a.m. – 5:00 p.m. Plan is to make 30 - 35 apple pies. Supplies that are needed are 1 bushel of apples, 1 large bag pastry flour and 1 large bag of all purpose flour, Crisco and Lard, boxes and plates.

Lynn moved that \$250:00 be allocated to cover the cost for the supplies for the pies. Motion Carried.

- 5) Thanksgiving Pie Sale – Friday, October 7 at 3:00 p.m. Pies are to be delivered by 2:00 p.m.

Anne moved that the price for a pie be increased to \$12:00. Motion Carried.

- 6) 2023 Calendar update – Sample Calendar was circulated to check for any errors. Cost is \$4:50 per copy.

Carolyn made the motion that we order 130 at \$4:50 per copy. Motion Carried.

- 7) Port Perry Patcher's Luncheon Sunday, November 6. Cost to be \$20:00. Menu - soup, salad, gourmet grilled cheese sandwich and desserts.
- 8) Sign Board – to be updated by volunteers on maintenance for that month. Mobile Food Market dates to be added to board. It comes every 2 weeks on Thursday from 11:30 a.m. – 12:30 p.m.

6. Others

A) New Business

Manilla events on the posters should be specified which are Hall Board events and which are other Manilla events.

Craig will check if there is money left from the Grant money.

B) Next Meeting – Wednesday, October 19 at 1 p.m.

7. Adjournment

Lynn moved to adjourn at 2:30 p.m.



Sunderland Town Hall Board of Management

Date: Tuesday, June 28, 2022
Time: 9:00 am
Location: Sunderland Town Hall

Minutes

Present: Lynn Campbell, Ann Gordon, Ralph Maleus, Donna Schirle, Dale St. John (part of meeting)
Wayne Ward and Denise Wilson.

Regrets: Glen Williams,

1. Call to Order

Chair Ann Gordon called the meeting to order at 9:02 am.

2. Confirmation of Minutes

Moved by Lynn Campbell, that the minutes of the May 31, 2022 meeting be approved.

MOTION CARRIED

4. Correspondence

No correspondence was reported

5. General Items

1) Update on current projects

a) Rose Window repair

Wayne Ward reported that he had met three contractors to review the state of repair. Although the glass itself is in good shape, the wooden frame is in urgent need of repair. It was judged that the window will not stand up during another winter season.

The representative from McCausland Ltd. declared that this work is out of their line of work. The other two contractors are very competent and showed good reference work. However, the scope of the work is significantly larger than previously estimated.

The stained glass and frame need to be removed for repair off-site. This requires

This document is available in alternate formats upon request.

Please contact the Clerk's Department at 705-432-2355.

erection of scaffolding. The wall then needs to be covered by an insulated board for the winter season. The repair consists of manufacturing of complete new wooden frame and “spokes” and assembly of the glass section. After the repair, scaffolding needs to be re-erected and the rose window re-installed.

The preliminary estimate for scaffolding is (\$15,000); and removal of stained glass and frame, temporary cover, repair and re-installation is (\$50 – 80,000). The potential repair of the exterior and interior walls is not included in this estimate.

Wayne Ward will report his findings and present to council on July 25th.

b) Front entrance door:

Wayne Ward distributed and presented a draft RFP using the township’s template and with the previously adapted scope.

It was agreed to release the RFP and set the requested return date for proposals to July 14, 2022. Also, the start date of work to be no later than October 14 and with requested completion date no later than November 21.

c) Front Lawn repair

It was agreed to hold-off the repair until the spring of 2023 when the front door and rose window repairs are estimated to be completed.

d) Wayfinding signs

Ralph Maleus reported that the wayfinding signs have been installed using double sided tape on the steel doors and with tape and decorative screws on the wooden doors.

e) Bathroom fan

Wayne Ward elaborated on the problem with the vibrating fans in the bathrooms. The vibrations are inherent in the design of a common fan which is belt-driven by an electric motor. He recommends to convert the fans to separate units of typical quiet residential style. Also to connect them electrically to the corresponding light switch and a delay relay.

The estimated cost is \$400-500 for material and approximately \$1,200 for labour. Wayne Ward to meet the electrical contractor to finalize the scope and to make sure work to be completed in the early fall of 2022.

f) Outside garbage Container

The new outside garbage container will be installed shortly

g) External direction sign

The Township’s “Trails Lead Person” is investigating all of the township’s external signs to make sure they are correct and current. Then, the design work of new standardized and decorative signs will be done by “Your Computer and Signs” (Michael Bassett).

h) Auditorium Exit Doors

There are five exterior wooden doors that are in poor shape i.e. gaps, cracks etc.

Wayne Ward to take dimensions and investigate further suitable wooden doors alternatively non-wooden doors. An RFQ to be prepared and released during July – August. Further discussion and decision planned for our September meeting.

i) Boardroom improvements

1. The decision to potentially removing the piano is postponed to next meeting pending investigation of usage and condition of the piano.
2. The current cabinet needs to be replaced with a suitable cupboard. Ralph Maleus offered to take the lead on separate fundraising to cover cost to replace.

Moved by Ralph Maleus, seconded by Donna Schirle to assign the task to find an alternative to Ann Gordon and Denise Wilson for a maximum cost of \$1,000

MOTION CARRIED

3. Other improvements in the room to be deferred to be done in conjunction with painting and other repairs.

j) Balcony railing

Dale reported his investigation on railing heights at reference sites as follows:

	Sunderland	Uxbridge	Port Perry
Floor > Wood Rail	25 ½"	25"	30"
Floor > Top Iron Rail	37"	Screen at stairs	N/A

This issue to be further discussed at the next meeting.

2) New items

a) Front lawn flower bed

Ann recognized the volunteer work to maintain the flowerbeds at the front of the building done by Denise & Stan Wilson, Pia Maleus and Don & Ann Gordon.

b) Table inside the female washroom

The table is considered a temporary change table for babies. This should be replaced with a permanent change table in both washrooms. This to be discussed further at the next meeting.

6. Others

1) Next Meetings: All meetings between 9 – 11 am.

- September 27, 2022
- October 25, 2022
- November 29, 2022

7. Adjournment

Lynn Campbell moved to adjourn the meeting at 10:02 a.m.



Wilfrid Hall Board of Management

Date: Tuesday, September 20, 2022

Location: Wilfrid Hall

Minutes

Present: Annette Bond, Chris Shier, Edie Bond, Faye Wilkinson, Shelby Bond

Regrets: Cria Pettingill, Dorothy Shier, Keith Shier, Richard McIntyre

1. Call to Order

- Chair Faye called the meeting to order at 7:00 p.m.

2. Confirmation of Minutes

- Moved by Edie, Seconded by Annette that the amended minutes of the Aug 30, 2022 meeting be approved as amended. MOTION CARRIED. The amendment was due to a sentence inserted in the wrong paragraph regarding events.

3. Treasurer's Report

- Keith was absent. From the last meeting's bank statement, a bank balance of \$1232.40 plus the cash deposited from the yard sale of \$125.95, gave a new total bank balance of \$1358.25.

4. Correspondence

- Wayne is having the garbage bin removed by township staff. He will also pay \$126.50 for the paint for the stage floor. The painting was done by the band, The Liverspots, over the summer.

5. General Items

1) Upcoming Events

- a. Welcome Back Event. On Friday, board will set up chairs at 10:30 a.m. On Saturday at 5 p.m., board will prepare finger foods for serving. The township contract for performers will be signed. Drinks will be tea, coffee and lemon water. Dorothy to get flowers for the draws.
- b. Craft Sale on Nov 5th at 10 am – 2 pm. Hall is booked day prior and day of event. Faye updated the Vendor Information Sheet and contract with the two

This document is available in alternate formats upon request.

Please contact the Clerk's Department at 705-432-2355.

types of insurance. Dorothy sent it to former vendors and newcomers. Township provided forms to track that vendors have purchased or provided proof of valid insurance and Durham Region's Board of Health certified kitchen copies. Dorothy is getting someone to make a new flyer. Board is seeking student volunteers to help vendors carry items into the hall. Cria volunteered at the last meeting to look after the coffee, tea and cookies in the kitchen. Chris and Shelby were unable to find a club to manage lunch. Set up will start the day prior by Chris and Dorothy. Board hopes Dorothy can bring the "From Prospect to Wilfrid" history books if she has any for sale.

- 2) Other topics: Chris brought a copy of the Manilla Community Hall pamphlet which promoted use of their hall. He wondered whether we should make something similar. It was very well-informed and professionally presented. Discussion was tabled until the next meeting.

6. Others

- 1) Next Meeting – October 18, 2022 at 6:45 p.m. at Wilfrid Hall.

7. Adjournment - Moved by Annette at 7:43 p.m.



595/22
Dec 5. Min for info

Manilla Hall Board of Management

Date: Wednesday, October 19, 2022

Location: Manilla Hall

Minutes

Present: Cathy Allison, Carolyn Carter, Anne Hardy, Cheryl Timbers, Bonnie Hudson, Ann Toplak and Councilor Lynn Campbell

Regrets: Craig Telfer and Bonita Telfer

Cheryl moved that Cathy Allison be voted in as Chair. Motion Carried.

1. Call to Order

Chair Cathy Allison called the meeting to order at 1:05 p.m.

2. Confirmation of Minutes

Moved by Anne that the September minutes be adopted..

MOTION CARRIED

3. Treasurer's Report

\$1,559.00 was handed in to the Township.

\$400.00 was taken in from the Fiddle Jam.

\$175.00. was taken in from the Food for Thought Luncheon.

\$1,000.00 was taken in from the Pie Sale and a cheque was received for \$24.00.

4. Correspondence & Councilor's Report

It was reported to Wayne Ward that the Hall Board is happy with the new convection stove.

Thank you notes will be sent for the apple donations and the pumpkin donations.

This document is available in alternate formats upon request.

Please contact the Clerk's Department at 705-432-2355.

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5. General Items

- 1) Thursday October 20th Luncheon - Menu to be Soup and Sandwiches with Pie for dessert.
- 2) Sunday October 23rd Fiddle Jam – Set up and Take down have been arranged.
- 3) Friday October 7, Thanksgiving Pie Sale update – 135 were made and donated. The sale went well. It went better after it was moved outside. The few frozen apple and pumpkin that were left will be used for Food for Thought and Fiddle Jam.
- 4) 2023 Calendar update – The Calendar is at the Printers. Carolyn spoke to Lisa Chen, the new Director of Finance for the Township. 130 Calendars were ordered at a cost of \$585.00. Price for Calendars will be \$12.00.
- 5) Port Perry Patcher's Luncheon Sunday, November 6th – Bonita is making 1 soup. One other soup is needed. Bonita is buying the salad. Sandwiches are going to be on white or whole grain bread. Peach and cheddar, blue cheese and caramelized onion, brie and pear. 4 slices of gluten free bread are needed. Dessert – 3 pans are needed. Cheryl volunteered to make butter tarts, Carolyn will make cinnamon buns and Cathy and Anne will make squares. Volunteers will be needed to serve and clean up.
- 6) Sign Board – Lynn will check with Wayne Ward about removing the old Sign Board.

6. Others

A) New Business

Hallowe'en Party, Saturday, October 29, 10:30 – 12:30 There will be pumpkins, crafts and games. There will be cupcakes. Cheryl is doing a vegetable tray and Carolyn a fruit tray. There will be a chance to guess how many chocolate pumpkins are in a jar. \$1. for one guess or \$2. for 3 guesses. Party will be held inside.

Christmas Gifts are needed for 5-8 year old boys and girls and also a couple of teenager gifts are needed.

Sign up deadline for the Christmas Drive by December 10th is November 11th.
Inventory will be November 15th.

Cookie exchange is December 13th
Food for Thought Luncheon is Dec 15th

B) Next Meeting – Wednesday, November 16th at 1 p.m.

7. Adjournment

Anne moved to adjourn at 2:24 p.m.



Sunderland Town Hall Board of Management

Date: Tuesday, October 25, 2022

Time: 9:00 am

Location: Sunderland Town Hall

Minutes

Present: Lynn Campbell, Ralph Maleus, Donna Schirle, Dale St. John, Wayne Ward and Denise Wilson.

Regrets: Ann Gordon, Glen Williams

1. Call to Order

Vice Chair Dale St. John called the meeting to order at 9:02 am.

2. Confirmation of Minutes

Moved by Lynn Campbell, seconded by Denise Wilson that the minutes of the June 28, 2022 meeting be approved.

MOTION CARRIED

4. Correspondence

No correspondence was reported

5. General Items

1) Update on current projects

a) Rose Window repair

Wayne Ward reported that Mr. Roberto Chiotti of Larkin Architects has been retained by Township of Brock to manage this project.

To date Mr. Chiotti has pre-qualified five contractors for the project. The RFP is also completed except for the final approval by the Township. Closing date for quotations is preliminary Nov. 4, 2022 at 2pm.

Wayne also reported that upon inspection together with a contractor, it was noted that the rose window is in "pristine" condition, largely thanks to a ¼" thick protection glass at the outside of the window. It's thereby possible to remove the rose window from the inside for the repair of the rotten wooden frame. A protective glass with ventilation will be installed in lieu of the rose window during the repair.

This document is available in alternate formats upon request.

Please contact the Clerk's Department at 705-432-2355.

The repair of the frame will be done with Douglas Fir and surface treated with suitable and commercially available paint.

- b) Front entrance door:
Wayne Ward reported that the front entrance door project has been put on hold until 2023 due to budget limitations this year. It is possible to apply for a grant for the repair. In any case, he assured the board that the repair will be included in the budget process early next year.
- c) Bathroom fan
Wayne Ward reported from a consultation with an electrician. The problem with noise from the fan is inherent with the design of a belt driven fan. To exchange it to a design using residential fans can potentially result in un-wanted condensation. Ralph Maleus suggested an intermediate design using switches with timer functions to eliminate the extended run of the fan. Wayne Ward to investigate.
- d) Outside garbage Container
The new outside garbage container has been installed but unfortunately been placed too close to the clock and thereby preventing maintenance of the clock. Dale St. John suggested moving it slightly east.
- e) External direction sign
Denise Wilson reported that the sign and the post is in bad condition and should ideally be upgraded prior to the Remembrance Day celebration. Wayne Ward reported that funding has been obtained and work is in progress throughout the township. Unfortunately, this cannot be done prior to Nov. 11.
- f) Auditorium Exit Doors
The emergency exit doors at the auditorium is in need of new weather stripping. Currently there are gaps that allow cold weather to enter as well as creating a whistling noise. Wayne Ward to take a look and request staff to address the problem.
- g) Boardroom improvements
Denise Wilson reported that no action has been made to date to find a suitable new cabinet. She will contact Ann Gordon to seek suitable alternative.
The decision to potentially removing the piano is postponed to next meeting pending investigation of usage and assessment of the condition of the piano.

This issue to be further discussed at the next meeting.

2) New items

- a) Dale St. John reported that the lights in the Banquet room have been repaired by township staff. However, a few lenses are required to be changed or installed. Wayne Ward reported that the Township is investigating conversion to LED lights but nothing has been budgeted yet.

b) Internet speed

Ralph Maleus reported slow response time of internet, particularly while using internet-based ticket sales equipment. Wayne Ward will contact Bell to investigate options including exchange of modem/router and install signal extenders.

6. Others

1) Next Meeting:

- November 29, 2022 between 9 – 11 am.

7. Adjournment

Lynn Campbell moved to adjourn the meeting at 9:49 a.m.



Corporation of the Township of Brock

Staff Report to the Mayor and Members of Council

From: Jason Lapp
Position: Supervisor of Operations
Title / Subject: Windrow Snow Clearing Pilot Project - 2023
Date of Report: November 17, 2022
Date of Meeting: December 5, 2022
Report No: 2022-PRF-018

1.0 Issue / Origin

To provide Council a report on the possibility of implementing a "Windrow Snow Clearing Pilot Project" in Brock Township. The limited service would be available to senior citizens and residents with disabilities.

2.0 Background

Currently Brock Township provides various winter maintenance services which includes snow plowing/removal, sidewalk clearing, parking lot clearing, sanding, salting etc. In addition, daily winter patrols are completed by staff. Our winter operations fleet consists of; 2 pick-up trucks w/ plow, 9 tandems w/ wing/plow, 3 graders, and 2 loaders. Brock Township does not currently have any type of program in place to assist those who are not able to remove the windrow of snow left after the plow goes by.

Staff did a review of several area municipalities regarding the availability of this type of program and have summarized findings below. At this point, it appears as though the Town of Georgina is the only municipality offering this type of service to their residents.

MUNICIPALITY	WINDROW CLEARING PROGRAM
Uxbridge	No
Georgina	Yes
Ramara	No
City of Kawartha Lakes	No
Scugog	No
Region of Durham	No

3.0 Analysis

The windrow clearing program would be open to Brock residents aged 65 and over (including members of your household) or living with a disability. Applications can be made on-line with a verification process on a staff level. This additional service will be completed within 24 hrs from the time winter operations on Township roads and sidewalks have been completed. This will ensure the contractor is not clearing windrows until the final pass by our plows has occurred. The program will only commence after 8 cms of snow and will consist of clearing snow at the end of the residential driveway. No work will take place on private property and shall allow for one vehicle (car, SUV or pick-up truck) to enter the driveway. All snow plowed for this purpose will be placed on the boulevard and no snow will be removed from the site.

This pilot program will be a contracted service as the Township is not currently in a position to deliver this service internally. If this program is approved, it would need to be tendered out in accordance with the Township of Brock's procurement policy. Consultation with the Union will also need to take place in order to ensure compliance with the Collective Agreement.

Through historical data, staff can predict an average of 15 events that reach the threshold for a windrow clearing event to occur. Given the large geographical area, this threshold may not be met in all occurrences. In addition, special consideration regarding potential appointment times, early service etc. cannot be accommodated. The schedule will be dependent on numbers in each general location and at the discretion of the contractor. Details regarding specific requirements will be clearly outlined within the contract between the municipality and contractor.

As this will be the first time the additional service is offered to the community, it is hard to predict the number of applications that will be received and for this reason, the number of applicants will need to be limited to ensure budget compliance.

4.0 Related Policies / Procedures

There are currently no policies in place that speak to windrow snow removal. A new policy would need to be created.

If approved, this would affect the Asset Management Plan and future operating budgets.

5.0 Financial / Budget Assessment

Through consultation with neighbouring municipalities, pricing per driveway can range from \$10 to \$22 per clearing. This pricing structure is inversely proportionate, and as more applicants apply to the program the cost per event should decrease.

With an initial limit of 75 applicants, the additional service could potentially cost between \$750-\$1,650 per clearing event. With a forecast of 15 threshold events, the program could range between \$11,250-\$24,750. These estimations will vary based on tender quotations and number of approved applicants.

It should be noted that over the past several years neighboring municipalities, including Brock, have had challenges with the contracting on snow clearing services. Liability and insurance rates have caused these issues.

6.0 Climate Change Impacts

N/A

7.0 Communications

Please follow links to the Town of Georgina's windrow clearing program

<https://www.georgina.ca/snow>

<https://pub-georgina.escribemeetings.com/filestream.ashx?DocumentId=6415>

<https://pub-georgina.escribemeetings.com/filestream.ashx?DocumentId=6416>

<https://georgina.bidsandtenders.ca/Module/Tenders/en/Tender/Detail/078c616b-38d6-41d7-b014-a85b9ab250ee>

8.0 Conclusion

Public Works staff recommend a windrow clearing pilot program to start in Fall of 2023 with a \$30,000 budget. Please note the procurement results may ultimately determine funding needed. If approved the number of applicants will need to be capped at 75.

9.0 Recommendation

BE IT RESOLVED THAT Report 2022-PRF-018, Windrow Snow Clearing Pilot Program be received and;

THAT Council direct staff to proceed with the windrow snow clearing pilot program with a limit of 75 applications and include an amount of \$30,000.00 in the 2023 operating budget for this purpose.



Corporation of the Township of Brock

Staff Report to the Mayor and Members of Council

From: Rick Harrison

Position: Fire Chief

Title / Subject: Self-Contained Breathing Apparatus (SCBA)

Date of Report: November 9, 2022

Date of Meeting: December 5, 2022

Report No: 2022-PS-017

1.0 Issue / Origin

As previously outlined in Report 2022-PS-02, the fire department's existing Self-Contained Breathing Apparatus's (SCBA's) are approaching the end of life and require replacement and upgrade to meet 2019 NFPA Standards.

2.0 Background

One of the most important pieces of equipment utilized by firefighters is the self-contained breathing apparatus (SCBA). The SCBA provides breathable air in environments with oxygen deficiency, smoke, dangerous gases, and other airborne contaminants that may be otherwise dangerous to breathe.

SCBA's have a life expectancy of 15 years, whereby the air cylinders can no longer be used for fire department operations and the SCBA's do not meet the most recent NFPA Standards.

Our existing SCBA's were purchased over a three (3) year-program, beginning in 2007 and completed in 2009. Therefore, the existing SCBA's will begin their end of life expectancy in 2022, continue in 2023 and end in 2024.

The existing SCBA's were manufactured by MSA and purchased through AJ Stone Company, located in Vaughan, Ontario.

3.0 Analysis

During the 2022 budget deliberations the Fire Chief recommended the implementation of a three (3) year-program to replace the existing SCBA's. As part of the 2022 Capital Budget, Council approved \$285,000 towards Year One of the recommended three (3) year SCBA

replacement program. Year Two and Year Three were forecasted at \$285,000 and \$43,000 respectively.

During 2022 budget deliberations the Fire Chief explained the importance and recommended to sole source the purchase of the SCBA's through our Ontario MSA distributor, AJ Stone Company. AJ Stone Company was utilized for the initial purchase of our existing SCBA's in 2009. The Fire Chief and firefighters felt it was important to maintain the familiarity, safety, training, operation, and consistency of the MSA brand of SCBA's through AJ Stone Company. Council accepted the sole sourcing recommendation.

As per Report 2022-PS-02 dated February 28, 2022 Council approved the Fire Chief to proceed with year one (1) purchasing of the SCBA's within the confines of the 2022 budget amount of \$285,000.

Also, during budget deliberations Council approved \$320,000 capital reserve fund contributions in the fire department equipment reserve account in anticipation of future capital requirements.

The Fire Chief has recently received a quote, (September 7, 2022) from AJ Stone Company in the amount of \$310,095 for year two (2) and \$34,343 for year three (3) of the replacement program (exclusive of HST impacts).

