Town of Shelburne
Regular Council Meeting - Agenda

November 22, 2021
6:30 pm
Council Chambers
203 Main St. E, Shelburne

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Pages

1. Call to Order

This meeting will be held electronically in accordance with Section 238(3.1) of the Municipal Act which provides that a member of Council, of a local board or of a committee of either of them, can participate electronically.

In-person attendance at this meeting will not be permitted.

Members of the public may observe the proceedings by accessing the live webcast on the Town of Shelburne YouTube page: https://www.youtube.com/channel/UCsar-MwF8CXrgPbe2EVxh-w

Canadian National Anthem

Land Acknowledgement:

We would like to acknowledge the traditional territory of the Anishinaabe including the Ojibway, Potawatomi and Chippewa and the People of the Three Fires Confederacy.

2. Disclosure of Pecuniary Interest and General Nature Thereof

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

3. Adoption of Minutes

1. Minutes from the Committee of Adjustment and Regular Council meetings held November 8, 2021 6

Recommendation:
BE IT RESOLVED THAT the minutes from the Committee of Adjustment and Regular Council meetings held November 8, 2021 be approved as presented and circulated.

4. Public Participation

1. Public Question Period

Questions relating to agenda business can be submitted to the Clerk at jwilloughby@shelburne.ca or 519-925-2600 Ext. 223 by 12:00 pm Monday November 22, 2021.

2. Presentations

To register as a presenter please contact the Clerk directly at jwilloughby@shelburne.ca or 519-925-2600 Ext. 223.

1. Proclamation Request from Family Transition Place - The International Day for the Elimination of Violence Against Women

WHEREAS violence continues to be the greatest gender inequality rights issue for women, girls and gender-diverse individuals; and

WHEREAS November is Woman Abuse Prevention Month; and

WHEREAS Gender-based violence is a human right issue which our community must work together to address, prevent and address through public awareness and education; and

WHEREAS 1 in 3 women will experience gender-based violence in their lifetime and these numbers increase exponentially for Black, Indigenous and Woman of Colour; and

WHEREAS the COVID-19 pandemic has increased barriers to support and services for survivors of gender-based violence and their children; and

WHEREAS last year in Ontario, every 13 days a woman or child was killed by a man known to them, with the majority being their current or former intimate partner;

WHEREAS this month and throughout the 16 Days of Activism Against Gender-Based Violence, we acknowledge our community's support of the Wrapped in Courage campaign and commitment to ending gender based violence; and

Now, Therefore, I, Mayor Wade Mills, proclaim and declare that November 25th, 2021 shall be known as, The International Day for the Elimination of Violence Against Women, and urge all citizens to recognize this day by taking action to support survivors of gender based violence and becoming part of Ontario wide efforts to end gender-based violence.

2. Service Delivery Review - Optimus SBR - Jesse Burns & Cole Clementino 20

Recommendation:
THAT Council receives the information presented from Optimus SBR for information.

3. Deputations on Agenda Items

5. Council Inquiries

6. Motions and By-law for Decision

1. Consent Agenda – all items in this list shall be the subject of one motion

2. Consideration of Items – all reports and By-laws in this section will be voted on separately

   1. Report P2021-48 from the Town Planner regarding the Fiddle Park Plan - online survey results, draft vision & guiding principles. 150

   Recommendation:
   BE IT RESOLVED THAT Council receives report P2021-48 as information;

   AND THAT Council supports, in principle, the draft vision and guiding principles as a framework for further review, direction, consultation and development of a park concept plan for Fiddle Park.

2. Report EDC 2021-02 from the Economic Development Officer regarding the Grace Tipling Hall revitalization and feasibility study and presentation from Emmette Ferguson - Eko Nomos Consulting. 186

Recommendation:
BE IT RESOLVED THAT Council receives report EDC 2021-02 regarding the Grace Tipling Hall Revitalization and Feasibility Project for information;

AND THAT Council receives the Grace Tipling Hall Feasibility Study presentation from Emmette Ferguson with the firm Eko Nomos for information;

AND THAT the recommendations from the Grace Tipling Hall Feasibility Study be used to
guide future capital, programming and staffing resources and be included in future
annual budgets for the consideration of Council.

3. Report LS2021-13 from the Director of Legislative Services/Clerk regarding the Appointment of a Private Security Company for the Purpose of Parking Enforcement for the 2021/2022 winter season. 241

Recommendation:
BE IT RESOLVED THAT Council receives report LS2021-13 from the Director of Legislative Services/Clerk as presented and circulated;

AND THAT leave be given for the reading and enacting of By-law #66-2021, being a by-law to appoint TAG international Inc., o/a TAG Security Services as Parking Enforcement Officers for the period covering November 15, 2021 to April 16, 2022.

7. Councillor Motions (Notice of Motion)

8. Communications

1. Town of Shelburne 2022 Budget Schedule. 251

2. Shelburne & District Fire Board resolution and 2022 Adopted Operating Budget. 252

3. Minutes from the Centre Dufferin Recreation Complex Board of Management meeting held September 22 2021. 254

4. Minutes from the BIA meeting held November 9 2021. 261

5. Certificate of Appreciation from the Little Family Organizers of Haunt in the Park. 264

6. Correspondence from the Town of LaSalle regarding COVID-19 Testing Requirements. 265

7. Correspondence from the City of Kitchener regarding Liquor License Sales and Patio Extensions. 267

8. Correspondence from the Municipality of Mattice-Valcote regarding Property Assessments. 269

9. LAS Partners with Conduent Transportation for Automated Speed Enforcement. 270

10. ROMA Communications. 272

11. AMO Communications. 274

Recommendation:
THAT Council receives the items listed under Communications for information.

9. Closed Session (if required)

10. Confirming By-law

1. Confirming By-law # 67-2021 - November 22, 2021 278

Recommendation:
BE IT RESOLVED THAT leave be given for the reading and enacting of By-law #67-2021 being a By-law to confirm certain proceedings of the Council of the Corporation of the Town of Shelburne for its regular council meeting held November 22, 2021.

11. Adjourn

Recommendation:
BE IT RESOLVED THAT we now adjourn to meet at the call of the Mayor.

Corporation of the Town of Shelburne

Committee of Adjustment - Minutes

November 8, 2021
6:30 pm
Electronic Participation
203 Main St. E, Shelburne

Members in attendance:	Mayor Wade Mills Deputy Mayor Steve Anderson Councillor Walter Benotto Councillor Lynda Buffett Councillor Kyle Fegan Councillor Shane Hall Councillor Lindsay Wegener
Staff attending:	Denyse Morrissey, CAO Carey Holmes, Director of Financial Services/Treasurer Jennifer Willoughby, Director of Legislative Services/Clerk Jim Moss, Director of Development and Operations Steve Wever, Town Planner

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1. Call to Order

Committee of Adjustment called to order at 6:32 pm.

This meeting will be held electronically in accordance with Section 238(3.1) of the Municipal Act which provides that a member of Council, of a local board or of a committee of either of them, can participate electronically.

In-person attendance at this meeting will not be permitted.

Members of the public may observe the proceedings by accessing the live webcast on the Town of Shelburne YouTube page: https://www.youtube.com/channel/UCsar-MwF8CXrgPbe2EVxh-w

Tonight, we have a public meeting being held under Sections 45(5) of the Planning Act to consider a minor variance application.

Minor variance application A21/07 is for property located at 716 Victoria Street.

The purpose and effect of the application is to request relief from Section 4.16.3.1.vii) of Zoning By-law 38-2007 for height requirements. The application is seeking relief to permit a building height of 7.04 metres for buildings accessory to an agricultural use (workshop) whereas 5 metres is required.

I will ask the Clerk for the method of notice for tonight's public meeting.

The Clerk indicated that notice of tonight's public meeting was advertised in local media sources, notice is posted on the Town's website and property owners with a 60-metre radius have received notification.

We will have a presentation by the Town Planner with a summary of written comments received, following which there will be an opportunity for Committee members and members of the public to ask questions or provide comments.

a. Report P2021-44 from the Town Planner regarding Minor Variance Application A21/07 - Besley Country Market - 716 Victoria Street.

   The Town Planner reviewed his report with Committee Members.

   There were no questions from the Committee and no public members in attendance for tonight's meeting.

   Moved By Councillor Benotto
   Seconded By Councillor Fegan

   BE IT RESOLVED THAT the Committee of Adjustment receives report P2021-44 for information;

   AND THAT subject to the consideration of any input received at the public meeting, it is recommended that the Committee of Adjustment grant approval of Minor Variance Application A21/07 for the property municipally known as 716 Victoria Street, Town of Shelburne, providing the following relief from Zoning By-law 38-2007:

1. Relief from Section 4.16.3.1.vii) of the Zoning By-law to permit a maximum building height of 7.04 metres for a building accessory to an agricultural use (workshop) whereas 5 metres is required.

CARRIED, W. Mills

2. Motion to Adjourn

Moved By Councillor Buffett
Seconded By Deputy Mayor Anderson

THAT the Committee of Adjustment now adjourns.

CARRIED, W. Mills

Committee of Adjustment adjourned at 6:45pm.

____

Mayor

____

Clerk

Corporation of the Town of Shelburne

Council Minutes

November 8, 2021
6:30 pm
Electronic Participation
203 Main St. E, Shelburne

Members in attendance:	Mayor Wade Mills Deputy Mayor Steve Anderson Councillor Walter Benotto Councillor Lynda Buffett Councillor Kyle Fegan Councillor Shane Hall Councillor Lindsay Wegener
Staff attending:	Denyse Morrissey, CAO Carey Holmes, Director of Financial Services/Treasurer Jennifer Willoughby, Director of Legislative Services/Clerk Jim Moss, Director of Development and Operations Steve Wever, Town Planner

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1. Call to Order

Council meeting called to order at 6:45 pm by Mayor Mills.

This meeting will be held electronically in accordance with Section 238(3.1) of the Municipal Act which provides that a member of Council, of a local board or of a committee of either of them, can participate electronically.

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Canadian National Anthem

Land Acknowledgement:

We would like to acknowledge the traditional territory of the Anishinaabe including the Ojibway, Potawatomi and Chippewa and the People of the Three Fires Confederacy.

Mayor Mills requested Council's indulgence to read the following proclamation:

WHEREAS Veterans' Week is a time to honour Canadian Veterans and Soldiers made up of the young and old who share a common goal of keeping our country strong, proud and free;

AND WHEREAS Canada has a long history of providing military assistance in order to secure peace around the world;

AND WHEREAS Peace and Freedom are not just words, but values and beliefs worthy of sacrifice yesterday, today and tomorrow;

AND WHEREAS Canadian sacrifice and valour will be remembered forever as a rich legacy of peace, freedom and identity;

NOW THEREFORE, to show support for our veterans and their families, I, Mayor Wade Mills, do hereby proclaim November 5 to 11, 2021 as Veterans' Week in the Town of Shelburne

2. Disclosure of Pecuniary Interest and General Nature Thereof

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

No Disclosures.

3. Adoption of Minutes

1. Minutes from the Council meetings held October 4 & 18, 2021

Motion # 1

Moved By Councillor Benotto
Seconded By Councillor Hall

BE IT RESOLVED THAT the minutes from the Regular Council meetings held October 4 & 18, 2021 be approved as presented and circulated.

CARRIED, W. Mills

4. Public Participation

1. Public Question Period

   Questions relating to agenda business can be submitted to the Clerk at jwilloughby@shelburne.ca or 519-925-2600 Ext. 223 by 12:00 pm Monday November 8, 2021.

   No Questions.

2. Presentations

   To register as a presenter please contact the Clerk directly at jwilloughby@shelburne.ca or 519-925-2600 Ext. 223.

   No Presentations.

3. Deputations on Agenda Items

   No Deputations.

5. Council Inquiries

Members of Council addressed inquiries to Town staff and received responses.

6. Closed Session

Motion # 2

Moved By Councillor Hall
Seconded By Councillor Fegan

That as per section 239(2)(b) & (f) of the Municipal Act, Council enters closed to discuss personal matters about an identifiable individual, including municipal or local board employees and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED, W. Mills

Entered closed session at 7:07 pm.

1) Report from the CAO

2) Memo from Ward & Uptigrove

Motion # 3

Moved By Councillor Hall
Seconded By Councillor Benotto

THAT Council rises from closed session to resume regular business.

CARRIED, W. Mills

Rose from closed session at 8:34 pm.

Motion # 4

Moved By Councillor Benotto
Seconded By Councillor Fegan

BE IT RESOLVED THAT the letter and information from Hicks Morley be received;

AND THAT the information provided by the CAO regarding vaccination policies - general background be received for information;

AND THAT the recommended COVID-19 Vaccination for Members of Council, Local Boards and Committees be approved;

AND THAT the COVID-19 Vaccination Policy for staff, which is a vaccination or test policy, be received.

A recorded vote was requested:

Deputy Mayor Anderson - No

Councillor Benotto - Yes

Councillor Buffett - Yes

Councillor Fegan - Yes

Councillor Hall - Yes

Councillor Wegener - No

Mayor Mills - Yes

CARRIED, W. Mills

Motion # 5

Moved By Councillor Benotto
Seconded By Councillor Hall

BE IT RESOLVED THAT Council receives the memo from Ward & Uptigrove for information.

CARRIED, W. Mills

7. Motions and By-law for Decision

1. Consideration of Items – all reports and By-laws in this section will be voted on separately

    1. Report P2021-45 from the Town Planner regarding the Bylaw to Stop-up, Close and Sell a Portion of First Avenue West, and Further Consideration of Condominium Street Name.

        The Town Planner reviewed his report with Council members.

        Motion # 6

        Moved By Councillor Benotto
        Seconded By Councillor Buffett

        BE IT RESOLVED THAT Council receives report P2021-45 for information;

        AND THAT leave be given for the reading and enacting of By-law #64-2021, being a bylaw to stop-up, permanently close and sell a portion of the First Avenue West road allowance and to authorize the Mayor and Clerk to execute an agreement of sale to convey the land to Scone Developments Inc.;

AND THAT Council considers the input from the Heritage Committee regarding a preferred street name for the private condominium road in Draft Plan of Subdivision (File No. DPS 17/02) and Draft Plan of Condominium (File No. DPC 17/02) and direct staff on the street name to be assigned.

CARRIED, W. Mills

Mayor Mills called a short recess at 8:37 pm.

Council reconvened at 8:45 pm.

2. Resolution from the Heritage Committee regarding the proposed street name for Scone Developments.

Council members discussed the proposed street names, perhaps combining the two suggestions as one street name, future development will have the ability to incorporate Mr. Bennett as a separate street name, Council members agreed on the name of Winters Way for the Scone Development.

Motion # 7

Moved By Councillor Buffett
Seconded By Councillor Fegan

BE IT RESOLVED THAT Council approves the following as the street name to be utilized within the Scone Development is Winters Way;

AND FURTHER THAT we include Harry Bennett on the street naming list for future consideration.

CARRIED, W. Mills

3. Report LS 2021-12 from the Director of Legislative Services/Clerk regarding Bylaw Enforcement Services - Reactive and Proactive Approaches.

The Clerk reviewed her report with Council.

A discussion ensued regarding the current reactive approach, complaints and concerns being received by members of Council from residents, the hiring of additional staffing resources to address growth and resident concerns, provisions for a proactive clean yards bylaw, review of previous enforcement practices which was part-time at 20-24 hours per week, reliance on the former Shelburne Police Services to provide enforcement after hours and weekends, the need for additional staffing resources to provide for after hours and weekend enforcement.

Motion # 8

Moved By Councillor Hall
Seconded By Councillor Benotto

BE IT RESOLVED THAT Council receives report #LS2021-12 from the Director of Legislative Services/Clerk for information;

AND THAT Bylaw Enforcement services continue to be based on a written complaint, reactive approach;

AND THAT Council directs staff to include a Full Time Junior Municipal Law Enforcement Officer within the draft 2022 budget;

AND BE IT FURTHER RESOLVED THAT communication from Council members relating to Bylaw Enforcement matters are directly through the Director of Legislative Services/Clerk.

CARRIED, W. Mills

4. Resolution required for the MTO Connecting Links Grant Application.

   The Treasurer reviewed the grant application requirements with members of Council.

Motion # 9

Moved By Councillor Benotto
Seconded By Councillor Hall

BE IT RESOLVED THAT Council authorizes the submission of the grant application to the Connecting Links Program 2022/2023 for funding in support of the project to resurface the Owen Sound Street portion of the Connecting Link;

AND THAT if the application is successful, that the Town of Shelburne will proceed with the timelines specified in the application;

AND THAT the Town of Shelburne's portion of the funding for the resurfacing project be funded from the Roads Construction Reserve.

CARRIED, W. Mills

5. Resolution from the Diversity, Equity & Inclusion Committee regarding the appointment of a new member.

Motion # 10

Moved By Deputy Mayor Anderson
Seconded By Councillor Buffett

BE IT RESOLVED THAT Council appoints Stella Aluze-ele as the new member of the Diversity, Equity & Inclusion Committee for the remaining term of Council.

CARRIED, W. Mills

8. Councillor Motions (Notice of Motion)

9. Communications

1. Town of Shelburne 2022 Budget Schedule.

2. Town of Shelburne Ontario Municipal Partnership Fund (OMPF) Allocation for 2022.

3. Ontario Provincial Police - Shelburne 2022 Billing Package.

   A discussion ensued regarding the information provided and whether this information is in-line with expectations, percentage increases, 2021 did not include a full year - the OPP provided 10 months of service.

4. Town of Shelburne Planning Public Meeting Notices - Minor Variance Applications.

5. Thank you letter from Shelburne Community Welcome.

6. Minutes from the Arts and Culture Committee meeting held September 15, 2021.

7. Minutes from the Diversity, Equity and Inclusion Committee meeting held September 16, 2021.

8. Minutes from the Shelburne Public Library Board meetings held September 21 and October 19, 2021.

9. Minutes from the Police Services Board meetings held January 19, February 16, April 20, June 15, August 17, 2021.

10. Minutes from the Centre Dufferin Recreation Complex Board of Management meeting held August 25, 2021.

11. Town of Mono Press Release - Mono Council Votes in New Councillor to Fill Vacancy.

12. Letter from the Town of Mono - Solicitor General Enforcing COVID-19 Passports.

13. Township of Melancthon Letter to Premier Ford - Additional COVID-19 Financial Relief Funding.

14. Headwaters Health Care Centre notice of intent to develop a visitor vaccination policy.

15. Letter from the Municipality of Leamington regarding OHIP Eye Care.

16. Resolution from the Township of Larder Lake regarding OHIP Eye Care.

17. Ontario Energy Board Notice - Enbridge Gas has applied to raise natural gas rates.

    A discussion ensued regarding providing notification to Enbridge regarding their increasing rates.

    Motion # 11

    Moved By Deputy Mayor Anderson
    Seconded By Councillor Buffett

    THAT Mayor Mills on behalf of Council drafts a letter to Enbridge requesting consideration of postponing rate increases at this time, as families deal with, and are struggling with financial insecurities during the COVID-19 pandemic.

CARRIED, W. Mills

18. Nottawasaga Valley Conservation Authority Board Meeting Highlights from October 2021.

19. Communications received from AET - Flooding in Canada.

20. AMO Communications.

21. ROMA Communications.

    Motion # 12

    Moved By Councillor Benotto
    Seconded By Councillor Fegan

    THAT Council receives the items listed under Communications for information.

CARRIED, W. Mills

10. Confirming By-law

1. Confirming By-law #65-2021 - November 8, 2021

Motion # 13

Moved By Councillor Hall
Seconded By Councillor Buffett

BE IT RESOLVED THAT leave be given for the reading and enacting of By-law #65-2021 being a By-law to confirm certain proceedings of the Council of the Corporation of the Town of Shelburne for its regular council meeting held November 8, 2021.

CARRIED, W. Mills

11. Adjourn

Motion # 14

Moved By Councillor Benotto
Seconded By Councillor Hall

BE IT RESOLVED THAT we now adjourn to meet at the call of the Mayor.

CARRIED, W. Mills

Council meeting adjourned at 9:29 pm.

____

Mayor

____

Clerk

Town of Shelburne – Service Delivery Review

Council Presentation

November 22nd, 2021

SHELBURNE

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Agenda

Item	Topic
1	**Welcome and Project Overview** • Introductions • Project Context, Objectives & Success • Project Approach, Timelines, & Key Deliverables
2	**Key Themes from Current State Analysis**
3	**Recommendations** • Current State Challenge • Proposed Actions • Considerations and Benefits
4	**Questions and Discussion**

Context and Objectives

With our time today we will look to achieve several objectives:

1. *Provide an update on the Service Delivery Review project, including what's been completed and what is has been recommended*
2. *Highlight what we heard with respect to how services are delivered today – what already works well and where opportunities exist*
3. *Provide a summary of recommendations for the Town moving forward*
4. *Allow for comments, questions, or feedback on the findings and recommendations*

Town of Shelburne
Service Delivery Review

Project Overview

Council Presentation

Introduction to the Project

Introduction & Context

- **Optimus SBR previously partnered with the County of Dufferin to conduct comprehensive Service Delivery Review (SDR),** as result of The County's population growth and increasing pressures. One of the municipalities included in this review was the Town of Shelburne (the Town).
- **Prior to the County SDR, the Town had planned to conduct its own SDR.** It was decided at the time that the Town's SDR would follow the County SDR. An application was made, and funding received from the Provinces Municipal Modernization Fund, seeking third party support to explore opportunities to enhance service delivery in the Town.
- The **Town of Shelburne received funds from the Municipal Modernization Fund to explore opportunities to enhance service delivery in the Town and explore implementation considerations** associated with the recommendations previously developed through the County SDR.
  - Specifically, this service delivery review has been funded through a grant provided by the Ministry of Municipal Affairs and Housing as part of the Municipal Modernization Fund (MMF). **The costs of the review have been covered by the grant received by the Town of Shelburne.**

Key Drivers

- This Service Delivery Review (SDR) is being conducted during a key point for the Town of Shelburne:
  - Significant population growth in recent years
  - Changing resident needs and expectations
  - Impact of COVID to redesign service delivery / accelerate redesign plans that predated COVID

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About Service Delivery Reviews

What is a Service Delivery Review?

- Service Delivery Reviews are a **common exercise** for Municipalities to:
  1. **Gauge their level of service** across all business units; and,
  2. See where **opportunities for efficiency and effectiveness** exist and/**or enhancements to meet resident needs**.

Why Do It?

- To support municipal growth, the Town has made investments in staff and resources – there **appears to be commitment to continue with investments to meet resident needs**.
- These investments in staff and operations have been supported by Council through recognition of Council priorities and the adoption of annual budgets.
- As part of this review, early discussions with Council members revealed that:
  - **Parks, Recreation, Arts, and Culture** are growing areas of importance for residents.
  - Town staff need to be enabled to **provide exceptional customer service and communication**.
  - As with all spending, outsourced services must **represent strong value for the Town**.
  - Commonly, service expansions or enhancements will represent financial cost increases for the Town. Expansions or enhancements should be aligned to the resident/business requests, investment requirements reviewed, and made where appropriate.

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Our Project Objectives and Success

Project Mission

- To conduct a **comprehensive service delivery review** of the Town to support Council in meeting and exceeding its commitments to establishing a vibrant and healthy community, including distribution or realignment of costs to priority areas and consideration of future requirements.

Success

1. A **clear understanding of the current state** of the Town
2. Identification of **opportunities that would make the Town a more responsive organization that can advance Council's strategic priorities**, including:
   - Ensuring that services can meet residents needs and demands;
   - Services are provided within a fiscally responsible manner; and,
   - A more responsive budget that considers evolving priorities.
3. Identification of **opportunities for alignment within and across departments** from a structural and service delivery perspective
4. Identification of **opportunities for alignment across other local municipalities** from a structural and service delivery perspective
5. **Buy-in and engagement** of key Town stakeholders, including the leadership team and Council

Project Approach & Methodology

Optimus SBR has worked closely with the Town's Project Team throughout each of the project steps:

<table>
<tr><th></th><th>1. Project Launch & Discovery</th><th>2. Engagement & Leading Practices</th><th>3. Defining Current State</th><th>4. Develop Recommendations</th><th>5. Presentation & Closeout</th></tr>
<tr><td>Key Activities</td><td>○ Set-up and Planning
○ Project kick-off and Project Plan Development
○ Discovery
○ Discovery Update</td><td>○ Data and Document Review
○ Stakeholder Engagement
○ Leading Practices Review</td><td>○ Draft Current State
○ Working Session / Meeting to Review Current State</td><td>○ Draft Recommendations Development
○ Draft Final Recommendations
○ Review and Validation</td><td>○ Final Report
○ Documentation
○ Project Closeout
○ Knowledge Transfer</td></tr>
<tr><td>Methodologies</td><td colspan="5">○ Review of internal data and documentation
○ Interviews with key Municipal stakeholders (Council, Leadership, Staff)
○ Interviews with Municipal Service Providers
○ External research and online scan
○ Municipal stakeholder working sessions
○ Draft reviews and recommendation development</td></tr>
</table>

Town of Shelburne
Service Delivery Review

Key Findings

Council Presentation

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Current Town Services

The Town of Shelburne delivers services through staff resources; third-party vendors; and agreements with the County of Dufferin and external Boards of Management.

Internal Staffing

- Currently consists of **24 full-time** and **22 part-time** staff (including management, crossing guards)
- Structured across:
  - *CAO's Office*
  - *Development and Operations*
  - *Financial Services / Treasurer*
  - *Legislative Services / Clerk*
- Town staff also provide **considerable support to seven town committees**, focused on a variety of issues, including supporting special events or capital project initiatives of committees

Third Party Providers

- Town staff are **supported by 3rd party providers** which support/lead service delivery for provide
  - *Engineering*
  - *Planning*
  - *Some water/waste-water services*
- These vendors represent significant investments for the Town and represent de-facto departments
- Together, it is estimated these providers represent an **additional 7-10 FTE in equivalent level of support** (based on all support provided by SBA, GSP, and OCWA)

County of Dufferin and Other Arrangements

- The **County of Dufferin** provides the following services to the Town:
  - *Building Services*
  - *Health and Safety*
  - *Information Technology*
- Legal Services are contracted out by the Town, **drawing on legal experts for opinions across various domains, as required**. Town Staff are responsible for managing this agreement
- Fire, Indoor Recreation (CDRC), and Library Services are provided by **local boards of management**

The Continued Growth of Shelburne

As a growing municipality, the Town, through Council, has made several recent investments in staff capacity (including some during this SDR). These are summarized below.

2018

- Dedicated CAO role
- Added GIS Coordinator

2019

- Enhanced Bylaw Position

2020

- Contracted Planning Coordinator

2021

- Contracted Winter Bylaw (planned for winter 2021/22)
- Revised roles for Customer Service Coordinator / Deputy Registrar and Customer Service Representative
- Added Financial Services Clerk
- Enhanced Role of Economic Development Officer
- Enhanced Role of Communications Coordinator/Admin Assistant
- Added Manager of Operations, Parks and Facilitates (filled/expanded vacant position)
- Added Seasonal Weekend Work Crew (Operations – Public Works)
- Added Operations, Parks and Facilities Clerk

Summary of Themes

Overall, we heard that there has been significant enhancements to service delivery in recent years, and many of the themes/opportunities represent further enhancements for continue improvement activities:

Theme 1:
Increasing Resident Expectations

Theme 2:
Service Needs Outpacing the Staffing Complement

Theme 3:
Need to Align Organizational Structure with Emerging Priorities

Theme 4:
Expand Use of Data to Inform Decision Making

These themes are explored in detail on pages 10-15 and 44-65 of the Comprehensive Service Delivery Review Report

Town of Shelburne
Service Delivery Review

Recommendations

Council Presentation

Summary of Recommendations

Recommendations have been developed that respond to key findings documented during the Current State Review phase of the SDR.

- The recommendations that have been developed should be seen as **responding to the needs of the growing community by positioning the Town to deliver high quality services to residents, businesses, and internal stakeholders**.

- The Recommendations contain improvement opportunities can could be described as:
  - **Incremental improvements to existing services and operations** to promote efficiency, better distribution of workload across staff, or enhancements to services already provide
    - Including recommendations focused on ensuring staff are supported with the tools, training, and capacity required to promote high levels of engagement and satisfaction.
  - **Establishing new services or positioning the Town to deliver new services in the near term**.

- It is also important to note that **not all recommendations may be implementable concurrently**, and consideration will need to be given to the prioritization and sequencing of recommendations. Implementation and timeline considerations have been provided to support this.

Summary of Recommendations

Nine core Recommendations, each with multiple sub-recommendations have been developed and aligned to the organizational structure of the Town.

Opportunity Area	Recommendations
Corporate Wide (COR)	***COR1:*** *Review and Complete an Organizational Re-Structure*
	COR2: *Continue to Enhance Online Service Capabilities; focus on core services*
	COR3: *Develop Clear and Comprehensive Service Levels/ Standards*
Development & Operations (DEV)	***DEV1:*** *Conduct an Operational Review of the Development & Operations Department*
	DEV2: *Separate Parks and Recreation Function from Public Works*
Human Resources (HR)	***HR1:*** *Enhance HR Staffing, Tools and Processes* • *Hire HR Coordinator Role* • *Develop Employee Engagement & Retention Strategy* • *Refresh Performance Appraisals Process* • *Develop Formal Succession Planning Process(es) and Formalize Learning Opportunities*
Legislative Services/Clerk (LS)	***LS1:*** *Continue Plans to Hire a FT Junior By-Law Enforcement Officer*
	LS2: *Continue Plans to Hire a Deputy-Clerk / Committee Coordinator*
Planning Services (PLN)	***PLN1:*** *Realign and Hire Planning Coordinator Role*

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Corporate Wide Recommendations:

COR1: Review and Complete an Organizational Re-Structure

- In alignment with recommendations on following slides, the Town should continue with organizational restructuring including:
  - Bring the planning Coordiantor position currently outsourced to a third, inhouse and hire a coordinator resource (See recommendation PLN1)
  - Separate Parks and Recreational Services from Public Works (See recommendation DEV2)
  - Hire a Deputy-Clerk / Committee Coordiantor (See rec. LS1/2)
  - Continue plans to hire Junior MELO (See rec. LS1/2)
  - Hire an HR coordinator position (remove HR responsibilities from the Deputy Treasurer – payroll responsibilities remain; HR administrative items from CAO). Position HR Coordinator to report to CAO. (See recommendation HR1)

Considerations and Benefits

Implementation Considerations:

- *Implementation considerations associated with organizational restructures have been captured in recommendations detailed below.*

Financial Considerations:

- *Financial costs associated with a restricting of the organization have been captured in recommendations detailed below.*

Benefits:

1. **Increased Efficiency** – a more effective and logical operating structure will increase the efficiency of the organization, through enhanced communication, better flow of information and improved decision making
2. **Employee Satisfaction** – additional role and reporting clarity could increase employee satisfaction levels

Corporate Wide Recommendations:

COR2: Continue to Enhance Online Service Capabilities; Focus Service Delivery on High-Value Activities

- The Town should explore opportunities to **enhance/augment online planning services** and **enhance tax/utility account capabilities.**
- In addition, the Town should explore additional opportunities to **bring more municipal services online.** Example: ability to view account information for some services (in addition to making payments); enhancements to activities to book/rent facilitates, etc.
- The Town should **phase out the delivery of marriage ceremonies** and refocus staff time and effort on higher-value core activities such as customer service, supporting online service delivery, etc.

Considerations and Benefits

Implementation Considerations:

- Engage directly with businesses and residents to determine online service priorities.
- Phase out wedding ceremonies and redirect efforts to other service enhancements

Financial Considerations:

- Town staff would be required to support new online service enhancements
- After accounting for costs, removing marriage ceremonies would result in $3,500 loss revenue (~<0.5% of general government revenue)

Benefits:

1. **Efficiency** – over the long term, bringing services online will reduce manual work effort and increase the operating efficiency of the Town.
2. **Resource Capacity** – additional capacity added can partially alleviate capacity concerns across a variety of organizational areas, including planning and utilities; removal of non-core services will provide the ability for some Town staff to focus effort on higher-value services.
3. **Satisfaction** – engaging the public to determine priorities for online service enhancements will increase resident satisfaction.

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Corporate Wide Recommendations:

COR3: Develop Clear and Comprehensive Service Levels / Standards and Reporting Framework

- The Town should **establish service levels and standards,** associated with all services provided by the municipality. These service levels and standards should be **monitored by KPIs.**
- The Town should look to establish service levels and KPIs, with **resident and business facing services first**, then focusing on including internal services.

Considerations and Benefits

Implementation Considerations:

– It is recommended that this include, as a starting point: Public Works; Utilities; Parks and Recreation (to be covered in Development and Operations review – see recommendation "DEV1"); Communications and Social Media; Bylaw Enforcement; Customer Service

Financial Considerations:

– The Town has **already made IT investments** to support the collection of data from the Development and Operations Department.

– Some **additional staff time** and effort may be required to standardize reporting and the supporting processes/cadence.

Benefits:

1. **Clear Expectations** – establishing defined service levels allow for Council and Staff to clearly communicate service expectations with residents and businesses as well as staff.
2. **Evidence Driven Decision Making** – KPIs to monitor service levels enhance the Towns ability to make more informed and evidence-based decisions – this could support the identification of inefficient processes; areas requiring additional resources.

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Dev & Ops Recommendations:

DEV1: Conduct an Operations Review within the Development and Operations Department

- Based on current state findings, it is **not clear that the current capacity of the Development and Operations Department is aligned to the needs of the Town** moving forward.
  - The Department currently has limited excess capacity to support any approaches that leverage data (outside of mandated requirements) to inform decision making or establish and review service levels
  - While the current approach to service delivery has supported the Town well to date, and staff are committed to providing high-quality service, the delivery model may not sufficiently support an enhanced focus on parks and outdoor recreational needs (i.e., staffing levels/schedules; management of work; internal processes, etc.)

Considerations and Benefits

Implementation Considerations:

- Review should be **completed by a 3rd party provider;** Grant funding has been applied for to support costs.
- In preparation of a review, the Town should begin collecting/consolidating data related to service requests; utilization; staffing models; technology used; and policies to support an evidence informed review.

Financial Considerations:

- Estimated cost of procuring a 3rd party partner to conduct a Development and Operations review is **~$80K**
- **Staff time** requirements would be required to support the review. However, participation should not have an impact on 'business as usual' activities.

Benefits:

1. **Enhancement Opportunities** – identification of issues and gaps in the activities and practices of the Development and Operations Department and corresponding recommendations to enhance operational efficiencies and outcomes.
2. **Future Planning** – help to clarify the Towns understanding of future KPIs, staffing (including hours of operation), and other resource requirements to meet increasing resident expectations.
3. **Execution** – review can help better position the Town to deliver on the outcome of the planned Parks and Recreation Master Plan.

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Dev & Ops Recommendations:

DEV2: Separate Parks and Recreation Function from Public Works

- Pending the outcome of the Development and Operations Review, **Parks and Recreation should be separated from Public Works.**
- These groups may maintain shared resources (staff, equipment, etc.) but should be **established as separate functions** with dedicated staff where appropriate (i.e., as per the outcome of the Development and Operations Review).

Considerations and Benefits

Implementation Considerations:

– *Implementation / planning should be a key consideration of the Development and Operations Review based on recommendations from that report related to staffing, staffing models.*

Financial Considerations:

– Significant financial costs are **not anticipated** as part of this recommendation

– However, it is anticipated the **costs for the provision of Parks and Recreational Services will increase in coming years.** This is associated with the increase in service expectations, and not the organization of the service within the Town Structure.

Benefits:

1. **Supported Growth** – establishing Parks and Recreation as a dedicated function within the Town, with dedicated resources (not necessarily net-new), will support the future growth of the service, both as a result of as increased demand for parks services from the growing resident base and so that the Town can implement anticipated recommendations/requirements from the Parks and Recreation Master Plan.
2. **Common Practice** – the separation of Parks and Recreation from Public Works would be a move toward common practice, as it is generally aligned with similar structures observed in many peer municipalities

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Human Resources Recommendations:

HR1A: Hire HR Coordinator Role

- To expand HR capacity and better meet the needs of the Town at a transactional and strategic level, the Town should **hire a full time** *HR Coordinator* position.

Considerations and Benefits

Implementation Considerations:

- The Town should look to further define the high-level roles and responsibilities of the new role.
- The Town should consider creating on-boarding material and delivering appropriate orientation/training to ensure a smooth and successful transition.

Financial Considerations:

- **Cost of incremental staff** is required to implement the recommendation – est. **~$76K** annually (all-in cost)
- **Staff time** will also be required to plus the staff time required to confirm the cost benefit of the role, create a job description and hire or contract the resource.
- However, **no incremental technology** is required.

Benefits:

1. **Efficiency** – reduce burden on DT/CAO roles, increasing the efficiency by which those staff operate and complete core day-to-day activities.
2. **Strategic Value** – adding dedicated staff capacity will allow for a greater focus on more proactive/strategic activities identified in recommendation HR1B
3. **Compliance** – additional capacity and expertise can promote greater levels of compliance with mandatory HR requirements, reducing risk for the Town.
4. **Capacity** – ability to deliver on HR related recommendations contained on the next page. Without an additional HR resource, it is unlikely those recommendations could be implemented.

Human Resources Recommendations:

HR1B: Employee Engagement & Retention, Performance Appraisals, Succession Planning Process(es) and Staff Learning Opportunities

- To enhance engagement and increase retention, the Town should **develop an employee engagement & retention strategy.** Further, to better meet the learning and advancement desires of Town staff, the Town should **refresh the current performance appraisals process.**
- The Town should also **develop a formal succession planning process,** formalizing plans to upskill and cross-train staff to meet immediate needs in case of emergency, and future needs of the growing organization.
- **These recommendations are dependent on the addition of the HR Coordinator Role.**

Considerations and Benefits

Implementation Considerations:

- **Execution of these initiatives is dependent on the hiring of the HR coordinator role.** Without a dedicated in-house capacity, the Town will continue to rely on 3rd party HR providers and legal support, as staff capacity is limited.
- The Town should continue receiving **advisory support** from Ward & Uptigrove where appropriate, but HR coordinator role should lead development.

Financial Considerations:

- **Staff time** from the Town (recommended HR Coordiantor) would be required to implement
- Some **external 3rd party support** may be required to implement these recommendations. However, **no incremental technology** would be required.

Benefits:

1. **Satisfaction & Retention** – more opportunities for growth and learning and increased employee engagement can support retention, avoid the cost of turnover, lower the risk of employee burnout and help to sustain team morale.
2. **Learning & Growth** – improved performance appraisals can support the identification of areas for improvement and additional training. For Town staff, it can help improve engagement, and promote a culture of achievement and continuous learning.
3. **Risk Mitigation & Business Continuity** – succession planning and cross-training will help the Town mitigate against the risk of critical staff roles becoming vacant through the course of normal or abnormal business operations, improving business continuity management.

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Legislative Services Recommendations:

LS1: Continue Plans to Hire Junior Bylaw Officer
LS2: Hire Deputy-Clerk/Committee Coordinator

- To better meet the service needs and demands of Town residents, the Town **should hire / continue with plans to hire:**
  - Junior By-Law Enforcement Officer position
  - Deputy-Clerk/Committee Coordinator position.

Considerations and Benefits

Implementation Considerations:

- Confirm high-level roles and responsibilities for both roles.
- Deputy Clerk role should report directly to the Town Clerk and the Junior By-Law Officer should report to the MLEO.

Financial Considerations:

- **Cost of incremental staff** is required to implement the recommendation:
  - Junior By-Law Officer – **~$71K** annually (all-in cost)*
  - Deputy-Clerk/Ctte Coordinator – est. **~$99K** annually (all-in cost)*
- Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required

Benefits:

1. **Resource Capacity** – additional capacity added, partially alleviating capacity concerns for both By-law and the Clerk functions.
2. **Compliance and Operations** – enhanced staff capacity can help improve by-law compliance and reduce operational issues stemming from non-compliance.
3. **Strategic Value** – new Deputy-Clerk/Committee Coordinator position can help the Town enhance the strategic value of the Clerk function by expanding focus on more proactive/strategic activities, leading to improved service levels.

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Planning Recommendations:

PLN1: Hire Planning Coordiantor Role

- To better meet future planning needs, the Town should insource **the current *Planning Coordinator* position** (outsourced) into the internal structure of the Town and **subsequently hiring a full-time resource** to fill the internal position.
- The in-house *Planning Coordinator* should be able to provide support for planning activities not easily/efficiently completed by third-party provider today.

Considerations and Benefits

Implementation Considerations:

– Role should **report into the Director of Director of Legislative Services/Clerk** as they will be closely tied into all work requirements outlined in the planning act.

– Roles and responsibilities of the position should remain consistent with the role of the GSP resource today.

– Given fluctuation in planning demand, new responsibilities could be added to fill downtime.

Financial Considerations:

– Any **positional cost variance** that may be incurred **will not be realized by the Town,** as the cost of the position will be **fully covered from planning fees**. Thus, the position will have a **net zero impact** to 2022 budget.

– Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required.

Benefits:

1. **Service Levels** – the new in-house position will be able to more effectively and readily, provide in-person service/support in addition to virtual, promoting improved service levels in the longer term.
2. **Knowledge & Expertise** – given the amount of planning activity, the Town needs to begin to build some internal knowledge and capability in the Planning area, versus being completely reliant on external parties.
3. **Operations** – adding the position internal to the Town will also help overcome IT related issues around permissions and access experienced by the outsourced staff resource.

Town of Shelburne
Service Delivery Review

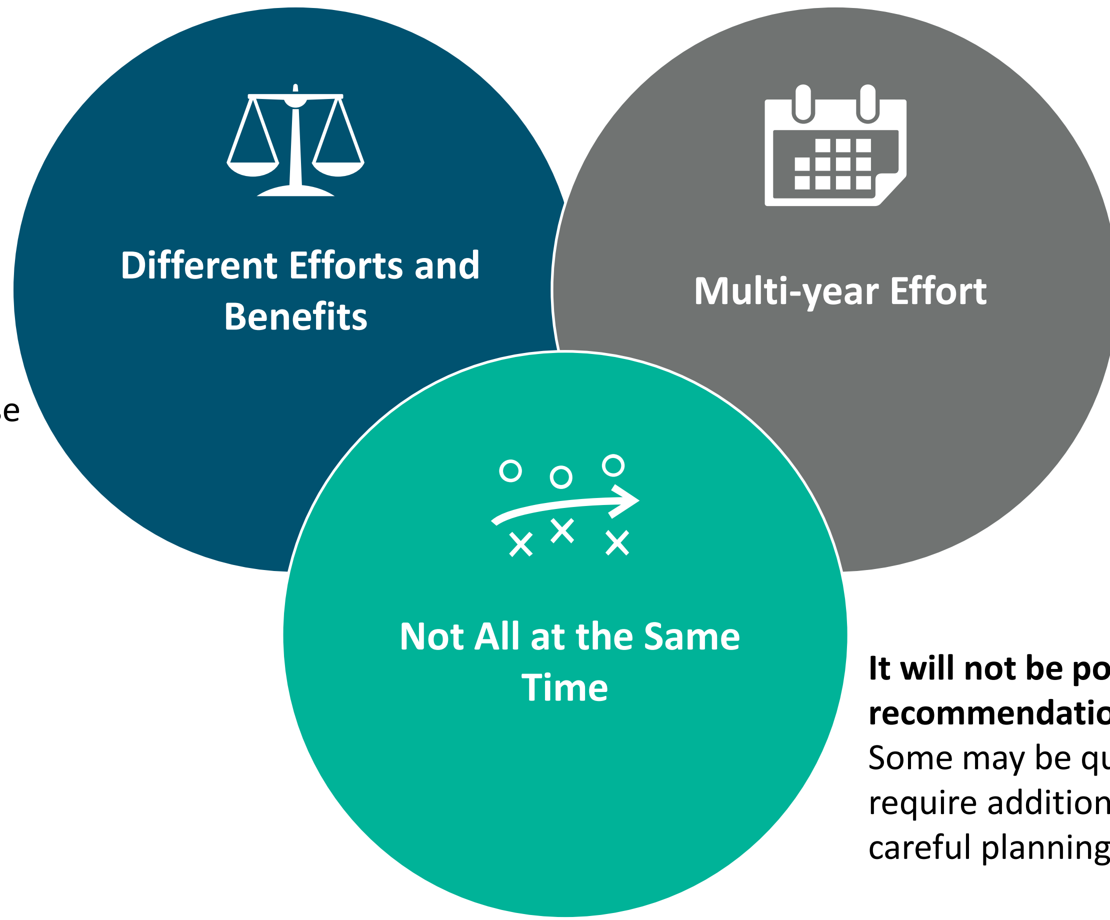
Implementation

Council Presentation

Implementation Considerations

The benefits of recommendations need to be evaluated against costs so that implementation priorities can be determined

Recommendations have **different associated implementation efforts and benefits**. Where possible, these have been estimated for the Municipality.



Management, working with Council, will need to review recommendations, and confirm an implementation plan – it is likely **this will be a multi-year effort**.

It will not be possible to implement all recommendations at the same time. Some may be quick-wins, but most will require additional consideration and careful planning.

Prioritization: Methodology

Prioritization of recommendations and implementation planning were based on a preliminary scoring incorporating criteria of Expected Benefits and Ease of Implementation. The methodology also facilitates determination of recommendations considered Quick Wins versus Longer-Term/ Strategic recommendations.

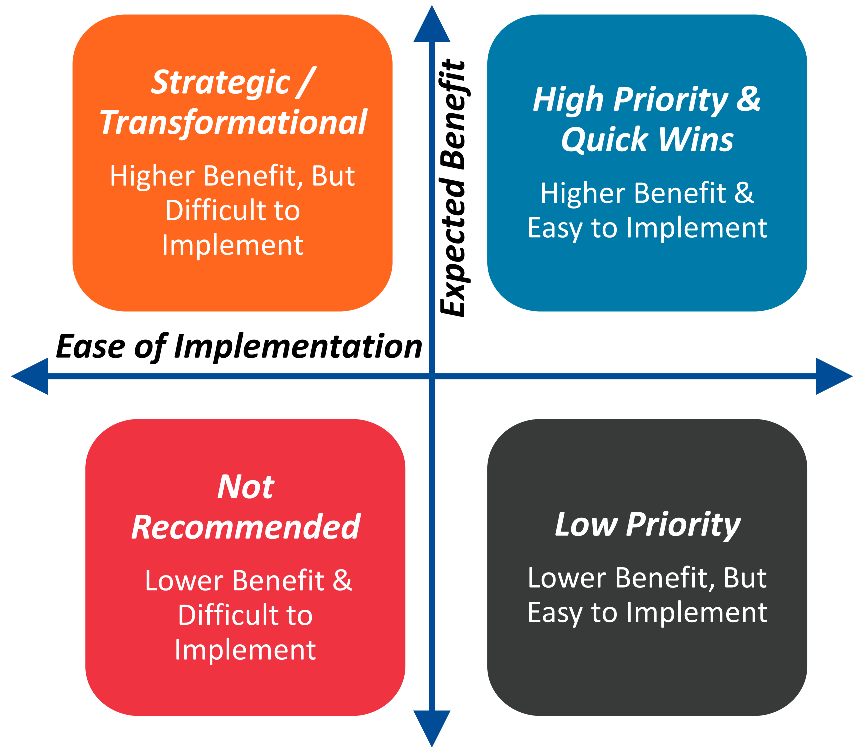
Prioritization Criteria

A. Expected Benefit

1. Improved Staff Efficiency
2. Improved Resident Experience
3. Expected Cost Savings

B. Ease of Implementation

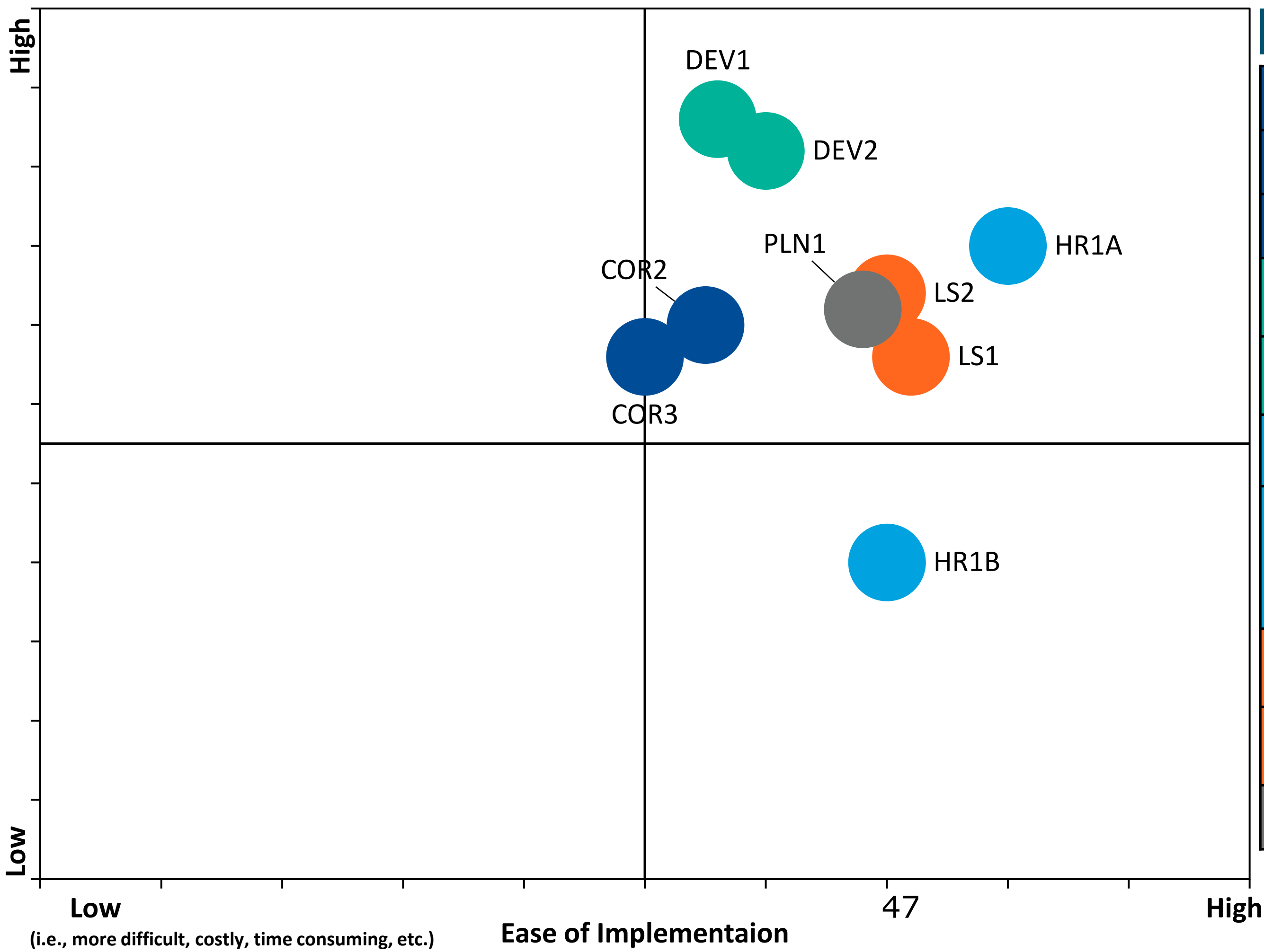
4. Ease to Address
5. Expected Timeline
6. Implementation Cost



Prioritization: Outputs

Based on a preliminary evaluation of Expected Benefits and Ease of Implementation, the following directional prioritization of recommendations has been developed:

Directional



Recommendations	
COR1	Organizational Re-Structure **(N/A)**
COR2	Enhance Online Service Capabilities
COR3	Develop Service Levels/ Standards
DEV1	Operational Review of the Development & Operations Department*
DEV2	Separate Parks and Recreation Function from Public Works
HR1A	Enhance HR Staffing, Tools and Processes (Hire HR Coordinator Role)
HR1B	Enhance HR Staffing, Tools and Processes (Engagement & Retention Strategy, Performance Appraisals, Succession Planning)
LS1	Hire a FT Junior By-Law Enforcement Officer
LS2	Hire a Deputy-Clerk / Committee Coordinator
PLN1	Realign and Hire Planning Coordinator Role

*DEV1 - Ease of implementation supported by potential for Municipal Modernization Program Intake 3 Funding (not yet granted).

