

CORPORATION OF THE TOWNSHIP OF RYERSON

**SPECIAL MEETING
AGENDA**

Tuesday December 7, 2021 - 5:00 p.m.

THIS WILL BE AN ELECTRONIC MEETING via ZOOM

Members of the Public must register with the Ryerson Township Clerk's Office prior to the meeting for phone-in access.

To Members of the Public: If you have trouble with your connection during the meeting, you may notify the Host by e-mail at: treasurer@ryersontownship.ca

Meeting will be recorded

A special meeting of Council has been scheduled for Tuesday December 7, 2021 at 5:00 p.m., for the purpose of receiving the Digital Modernization and Service Delivery Review Report from Shaping Organizational Solutions (SOS). Susan Shannon will be presenting the report.

Members of Council were notified of this special meeting by e-mail on November 25, 2021, 2021. The public was notified of this meeting by posting of this special meeting agenda December 1, 2021.

1. Call the meeting to order.
2. Attendance, in person and electronic.
3. This meeting is being recorded.
4. Declaration of Pecuniary Interest.
5. Presentation from Susan Shannon: Digital Modernization and Service Delivery Review.
6. Adjournment.



Township of Ryerson
Digital Modernization & Service Delivery Review
Final Report

December 2021

1.0 Executive Summary

The Province of Ontario, through the Municipal Modernization Program, provided funding to the Corporation of the Township of Ryerson, in the District of Parry Sound, to undertake a Digital Modernization Review and Service Delivery Review of three (3) of its departments – Administration, Treasury and Public Works. The Land Use Planning function was not part of the original study but was added at the request of the Project Team.

Studies of this nature are by design, intended to look at all potential options with the goal of delivering public services in an efficient and affordable manner, to help the municipality maintain or improve service standards, while lowering costs or finding efficiencies through digital modernization that make service delivery costs sustainable over the long term.

A service delivery review can be defined as an evaluation process in which a municipal service is systematically reviewed to determine the most appropriate way to provide it. *"Successful municipalities have an evaluative mindset where they always try to look for ways to make things better. They dig deep into how a service actually operates, and talk to the staff closest to the work, in order to unlock every possible opportunity for improvement."*, Ministry of Municipal Affairs & Housing, 2006

Since the services selected by the Township to be reviewed in this study are mandatory services for municipalities, it really was not a question of whether the municipality should continue to provide the service, but more about ensuring the services selected are meeting the needs of citizens in an efficient and fiscally responsible manner. So a deep assessment of whether or not they are needed was eliminated and the focus was shifted to a thorough assessment of the current state of the selected services, finding efficiencies and finding ways to eliminate manual processes where possible/feasible.

How each service is currently performing was determined through Council and staff interviews and the citizen survey. While the interviews with Council and staff were informative and helpful, we struggled to acquire citizen input. Throughout the project, the lack of citizen engagement was identified as one of the Township's challenges, so this lack of input was not a complete surprise.

A program logic model was applied to the review of the three (3) services selected, making it easier to identify methods to improve them. This involved identifying the **inputs** (the resources going into the service) and the **outputs** (what the municipality getting out of the service) and **outcomes** (what does the municipality want this service to accomplish). Performance measures and indicators against which staff can measure the performance of the service(s) moving forward were also developed with the Project Team.

Summary of Findings

The Township's operations are very lean and recent operational and process improvements have brought more efficiency and cost savings to the internal operations. Overall Ryerson is proactive and working towards modernizing for the future of service delivery, all the while, doing the best it can with the limited financial resources it has available.

The province's goal with these Municipal Modernization projects is to see the municipality achieve at least a 4% cost savings. In Ryerson's case, of the \$1,216,749 of total service delivery expenditures of the services reviewed, 6.25% has been identified as potential cost savings plus estimated efficiency savings of 1,176 hours, if the key recommendations provided in this report are implemented.

In the end, there is no one perfect way to deliver municipal services and programs but there will be improved coordination and the Township of Ryerson will be well on its way to modernizing service delivery and providing the efficient processes and services its citizens want and need.

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2.0 Introduction

2.1 Overview of the Township of Ryerson

Background

The Township of Ryerson is located in the southeast section of the District of Parry Sound. Incorporated in 1880, the Township has experienced growth patterns similar to those found in many resource-rich areas: slow growth in permanent population levels with increasing pressures for seasonal development, especially along the shorelines of the many lakes in the area.

The Township of Ryerson is a single-tier municipality located in the District of Parry Sound. It is a small, rural community with a permanent population of approximately 650 residents, doubling in the summer months and 530 households. The Township is located approximately 35 kilometres north of the Town of Huntsville, west of the Village of Burks Falls and the Township of Armour and east of the Municipality of Magnetawan.

Municipal Operations

a) Financial

As in all municipalities, the operating budget funds municipal operations. For 2020, the operating expenditures and revenues were;

2020 Total Operating Revenue - \$2,547,765

2020 Total Operating Expenditures - \$1,974,860

b) Staffing

The Township has a total of eight (8) full time employees and one part time employee in the three services studied:

- There are three (3) full time administration staff (CAO/Clerk Deputy-Treasurer, Treasurer and Deputy Clerk) and one part-time Administration/Treasury Assistant. The Deputy Clerk is also responsible for the planning function for the Township and an external planner is under contract for the more complex planning applications.
- There are five (5) full time employees in the public works department – A Road Superintendent, Road Lead Hand and three (3) Operators. The public works department does not hire casual or seasonal workers but does utilize the services of part time Administration/Treasury Assistant for office work (i.e. filing of logs, time sheet tracking, etc.)

The Township also shares twelve (12) full time employees, four (4) part time employees and two (2) seasonal employees of joint local boards. (Fire, Parks & Recreation, Landfill, ACED, Building & Library).

c) Contracted Professional Services

The Township does not have the financial capacity to incur the long-term labour costs associated with providing certain services in-house, so they outsource a number of professional services to contractors.

The Township procures professional services through various bid processes and the successful bidders function as Vendors of Record. These contractors are engaged on an as-needed basis and there are no annual retainers or guaranteed work minimums.

The list of contractors and contracted services the Township currently has, are as follows:

- **Human Resources:** Pesce and Associates – agreement signed May 6, 2021 for a one-year term
- **Legal:** Barriston Law
- **Engineering:** Tatham Engineering effective November 5, 2021 for 3 years
- **Cleaning Services:** Klink Enterprises – contracted with a fixed price until December 2022
- **Handyman:** Klink Enterprises – two years ending 2023
- **Audit:** Grant Thornton – appointed November 2019, for a 3-year term (2019 – 2021)
- **Integrity Commissioner:** Harold Elston (the Township of Ryerson participated in issuing a joint Request for Proposal with 12 Almaguin Municipalities for an Integrity Commissioner in November 2018)
- **IT:** Northern Nerds approved November 2020
- **Groundskeeping:** Almaguin Groundskeeping – contract signed Nov 2020 (parks, cemetery and grounds keeping services) term is Jan 2021 – Dec 2023
- **Planner – Rick Hunter - Planscape Inc.** – no contract, just as required

d) Council

There are five (5) members of Council; Mayor, Deputy Mayor and three (3) Councillors. There are no separate Committee of the Whole meetings but instead there are two (2) regular Council meetings per month, which are more informal in nature. Special meetings are called when necessary to deal with urgent matters.

Generally, Council does not use a committee system internally. There are two very informal task force 'committees', one for HR and one for Roads, that really stem from past outdated practices. Since only two members of council sit on these (no quorum of council), there are no formal minutes of meetings, but notes are taken. These two 'committees' only meet if there are issues to be reviewed.

A Recreation Committee was also established. It consists of seven (7) volunteers from the community and one member of Council. Terms of reference were developed for this committee and their mandate is to advise Council and make recommendations regarding the development and maintenance of recreational trails, in addition to matters pertaining to community parks, and events. Due to COVID-19 however, the committee has not had the opportunity to meet.

At the beginning of each term of council, Council members are appointed to a number of external committees;

Council Committees:

- Almaguin Community Economic Development (ACED)
- Almaguin Highlands Health Centre
- Burks Falls and District Historical Society
- Joint Building Committee
- Burk's Falls Armour Ryerson Union Public Library
- Town of Parry Sound Municipal Partners Provincial Offenses Act (POA) Advisory Committee
- Regional Recreation Committee
- South East Parry Sound District Planning Board
- East Parry Sound Veterinary Committee

Regional Appointments:

- District of Parry Sound Social Services Administration Board (DSSAB)
- Eastholme – Home for the Aged
- Parry Sound District Emergency Medical Services Advisory Committee
- North Bay Parry Sound District Health Unit

Shared Services

As early as 1968, Ryerson has been sharing various services with neighbouring municipalities for many of its municipal services. In particular, the following services are shared with at least one neighbouring municipality;

- a) **Waste Management/Landfill:** Burk's Falls and Armour. Armour administers waste management services. Each municipality pays 15% of net expenditures, with the remaining 55% divided up based on proportion of bags disposed of. Ryerson's 2020 total was 30.734%.
- b) **Arena/Recreation:** Burk's Falls and Armour. Burk's Falls administers arena/recreation services. Costs shared 1/3 each.
- c) **Fire:** Burk's Falls and Armour. Ryerson administers fire services. Costs shared based on the average of households and population in each municipality. Ryerson pays 23.56% of the total budget. In 2020, the net amount of Ryerson-administered joint services for Fire was \$81,270.

The most recent Joint Servicing Agreement with Burk's Falls & Armour for the delivery of Fire, Recreation and Waste Management Services was passed in 2018. Schedules A, B & C of By-Law 40-18 spell out in detail the terms of the servicing agreement. The term of this agreement ends December 31, 2022 but it will automatically renew for another 5 years, unless one of the municipalities gives 1 year's notice of their intent to withdraw or renegotiate the agreement.

- d) **Building/CBO:** Burk's Falls, Joly, Machar, South River, Strong, Sundridge. The costs are shared based on total permit value, but the department has been self-funded since 2019
- e) **Library:** Burk's Falls and Armour. Costs shared based on proportion of active library cards; Ryerson's share is 22.89%.
- f) **Economic Development (ACED):** Armour, Burk's Falls, Joly, Magnetawan, Perry, Powassan, South River, Strong, Sundridge, and the Almaguin Chamber of Commerce. The Township provides a fixed annual contribution of \$10,000 to support the ACED.

The biggest success for the Township is the great use of shared servicing arrangements they have with Burk's Falls and the Township of Armour. Without shared service delivery, the Township would not be able to deliver all the services they provide to citizens.

Shared Initiative

A number of years ago, the east side Parry Sound District municipalities participated in a joint venture with Blue Sky Economic Development Corporation, to have access to a GIS mapping system.

This joint venture made it possible for the Township to utilize a GIS system that they would otherwise, on their own, not be able to afford. The GIS system is delivered and maintained by CGIS.

Township Vision, Mission, Values and Priorities

The Township does not have a strategic or community plan and has not gone through a formal strategic planning exercise. As such no Vision, Mission, Values or Goals have been specifically determined for the municipality.

However, there are a number of plans that reference the goals and objectives for the Township;

a) Work Plan Exercise

The Township held a work plan exercise in February 2020 to look forward to future planning. The goal of the exercise was to brainstorm and identify priorities for the term of Council 2018-2022 and beyond.

A Town Hall meeting was proposed for July 2020, but unfortunately, COVID-19 meant the meeting could not be held and any further work on the identified priorities has been delayed.

The exercise did result in some key strategic priorities emerging for the Township;

- i) Protect & Improve Infrastructure/Roads
- ii) Retain Services – healthcare, library, Fire, landfill, etc.
- iii) Improve Housing – homelessness, affordable housing (smaller lots & building sizes), LTC
- iv) Ensure Affordability – taxes
- v) Enhance Economic Development & Growth
- vi) Improve Communications/Broadband
- vii) Support Recreation Programs– trails, public access to waterways, etc.

The overall goal was stated to be, *“to continue to provide good service, while keeping taxes low and then work to enhance services for citizens when you can.”*

b) Official Plan

The most recent Official Plan was developed in 2003 and approved by the Ontario Municipal Board in 2012.

The purpose of the Official Plan (OP), is to establish policies to guide the physical development of the Township while having regard for its social, environmental, and economic needs. The Official Plan provides a framework for the review and evaluation of development applications, and assists Council in determining future policies and actions in all municipal matters.

In 2012, it was assumed that the population of Ryerson would rise to around 700 by 2020. As mentioned, the current population as per the 2016 Statistics Canada is 648.

It was also assumed at that time, that the demand for permanent dwellings would remain stable but pressures for seasonal residential and tourist commercial development were expected to increase. It was expected that household growth would primarily be a result of an increase in the seasonal population. The Township does not have a defined settlement area, and new settlement areas are not contemplated.

In summary, the key objectives in the 2012 Official Plan were:

Population & Household Growth – accommodate the expected population and household growth while maintaining the rural character of the area.

Economic Development – expanding tourism and tourism-related businesses, as well as other complementary and non-intrusive commercial and industrial ventures and increasing the number and variety of home-based businesses

Housing - Single detached residential housing will remain the dominant housing type. Existing residential development may be augmented by accessory units appropriate to house seniors and young families.

Community Services - Services will be provided at a level that is appropriate to the needs and rural nature of the Township, and consistent with the Township's financial resources. Joint use agreements, with other municipalities and with the private sector, may be used to secure a variety of services.

Infrastructure - Significant expansion of municipal infrastructure is not anticipated. The improvement of infrastructure (roads, parks, and other facilities) to better service the existing population will be encouraged. Improved public access to Township water resources is encouraged and will be considered as part of the review of development applications.

Natural Environment - Protection and enhancement of the natural environment will be an important consideration in making land use decisions.

c) Strategic Asset Management Policy

The Township adopted a Strategic Asset Management Policy in 2019. The adoption of a policy is one of the requirements of the Municipal Asset Management Planning Regulation under the Infrastructure for Jobs and Prosperity Act, 2015. The purpose of this policy is to provide guidance for capital asset management plans and other capital asset-related decisions for the Township.

Policy Statement: The Township of Ryerson is committed to improving the long-term resilience and sustainability of its infrastructure. To accomplish this, the Township must have a policy to guide its asset management decisions which promotes best practices and links asset management planning to budgeting, operations, and other municipal planning activities.

The Asset Management Principles are as follows;

1. Forward-Looking
2. Budgeting and Planning
3. Consistency
4. Economic Development
5. Prioritization
6. Innovation
7. Transparency
8. Environmental Consciousness
9. Health & Safety
10. Community Focused
11. Integration

The policy sets out that the Asset management plan will be considered annually in the Township's operating budget, capital budget and long-range plans. These budgets are intended to "*evaluate the validity and need for proposed capital investments and incorporate new revenue and alternative funding strategies where possible*"

In this policy, the Township commits to consider in asset management planning, the actions necessary to address risks, the anticipated costs that could arise and the adaptation opportunities to manage potential risk.

d) Regional Economic Development Strategic Plan (RED)

The Township of Ryerson does not have its own Economic Development Department but in 2019, Ryerson Township opted in to a three-year agreement with regional partners to the Almaguin Community Economic Development (ACED) Board and Department. The Almaguin Community Economic Development (ACED) Department delivers economic development services throughout the Almaguin Highlands Region.

Ryerson was included in this Regional Economic Development Strategic Plan (RED), as part of the Almaguin Highlands Partnership, which is comprised of 14 distinct municipalities in both the Parry Sound District and Nipissing District.

The economic development strategy identified in this plan was built on 3 pillars;

- The Land
- The People
- The Legacy

The study concluded that a regional approach is necessary to advance Economic Development for the entire Almaguin Highlands Region and that the top 2 key objectives identified for such a regional strategy was to attract new business – second was the creation of new jobs.

Key Township Plans

a) Asset Management Plan

The Township's Asset Management Plan was updated in October 2021. At its root, the plan is really about balancing between the full life cycle costs of various services and the levels of service being provided.

The provincial and federal governments have mandated the preparation of asset management plans as a prerequisite to seeking capital funding. This Plan aids the Township in making appropriate financial decisions and investments as part of its annual municipal budget decisions.

All of the Township's assets are included in the Plan, including its (current) proportionate share of the assets of its shared services, which include fire, building inspection, waste management, recreation facility, and library services.

The historical cost (December 2020) of the Township's assets is \$12.1 M and the estimated current replacement value of the assets is \$76.6 M.

The financing section of the Plan includes a discussion of the current estimated funding shortfall of the Township, and presents a 10-year capital budget that has been limited to only the most critical projects. For the 10 years covered by the Plan the projected total requirement to replace and maintain existing assets is \$13.5 M, and the total municipal expenditures related to financing past, current and future assets is \$14.8 M.

A summary of Ryerson's current performance is as follows:

- i) **Bridges - No Load Posted Structures** - The Township currently has no load posted structures. The average condition (BCI) is 7.7
- ii) **Roads - Minimum Overall Road Condition of 5.4/10** - Based on estimated road deterioration rates and work performed since the RoadNeeds Study- 2020 was performed, the Township has increased its overall road condition rating to 6.0.
- iii) **Vehicles - Utilization Exceeds Its Expected Service Life** – two (2) vehicles (05 and 09), reached the end of their useful lives at the end of December 2020. Both vehicles are slated for replacement in 2022. Truck 07 is slated for replacement in 2023 or 2024, 1-2 years after being fully amortized.
- iv) **Buildings - Utilization to Expected Service Life** - The Township's primary buildings were constructed in 1989 or later and have not yet reached their expected useful lives. Buildings are currently in good condition overall, and ongoing investments in upgrades have enhanced their ability to achieve this target.
- v) **Other Assets - Utilization to Expected Service Life** - The majority of the Township's other assets have not yet reached their expected useful lives. The Township has repurposed and is using two large pieces of machinery that have exceeded their expected service lives.

The 2021 Asset Management Plan includes a revised 10-year capital and operating budget, improved levels of service and related KPIs, and lifecycle management strategies for all asset categories.

b) Accessibility Plan

The Township's Accessibility Plan provides a mission to *"provide quality programs and services that are accessible to all persons served by the Municipality."* This aligns with the asset management principles that will guide asset management planning in the Township.

c) Emergency Response Plan – Passed December 2019

The Emergency Response Plan was passed in December 2019. Among other items, it establishes the Municipal Emergency Control Group (MECG), which includes;

- Mayor of the Township of Ryerson
- CAO/Clerk
- CEMC (Community Emergency Management Coordinator)

Key Township By-Laws & Policies

a) Procedural By-law

The Township's Procedural By-Law #31-20 was passed in December 2020. It establishes rules governing the proceedings of Council, the calling of Meetings and the conduct of Members, Staff and the Public and authorizes Electronic Council meetings.

The Procedural By-law was recently amended by By-law #33-21, to further clarify delegations to Council.

b) Records Management & Digital Strategy Manual

Township staff developed this manual in 2019. The purpose of this document is to provide guidance on the implementation of a more digitally oriented workplace and is intended as a supplement for the records retention by-law.

The manual provides a series of steps by which a more modernized, efficient record-keeping system can be implemented, and provides support for employees to redesign business processes with a focus on efficiency, usability, and sustainability.

c) Ryerson Road Status and Maintenance By-law

Section 44(1) of the Municipal Act, R.S.O. 2001 mandates municipalities to keep all highways and bridges in a state of repair that is reasonable in the circumstances including the character and location of the highway and bridge and the Minister of Transportation, through regulation, establishes minimum standards for the repair of highways and bridges, or any class of them.

The Township passed by-law #60-14 to establish its minimum road maintenance standards.

d) Complaints Policy

The Township passed By-Law #15-19 to adopt a complaints policy to ensure prompt and efficient responses to program and service delivery concerns raised by members of the public.

Regional Studies & Surveys

These studies and surveys were regional in nature and responses from Ryerson Township were not always able to be identified, but they did provide an opportunity for Township residents to participate and they did provide a regional perspective.

a) Almaguin Community Safety & Well-Being Plan Survey 2020

This study was conducted to determine the Almaguin Community's priorities as they relate to safety and well-being services. There were only 10 respondents from Ryerson representing only 2.2% of all respondents and their individual responses were not identifiable.

However the following represents a broad overview of responses received:

- 90% of respondents were Residents/10% Seasonal
- Access to services and employment opportunities tied for top importance (71.43%)
- Physical fitness and access to health care were next in priority at 57.14%

- 29.5% of respondents said they felt they had adequate access to health care, but 26.7% said they did not
- many would like to see a family clinic with a nurse practitioner or doctor
- lack of social engagement services – festivals, recreation programs – although when asked about recreation services, 50% said they have never sought recreation services

b) District of Parry Sound - Transportation Services Survey 2021

This was a regional study so there was no ability to identify just Ryerson responses. In broad terms, the results showed 50% of respondents said they would not use a regional transportation service if one was created, and 83% answered "no" when asked if transportation-related challenges ever prevented them from gaining or perusing employment opportunities.

c) Burk's Falls & Area Recreation Survey

The purpose of this survey was to determine which area services (recreation, library), citizens were accessing most frequently. There was a total of twenty-seven (27) responses received. Of those, only three (3) Ryerson residents participated and they made few comments.

d) Burk's Falls, Armour & Ryerson Union Public Library Building Project

In the summer of 2017, the Burk's Falls, Armour & Ryerson Union Public Library Board undertook a review of the current library operations, as part of a planning exercise focusing on the future of library service in the community over the next four years.

The Library's Strategic Plan 2019-2022 identified the need for a larger facility and concluded that the current space of 1,800 square feet is insufficient in order to continue the current level of services and programs.

3.0 Project Context

Municipalities are the closest level of government to their citizens and have also been leading the way in working to engage citizens and deliver their services in a way that is more customer-centric to meet rising expectations.

The Province of Ontario, through the Municipal Modernization Program (MMP), provided funding to the Corporation of the Township of Ryerson, in the District of Parry Sound, to undertake a Digital Modernization Review and Service Delivery Review. The MMP is part of Ontario's commitment to help small and rural municipalities become more efficient and modernize service delivery.

In July 2021, the Township of Ryerson requested proposals to conduct a Digital Modernization Review of municipal operations, which included a Service Delivery Review of three identified services areas – Administration, Treasury and Public Works. Land Use Planning and Economic Development was added later at the request of the Project Team.

The work requested included a review of these service areas and the identification of digital modernization opportunities to improve internal process for staff and maximize service delivery for citizens. The project also included a high-level municipal comparisons component to compare Ryerson's services to those of other municipalities of similar size and nature in Ontario.

Since the service areas selected for review are mandatory services for municipalities, in the case of this Ryerson study, it really was not a question of whether the municipality should continue to provide the service, but more about ensuring the services selected are meeting the needs of citizens in a fiscally responsible manner.

So the focus of this project was on assessing current services and how they are being delivered and then identifying ways to deliver them more efficiently.

3.1 Study Scope & Milestones

The Service Areas reviewed were:

- **Administration Department**
- **Treasury Department**
- **Public Works**
- ***Land Use Planning/Economic Development**

*Land Use Planning and Economic Development were not within the original scope of work but at the request of the Project Team they were reviewed to a lesser degree, in the study.

Land Use Planning is not separate department in the Township. It is a service delivered under the Administration Department, because it is a function being delivered by the Deputy Clerk.

In addition, the Township does not have its own Economic Development department. The Township participates in the regional economic development group (ACED).

3.2 Study Objectives

The review focused on setting priorities and looking to see if there are internal improvements that can be made, or if there is a need to investigate other methods available to deliver the service/program.

Specific project objectives included:

a) Service Delivery Review:

A service delivery review is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it. As municipalities and the needs of their citizens' change, some services that have historically been provided may no longer be needed, or perhaps there's a better way to deliver them.

This service delivery review followed the format set out by the Ministry of Municipal Affairs and Housing and its Guide to Municipal Service Delivery Reviews, 2006 and consisted of the following work;

- Undertake a complete, evidence-based, systematic and in-depth analysis/review of service delivery and how services are being delivered in the identified Township departments, specifically; Administration, Treasury and Public Works.
- Identify any changes needed to increase efficiency and/or reduce operating costs in a responsible manner
- Identify the need for any new services and weigh them against the Township's financial capacity
- Develop an inventory of the Township's current services
- Investigate and understand the Township's current services and service delivery models.

b) Digital Modernization Review

- Identify digital modernization opportunities that will eliminate inefficiencies or process redundancies, in the Administration, Treasury and Public Works departments. Any area falling under a shared services agreement was outside the scope of this digital modernization review.
- Identify areas where the Township can leverage modern technologies **internally**. Specifically, to identify opportunities to optimize existing software programs, integrate applications and transform manual processes to digital applications, to achieve improvements to service and/or efficiency
- Find areas where the Township can leverage modern technologies **externally** (for citizens), with attention to the needs of those citizens who may be less technologically savvy
- Provide a prioritized, actionable list of strategies/recommendations for digital modernization initiatives to streamline processes and user experience for ratepayers and help inform future capital and operating budget decisions around technology investments

c) Municipal Comparison

- Undertake a high-level comparison of the Township's current services and operations and compare them to communities, locally and across the province, that are similar in size and nature with similar services
- Work with the Township to determine key performance measures/metrics for the comparison, against which future service delivery performance can be measured.

3.3 Project Study Team

Regular consultation took place throughout the project, with the Project Team; CAO/Clerk Deputy-Treasurer, Judy Kosowan, the Treasurer, Brayden Robinson and the Deputy Clerk, Nancy Field.

The interim Road Superintendent, Rick Marcoux, was also consulted on public works operations.

4.0 Study Approach & Methodology

As per Shaping Organizational Solutions (SOS)'s proposal, a phased approach was used to deliver the scope and deliverables outlined in the Township's RFP.

1. **Project Launch/Discovery**
2. **Current State Assessment**
3. **Research/Analysis**
4. **Validate Findings/Develop Recommendations**
5. **Report**



4.1 Project Launch/Discovery

The discovery phase is designed to set up the framework of the review process. The discovery phase also assisted with determining the types of data to be collected. The data collection phase included an initial consultation with the Project Team and collecting data to review that would facilitate the evaluation of current services delivery methods, current processes and to start to identify key challenges and opportunities.

4.1.1 Initial Consultation & Kick Off Meeting

Given the nature of the work and the deadlines for this project, for efficiency, both the Initial Consultation and the Kick-Off Meeting were held together with the project team.

The meeting was held by video teleconference with the CAO/Clerk/Deputy Treasurer, the Treasurer and the Deputy Clerk on August 13, 2021. The Project Team was encouraged to contact the consultant directly with any questions they had or information they wanted to provide at any time throughout the project.

The initial consultation finalized the approach, determined key presentation dates, identified who will be involved, who will be interviewed and determined any possible stakeholder consultations.

The project work plan was to be approved with a final presentation to Council originally scheduled for November 16, 2021. This date was later extended when it was learned the province had granted extensions for these Intake 2 projects, to January 2022.

The release of Intake 3 funding and an application deadline of October 19, 2021, also caused this project to be paused while we prioritized determining which project would provide the best efficiency and cost savings for the Township for the Intake 3 application.

The discovery phase assisted with determining the types of data needed to ensure any specific areas of concern were addressed.