In conversation with Mr. Brad Goodwin of AJ Stone Company, he has indicated that they are anticipating a cost increase of approximately 10%, effective January 1, 2023. The cost increase amounts to an additional \$34,443 (exclusive of HST impacts) to the quoted amount of \$344,438 if purchased before the end of the year.

4.0 Related Policies / Procedures

- Procurement Policy
- 2023 Budget
- Asset Management Plan

5.0 Financial / Budget Assessment

As indicated by the Fire Chief:

- Year two (2) of the SCBA replacement program quote dated September 7, 2022 equals \$310,095 and year three (3) \$34,343 before HST. This funding would usually be requested through the 2023 and 2024 Capital Budget process.
- Staff recommend that the 2023 Capital Budget request be pre-approved in advance of the budget process to avoid a potential price increase.
- And that Council approve the continuation of the sole-source award.
- The Fire Equipment Capital Reserve Fund has a balance of approximately \$600,000, with a boat replacement (\$130,000) forecasted in 2024 and pumper replacement (\$600,000) forecasted in 2025.

Description	Amount
Year Two	\$310,095.00
Year Three	34,343.00
Pre-Tax Subtotal	\$344,438.00
HST – 13%	44,776.94
Sole Source Award Amount	\$389,214.94
Less: Municipal HST Rebate (11.24%)	(43,747.76)
2023 Capital Budget Pre-Approval Request	\$345,467.18

6.0 Climate Change Impacts

None

7.0 Communications

None

8.0 Conclusion

The quote includes the purchase of the following equipment:

- Twenty-one (21) SCBA's
- Twenty-two (22) rechargeable batteries
- Five (5) facepieces
- Three (3) six (6) bank charging stations
- Forty-four (44) air cylinders

9.0 Recommendation

That report 2022-PS- be received for information;

AND THAT COUNCIL pre-approve the 2023 Capital Budget request of \$345,500 to purchase MSA SCBA's equipment as outlined in report 2022-PS-;

AND THAT the project be funded from the Fire Equipment Reserve Fund;

AND THAT FURTHERMORE the award be sole sourced to AJ Stone Company in the amount of \$344,438 or \$389,214.94 including HST.



Corporation of the Township of Brock

Staff Report to the Mayor and Members of Council

From: Ingrid Svelnis

Position: CAO

Title / Subject: 2022 Review

Date of Report: November 29, 2022

Date of Meeting: December 5, 2022

Report No: 2022-GG-030, 2022 Review be received.

1.0 Issue / Origin

2022 Review.

2.0 Background

The 2022 report reflects the work that took place within the various departments. Many have been finished while others will be on-going. Staff will report back on 2023 achievements in December 2023 or early 2024.

3.0 Analysis

Presented as is for information purposes.

2022 Accomplishments were as follows:

CAO:

- Recruitment – Treasurer and Director of Development Services;
- Works Department Review;
- Bylaw Department Review;
- Retain Disability Management Service to manage Short Term Disability files;
- Continued review of surplus properties with legal- put on hold during the election pending Council direction;
- Addressed “pay equity” requirements through the 2022 budget

Policy Development:

- Site alteration bylaw amendment
- Telecommuting Policy and Agreement- all;
- Conference and Conventions Expense Policy- all;
- Disconnect From Work Policy- all;
- Corporate Vehicle Use Policy- all;
- Electronic Monitoring Policy- all;
- Video Surveillance- lead by Facilities Manager- all;
- Training and Development Policy- all;
- Customer Service Policy

HR:

- Work order form for recruitment for all positions;
- Centralized review of resumes before moving to interviews;
- Senior management performance reviews (2022);
- Full recruitment wrap-up into electronic format

Treasury Department:

- Procurement policy review and amendments;
- Procurement training;
- New Tax Clerk and Senior Financial Analyst recruitment;
- Great Plains Training for non-finance staff;
- Engaged Ceridian Dayforce to modernize human resources and payroll processes;
- Expanded online forms to accept boat launch fees;
- Digitized a majority of accounting documents through electronic file storage;
- Updated cash handling policy and procedures to ensure consistency throughout the organization;
- Developed Harbour revenue tracking system in collaboration with Parks staff and streamline receipting process, reducing the amount of paper used for receipts with reusable monthly and seasonal passes;
- Expanded debit payment options to the arenas and harbour operations;
- Implemented an attendance management program through a service provider;
- Implemented newly regulated OMERs program to all seasonal and contract employees (effective 2023);
- Re-established Asset Management working group

Public Works and Operations Department:

Recreation services:

- Snack Bar rentals- community groups- after long period of not being open;
- Electronic PRC Guide- fall 2022;
- Outdoor Movie Night;
- Expanded Summer Camp with Specialized Camp Programs;
- Ice allocation policy;

Non-Profit Committee Accomplishments:

- Comprehensive list of non-profit organizations & contact details in Brock;
- Promotional Volunteer Campaign during National Volunteer Week;
- Survey of Brock Residents;
- Request for In-Kind Service Letter for organizations;
- Reviewed opportunities for Free Use Policy and Donated Assets Policy updates towards a 2023 implementation;
- Investigated options for NPO Tax Relief or Exemption programs and application procedures for organizations that meet conditions

Tourism Relief Fund:

- Purchased picnic tables, accessible picnic tables to be installed across the Township;
- Purchased bike racks & pumps to be installed across the Township;
- Installed an Accessible Path to the beachfront at the harbour (scheduled for November);
- Launched a permanent Tourism Website (to be completed by the end of the year);
- Purchased downtown directional signage, as well as a new sign for the Smallmouth Bass Capital of Canada

Facilities:

- Roof repairs- Cannington Arena;
- Overdue servicing of refrigeration systems at all three arenas;
- Service to Ice Resurfacing units at arenas;
- Updates to Beaverton Harbour upper gardens including installation of armor stone;
- Installation of water refill stations in three arenas;
- Replacement of steel siding and installation of protective netting at Foster Hewitt Memorial Community Centre;
- Revitalization of Centennial Park including removal of fencing and overgrowth along shore, new playground equipment, signage and refurbishment of the Memorial marker;
- Replacement of exhaust fans on ice surface at Foster Hewitt Memorial Community Centre;
- Lighting upgrades in several facilities including arenas;

- Renovation of auditorium kitchen Rick MacLeish Memorial Community Centre;
- Installation of fencing at Township offices around Emergency Generator;
- Installation of fencing and gate at Beaverton Patrol Yard;
- Initiation of the refurbishment of the Sunderland Town Hall Rose Window;
- Completion of the upgrades to Council Chambers including new audio video equipment;
- Replacement of shingle roof at Beaverton Thorah Medical Centre;
- Replacement of flooring in lobby area at Beaverton Thorah Medical Centre;
- Significant work achieved on long standing projects with facility operations;
- Video Camera installation at Township Office;
- Significant work achieved on long standing projects with facility operations;
- removed wood benches and replaced with armour stone seating at Harbour;
- installed an additional parking lot at the Manilla Hall;
- completion of the Beaver River Trail system signage (LSRCA);
- retained the services of engineering firm to complete structural reviews of the Cannington and Sunderland arenas

Works:

- All capital projects were completed within budget – gravel construction, DST/Slurry Seal/HL2/Sidewalks – Removal and Replacement as well as installation of new;
- Culvert 311 replacement completed;
- Installation of new streetlight poles and fixtures in Beaverton (capital purchase)
- Completion of operating projects (ie. Street sweeping, dust suppressant, route & seal);
- Invasive Species Student completed review of Township identifying areas affected by invasive species and provided a report to Council (this project was possible based being successful in obtaining funding through Federation of Anglers & Hunters – Hit Squad Student Program);
- Significant ditching and brushing completed throughout the Township;
- Numerous cross culverts replaced in various locations;
- Commencement of trials in a few locations – turning DST roads back to gravel (adding filter fabric and/or drain piping depending on location);
- Installation of playground equipment at Thorah Centennial Park including shoreline brush removal (worked collaboratively with parks staff);
- Worked with the Region of Durham to have anti-idling signage erected in the downtown cores of Beaverton, Cannington and Sunderland;
- Purchase of a new hot box which will assist in repairs and maintenance on DST roads (received in late October);
- Culvert 344 – engineered design completed, and tender documents prepared for 2023 completion;
- Road Tour organized and attended by current Council and Council elect;
- Drive Wise Program – new initiative for staff training;
- “speed hump” trial program (King St);
- 3 new community safety zone initiatives;

- installed security gates at the Sunderland Depot;
- rotational speed sign program expanded;
- expansion of the “Remembrance Day” banner program;
- completed various new culvert driveway entrances

Clerks Department:

Clerks:

- Election;
- New contract position for Communications/Tourism;
- Revised Accessibility Training;
- Brock Beats Hunger Campaign;
- MyDurham311 MOU;
- Revised boathouse leases;
- Short Term Rental 2022 Enhanced Enforcement Pilot – revised Noise, Fireworks & Burn By-laws and implementation of new Nuisance By-law. Addition of 2 Seasonal Officers;
- Customer Service Policy and Training;
- 2022-2026 Multi-Year Accessibility Plan;
- Website modernization features including online forms & payment options;
- Flag & Proclamation Policy;
- Advisory Committee wrap up survey;
- Council Chambers Hybrid meeting equipment testing;
- Launch of Diversity, Equity & Inclusion internal committee

Bylaw:

- STR- Active management through amended and newly created bylaws and set fine schedules: New Nuisance, Amended Noise and Fire Works Bylaws;
- 1st year of seasonal officers – enforced new bylaws, parking etc. Program was a success and will be repeated 2023;
- Traffic Bylaw amendments for winter control and permit parking; set fine schedule;
- Test pilot permitted parking in Sunderland for 2022-2023 with Cannington and Beaverton rolling out in 2023 and 2024;
- Implementation and management of Bylaw tracking program (FIREPRO) and Animal Control/Animal Shelter tracking program (SHELTER BUDDY);
- Development of other tracking programs and development and increase in house training of by-law enforcement officers;
- Certification/Training of all By-Law/Animal Control Officers in Defensive Tactics and baton and pepper spray and upgrade of PPE;
- Completion of Renovations/Animal Housing animal shelter;
- Smile Cookie Campaign – Tim Hortons – Donation to Animal Shelter \$4200;
- Muzzle Order/Restraint Order Appeal – success;
- Property Standards Appeal x 2 – success;

- Increase in Part 1, Part 2 and Part 3 offences issued

Development Services Department:

- Official Plan Review - continues;
- Launch of Cloudpermit- building module implemented, planning module in process;
- Re-organization of Department – moving from CBO managed to Director of Development Services;
- Retirement of Building Administrative Assistant and hiring of Development Services Assistant;
- 220 building permits received;
- Beaverton Supportive Housing and Brock Community Health Centre building permit and site plans were major projects;
- 16 planning applications received and processed 17 pre-consultation requests;
- 16 minor variance applications processed through Committee of Adjustment;
- Hosted 7 public meetings/open houses;
- Established a Municipal Asset Naming Policy;
- Initiated the Waterfront Area & Open Space Plan

Fire:

- Aerial arrival- delivery and put in service;
- Modifications to the Beaverton Station for the aerial;
- Canada 911 ride – participants attended Station 81 for lunch & donation of a Honda Generator
- New recruitment – 8 Certified Firefighters;
- Deputy Fire Chief reallocated to Manager of IT and Facilities;
- Continued to develop the C-Can Training Container & roof ventilation prop;
- Hired 1 Fire Prevention Inspector/Public Educator as per a contract position for one year;
- Conducted Live Fire Training via the OFM mobile training trailer in conjunction with Scugog & Uxbridge Fire;
- Self Contained Breathing Apparatus (SCBA) – purchased, delivered, and put in service at Station 82;
- Training & implementation of Tablet Command completed;
- Implementation of PulsePoint in conjunction with Oshawa, Scugog & Uxbridge Fire Service;
- Katie expanded the Fire Prevention Education program (developed new programs);
- Organized Basic Emergency Management (BEM) training for new Township staff via Durham Emergency Management Office;

Library:

- Successful Trillium Grant application for IT improvements;
- Customer Service review and policy amendments;

- Drag Queen Story Time;
- Outdoor Movie Night;
- Successful Trillium Grant application for \$51.9K in IT improvements and programming;
- Training: Customer Service Skills; Indigenous Relationships; Mental Health; De-escalation; Reconciliation; Unattended Child; Workplace Harassment; Canada History and the Indian Act; and 2SLGBTQI+ customer service training;
- Programming: Drag Queen Story Time; Outdoor Movie Night; Indigenous Orange Shirt Day event; Indigenous Paint Nite; Trivia Nights; TD Summer Reading Club events, including the Campfire Night with Joel Sutherland and the Brock Township Fire Education Coordinator. As well, offered the TDSRC Summer Extravaganza with a parade through Beaverton;
- Completed Strategic Planning and developed Strategic Plan for 2022-2027;
- Completed Community Survey and Staff Survey;
- Collaborations and Outreach: Participated in School events, TNDF Night Markets, Beaverton and Sunderland Fall Fairs, and the Maple Syrup Festival
- Collaborated with the Durham Region Health Department to offer COVID vaccine clinics to our community;
- Completed IT assessment of Internet to discern connectivity issues;
- Initiated the Pay Equity process to be compliant with legislation;
- Received award for \$500 to purchase books for people with dyslexia;
- Awarded Accessibility Award from Durham Region;
- Collaborated with the Township's Clerk's department to allow Library staff to be Elected Officials and support our community's 2022 Municipal Elections as Voting Assistance Centres at Beaverton and Sunderland Library branches;
- Collaborated with the Sunderland School Principal to expand DDSB's hours to 3 pm – 8 pm;
- Supporting staff with access to Durham Region's Employee Assistance Program.
- Organized Jane's Walk in Cannington, May 2022;
- Collaborated with Sunderland Historical Society to receive a hotspot for the Library to lend out;
- Received Summer Student Grant to hire a summer student to assist with programming;
- With support from the Beaverton Lions, began developing a Makerspace in Beaverton branch;
- Identified issues with a vendor and worked with the Treasurer and the Library Board to choose another vendor and improve services to the community;
- Investigated financial stability and reserves to be able to develop a Terms of Reference and appropriate Reserves for the Library;
- Completed the Library's Annual Survey to secure Provincial funding, as well as completed necessary CRA tax reports;
- CEO awarded Scholarship for Library Leadership Training program;
- Developed Board Training and Recruitment documents;
- Assess various fines and fees for Library customers;
- Reviewed following policies with the Library Board: Public Code of Conduct, Community Use of Programming Space, and Intellectual Freedom;

- Worked with CBC to offer CBC Corner on the Library website – connecting customers with resources, news, TV shows, and more;
- Offered Library customers new resources such as Ontario Parks Passes to borrow;
- The Library offered COVID test kits for free

IT:

- IT Review by Perry Group- received and reviewed by Council;
- New On-line WHMIS module for training;
- Attended MIFA Conference;
- Discovery work on system and storage by Netagin

General:

- LEAF program for residential backyards;
- Tree planning with LSRCA- Sunderland;
- Future tree planting locations, mapping etc., completed with LSRCA for future projects in the Township- technical readiness for future funding applications to assist community groups and ourselves

4.0 Related Policies / Procedures

None noted.

5.0 Financial / Budget Assessment

All work/projects as planned for in the 2022 budget.

6.0 Climate Change Impacts

As noted.

7.0 Communications

Internal communication update.

8.0 Conclusion

Depending on how 2023 works out, the Township may undertake a comprehensive Core Services Review and build better report through the use of Key Performance Indicators (KPI's) as part of future reporting. 2023 will see significant review on the services we offer, asset management planning, harbour master planning and recreation master planning exercises. 2023 will also see the recruitment of the permanent CAO for the Township of Brock to continue the work that has been started. We look forward to starting these necessary exercises to ensure we are ready for what is to come.

9.0 Recommendation

BE IT RESOLVED THAT Report 2022-GG-030, 2022 Review be received.



Corporation of the Township of Brock

Staff Report to the Mayor and Members of Council

From: Lisa Chen

Position: Director of Finance and Treasurer

Title / Subject: 2023 Budget Schedule

Date of Report: November 29, 2022

Date of Meeting: December 5, 2022

Report No: 2022-FI-019

1.0 Issue / Origin

To provide Council and the public with the 2023 Budget schedule.

2.0 Background

During the 2022 Budget, the Finance Sub Committee met and deliberated the Operating and Capital Budgets, new staffing requests and new initiatives over the course of 3 days – February 7, 11 and 14, 2022. The budget was approved by Council on February 28, 2022. Continuing with last year's update to the process, staff recommend changing the order of the 2023 Budget deliberations to start with the capital budget and then proceed to the operating budget.

3.0 Analysis

Prior to budget discussions in January 2023, staff will bring forward a user fee update for Council's consideration, a 2022 year-end operating forecast, a report on the status of capital projects and reserve and reserve fund year-end projections.

The 2023 Budget will be presented over three Committee of the Whole

A. Monday, January 16 (10 am to 4 pm)

2023 Capital Budget

B. Thursday, February 2 and Thursday, February 9 (10 am to 4 pm)

2023 Operating Budget

1. Economic Indicators and Community Profile
2. Corporate Overview
3. Taxation
4. Departmental Presentations, starting with office of the CAO

- a. Treasury and Corporate
- b. IT, Health and Safety
- c. Clerks (Council, By-Law, and Animal Services)
- d. Public Works (Roads, Recreation and Public Buildings)
- e. Fire Services
- f. Development Services
- g. Library Board

Department Heads will present their operating budget including Base Budget, New Staffing and New Initiatives. Once completed, the next departmental presentation will follow. Depending on the number of questions, the date for a particular department's presentation could be either February 2 or February 9.

Throughout January and February, 2023, public engagement and communication will take place through social media and the Township's website. Staff will resume in-person engagement events in the future.

Feedback received throughout the budget deliberations from Council or members of the public will be summarized in a report for Council's consideration on Monday, February 27, 2023, at 6 pm. The report will include a forecasted operating budget outlook for 2024.

Throughout 2023, staff will present quarterly updates on the financial results compared to the approved budget, along with semi-annual reports on the status of capital projects and reserve funds.

4.0 Related Policies / Procedures

2023 Property Tax Rates, Asset Management Plan, Reserve and Reserve Funds and User Fees

5.0 Financial / Budget Assessment

The 2023 Budget will present a number of proposals for 2023 user fees, reserve fund transfers and tax rate increases, along with recommendations for service level changes and capital budgets requiring funding approvals.

6.0 Climate Change Impacts – n/a

7.0 Communications

A budget information package will be available on the Township of Brock's website, along with public notices of upcoming budget meetings. The 2023 Capital Budget package will be available electronically on escribe by January 6, 2023, and the 2023 Operating Budget package by January 23, 2023.

8.0 Conclusion

The annual budget process is a key strategic, financial plan that communicates to the public Council's approved 2023 priorities. It will be an opportunity for Council to review the prior year's accomplishments and to align with staff the expected 2023 outcomes.

9.0 Recommendation

BE IT RESOLVED THAT Council receive the report for information purposes.



Corporation of the Township of Brock

Staff Report to the Mayor and Members of Council

From: Lisa Chen

Position: Director of Finance and Treasurer

Title / Subject: 2023 Core Services Review and Performance Measurement Framework (KPIs)

Date of Report: November 29, 2022

Date of Meeting: December 5, 2022

Report No: 2022-GG-031

1.0 Issue / Origin

To request approval to award Performance Concepts Consulting a \$48,533 plus HST contract to perform a Core Services Review and to develop a Performance Measurement Framework.

2.0 Background

In 2020, Performance Concepts was retained by the Township of Brock to undertake an Organizational Review under the Province's Municipal Modernization Grant Program. The project was approximately \$50,000. The final report was presented at a Special Council meeting on November 9, 2020 (Appendix A), outlining Brock's "As Is" service delivery model organizational structure and a range of "As Should Be" performance improvement recommendations.

The review included a working session with Council to develop consensus around corporate priorities that informed recommendations around service delivery and organizational design. This resulted in a Brock Services Inventory outlining services and corporate support functions, along with potential Key Performance Indicators.

Performance Concepts team's recommendations included a roadmap with Do Now, Do Soon, and Do Later timing priorities. This report requests funding to proceed to the next stage by building upon the information acquired through the Organizational Review and undertake a Core Services Review and establish a Performance Measurement Framework.

3.0 Analysis

A Core Services Review and Performance Measurement Framework sets the stage for providing new Council with information to establish corporate priorities for the next four years. In tandem, the

process will set Asset Management Plan goals and assist in meeting the requirements under O. Reg. 588/17, *Asset Management Planning for Municipal Infrastructure*. The proposed work informs future discussions on the Recreation Master Plan, Corporate Strategic Plan and service delivery targets, which will then guide budget deliberations.

The final report will be ready in advance of the 2024 Budget process and will be an important document for CAO recruitment process and talent retention.

4.0 Related Policies / Procedures

Asset Management Plan, Recreation Master Plan, Corporate Strategic Plan, Procurement By-Law

5.0 Financial / Budget Assessment

The proposal (Appendix B) is \$48,533.00 + HST or \$49,387 net of the municipal HST rebate. Staff recommend a project be established for \$50,000 to be funded from the Tax Rate Stabilization Reserve.

Staff recommend sole sourcing the Core Services Review and Performance Measurement Framework to Performance Concepts Consulting. This provides efficiency having the same consultant and ensures continuity with the Organization Review recommendations.

Under the new Procurement By-Law, the \$50,000 threshold is within staff's authority for non-competitive bids, however, staff wish to provide full transparency to Council on this important initiative.

6.0 Climate Change Impacts

n/a

7.0 Communications

n/a

8.0 Conclusion

As a result of the 2020 Organization Review, the Performance Concepts team accumulated insights on the Township's service delivery, organization design, and governance model. Executing a 2023 Core Services Review and designing Performance Measurement Framework of Key Performance Indicators provides continuity and momentum to move forward.

9.0 Recommendation

BE IT RESOLVED that a Core Services Review and Performance Measurement Framework in the amount of \$50,000 be pre-approved for the 2023 Budget;

AND THAT the project be funded from the Tax Rate Stabilization Reserve;

AND THAT the contract be awarded to Performance Concepts Consulting in the amount of \$48,533 plus HST (\$54,842.29).

