

Core Service Review

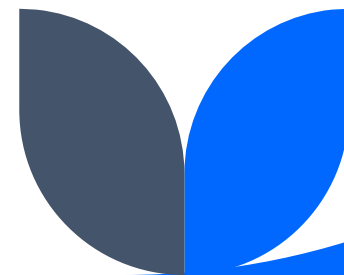
Council Branding Session



May 23rd, 2023

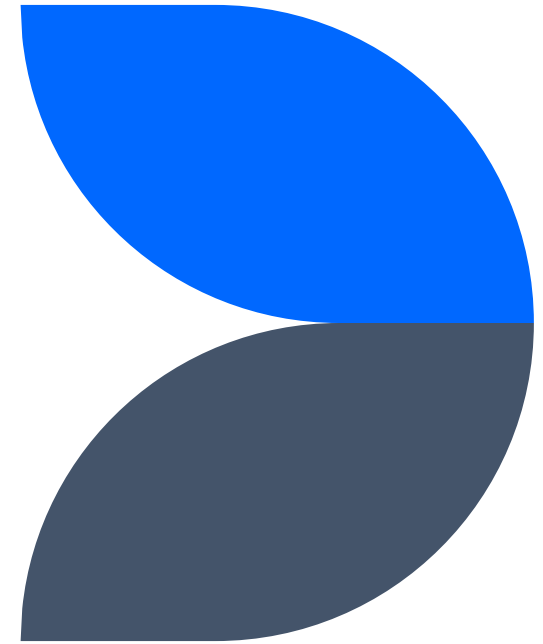
Agenda

- Council Branding – An Overview
- Methodology – Survey and Analysis
- Results – Discovering Council's Consensus
- An Emerging Council Brand – What It Means



Council Branding

An Overview



A Question for Brock Council

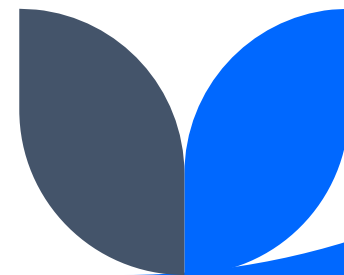
At the end of this term of Council...

As you turn and look backwards over your 4 years working together, what *Results Brand* will best describe your collective achievements?



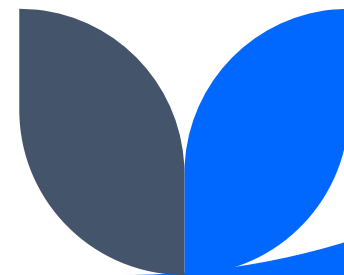
Fiscal Restraint Council

- Focused on keeping taxes to rate of inflation and saying 'no' to capital or operating cost pressures
- Ensuring that Brock's residential tax burden is competitive vis-à-vis North Durham neighbour municipalities



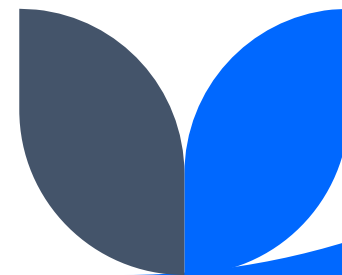
Financially Responsible Council

- Focused on actions to become 'One Brock' re. a sustainable asset/facilities model
- Addressing Brock's asset management unfunded liability
- Ensuring existing assets/facilities/services are properly funded and maintained before adding new ones
- Divesting assets that no longer provide good value for money



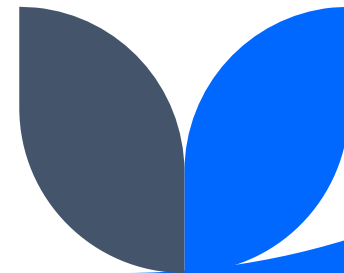
Modernizer Council

- Focused on investing in modern technology tools to provide more efficient service delivery
- Measuring service results and setting targets linked to budget cycle and outcomes
- Implementing policies and programs to modernize operations and ensure continuous improvement
- Partnering with other municipalities or community groups to lower costs of service delivery



Green Government

- Focused on more environmentally sustainable practices
- Investing in more green initiatives
- Establishing policies and programs to reduce Brock's carbon footprint to mitigate the impacts of climate change