4.1.2 Data Collection and Review:

The data collected provided the relevant background material and documents to investigate the Township's current services and service delivery methods in greater detail.

The documents that were reviewed included but were not limited to:

- **Organizational Design:** Documents related to prior relevant work on organizational design; organizational charts; any prior reviews
- **Strategic and Operational Plans:** any existing Strategic Plans, Asset Management Plan, Climate Change Action Plan, Emergency Response Plan, etc.
- **By-Laws, Policies, Contracts** – that affect the delivery of any of the services studied
- **Detailed Financials and Budgets** – for various years
- **Partnership and Engagement:** List of key partners/contractors/shared services arrangements related to services and relevant details about the partnerships/contracts or shared servicing agreements applicable to this project
- **Roles and Responsibilities:** Job descriptions, responsibilities, and past job evaluations
- **Performance Reports, if available:** performance management framework; workload metrics; past capacity, efficiency, and effectiveness reviews
- **Staff Perspectives:** Any formal or informal documentation of previous engagement activities, employee engagement surveys, wages and benefits, etc.
- **Any other relevant data,** information, and documentation related to the project, previous citizen surveys, any outsourced professional or other services agreements, core services process maps, and workload assessment for the departments/services

The Township's website, and other regional studies were also researched to understand the servicing wants and needs of the community. The research and review of documents provided valuable insight.

4.2 Current State Assessment

This phase saw the collection of qualitative and quantitative information through stakeholder interviews and a citizen survey to complete the analysis of the current state of service delivery in the Township.

The work undertaken during this phase included;

- ***Interviews***
- ***Citizen Survey***
- ***Overview of Service Profiles***
- ***Key Findings & Challenges***
- ***Collection of Municipal Comparator Information***
- ***Summary of Current State***

4.2.1 Interviews

Interviews with Council and staff were conducted, an employee survey was developed and delivered to public works employees who were not part of the project team, and a citizen survey was developed and posted on the Township's website and Facebook page, to gather input from various stakeholders.

To understand the current state and the existing municipal resource needs, individual interviews were conducted with the following individuals:

- Mayor George Sterling
- Deputy Mayor Barbara Marlow
- Councillor Penny Brandt
- Councillor Celia Finley
- Councillor Delynne Patterson
- CAO/Clerk/Deputy Treasurer Judy Kosowan
- Treasurer Brayden Robinson
- Deputy Clerk Nancy Field
- Public Works Lead Hand/Acting Road Superintendent Rick Marcoux

The goal with the interviews was really to get ideas out of people's heads and for them to name their own problems and solutions since they have the operational insight. The respondents were very engaged, open and honest with their answers.

Respondents were asked about the key challenges/constraints the municipality has experienced in meeting service levels as they relate to the current structure, and any external factors that may lead to a significant change in service demand that may affect the organization moving forward.

They were also asked about the perceived strengths, weaknesses, and any barriers that impede service delivery from all perspectives – from technology to work allocation and any weakness in organizational structure and internal processes they have experienced.

A standardized template of interview questions was developed to ensure consistency in the way data was collected. The proposed interview questions were reviewed and validated with the Project Team and shared with all participants in advance of the interviews.

The majority of the interviews were held on August 30th, 2021.

4.2.2 Surveys

a) Employee Survey

A hard copy employee survey was developed and approved by the Project Team. It was sent to the remainder of Ryerson's permanent full-time employees not being interviewed, in the public works department. Respondents were asked to seal their responses for delivery right to the consultant. Two responses were received.

b) Citizen Engagement

It is recognized that the community generally does not have the necessary level of insight into internal operational efficiencies within the municipality, to enable them to make informed servicing choices. However, citizen input is integral to understanding which services are most important to them and which modes of service delivery are proving to be the most and least effective.

It was originally proposed to interview two citizen groups or business individuals from two citizen groups within the municipality. However there are not any business or service groups in the Township, so no individual citizen interviews were possible.

To ensure citizens were given an opportunity to engage in the project however, a public survey was developed and once approved by the Project Team, was then distributed to ratepayers via the Township's website and posted on their Facebook page. The survey was posted on September 3rd with a closing date of September 17th, 2021 however this date was extended to October 14th in order to capture as much citizen input as possible.

Citizens were asked a series of questions regarding the services provided by the Administration Department, the Treasury Department, the Public Works Department. Later the Project Team requested to add a question about the delivery of By-Law services.

A question was also asked regarding whether or not service delivery was affected in any way, as a result of staff having to work from home up to two days a week due to COVID-19. No concerns were expressed and 100% of respondents reported they had no concerns with administrative employees continuing to work from home a few days per week moving forward.

It was hoped that the responses would help identify citizen needs and wants which could then be aligned with both the feasibility and financial capacity of the municipality. Unfortunately, only six (6) responses were received representing approximately only 1% of Township residents, so the results cannot be considered a statistically valid representation of the opinions of the community as a whole.

For interests' sake only then, a **Summary of the Citizen Survey** responses, is attached to the separate Appendices that form part of this report, as **Appendix A**

4.2.3 Overview of Service Profiles

This **Overview of Service Profiles** document (attached as **Appendix B** in the separate Appendices that form part of this report), was developed based on the information received from the interviews, from the Township's Work Plan Exercise and other research undertaken.

The citizen value propositions were derived from the Province's Municipal Performance Measurement Program and Municipal Benchmarking Canada and deemed appropriate for the Township of Ryerson.

This work also included identifying the service features for each service reviewed, such as; **inputs** (the resources going into the service), the **outputs** (what the municipality getting out of the service) and **outcomes** (what does the municipality want this service to accomplish).

Service delivery reviews are an ongoing process and establishing a review process builds the capacity of staff to think critically and systematically about current and future service needs. The Project Team was asked to identify the key performance measures and indicators, (i.e. what is most important to them to measure).

These measures and indicators will help staff assess how well an organization performs when providing services. No single measure can fully represent every activity associated with each service area, but the performance measures selected will give staff and Council, indicators against which they can track and measure service delivery performance to guide future decision-making.

The community's strategic priorities should be consistent with the Township's official plan and strategic planning, but since the Township does not have a strategic plan, the priorities identified in the February 2020 Visioning Exercise were considered instead.

On September 14, 2021, the Project Team was asked to review and validate the accuracy of each component, as these form part the basis of the Service Profiles.

- a) **Purpose Statements** – what's the purpose of the service?
- b) **Citizen Value Proposition** -what do citizens expect from a service?
- c) **Service Features:**
 - o Inputs - resources needed (staffing, equipment, etc.)
 - o Outputs – tangible products/services produced by the service, and
 - o Outcomes – what do we want this service to accomplish?
- d) **Performance Measures and Indicators** – to measure performance of the service moving forward. Performance measures and indicators help measure performance of a service at regular intervals to permit timely, corrective action. (For easy reference, a *Summary of the Performance Measures/Indicators* selected by the Project Team is attached as **Appendix J** in the separate Appendices that form part of this report)

- e) **Community Strategic Priorities** – In deciding what the Township would like to measure and track it was necessary to first determine the strategic goals, to be supported by the decision-making process. Then the services provided and any of the opportunities/recommendations must be weighed against these key strategic goals in order to evaluate whether or not the service aligns with the needs and wants of Council/community.

The key community strategic priorities that were identified, in no particular order are as follows:

Community Strategic Priorities	
Efficiency:	<ul style="list-style-type: none"> • Improve efficiency (through performance measurement, technology etc.) • Reduce service delivery costs • Practice fiscal restraint – expenditure management • Expand on shared servicing and programs where possible • Retain an adequate, sustainable suite of efficient, equitable and affordable municipal services (own services and shared services)
Customer Service:	<ul style="list-style-type: none"> • Open and transparent communication to citizens • Engage citizens in local government • Ensure timely responses & maintain excellent customer service • Develop self-service opportunities for citizens through technology • Ensure trusted, timely, transparent, and accessible municipal decision-making
Economic Viability:	<ul style="list-style-type: none"> • Enhance and support responsible economic development that preserves and celebrates the rural nature of the Township • Support and encourage business development to create local jobs • Ensure planning policies remain open and responsive to new and creative proposals • Improve broadband/internet services
Community Health & Wellness:	<ul style="list-style-type: none"> • Accessible Health Services • Affordable Housing • Social & Fitness Programming

4.2.4 – Summary of Current State – Findings from Consultations and Research

It is widely recognized, that you cannot understand where you need to go, until you get a solid understanding of the where you are (i.e. the current state of services and how they are performing). Understanding and addressing the current challenges is the best way forward for the Township.

All collected findings from the document review, stakeholder interviews, provided a good understanding of the current state and enabled the identification of any gaps in organizational functionality, workflow processes and digital technology.

We also physically attended the municipal office on September 14, 2021, following COVID regulations, to view and assess current practices and processes in the Administration Department (including Planning), the Treasury Department and the Public Works Department.

A Note About Public Works - An assessment was undertaken of the current operational state of the public works department as part of this project. It should be noted however, that the Township recently engaged an HR Consultant to work with the public works department, so to avoid duplication this study did not include a focus on any public works human resources issues.

Key Findings and Challenges

The following themes and statements are representative of the key findings and challenges identified through the research and analysis undertaken.

They were captured without bias or judgement, as reported to the consultant and they are not intended to be criticism because despite these challenges the Township continues to manage operations and serve the public well.

The three (3) key challenge themes that emerged are; **Internal Challenges, Technological Challenges and Governance Challenges**. The Project Team reviewed and validated these key challenges in October 2021.

The key challenges are below but more detail on each is provided in **Appendix C - Summary of Key Findings and Challenges**, in the separate Appendices that form part of this report.

Emerging Theme	Key Challenges
Internal Challenges	<ul style="list-style-type: none"> • Pending retirements of the majority of full-time employees • No formal, written succession plan in place • Morale in the roads department is low • Job descriptions and HR policies are out of date • Staff has been in constant transition • The Planning function has increased dramatically • Lack of long-term planning - no strategic or community planning • Limited funds to replace aging capital items • Low citizen engagement
Technological Challenges	<p>Internal:</p> <ul style="list-style-type: none"> • Available technological solutions to increase efficiency are needed but are cost-prohibitive • Local residents not technologically savvy • Migration of residents and increased demand for more citizen centric/self-serve service delivery options • Mostly manual processes, particularly in the public works department are not efficient • Website is updated but functionality for citizens could be enhanced <p>External:</p> <ul style="list-style-type: none"> • COVID-19 • Poor broadband service • Cyber threats
Governance Challenges	<ul style="list-style-type: none"> • Council does not always act or set policy as a “body” • Council has been described as “fractured” • Difficulty attracting candidates to run for Council • Integrity Commissioner requests are a financial burden for the Township

One Item of Note - Amalgamation

It would be remiss not to mention amalgamation as the topic did come up a few times during the interviews.

On the one hand, the cost of 15 councillors for a total population of just over 3,100 in the three local municipalities, does appear unnecessary. The case can also be made, that since three municipalities are already sharing services, merging them together from a financial sustainability perspective makes sense and there are numerous benefits that could result.

However, Ryerson is currently managing its limited funds well, and the sharing of services with neighbouring municipalities appears to also be working well. Therefore, until such time as it becomes the will of Council and the neighbouring councils, or until such time as it becomes unsustainable for the Township to remain on its own, there does not appear to be any urgency to pursue amalgamation at this time.

4.2.5 Collect Municipal Comparator Information

Comparing the Township's municipal services and operations against municipalities of a similar size and nature, locally and across the province was part of this study. The municipal comparison concentrated on the three service areas that are the subject of this project, (Administration/Planning, Treasury and Public Works).

It was noted that studies of this nature can be as broad or extensive as desired, and given the original timeframe for the project to be completed, the Project Team agreed that a balanced approach to the scope for the municipal comparison component, would be used to manage expectations and the budgetary constraints of such a comparison.

What the balanced approach consisted of then, is that the 2020 Financial Information Returns (FIR) of the comparator municipalities were referred to, to gather statistical and financial information and the remaining information the Township desired was acquired via a Municipal Comparator Survey.

The 2020 Financial Information Returns (FIR) provided a sense of the current operating expenditures and revenues that aided in the identification of any possible anomalies or similarities. However, it must be noted that strictly looking at the FIR analysis from a dollars and cents perspective makes the assumption that the other municipalities are doing things 'right' and the level of service provided by each must be taken into consideration in a more detailed benchmarking process.

Municipal Comparators

The primary purpose of comparative analysis is to compare the Township's municipal operations to these comparator municipalities in order to identify any anomalies and/or opportunities to change how the Township delivers municipal services.

The following six (6) municipal comparators were selected and approved by the Project Team;

- Village of Burk's Falls – Parry Sound District
- Township of Papineau-Cameron - Nipissing District
- Township of McMurrich/Monteith - Parry Sound District
- Township of Machar - Parry Sound District
- Township of Johnson - Algoma District
- Township of Armour – Parry Sound District

The municipal comparator survey was developed in coordination with the Project Team and delivered to CAOs of the selected comparator municipalities on October 1st, 2021, with a closing date of October 22, 2021. All six (6) comparator municipalities responded to the survey.

The results of the Municipal Comparator Survey are summarized in the separate Appendices that form part of this report, as ***Appendix D – Municipal Comparator Study Results***

Reviewing user fees in the comparator municipalities was not part of this study, but the Project Team determined it would be useful to acquire some sample user fee by-laws from the comparator municipalities as part of the survey.

Three (3) of the municipal comparators provided copies of their current user fee by-laws and the Township of Johnson graciously provided a copy of a comparison of user fees they had undertaken, which contained information from five (5) additional municipalities. This provides useful information for the Township to now summarize, assess and compare their user fees to those of other municipalities.

4.3 Research & Analysis

This phase consisted of two (2) main components;

- ***Inventory of Services – Service Profiles***
- ***Recommendations & Implementation Plan***

4.3.1 Inventory of Services – Service Profiles

The current service delivery in the departments that are part of this study, was reviewed and analyzed in even greater detail and Service Profiles were developed. A detailed analysis of each of the service area as they relate to the alignment of needs, wants and financial capacity of the Township was also undertaken. A physical visit to the Township's temporary offices, took place, following appropriate COVID protocols, on September 14, 2021.

The purpose of the visit was to work with each member of the senior management team one-on-one, to acquire detailed, in-depth information on current processes being used to deliver services in their department.

Each service was then evaluated in detail to identify potential opportunities for internal improvements and/or the need to deliver the service/program differently (i.e. organizational change, greater use of technology, partner with other municipalities, etc.).

Separate Service Profiles were developed for the Administration Department Services, Treasury Department Services, Public Works Department Services and Land Use Planning/Economic Development services. Due to the complexity and number of processes in the Treasury and Land Use Planning services, process maps were also developed for these two (2), service areas.

The Project Team along with the Administrative Assistant and the Acting Roads Supervisor/Lead Hand answered a number of other questions that helped confirm accuracy about the current state.

The detailed evaluations of the current state and any related process maps for the service areas subject to this review can be found in the separate Appendices that form part of this report, as follows;

Service Profile - Administration Department Services – Appendix E

Service Profile - Treasury Department Services – Appendix F

Service Profile - Public Works Development – Appendix G

Service Profile - Land Use Planning & Economic Department Services – Appendix H

Note: Any references to any available digital platforms in the service area profiles are provided as examples of available platforms and not intended to be an endorsement of them.

A Note About Intake 3 Application

As mentioned, the progress on this project was interrupted in October when the application for Intake 3 projects under the Municipal Modernization Program, that were to be identified in the Intake 2 projects such as this one, had to be completed before the Intake 2 projects were completed.

We shifted our focus then, to providing the Township with our key recommendations for digital modernization ahead of completion of this study, so the municipality could complete a request for funding under Intake 3.

We identified early on that moving away from the manual processes used by the public works department and using digitally platforms to modernize it would offer the greatest cost and efficiency savings for the Township. We researched possible providers and arranged an online demonstration of a platform for public works that allows for the electronic reporting of routine and winter patrols that will see municipal operators spend less time logging deficiency data. Administration staff then had the information they needed to complete the application for funding to digitally modernize public works operations, under Intake 3 of the Municipal Modernization Program, which was due October 19, 2021.

We also identified that while citizens could receive their tax bills electronically and they can download dog license forms, etc. on the website, they still need to use conventional ways to pay Township invoices. Again an online demonstration was arranged for staff and we were able to secure an online payment and receipting platform, (Clik2Pay), at no cost to the Township of Ryerson. (a savings of \$19,500)

4.3.2 Recommendations & Implementation Plan

An Implementation Plan is the identification of key opportunities, including actionable recommendations on methods for improving the efficiency, effectiveness and accountability of Township operations.

Four (4) categories of recommendations were identified in each department studied; **Digital Modernization, Organizational/Operational, Efficiency and General Observations and Opportunities.**

Executing the plan will result in:

- Digital modernization of the public works department by eliminating time-consuming manual processes
- Optional digital payment method that includes QR codes that enable citizens to pay using the familiar Interac e-transfer service
- Improved communication and citizen engagement
- Enhanced efficiency in workload management

The plan is provided to ensure systematic implementation of the review decisions and will serve as an action plan for Senior Staff and Council.

Below is a high-level prioritization of the key opportunities that were identified but the full Implementation Plan can be found in the separate Appendices that form part of this report as **Appendix I – Implementation Plan**

As circumstances or funding opportunities change or if any of the services fail to achieve the established performance measures/indicators or goals, the Township may need to adjust the priority of the recommendations to be implemented.

It should be noted also, that any decisions made regarding the opportunities identified in this report, rest with Council and staff who should employ their own due diligence to ensure alignment with legislation and their overall goals to deliver on desired outcomes.

4.3.3 Prioritized Key Recommendations from Implementation Plan

High Priority – Recommended to be completed in 0 to 6 months

Digital Modernization:

- Implement a digital payment and receipting platform to be integrated into the tax payment process
- Eliminate/reduce manual processes in the Public Works Department and purchase a digital platform to enable electronic reporting and tracking of road inspections
- Purchase rugged tablets for road employees to use with the digital platform

Organizational/Operational:

- Develop cyber security policies and procedures and engage a cyber security expert to train staff

Efficiency:

- Staff to develop a Hybrid Working Model Policy to continue to manage and deliver services remotely
- Set up a Township of Ryerson YouTube Channel and start uploading recorded Council meetings
- Eliminate the need for two (2) signing authorities, to just the Treasurer, for the payment of accounts that have been approved by the annual budget
- Reduce the number of tax installments to two (2), from the current four (4)

Medium Priority – Recommended to be completed in 6 to 12 months

Digital Modernization:

- Staff to investigate citizen engagement platforms but if not feasible, staff to develop a digital tracking system in-house, for tracking and responding to citizen inquiries

Organizational/Operational:

- Review and revise Council meetings (number and type of meetings)

Efficiency:

- Investigate joint procurement with neighbouring municipalities for gravel, salt, etc.
- Add information about upcoming closures, culvert replacements, etc. in the Public Works area of the website
- Develop a checklist and a “Guide to Developing Your Property”, and add it to the planning section of the website.

Longer Term Priority – Recommended to be completed in 13 – 24 months

Digital Modernization:

- Consider adding the purchase of records management software, if feasible

Organizational/Operational:

- Undertake a Strategic Planning Exercise and develop a Strategic/Community Plan

4.4 Validate Findings & Develop Recommendations

Validation of findings took place at various stages throughout the project and a technical consultation was held with the Project Team on November 29, 2021.

This was one final general run-through of the draft report and preliminary recommendations, to ensure accuracy in the understanding of current circumstances, to clarify the intent of the actions and recommendations proposed and to identify the feasibility or timing of proposed actions.

Final changes were made and the final draft report was developed by the end of this phase and delivered to the Project Team on November 30, 2021.

4.5 Report

The final report is a corporate overview of the current state of service delivery and a consolidation of the findings and reasonable opportunities for improvements through digital modernization.

A presentation was also developed and delivered to Council on December 7th, 2021 summarizing the project, the findings and the Implementation Strategies.

5.0 Performance Measures – Provincial Agreement

The province's goal with these Municipal Modernization projects is to see the municipality achieve at least a 4% cost savings.

The province also requested, *"A statement indicating the percentage of the total amount of service delivery expenditures reviewed that are identified as potential cost savings in the Independent Third-Party Reviewer's Report, which will be the performance measure for the Project."*

In Ryerson's case, of the \$1,216,749 in total service delivery expenditures in the services reviewed, 6.25% has been identified as potential cost savings plus estimated efficiencies of 1,176 hrs, if the recommendations provided in this report are implemented.

Therefore, this project has exceeded the Province's goal.

5.1 Review Process Guide for Staff

The collaborative nature of this project was intentional and was used to enable municipal staff to think critically and systematically about current and future servicing needs and identify opportunities for improvement in the years to come.

Staff already has an excellent understanding of the need to have good information on the full cost of delivering services, but having staff develop the performance measures to be used in the future to monitor progress and meet desired outcomes, was also important to guide them in further assessing effective service delivery moving forward.

6.0 Summary

The task of reviewing municipal services is challenging, time-consuming, and this project added additional work on staff. I do wish to acknowledge their efforts and their desire to 'look within' their day-to-day operations to find improvement opportunities.

Their involvement and willingness to share their experiences and desires, as well as responding to numerous requests for information, demonstrates their commitment to technological and operational improvement, and to providing quality and convenient service to Ryerson ratepayers.

The most significant long-term impact of this review may be the in-depth understanding of the internal operations, staff, Council and citizens have gained through the process.

The findings herein are solely my observations from my professional experience and as a third-party observer. They are not intended to be construed as any criticism. In fact, quite the opposite.

The municipality has already made great strides in moving the municipality forward and the internal operations are well-organized by staff who is extremely conscientious and dedicated to their roles.

Moving away from heavily manual processes to more technology, will streamline processes, improve efficiency and customer service.

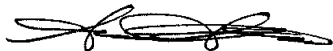
Implementing any number of the recommendations will see the Township of Ryerson well on its way to modernizing service delivery and providing the efficient processes and services its citizens want and need for the future. Overall, I concur with general belief that this small, rural municipality with limited financial resources is on the right path to preparing for the future.

In the end, there is really no single, perfect way to deliver municipal services and programs. The report includes opportunities for organizational improvements within the scope of this study and I trust that the potential opportunities identified will assist Council and staff moving forward.

Lastly, I want to express my sincere appreciation to Council and staff for giving me the opportunity to work with the Township of Ryerson. It truly has been a pleasure.

".. chart a course for every endeavour that we take the people's money for; see how well we are progressing; tell the public how we are doing; improve or stop doing the things that don't work and never stop improving the things that we think are worth investing in." The Concept of Planning, (author unknown)

All respectfully submitted by,



Susan Shannon, Principal,
Shaping Organizational Solutions (SOS)

7.0 Statement of Limitations

This report and its findings are governed by the following Statement of Limitations.

This document has been prepared by Shaping Organizational Solutions (SOS) for the exclusive use of the Township of Ryerson, pursuant to our engagement letter/contract, dated August 10, 2021.

This report is based on information and documentation that was made available to Shaping Organizational Solutions (SOS). SOS has not audited or otherwise attempted to independently verify the information provided unless otherwise indicated.

The information, opinions, opportunities, recommendations, conclusions and/or analysis contained within this document are based upon generally accepted professional judgement and principles, and on the information made available to the consultant as at the time of the preparation of the document.

Any information provided to the consultant by the Client or any third party is assumed to be correct.

This report may make reference to projected future considerations. Readers are cautioned that since these future considerations are based on assumptions regarding future events, actual results will vary from the information presented even if the assumptions are realized, and the variations may be material.

The scope of this review of the three (3) service areas plus Land Use Planning/Economic Development, that were part of this study, was limited to a defined scope.

In addition, due to COVID-19 restrictions, data collection and citizen engagement was restricted and did not allow for any observation of office communications and/or any relationships/personal interactions with citizens, nor did it allow us to appropriately validate the data/findings in some cases.



Appendices

Township of Ryerson

Digital Modernization & Service Delivery Review

Appendix A – Citizen Survey Results

Appendix B – Overview of Service Profiles

Appendix C – Summary of Key Findings and Challenges

Appendix D – Municipal Comparator Study Results

Appendix E – Administration Department Service Profile

Appendix F – Treasury Department Service Profile

Appendix G – Public Works Department Service Profile

Appendix H – Land Use Planning/Economic Development Service Profile

Appendix I – Implementation Plan

Appendix H – Summary of Performance Measures/Indicators



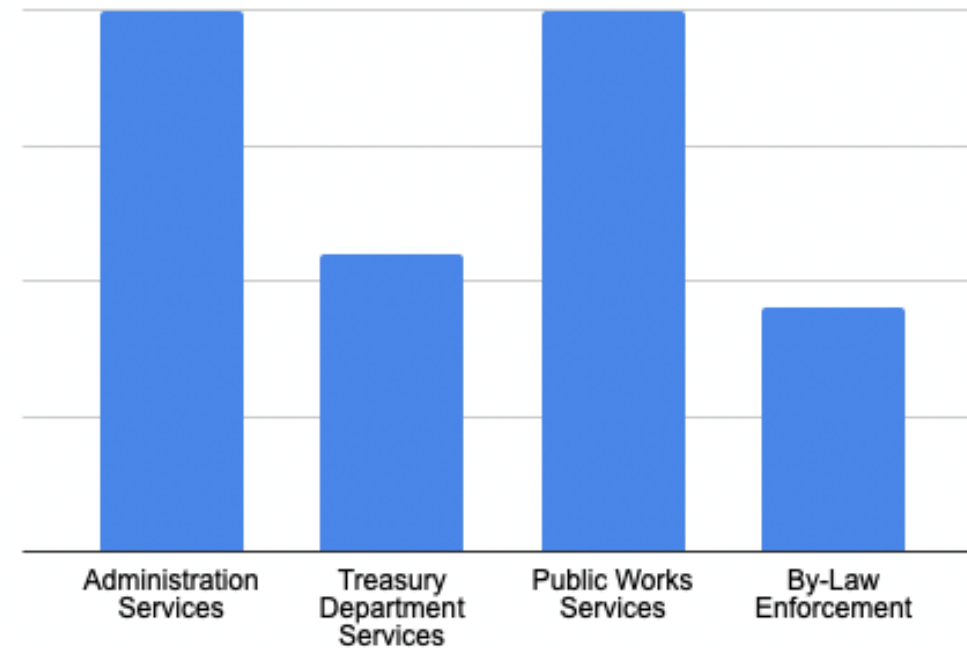
Appendix A

Summary of the Township of Ryerson Citizen Survey

Of the following services subject to this review, which of these service areas do you value most? Please rate them in order of importance to you.