The Corporation of the Township of Brock

Special Council Meeting Agenda

Electronic Meeting

Session Twenty-One

Monday, November 09, 2020

Due to the current COVID-19 Pandemic and the need to implement social distancing, the Municipal Administration Building is closed to the public and no residents will be permitted to attend this meeting in person. Council Members and staff will be participating electronically in the meeting. Those wishing to view the meeting can live stream it at www.townshipofbrock.ca. The public is asked to contact the Clerk's Department with any questions or clarification by email at clerks@townshipofbrock.ca or by phone at 705-432-2355.

1. **Call Open Session to Order & Moment of Silence – Mayor Debbie Bath-Hadden – 1:00 p.m.**

2. **Disclosure of Pecuniary Interest and Nature Thereof**

3. **Delegations – None**

4. **Consideration of business for which notice was given**

1) Presentation by Performance Concepts Consulting – Township of Brock Organizational Review (Municipal Modernization Program)

*Please note part of the presentation will occur during a closed session of Council to discuss personnel matters subject to Section 239(2)(b) of the Municipal Act, 2001, the majority of the meeting will be held during a Closed Session of Council.

2) Correspondence

1511 Performance Concepts Consulting – Township of Brock Organizational Review (Municipal Modernization Program)

Recommendation

That communication no. 1511, Township of Brock Organizational Review submitted by Performance Concepts Consulting, be received for information and forwarded to the CAO for a report.

5. **Public Questions and Clarification**

6. **Confirmation By-law**

By-law Number 2983-2020 – to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on November 9, 2020 at 1:00 p.m.

Recommendation

That By-law Number 2983-2020, being a by-law to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on November 9th, 2020 at 1:00 p.m., be read a first, second and third time and passed in open Council and that the Mayor and Clerk were authorized to sign the by-law on behalf of the municipality and to have same engrossed in the by-law book.

7. **Adjournment**



Date:	05/11/2020
Refer to:	Council
Meeting Date:	November 9, 2020
Action:	null
Notes:	Correspondence
Copies to:	

TOWNSHIP OF BROCK

Organizational Review

(Municipal Modernization Program)

Final Report

Submitted by:

Performance Concepts Consulting
 124 New Street
 Uxbridge, ON L9P 1K9
www.performanceconcepts.ca

Submitted to:

Township of Brock

Attn: Becky Jamieson,
Clerk
 1 Cameron Street
 Cannington, ON
 LOE 1E0

November 2020

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A CONFIDENTIAL – “As Should Be” Organizational Design

1.0

Preamble

Performance Concepts was retained by the Township of Brock in to undertake an Organizational Review under the Province's Municipal Modernization Grant Program.

The COVID-19 state of emergency has impacted the execution of the Brock organization review. Council interviews, staff interviews and stakeholder consultations were executed using online platforms with a limited scope for interaction compared to our team's preferred face-to-face interactive approach pre-COVID-19.

While COVID-19 has impacted the execution of this Review, it has not compromised the validity of our independent 3rd party Findings and Recommendations contained in this Final Report. The Performance Concepts team is confident that this report meets all the RFP deliverables set out by Brock and satisfies the requirements of the Province's Modernization Review Funding Agreement.

Finally, Performance Concepts acknowledges the grit and resilience of Brock Council and staff in moving this important project forward while simultaneously coping with the operational and public safety challenges posed by the pandemic.

2.0

Executive Summary

The 2020 Brock Modernization Review has been successfully executed by the Performance Concepts team. This Final Report documents Brock's "As Is" service delivery model organizational structure and delivers a range of "As Should Be" performance improvement recommendations. These recommendations have been phased according to a *Do Now-Do Soon-Do Later* Implementation Roadmap.

The imperative for Brock's Modernization Review to generate significant/transformational change is demonstrated in the figure below. Post-COVID debt levels are going to re-define the Province's financial relationship with municipalities.

The COVID-19 New Abnormal: Crushing Senior Government DEBT Loads

- The Province forecast a 2020-21 deficit of \$21 BILLION in March
 - The Fraser Institute predicted the deficit will be \$29 BILLION
 - The Province's independent Financial Accountability Officer has predicted a \$41 BILLION deficit
- The Province is looking at the Municipal Modernization Program to source significant \$ savings.
 - Is the Township of Brock ready to embrace significant change to buffer upcoming fiscal turbulence?

The Province's mandated asset management program (O Reg. 599/17) poses a second financial challenge for Brock. Brock's three single-pad arenas are fast approaching the end of their useful life cycles. Replacement of these "status quo" assets is unaffordable and operationally inefficient.

An Additional Pressure: Reg 588 ASSET MANAGEMENT

• By 2023 the Province has mandated ALL municipalities as follows:

1. Establish asset inventories + condition ratings
2. A life cycle/service level assessment needs to be completed for each facility/asset class
3. Municipalities will have to budget for replacement of assets according to their life cycles

• Brock’s status quo inventory of assets may not be affordable

- E.g. 3 arenas (at end of lifecycle) for 12,000 people

• Brock cannot rely on existing reserves to fund its capital program indefinitely

• Decisions over asset/facility service levels can no longer be deferred

• Decisions are imminent (by 2023)

Performance Concepts has provided arena consolidation options for Brock that will secure multi-million-dollar cost avoidance, while maintaining appropriate service levels. Implementing arena consolidation will have an impact on required staffing levels and Brock’s “As Should Be” organizational design.

Potential Capital Cost Avoidance Return on Investment (ROI) – ARENA CONSOLIDATION

	Three Single-Pad Arena Status Quo	One Twin-Pad Arena Standard Construction	One Twin-Pad Arena Fibre/Membrane Construction
Asset Management Capital Replacement Cost	\$7.2 M – \$8.7 M per pad \$21.6 M – \$26.1 M total	\$0	\$0
New Capital Cost \$	\$0	\$14 M – \$19 M Total	\$8 M Total
Cost Avoidance Efficiency \$	\$0	Up to \$13.1 M potential cost avoidance	Up to \$18.1 M potential cost avoidance

The scope of the Modernization Review was expanded to include a working session with Council to develop a consensus around Strategic Priorities. Council’s clearly articulated Strategic Priorities have informed/shaped our team’s 3rd party evidence-based recommendations around service delivery and organizational design.

Council Strategic Priorities – adopted on July 27, 2020

Council Strategic Priorities:

1. Generate Improved Value for Money (Taxes)
 2. Sustainable Human Resources (Staffing) model
 3. Rationalized Asset Management + Facilities Model
 4. Timely & Accountable Customer Service Response and Reporting to Public & Council
- **Council can now function as a Board of Directors and relinquish operations to the aligned staff team headed by a new CAO with a clear and measurable “results mandate”**

As part of this Review Performance Concepts has designed a Brock Services Inventory that documents all municipal forward-facing services and corporate support functions. (see following figure)

FUNCTIONS – Service Inventory and Classification of Service Clusters

Township staff provided a baseline “Service Inventory” – tasks, functions, job descriptions, services, etc.

Performance Concepts categorized this inventory into Service Clusters with each cluster or service further identified as:

1. **INTERNAL SUPPORT FUNCTIONS**
 - These services, tasks or functions were predominantly provided by the department to other departments or staff (e.g. Human Resources, Payroll, Training, etc.)
2. **FORWARD-FACING with a USER SPECIFIC BENEFIT**
 - These services would be ones where individual residents or specific groups benefit (e.g. Building Permits, Cemetery Administration, Recreation Programming)
3. **FORWARD-FACING with a PUBLIC or GENERAL BENEFIT**
 - These services are provided to the public at a level set by legislation or Council directive with a benefit enjoyed by the public at large (e.g. Winter Road maintenance, Park maintenance, Fire and Emergency Services)

This Categorized Service Inventory was then validated by the Township’s department heads.



The Services Inventory was used by Performance Concepts to re-design Brock’s organization based on the principal of *Form Follows Function*. The restructured organization will improve line-of-sight for individual employees and promote cross-departmental (horizontal) priority-management. A suite of potential Key Performance Indicators is included for each of Brock’s forward-facing public services.

All of the Performance Concepts team’s recommendations are included in an Implementation Roadmap with clear *Do Now*, *Do Soon*, and *Do Later* timing priorities. Organization design recommendations include a *Transitional* stage on the way to a final *Mature* organizational structure.

A recommended 3rd party progress assessment in Q4 of 2021 will ensure Brock’s change roadmap has achieved the necessary momentum to secure the cost avoidance and performance improvement benefits set out in this Final Report.

3.0 Introduction

3.1 Introduction & Context for the Modernization Review

The Township of Brock is a local municipality located at the northern end of Durham Region. Governed by a municipal council of seven, the Township's current organizational structure consists of a Chief Administrative Officer (CAO) with 5 departments. The Township employs 39 full-time and 10 seasonal part-time/casual employees and relies on over 70 volunteer fire fighters.

Brock's five Departments are as follows:

- Public Works
- Building & Planning
- Clerks (includes By-Law)
- Fire & Emergency Services
- Finance

Brock's RFP for the Review required an analysis of the current organizational structure as it relates to departmental/staff responsibilities and current workload. The review was to include options and recommendations to ensure efficient and effective delivery of services and address anticipated service delivery requirements over the next 5-10 years.

3.2 Provincial Fiscal/Budgetary Realities

The Province's Municipal Modernization Grant Program pre-dates the COVID pandemic. The originally stated intent of the Modernization program is to support municipalities that are committed to identifying and implementing service delivery efficiencies. Modernization Review service delivery efficiencies are best measured by using a blend of the following performance lenses:

- Operating cost reduction/cost avoidance secured while maintaining an existing level of service
- Capital cost reduction/avoidance secured via rational asset/facility management decisions
- Process execution/staff productivity improvements secured via LEAN process streamlining and IT driven service delivery innovation
- Burden sharing of staff positions, specialized equipment, IT systems and facilities with neighbouring municipalities.

Pre-COVID, public statements by the Premier indicated that Municipal Modernization Program efficiency dividends of 4% -5% were expected. The Province's Municipal Modernization Program was conceived to secure *incremental \$ efficiencies* across the municipal sector. Pre-COVID, the Province's incremental improvement model for the municipal sector seemed reasonably scaled and achievable.

But now in the midst of the COVID *new abnormal*, the stakes attached to Municipal Modernization reviews have changed dramatically. Transformational change is the new Modernization objective - necessitated by the new fiscal realities of the Provincial-municipal relationship in Ontario.

The figures below are instructive in this regard.



Figure 1 - Provincial Debt

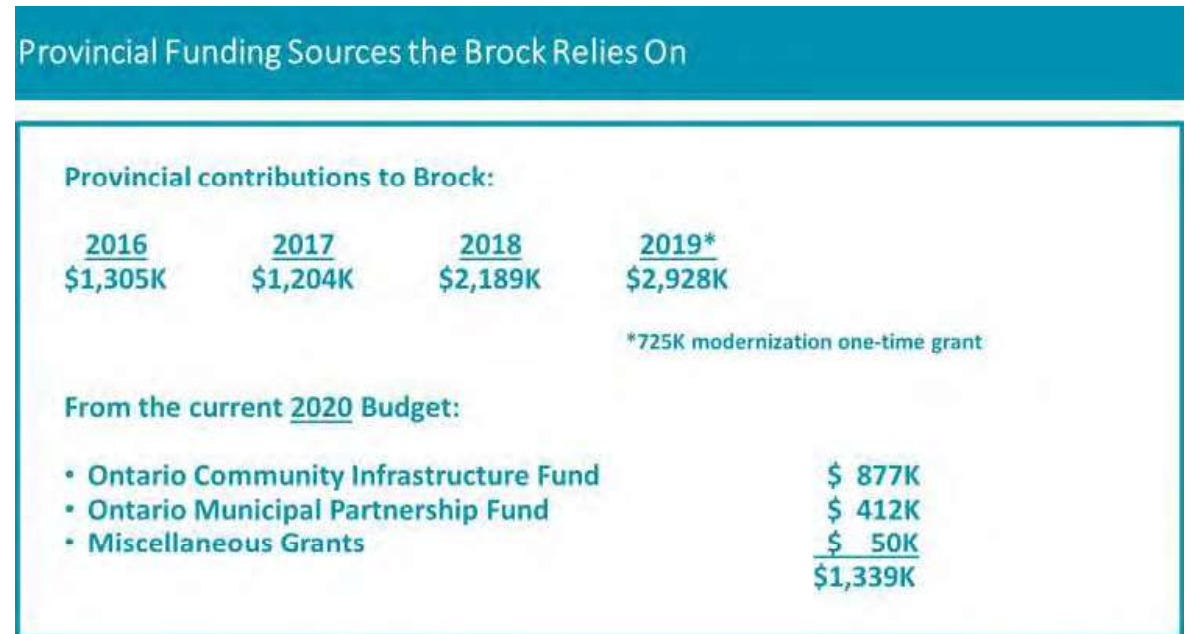


Figure 2 – Brock Reliance on Provincial Grants

3.3

Asset Management Pressures and Ontario Reg 588/17

The Province has mandated a new sustainable asset management model for phased adoption across the municipal sector. By 2023, Ontario municipalities must implement the following asset management deliverables:

1. Comprehensive asset inventory.
2. Asset condition ratings.
3. Measurable asset preservation service levels (i.e. asset quality to be maintained over time).
4. Sustainable life-cycle asset management maintenance/capital program.
5. Sustainable rehab/replacement financial plan to maintain service levels & implement life-cycle program.

O Reg 588/17 mandates “good government” sustainable asset management practices and accountable stewardship of taxpayer-funded public assets. Municipalities will no longer be able to “kick the can down the road” by eroding asset quality over time in order to avoid politically or financially difficult life-cycle capital funding commitments. Much work remains to be done by Ontario municipalities (including Brock) to meet the requirements of Regulation 588/17 by the 2023 deadline.

The likely impacts of a crushing Provincial debt load on future grant levels and the O Reg. 588/17 deadline are creating a budgetary “pincer” that will compel Brock to implement aggressive cost-avoidance and operational efficiencies. Transformational change will be required moving forward in order for Brock to achieve Council’s strategic priorities.

4.0

Modernization Review Methodology

4.1

Doing the Right Things. Doing Things Right.

An effective Modernization Review addresses two fundamental/overarching objectives as per the figure below.

1. Accountable and innovative Municipalities strive to ensure they are ***Doing the Right Things***
2. Accountable and innovative Municipalities strive to ensure they are ***Doing Things Right***

Principles for Efficient Service Delivery



Figure 3 - Doing the Right Things, Doing Things Right

Brock's Modernization Review has addressed ***Doing the Right Things*** via the creation of a go-forward Services Inventory. The Services Inventory will position Brock to develop Key Performance Indicators and establish efficient service pricing and quality targets moving forward.

Brock's Modernization Review has addressed ***Doing Things Right*** imperatives by aligning *organization form* with *service delivery function*. The Review has also delivered game-changing recommendations around Arena consolidation that offer multi-million-dollar cost avoidance dividends to Brock taxpayers.

4.2 Documenting Brock's "As Is" Organizational Model

The Performance Concepts team has executed a wide-ranging evaluation of Brock's "As Is" service delivery model and organizational structure. The "As Is" evaluation has included operational practices and processes, staffing levels, staff deployment/scheduling models, information management systems, spending profiles, and facilities design/adequacy. Organization structures for all Brock departments have been subjected to a "deep dive" examination.

4.3 Consulting with Brock Staff and Council

A comprehensive series of staff interviews have been executed. Small group facilitated working sessions were also executed with the By-Law/Canine team as well as Public Works. These interviews and facilitated working sessions have focused on "As Is" strengths/weaknesses and go-forward performance improvement opportunities.

Ongoing dialogue with the acting-CAO and Clerk has informed the identification of performance improvement/cost avoidance opportunities by the Performance Concepts team. Two employee surveys were conducted: one for full-time staff and one specific to Township firefighters. The employee surveys were used to validate our team's "As Is" evaluation and support our investigation of "As Should Be" performance improvement opportunities.

Council interviews addressed operational performance improvement issues and governance "change" priorities. These interviews with individual Council members revealed an opportunity for Council to articulate a common set of Strategic Priorities. A working session with Council confirmed a concise set of Strategic Priorities that have informed the execution of this Review and its go-forward set of Do Now/Do Soon/Do Later recommendations.

4.4 Service Inventory and Key Performance Indicators

Performance Concepts has worked with the Brock staff team to design a Services Inventory. The Services Inventory documents Brock's forward-facing public services and internal corporate support functions. Forward-facing services have been categorized according to benefits delivered - either a General/Public or User-Specific benefit. Potential Key Performance Indicators (KPIs) have been provided for Brock's forward-facing services. Once these KPIs have been properly implemented/populated, Brock can use them to establish future performance targets to drive efficiency and quality improvement.

4.5 Designing Brock's "As Should Be" Service Delivery Model & Organization Design

The "As Is" evaluation, Council and staff consultations, the Services Inventory/KPIs informed the development of "As Should Be" performance improvements re. service delivery and organizational design.

4.6 Peer Municipal Case Studies

The Performance Concepts team has developed several case studies documenting client municipalities "lessons learned" after executing municipal modernization reviews. These case studies address technology modernization, business process streamlining and rational facility consolidation. Our work in Brock has been informed by these cases and the performance improvement lessons learned.

4.7 Stress-Testing of Draft Recommendations

A draft package of performance improvement Recommendations has been stress-tested with Brock's new CAO and the Township's staff leadership team. Stress-testing feedback has informed the Final Report's Recommendations, without compromising the objective 3rd party "truth to power" approach taken by the Performance Concepts team.

4.8 Finalizing Recommendations and Building the Implementation Roadmap

An evidence-based set of Findings/Recommendations has been prepared by Performance Concepts and is featured in this Final Report. An Implementation Roadmap has phased our Recommendations into Do Now (2020/2021), Do Soon (2022) and Do Later (2023 and Beyond) timeframes.

4.9 Final Report to Council

This Final Report and a supporting presentation complete the Brock 2020 Modernization Review. Following receipt of this this Final Report, the CAO can close-off the project with the Province as per Modernization Grant Program requirements.

5.0 Consultations

Performance Concepts used its interviews and consultations with staff and Council to validate the “As Is” findings and to inform the “As Should Be” recommendations. The following provides a summary of those consultations and the outcomes.

5.1 Council Interviews and Strategic Priorities

Performance Concepts interviewed the Mayor and all members of Council. These interviews confirmed that Council had not yet developed *Strategic Priorities* for the current term (2018-2022). Councillors recognized the need to establish a consensus around end-of-term accomplishments that could serve as a rallying point and provide Brock with governance focus.

5.1.1 Individual Councillor Concerns/Potential Priorities

During one-on-one interviews, Performance Concepts asked each Councillor what their priorities and issues were for the current term of Council and beyond.

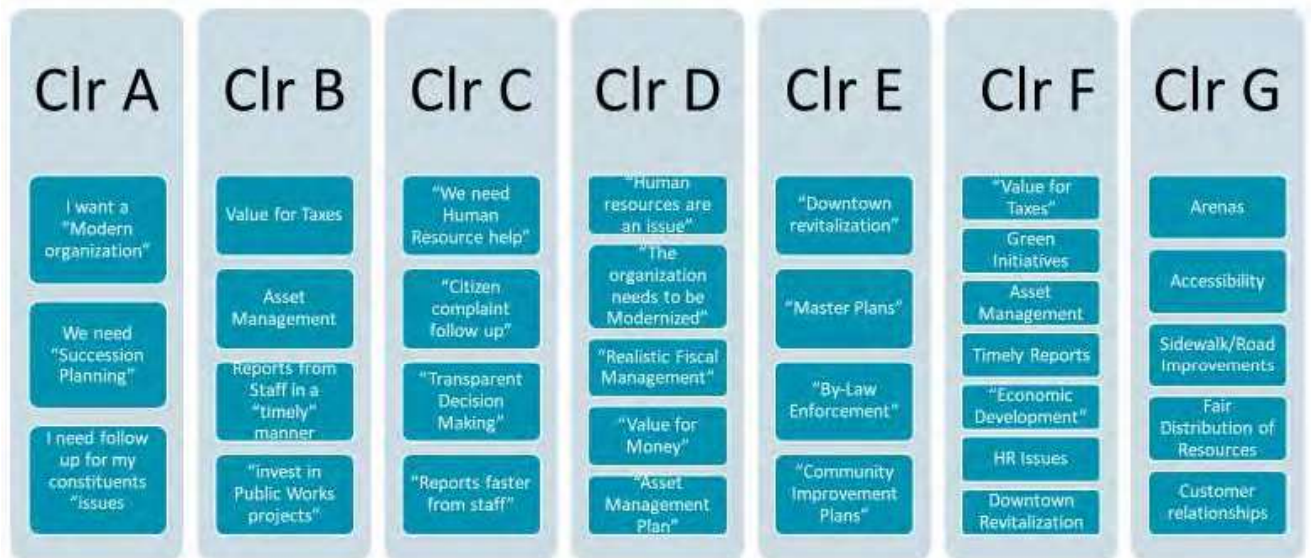


Figure 4 - Council Interviews: Concerns and Issues

As interviews proceeded it became clear that common themes were emerging which could form the basis for a set of go-forward *Strategic Priorities*. To demonstrate the evolving consensus re. objectives/accomplishments, Performance Concepts categorized Councillor comments in a word cloud. The relative size of a given word/phrase represents how many times the comment or theme was mentioned by Councillors - a barometer of consensus.

The following word cloud demonstrated the emerging common priorities of Brock Councillors:



Figure 5 - Word Cloud of Emerging Priorities and Issues

5.1.2 Council's Strategic Priorities

Performance Concepts presented the results of the individual Council Interviews to the entirety of Council at a working session on July 27, 2020. At the end of the working session Council unanimously passing a motion to endorse the following *Strategic Priorities*:

- 1) Generate Improved Value for Money (Taxes)
- 2) Sustainable Human Resources (Staffing) model
- 3) Rationalized Asset Management and Facilities Model
- 4) Timely & Accountable Customer Service Response and Reporting to Public and Council

With these Strategic Priorities set, Brock Council can function as an effective Board of Directors and delegate operations to the aligned staff team headed by a new CAO provided with a clear and measurable "results mandate."

Performance Concepts execution of this Organizational Review has been deeply informed by Council's Strategic Priorities. Our recommendations are consistent with Council's unanimous resolution.