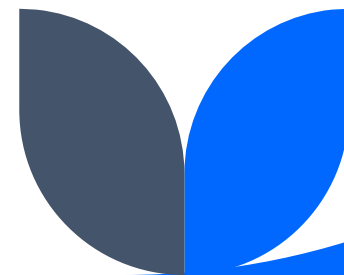
Growth & Development Council

- Focused on growing the local tax base
- Prioritizing multi-residential and non-residential development projects to diversify the tax base
- Taking action to address serving capacity constraints that impede development
- Addressing housing affordability challenges when planning for growth

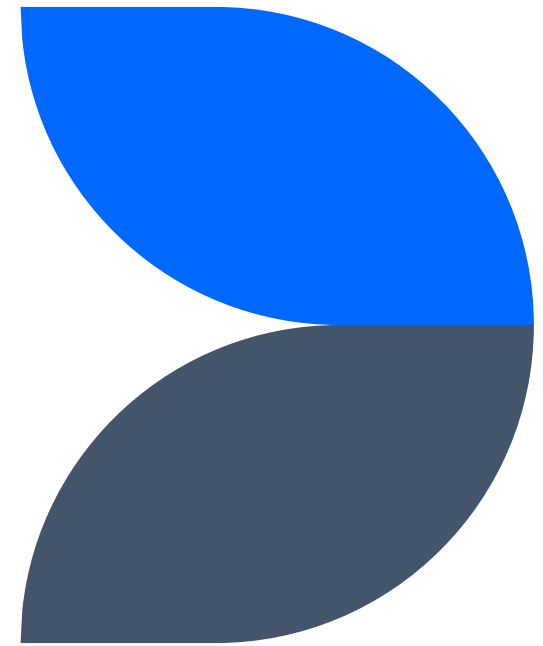


'Cut the Ribbons' Council

- Focused on building more municipal facilities
- Expanding programs and services to meet community desires
- Ensuring that facilities, services and programs are provided equally to all three communities
- Increasing arts & culture programs, community and special events

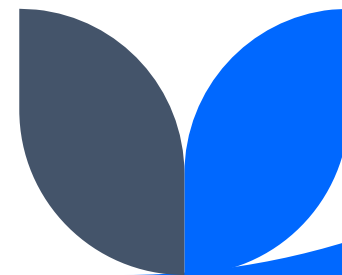


Brand Identification
Methodology
Survey & Analysis

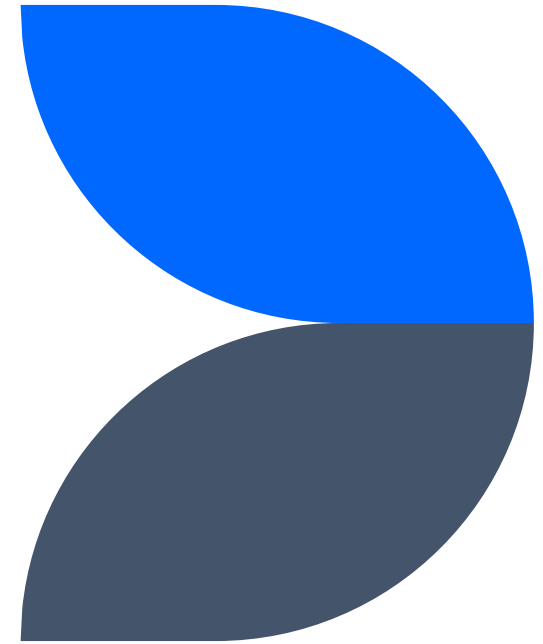


Council Survey





- Anonymous survey of each Council member
- Series of Agree/Disagree Statements
- Sorted & scored by consensus (average of respondents)
- Each Statement results in a +/- or neutral score within six potential *Council Results Brands*
- Compiled by Question Category
- Aggregated to find a predominant *Council Results Brand*
- **Consensus oriented results (intensity of Brand consensus)**