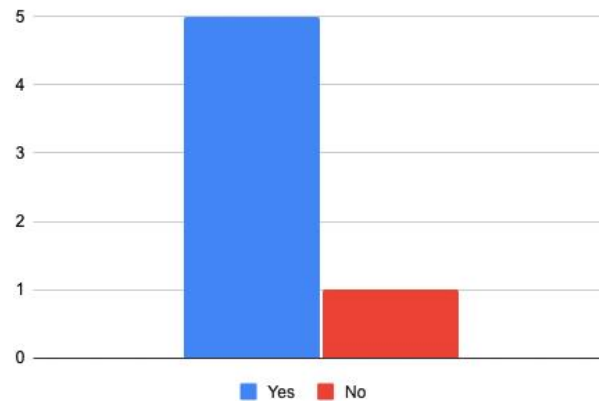
Ranking of Township Services

- #1 – Administration Services
- #2 – Public Works Services
- #3 – Treasury Services
- #4 – By-Law Enforcement Services



Service Delivery

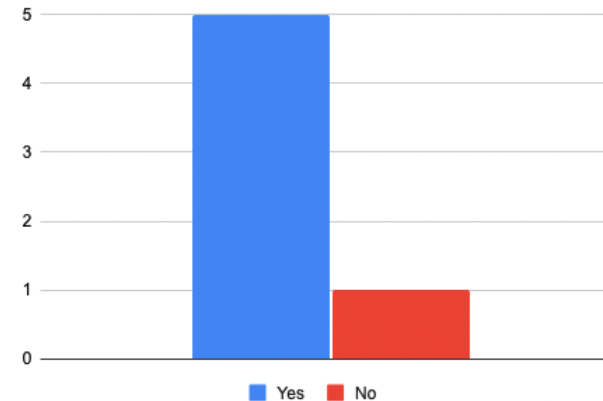
When you access any of these Township services, are staff responsive to citizen needs?



If no, please explain:

- In our experience no response is the normal situation.

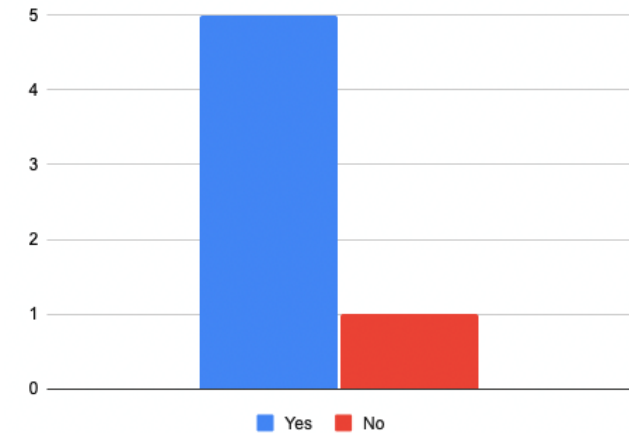
Is the process used to deliver the service efficient and timely?



If no, please explain:

- Our experience with direct Township staff have been positive and timely. Our experience with contracted planning dept individuals met the end goal but was by no means timely or efficient.

Is the service and/or advice given reliable?



If no, please explain:

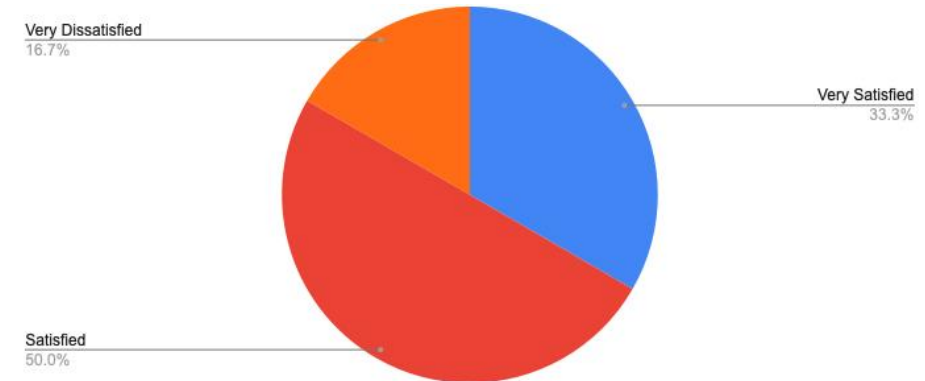
- If there is a response, it is just to make you forget your request/complaint and go away.

When you think of the Administration Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

Administration Services

Comments:

- We are currently arranging to have litigation brought against the township for damages caused by the Township violating existing policies and by-laws.
- Staff do an excellent job of answering questions and putting a person in touch with the best person to answer any question or concerns I may have

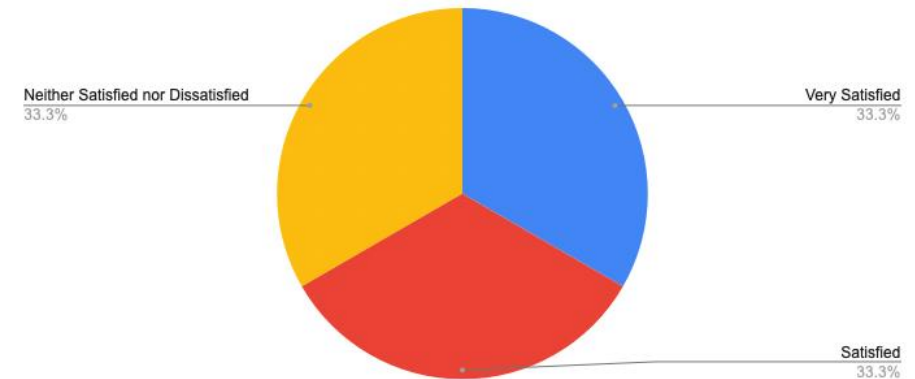


When you think of the Treasury Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

Treasury Services

Comments:

- We have heard that recent attempts to classify properties as water front has resulted in draining of wet lands which is completely detrimental to the Township in general and would appear to have proven to be a futile exercise.
- I am very impressed with the Treasurer's ability to source out funding that may be available to the Township for anything that may be advantageous to Ryerson! It is also excellent that part-time additional staff is hired at tax collection times to process cheques and issue receipts, etc., allowing the regular staff to continue their own work without endless interruptions!

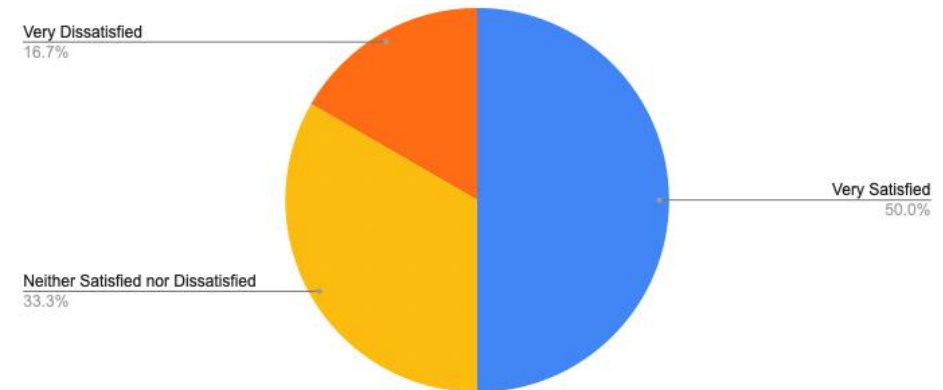


When you think of the Public Works Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

Public Works

Comments:

- Road maintenance spotty and unreliable. Lack of response to weather events. Minimal amount of regular maintenance. No improvements evident, other than very few contracted jobs completed by outside companies.
- I believe the roads in our Township are some of the best-maintained in the area. Our road crew does an excellent job of clearing snow in a very timely fashion and attending to any unexpected repair work as soon as they are notified, regardless of the time of day!!

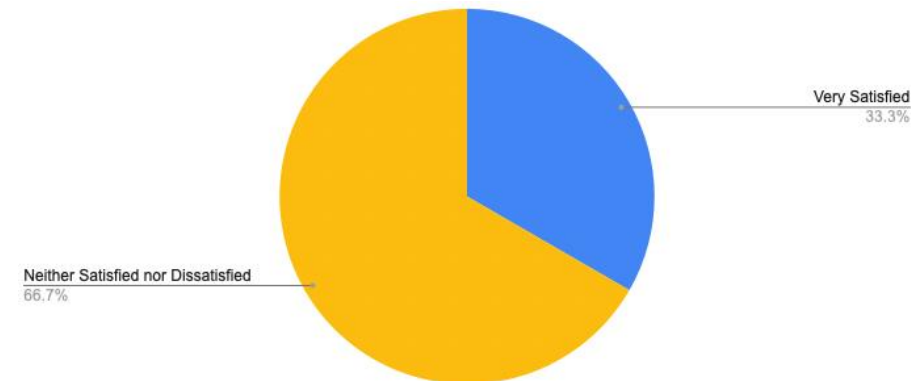


When you think of the By-Law Enforcement Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

By-Law Enforcement

Comments:

- No experience with bylaw
- I have never had occasion to be involved in By-law Enforcement Services, but by being in attendance at many Council Meetings, I feel that many times, some concerns are rather frivolous and take up a lot of Council and staff time to attend to, therefore increasing the expenses to the Township, because this type of thing takes away from staff's "normal" daily work schedule, and also creates additional expense by council having to attend special extra meetings to deal with some of these issues!



Do you have any suggestions for improving or enhancing any of these services? (i.e. more use of technology/self-serve options, etc.)

- Public Works- Great Snow Removal Last Few Years.
- The two examples listed above sound helpful.
- Supervision by outside independent agency.
- Providing training on current practices and Legislative standards in regards to environmental protection (fish and wetland, water quality) as it relates to road construction and maintenance (grating).
- Technology may be an issue in our Township due to many older residents who are unable to work with modern technology. Self-service options may not be appropriate in all cases for the same reason. However, they are certainly viable options, which should be considered on a trial basis!

Are there any services you feel the Township should stop providing, change or should provide differently? Why & How?

- Not at the moment. Pretty Satisfied
- None come to mind.
- Planning and public works need complete review and overhaul. Council should be held accountable for their lack of oversight. Building inspection should be more accountable with a functioning complaint process available.
- No input to provide.
- I think services being provided are quite adequate and no change is required that I can think of.

Are there any services missing in Ryerson that you would like to have, if possible?

- Not particularly.
- None come to mind.
- Oversight of council actions/ inactions.
- No input to provide.
- Can't think of any at this time!!

If there was just one thing the Township could do right now to improve service delivery in Ryerson what might that be?

- Continue to Tar/Chip /Reclaim Midlothian Road and about 100 metres up any intersection that comes in contact at an intersection with Midlothian.
- None come to mind.
- Accountability for Council and all departments.
- Better delivery on enforcing environmental protection (filling of wetlands)
- Can't think of anything !

Did staff working from home affect your ability to access services in any way?

100 % of respondents said “No”.

If the change in operations due to COVID-19 were to continue in the future, would it have any impact on you and your ability to access services in the future?

- No. Quick response during Covid so did not feel service delivery was affected.
- I don't think there would be an impact
- I was unable to get reliable/ satisfactory service, in matters that were unaffected by Covid 19 restrictions.
- Possibly, but current status quo suggests not.
- No

Do you have any other general comments and/or any suggestions to improve or enhance any of these services?

- Keep up the great work
- Thanks for engaging about this
- Personal biases and opinions should not be allowed to influence the operation of the municipality.
- Better communication on options to engage in council through electronic means. We appreciate those services that are delivered jointly with other townships.
- Nothing that I haven't already referred to above!!

Appendix B

Township of Ryerson

Overview of Service Profiles

This overview document contains an assessment of each of the following criteria, as they relate to each of the service areas studied.

The criteria below were derived from the interviews, from the Township's Work Plan Exercise, from Municipal Benchmarking Canada and the Municipal Performance Measurement Program and other research undertaken.

The importance of establishing these criteria first, is so they could be used as the basis for the development of the individual, more detailed Service Profiles.

The Project Team reviewed the following criteria for accuracy and approved them for use, on September 14, 2021.

- **A Purpose Statement** – what's the purpose of the service
 - **Citizen Value Proposition** (what citizens expect from a service)
 - **Service Features – Inputs**, (resources needed), **Outputs** – tangible products/services produced by the service, how does it affect citizens, and **Outcomes** – what do we want this service to accomplish?
 - **Community Strategic Priorities** – which does it meet?
 - **Performance Measures and Indicators** – to measure performance of the service moving forward. These measures/indicators help measure performance/effectiveness of a service at regular intervals to permit timely, corrective action. These measures have to be smart, measurable, achievable and realistic.
-

ADMINISTRATION DEPARTMENT

Purpose Statement: to provide information and meet legislative requirements regarding council operations; provide access to information in a timely and readily accessible manner; to be responsive to community needs and accountable and fiscally responsible.

Citizen Value Proposition: *I expect my municipality to provide information and access for my municipal government and meet legislative requirements regarding council operations and access to information in a timely and readily accessible manner.*

I expect municipal government to be responsive to community needs, accessible and trust that it will be accountable and fiscally responsible.

Service Description: The Administration Department is responsible to for the planning, implementation, administration, review and evaluation of Council's policy direction. It plans and organizes all municipal services and provides leadership to ensure departmental objectives are achieved in an effective and efficient manner.

The Administration Department is also responsible for the human resources function and is responsible for the effective utilization of staff.

The Clerk's department is responsible for the record-keeping and administrative duties for the municipality. More specifically, the Clerk's department is responsible to prepare the agendas of council meetings; record minutes of Council meetings and distribute them to Council and the public; answer official correspondence, keep safe fiscal records and accounts; prepare reports, issue public notifications, conduct local elections and develops and administers by-laws and policies and more.

2020 Operating Expenses - \$224,732

2020 Operating Revenues - \$18,642

2021 Operating Budget - \$284,336

Summary of Service Features

Feature		
Inputs	Staffing – 2 FT – CAO/Clerk/Deputy Treasurer & Deputy Clerk 1 PT Administration Assistant	Equipment – Office equipment, office supplies, training, legal, insurance, CGIS and other related software, etc.
Outputs	# of administrative inquiries addressed # of visitor sessions to website # of open data sets available on website for citizens	
Outcomes	Ensure open & transparent administration, customer service and efficient municipal government	

Which of the Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; X Economic Viability; X Community Health & Wellness

Performance Measures/Indicators:

- 1.1 Operating costs for administration as a percentage of total municipal operating costs
- 1.2 Annual cost of Integrity Commissioner reports
- 1.3 Admin wages as a % of total operating expenditures
- 1.4 \$'s invested in technology, per capita

LAND USE PLANNING & ECONOMIC DEVELOPMENT

Purpose Statement: To provide the efficient and effective management of land and resources within the Township to ensure a healthy and sustainable community for citizens – economically, socially and environmentally.

To foster an environment that attracts businesses and grows employment in Ryerson and to facilitate orderly and timely development and expansion for business growth and/or health & wellness initiatives.

Citizen Value Proposition:

I expect to have clear information about planning requirements in adherence with legislation, and that the application process is convenient, timely, predictable and affordable while supporting sustainable community development.

I expect my municipality to make it as easy as possible to start a business or build on an existing business.

Service Description

Municipalities manage growth through their planning processes. Land Use Planning services include the processing of development applications. Development applications are reviewed and processed with regard to provincial legislation and council-approved policies and by-laws.

The Township is responsible to make develop the by-laws and policies which are applicable to Land Use Planning. This service also includes managing and processing regular updates/amendments to the Township's Official Plan and Zoning By-law.

Economic Development focuses on the economic health, diversity, and prosperity of a community by providing support to those businesses that have the potential to grow, to invest, and to hire employees.

2020 Operating Expenses - \$76,899

2020 Operating Revenues - \$3,100

2021 Operating Budget - \$79,164

Summary of Service Features

Feature		
Inputs	Staffing - 1 FT – Deputy Clerk and 1 external planning consultant, 1 shared ED Officer	Equipment – GIS mapping, consulting fees
Outputs	# of planning applications processed # of building permits issued	
Outcomes	Support responsible growth, customer service to plan for new businesses and/or support existing ones, improve broadband/internet	

Which of the Community Strategic Priorities does this service support?

☐ Efficiency; ☒ Customer Service; ☒ Economic Viability; ☒ Community Health & Wellness

Performance Measures/Indicators:

- 2.1 # of new residential units/year
- 2.2 Operating cost for land use planning, per capita
- 2.3 # of hours spent per application (staff, consultant, etc.)

TREASURY DEPARTMENT

Purpose Statement: to provide overall responsibility for the management of the municipality's financial affairs and critical financial leadership to Council, the Corporation and citizens, to ensure long-term financial sustainability.

Citizen's Value Proposition:

Taxation: *I expect my tax bill to be accurate, easy to understand with options to pay with simple and convenient payment options. I expect all tax services will be delivered in a cost-effective manner while meeting legislative and financial requirements for the municipality.*

Purchasing: *I expect procurement processes to comply with legislation, support corporate objectives and municipal service needs, and deliver value in a timely, transparent and cost-effective manner.*

As a vendor, I expect I am being evaluated in the same way as any other bidder and the bidding process is clear, fair and easy to complete.

Service Description: The Treasury Department manages the Township's financial resources to ensure funding is available to meet the financial needs, both now and in the future, through compliance with legislative and contractual requirements as well as long term planning.

The Treasurer provides budgeting, financial analysis, policy development, long term financial planning, corporate accounting, accounts payable and receivable, financial statements and Provincial reporting, cash & investment management, payroll & benefits, centralized purchasing services, property taxation & property assessment analysis and more.

2020 Operating Expenses - \$142,616

2020 Operating Revenues - \$74,948

2021 Operating Budget - \$78,623

Summary of Current State

Item		
Inputs	Staffing – 1 FT – Treasurer (some assistance from 1 PT Admin Assistant	Equipment – Office equipment, office supplies, training, accounting & taxation software, audit, insurance, MPAC, etc.
Outputs	# of tax bills issued # of payment options accepted # of successful grant applications	
Outcomes	principled financial management of the Township, customer service, efficiency	

Which of the Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; ☐ Economic Viability; ☐ Community Health & Wellness

Performance Measures/Indicators:

- 3.1 Current year's tax arrears as a percent of current year levy
- 3.2 Total municipal debt per household
- 3.3 Total reserves and reserve funds per capita
- 3.4 % of reserves to debt ratio
- 3.5 Average total property taxes/capita
- 3.6 % increase of transactions for the public that are completed online or with a mobile device

PUBLIC WORKS DEPARTMENT

Purpose Statement: To provide the efficient and effective maintenance of roads within the Township to ensure safety for citizens and visitors alike.

Citizen Value Proposition: *I expect roads to be well-maintained that allow me to get where I need to go in a safe and consistent timely manner.*

Service Description: Roads services provide affordable, well-managed and safe traffic flow for drivers, cyclists and pedestrians. A municipality's roads system affects the economic vitality and quality of life of residents.

Public Works infrastructure generally includes roads, bridges, culverts and signage. In addition to constructing and repairing infrastructure, roads services include clearing roads of snow and debris to ensure that it is safe and convenient to use.

2020 Operating Expenses - \$772,502

2020 Operating Revenues - \$12,989

2021 Operating Budget - \$888,011

Summary of Service Features

Item		
Inputs	Staffing – 5 FT – Roads Superintendent, Lead Hand and 3 operators, support from PT Administration Assistant	Equipment –1 grader, 3 plows trucks, 1 loader, 1 backhoe, 1 excavator and 1 pickup truck
Outputs	# of kms of roads maintained # of roads complaints addressed	
Outcomes	Ensure safe transportation of citizens and visitors by maintaining roads to Ministry standards and Council's approved targets	

Which of the Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; ☐ Economic Viability; ☐ Community Health & Wellness

Performance Measures/Indicators:

- 4.1 Operating costs for public works as a percentage of total municipal operating costs
- 4.2 Operating costs for paved roads per km
- 4.3 Operating costs for loose top roads per km
- 4.2 Average surface condition
- 4.3 % of Township assets with a rating of fair or better condition

Appendix C - Summary of Key Challenges

Background

Before a municipality can determine which services are working and which need to be delivered differently, an assessment of the current challenges and constraints needs to be completed.

The assessment and the identification of key challenges that follows, represents what was captured from the interviews with council and staff, a site visit to view current processes, numerous follow-up questions with staff and a review of the research documents provided.

The information contained herein is not intended to be criticism – in fact quite the opposite. The Township staff is very progressive and has already been working hard to introduce new ways of doing things that have resulted in efficiency to the delivery of some services.

Understanding and addressing the current challenges is the best way forward for the Township.

Key Identified Current Challenges

The following are the key current challenges that have been identified. They have been summarized into three (3) main categories.

- 1. Internal Challenges**
- 2. Technological Challenges**
- 3. Governance Challenges**

Internal Challenges

Key Challenges:

- Pending retirements of the majority of full-time employees
- No formal, written succession plan in place
- Morale in the roads department is low
- Job descriptions and HR policies are out of date
- Staff has been in constant transition
- The Planning function has increased dramatically
- Lack of long-term planning - no strategic or community planning
- Limited funds to replace aging capital items
- Low citizen engagement

Root Causes:

a) Pending Retirements

Over the next five years, three of four administrative staff, two public works employees, and the fire chief will reach retirement age, representing 6 of the 11 current employees.

Generally, good cross-training is occurring but there is no formal, written succession plan in place at this time. A lack of cross-training and/or no written formal succession plan results in vulnerability for the Township when these staff leave.

It is recognized that the Township's recently engaged HR consultant will be addressing the job descriptions, HR policies, job evaluations, investigations of workplace harassment, the morale in the roads department, and developing a succession plan, so it is noted that these challenges are already being addressed and this project will not be addressing these human resources issues.

b) Staff in Constant Transition

The Township's municipal office is located at 28 Midlothian Rd. Burk's Falls. Due to the flood that damaged the municipal office and roads depot in 2020, the administration staff has been working out of a temporary office located in the basement of the IDA drugstore in Burk's Falls.

Locating records manually has been a challenge with many of them having to be stored in storage containers at the Midlothian location. In addition, due to COVID restrictions, the municipal office has been closed to the public and staff has been working from their home offices up to two days per week.

c) Increased Development Applications

The Deputy Clerk's role has changed over the past few years. The influx of new residents has meant more planning applications and it's estimated that the planning function now consumes approximately 60% of her time, reducing the amount of time she has to spend on fulfilling Clerk department functions.

While this increased planning is recognized, no realistic solutions have been found or implemented yet, while the Township works to assess if this is just an anomaly due to the recent COVID migration, or if it will continue to be a challenge moving forward.

The Township also engages an external planner by contract, but using an outside planning consultant is costly, so the Township tries to limit the use of the external planner. Using an external planner also delays the process from time to time, because Planning Consultants have also experienced an increased volume of work since the start of COVID.

d) Lack of Long-Term Planning – No Strategic/Community Plan

One of the most striking themes expressed in a variety of ways from a variety of perspectives, was the desire for Council to provide a vision for the Township.

There is no strategic/community plan for Ryerson resulting in no clear goals and objectives for the community, no priority-setting for Council and no clear direction for staff.

As noted during the interviews, *"it's like the municipality is, paddling but they're not making any headway because they're not paddling in the same direction"*. Staff has continued to provide required services to the public following the annual municipal budget, planning documents and other municipal policies, but the lack of clear direction hinders their work and is at times, frustrating for them.

Staff did conduct a Work Plan Exercise with Council in February 2020 to try to identify council's priorities for this term, but COVID-19 emerged right after the exercise was conducted, so unfortunately, the proposed Town Hall meeting set for July 2020, had to be cancelled and no further work has proceeded since then.

Council members have differing opinions on what the community needs. While the passion of councillors is admirable, caution needs to be taken to ensure council's wants actually reflect the wants and needs of the community as a whole – and the only way to ensure that, is to acquire community input through the strategic planning process.

e) Limited Funds to Replace Aging Capital Items

Capital items and their expected life span are identified in the Township's Asset Management Plan, but there is limited room for tax growth in the Township's budgets to replace them.

For instance, a \$21,000 increase in expenditures equates to a 1% increase in taxes making it hard to purchase new vehicles and equipment due to their high costs. For this reason, it's even more important

that capital needs are identified and planned for over longer than the 10 years and this will involve developing a reserve and investment policy.

f) Low citizen engagement

The lack of citizen engagement in the Township is somewhat unusual in municipalities today, and can be seen as both a positive and a negative for the Township. For instance, while it may seem citizens are apathetic (a negative), it may quite simply indicate residents are content with the services being provided, (a positive), and they prefer to remain status quo.

Alternatively, it may mean that citizens do not feel there are enough opportunities and/or they are not receiving enough information to want to engage with the Township.

A number of surveys have been developed and distributed to citizens recently to encourage citizen engagement, (i.e. Township naming, the citizen's survey for this project, and recreation and library services surveys by ACED, etc.). However, the responses were so few that the results of these surveys cannot be relied upon to be representative of the opinions of the community as a whole.

The low number of responses may also be a reflection of the roughly 50% of residents do not have a computer or use technology and they may have simply not been aware of the recent surveys because they were posted or distributed electronically.

At any rate, the lack of input from citizens does make it hard for Council to get a feel for citizen wants and needs in order to determine a clear direction for the Township. Again, conducting a strategic planning exercise in the Township and additional outreach to citizens through more citizen-centric opportunities on the website, would help address this.

Staff is already trying to address this issue and has just recently set up Google Analytics on the Township's website. This will help them to monitor the number of unique (new) visitors and returning visitors to the site, along with the ability to identify which website pages are accessed most frequently, so they can better determine citizen interests.

Lastly, it was noted the last newsletter was a Summer 2020 newsletter. While developing these is time-consuming it is a great way to communicate with citizens and improve citizen engagement.

Technological Challenges

Key Challenges:

Internal:

- Available technological solutions to increase efficiency are needed but are cost-prohibitive
- Local residents not technologically savvy
- Migration of residents will see an increased demand for more citizen centric/self-serve service delivery options
- Mostly manual processes, particularly in the public works department are not efficient
- Website is updated but functionality for citizens could be enhanced

External:

- COVID-19
- Poor broadband service
- Cyber threats

Root Causes:

Internal:

a) Technological Solutions

The Township is somewhat unique, in that it is estimated approximately 50% of the Township residents do not own a computer or use technology. Conversely, the influx of new residents from southern Ontario are used to more self-serve/citizen-centric access to services. This means both manual and technological processes need to be maintained to some degree, to accommodate the needs of both types of residents.

There is no lack of willingness on the part of administration staff to modernize service delivery with technological solutions. However, while there is recognition that more technology would increase efficiency, purchasing the technology and then supporting the annual fees to maintain it, is cost-prohibitive for the Township, and the cost-benefit is often questionable.

b) Manual Processes

The Township still uses mostly manual processes simply due to the cost of digital solutions. For instance, staff has looked into records management software and council management software, but the cost to purchase the software and the annual costs to maintain them, were deemed simply too expensive for Ryerson.

The roads department employs very little technology and still struggles with using onerous and time-consuming manual processes and filing systems.

Website

Citizens often feel frustrated by cumbersome or confusing websites that do not provide the information they need. While the Township's website is functional and provides basic information, there is room for improvement.

Moving forward, as the demographics change, there will be a need to update the website and introduce more self-serve and citizen-centric features, which in turn will provide more opportunity to promote citizen engagement.