5.2 Staff Interviews and Working Sessions

Performance Concepts initiated the Review with a kick-off meeting with the Senior Leadership team. The kick-off meeting included a Mentimeter.com working session to gauge/explore Brock's appetite for change and willingness to be bold in considering transformational recommendations.

The kick-off meeting was followed up by one-on-one interviews with selected Brock staff. The following staff members were interviewed:

- Director of Finance/Treasurer
- Director of Public Works
- Chief Building Official
- Fire Chief
- Clerk
- Acting-CAO
- Planner
- Facilities Coordinator
- Deputy Fire Chief
- Tax Collector
- Public Works Coordinator

Additional small group working sessions were held with:

- Public Works
- By-Law/Animal Control

5.3 Brock Staff Surveys

Performance Concepts conducted two on-line employee surveys to garner staff opinion on a range of service delivery, organization design, and workplace culture issues. Detailed survey results have been provided to the CAO on a confidential basis – thereby ensuring frank commentary will not be publicly linked to any identifiable staff member.

Each Brock employee was provided with an opportunity to comment on any/all Departments - enabling the Performance Concepts team to gain valuable cross-departmental perspectives. Recognizing the unique/limited relationship that on-call paid firefighters have as Brock employees, a separate survey was conducted for them. A total of 22 survey responses were received from full-time Brock staff and 26 survey responses from firefighters.

5.3.1 Brock Staff Survey - Highlights

Using a Disagree/Agree scale of 1-5, Brock staff largely agreed that services were being delivered in a timely/responsive, effective manner that provided value for money. When asked whether services were adequately funded staff neither agreed nor disagreed, but when asked whether services were adequately staffed staff disagreed somewhat.

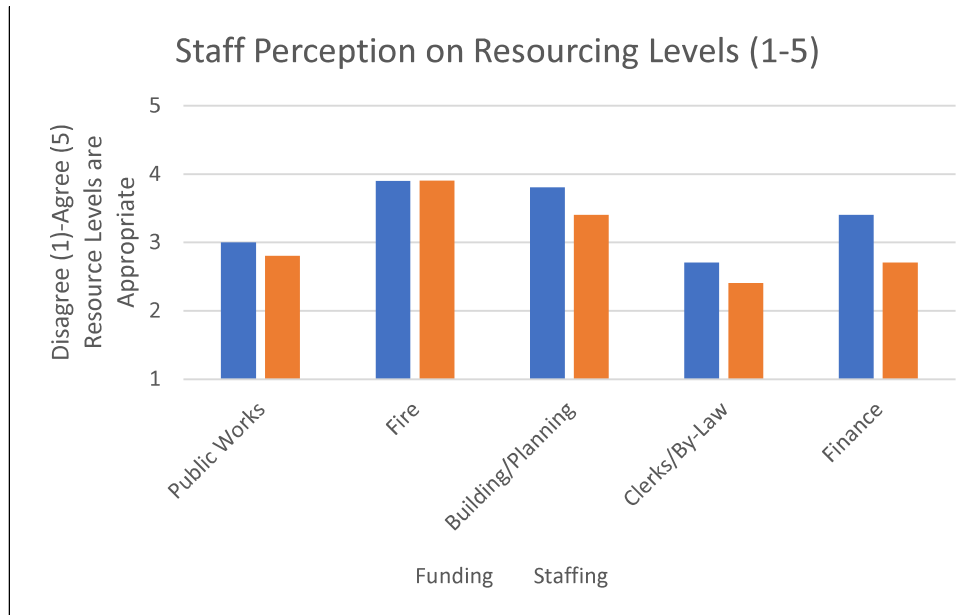


Figure 6 – Staff Perception on Resourcing Levels

Brock staff were also asked their perception of how Council, the public and staff themselves felt Departments were doing in meeting or exceeding public expectations. Results varied by Department. While staff across all Departments felt they were meeting or exceeding public expectations, both Public Works and Clerks/By-Law staff felt that Council and the Public would say otherwise.

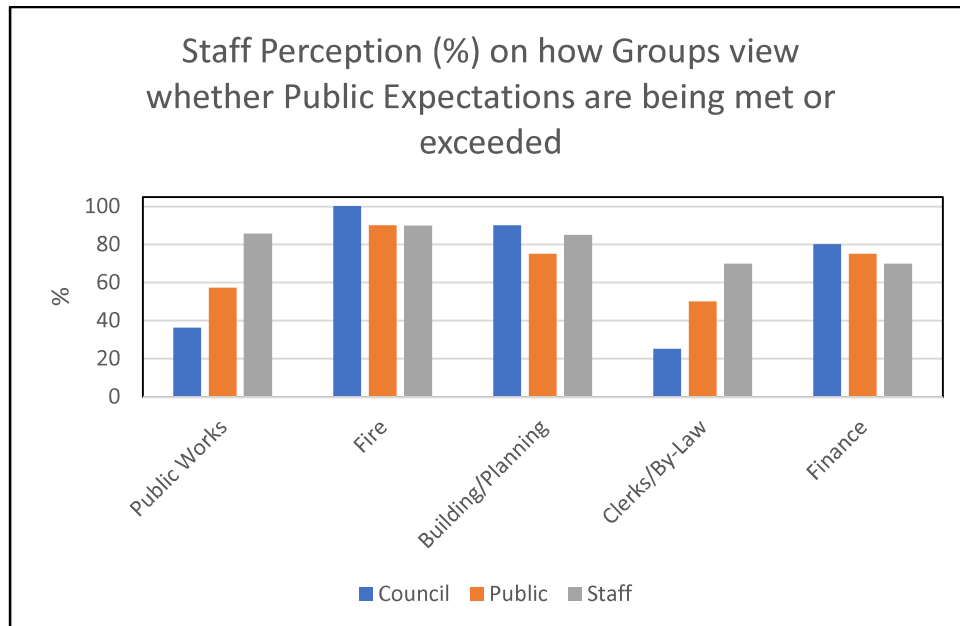


Figure 7 - Staff Perception (by Group) on whether Public Expectations are being met or exceeded

Prevailing survey response themes around improving service delivery included the following:

- Need for more modernized and effective processes: more automation, electronic work order management, customer complaint monitoring, electronic file management, KPI dashboard, reducing records duplication, reducing paper processes and filing.
- More on-line public access to information, applications, payment processes, etc.
- Additional staff needed, especially with an administrative/support focus.
- Having Council and senior staff “on the same page”. Reducing focus on Council special requests as these prevented essential work from getting done. Consistent respect from Council and clear direction on their expectations.
- Improved inter-office communications.
- Stable leadership starting at the top. Clear understanding of roles and “chain of command”.

Staff described their employment at the Township as “challenging, frustrating, hectic and stressful”, balanced by positive responses of “educational, rewarding and enjoyable”. Similarly, they felt their ideal experience in the workplace should feature “teamwork, and be enjoyable, rewarding, fulfilling and organized”. A final comment supported these views: “Teamwork, Trust and Accountability... Work like a family. Support each other. Be responsible in carrying your own work.”

5.3.2 Firefighters Survey - Highlights

Similar to the fulltime staff, Brock firefighters reported their services were delivered in a timely/responsive and effective manner. When asked whether services were adequately funded, firefighters neither agreed or disagreed, but agreed they have a well-trained department, and the Township gets great value for its money. Firefighters were neutral on whether or not they were being adequately compensated.

Firefighting apparatus are considered reasonably new and well maintained. There was a neutral response to a question on the need to improve the mix of equipment available. The existing Fire Station locations made sense to firefighters in terms of minimizing assembly and travel time, although the proposition that the stations themselves are up to date met with a neutral response.

Firefighters report there is no problem deploying enough firefighters for Monday-Friday daytime emergency calls. However, they were neutral around deployment strength for evening/overnight/ weekend or summer vacation periods. Assembly and travel times were largely seen as acceptable, although having a sufficient number of firefighters early in the call was deemed slightly less acceptable.

For the most part, Brock firefighters agreed that the bundle of services being provided were appropriate, although ice and water rescue and the fire boat were identified as services that might not be appropriate. Medical Tiered Response calls were identified as an area where added firefighter involvement should occur.

When asked for a short phrase regarding advice for positive change moving forward, the main themes mentioned were “More Training and Better Communication”.

6.0 "As Is" Service Delivery & Organization Design Findings

6.1 Asset Management Compliance

The Province has mandated a sustainable asset management model for municipalities. O. Reg. 588/17 sets out a series of compliance deadlines:

OBLIGATIONS UNDER O. REG. 588/17

2021 Deadlines – Establish measurable service levels

2023 Deadlines – Complete Roll-out across all municipal services

Asset management is a "team sport" that involves cross-departmental collaboration and different disciplines of technical expertise. Asset management is NOT exclusively a financial reporting requirement.

A viable municipal asset management solution requires the following tools in the toolkit:

- Financial Accounting solution (PSAB + Asset Replacement)
- Maintenance Management solution (activity based linked to asset objects)
- Asset Management Software solution (life-cycle planning/analysis)

Brock Finance staff have been carrying Brock's compliance efforts to date. A properly resourced compliance project will feature a designated internal project manager and expert outside consulting expertise. MFOA features a roster of qualified asset management consulting resources. The Federation of Canadian Municipalities (FCM) is providing grants to fund municipal compliance.

6.2 Staff Succession Planning

Talent retention and acquisition is important to any Ontario municipality seeking to implement transformational change and achieve significant performance improvement. Staff with accredited or technical competencies are in demand across the Ontario municipal community. Examples of scarce/sought after staff include Planners, Building staff, Engineering staff, CAO leaders, Municipal Finance leaders.

While Performance Concepts has not conducted an independent compensation analysis of Brock versus peer municipalities, Township staff report that compensation gaps are real and create an impediment to talent acquisition. Performance Concepts is also aware that previous staff hiring episodes have not always been executed in an accountable and transparent fashion.

Brock needs to foster an evolving working environment that provides satisfaction, secures engagement, and retains institutional knowledge moving forward. Performance Concepts endorses Brock's decision to retain Blake-Tilly to address workplace culture challenges and create momentum around workplace restoration. Our team's organization re-design recommendations can be integrated with Blake-Tilly workplace restoration advice to create a "momentum platform" towards service delivery improvement and productivity enhancement.

6.3 Mismatch between Senior Staff Responsibility and Functions/Priorities

The consultation tools employed by Performance Concepts (interviews + surveys) have documented a strong sense that Brock Senior Management's day-to-day workload and assigned responsibilities are disconnected from the core functions/priorities of service delivery. Some mismatch examples follow:

- Clerks Department picks up all the loose pieces... "Everything and the kitchen sink"
- Public Works struggling with a disconnect between a restrictive *Facilities Management* approach versus an expanded *Recreation Programming* approach
- Need for improved consistency between Building Code compliance and Fire Code compliance on each side of the building occupancy decision
- Failure of By-law services to prioritize high-value enforcement workload versus lower value-added Animal Shelter passive coverage and animal care
- No workable KPIs to support evidence-based planning or accountability reporting

6.4 Sub-Optimal Staff Deployment

Performance Concepts has identified the following sub-optimal staff deployment situations in the "As Is" Brock operations model:

Arenas Staffing Model

- Arena Position titles inconsistent with duties and union status (e.g. "Managers" positions inside the bargaining unit)
- Rental revenue is decreasing while reactive maintenance spending is increasing across all three of Brock's existing single-pad arenas
- Soft rental utilization rates for prime time and shoulder hours is the over-arching problem. There is insufficient rental demand for 3 pads in Brock.
- The absence of arena pad consolidation (i.e. no twin pads) creates a less efficient service delivery model and a staffing/maintenance model that requires more FTEs in total.

Roads/Parks Staffing

- Parks/Arena maintenance staff are imbedded in the same bargaining unit within Public Works. This creates back and forth/bumping issues despite differing required skill sets. There are also confusing workload distributions: Parks staff pick-up garbage on roads while Roads staff pick-up garbage in parks.

Bylaw Staffing/Animal Control Coverage

The following deployment challenges are noteworthy:

- There is no reliable tracking of investigation initiation timeframes or investigation resolution timeframes
- Deployment and Response Issues
- Staff deployment obligations for Start/End Day are focused on Shelter Operations
- Higher value/cost Enforcement Officers are providing low value coverage duties in the Shelter
- Staff struggling to meet Council expectations re: Parking Enforcement priorities due to staffing capacity being consumed at the Shelter

Finance Staff Skillsets and Roles

- Excessive staff transaction-based specialization needs to evolve into flexible analyst roles.

6.5 Council Involvement in Brock Operations

In the absence of KPI supported targets for Brock's forward-facing services, Council is not able to function effectively as a governance "Board of Directors" that make decisions above the fray of day-to-day operations.

Instead Council has become immersed in operations and in-the-trenches problem resolution. When Council directs staff to address specific ad-hoc operational concerns or becomes involved in resolving specific/granular public complaints, staff are also expected to expend ad hoc effort. However, Brock staff have finite/limited capacity to expend on Council directed tasks and/or their own planned core work priorities. These two competing sets of work demands on Brock staff are creating inefficiencies, eroding focus, and impacting service delivery quality.

In an ideal division of labour, Council would focus on setting KPI performance targets for Brock's forward-facing services and then require staff to report actual results that achieve Council's targets. This kind of top down, measurement-driven governance role for Council is a best practice. Council can trade control for results by holding their single employee (the CAO) accountable. Council can decide on "what" is to be achieved and staff can decide "how" in terms of execution. Separate but mutually

supportive roles and lanes of influence can be created. Mutual trust develops between Council and staff as distinct roles/lanes of influence evolve.

Staff rightly note that Council sometimes make policy "on the run" and mandate new work initiatives/projects without a full appreciation of the impacts on existing operations and workload. But in fairness to Council, staff has not developed measurable results reporting/KPIs to give Council confidence around service delivery results. Until the annual budget process in Brock is tied to measurable results (i.e. a budget contract) it will be difficult for staff and Council to stick to their "best practice" lanes and maximize their respective value-added.

Fortunately, Council has now established a set of *Strategic Priorities* that can serve as a screening tool for assigning new work initiatives to staff - beyond their already budgeted core expectations. If ad-hoc work requests do not support one of the strategic priorities, then they will be positioned at the bottom of the "to do" work plan. Each ad-hoc Council request should be treated like a project. It should receive budgeted staff hours and will be positioned accordingly. Council should be prepared to bump or postpone other projects when ad-hoc requests pile up.

6.6 Current Shared Services Arrangements

The Township of Brock participates in formal and informal service sharing arrangements with neighbour municipalities. Arrangements documented below ensure Brock has timely access to a range of internal support functions that would be inefficiently supplied with internal staffing.

6.6.1 Region of Durham Support

LEGAL SERVICES

The Region provides specialized Legal Services to the Township, especially during collective bargaining. In addition, legal services/advice are available to the CAO across a range issues including real estate dispositions and sensitive human resource matters.

IT SUPPORT SERVICES

Durham Region provides IT support and service to the Township on a cost-recovery basis.

6.6.2 Fire Services Mutual Aid Agreements

Brock has Mutual Aid Agreements with the following Fire Departments:

- Georgina Fire
- Ramara Fire
- Kawartha Lakes Fire

In addition, Brock has a specific/specialized agreement with Oshawa Fire to receive dispatch, trench rescue, confined space rescue & hazmat services.

7.0 Municipal Modernization Case Studies

7.1 Form Follows Function Organization Design

The Township of Malahide has executed a Modernization Review that has delivered positive results on two fronts:

1. Improved service delivery performance that reduces/avoids costs, generates revenues, improves service levels, or mitigates risk. Service delivery improvements have been identified via “deep dives” into targeted service areas where the “As Is” delivery model has been assessed as problematic/ripe for performance improvement adjustments. These deep dives have included alternative service delivery for policing and a restructured fee-for-service model to deliver County winter control and road maintenance services.
2. Organization structure realignment based on the principal of “form follows function”. The new “As Should Be” organization design has dissolved a sub-optimally designed department, created a new Development Services department, and realigned the Facilities business unit within into a consolidated Public Works department. The newly configured Development Services department will evolve to deliver shared DAP services with a neighbour municipality and also take the lead in overseeing a major new development servicing project in the Springfield community that will generate a multi-million dollar net property tax revenue stream for Malahide over ten years.

Malahide has successfully built out a performance improvement roadmap based on the interconnectedness of *organization form following the imperatives of service delivery function*.

7.2 LEAN Process Reengineering

The County of Lennox & Addington and its four local municipalities have collaborated to execute a Modernization Review of the Development Approvals Process (DAP).

The Review has produced “As Is” DAP process maps for each of the core Planning Act applications executed across the four local municipalities. These “As Is” process maps include average/typical processing timeframes for each application category broken down by the standardized process milestones:

- Pre-consultation
- Application Deemed Complete
- Technical Circulation Cycle 1
- Statutory Public Meetings (If applicable)
- Additional Technical Circulation Cycles

- Council Report Production/Council Approval
- Development Agreement Production/Execution (If applicable)
- Post Approvals Condition Clearance & Return of Securities

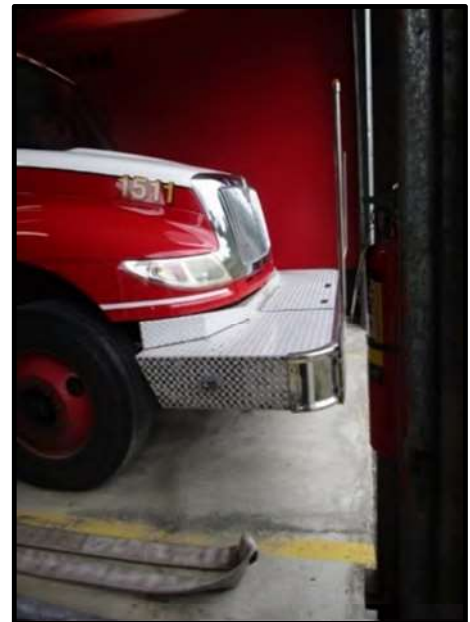
The Review has also identified a series of “As Should Be” LEAN thinking process improvement recommendations. These “As Should Be” process improvement recommendations include a rationalized “who does what” set of roles and responsibilities between the local municipalities and the County. The “As Should Be” recommendations also address process streamlining and standardization to reduce pain points and generate consistent/improved timeframes across the four local municipalities. Finally, the “As Should Be” recommendations address the need for a shared Portal/Workflow IT toolkit to reinforce application process discipline and support KPI accountability reporting.

The performance improvement net result will be a standardized DAP model that eliminates two-tier government process execution friction, achieves improved/measured processing timeframes and utilizes a shared technology to improve accountability and achieve timely DAP decision making that meets County-wide economic development strategic objectives.

7.3 Rationalized Consolidation of Fire Department Facilities

The municipality of Markstay-Warren (population less than 7,000) is burdened with three pre-amalgamation Fire Halls that are all 40 years+ of age and approaching their asset management end of life. None of the three Fire Halls are operationally appropriate - their dimensions actually constrain the size of Pumper/Tanker the Fire Department deploys. None of the three Halls feature drive-through bays, nor do they meet a range of other functional Fire station industry standards.

O Reg 588/17 requires these Fire Hall assets be positioned for replacement, or an alternative asset configuration be included in the asset management plan required by the end of 2023. The status quo asset management costs for the three Halls are in excess of \$4.5M. The 2020 Markstay-Warren Modernization Review recommended the consolidation of the existing three Halls into a new HQ located in the Markstay community (adjacent to Sudbury growth) and a satellite station located in Warren. A fibre membrane version of the Warren satellite was also considered.



Picture 1 - Fire Hall physical constraints in Markstay-Warren



Picture 2 - A Sample Fabric/Membrane Structure

The recommended consolidated Fire facilities model (HQ + Satellite Bay) preserves resident home insurance discounts in both the Markstay and Warren communities. It also secures major capital cost avoidance of approximately \$2M as per the table below.

Capital Cost Avoidance Return on Investment (ROI)

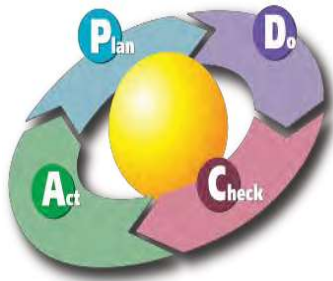
	3 Hall Status Quo	Hall + Satellite Bay Conventional Construction	Hall + Satellite Bay Fibre/Membrane Construction
Asset Management Capital Replacement Cost	\$4,580,750	\$0	\$0
New Capital Cost \$	\$0	\$2,656,575	\$2,454,075
Cost Avoidance Efficiency \$	\$0	\$1,924,175	\$2,126,675

Table 1 - Arena Consolidation Cost Avoidance

8.0

Towards Results Based Management

All of the Performance Concepts team's Municipal Modernization Reviews feature Service Inventories and a portfolio of KPIs. These tools reflect the operational reality that *municipalities are best understood as service delivery systems created to achieve measurable results.*



Key to Results Based Management: Understanding Municipalities as Service Delivery Systems (Service Logic Model)

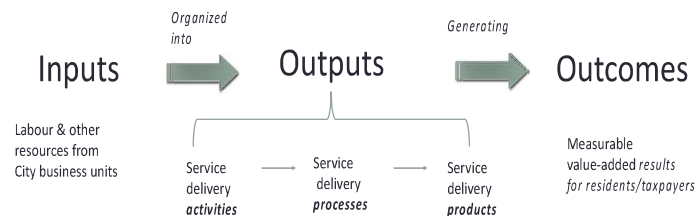


Figure 8 - Results-Based Management

Municipal Key Performance Indicators (KPIs) need to answer 3 fundamental “good management” questions about each forward-facing public service:

- How many countable units of service are being planned/delivered?
- What is the cost/price of each countable unit of service (efficiency)?
- What level of quality/effectiveness is being achieved (client impact)?

If a municipality can answer these questions using KPIs, then the traditional budget process can be transformed into a powerful “results contract”. In the contract, Council agrees to budget \$X on a given service and the staff team commits to deliver Y units of that service at cost/price of \$Z. This budget contract can be expanded over time to include a targeted level of quality/effectiveness.

A Results Based Management toolkit/culture that answers these 3 good management questions and creates a budget contract is at the vanguard of modernizing municipalities in Ontario.

8.1 Brock Services Inventory

In collaboration with Township staff, Performance Concepts has designed an inventory of Brock’s forward-facing public services and internal support functions.