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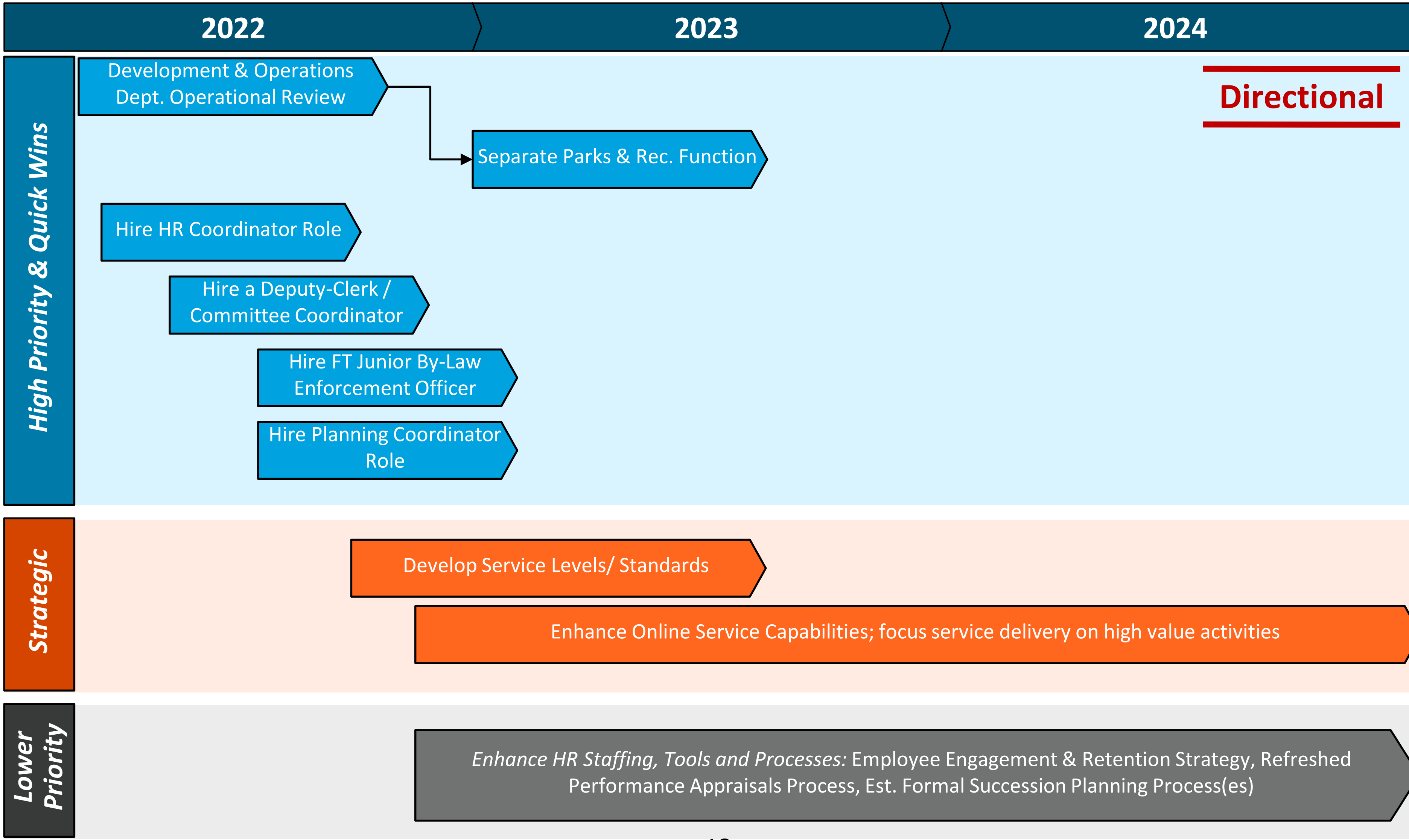
High Level Implementation Roadmap



Next Steps

With the recommendations, what comes next for the Town?

Next Step

- The Municipal Management to take away this report and (using our recommended implementation plan as a guideline) to review with the context of additional work being done.

Implementation of Recommendations

- Will require varying levels of **capacity from management and front-line staff**
- As noted, **may require upfront investment** in additional staff and infrastructure
- **Should be monitored** to evaluate long-term staff/efficiency benefits; cost savings/avoidance; and/or service enhancements

No "Silver Bullet"

- There is **no "silver bullet" recommendation** that would result in large savings or vast improvements to efficiencies. These recommendations should be viewed from a service enhancement and continual improvement mindset.

Thank You!

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Town of Shelburne – SDR Implementation

Future State Report

November 2021

Shelburne

Town of Shelburne - SDR Implementation

→ Future State Report

Contents

Town of Shelburne – SDR

Project Overview

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Our Understanding

Project Context and Background

- Optimus SBR previously partnered with the County of Dufferin to conduct comprehensive Service Delivery Review (SDR), as result of The County's population growth and increasing pressures. One of the municipalities included in this review was the Town of Shelburne (the Town). Through partnerships and cooperation, there are numerous services/resources that are shared with some or all the Town's neighboring municipalities.
- Prior to the County SDR, the Town had planned to conduct its own SDR. It was decided at the time that the Town's SDR would follow the County SDR. An application was made, and funding received from the Provinces Municipal Modernization Fund, seeking **third party support to explore opportunities to enhance service delivery in the Town.**

Project Mission

- To conduct a **comprehensive service delivery review** of the Town to support Council in meeting and exceeding its commitments to establishing a vibrant and healthy community, including distribution or realignment of costs to priority areas and consideration of future requirements.

Project Success

1. A **clear understanding of the current state** of the Town
2. Identification of **opportunities that would make the Town a more responsive organization that can advance Council's strategic priorities**, including:
   - Ensuring that services can meet residents needs and demands;
   - Services are provided within a fiscally responsible manner; and,
   - A more responsive budget that considers evolving priorities.
3. Identification of **opportunities for alignment within and across departments** from a structural and service delivery perspective
4. Identification of **opportunities for alignment across other local municipalities** from a structural and service delivery perspective
5. **Buy-in and engagement** of key Town stakeholders, including the leadership team and Council

Context of the Review

The Service Delivery Review has been conducted during a time of growth and ongoing efforts to enhance service delivery across the Town.

- This Service Delivery Review (SDR) is being conducted during a key point for the Town of Shelburne.
  - The Town has experienced significant growth in recent years reaching over 9,500 residents today which has increased the volume of service delivery (*2021 Population Estimate*).
  - The growth of the Town has also brough changing resident needs and expectations. In addition to increasing service volumes, residents are expecting new services or enhancements to existing service levels.
  - COVID has required all organizations to evaluate internal and customer facing processes. While this has resulted in many revised processes and service delivery methods to align with public health measures, it has also accelerated many plans that pre-dated COVID to move services to digital or self-serve channels.

Recent Service and Operational Enhancements

- New online service offerings
- Enhanced and expanded customer service offerings and self-serve functionality
- Digitization of Audit Process
- Insourcing of Payroll function and enhancements to payroll processes
- Addition of GIS capabilities within Town staff
- Enhancements to the Town's Asset Management Planning in alignment with evolving regulations
- Expanded service offerings/availability with respect to outdoor and parks operations
- Implementation of new technology to support operations and build the Town's evidence-based decision making abilities
- Establishment of transit services in the Town

These enhancements reflect the significant work efforts of existing Town staff to continue to deliver 'business as usual' activities, while building for the future. Additional information is included in the Current State Section

Context of the Review

To support the growth of the municipality, the Town has made investments in staff and resources, and **there appears to be commitments to continue with investments to meet resident needs**.

- These enhancements to Town services in response to growing and changing resident expectations have been supported by investments in the Town's operations and people. (The following slide outlines the evolution of Town staff to support the growing municipality.)
- These investments in staff have been supported by Council through recognition of Council priorities and the adoption of annual budgets.
- In early discussions with members of Council as part of this review, there appeared to be acknowledgement that:
  - Parks, Recreation, Arts, and Culture are growing areas of importance for residents.
  - Town staff need to be enabled to provide exceptional customer service and communication.
  - As with all Town spending, outsourced services must represent strong value for the Town.
  - In many cases, expansions or enhancements of services will represent financial cost increases for the Town. Expansions or enhancements should be aligned to the resident/business requests, investment requirements reviewed, and where appropriate made.

Key Focus Areas

The Town of Shelburne has received funds from the Municipal Modernization Fund to explore opportunities to enhance service delivery in the Town and explore implementation considerations associated with the recommendations previously developed through the County SDR.

This service delivery review has been funded through a grant provided by the Ministry of Municipal Affairs and Housing as part of the Municipal Modernization Fund (MMF). The costs of the review have been covered by the grant received by the Town of Shelburne.

The MMF intake grant included a general scope of work which includes key elements of the service delivery review listed below:

- Assessment of efficiency and effectiveness;
- Identification of additional services/resources that could be shared;
- Assessment of the way services are provided including an organizational and staffing review;
- Service enhancements; and,
- Subsidy requirements of service areas to meet Council commitments.

Note1: *The 2020 SDR for the County of Dufferin and member Municipalities included recommendations related to the dissolution of the boards of management within the scope of the review (Fire and Indoor Recreation Services). That SDR recommended that these service areas would be directly delivered by the Town of Shelburne as well a set of recommendations to incorporate Centre Dufferin Recreation Complex (CDRC) and Shelburne and District Fire Services as a part of the Town's strategic priorities. (see next slide).*

The original scope of the SDR gave consideration to exploring the impact of the dissolution of the boards of management. However, as consultations between the Town of Shelburne and neighbouring municipalities currently involved in both Boards of Management are ongoing, detailed planning considerations were not included in this review. Rather, the review has considered the possibly that these services may become a Town delivered service in the future (as opposed to recommendations based on an agreed upon timeline or MOU for service delivery).

Note2: *During this SDR, a separate review focused on Grace Tipling Hall was conducted. To avoid duplication in activities, Optimus SBR activities did not focus on reviewing that facility. However, as outlined below, findings from that review appear to be consistent with themes and recommendations identified during the SDR.*

Fire and Indoor Recreational Services - Context

- As noted on the previous slides, the Town had committed to conducting a Service Delivery Review prior to the County of Dufferin SDR, but put this on hold to allow for the County Review to be completed first.
- The County review included Fire and Indoor Recreation Services, with specific reference to the governance of the Third-Party Boards of Management that oversee these services.
- This directly addressed some of Council's Strategic Priorities, specifically a "complete review of municipal services delivered by third-party boards…"
  - The County Review, also completed by Optimus SBR, provided direct recommendations in response to the governance of Fire Services and Indoor Recreational Services within the Town. As such, those services have not been re-examined as part of this review.
- The full list of recommendations from the County Review (related to third-party boards) is included in the current state section. Most significantly this includes a recommendation to consider the Dissolution of the Boards of Management for both Fire and Indoor Recreation, and to incorporate these within the Town's organizational structure.
  - This recommendation was supported in principle by Shelburne Council.
  - The Town is now actively consulting its municipal partners on next steps for implementing this recommendation
    - This planning this work began by Town staff prior to this SDR with consultations beginning during the SDR. The consultations are being lead by a consultation team representing the Town of Shelburne. However, the completion of this work will not coincide with the timing of this SDR and will be a longer term imitative for the Town to manage. This SDR has, nonetheless made observations and comments related to the *potential* for the integration of these services into the Town's organizational structure.

Fire Services and Indoor Recreation Services were identified as Council Priorities for the Town's SDR prior to the County-wide SDR in 2020. These services were then covered in detail during the County-wide SDR.

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Project Approach

1. Project Launch & Planning	2. Engagement & Leading Practices	3. Defining Current State	4. Develop Recommendations	5. Presentation & Closeout
○ Set-up and Planning ○ Project kick-off and Project Plan Development ○ Discovery ○ Discovery Update	○ Data and Document Review ○ Stakeholder Engagement ○ Leading Practices Review	○ Draft Current State ○ Working Session / Meeting to Review Current State	○ Draft Recommendations Development ○ Draft Final Recommendations ○ Review and Validation	○ Final Report ○ Documentation ○ Project Closeout ○ Knowledge Transfer

Deliverables

○ Project Plan ○ Draft Engagement Plan	○ Stakeholder Engagement Process	○ Current State Review ○ Working Session with review committee	○ Draft Recommendations ○ Draft Final Report	○ Final Report ○ Final Presentation ○ Knowledge Transfer

Current State Summary

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Town Services

The Town of Shelburne delivers services through staff resources; third-party vendors; and agreements with the County of Dufferin and external Boards of Management.

- The Town of Shelburne ("the Town") delivers services through a combination of staff resources; third-party vendors; and partnerships with the County of Dufferin. Services are also provided to residents and businesses within the Town through external Boards of Management.
- The Town of Shelburne ("the Town") currently consists of 24 full-time and 22 part-time staff (including management, crossing guards). Town staff are supported by third-party providers which provide an additional full-time equivalent level of support estimated at 7-10 FTE (based on all support provided by SBA, GSP, and OCWA).
  - The Town is currently structured with staff reporting into four Groups (each overseen by a member of the Management Team)
    - CAO's Office
    - Development and Operations
    - Financial Services / Treasurer
    - Legislative Services / Clerk
  - Town staff also provide considerable support to seven town committees, focused on a variety of issues, including supporting special events or capital project initiatives of committees.
- Third-Party vendors are responsible for the provision of: Engineering, Planning, and some activities related to water/wastewater services.
  - Third-party vendors may be engaged in the provision of other services as required, however these services represent significant investments by the Town, and in many respects are seen as de-facto Town Departments (see Service Profile for additional explanation).
- The County of Dufferin provides the following services to the Town:
  - Building Services
  - Health and Safety
  - Information Technology
- Legal Services are contracted by the Town, which draws on legal experts for opinions across various domains, as required. Even though the service is outsourced, the administration of Legal Services still requires some level of staff time and effort.
- Fire, Indoor Recreation (CDRC), and Library Services are provided by local boards of management.

Detailed Current State Findings

- The SDR process involved the development of a detailed current state report. This report has been included in this document as Appendix A.
- Information on service specific findings and details to support the summaries and themes outlined on the next slides are contained in Appendix A.

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The Continued Growth of Shelburne

The findings and recommendations of this review represent another step in the evolution of the Town. As a growing municipality, the Town, through Council, has made several recent investments in staff capacity (including some during this SDR). These are summarized below.

2018

- **CAO** – Formerly, the CAO role was a dual CAO/Clerk position. This was modified to establish dedicated positions – however, at the time the role of Deputy Clerk was not filled
- **GIS Coordinator** – the new position of GIS Coordinator was added to recognize the workload in this area and support required across the organization

2019

- **Bylaw** – the bylaw enforcement officer position was revised in 2019 to move from a part-time role to full-time with benefits.

2020

- **Planning Coordinator** – a Planning Coordinator role was added, as an extension to the contract with GSP to support planning services. As noted in the current state assessment below, it is now suggested that this role be repurposed again by having the Planning Coordinator on staff and repurposing funding currently allocated to the contracted arrangement for this.

Cont'd

** Change made during the SDR using initial current state findings to support leadership direction*

The Continued Growth of Shelburne

As a growing municipality, the Town, through Council, has made several recent investments in staff capacity (including some during this SDR). These are summarized below.

- **Winter Bylaw** – to support winter control activities a contracted bylaw position/service provider is planned for winter 2021/22
- **Customer Service Coordinator / Deputy Registrar and Customer Service Representative –** as part of the 2021 staff realignment customer service roles were revised to include the addition of a new position (customer service representative) reporting into the Customer Service Coordinator / Deputy Registrar
- **Financial Services Clerk –** Addition of a new financial services role to support realignments from other positions
- **Economic Development Officer –** The EDO role was enhanced in 2021 to a full-time position (previously 0.5 FTE).
- **Communications Coordinator/Admin Assistant** – The Communications role, which was previously part of the dual EDO/communications position, has been included as part of a new position that also provides administrative support to the CAO and senior management, which has not been available in the past
- **Manager of Operations, Parks and Facilitates*** – Highlighting the growing importance of parks, recreation and facilitates, the Supervisor of Buildings and Facilitates role, was filled (fall-2020) and expanded (fall-2021) to a manager position responsible for operations, parks and facilities.

The 2021 Budget included a dedicated levy of ~2%. Many of the staffing increases and realignments described on this slide were supported through that allocation.

2021

- **Seasonal Weekend Work Crew (Operations – Public Works)** – In response to greater weekend park use (both a historical trend of increased resident use of outdoor space and a recent response to COVID) a seasonal public works crew was added in 2021 and will be continued into 2022
- **Operations, Parks and Facilities Clerk** – A new position for dedicated support to operations, parks and facilities has been added to the Town, realigning and consolidating responsibilities previously part of roles for both Financial Services and Legislative Services
- **Director Development & Operations*** – In response to a vary broad scope of responsibilities, the direct supervision of operations, parks and facilitates has been realigned from the Director to the new Manager of Operations, Parks and Facilitates referenced above. This will allow for greater focus on capital projects as the scope and complexity of these increases. The Director maintains overview of the service as the new Manager reports to the Director.

** Change made during the SDR using initial current state findings to support leadership direction*

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Key Themes and Findings

The SDR involved a department level review and detailed findings are included in later sections. However, several themes were present in many of the discussions with stakeholders from across the organization.

Increasing Resident Expectations

- The Town of Shelburne has grown approximately 4,000 residents in 2000 to over 9,500 today, with a significant portion of that growth occurring over the past 5-8 years. The Town's planners estimate that the population will cross 12,000 by 2030. This build out and urbanization of the Town is being fueled by many new residents moving to the Town from larger urban centers. The County's Municipal Comprehensive Review (October 2021) included a 2051 population estimate of 18,300 and that land expansion should be considered.
- With this movement, residents are bringing new expectations on what services should be provided by the Town, and the level upon which they are provided. This broadly impacts all areas of the Town including parks and recreation; public works (i.e., roads, sidewalks, street lighting); expanded access to wide range of electronic services vs the need to come to Town Hall (i.e. inquires applicable services), communication from the Town, etc.
- The Town is now in a position where decisions must be made on which services will, or will not be provided to meet these needs, and to what level. In many cases, this may require additional investments to provide new or enhanced services

Service Needs Outpacing the Staffing Complement

- Despite the large increase in the recipients of services due to rapid growth of the Town, historical investments into the Towns staffing compliment, who are responsible for delivering these services, have been very limited. This is particularly the case prior to 2021, during which several new investments have been made (as outlined on the previous slide)
- Across the organization, several examples and situations were revealed where staff are involved in a large variety of services and are experiencing workload/capacity constraints. While it is expected that, to some degree, staff in a Municipality the size of Shelburne will "wear multiple hats", there are cases where staff are wearing "too many hats". This can have significant impacts on service levels, strategic/long range planning activities (or lack thereof), and employee satisfaction and retention.
- It should, however, be noted that there is significant level of expertise and participation in professional organizations by staff within the Town, especially among a Town the size of Shelburne, this is further supported by the expertise provided by third-party providers including GSP, SBA, and OCWA. In total, staff are members of an estimated 18 professional associations – these are outlined in Appendix C.

Key Themes and Findings

The SDR involved a department level review and detailed findings are included in later sections. However, several themes were present in many of the discussions with stakeholders from across the organization.

Need to Align Org. Structure with Emerging Priorities

- The current organizational structures for Development and Operations within the Town are not well positioned to focus on new and emerging priorities for the Town.
- It is unclear if these groups have the operational capacity (i.e., required resourcing) to significantly enhance high-priority services internally.
- Consideration needs to be given to potential organizational realignments as a result of the analysis conducted on the third-party boards of management for fire and recreation services.

Expand the Use of Data to Inform Decision Making

- Aside from mandated reporting requirements (i.e., minimum maintenance standards; water quality), there were very few examples of established service levels or performance measurement mechanisms (metrics, KPIs etc.) identified throughout the Town.
- Additionally, there is limited collection of data (outcomes, activities, etc.) that could be used to quantify service provision. Consequently, there is limited capacity and tools to fully understand the level of service provided to residents today. Related to this, it is therefore difficulty to quantify any considerations of value with respect to services provided.
- Overall, the use of data to establish service levels or drive decisions is very limited at the Town today, and to date, there has been limited focus or ability to implement data-driven decision-making processes across the Town. It should be recognized that an expected outcome of the recent implementation of CityWide Maintenance Manager is the ability to provide data to inform decisions moving forward.

The nature of SDRs is to focus on identifying areas of improvement related to the delivery of municipal services. However, it is important to reiterate the examples of recent successes and improvements delivered on by Town Council and Staff highlighted on Slide 4. Those improvements represent significant investments and work efforts on behalf of the Town leadership team and staff, a were described as a source of pride and accomplishment by Town stakeholders consulted with.

Future State Opportunities & Recommendations

Section Introduction and Context

Recommendations have been developed that respond to key findings documented during the Current State Review phase of the SDR.

- The recommendations that have been developed should be seen as responding to the needs of the growing community by positioning the Town to deliver high quality services to residents, businesses, and internal stakeholders.

- The Recommendations contain improvement opportunities can could be described as:
  - Incremental improvements to existing services and operations to promote efficiency, better distribution of workload across staff, or enhancements to services already provide
    - Including recommendations focused on ensuring staff are supported with the tools, training, and capacity required to promote high levels of engagement and satisfaction.
  - Establishing new services or positioning the Town to deliver new services in the near term.

- It is also important to note that not all recommendations may be implementable concurrently, and consideration will need to be given to the prioritization and sequencing of recommendations. Implementation and timeline considerations have been provided to support this.

- Recommendations have been positioned and described from the perspective of alignment with the Town's organizational structure.

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Areas for Exploration

Evaluation of the Towns current and future state organizational structure, contracted services and current state operations uncovered key areas for further exploration, illustrated below:

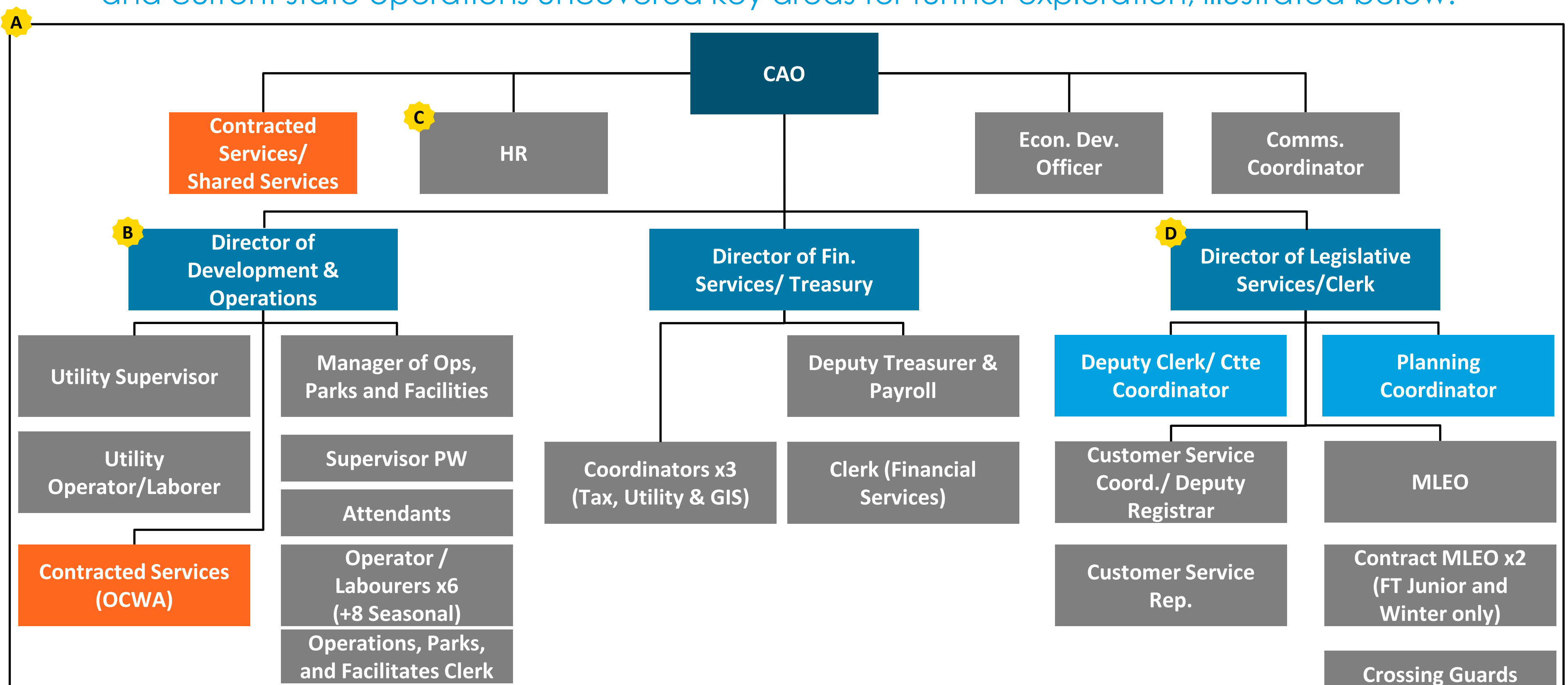

Chart included for illustrative / display purposes. Not intended for Organizational Chart replacement or summary.

Contracted Services/ Shared Services	
• Water/Wastewater (OCWA) E	• HR Advisory (Ward & Uptigrove)
• Planning Services (GSP)	• Police Services (OPP)
• Engineering Services (SBA)	• Health and Safety (County of Dufferin)
• IT Services (County of Dufferin)	• Building Department (County of Dufferin)

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Key Opportunities (1 of 4)

The following opportunities have been identified based on Current State Findings. The opportunities below are outlined at a high-level, and with more developed formal recommendations have been included subsequently:

Opportunity Area	Improvement Opportunity	Rationale	Dept. Impacted
A **Corporate Wide** **(COR)**	***COR1:*** *Review and Complete an Organizational Re-Structure*	Review overall organizational structure in response to detailed SDR findings.	All
	COR2: *Continue to Enhance Online Service Capabilities; focus on core services*	While the Town has made progress in advancing online service delivery, many tangible enhancements could be made to increase self service capability, and reduce manual work efforts on Town staff (e.g., encouraging more online payments)	All
	COR3: *Develop Clear and Comprehensive Service Levels/ Standards*	There does not currently exist the tools/capacity to develop a detailed understanding of targets for many Town services – limiting the ability to communicate expectations, or assess performance	All

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Key Opportunities (2 of 4)

The following opportunities have been identified based on Current State Findings. The opportunities below are outlined at a high-level, and with more developed formal recommendations have been included subsequently:

Opportunity Area	Improvement Opportunity	Rationale	Dept. Impacted
B **Development & Operations (DEV)**	***DEV1:*** *Conduct an Operational Review of the Development & Operations Department*	Conduct full Operational Review with focus on key activities associated with Public Works, Utilities, and Parks/Recreation activities. Including: KPIs, Staffing Levels, Staffing Practices, Use of technology, Roles and Responsibilities across PW, Parks, Utilities; Equipment / Fleet Management and asset management planning	Development & Operations CAO's Office
	DEV2: *Separate Parks and Recreation Function from Public Works*	To support increasing demand/focus on Parks and Recreation; to support potential incorporation of CDRC into Town operations Consideration should also be given to increasing staff capacity to support outdoor events/coordination.	Development & Operations CAO's Office

Key Opportunities (3 of 4)

The following opportunities have been identified based on Current State Findings. The opportunities below are outlined at a high-level, and with more developed formal recommendations have been included subsequently:

Opportunity Area	Improvement Opportunity	Rationale	Dept. Impacted
C **Human Resources (HR)**	***HR1:*** *Enhance HR Staffing, Tools and Processes*		
	Hire HR Coordinator Role	Limited HR expertise and capacity exists in-house today. Current CAO and Deputy Treasurer spending a disproportionate amount of time on transactional HR activities, limiting time and focus on main role. Need for dedicated HR capacity and support for DEI related strategies.	CAO's Office & Finance/ Treasury
	Develop Employee Engagement & Retention Strategy	To align with organizational good practice and promote employee growth, retention and a culture of achievement and continuous learning.	All
	Refresh Performance Appraisals Process		All
	Develop Formal Succession Planning Process(es) and Formalize Learning Opportunities	Limited capacity for leadership to currently support formal succession planning and/or cross-training documentation/ processes are established at the Town, presenting a 'critical role' risk for those staff members who wear many 'hats' and would be difficult to replace.	All

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Key Opportunities (4 of 4)

The following opportunities have been identified based on Current State Findings. The opportunities below are outlined at a high-level, and with more developed formal recommendations have been included subsequently:

Opportunity Area	Improvement Opportunity	Rationale	Dept. Impacted
D **Legislative Services/Clerk** **(LS)**	***LS1:*** *Continue Plans to Hire a FT Junior By-Law Enforcement Officer*	Even with an additional contract employee available in winter months current staffing level for by-law enforcement is inadequate to meet Town need, generating issues around by-law compliance and operational challenges (e.g., snow clearing).	Municipal Law Enforcement
	LS2: *Continue Plans to Hire a Deputy-Clerk / Committee Coordinator*	The addition of a deputy clerk would address workload concerns identified during the review.	Legislative services / clerk
E **Planning Services** **(PLN)**	***PLN1:*** *Realign and Hire Planning Coordinator Role*	Realign the budget and bring the planning coordinator role in-house to provide support for planning activities not easily/efficiently completed by third-party provider	CAO; Legislative Services/Clerk; Development & Operations

Summary of roles for new hires recommended/already approved and referenced in recommendations outlined above:

1. Human Resources Coordiantor
2. Junior Bylaw Enforcement Officer
3. Deputy-Clerk / Committee Coordinator
4. Planning Coordiantor

Future roles which the Town may need to consider hiring for, but which are not recommended at this time:

1. Special Events / Grace Tipling Hall Coordiantor
2. Junior Technical Reviewer position (engineering services)

Note: recommended review of Development & Operations Department, and future direction related to consultations on fire and indoor recreation may result in additional staff needs.

Recommendation: COR1

Review and Complete an Organizational Re-Structure

Current State Challenges

- The current organizational structures for Development and Operations within the Town could be restructured to **better enable an enhanced focus on new and emerging priorities** for the Town.
- Consideration needs to be given to potential organizational realignments as a result of the analysis conducted on the third-party boards of management for fire and recreation services.
- Currently, Planning services fall under the responsibility of Clerk who has limited in-house support to complete required planning activities.

Proposed Recommendation

- In alignment with recommendations outlined below, the Town should continue with organizational restructuring including:
  - Bring the planning Coordiantor position currently outsourced to a third, inhouse and hire a coordinator resource (See recommendation PLN1)
  - Separate Parks and Recreational Services from Public Works (See recommendation DEV2)
  - Hire a Deputy-Clerk / Committee Coordiantor (See rec. LS1/2)
  - Continue plans to hire Junior MELO (See rec. LS1/2)
  - Hire an HR coordinator position (remove HR responsibilities from the Deputy Treasurer – payroll responsibilities remain; HR administrative items from CAO). Position HR Coordinator to report to CAO. (See recommendation HR1)

Key Considerations

Implementation

- *N/A – Implementation considerations associated with organizational restructures have been captured in recommendations detailed below.*

Financial

- *N/A – the financial costs associated with a restricting of the organization have been captured in recommendations detailed below.*

Summary of Benefits

1. **Increased Efficiency** – a more effective and logical operating structure will increase the efficiency of the organization, through enhanced communication, better flow of information and improved decision making
2. **Employee Satisfaction** – additional role and reporting clarity could increase employee satisfaction levels

Recommendation: COR2

Continue to Enhance Online Service Capabilities; focus service delivery on high-value activities

Current State Challenges

- Today, the Town provides a variety of online public facing services to residents in the community. In the past year or so, **the Town has made significant progress** in bringing more municipal services online, facilitated by the COVID-19 pandemic.
- While the Town has made substantial progress in advancing online service delivery, there remains an **opportunity for many tangible enhancements to be made**.
  - These enhancement can help to increase self service capability for residents within the Town and reduce the burden of manual work effort on Town staff (e.g., accepting online payments – reduces the volume of manually intensive payment collection methods staff need to handle).
- The Town currently provides Marriage Ceremonies. This is considered a discretionary (non legislated or mandatory) service.
  - Minimal revenue is collected from this activity; however, it consumes staff time (including weekend and after hours) which could be redirected towards more core services (communications support, customer service, etc.). With an average of ~20-30 ceremonies per year, historical revenues have totaled:
    - 2018 – $7,600; 2019 – $8,101; and, 2020 – $6,050.
  - Officiant Services are also available in Shelburne and elsewhere the County of Dufferin.

Proposed Recommendation

- The Town should explore opportunities to **enhance/augment online planning services** and **enhance tax/utility account capabilities.**
- In addition, the Town should explore additional opportunities to **bring more municipal services online.** Example: ability to view account information for some services (in addition to making payments); enhancements to activities to book/rent facilitates, etc.
- The Town should **phase out the delivery of marriage ceremonies** and refocus staff time and effort on higher-value core activities such as customer service, supporting online service delivery, etc..

Key Considerations

Implementation

- The Town should conduct **direct engagement** with local businesses and the public (residents) to understand what online service enhancements they would value most.
- Examining the online service delivery initiatives identified, the Town should prioritize these by considering both **benefit and ease of implementation**, emphasizing the highest potential opportunities.
- Stop new bookings for wedding ceremonies and remove service offering from Town website, etc. and complete any pending wedding ceremonies (i.e., honor any existing bookings).
  - Revise job descriptions for impacted staff to remove references to completing wedding ceremonies

Financial

- This recommendation would require **up-front financial commitment**. Significant time from Town staff would be required to determine specifications and to create supporting processes and workflows for the delivery of online services.
  - Further, the acquisition of **new technologies** may be required, and the Town may require **support from a qualified third-parties** on implementation and optimization of solutions.
- The elimination of marriage ceremonies would **not result in a net-new cost** for the Town. There would be a minimal reduction in net-revenue. The 2020 net-revenue for marriage ceremonies was $3,350 after expenses of $2,700 to provide the service (approximately <0.25% of general government revenue).

Summary of Benefits

1. **Efficiency** – over the long term, bringing services online will reduce manual work effort and increase the operating efficiency of the Town.
2. **Resource Capacity** – additional capacity added can partially alleviate capacity concerns across a variety of organizational areas, including planning and utilities; removal of non-core services will provide the ability for some Town staff to focus effort on higher-value services.
3. **Satisfaction** – engaging the public to determine priorities for online service enhancements will increase resident satisfaction.

Recommendation: COR3

Develop Clear and Comprehensive Service Levels/ Standards and Reporting Framework

Current State Challenges

- Review of documents and discussions revealed that Town leadership and staff desire more **tools/resources that can be consistently applied and leveraged to promote evidence driven decision making**. Town leadership and staff also noted a desire to improve/establish a strong understanding of performance targets for many of its services, so that baselines can be better understood.
- The absence of these targets, or understanding of them, **limits the ability for the Town to communicate service deliver expectations to residents, or monitor/assess performance** on an ongoing basis.
- Establishing clear and comprehensive service levels and KPIs will provide the Town with an opportunity to improve reporting with access to timely information to support decision making on performance and utilization, enabling an effective evaluation of services.

Proposed Recommendation

- The Town should **establish service levels and standards,** associated with all services provided by the municipality. These service levels and standards should be **monitored by KPIs.**
- The Town should look to establish service levels and KPIs, with **resident and business facing services first**, then focusing on including internal services.

Key Considerations

Implementation

- Identify and inventory all services for KPI development. It is recommended that this include, as a starting point:
  - Public Works; Utilities; Parks and Recreation (to be covered in Development and Operations review – see recommendation “DEV1”)
  - Communications and Social Media
  - Bylaw Enforcement
  - Customer Service

Financial

- The Town has **already made IT investments** to support the collection of data from the Development and Operations Department.
- Some **additional staff time** and effort may be required to standardize reporting and the supporting processes/cadence.

Summary of Benefits

1. **Clear Expectations** – establishing defined service levels allow for Council and Staff to clearly communicate service expectations with residents and businesses as well as staff.
2. **Evidence Driven Decision Making** – KPIs to monitor service levels enhance the Towns ability to make more informed and evidence-based decisions – this could support the identification of inefficient processes, areas requiring additional resources.

Recommendation: COR3

Develop Clear and Comprehensive Service Levels/ Standards and Reporting Framework

- By way of illustrative example, KPIs may include:

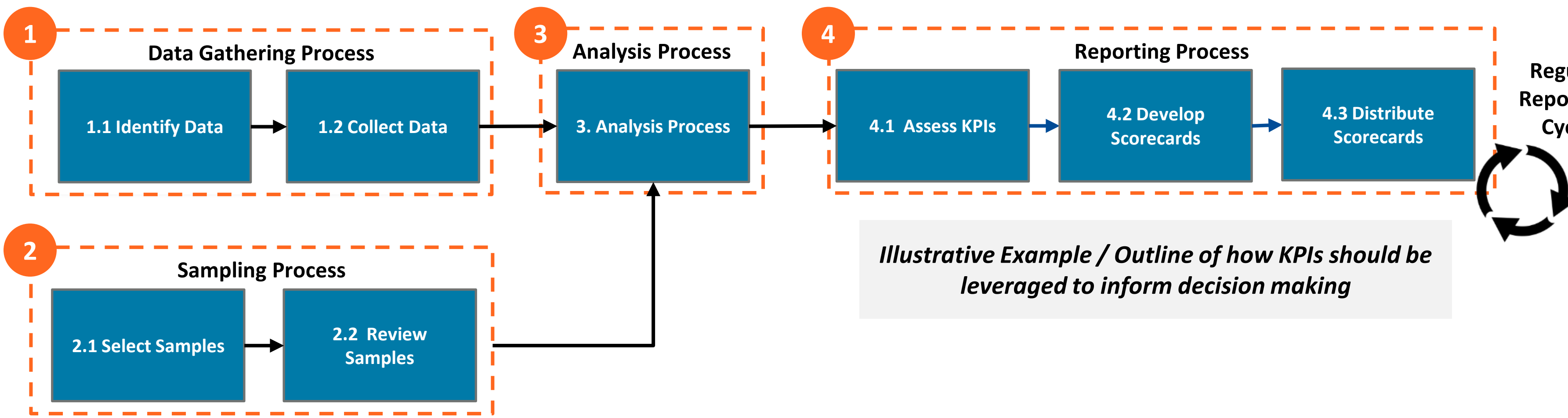
Dept/Service	Measure	Purpose
Communications	Number of unique visits to Shelburne Website per month; social media impressions	Utilization of website; engagement with community.
	Number of resident / business general inquires, by topic	Inform high volume services; driver of staff time in customer service activities
All	Number of complaints, by Department / service request	Identify common issues or concerns; track performance and trends
	Average time to resolution for complaints resulting in service request/work order	Inform service levels for any service (i.e., bylaw time to resolution)
Planning	Business days from application to provision of feedback (complete applications) – new construction	Inform service levels and resident/business satisfaction
	Business days from application to provision of permit (complete applications) – new construction	Inform service levels and resident/business satisfaction
	Business days from application to provision of feedback (complete applications) – renovation	Inform service levels and resident/business satisfaction
	Business days from application to provision of permit (complete applications) – renovation	Inform service levels and resident/business satisfaction
Legislative Services	% of council agenda publication timelines met	Inform Service levels
	% of FIPPA requests processed within timelines	Inform Service levels
HR	Employee turnover	Inform employee retention, development, and satisfaction
	% of employees with updated job descriptions	Inform employee retention, development, and satisfaction
	Employee satisfaction levels	Inform employee retention, development, and satisfaction
	DEI Metrics	Inform alignment with DEI objectives and targets
Public Works*	Road operations and maintenance cost ($ per lane KM)	Inform service levels, trends and support benchmarking
	Sidewalk operations and maintenance cost ($ per KM)	Inform service levels, trends and support benchmarking

Note: review and recommendations related to KPI development for public works, utilities, and parks and recreation is a key component of Recommendation DEV1: Development and Operations Review

Recommendation: COR3

Develop Clear and Comprehensive Service Levels/ Standards and Reporting Framework (con't)

- In order to set the foundation for quality reporting and the improvement of service delivery, a Reporting Framework with clear standards and expectations from which to measure performance and improvement should be established. This can be done by developing and implementing service standards and performance indicators.
- Key functions of the *Quality Reporting Framework* include:
  - *Data Gathering > Sampling > Analysis > Reporting*



1 - Data Gathering Process

- Effort should be made to centralize and streamline the data collection process.

2 - Sampling Process

- Conducting Sampling on activities (i.e., staff focus group on service delivery outcomes) related to service delivery will provide leadership with a greater understanding of "hard to measure outcomes" / services for which data is not yet available.

3 - Analysis Process

- Analyzing data will need to occur against established KPIs to be confirmed by the Town

4 - Reporting Process

- The reporting process will need to consider how information is assessed and distributed to required recipients. KPIs will require the establishment of targets and performance thresholds.

Recommendation: **DEV1**

Conduct an Operations Review within the Development and Operations Department

Current State Challenges

- Based on findings from the current state review, it is **not clear that the current capacity of the Development and Operations Department is aligned to the needs of the Town** moving forward.
  - The Department currently has limited excess capacity to support any approaches that leverage data (outside of mandated requirements) to inform decision making or establish and review service levels
  - While the current approach to service delivery has supported the Town well to date, and staff are committed to providing high-quality service, the delivery model may not sufficiently support an enhanced focus on parks and outdoor recreational needs (i.e. staffing levels and schedules; management of work; internal processes, etc.)

Proposed Recommendation

- The Town should conduct a **fulsome operational review** with a focus on key activities associated with *public works, roads, utilities, and parks, trails and recreation activities.*
- The review should include consideration for **KPIs, staffing levels, staffing roles and practices, the use of technology,** and responsibilities, fleet management and asset management planning.

Key Considerations

Implementation

- Review should be **completed by a 3rd party provider** to ensure an objectivity, and the application of good practices/learnings from similar organizations.
- Grant funding has been applied for to support the costs of conducting the review.
- In preparation of a review, the Town should begin collecting/consolidating data related to service requests; utilization; staffing models; technology used; and documented policies to support an evidence informed review.

Financial

- Estimated cost of procuring a 3rd party partner to conduct a review of Development and Operations Department is **~$80K**
- **Staff time** / Town Resource requirements would be required to support the review (participate in data/information collection; consultations; working sessions; etc.). However, participation should not have an impact on 'business as usual' activities.

Summary of Benefits

1. **Enhancement Opportunities** – identification of issues and gaps in the activities and practices of the Development and Operations Department and corresponding recommendations to enhance operational efficiencies and outcomes.
2. **Future Planning** – help to clarify the Towns understanding of future KPIs, staffing (including hours of operation), and other resource requirements to meet increasing resident expectations.
3. **Execution** – review can help better position the Town to deliver on the outcome of the planned Parks and Recreation Master Plan.

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Recommendation: **DEV2**

Separate Parks and Recreation Function from Public Works

Current State Challenges

- To date, Park Operations have been the responsibility of Public Works, which as noted in the Current State section, is one of many responsibilities for Public Works.
- The current organization of recreational services, which has the CDRC operating outside of the municipal structure, has resulted in a **siloed delivery of services and limited ease of integration for service delivery.**
- Historically, there has been **no dedicated operational support/services** for outdoor recreation facilities, nor is there dedicated management for their long-term planning; programming; and operations. This is a function that appears to be in place in the comparator group of municipalities. The recent addition of the Manager Operations, Parks and Facilitates will be **well positioned to provide leadership**.
- There is also **no dedicated role related to supporting Special Events**. This is an activity that has been performed by various Town Staff (i.e., road closure notifications, coordination with police, etc.)

Proposed Recommendation

- Pending the outcome of the Development and Operations Review, **Parks and Recreation should be separated from Public Works.**
- These groups may maintain shared resources (staff, equipment, etc.) but should be **established as separate functions** with dedicated staff where appropriate (i.e., as per the outcome of the Development and Operations Review).

Key Considerations

Implementation

- *N/A – implementation / planning should be a key consideration of the Development and Operations Review based on recommendations from that report related to staffing, staffing models.*

Financial

- Significant financial costs are **not anticipated** as a result of separating Parks and Recreation from Public Works
- However, it is anticipated the **costs for the provision of Parks and Recreational Services will increase in coming years.** This is associated with the increase in service expectations, and not the organization of the service within the Town Structure.

Summary of Benefits

1. **Supported Growth** – establishing Parks and Recreation as a dedicated function within the Town, with dedicated resources, will support the future growth of the service, both as a result of as increased demand for parks services from the growing resident base and so that the Town can implement anticipated recommendations/requirements from the Parks and Recreation Master Plan.
2. **Common Practice** – the separation of Parks and Recreation from Public Works would be a move toward common practice, as it is generally aligned with similar structures observed in many peer municipalities

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Recommendation: **HR1**

Hire HR Coordinator Role

Current State Challenges

- It was recognized by staff that **limited HR expertise and resource capacity exists** within the Town today, creating significant challenges, such as the current CAO and Deputy Treasurer spending a **disproportionate amount of time** managing transactional HR activities.
  - In both cases, HR activates are **limiting time and focus on more core and critical responsibilities** within the respective roles.
  - Even still, these resources often **don't have the requisite time** to stay ahead of those required day-to-day activities (e.g., it was recognized that many existing HR policies are outdated and require updates).
- Further, without dedicated HR capacity and the Town is **challenged to expand and take on 'other' initiatives** that may be more proactive or strategic in nature, such as taking on important DEI and employee experience related initiatives, improving workflows, enhancing performance measurement/tracking etc.

Proposed Recommendation

- To expand HR capacity and better meet the needs of the Town at a transactional and strategic level, the Town should **hire a full time** *HR Coordinator* position.

Key Considerations

Implementation

- The Town should look to further define the high-level roles and responsibilities of the new role.
- The Town should consider creating on-boarding material and delivering appropriate orientation/training to ensure a smooth and successful transition.

Financial

- **Cost of incremental staff** is required to implement the recommendation – est. **~$76K** annually (all-in cost)*
- **Staff time** will also be required to plus the staff time required to confirm the cost benefit of the role, create a job description and hire or contract the resource.
- However, **no incremental technology** is required.

Summary of Benefits

1. **Efficiency** – reduce burden on DT/CAO roles, increasing the efficiency by which those staff operate and complete core day-to-day activities.
2. **Strategic Value** – adding dedicated staff capacity will allow for a greater focus on more proactive/strategic activities like DEI, which can lead to various downstream benefits in the longer term, such as improved workplace morale, or service levels.
3. **Compliance** – additional capacity and expertise can promote greater levels of compliance with mandatory HR requirements, reducing risk for the Town.
4. **Capacity** – ability to deliver on HR related recommendations contained on the next page. Without an additional HR resource, it is unlikely those recommendations could be implemented.