External:

- a) **COVID-19** has presented a number of challenges for Ontario municipalities in general. It has meant that the municipal offices have been closed to the public and staff have had to find other ways to ensure they can still meet the needs of their citizens.

Council meetings have been virtual since early 2020. The meetings have been recorded but they are not published on the Township's website due to the cost to meet accessibility and translation requirements.

- b) **Reliable Broadband** - As in other small rural municipalities in Ontario, reliable broadband/internet is a factor that limits any move to full digital modernization.
- c) **Cyber Security** has emerged as one of the key risk areas for municipalities. Cyber criminals often seize municipal data and hold it for ransom. Consideration should be given to developing a plan and ensuring employees have received cyber security training to safeguard municipal records.

Governance Challenges

Key Challenges:

- Council has been described as “fractured”
- Council does not always act or set policy as a “body”
- Difficulty attracting candidates to run for Council
- Integrity Commissioner requests are a financial burden for the Township

Root Causes:

a) Council Function

Aside from the lack of a strategic plan, it is believed that current council practices are a contributing factor to Council being described by many, as “fractured”. Most often this is related to Council not always acting as a body in decision-making.

Generally, Council does not use a committee system internally. There are two very informal task force ‘committees’; one for HR and one for Roads, that really stem from past outdated practices. Since only two members of council sit on these (no quorum of council), there are no formal minutes of meetings, but notes are taken. These two ‘committees’ only meet if there are issues to be reviewed.

While these “committees” were created a number of years ago with the right intentions, it is no longer acceptable for them to be involved in operational or HR issues.

The fact that there is an HR Advisory Committee at all, indicates there is a lack of understanding of the risks associated with the human resources function. Council involvement in human resources issues, undermines supervisory authority and causes confusion for employees on reporting protocol and “who’s in charge”, and can subject both the municipality and the individual council member to a risk of liability.

There is no doubt there are differing, and often passionate views amongst members of council, which is normal, provided proper decorum is followed.

Establishing the appropriate services and levels of service for the municipality is a role for council. To do so, Council needs to carefully balance the actual wants of the community against their own wants, to ensure that they accurately reflect the views of the community as a whole. The most passionate service is not effective if it is not wanted or needed by the citizens.

b) Difficulty Attracting Candidates

Reportedly, the Township struggled in 2018 to attract ratepayers to run for Council. Part of the reason might be the low per diems offered for the roles, but meeting protocol may also deter individuals from running in 2022.

c) Integrity Commissioner Requests

In 2020, there were 3 requests made to the Integrity Commissioner resulting in a cost of \$9,743.53 to the Township. Considering that a \$21,000 expenditure equals a 1% increase in taxation, Council should give due consideration to finding ways to remedy the actions that are contributing to these requests, to reduce these unnecessary costs. These funds could be better utilized towards capital items that would benefit the entire community.

Appendix D - Township of Ryerson Municipal Comparator Study - Overview of Results

Basis of Analysis

- Six (6) Municipal Comparators plus Ryerson for a total of Seven (7) municipalities reviewed at a high level.
- The comparators were selected based on municipalities of similar size and nature as the Township of Ryerson and included some within the Parry Sound District and some in other similar Districts.
- The comparators were approved by the Project Team.;
 - Village of Burk's Falls – Parry Sound District
 - Township of Papineau-Cameron - Nipissing District
 - Township of McMurrich/Monteith - Parry Sound District
 - Township of Machar - Parry Sound District
 - Township of Johnson - Algoma District
 - Township of Armour – Parry Sound District

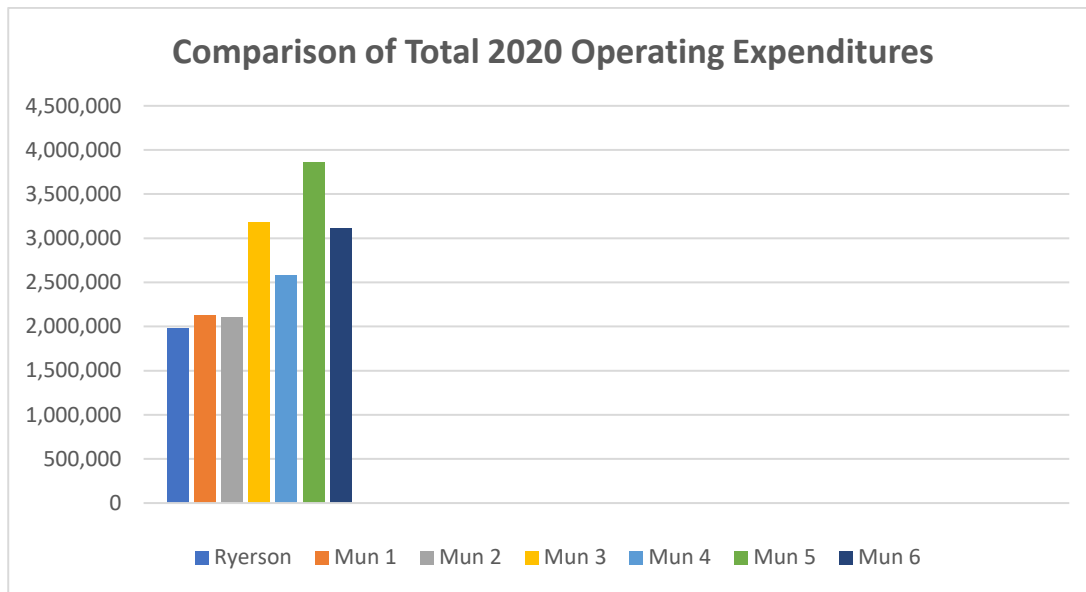
(The comparators are listed in random order as Mun 1 – 6 in the charts that follow)

- Financial comparisons are based on the 2020 FIR for each comparator municipality
- A survey was sent to the comparators to collect other information (i.e. staffing, software)
- Comparisons include just the areas of this study (Administration, Treasury and Public Works). Although Land Use Planning was outside the scope of this study, it was included in the survey, at the request of the Project Team.

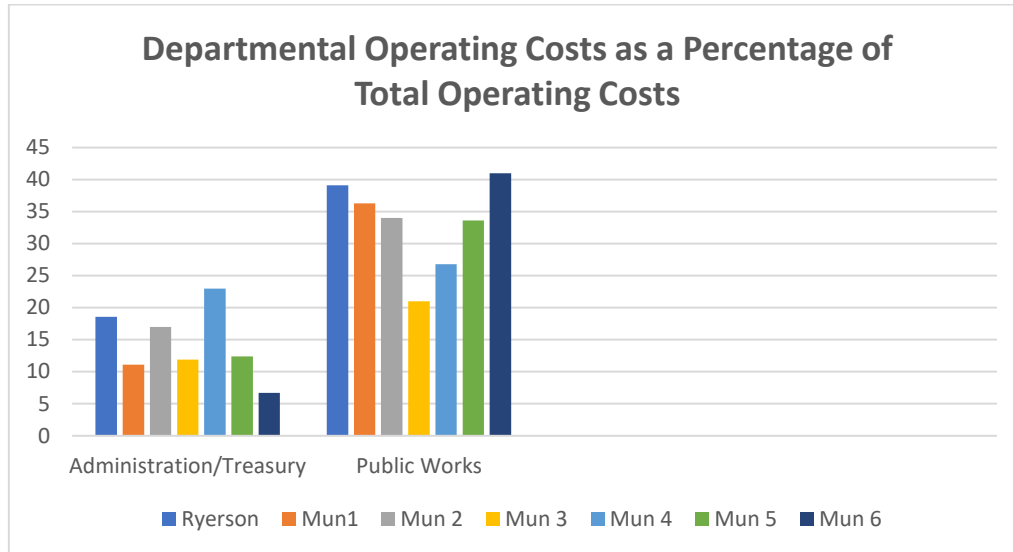
1. General Statistical Comparisons per 2020 FIRs
2. Comparison of Total 2020 Operating Expenditures
3. Departmental Operating Costs as a Percentage of Total Operating Costs
4. Average Departmental Operating Costs Per Capita
5. Summary of Municipal Comparator Survey Responses

General Statistical Comparisons per 2020 Financial Information Returns

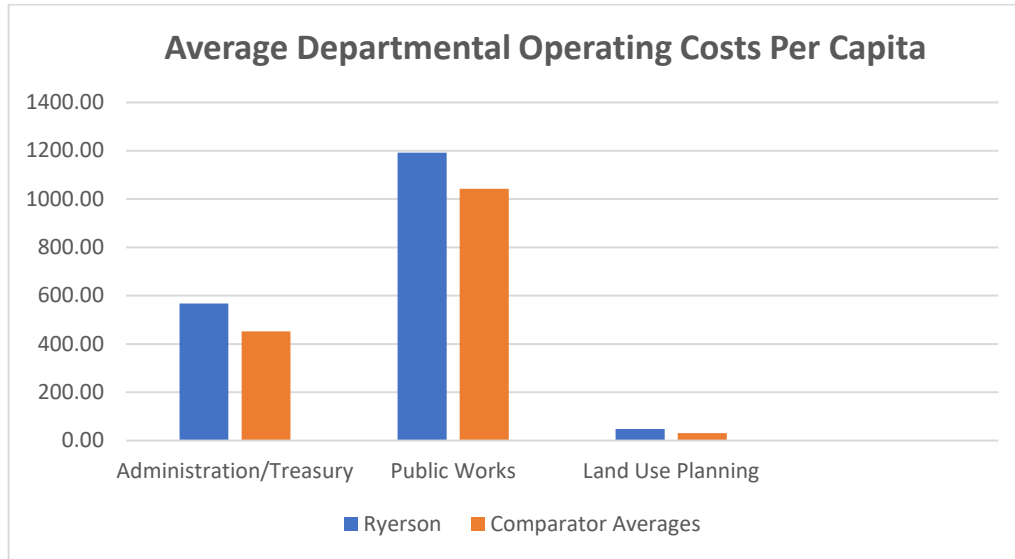
Municipal Comparators	2016 Population	2016 Households	FT staff	PT staff	2020 Total Assessment	2020 Total Operating Expenditures	2020 total salaries	kms of roads	Council size
Mun 1	824	752	7	0	230,998,900	2,131,893	623,222	250	5
Mun 2	904	500	6	1	161,825,600	2,101,841	542,472	93	5
Mun 3	967	512	8	1	81,311,370	3,180,736	906,090	26	5
Mun 4	583	507	5	0	103,063,900	2,582,326	716,484	86	5
Mun 5	1414	1080	11	0	374,634,709	3,864,545	1,304,317	251	5
Mun 6	738	913	7	0	261,190,100	3,106,943	1,013,115	252	5
Mun 7	648	580	8	1	190,174,300	1,974,860	945,950	219	5

Comparison #1**Comparison #1 Summary/Notes:**

1. The average 2020 operating costs of the comparator municipalities was \$2,828,047. The Township of Ryerson's total operating costs for 2020 were \$1,974,860. The Township had the lowest operating costs of all the municipal comparators in 2020.
2. The total 2020 operating costs for Ryerson's Administration/Treasury were \$367,348. This is slightly lower than the average 2020 operating costs of these two departments in the other comparator municipalities, which was \$375,511
3. Since the planning function is undertaken by administrative staff in all the municipalities, the costs to administer planning services could not be separated and are included in the Administration/Treasury operating costs.
4. The total 2020 operating costs for the Ryerson's Public Works Department were \$772,502. This is also lower than the average 2020 operating costs for the Public Works Departments of the other municipal comparators, which was \$904,007
5. Public Works employees in Ryerson and Municipality 2 are solely responsible for roads. All other Public Works employees in the other municipal comparators have other responsibilities along with roads such as landfill, recreation, water sewer, etc.

Comparison #2**Comparison #2 Summary/Notes:**

1. While the Township of Ryerson had the lowest 2020 Operating Costs, the Administration/Treasury and Public Works departmental costs make up a higher percentage of its total operating costs, than the other municipal comparators;
 - **Administration/Treasury** - Ryerson –18.6%, Comparator Average - 13.7%
 - **Public Works** – Ryerson 39.1%, Comparator Average – 32.2%

Comparison #3**Comparison #3 Summary/Notes:**

- The average cost per capita to operate Ryerson's Administration/Treasury department is \$566.90. In comparison, the average cost per capita to operate the municipal comparators' Administration/Treasury departments is \$452.17
- The average cost per capita to operate Ryerson's Public Works department is \$1,192.13. In comparison, the average cost per capita to operate the municipal comparators' Public Works departments is \$1,042.82.
- The average cost per capita to provide the Land Use Planning services in Ryerson is \$48.02. In comparison, the average cost per capita for the municipal comparators to provide planning services was \$31.13.

Summary of Municipal Comparator Survey Responses

Administration Software



1. The majority of municipal comparators use Microsoft Office software and do not have specific municipal software. The majority of them reported they were satisfied with just using Microsoft Office.
2. None of the comparators have agenda management, citizen engagement or records management software platforms
3. Comments noted that, similar to Ryerson, the high cost of software makes it not feasible for them to purchase.
4. Comments also noted the lack of good internet as being the main issue for some to be able to run software programs.

Treasury Software



1. Five of the six municipal comparators use MuniSoft financial software in their Treasury Departments.
2. All six reported they were satisfied with the platform.

Public Works Software



1. The majority of the municipal comparators use Microsoft Office or MuniSoft. This is generally because the administrative staff in these municipalities are responsible for the office paperwork for public works departments.
2. Two of the six have GIS for mapping infrastructure and automated vehicle location (AVL) software to track the location of the trucks.
3. One comparator uses Time Track, an electronic time clock for time cards.
4. One comparator does not use any public works software programs and operates completely manually.
5. All five who use public works software programs report being satisfied with the platforms they are using.

Council Meetings

1. Four of the municipal comparators have two regular Council meetings per month.
2. The two comparators who have one regular Council meeting per month have just over 500 households. Ryerson has 580 households.

Visitors to Website



1. The Township of Ryerson has just recently set up Google Analytics on their website to monitor citizen engagement so there are no statistics available yet.
2. Three of the six comparators track visitors to their sites. However, most do not know or track if they are Unique Visitors or Returning Visitors.

Comparison of Staffing Per Department

Municipal Comparators	Total Staff	Administration	Treasury	Public Works	Planning	Contracts
Municipality 1	FT - 7 1 seasonal	3 FT - Clerk/Treasurer, Deputy Clerk/Treas & Admin Assistant	Included in Admin	4 FT - Working superintendent, 3 Operators, 1 seasonal labourer	No FT - 2 admin staff manage planning function	external planner when needed
Municipality 2	FT - 6 PT - 1	2 FT - CAO/Clerk-Treasurer & Admin Assistant, 1 PT Admin Assistant	Included in Admin	4 FT - Superintendent & 3 Operators	No FT - 2 admin staff manage planning function	external planner is contracted
Municipality 3	FT - 6 PT - 1 1 seasonal	1 FT - Clerk Admin/Dep Treas. 1 PT Admin Assistant	2 FT - Treasurer/Deputy-Clerk & Finance Clerk	3 FT - Foreman, Assistant Foreman & PW Assistant - 1 seasonal	No FT - but 1 admin manages planning & 1 more is being trained	external planner is contracted
Municipality 4	FT - 5 2 seasonal students	2 FT - Clerk/Treas & Admin Assistant	2 FT - Deputy Clerk & Admin Assistant	3 FT - Superintendent & 2 operators, 2 summer students	No FT - Clerk looks after planning function	no retainer but use external planner when needed
Municipality 5	FT - 9	3 FT - Clerk-Treas/Administrator, Deputy Clerk & Admin Assistant	1 FT - Deputy Treas	5 FT - 1 Supervisor, 1 Grader Operator & 3 operators	No FT - 2 admin staff manage planning function	external planner is contracted
Municipality 6	FT - 7 PT -	3 FT - Clerk Administrator & 2 Admin Assistants	1 FT - Treasurer/Deputy Clerk	4 FT - Superintendent, Assistant Superintendent & 2 Operators	No FT but 2 admin staff review (Clerk Admin & senior Admin Assistant)	external planner is contracted - too busy to do it all in house
Municipality 7	FT - 8 PT - 1	2 FT - CAO/Clerk/Deputy Treasurer & Deputy Clerk	1 FT - Treasurer and 1 PT Admin Assistant	5 FT - Road Superintendent, Lead Hand & 3 operators	No FT but Deputy Clerk spends 80% of her time on planning	external planner only when needed

Comparison of Staffing Per Department Summary/Notes:

Note: The total FT staff in the table above, is as reported by the comparator municipalities in October 2021, in the Municipal Comparator Survey.

This differs from the FT staff reported on the Statistical Comparison on page three, which is based on the 2020 FIRs. Municipality 3 and 5 reported having more staff in 2020 than they do now. It is unknown if this means they have reduced staff in 2021 or if they reported their staffing differently in their 2020 FIRs.

Total Number of Full Time and Part Time Staff

1. The average number of FT positions in the six comparators in Administration, Treasury & Public Works, was 7. The Township of Ryerson has 8 FT positions.
2. Two of the six comparators have one PT position, as does the Township of Ryerson.

Administrative/Treasury Summary

1. There are a variety of different titles for the senior administrative role in the municipalities. They all have the Clerk title and the majority have some component of Treasury.
2. Three of municipalities has a dedicated Treasurer.
3. None of the municipalities has a dedicated planner, but administration staff delivers planning services and carries out the planning function. All of them use the services of an external planner for more complex applications and only as required.

Public Works (Roads) Summary

1. All municipalities have a senior Roads position - Roads Superintendent, Roads Supervisor or Foreman.
2. Four of the seven have 3 operators, two have 2 operators and one has just one Assistant Foreman.
3. Municipality 3 is the only one that has a FT dedicated Public Works Assistant.

Appendix E - Administration Department Service Profile

Purpose Statement: to provide information and meet legislative requirements regarding council operations; provide access to information in a timely and readily accessible manner; to be responsive to community needs and accountable and fiscally responsible.

Citizen Value Propositions:

General Government: *I expect my municipal government to be responsive to community needs, accessible and trust that it will be accountable and fiscally responsible.*

Clerk: *I expect my municipality to provide information and access for my municipal government and meet legislative requirements regarding council operations and access to information in a timely and readily accessible manner. I expect municipal government to be responsive to community needs, accessible and trust that it will be accountable and fiscally responsible.*¹

Service Description: The Administration Department is responsible for overall corporate management with the objective of providing efficient municipal government in collaboration with Council in their governance role.

The Administration Department is responsible for the planning, implementation, administration, review and evaluation of Council's policy direction. It plans and organizes all municipal services and provides leadership to ensure departmental objectives are achieved in an effective and efficient manner.

The Administration Department is also responsible for the human resources function and is responsible for the effective utilization of staff.

The Clerk's department is responsible for the record-keeping and administrative duties for the municipality. More specifically, the Clerk's department is responsible to prepare the agendas of council meetings; record minutes of Council meetings and distribute them to Council and the public; answer official correspondence, keep safe fiscal records and accounts; prepare reports, issue public notifications, conduct local elections and develops and administers the Township's by-laws and policies and more.

2020 Operating Expenses - \$224,732

2020 Operating Revenues - \$18,642

2021 Operating Budget - \$284,336

Summary of Service Features

Feature		
Inputs	Staffing – 2 FT – CAO/Clerk/Deputy-Treasurer & Deputy Clerk 1 PT Administration Assistant	Equipment – Office equipment, office supplies, training, legal, insurance, CGIS and other related software, etc.
Outputs	# of administrative inquiries addressed # of visitor sessions to website # of open data sets available on website for citizens	
Outcomes	Ensure open & transparent administration, customer service and efficient municipal government	

Which of the Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; X Economic Viability; X Community Health & Wellness

¹ 2018 Municipal Benchmarking Network Canada

Performance Measures/Indicators:

- 1.1 Operating costs for administration as a percentage of total municipal operating costs
- 1.2 Annual cost per capita of Integrity Commissioner reports
- 1.3 Admin wages as a % of total operating expenditures
- 1.4 Total \$'s invested in technology, per capita

Current State Findings & Observations**Staffing**

The Township's Administration Department has a full time CAO/Clerk/Deputy Treasurer, a Deputy Clerk and a part time Administrative Assistant.

CAO/Clerk/Deputy Treasurer –This position is the most senior management position and serves as the principal policy advisor to Council. The CAO/Clerk/Deputy Treasurer was appointed by By-Law #16-13

According to the most recent job description approved in February 2013, the following are some of the key roles of the CAO/Clerk/Deputy-Treasurer position.

Key Roles/Functions	Broad Overview of Key Responsibilities
Administration	Responsible for overall general management of Township operations in all departments Principal advisor to Council Attends all Council meeting
Clerk/Elections	Performs statutory functions of the Municipal Clerk Coordinates agendas and attends all council meetings, records Council proceedings and authors the minutes Drafts by-laws & resolutions for council consideration Records Management – safe & secure records Acts as Returning Officer for municipal elections
Deputy Treasurer	Assists in the performance of the statutory duties of the Municipal Treasurer in the Municipal Act Assists with the preparation of annual budgets, capital forecasting, cash flow, etc. and assists the roads department with their annual budget
Human Resources	Administers the Township's human resources function and is responsible for the effective utilization of staff Subject to council approval, is responsible to the appointment, employment or dismissal of office staff Recommends to council the appointment, discipline, suspension or dismissal of supervisors
Planning	Provides advice on matters pertaining to land use planning, economic and tourism development and recreation planning Administers the Township's planning function Prepares planning reports for council as required
CEMC – Operations Officer	Contact person for the Emergency Control Group
Municipal Freedom of Information	Manages FOI requests under the Municipal Freedom of Information & Protection to Privacy Act

Deputy Clerk - According to the most recent job description, the Deputy Clerk is responsible for assisting with the performance of all statutory, operational and advisory duties of the Clerk, as assigned by the CAO/Clerk/Deputy Treasurer.

The incumbent is required to maintain positive and productive relations with other staff members, elected officials and the public and to deal with confidential information with discretion and judgement.

The following are some of the key roles of the Deputy Clerk, as set out in the most recent job description, dated June 2018.

Key Roles/Functions	Broad Overview of Key Responsibilities
Clerk/Elections	<p>Assist with the preparation of agendas, resolutions, by-laws, staff reports and minutes of Council and Committee meetings;</p> <p>Attend bi-monthly Council meetings and periodic Committee meetings to provide information and present staff reports. In the absence of the CAO/Clerk/Deputy-Treasurer, record minutes of Council and Committee meetings</p> <p>Assist with conducting municipal and school board elections</p> <p>Assist with human resources functions</p>
Administrative	<p>Assist with daily operations of the office which could include answering telephone/front counter enquiries, receiving tax payments, providing information/assistance/advice concerning municipal programs, policies and by-laws, and updating computerized/manual filing systems</p> <p>Liaise with Community/Economic Development Officer and assist with funding reporting requirements</p> <p>Liaise with the Fire Chief and Fire Prevention Officer as may be required</p>
Strategic Initiatives/Policy Coordinator	<p>Research, assess and analyze a wide variety of new and existing municipal policies/manuals/procedures, including but not limited to: Asset Management and Long-range Planning; Green Energy Act – Energy Plan; CVOR; Health and Safety policies/Ministry of Labour requirements; Standard Operating Procedures/Guidelines; Accessibility; Donations; Planning</p>
Planning	<p>Assist with all aspects of Land Use Planning administration, including but not limited to: answering enquiries related to the Official Plan, Zoning By-law and other planning-related by-laws; performing pre-consultations with applicants, developers and agents prior to the submission of planning applications; preparing notices, by-laws and affidavits relating to planning files; maintaining planning files; consulting with the Township's planning consultant, the South East Parry Sound District Planning Board and Ministry of Municipal Affairs & Housing.</p>
Website/Webmaster	<p>Assists the Treasurer with website and Facebook updates.</p>
Cemetery	<p>Assists the public with selection of cemetery plots, schedules interments, etc.</p> <p>Invoices for plots</p> <p>Maintains cemetery maps and other relevant records on CGIS</p>

Administrative Assistant - The Administrative Assistant position is responsible for providing administrative and clerical support services to the CAO/Clerk/Deputy Treasurer and the Deputy Clerk in the execution of their duties and responsibilities

The following are the roles of the **Administrative Assistant**, as set out in the job description, approved March 15, 2011.

Key Roles/Functions	Broad Overview of Key Responsibilities
Administrative/General Office	Provides administrative/clerical assistance to the CAO/Clerk-Treasurer and Deputy Clerk-Treasurer. Receives enquiries from public and staff and responds or directs to the appropriate department
Taxation	Assists with the preparation, printing, balancing, and distribution of tax billings. Prepares and sends Tax Reminder Notices, as required
Treasury	Processing of Accounts Payable i.e. receives invoices and assigns to proper accounts, prepares cheques/reconciliations/statements Prepares bank deposits
Payroll	Prepare the bi-weekly payroll

Overlap - While there is some overlap in responsibilities, which can be expected in smaller municipalities, there is generally clear segregation of duties at the staff level. The Township's administrative staff team works together well. While feeling generally supported by Council, employees sometimes feel there is a lack of respect for their knowledge, expertise and authority.

Pending Retirements - Ryerson has a number of long-term employees. While having long-term employees is an indication of workplace satisfaction, it also has its challenges because it means there are a number of employees who are, or will soon be, eligible for retirement.

Over the next five years, three of the four administrative staff will be eligible for retirement, along with two public works employees and the fire chief, representing 6 of 11 current employees. The CAO/Clerk Deputy Treasurer position is one of the key positions that is subject to the pending retirement of the incumbent.

Although, the pending retirements were identified as a challenge, they can also be seen as an opportunity to bring in new people and new ideas into the organization. However, the Township has hired new employees to have them trained for the eventual retirements, but they have experienced staff retention issues with new employees, because they tend to use the Township as a stepping stone to opportunities in larger municipalities.

Changing Roles - The roles of administration staff have changed over time and many of the current job descriptions no longer accurately reflect the duties and responsibilities being undertaken.

One such example is that there has been an influx of new residents from southern Ontario moving to the Township, presumably due to COVID-19. As a result, the number of planning applications has increased dramatically over the past few years – so much so that the Deputy Clerk reports approximately 60% of her time is now spent on planning administration, leaving her little time to support her Clerk responsibilities. It is unknown if this is just an anomaly for now so changes in staffing or staffing roles have not been made to accommodate for this change, while the Township has a chance to assess if this trend will continue.

Municipal Office

The Township's municipal office is located at 28 Midlothian Rd. Burk's Falls. Due to the flood that damaged the municipal office and roads depot in 2020, the administration staff has been working out of a temporary office located in the basement of the IDA drugstore in Burk's Falls.

These circumstances have caused a great deal of disruption for the administration department. The records had to be removed from the upstairs of the building and have been stored in shipping containers, making them difficult to access. Fortunately, the renovations to the municipal office are nearing completion and it is hoped the administration can be back into their permanent location soon.

Adding to this disruption, since COVID-19 in early 2020, the office has been closed to the public and staff has worked remotely up to two days per week.

There was initial concern that perhaps the needs of citizen were being negatively affected by this disruption. However, citizens were asked in the recent Citizen's Survey, if they were negatively affected by staff working from home. No concerns were expressed and there was support for the practice to continue.