Performance Concepts has categorized the Brock *Services Inventory* as follows:

INTERNAL SUPPORT FUNCTIONS

- These activities/processes/functions are provided by Brock’s corporate business units (Clerks/Finance) to Brock business units that deliver forward facing services (e.g. Human Resources, Payroll, Training, etc.)

FORWARD-FACING SERVICES with a USER SPECIFIC BENEFIT

- These services benefit individual residents or specifically defined groups of users (e.g. Building Permits, Recreation Programming)

FORWARD-FACING SERVICES with a PUBLIC or GENERAL BENEFIT

- These services benefit the broader public at large (e.g. Winter Road maintenance, Park maintenance, Fire and Emergency Services)

The Performance Concepts categorized *Services Inventory* has been reviewed/validated by the Brock Senior Management team.

8.1.1 CAO Support Functions/Services Inventory

CAO		
SERVICE CLUSTER AND ORIENTATION		
INTERNAL SUPPORT FUNCTIONS	FORWARD FACING: USER SPECIFIC	FORWARD FACING: PUBLIC/GENERAL BENEFIT
Corporate Policy <ul style="list-style-type: none"> •Advisor to Council/Liaison w Staff •Ensures Service Delivery standards •Provides Budget Direction •Program Development 		
Government Relations		
Human Resources		

Figure 9 - CAO Services Inventory

8.1.2

Clerks Support Functions/Services Inventory

Clerk		
SERVICE CLUSTER AND ORIENTATION		
INTERNAL SUPPORT FUNCTIONS	FORWARD FACING: USER SPECIFIC	FORWARD FACING: PUBLIC/GENERAL BENEFIT
IT Services - Durham Region	Public Inquiries <ul style="list-style-type: none"> •Commissions •Marriage Certificates •Death Certificates •Freedom of Information 	Public Inquiries <ul style="list-style-type: none"> •Commissions •Marriage Certificates •Death Certificates •Freedom of Information
Legal Services - Durham Region		
Health and Safety Committee		
Personnel Hiring	Bylaw <ul style="list-style-type: none"> •Complaints •Parking •Property Standards •Licences & Permits 	Bylaw <ul style="list-style-type: none"> •Enforcement
Corporate Communications •Newspaper Ads		
Accessibility		
Governance and Council •Secretarial support to council •Agenda/Minutes •Advisory/Citizen Committees	Statutory Duties: (eg DAP) <ul style="list-style-type: none"> •Planning Act •Municipal Act •Drainage Act 	Corporate Communications <ul style="list-style-type: none"> •Website •Social Media •Newsletters •Media Releases •Correspondence with Media

Figure 10 - Clerk Services Inventory

8.1.3

Finance Support Functions/Services Inventory

Finance		
SERVICE CLUSTER AND ORIENTATION		
INTERNAL SUPPORT FUNCTIONS	FORWARD FACING: USER SPECIFIC	FORWARD FACING: PUBLIC/GENERAL BENEFIT
Budget <ul style="list-style-type: none"> •Preparation & Reporting •Operating Budget •Capital Budget 		Tax <ul style="list-style-type: none"> •Billing •Collections
Accounting duties <ul style="list-style-type: none"> •General Accounting & Reporting •Accounts Payable •Accounts Receivable 		
Corporate duties <ul style="list-style-type: none"> •Investing and borrowing of funds •Bids and Tenders 		
Asset Management		
Human Resource duties <ul style="list-style-type: none"> •Payroll •WSIB Claims 		

Figure 11 - Finance Services Inventory

8.1.4 Planning & Building Services Inventory

Building Department		
SERVICE CLUSTER AND ORIENTATION		
INTERNAL SUPPORT FUNCTIONS	FORWARD FACING: USER SPECIFIC	FORWARD FACING: PUBLIC/GENERAL BENEFIT
	Building: <ul style="list-style-type: none"> •Building Permits •Inspections (Code + Occupancy) •Site Alteration Permits •Property Standards/Buildings only •GIS Building/Planning •911 Addressing •Septic Inspection Program 	
	Development Approval Process: <ul style="list-style-type: none"> •Zoning Applications •Site Plan Applications •Official Plan/OPAs 	
	Committee of Adjustment: <ul style="list-style-type: none"> •Severances •Minor Variances 	

Figure 12 - Building Services Inventory

8.1.5 Fire & Emergency Services Inventory

Fire Department		
SERVICE CLUSTER AND ORIENTATION		
INTERNAL SUPPORT FUNCTIONS	FORWARD FACING: USER SPECIFIC	FORWARD FACING: PUBLIC/GENERAL BENEFIT
Fire Services: <ul style="list-style-type: none"> •Training (First Aid Included) 		Fire Services: <ul style="list-style-type: none"> •Suppression •Public Fire Prevention Education •Public Fire Prevention–Inspections
	Permits: <ul style="list-style-type: none"> •Burn Permits •Fireworks Permits 	
Emergency Planning: <ul style="list-style-type: none"> •Township Emergency Planning •Tanker Shuttle Accreditation 		Mutual Aid Calls
		Medical Tiered Response
Apparatus/Equipment Management: <ul style="list-style-type: none"> •Administration Fleet •Emergency Response Apparatus •Firefighting Equipment 		Rescue <ul style="list-style-type: none"> •Ice Water •Motor Vehicle Collisions •Marine Water

Figure 13 – Fire & Emergency Services Inventory

8.1.6 Public Works

Public Works		
SERVICE CLUSTER AND ORIENTATION		
INTERNAL SUPPORT FUNCTIONS	FORWARD FACING: USER SPECIFIC	FORWARD FACING: PUBLIC/GENERAL BENEFIT
Maintenance (Capital Assets): •Fleet	Maintenance (Recreation): •Arenas (3 pads) •Sports fields and courts	Maintenance (Recreation): •Park Maintenance •Splash pad •Skateboard parks •Playgrounds •Picnic Areas •Beaches •Waterfronts & Harbours
Health and Safety Coordinator	Recreation Programs: •Day Camps •Fitness Programs •Skating Programs •Hall Rentals •Recreation & Leisure Guide •Sports Hall of Fame	Maintenance (Capital Assets): •Facilities (non recreation) •Roads •Sidewalks •Streetlights •Traffic Control
Bids & Tenders		Winter Maintenance: •Roads •Sidewalks
		Capital Projects: •Road Construction •Sidewalk Construction
		Cemetery Maintenance

Figure 14 - Public Works Services Inventory

8.2 Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) will support Brock in its transition towards *Results Based Management*. KPIs will significantly improve Brock's operational planning, budgeting, and results-based accountability reporting. The primary lens for measuring/tracking service delivery performance should focus on "Brock vs Brock" over time. This practical/achievable measurement lens will yield superior value for Brock compared to ill-advised and effort-intensive attempts to compare Brock (at a given point in time) to "unlike" municipalities.

The phrase "you can't manage what you can't measure" is often attributed to W. Edwards Deming; the statistician and quality-control expert credited with having launched the Total Quality Management (TQM) movement. At other times the quote is attributed to Peter Drucker; perhaps the world's most highly regarded management consultant. Performance Concepts is deeply committed to developing "best practice" performance measurement toolkits for our municipal clients. Key performance Indicators are essential when municipalities are trying to objectively allocate scarce resources (e.g. staff capacity and/or taxes) to provide value-added services to residents.

As noted earlier, Key Performance Indicators (KPIs) should answer three fundamental "good government" questions for Brock Council, staff and taxpayers:

1) How many countable units of service (i.e. Outputs) is Brock actually delivering to the public?

This question is answered via *Output or Unit of Service* KPIs. These KPIs track standardized countable units of service. Think of them as municipal "Lego" blocks being produced via a municipal government assembly line. Various countable units of service are produced via distinct service activities combined into delivery processes.

2) What do Brock's countable units of service actually cost?

Each countable unit of service is a product that has a cost/price. To be able to track/manage service delivery efficiency, Brock must understand its unit costs/prices for various services. Traditionally, municipalities are much better at understanding organization structure costs (i.e. the factory) than service unit costs (the product). Residents/customers care about products, not factories. Service delivery processes may extend horizontally across multiple departments. Activity-based costing is therefore a must for any municipality that wants to truly understand its service (aka. product) costs.

3) What quality of service is Brock delivering?

Quality/effectiveness KPIs measure the real-world impact of services on the public. Effectiveness/quality measurement in a municipality is varied and diverse:

- Processing through-put times (e.g. a Building permit occupancy decision).
- Response times (e.g. Fire Department average on-scene emergency responses times).
- Predictability/consistency of actual maintenance efforts versus a delivery schedule (e.g. actual timing park grass cutting stops versus 2-week schedule)

Go-forward KPI’s should be developed for Brock’s inventory of forward-facing services. The portfolio of KPIs must address all three of these “good government” questions in order to set performance targets and transparently report actual results against these targets.

Performance Concepts has developed portfolios of KPIs Brock should consider for each of its inventoried forward-facing services.

8.2.1 POTENTIAL KPIs: Building and Development

Development Approvals Process		
Outputs	Efficiency	Effectiveness
# Planning applications processed # deployed application processing hours	\$ gross cost/application \$ gross cost/processing hour % revenue verses costs	Average number of controllable business days to process a Planning Application
# Building permits by Category (Part 3/Part 9) # expended Permit processing/inspection hours	\$ Gross cost per Permit/Inspection hour \$ Net cost per Permit/Inspection hour	% Building permit files meeting Bill 124 timeframe (Part 3/9) % Inspections executed "on-time" per Bill 124

Figure 15 - Development Approval Process KPIs

8.2.2 POTENTIAL KPIs: By-Law Enforcement

By Law Enforcement		
Outputs	Efficiency	Effectiveness
# of complaints # complaint resolution hours	\$ per complaint \$ per resolution hour \$ parking infraction revenue per parking enforcement hour	# business days to initiate complaint action # business days to resolve complaint

Figure 16 - By-Law Enforcement KPIs

8.2.3

POTENTIAL KPIs: Parks Maintenance and Recreation Programming

Parks Maintenance and Recreation Programming		
Outputs	Efficiency	Effectiveness
# Deployed Parks/Sports Field maintenance hours # Park & Sports Field hectares maintained # Arena pad hours available for rental # deployed Arena maintenance hours	\$ / Parks & Sportsfield maintenance hour \$/ Park & Sports Field hectare maintained Arena pad \$ revenue/operating hour Arena maintenance \$ cost /operating hour \$/maintenance hour \$/ha park space \$/ha sports field	Arena pad utilization rate % cost recovery per Arena pad Sports Field rental utilization rate User satisfaction rating Public satisfaction rating

Figure 17 - Recreation KPIs

8.2.4

POTENTIAL KPIs: Public Works

Public Works		
Outputs	Efficiency	Effectiveness
# Road lane km maintained (MMS category) # Sidewalk metres maintained # deployed maintenance hours by activity category # Bridges/Structures maintained by category # Winter Control staffed machine hours deployed by season (roads + sidewalks) # System-wide winter event responses + # Partial system event responses	\$/Road lane km by category + activity \$/deployed maintenance hour (by activity category) \$/structure maintained \$/Staffed Winter Control machine hour \$/Winter Control pass km (labour + material)	Actual Road maintenance hours expended (by activity) versus planned/required Pavement Condition Index Rating (by Road Section + MMS category) Average # hours to execute post-event road system clean up # Winter Control season overtime + lieu time hours \$ value of winter control overtime hours

Figure 18 - Public Works KPIs

8.2.5 POTENTIAL KPIs: Fire & Emergency Services

Fire & Emergency Services		
Outputs	Efficiency	Effectiveness
# households serviced # properties covered # training hours per ff # emergency response calls - by category # emergency response call hours (points/paid) - by category # risk-weighted fire inspections executed # risk-weighted fire inspections hours delivered # public education events # hours public education	\$/household \$/property covered \$ net cost/training hour \$ gross cost/training hour \$/emergency response call \$/emergency response call-hour \$/performed inspection \$/performed inspection hour \$/public education event \$/public education hour	# Average firefighters per call # Average firefighters per call (M-F daytime) # Average firefighters per call (other times) % of actual vs planned core training hours Average response time (1st on scene) # Active emergency response calls per hour of coverage (utilization rate) # risk-weighted inspections versus scheduled/planned # residents receiving education variance % population receiving education vs % target

Figure 19 - Fire & Emergency Services KPIs

9.0

“As Should Be” Recommendations

The Performance Concepts team has developed “As Should Be” performance improvement recommendations that address service delivery as well as organization design. These recommendations have been organized according to the principal of “form following function”. Changes in organization form must have due regard for service delivery function. Therefore, our team’s service delivery improvement recommendations (Function) have been considered as a necessary “Step 1” before we move on to “Step 2” organization re-design recommendations (Form).

Organization design recommendations have been phased as follows:

- A *Transitional* stage where a partial org re-design takes place, followed by a pause period where Key Performance Indicators are developed, and performance targets are established.
- Once operational targets can be met and the culture has been refocused on measurable results, the business unit in question can then complete its migration to a *Mature* state and its longer-term reporting position. An appropriate Departmental leader will oversee the mature business unit on an ongoing basis at that point in time.

9.1

Fire and Emergency Services

The current organizational structure of the Fire Department is consistent with service delivery provided across three fire stations. Consolidation or re-deployment of the existing fire stations would result in insurance premium impacts for area residents and is not recommended. The Cannington station does have limitations around firefighter parking and other facility issues, and staff are preparing for replacement discussions.

The 2019 Fire Master Plan includes a series of operational recommendations for implementation. Our team’s Modernization Review recommendations are consistent with the Master Plan. The Deputy Chief currently conducts most inspections/investigations. While the Master Plan suggests that the Fire Department is approaching the point of requiring a dedicated Fire Prevention Officer FTE, Performance Concepts recommends that discussions take place about sharing such services between the three North Durham Fire Departments. Similarly, shared training opportunities (e.g. “Training Maze” at Sutherland) should be investigated across North Durham.

Recommendations:

- ***Explore both First Line of Defence (Inspections/Public Education) and Training service sharing opportunities across North Durham (Uxbridge & Scugog), as well as resolving any gaps in Automatic Aid/Mutual Aid agreements.***
- ***Involve Fire Department personnel with Site Plan and Building Department plans examination/inspections for complex buildings to ensure consistent interpretation of Building Code requirements and Fire Code regulations on either side of occupancy.***

9.2 Finance

The Finance Department has seen multiple pressures on staff and resources as a result of both Provincial Regulations (e.g. O. Reg. 588/17 Asset Management) and Council-directed initiatives that require budget impact analysis and costing.

A number of Council-driven financial analyses/projects are being initiated by ad hoc motions of Council and are happening outside the normal budget process. These Council-directed policy changes and initiatives have placed additional burdens on Finance staff to provide ad hoc reports regarding financial implications and budget impacts. These ad hoc reports require a level of analysis that goes beyond the role/capacity of the current staff.

The Treasurer has also been tasked with the leadership role of Asset Management without supporting resources/analytical capabilities. Asset Management is a team sport that requires focused and coordinated attention from multiple Brock departments.

The current organizational structure in Finance reflects overly specialized transaction-based model (e.g. Tax Collector, A/P Clerk, A/R Clerk). This traditional small-municipality model does not serve Brock's go-forward interests. It places an unsustainable burden on the Treasurer/Director of Finance to provide the bulk of the higher value-added reporting and analyses Council requires to make decisions that align with their newly articulated Strategic Priorities.

Recommendations:**Asset Management**

Asset Management and the requirements of O. Reg 588/17 are an ongoing risk/priority identified by this Organizational Review. *The following measures are required for a disciplined compliance project.*

- ***The Township should immediately apply for FCM Asset Management grant funding to augment the limited internal capacity required to secure Asset Management compliance with Regulation 588/17.***

- ***An Asset Management Project Team should be formed. Finance will play a meaningful role in executing the asset management project by ensuring financial reporting meets PSAB guidelines and the lifecycle replacement/rehabilitation plan for assets is properly funded.***

Evolution to Analytical/Reporting Support

To fully utilize existing staff resources, the Finance Department will require flexibility between analytical and transaction-based workload. The Treasurer/Director of Finance will need to increasingly rely on staff to be able to undertake a range of analyses and reports. To succeed, Roles/Job Descriptions within the Finance Department staff team will need to evolve from transaction-based specialists to analytical multi-taskers.

Recommendations:

- ***Current job titles and duties should be assessed to determine ideal skillset to manage Brock's transaction-based system as well as analytical assignments***
- ***Upon completion of job assessments, gaps in training or capabilities for existing staff that prevent them from performing additional responsibilities should be undertaken. Segregation of transaction-driven duties can be maintained in order to meet audit requirements, but cross-training is required to mitigate employee absence risk.***
- ***Create "ideal" Job Descriptions with Analytical/Multi-tasker skillsets and capabilities***
- ***Assess current staff's desire for increased responsibilities and implement a training/skills upgrade program as required***

9.3 Public Works

9.3.1 Winter Control

Brock currently delivers winter control services for a road network composed primarily of Minimum Maintenance Standard (MMS) category 4-5 roads. The Provincially mandated post-event response times for these MMS 4-5 roads are as follows:

- Icy road treatment within 12-16 hours
- Post-event snow clean-up within 16-24 hours

Brock deploys a single shift model across the winter season. This model is relatively common among small/mid-sized Ontario municipalities with MMS 4-6 road networks. A winter event that occurs outside of Brock's daytime scheduled shift period (i.e. an evening storm) typically will receive a delayed response by the Township beginning the next morning. This delayed response does not compromise Brock's ability to comply with the above-noted MMS standards. In contrast, the Region of Durham response is more robust and immediate for its MMS 2-3 arterial roads.

However, during a severe winter season with lots of storm events, a single shift winter control model displays certain risks/weaknesses. Staff lieu time and overtime hours can accumulate across a severe winter to significant/problematic levels. Excess staff hours in lieu/overtime costs can carry over into the summer maintenance program. When municipal Public Works staff combine their summer holiday time with accumulated winter control lieu time, the result may be a shortage of available staffed hours to deliver the summer roads maintenance program. Summer maintenance standards may be compromised. Performance Concepts has documented this very problem with a number of Modernization review clients.

Unfortunately, Brock staff are not coding lieu time and overtime by the distinct winter and summer road maintenance service categories. Therefore, it is not possible for Performance Concepts to measure the lieu time/overtime carry-over hours generated across recent winter seasons. As a result we are unable to evaluate the value-for-money performance of Brock’s winter control service delivery model at this time.

Recommendations:

- ***Overtime/In-lieu time as a result of excess Winter Control activity should be documented and monitored to ensure planned non-winter maintenance operations are not negatively impacted***
- ***Winter Control Key Performance Indicators (KPIs) are necessary to monitor the performance of Brock’s single-shift model and manage risks associated with an evolving severe winter season.***

9.3.2

Public Works Maintenance – “Bottom Up” Activity Based Budgeting

Roads, Sidewalks, Parks and Sports Fields are all maintained seasonally by Brock Public Works staff. Proper maintenance of these assets extends their useful life and maximizes public benefit/enjoyment. A series of industry-standard planned maintenance activities are required across each of these asset types. Annual maintenance budgets in “best practice” municipalities are built from the bottom-up. The required # of activity based maintenance hours for each asset object (e.g. a road section) are multiplied by the number of asset objects (e.g. 50 road sections) to arrive at a total labour hours budget for that asset category (Roads).

Ideally a robust maintenance management system is tracking actual activity-based maintenance hours (data collected in the field) against individual asset objects and then rolling these actual hours up across the entire asset category. Actual activity-based maintenance hours can then be tracked against planned/budgeted maintenance hours. A bottom-up budget contract can be created. Activity-based maintenance data can/should inform asset management timing of asset rehab/replacement. As per the following figure a bottom-up activity-based maintenance management system (MMS) is a critical component of a properly implemented asset management system - along with PSAB financial reporting and lifecycle planning software.

ACTIVITY-BASED MAINTENANCE/BUDGETING

O. Reg. 588/17 requirements

**Recommendations:**

- ***Brock Township needs to create a “bottom up” activity-based planned maintenance budget for Public Works that assigns labour hours/materials to Roads, Sidewalks, Parks and Sports Field in order meet planned maintenance targets and execute an annual “budget results contract”.***
- ***Brock’s MMS will need to support the bottom-up activity-based budget by linking actual expended labour hours/materials to specific asset objects (e.g. road segments by category, facility, etc.)***
- ***The Public Works Co-Ordinator position should become the Asset Management Project Coordinator to secure Reg. 588/17 compliance across the Township***

9.3.3

Facilities Rationalization

Regulation 588/17 mandates rationalized asset management plans for the existing three, aging single-pad arenas by 2023. Replacement cost of the status quo is unaffordable and inconsistent with Council’s strategic directions. Further, declining utilization and increasing expenses strongly suggest the need to consolidate the three single-pad arenas into a single, centrally located twin-pad arena.

This recommendation is not new. The Monteith Brown 2012 Recreation Master Plan recommended a 50,000 sq. ft. twin-pad (85’ X 200’ regulation ice surfaces) at \$250-\$300/sq. ft, or \$12-\$15 million. With inflation factored in, that would be \$326-\$291 in 2020 dollars, or \$16.3-19.6 million.

The Altus Group 2020 Canadian Cost Guide shows Ice Arena construction costs in the GTA at between \$215-\$275/sq. ft., with an additional \$1.4-\$1.8 million per ice sheet for refrigeration plant and rink itself.

Based on these conventional construction costs, a 50,000 sq. ft. twin-pad facility would be estimated at between \$13.75-\$16.75 million vs three 25,000 sq. ft. single-pad facilities at between \$21.5-\$26 million (\$7.2-\$8.7 million each) for a \$7.75-\$9.25 million saving. Of course, cost could be greater or lesser depending on the size of the structure, other features such as an integral community centre, types of finishes, type of refrigeration plant selected, whether refrigeration capacity for a future third rink is incorporated, whether use is winter only or extends into the remainder of the year, etc.



Picture 3 - Collingwood Central Park Arena

**120' X 330' structure with 85' X 200' NHL size ice surface
Seating for 390, with Mezzanine Lodge, 6 Dressing Rooms and Referee's Room
R30 insulation**

As an attractive alternative, municipalities such as Collingwood, are taking advantage of modern fibre/membrane construction to produce very cost-effective, functional arenas. Generally, a third of the construction cost, with fibre/membrane structure costing approximately \$100/sq. ft., + refrigeration plant and rink cost, a twin-pad is estimated at \$8 million, with three single-pads at \$12.9 million (\$4.3 million each).