** From Preliminary 2022/23 Town Budget*

Recommendation: HR1 (Cont'd)

Develop an Employee Engagement & Retention Strategy, Refresh Performance Appraisals Process, Develop Formal Succession Planning Process(es) and Formalize Learning Opportunities

Current State Challenges

- While a variety of initiatives are undertaken to promote employee engagement across the Town, formal documentation of these initiatives is sparse, and there is **no larger HR strategy or plan** that they contribute towards. In addition, the **current performance appraisals process is rather limited** and does not formally identify current areas of strength and opportunities for improvement.
- Further, there is a **limited amount of formal succession planning and/or cross-training documentation/ processes** that exist across the Town today, even though many current staff members "wear many hats" and are critical to Town operations. The Towns lean operating structure exposes it to an **increased level of 'critical role' risk**, which is the risk to the Town if one or multiple critical staff members are no longer able to perform their job duties at any given time.
- Town leadership also cited a historical **challenge in recruiting** specific roles and or competencies, which further emphasizes the critical role risk defined above, and thus the need for strong retention practices. Taking on these initiatives can help the Town to **align with organizational good practice, promote employee growth and retention.**

Proposed Recommendations

- To enhance engagement and increase retention, the Town should **develop an employee engagement & retention strategy.** Further, to better meet the learning and advancement desires of Town staff, the Town should **refresh the current performance appraisals process.**
- The Town should also **develop a formal succession planning process,** formalizing plans to upskill and cross-train staff to meet immediate needs in case of emergency, and future needs of the growing organization.
- **These recommendations are dependent on the addition of the HR Coordinator Role.**

Key Considerations

Implementation

- **Execution of these initiatives is dependent on the hiring of the HR coordinator role.** Without a dedicated in-house capacity, the Town will continue to rely on 3rd party HR providers and legal support, as staff capacity is limited, and HR currently draws time away from other core functions.
- From an execution standpoint, the Town should complete a diagnostic on the current strategies/ processes and be sure to engage staff to identify areas for improvement. For succession planning, ensure proper documentation across critical roles, before defining a formal process.
- The Town should consider soliciting **advisory support** for Ward & Uptigrove in completing several of the above initiatives, to ensure objectivity, and the application of good practices/learnings.

Financial

- **Staff time** from the Town (recommended HR Coordiantor) would be required to mange the coordinate effort across the initiatives, solicit staff feedback and develop required materials.
- Some **external 3rd party support** *(see bullet three under implementation)* may be required to implement these recommendations. However, **no incremental technology** would be required.

Summary of Benefits

1. **Employee Satisfaction & Retention** – more opportunities for growth and learning and increased employee engagement can support retention, helping the Town, increase performance and productivity, avoid the cost of turnover, lower the risk of employee burnout and help to sustain team morale.
2. **Learning and Growth** – improved performance appraisals can serve to improve the municipality's ability to identify areas for improvement and additional training. For Town staff, it can help improve engagement, and promote a culture of achievement and continuous learning.
3. **Risk Mitigation & Business Continuity** – succession planning and additional cross-training will help the Town mitigate against the risk of critical staff roles ever becoming vacant through the course of normal or abnormal business operations, improving business continuity management

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Recommendation: **LS1/2**

Continue Plans to Hire a Junior By-Law Officer & Hire Deputy-Clerk/Committee Coordinator

Current State Challenges

- While the size of the Town necessitates that staff wear multiple 'hats' within the organization, it was widely recognized by staff that **resourcing and capacity constraints** within the Legislative Services/Clerk function, or lack thereof, is a significant challenge today:
  - Despite an additional contract employee available during winter, **current staffing levels are inadequate** for by-law enforcement to meet Town needs, creating operational challenges (e.g., snow clearing) and compliance issues
  - The current Clerk is primarily tasked with managing more reactive and transactional based activities and often does not have the requisite time to stay ahead of such day-to-day activities. Current capacity limitations also contributes to the Clerk role having **inadequate time or attention** to commit to proactive and strategic actions/activates.

Proposed Recommendation

- To better meet the service needs and demands of Town residents, the Town **should hire** both a *Junior By-Law Enforcement Officer* position, and a new *Deputy-Clerk/Committee Coordinator* position.

Key Considerations

Implementation

- Confirm high-level roles and responsibilities for both roles.
- Deputy Clerk role should report directly to the Town Clerk and the Junior By-Law Officer should report to the MLEO.
- The Town should create on-boarding material and design appropriate staff training to ensure a smooth transition.

Financial

- **Cost of incremental staff** is required to implement the recommendation:
  - *Junior By-Law Officer* – est. **~$71K** annually (all-in cost)*
  - *Deputy-Clerk/Ctte Coordinator* – est. **~$99K** annually (all-in cost)*
- Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required

Summary of Benefits

1. **Resource Capacity** – additional capacity added, partially alleviating capacity concerns for both By-law and the Clerk functions.
2. **Compliance and Operations** – enhanced staff capacity can help improve by-law compliance and reduce operational issues stemming from non-compliance.
3. **Strategic Value** – new Deputy-Clerk/Committee Coordinator position can help the Town enhance the strategic value of the Clerk function by expanding focus on more proactive/strategic activities, leading to improved service levels.

** From Preliminary 2022/23 Town Budget*

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Recommendation: PLN1

Hire Planning Coordinator Role

Current State Challenges

- The current Planning Coordinator position is outsourced through the Towns preferred third-party provider, GSP Group Inc. The position effectively **acts as the 'front line' of the Towns planning department** and is responsible for handling the intake and management of development application activities, managing the town planning email, and other day-to-day planning tasks.
- Overall, **the position is recognized as valuable** by Town staff broadly, as it effectively removes the burden of transactional level activates from the Town Clerk and the more expensive Senior Planners at GSP Group.
- However, due to the pandemic, some operational challenges have emerged, such as a lack of regular on-site cadence and IT related permissions and access. These challenges have **limited the value of the outsourced role to date**.

Proposed Recommendation

- To better meet future planning needs, the Town should insource **the current *Planning Coordinator* position** (outsourced) into the internal structure of the Town and **subsequently hiring a full-time resource** to fill the internal position.
- The in-house *Planning Coordinator* should be able to provide support for planning activities not easily/efficiently completed by third-party provider today.

Key Considerations

Implementation

- New role should formally **report into the Director of Director of Legislative Services/Clerk** as they will be closely tied into all work requirements outlined in the planning act.
- Roles and responsibilities of the position should remain relatively consistent with the role of the GSP resource today.
- Given fluctuation in planning demand, new responsibilities could be added to fill downtime.

Financial

- Any **positional cost variance** that may be incurred **will not be realized by the Town,** as the cost of the position will be **fully covered from planning fees**. Thus, the position will have a **net zero impact** to 2022 budget.
- Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required.

Summary of Benefits

1. **Service Levels** – the new in-house position will be able to more effectively and readily, provide in-person service/support in addition to virtual, promoting improved service levels in the longer term.
2. **Knowledge & Expertise** – given the amount of planning activity, the Town needs to begin to build some internal knowledge and capability in the Planning area, versus being completely reliant on external parties.
3. **Operations** – adding the position internal to the Town will also help overcome IT related issues around permissions and access experienced by the outsourced staff resource.

** From Preliminary 2022/23 Town Budget and Estimated Resource Cost, Provided by GSP Group*

Other Recommendations

There are several other recommendations which will require additional consultations and review by the Town, these include:

Recommendation	Rationale
1 ***Engage County in Discussions to Transition Fiddleville Non-Profit Housing Corporation to the County of Dufferin***	• The support provided to the Corporation is a time consuming 'one-off' activity for Town staff. The service may be better aligned to the housing services already provided by the County of Dufferin and aligned to expertise at the County. • Governance structures that create concerns regarding risk management regarding the operations of the facility, resulting in uncertainty among Municipal staff leadership regarding adherence to policies and procedure. (i.e. similar third-party board governance challenges previously identified in the County-wide SDR)
2 ***Consider longer-term (i.e. 2023 or later) addition of a Coordinator/booker position to support Grace Tipling Hall operations and further enhance the art/culture profile of the Town***	• Recommendation based on assumptions from separate review of Grace Tipling Hall. While this analysis was not completed by Optimus SBR, the general findings, and future assumptions, are inline with the increased focus on services related to parks, recreation, culture, arts, etc. • The role would support coordination between the Town and facility employees; with the added goal of enhancing the utilization of the facility.

Prioritization, Timing and Next Steps

Prioritization: Methodology

Prioritization of recommendations and implementation planning were based on a preliminary scoring incorporating criteria of Expected Benefits and Ease of Implementation. The methodology also facilitates determination of recommendations considered Quick Wins versus Longer-Term/ Strategic recommendations.

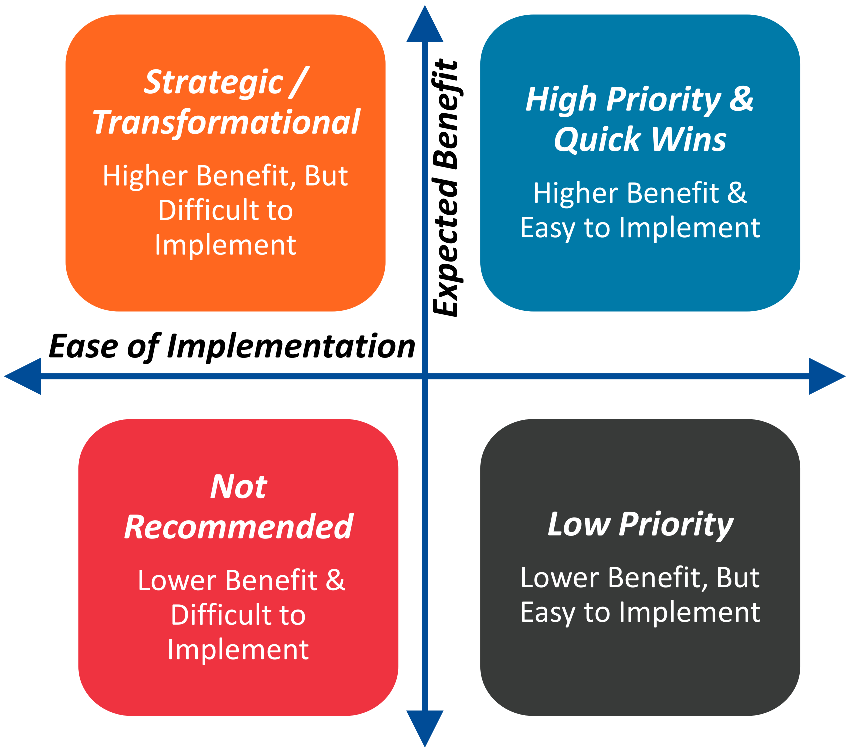
Prioritization Criteria

A. Expected Benefit

1. Improved Staff Efficiency
2. Improved Resident Experience
3. Expected Cost Savings

B. Ease of Implementation

4. Ease to Address
5. Expected Timeline
6. Implementation Cost



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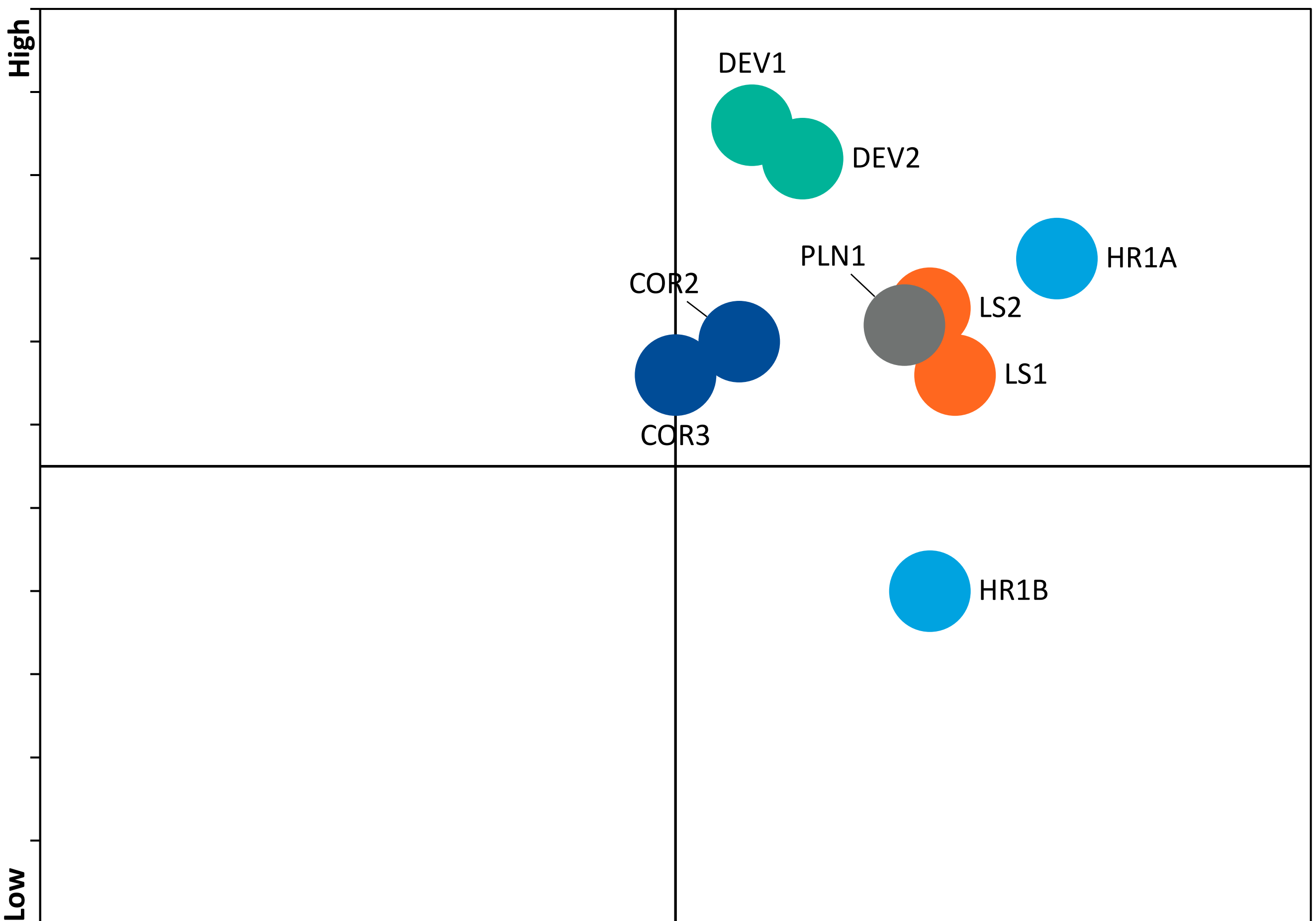
Prioritization: Outputs

Based on a preliminary evaluation of Expected Benefits and Ease of Implementation, the following directional prioritization of recommendations has been developed:

Directional

Expected Benefit



Low
(i.e., more difficult, costly, time consuming, etc.)
Ease of Implementaion
High

Recommendations	
COR1	Organizational Re-Structure **(N/A)**
COR2	Enhance Online Service Capabilities
COR3	Develop Service Levels/ Standards
DEV1	Operational Review of the Development & Operations Department*
DEV2	Separate Parks and Recreation Function from Public Works
HR1A	Enhance HR Staffing, Tools and Processes (Hire HR Coordinator Role)
HR1B	Enhance HR Staffing, Tools and Processes (Engagement & Retention Strategy, Performance Appraisals, Succession Planning)
LS1	Hire a FT Junior By-Law Enforcement Officer
LS2	Hire a Deputy-Clerk / Committee Coordinator
PLN1	Realign and Hire Planning Coordinator Role

*DEV1 - Ease of implementation supported by potential for Municipal Modernization Program Intake 3 Funding (not yet granted).

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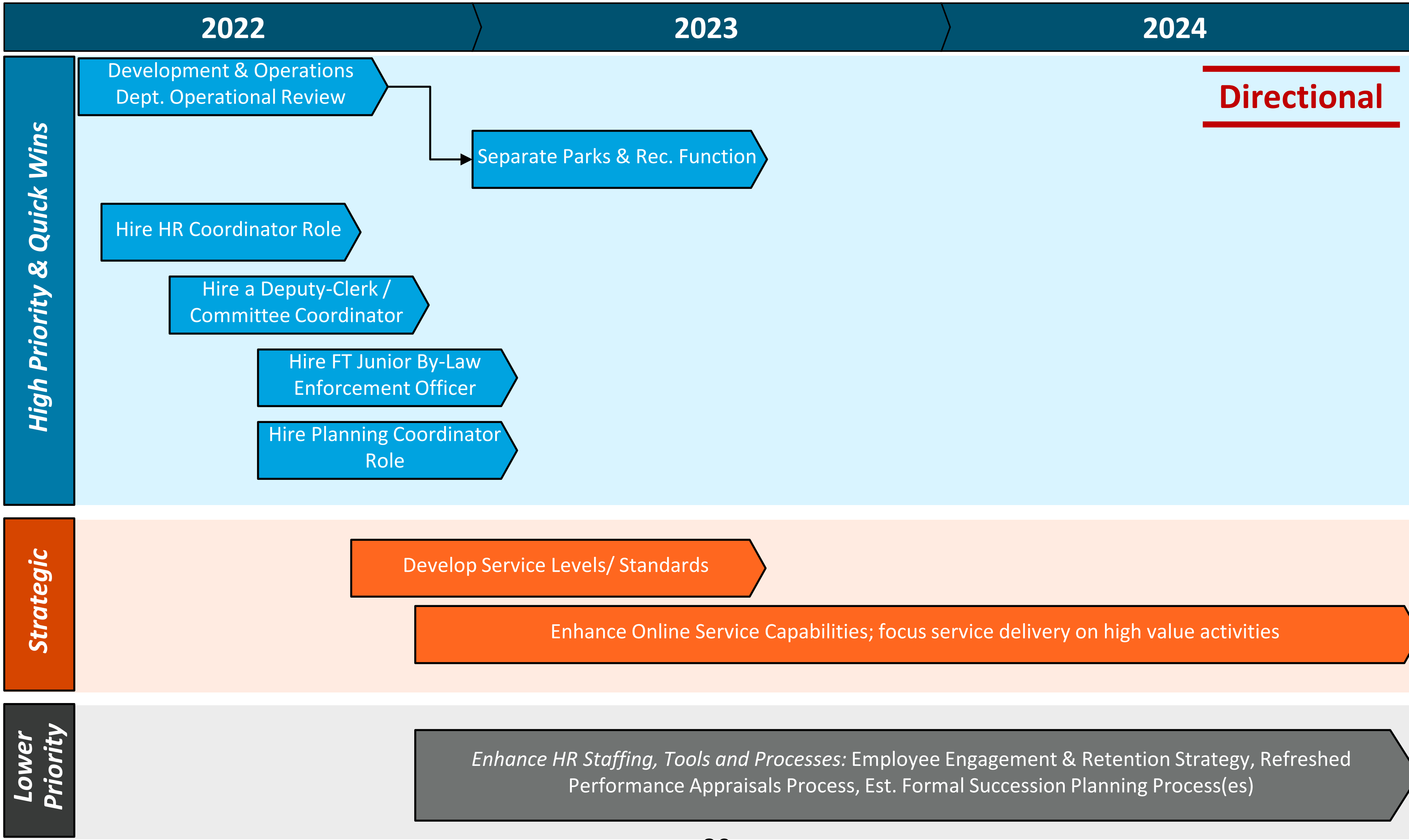
High Level Implementation Roadmap



Appendices

Future State Report

October 2021

SHELBURNE

Appendices

→ Future State Report

Contents

Appendix B

Current State Assessment

Current State Assessment

Department and Service Reviews

Section Introduction

The Town of Shelburne delivers services through staff resources; third-party vendors; and agreements with the County of Dufferin and external Boards of Management.

- The Town of Shelburne ("the Town") delivers services through a combination of staff resources; third-party vendors; and partnerships with the County of Dufferin. Services are also provided to residents and businesses within the Town through external Boards of Management.
- The Town of Shelburne ("the Town") currently consists of 24 full-time and 22 part-time staff (including management, crossing guards). Town staff are supported by third-party providers which provide an additional full-time equivalent level of support estimated at 7-10 FTE
  - The Town is currently structured with staff reporting into four Groups (each overseen by a member of the Management Team)
    - CAO's Office
    - Development and Operations
    - Financial Services / Treasurer
    - Legislative Services / Clerk
  - Town staff also provide a considerable level of support to seven town committees focused on a variety of issues, some of which having large ($100k+) budgets/ budget requests.
- Third-Party vendors are responsible for the provision of: Engineering, Planning, and some activities related to water/wastewater services
  - Third-party vendors may be engaged in the provision of other services as required, however these four services represent significant investments by the Town, and in many respects are seen as de-facto Town Departments (see Service Profile for additional explanation).
- The County of Dufferin provides the following services to the Town:
  - Building Services
  - Health and Safety
  - Information Technology
- Fire, Indoor Recreation (CDRC), and Library Services are provided by local boards of management

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Introduction to Service Profiles

- The scope and structure of this SDR has been organized to align to the Departments/Functions of the Town of Shelburne.
- Service Profiles have been developed to articulate the current service delivery models, strengths, and opportunities.
  - This includes profiles for:

CAO's Office
- Economic Development
- Communications
- Human Resources

Development & Operations
- Public Works
- Utilities (including Contracted Water/Wastewater)
- Operations, Parks, and Facilities

Legislative Services / Clerk
- By-Law Enforcement
- Customer Service
- IT

Engineering Services

Financial Services / Treasurer

Planning Services

Indicates In-House Service

Indicates Contracted Service

CAO's Office

Overview of Services

Description

- The role of CAO is broadly outlined in the Municipal Act as "exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality"
- While the Municipal Act does not require the appointment of a CAO, most municipalities of a similar size to Shelburne have a CAO position as part of the organizational structure.

Delivery Model

- The CAO's office is tasked with implementing Council objectives and priorities.
- Services that currently report into the CAO (and not through another member of the management team) include:
  - Economic Development
  - Communications
  - Human Resources
  - Legal Service
- The CAO is also responsibility for ensuring connection and relationship with the County of Dufferin and neighboring communities on regional issues – e.g., transit partnership.
- The CAO provides updates and engagement with Councilors on day-today and strategic items as required

Key Findings and Observations

- Through the CAO's office, Council's Strategic Priorities for the Town were developed and implemented. There is a general understanding of the direction of the Town in response to population growth.
  - However, this has required the CAO's office (and the boarder management team) to continually develop new strategies and policies in response to emerging council priorities and resident requirements, while also implementing past initiatives.
  - The establishment of Council Priorities has supported the prioritization of initiatives and activities, but there remains a growing workload requirement for the Town.
- Depending on consultations and future directions related to fire services and indoor recreation is likely the Town will require additional senior level resources for Fire Services and Recreation Services and the CAO will require capacity to ensure effective reporting relationships.

Resource Considerations

- The CAO correctly emphasized the importance of strategic level leadership for the role, however there may be situations where, because of staff resource constraints, the CAO is involved in operations which would be better delegated – specifically around some HR matters.
- Administrative and clerical responsibilities / requirements are not appropriate or productive applications of the CAOs role/skillsets.

Current Resources

- 1 FT Chief Administrative Officer (CAO)
- 1 FT Economic Development Officer
- 1 FT Communications Coordinator / Admin Assistant

CAO's Office – Economic Development, Marketing & Comms.

Overview of Services

Description

- Under the Municipal Act, 2001 Section 11 (1), a lower tier municipality may pass by-laws regarding economic development services, which means the promotion of the municipality for any purpose.
- Economic Development and Marketing includes responsibility for the Town's economic development strategies, Community Improvement Plan, business expansion and retention activities, new business registration/licensing, connecting businesses to available supports (Board of Trade, BIA, Small Business Enterprise Centre, etc.); marketing, promotional materials and social media interaction.

Delivery Model

- Economic Development and Marketing Activities are provided by Town resources. This includes supporting the Town's Economic Development Committee.

Key Findings and Observations

- Currently, marketing, including management of the Town's online social media presence is consolidated with Economic Development responsibilities.
- Town staff indicated that the volume of social media activity has increased 'significantly' over the past 3-5 years. It was suggested that the workload associated with maintaining the Town's online presence, marketing, and economic development may exceed the capacity of a single resource (see below).
- However, it should also be noted that there does not appear to be any collection of KPIs or data to fully quantify utilization of Town resources, or outcomes.
- Staff noted that limited reporting has been provided to Council regarding economic development activities / outcomes.

Resource Considerations

- Prior to September 2021, Economic Development and Marketing were provided by a single FT resource. As of September 2021, a new Communications/Admin Assistant role has been established to support Marketing Activities.

Current Resources

- The town currently has a single FT staff member focused on Economic Development. As noted above, this is a recent realignment within the Town structure that involved reallocating Marketing and Communication activities to another staff member
- 1 FT Communications Coordinator / Admin Assistant
- Economic Development actives are supported by the Town's Economic Development Committee

CAO's Office – Human Resources

Overview of Services

Description

- The Town has responsibilities towards its employees. Municipalities are required to follow Employment Standards Act, 2000, S.O. 2000, c. 41, and generally have policies and procedures in place to do so.
- HR services are critical for the ongoing operations of the Municipalities to ensure they remain compliant with all Employment Standards Act and occupational health and safety requirements.
- Activities related to HR should include; *upkeep of relevant HR policies; performance evaluations/appraisals; employee recruitment, retention, and engagement; benefits administrations.*

Delivery Model

- The Town uses a mix of in-house and third-party to deliver services.
- HR services delivered by Town Management/Supervisors include; *benefits administration; recruitment; policy updates; performance appraisals.*
- Ward & Uptigrove (WU) provide HR services for: job evaluations and compensation; support recruitment activities through review of compensation; review and advise on HR policies; ad hoc advise to the CAO for HR matters (terminations, employer relations, HR strategy). Work provided by WU is coordinated through the CAO's office.
  - Overall, HR services provided by WU are minimal. In 2020, total costs for HR services (not including the 2020 Compensation Study) provided by WU was estimated at $6,000.

Key Findings and Observations

- HR Services appear to be delivered by Management/Supervisors from across the organization including; *CAO, Clerk and Deputy Treasurer.*
  - While 'ownership' of HR services rests with the CAO, it is not clear that any of these resources are able to allocate sufficient time to HR tasks. The CAO also appears to be engaged in several transactional HR activities.
  - Limited to no capacity has been available for dedicated employee engagement or retention activity; staff identified a need for enhanced/ formalized succession planning for key roles.
  - Recent focuses have included Diversity, Equity, Inclusion priorities (i.e. additions to the hiring policy to ensure DEI considerations)
- Related to above, consultations with staff/leadership suggested that the Deputy Treasurer/Payroll Compensation Specialist spends most of their time (75%+) on HR matters, including recent focuses on updating HR policies; limiting their ability to support core Finance tasks (budgeting, AMP, rate and development charge studies, etc.)

Resource Considerations

- Current in-house staff resourcing is not best practice to maintain strong service levels related to: Day-to-day transactional HR activities; most recruitment and hiring activities; policy updates; benefit administration; engagement and retention; staff development; and coordination of performance appraisals.
- It is estimated that together the CAO, Dep Treasurer and Clerk contribute more than 1 FTE worth of time on HR services. Consideration should be given to hiring a dedicated HR coordinator role to alleviate HR workload from the deputy treasurer, and non-strategic HR work from the CAO

Current Resources

Internally, HR services are supported primarily by:

- CAO – estimated 20%-30% of time. This includes time spent on administrative and transactional activities which may be better performed by other staff.*
- Deputy Treasurer – estimated 75% of time
- Clerk

- WU is contracted to provide HR services. Their firm draws on expertise and resources from 7 staff members.

*Siegel, David. (2015). What do CAOs Really Do? *AMTCO Policy and Management Briefs. https://www.amcto.com/getattachment/86a5b0f8-ae3d-4acb-a3b4-5b89b3136e22/.aspx#:~:text=The%20CAO%20provides%20expert%20professional,that%20set%20out%20their%20duties.*
The paper highlights the importance of CAO involvement in HR services but notes the need to avoid 'micromanagement' of the service and to ensure an ability/capacity to define and steer the municipality towards council's Vision; establish positive organizational culture and enable systems and frameworks for the leadership team and frontline management.

Legislative Services/Clerk

Overview of Services

Description

- The Municipal Act requires the appointment of a Clerk to support Council operations:
  - Council agendas and minutes
  - Attend and support Council and Committee meetings
  - Records Management
  - Elections

Delivery Model

- Legislative Services department also includes other customer/resident facing services:
  - Customer Services (resident inquires, marriages, cemetery, etc.)
  - Bylaw Enforcement
  - Crossing Guards
  - IT Services (phone system, cell phones, management of agreement with County for Third-Party support)
- Internally focused, Legislative Services also attempts to maintain organizational policies as well as the Town's performance appraisal process.

Key Findings and Observations

- The Clerk / Deputy-Registrar are engaged in activities not core to their role or seniority (i.e., Planning administration and coordination work) or critical for Town operations (i.e., civil ceremonies – see Customer Service slide). Given resource constraints, consideration should be given to redistributing / eliminating these activities.
- Stakeholders identified a need to modernize existing Town policies (hiring policy; customer service policy; code of conduct; etc.).
- Consideration should be given to enhancing records management practices and allocate ongoing resources to manage continual maintenance / upkeep.

Resource Considerations

- Staff resources for legislative services have not increased as the Town has grown. It is not clear that the Clerk has the capacity to oversee the activities within Legislative Services while also being actively involved in execution of administrative tasks.
- Staff have identified the need to hire a Deputy Clerk/Committee Coordinator (new position to be included in draft 2022 budget).

Current Resources

Legislative Services currently includes:

- 1 FT Director of Legislative Services/Clerk
- 1 FT Customer Service Coordinator / Deputy Register
- 1 FT Customer Service Representative
- 1 FT Bylaw enforcement officer; 1 PT Bylaw enforcement officer (Winter)

Legislative Services/Clerk – Bylaw

Overview of Services

Description

- By-law enforcement involves the investigation (and enforcement when required) of potential infractions related to municipal by-laws.
- The objective of enforcing compliance with municipal by-laws is to ensure public safety, and a clean environment through education, investigation, and timely response to queries.

Delivery Model

- The Town has developed a By-law enforcement policy which outlines the procedures for By-law enforcement.
- The Town operates on a complaints-basis (reactive) for the enforcement of Town By-laws (these generally include by-laws regarding animal control, noise complaints, property standard issues etc.
- Parking and traffic enforcement is completed on a pro-active basis, and reactively on exception.

Key Findings and Observations

- Limited resource capacity to engage in by-law education activities (i.e., engagement with community).
- Limited to no enforcement when by-law enforcement officer not 'on duty' – i.e., overnight, off days, etc.
  - This impacts the provision of Winter Control activities (snow clearing). Note: In 2021 a firm has been contracted for bylaw enforcement and winter road and parking related enforcement.
- Service standards with respect to timelines for investigation/ from complaint to resolution do not appear to be in place.
- It is not clear that current service levels meet resident expectations (For both the standards set in bylaws and their enforcement). Current hours of coverage do not align with a growing expectation of 7-days per week of bylaw coverage.

Resource Considerations

- PT by-law enforcement officer for the Winter is intended to assist with winter control activities.
- Additional support is required year-round to provide coverage during weekends or when the FT bylaw officer is on vacation. The hiring of Junior MLEO resource has been recommended.

Current Staffing

- 1 FT Bylaw Enforcement Officer (35h/week); one PT by-law enforcement officer (20h/week) for 18 weeks during winter months for winter parking patrol (new for 2021).
- By-law enforcement officers' reports to Clerk / Director of Legislative Services.

Legislative Services/Clerk – Customer Services

Overview of Services

Description

- Customer Services are an important function of municipalities, which for the purpose of this review, broadly encompass inquiries, complaints, and select service requests made by residents and businesses in the community.
- Effective customer service is an important contributor to supporting the Town and Council's commitment to efficient and transparent operations.

Delivery Model

- Customer Services, including a wide range of counter services (pending COVID restrictions), acceptance of payments, and responding to inquiries/complaints are delivered by the Customer Service Coordinator/Deputy Registrar (part of this role) and Customer Service. This includes:
  - Cemetery services (burial permits); civil marriage ceremonies; commissioners of oaths.
  - Facility rentals (parks, sports fields, stage rental, Grace Tipling Hall); general questions or inquires; lottery licenses.
- The Town's website allows for some self-serve capabilities and for residents to initiate requests – such as requesting appointments or providing initial information regarding a facility rental.

Key Findings and Observations

- Consultations with Town management and staff indicated that the volume of customer service activities (responding to inquires; supporting facility bookings, etc.) has increased without significant increase in staffing or automation to support these processes
  - As noted elsewhere as a common theme, specific measures or KPIs do not appear to be collected in a readily available form to provide evidence-based data to quantify this increase.
- The Town's addition of online booking for residents to make appointments with Town staff was identified as a positive advancement in the service provided to residents but having a minimal impact in reducing workload for staff as the process still requires considerable manual updates and confirmations by staff.
- It was also noted that oversight of Crossing Guards is also a responsibility of the Deputy Registrar and can involve considerable time related to scheduling coordination, issues/problem management, timesheet tracking, etc.). The provision of civil marriage ceremonies is also a service which may mitigate the ability to focus on more critical customer service activities.

Resource Considerations

- The Town recently hired the vacant Customer Service Representative position and have invested in website enhancements to facilitate self-serve options for residents (bill payments; animal license payment; parking tickets, etc.).

Current Resources

- 1 FT Customer Service Coordinator / Deputy Registrar
- 1 FT Customer Service Representative

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Financial Services/Treasury

Overview of Services

Description

- The requirements associated with the Financial Administration of a municipality are identified in the Municipal Act. This includes the requirement to appoint a Treasurer that is responsible for handling the financial affairs of the municipality as directed by the Council.

Delivery Model

- Services are provided in-house through resources reporting to the Director Financial Services/Treasurer. Services include:
  - Development of Annual Budget
  - Tax Billing
  - Utilities (Water) Billings
  - Asset Management (including GIS support)
  - Payroll, AP/AR, etc.
  - Care & Control over Reserves and Obligatory funds - Development Charges & Canada Community Building Fund (formerly Gas Tax)
  - Grant and Subsidy application and reporting requirements
  - Debt Management, Investment Management, and Procurement
  - Annual FIR reporting, Audit processes, Banking and Insurance needs
  - Care and management over Developer Trust Deposits and Letters of Credit

Key Findings and Observations

- Staff supporting ad hoc projects and initiatives (e.g., police disbandment; policy refreshes; HR coordination activities, etc.)
- Staff capacity constraints limit's ability for longer-term or strategic planning and forecasting (e.g., determining the impact of recent changes to the Development Charge Act; completing 10-year forecasts, etc.)
  - Identified need to develop a Finance Strategy to address significant capital investment requirements for the Town
- Recently refreshed budget development process (2019) described as a positive enhancement to ensure focus on council priorities – there may, however, be opportunities to introduce department level objectives and goals into the Budget – subject to available targets and measurements.
- Financial Services/Treasury is responsible for care and control of reserves. Reserves have increased in recent years, in part through an acknowledgement that asset management has had in recognizing the need for saving for future capital replacements. Healthy reserve funds also support an attractive loan profile for the municipality when applying for long-term loans. (see Jurisdictional Trends, Findings, and Financial Analysis Section for more details).
- In-house GIS services are a new addition to the Town's resources and have supported the improvement of capital asset inventory, condition ratings, etc.; CityWide mapping and plotting; capital planning and Asset Management Planning requirements; and CityWide Maintenance Manger Implementation.

Resource Considerations

- Budget process requires multiple systems – Excel, Keystone, City Wide, with manual manipulation for final preparation

Current Resources

- 1 FT Director of Financial Services / Treasurer
- 1 FT Deputy Treasurer / Payroll Compensation
- 1 FT Taxation Coordinator
- 1 FT Utility Coordinator
- 1 FT GIS Coordinator
- Currently Planned position for 1 FT Financial Services Clerk

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Engineering Services – SBA Ltd.

Overview of Services

Description

- Engineering services is responsible for overseeing municipal assets such as roads, water, wastewater, stormwater drainage and management, where applicable.
- Engineering Services is also responsible for many capital works projects undertaken by the Town, as well as the review of development applications as they are presented to the Town.

Delivery Model

- Engineering services are primarily provided by a third-party vendor (SBA). From a functional perspective, SBA acts as the Town's Engineering Department, with the SBA account lead designated as the Town Engineer.
- SBA is involved in preparing reports for Council; supporting Operations staff with water/well, roads, and facilities assessments, development approvals and developer meetings, etc. SBA will also manage Town projects from tender posting, review and selection through to management of contractor resources.
- All engineering related project activity is directed/initiated by the Town's operations group.
- SBA participates in bi-weekly meetings with the Town (and third-party Planning firm), a bi-weekly meeting with operations and OCWA and additional meetings as needed for specific initiatives and projects (e.g., facilities assessments)

Key Findings and Observations

- Through the agreement with SBA, the Town has access to the skilled resources and expertise necessary to provide engineering services (see below).
- Workload for engineering services has increased in the past several years – in line with Town growth and increased development, but also due to the large spike in capital project demands in recapitalizing the Towns water and sewage system.
- Consultations suggested that SBA staff contribution varies widely, but up to three FTE are dedicated to the Town at any given time, with the ability to pull in additional support as required. No issues were raised with respect to the quality of service or availability of resources.
- Consultations also revealed that the Town has brought several more routinized tasks back in house over the last 5 years, including grading inspections, complaints and local inquires and water/sewage allocations.

Resource Considerations

- SBA costs for engineering labour have totaled $166K and $240K in 2019 and 2020. Given the seniority of resources involved; fluctuations in demand; and varying skillsets/qualifications it is not likely that this service could be fully in-sourced for comparable costs. An additional ~$336,000 in 2019 and ~$1.1M in 2020 in SBA costs were associated to specific capital projects. These projects would draw support from the various skill sets of the 40 SBA staff members (water, wastewater, environmental, civil engineering; site inspectors; project and contract administration). The annual fluctuation in work, and varied skills required limit the value proposition for municipalities such as Shelburne to insourcing these roles.
- As the Town continues to mature, it is coming to a point where consideration should be given towards hiring a more junior FT 'technical' resource so the Town can manage steady state activities in-house going forward.

Current Resources

- As noted above, the Town has access to a full-complement of Engineering resources and expertise through the contracted agreement with SBA Ltd. Overall, the Town can access qualified staff resources, with a variety of general or specialized skillsets through the SBA agreement, including:
  - Professional engineers (P.Eng.), project management professionals (PMP), and junior engineers and technicians

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Planning Services – GSP Group Inc.

Overview of Services

Description

- Municipal planning establishes land use patterns through growth strategies and Official Plans.
- Planning determines the Town's general land use planning policies, coordinates growth, decides where services are placed and provides a framework for municipal zoning bylaws.

Delivery Model

- Planning services are primarily provided by a third-party vendor (GSP). From a functional perspective, GSP acts as the Town's Planning Department, with the GSP account lead designated as the Town Planner.
- Most of the Planning activity is directed / initiated by the Town Planner based on public/developer inquires and applications, etc. (see slide 36 for additional information on services).
- GSP participates in bi-weekly meetings with the Town (and third-party Engineering firm) and additional meetings as needed for specific initiatives and projects (master plan, development charges study, etc.)

Key Findings and Observations

- Workload for planning activities (applications) have consistently increased over the past 10 years (see appendix). Additionally, consultations have suggested that the complexity of planning work has also increased (enhanced legislative requirements – i.e., environmental studies; larger developments, etc.)
- Through the agreement with GSP, the Town has access to the skilled resources necessary to provide planning services (see below). No issues were raised with respect to the quality of service or availability of resources – particularly pre-COVID.
- A Planning Coordinator role (within GSP) was created in late 2019 to support this increased workload (1-2 days per week of frontline support) and reduce planning activities allocated to the Town's Clerk. However, currently, the Town Clerk is still significantly involved in Planning activities:
  - As a result of COVID, the GSP Planning Coordinator has not been in the Town Office. Consequently, the Town Clerk has been required to complete activities such as handling physical documents (receiving or sending mail) and tasks requiring access to the Town's IT Server.

Resource Considerations

- Given other responsibilities, it is not clear that the Clerk currently has the capacity/availability to support Planning activities to the level required by the Town.
- Consultations suggested that the Town is at a decision point with respect to the addition of a full-time planning coordinator resource. This would replace the current coordinator role provided by GSP. Future State analysis will consider costs for this role as well as reporting relationship within the Town. The costs of this position would be offset by a reduction in GSP contract labour costs ($210,282 in 2019, and $202,580 in 2020). Note that GSP costs also include additional costs for required studies, etc. Some planning costs are also recoverable from development charges

Current Resources

- Based on the number of hours committed to the Town, it is estimated that GSP provides the equivalent of approximately 1 FTE of support. However, this draws from several individuals at GSP with variety of skillsets including Professional planners, certified planning technicians, and landscape architects. It would not be realistic for the Town to bring all these skillsets in-house within a single resource.
- The GSP arrangement is particularly valuable with respect to the ability to utilize experience/high-expertise resources , which would be very costly for the Town to have on-staff (i.e., $160k+). Furthermore, the Town would not require a full FTE of support at this level and would not benefit from the other expertise of GSP. The arrangement with GSP also ensures year-round availability (i.e., no vacations), continuity/back-up resources, and scalability.
- However, as noted above, consideration should be given to in-sourcing the planning coordinator role to provide dedicated onsite presence and address the Clerk's capacity/workload constraints.

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Planning Services – GSP Group Inc. *(con't)*

Core Services & Skills

Core Services Rendered

- **Planning Applications** – end-to-end service, including pre-application meetings, development application intake, processing of applications in accordance with the Planning Act, R.S.O. 1990, c. P.13
- **OP/ZBA –** administration of the Towns Official Plan and Zoning By-Law
- **Town Projects** – as needed, work on Town masterplans, participation in County Provincial lead initiatives, and liaising with engineering on infrastructure projects
- **General /'Counter' Services** – periodic services and client appointments

Secondary Services

- **Mapping and Design**
- **Landscape Architecture**

Other Activities

- **Bi-weekly meetings –** review planning needs and actions (inquiries, applications, Town projects etc.)
- **Attendance and Presentations** – as required, at public meetings, Committee and Council meetings

Operating Details

- Since 2017, service hours rendered by GSP have **roughly equated to the annual hours of a single FTE.** *Additional resource utilization detail can be found in the Appendix.*
- With the ability to leverage a wide variety of resources and expertise in the delivery of those service hours, **GSP is an effective resource for the town.** Even if an in-house resource was added within the Towns structure, services of GSP would still be required, given the bespoke skill sets required to handle larger and more complex planning projects. However, as already noted, consideration should be given to hiring an internal Planning Coordinator position, after which the planning coordinator role carried out by GSP would no longer be required (see recommendations).

Development and Ops – Public Works

Overview of Services

Description

- Public Works is responsible for road maintenance and repairs (pot-hole repairs, resurfacing, etc.), street lighting and signage; storm sewers and catch basins; sidewalk maintenance and repairs; and winter control activities.
- Public Works staff are also responsible for maintaining the Town's parks, sports field, and cemetery (i.e., grass maintenance, garbage, burials); supporting special events and park rentals.
- Public Works is also responsible for working with Engineering and Planning on capital projects, inspection of assets, etc.

Delivery Model

- Most public works activities are completed in-house with Town staff.
- Staff historically provided services Monday-Friday – 7:00am - 3:30pm; with evening and weekend services provided via an on-call overtime approach when required (i.e., emergency repairs; winter control operations). In 2021 a weekend crew was added to support service demands.
- Use of external vendors is limited: The Town maintains a single winter control contract (Main Street, as an extension of the MTO contract); and for soccer field grass cutting.

Key Findings and Observations

- There appears to be limited use of documented service standards of KPIs to provide insights on the level of service provided by Public Works for various activities (e.g., KM of street rehabilitated; % of streetlights in service; % of on time grass cuts; resident complaints and time to resolution; etc.)
  - The Town does collect data to report on the achievement of Minimum Maintenance Standards for Winter Control (i.e., O.Reg. 239/02). However, this is primary done to ensure compliance and not used for decision making.
- Currently, the staffing model for Public Works does not facilitate the ability to efficiently provide services outside of M-F 7:00-3:30. This was identified as a concern with respect to the parks and recreation services Public Works supports (providing facility access; garbage collection; etc.)
- The Hyland Village and Fieldgate Homes developments will also add additional sidewalk and roadway inventory to the Town, which will need to be maintained by Public Works. This will total approximately 9.4KM lane KM and 6.67KM sidewalk addition (includes sidewalk connection to Centennial Hylands Elementary School). This represents a 12% increase in Road lane KM (based on 80KM in FIR) for which the Town will need to ensure adequate resourcing.

Resource Considerations

- No concerns were raised with respect to the tools, technology, or equipment which Public Works uses to deliver services.
- The current approach to resourcing may lead to a reliance on overtime staffing as there are increased services requests (and increased afterhours requests) placed on Public Works staff.

Current Resources

- Director of Development and Operations (also oversees Utility and Buildings/Facilities)
- 1 FT Public Works Supervisor
- Operators/Labourers – 6 FT; 4 winter seasonal; 4 summer seasonal

Development and Ops – Utilities

Overview of Services

Description

- Water and Wastewater services provided by the Town include; *Operation of water/waste-water facilitates; water meter maintenance; inspection, repair, and replacement of distribution infrastructure; service locates; and flushing of distribution systems.*

Delivery Model

- Utility services are provided through a mix of Town staff, and a contracted service provider, the Ontario Clean Water Agency (OCWA):
  - **Town Utilities Staff –** responsible for the water distribution system and wastewater sewers and pumping stations.
  - **OCWA** is the overall responsible operator for the Town's water distribution. They are contracted to manage water and plant operations, including; *operating the Town's water and wastewater treatment plant; sampling/ testing the Town's water; and ensure compliance with Ministry of the Environment reporting/communication requirements.*
- The Town's Director – Operations and Development; Utility Supervisor; OCWA and SBA (Engineering) meet biweekly to review operations and new development planning/requirements.
- OCWA is involved in capital and operations planning for water/wastewater requirements.

Key Findings and Observations

- Contracting of OCWA for water and wastewater allows the Town to draw on fully qualified resources to ensure all legislative requirements are met. This ensure complete (365 days a year) coverage for this critical, and specialized, service. OCWA is also able to rapidly draw on its own internal expertise to address any issues with respect to water operations/quality. This reduces the Town's exposure to water/wastewater related quality risks.
  - Through the contract in place with OCWA, the Town also benefits from OCWA's purchasing power with respect to supplies and equipment necessary to maintain the day-to-day operations of the water/wastewater facilities.
- Consultations indicated that reporting requirements / KPIs are collected and to ensure compliance with relevant regulation (i.e. O. Reg 170/03: Drinking Water Systems). As noted on the next slide, this is a key responsiblity, and benefit, of the OCWA agreement. The Town receives an estimated 3-4 FTE of support from OCWA.

Resource Considerations

- The Town's Utility staff will share resources with the Public Works team when required (i.e., equipment, staff if needed)

Current Resources

- Director of Development and Operations (also oversees Public Works and Buildings/Facilities)
- 1 FT Public Works Supervisor
- 1 FT Operators/Laborer
- 1 Utility Coordinator (reports to Treasurer)

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Development and Ops – Utilities (con't)

Corporate Services

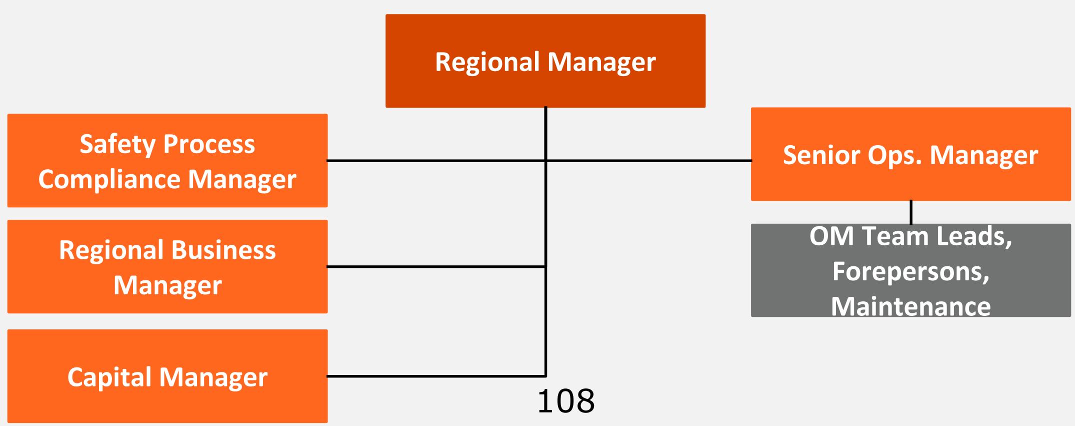
OCWA has various corporate services which can be leveraged to the benefit of the Town:

- Engineering Services
- Process Optimization
- Energy Management and Innovation
- Asset Management
- Distribution and Collection Services
- Training
- Scada
- Corporate procurement
- Legal and Insurance

OCWA Responsibilities

- **Core Responsibilities:**
  - Operating the Town's water and wastewater treatment plant
  - Sampling/ testing the Town's water
  - Ensure compliance with Ministry of the Environment reporting/communication requirements.
- **Other Operational Services:**
  - Capital planning, engineering and project management support
  - 24-hour, local management and compliance team, dealing with facility issues
  - Data Management facility operating information repository, consolidating data (field, lab etc.) for reporting, tracking and analysis
  - Comprehensive Computerized Maintenance Management System (CMMS)
  - Quality & Environmental Management (QEM) and OHSS Systems
  - OCWA Emergency Response Team (OERT)

OCWA Staff Structure



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Development and Ops – Parks and Facilities

Overview of Services

Description

- Parks and recreational facilities are a traditional service provided by municipalities. There is no mandated requirement to provide parks and recreational facilities, however they are a common service provided by municipalities of similar size, and a clear expectation among residents.