These disruptions have highlighted the need for additional technological solutions, so records and documents can be accessed remotely, and so the need for physical office space can be reduced over time.

Clerk Function

The role of Council is to set policies and the role of staff is to administer council policies. The Clerk function is governed and fulfilled in accordance with the statutory duties set out in Section 228 (1) of the Municipal Act, S.O. 2001. C. 25;

228. (1) A municipality shall appoint a clerk whose duty it is,

- (a) to record, without note or comment, all resolutions, decisions and other proceedings of the council;
- (b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question;
- (c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of the council;
- (d) to perform the other duties required under this Act or under any other Act; and
- (e) to perform such other duties as are assigned by the municipality. 2001, c. 25, s. 228 (1).

Procedural By-law # 31-20

Procedural by-laws establish rules governing the proceedings of Council, the calling of Meetings and the conduct of Members, Staff and the Public. The Township's Procedural By-law was passed December 1, 2020. It was amended by By-law #33-21.

Council Meetings

As per the Township's Procedural by-law, "*Regular Meeting*", means a scheduled Council meeting held in accordance with the approved calendar/schedule of meetings. Regular meetings of Council shall be scheduled on the first (1st) and third (3rd) Tuesday of each month, at 6:00 p.m. With the possible exception for the months of July, August, and December with only one meeting planned per month.

"*Special Meeting*", means a meeting not scheduled in accordance with the approved calendar/schedule of meetings for a specific purpose to deal with an important matter that has arisen between Regular Meeting. A Special Meeting is a meeting that is called for a specific time and for a specific purpose to deal with an important matter that must be dealt with before the next Regular Meeting.

A special meeting can be summoned by the Mayor or by a petition of the majority of Council. Only the business for which the special meeting was called, can be dealt with at a special meeting.

The Township does not conduct Committee of the Whole meetings, but their Regular Council meetings do provide for more open discussion, than is typically provided in a formal regular Council meeting.

In 2021, a number of the Township's special council meetings were held immediately prior to the start of the regular meetings. Most were held to conduct Closed Sessions of Council for items that are known ahead of time. When an item comes up during a regular Council meeting, that requires discussion in a Closed Session, then Council moves into a Closed Session at the end of the regular meeting, as set out in the procedural by-law.

The procedural by-law includes a section to permit Electronic Council meetings and public meetings. Council meetings have been conducted via Zoom video conferencing since COVID-19 started in 2020.

The meetings are recorded and available upon request, but at this time they are not uploaded to the Township's website due to lack of financial resources to meet the reported accessibility and translation requirements.

An Electronic Meeting Protocol was approved in 2021 to establish protocol and decorum during online meetings.

Number of Council Meetings – The number of Regular Council meetings per month has been the topic of discussion amongst staff. Currently each meeting of Council is an average of two (2) hours in length.

Staff has conducted some research with municipalities who have one meeting per month and there is certainly some evidence that efficiencies can be found by moving to one regular meeting per month.

For example, each Council meeting requires the same processes to be followed that consume a great deal of staff time; prepare the agenda, distribute the agenda, prepare resolutions and reports, attend the Council meeting and then start all the work from the meeting (filing, research, follow up, drafting the minutes, etc.) With two meetings per month this work is duplicated.

Moving to one meeting per month would however, require great organization and streamlining the agenda so as to include more information ahead of time. It would also require discipline and leadership on the part of Council to manage the meeting efficiently in order to get through the agenda items in a timely manner. In this scenario, there would be more items on each agenda and most likely the meetings would also be longer than they currently are, but the duplication that exists now would be eliminated.

A simple calculation (below in Figure 1), of the time it takes all members of staff to prepare for, attend and finish the work from Council decisions, was undertaken.

Figure 1 – Analysis of Council Meeting Work

Staff Member	Work Required	Estimated Hours Per Meeting
Clerk	Review and file documents for the agenda as received	2
	Prepare the agenda and distribute to Council	3
	Prepare resolutions	2
	Set up for Council meetings	1
	Attend Council meeting	3
	Draft minutes, filing resolutions	4
	Work from Council decisions	7
Deputy Clerk	Prepare Mayor's script	2
	Attend Council meeting	3
Treasurer	Attend Council meeting	3
Other Staff	Prepare reports and attend Council meeting	3
Less:	The volume of issues will be greater at one meeting per month and the meetings will be longer reducing the hours saved.	
	3 staff members attendance at meeting 1 hr longer	(3)
	Additional prep time for agenda (Clerk & Deputy Clerk)	(2)
	Total estimated hours saved	*28

*Eliminating one Council meeting per month would save approximately 28 hours of staff time per month, which can then be used more efficiently on policy development, etc.

Committees – It is not uncommon, in small municipalities with five member councils, that few committees are found and those that do exist often lack terms of reference, meet infrequently and operate informally.

Generally, Council does not use a committee system internally. There are two very informal task force 'committees', one for HR and one for Roads, that really stem from past outdated practices. Since only two members of council sit on these (no quorum of council), there are no formal minutes of meetings, but notes are taken. These two 'committees' only meet if there are issues to be reviewed.

While these "committees" were created a number of years ago with the right intentions, it is no longer acceptable for them to be involved in operational or HR issues. Doing so results in confusion on "who's in charge" and could subject both the municipality and the individual council member to risk.

Council also formed a Recreation Committee and one member of council sits on it. Terms of Reference were created for this committee, but COVID emerged right after it was established and they have not met for some time.

During the interviews it was often noted, that Council is "fractured" and the council meetings were described as "unproductive" and "painful". There are differing, and often passionate views amongst members of council, which is perfectly normal, provided proper decorum is followed.

In the 2018 Municipal Elections, it was reportedly difficult to find ratepayers to run for Council. Part of the reason might be the low per diems offered for the council positions, but meeting protocol during this term, may also deter individuals from running in 2022.

Agendas - The Procedural By-law sets out the format to be used for Council agendas. It was noted that the current agenda differs somewhat from what was set out in the by-law.

For instance, it was noted that the agenda format in the by-law includes a Consent Agenda. The consent agenda is included in the procedural by-law template to improve the efficiency of the meetings. However this format has not been implemented yet.

The Procedural By-Law sets out that, *“items on the agenda, but not dealt with at the Meeting, will be placed on the next Regular Meeting Agenda under ‘Business Arising from Previous Meeting’ and/or ‘Consent Agenda’.* It was reported that it often happens that issues are discussed at Council meetings but discussion is ended before a firm decision has been made, leaving council members feeling frustrated.

To address this, staff used to maintain an “abeyance” report, which tracked the status of agenda items that had been left unresolved, but over time the practice was ceased due to changing work priorities.

At present, Council members do not receive correspondence related to the closed session meetings ahead of time. Staff has recently been working on developing a private portal for Council to retrieve any materials for closed sessions via OneDrive, now that they have computers provided by the municipality.

The council agenda process is mostly manual, although recently some improved internal processes have been implemented, which has improved efficiency and reduced the amount of time it takes to prepare the agendas.

For example, staff used to retain a paper file of all the agenda correspondence, etc. and then each document would need to be scanned one-by-one to attach to the agenda package. Now, as council items are received, they are scanned (or often received electronically), and then saved into an electronic agenda preparation folder on the main server, that simplifies the development of the agenda.

Some other improvements;

- Citizens can use the online form to request to appear in front of Council.
- The purchase of Adobe Pro has enabled the pdf agendas to be merged together into one document.
- Each council member now has a laptop and the agenda package is now emailed to Council members

Staff has investigated Council meeting software, but the cost to purchase and maintain it annually, is simply not feasible for the Township.

Minutes

The minutes of Council are prepared by the Clerk. Hard copies are stored in binders along with digital copies stored on the central server.

The By-laws of the municipality are numbered in a sequence by year. A listing of all by-laws passed in the Township since 1880, is maintained. The number of by-laws passed each year fluctuates.

Figure 2 – Number of By-Laws Passed Per Year

Year	Number of By-Laws Passed
2018	62
2019	53
2020	35
2021	52 to date

Resolutions are also numbered but the numbers do not appear in the minutes. The numbering sequence of resolutions, resets for each meeting.

Human Resources Function

The CAO/Clerk/Deputy Treasurer job description, developed in 2013, is described as a “modified” CAO role in that includes a Human Resources role that is “governed by Council”. Work is underway to update the job description and review the organizational chart to better meet current and future needs.

Human Resources is an internal essential service guided by much legislation and provincial regulations. Given the complexity the HR function, Council should not be directly involved in the HR function. Doing so puts the municipality and/or individual council members at risk of liability.

The Township has recently engaged an HR Consultant to provide human resources services on an as needed basis. The term of the contract is for twelve (12) months, commencing July 1, 2021 and terminating on June 30, 2022.

It is recognized that the HR consultant will be addressing the job descriptions, HR policies, job evaluations, updating the pay equity plan, investigations of workplace harassment, the morale in the roads department, and developing a succession plan. These human resources challenges that have been identified during this project, are already being addressed by the HR consultant, so they are not included in this study.

Learning & Development Planning

When new employees are onboarded, there is an “orientation checklist”, they must work through. The onboarding process has been described as, “learning by doing”.

Individual learning and development plans for employees are used to identify and provide appropriate training and professional development opportunities for staff to support them in setting their career goals. They are particularly helpful to address succession-planning, employee churn and attracting youth to municipal careers. Individual training plans in the Township are put in place through the performance evaluation process.

Performance Evaluation – The CAO conducts performance evaluations with all administrative employees. The Road Superintendent conducts performance evaluations with the roads employees and the Fire Chief does the performance evaluation with the Fire Prevention Officer. Both then review them with the CAO.

Most reviews are done annually using a comprehensive performance evaluation template to ensure consistent evaluation of the performance of all employees.

The templates use a set of twelve (12) performance criteria (i.e. job knowledge, team work, accountability & dependability, etc.), against which employees are rated and assessed. Employees are also given the opportunity to identify their professional goals and any training and development they feel they need to reach those goals.

Historically, movement to the next step in the pay grid was based solely on years of service and has not been tied to any type of merit-based assessment. Recent changes to the performance review process have seen both performance and years of service being taken into consideration for step progressions.

Cross-Training - Some level of cross-training is in place in the Administration department in that a central server is used and can be accessed by any member of the Administration team. All members of the team have access to, and an awareness of, the files stored in the central server so that when one staff member is away, the information is still able to be accessed by other staff members.

Each staff member does have their own files but very little data is stored on individual desktops. The central server is backed up daily.

Council Orientation - Staff provides a very robust orientation program to Councils. Generally, it commences immediately after the new Council is elected, but during this last term Council has participated in a number of training sessions on various aspects of council roles and responsibilities.

Information Management Function

Records Management Retention and Archives

Records management is a mandatory service required pursuant to the Municipal Act and Municipal Freedom of Information and Protection of Privacy Act. This subservice ensures statutory and regulatory compliance while supporting business efficiency by managing, preserving and providing access to the Corporation's records and information.

As with many small municipalities, the Township has limited personnel who fill many roles, and unfortunately the disruption experienced from the flood, has made the records management function challenging. However, staff is looking forward to implementing efficiencies and improving the access and retrieval system once the records are returned to the Midlothian location.

The Treasurer calculated that the manual system associated with filing and storing documents leads inefficiency with annual productivity losses in excess of 20% and costs the Township between \$8,000 - \$10,000/year. Staff has looked into records management software, but after an analysis of the purchase and annual maintenance costs, it was deemed simply too expensive for Ryerson.

Staff developed a Records Management Manual & Digitization Strategy document. The strategy is well done and attempts to function as the next best option to purchasing expensive software, but due to a lack of time to finish the work, and some records in storage due to the flood, the records are still deemed by some to be somewhat "disorderly".

The Township is working on a Records Retention By-law also that will establish retention periods for the municipality's records and to establish a plan for transferring manual documents to digital wherever and whenever possible.

In the Township of Ryerson, there is one set of manual property files that can be accessed physically and a digital record of property files that can be accessed by any member of the Administration team. The flood at the Midlothian Road location highlighted the fact that the security of the physical documents cannot be assured and they cannot be protected from disasters so there is a need for a digital strategy.

In 2019, staff undertook a thorough inventory of all files and available storage space and designed a categorization system that allows for quick and easy access electronically, by any member of administrative staff, to locate the records.

Citizen Satisfaction & Engagement

Citizen Engagement – On numerous occasions during the interviews, it was reported that citizen engagement is a concern in the municipality.

On the one hand, the lack of engagement may simply mean citizens are generally happy. However on the other hand, it may also be there are not enough opportunities on the website for citizens to be interested or engaged (i.e. easy access to information and self-serve options they need).

The Township does try to engage citizens with various surveys – (i.e. Township name survey, the citizen's survey for this project, tax payment survey, etc.), but the percentage of responses has been quite low and cannot be relied on as being a statistically valid representative of the views of the community as a whole.

Citizen Satisfaction – In today's municipal environment it is refreshing to note that the Administration department receives virtually no complaints and overall, citizens are very complimentary about the service they receive from the staff in the department. Any contact from citizens is not generally customer service related, but more requests for service (i.e. a tree is down, pot holes, etc.). Staff makes it a priority to respond quickly to any inquiries received.

The Township implemented a Complaint Policy By-law #15-19. At present there is no manual or digital process set up in the administration department for tracking or responding to citizen inquiries. The roads department does track any inquiries they receive directly and but they are provided to the Administration Assistant only after they have been resolved. The Administration Assistant then updates a spreadsheet she maintains, to show the date the issue was resolved.

Because there is no official tracking of complaints it is hard to gauge response time and citizen satisfaction. The Citizen's Survey published as part of this project, did include some questions on satisfaction with the Administration staff, response times, etc., and no concerns were expressed. Again it must be noted that the response rate was low so the responses received cannot be relied on as representing the opinions of the whole community.

Staff has also been monitoring the incoming call volume in another effort to gauge citizen satisfaction. The average call volume has increased from 283 in 2019, and 377 in 2020 to now 389 in 2021. The increase is most likely attributable to the migration of new residents and their general or planning questions though, and is not necessarily an indication of citizen satisfaction.

Staff is aware there is citizen engagement software available, but again this kind of technology is usually cost-prohibitive for Ryerson and the return on investment, particularly given the current, low citizen engagement in the Township, is questionable.

Strategic Planning

One of the most striking themes expressed in a variety of ways from a variety of perspectives, was the desire for Council to provide a vision for the Township. It was hard to identify Council priorities even for this project, because there is no strategic or community plan for the community.

A strategic plan establishes a common purpose, priorities and objectives that are essential for the Township to seize any opportunities to improve life in Ryerson, and be prepared for any growth opportunities.

When the community's priorities are not clear, it is then hard to achieve the priorities. It has been said, *"it's like the municipality is paddling but they're not making any headway because they're not paddling in the same direction"*. Staff has continued to provide required services to the public following the annual municipal budget, planning documents and other municipal policies, but the lack of clear direction hinders their work, and is at times, frustrating for them.

While the passion of councillors is obvious and even admirable, caution needs to be taken to ensure Council's wants actually reflect the wants and needs of the community as a whole – and the only way to ensure that is to acquire community input through a strategic planning process.

A strategic/community plan will also guide staff to prioritize their work, build strategic initiatives into their annual work plans, budgets and capital programs that align with identified strategic priorities. By reporting regularly to Council on the achievements and outcomes, the municipality will have a plan of action for moving the Township forward into the future.

Summary:

Overall, the administration department is proactive and continuously working towards the future of service delivery, all the while, doing the best they can with the limited financial resources available.

Appendix – F Treasury Department Service Profile

Purpose Statement: to provide overall responsibility for the management of the municipality's financial affairs and critical financial leadership to Council, the Corporation and citizens, to ensure long-term financial sustainability.

Citizen's Value Propositions ¹

Accounts Payable: *I expect invoice payments to be processed in an accurate, timely, and efficient manner.*

General Revenue: *I expect to receive a bill that is timely, easy to understand and accurate, with options to pay in simple and convenient ways. When I apply for a license, I expect the application process to be convenient, timely, affordable and transparent.*

Taxation: *I expect my tax bill to be accurate, easy to understand with options to pay with simple and convenient payment options. I expect all tax services will be delivered in a cost-effective manner while meeting legislative and financial requirements for the municipality.*

Information Technology:

I expect to be able to access municipal information and services when, where and how it is convenient for me. I expect IT services to provide advice and cost-effective technology solutions that reduce risks and best enable me to access the information I need.

Purchasing: *I expect procurement processes to comply with legislation, support corporate objectives and municipal service needs, and deliver value in a timely, transparent and cost-effective manner. As a vendor, I expect I am being evaluated in the same way as any other bidder and the bidding process is clear, fair and easy to complete.*

Service Description: The Treasury Department manages the Township's financial resources to ensure funding is available to meet the financial needs, both now and in the future, through compliance with legislative and contractual requirements as well as long term planning.

The Treasurer provides budgeting, financial analysis, policy development, long term financial planning, corporate accounting, accounts payable and receivable, financial statements and Provincial reporting, cash & investment management, payroll & benefits, centralized purchasing services, property taxation & property assessment analysis and more.

2020 Operating Expenses - \$142,616

2020 Operating Revenues - \$74,948

2021 Operating Budget - \$78,623

Summary of Current State

Item		
Inputs	Staffing – 1 FT – Treasurer (some assistance from 1 PT Admin Assistant)	Equipment – Office equipment, office supplies, training, accounting & taxation software, audit, insurance, MPAC, etc.
Outputs	# of tax bills issued # of payment options accepted # of successful grant applications	

¹ 2018 Municipal Benchmarking Network Canada

Outcomes	principled financial management of the Township, customer service, efficiency	
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Which Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; ☐ Economic Viability; ☐ Community Health & Wellness

Performance Measures/Indicators:

- 3.1 Current year's tax arrears as a percent of current year levy
- 3.2 Total municipal debt per household
- 3.3 Total reserves and reserve funds per capita
- 3.4 % of reserves to debt ratio
- 3.5 Average total property taxes/capita
- 3.6 % increase of transactions for the public that are completed online or with a mobile device

Current State – Findings and Observations

Staffing

The Township has a Treasurer and the CAO/Clerk also has the Deputy Treasurer title. Additionally a part time Administrative Assistant helps with tax posting and bill payments.

In the broadest of terms, the Treasurer has overall responsibility for the management of the municipality's financial affairs and provides critical financial leadership to Council and the Corporation to ensure long-term financial sustainability. As the senior financial officer of the Township, the Treasurer is responsible for the overall financial management of the Township, including the execution of the statutory duties of the Treasurer under the Municipal Act and other applicable legislation.

The following are the original roles of the Treasurer, as set out in the 2018 job description. The Treasurer was appointed by By-law # 6-19

Key Responsibilities:
Financial Management:
Annual & Capital Budgets
Bank Reconciliations
Funding Program Applications/Reporting
Capital Projects – prepare scope of work, investigate funding sources, maintain list of projects as per council direction
Oversees the daily accounting related to accounts payable, accounts receivable, investments, banking etc.
Review Accounts Payable/Accounts Receivable
Financial Reporting
G/L and FIR preparation
Taxation:
Billing, inquiries, month end reporting, tax certificates
Tax Sales
MPAC – assist with applications, respond to inquiries
Human Resources - Payroll:
Data entry to direct deposit pays, remittances, Records of Employment
Benefits administration
Calculating & issuing T4's
Administrative Management:
Assists other department heads, including public works, fire and economic development, with administrative duties;
Works with suppliers, consultants and other service providers
Minor office equipment/computer trouble-shooting
Maintains Township website
Reception - responds to phone calls and front counter inquiries

The Treasurer's job description does not specifically state that the Treasurer is responsible for purchasing/procurement, information technology, asset management, or assists with by-law and policy development, but it is known that the current incumbent does fulfill these roles.

Financial Management Services

The Treasury Department is responsible to ensure the Township's finances are managed in accordance with legislative and contractual requirements. This is done through corporate accounting functions, financial statements and provincial reporting, systems control, corporate banking, internal audit, advice and direction to internal and external clients.

Financial management services also include financial analysis relating to asset management plans; ensuring Council reports reflect ongoing budgetary impacts; reserve/reserve fund and debt forecasting and the development of financial planning policies and procedures that ensure financial resources will be available to meet Council objectives in the long-term.

Annual & Capital Budgets

The Treasury department provides financial planning services via the preparation of an annual budget. In the Township of Ryerson the budget identifies both operational and capital items. Each department head annually submits what their departmental needs are and the Treasurer consolidates those requests into the budget.

It was noted there was a sizeable surplus in 2019 (\$490,931), which was due to in large part to the postponement of the roof replacement project. This surplus was added to reserves to complete the renovations and roof repairs necessary in 2020/21.

The Township's budget is drafted early in the year but is often not passed until April or May each year. The ultimate goal is to have the budget passed by March of each year so staff has the direction and the time they need to undertake projects and work set out by Council, in the budget.

Fire Budget - As far back as 1968, Ryerson has been sharing various services with neighbouring municipalities for many of its municipal services including; waste management/landfill, recreation, and fire services. Without sharing the costs of these services, the Township of Ryerson would not be able to provide these services on their own.

The Township of Ryerson is responsible for the administration of the joint Fire services. The cost of Ryerson-administered joint services for the Fire Department for 2020 was \$81,270.

Tri-Council Budget - The most recent Joint Servicing Agreement with Burk's Falls & Armour for the delivery of Fire, Recreation and Waste Management Services was passed in 2018. Schedules A, B & C of By-Law 40-18 spell out in detail the terms of the servicing agreement including the ownership of the assets and the payment terms. The term of this agreement ends December 31, 2022 but it will automatically renew for another 5 years, unless one of the municipalities gives 1 year's notice of their intent to withdraw or renegotiate the agreement.

The Tri-Council Budget for the sharing of these services is generally passed by late February of each year.

The Township does rely on provincial funding through OMPF and other funding programs. In 2020, the Township received \$453,840 in provincial funding. Concerns were expressed that any loss of annual provincial funding would negatively affect the Township of Ryerson's ability to remain sustainable.

Other threats highlighted were the continual downloading from the province, the litigious society and the spike in insurance costs due to joint and several liability.

Asset Management

The Township's Asset Management Plan was updated in October 2021. At its root, the plan is really about balancing between the full life cycle costs of various services and the levels of service being provided.

The financing section of the Plan includes a discussion of the current estimated funding shortfall of the Township, and presents a 10-year capital budget that has been limited to only the most critical projects.

For the 10 years covered by the Plan the projected total requirement to replace and maintain existing assets is \$13.5 M, and the total municipal expenditures related to financing past, current and future assets is \$14.8 M.

The updated Plan includes a revised 10-year capital and operating budget, improved levels of service and related key performance indicators (KPIs), and lifecycle management strategies for all asset categories.

Multi-Year Capital Plan

A capital work plan (or capital management plan), is a strategic planning document that summarizes the capital expenditure demands facing the municipality and identifies how the municipality plans to fund the expenditure.

As mentioned, capital items and their anticipated life spans are identified in the Township's Asset Management Plan. However having the funds to pay for them by their end-of-life is difficult for the Township because there is limited room for tax growth in the Township's budgets to replace them.

For instance, a \$21,000 increase in expenditures equates to a 1% increase in taxes, making it hard to purchase new vehicles and equipment due to their high costs.

As a result, over the long term the municipality may find itself with infrastructure and programs deficits. Staff has considered the possibility of incorporating a special capital levy in the tax rates. This has become common practice in municipalities and would help address the capital funds shortfall.

For this reason, it is even more important that reserve and investment policies are developed to better plan for future capital purchases.

Financial Stewardship – Reserves & Reserve Funds

At the end of 2020, the Township had \$1,166,466 in reserves. This amount includes the funds paid by the insurance company for the roof project and it should be noted payment of the roof repairs will be drawn from the reserves once the work is completed.

The average held in reserves by the comparator municipalities that participated in the Municipal Comparator Survey, was \$1,718,110. The Township's reserves are approximately 30% lower than those held by the other comparators. Staff is aware of this and has highlighted the need to adopt a reserves and reserve funds policy to address this.

Accounts Receivable Services

Accounts Receivable services support the receivables owed to the municipality by citizens and other agencies doing business with the municipality. Generally accounts receivable involves the processing of bill payments and collections and monitoring the performance of accounts receivable.

The goal with accounts receivable services is to ensure the municipality collects revenue to which it is entitled in a timely, accurate and efficient manner to exercise prudent fiscal management.

The general revenue the Township of Ryerson includes such things as dog tags, trailer licenses, planning fees, cemetery plots etc., as set out in their User Fee By-Law # 14 of 2021. Staff has recently developed online fillable forms and added them to the website for dog tags, trailer licenses, etc., but so far, only a few citizens have taken advantage of them so far.

Part of the reason might be, that while citizens can submit the forms to the Township electronically, there is no a payment or digital receipting platform integrated into the forms to enable payment of them online.

Accounts Payable Services

As Township invoices are received for payment, they are posted to a centralized folder on the server for payment later on their due dates. The folder can be accessed by any office staff member. The invoices are then paid in batches and there are two (2) payment batches per month.

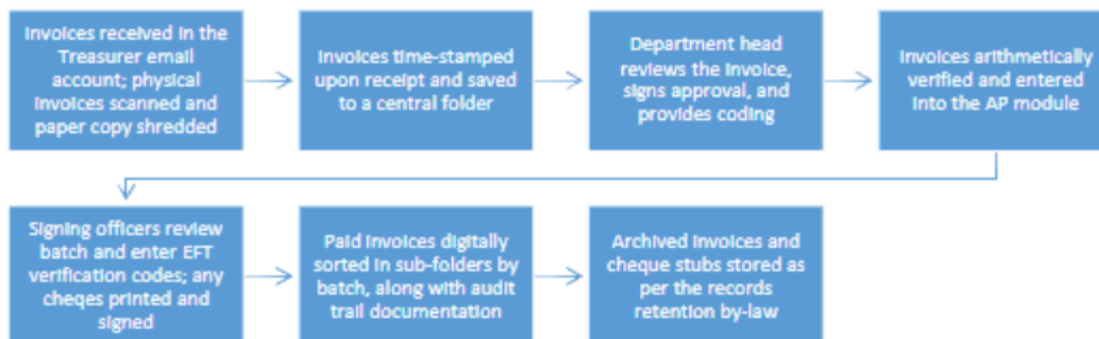
Currently, Township policy sets out that there is a need for dual authorization (1 Council and 1 staff), to sign off on the bi-monthly lists, and/or sign the cheques to pay the Township's accounts.

This practice is somewhat unusual in municipalities today. It is generally now accepted practice, that once the annual budget is approved, provided the expenditure falls within the approved budget, there is no need for any additional oversight or "approval" by Council and the approved budget provides the authority for staff to pay the bills and accounts of the municipality.

Staff have initiated a move to payment of accounts by Electronic Funds Transfer (EFT) and roughly 76% of all accounts are now paid that way. The goal is to have all accounts paid by EFT by January 2022. Manual cheques will still need to be processed for utility bills and most government invoices as they do not accept electronic funds transfers for payment of invoices.