Future capital cost avoidance for one twin-pad arena vs three new single-pad arenas, as well as in utilizing modern fibre/membrane construction, is shown in the following chart:

Facilities Consolidation Cost Avoidance

	Three Single-Pad Arena Status Quo	One Twin-Pad Arena Standard Construction	One Twin-Pad Arena Fibre/Membrane Construction
Asset Management Capital Replacement Cost	\$7.2 M – \$8.7 M per pad \$21.6 M – \$26.1 M total	\$0	\$0
New Capital Cost \$	\$0	\$14 M – \$19 M Total	\$8 M Total
Cost Avoidance Efficiency \$	\$0	Up to \$13.1 M potential cost avoidance	Up to \$18.1 M potential cost avoidance

Table 2 - Facilities Consolidation Cost Avoidance



Picture 4 - Example of a multi-pad facility incorporating fibre membrane construction

Recommendations:

- *Replace the current three aged/low-utilization single-pad arenas with an appropriately located twin-pad arena, thereby improving pad utilization and generating significant staffing efficiencies*
- *Location of the twin-pad should have regard for the reality that the existing Sunderland location has historically attracted additional pad rental activity from minor hockey overflow demand from Uxbridge (resulting in better utilization/cost recovery)*
- *Rationalize staff requirements for twin-pad and re-deploy excess staffing capacity to support other Township priorities*

9.3.4

Recreation Programming

The Township requires a complete rationalization of its Recreation Programming with an eye to improve the utilization of other "non-arena" assets, including community centres, beaches, parks and the harbour. With measurable Key Performance Indicators, Brock would have the metrics on current recreation program usage, facility utilization and cost-recovery to make informed decisions on retaining, revising, or eliminating programs.

The requirements of Asset Management under O. Reg. 588/17 will apply to all Township-owned facilities, including community halls. These under-utilized community centres/facilities have ongoing operating expenses with no significant revenues and are going to require capital asset reserve

contributions. They should be used as a platform for recreation programming to justify retention on the Asset list of the Township.

From an organizational design, the Township will have to decide if it wants to continue offering programs or, given the costs involved, whether it should embrace the model where it provides facilities alternative programming service providers.

This decision would be easier to make with a comprehensive Business Plan for Recreation Programming and Facilities. This Business Plan could identify the KPIs Council should use in its decision-making process, establish evidence-based policies for programming changes and facility requirements.

Recommendations:

- *Develop appropriate Key Performance Indicators for ALL recreation programming to inform future service levels and offerings*
- *Create a Recreation Services Business Case to address future service level + utilization and cost recovery policies/targets (This would be an attractive value-for-money alternative to an expensive/formal Recreation Master Plan)*

9.4 Clerks Department

9.4.1 By-Law/Animal Control

The “As Is” evaluation of By-Law Enforcement references a series of sub-optimal deployment challenges (see Section 6.4). The following recommendations address these deployment challenges by separating Brock’s Animal Shelter services from higher value-added By-Law Enforcement services.

In addition, the By-Law Enforcement service will benefit from a KPI-supported operational model that tracks staff activity against core by-law functions and actual workload against budgeted/target workload.

Recommendations:

- *Animal shelter operations should be moved to Public Works - Facilities Maintenance via a lower cost staffing model to deliver necessary/appropriate care to animals in custody*
- *By-Law Officers should be focused on higher value-added complaint resolution*
- *By-Law KPIs needed to set targets re: parking infraction revenue, complaint resolution timeframes and unit cost of service*
- *By-Law staff resources should be re-deployed as required to meet KPI-derived performance targets*

9.5 Technology and IT Solutions

A modernized technology toolkit is a key component of implementing meaningful service delivery improvements across Brock. Technology driven productivity improvement can negate/reduce the need for staffing additions in some circumstances. The following technology initiatives should be considered in order to support Brock’s ongoing efforts around continuous improvement.

9.5.1 Asset Management Software

A well-designed asset management toolkit requires integration of the following IT tools

- Accounting software that can properly depreciate and report assets as per PSAB requirements
- Maintenance Management software that can track labour and non-labour planned/reactive maintenance costs against specific asset objects. By doing so the MMS can inform capital budget asset rehab/replacement project timing and priorities
- Asset management software that supports lifecycle analysis and planning. Asset inventory and condition rating data can be used to model various “what if” lifecycle scenarios. The asset management software lifecycle planning scenarios are integrated with financial and MMS data to produce the O. Reg. 588/17 compliant asset management plan.

Recommendation:

- ***Brock needs to evaluate/purchase appropriate asset management software as a critical component of its O. Reg 588/17 compliance project. The Municipal Finance Officers of Ontario “AMP It Up” free consulting program is a valuable source of input for Brock moving forward with asset management project design and execution.***

9.5.2 Citizen Support/Engagement Tools

Customer Relationship Management – Citizen Relationships Around Service Requests and Complaints

There are multiple CRM tools available in the marketplace that can be adapted by municipalities to track/manage citizen “relationships” pertaining to a request for service or resolving a complaint. These tools can be managed on the cloud or on conventional server platform.

A CRM solution would add process discipline and measurable accountability to the citizen/Council and Council/staff interactions around service requests and complaints. Time-tracking metrics around initiating action, completing actions and closing files can be positioned in a citizen relationship dashboard. Citizens would be able to track the workorder progress associated with their request/complaint.

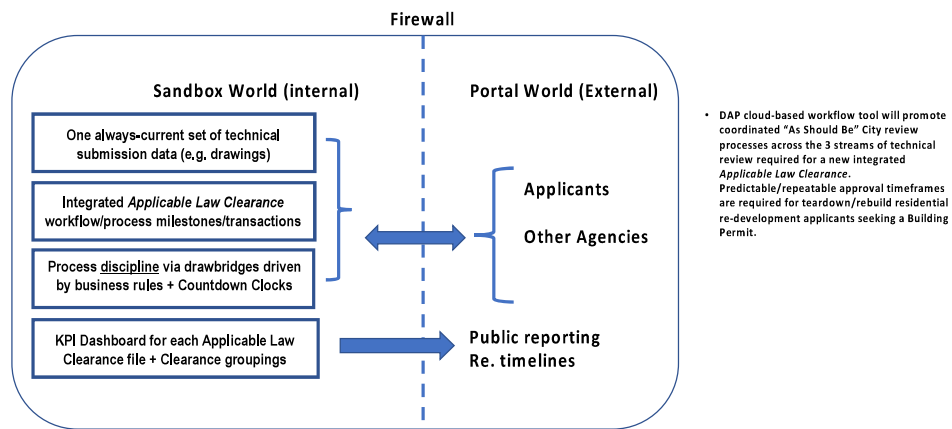
E-Government Portal

Online transactions are a normal feature of consumer life. Municipal governments have been slow to match private sector online commerce channels. Municipalities have a wide range of service delivery options to consider as they embrace E-government. The Development Approvals Process (DAP) is a case in point. Development applications and their supporting submission materials can be submitted online across a firewall protected E-portal. On the municipal side of the E-portal’s firewall municipal various staff can execute their DAP review of centrally located electronic submission files (no paper) in a processing “sandbox”. On the public side of the E-portal’s firewall DAP applicants can track the progress of their applications against appropriate timeframe targets/standards. Performance Concepts municipal modernization clients are actively engaged in DAP E-portal implementation projects.

The following figure from Burlington’s 2019 modernization review provides a useful function example of E-portal functionality applied to the Development Approvals Process (DAP).

3 – “As Should Be” Future State

Cloud Based Workflow Tool: Coordinated Execution of Applicable Law Clearances



2019 Service Delivery Reviews - City of Burlington (Draft)



Figure 20 - Example of Cloud Based Workflow Tool Process

Improved Integration of AVL/Maintenance Management Systems (MMS)

Performance Concepts municipal clients delivering road winter control services are using Automatic Vehicle Location (AVL) technology that tracks pass kilometres across the road system and simultaneous links to material spreaders in order to calculate salt usage spread rates. However, the majority of our client municipalities are not utilizing AVL technology to properly support winter control KPIs.

Recommendation:

AVL should be calibrated/used to achieve the following storm management/reporting outputs by linking AVL to MMS data sets:

- ***Pass kilometres executed with blade down (i.e. productive work) attributed to each winter control route.***
- ***Material Spread rates attributed to each winter control route and each operator/unit.***
- ***Route completion confirmation reporting + route completion actual timeframes versus target timeframes.***
- ***Online portal tracking of winter event responses by residents using AVL data (Where’s My Snow Plow)***
- ***End of season winter control performance reporting using AVL data and post-event clean-up timeframe data set out in the Province’s Minimum Maintenance Standards.***

9.6 A Culture of Accountability

The Performance Concepts team has focused the Review on the “hard” side of municipal service delivery - service delivery processes, organization re-design, measurement tools, IT productivity. We would note that organizational culture is also a critical ingredient in a successful modernization effort by Brock. A shared culture of accountability between Council and staff will act as a “force multiplier” across all of our modernization recommendations.

9.6.1 The One Employee Model

High performing municipalities feature distinct laneways of influence between Council and staff. There are lots of reasons why the laneways of influence between Brock Council and staff have become tangled over time. Entangled laneways of influence are not unique to Brock - they are a symptom of under-performance across the Ontario municipal community.

This Review offers Brock and opportunity to disentangle Council and staff laneways of influence. The hiring of the new CAO allows Council and staff to “turn the page” and embrace a new way of thinking:

- Council acts as Brock’s Board of Directors by setting policies and measurable results standards. Council occupies the accountability laneway. They trade operational influence/control for results. They are the champions of “what”.

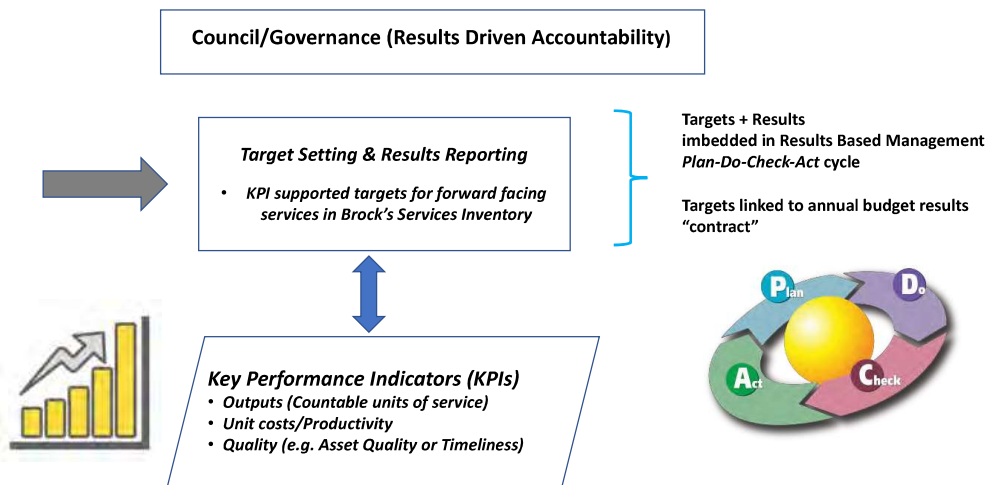
- Staff manages operations and strives to hit the mark when it comes to achieving measurable service delivery results. Staff are the champions of “how” and they are held to account by a Council that is laser-focused on comparing actual results to planned results.

To accomplish this laneway disentanglement, Brock Council and staff must embrace the “One Employee Model” best practice governance model. Council only has one employee and that is the Chief Administrative Officer. The rest of Brock’s staff work for the CAO and should not have to deal with operational interventions by Council members.

Brock’s Organizational By-Law will need to be reviewed and revised to allow Council’s single-employee CAO to fully implement the policy directions of Council.

9.6.2 Key Performance Indicators and Results-Based Business Planning

Brock should make the implementation of Results-Based Management a key priority moving forward. The KPIs set out in this Report are an appropriate starting point. Data sources and tracking systems will need to be evaluated and improved in order to populate Brock’s finalized set of KPIs for its forward facing services in the Services Inventory. Once KPIs are properly supported with dependable data channels, Brock can proceed to develop an annual budget contract and adopt an annual *Plan-Do-Check-Act* results based management cycle.



Recommendation:

- **A KPI implementation follow-up project is recommended to identify/finalize the appropriate Key Performance Indicators across the Brock Services Inventory. External expert advisory services (funded with 2019 Modernization capital from the Province) will assure timely progress/success with this follow-up project. The project should address operational target setting as well as accountability reporting of service delivery results to Council and the public.**

10.0 Implementation Road Map

10.1 Relentless Focus on Execution

Initiating significant change to achieve improved organizational performance is always hard. It requires a relentless focus on the execution of a well-designed Implementation Roadmap.

The Performance Concepts team has created a carefully phased roadmap; balancing a quick/timely pace of change with a recognition that capacity limitations need to be realized/respected.

The Roadmap is phased across the following three time periods: Do Now (2020-21), Do Soon (2022) and Do Later (2023 & Beyond).

Flexibility has been built into the Do Now/Do Soon timing of “shovel ready” facility consolidation capital projects to take advantage of the just announced \$250 Million Federal/Provincial COVID-19 Resilience Infrastructure Stream municipal program.

10.2 Implementation Roadmap

10.2.1 Fire and Emergency Services

Recommendation	DO NOW	DO SOON	DO LATER
Shared Service Opportunities			
Explore First Line of Defence service sharing opportunities and formalize Mutual Aid Agreements with neighbouring North Durham Municipalities	✓		
Inspection Coordination			
Establish protocol for Fire to work with Building to ensure common Building Code/Fire Code interpretations	✓		

10.2.2 Implementation Roadmap – Corporate/Finance

Recommendation	DO NOW	DO SOON	DO LATER
Asset Management			
Apply for FCM Asset Management grant	✓		
Form Asset Management Project Team	✓		
Evolution from Transaction-based to Generalist			
Undertake Job Assessments	✓		
Evaluate current staff skill sets/Identify gaps	✓		
Create “ideal” job descriptions/levels	✓		
Implement job training/upgrades		✓	

10.2.3 Implementation Roadmap – Public Works

Recommendation	DO NOW	DO SOON	DO LATER
Winter Control			
Document Overtime/In-Lieu re Winter Control	✓		
Develop Winter Control KPIs	✓		
Maintenance			
Create “bottom-up” activity-based budget	✓		
Integrate MMS with activity-based operations		✓	
Assign Town-wide Project Manager for Asset Management Project	✓		
Facilities Rationalization			
Arena Replacement Business Case to move from three separate pads to a single double-pad facility	✓		
Site selection process for new arena site	✓		
Perform financing/costing Due Diligence	✓		
Rationalize appropriate staffing requirements and current staff capacity		✓	✓
Develop “Shovel Ready” Project	✓		
Construction of double-pad arena + decommission of existing single-pad arenas			✓
Recreation Programming			
Develop a Business Case for Recreation	✓		
Develop KPIs to rationalize current programming and facility usage	✓		

10.2.4 Implementation Roadmap – Clerks Department

Recommendation	DO NOW	DO SOON	DO LATER
By-Law/Animal Control			
Align Animal Shelter Facility with Public Works	✓		
By-Law Officers focus on complaints/resolutions	✓		
Develop By-Law KPIs to set targets/determine deployment	✓		
Align By-Law with Building		✓	
Rationalized Roles & Responsibilities			
Confidential Recommendation A1	✓		
Confidential Recommendation A2	✓		
Confidential Recommendation A3	✓		

10.2.5 Implementation Roadmap – Technology and IT Solutions

Recommendation	DO NOW	DO SOON	DO LATER
Asset Management Software			
Select software, roll out solution, ongoing usage	✓	✓	
E-Government Portal/CRM			
Select software, roll out solution, ongoing usage	✓	✓	
AVL			
Refine/improve usage of AVL data to manage winter control	✓		

10.2.6 Implementation Roadmap – A Culture of Accountability

Recommendation	DO NOW	DO SOON	DO LATER
One Employee Model			
Council to affirm “One Employee” Model	✓		
Review and revise Organizational By-Law	✓		
Dedicated administrative staff resource to CAO/Council	✓		
Dedicated HR Specialist	✓		
Key Performance Indicators and Results-Based Business Planning			
Initiate follow-up project for KPI roll out	✓		
Use KPIs to implement performance targets and budget contract		✓	

10.3 Third-Party Progress Assessment

Implementation and execution of organizational change is always challenging. It requires focus and perseverance.

Performance Concepts recommends a 3rd party implementation progress assessment in Q4 of 2021. This progress evaluation will compare actual implementation of the Roadmap against the *Do Now* & *Do Soon* recommended timeframes in this Final Report.

Remedial actions will be recommended (if required) to keep/get implementation on-track as Brock transitions from *Do Now* to *Do Soon* across a range of change driven action items.

11.0

Conclusions & Moving Forward with Change

COVID-generated Provincial debt loads plus O Reg 588/17 asset management requirements are generating significant new financial risks for municipalities moving forward. Brock can mitigate these risks by implementing the Recommendations/Implementation Roadmap set out in this Report.

The 2020 Modernization review has identified potentially over \$14M in capital cost avoidance efficiencies that will benefit Brock taxpayers; without imposing negative service levels impacts in the Recreation Program delivery.

The recommended Arena consolidations contained in this Report are consistent with the evolving reality of Brock as a *single* municipality committed to taxpayer value-for-money.

The Performance Concepts team is committed to supporting Brock as Council and staff continue to use this Report to generate ongoing performance improvement across coming years.

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TOWNSHIP OF BROCK

Core Services Review + Performance Measurement Framework (KPIs)

2023 Project Work Plan

Submitted by:

Performance Concepts Consulting
Uxbridge, ON

Submitted to:

Township of Brock
Attn: Ingrid Svelnis CAO

November 24th, 2022

1.0 Introduction - Ongoing Modernization at Brock Township

Performance Concepts is pleased to present this work plan and quotation to undertake a Core Services Review and to develop Key Performance Indicators for the Township of Brock.

Performance Concepts successfully executed an Organizational Review of Brock Township across Q3-Q4 2020. As a result of that important modernization assignment, the Performance Concepts team accumulated a wide range of insights/expertise around the Township's service delivery channels, organization design, and governance model. Our team's experience/insights gained from the 2020 Organization Review will provide continuity and momentum in executing a 2023 Core Services Review and designing a go-forward framework of Key Performance Indicators (KPIs).

Prior to the 2022 municipal election, the Township was fully engaged in systematically implementing the key recommendations from the 2020 Organization Review. A Core Service Review (CSR) is a logical next step in the Township's ongoing modernization efforts, and the Performance Concepts team can "hit the ground running" to execute the 2023 proposed work plan. Brock's new Mayor and Council will be able to use the results of this assignment to frame their strategic priorities for the upcoming term, drive efficient service delivery, and build a results-based culture of taxpayer accountability using KPIs to set service delivery performance targets. Future budget cycles will be informed by the results of the CSR and service delivery targets derived from Key Performance Indicator data sets.

1.1 Our Approach to Core Service Reviews

A CSR can/should be integrated with a robust portfolio of Key Performance Indicators. Together these tools equip a municipality to *Do the Right Things* while simultaneously *Doing Things Right*.



2.0 Methodology & Work Plan

Our proposed methodology provides a flexible/adaptable framework for executing the assignment. We propose a hybrid approach that combines in-person facilitated working sessions with supporting sessions using online engagement. We also understand that the proposed timing of Work Plan components may be subject to change based on unavoidable internal Township priorities such as the 2023 budget process. Staying nimble is the key! We can work with Brock to reconfigure the Critical Path as required. The methodology components have all been positioned within a Critical Path (GANTT) on page 6 of this work plan.

2.1 Kick-off & Data Transfer

A strong assignment kickoff is premised on clear communication and a timely transfer of necessary information/data. It is important that both staff and Council understand the approach, timing, and deliverables.

2.1.1 Execute Service Delivery Data Transfer/Access

- Performance Concepts will develop an inventory of information/data we require to prepare for timely execution of the work plan. This inventory will be organized around forward-facing Brock services. It will be delivered by mid-December and ideally returned by Brock in early to mid-January 2023.

2.1.2 Project Orientation - Township Staff Team

- Performance Concepts will execute a project orientation session with the Brock staff team. The orientation session will address the CSR and KPIs approach, project timing and expected deliverables. Time and effort commitments required from the Brock staff team will be clearly explained, as will the role of Council in the project.

2.1.3 Project Orientation - Council Briefing

- Performance Concepts will execute project orientation session(s) with the Brock Council members. The orientation session(s) will address the CSR + KPIs approach, project timing and expected deliverables. Time and effort commitments required from the Brock Council will be clearly explained.

2.2 Performance Measurement Framework Design + KPI Selection

The design of the performance measurement framework (including KPIs) will equip Brock to set future oriented (measurable) service delivery performance targets. KPI data sets will support public results-based reporting, inform the annual budget process, and contribute to the CSR objective of shedding low value-added workload.

2.2.1 Performance Measurement/KPI Primer for Brock Management Team

- Performance Concepts will facilitate a Performance Measurement/KPI Primer for Brock. The Primer will deal with key measurement ideas/concepts, set out appropriate KPI categories, and provide a robust “how to” set of techniques and insights that can be used in subsequent facilitated/interactive workshops.

2.2.2 Performance Measurement Workshop 1 - Documenting Core Services & Desired Service Delivery Results

- Before KPIs can be selected/designed, Brock needs to be crystal clear about the Desired Results that should be achieved when delivering its core services to the public. Once Core Services have been documented, Desired Results can be properly described in simple/clear English. Service levels can then be established and perhaps even quantified.

2.2.3 Performance Measurement Workshop 2 - Establishing KPIs for Core Services

- A portfolio of KPIs can be “tried on for size” for each Brock core service. KPI categories (buckets) often include Outputs, Efficiency, Effectiveness/Quality. In tandem these categories will allow Brock to assemble KPIs that measure countable units of service, unit costs/price, and the effectiveness of the service in achieving a community-focused result.

2.2.4 Performance Measurement Workshop 3 - Establishing Measurable Targets for Core Services

- KPIs measure results looking backwards (accomplishments achieved). However, these data sets can/should inform future-oriented target setting. A transition from soft targets to stretch targets will be produced for KPIs across all core Brock services.