Delivery Model

- Currently there are a variety of parks and recreational facilities in the Town including: parks and open pace owned by the Town; trails; playgrounds; sports fields (baseball, soccer, cricket); hard surface courts (basketball); stake park and BMX facility; outdoor winter ice rinks; as well as supporting infrastructure (buildings, washrooms, event space).
- The Centre Dufferin Recreation Complex (CDRC) includes an outdoor pool, ice rink, and recreational programing. The CDRC is operated through the CDRC Board of Management, and outside of the Town's corporate structure – although the building is owned by the Town and the Town funds over 60% of CDRC budget
- Town operated recreational parks and facilities are currently maintained by the Town's Public Works team (maintenance and repairs, cleaning, facility access, most grass cutting, etc.).
- There is currently no dedicated resource in place to support parks operations (planning, programming, operations, policies, etc.).

Key Findings and Observations

- The Town does not currently have a recent consolidated vision of how recreation services should be provided. This is being addressed through the recently launched Parks and Recreation Master Plan. That document will support decision-making and investments in recreation facilities for the coming decade.
  - Consultations with leadership, staff, and Council have reinforced the need to complete the Parks and Recreation Master Plan. This SDR has not focused on articulating the future need of parks and recreation inventory as the Master Plan will explore that.
  - At this time, it is not clear that the Town's organizational structure would support an enhanced focus on the provision of Parks and Recreational services.
  - Additionally, a key recommendation from the 2020 County wide SDR, which has been supported by the Town, involves the dissolution of the CDRC Board of Management and incorporation of that facility into the Town's Organizational Structure.
- No set service levels, or measurements appear to be in place for Parks and Recreation services – activities are not governed by standards.

Resource Considerations

- Parks and Recreation Services were identified through discussions with all stakeholders as an area of growing importance for the Town. Resources will need to be in place to ensure high-quality oversight and operations of these services. (See next slide for considerations)

Current Resources

- 1 FT Manager of Parks, Operations and Facilities
- 1 FT Custodial Services Attendant
- Hall Attendants
- There is currently a commitment to add an additional FT resource for Operations, Parks & Facilities Clerk

Development and Ops - Parks and Facilities

Analysis suggests that the Town may need to restructure how Recreational services are delivered, and funding levels, to fully meet the needs of residents.

- Viewed against the comparator group of municipalities, Shelburne appears to be an outlier with respect to the structure of Parks and Recreational Services. To date, Parks operations have been the responsibility of Public Works, which as noted above, is one of many responsibilities for Public Works.
  - The current organization of recreational services, which has the CDRC operating outside of the municipal structure, has resulted in a siloed delivery of services and limited ease of integration for service delivery.
  - However, there is also no dedicated operational support/services for outdoor recreation facilities, nor is there dedicated management for their long-term planning; programming; and operations. This is a function that appears to be in place in the comparator group of municipalities.
  - There is also no dedicated role related to supporting Special Events. This is an activity that has been performed by various Town Staff (i.e., road closure notifications, coordination with police, etc.)
- The Town's costs per household are summarized below, along with cost recovery through user fees. While these may suggest costs comparable to some of the comparator municipalities, and a high-level of cost recovery, it is not clear at this time the value recovered for this service, service levels have not been confirmed and as KPIs are not available. Given the structure Recreation Services, it is likely that changes will be required to the organizational structure and funding levels for the Town to increase the provision of recreational services (i.e., incorporating the CDRC into Town operations; implementation of a Parks Master Plan once drafted, etc.).
- Future consideration should be given to establishing a FT coordinator position related to support increased utilization of the Grace Tipling Hall facility (as per recommendations from independent study examining the operation of that facility). Additionally, this future role could potentially coordinate special events.

Separating Parks from Public Works:

Hanover employs:

- a Director of Parks, Recreation and Culture; 1 Manager Parks and Recreation Facilitates; 1 Parks and Facilities Lead Hand
- 3.5 Parks and Facility Operators; Parks summer students;
- Programs supervisor

Orangeville and *New Tecumseth* have separate public works and Parks/ Recreation/Culture departments with dedicated operators and leadership

2019 Recreation Expenses – Parks, Recreation Programs, Recreation Facilities					
	Shelburne	**Aylmer**	**New Tecumseth**	**Hanover**	**Orangeville**
Households	2,904	3,032	13,191	3,642	11,153
Relevant Recreation Expenses	$ 1,263,954	$ 1,234,874	$ 9,912,651	$ 2,896,918	$ 4,748,709
Expense per Household	**$ 435.25**	**$ 407.28**	**$ 751.47**	**$ 795.42**	**$ 425.78**

2019 Cost Recovery Through User Fees (Recreation – Parks, Recreation Programs, Recreation Facilities)					
	Shelburne	**Aylmer**	**New Tecumseth**	**Hanover**	**Orangeville**
Cost Recovery through User Fees	61%	24%	26%	31%	40%

Source: *Analysis of 2019 FIR Data*

Additional Services – Transit

Council identified transit services as a priority for the Town, and by working with regional neighbours, Town staff have established partnerships to deliver transit services to residents.

- The 2019-2022 Shelburne Town Council Strategic Priorities documents references the objective of *accessing local and regional transit or alternative transportation options*.
- In fall 2020, through collaboration with Grey County after that County received transit funding through the Province's Community Transportation Program, transit services were connected to the Town of Shelburne. The service has linked Shelburne with Owen Sound to the north, and Orangeville to the south.
  - The service is operated and funded through Grey Transit Grout (GTR), as well as user fees (per rider).
  - Grey County has received funding to extend their transit services to 2025.
- In mid-2021, the service was expanded through a pilot initiative to provide transit service on weekends, as well as add two additional stops within the Town – to promote inter-municipality use of transit.

Additional Services – County Provided

- The County of Dufferin provides the following services to the Town:
  - Building Services
  - Health and Safety
  - Information Technology

- Health and Safety and IT services were subject to the 2020 County-Wide Service Delivery Review process, as have not been a focus of this review as there was general satisfaction among the Town with respect to these services. However, relevant findings from that review include:

  Health and Safety
  - Health and Safety Services are provided to the Town by the County of Dufferin (which also provides H&S Services to other municipalities in Dufferin County.
  - This includes the provision of training to H&S representatives and records management to ensure compliance with relevant legislation.
  - Costs appear comparable to comparator group municipalities for which information is available
    - Shelburne 2020 Budget Expenses - $14,000
    - Hanover 2020 Budget Expenses - $15,100

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Additional Services – County Provided

Information Technology

- County's IT Services include:
  - Service Desk (Support, procurement, training, and asset management)
    - service support Monday to Friday 8:30 am to 4:30 pm with no weekend or evening support
  - System Administration (Email, system, application, Active Director Network, Firewall, etc.)
  - Maintenance (Firmware, OS, Patching, etc.)
  - Monitoring 24/7 Network and Application
  - Email Security (Sentinel, 365, cloud to cloud back up)
  - ConnectWise (Remote support and patch management)

- IT Service Costs from the County of Dufferin have historically been under $15,000 per year ($13,000 - 2020 Budget). This was considered to be a low cost for a municipality the size of Shelburne.

- *However, the County has recently conducted a review of IT costs and has provided Shelburne with notice of a significant cost increase for 2022 for the same services/service levels.*
- This notice was provided by the County late in the SDR process, and analysis is ongoing for inclusion in future state recommendations. *As of the time of this review, a final offer has not been provided.*

The Town should continue discussions with the County regarding the service offering being proposed, and evaluate costs compared to alternatives. The Town should be prepared to conduct an RFI process for a new third-party vendor to provide IT services. An analysis should be conducted against County provided services. In the interim, the Town should request only a 3-month service offer with the County to allow for the Request for Information process to be completed (i.e. to gather preliminary information from vendors and support a formal procurement process if necessary).

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Additional Services – Third Party Boards

Housing Services in the Town of Shelburne are currently provided through the Fiddleville Non-Profit Housing Corporation which is governed by a Board composed of Town Councilors.

Fiddleville Non-Profit Housing Corporation

Context:

- Housing services in Shelburne are provided through the Fiddleville Non-Profit Housing Corporation. The service is funded by rental revenues and subsidy from the County of Dufferin.
- The Corporation owns 45 rental units, split between two addresses and made up of both *rent geared to income* and *market rate* units
- Day-to-day management of the properties is carried out by Bayshore Property Management Inc.
  - Annual fees charged were 3.90% of total revenue for the 2020 Fiscal Year. The management contract has been renewed until December 31, 2022, with annual fees of $26,000 plus HST.
- In both 2019 and 2020, the Corporation had a positive operational surplus for the year
- The building is owned by a third-party firm, with the Corporation's Board is comprised of members of Town Council, and support for the Board is provided by staff. This includes attendance at Board meetings by the CAO, Clerk, and Treasurer. Typically, these Board meetings occur after Council meetings, but as a separate meeting.

Considerations:

- The management of the Corporation was not included in this review, nor was the Corporation's Board engaged to discuss the corporation. Based on consultations with Municipal staff to document the current state understanding, the principles applied to key findings associated with other Boards of Management during the County of Dufferin SDR may apply in this case. This includes:
  - Performance targets / service levels are not clearly documented or reported on;
  - Governance structures that create concerns regarding risk management regarding the operations of the facility, resulting in uncertainty among Municipal staff leadership regarding adherence to policies and procedure. There also appears to be limited justification/rationale regarding the governance structure which involves Town Council servicing as the Board for a property owned by an independent entity, and responsible for hiring a third-party management firm for that entity. It also appears that the Board may be involved in operational decision making.
- Consultation with staff suggested that oversight of these properties may be more efficiently operated without a Board structure where the Property Management Firm could report directly to County of Dufferin staff. This would remove the need to have Council members involved in operational and administrative decision making (i.e., repairs, landscaping, etc.). The Town should explore and consult with the County to determine if this service is better aligned to the housing services already provided by the County of Dufferin and if opportunities exist to transition the service to the County. This would result in better utilization of Council time and resources, and likely a better alignment with services already provided by the County.

Additional Services – Fire Services

Fire Services were reviewed in-depth during the County-Wide SDR. Currently, there are no new findings to present on Fire Services operations. Consideration for the potential integration of Fire Services into the Town's operating structure will be included in Future State Recommendations.

- Fire Services are provided within the Town of Shelburne by the Shelburne and District Fire Department which is operated by the Shelburne District Fire Board.
- Fire Services were examined, in depth, in the 2020 County wide Service Delivery Review. That report included a recommendation to explore alternative service delivery models/governance structures for Fire Departments governed by Fire Boards – this included the potential for dissolving the Shelburne District Fire Board. The Fire Department would be brought into the organizational structure of the Town, with contracted agreements developed to provide services to neighbouring municipalities developed where appropriate.
  - This review has not looked to re-examine fire operations or this recommendation, and no evidence provided to date would warrant such a re-examination.
- However, within the specific context of the Town's SDR relevant considerations moving forward include:
  - The Town should identify revisions to the organizational structure to fully support the integration of the Fire Department into the Town structure. This would include consideration for the reporting relationship of a Town Fire Chief.
  - The operational capacity of the Town will need to ensure the ability to provide administrative supports including; *finance, HR, procurement, and IT services*.
- Future state recommendations will address the above considerations.
- The Town is currently engaged in consultations with the other municipalities of the Shelburne District Fire Board, which will continue into 2022.

Fire Services Specific recommendations from the 2020 County-Wide SDR included:

1. Explore alternative structures/governance mechanisms for Fire Departments currently governed by Fire Boards
2. Establish a regional Fire Chiefs Association
3. Improve reporting and performance measurement

Town Committees

Town staff also provide considerable support to seven town committees, focused on a variety of issues, including supporting special events or capital project initiatives of committees.

Current Committees include:

- Accessibility Advisory Committee
- Arts and Culture Committee
- Canada Day Festival Committee
- Diversity, Equity and Inclusion Committee
- Economic Development Committee
- Heritage Shelburne Committee
- Parks and Recreation Task Force

Staff Responsibilities may include:

- Prepare meeting agendas and packages
- Record keeping of proceedings and decisions (minutes)
- Support broader communications from the Committee to residents
- Conduct a large array of potential activities in response to direction from the Committee to advance the objectives of the committee
- Special event coordination and capital project management

- Committee requirements on staff time has been identified as an area to address by leadership, and one of the expected responsibilities of the new Deputy-Clerk position will be to coordinate and assist in the support of Committees

Current State Assessment

Jurisdictional Findings, Trends & Finances

Section Introduction

Leading Practices Scan

- A leading practices scan of other jurisdictions has been undertaken for comparison and benchmarking between the Town and other comparable Jurisdictions across relevant performance factors, such as:
  1. *Resident Services;*
  2. *Planning & Financial Management; and,*
  3. *Financial Health & Performance.*

- As noted above, a benchmarking exercise was undertaken to review key indicators of financial health and performance, for selected comparator jurisdictions (see next slide) relative to the Town of Shelburne.

Jurisdiction Selection

Three comparable municipalities have been identified for the purpose of understanding and learning about leading practices.

- Informed by the key comparator criteria and other key factors, the following municipalities have been selected for analysis and comparison: *Town of Aylmer, Town of Hanover, Town of New Tecumseth.*

Attribute	Shelburne	Aylmer	Hanover	New Tecumseth
Population Size	8,126	7,492	7,688	34,242
Population Density	1,422.9/km²	1,216.2/km²	1,071.0/km²	154.4/km²
Households	2,904	3,032	3,642	13,191
Land Mass	5.71 km²	6.27 km²	6.92 km²	274.2 km²
5-Year Population Growth Rate	39.1%	0.95%	2.4%	2.65%
County	Dufferin	Elgin	Grey	Simcoe

- The following slides contain the results and key findings from the benchmarking exercise to review key indicators of financial health and performance between comparator jurisdictions and the Town of Shelburne.

Note: Based on discussion with the Town SLT, we will also be examining Orangeville as part of the jurisdictional scan. Insights and comparison to Orangeville will be found in the next iteration of the report
***Sources:** Statistics Canada – 2016 Census*

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Financial Indicators – Context Setting

Analysis of Financial Indicators

- Using the latest publicly available information from the Financial Information Return (FIR), a review of key financial indicators was completed for the Town of Shelburne and comparator jurisdictions.
- This analysis and benchmarking exercise has been included to provide general context for the Town and an enhanced understanding of the relative financial performance and overall health of the Town. A variety of financial indicators have been reviewed, cutting across several domains, including:
  - *Financial Sustainability;*
  - *Financial Flexibility;*
  - *Financial Vulnerability; and,*
  - *Staffing Levels.*
- **However, it is noted that since the last FIR reporting period the Town has undertaken additional debt as a result of some significant capital projects. As a result, the financial data presented the subsequent slides may not paint a 'true' financial picture of the Town as it stands today. These indicators will need to be explored further to ensure we have full context.**
  - This section may be updated following discussions with the SDR Review Team to fully reflect the most recent financial situation.

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Financial Indicators – Sustainability

***Sustainability** measures the ability of a municipality to maintain its existing programs and services, including maintaining its financial obligations to creditors, without increasing its debt or raising taxes. The following indicators have been selected to assess sustainability [1]:*

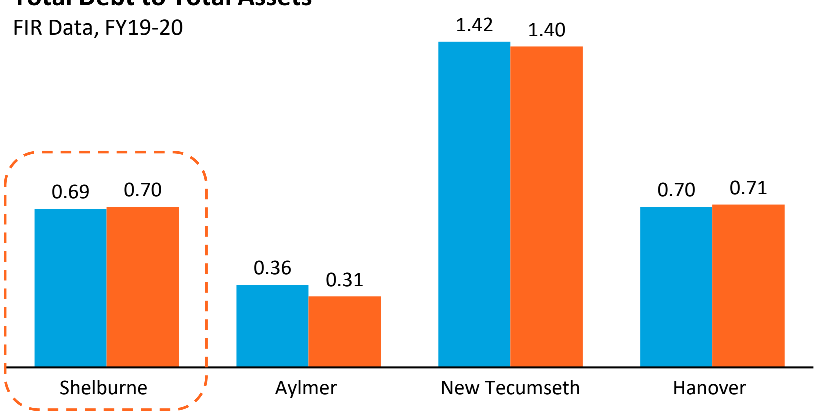
Shelburne is in a relatively strong position to sustain existing programs and services, without the need to raise incremental revenue or take on an increased debt load. New programs would require the need for increased revenue.

Key Indicators

2019 2020

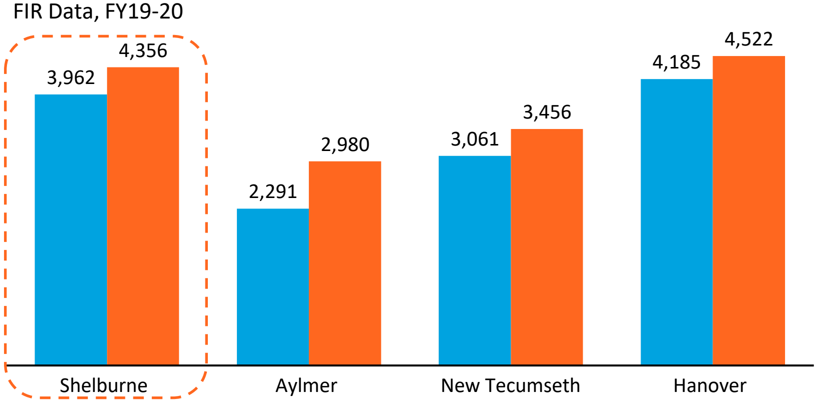
Total Debt to Total Assets

FIR Data, FY19-20



Total Reserves & Reserve Funds per Household

FIR Data, FY19-20



Key Insights

Indicator Description: *Measure of solvency that examines how much of an organization's assets are liabilities*

- The total debt to total assets ratio for Shelburne **is less than 1.0,** indicating that the Towns potential **financial resources can cover financial liabilities** and it is **leveraging debt for financing, which is a good position for solvency.**
- Shelburne's ratio falls within the mid-range over the last 2 fiscal years across the comparators and is directly in line with Hanover.
- **New Tecumseth is an outlier** across the comparator jurisdictions, with a significantly higher ratio indicating high levels of debt vs. assets

Indicator Description: *Measure of a municipalities ability to deal with cost increases, or declines in revenue*

- For the past 2 fiscal years, Shelburne had second of the highest total reserves & reserve funds per household in comparison to the peer jurisdictions.
- Compared to its peers, **Shelburne is in a relatively strong position to absorb increased costs to the municipality.** However, it is noted that **reserves may already be committed, and may not be able to finance general cost increases/revenue drops.**
- Town reserves have increased form $4.9M in 2014 to $11.4M in 2020 which is more reflective of the Town's growing asset management requirements for future capital replacements.

1. ***Source**: Report of the Auditor General: Indicators of Financial Condition*

Financial Indicators – Flexibility

***Flexibility** describes the extent to which a municipality can change its debt burden or raise taxes within its economy. Increasing debt and taxation reduces flexibility and the municipalities ability to respond to changing circumstances [1]:*

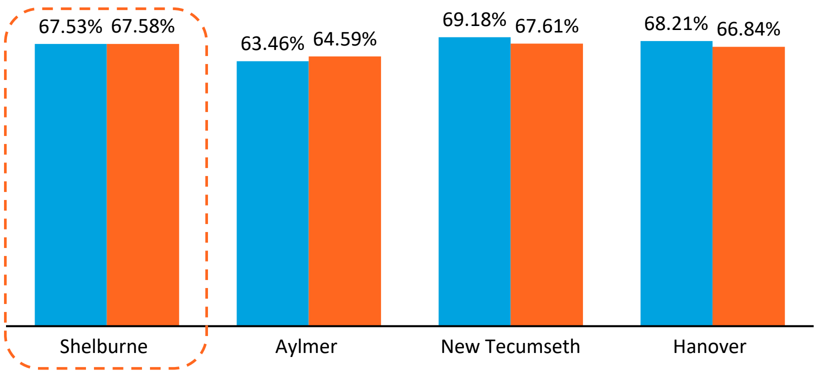
Shelburne is adequately reinvesting in capital assets and taxation is comparable across peers. However, Shelburne may have limited flexibility in raising rates in the near term

Key Indicators

2019 2020

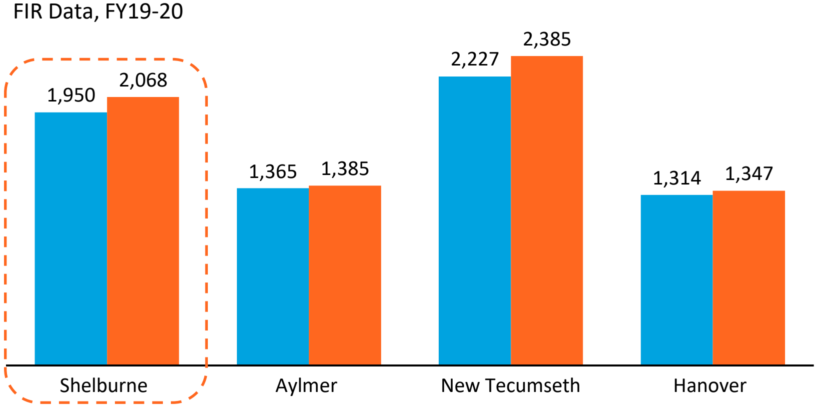
% Net Book Value of Historical Costs of Tangible Capital Assets

FIR Data, FY19-20



Residential Taxes per Household

FIR Data, FY19-20



Key Insights

Indicator Description: *The degree to which municipality is reinvesting in capital assets, as they reach end of life*

- Shelburne's percentage of net book value to costs of tangible assets falls within the mid-range in compared to its peer jurisdiction for the past 2 fiscal years.
- Analysis indicates that **Shelburne (68% ratio), and all other peer jurisdictions are adequately reinvesting in their assets as they reach end of life**. However, it is difficult to assess just how well a municipality is keeping pace, given that *historical costs are not a strong indicator of future replacement costs.*

Indicator Description: *Measures ability of municipality to increase taxes as a way of funding operating and capital expenditures*

- Shelburne's ratio of residential taxes per household for the last 2 fiscal years for **falls on the higher end of the spectrum**, in comparison to its peer jurisdictions, specifically Aylmer and Hanover.
- It should be noted that the residential tax burden makes up a high percentage of Shelburne's tax base (88%)
- Across all peer jurisdictions, this ratio either stayed relatively flat or increased from FY2019 to FY2020. Despite the growing number of residents, **this increase was expected, as residential tax rates generally increased across the board**.

1. **Source:** *Report of the Auditor General: Indicators of Financial Condition*

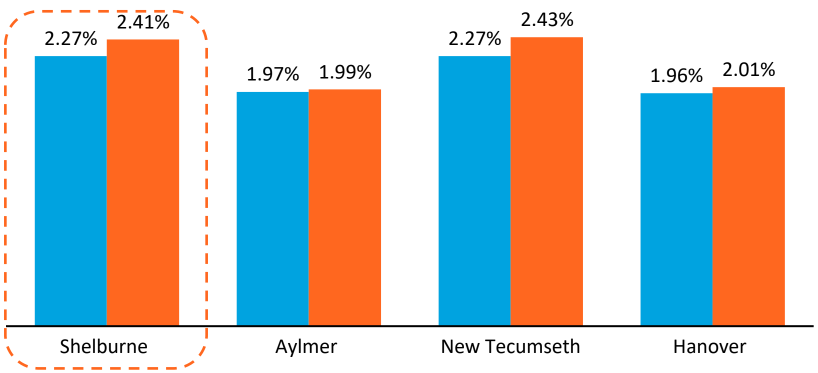
Financial Indicators – Flexibility

***Flexibility** describes the extent to which a municipality can change its debt burden or raise taxes within its economy. Increasing debt and taxation reduces flexibility and the municipalities ability to respond to changing circumstances [1]:*

Shelburne is adequately reinvesting in capital assets and taxation is comparable across peers. However, Shelburne may have limited flexibility in raising rates in the near term

Key Indicators

Residential Taxation as a % of Average Household Income
FIR Data, FY19-20

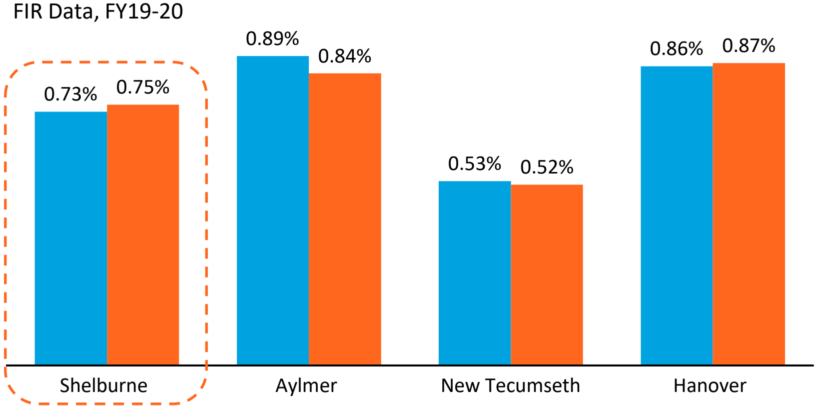


Key Insights

Indicator Description: *Provides insights into affordability concerns related to tax rates by showing percentage of household income used to pay municipal property taxes*

- **Shelburne is on the higher end compared to its peer jurisdictions** when considering the percentage of residential taxation to average household income for the past 2 fiscal years – however all peer jurisdictions are within a comparable range.
- While Shelburne has a relatively higher average household income, it also has a higher relative taxation rate. Thus, **Shelburne may struggle to increase rates in the next 3-5 years, limiting flexibility.**

Total Taxation as % of Total Assessment
FIR Data, FY19-20



Indicator Description: *Provides insights into affordability concerns by calculating the municipality's overall rate of taxation*

- Shelburne's percentage of total taxation to total taxable assessment is in the mid-range compared to its peers and slightly increasing from FY2019 to FY2020.
- Overall, Shelburne's taxation rate is well in line with communities of comparable size in Aylmer and Hanover. With relative rates **slightly below these two communities, affordability is not an isolated concern with in the Town of Shelburne itself.**

1. ***Source:** Report of the Auditor General: Indicators of Financial Condition*

Financial Indicators – Flexibility

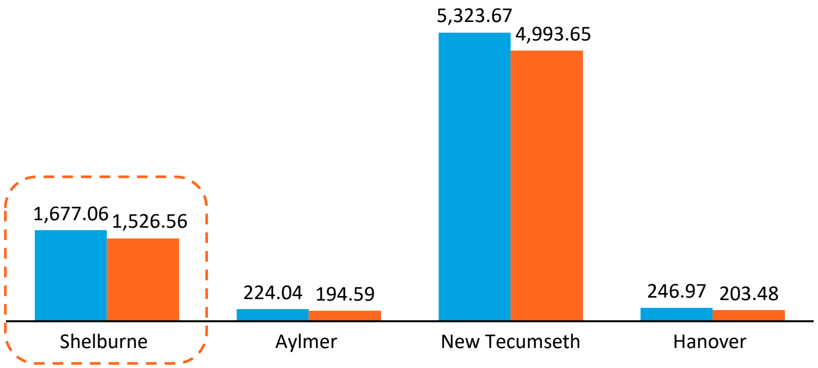
***Flexibility** describes the extent to which a municipality can change its debt burden or raise taxes within its economy. Increasing debt and taxation reduces flexibility and the municipalities ability to respond to changing circumstances [1]:*

In the context of the Towns population growth, Shelburne's current debt levels are manageable:

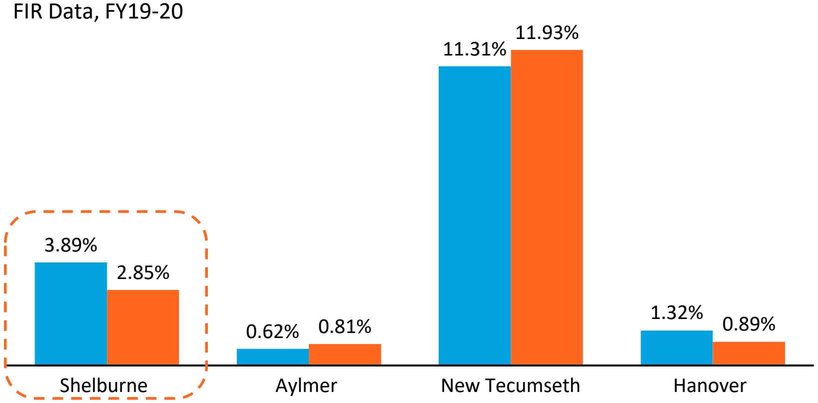
Key Indicators

2019 2020

Total Long-Term Debt per Household
FIR Data, FY19-20



Debt Servicing Costs as a % of Total Revenue
FIR Data, FY19-20



Key Insights

Indicator Description: *Measures the level of debt taken on by the municipality per household*

- Total long-term debt per household for Shelburne is much higher than both Aylmer and Hanover but is significantly lower than New Tecumseth.
- While high levels of long-term debt can limit a municipalities ability to take on additional future debt, **Shelburne's ratio is understandable considering the growth of the Town.**
- Shelburne's debt per household will **likely increase over the next 3-5 years** due to major capital investments are made into critical infrastructure (water system) but should **stabilize/decline longer term** through population growth and development charges to support repayment.
- Limitation: This indicator does not account for limitations on debt servicing costs which cannot exceed 25% of own-source revenues (unless OMB approved)

Indicator Description: *Measures percent of revenue used for long term debt servicing costs*

- The percentage of debt servicing costs to revenue for Shelburne is just below the average compared to peer jurisdictions over the past 2 fiscal years, **decreasing from FY2019 to FY2020.**
- In comparison to Aylmer and Hanover, Shelburne has a higher percentage of its revenue going towards debt servicing. However, this should be considered in the context of a significantly higher population growth rate in Shelburne.

1. **Source:** *Report of the Auditor General: Indicators of Financial Condition*

Financial Indicators – Vulnerability

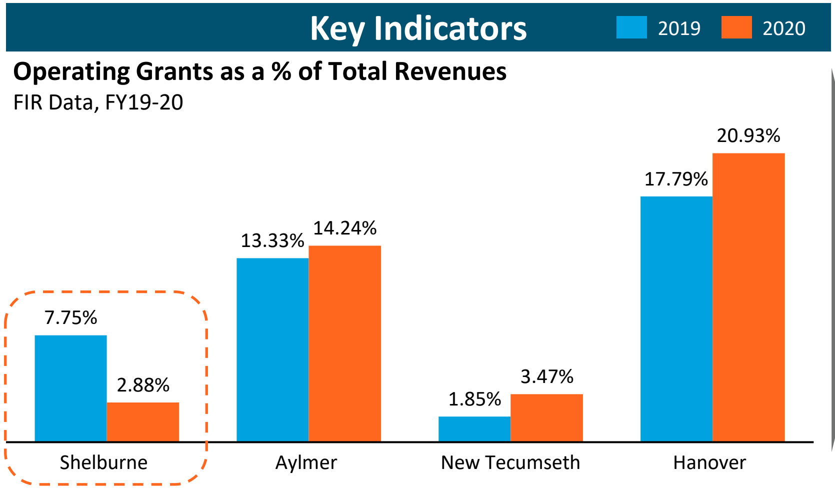
***Vulnerability** indicators can measure the amount a municipality is dependent on sources of revenue outside its control and its exposure to risks which might affect its ability to meet commitments. The lower a municipalities government's own-source revenue is, the more it relies on fiscal decisions of others [1]:*

Shelburne ha a lower percentage operating/capital grants compared to total revenues/ expenditures compared to some peers:

Key Indicators

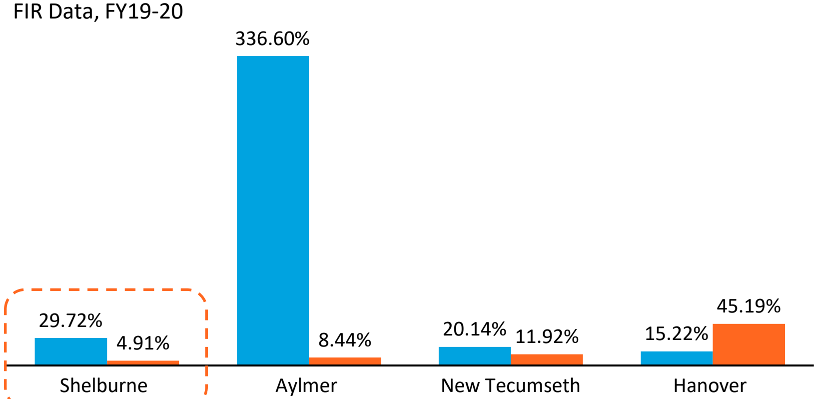
Operating Grants as a % of Total Revenues

FIR Data, FY19-20



Capital Grants as a % of Total Capital Expenditures

FIR Data, FY19-20



Key Insights

Indicator Description: *Provides insight into how reliant a municipality is on grants for funding operations*

- In FY2020 the percentage of operating grants to revenue for Shelburne **decreased significantly**, becoming the lowest across all peer jurisdictions.
- As such, **Shelburne is utilizing less grant funding to sustain operations,** particularly compared to similar sized jurisdictions in Aylmer and Hanover which are increasingly reliant on these grants.
- It should be noted however, that municipalities should generally speaking, look to maximize grant opportunities wherever possible.

Indicator Description: *Shows how reliant a municipality is on capital grants for funding operations*

- Overall ,there is a wide range of variability for this indicator, due to changes in capital expenditures for each jurisdiction (*See Capital additions as a percentage of amortization expense*)
- However, like above, Shelburne's percentage of capital grants to revenue **decreased significantly in FY2020** becoming the lowest across all peer jurisdictions.
- As such, , particularly compared to similar sized jurisdictions in Aylmer and Hanover, **Shelburne would have to rely less on grant funding for capital projects, which may mean that projects reliant on grants are vulnerable to delay or cancellation**

1. ***Source:** Report of the Auditor General: Indicators of Financial Condition*

Current State Assessment

Staffing Levels

Department/Groups	Municipality				
	Shelburne	Aylmer	New Tec'	Hanover	Orangeville
Administration					
Full-Time Funded Positions	*13*	*9*	*49*	*11*	*43*
Part-Time Funded Positions	*2*	*1*	*2*	*5*	*1*
Seasonal Employees	*13**		*29**		*4*
Public Works					
Full-Time Funded Positions	*9*	*13*	*70*	*10*	*36*
Part-Time Funded Positions					
Seasonal Employees	*5*		*14*	*3*	*13*
Other Social Services					
Full-Time Funded Positions				*1*	
Part-Time Funded Positions				*5*	
Planning					
Full-Time Funded Positions		2	7	4	4
Part-Time Funded Positions		2			
Seasonal Employees			1		
Other					
Full-Time Funded Positions			*23*		*4*
Part-Time Funded Positions					*2*
Seasonal Employees			*2*		*32*
Total FT	**22**	**24**	**149**	**25**	**87**
Total PT	**2**	**3**	**2**	**10**	**22**
Total Seasonal	**18**	**0**	**46**	**3**	**49**

Source: Analysis of 2020 Financial Information Return – Schedule 80A; may differ slightly from other referenced material throughout the report – i.e. budgets – as staffing levels fluctuate.

Key Findings

- Based on 2020 FIR data, Shelburne appears to have the lowest staffing levels among the comparator group.
  - Analysis** indicates that there are ~132 households for every FT staff member in Shelburne compared to:
    - 117 in Aylmer;
    - 98 in Hanover;
    - 92 in Orangeville; and,
    - 69 in New Tecumseth.
- Further, Shelburne is the only municipality among the comparator group without resources identified for Planning or Parks and Recreation services (see next slide).
- Appendix E contains additional details on staffing levels and organizational structures.

*Shelburne and New Tecumseth both employ seasonal grossing guards

Current State Assessment

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Staffing Levels

The staffing levels associated with services provided by Boards of Management in Shelburne has been provided below for comparison.

Department/Groups	Municipality				
	3rd Party Boards	Aylmer	New Tec'	Hanover	Orangeville
Parks and Recreation	(*1)				
Full-Time Funded Positions	4	2	43	9	26
Part-Time Funded Positions			30	37	112
Seasonal Employees	TBD		84	13	5
Libraries					
Full-Time Funded Positions	*4*	*TBD*	*TBD*	*2*	*8*
Part-Time Funded Positions	*1*			*11*	*19*
Seasonal Employees					*2*
Fire Services					
Full-Time Funded Positions	1	1	6	1	27
Part-Time Funded Positions	1			1	
Seasonal Employees					
Volunteer Fire Fighters	~30	~21	~140 (*2)	26	

Key Findings

- Staffing levels for fire services appear to be broadly in line with other rural municipalities operating a single fire hall. The Fire Chief is a common full-time position, 1-2 deputy chiefs as part-time roles also common (i.e., Training and Operations; and Fire Prevention and Public Education).
- *See next slide for commentary on Parks and Recreation*

Source:

Analysis of 2020 Financial Information Return – Schedule 80A; may differ slightly from other referenced material throughout the report – i.e. budgets – as staffing levels fluctuate.

Review of Municipal Websites and Annual Reports

*1 – CDRC – includes only staff of the CDRC. Comparators may include mix of indoor and outdoor

*2 – New Tecumseth operates three fire stations.

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Recreational Facilities

- The Town of Hanover operates a recreational facility (P&H Centre) which includes an arena and pool complex. While the CDRC does not operate an indoor pool, a review of the P&H Centre, nonetheless provides a comparator view of programming in a peer municipality.
- Amenities:
  - 4 Meeting rooms (16-125 persons), with kitchen facilitates
  - Walking track
  - Dryland training equipment
  - NHL sized ice surface (five dressing rooms, heated spectator area)
  - Food and beverage court
  - Aquatic Centre
    - 25-meter, 5 lane pool
    - Wading Pool
    - Waterslide
    - Sauna and Swirl pool
- Programming (non-aquatics) offered at P&H Centre (Fall 2021):
  - PA Day camps (5-11 years)
  - Winter Break day camps
  - Public Staking
  - Adult and Tot Skate
  - Adult and Senior Skate
  - 50+ hockey
- Additional recreational programming provided at other locations throughout the Town

Estimated Hanover Recreational Facility Staffing (P&H Centre)

Indirect / Leadership
1 Director of Parks, Recreation & Culture
1 Manager Parks & Recreation Facilities

Operations (note: likely not dedicated to a single facility)
1 Parks & Facilities Lead Hand
3.5 Parks & Facility Operators
1.4 Custodians (3 P/T)
0.22 Facility Event Workers (4 P/T students)

Facility Staff (estimated)
1 Programs Supervisor
2.58 Summer Camp Staff (13 P/T; students)
0.30 Program Staff (P/T students)
1 Administrative Supervisor
1.98 Customer Service Clerks (3 P/T)

Aquatics (not directly comparable to Shelburne services)
1 Aquatic Supervisor
1 Aquatic Assistant
9.6 Aquatic Staff (22 – 27 P/T; majority students)

FTE counts via Hanover 2020 Budget By-law 3113-20. Exact relationship/staffing for the Recreational Centre has been estimated, and confirmation from Hanover stakeholders was not able to take place.

Appendix C

Supplementary Information & Analysis

Supplementary Analysis

Stakeholder Engagement Approach & Activates

Appendix A

Engagement Activities

The table below details the engagement activities of the project

Deliverable	Format	Stakeholders Involved	Dates	Objective(s)
Project Launch and Discovery				
Discovery Interviews	5 30-minute interviews	• Mayor ✓ • Senior Leadership Team ✓	• Between Aug 18 and 26	• To understand risks and opportunities at the front of the engagement
Stakeholder Engagement and Leading Practices				
Individual Interviews	7 30-minute interviews	Members of Council ✓	• Between Sept 6 and 24	• To obtain leadership insights on service delivery objectives and strategic priorities
Group interviews	4 60-minute interviews	• OCWA ✓ • GSP ✓ • SBA ✓ • Ward & Uptigrove ✓	• Between Sept 6 and 24	• To validate the information and insights from data and documents review • To obtain deeper understanding on relevant service areas including challenges and pain points • To discuss perceptions and goals regarding the current level of services • To identify and discuss opportunities for improvements
Focus Groups	2 90-minute focus groups	• Operations Staff ✓ • Town Hall/ Administrative Staff ✓	• Between Sept 6 and 24	
Leading Practices	3 45-minute interviews & research	• Town of Aylmer • Town of Hanover • Town of New Tecumseth ✓	• Between Sept 6 and 24	• To get an understanding of effective organizational structures • To identify lessons learned in resource allocation (common risks and strategies)

Note: Aylmer has not responded to consultation requests. Hanover is unable to participate in this review. An additional consultation will be added with Orangeville, for early October. Findings from that discussion will be used to update this document, as required, and inform opportunities development.

Appendix A

Engagement Activities *(cont'd)*

The table below details the engagement activities of the project

Deliverable	Format	Stakeholders Involved	Date Planned	Objective(s)
Current State				
Review & Discussion Session	Discussion, questions, etc.	• Senior Leadership Team and relevant staff	• Week of Sep 27, Oct 4	• To review and validate the current state, and discuss preliminary opportunities
Future State				
Working Session	1 3 hour working session	• Senior Leadership Team and relevant staff	• Week of Oct 18	• To review and validate draft recommendations
Individual Interviews	Up to 8 45-minute interviews	• Relevant management staff, providers, Council, etc.	• Between Oct 18 and 27	• To receive further validation and feedback on the preliminary set of recommendations
Final Presentation				
Council Presentation	Council meeting	• Members of Council	• Nov 22	• To ensure a complete understanding of project insights and recommendations regarding identified efficiencies, revenue, and enhanced customer service

Supplementary Analysis

Organizational Structure

Organizational Structure (2021/22)

Supplementary Analysis

Professional Organization Memberships

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Professional Organization Memberships

Across the Town, staff are members of 18 different professional organizations including:

- Ontario Municipal Human Resources Association (OMHRA)
- Ontario Municipal Administrators Association (OMAA)
- Association of Clerks and Treasurer of Ontario (AMCTO)
- Canadian Payroll Association (CPA)
- Parks and Recreation Ontario (PRO)
- Ontario Good Roads Association (ORGA)
- Canadian Association of Municipal Administrators (CAMA)
- Economic Development Council of Ontario (EDCO)
- Municipal Finance Officers Association (MFOA)
- Ontario Municipal Water Association (OMWA)
- Georgian Bay Water Works Association
- American Water Works Association (AWWA)
- Ontario Municipal Tax Revenue Association (OMTRA)
- Economic Developers Assoc of Canada (EDAC)
- Ontario Traffic Council (OTC) – for crossing guards
- Municipal Law Enforcement Officers' Association (MLEOA)
- Ontario Association of Cemetery and Funeral Professionals (OACFP)
- Community Heritage Ontario (CHO)

Staff also actively participate in local alliances including:

- Roads – Dufferin Caledon Roads Supervisors Association
- Administration - Dufferin Municipal Officers Association (DMOA)
- Dufferin County CAO's alliance bi-weekly meetings

Professional Organization Memberships

The Town also benefits from the professional qualifications and association memberships held by staff members of the third-party firms supporting the Town, including:

Through the contract with SBA, the Town is able to draw on resources with professional qualifications including:

- Professional Engineers Ontario (PEO)
- Professional Geoscientists Ontario (PGO)
- Ontario Association of Certified Engineering Technicians and Technologists (OACETT)
- Ontario Society of Professional Engineers (OSPE)
- American Waterworks Association (AWWA / OWWA)
- Ontario Good Roads Association (OGRA)
- Project Management Institute (PMI)
- Canadian Environmental Certification Approvals Board (CECAB)
- Professional Engineer (PE)
- International Association of Hydrogeologists, Canadian National Chapter

Through the contract with GSP, the Town is able to draw on resources with professional qualifications including:

- Canadian Institute of Planners (CIP)
- Ontario Professional Planners Institute (OPPI)
- Ontario Association of Landscape Architects (OALA)
- Canadian Society of Landscape Architects (CSLA)
- Canadian Association of Certified Planning Technicians (CACPT)
- Ontario Association of Cemetery and Funeral Professionals (OACFP)

GSP is also affiliated with

- Ontario Home Builders' Association
- Canadian Home Builders' Association
- Building Industrial and Land Development Association (BILD)
- Urban Land Institute (ULI)

Supplementary Planning Analysis

Planning Services

On a per household basis, Shelburne has both the *highest Planning costs and revenues* relative to the comparator group of municipalities.

- Compared to Aylmer and Hanover, **Shelburne the highest expenses per household** among any of the comparator group municipalities.

- However, **Shelburne also has the highest revenues per household** compared to the comparator group, with revenue per household more than double the next closest municipality. This includes the highest per household User Fee Revenues. This finding generally aligns to the high development activity within the Town and contextualizes this within the size of the municipality.

Planning Expenses					
	Shelburne	Aylmer	New Tecumseth	Hanover	Orangeville
Households	2,904	3,032	13,191	3,642	11,153
Total Planning Expenses	$ 843,977	$ 395,403	$ 2,681,484	$ 618,156	$ 1,366,352
Expense per Household	**$ 291**	**$ 130**	**$ 203**	**$ 170**	**$ 123**

Planning Revenues					
	Shelburne	Aylmer	New Tecumseth	Hanover	Orangeville
Households	2,904	3,032	13,191	3,642	11,153
Total Planning Revenues	$ 1,357,287	$ 73,722	$ 2,749,066	$ 777,459	$ 1,766,302
Expense per Household	**$ 467**	**$ 24**	**$ 208**	**$ 213**	**$ 158**

- In 2019, contracted labour services totaled $210K for Planning which was roughly 25% of Planning expenses – compared to ~10% for the comparator group.
  - However, as outlined on the next slide, Planning services provided by GSP Inc. include a diverse range of services and expertise.

Source: *2019 Audited Financial Statements for Comparator Municipalities*

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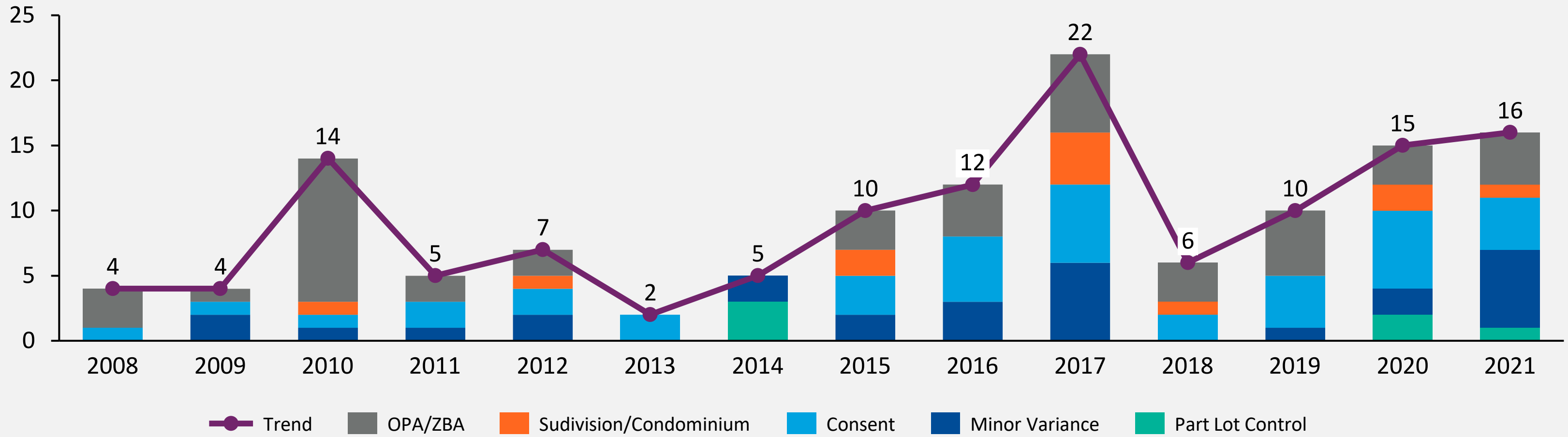
Planning Services

Operating Details & Insights

Town Planning Applications by Type – 2008- 2021



- In line with growth of the Town, there has been **significant and sustained increase (220%)** in **volume of planning applications** received and processed by GSP since 2015

GSP Planning Service Hours by Type – 2017- 2020

Planning Service	2017	2018	2019	2020
General Services	631.75	692.75	609.50	879.00
Town Projects	195.50	124.50	82.25	185.25
Planning Applications	621.75	1,335.25	958.75	754.00
Total	**1,449.00**	**2,152.50**	**1,650.50**	**1,818.25**

- Since 2017, service hours rendered by GSP have averaged **~1,770 annually, roughly equivalent to the annual hours of a single FTE**[1]
- With the ability to leverage a wide variety of resources and expertise in the delivery of those service hours, **GSP is an effective resource for the town.** Even if an in-house resource was added within the Towns structure, services of GSP would still be required, given the bespoke skill sets required to handle larger and more complex planning projects.