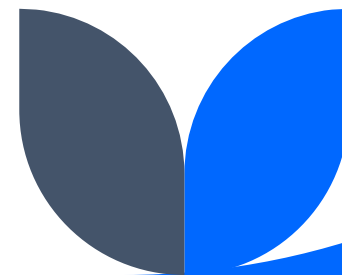


Overview of Results
Discovering Council's
Consensus



Taxes & Finances

<p>2.1 Brock should cap future property tax increases at the rate of inflation.</p>	<p>2.4</p>	
<p>2.2 Brock residents are willing to accept property tax increases to fund new programs.</p>	<p>3.3</p>	
<p>2.3 Brock residents are willing to accept major tax increases to preserve/upgrade existing "triplet" facilities across Sunderland, Cannington and Beaverton.</p>	<p>2.0</p>	
<p>2.4 It is important that Brock's residential property tax burden be comparable to its North Durham neighbour municipalities.</p>	<p>3.1</p>	

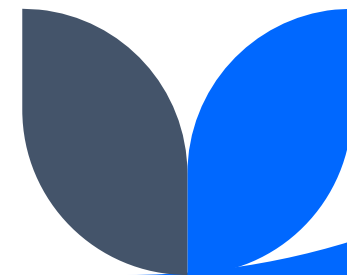


Assets & Asset Management

3.1 Utilizing long term debt is an appropriate way to fund new assets or upgrade/replace existing assets.	3.7	
3.2 It is important to accumulate reserves to ensure future funding for asset rehabilitation/replacement.	4.3	
3.3 Taking decisive action now to address Brock's asset management unfunded liability is important for future sustainability.	4.1	
3.4 Brock should ensure existing assets are properly funded before adding new assets	3.7	
3.5 Brock should defer building new facilities/assets until existing facility/asset unfunded liabilities are addressed.	3.4	
3.6 Brock should divest duplicated assets that are no longer providing good value for money.	3.9	
3.7 Brock should consider partnering with other municipalities or community groups to lower the cost of delivering programs or services.	4.7	
3.8 Brock should utilize leasing arrangements rather than owning its own facilities if savings could be achieved.	3.6	



3.9a Top three facilities/assets Brock should acquire *(if money were no object)*:



3.9a Top three facilities/assets Brock should divest:

one library

community halls

one arena

curling club




some bridges

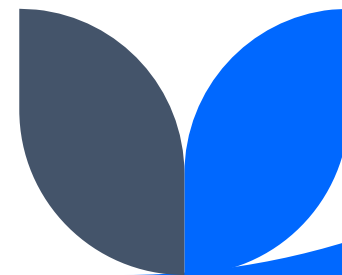
fire hall harbour

lake properties






Infrastructure

4.1 Brock needs to consistently re-invest in its network of Roads/Bridges/Culverts to maintain asset quality and value.	4.3	
4.2 Brock requires a rigorous/sustainable planned maintenance program and budget to ensure the road network remains viable.	4.6	
4.3 Park, sports field and cemetery assets also require a rigorous maintenance program and budget.	4.1	



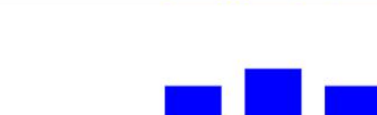




Growth & Planning

<p>5.1 Whenever possible, Brock needs to prioritize multi-residential and non-residential development projects to strengthen the local tax base.</p>	<p>4.3</p>	
<p>5.2 Brock needs to decisively address housing affordability challenges when planning for future growth.</p>	<p>4.0</p>	
<p>5.3 Brock needs to work seamlessly with Durham Region to address servicing capacity constraints that are impeding development.</p>	<p>4.6</p>	
<p>5.4 Brock should apply assessment growth to reducing its current unfunded liabilities instead of expanding programs or services.</p>	<p>2.7</p>	







Community Services

6.1 It is important that Sunderland, Cannington and Beaverton have equal access to duplicated services and facilities.	3.0	
6.2 It is important to promote the idea of "One Brock" when setting service levels and managing facilities/assets.	4.1	
6.3 Brock should carefully balance supply with demand realities when it comes to arena pad rentals and recreation programming.	4.0	
6.4 Brock should maximize the benefits of Community Groups offering programming/services - as opposed to costly municipal service provision.	3.9	
6.5 Brock should invest funding and staffing capacity to promote Arts and Culture, Community Special Events & Festivals/Markets.	3.7	