The accounts payable process was mapped by the Township and is set out in Figure 1. The Township uses the A/P module in MuniSoft which interfaces with the General Ledger module to record accounts payable.

Figure 1 – A/P Process



Taxation Services

The Municipal Property Assessment Corporation (MPAC) is responsible for determining the current value of all properties in Ontario. The Treasury department is responsible to proactively manage the assessment base for fairness and equity, maximize Township revenues, manage tax rebates and grants programs, write offs and other property tax related items.

Property tax is based on the total assessed value of all properties within the municipality. Municipal tax rates are set by Council each year based on their budgetary requirements. Taxation services provide the efficient and effective collection of all taxes owed to the municipality.

Tax Billing: The Township of Ryerson processes approximately 1,100 tax bills at two billings per year. (Interim Billing and Final Billing). Each billing has two (2) installments for a total of 4 installments per year.

There is a move in Ontario municipalities to reduce the number of installments each year from four down to two. For ratepayers, this offers them additional time to pay their taxes and for administration, it provides greater efficiency by among other things, cutting in half, the time required to process tax billing and payments.

Staff prints the tax bills in-house and it usually takes about one day to print them. Staff also spends one full day at peak tax times, putting stamps on the envelopes to mail the tax bills.

The municipality is set up to distribute tax bills electronically. The authorization form is on the website and approximately 6.1% of ratepayers have signed up to receive their tax bill electronically. The goal is to have more ratepayers set up to receive their tax bills electronically to reduce costs and provide even greater efficiency.

Tax Payment: The municipality offers a variety of ways for ratepayers to pay their taxes – cash, cheque, post-dated cheques, money orders, and telephone and online banking through financial institutions. Ratepayers can also pay their taxes at the office following COVID public health protocols.

Staff would like to also introduce pre-authorized tax bill payment, whereby the taxpayer authorizes their bank to automatically withdraw a certain amount each month to pay their taxes. This would provide more even cash flow for the municipality and assist with the collection of outstanding taxes.

The addition of bar codes and use of scanners may offer efficiency and speed up tax payment processing but an inquiry was made to the Township's taxation software provider and it was learned it does not have the capability to utilize a bar code system.

The addition of QR codes to the tax bills is another method to simplify the processing of tax payments, and further investigation into the cost/benefits of this method is being undertaken, to determine if this option is feasible for the Township.

The taxes receivable at the end of 2019 were \$232,206 but by the end of 2020 were down to \$187,920, due to more aggressive tax collection practices.

The process for posting tax payments requires a number of steps. The process was mapped to highlight the steps. (see Schedule 1 attached)

Payroll Services

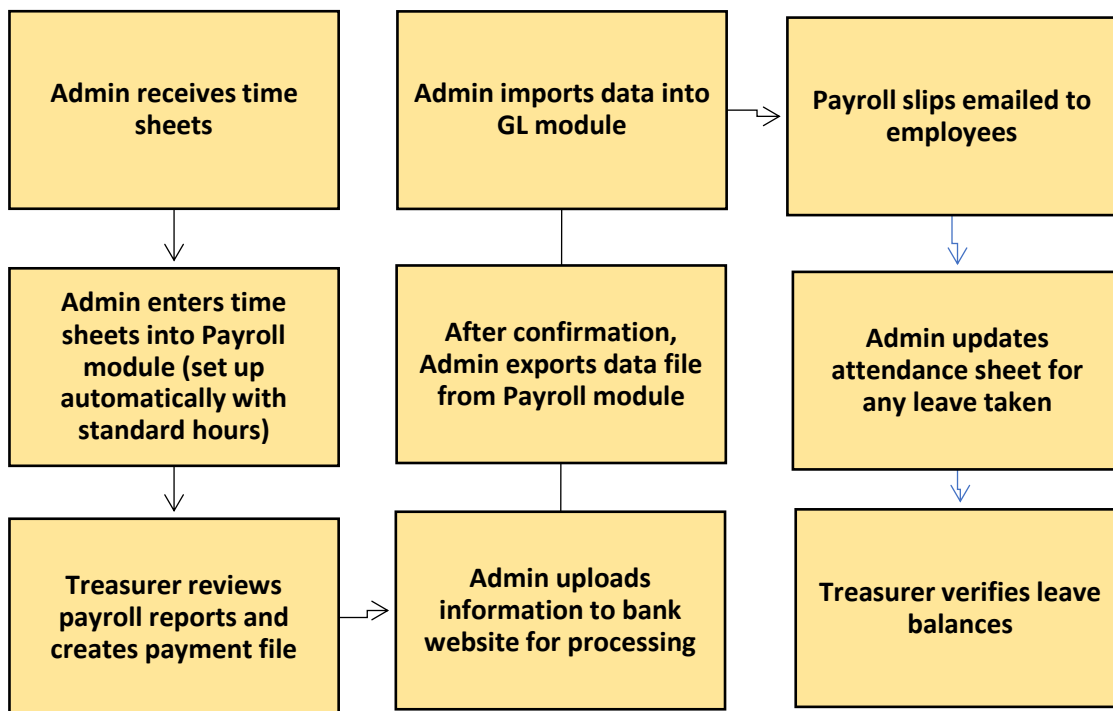
The Treasury department in the Township of Ryerson is responsible for processing payroll and financial reporting to CRA.

The payroll processes were mapped in 2019, to identify issues with respect to both the submission of time sheets and the processing of payroll. The work flow was revised for both of these payroll processes to provide more oversight of the hours submitted for payment, the accuracy of submitted hours worked, the application of correct work codes applied in public works and to reduce the duplication that was occurring with tracking overtime.

Payroll is now paperless, and employees fill out and submit their time sheets electronically to a centralized folder, where their supervisor checks and approves them before they are processed by the Administration Assistant.

From there the revised work flow is as set out in Figure 2 below. This revised process now ensures the necessary checks and balances are in place to ensure the verification and accuracy in the payroll process.

Figure 2 – Payroll Process



Purchasing and Procurement Services

Purchasing and procurement services ensure the purchase of all goods, services and construction required by the Township is done in a fair and transparent manner, and that it meets the current and future needs of the municipality. Procurement processes have become one of the key sources of liability for a municipality when not administered correctly.

The Treasury department is responsible for policy development and enforcement, contract negotiation, risk mitigation and vendor performance evaluation. The Township updated its Procurement By-Law #34-20, in 2020.

Small municipalities do not qualify for bulk purchasing discounts because they simply do not need the quantities of goods large municipalities use. The Township does however belong to the Muskoka Parry Sound Public Purchasing Group and acquires office supplies, etc. through the group at reduced cost.

Staff has also identified that the Township could work to undertake more group tendering with neighbouring municipalities for the purchase of sand/salt/gravel and joint rentals of equipment, etc. Sharing staff resources to develop and share bid documents would take some negotiation with the other municipalities but would eliminate duplication in the procurement process and reduce costs for each participating municipality.

The Township contracts a number of professional services. Periodically, the Township sends out RFPs for contractors (engineer, groundskeeping, human resources, etc.). The successful bidder is given a multi-year contract that functions as a Vendor of Record (VOR) system. The use of VOR experts has helped provide those services at a reasonable cost.

It was noted there may be opportunities to share additional services, such as sharing a planner, with neighbouring municipalities to take advantage of group buying power.

The Treasurer did try to introduce a formal Purchase Order process, but to date it has not worked well.

Information Technology

The Township's goals are to find ways citizens can access the Township outside of normal working hours and reduce the number of manual processes to find the efficiencies and cost-savings the province wants municipalities to achieve.

It is interesting to note however, that approximately half of the citizens of Ryerson do not have a computer and/or do not use technology, so they rely on manual processes. On the other hand, there has been a recent influx of new residents from southern Ontario, and their expectation is to be able to access more services themselves, digitally. The Township tries to make different options available to serve the needs of all residents.

There is a recognition that the workplace continues to evolve and now more than ever, it is important to use technology to centralize access to the municipality's information and data so municipal staff and citizens can access it from anywhere, at anytime.

There is no lack of willingness on the part of treasury or administration staff to modernize service delivery with technological solutions, and they have recently modernized a number of internal processes that have already resulted in efficiency and cost savings. However, while they would like to use more digital solutions, purchasing the technology and then supporting the annual fees to maintain it, is cost-prohibitive for the Township, and the return on investment is questionable.

For instance, staff has investigated digital solutions to streamline the Council agenda and meeting processes to enable both council and the public to access the information they need. However both the technology itself and the annual ongoing fees to use this kind of technology, is in the area of \$10,000 to \$15,000 per year, which is simply out of reach for Ryerson and most other small municipalities.

CGIS

A number of years ago, the east side Parry Sound District municipalities participated in a joint venture with Blue Sky Economic Development Corporation, to have access to a GIS mapping system. This joint venture made it possible for the Township to utilize a GIS system that they would otherwise, on their own, not be able to afford. The GIS system is delivered and maintained by CGIS. The annual fee to participate in this joint venture is approximately \$7,100.

Additional joint projects were undertaken since the original project, that included the use of traffic counters, digitizing property files and by-laws and minutes. Every few years there is a joint venture with all of the participating municipalities to update the aerial imaging. This was conducted earlier this year at an estimate cost of \$5.00 per square km.

The Township now has a number of modules or overlays added to the system, such as planning, building, by-law, cemeteries, culvert locations, etc. and more overlays are available. It was noted the tracking of permits (dog tags, trailer licensing, etc.), in the CGIS would be a beneficial add-on at some point. New overlays can be added at the minimal cost of \$250 each.

The CGIS is relied upon daily by staff and it is deemed to one of the best tools/investments in technology the municipal has made to date and it provides a foundation that positions the Township well for the future.

Municipal Software

The Township uses MuniSoft as its municipal management software. While staff report it does not have powerful reporting systems, generally it was described as being basic, simple to use and intuitive.

The software has a number of modules. The Township uses the A/R, A/P, Taxation and Paymate payroll modules, which all interface with the General Ledger (G/L).

Cyber Security

The security of municipal records is now a concern for municipalities. With the increased instances of the records of municipalities being held hostage by cyber criminals, it is imperative that backups are working and undertaken daily.

It is also more important than ever before, that cyber security policies are in place and staff is trained on new phishing and hacking techniques used by criminals, in order to protect municipal records. Staff is aware of the need for cyber security policies and training for staff.

Website

The Treasurer and the Deputy Clerk are both assigned the duty of maintaining the website and managing the Township's Facebook page. Both of these mediums are integral, particularly in the current COVID-19 environment, to being able to communicate and engage citizens and ensure the openness and transparency of municipal operations.

Citizens can feel frustrated by cumbersome or confusing websites that do not provide the information they need. Basic information is available on the site (i.e. the agendas, minutes and some more high-profile by-laws) and staff has been working to make the website more user-friendly by adding more forms, etc.

The Township's website has just been updated and it is functional and relatively easy to maneuver. While it provides basic information, there is room for improvement.

Moving forward, if the demographics of the municipality continue to change, there will be a need to update the website and introduce more self-serve and citizen-centric features, which in turn will provide more opportunity to promote citizen engagement.

We recommended that Google Analytics be set up on the Township's website to monitor the number of users of the website, which is an indicator of the engagement with the site, and the Treasurer has recently set this up. Monitoring the unique and returning users, and which pages of the site they visit and access most frequently, will help to assess the website's performance and gauge citizen engagement.

Cost Effective/Efficiency Measures

Overall, the Township is quite lean in its operations and over the last two years, many efficiency measures and cost-savings initiatives have been initiated by the Treasury department. The goal is to be more creative with the money the Township has available.

There is an ongoing effort to move to paperless operation wherever possible. Here are some of the improvements that have recently been made;

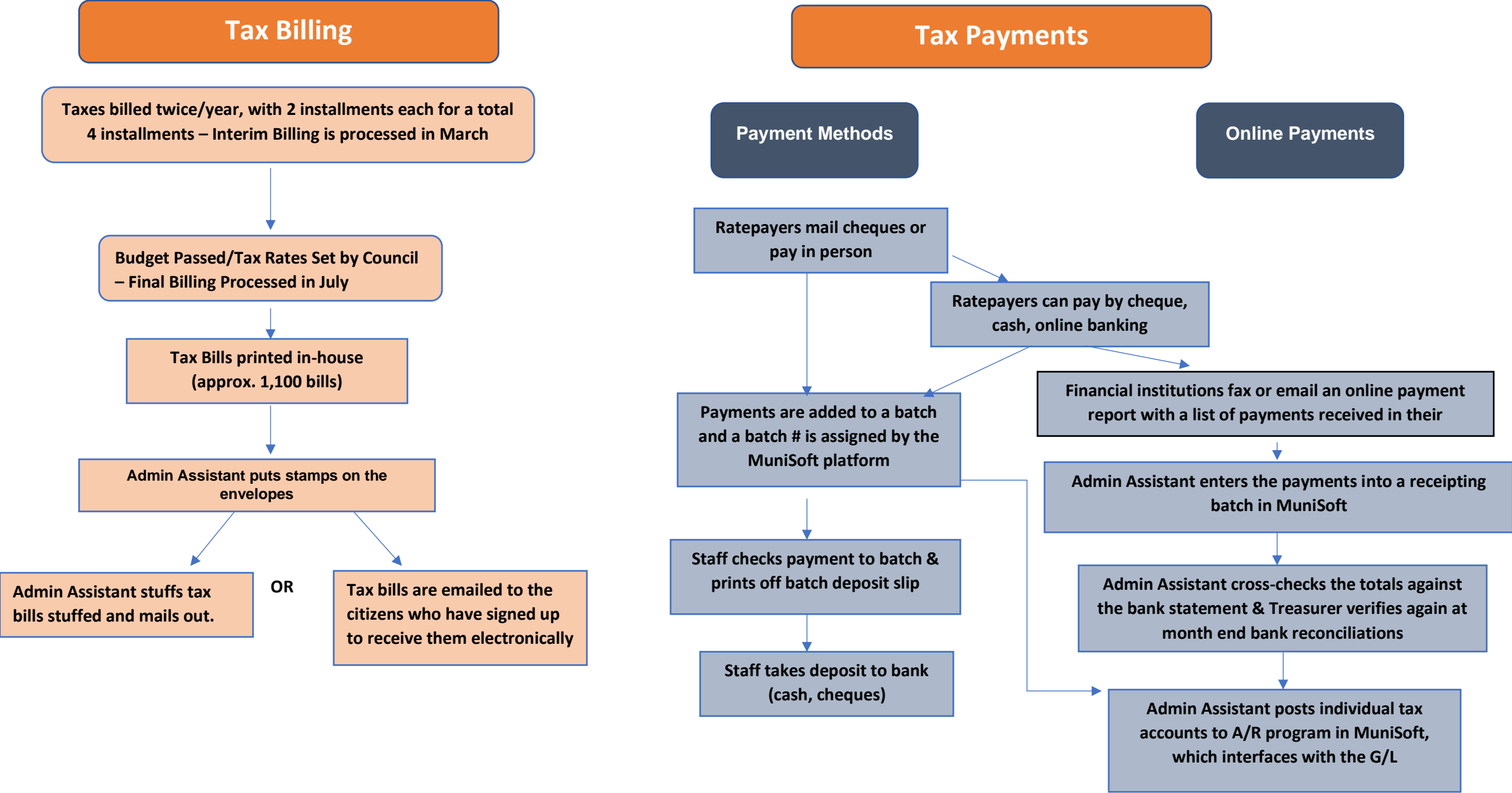
- Streamlined processes (payroll, accounts payable);
- Reduced the use of colour printing to save the fee per sheet of colour printing vs. printing in black and white, at a lower fee rate per sheet;
- Reduced the number of copies printed from 73,000 in 2019 down to just 29,500 in 2020. The functions that used the most paper are accounts payable, cheque payments, Council packages, forms and applications, pay stubs, timesheets and weather reports;
- 76% of the Township's accounts are now paid through EFT. This has saved the municipality approximately \$1,800 per year by eliminating the time and costs associated with paying accounts by cheque;
- Citizens can sign up to have their tax bills emailed, saving postage, paper and envelopes. This also helps prepare the municipality for digital modernization as most technology requires the use of email addresses;
- Efforts to implement greater cost-recovery/user-pay in certain services (i.e. ensuring planning fees cover the costs associated with planning administration), to ensure those accessing the service are the ones paying for it;
- The website has been updated to include fillable forms.

Summary

The department works to constantly analyze processes and find efficiencies to make the best use of the limited funds available.

The recent introduction of these initiatives by themselves may not seem substantial, but when added together, they result in cost savings and efficiencies that are measurable and real for a small municipality.

Schedule 1 - Township of Ryerson – High Level Overview of Taxation Services Process



Appendix G - Public Works/Roads Department Service Profile

Purpose Statement: To provide the efficient and effective maintenance of roads within the Township to ensure safety for citizens and visitors alike.

Citizen Value Proposition: *I expect roads to be well-maintained that allow me to get where I need to go in a safe and consistent timely manner. I expect the municipal fleet to be available and reliable, while being fiscally and environmentally responsible.ⁱ*

Service Description: Roads services provide affordable, well-managed and safe traffic flow for drivers, cyclists and pedestrians. A municipality's roads system affects the economic vitality and quality of life of residents.

Public Works infrastructure generally includes roads, bridges, culverts and signage. In addition to constructing and repairing infrastructure, roads services include clearing roads of snow and debris to ensure that it is safe and convenient to use.

2020 Operating Expenses - \$772,502

2020 Operating Revenues - \$12,989

2021 Operating Budget - \$888,011

Summary of Service Features

Item		
Inputs	Staffing – 5 FT – Roads Superintendent, Lead Hand and 3 operators, support from PT Administration Assistant	Equipment – 1 grader, 3 plows trucks, 1 loader, 1 backhoe, 1 excavator and 1 pickup truck
Outputs	# of kms of roads maintained # of roads complaints addressed	
Outcomes	Ensure safe transportation of citizens and visitors by maintaining roads to Ministry standards and Council's approved targets	

Which of the Community Strategic Priorities does this service support?

☒ Efficiency; ☒ Customer Service; ☐ Economic Viability; ☐ Community Health & Wellness

Performance Measures/Indicators:

- 4.1 Operating costs for public works as a percentage of total municipal operating costs
- 4.2 Operating costs for paved roads per km
- 4.3 Operating costs for loose top roads per km
- 4.2 Average surface condition
- 4.3 % of Township assets with a rating of fair or better condition

Current State – Findings and Observations

Staffing

There are a total of five (5) full time public works employees. The department does not hire any part time or seasonal employees. All five of these employees carry out public works responsibilities only.

The department also relies on assistance from the part time Administrative Assistant to assist with record-keeping of time sheets and payroll.

The three (3) positions within the department are;

- Working Public Works Supervisor
- Lead Hand/Truck Driver/Equipment Operator/Health & Safety Representative
- Truck Driver/Equipment Operator

The **Working Public Works Supervisor** is responsible for the management, administration and delivery of all municipal works programs and services in order to ensure that residents receive effective and appropriate services. Acts as emergency contact person for the Public Works.

The most recent job description for the Working Public Works Supervisor is dated November, 2018. The key roles are:

- Acting as principal advisor to Council on all public works services
- Managing roads and related infrastructure and parks and recreation
- Supervising public works staff in order to ensure a positive and safe work environment

The **Lead Hand** works under the direction of the Public Works Supervisor and is responsible for operating various types of municipal vehicles and equipment in the performance of Public Works Department maintenance duties. The Lead Hand is responsible for assisting the Public Works Supervisor in the day-to-day operations of the Public Works Department, and acts in the capacity of Public Works Supervisor in their absence. The Lead Hand will also fulfil the duties of the Health & Safety representative.

The most recent job description for the Lead Hand/Truck Driver/Equipment Operator/Health & Safety Representative was developed in March 2019. The key roles are:

- Lead Hand Duties
- Health & Safety Duties
- Truck Driver/Equipment Operator Duties

The **Truck Driver/Equipment Operator** works under the direction of the Public Works Supervisor or Lead Hand and are responsible for operating various types of municipal vehicles and equipment in the maintenance of roads within the Township, in addition to maintaining and repairing equipment.

The most recent job description for this position is dated Jun 2018 and the key roles of the position are;

- Performing daily operations that ensure safety and maintenance of roads within the Township limits
- Maintaining accurate and detailed records of operational duties
- Follow policies, procedures and guidelines adopted by the Municipal Council as directed by the Public Works Supervisor

Unlike as is common in other municipalities, where public works employees also assist other departments (i.e. landfill, parks and recreation), the Township's public works employees focus solely on roads.

The Public Works Supervisor has been off since the summer of 2021 and the Lead Hand has stepped in to manage the day-to-day operations.

Operations

The Township's minimum maintenance standards were approved by By-Law #60-14. The Public Works department generally maintains roads above mandated Ministry standards.

Internal Operations

The public works department operates with mostly manual systems, which have been identified as cumbersome and time-consuming.

Roads management determines the projects for each year and often does not spend their entire budget. However, in order to achieve this, they sometimes do not complete all the projects they had determined for the year.

The operating costs for the public works department, as a percentage of the Township's total municipal operating costs for the year 2020, was 39.1%, which is the largest expenditure the Township has annually.

CVOR - The Ministry of Transportation mandates the use of CVOR (commercial vehicle operator's registration) logs of the time the public works employees are on the trucks. Commercial vehicle operators in Ontario must have a valid Commercial Vehicle Operator's Registration (CVOR) certificate and carry a copy. The CVOR system monitors commercial carrier safety to improve road safety for all road users.

In the Township of Ryerson, these CVOR sheets are completed manually by each road employee. They are then delivered to the Administration Assistant at the municipal office and stored in binders to be retained for a minimum of seven (7) years, as proof of maintenance. Filling these out manually is quite time-consuming.

Time Tracking – Time sheets are filled out manually by each employee. Once the driver gets to 55 hours within a week, they must notify the Lead Hand so he can schedule time off for them. The tracking of time is done on a spreadsheet by the Lead Hand.

Staff recognizes there is a need to streamline processes and improve coordination and introducing more technology for CVOR logs and time sheets would improve efficiency. While, the road employees are not particularly technologically savvy, the Lead Hand believes they would welcome the change and would be able to learn specific software if trained on it.

At present, when there is an upcoming road closure or culvert repair/replacement, the notices are posted on the Township's website but for those residents who do not use technology, signs are also posted in the area where the work is to occur, and the Lead Hand goes door-to-door to notify people.

Overtime – The Township permits employees to either bank their overtime hours and take time off in lieu, or be paid out for overtime. The roads employees prefer to be paid for overtime.

In 2020, the total overtime was 591.5 hours at a cost of \$23,814.91. The total annual amount of overtime varies significantly as it is mostly related to the weather. As a result, the overtime creates a budget challenge because it is not possible to forecast the overtime required for any given year.

Roads Depot – This department has experienced disruption also as a result of the municipal office/road depot being flooded in 2019. At first, they worked out of the old Quonset building that is situated a short distance from the shop. Once the insurance cleared the building, they were able to get back into the shop for last winter. It has been tight quarters for them as they had to have some desk space in the shop in addition to all the trucks and equipment.

In addition, the land lines are still connected at the road depot, but because administrative staff are not yet working out of the building, the Google listing for the Township of Ryerson automatically connects directly to the Lead Hand's personal phone, causing people to think they have the wrong number when he answers it as his personal phone.

Technology - The Lead Hand has a laptop and cell phone but the other road operators do not. The cell phone is used to check weather conditions and take pictures of the condition of the roads or culverts.

Road operators use their own personal cell phones to take pictures of weather and road conditions, culverts, potholes, etc. Since some of their cell phones are iPhones and some are android phones, it is difficult to retrieve the pictures, and often they are forgotten until they need them for evidence.

There was no internet in the Midlothian roads depot location but it is being installed as part of the roof repair project.

The Township has a CGIS system that is used by other departments. Culverts and their locations have been inventoried and added to the platform. Notes regarding inspections, inspection dates and the condition of the culvert can also be added, but to date this is not being done.

Recently, Think Wireless Tracking was installed in each truck. This is automated vehicle location (AVL) software that tracks and records the movement of each truck via GPS. Other than for liability purposes, it is not clear if this platform is being accessed regularly or utilized to its full potential but it does offer additional documentation in case of any litigation.

The Lead Hand also uses Site Doc, which is a weather tracking site so he can monitor changing weather patterns.

The municipality uses Paymate which integrates with the MuniSoft platform however time sheets must still be filled out manually and hours must then be posted into Paymate by the Administration Assistant.

Human Resources

Unfortunately, there has been a series of issues amongst the public works employees, which has affected the morale in the department.

In June 2021, an HR consulting firm was engaged to assist with identifying the issues and the organizational structure of the public works department, in terms of chain of command, positions and distribution of responsibilities.

Two (2) of the department's five (5) employees are set to reach retirement age, compounding the human resources issues and the HR firm is working on developing a succession plan for the Township to address this.

Summary:

Roads were identified as priorities for Ryerson and reportedly, the roads have improved over time.

Since public works is the largest expenditure the municipality has, and most of the budget goes to roads, finding ways to deliver public works services better and more efficiently, will offer the Township the greatest opportunity for savings in both cost and efficiency.

ⁱ 2018 Municipal Benchmarking Network Canada

Appendix H - Land Use Planning & Economic Development Service Profile

Purpose Statement: To provide the efficient and effective management of land and resources within the Township to ensure a healthy and sustainable community for citizens – economically, socially and environmentally.

To foster an environment that attracts businesses and grows employment in Ryerson and to facilitate orderly and timely development and expansion for business growth and/or health & wellness initiatives.

Citizen Value Proposition: *I expect to have clear information about planning requirements in adherence with legislation, and that the application process is convenient, timely, predictable and affordable while supporting sustainable community development.*

I expect my municipality to make it as easy as possible to start a business or build on an existing business.

Service Description

Municipalities manage growth through their planning processes. Land Use Planning services include the processing of development applications. Development applications are reviewed and processed with regard to provincial legislation and council-approved policies and by-laws.

The Township is responsible to make develop the by-laws and policies which are applicable to Land Use Planning. This service also includes managing and processing regular updates/amendments to the Township's Official Plan and Zoning By-law.

Economic Development focuses on the economic health, diversity, and prosperity of a community by providing support to those businesses that have the potential to grow, to invest, and to hire employees.

2020 Operating Expenses - \$76,899

2020 Operating Revenues - \$3,100

2021 Operating Budget - \$79,164

Summary of Service Features

Feature		
Inputs	Staffing - 1 FT – Deputy Clerk and 1 external planning consultant, 1 shared ED Officer	Equipment – GIS mapping, consulting fees
Outputs	# Of planning applications processed # Of building permits issued	
Outcomes	Support responsible growth, customer service to plan for new businesses and/or support existing ones, improve broadband/internet	

Which of the Community Strategic Priorities does this service support?

☐ Efficiency; ☒ Customer Service; ☒ Economic Viability; ☒ Community Health & Wellness

Performance Measures/Indicators:

- 2.1 # of new residential units/year
- 2.2 Operating cost for land use planning, per capita
- 2.3 # of hours spent per application (staff, consultant, etc.)