1. *Based on 250 working days per year, assuming 15 days of vacation and 8 working hours per day*

Appendix D

Detailed Research Findings

Research – Jurisdictional Scan

To identify trends in municipal service delivery, as well as alternate leading service delivery methods our team completed an external scan of three (3) municipal jurisdictions

- Optimus SBR conducted an online scan of readily available information from select jurisdictions
- Jurisdictions will be selected based on their similarity across the following factors:
  - Population Size and Density
  - Land Area
  - Location
  - Urban/ Rural Cultural Mix
- We analyzed each jurisdiction's information with respect to service delivery, staff roles and responsibilities, technology solutions, communications, and workflow management.
- To supplement our online scan, we conducted an interview New Tecumseth. Topic areas for interviews may include:
  - Assessment of efficiency and effectiveness;
  - Identification of additional services/resources that could be shared;
  - Assessment of the way services are provided;
  - Service enhancements; and,
  - Subsidy requirements of service areas to meet Council commitments

Research – Jurisdiction Selection

Three comparable municipalities have been identified for the purpose of understanding and learning about leading practices.

- Informed by the key comparator criteria and other key factors the following municipalities have been selected: Town of Aylmer, Town of Hanover, Town of New Tecumseth.

Jurisdiction	Shelburne	Aylmer	Hanover	New Tecumseth
Population	8,126	7,492	7,688	34,242
County	Dufferin	Elgin	Grey	Simcoe

- Analysis will include each jurisdiction's relevant performance and service offerings, including factors such as:
  - Service offerings and levels;
  - Staffing levels;
  - Financial performance such as revenues and expenses;
  - Organizational structures and charts; and,
  - Other factors as appropriate.
- Our team will focus on evaluating the fiscal and customer service outcomes of outsourcing these services and determining whether doing so has benefited both the municipalities' operations and customer base.

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Municipality Overview - Aylmer

The following table summarizes the key findings from the municipality (public information only)

	Aylmer
Resident Services	• The Town of Aylmer prides itself on cultural events including theatre, musical concerts and a Museum to promotes its heritage • It is promoting tourism given its proximity to major highways and its attractions that include museums, parks, trails and main street shopping • Leisure and recreational activities are largely held at the East Elgin Community Complex and the Town also include the following facilities disc golf, splashpad, outdoor swimming pool, baseball diamonds, hiking trails and a park system • The Town is looking to increase recreation facilities and programs for youth and seniors in the community and increase library space to support diverse cultures • The new Parks and Recreation Master Plan plans to engage the community to guide future needs • Aylmer is promoting environmental stewardship in our community through food waste initiatives, policies and partners
Planning & Financial Management	• Long-range planning is being utilized by Aylmer for sustainable and fiscally responsibility • Funds for future asset replacement and staff are part of the Town's asset management plan • Plans are underway to modernize systems to gain efficiencies such as website redevelopment, upgrades to the financial package software, server upgrades and bar code scanner, reference plan download, fire master plan and floor plan redevelopment of Town administration office • Aylmer is investing in technology and human resources has been a focus for the past several years while balancing with the Town's ability to pay • Service delivery improvements have been achieved through systems that automate processes and manage records

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Hanover Departments and Staffing

The department structure and staffing levels for Hanover have been summarized using the Town's 2020 Budget documentation.

Note: Hanover appears to have separated Parks, Recreation, & Culture from Public Works (Roads and Utilities).

Council and Admin
1 CAO/Clerk
1 Admin Assistant/Deputy Clerk
1 Human Resources Coordinator

Economic Development
1 Economic Development Manager

Parks, Recreation, & Culture
1 Director of Parks, Recreation & Culture
1 Manager Parks & Recreation Facilities
1 Parks & Facilities Lead Hand
3.5 Parks & Facility Operators
1.4 Custodians (3 P/T)
0.48 Horticultural Landscape Attendant (1 Seasonal)
1.5 Parks & Horticultural Summer Students (5 students)
0.22 Facility Event Workers (4 P/T students)
1 Aquatic Supervisor
1 Aquatic Assistant
9.6 Aquatic Staff (22 – 27 P/T; majority students)
1 Programs Supervisor
2.58 Summer Camp Staff (13 P/T; students)
0.30 Program Staff (P/T students)
1 Administrative Supervisor
1.98 Customer Service Clerks (3 P/T)

Note: The Parks, Recreation, and Culture group has approximately 15-20 FTE outside of aquatics.

Public Works
1 Director of Public Works (40% Roads; 30% water; 30% wastewater)
1 Public Works Foreman (50% Roads; 5% Cemetery; 20% water; 20% Wastewater, 5% landfill)
1 Utility Clerk (12.5% Roads; 12.5% Cemetery; 30% water; 30% wastewater; 5% landfill)

Roads/Cemetery
4 Full-time Public Works Operators
2 Seasonal Equipment Operators
1 Seasonal Cemetery Caretaker
1 Part-time Seasonal Cemetery Caretaker
2 Student Public Works Labourers
1 Student Cemetery Labourer

Water/Wastewater
1 Chief Operator – Water/Wastewater
3 Full-Time Operators – Water/Wastewater

Garbage/Recycle/Landfill
1 Full-time Landfill Scale Attendant
1 Part-time Landfill Scale Attendant
2 Part-time Landfill Assistant
1 Equipment Operator

Corporate Services / Finance
1 Director of Corporate Services / Treasurer
1 Deputy-Treasurer / Tax Collector
1 AP/AR & Payroll Clerk
1 Utility Clerk
1 Finance Clerk
1 Municipal Building Maintenance Coordiantor
3.8 Janitorial/Security (2 FT; 3 PT)

Building/Planning/Bylaw
1 Director of Development/CBO
1 CBO/EDC Administrative Assistant
1 Part-Time Building Inspector
1 Municipal Law Enforcement Officer
1 Seasonal Crossing Guards

Note: Public Works (roads and cemetery) includes 4 FT operators; 2 seasonal operators; 2 student laborer

Library
1 CEO/Chief Librarian
1 Full-time Assistant Librarian
0.8 Part-time Assistant Librarian
2.5 Part-time Library Customer Service Assistants
0.7 Part-time Children & Youth Librarian
0.9 Part-time Library Pages
0.3 Donor funded Computer Helper

Police
1 Chief of Police
1 Deputy Chief
1 Police Sergeant
11 Police Constables
4 Part time Casual Constables
2 Special Constables
1 Part time Casual Civilian Records
1 Auxiliary Constables
3 Part-time Casual Prisoner Guards

Fire
1 Fire Chief / FPO / CEMC / H & S Co-ordinator
1 Part-time Fire Prevention Inspector
0.84 Firefighter Officers (6 volunteer)
2.52 Firefighters (18 volunteer)
0.27 Auxiliary Firefighters (2 volunteer)

Source: Staffing positions and FTE - 2020 Budget By-law 3113-20; reporting relationships have been estimated and validation was not able to occur.

Municipality Overview – Hanover

The following table summarizes the key findings from the municipality (public information and interview)

	Hanover
Resident Services	• Hanover priorities have been the revitalization of the downtown, consolidating the Town's role as a regional service centre, securing land for future development and reaching out to youth in the community • Working with partners to create an 'entertainment hub' and provide ongoing marketing support • Looking at opportunities to enhance the community`s active transportation network (trails, sidewalks, lighting, etc. • The Town is preserving or enhancing its natural surroundings while implementing local initiatives toward a more sustainable community through a number of environmental initiatives
Planning & Financial Management	• The departments of Hanover include: Administration, Building, Planning & Development, By-law Enforcement, Corporate Services & Finance, Economic Development, Fire & Emergency Services, Police Services, Library, Parks, Recreation & Culture, Public Works, Grey Transit Route • It is continuously reviewing the financial and operational aspects of municipal programs and services and support the maintenance, rehabilitation and reconstruction of its infrastructure • Preparing a long-term financial plan and policies framework in light of the directions indicated in the Town's Asset Management Plan and other immediate and long-term financial considerations • Hanover is looking to increase economic diversification, a broader range of attractive employment opportunities and its role as a regional centre to retain existing residents and businesses and attract investment and new families to the community

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New Tecumseth

New Tecumseth Structure and Leadership Roles are divided among Corporate Services and Infra. and development services

Council and Admin
- CAO
- Admin Assistant

Economic Development Dept
- Economic Development Manager

Fire Services Dept
- Fire Chief/Director of Emergency Services
- Deputy Fire Chief - Operations and Training
- Deputy Fire Chief - Prevention and Public Education

Other Boards and Services
- Conservation Authorities
- Police Services Board
- Policing (OPP Contract)
- Library Services

Corporate Services Division
- GM of Corporate Services

Administration Dept
- Clerk / Director of Admin Services
- Deputy Clerk
- Committee Secretary
- Supervisor - Municipal Law Enforcement

Finance Dept
- Treasurer/Director of Finance
- Manager of Financial Services
- Supervisor Revenue Services/Tax Services
- Supervisor Accounting Services
- Manager, Procurement and Insurance Services

HR Dept
- Director of HR

IT Dept

Infrastructure & Development Division
- GM of Infrastructure and Development

Parks, Rec, & Culture Dept
- Director of Parks, Recreation & Culture
- Administrative Clerk, Parks, Facilitates & Property
- Supervisor, Parks and Open Spaces
- Manager, Recreation and Culture
- Manager, Facilities and Property
- Supervisor, Culture and Events

Building and Properties Dept
- Manager, Building Standards

Planning Dept
- Director of Planning and Development
- Manager of Policy Planning
- Manager of Development Planning

Engineering Dept
- Director, Engineering
- Manager of Development Engineering
- Manager of Capital Projects

Public Works Dept
- Director of Public Works
- Manager of Roads and Fleet
- Manager of Water and Wastewater

Note: Planning Department has split dedicated focus on policy and development planning.

Note: Public works and Parks/Rec are separate departments.

Source: Analysis based on 2020 Budget and Municipal Website Review.

Municipality Overview – New Tecumseth

The following table summarizes the key findings from the municipality (public information and interview)

	New Tecumseth
Resident Services	• New Tecumseth encompasses the former municipalities of the Town of Alliston, Villages of Beeton and Tottenham and the Tecumseth Township and is using existing municipal locations (e.g., recreation centres, libraries) as 'hubs' for the delivery the Town's programs and services. • Use the Town's website and web tools to enhance opportunities for people to conduct their business efficiently and effectively, engage the communities and optimize the procedures and processes, both public-facing and internal client oriented (i.e., online self-service tools) • Creating a citizen-centred service delivery mindset amongst the Town's employees • Increasing the use of the Town's recreational and green space portfolio, by shifting to multi-use features and equipment and developing a multi-modal transportation plan that connects all parts of the Town by creating bike trails and footpaths that incorporate the existing recreational and green spaces • There has been a shift in demand from residents, particularly those coming from the GTA that are used to different services and service levels; thus, communication of expectations to the community is important
Planning & Financial Management	• New Tecumseth diversifies industrial and commercial base and maintains the current balance between rural and urban lands; Future will include an increase in both residential development and population and a corresponding growth in our industrial and commercial businesses, both in number and size • Encouraging development of agriculture-oriented business development and exploring the establishment of hosting colleges & university campuses, as well as building a hospital • New Tecumseth is focusing on strengthening its support services and processes such HR, policies, training, etc. • With the current CAO, it has introduced and is utilizing long range financial planning so that the long-range vision is incorporated into plans and the impacts of decisions in the long-run are understood • The Town is developing an IT master plan because technology is not being effectively leveraged • Business planning processes are starting to examine the day-to-day operations versus projects and the requirements to support them • Performance measure have been introduced for the organization and Council to understand where they stand • The Town typically outsources for specialized services (e.g., soil engineer) and for redundancy (e.g., winter control)

optimus sbr

Orangeville

Orangeville has developed an organizational structure to align to community, corporate, and infrastructure services

Council and Admin
CAO

Executive Assistant

Community Services
GM of Community Services

Orangeville Public Library

Fire
Full Time Suppression – 20
Volunteer Suppression – 28
Fire Chief – 1
Deputy Chief – 1
Training Division – 1
Fire Prevention Division – 3
Administrative Assistant – 1

Economic Dev & Culture
Manager, Economic Development & Culture – 1
SBEC Co-ordinator – 1
Business, Tourism and Culture Co-ordinator – 1
Administrative Assistant –1

Facilities and Parks
Manager – 1
Supervisors – 2
Co-ordinators – 3
Facility Operations Staff – 12.5
Horticulture – 1
Parks Staff – 1.5
Part-time: Assistance– 25 through various facilities

Recreation and Events
Manager – 1
Supervisor – 1
Co-ordinators (Recreation and Health & Lifestyle) – 2
Programmers (Aquatics) – 3
Customer Service – 1
Part-time Staff:
Customer Service staff – 8
PT Aquatics staff – 64
PT Recreation Program Staff – 39
Summer Camp Staff – 22
Contract Fitness Instructors – 14

Corporate Services
GM of Corporate Services

Finance
Treasurer – 1
Deputy Treasurer – 1
Financial Analyst – 2
Taxation and Revenue – 1
Centralized Customer Service – 5
Accounts Payable – 1
Payroll – 1
Part-time Finance Assistant – 0.6
Finance Student – 0.3

Clerk's
Clerk – 1
Deputy Clerk – 1
Assistant Clerk – 1
Records Co-ordinator – 1
By-law Officers – 2
Committee Administrator – 1

IT
IT Manager – 1
Systems Administrator – 1
Business Analyst – 1
GIS technician – 1
Help Desk Technicians – 2

HR
Manager, Human Resources – 1
HR and Health & Safety Officer – 1
Human Resources Assistant – 1
Human Resources Clerk – 1

Communications
Communications Manager – 1
Co-ordinator – 1
Part-time: Graphic Designer – 0.8

Infrastructure Services
GM of Infrastructure Services

Planning
Manager, Planning – 1
Senior Planner – 1
Planning Administrator – 1
Planning and Building Assistant – 0.5

Public Works
Manager, Public Works – 1
Supervisors – 3
Lead Hand – 1
Equipment Operators – 8
Water Works Operators – 9
Waste Water Operators – 4
Mechanic – 1
Seasonal Winter Control Staff – 13
Summer Students – 4

Transportation and Development
General Manager –1
Manager – 1
Infrastructure Technologist – 1
Infrastructure Technician – 0.5
Administrative Assistant – 1

Environment (Water & Wastewater)
Manager, Environment
Risk Management Official – 1
Water Works Technologist – 1
Project Technologist – 1
Infrastructure Technician – 0.5
Risk Management Inspector – 1
Contract Climate Change Co-ordinator – 1

Building
Manager, Building – 1
Inspectors – 2
Administrative Assistant – 0.5

Source: Orangeville 2020 Budget Document.

Meeting Date:	Monday, November 22, 2021
To:	Mayor Mills and Members of Council
From:	**Steve Wever, Town Planner**
Report:	P2021-48
Subject:	**Fiddle Park Plan – Online Survey Results and Draft Vision & Guiding Principles**

Recommendation

Be it resolved that Council receive Report P2021-48 as information.

Be it resolved that Council supports, in principle, the draft vision and guiding principles as a framework for further review, direction, consultation and development of a park concept plan for Fiddle Park.

Background

Fiddle Park is the largest park property in Shelburne, with a total property area of 114.5 acres, of which 83.5 acres are protected natural heritage features and 31 acres is open space containing the existing park facilities in the central area of the park.

2006 Fiddle Park Management Plan

The current location of Fiddle Park along the east side of County Road 11 (2nd Line) in the south-east area of Shelburne was established in 2006. At that time, the Fiddle Park Management Plan was created to guide the development of the park primarily to support tourism and recreational activities in addition to the annual Fiddle Fest event. Camping sites and site services, a washroom and concession building, parking, trails and signage were developed. A management model for the park was also established and for many years the event programming in the park was coordinated by the Fiddle Park Committee.

2009 Parks Master Plan

In 2009, the Town created the first Town-wide Parks Master Plan for Shelburne. The 2009 Master Plan reflects the desires expressed by the community for increasing community use of Fiddle Park. Continued improvements to Fiddle Park were recommended to support increased community access and use.

2019 Community Improvement Plan

Planning for the continued evolution of Fiddle Park as a community destination park was also identified through the Town's Community Improvement Plan (CIP) completed in 2019. Big Move #7 recommended in the CIP is to redesign Fiddle Park as a community hub. Ideas expressed through community consultation for the future redevelopment and renewal of Fiddle Park are illustrated conceptually in the CIP, with key design recommendations including:

- A lake/pond that would provide a range of water sports during the Summer season and ice skating during Winter
- A community garden that can be used throughout Spring, Summer and Fall – the Shelburne Community Garden has been recently added to the park in 2021
- A pavilion to provide shelter for events – a pavilion/pole barn was added to the park in 2017
- Additional vehicle and bicycle parking spaces to improve accessibility
- A trail system that provides access to many parts of the park including the lake/pond and the natural heritage system
- Flexible spaces to host outdoor activities
- Reforestation of key areas to complement the natural heritage system.

2021-22 Parks and Recreation Master Plan

As part of the Town-wide Parks and Recreation Master Plan project, a site master plan for Fiddle Park will be created to reimagine the park as a community destination by:

- Establishing a new vision and direction building on the community input and ideas generated through previous plans and through further community engagement;
- Assessing the current conditions of the park and related opportunities and challenges;

- Developing a concept plan to visualize, consider and evaluate the potential recreational amenities and facilities that may be added to the park in the future;
- Finalizing the park concept plan to define specific improvements to the park and how they may be implemented in phases, estimate related costs and considering potential funding strategies.

The process will be completed in conjunction with the overall assessment of parks and recreational needs through the Town-wide Parks and Recreation Master Plan process.

To initiate the Fiddle Park planning process, an online community survey was launched and an overall vision and guiding principles have been drafted. This report summarizes the survey results and outlines the draft recommended vision and guiding principles as a framework for further engagement and concept plan development.

Analysis

Community Survey

An online community survey was launched on September 13th and closed on October 11th, 2021. The survey was posted on the Have Your Say Shelburne engagement website and promoted through the Town's social media and a video. A total of 481 participants responded to the survey. Survey results are illustrated graphically in the attached summary Project Report.

Profile of Survey Participants

- Participants represent a broad age group from 18 years to 66+ years who participated in the survey, with the largest age groups represented being adults aged 26 to 45 years (55%) and 46 to 65 years (30%), followed by young adults aged 18 to 25 years (7.5%) and older adults aged 66+ years (6%).

- 75% of participants live in households with more than two (2) residents, and 95% of participants live in households with one or more residents under the age of 20 years. 72% of respondents represent households with one or more children under the age of 15.

- The majority of participants are female (68%) followed by male (31%) gender.

- 83% of survey respondents live in Shelburne, and 27% are from other areas outside of Shelburne.

Visits to Fiddle Park

- 95% of participants or members of the same household have visited Fiddle Park at least once.

- For the 26 respondents/households that have not visited Fiddle Park, 20 indicated that the main reason for not visiting the park is that there is nothing at the park that warrants a visit. Other reasons for not visiting Fiddle Park including that its too far away (4 respondents), no desire to visit (4 respondents) and "other" (2 respondents).

- For the 455 respondents/households who have visited Fiddle Park at least once:

    - 55% only visit the park twice per year (32%) or once or less per year (23%), on average, which corresponds with attending events as the primary activity in the park reported by participants;

    - 22% visit the park monthly (15%) or every two weeks (7%), on average;

    - 18% visit the park weekly;

    - 5% visit the park daily.

Activities in Fiddle Park

- 60% of respondents have visited the park to attend one or more events;

- 48% of respondents go to the park for walking and of those more than half (56%) walk their dog(s) in the park;

- 9% of respondents have used the community gardens in Fiddle Park;

- Other activities participated in the park by 13% of respondents include:

    - Self-planned group events and private rentals;
    - Biking;
    - Trailer dump;
    - EarlyON programs and play groups;
    - Camping;
    - Social/family/friends gathering, picnics;
    - Cricket;
    - General exercise;
    - Playing catch;
    - Flying kites;

    - Working in the concession/kitchen;
    - Meditation, yoga;
    - Drumming;
    - Soccer;
    - Running/jogging;
    - Photography;
    - Skating;
    - Drive-in movies;
    - Farmers market;
    - Look at/enjoy the gardens (other than gardening).

How Park Users get to Fiddle Park

- 86% of respondents who have visited the park get there by car;

- 35% walk to the park;

- 14% bike to the park;

- Less than 1% have used a taxi or ride-share service;

- Other means of getting to the park include:

    - R.V. or car/truck and trailer to camp;
    - Running.

Perceptions of Safety

- 98% of respondents who have visited the park feel safe at the park

- Suggestions for making the park feel safer include:

    - Lighting (8 responses)
    - Signage (5 responses)
    - Improved pathways (5 responses)
    - Increased activities (5 responses)
    - Clear sightlines (2 responses)
    - Improved layout (2 responses)
    - Dogs on leashes (1 response)

- 57% of respondents who have visited the park would visit after dark

- 43% of respondents who have visited the park would not do so after dark and the following reasons were noted by the 8% of respondence who provided a reason:

- Not enough light
- Not patrolled, out of sight from the street
- Threat of coyotes or other wild animals
- Fear of becoming a victim of abuse/violence/unwanted behaviour
- Have observed evidence of undesirable park activity that may occur after dark (bottles, garbage, theft, etc)
- No activities (other than periodic events) after dark
- Cannot leave home (due to family/child obligations)
- Too remote/deserted/isolated location, distance
- Bugs

Desired Program Elements

- Respondents would like to see the following program elements in the park (number of responses, from most to fewest):

  250+ responses:
  - Trails (257)
  - Skating paths (251)

  150-200 responses:
  - Child playground (195)
  - Naturalized area (185)
  - Dog Park (176)
  - Multi-use sports (162)

  100-150 responses:
  - Toboggan hill (143)
  - Adult fitness facilities (139)
  - Community gardens (138)
  - Outdoor classroom/amphitheatre (127)
  - Water (pond/lake) for passive water sports (kayaking, canoeing, paddle boats) (125)

  50-100 responses:
  - Snow shoeing (71)

  25-50 responses:
  - BMX Park (42)
  - Climbing (39)
  - Bioswales (channels designed to concentrate and convey stormwater runoff while removing debris and pollution) (33)

  - Other (52)
    - Camping (17)
    - More events (11)

- Cricket (10)
- Indoor multi-sport facility (3)
- Splash pad (3)
- Tennis courts (2)
- Baseball diamonds (1)
- Bocce (1)
- Mini golf (1)
- Multi-use sports/track (1)
- Permanent stage (1)
- Picnic area (1)
- Skateboard park (1)
- Water park (1)
- Youth centre (1)

- 64% of respondents would like to see more winter activities/ programming, 31% don't care if more winter activities/programming are provided and 5% would not like to see more winter activities/ programming

- Respondents identified the following winter activities (# of responses):

  - Skating rinks and/or skating paths (191)
  - Tobogganing/tubing (75)
  - Snow shoeing (48)
  - Winter festivals/events/markets/carnivals/social gatherings (41)
  - Cross-country skiing (38)
  - Walking trails (with winter maintenance) (17)
  - Outdoor hockey rink (12)
  - Holiday lights/displays (9)
  - Food/beverages (7)
  - Winter sports/fitness (5)
  - Fire pits/campfires/bonfires (5)
  - Snow/ice art/sculptures/forts/snowman building (5)
  - Downhill skiing/snowboarding/lessons (4)
  - Sleigh rides/dog sledding (3)
  - Ice fishing (1)

Desired Park Facilities

- Respondents would like to see the following facilities (top 5 things to support their visit) in the park (number of responses, from most to fewest):

  - Public washrooms (414)
  - Lighting (307)

- Shade structure(s) (291)
- Seating (273)
- Water stations (235)
- Dog facilities (poop and scoop stations) (182)
- WiFi access (103)
- Electricity access (80)
- Additional vehicle parking (75)
- Bicycle parking (54)
- Electric vehicle charging stations (10)
- Other (18):
  - RV dump station (3)
  - Camping (3)
  - Clubhouse / equipment storage room (1)
  - Cricket pitch (1)
  - Dog park (1)
  - Indoor basketball court (1)
  - Keep it as is for events, drive-in movies, concerns, fundraisers (1)
  - Keep it natural, sustainable (1)
  - Open space (1)
  - Pickleball/tennis (1)
  - Picnic area (1)
  - Playground (1)
  - Tennis courts (1)
  - Water fountain (1)

Public Art

- 50% of respondents do not care if they see public art (murals, sculptures, pavement painting, etc) in the park

- 31% of respondents would like to see public art in the park and the following types of public are mentioned in comments provided:

  - Abstract (1)
  - Black history (1)
  - Carvings (3)
  - Contemporary (1)
  - Events/fairs/Fiddleville (3)
  - Graffiti wall (6)
  - Group art (1)
  - Ice sculptures (3)
  - Indigenous (8)
  - Installations/temporary installations (3)
  - Light displays (1)
  - Local art (41)

  - Local culture/heritage/history (7)
  - Memorial/veterans (2)
  - Multi-cultural (4)
  - Murals (29)
  - Nature/trees/gardens/animals/landscapes (10)
  - Pavement paving (9)
  - Sculptures (23)
  - Student/children/youth art (9)
  - Uplifting and enlightening art
  - Usable/functional/interactive art (3)
  - Varied art
  - Wood/tree sculptures (3)

- 18% of respondents would not like to see public art in the park

- 1.5% of respondents indicated "other" comments noting the following:

  - Tree sculptures and other nature-themed art
  - Consider environmental impact
  - Concerns about vandalism
  - Public art should be mobile and creative

Draft Fiddle Park Vision and Guiding Principles

Following review and discussion of the survey results, the project team of Town staff and consultants (GSP) prepared a draft vision statement and guiding principles, as follows:

Vision:

Fiddle Park will be reimagined to benefit the entire community, creating spaces where people can connect with one another, share experiences, and enjoy the natural environment of the park.

Guiding Principals:

1. Design park for **community** level usage.
   - Provide park elements that draw people from the whole community and beyond
   - Maintain adequate space for community level events
   - Re-establish the park area with new amenities that are primarily for community use and may also draw visitors and support local tourism objectives (phase-out camping)
   - Primarily free access for day-to-day use available to the public, with some programming and rental use

2. Provide **flexibility** in the design of the spaces.
    - Spaces and elements can be used for more than one activity
    - Design for multi-use and avoid facilities that may dominate the use of the park for a specialized/singular or limited range of activities

3. Maintain the **natural setting** of the park and provide strong connections to surrounding natural environments.
    - New park elements to be predominately passive* outdoor facilities and amenities
    - Use current topography to enhance new park elements, reduce the amount of on-site grading

      *passive recreation generally refers to activities that do not require significant built infrastructure or other major alterations to the landscape, are typically low-impact and unstructured, and may be more informal and spontaneous in nature

4. Design for **four seasons** of use.
    - Provide park elements and programming that draw people to the park all times of the year, especially winter.

5. Provide for universal **accessibility**.
    - All park elements should be barrier free, except where this is not possible to maintain natural settings
    - Washrooms/facilities need to be accessible and open
    - Design for all age groups

The draft Vision and Guiding Principals are intended for Council consideration at this stage, to guide the next steps of the process and overall direction for the Fiddle Park concept plan and may be refined or expanded through further consultation.

Financial Impact

None at this time.

Policies & Implications (if any) Affecting Proposal

As summarized above.

Consultation and Communications

As summarized above.

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable. There are a total of 12 targets with the three Goals.

This report aligns with the Sustainable, Engaged and Livable Goals within the Targets:

Target T2	Municipal services review and evaluation
Target T3	Invest and fund critical infrastructure for future
Target T6	Promote more open communication
Target T7	Promote partnerships and collaboration
Target T9	Promote age-friendly, multi-cultural community
Target T10	Improve and enhance parks and recreation services
Target T11	Improve community connections
Target T12	Support and celebrate arts and culture

Supporting Documentation

Survey Summary Report
Fiddle Park Existing Conditions Plan

Prepared by:

____
Steve Wever, Town Planner

Reviewed by:

____
Denyse Morrissey, CAO

Project Report

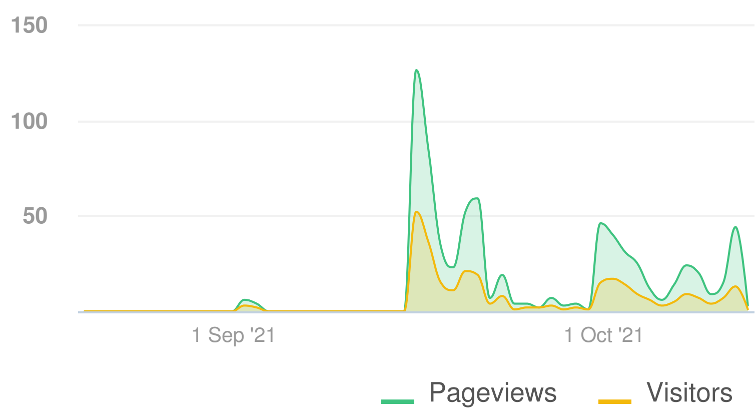
14 December 2018 - 11 October 2021

Have your say Shelburne

Survey: Fiddle Park Master Plan

BANG THE TABLE engagementHQ

Visitors Summary



Highlights

TOTAL VISITS
613

MAX VISITORS PER DAY
52

NEW REGISTRATIONS
7

ENGAGED VISITORS
468

INFORMED VISITORS
501

AWARE VISITORS
554

Aware Participants	554
Aware Actions Performed	Participants
Visited a Project or Tool Page	554

Informed Participants	501
Informed Actions Performed	Participants
Viewed a video	0
Viewed a photo	0
Downloaded a document	6
Visited the Key Dates page	0
Visited an FAQ list Page	0
Visited Instagram Page	0
Visited Multiple Project Pages	34
Contributed to a tool (engaged)	468

Engaged Participants	468		
Engaged Actions Performed	Registered	Unverified	Anonymous
Contributed on Forums	0	0	0
Participated in Surveys	17	0	451
Contributed to Newsfeeds	0	0	0
Participated in Quick Polls	0	0	0
Posted on Guestbooks	0	0	0
Contributed to Stories	0	0	0
Asked Questions	0	0	0
Placed Pins on Places	0	0	0
Contributed to Ideas	0	0	0

ENGAGEMENT TOOLS SUMMARY

0	1	0	0	0
FORUM TOPICS	SURVEYS	NEWS FEEDS	QUICK POLLS	GUEST BOOKS

0	0	0
STORIES	Q&A S	PLACES

Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Survey: Fiddle Park Plan	Archived	507	17	0	451

INFORMATION WIDGET SUMMARY

4	0	0	0	0
DOCUMENTS	PHOTOS	VIDEOS	FAQS	KEY DATES

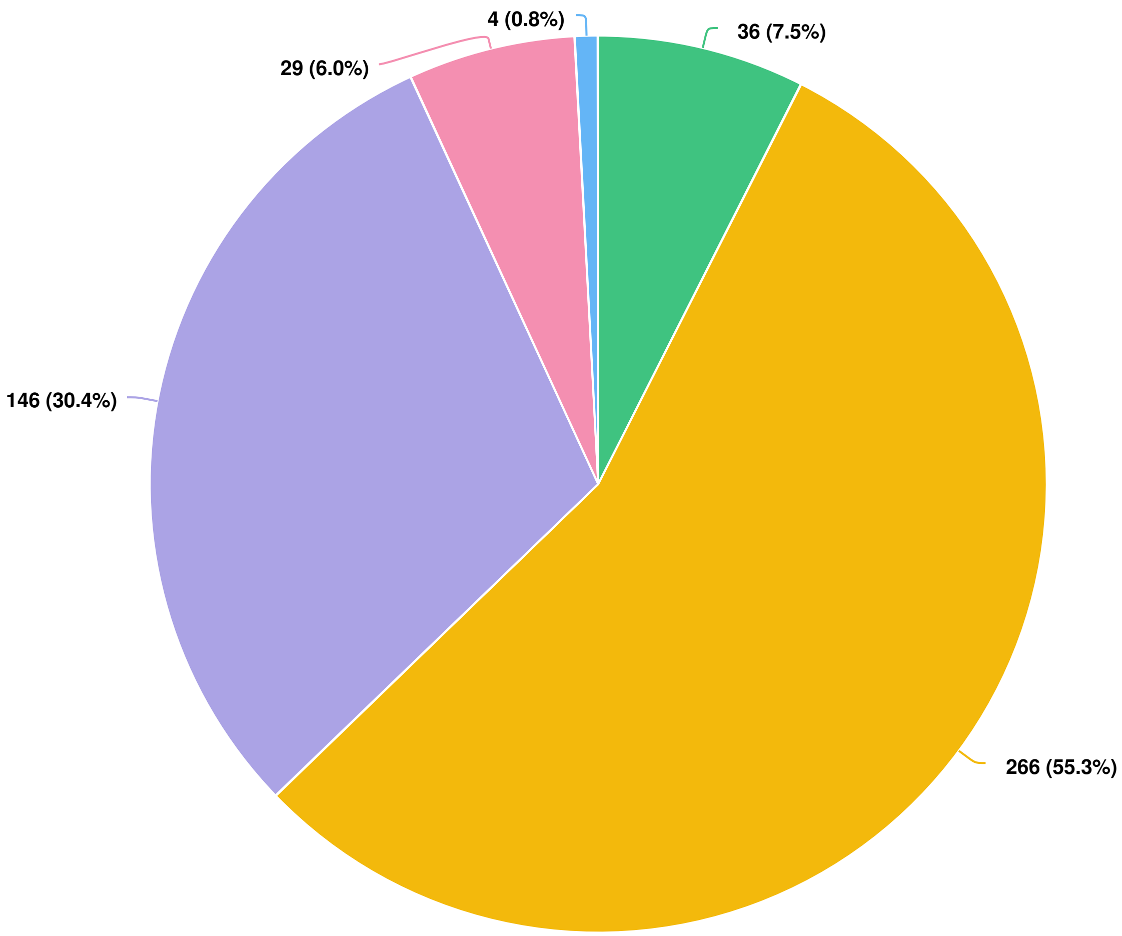
Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Planning Report P2021-38 - Parks and Recreation Master Plan.pdf	5	5
Document	Parks Master Plan.pdf	2	2
Document	General Information and 2006 Park Management Plan	1	1
Document	Fiddle Park Existing Conditions.pdf	1	1

ENGAGEMENT TOOL: SURVEY TOOL

Survey: Fiddle Park Plan

Visitors 507	Contributors 468	CONTRIBUTIONS 481

What age groups do you belong to?



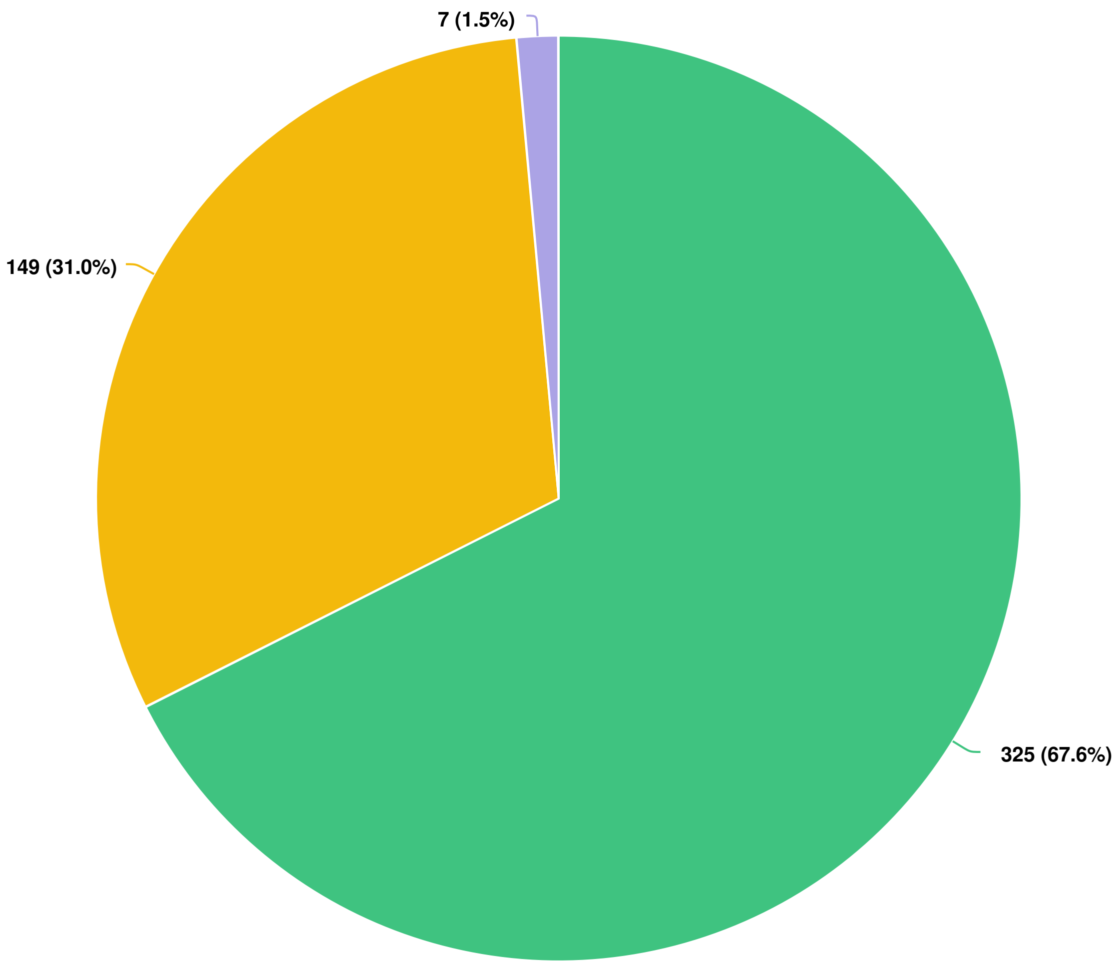
Question options

18-25 · 26-45 · 46-65 · 66+ · Prefer not to answer

Mandatory Question (481 response(s))

Question type: Radio Button Question

What is your gender?



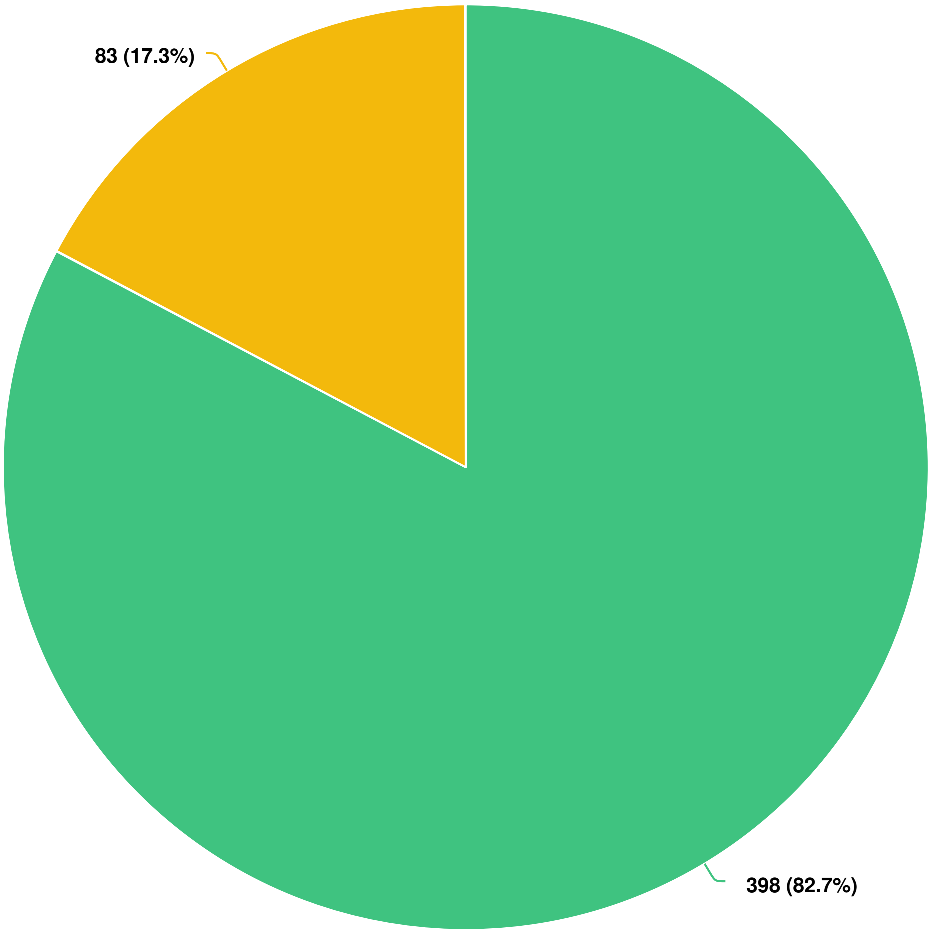
Question options

- Female
- Male
- Prefer not to answer

Mandatory Question (481 response(s))

Question type: Radio Button Question

Do You Live in Shelburne?



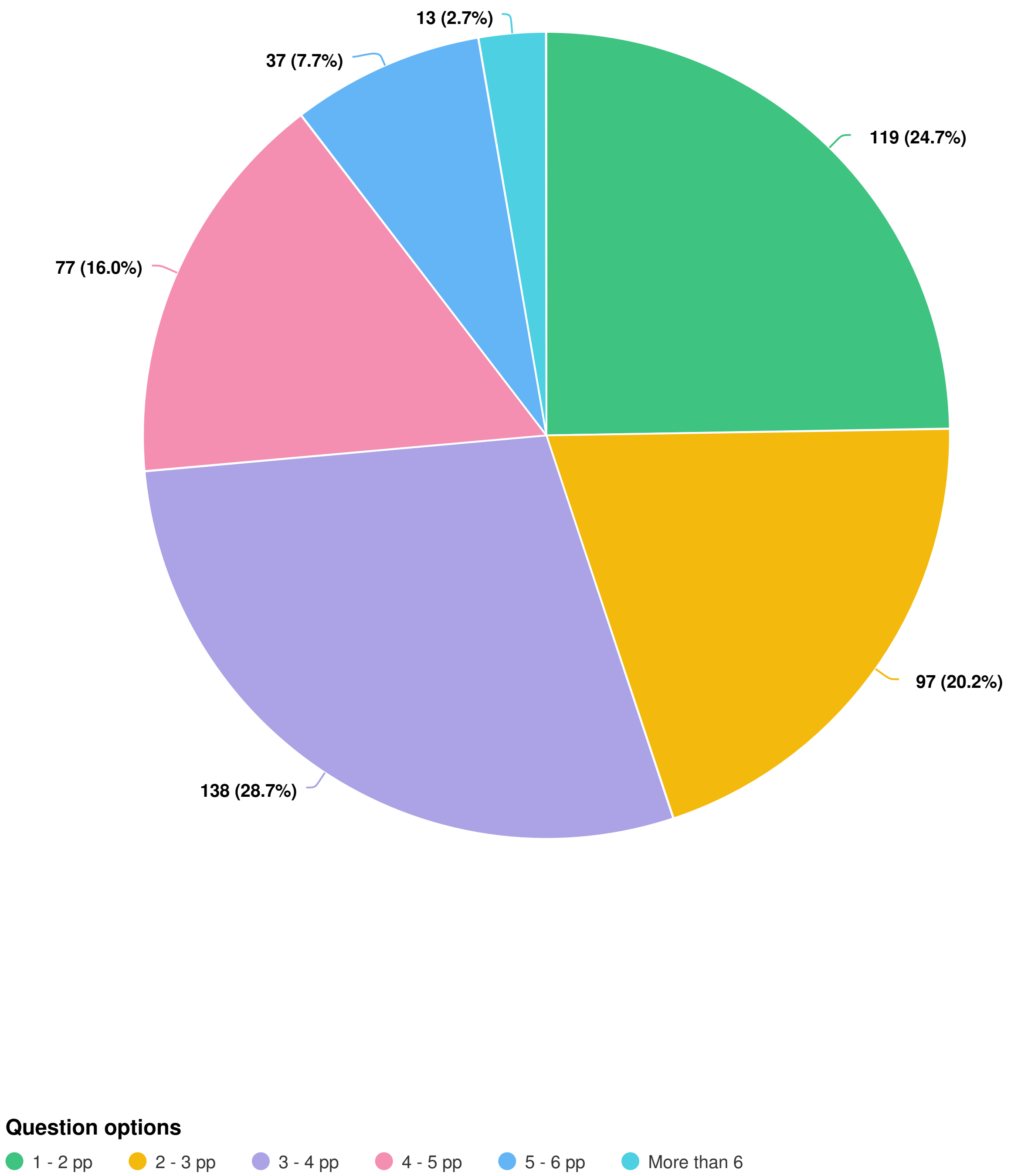
Question options

Yes   No

Mandatory Question (481 response(s))

Question type: Radio Button Question

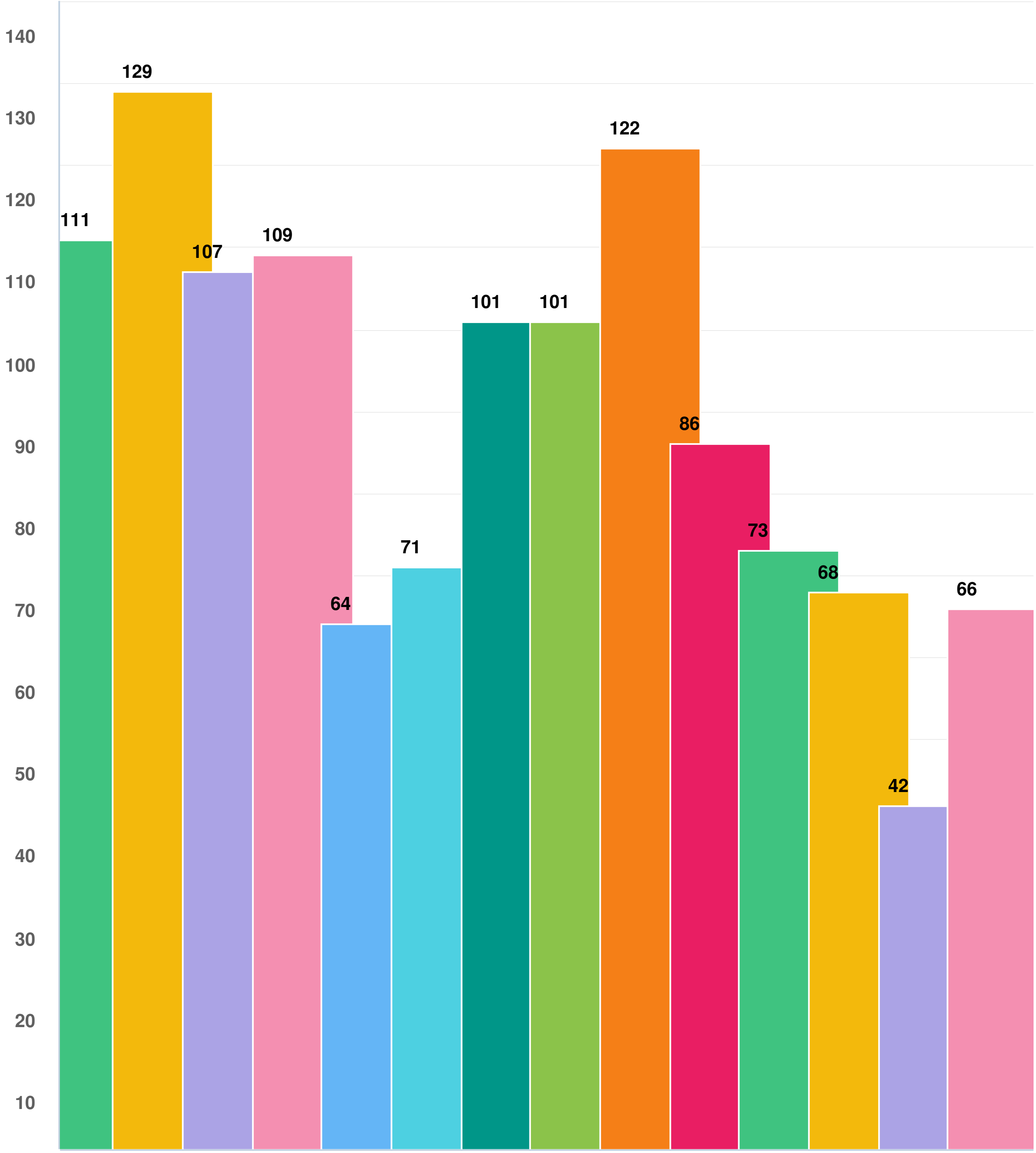
Including yourself, how many person(s) usually live at your address?