Fire Services

<p>7.1 Brock's current 3-Station model is the only viable station location model that can work in Brock.</p>	<p>2.7</p>	
<p>7.2 Any alternate Station location model MUST preserve existing property insurance discounts for residents due to Station proximity.</p>	<p>3.0</p>	
<p>7.3 Brock should be able to emulate Uxbridge and Scugog where 2 Stations or less are the norm.</p>	<p>3.3</p>	
<p>7.4 A Station location study to evaluate alternatives to the 3-Station model makes sense for Brock.</p>	<p>4.0</p>	

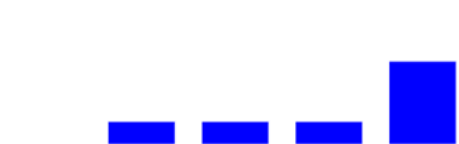
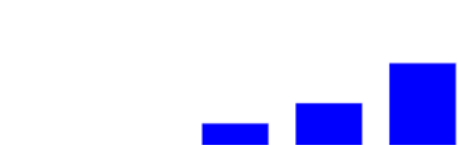
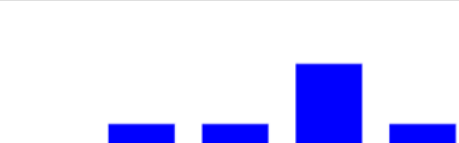



Service Excellence

8.1 Brock residents expect service delivery excellence and are willing to pay more in property taxes to receive it.	3.1	
8.2 It is important that Brock address citizen complaints proactively and consistently demonstrate follow-through.	4.9	
8.3 Investing in modern technology tools is necessary for Brock to provide excellent customer service.	3.7	
8.4 Brock should undertake periodically scheduled service delivery reviews to ensure they are 1) Doing the Right Things and also 2) Doing Things Right.	4.9	
8.5 Brock should proactively measure service delivery performance and regularly report results to Council, taxpayers and residents.	4.7	
8.6 Communicating with Brock residents is a priority, as is investing in resources to enhance communications.	4.7	



New Services

<p>9.1 Developing shared service opportunities with North Durham neighbour municipalities is a critically important opportunity to reduce costs.</p>	<p>4.1</p>	
<p>9.2 Brock should actively investigate service sharing opportunities to deliver existing programs and services at a reduced cost.</p>	<p>4.4</p>	
<p>9.3 Contracting out services delivery to local community groups/other agencies is a key strategy for cost containment.</p>	<p>3.7</p>	
<p>9.4 Investing in green initiatives is a priority for Brock residents and Brock should undertake more environmentally sustainable practices.</p>	<p>4.3</p>	



9.5 Top 3 new services Brock should offer:

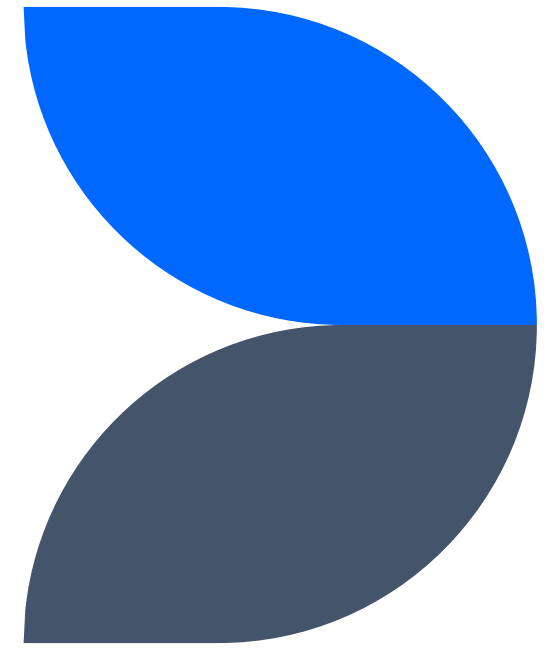


Wildly Important Goals

10.1 Brock should adopt no more than five (5) clearly stated Wildly Important Goals for this term of Council	3.9	
--	-----	---



**An Emerging Council
Brand:
*What It Means***



At the end of this term of Council, we want residents to look at the Results achieved and think of our Council as:

Proactive & Change Driven

A modern, progressive and action-oriented Council

Contemporary, responsible, thoughtful thinkers

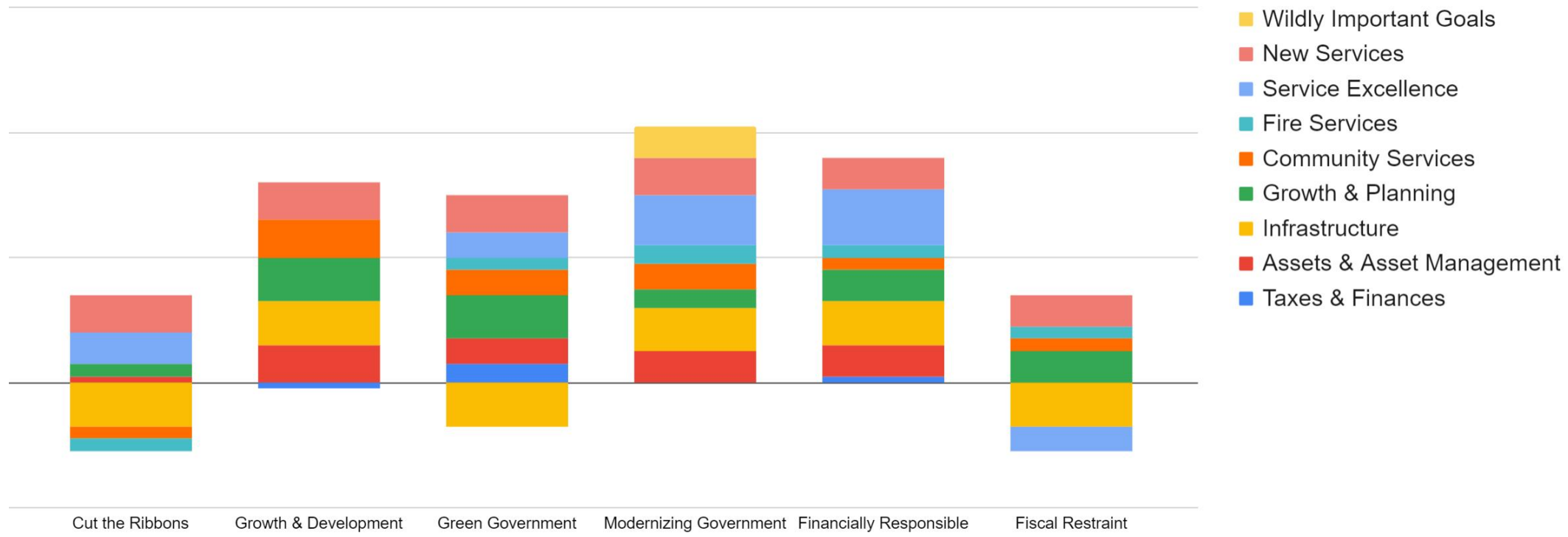
Responsive, forward-thinking, decisive, understanding of the needs of the community, fiscally responsible