2.2.5 Performance Measurement Workshop 4 - Establishing KPI Data Population Plans for Core Services

- If the marginal cost (effort) to populate a given KPI is greater than the marginal benefit of measurement, then that KPI should be scrapped. This workshop will build-out the data population plan for each core service’s selected KPIs. It will confirm which existing information systems/sources will populate each KPI and who is responsible for ensuring practical/ongoing data updates (feeding) of the KPIs. A low/acceptable *effort vs reward* factor for populating indicators is critical to an ongoing/sustainable performance measurement system.

2.3 Council Future Focus Strategic Priorities

Informed and empowered by the process of establishing KPIs for each core Brock service, the focus of the project will shift to establishing Council strategic priorities. These strategic priorities are the front-end of a Core Service Review - they set the stage for where Brock needs to look when shedding low value-added work and where Brock may need to augment existing resourcing levels.

2.3.1 Conduct Brock Current Situation Analysis

- Performance Concepts will work with Brock staff to prepare/deliver a data driven Situation Analysis to Council. Fiscal data, demographic data, development forecasts, and other operational data sets will inform the analysis. This briefing will be organized in a SWOT format. The SWOT will evaluate the internal strengths/weakness of the Brock organization as well as the external opportunities/threats facing that organization. Problems needing strategic solutions will emerge.

2.3.2 Establish Council's End-of-Term Results Brand

- All successful CSRs begin with the *End in Mind*. This interactive education session (not a Council meeting) will permit Council members to consider the end-of-term Results Brand they wish to secure. Are they a fiscal restraint Council? Are they a "Cut the Ribbons" Builders Council? Are they a Grow-Grow-Grow Pro-Development Council? There are many Results Brand options/hybrids to consider. The preferred Brand will inform the rest of the CSR exercise.

2.3.3 Identify Council's Wildly Important Goals

- Municipal Councils can sometimes fall victim to the urge to have lots of priorities. It is hard to say No to good ideas. Importantly, the management science is clear. If you try to focus on 10 priorities simultaneously, you will achieve none and actually end up having no priorities. Your organization's strategic agenda will be a mile wide and an inch thick. You will fail (according to the science). Focusing *simultaneously* on a small number (2-3) Wildly Important Goals at any given point in time is the recipe for strategic success. Council's 2-3 Wildly Important Goals (aligned with its Results Brand) will drive the technical aspects of the CSR and will inform future budget cycles and operational planning at Brock. It is critical to note that completed Wildly Important Goals can be replaced over time with new ones. In this sense, Council may have 10 priorities but chooses to deal with them in clusters of 2 or 3 at a time.

2.4 Triage Service Delivery

Core Service Reviews are hard. They require a municipality to stop doing things Council and/or staff once thought were good ideas. Cleaning house (decluttering) is never easy, but it is necessary.

2.4.1 Establish Triage Tool/Filter

- A rational approach to CSR de-cluttering requires an objective filtering tool. That tool can be used to triage entire Brock services and/or identify specific elements of service delivery for de-cluttering or alternative delivery mechanisms. Service sharing with other Durham or border municipalities can be considered. Offloading to community organizations can also be considered, as can simply eliminating delivery all-together. A filtering algorithm will be developed to support triaging and house cleaning/de-cluttering

2.4.2 Triage/Filter Brock Services

- Performance Concepts and Brock staff will use the Triage tool/Filter to actively develop options for shedding low value work, restructuring services, and re-deploying finite \$ resources to service delivery areas aligned with Council's Results Brand and Wildly Important Goals.

2.4.3 Develop Internal Core Services Restructuring Road Map

- The only way to eat the CSR "change elephant" is one bite at a time. An internal restructuring Road Map will be developed to guide CSR implementation over the upcoming term of Council and its annual budget cycles. The result will be rational, multi-year change management that is sustainable and achievable. The result should be a "Sustainable Brock."

2.5 Reporting + Public Communication Rollout

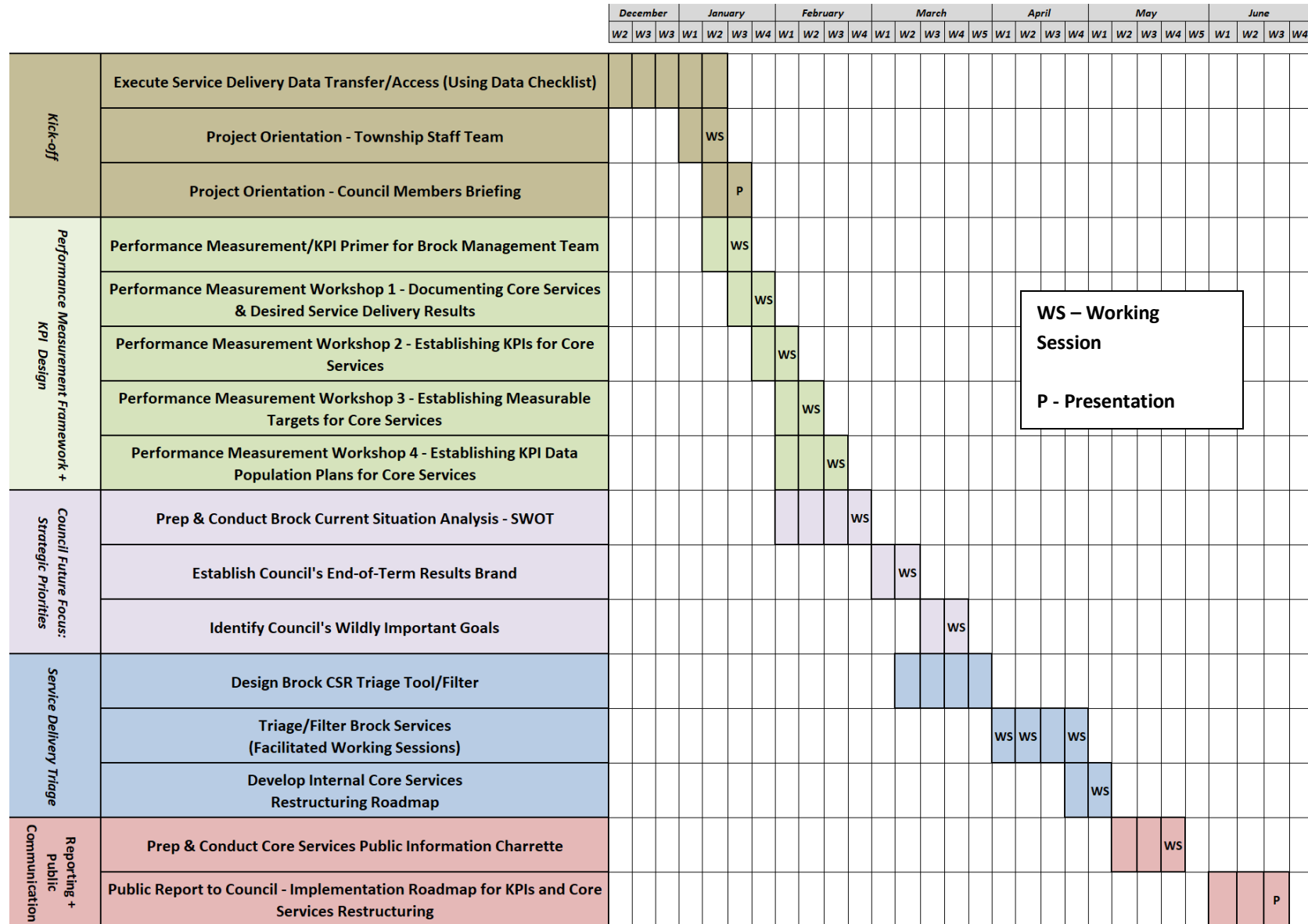
2.5.1 Core Services Public Information Charrette

- Brock Council and staff need to inform the taxpaying public about their path forward. Change is not always welcome by all residents. But a clearly communicated Road Map that explains how/why Brock may end up doing fewer things moving forward (but will do those things very well) is a powerful message in the experience of the Performance Concepts team. Focus and sustainability are paramount.

2.5.2 Public Report to Council - Implementation Roadmap for KPIs & Core Services Restructuring

- We will bring the *Do Now, Do Soon, Do Later* Road Map forward for official receipt by Council. KPI implementation and CSR execution will be the focus of the Road Map. The stage will be set for KPI tracking to begin and the preparation of soft targets for the 2024 Budget process can commence. Brock's successor to the current CAO will have a plan to execute - a major inducement to attract topflight talent.

2.6 Critical Path (Gantt Chart)



3.0 Assignment Budget

3.1 Capped Project Pricing/Budget

Performance Concepts Consulting will deliver the Core Services Review + KPIs assignment (as scoped) for an upset (capped) fee of:

Forty-Eight Thousand, Five Hundred, Fifty-Five dollars plus applicable HST

\$48,533.00 + HST

Invoicing will occur periodically upon mutually agreed completion of major assignment components.

4.0 Project Team, Qualifications and Relevant Experience

The Performance Concepts team for Brock's 2023 Core Service Review + KPIs project features decades of municipal sector leadership, deep change management experience, and a proven track-record executing CSRs and implementing performance measurement frameworks/KPIs.

The Performance Concepts team has earned credibility across the Canadian municipal community; developing deep client relationships that have resulted in repeat engagements with many clients over a number of years. Both Todd MacDonald and Tony Quirk played leadership roles in executing Brock's 2020 Organizational Review - a project organized/funded via the Province's Municipal Modernization Program.

Performance Concepts Consulting will deploy a seasoned and agile team that specializes in Core Service Reviews, Council Strategic Priority Setting, and Performance Measurement toolkit design.

4.1 Performance Concepts Team Members

4.1.1 Todd MacDonald - President Performance Concepts

Project Director & Technical Lead on Performance Measurement/KPIs



Todd will oversee the Performance Concepts team and coordinate project-wide matters with Brock. Todd will also serve as the Technical lead on Performance Measurement/KPI deliverables.

Prior to establishing Performance Concepts Consulting in 2001, Todd enjoyed a fifteen-year career in the Ontario public service – working for the Government of Ontario (Ministry of Finance, Office of Federal-Provincial Relations) and then in progressively senior positions with the Peel and York regional governments in Greater Toronto.

Todd is skilled in managing/executing municipal modernization reviews and designing/implementing performance measurement toolkits – having worked extensively with local governments across Canada. Todd is also well versed in the political and operational realities of Canadian municipal governments, drawing insights and lessons from his 25+ years of experience in local government and as a specialized municipal sector consultant. During his local government career in Peel and York, Todd designed and implemented Operational Reviews, Efficiency Studies, Performance Measurement and Activity Based Costing toolkits, and Results-Based Business Planning frameworks. He also led major corporate projects on GTA governance and Property Tax Reform. As the original Project Manager for the Ontario Municipal Benchmarking Initiative (Now the Municipal Benchmarking Network – Canada), Todd developed wide-ranging project management, stakeholder facilitation and technical benchmarking expertise.

4.1.2

Michelle Casavecchia-Somers - Performance Concepts Senior Associate***Project Manager and Municipal Change Management Senior Advisor***

Michelle is a relatively new addition to the Performance Concepts Team. She has already distinguished herself leading a municipal service sharing assignment for the City Elliot Lake and a group of smaller surrounding municipalities. Michelle has joined Performance Concepts after a distinguished career as a municipal CAO in Malahide Township and other medium-sized Ontario municipalities. During her tenure as the Malahide CAO, she was involved in a range of negotiated service sharing projects with her neighbouring municipalities in East Elgin.

Michelle brings a depth of experience in senior staff collaboration and Council communications. She will lead the Brock CSR, consistently supported by Tony Quirk and also by Project Director Todd MacDonald as/when required.

4.1.3

Tony Quirk - Performance Concepts Senior Associate***Analytics & Change Management Specialist***

Tony has accumulated extensive public, private and non-profit sector experience/insights during his career.

During his time as an elected official, Tony served on local Town Council, the local Business Improvement Area, and on Regional Council. As Audit Committee Chair at the Region, Tony implemented a series of innovative Value for Money Audits that secured sustained operational and capital savings. Tony also served as Chair of the Audit, Budget, and Strategic Planning Committees of a major Conservation Authority.

As of 2019, Tony joined the Performance Concepts team - providing a wide range of analytical and advisory services to municipalities across Canada.

Tony will technical/analytical support across both the CSR and performance measurement deliverables within the Brock assignment.



Corporation of the Township of Brock

Staff Report to the Mayor and Members of Council

From: Janean Currie

Position: Deputy Clerk

Title / Subject: 2023 Meeting Schedule

Date of Report: November 15, 2022

Date of Meeting: December 5, 2022

Report No: 2022-GG-029

1.0 Issue / Origin

To set the schedule of council meetings for 2023 and present the newly elected Township of Brock Council with an orientation schedule. To consider amendments to the current Procedural by law to update the committee structure.

2.0 Background

Following Elections and taking into consideration additional meetings to accommodate for orientation for new council, 2022-2026, staff proposes an updated meeting schedule for 2023. The Building and Planning Department has been renamed as the Development Services Department.

3.0 Analysis

The 2023 Meeting schedule as attached in **Appendix 1**, has been prepared with consideration from consultation sessions with Senior Management. The proposed schedule also takes into consideration annual conferences and statutory holidays. This schedule proposes that meetings of Committee of the Whole (COW) continue to be held on the 2nd Monday of the Month at 10:00 a.m. and that a second Committee of the whole meeting be held on the 4th Monday of the month at 1:00 p.m. followed by a meeting of Council at 6:00 p.m. Special Council meetings may be called as required, subject to notice provisions as set out in the Procedural By-law.

Having two meetings during the day and one meeting in the evening, in addition to the continued option for virtual public participation, provides additional opportunities for public participation and engagement.

Staff will endeavour to manage agenda content to ensure equal distribution of reports, presentations, delegations, and other agenda material between the two meeting types. Staff

reports will primarily be included on Committee of the Whole agendas unless there is urgency for Council's review and direction.

Meeting Attendance

Council Chamber upgrades as outlined in Report 2021-CO-033, which was adopted by Council on July 19, 2021, has been completed. Council meetings can now be conducted in person, pending any Covid-19 pandemic restrictions. The newly upgraded technology will allow for hybrid meetings wherein Members of Council and the public may choose to participate in person or virtually.

As outlined in Section 4.7 Electronic Participation of the Procedural By-law, notice of electronic participation must be given to the Clerk in advance of the meeting.

Hybrid Meetings

Covid-19 restrictions over the past two and a half years have forced municipalities to modernize council meetings, ensuring the maintenance of routine business and government transparency. The implementation of virtual meetings on platforms such as Zoom and Teams have proven successful and have provided many benefits.

Moving forward, regardless of pandemic restrictions being lifted, the need to continue with the modernization of meeting virtually is important to continue as an additional service, in offering multiple options for participants to engage with local government.

Hybrid participation will provide options in situations where inclement weather, illness or other circumstances restrict Members of Council or the public from attending in-person. Additionally, hybrid meetings present cost savings by reducing travel time usually billed for consultants and legal representation. Hybrid meetings offer an additional level of convenience to the public, especially those who find it restrictive to attend in-person, encouraging increased engagement for those wishing to participate in local government procedure.

Staff have and will continue to test the hybrid meeting structure and will recommend roll out in 2023, when all audio/visual functionality has been fully tested and proven to be reliable.

Municipal Election Impact

The 2022 Municipal Election, held on Monday, October 24, 2022 is complete, and the new council have made their Declarations of Office.

With each new term of Township of Brock Council, staff make necessary orientation arrangements including education and training sessions that provide guidance to Council in carrying out their duties and to meet legislative requirements as per the *Municipal Act, 2001, S.O. 2001, c. 25* and other policy regulations. Orientation Sessions will cover various topics such as Strategic Planning, Public Engagement, Accountability and Transparency, and relevant policies. The schedule has been modified with the addition of Budget Deliberation meetings and Council Orientation meetings as recommended by staff to cover these essential items.

Meeting Structure

The proposed meeting schedule 2023 is attached: **Appendix 1**

Staff are proposing the following changes to the current meeting structure:

1. Budget Deliberation meetings. Led by Lisa Chen, Director of Finance and Treasurer, these meetings will propose the 2023 Business Plan and Budget.
 - Monday, January 16, 2023 – 10:00 a.m. – 4:00 p.m.
 - Thursday, February 2, 2023 – 10:00 a.m. – 4:00 p.m.
 - Thursday, February 9, 2023 – 10:00 a.m. – 4:00 p.m. (Tentative – as required)
2. Orientation meetings. Orientation sessions ensure elected officials understand their role in governance and municipal service delivery. Orientation will cover subjects such as Strategic Planning, Customer Service, Council and staff roles, and the general role of local government in the community. Orientation will include a joint Session with the Municipalities of Scugog and Uxbridge on Tuesday, February 21, 2023.
3. Four tentative **Workshop** meetings. Workshop meetings would be conducted as per section 4.5 Education/Training Sessions of the Procedural By-law. These workshops allow Council to have an open dialogue with staff without the need to come to an immediate decision. Workshop topics may focus on key strategic priorities such as arenas, Customer Service Review, Master Plans, and Provincial legislative updates such as Bill 109 and Bill 23. Senior staff will collaborate with Members of Council to determine the workshop subject matter.
4. Extra Summer meetings. Procedural By-law states there shall be no scheduled meetings during the month of July or August unless previously approved by Council. It is recommended that one council meeting in July and one Council meeting in August will be held to provide uninterrupted service in the Township of Brock.

Committee Structure

Council and Committee Structure is set in the Procedural By-law. Staff are proposing the following amendments to the current committee structure to reflect changes in department naming and to provide further clarity of purpose.

Building and Planning will be changed to Development Services to align with the new title of the Department.

Climate is proposed as a new Committee and will require contributions from all departments to set goals and advise.

The Sub-Committees shall be:

- Finance.
- Operations (Public Works).
- Parks, Recreation and Facilities.
- Economic Development & Tourism.
- Protection Services.
- **Development Services** (previously Building and Planning).
- General Government.
- **Climate** (New).

Advisory Committees

As new term of council establishes advisory committees for the term 2022-2026 staff are recommending that those committees continue to participate through virtual meetings, with the exception of limited annual in-person meetings.

4.0 Related Policies / Procedures

Township of Brock Procedural By-law Number 3017-2021 As amended by Bylaw 3096-2022

Accessible Customer Service Policy

Accountability and Transparency Policy

5.0 Financial / Budget Assessment

There are no financial implications related to the recommendations of this report.

6.0 Climate Change Impacts

With respect to the technological advancements in Council Chambers, specifically, with the opportunity in conducting hybrid meetings, there is an indirect climate change impact whereby participants are not driving to the municipal administration building and thus reducing vehicle emissions.

7.0 Communications

The annual Council and Committee meeting schedule is posted on the Township website.

Upcoming meetings are listed in the bi-weekly newspaper advertisements and in monthly newsletters.

Agendas for each meeting are available through the Township website and news articles are posted when the agenda has been made available online.

8.0 Conclusion

Staff respectfully requests a resolution to approve the Schedule of Council and Committee Meetings for 2023. Should this report and the recommendations contained within be approved, the appropriate amendments to the procedural by-law will be forthcoming.

9.0 Recommendation

BE IT RESOLVED THAT Report 2022-GG-029 – 2023 Meeting Schedule be received for information, and

THAT the 2023 Meeting Schedule of Council as attached in Appendix 1 be adopted, and

THAT staff be delegated the authority to amend the Procedural By-law as outlined in this report.

2023 Council and Committee Meeting Schedule

Meeting Date	Meeting Details	Meeting Time
Monday, January 9, 2023	Committee of the Whole	10:00 a.m.
Monday, January 16, 2023	Budget Deliberations	10:00 – 4:00 p.m.
Monday, January 30, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Thursday, February 2, 2023	Budget Deliberations	10:00 a.m. – 4:00 p.m.
Monday, February 6, 2023	Committee of the Whole	10:00 a.m. – 12:00 p.m.
Thursday, February 9, 2023	Finance Committee / 2023 Budget Deliberations (tentative)	10:00 a.m. – 4:00 p.m.
Tuesday, February 21, 2023	Orientation Session In Person – (Goodwood, On) (With Uxbridge and Scugog)	9:00 a.m. – 4:00 p.m.
Monday, February 27, 2023	Committee of the whole	1:00 p.m.
	Council (budget approval)	6:00 p.m.
Monday, March 6, 2023	Orientation (Strategic Planning; Customer Service)	10:00 a.m.
Monday, March 13, 2023	Committee of the Whole	10:00 a.m.
Monday, March 27, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Monday, April 3, 2023	Tentative Workshop	10:00 a.m.
Tuesday, April 11, 2023	Committee of the Whole	10:00 a.m.
Monday, April 24, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Monday, May 1, 2023	Tentative Workshop	10:00 a.m.
Monday, May 8, 2023	Committee of the Whole	10:00 a.m.
Tuesday, May 23, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Monday, June 5, 2023	Tentative Workshop	10:00 a.m.
Monday, June 12, 2023	Committee of the Whole	10:00 a.m.
Monday, June 26, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Summer Recess		
Monday, July 17, 2023 (Extra Summer Meeting)	Council	10:00 a.m.
Monday, August 14, 2023 (Extra Summer Meeting)	Council	10:00 a.m.
Return to Regular Schedule		
Monday, September 11, 2023	Committee of the Whole	10:00 a.m.
Monday, September 18, 2023	Tentative Workshop	10:00 a.m.
Monday, September 25, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Tuesday, October 10, 2023	Committee of the Whole	10:00 a.m.
Monday, October 23, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Monday, November 13, 2023	Committee of the Whole	10:00 a.m.

Monday, November 27, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.
Monday, December 4, 2023	Committee of the Whole	10:00 a.m.
Monday, December 11, 2023	Committee of the Whole	1:00 p.m.
	Council	6:00 p.m.