Mandatory Question (481 response(s))

Question type: Dropdown Question

Including yourself, What are the ages of the person(s) who live at your address? (Pick all that apply)



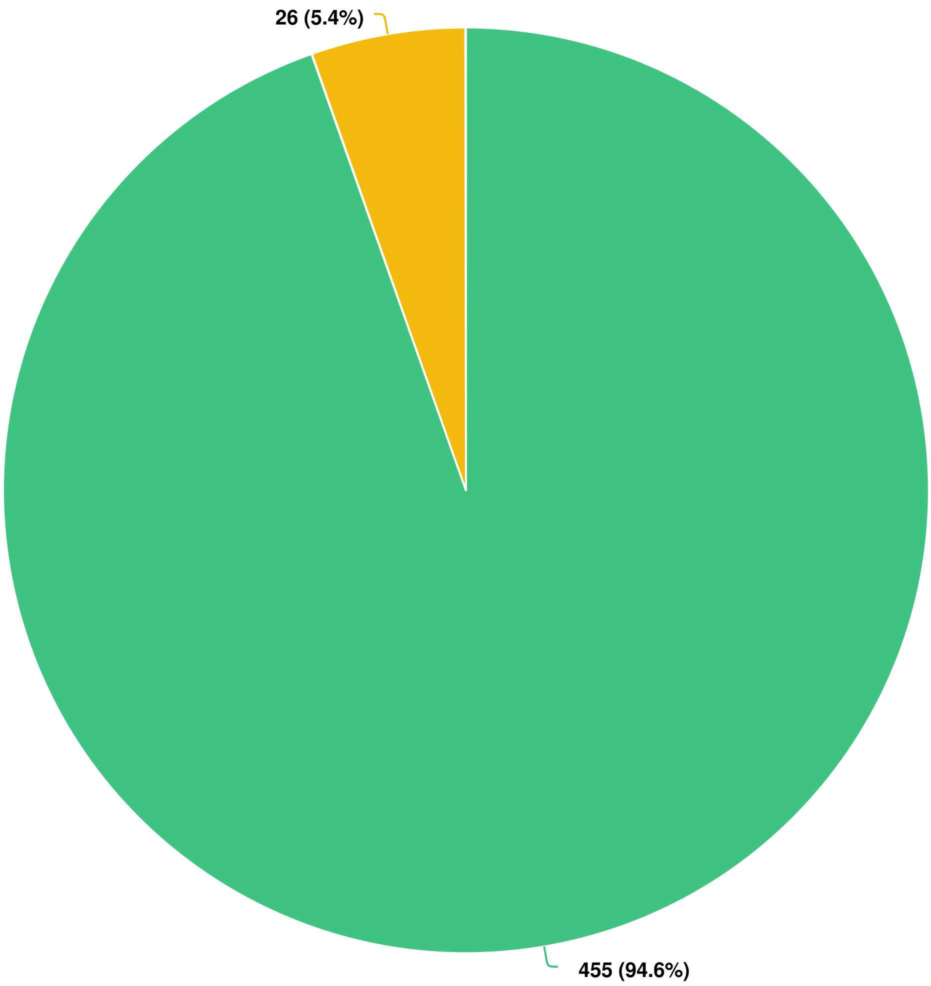
Question options

Age 0 - 5 · Age 5 -10 · Age 11- 15 · Age 15 - 20 · Age 21 - 25 · Age 26 - 30 · Age 31 - 35 · Age 36 - 40 · Age 41 - 45 · Age 46 - 50 · Age 51 - 55 · Age 56 - 60 · Age 61 - 65 · Age 65+

Mandatory Question (481 response(s))

Question type: Checkbox Question

Have you or members of your household ever visited Fiddle Park?



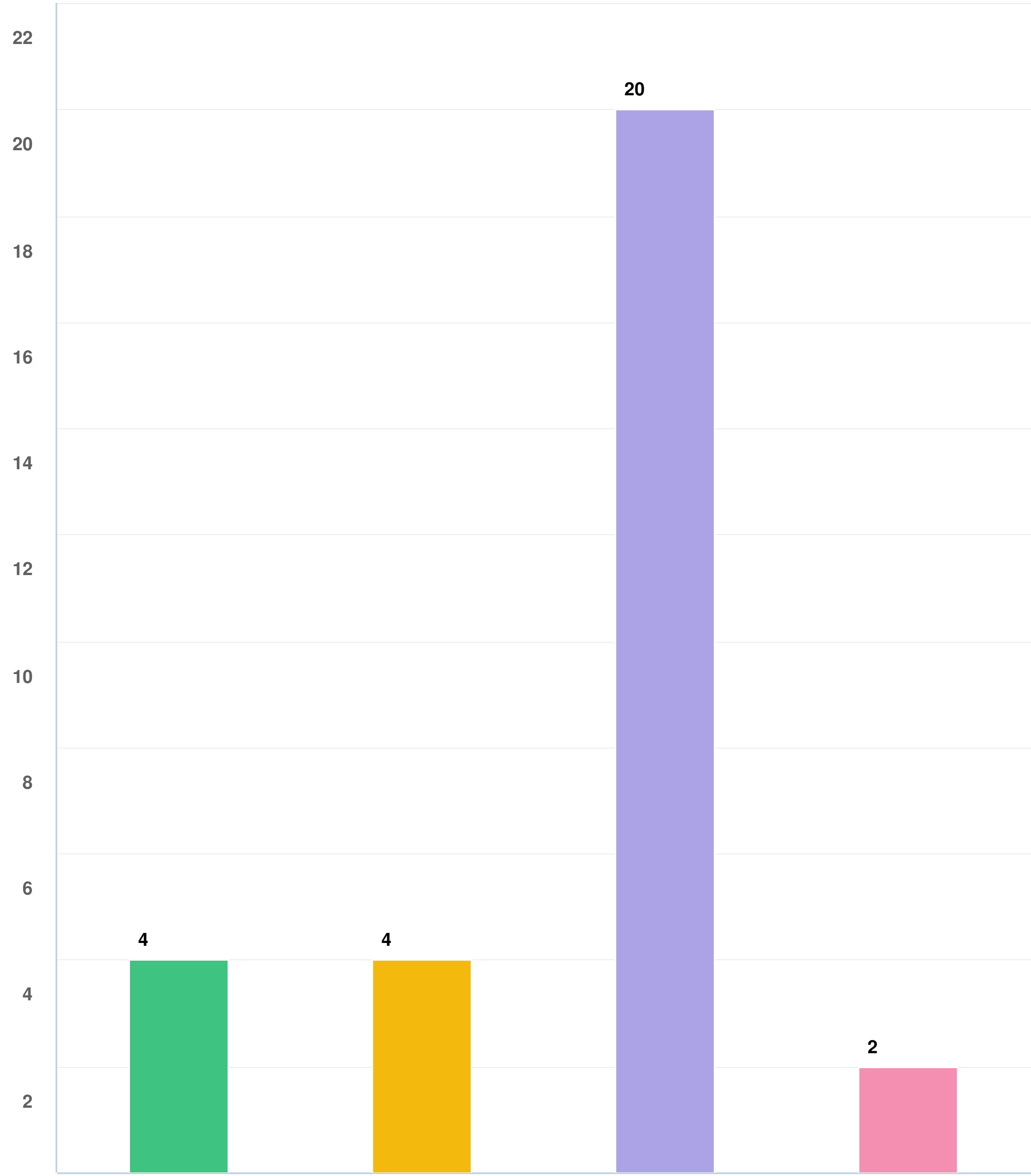
Question options

Yes   No

Mandatory Question (481 response(s))

Question type: Radio Button Question

Why have you not visited Fiddle Park? (Pick all that apply)



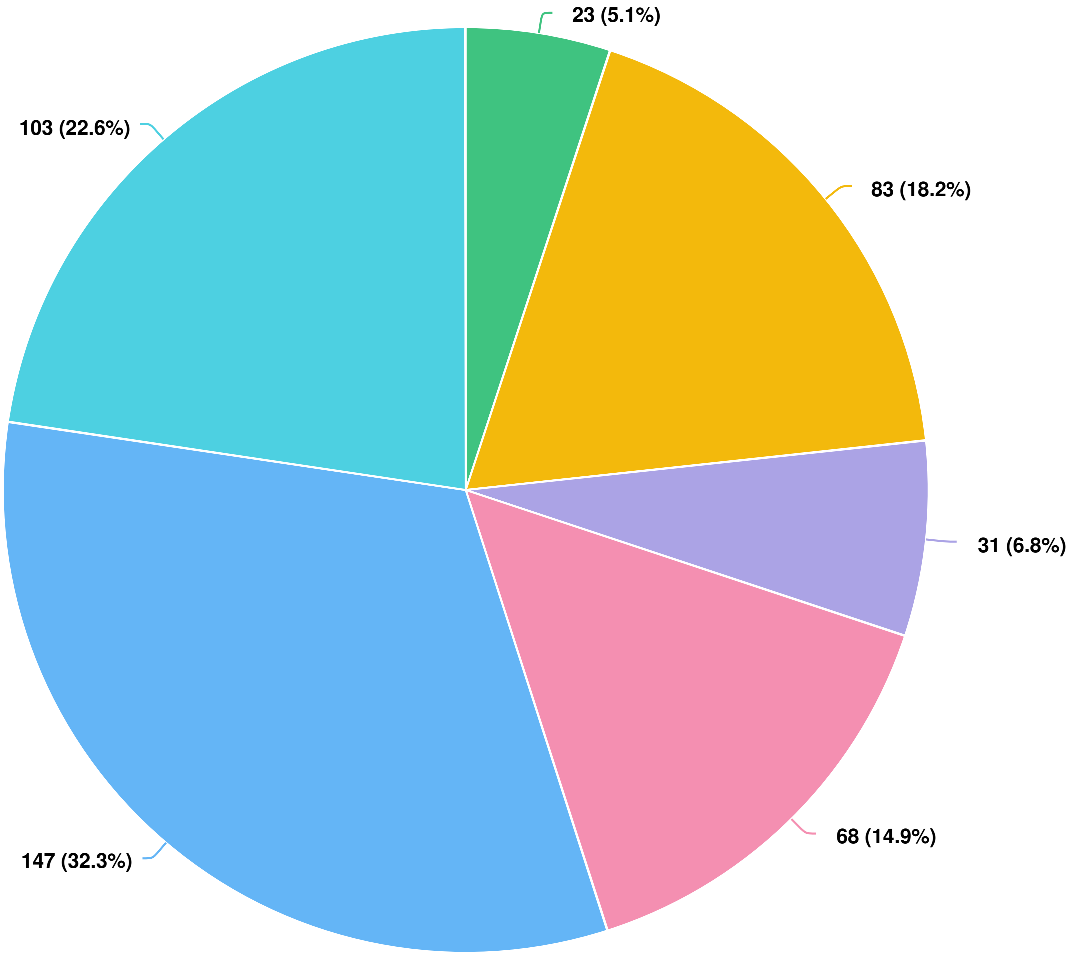
Question options

- Too far away
- No desire to visit
- There is nothing at the park to warrant a visit
- Other

Mandatory Question (26 response(s))

Question type: Checkbox Question

How often do you visit Fiddle Park? (Pick the answer that most closely describes how often you visit)



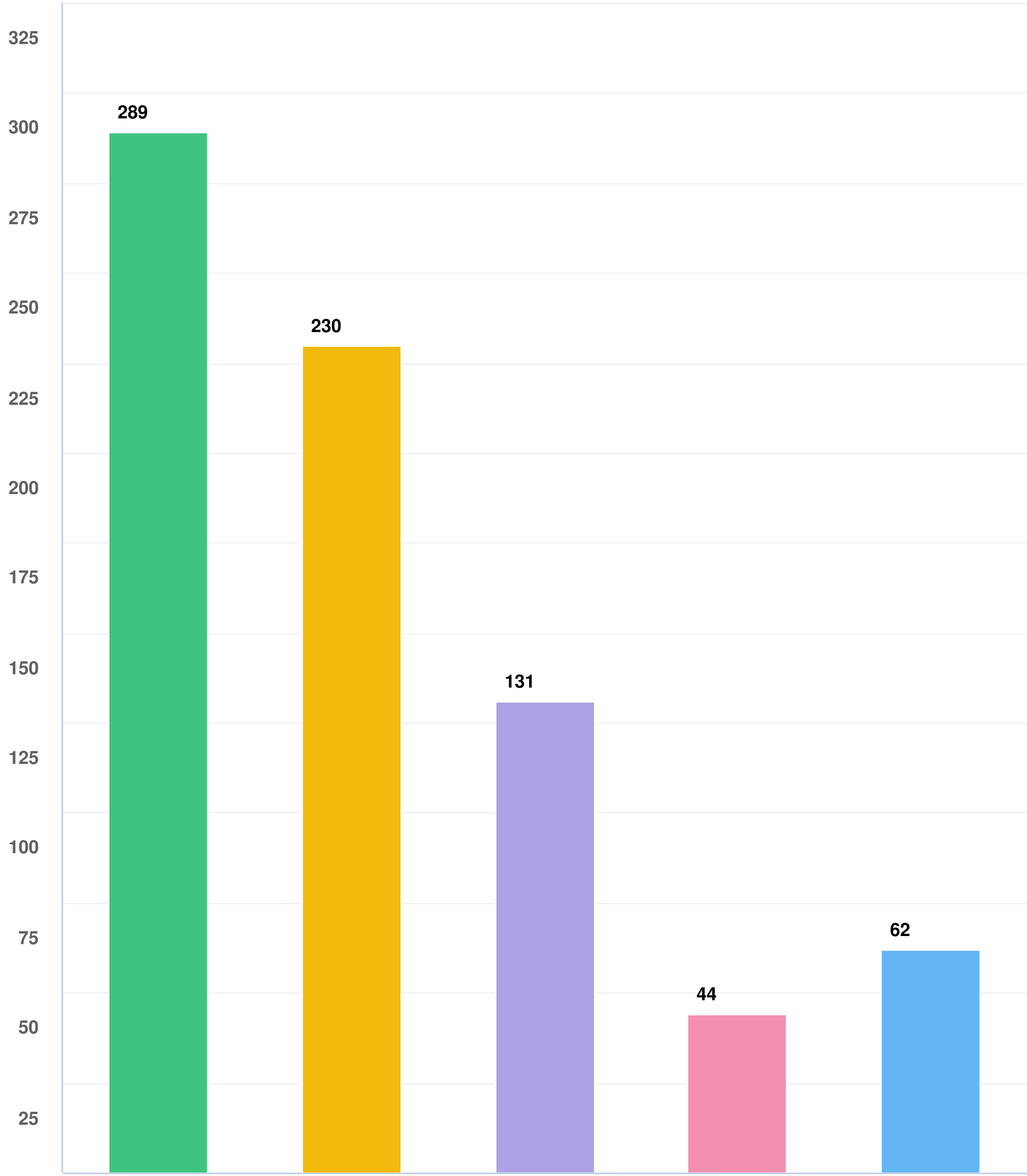
Question options

Daily · Weekly · Every 2 weeks · Monthly · 2 times per year · 1 time per year or less

Mandatory Question (455 response(s))

Question type: Radio Button Question

What types of activities do you participate in when visiting Fiddle Park? (Pick all that apply)



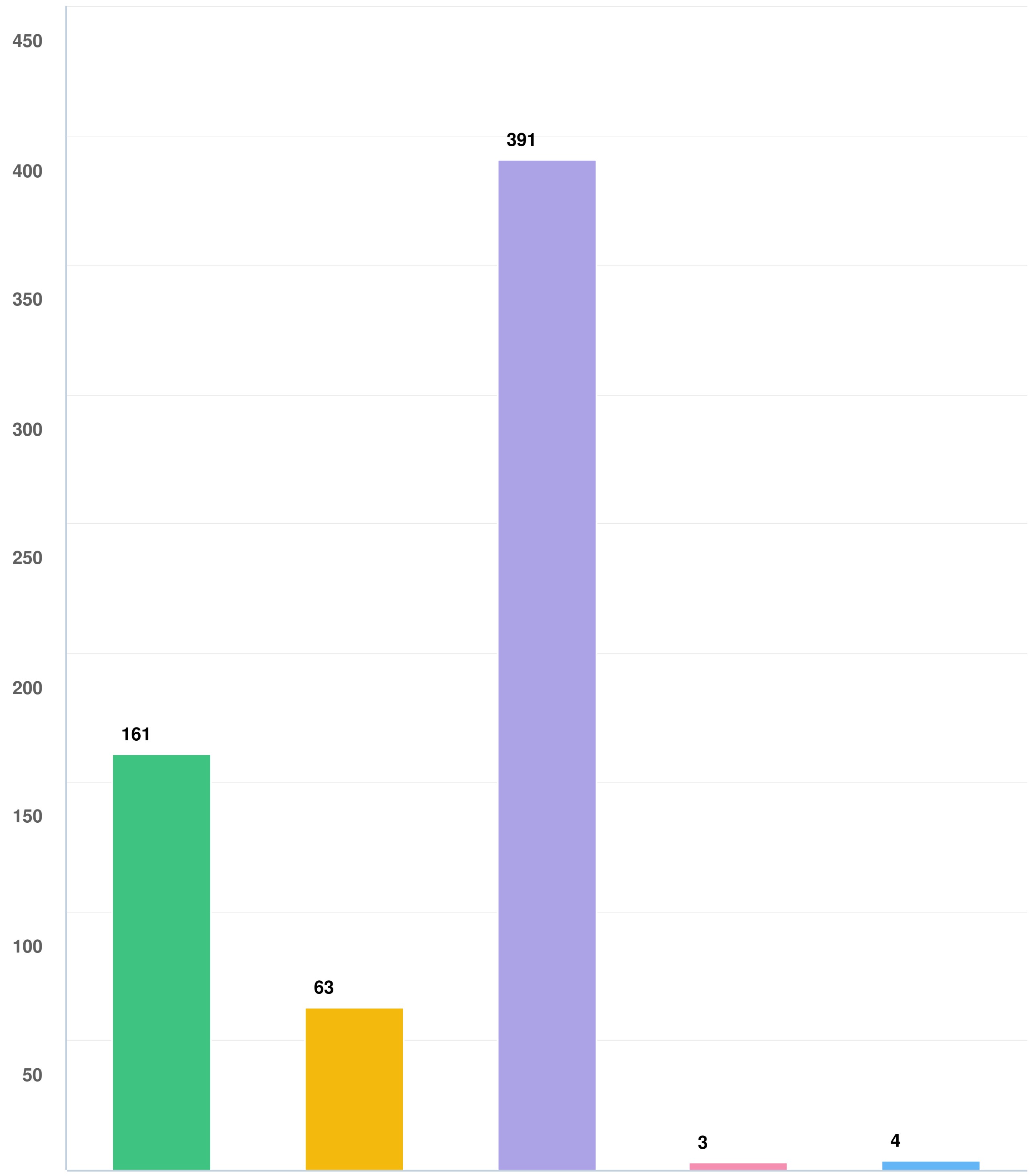
Question options

- Attending Events
- Walking
- Dog Walking
- Community Gardens
- Other (please specify)

Mandatory Question (455 response(s))

Question type: Checkbox Question

How do you get to Fiddle Park? (Pick all that apply)



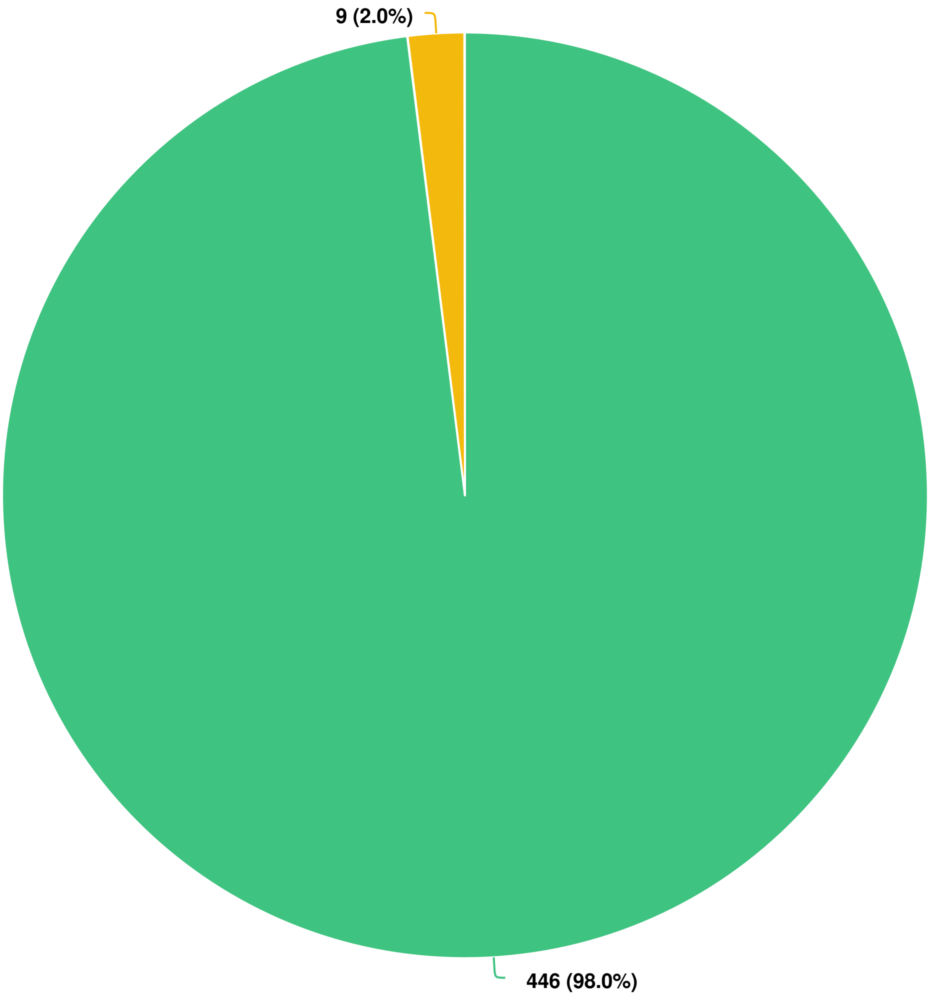
Question options

Walk · Bicycle · Car · Taxi/Ride-share · Other (please specify)

Mandatory Question (455 response(s))

Question type: Checkbox Question

When you visit Fiddle Park, does the park feel safe?

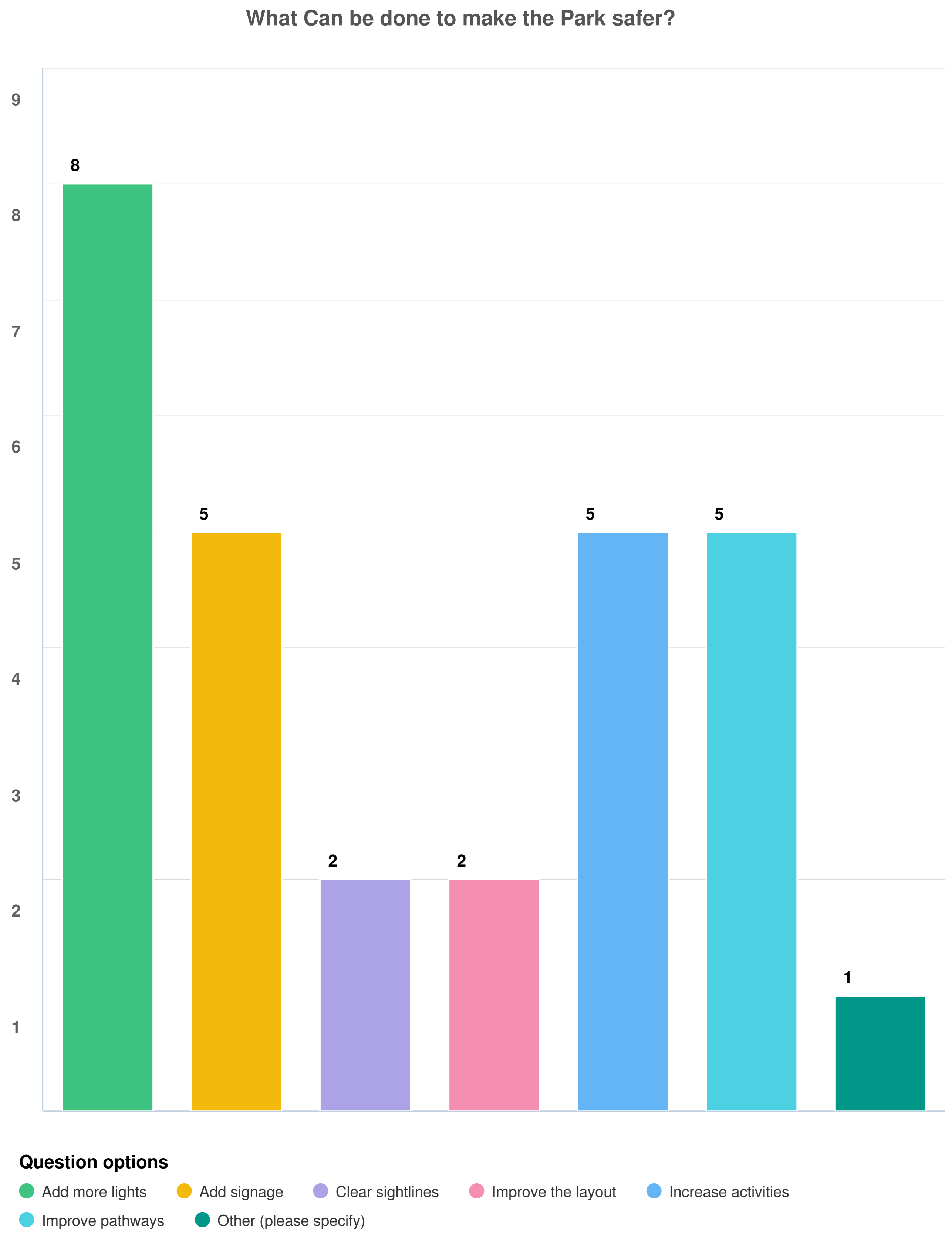


Question options

Yes   No

Mandatory Question (455 response(s))

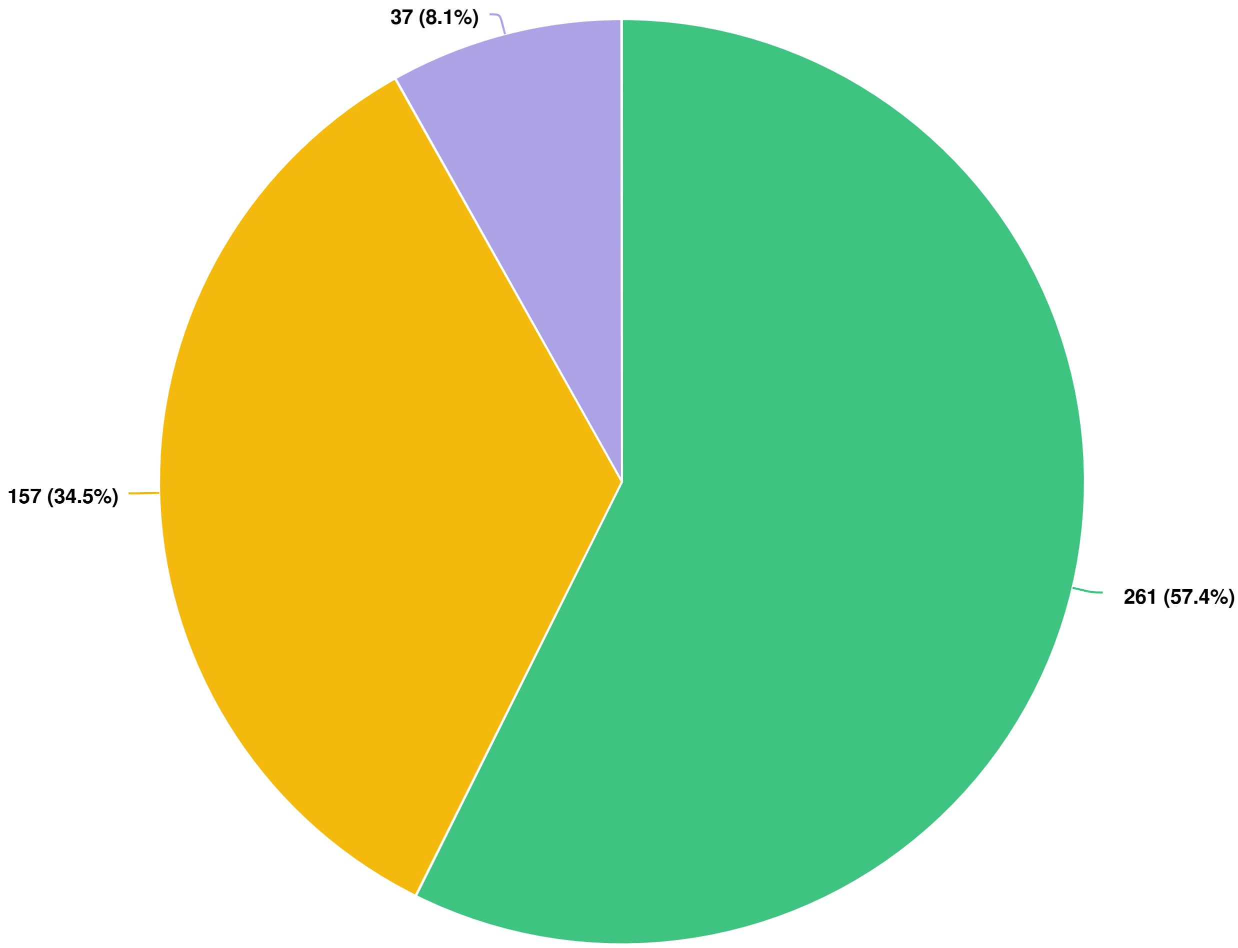
Question type: Radio Button Question



Mandatory Question (9 response(s))

Question type: Checkbox Question

Would you visit Fiddle Park after dark?



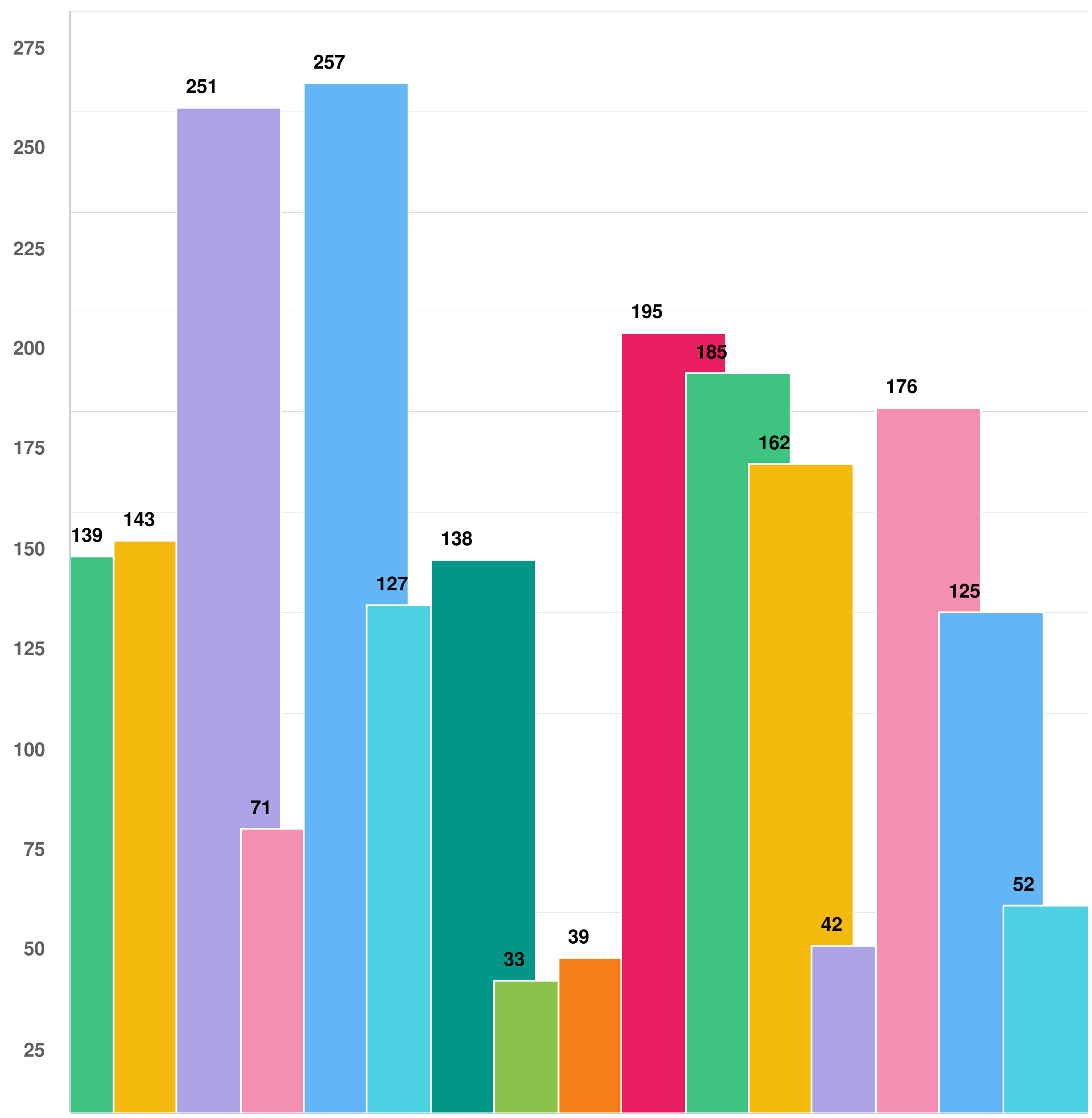
Question options

Yes · No · If you answered No, why not?

Mandatory Question (455 response(s))

Question type: Radio Button Question

11.When visiting Fiddle Park, what type of program elements (things to do) would you like to see provided within the park? Pick your top 5 must-haves

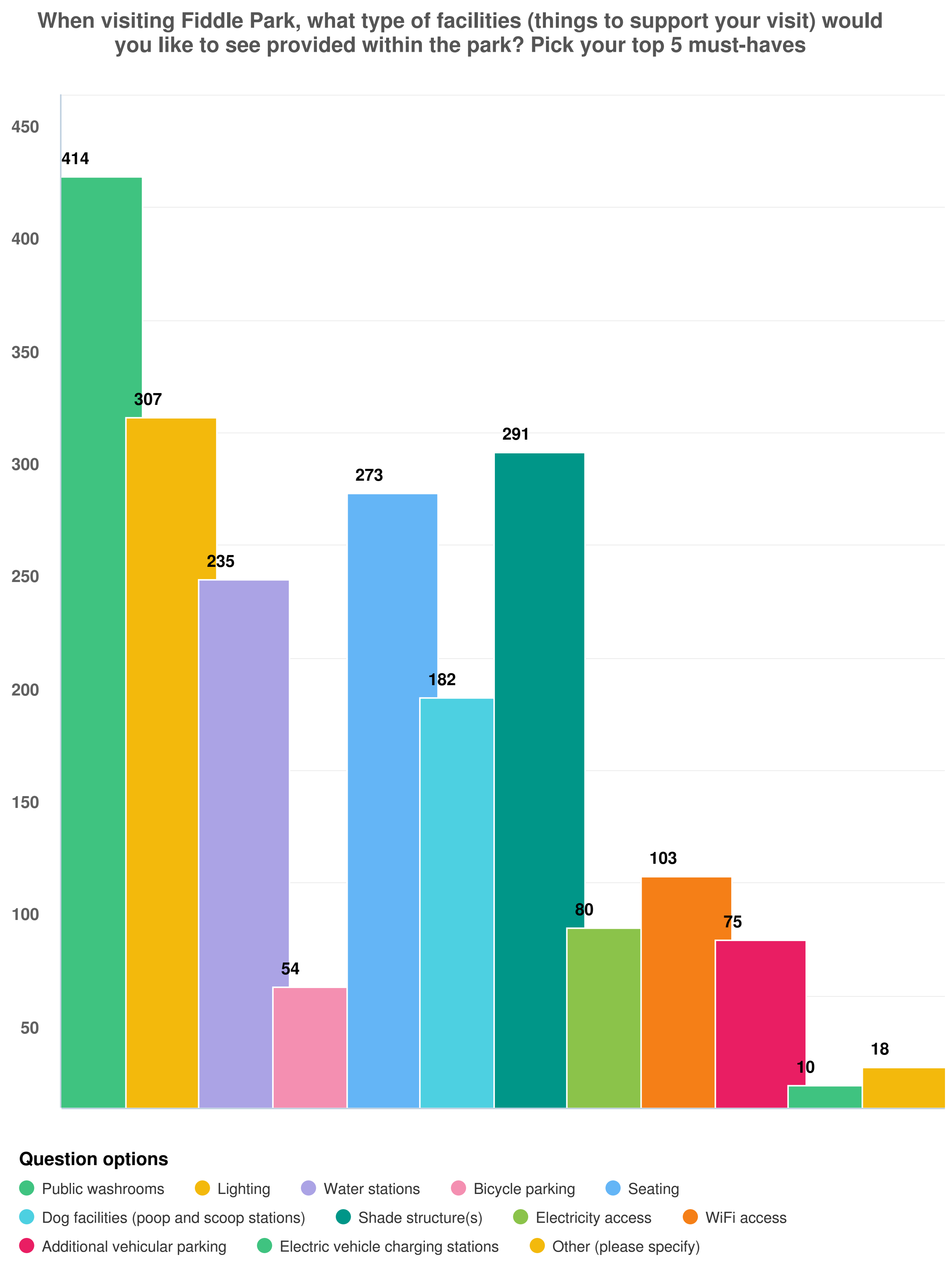


Question options

- Adult Fitness Facilities
- Toboggan Hill
- Skating Paths
- Snow Shoeing
- Trails
- Outdoor Classroom/Amphitheatre
- Community Gardens
- Bioswales (Bioswales are channels designed to concentrate and convey stormwater runoff while removing debris and pollution)
- Climbing
- Child Playground
- Naturalized area
- Multi-use Sports
- BMX Park
- Dog Park
- g. Water (pond/lake) for passive water sports (kayaking, canoeing, paddle boats)
- Other (please specify)

Mandatory Question (481 response(s))

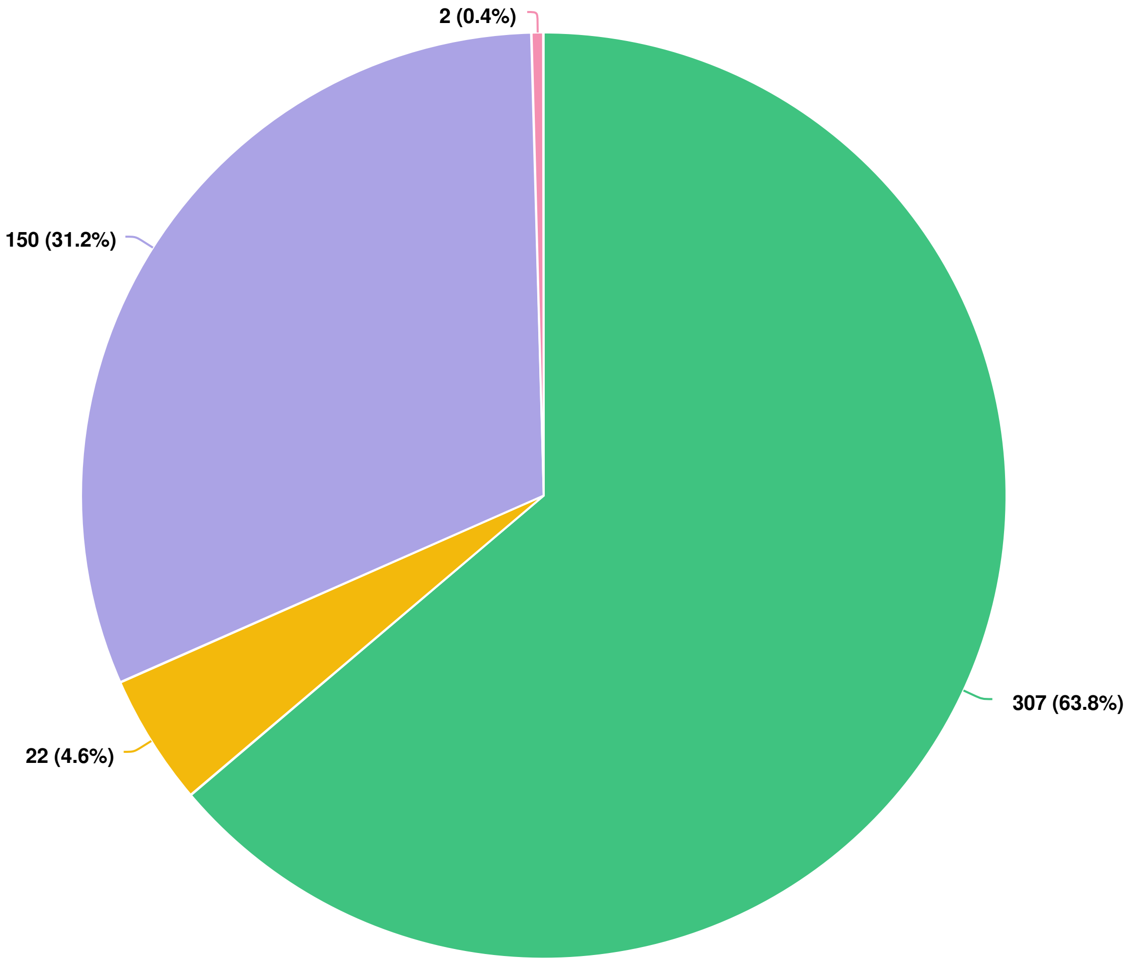
Question type: Checkbox Question



Mandatory Question (481 response(s))

Question type: Checkbox Question

Would you like to see more winter activities/programming within Fiddle Park?



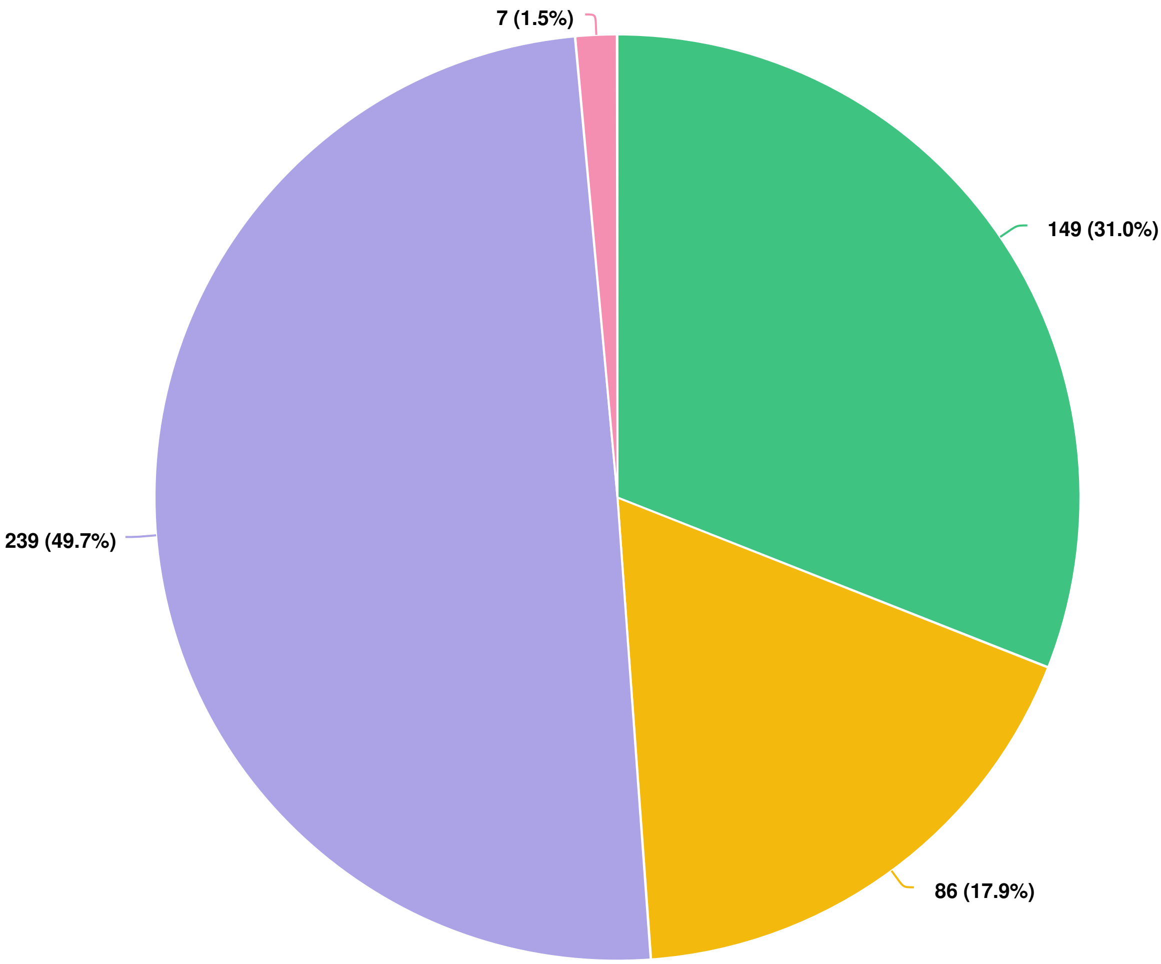
Question options

Yes · No · Don't care · Other (please specify)

Mandatory Question (481 response(s))

Question type: Radio Button Question

Would you like to see Public Art (Murals, sculptures, pavement painting etc.) at Fiddle Park?



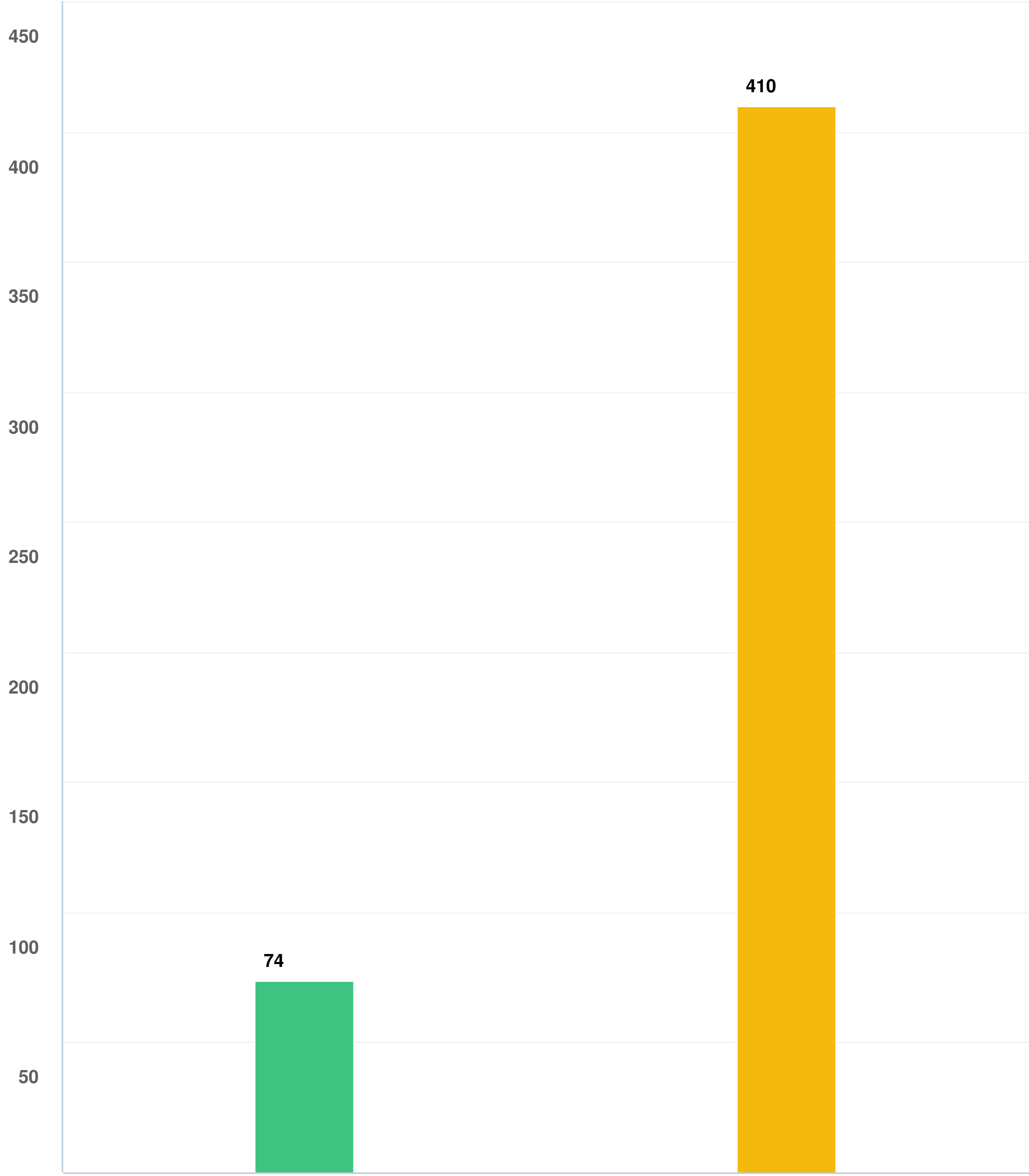
Question options

Yes · No · Don't care · Other (please specify)

Mandatory Question (481 response(s))

Question type: Radio Button Question

Would you like to be part of the direct focus group / meetings for this project?