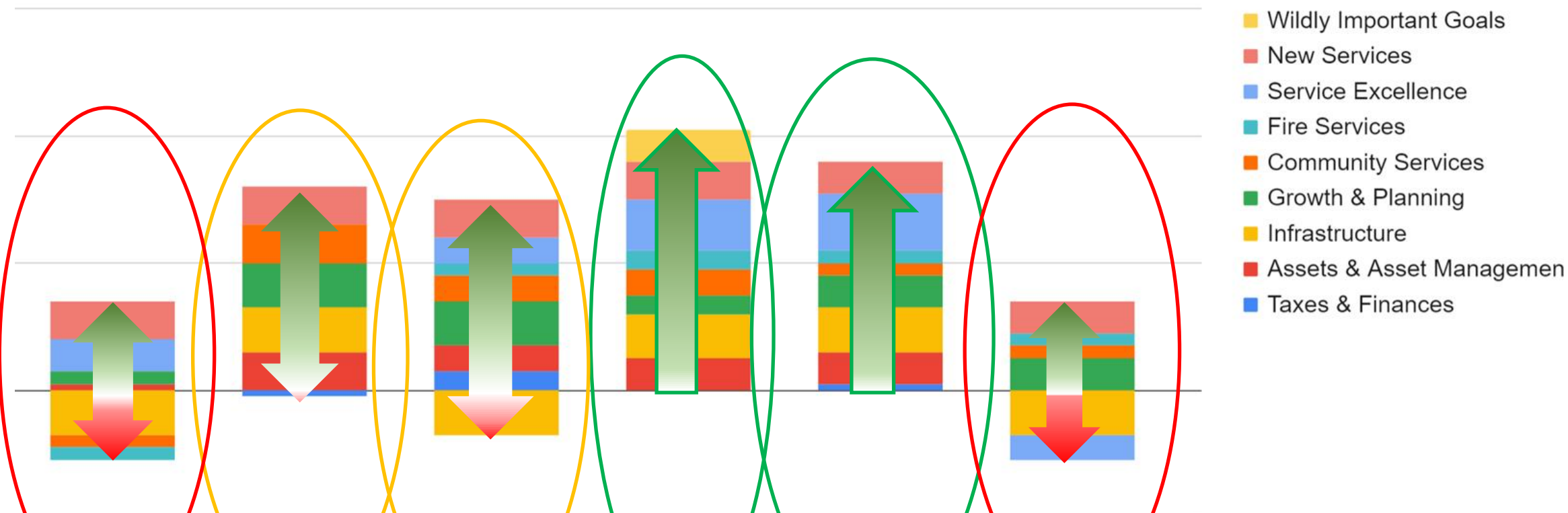
The legacy of this council should be upgrading Sunderland arena

Effective, innovative and decisive









- Wildly Important Goals
- New Services
- Service Excellence
- Fire Services
- Community Services
- Growth & Planning
- Infrastructure
- Assets & Asset Management
- Taxes & Finances

Cut the Ribbons

Growth & Development

Green Government

Modernizing Government

Financially Responsible

Fiscal Restraint

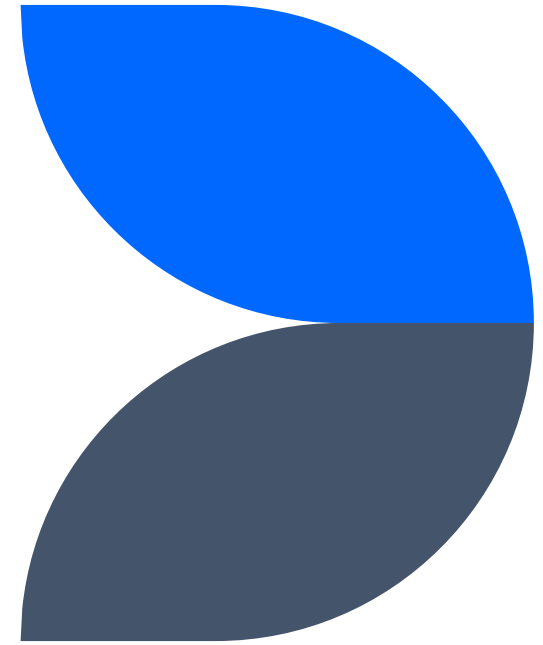
Low Score
Low Consensus

High Score
Mild Consensus

High Score
High Consensus

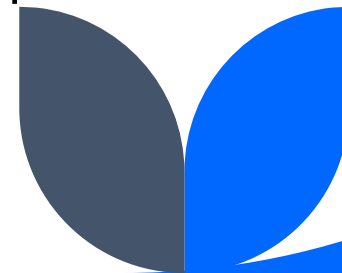
Low Score
Low Consensus

Next Steps:
Embracing the Brand



Financially Responsible / Modernizer Council

- Focused on actions to become 'One Brock' re. a sustainable asset/facilities model
- Addressing Brock's asset management unfunded liability
- Ensuring existing assets/facilities/services are properly funded and maintained before adding new ones
- Divesting assets that no longer provide good value for money
- Focused on investing in modern technology tools to provide more efficient service delivery
- Measuring service results and setting targets linked to budget cycle and outcomes
- Implementing policies and programs to modernize operations and ensure continuous improvement
- Partnering with other municipalities or community groups to lower costs of service delivery



Setting the Wildly Important Goals

- June 5 Using Brand to Drive WIGs Workshop
- June 19 Wildly Important Goals Presentation



Thank you

Questions/Comments