Current State - Findings/Observations

1. Staffing

The Township does not have a planning department or a dedicated in-house planner. While the CAO Clerk has the planning function in her job description, the administrative responsibility for processing all planning applications lies mostly with the Deputy Clerk.

The Deputy Clerk's role has changed over the past few years. The influx of new residents has meant more planning applications and she estimates that the planning function now consumes approximately 60% of her time, reducing the amount of time she has to spend on fulfilling Clerk functions.

For more complex development applications, the Township engages the services of an external planner – Rick Hunter of Planscape Inc., who was originally engaged as the successful bidder to a Township RFP. There is no retainer paid to the planner and Planscape invoices the Township only for work he does on its behalf.

Since the Deputy Clerk has planning training, the external planner is only called upon when needed in an effort to keep costs low and ensure more timely responses.

2. Planning Process

Processing development proposals requires tracking and administering the application process from start to finish and includes a number of notice and circulation requirements set out in the *Planning Act*.

Land use planning services also includes the provision of information to the public respecting planning policy interpretation and all planning inquiries. In an effort to be as efficient with staff time as possible, the Township limits planning inquiries to Thursdays only.

The Township encourages citizens to begin the planning process by acquiring a Planning Inquiry Form on the Township's website, by making a formal request by email or dropping off a request at the Township Office. The Deputy Clerk undertakes a pre-submission review, and then engages in a pre-consultation with the proposed applicant.

The goal of this consultation is to outline all required planning act application processes and the costs, to identify key issues and implement changes to the proposed submission for compliancy, and to identify any required plans, reports or studies, or environmental assessments that may be required before an application is submitted to the Planning Board.

The Deputy Clerk manages and administers the legislated planning processes (i.e. required notices, public meetings, etc.) and creates the necessary by-laws, reports, PowerPoint presentations, etc. for Council. Administering planning and development services is time-consuming and accuracy is extremely important.

The whole of Council is the Township's Committee of Adjustment for hearing Minor Variance Applications only. Council also hears all other development applications including consents and rezoning applications. All applications are taken to public meetings of Council. For Minor Variances or smaller scale rezoning applications, each proposal is allotted 15 minutes at the public Council meeting. For larger scale development applications, public meetings of several hours in duration are scheduled and held at the arena in Burks Falls. Councillors are encouraged to contact staff ahead of the meetings to ensure they have all the information they need about the proposal so they can make informed decisions and limit the amount of time needed for discussion at the meetings.

Once Council has approved the development, the Deputy Clerk scans the by-laws to the property files and sends a digital copy of the registered plan to CGIS with all the updated information, and they update the mapping as part of the annual fee. There is no additional cost for these updates.

The planning process was mapped out at a high level and is attached as Schedule 1.

3. Planning Costs

For all Township processes the citizen pays the deposit and the appropriate fees before any work commences on the file. This is common practice in municipalities.

While all ratepayers benefit from the efficient and effective management of land, the Township has adopted a user-pay philosophy, meaning that those using a service, for the most part, are the ones paying for it. This too is common and seen to be a fair practice.

The cost of planning is made up of the Deputy Clerk's time, some administrative costs (legal, CGIS, overhead, etc.) and external planning services.

When external planning services are required by an applicant, the Township collects a deposit which is then used to cover the invoice they receive from Planscape. So, while the actual costs of the external planner would typically be approximately \$15,000, the net cost of planner's services in the Township for 2020 was just \$1,147.

The Township's User Fee By-Law #14-21 sets out the fees to be charged for various planning services, which have been determined with cost-recovery in mind.

4. Increased Development

Planning has increased dramatically in the Township over the past two years. This is attributed to the migration of new residents moving to the Township during COVID. Most of the properties being sold are the ones that have development potential. Figure 1 below highlights the increases in various development processes since 2019.

Figure 1

Year	Zoning by-laws	Site Plan Agreements	Consents	Road Closings	Zoning Compliance Forms
2019	2	0	4	0	0
2020	0	0	4	1	0
2021	*9	2	31	3	25

*There are another 5 zoning by-laws still in progress in 2021.

As mentioned, processing planning applications etc. requires tracking the application process from start to finish and includes a number of notice and circulation requirements set out in the *Planning Act*.

The increased number of development proposals has also increased the amount of time needed to prepare the related materials for presentation to Council, such as the Deputy Clerk's Report and PowerPoint presentations.

No plans have been made yet on how to handle the increased workload to deliver planning services. The Township wants to assess whether or not this increased development growth is an anomaly due to the migration of new residents from COVID, or if it is going to remain an emerging trend moving forward.

5. Development Approval

Development approval is a public service provided to development applicants, land owners and the public through the administration of all development planning applications under the Planning Act, including Official Plan Amendments and Zoning By-law Amendments, Site Plans, Plans of Subdivision, Severances/Consents and Minor Variances. Development approval and review are mandatory services under the *Planning Act*.

Land use planning in Ryerson Township is governed by a number of By-Laws and policies including the Planning Act, Provincial Policy Statement (2014), Township of Ryerson Official Plan (2012), Zoning By-law (2014), and other legislative requirements.

Township's Official Plan

Municipalities are required to update their Official Plans every 5 years. The Township of Ryerson's Official Plan was developed by Planscape Inc. and approved by the Ontario Municipal Board on June 4, 2012. Planscape has been asked to update the Official Plan and work on it is planned to commence soon.

It was noted during the interviews, that it is hoped when the Official Plan is updated, it will provide more flexibility to permit innovative development proposals, (i.e. the proposal to set up movie set facades), and consideration for tiny homes. It is unknown if such flexibility can be included but the request is noted.

Township Zoning By-law - #56-14

The Township's Zoning By-law was also developed by Planscape Inc. and is dated October 2014. Planscape has been asked to update the zoning by-law with some housekeeping items. Work on an update to it is underway and the public meeting for the new by-law is planned for early 2022.

Once both the Official Plan and the Zoning By-law are updated, the Township will be able to move forward with development proposals and its Trailer By-Law.

On an ongoing basis, planning staff reviews all proposed development to ensure it complies with the intent and direction of the Official Plan and Zoning By-law. Planning services in the Township are as follows:

a) Minor Variances

The Township has the ability to process Minor Variance applications however, in the years 2019, 2020 and to date in 2021, they have not processed any. The reason for this is believed to be that the proposals received are all larger proposals that require zoning amendments.

b) Zoning By-law Amendments

The process for processing zoning by-law amendments starts again with citizens acquiring the necessary form(s) on the website and the Deputy Clerk conducting a pre-consultation with them.

Once the application is submitted, the Deputy Clerk review it and numbers it. The Township's numbering system is sequential and starts over at the first of each year. (i.e. R-1-19, R-1-20, etc.)

Staff again manages and administers the legislated zoning by-law amendment processes which involve notices, public meeting(s), and the development of the necessary by-law to be passed by Council.

Two (2) zoning by-laws have gone to Council in 2021 and one more is proposed before year end. The Deputy Clerk is current working on five (5) more zoning amendment files.

c) Site Plan Approvals

Site plan control is a specialized form of land use or development control. Site plan control by-laws are enacted under s. 41 of the *Planning Act*. Site plan control is used by local municipalities to impose certain regulations or conditions on new development. The whole of the Township of Ryerson is designated in the Official Plan, as a site plan control area.

This means Council may require plans and drawings which demonstrate the proposed development will meet a number of "quality control" conditions. (i.e. road widenings, parking areas, elevations, landscaping, tree canopy, natural vegetation buffer zones, building plans and drainage). These agreements may be registered on title and may be enforced against the current owner as well as future owners. The Deputy Clerk is trained and qualified to create, review and execute these agreements, after approval by Council. To date, in 2021 the Township has dealt with two (2) site plan agreements.

d) Road Closings

Rural municipalities often have any number of unopened road allowances that can affect the suitability of a development proposal. To date in 2021, the Township of Ryerson has reviewed three (3) Stop Up and Close applications. Council has received three (3) requests so far in 2021, but has not approved any of these applications.

e) Validation Title Certificates

From time to time, planning mistakes can inadvertently be made. Once they are identified, they must be fixed because Section 50 of the *Planning Act* states that any transaction that does not comply, will not transfer an interest in the land. This means that any deed, mortgage, transfer of easement, lease or other agreement affecting land, that does not comply with Section 50 is void.

Simply put, a breach of the *Planning Act* overrides registered title and as a result, if a mistake has occurred it must be fixed for the benefit of the current, rightful owner, purchaser, or lender, otherwise they do not own the land or hold a mortgage on the land or have an easement.

They would therefore not be able to sell the land or mortgage it and the last legal owner may not be available to retransfer it legally. The Township has processed two such certificates in 2021 to resolve past planning errors.

f) Zoning Compliance Forms

The Zoning Compliance form is a form designed by the Joint Building Committee. The joint Chief Building Official does not handle zoning so the Deputy Clerk undertakes research into the property and either signs off that it is compliant, or assists the owner with ways they can become compliant with their building plans, so they can acquire a building permit. The Deputy Clerk has processed 25 Compliance Forms for the Building Department in 2021.

g) Consent/Severances

Severances or consent applications are processed and administered by the South East Parry Sound District Planning Board (SEPSDPB). Applicants work with the Planning Board and pay the application fee and a finalization fee directly to the Board. The Township also collects a fee from the applicant for the Township's work to process consents.

Even though the Planning Board is the lead agency for consent applications, Township staff still spends considerable time processing these applications.

The Deputy Clerk reports she has conducted approximately 110 pre-consultations for consents in 2021 and maintains a planning inquiry file with approximately 80 more requests for severance possibilities – all of which are at different stages of the process.

The Planning Board prepares the planning reports and sends out the required notices. If a zoning by-law amendment, minor variance or official plan amendment is needed as part of the application, the Deputy Clerk of the Township administers the necessary planning processes which include taking the applications to Council and providing the resolutions and conditions with the completed questionnaire to the board.

The Board then issues a Notice of Decision setting out the conditions that must be satisfied before the consent is granted.

Economic Development

The Township of Ryerson does not have its own Economic Development department. The Township does not have many businesses or commercial properties and it does not own any Commercial or Industrial development lands, so economic development opportunities are limited.

The Township has participated in regional economic development initiatives over the years and in 2019, the Township opted-in to a three-year agreement with regional partners to the Almaguin Community Economic Development (ACED) Board and Department. The formation of ACED has been a major milestone in regional collaboration that allows all partners to pursue growth opportunities and economic development initiatives.

The Township has representation on the ACED Board and monthly Board meetings are held. Minutes of the ACED Board meetings and the Economic Development Officer's reports are provided to the municipality monthly and provided when timely, to Council for information. The Township website provides a summary of ACED and links to their website where all program information is available.

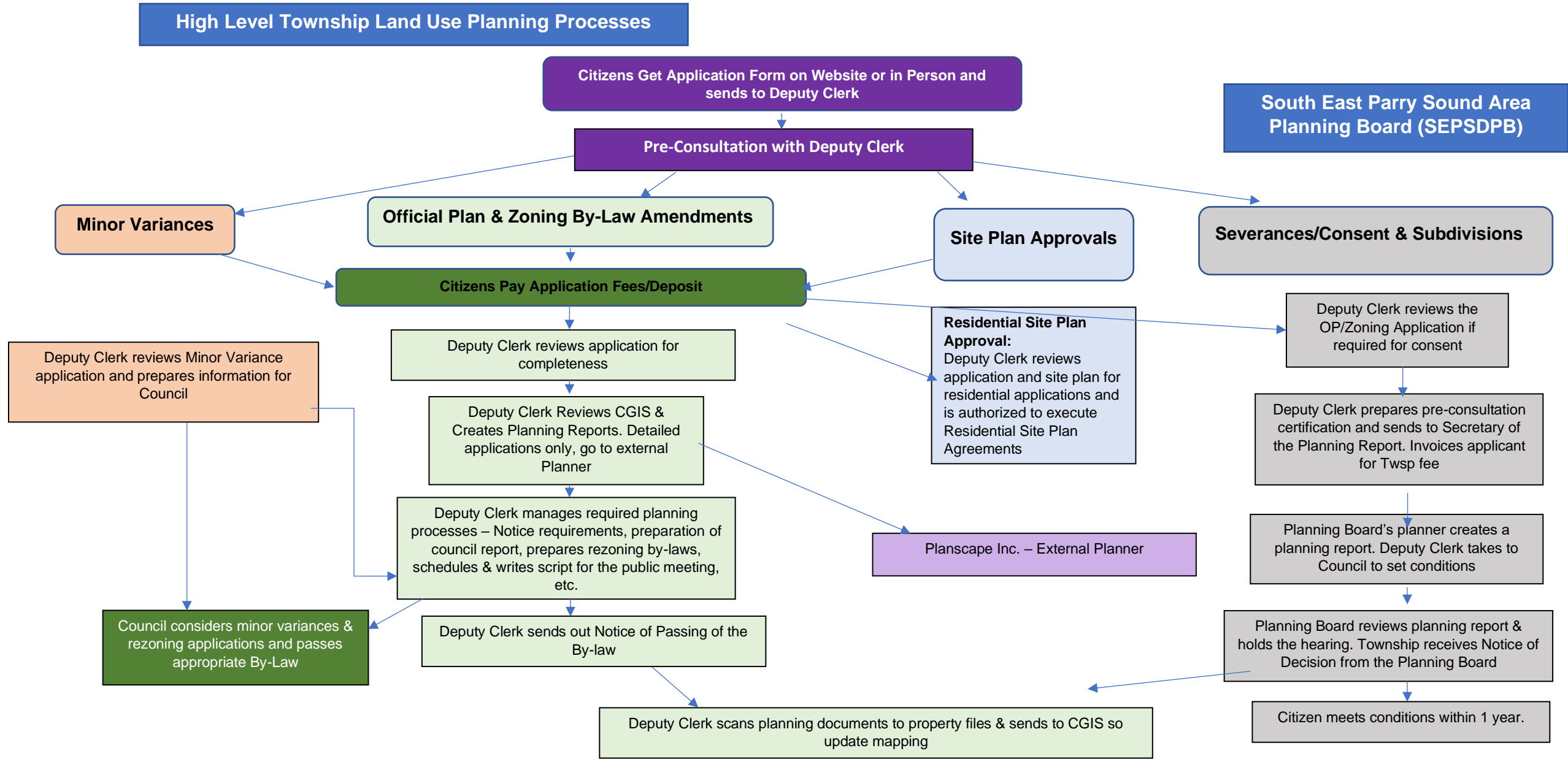
Annual ACED budget information is provided to each of the participating municipalities and according to the Agreement, the yearly budget must receive approval from a majority of the member municipalities before it can be implemented. The Township contributes \$10,000 annually to participate.

Even though Ryerson may not see direct value by way of increased commercial development, the Township sees value in supporting regional efforts because of the economic spin offs such as; residential growth as a result of area services, activities and jobs, etc. being created.

Summary

The increase in development in the Township is obvious and can be seen as a positive for the Township that will eventually increase taxes over time.

However, increased development also increases staff workloads and adds extra pressure to the limited staff the Township has available to deliver planning services.