Question options

Yes No

Mandatory Question (481 response(s))

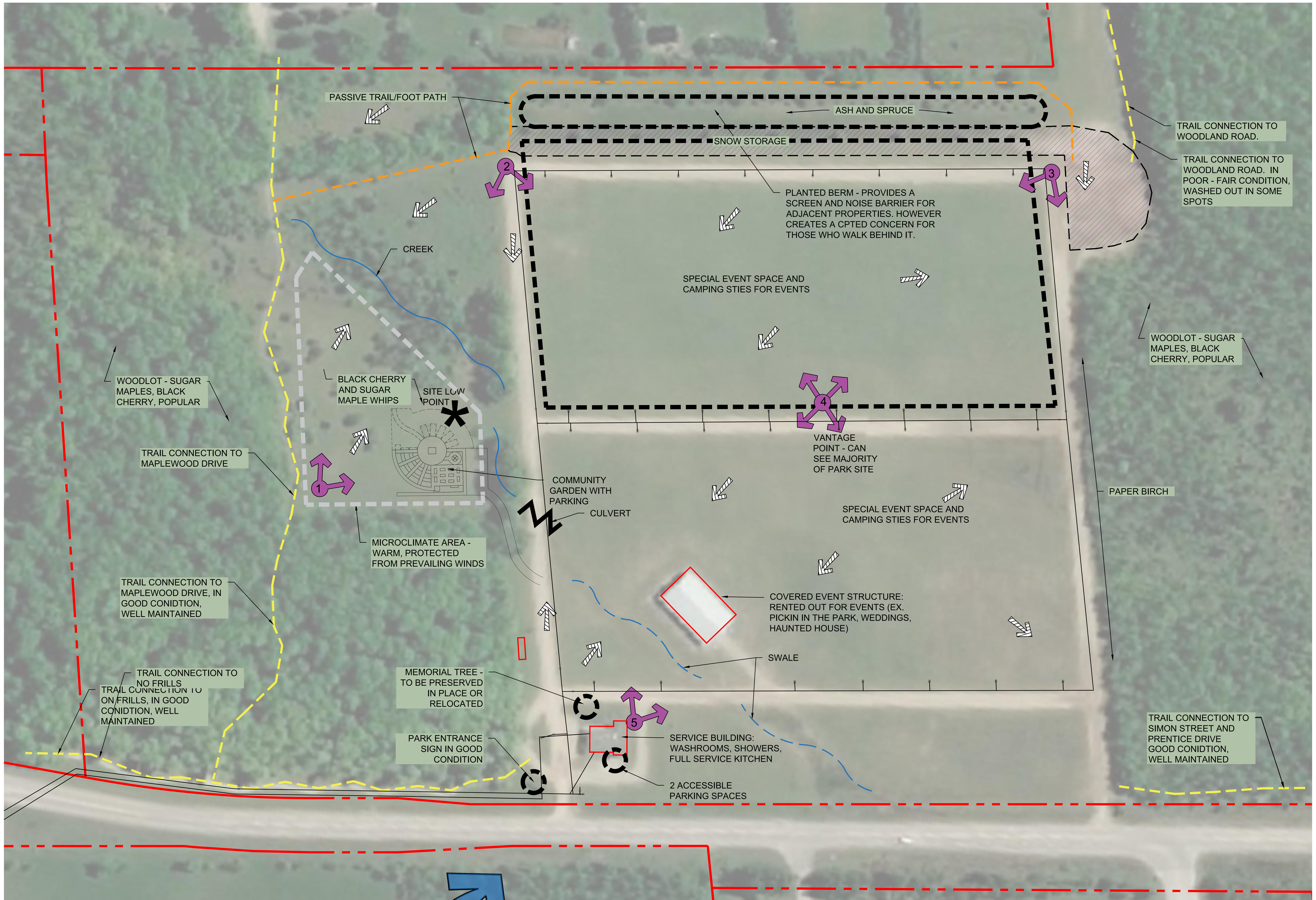
Question type: Checkbox Question

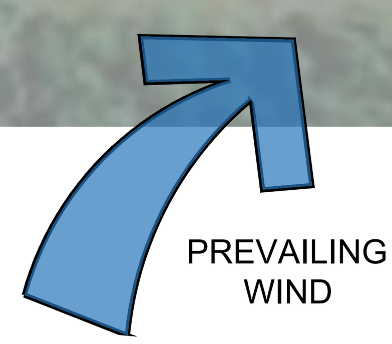
FIDDLE PARK, SHELBURNE

EXISTING CONDITIONS

August 12, 2021 | Project No.: 15017.219

GSP group





LEGEND

VIEW POINTS

SLOPE ARROWS

SITE FEATURES

TRAILS - MAINTAINED

VIEW POINT #1

VIEW POINT #2

VIEW POINT #3

VIEW POINT #4 A

VIEW POINT #4 B

VIEW POINT #5

FIDDLE PARK, SHELBURNE

SITE INVENTORY/ANALYSIS

August 6, 2021 | Project No.: 15017.219

GSP group


NATURE THEMED PLAY


DOG PARK


BMX / MOUNTAIN BIKE TRACKS


MULTI-USE SPORTS COURTS


ADULT FITNESS


NATURALIZATION


PLAYGROUNDS


CLIMBING

FIDDLE PARK, SHELBURNE

PRECEDENT IMAGES

GREEN INFRASTRUCTURE - BIOSWALES

COMMUNITY GARDEN

LAYERED SEATING - OUTDOOR CLASSROOMS

TRAILS

OUTDOOR ICE RINK

SKATING TRAILS

TOBOGGAN HILL

SNOWSHOEING

FIDDLE PARK, SHELBURNE

PRECEDENT IMAGES

Meeting Date:	Monday, November 22, 2021
To:	Mayor Mills and Members of Council
From:	Carol Maitland, Economic Development Officer
Report:	EDC 2021-02
Subject:	Grace Tipling Hall Revitalization and Feasibility Project

Recommendation

Be it Resolved that Council:

1. Receives report EDC 2021-02 regarding the Grace Tipling Hall Revitalization and Feasibility Project for information; and that

2. Receives the Grace Tipling Hall Feasibility Study from Emmette Ferguson with the firm Eko Nomos for information; and that

3. The recommendations from the Grace Tipling Hall Feasibility Study be used to guide future capital, programming and staffing resources and be included in future annual budgets for the consideration of Council.

Background

The revitalization of Grace Tipling Hall was seen as part of a strategy and opportunity to enhance and revitalize the downtown.

As well, community engagement, including survey information indicated that aligning Grace Tipling Hall with youth opportunities would open doors for entrepreneurs to start similar ventures and learn through experiences. Grace Tipling Hall a Civic Enterprise Opportunity is provided in Appendix 1. The links for the Grace Tipling Hall Survey Results are provided in Appendix 2 and the WDGPH Shelburne Neighbourhood Design 2018 Survey Overview is provided in Appendix 3.

The Town applied for funding for a feasibility study for Grace Tipling Hall through Innoweave and SENCO. Both organizations are social enterprise incubators.

The Town was advised in January 2021 that $10,000 for the project from Innoweave Social Enterprise Implementation Coaching project would be funded. The project has also received $4,500 from SENCO/Georgian College in 2019.

The grant funding from Innoweave required that projects work under the guidance of an experienced and recognized coach. Emmette Ferguson with the firm Eko Nomas was hired as the Town's coach to develop the feasibility study.

The feasibility study outcomes are listed:

- To provide a plan to maintain a sustainable Grace Tipling Hall as an urban amenity promoting social prosperity
- Contributions and alignment to CIP Long-term vision for key public cultural asset
- Develop mixed public/private collaboration and investment
- Create a lever or focus for broader downtown streetscape and public events
- Improved and sustainable heritage urban amenity promoting social prosperity

Summary background information on the work completed:

- Advisory scoping interviews and tool piloting (3 participants); February 2021
- Community Visioning and Scoping Workshop (14 participants); March 2, 2021
- Community Online Survey (20 participants); March-April 2021
- Municipal financial scoping interview (1 participant); April 2021
- Comparator interviews (6 participants); May 2021
- Comparator financial and governance analysis; June 2021
- Community stakeholder interviews (6 participants); August 2021
- Municipal staff workshop: October 25, 2021
- Online community workshop (cancelled; 2 registrants provided with workshop materials and invited to correspond); October 27, 2021

Estimated project completion date November 30, 2021

Financial

Grants:

Innoweave Social Enterprise Implementation Coaching project	$10,000
SENCO – Georgian College	$ 4,500
Town of Shelburne transfer from EDC reserve	$ 6,747
Total	$21,247

Expenses:

Eko Nomos Consultants	$21,247

Policies & Implications

Not applicable

Consultation and Communications

Not applicable.

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable.

T11 Improve community connections

T12 Support and celebrate arts and culture

Supporting Documentation

- Appendix 1: Grace Tipling Hall as Civic Enterprise Opportunity
- Appendix 2: Grace Tipling Hall Survey Results _ Website Link
- Appendix 3: WDGPH Shelburne Neighbourhood Design Survey: Overview _ Website Link

Respectfully submitted:

____

Carol Maitland Economic Development Officer

Reviewed by:

____

Denyse Morrissey, CAO

GRACE TIPLING HALL as CIVIC ENTERPRISE OPPORTUNITY

Shelburne Council Presentation

November 22, 2021

eko nomos

AGENDA

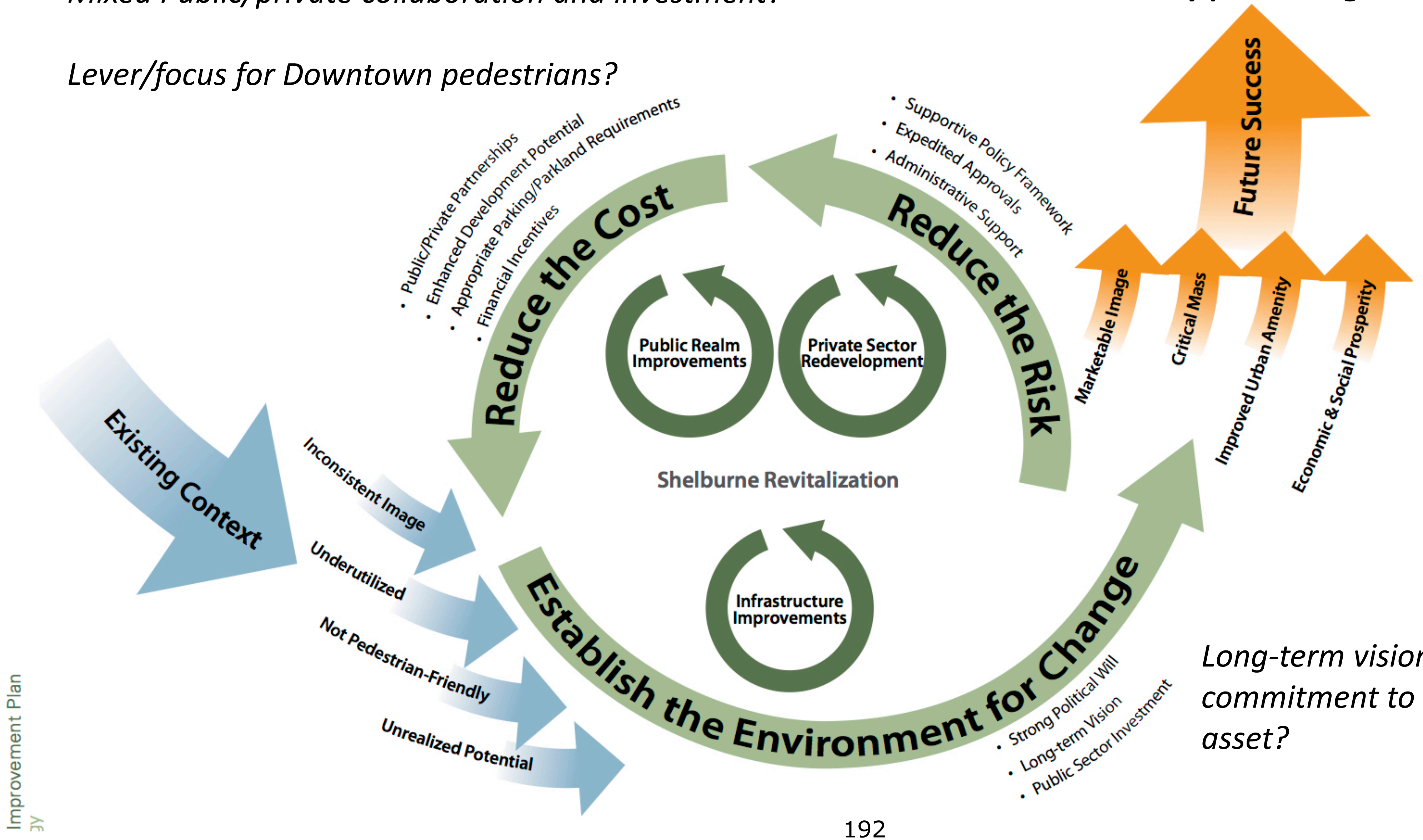
- Scoping Survey and Workshop
- Case Study Interviews and Considerations
- Key Stakeholder Interviews
- Closure and Next Steps

'the hall within the hall’

Mixed Public/private collaboration and investment?

Lever/focus for Downtown pedestrians?

Improved and sustainable heritage urban amenity promoting social prosperity



Long-term vision and commitment to key public cultural asset?

Contributions and alignment to CIP (potential)

- Long-term vision for key public cultural asset
- Mixed Public/private collaboration and investment
- Lever/focus for broader Downtown streetscape
- Improved and sustainable heritage urban amenity promoting social inclusion and prosperity

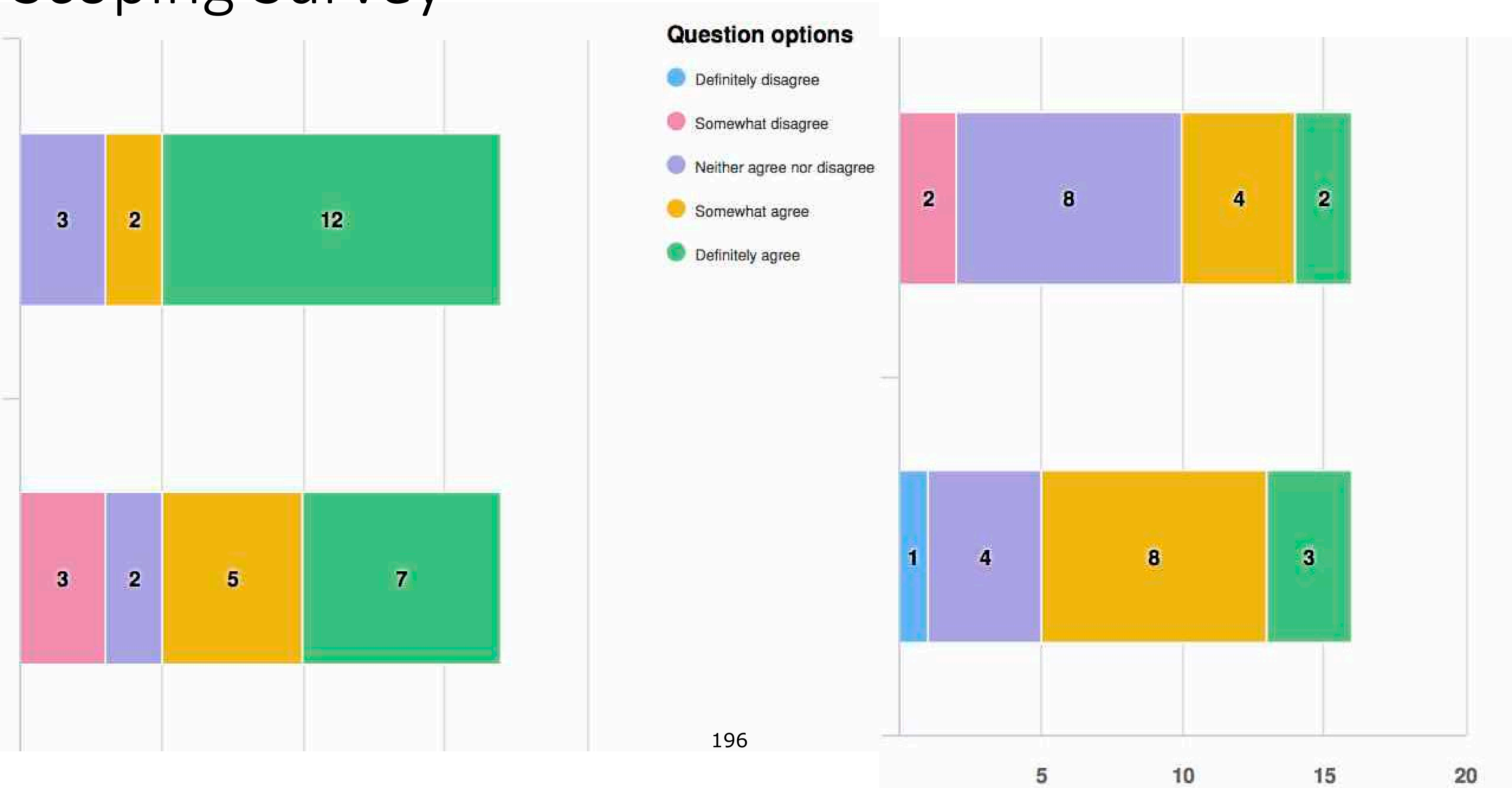
1: Preliminary workshop, interviews, and survey

Preliminary workshop, interviews, and survey

- Participants were asked to discuss the current state of Grace Tipling Hall in **five different asset areas**, and discussed how each of those asset areas could be leveraged, or would need special attention, as the community hub project unfolded.

- They were also asked to envision improvements in each area relating to the Hall. Each asset area was given a numerical rating out of five.

Scoping Survey



Workshop results

On a scale from 1-5, workshops and interviews suggested:

- Human (3.0)
- Social (2.5) (+1?)
- Identity (2.5)
- Physical/Ecological (2.5) (+/-1?)
- Financial (2.5)

Good team, room to grow

2: Case Studies

Case Studies: Theatre Orangeville

Case Studies: Meaford Opera House

Case Studies: Blythe Festival Theatre

Case Studies: Port Dover Lighthouse Festival Theatre

Case Studies: Aron Theatre Co-op

Case Studies: Orillia

Case Studies: Governance

- Observed a spectrum of financial and operational arrangements:
  - Fully municipal: theatre is town-operated by city staff; usually designed as a revenue-generating venture.
  - Hybrid: Hands-on municipal involvement in some capacity, with a stand-alone non-profit overseeing programming and theatrical operations.
  - Independent: stand-alone non-profit with a purely financial arrangement with the municipality

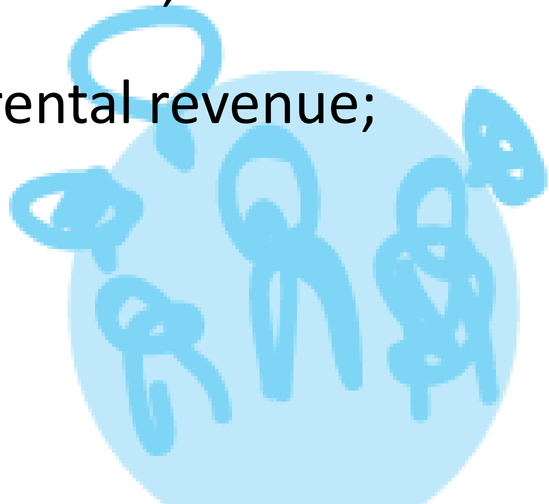
Case Studies

- Sites were a mixture of Municipal, Mixed and Independent governance models
  - Theatre Orangeville
  - Meaford Opera House
  - Orillia Opera House
  - Port Dover Lighthouse Festival Theatre
  - Blythe Festival Theatre
  - Aron Theatre Co-op

Case Studies: Governance

- Most included **non-profit organization** with programming/administration responsibilities while municipality assisted with facilities/maintenance

- Municipal support tended to account for **15-50%** of total operating budgets.
- Ongoing relationships to municipal governance often included:
    - Designated **municipal council member** on the non-profit's board;
    - Quarterly or annual **reports** to the municipality regarding rental revenue;
    - **Donating meeting space** back to the council.



Case Studies: Governance

- Non-profits cited the the following **benefits** of their model:
    - Access to **grants** from provincial and federal arts and heritage agencies;
    - **Flexible ability** to take on new theatre or auxiliary spaces as they arose;
    - Accepting **fundraising and donations**;
    - A strong **brand identity** in the regional and theatre community.

Governance Considerations

- Shelburne can explore **creating or partnering** with a separate non-profit organization to operate the theatre *as a cultural enterprise*.

- A funded relationship, with the non-profit receiving **some percentage** of their operating budget from the municipality, would create new **outside leverage opportunities** (for matching requirements in grant streams).

- Clear **responsibilities** for each entity must be documented as they relate to: *operations, building management and maintenance, funding and revenue, long-term planning and sustainability*

Case Studies: Physical Assets

- All organizations had **control** over the theatre space itself; most also oversaw additional auxiliary spaces
- In some cases, the **municipality retained oversight into non-theatre** areas of the building
- non-profits that also operated off-site auxiliary spaces, (e.g. rehearsal spaces), did not include them as part of their municipal agreement.

Case Studies: Physical Assets

- About half the theatres we spoke with had undergone **extensive renovations** within the last ten years
- These types of renovations were usually **outside the regular arrangements** with municipality (i.e. non-profits themselves taking on debt or other investment to specifically fund capital replacements and expansions)
- Some stressed the importance of an ongoing plan to **maintain and update** theatrical technical and AV equipment
- Even once 'state of the art' is reached, aim of replacing or updating those elements every **5 years**

Considerations: Physical Assets

- Incorporate regular **technical and A/V equipment update cycle** in budget.

- Identify any currently needed, and next likely **major renovations, and develop a funding strategy** for carrying that out.

- If possible, ensure the **greatest flexibility** in space use

Case Studies: Use of Space

- The theatres we spoke to defined “events” a number of ways, but most included **in-house productions, external rentals**.

- Theatres hosted anywhere from **ten to sixty** events each month.

- Theatres had a variety of events in their spaces, including:
  - Commissioned theatre (new plays created for the theatre)
  - Repertory theatre (previously produced plays from other companies / playwrights)

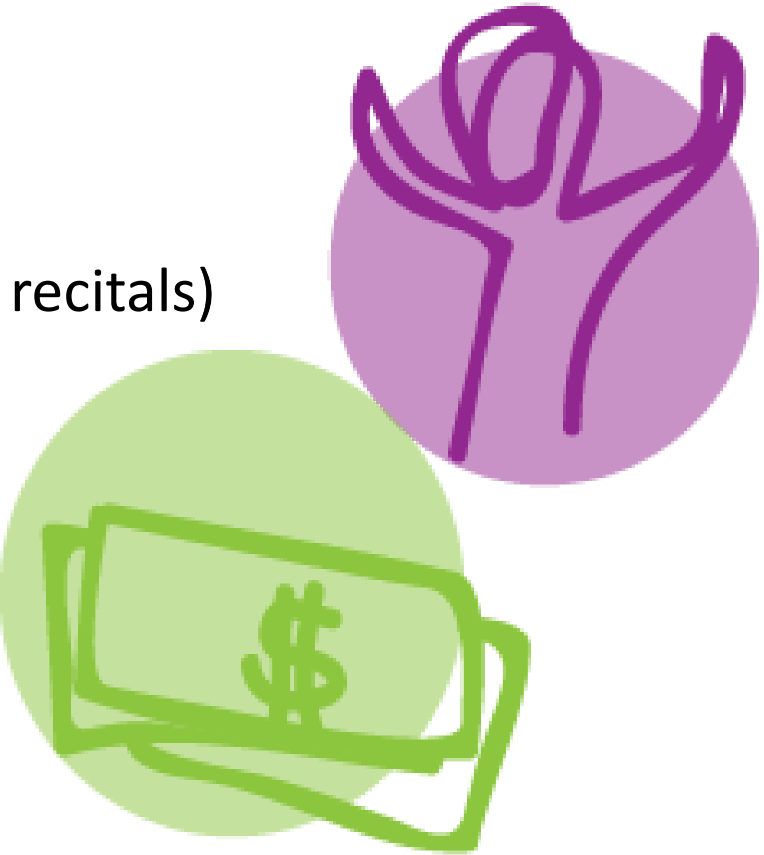
Case Studies: Use of Space

- Commissioned theatre
- Repertory theatre
- Roadhouse shows
- Film screenings
- Community-partnership productions
- Private rentals

Case Studies: Use of Space

- The majority used a **seasonal approach**
- Focused on roadhouse or **community events in their off-season**.
- Most focused on **either theatrical or musical** productions
- **External rentals** were a year-round part of events.

Case Studies: Rental variety



- Stage/**production** rentals (high school theatre, dance recitals)
- **Stage** rentals (meetings, presentations)
- **Lobby** rentals (art shows, book launches, weddings)
- **Rehearsal** space rentals (other theatre productions)
- **Conference** rooms (meetings)
- Great rooms, basements, or theatre space with seats removed (trade shows, **community celebrations**)
- **Kitchens** (community celebrations)
- **Outdoor** spaces (weddings)

Case Studies: Community Rental motivations

- Rentals incurred **staffing** costs, and were often part of a community **service mandate** that included low-cost rental fee schemes

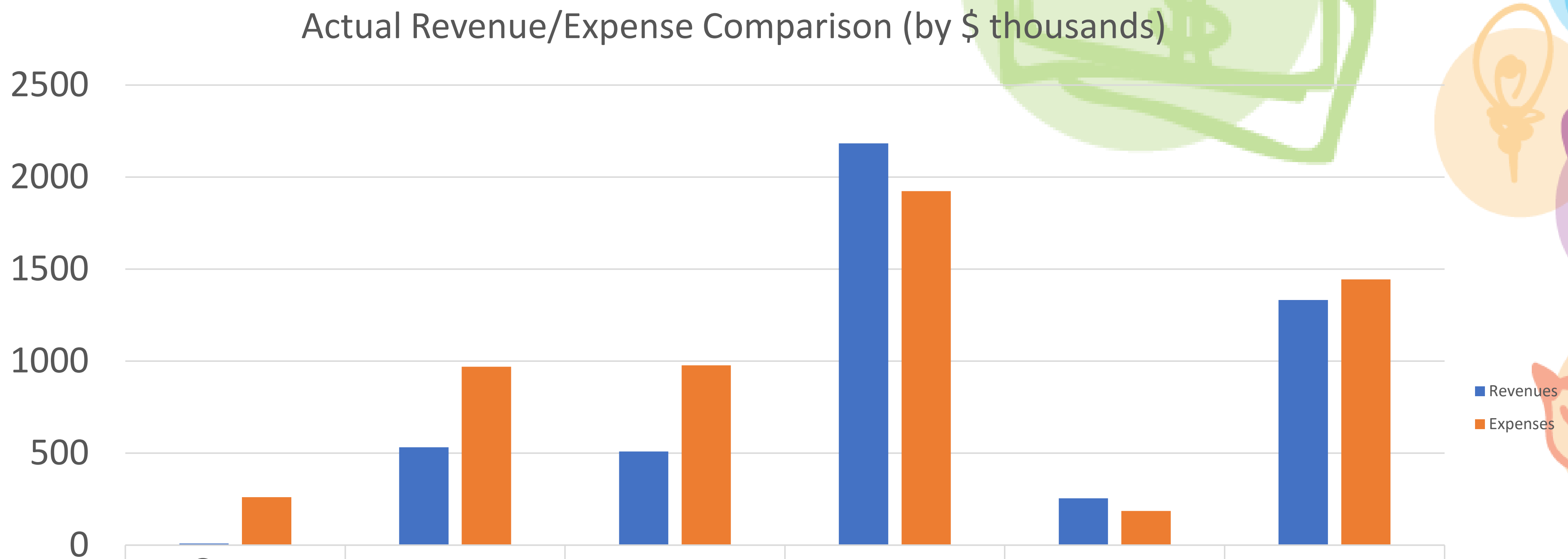
- Theatres opted to **stay closed during COVID-19** shutdowns;

Rental Considerations

- A new **cultural organization or partnership** could create a programming framework to help develop and deliver events in the space.

- Critical to identify what kind of **auxiliary spaces** are currently available, and what might be needed or beneficial as operations grow or diversify.

Financial Comparisons



	Grace Tipling	Meaford	Orillia	Blythe	Aron	Orangeville
Revenues	9.5	532	509	2183	255	1332
Expenses	261	970	977	1924	186	1444

Case Studies: Revenue + Funding

- The majority of organizations we spoke to are **non-profits or charities**; as such, they are expected to operate on a **break-even** model.
- Annual operating expenses ranged from **$200 thousand to $2 million**.
- Revenues ranged from **$250 thousand to $2 million**
- Municipally-run theatres are **revenue-generating ventures**, with any surplus nominally going back to the town.
- Municipally-run theatres tended to ***directly fund*** **up to 50%** of operational budgets, suggesting that they are considered more or less ‘core services’ for residents.

Case Studies: Revenue + Funding

- The **municipalities also partnered with non-profits** on larger projects
- **Unique arrangements** depending on the context.
- All of the theatres we spoke to were in good financial health pre-COVID, with **budget-variance rates up to about 10%.**
- **Two theatres of five** accrued operating surpluses within the last five years. Those surpluses were exhausted during COVID.

Case Studies: Revenue + Funding

Theatres used different revenue streams to finance operations and capital repairs. These included:

- **Municipal funding** arrangements
- **Ticket surcharge**: $1 charge on each ticket sold for a capital-repair fund
- **Donations**: this was a major source for several theatres, including ongoing from individuals and businesses
- **Subscriptions**: patrons purchased 3-5 tickets at a time for a slightly lower cost, thus driving overall ticket sales, incentivizing frequency, and improving cashflow.

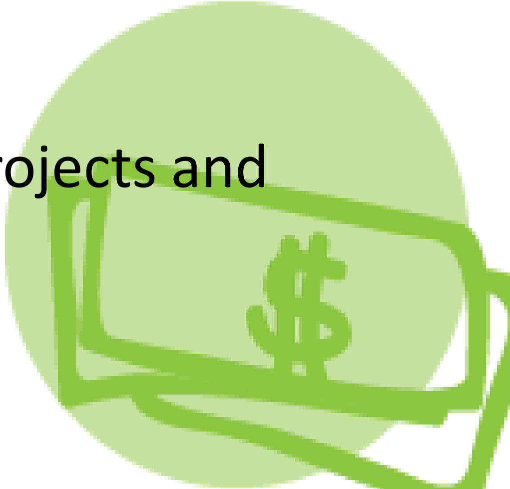
Case Studies: Revenue + Funding

Theatres used different revenue streams to finance operations and capital repairs. These included:

- **Grants**: operating grants, special-projects grants, or capital-repair grants from provincial or federal arts or heritage agencies.

- **Sponsorships/advertising**: partnerships with businesses in exchange for visibility (a page in their guidebook, lobby signage, etc) .

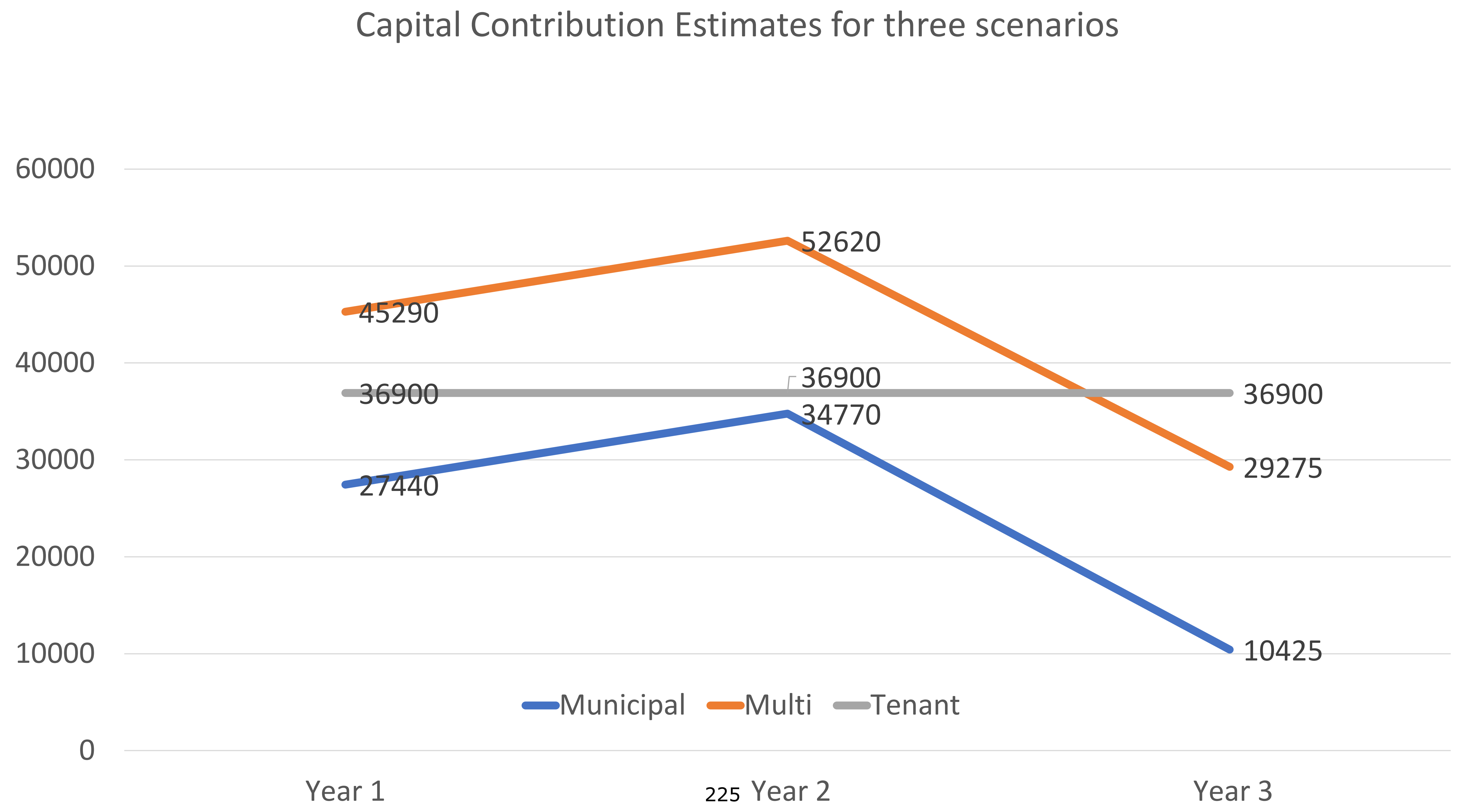
- **Fundraising committees**: these groups worked on both special projects and annual fundraising initiatives for operating costs.



Case Studies: Revenue + Funding

*It is important to note that ticket sales and rental income are **not** the majority revenue sources for many performing arts theatres.*

*They rely heavily on **donors, grants, subscribers, and municipal support.***


Capital Contribution Estimates for three scenarios
60000
50000
40000
30000
20000
10000
0
45290
52620
36900
36900
36900
34770
27440
29275
10425
Municipal
Multi
Tenant
Year 1
Year 2
Year 3

Revenue + Funding Considerations

- Success will come from revenues that are ***as diverse as possible***, and include a mixture of ticket sales, rental revenues, patron/partner support, grants, donations, and municipal support.

- **Governance models supporting diverse income** streams and public investment (non-profit, charity, etc), should be prioritized

- Cultivating a **particular theatre identity or brand** may be helpful in reaching donors or patrons on a provincial or national scale.

Case Studies: Theatre Identity

- Several theatres we spoke to had **specific theatrical mandates**, mostly around developing new *Canadian theatre*.

- These mandates allowed them to have a **particular identity** within the Canadian theatre ecosystem

- Most were connected to **provincial/national networks**

- Several theatres had **youth camps** designed to engage young people

Theatre Identity Considerations

- Potential avenues for cultivating a distinct and marketable theatre identity include:
    - Commissioning theatre by/for/about **newcomers, BIPOC, local** and emerging culture(s) of rurality
    - Developing a **learning space** for young theatre professionals and students
    - **Young people's** theatre (school groups)
    - "Genre" or **niche repertory** theatre

Case Study: Audiences and Community

- Most theatres were located in **towns or small cities** (below 30K population), and thus had large catchment areas.
- **Local tourism** was a key driver for sales
- **Weather** was a key consideration for several theatres
- For some theatres, **building local community** was of very high importance; for others, it was very low.

Case Study: Audiences and Community

- Those with high community engagement worked with community partners in a number of ways:
  - **Partnering** with community groups
  - Engaging **local business**
  - Engaging community **groups**
  - **Discounts**
- Several theatres credited their strong **volunteer** corps

Overall Priorities before start-up

- Identify **key stakeholders and partners**
- Build partner consensus on **governance/operational structures**
- Build consensus on **programming priorities** for the theatre space
- Plan for the **rehabilitation or renovation** needs in the Grace Tipling building suitable to the programming priorities
- Develop a financial strategy that includes **diverse revenue stream**

3: Key Stakeholder Interviews

Interviews with Shelburne stakeholders

- 6 People representing five (5) local organizations
- All with some history of, or possible use for the Hall
- Trying to get a sense of governance priorities, fee tolerance
- Also looked at how to improve space to make it more accessible or desirable as an event venue

In general

- People like the Hall and its heritage atmosphere

- Most considered sound and lighting upgrades a priority

- Some possible uses would need access to different things:

e.g. sound-proofed rehearsal space, light food service and flexible meeting spaces

- Access to in-house sound and lighting expertise also considered important

- Overall respondents understood that Hall rentals are very cheap under the current model

In general

- General enthusiasm for potential to use Hall more often
- Ongoing or frequent use constrained by access to flexible spaces outside the theatre
- Within the theatre, the addition of dedicated light/sound control area would also help, though this must be balanced against loss of seats.

Schedule scoping

- Respondents suggested that they might rent the Hall two or three times a year under present circumstances

- Each event was likely to require no more than a day or two for set-up or rehearsals

- A majority of respondents were interested in offering ticketed events, although in some cases the hope was to offer ‘free tickets’ for community celebrations and public performances

- Respondents were generally confident in their ability to sell out tickets

Reflecting on Governance

- Three governance possibilities were introduced and described to respondents (municipal-run, partnership, independent/lease)
- Municipal model was often framed as preferable because it was seen as the simplest or least disruptive change
- Two respondents suggested they might be interested in being a primary leaseholder or substantial partner in producing and scheduling events
- All respondents described some potential positive features of a partnership/collaborative model, and suggested they would be interested in joining a group created by the municipality to explore governance more in detail

Tickets, Rental and Pricing

- Respondents generally considered a $20 ticket attainable. For amateur/student performances, some suggested lower prices.

- $35 was considered the highest price comfortably attainable for performances

- In lieu of rental fees, respondents were comfortable in the range of 10-30% for ticket commission, depending on other event expenses.

- As a flat rate, respondents indicated single-day prices from $500-1000 would be feasible;
- For annual leases, 50% of operations/maintenance was considered possible, or up to about $5000 per month.

Next Steps

- **Decide** on governance/operational model to proceed with
- Integrate relevant community stakeholders in **annual scheduling and programming process**
- Build consensus on **programming and rental priorities** for the theatre space
- Develop plan for the **rehabilitation or renovation** needs in the Grace Tipling Hall and auxiliaries to support diverse uses and revenue streams
- Set rental and ticket rates as part of developing a longer term financial strategy that includes **diverse revenue streams**

Thank you!

We hope you've enjoyed your time with us!

Emmett Ferguson

(416)-702-9586

emmett@ekonomos.com

Meeting Date:	Monday, November 22, 2021
To:	Members of Council
From:	Jennifer Willoughby, Director of Legislative Services/Clerk
Report:	LS 2021-13
Subject:	**Appointment of Private Security Company for the Purpose of Parking Enforcement.**

Recommendation

BE IT RESOLVED THAT Council receives report LS2021-13 from the Director of Legislative Services/Clerk as presented and circulated;

AND THAT leave be given for the reading and enacting of By-law #66-2021, being a by-law to appoint TAG international Inc., o/a TAG Security Services as Parking Enforcement Officers for the period covering November 15, 2021 to April 16, 2022.

Background

On November 8, 2021, Council was presented with report LS 2021-12 – Review of Bylaw Enforcement Services - Reactive and Proactive Approaches. Included in the report was reference to winter parking enforcement.

Noted within the report was measures being taken regarding winter parking enforcement. The Town has engaged the services of a private contractor as as a stop gap measure for the 2021/2022 winter parking season.

Analysis

1.1 In order to be able to perform parking enforcement duties Section 15(1) of the Police Services Act, RSO 1990, c. P.15, requires that Private Security Services be appointed by the Municipality.

1.2 Prior to February 18, 2021, overnight parking enforcement was provided by the Town of Shelburne Police Services.

1.3 Since February 18, 2021, the overnight parking provisions were relaxed and not consistently enforced.

1.4 Staff reviewed possible alternatives to enforcing the Traffic Bylaw, specific to overnight winter parking between the 15th day of November of one year to the 15th of April 15th of the following year without impacting the 2021 Bylaw Enforcement Budget.

1.5 Research found that several municipalities have entered into agreements with private security companies to assist municipal parking enforcement officers either in a temporary or permanent capacity.

1.6 Staff consulted with a few local private security companies and found that only one company was able to provide the services that the Town required.

1.7 Security firms requesting appointments for staff have all received licenses from the Province to act as Security Guards. The requirements set by the Province include:

- Be 18 years of age or older
- Legally eligible to work in Canada
- Clean Criminal Records check
- Take the security guard or private investigator basic training
- Pass the security guard or private investigator basic test.

1.8 Licensed Security Officers are responsible for adhering to the Private Security and Investigative Services Act, 2005 and its regulations, including the Act's Code of Conduct regulation.

1.9 All security guards receive training from municipal staff prior to being authorized. In addition, any issues or concerns may be easily corrected throughout the process if, and when, needed.

Financial Impact

As noted within report LS 2021-12, the approved 2021 budget included hiring a part-time bylaw officer or contract to enforce parking related to winter snow clearing operations.

The continued costs are approximately $10,500, for the remainder of the contract into 2022 until April 15, 2022. This amount has been included in the draft 2022 budget.

Policies & Implications Affecting Proposal

No known policies or impacts at this time.

Consultation and Communications

Municipality of Clarington, City of Sarnia, Town of East Gwillimbury, City of Owen Sound, City of Brantford

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable. There are a total of 12 targets with the three Goals.

This report aligns with the sustainable goals within targets:

Target T2 – municipal services review and evaluation

Target T7 – promote partnerships and collaboration

Target T11 - Improve community connections

Supporting Documentation

Appendix 1: Draft Appointment By-law #66-2021

Appendix 2: Contract for Services - Agreement

Respectfully Submitted:

Jennifer Willoughby, Director of Legislative Services/Clerk

Prepared by:

Tami Abott, Municipal Law Enforcement Officer

Reviewed by:

Denyse Morrissey, CAO

The Corporation of the Town of Shelburne

BY-LAW #66-2021

Being a By-law to Appoint Parking Enforcement Officers

WHEREAS the Town has entered into an agreement with Tag International Inc., o/a TAG Protection ("TAG") to provide overnight parking enforcement of the Town of Shelburne's Traffic By-law #8-1983, as amended, between November 15, 2021, and April 16, 2022;

AND WHEREAS subsection (1) of section 15 of the Police Services Act, R.S.O. 1990, c. P.15, provides that, "A municipal council may appoint persons to enforce the by-laws of the municipality";

NOW THEREFORE the Council of the Corporation of the Town of Shelburne hereby enacts as follows:

1. Any employee of TAG International Inc., o/a TAG Protection who holds a valid provincial private security guard license, as set out by the Private Security and Investigation Services Act, 2005, as amended, are hereby appointed as Parking Enforcement Officers for the sole purpose of enforcing the Town of Shelburne Traffic By-law #8-1983, as amended, within the geographical boundaries of the Town of Shelburne and on property owned or controlled by the Town of Shelburne;

2. This appointment as Parking Enforcement Officers shall remain in effect until April 16, 2022, or until otherwise amended or repealed.

BY-LAW READ A FIRST, SECOND and THIRD TIME in Open Council, and enacted this 22nd day of November 2021.

____
Wade Mills
Mayor

____
Jennifer Willoughby
Director of Legislative Services/ Clerk

TAG
PROTECTION SERVICE

Dear Jennifer Willoughby

November 9th, 2021

Re: Town of Shelburne Bylaw Enforcement

The intent of this Contract is to provided total security services for the Town of Shelburne in a cost effective, efficient and professional manner and in full compliance with the Private Investigators and Security Officers Act, so as to properly safeguard and protect the buildings, personnel and property of you the client and to provide all the other services that are normally carried out by security organizations in creating a safe and secure environment for the occupants and customers of the clients job site and community.

We recognize that our actions reflect upon all our clients and that we must earn the trust of our services every day. Therefore, all of our security officers are fluent in English, approachable, friendly, and courteous. All of our employees are professionally uniformed, licensed, insured and bondable.

We value this opportunity to be your Security Service Provider of choice and the business relationship it creates. As part of our efforts to improve service and to ensure the ongoing compliance with the Agreement, we are requesting that you kindly execute the enclosed Service Agreement.

We built our reputation by ensuring clients receive the best possible service at all levels – from a front line Security Guard to the Scheduling and Account Managers who oversee the contracts. Our robust quality assurance program features internal audit procedures to assure our clients of the serious commitment we make to exceed their service expectations.
If you have any questions, please do not hesitate to contact myself or anyone at the office

Most Sincerely

TAG INTERNATIONAL INC

Geoffrey Thompson
Operations Manager

Agreement for Security Services TP# _______________

Supplier:	**TAG International Inc. o/a TAG Protection ("TAG")**
Client:	The Corporation of the Town of Shelburne **("Client")**
Client Address:	**203 Main Street, Shelburne, ONT**
Client E-Mail:	**jwilloughby@shelburne.ca**
Project Name:	Seasonal Bylaw Enforcement **("Project")**
Project Address:	Town of Shelburne – As directed **("Property")**

1. Background

1.1. TAG International Inc. operates a business providing security and protection services.

1.2. The Client requires services from TAG.

1.3. The parties wish to reduce the terms of their arrangement to writing.

1.4. The parties agree to the terms below.

2. Services

2.1. The Services shall be performed in the manner described in **Schedule A,** attached.

2.2. Should the Client request additional work outside of the scope of work listed in **Schedule A**, the parties may agree in writing to adjust the scope of work.

2.3. The Client shall arrange for TAG to have access to the Property at such times as mutually agreed upon by the parties to permit the work to be carried out.

2.4. The Client will provide TAG with a key and/or entry code, along with any equipment necessary if applicable to permit the work to be carried out.

2.5. TAG may, in its sole discretion, retain a subcontractor for any portion of the scope of work.

2.6. TAG may perform services for other Clients.

3. Contract Price

3.1. The price for the services outlined in **Schedule A** shall be **$700.00** plus HST for a total of $791.00 ("Contract Price").

3.2. TAG shall invoice the Client for the Contract Price by weekly instalments of $700.00 plus HST, starting on November 15th, 2021. Invoices shall be directed to the attention of: Jennifer Willoughby

3.3. The parties agree that invoices may be submitted electronically to the following email address for payment: **jwilloughby@shelburne.ca**.

3.4. Invoices shall be due and payable net 15 days from the date they are received by the Client. For invoices submitted electronically, the invoice shall be deemed received the next business day after it is sent.

3.5. Unpaid invoices shall accrue interest at the rate of 2% per cent per month.

3.6. Under no circumstances may the Client withhold any payment that is due and payable for services rendered without the prior written consent of TAG.

4. Agreement for Services Only

4.1. The parties agree that TAG is not an employee of the Client and that TAG's principals, employees or subcontractors will not become employees under this Agreement.

5. Term of Agreement

5.1. This Agreement takes effect on the date it is signed ("Start Date") and will continue until April 16th, 2022 ("Expiry Date")].

5.2. This Agreement may be terminated early in accordance with the Termination provision below.

6. Termination

6.1. If the Client has concerns with TAG's performance of its obligations under this Agreement, it must:

a) Provide TAG with notice in writing that clearly specifies the concern(s) and the corrective action required;

b) TAG shall then have 30 days from the date notice in writing is received to address/rectify the concerns.

6.2. If, after the expiry of the 30-day period, the issues of concern have not been corrected, all parties acting reasonably, the Client may terminate this Agreement upon providing 15 days notice or payment to TAG of the lesser of the equivalent of **one half of a months** of the payments in section 5 or **$1,000.00**. This amount is in addition to any accounts due and owing to TAG for work performed up to and including the termination date.

6.3. The 30-day notice period is not cumulative. For greater clarity, if concerns are brought to TAG's attention which are resolved within 30 days but reoccur, or different concern(s) arise, TAG shall have an additional 30 days from the date notice in writing is received to rectify the concern(s).

6.4. If the Client wishes to terminate this Agreement for any reason other than TAG's performance, it may do so only upon providing 30 days' notice in writing to TAG. Failure to provide 30 days' notice in writing will result in a $2,000.00 cancellation fee payable by the Client to TAG. This fee shall be in addition to any accounts due and owing to TAG for which payment is outstanding and for which work was completed during the notice period.

6.5. TAG may terminate this Agreement at any time and for any reason, upon providing the Client with 30 days' notice in writing. The Client shall be obligated to compensate TAG for services rendered during the 30-day notice period.

6.6. If the client fails to remit payment within 30 days for an invoice rendered under section 5, TAG shall cease work and the outstanding amounts shall become due and payable immediately together with a $2,000.00 cancellation fee.

7. Liability

7.1. TAG shall maintain its registration with the WSIB and shall provide current clearance certificates to the Client on a regular or on demand basis.