Key Dates	
Sunday, January 1, 2023	New Years Day
Sunday, January 22 – Tuesday January 24, 2023	ROMA Conference
Monday, February 20, 2023	Family Day
Sunday, April 16, 2023 – Wednesday, April 19, 2023	OGRA Conference
Friday, April 7, 2023	Good Friday
Monday, April 10, 2023	Easter Monday
Monday, May 22, 2023	Victoria Day
Thursday, May 25 – Sunday, May 28, 2023	FCM Conference
Sunday, June 11 – Wednesday June 14, 2023	AMCTO Conference
Saturday, July 1, 2023	Canada Day
Monday, August 7, 2023	Civic Holiday
August 21 – 23, 2023	AMO Conference
Monday, September 4, 2023	Labour Day
Saturday, September 30, 2023	National Day for Truth and Reconciliation
Monday, October 9, 2023	Thanksgiving Day
Saturday, November 11, 2023	Remembrance Day
Saturday, December 23, 2023 – Monday, January 2, 2024	Christmas Break

THIS INDENTURE this day of , 2022

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF BROCK
(Party of the First Part)

- And -

MICHAEL JOHN HOPKINS AND ASHLEIGH DEMELZA JANE HOPKINS
(Party of the Second Part)

And -

MICHAEL JOHN HOPKINS
(Party of the Third Part)

WHEREAS the Parties of the First and Second Part entered into a Lease Agreement dated the day of 8th day of August 2019, with respect to the land described as Lot 11, Plan 519, in the Township of Brock, in the Regional Municipality of Durham.

AND WHEREAS Michael John Hopkins and Ashleigh Demelza Jane Hopkins, the Party of the Second Part, with the consent of the Party of the First Part, wishes to and transfer the Leasehold Agreement (effective 31st of October 2022) to Michael John Hopkins, on the terms as hereinafter specified.

NOW THEREFORE the Parties hereto agree as follows:

- 1 In consideration of the sum of One Dollar (\$1.00) the Party of the Second Part, Michael John Hopkins and Ashleigh Demelza Jane Hopkins, hereby assign, transfer and set over the remainder of the leasehold term hereinbefore referenced on the same terms, provisos, covenants and conditions unto Michael John Hopkins.
- 2 The Party of the Third Part, Michael John Hopkins, hereby consent to such assignment and transfer in accordance with paragraph 2 herein.
- 3 The Part of the First Part, The Corporation of the Township of Brock, hereby consent to the said assignment and transfer of Lease for the remainder of the term, subject to the payment of the rent reserved and the performance and observation of the covenants, conditions and agreements contained in the said Lease Agreement. Provided, however, that this consent shall not extend to any further assignment or subletting of the said Lease without the written consent of The Corporation of the Township of Brock.

IN WITNESS WHEREOF the said parties have hereunto affixed their hands and seal or their Corporate seal duly attested by their respective authorized officers.

SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE TOWNSHIP OF BROCK

In the Presence of

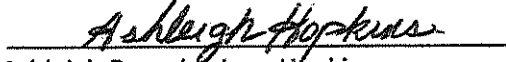
Name:
Title: Mayor

Name:
Title: Clerk

WE have the authority to bind the Corporation.



Michael John Hopkins



Ashleigh Demelza Jane Hopkins



Michael John Hopkins

CONSENT OF LESSOR

THE CORPORATION OF THE TOWNSHIP OF BROCK being the Lessor of the lands and premises composed of Lot Number 11, Plan 519, in the Township of Brock, in the Regional Municipality of Durham, described in a certain Indenture of Lease dated the 26th day of September 2019, made between the TOWNSHIP as Lessor and Michael John Hopkins and Ashleigh Demelza Jane Hopkins as Lessee, do hereby consent to the assignment of the said Lease of the lands therein described to MICHAEL JOHN HOPKINS for the remainder of the said terms, subject to the payment of the rent reserved by and the performance and observance of the covenants, conditions and agreements contained in the said Lease. Provided, however, that this consent shall not extend to any further assignment or subletting of the said lands without the express written consent of the CORPORATION OF THE TOWNSHIP OF BROCK.

WITNESS THE CORPORATION OF THE TOWNSHIP OF BROCK under the hands of its paper Officers in that behalf the _____ day of _____, 2022.

THE CORPORATION OF THE TOWNSHIP OF BROCK

Per: _____

Name:

Title: Mayor

Per: _____

Name:

Title: Clerk



October 17, 2022

Mr. F. Lamanna
Clerk
Township of Brock
1 Cameron Street East
Cannington, ON L0E 1E0

Dear Mr. Lamanna:

**RE: Appointments to Conservation Authorities and Land
Division Committee, Our File: C14**

Appointments to the Conservation Authorities and to the Regional Land Division Committee will be made by Regional Council on December 21, 2022, and February 1, 2023, respectively.

Would you please arrange for your Council to nominate persons for the following appointments:

- 1 member to Kawartha Conservation
- 1 member to the Lake Simcoe Region Conservation Authority
- 1 Citizen member to the Land Division Committee

Please note that on April 27, 2022, the following policy was adopted for Conservation Authority appointments:

“That only elected officials be appointed to the Conservation Authorities and further, that only members of Regional Council be appointed unless the municipalities have insufficient Regional Council representation, they shall be permitted to appoint a local Councillor to the Conservation Authority.”

I would appreciate receiving the names of your nominees for the Conservation Authorities on or before December 14, 2022, and your nominee for the Land Division Committee on or before January 25, 2023.

Alexander Harras

Alexander Harras,
Regional Clerk/Director of Legislative Services

AH/tf

The Regional
Municipality
of Durham

Corporate Services
Department
Legislative Services

605 Rossland Rd. E.
Level 1
PO Box 623
Whitby, ON L1N 6A3
Canada

905-668-7711
1-800-372-1102
Fax: 905-668-9963

durham.ca

Don Beaton, BCom, M.P.A.
Commissioner of Corporate
Services

From: [REDACTED]
To: [Clerks](#)
Subject: Fwd: Maple beach rd
Date: September 24, 2022 11:03:25 AM

Get [Outlook for Android](#)

From: [REDACTED]
Sent: Saturday, September 24, 2022 10:42:13 AM
To: [REDACTED]
Subject: Maple beach rd

Good morning.. I would like it brought forth to council in regards to street lights on maple beach rd. I am at [REDACTED] maple beach and to my north there is not a street light. I would like to see at least 2 street lights to the third concession. I am concerned as I leave early to work and with the thefts and critters on our street.

Regards
Shelley Munro

Sent from my Galaxy

From: Tyler Carter [REDACTED]
Sent: Tuesday, October 4, 2022 3:35:24 PM
To: [REDACTED]
Subject: Sidewalk issues on Jones/Rennie st

Hi Mike, I'm writing this email to you in regards to our chat about the lack of sidewalk portion on Jones st heading west towards southern court to the corner of rennie st.

I've been a resident in the court for over 10 years and with the new subdivision put in place along rennie st I feel it's imperative to have a sidewalk for pedestrians as people seem to speed through there constantly and the vehicle traffic northbound on rennie turning east onto Jones almost always has nobody stopping, a mere slow down if lucky and roll right through

For the amount of people walking running walking dogs etc it's only a matter of time before something bad happens.

I requested this years back and the only solution was to have a kids at play sign hung to slow down traffic and that's just not good enough when it comes to the safety of our residents

Please can this be put forth to action and have this situation rectified before there's a tragedy
Thanks for your help in this matter I look forward to a response

Sent from my iPhone

From: [REDACTED]
To: [Clerks](#)
Subject: Dangerous intersection
Date: October 6, 2022 12:36:54 PM

Concession rd 14 and
Side rd 17 (dump road) there is a blind hill there and pulling out of concession rd 14 is dangerous because you cannot see oncoming traffic on side rd 17, I was wondering if a 4 way stop could be implemented.

I was asked to have this added to the next available council agenda.

Thank you

Alyssa Hall



October 7, 2022

Township of Brock
1 Cameron Street East, PO Box 10
Cannington, ON
L0E 1E0

ATTN: Brock Town Council

Good afternoon,

My name is Mona Emond and I am the Executive Director of North House. We provide housing support to people in North Durham (Brock, Scugog and Uxbridge) who are experiencing housing instability or homelessness.

Earlier this year, in March 2022, Brock Town Council gave North House permission to use the Rick MacLeish Memorial Community Centre Auditorium, free of charge, on the fourth Wednesday of each month from 9am-1pm for the purposes of a service HUB for the Cannington community. Since then, we have offered support for housing, income taxes, senior support, mental health and addiction support, employment services, assistance from Ontario Works and Ontario Disability Support Program, harm reduction, developmental disabilities, family services, counseling and legal support. In these seven months, we have serviced over 100 people from the Cannington area.

Due to community need, I am asking Brock Council to grant permission for North House to use the Rick MacLeish Memorial Community Centre Auditorium, free of charge, on the fourth Wednesday of each month from 9am-1pm for the purposes of a service HUB for the Cannington community for the year 2023 (January – December). The auditorium has the space we need to accommodate all of the services providers, community members and organizers. I appreciate your time and consideration for this request.

With gratitude,

A handwritten signature in black ink that reads "Mona Emond". The signature is fluid and cursive, with the first name "Mona" being larger and more prominent than the last name "Emond".

Mona Emond, CAE, CMS
Executive Director

From: 
To: 
Subject: harbour
Date: October 14, 2022 9:51:42 AM

good morning

Floyd Hales Fish Huts would like to renew our lease at the harbour for the 2023 season .

thanks Bill Vieveen.

From: [REDACTED]
To: [Clerks](#)
Cc: [REDACTED]
Subject: OpryNight 2022
Date: October 26, 2022 12:59:34 PM
Attachments: [OpryNight22, freefee appl20221026.pdf](#)

Dear Sir/Madam,

Please see attached application for free use of Sunderland Town Hall for the Opry Night 2022 on October 15, 2022. The application also includes finance statements from this year's along with three previous year's concerts for your reference.

The designated project is a project that is being planned i.e. to upgrade the Sunderland Town Hall stage area with light, curtain, sound and general upgrade. The project will be scoped in the beginning of next year and presented to council for approval once completed and endorsed by key user groups.

We trust this application will be approved and we can continue our preparatory work with the "STH Stage Upgrade" project.

Best regards,
Ralph Maleus
1st VP - Sunderland Lions Club

Ralph Maleus

[REDACTED]

Community Centres/Arenas
(Beaverton, Cannington & Sunderland)

**Application for Fee
Exemption**

Note: The event must be raising funds for a designated Municipal Capital Project in the host community.

Additional eligibility and approval criteria are contained on the reverse side.

Note: All applications shall be referred to the Parks & Recreation Committee for consideration and pre-approval.

Name of Facility: Sunderland Town Hall

Location of Facility: Sunderland

Name of Organization: Sunderland Lions Club

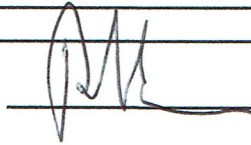
Name of Organization Representative: Ralph Maleus

(Please Print Your Name)

Date of Formation/Incorporation: 1955

Designated Capital Project:

The profit from this fundraising event is planned to be used for the upgrade of
Sunderland Town Hall's stage area i.e. for a project called "STH Stage Upgrade". The
scope of this project includes upgrade of lights, curtains, speaker system and general
refreshment of paint & décor. This project will be prepared Q2 2023 and implemented
during 2023-24. The project budget is not yet determined but estimated to be in the area
of \$25,000.



(Applicant's Signature)

(The following section is for Office Use Only)

Name of Event: Opry Night in Sunderland

Date of Event: October 15, 2022

Received By: _____

(Arena Manager)

Date Received:

This document is available in alternate formats upon request.
Please contact the Clerk's Department at 705-432-2355 or clerks@townshipofbrock.ca.

Date Approval Received: _____

Date Approval Denied: _____

Resolution Number: _____

Facility Rental Fee: _____

Facility Rental Fee Adjustment: _____

Form revised 07/16

Maureen Bianchet



October 27, 2022

Township of Brock Council
P.O. Box 10
1 Cameron Street East,
Cannington, ON, L0E 1E0

Dear Township of Brock Council Members,

I am writing to request that the speed limit on an approximately 1.5 km portion of Sideroad 18A between Concession 11 and Regional Road 12 (please see enclosed figure) be reduced from 50 km per hour to 40 km per hour. I also request that a road sign indicating a Hidden School Bus Stop be installed on south side of the hill on this section of Sideroad 18A (as pictured, and indicated on the map). Finally, I ask that a speed radar sign that indicates how fast drivers are going be installed along this portion of road, even if only on a temporary or rotating basis, similar to what is currently installed in front of Brock High School.

I live at [REDACTED] Sideroad 18A and have witnessed first-hand drivers continually exceeding the posted 50 km per hour speed limit while my young children and I are waiting for the school bus in the morning, or when they are being dropped off in the afternoon. Our house is located at the crest of the hill on this road, and drivers are unable to see that the school bus has stopped, particularly when they are driving too quickly over the top of the hill coming from the south. There are at least 5 residences along this small section of Sideroad 18A that have very young children waiting for the school bus, and it is only a matter of time before a preventable accident due to speed occurs.

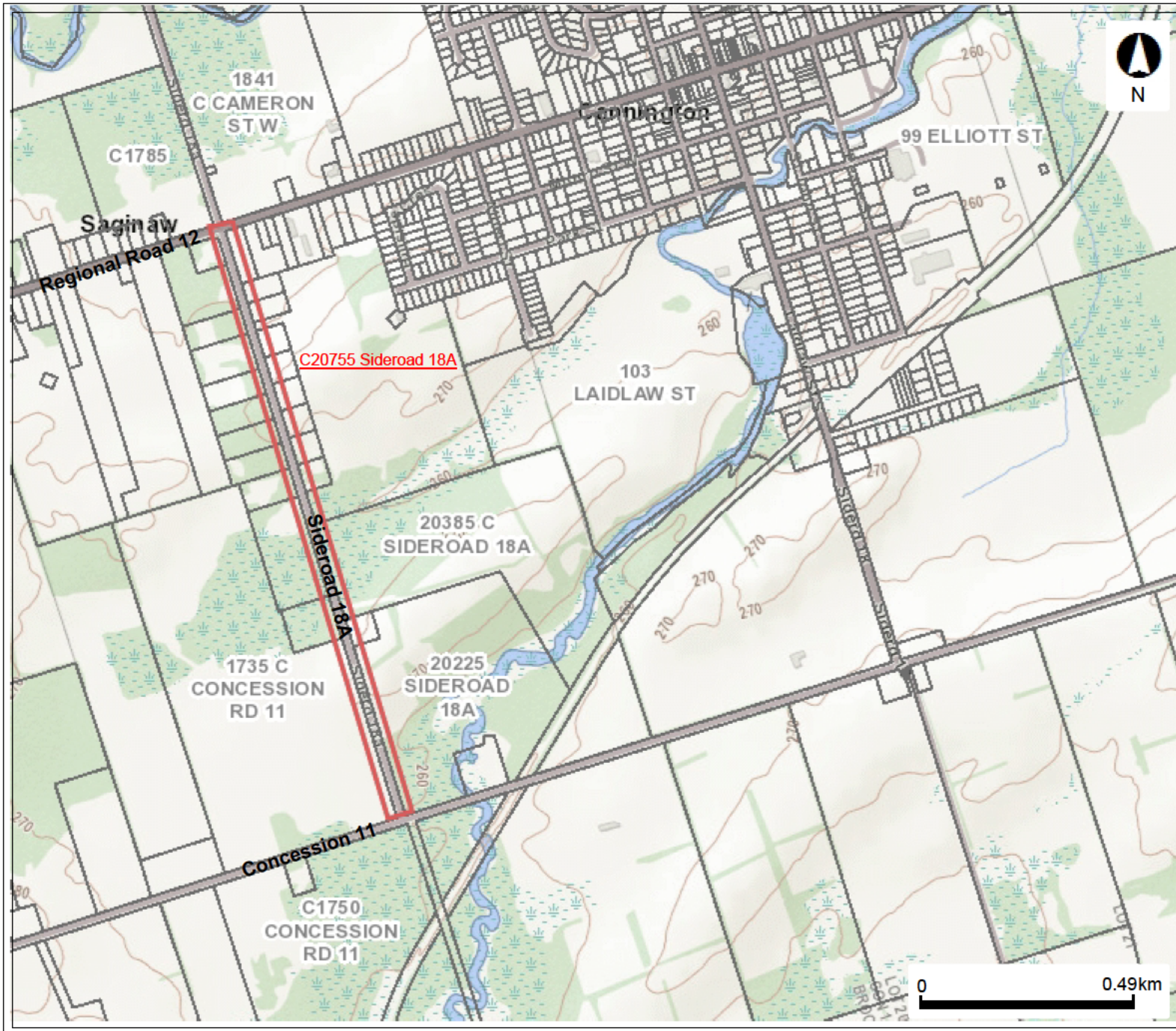
I thank you for your consideration of these requests and look forward to your response.

Sincerely,

Maureen Bianchet

Maureen Bianchet
Enclosure

Sideroad 18A, between Regional Road 12 and Concession 11, Cannington



Legend

- Assessment Parcel with Address

THE CORPORATION OF THE TOWNSHIP OF BROCK

BY-LAW NUMBER 3155-2022

**A BY-LAW TO APPOINT A MEMBER OF COUNCIL TO ACT FROM TIME TO TIME
IN THE PLACE OF THE HEAD OF COUNCIL**

WHEREAS Section 242 of the Municipal Act, S.O. 2001, and its amendments provide that a municipality may by by-law or resolution appoint a member of the council to act in the place of the head of council when the head of council is absent or refuses to act or the office is vacant and while so acting such member has all the powers and duties of the head of council;

AND WHEREAS it is deemed expedient to appoint members to act in the place of the head of council during such absence;

NOW THEREFORE BE IN ENACTED by the Council of the Corporation of the Township of Brock as follows:

1. **THAT** Regional Councillor Michael Jubb be designated Deputy Mayor to act in the place of the head of Council due to absence or refusal to act or the office is vacant.

2. **THAT** the following members of council be designated to act in the absence of the head of Council and the absence of the Deputy Mayor due to absence or refusal to act or the office is vacant as required for the periods noted:

Ward 1	Peter Frank	November 15/22 - January 31/23, February 1/24-April 30/24, May 1/25 – July 31/25, August 1/26-August 31/26
Ward 2	Claire Doble	February 1/23 – April 30/23, May 1/24 – July 31/24. August 1/25 – October 31/25, September 1/26 - September 31/26
Ward 3	Angela Canavan	May 1/23 – July 31/23, August 1/24 – October 31/24, November 1/24 – January 31/25, October 1/26 – October 31/26
Ward 4	Cria Pettingill	August 1/23 – October 31/23, November 1/24 – January 31/25, February 1-26 – April 30/26, November 1/26 – November 14/26
Ward 5	Lynn Campbell	November 1/23 – January 31/24, February 1/25 – April 30/25, May 1/26 – July 31/26

2022													
COUNCILLOR	2022	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
WARD 1												X	X
COUNCILLOR	2023	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
WARD 1		X											
WARD 2			X	X	X								
WARD 3						X	X	X					
WARD 4									X	X	X		
WARD 5												X	X
COUNCILLOR	2024	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
WARD 1			X	X	X								
WARD 2						X	X	X					
WARD 3									X	X	X		
WARD 4												X	X
WARD 5		X											
COUNCILLOR	2025	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
WARD 1						X	X	X					
WARD 2									X	X	X		
WARD 3												X	X
WARD 4		X											
WARD 5			X	X	X								
COUNCILLOR	2026	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
WARD 1									X				
WARD 2										X			
WARD 3		X									X		
WARD 4			X	X	X							X	
WARD 5						X	X	X					

ENACTED AND PASSED THIS 5th DAY OF DECEMBER 2022.

Mayor
Walter Schummer

Clerk/DeputyCAO
Fernando Lamanna

THE CORPORATION OF THE TOWNSHIP OF BROCK

BY-LAW NUMBER 3159-2022

A BY-LAW TO APPOINT THE CHAIRS OF THE STANDING COMMITTEES OF COUNCIL

WHEREAS Section 5 (1) of the Municipal Act, S.O. 2001 and its amendments provides that powers of a municipal corporation shall be exercised by its council;

AND WHEREAS section 5 (3) of the Municipal Act, S.O. 2001 and its amendments provides municipal power, including a municipality's capacity, rights, power, and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient to appoint certain members of Council to act in the capacity of "Chair" of the Standing Committees of Council;

NOW THEREFORE BE IN ENACTED by the Council of the Corporation of the Township of Brock as follows;

THAT procedural by-law number 3159-2022 be amended to reflect the standing committee naming as outline in this bylaw:

1. **THAT Mayor Walter Schummer**
Be appointed Chair of the Finance Committee.
2. **THAT Regional Councillor Michael Jubb**
Be appointed Chair of the General Government Committee.
3. **THAT Councillor Claire Doble**
Be appointed Chair of the Development Services Committee.
4. **THAT Councillor Cria Pettingill**
Be appointed Chair of the Operations Committee.
5. **THAT Councillor Peter Frank**
Be appointed Chair of the Tourism & Economic Development Committee.
6. **THAT Councillor Angela Canavan**
Be appointed Chair of the Protection Services Committee.

7. **THAT Councillor Lynn Campbell**
Be appointed Chair of the Parks & Recreation Committee.

8. **THAT Councillor Cria Pettingill**
Be appointed Chair of the Climate Committee.

THIS BY-LAW READ TWICE THIS 5TH DAY OF DECEMBER 28, 2022

Mayor
Walter Schummer

Clerk/DeputyCAO
Fernando Lamanna

THE CORPORATION OF THE TOWNSHIP OF BROCK

BY-LAW NUMBER 3160-2022

A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF BROCK AT ITS MEETING HELD ON DECEMBER 5TH, 2022

WHEREAS section 5 of the *Municipal Act*, S.O. 2001, and its amendments provides that the powers of a municipal corporation shall be exercised by its council;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Brock at the meeting named in the title of this by-law be confirmed and adopted by by-law;

THEREFORE BE IT ENACTED by the Council of the Corporation of the Township of Brock as follows:

1. The action of the Council of the said Corporation at its meeting held on the 5th day of December 2022, in respect of each recommendation contained in the reports of the committees and each motion and resolution passed and other action taken by Council of the said Corporation at this meeting is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. The Mayor and proper officials of the said Corporation are hereby authorized and directed to do all things necessary to give effect to the action of the said Council referred to in the preceding section hereof.
3. The Mayor and Clerk are authorized and directed to execute all documents necessary in that behalf and to affix the Corporate Seal of the Township of Brock thereto.

ENACTED and PASSED THIS 5th DAY OF DECEMBER, 2022.

Mayor Walter Schummer

Clerk/Deputy CAO Fernando Lamanna