7.2. The Client shall maintain comprehensive liability insurance at all times TAG is providing services to the Client. Within ten days after the execution of this Agreement and upon request thereafter, the Client shall furnish to TAG certificates of insurance naming TAG as in additional insured. Said policy shall be prepared in such a form that TAG shall not be liable for any premiums for the Client's policies.

7.3. The policy of insurance shall provide coverage of at least two million dollars ($2,000,000.00) for each separate occurrence and shall contain cross liability and severability of interest clauses and coverage for non-owned automobile liability.

7.4. TAG, its affiliates, employees, agents, trades and/or subcontractors will not be responsible for any losses, obligations, liabilities, injuries to persons or property which occur on or at the Property and are caused by or related to:

7.4.1. The actions and/or negligence of the Client, its employees, affiliates and assigns;

7.4.2. The actions and/or negligence of other contractors engaged by the Client other contractors and;

7.4.3. Obligations, losses, liabilities, injuries to persons or property and/or other claims which occur at the Property, unless there is wilful misconduct on behalf of TAG.

7.5. The Client shall indemnify and save TAG and its employees, agents, etc., harmless from and against any and all actions, causes of action, claims, losses and demands that may arise from the services provided by the Client, unless caused by the direct negligence of TAG This provision includes but is not limited to, claims brought pursuant to the *Occupiers Liability Act*, R.S.O. 1990, c. O.2, the *Liquor Control Act,* R.S.O. 1990, c. L.18, *Liquor Licence Act*, R.S.O. 1990, c. L.19 and the *Negligence Act*, R.S.O. 1990, c. N.1, as may be amended from time to time.

7.6. Should the Client receive notice of a claim, action, injury, obligation or liability to any person or property that alleges negligence and/or liability on the part of TAG and/or its employees personally, the Client shall immediately notify TAG and provide particulars of the allegations in writing.

8. No Solicitation

8.1. The Client shall not solicit or induce any of TAG's employees, subcontractors and/or affiliates to leave their present employment and/or make any offers of employment to TAG's employees, subcontractors and/or affiliates during the term of this Agreement and for a period of twelve (12) months after the termination of this Agreement for any reason.

8.2. unless it is in writing, signed and dated by both parties and identified as an addendum or amendment to this Agreement.

8.3. This Agreement or any addendum or amendment to it may be signed in counterparts. Each counterpart will constitute an original document and all counterparts, taken together, will constitute one and the same instrument. Executed counterparts may be delivered by electronic delivery.

8.4. If any provision of this agreement is found to be illegal, invalid or unenforceable, the illegal, invalid or unenforceable portion shall be severed from this Agreement and the remainder of the Agreement shall continue in force.

8.5. This Agreement shall be interpreted in accordance with the laws of the Province of Ontario and the Superior Court of Justice in the City of Guelph, County of Wellington, Province of Ontario shall have exclusive jurisdiction in all proceedings relating to the enforcement of this Agreement or arising from any act or omission by either party pursuant to the services engaged under this Agreement.

8.6. Failure or delay in exercising any right under this Agreement shall not operate as a waiver of such right or affect this Agreement in any way. Any change to this Agreement must be made in writing on consent of both parties.

9. Assignment

9.1. Neither party may assign this Agreement or any of the rights contained in it without the prior written consent of the other.

10. Acknowledgement by Parties

10.1. The parties acknowledge having read, understood and agreed with the terms of the above Agreement. The parties understand that this is a legally binding agreement and that they each have had the opportunity to obtain independent legal or other advice as they may deem fit prior to signing to indicate their respective agreement. This Agreement shall be binding on the parties and their heirs, successors, executors, administrators and assigns.

FOR TAG INTERNALIONAL INC.	**FOR CLIENT**
____________________	____________________
Signature – I Have Authority to Bind the Company	Signature – I Have Authority to Bind the Company
____________________	____________________
Date	**Date**
____________________	____________________
Print Name	**Print Name**

SCHEDULE A

SERVICES TO BE PROVIDED – Bylaw Enforcement

Services	Times	Rate
Winter Parking Enforcement	**20 hours/ week**	**$35/hour**

Weekly costing based on 20 hours $700.00/week

The above rate includes a marked Security vehicle and a uniformed security officer.

Any STAT hours are billed at 2.5 times the above rate/hour.

Training will be provided by the Town of Shelburne. As such the costs for 4 staff and 1 supervisor will be invoiced separately at the regular rate upon completion of the training.

2022 BUDGET SCHEDULE	
August 31st, 2021	Submission Deadline for Annual Grant Applications
August / Sept 2021	Collection of data, quotes, estimates, etc., by department heads and senior management in preparation of preliminary budget meetings. All data to be submitted to Treasury **no later than August 31st, 2021**
September 27th, 2021	Invitation to Municipal Grant Applicants to present details and answer questions with respect to their submission
October 13th, 2021	Meeting with Department Heads to review preliminary information submitted for the Draft 2022 Budget and the 10 Year Capital Plan
October 18th, 2021	3rd Quarter Financial Report FS2021-11
November 22nd, 2021	Service Delivery Review Report from Optimus Sbr
November 29th, 2021	**Special Budget Meeting** (to present 2022 Budget Framework Report)
December 13th, 2021	Presentation of Draft 2022 Budget & 10 Year Capital Plan to **Council** followed by discussions
January 10th, 2022	Presentation of Draft 2022 Budget to **Public** followed by discussion at the regular meeting of Council to follow the same evening
January 24th, 2022	Approval of 2022 Budget by Resolution with authorization to prepare By-Law for next meeting
February 14th, 2022	By-Law to Adopt the 2022 Budget

From: Nicole Hill
To: Denise Holmes; Denyse Morrissey; fred.simpson@townofmono.com; hboston@mulmur.ca; info@amaranth.ca; Jennifer Willoughby; mark.early@townofmono.com; nmartin@amaranth.ca; Sarah Culshaw (sculshaw@melancthontownship.ca); tatkinson@mulmur.ca; Carey Holmes
Subject: SDFB Resolution
Date: Monday, November 8, 2021 11:27:28 AM
Attachments: image001.png

Hello,

The following motion was passed at the Fire Board meeting on Tuesday November 2nd:

Resolution # 6

Moved by F. Nix – Seconded by J. Horner

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management adopt the 2022 Operating Budget in the amount of $587,475 which represents a 3.65% increase over 2021;

AND THAT $35,000 from the operating reserve be used to offset the increase;

AND further that this request be circulated to the participating municipalities for approval.

Carried

Nicole Hill
Secretary/Treasurer
Tel: (519) 925-5111

Shelburne & District Fire Board
114 O'Flynn Street
Shelburne, ON L9V 2W9 |
nhill@sdfd.ca

SHELBURNE & DISTRICT FIRE BOARD

2022 OPERATING BUDGET

PRESENTED: November 2, 2021

ACCOUNT NUMBER	ACCOUNT NAME	2021 BUDGET	2021 TO DATE	2022 BUDGET
EXPENDITURES				
4100-0100	Treasurer	$ 1,000.00	$ 600.00	$ 800.00
4100-0300	Secretarial Services	$ 38,275.00	$ 30,218.81	$ 38,000.00
4100-0400	Legal & Audit & HR Services	$ 7,500.00	$ 3,459.84	$ 6,500.00
4100-0500	Mutual Aid Contributions	$ 1,000.00		$ 1,000.00
4100-0550	Office Supplies	$ 3,000.00	$ 2,070.17	$ 3,000.00
4100-0600	Material & Supplies	$ 2,250.00	$ 2,053.89	$ 3,000.00
4100-0700	Services & Rentals	$ 4,500.00	$ 4,447.54	$ 6,000.00
4100-1100	MTO/ARIS Fees	$ 1,000.00	$ 690.00	$ 850.00
4200-1650	IT Support Dufferin County	$ 1,500.00		$ 1,500.00
4100-0800	Subscriptions & Memberships	$ 700.00	$ 425.41	$ 700.00
4100-0900	Conventions & Conferences	$ 4,000.00	$ 554.58	$ 2,500.00
4100-1000	Licence Renewal	$ 850.00	$ 856.21	$ 900.00
4100-1200	Heath & Safety Expenses	$ 5,000.00	$ 1,463.27	$ 5,000.00
4100-1300	Fire Prevention/Pub Ed	$ 6,000.00	$ 5,297.70	$ 6,000.00
4100-1500	Training - Courses/Expense	$ 15,000.00	$ 4,983.05	$ 15,000.00
4100-1800	Communication Equipment	$ -	$ -	$ 1,000.00
4100-1900	Dispatch	$ 37,000.00	$ 25,968.75	$ 45,000.00
4200-0100	Fire Call Wages	$ 131,250.00	$ 67,421.58	$ 131,250.00
4200-0102	Full-time Staff Wages	$ 118,864.00	$ 98,384.15	$ 124,000.00
4200-0103	VFF Salaries/Standby/Meetings	$ 39,500.00	$ 34,963.24	$ 39,500.00
4200-0105	Training Wages	$ 32,500.00	$ 25,970.00	$ 32,500.00
4200-0110	Employers Portion - EI	$ 3,500.00	$ 1,927.05	$ 2,500.00
4200-0120	Employers Portion - CPP	$ 8,500.00	$ 8,056.76	$ 11,000.00
4200-0150	Mileage & Meals	$ 400.00	$ 262.99	$ 400.00
4200-0200	Benefits (Manulife & VFIS)	$ 11,000.00	$ 11,965.73	$ 17,250.00
4200-0210	WSIB	$ 17,000.00	$ 11,825.77	$ 16,000.00
4200-0220	Employer Health Tax	$ 4,000.00	$ 3,159.93	$ 4,000.00
4200-0300	OMERS Pension Plan	$ 13,000.00	$ 11,911.04	$ 15,000.00
4200-0400	Employee Assistance Program	$ 1,000.00	$ 708.25	$ 750.00
4200-0500	Protective Clothing/Uniforms	$ 3,500.00	$ 4,776.00	$ 4,500.00
4200-0800	SCBA Maintenance	$ 2,000.00	$ 737.76	$ 2,000.00
4200-1005	Truck R&M - Pump 24	$ 4,000.00	$ 1,902.22	$ 3,000.00
4200-1010	Truck R&M - Car 21	$ 2,000.00	$ 1,038.47	$ 2,000.00
4200-1015	Truck R&M -Car 22	$ -	$ -	$ 1,500.00
4200-1020	Truck R&M - Tanker 25	$ 4,000.00	$ 5,983.90	$ 2,500.00
4200-1030	Truck R&M - Rescue 26	$ 4,000.00	$ 4,099.78	$ 3,000.00
4200-1040	Truck R&M - Pump 27	$ 4,000.00	$ 1,591.88	$ 3,000.00
4200-1050	Truck R&M - Ladder 28	$ 4,000.00	$ 1,612.24	$ 3,000.00
4200-1060	Fuel for Trucks	$ 8,000.00	$ 6,874.20	$ 9,500.00
4200-1100	Insurance Premium	$ 45,000.00	$ 41,767.07	$ 51,000.00
4200-1200	Miscellaneous/Recognition Night	$ 2,500.00	$ 529.00	$ 2,750.00
4200-1250	Expressions of Sympathy	$ 250.00	$ -	$ -
4200-1300	Utilities (Gas/Hydro/Water/Sewer)	$ 22,500.00	$ 14,576.34	$ 20,000.00
4200-1400	Bell Canada (Dispatch Line)	$ 950.00	$ 759.80	$ 950.00
4200-1500	Bell Canada (Admin Line)	$ 1,650.00	$ 1,100.24	$ 1,350.00
4200-1550	Bell Mobility	$ 1,600.00	$ 1,124.43	$ 1,400.00
4200-1600	Vaccination & Driver Medicals	$ 400.00	$ 765.00	$ 800.00
4200-1700	Bank Service Charges	$ 725.00	$ 597.00	$ 725.00
4200-1750	Ceridian Payroll	$ 2,500.00	$ 1,724.17	$ 2,700.00
4200-1800	New Equipment Acquisition	$ 5,000.00	$ 1,049.74	$ 5,000.00
4200-1810	Equipment Maintenance	$ 2,500.00	$ 3,511.26	$ 4,000.00
4200-1860	FF Association Expenses	$ -	$ 435.61	$ -
4200-1900	TSF Bell Tower Lease to Capital			
4200-1980	Building Maintenance	$ 5,500.00	$ 6,426.59	$ 7,500.00
4200-1840	Purchases from Grants		$ 4,320.84	
4200-2000	Interest on Temporary Loans	$ 600.00		$ 600.00
4200-2100	Fire Hydrants	$ 7,500.00		$ 7,500.00
4200-2500	Uncollectible Accounts	$ -		
	TOTAL EXPENSES	**$ 643,764.00**	**$ 466,949.25**	**$ 671,175.00**

Increase in Expenses over Previous Year 4.26%

REVENUES:				
3000-0500	Interest on Current Account	$ 500.00	$ 128.15	$ 200.00
3000-0600	Inspections Revenue	$ 5,000.00	$ 18,416.62	$ 3,000.00
3000-0800	MTO / County / Insurance MVC Revenue	$ 40,000.00	$ 6,021.00	$ 40,000.00
3000-0850	Hydro / Enbridge Revenue			$ 5,000.00
3000-0900	False Alarm / Fire Rep / Misc. Revenue	$ 5,000.00	$ 15,375.00	$ 500.00
3000-2000	Provincial Grant		$ 6,600.00	
	Partial Use of Surplus to Offset 2016			
	SUBTOTAL REVENUES	**$ 50,500.00**	**$ 46,540.77**	**$ 48,700.00**
	Operating Reserve	*$ 26,500.00*		*$ 35,000.00*
2900-0000	Surplus/Deficit from Previous Year			
	TOTAL REVENUES	**$ 77,000.00**	**$ 46,540.77**	**$ 83,700.00**
TOTAL OPERATING LEVY		**$ 566,764.00**		**$ 587,475.00**

Decrease over Previous Year -3.56%

Increase over Previous Year 3.65%

CENTRE DUFFERIN RECREATION COMPLEX

BOARD OF MANAGEMENT

Minutes of the Regular meeting held September 22, 2021 via ZOOM

Attendance:	Lindsay Wegener	Shelburne
	Steve Anderson	Shelburne
	Dan Sample	Shelburne
	Chris Gerrits	Amaranth
	Heather Foster	Amaranth
	Margaret Mercer	Melancthon
	Darren White	Melancthon
	Sharon Martin	Mono
	Kim Fraser	Facility Administration Manager
	Marty Lamers	Facility Maintenance Manager
	Emily Francis	Recreation Program Coordinator

Absent: Geer Harvey

Meeting called to order by Chair, Chris Gerrits at 6:30pm.
A quorum was present.
Chris welcomed Sharon Martin to the CDRC Board of Management, representing Town of Mono

Declaration of Pecuniary Interests:
Chair, Chris Gerrits stated that if any member of the board had a disclosure of pecuniary interest that they could declare the nature thereof now or at any time during the meeting.

Election for Vice-Chair Position:
Chair, C. Gerrits opens the floor to nominations for Board Vice-Chair

<u>Vice-Chair:</u> Moved by H. Foster, seconded by D. White to nominate Lindsay Wegener for Vice-Chair. Carried
Lindsay Wegener accepts nomination.

Hearing no further nominations:
Moved by D. Sample, seconded by L. Wegener to close nominations for Vice-Chair. Carried

Moved by D. White, seconded by D. Sample to appoint Lindsay Wegener for Vice-Chair. Carried

> **MOTION #1** – Moved by M. Mercer seconded by D. Sample. Be it resolved that effective immediately, cheque signing authorities for the CDRC chequing account be Administration Manager-Kim Fraser, Chair-Chris Gerrits and Vice-Chair-Lindsay Wegener; and further that Laura Ryan be removed. Carried

Agenda:

> **MOTION #2** – Moved by M. Mercer seconded by H. Foster. Be it resolved we approve the agenda dated September 22, 2021 as circulated and presented. Carried

Discussion & Approval of Minutes of Previous Meeting August 25, 2021:

MOTION #3 – Moved by L. Wegener seconded by D. Sample. That the minutes of the CDRC Board of Management regular board meeting held virtually on August 25, 2021 be approved as circulated and presented. Carried

Correspondence:

- Laura Ryan-letter of resignation
- Hogies Pro Shope-notice exercising option to renew lease

MOTION #4 – Moved by D. Sample seconded by L. Wegener. That correspondence is received and placed on file. Carried

Finance Committee Report:
After review of the CDRC Monthly Financial Report the following motion was presented.

MOTION #5 – Moved by D. Sample seconded by H. Foster. That the bills and accounts as presented in the amount of $44,384.32 be approved and paid. Carried

Human Resource Committee Report:
Employment opportunities were posted on August 27, 2021 for seasonal part-time Facility Operator-Maintenance and Youth Maintenance Attendant positions. Three interviews were scheduled on September 20, 2021 for the Operator-Maintenance Attendant position. Two interviews were conducted, one did arrive. One employment offer will be sent, the second declined an offer.

Two resumes have been received for the Youth Maintenance Attendant position. Both applicants are returning CDRC staff. One has held the Youth Maintenance position for the past two winter seasons, the second was a CDRC lifeguard this past summer. After discussion the Board agreed to skip the interview process and send employment offers to both applicants.

Facility Administration Manager and Recreation Program Coordinator Reports:
See Schedule A
The concession booth will open October 2, 2021 for the Muskies season home opening game.

See Schedule B
With casual employment agreements, the Board agreed to extend employment to select 2021 summer staff to assist with running programs for the remainder of the season as needed.

The Board agreed to move forward with planning the 2nd CDRC Trick or Treat Drive thru

MOTION #6 – Moved by D. Sample seconded by L. Wegener. That we receive the reports from the Facility Administration Manager and the Recreation Program Coordinator. Carried

Facility Maintenance Manager's Report:
See Schedule C

MOTION #7– Moved by H. Foster seconded by D. Sample. That we receive the report from the Facility Maintenance Manager. Carried

Old Business

Family Transition Place-Rural Response Program:

A photo of the banner was distributed. Delegation was unable to attend and sent regrets. Will ask FTP to attend a future meeting and ask if there are more ways the CDRC can assist to share their information. The Board agreed to display the banner in the front entrance.

Provincial Antigen Screening Program (PSAP):

Follow up discussion regarding staff participating in the PSAP. The program is voluntary and all staff are provided information and have the option to participate. Summer youth staff provided parent/guardian consent. The testing was conducted twice per week throughout the summer. Currently with five staff, there is 100% participation in the PSAP rapid testing program. For additional information, a frequently asked question document was distributed to board members.

New Business

COVID-19 & Vaccine Passport Protocols:

Information was provided for discussion, as of September 22, 2021, patrons seeking access to the Centre Dufferin Recreation Complex must show proof of identification and proof of bring fully vaccinated (plus 14 days post second vaccination) against covid-10 before they can enter the area. After discussion the following motion was presented.

> **MOTION #8 –** Moved by S. Anderson seconded by D. White. Be it resolved that the CDRC Board of Management hires security to validate vaccination status as required by Ontario Regulation 645/21 filed September 14, 2021 as required and for as long as the regulation requires. Carried
>
> Opposed: D. Sample & M. Mercer

Confirmation by By-law:

> **MOTION #9** – Moved by L. Wegener seconded by D. Sample. Be it resolved that leave be given for the reading and enacting of by-law #08-2021 being a by-law to confirm certain proceedings of the CDRC Board of Management for its regular board meeting held September 22, 2021. Carried

Adjournment:

> **MOTION #10-** Moved by D. Sample seconded by M. Mercer. That we now adjourn at 8:07pm to meet again on October 27, 2021 at 6:30pm, or at the call of the chair.
> Carried

Secretary - Treasurer

Chairperson

Dated

SCHEDULE 'A'

Facility Administration Managers Report – September 22, 2021

General Information:
- Elections Canada will be held both advance polls and election day September 20th
- Blood donor clinic scheduled September 17th
- Addnl room rentals booked
- Sign rental inquiries
- Webinar offered by PRO regarding new recreation software.
- Reviewing Covid protocols and vaccine passport regulations. Contacting other facilities.
- Working with ice rental groups, preparing ice rental contracts and communicating Covid protocols
- Reviewing employment contracts with W&U

New Business:

Kim Fraser
Facility Administration Manager

SCHEDULE 'B'

Submitted By: Recreation Program Coordinator Emily Francis
To: CDRC Board of Management
Date: Wednesday September 22, 2021
Subject: Recreation Program Coordinator Report

September Overview

- The outdoor pool closed for the season on Friday September 3, 2021, and the summer day camp wrapped up on Thursday September 2nd, 2021.
- Developed and distributed a Summer 2021 Program Feedback Form to all registered participants to gather information and feedback on the programs that were offered throughout the summer months. I am still waiting for more responses and will provide further details in October.
    - Survey questions included:
        - What program(s) did you or your child/family participate in at the CDRC during the summer of 2021?
        - How did you find out about the program(s)?
        - How would you rate you and/or your child's experience in this program(s)? Please assign a rating of 1 to 10 where 1=unacceptable and 10=outstanding.
        - Did our staff meet your expectations?
        - Please share any comments/feedback about the CDRC summer 2021 recreation programs. We would love to hear how we did this summer.
        - What programs/Activities would you like to see the CDRC offer this fall/winter? Example: PA Day Camps, Christmas Camps, Youth Socials, Adult Programs
        - Municipality in which you reside.
        - Would you like to be added to the CDRC email list for future programs?
- Wednesday September 15th, 2021: attended a webinar put on by Parks and Recreation Ontario about a new Recreation Software called Catch Corner by Sports Illustrated. Catch Corner is a Recreation Software that is tailored to each individual facility. This software can be used for facility bookings included meeting rooms and ice rentals, day camps, aquatics, recreation programs etc. Municipalities included Town of Newmarket have just launched Catch Corner to
- Continuing to work with Kim, Marty, Minor Hockey and Skate Canada Shelburne to alter Covid-19 protocols for the 2021/22 ice season.
    - I have had several conversations with WDG public health to answer any questions we or user groups had on the updated guidelines including proof of vaccination.
    - Benchmarking through COFCA (Central Ontario Facilities) to gather further information on how facilities are incorporating different covid protocols as well as mandatory vaccine.
    - Connecting with other facilities to understand how they will be operating going forward.
    - Continual discussions with user groups in regard to the 2021/2022 ice season and how to execute protocols.
- Continuing to tidy up and reflect on the 2021 summer season including beginning documents with changes and updates for the 2022 season.
    - Gathering and organizing resources and information that will be used for upcoming programs and future summer programs.
    - Organizing and cleaning program supplies/areas used throughout the summer season.
    - A full report and overview on the 2021 summer season will be provided for the October meeting including details from the survey that was circulated to registered participants.

Fall Program Activities

After a successful and busy summer day camp, we now have proper equipment and have developed a strong base (resources, program ideas etc.) to move forward with PA Day camps and holiday break day camps. Below are a few examples but not all, of activities that can run with the current COVID-19 restrictions:

- PA Day Camp: Friday November 26th (Both Elementary and Secondary)
- Halloween Trick or Treat Drive Thru: Sunday October 31st (fee per attendee if necessary)
- Holiday Break Day Camp (December) 2 weeks
- Home Alone Safety for Kids
- Red Cross Babysitting course
- Afterschool Public Skating
- Figure Skating ticket ice
- Pickleball
- Adult Skate
- Parent and Tot Skate
- Friday Night Activities (Paint and Skate)

Partnerships for new programs offerings

- Exploring partnership opportunities with insured businesses to provide additional specialty programs including arts or specific sports related programs.

Program staff for remainder of 2021

It is recommended that the CDRC extend casual employment to select 2021-day camp staff/lifeguards to assist with running programs for the remainder of the year. I am in the process of reaching out to the summer staff to see who would be interested in assisting with programs moving forward.

SCHEDULE 'C'

Facility Maintenance Managers Report – September 22, 2021

SAFETY

GENERAL INFORMATION:

Facility Clean up after summer programs
Draining, shutting down, and winterizing pool
Start up Ice Plant Running well. First users Tuesday Sept 21, 2021
Election day and advance poll set up High touch point cleaning and clean up.
Arena condition assessment waiting for the last numbers
Providing info for roof grant to SBA engineering
High touch cleaning as needed.
Blood donor clinic.
Repaired light fixtures inside and outside burnt out replace with energy efficient LED
New signage and capacity limits for covid
Fabricate additional benches for dressing rooms for spacing.
CDRC Covid 19 ice user vaccination requirements and guidelines continuing to update.
Interview for new PT operator Sept 20, 2021, only 2 interviews as 1 declined 1 no show after calling could make himself available busy with hockey.
PT youth I propose we hire the only 2 applicants we received without interviews One is a returned youth and the other was a summer lifeguard.
Roof grant SBA continue to work on tender process.
Grant application Community Building Fund – Capital Stream see attachment The town was gracious enough to decile there proposed application as the CDRC application could only go through Building owner. I have attached what the SBA thinks would be most suited to the application. After they have spoke with the community support building fund support. The Town of Shelburne is aware that they will be signing off on this as building owners. See attach

New business

Marty Lamers
Facility Maintenance Manager

BIA General Meeting-November 9, 2021

Meeting called to order at 5:45 by Ed Crewson

In Attendance-Ed Crewson-Chair

Sharon Grant – Royal LePage/Vice-Chair

AJ Grace-Cavey- Cobwebs & Caviar-Secretary

Melissa Hooper –H & H Tax/Treasurer

Lynda Buffett – Council Liaison

Motion to approve payment of bills as follows;

Chq # 88 Payable to BDO for $838.46 – 2020 Year End Financials

Chq # 89 Payable to Melissa Hooper for $574.21 – Treat Bags for Treats in the Streets

Moved by Lynda Buffett Seconded by Sharon Grant

Motion carries

Discussion on the Santa Claus Parade.

Motion to run a Santa Claus Parade on December 4th at 6:00pm and the BIA recommends to council the following route;

Starting at the agricultural centre, running south on William Street, turning right onto Robert Street and running east. Turning right onto Jelly St N and running south, turning right onto First Ave E and heading West, then turning right back onto William St and running North. Ending the parade back at the Agricultural centre.

Melissa is going to look into running a sales event downtown on the Saturday of the parade and the rental of Jack Downing Park. And will start advertising and gathering applications for the parade once route is approved.

Ed is going to contact the Agricultural centre about getting permission to use their space for the parade staging area, and about getting a Santa's sleigh and getting Christmas music running downtown for the sales event.

Lynda is going to look into getting the parade route on the town newsletter.

Lynda and Sharon are going to look after the preparation of photos with Santa.

Motion to extend an invitation to town council to participate in a tree lighting ceremony at Jack Downing Park at 5:30 pm

List of Events on December 4th;

Downtown shopping sale through the day

Photos with Santa 4-5:30

Tree Lighting Ceremony 5:30

Parade Starts at 6pm

Moved by Ed Crewson Seconded by Melissa Hooper

Motion Carries

Motion to approve a downtown gift card for the amount of $100 to Limitless Inc. for winning the Treats in the Streets window display contest. Melissa will ask what BIA boundary business they would like the gift card too and purchase the card.

Moved by Melissa Hooper Seconded by Lynda Buffett

Motion Carries

Motion to set the next meeting date for November 23rd at 5:30 to do a parade planning follow up.

Motion to adjourn at 6:45pm

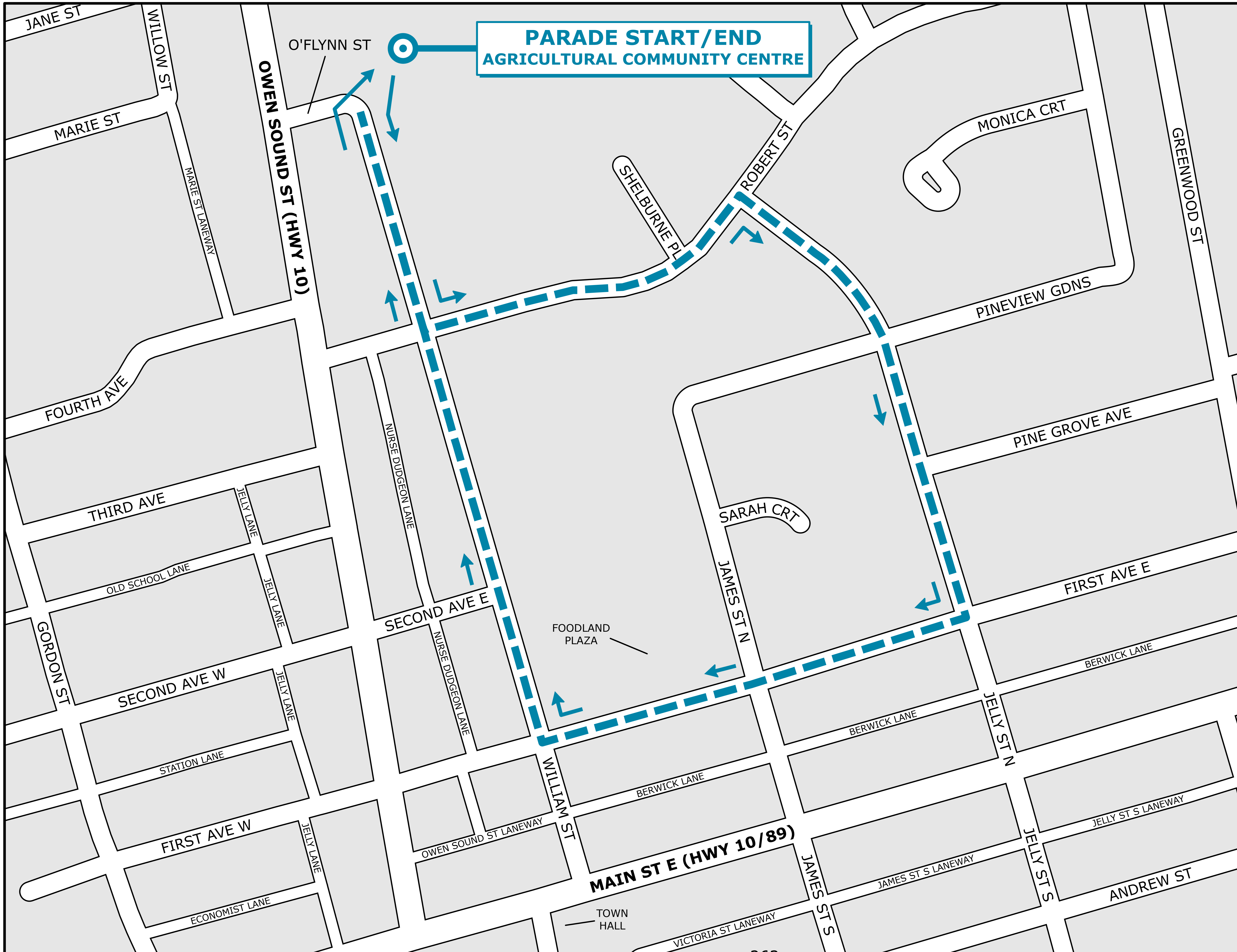
Moved by Melissa Hooper Seconded by Lynda Buffett

Motion carries

Respectfully submitted,

Melissa Hooper

Treasurer



PROJECT NAME
2021 BIA
Santa Claus Parade

DRAWING TITLE
Parade Route and
Barricade Plan

LEGEND
Parade Route
Parade Direction

NOTES
Parade Statistics
Total Length: 1.68 km

REFERENCE
0 25 50 100 150
Meters

A People Place. A Change of Pace
SHELBURNE
ONTARIO, CANADA

PROJECT NO:	2021-030
VERSION:	DRAFT 01
DATE:	11-10-2021

Certificate of Appreciation

Presented to

Town of Shelburne

In recognition of your sponsorship of

Haunt In The Park

Together we were able to entertain **1971** *people, resulting in a donation of* **$ 1700** *and* **2492 lbs** *of food to the Shepherds Cupboard Food Bank*

With humble appreciation, The Little Family

October 2021

Corporation of the Town of LaSalle

5950 Malden Road, LaSalle, Ontario N9H 1S4
Phone: 519-969-7770 Fax: 519-969-4029 www.lasalle.ca

November 15, 2021

The Right Honourable Justin Trudeau
Prime Minister of Canada
House of Commons
Ottawa, Ontario K1A 0A6
justin.trudeau@parl.gc.ca

Dear Prime Minister Trudeau,

Re: COVID-19 Testing Requirement at Land Border

At the November 9, 2021 Regular Meeting of Council, Town of LaSalle Council gave consideration to correspondence received from a resident, dated November 2, 2021, regarding the COVID-19 testing requirement for travelers crossing the land border into Canada.

The following points were considered:

- The vast majority of the population of Essex County, including the Town of LaSalle, is fully vaccinated against COVID-19;
- Essex County, including the Town of LaSalle, has strong economic and social ties to Metropolitan Detroit and southeast Michigan;
- The United States has opened their land border to fully vaccinated Canadians without COVID-19 testing requirements; and
- The City of Windsor has asked the federal government to remove COVID-19 testing as a requirement for fully vaccinated travelers crossing the land border into Canada.

At the Meeting, the following Resolution was passed:

698/21
Moved by: Councillor Renaud
Seconded by: Councillor Carrick

That the Corporation of the Town of LaSalle requests that the Federal Government remove the requirement for Canadian Travelers to be tested for COVID-19 when using a land border crossing into the United States and then returning to Canada after the November 8, 2021 re-opening.

Your favourable consideration of this request is respectfully requested.

Yours Truly,

Jennifer Astrologo
Director of Council Services/Clerk
Town of LaSalle
jastrologo@lasalle.ca

cc. The Honourable Doug Ford
Chris Lewis, MP, Essex
Taras Natyshak, MPP, Essex
Gary McNamara, Warden, County of Essex
All Members of Parliament
All Members of Provincial Parliament
All Ontario Municipalities

CHRISTINE TARLING
Director of Legislated Services & City Clerk
Corporate Services Department
Kitchener City Hall, 2nd Floor
200 King Street West, P.O. Box 1118
Kitchener, ON N2G 4G7
Phone: 519.741.2200 x 7809 Fax: 519.741.2705
christine.tarling@kitchener.ca
TTY: 519-741-2385

November 15, 2021

Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Premier Ford:

This is to advise that City Council, at a meeting held on October 18, 2021, passed the following resolution regarding liquor licence sales and patio extensions:

> "WHEREAS the Covid-19 pandemic has been both a health crisis and an economic crisis; and,
>
> WHEREAS the Alcohol and Gaming Commission of Ontario (AGCO), an agency of the Province of Ontario, regulates licensed establishments; and,
>
> WHEREAS the requirements for temporary extension of a liquor licence sales and temporary patio extensions have been relaxed throughout the pandemic, including downloading of certain approvals to the municipality, and proved beneficial to business operators; and,
>
> WHEREAS the Downtown Kitchener BIA has invested $600,000 into new downtown restaurant patios and the Belmont Village BIA invested in creating a new pedestrian-only patio experience; and,
>
> WHEREAS the City of Kitchener has provided $100,000 in business recovery grants to support Kitchener restaurants in adapting their patios to respond to the pandemic; and,
>
> WHEREAS the City of Kitchener has developed a seamless system for approving patio expansion during the pandemic, supporting more than 60 restaurant owners across the city; and,
>
> WHEREAS the City of Kitchener would like to provide further opportunities for helping strengthen our economy, continue to support local businesses, and have successfully managed the new licensed-area extension approvals delegated to the municipality;

THEREFORE BE IT RESOLVED that the City of Kitchener strongly encourages the Province of Ontario to continue the relaxed regulations in perpetuity, including, but not limited to, the following: i) permitting extensions of licensed areas without requiring AGCO approval, subject to municipal authorization; and, ii) flexibility on the requirements for demarcation of the limits of a patio, such as not requiring a prescribed physical barrier;

THEREFORE BE IT RESOLVED that should the AGCO propose to complete a comprehensive review of the temporary extension of a liquor licence sales and temporary patio extension regulations, The City of Kitchener wishes to volunteer to participate in any pilot programs that would allow the current regulations that are in effect until 3:00 a.m. on January 1, 2022 to be maintained, as the City would like to continue to show support to our local businesses;

THEREFORE BE IT FINALLY RESOLVED that a copy of this resolution be forwarded to the Premier of Ontario, Tom Mungham, Chief Executive Officer, AGCO, the Association of Municipalities of Ontario, Federation of Canadian Municipalities and all other municipalities in Ontario."

Yours truly,

C. Tarling

C. Tarling
Director of Legislated Services
& City Clerk

c: Tom Mungham, Chief Executive Officer, AGCO
Monika Turner, Association of Municipalities of Ontario
Joanne Vanderheyden, President, Federation of Canadian Municipalities
Ontario Municipalities

Municipalité de
Municipality of MATTICE-VAL CÔTÉ

Sac postal / P.O. Bag 129, Mattice, Ont. P0L 1T0
(705) 364-6511 – Fax: (705) 364-6431

RESOLUTION NO. 21-247

Moved by: Marc Dupuis
Seconded by: Steve Brousseau

WHEREAS the government of Ontario recently announced the continued postponement of the province-wide assessment update for the 2022 and 2023 taxation years, and;

WHEREAS this means that property values will continue to be based on the January 1, 2016 valuation date until at least 2024, and;

WHEREAS the Municipality of Mattice – Val Côté is aware of the important increase in property values throughout the province and within its own jurisdiction and;

WHEREAS the continued postponement of property valuation translates into a significant loss of taxation revenue for Municipalities;

NOW THEREFORE BE IT RESOLVED THAT Council for the Municipality of Mattice – Val Côté urges the government of Ontario to reconsider its decision and to direct MPAC to proceed with a province-wide assessment update in order for Ontario Municipalities to be able to collect property taxes based upon actual property values, and;

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, to MPAC, to AMO, to all Ontario municipalities and to our federal and provincial government representatives, Carol Hughes and Guy Bourgouin.

- CARRIED -

I, Guylaine Coulombe, CAO/Clerk of the Municipality of Mattice – Val Côté, do hereby certify this to be a true and complete copy of Resolution 21-247, passed by the Council of the Municipality of Mattice – Val Côté at its meeting held the 8th day of November 2021.

DATED at Mattice, Ontario
This 10th day of November 2021

Guylaine Coulombe

Guylaine Coulombe

From: LAS COMMUNICATION - AMO Business Services
To: Jennifer Willoughby
Subject: LAS Partners with Conduent Transportation for Automated Speed Enforcement
Date: Wednesday, November 3, 2021 4:01:20 PM

HOMEPAGE PRIVACY

NEWS RELEASE

LAS Partners with Conduent Transportation for Automated Speed Enforcement

November 3, 2021

(Toronto/Edmonton) — Local Authority Services (LAS) is partnering with public safety solutions provider Conduent Transportation to offer all municipalities in Ontario an innovative Automated Speed Enforcement (ASE) program.

In 2017, the Ontario government amended the Highway Traffic Act to allow for the use of speed enforcement cameras in designated school and community safety zones. LAS' new service helps participating municipalities improve public safety and manage speeding in their communities by enforcing speed limits in targeted zones.

"It's a priority to keep pedestrian and drivers safe by enforcing speed limits in community safety zones," said Gary McNamara, LAS Board Chair. "Our municipal members have been asking for an affordable way to enforce speed that provides good value, slows down motorists and improves community safety. We are thrilled to offer a program that will meet all those needs."

Working in coordination with community policing efforts, speed enforcement cameras are a useful tool to help municipalities protect community safety zones.

LAS selected Conduent Transportation, a global business unit of Conduent Incorporated, through a competitive bidding process. The committee included LAS staff as well as municipal members and industry experts. Conduent's solution offers Ontario municipalities a choice in approved vendors for their community speed enforcement program. Municipalities will have flexibility to create a program tailored to their needs, with input on how and when the system is operated.

"This new partnership with LAS demonstrates our commitment to providing solutions and technologies that make cities smarter and safer. We are also an industry leader with a 25-year history of providing effective enforcement solutions in Canada," said Mark Brewer, Group President, Transportation Solutions at Conduent. "We are pleased to offer LAS and Ontario's municipalities an innovative program to improve traffic safety, change driver behavior, and provide safer roads."

About LAS

LAS is the business services arm of the Association of Municipalities of Ontario (AMO) and is mandated to provide valuable programs and services to Ontario's municipalities and the broader public sector. AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario and Canada's political system. Learn more at www.las.on.ca.

About Conduent Transportation

Conduent Transportation is a leading provider of automated and analytics-based transportation solutions for government agencies. These solutions, spanning roadway charging and management, parking and curbside management, and advanced transit and public safety systems, enable streamlined and personalized services for citizens and travelers who use them. The company has been helping transportation clients for more than 50 years and operates in more than 20 countries. Learn more at www.conduenttransportation.com.

Contact Info

LAS: Jeff Barten, jbarten@amo.on.ca or (416) 971-9856 Ext. 357

Conduent: Neil Franz, neil.franz@conduent.com or (301) 820-4324

Helping communities work better.

200 University Avenue, Suite 801, Toronto, ON M5H 3C6

T: 416.971.9856, Toll-free: 1.877.426.6527 E: las@las.on.ca

From: Rural Ontario Municipal Association
To: Jennifer Willoughby
Subject: ROMA"s 2022 Conference is Focused on What Matters to You
Date: Saturday, November 6, 2021 7:01:48 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the contents to be safe.

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Annual Conference

ROMA 2022: Rural Opportunities, is a two-day virtual conference that will unite municipally elected officials from Ontario's rural communities. The virtual event offers a program that is committed to providing insights into the issues that matter most to you. Delegates will hear from and engage with experts on matters including:

- Taking a Pulse Check on Rural and Northern Health
- Human Services Transformation for Poverty Reduction
- The Continued Quest to Improve Connectivity in Ontario
- OPP Detachment Board Implementation and Community Safety and Well Being Plans
- Climate Change and Municipalities: How Community Energy Plans and Land Use Planning Can Help
- Homelessness in Rural Ontario: Challenges and Opportunities
- Code of Conduct for Municipally Elected Officials
- Fines and Enforcement: Advancing the Local Administration of Justice
- Navigating the New Regulations under the Conservation Authorities Act

To view the full program outline, click here, to participate in the conference, register here.

Delegation Meetings

You still have time to register for delegation meetings with Ministers. **The deadline to register for delegation meetings is November 15.** You can do so by clicking here. To participate in delegation meetings you must be a registered delegate.

Exhibitor and Sponsor Opportunities for ROMA 2022

For information to participate as an exhibitor or sponsor, please click here or contact Victoria van Veen at: Vvanveen@amo.on.ca

Keep up to date with the rural municipal voice
of the province, on social media.

Website Twitter LinkedIn Youtube

Our mailing address is:
200 University Avenue, Suite 801
Toronto, Ontario
M5H 3C6

From: AMO Communications
To: Jennifer Willoughby
Subject: AMO Policy Update - Fall Economic Statement Highlights, Ontario Community Infrastructure Fund, Conservation Authorities Act Webinars and Fact Sheets
Date: Thursday, November 4, 2021 4:19:50 PM

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AMO Policy Update

November 4, 2021

AMO Policy Update – Fall Economic Statement Highlights, Ontario Community Infrastructure Fund + *Conservation Authorities Act* Webinars and Fact Sheets

Fall Economic Statement Highlights

The Honourable Peter Bethlenfalvy, Minister of Finance, delivered the Fall Economic Statement (FES) earlier today at Queen's Park. The government is now projecting a $21.5 billion deficit in 2021–22, an improvement from the earlier $33.1 billion projection contained in the 2021 budget. Similarly, revenues are $14.6 billion higher than previously forecast. Other highlights of a municipal interest include the following:

- The **Ontario Community Infrastructure Fund** will be doubled for the next five years. For 2022, this is bringing the funding envelope to $400 million (up from $200 million). Please see next section for greater detail.
- **Transit and transportation investments** under the "Building Ontario" theme include an additional $474 million over five-years to address large bridge rehabilitation in southern Ontario and an additional $345 million for municipal transit systems. Funding for transit systems is meant to address lower ridership and gas tax revenues resulting from the pandemic. The $345 million will be split between topping up the reduced Gas Tax for Transit Fund to its 2021 envelope of almost $380 million. The rest of the funding is being allocated to support transit systems whose COVID-19 allocations cannot support their needs to December 31, 2021. This funding will be based on actual shortfalls documented by transit systems and municipal treasurers. MTO will work with Ontario's transit associations on this funding and will continue to monitor needs in 2022.
- **Property assessment** for the 2022 and 2023 tax years will remain unchanged.

The government has prioritized stability for property taxpayers and municipalities. The valuation date that was used in 2021 (January 1, 2016) will remain in effect.

- Calculations which govern federal **payments in lieu of taxes** will be further regulated to provide greater stability to those municipalities which receive them. This concerns two changes, 1) the impact of the drop in provincial education rate to regulate stable federal payments to municipalities, and 2) a suspension of the 5% annual cap on increases paid by federal airports to municipalities until pre-pandemic passenger traffic volumes return.
- The Minister of Municipal Affairs and Housing will establish a **Housing Affordability Task Force** to provide recommendations on making housing more affordable. This builds on measures the government have already taken to accelerate development approvals, deliver cost savings, and reduce risk for builders.
- The **Brownfields Financial Tax Incentive Program** will be amended to extend provincial education tax assistance to six years for business development (previously three years), and ten years for residential development.
- **On-farm business property assessment** will be amended to increase the small-scale on-farm value-added business assessment threshold from $50,000 to $100,000. Other changes include extending the tax treatment of maple sap to all edible tree saps, increasing the current limit on exempting farm woodlots, and simplifying elements of the administration of the farm property class.

Other items of note include:

- The government is investing $12.4 million over 2 years starting in 2021-22 to continue rapid access to existing and expanded **mental health and addictions supports for health and long-term care workers** across the province.
- Ontario is providing an additional $10 million, (total investment now $20 million over three years, beginning in 2021–22), to support the identification, investigation, protection and commemoration of **Residential School burial sites** across the province.
- The government is proposing a new temporary **Ontario Staycation Tax Credit** for 2022. The credit would provide an estimated $270 million in support to about 1.85 million families, or $145, on average.

AMO will continue to review legislative changes arising from the Fall Economic Statement and provide updates as necessary.

Ontario Community Infrastructure Fund (OCIF)

The government unveiled its long-awaited redesign of the Ontario Community Infrastructure Fund (OCIF). The FES announcement meets and exceeds AMO's calls for additional funding for the OCIF, effectively providing an additional $200 million annually over 5 years to double the OCIF envelope formula allocation. The redesigned OCIF makes several important changes beginning in 2022.

These are:

- a significant increase in the fund envelope with an additional $1 billion over five years that effectively doubles the OCIF;
- doubles the OCIF 'floor' – the minimum amount any municipality receives under the formula allocation – to $100,000 annually;
- institutes a $10 million cap in funding per municipality;
- creates a 'smoothing' mechanism so that no community sees changes of more than 15% of their OCIF funding allocation year-over-year;
- changes the formula inputs for infrastructure intensity by transitioning to using replacement value based on municipal asset management plan assessments to calculate the infrastructure need;
- the Ministry of Infrastructure intends to establish performance indicators for core infrastructure systems to measure improvements from funding.

These changes will update the OCIF to provide more flexible funding to municipal governments on a formula-allocation basis. They also create a link between municipal asset management planning and infrastructure funding that will ensure municipal work to assess and monitor infrastructure needs is recognized in the OCIF. As the significant provincial Broadband investment starts to roll out, OCIF will provide important support to municipalities to make their infrastructure ready to connect their communities.

Conservation Authorities Act Regulations Webinars & Fact Sheets

Late last month, the Ministry of the Environment, Conservation and Parks released three new regulations under the *Conservation Authorities Act*. These regulations change the relationship between municipal governments and conservation authorities (CAs), particularly around the scope of the programs and services delivered. While this new regime will be phased in until December 31, 2023, it is critical that municipal Councils reach out to the CA(s) as the CA's first deadline is December 31, 2021.

AMO has released five comprehensive Fact Sheets for municipal Councils and staff to review, listed below and on our website:

1. Overview of Changes to Conservation Authorities
2. Transition Plan and Timelines
3. Mandatory Programs and Services (Category 1)
4. Municipal Programs and Services (Category 2)
5. Other Conservation Authorities Programs and Services (Category 3)

In addition, three webinars are planned this month to answer technical questions and discuss how these regulations will be implemented. Here are details on how to register.

AMO's COVID-19 Resources page is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to covid19@amo.on.ca.

Association of Municipalities of Ontario
200 University Ave. Suite 801,Toronto ON Canada M5H 3C6

THE CORPORATION OF THE TOWN OF SHELBURNE

BY-LAW #67-2021

Being a By-law to confirm certain proceedings of the Council of the Corporation of the Town of Shelburne for its Regular Council meeting held November 22, 2021.

WHEREAS Section 5 (1) of the Municipal Act, 2001, as amended, provides that the powers of a municipality shall be exercised by its Council;

AND WHEREAS Section 5 (3) of the Municipal Act, 2001, as amended, provides that municipal powers shall be exercised by by-law;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE TOWN OF SHELBURNE ENACTS AS FOLLOWS:

1. All actions of the Council of the Corporation of the Town of Shelburne at its meetings held on November 22, 2021, in respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate bylaw.

2. The Mayor and the proper officers of the Corporation of the Town of Shelburne are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

BY-LAW READ A FIRST, SECOND and THIRD TIME in Open Council, and enacted this 22nd day of November 2021.

____
MAYOR

____
CLERK