Appendix I - Township of Ryerson Implementation Plan

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
	Digital Modernization				
1.	<u>Treasury Department</u> <i>Implement a digital payment and receipting platform to be integrated into the tax payment process.</i>	Investigate a digital payment and receipting platform to enable taxpayers to not only receive their tax bills electronically, but also enable them to pay their taxes electronically. Clik2Pay enables the acceptance of customer payments using a short payment code or QR code which can be embedded into text messages, electronic or paper invoices/tax bills, etc. Staff to work with Clik2Pay to set up the payment platform for the Interim tax billing	Estimated costs - \$18,000 per year + set up fee of \$1,500 Was able to secure Clik2Pay at no cost for the Township	Improves efficiency Improves customer service Improves cash flow and supports sound financial management Aids in collection of outstanding taxes Streamlines tax payment process	Next 3 months
2.	<u>Public Works</u> <i>Eliminate/reduce manual processes in the Public Works Department.</i>	Purchase digital platform(s) that interface with the Township's CGIS, to enable electronic reporting and tracking of road inspections to streamline mandatory requirements and identify and monitor road deficiencies more efficiently. Continue to investigate automated time-tracking and attendance digital solutions to help reduce labour costs. Apply for funding to purchase the digital platforms necessary to modernize the roads department, under Intake 3 of the Municipal Modernization Program.	Estimated cost to purchase software – \$20,000 - \$40,000 Estimated annual maintenance costs – \$2,000 - \$5,000 Estimated cost savings - \$3,000 plus workforce	Improves efficiency Greater workforce utilization Improved tracking and access to information when needed Eliminates duplication Risk management – eliminates errors Efficiency savings – 853.5 hours	Next 12 months
3.	<i>Eliminate the use of personal cell phones by public works employees, to capture maintenance, weather and other images as official Township records.</i>	Purchase specialized “rugged” tablets for each road employee. Apply for funding to purchase tablets necessary to modernize the roads department, under Intake 3 of the Municipal Modernization Program	Estimated cost to purchase 3 specialized tablets - \$12,000	Safeguards inspection and maintenance records Easier access to official Township records stored on the central server Supports risk management	Next 12 months
4.	<u>Administration Department</u> <i>Investigate further, the financial feasibility of acquiring citizen engagement/complaint software in the future.</i> <i>In the interim, staff should develop a digital tracking system in-house, for tracking and responding to citizen inquiries to better streamline service request and ensure complaints are handled for citizens in a timely manner.</i>	On the surface, purchasing citizen engagement software does not appear feasible at this time, given the cost vs. the low citizen engagement in the Township. If the call volumes continue to rise, this software would improve the Township's complaint and service request management, and help the Township better understand citizen issues to determine which services are working well and which many need to be improved or delivered differently in the future	Costs: TBD depending on decisions made Estimated annual cost of software - \$5,000	More consistent citizen experience Provides efficiency Streamlines service requests and responses Enhances citizen engagement and communication Supports risk management	Next 24 months Next 12 months
5.	<i>Consider adding the purchase of records management software in the future, if feasible and if it is, add such a project to long-term planning.</i>	Further assess if technology to assist with the records management function is feasible for the Township. Apply for funding if future funding is made available and if deemed feasible	Costs: TBD depending on decisions made	Ensures legislative compliance Supports risk management Protects municipal records Easy retrieval of municipal records	Next 24 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
	Organizational/Operational				
6	<u>Strategic Planning</u> <i>That Council undertakes a strategic planning exercise after the 2022 Municipal election.</i>	<p>Much of the work undertaken in this project can be used in a strategic planning exercise.</p> <p>Apply for funding under Intake 3 or future intakes of the Municipal Modernization Program, to engage a third-party to undertake the work.</p>	Estimated third-party costs - \$25,000 - \$35,000	<p>Determines direction for the Township</p> <p>Established a common purpose, priorities and objectives</p> <p>Helps Ryerson be prepared for future growth</p> <p>Provides overall guidance to budget processes</p> <p>Helps new councillors understand what is most important to the community</p> <p>Builds a strong Council/Staff team</p>	Next 24 months
7.	<u>Council & Council Meetings</u> <i>That Council consider moving to one Council meeting per month.</i> <i>If the agenda format set out in the procedural by-law is followed, and the agenda is well organized, the Township of Ryerson should easily be able to get through the business of a small municipality with one regular meeting per month.</i>	<p>Moving to one meeting per month will take discipline and leadership on the part of Council to get through the agenda items in a timely manner and the agenda will need to be streamlined.</p> <p>Some suggestions to do so are;</p> <ul style="list-style-type: none"> Implement a Consent Agenda for communication/information items only and pass one resolution adopting the Consent Agenda Establish the proposed online portal as soon as possible so Council can receive the information for the Closed Sessions, ahead of meetings. Any items that cannot be finished in the regular meeting should be placed back on the agenda under "Business Arising from Previous Meeting" until Council has made a decision or provided direction. Staff will need to develop a tracking system to monitor the progress of items left unresolved and ensure items are not missed and/or forgotten. In the months where there are too many items for one regular meeting, a second meeting can be called on the third Tuesday of the month. Special meetings would also still be held, when necessary, in accordance with the Procedural By-Law. <p>The Procedural by-law will need to be amended appropriately amended to reflect any changes made to Council meeting procedures.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Saves approximately 28 hours/month (168/yr), of staff time that can be use more effectively. (i.e. policy development, etc.)</p> <p>Adds efficiency to meetings</p> <p>Provides more time for Council to focus discussion on the higher priority agenda items</p> <p>Simplifies and streamlines municipal processes</p> <p>Improves efficiency</p> <p>Increases productivity</p>	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
8.	<i>That Council consider adopting a revised meeting structure that includes both regular Council meetings and Committee of the Whole meetings.</i>	<p>Committee of the Whole (COW) meetings provide the opportunity for all members of Council to participate in more fulsome discussion on items such as planning reports, reviewing studies, new policy review and budget, etc.</p> <p>These meetings still follow an agenda but are considered less formal than Council meetings and may be chaired on a rotational basis by members of Council.</p> <p>Council meetings are generally held after a Committee of the Whole meeting and are chaired by the Township Mayor. Any decisions and recommendations presented at Committee of the Whole meetings are formally approved at Council meetings.</p> <p>Depending on the urgency and volume of the agenda items, it may be possible to have a COW in one month and Council in the next month.</p> <p>In the months there are more urgent agenda items, the COW meeting could be held on the first Tuesday of the month and then items would be approved at a regular Council on the third Tuesday of the month.</p> <p>Council could implement the COW system on a trial basis first and adopt later if desired.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Provide more time for discussion of agenda items</p> <p>Simplifies and streamlines council processes</p> <p>Efficient operations for workload management</p> <p>Increases productivity</p> <p>Trains all members of Council in the learning the role of chairing a meeting</p>	Next 12 months
9.	<i>Eliminate the Roads and HR subcommittees.</i>	<p>The informal Roads and HR committees were created a number of years ago but over time legislation has changed that affects their current feasibility.</p> <p>It is important to note Committees of Council can only advise Council and they do not have the authority to make decisions.</p> <p>Disband these two committees.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Supports risk management & mitigation</p> <p>Eliminates confusion on "who's in charge"</p> <p>Clarifies governance vs administrative roles for improved cohesion and coordination</p>	Next 12 months
10.	<i>Ensure Council members who sit on any Council or Regional Committees report back at least annually to the whole of Council, on the work of the Committee.</i>	<p>To ensure the whole of Council is informed on the work of committees, Council members who sit on any Council or Regional Committee should report back at least annually, to the whole of council at an open Council meeting, on the work of the Committee.</p> <p>This is especially important for the committees who ask for funding from the Township, to ensure the cost-effectiveness of participation.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Enhances openness and transparency</p> <p>Improves Council communication</p>	Next 12 months
11.	<i>Treasury Department Council to consider implementing a capital tax levy for capital purchases.</i>	<p>Many municipalities have adopted the use of a separate capital tax levy for capital purchases to separate operational expenditures from capital expenditures so ratepayers can clearly identify where and how their tax dollars are being spent.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Ensures ability to purchase capital items in the future</p> <p>Highlights the cost of capital items for citizens</p>	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
12.	<i>Develop cyber security policies and procedures and engage a cyber security expert to train staff on hacking and phishing techniques used to gain access to municipal records.</i>	<p>Engage a cyber security expert to develop cyber security policies and procedures and train staff on hacking and phishing techniques used to gain access to municipal records.</p> <p>This can be done in-house also, if the expertise and time permits.</p> <p>Backups should also be stored offline on an external drive that is not connected to the internet or any local network, so they can be restored and avoid the need to pay a ransom to retrieve any information that may be stolen by cyber criminals.</p>	<p>In-house – no additional costs associated with implementation</p> <p>Estimated costs to engage a third party - \$10,000</p>	<p>Risk management</p> <p>Information management and protection</p> <p>Cyber security</p>	Next 6 months
	Efficiency				
13.	<i>Administration Department Staff to develop a Hybrid Working Model Policy to continue to manage and deliver services remotely.</i>	<p>Staff working from home up to two days per week during COVID has proven to be an efficient manner to deliver services.</p> <p>The policy should set out how it will be ensured that records are able to be accessed remotely so service delivery is not adversely affected.</p> <p>To ensure consistent service delivery is maintained at all times, from any location, a list of the records, documents and software that will need to be accessed remotely, should be developed to ensure staff has the capability to access what they need when they need it.</p>	<p>Internal efficiency only.</p> <p>No additional cost associated with implementation</p>	<p>Reduces the office space required</p> <p>Streamlines use of staffing</p> <p>Provides an opportunity to reduce staffing over time, through attrition.</p> <p>Enhances operational efficiency</p>	Next 6 months
14.	<i>Set up a Township of Ryerson YouTube Channel and upload recorded Council meetings that meet accessibility and translation requirements.</i>	<p>Since the Township does not have translation and accessibility capabilities for the recordings of Council meeting, they cannot publish them on the Township's website for citizens.</p> <p>To comply with these requirements staff should set up a YouTube channel and upload the recorded Council minutes so citizens can have access to them.</p> <p>Also, add a link on the Township's website directing citizens where to find the recordings.</p>	<p>Operational only. No additional cost associated with implementation</p>	<p>Supports openness and transparency for citizens</p>	Next 6 months
15.	<i>Change the manner in which resolutions are numbered to avoid confusion and make it easier to locate them.</i>	<p>The Township's resolutions are numbered but the resolution numbers do not appear in the minutes. In addition, the resolution numbering re-sets for each meeting.</p> <p>While there is nothing legislatively wrong with this practice, it seems confusing and would make it difficult to locate a resolution related to a particular agenda item that was discussed.</p> <p>Starting in 2022, consider numbering the resolutions in sequence for the full year (i.e. R-01-22, R-02-22, etc.), instead of resetting them at each meeting to avoid confusion and make it easier to locate them.</p>	<p>Internal improvement only. No additional cost associated with implementation</p>	<p>Enhances efficiency</p> <p>Avoids confusion</p> <p>Improves readability of minutes</p>	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
16.	<i>Move all resolutions in the minutes to appear immediately following the related agenda item and abbreviate the minutes if possible.</i>	<p>All resolutions appear at the end of the minutes, not immediately following the discussion item. The municipalities investigated have the agenda items noted, the discussion that took place recorded, and then the numbered resolution immediately following the item.</p> <p>Move all resolutions in the minutes to appear immediately following the agenda item so readers can see the item, the discussion and the action taken by Council in one location.</p> <p>While there is merit in having some description of an item of discussion in the minutes, Ryerson's minutes for Regular Council meetings could be abbreviated somewhat.</p>	Internal efficiency measure only. No additional cost associated with implementation	<p>Efficient operations for workload Improves customer service by making the minutes easier to read Improves readability of minutes</p> <p>Abbreviating the minutes of regular meetings to capture the topic and resolution would save Council minute preparation and provide efficiency in workload management</p>	Next 12 months
17.	<i>Add the date of the Council meeting at which the by-law was passed, to the By-law listing for easy reference. Also reverse the order of the listing so newest by-laws appear on the top of the listing.</i>	<p>The Township maintains a By-Law listing of all the by-laws passed since 1880. Starting in 2022, add the date of the Council meeting related to the by-law that was passed, to the By-law listing to make it easier to find the supporting discussion regarding the passing of the by-law that took place.</p> <p>To eliminate the need to scroll through all the by-laws to find the most recent ones, reverse the order to make it faster to find recent by-laws.</p>	Internal efficiency measure only. No additional cost associated with implementation	Enhances workload efficiency	Next 12 months
18.	<i>Add the By-law Listing to the Township's website.</i>	<p>Publishing only the most requested by-laws on the website makes sense from an administrative workload perspective but citizens may find it frustrating.</p> <p>Adding the By-law listing would make it easier for citizens to identify a by-law of interest to them they might like to request.</p>	Internal efficiency measure only. No additional cost associated with implementation	Enhances openness and transparency Improves customer service	Next 12 months
19.	<i><u>Treasury Department</u> Eliminate the need for two (2) signing authorities, to just the Treasurer, for the payment of accounts that have been approved by the annual budget.</i>	<p>Common practice is now that once the budget is approved by Council, the Treasurer is authorized to pay any approved budget items.</p> <p>The appropriate by-law or policy setting out this requirement should be amended or rescinded.</p>	Internal efficiency measure only. No additional cost associated with implementation	Improves municipal servicing and efficiency Streamlines accounts payable processes	Next 6 months
20.	<i>Aim to pass the annual budget by March 31st each year.</i>	<p>Ideally annual budgets for the next year should be passed by the end of the previous year, but the budget should be passed by March each year to give staff more time to organize and arrange the work for the year.</p>	Internal efficiency measure only. No additional cost associated with implementation	Improves municipal servicing and efficiency, enhances financial management	N/A
21.	<i>Reduce the number of tax installments to two (2), from the current four (4).</i>	<p>There is a move in Ontario municipalities to reduce the number of installments each year from four down to two.</p> <p>For ratepayers, this offers them additional time to pay their taxes and for administration, it provides greater efficiency by among other things, cutting in half, the time required to process tax billing and payments.</p> <p>Amend the appropriate by-law and any policies.</p>	Internal efficiency measure only. No additional cost associated with implementation	<p>Improves efficiency Improves customer service Increases productivity Provides an opportunity to reduce staff over time through attrition</p>	Next 6 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
22.	<i>Work with neighbouring municipalities to develop joint bid documents and pool purchases of goods such as sand, gravel, salt, etc.</i>	<p>Small municipalities do not purchase goods and services in large enough quantities to be eligible for volume discounts.</p> <p>Staff should reach out to neighbouring municipalities to gauge interest in developing joint bid documents and pooling purchases of roads supplies to achieve discounts and reduce costs for all participants</p> <p>Staff should undertake an inventory of the type and quantity of goods & services purchased annually in preparation for possible joint purchasing.</p>	Internal efficiency measure only. No additional cost associated with implementation	<p>Reduces costs</p> <p>Improves efficiency</p> <p>Leverages economies of scale,</p> <p>Improved cost control of suppliers and purchasing</p> <p>Eliminates duplication</p> <p>Supports provincial shared-servicing initiative.</p>	Next 12 months
23.	<i>Add notes regarding inspection dates and culvert conditions to the CGIS.</i>	<p>Culverts and their locations have been inventoried and added to the CGIS mapping platform.</p> <p>Notes to the platform regarding inspections, inspection dates and the condition of the culverts, should also be added to ensure fulsome information is available to make informed decisions and plan better for any improvements or replacements necessary.</p> <p>Consider engaging a summer student, if appropriate, to undertake this work. Apply for any grants that may become available.</p>	<p>If completed in-house – internal efficiency measure only and no associated costs with implementation.</p> <p>Estimated cost of summer student - \$5,000</p>	<p>Improves efficiency</p> <p>Improves municipal servicing</p> <p>Supports risk management</p>	Next 12 months
24.	<i><u>Land Use Planning</u></i> <i>Develop a checklist and a “Guide to Developing Your Property”. Include this Guide and checklist, and all planning application forms to the “Planning” section of the website so citizens can easily find everything they need in one convenient location.</i>	<p>There is a great deal of time spent on responding to initial planning inquiries which may or may not proceed.</p> <p>Developing a checklist and/or a guide for citizens and posting it on the website will help guide applicants and help reduce the number of calls for initial inquiries.</p> <p>Information and a link directly to the SEPSDPB should also be provided for information on severance/consent and/or plan of subdivision inquiries.</p>	Internal efficiency measure only. No additional cost associated with implementation	<p>Improves customer service</p> <p>Improves citizen communication</p> <p>Streamlines planning function</p> <p>Improves time management and workload efficiency</p> <p>Promotes self-serve/citizen centric opportunities for citizens.</p> <p>Estimated savings in efficiency of 12 hrs/year</p>	Next 12 months
25.	<i>Investigate sharing the services of a joint planner with neighbouring municipalities.</i>	Since the Township already shares the joint services of a CBO with neighbouring municipalities, there would be merit in staff investigating further, if sharing the services of a joint planner would be feasible.	TBD Depending on decisions made	<p>Improves efficiency</p> <p>Improves municipal servicing</p> <p>Supports risk management</p> <p>Reduces costs</p>	Next 12 months
General Observations & Opportunities					
26.	<i><u>Administration Department</u></i> <i>Continue to capture legacy knowledge from administrative staff as they prepare for retirement, by enhancing cross-training where possible, capturing processes and developing training manuals.</i>	<p>Administrative staff eligible for retirement should start capturing in writing, the functions they fulfil in their position and the processes used.</p> <p>This information can then be used to create training manuals to ensure smooth transition for new employees.</p>	Operational. No additional cost associated with implementation	<p>Eliminates any disruption in service delivery for citizens</p> <p>Enhances succession planning process</p> <p>Addresses staffing retirements challenges</p>	Next 6 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
27.	<i>Develop a New Hires package to assist with onboarding new employees.</i>	Staff to develop and/or update the written policies new employees will be trained on, to assist with the onboarding process.	Operational. No additional cost associated with implementation	Assists new hires and expedites onboarding activities of new employees Ensures mandatory training is completed	Next 6 months
28.	<i>Develop a Learning and Development program.</i>	Learning and development plans help to address skills deficiencies and sets out a personalized plan of professional development necessary for staff to meet career goals. Learning and development planning is important to youth seeking a career in municipal government.	Operational. No additional cost associated with implementation	Addresses succession planning Enhances employee attraction and retention	Next 12 months
29.	<i>Move more files (i.e. planning, minutes, by-laws, etc.), to an electronic format so that they can easily be accessed by any staff member remotely.</i>	Consider engaging a summer student to scan documents into electronic formats. This is a more efficient manner to get this work completed and may attract new administration staff. Blue Sky is also looking at another joint project for further digitization of municipal records. It is recommended the Township monitors the development of this project and decides at a later date if a student will be necessary.	Estimated cost of summer student - \$5,000 Blue Sky proposal - TBD	Simplifies and streamlines processes, Improves productivity Efficient operations for workload management	Next 12 months
30.	<i>If applicable, consider adding a “Respect & Acknowledgement Declaration” on each agenda to acknowledge that the meeting is being held on ancestral lands.</i>	Many municipalities now include a “Respect & Acknowledgement Declaration” on each agenda to acknowledge that the meeting is being held on ancestral lands. If applicable, consider adding this declaration to future council agendas.	Operational. No additional cost associated with implementation	Supports accountability and respect	Next 12 months
31.	<i>To attract more interest from the public to run for Council in the next election, Council should review the current per diems established in 2019.</i>	Staff to survey municipal comparators on Council per diems/salaries. If an increase is deemed necessary, it should commence only after the 2022 Municipal Election so Council will not be seen as voting to raise their own pay.	Operational. No additional cost associated with implementation	Ensures fairness in Council per diems and supports new councillor attraction efforts	Next 12 months
32.	<i><u>Treasury Department</u> Develop reserve and investment policies.</i>	The Asset Management Plan has been updated and future capital expenditure demands have been identified. Staff is aware of the need to develop reserve and investment policies to plan for the future capital needs as identified.	Operational. No additional cost associated with implementation	Ensures sustainability Plans for future capital items Sound financial management	Next 12 months
33.	<i>Investigate leasing a postage meter rather than using stamps.</i>	The staff time to put stamps on envelopes, two times per year to mail tax bills, is estimated at 2 days per year. The costs of leasing a postage meter will be offset by number of days of staff time currently required.	Approximate cost of \$20 per month will be offset by the 2 days of staff time currently required.	Improves workload efficiency Increases productivity	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
34.	<i>That the Township develops a campaign that incentivizes more ratepayers to receive their tax bills via email in preparation for the future.</i>	<p>The Township's initiative to encourage more ratepayers to register to receive their tax bills by email, is a good one and brings efficiency to the tax payment process.</p> <p>Capturing taxpayers' email addresses is also imperative to any future digital solutions working well.</p> <p>Add a "Have Your Say" spot on your website or any other service where citizens must register in order to comment, would help build a list of citizen emails.</p>	Operational. No additional cost associated with implementation	<p>Improves efficiency</p> <p>Enhances customer service</p> <p>Prepares municipality for future digital modernization opportunities</p>	Next 12 months
35.	<i>Amend the Procurement By-law to include a recognition of the Canada-EU Comprehensive Economic and Trade Agreement (CETA).</i>	<p>The Canada-EU Comprehensive Economic and Trade Agreement (CETA) came into effect as of September 21, 2017.</p> <p>Most often small communities will be exempt from these procurement obligations, if they are purchasing products or services that cost less than approximately \$340,600, and for construction services of less than \$8.5 million.</p> <p>However, should the Township purchase products or services where CETA procurement obligations apply, the Township's procurement practices will need to align with CETA provisions and its four core principles: non-discrimination, equal treatment, transparency and accountability.</p>	Operational. No additional cost associated with implementation	<p>Risk management</p> <p>Ensures compliance with legislation</p>	Next 24 months
36.	<i>Undertake a review of User Fees By-laws received.</i>	<p>The Township updated its user fee by-law in 2021, so it is anticipated that it is current.</p> <p>As part of the Municipal Comparator survey in this project, the Township did ask for and received copies of the comparator's user fees.</p> <p>Staff to consider incorporating into any new User Fee By-Law, that increases to future user fees will be tied to inflation so fees stay in line with costs.</p>	Operational. No additional cost associated with implementation	<p>Revenue opportunities</p> <p>Ensures long-term sustainability/viability</p> <p>Improved cost-recovery</p>	12 months
37.	<i><u>Land Use Planning</u></i> <i>Monitor the planning function and if the number of planning applications continues to remain high, the Township should consider their options to address the growth.</i>	The Township is monitoring the planning function and assessing their options to address the increase in planning work. (i.e. adjust administrative needs, contracting, sharing)	TBD Operational. No additional cost associated with implementation	<p>Addresses growth</p> <p>Assesses further planning function needs</p>	12 months
38.	<i><u>Website</u></i> <i>Improve the information available for citizens on the Township's website.</i>	<p>Other items for consideration to be added to the website that have not already been mentioned;</p> <ul style="list-style-type: none"> a Community Profile – About Ryerson - statistics, history, benefits of starting a business, link to newsletters, etc. Performance Measures Annual Updates – to show the municipality's progress year over year. 	Operational. No additional cost associated with implementation	<p>Simplifies access to municipal information</p> <p>More consistent citizen experience</p> <p>Enhances citizen engagement</p> <p>Enhances openness and transparency</p>	12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
39.	<u>Economic Development</u> <i>If possible, ensure that as much flexibility as possible is built into the new Official Plan.</i>	<p>The current Official Plan reportedly does not permit some proposals that could support economic development opportunities in the Township. (i.e. the sound stage proposal)</p> <p>The new Official Plan should, if possible, be supportive and responsive when dealing with commercial proposals.</p>	<p>No costs associated with this recommendation.</p> <p>Costs of Planning Consultant - TBD</p>	Enhances the promotion or attraction of new residents, new business and/or tourists	12 months
40.	<i>Invite the Economic Development Officer of the joint Almaguin Community Economic Development (ACED), to attend one Council meeting per year.</i>	Invite the Economic Development Officer of the joint Almaguin Community Economic Development (ACED), to attend at least one Council meeting per year so Council is aware of the work being undertaken on behalf of the region and the Township.	Operational. No additional cost associated with implementation	Improves communication Ensures cost-effectiveness	12 months

Appendix J - Summary of Performance Measures/Indicators

Administration Department:

- Operating costs for administration as a percentage of total municipal operating costs
- Annual cost of Integrity Commissioner reports
- Admin wages as a % of total operating expenditures
- \$'s invested in technology, per capita

Treasury Department:

- Current year's tax arrears as a percent of current year levy
- Total municipal debt per household
- Total reserves and reserve funds per capita
- % of reserves to debt ratio
- Average total property taxes/capita
- % increase of transactions for the public that are completed online or with a mobile device

Public Works Department:

- Operating costs for public works as a percentage of total municipal operating costs
- Operating costs for paved roads per km
- Operating costs for loose top roads per km
- Average surface condition
- % of Township assets with a rating of fair or better condition

Land Use Planning:

- # of new residential units/year
- Operating cost for land use planning, per capita
- # of hours spent per application (staff, consultant, etc.)

SPECIAL MEETING

DECEMBER 7, 2021

5:00 P.M.

Presentation from Susan Shannon, Shaping Organizational Solutions (SOS) Digital Modernization and Service Delivery Review

REGULAR MEETING AGENDA

December 7, 2021 AT 6:00 P.M.

THIS WILL BE AN ELECTRONIC MEETING via ZOOM

Members of the Public must register with the Ryerson Township Clerk's Office prior to the meeting for meeting access.

Members of the Public are not permitted in a Closed meeting.

To Members of the Public: If you have trouble with your connection during the meeting, you may notify the Host by e-mail at: treasurer@ryersontownship.ca

Meeting will be recorded.

1. CALL TO ORDER

- 1.1 Attendance: in person and electronic, late attendees
- 1.2 Announcement: This meeting is being recorded

2. ADOPTION OF MINUTES

- 2.1 Adoption of Minutes from Special and Regular meetings November 2, 2021

3. DECLARATION OF PECUNIARY INTEREST

4. DELEGATION AND PRESENTATIONS

- 4.1 Amy Tilley, Waste Management – Food Cyclor (resolution)

5. BUSINESS ARISING / ACTIVITY LOG

- 5.1 Tri Council follow up: Correspondence from Armour: Fire Hall meeting notes and resolution (Resolution)
- 5.2 Tri-Council follow up: Armour Establish Shared Services Committees (By-law)
- 5.3 Draft Noise Bylaw
- 5.4 ACED contributions information received (Resolution)

6. REPORTS

- 6.1 DEPUTY CLERK: Planning Workshop, Meeting with Rick Hunter December 20, 2021 at 2:00 p.m. Zoning By-law updates
- 6.2 TREASURER: funding announcement
- 6.3 CLERK: Vaccination policy update By-law, Council committee information
- 6.4 COUNCIL MEMBERS:

6.4.1 Councillor Brandt: JBC Nov. 18th Minutes

7. NOTICE OF MOTION (if required)

8. COMMUNICATION ITEMS

- 8.1 DSSAB: Board vacancy
- 8.2 Letter from Delynn Patterson: DSSAB vacancy (resolution)
- 8.3 Correspondence from Armour, Burks Falls, Perry, McMurrich/Monteith
- 8.4 AMO Conflict Relationships virtual Workshop (resolution)
- 8.5 Crime Stoppers re; proclamation/donation (resolution)

Information Items:

POA meeting correspondence
JBC Minutes Sept. 16th, JBC Statistics
ACED Minutes Oct. 18th
Almaguin Highlands Health Centre (AHHHC) Nov. 5th minutes and Nov. Progress Report
Armour Township update on Doe Lake Flood Coalition
Burks Falls Physiotherapy Services update
DSSAB Strategic Plan
Library Minutes Oct. 20th

9. BY-LAWS

- Fire Dispatch Agreement
- By-law to Confirm the meetings

10. CLOSED SESSION

Pursuant to the Municipal Act 2001, c. 25, Section 239 (2) (d) as the subject matter being considered is regarding labour relations or employee negotiations; The general nature of the closed meeting is to discuss the Joint Building Committee employee compensation.

Return to open meeting for resolution to JBC

11. IMPORTANT DATES

December 20, 2021 Closed meeting 1:00 p.m. with Lawyer John Ewart: Peggs Mountain pit/quarry

December 20, 2021 Special Open Meeting with Rick Hunter Zoning By-law updates

December 21, 2021 Regular Meeting 6:00 p.m.

January 18, 2022 Regular Meeting 6:00 p.m.

12. ADJOURNMENT

**CORPORATION OF THE TOWNSHIP OF RYERSON
SPECIAL COUNCIL MEETING
MINUTES**

Electronic Meeting via Zoom, the meeting was recorded.
November 2, 2021

A special meeting of Council was held Tuesday November 2, 2021, at 5:30 p.m., for the purpose of declaring a vacant seat on Council and appointing a person to fill the vacancy.

Members of Council were notified of this special meeting by e-mail on October 27, 2021. The public was notified of this meeting by posting of this special meeting agenda October 27, 2021
This was an electronic meeting via Zoom.

Mayor Sterling participated from the municipal office via Zoom.
Council members attending electronically: Delynne Patterson, Celia Finley and Penny Brandt.

Staff in attendance at the municipal office: Brayden Robinson, Nancy Field, Judy Kosowan.

Public in attendance in person: Joe Vella, Lorraine Vella.
Public in attendance electronically: Paul Van Dam, Judy Ransome.

Mayor Sterling called the meeting to order at 5:30 p.m.

Attendance was announced and it was noted that the meeting is being recorded.

DECLARATION OF PECUNIARY INTEREST: None declared.

DISCUSSION:

Council adopted a resolution, as noted below to declare a vacant seat on Council.

The CAO/Clerk stated that Joseph Vella, a candidate from the 2018 municipal election was contacted and expressed an interest in filling the vacant seat on Council. Mr. Vella has been certified as a qualified candidate for this position.

Mr. Vella was introduced and a statement from the council vacancy application was read. Mr. Vella was invited to introduce himself and he provided some of his background information.

Council adopted the By-Law to appoint Joseph Vella.

Mr. Vella read the Declaration of Office and Mayor Sterling welcomed him as a member of Council.

RESOLUTIONS:

Moved by Councillor Finley, seconded by Councillor Patterson be it resolved that, as per Section 262(1) of the Municipal Act, 2001, as amended, the Council of The Corporation of the Township of Ryerson hereby declares the seat of one (1) Councillor to be vacant.

Recorded vote due to electronic meeting: Yes: Finley, Patterson, Sterling. Absent: Brandt. (Carried)

Moved by Councillor Patterson, seconded by Councillor Finley be it resolved that leave be given to introduce a Bill # 53-21, being a By-law to appoint a Councillor and further, That By-Law # 53-21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 2nd day of November 2021.

Recorded vote due to electronic meeting: Yes: Finley, Patterson, Sterling. Absent: Brandt (Carried)

Moved by Councillor Patterson, seconded by Councillor Vella, be it resolved that we do now adjourn at 5:42 p.m.

Recorded vote due to electronic meeting: Yes: Finley, Patterson, Vella, Sterling. Absent: Brandt. (Carried)

MAYOR

CLERK/DEPUTY CLERK

CORPORATION OF THE TOWNSHIP OF RYERSON

REGULAR COUNCIL MEETING

MINUTES

November 2, 2021

The regular meeting of Council of the Corporation of the Township of Ryerson was held Tuesday November 2, 2021, at 6:00 p.m. This was a hybrid meeting combining electronic meeting via Zoom, phone and in person due to the COVID-19 Pandemic precautions.

Mayor George Sterling called the meeting to order at 6:00 p.m.

Attendance was announced, and it was noted that the meeting is being recorded.

Mayor Sterling and Councillor Vella participated from the municipal office.

Council members attending electronically via Zoom: Penny Brandt, Delynne Patterson, Celia Finley.

Staff in attendance at the municipal office: Brayden Robinson, Nancy Field, Judy Kosowan.

Public attending by phone or electronically: Nieves Guijarro, Paul Van Dam, Judy Ransome.

Notice of this meeting was posted on the website.

The minutes from the special meeting October 18, 2021 and the special and regular meetings October 19, 2021 were adopted as circulated, on a motion moved by Councillor Patterson and seconded by Councillor Brandt.

There were no declarations of pecuniary interest.

REQUEST FOR PROPOSAL:

Council received a staff report regarding a request for proposal for cleaning and gardening services from Jill Langerud, Klink Enterprises. A resolution accepting the proposal was adopted. _

BUSINESS ARISING:

Council discussed the request for a volunteer from Council for the Burks Falls Santa Claus Parade Committee and Councillor Finley was appointed by resolution.

Council followed up from the Tri-Council meeting held October 25, 2021, with a discussion of the Fire Department draft 2022 budget and the resolution received from Armour Township regarding the purchase of a mini pumper. Council also discussed the proposal to pursue options for a new fire hall. A resolution in support of the purchase of a mini pumper truck was adopted.

REPORTS:

DEPUTY CLERK: Nancy Field provided a staff report on holiday office hours and a resolution was adopted as noted below. An update on the Emergency Management Exercise to be held November 18, 2021, was provided.

CLERK: Judy Kosowan provided Council with a staff report regarding staff and volunteer recognition. A resolution was adopted.

A by-law to amend the vaccination policy was adopted by Council. Further amendments to the policy will be provided at a future meeting.

COMMUNICATION ITEMS:

Information regarding the virtual Rural Ontario Municipal Association (ROMA) Conference to be held January 23-25, 2022, was provided and Councillor Vella will be attending.

Information regarding the in-person Ontario Good Roads Association (OGRA) Conference in Toronto February 27 – March 2, 2022, was provided and Mayor Sterling and Councillor Vella will be attending.

Information about the Ministry of Municipal Affairs and Housing virtual Planning Workshop November 24, 25, 2021 was discussed and Councillors Finley, Brandt and Patterson will attend.

Burks Falls request for support of physiotherapy services: resolution of support adopted.

Council discussed the ACED minutes and the Joly Township ACED resolution and would like to follow up on the term of the ACED agreement and future contributions from Ryerson. A resolution is noted below.

Information Items received:

OFSC Insurance Certificate

Library Board Minutes

Armour resolution re extension of Burks Falls municipal services

BY-LAWS

By-law # 54-21 to enter into contract for provision of cleaning and gardening services.

By-law # 55-21 to amend Vaccination Policy By-law 47-21.

By-law # 56-21 to confirm the meetings of Council,

RESOLUTIONS

Moved by Councillor Patterson, seconded by Councillor Brandt be it resolved that the minutes from the special meeting October 18, 2021, and the special and regular meetings October 19, 2021, be adopted as circulated.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Vella, seconded by Councillor Patterson, be it resolved that leave be given to introduce a Bill # 54 -21, being a By-law to enter into an agreement for the provision of cleaning and gardening services and further; That By-Law # 54 -21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 2nd day of November 2021.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Patterson, seconded by Councillor Brandt be it resolved that Ryerson Township Council approve the purchase of a mini pumper for the Burks Falls and District Fire Department for a budgeted price of \$350,000. plus HST; And that The Township of Ryerson's share of this purchase to be funded through their 2022 budget; And further that Ryerson Township Council authorize going to tender for the purchase of a mini pumper.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Brandt, seconded by Councillor Vella be it resolved that Ryerson Township Council accept the offer from Celia Finley to be a representative on the Burks Falls Santa Claus Parade Committee.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Vella, Sterling. No: Patterson.
(Carried)

Moved by Councillor Finley, seconded by Councillor Brandt. be it resolved that Ryerson Township Council set the 2021 Ryerson Township Office Holiday Hours as follows: Closed: December 24, 27, 28, 29, 30, 31, 2021 and January 3, 2022. Office to re-open regular hours Tuesday January 4, 2022, at 8:30 a.m.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Vella, seconded by Councillor Brandt be it resolved that Ryerson Township Council direct that recognition be provided as outlined in the amended Staff Recognition Report dated October 26, 2021.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Patterson, seconded by Councillor Finley be it resolved that leave be given to introduce a Bill # 55-21, being a By-law to amend Vaccination Policy By-law # 47-21 and further; That By-Law # 55-21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 2nd day of November 2021.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Brandt, seconded by Councillor Vella be it resolved that Ryerson Township Council authorize Joe Vella to attend the virtual ROMA Conference 2022.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Vella, seconded by Councillor Finley be it resolved that Ryerson Township Council authorize Joe Vella and George Sterling to attend the in-person Ontario Good Roads Association Conference in Toronto February 27 – March 2, 2022.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Finley, seconded by Councillor Patterson be it resolved that Ryerson Township Council authorize Celia Finley, Penny Brandt, Delynne Patterson to attend the virtual Northeast Planning Workshop November 24, 25 2021.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Patterson, seconded by Councillor Brandt be it resolved that Ryerson Township Council will support the start up cost to bring Physiotherapy to Almaguin Highlands with a onetime commitment of \$606.81

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Finley, seconded by Councillor Brandt be it resolved that Ryerson Township Council obtain a legal opinion on re-negotiation of an agreement with ACED to pay an amount reduced to 50% of the 10,000.00 levy.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Sterling. Abstain: Vella. (Carried)

Moved by Councillor Vella, seconded by Councillor Patterson be it resolved that leave be given to introduce a Bill # 56-21, being a By-law to confirm the meetings of Council and further; That By-Law # 56-21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 2nd day of November 2021.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

Moved by Councillor Brandt, seconded by Councillor Finley be it resolved that we do now adjourn at 7:27 p.m. The next regular meeting is scheduled for November 16th, 2021, at 6:00 p.m.

Recorded vote due to electronic meeting: Yes: Brandt, Finley, Patterson, Vella, Sterling.
(Carried)

MAYOR

CLERK/DEPUTY CLERK

CORPORATION OF THE TOWNSHIP OF RYERSON

LIST OF PROPOSED RESOLUTIONS

FOR COUNCIL MEETING: December 7, 2021

Item # 2.1 on Agenda Moved by Councillor Patterson, seconded by Councillor Brandt

Be it resolved that the minutes from the special and regular meetings November 02, 2021 be adopted as circulated.

Item # 4.1 on Agenda Moved by Councillor Finley, seconded by Councillor Vella

Be it resolved that Ryerson Township Council receive the report from the Waste Management Administrator regarding FoodCycler™, household organic waste diversion, and further That Council approve the recommendation for the development of an organic waste diversion initiative through the introduction of a pilot program in partnership with Food Cycle Science, utilizing Food Cycle Science's FoodCycler™ technology, and further That Council approve a Municipally subsidized purchase of 100 FoodCycler™ units.

Item # 5.1 on Agenda Moved by Councillor Brandt, seconded by Councillor Finley

Be it resolved that the Council of the Township of Ryerson agrees, in principle, to begin planning for the replacement of the Burks Falls and District Fire Hall and approves the following next steps for this project:

1. There should be some monies included in the 2022 Fire Department budget to start this project. If these monies are not spent in 2022, then they should be deposited in a building fund to be used for this project.
2. The Township of Armour will endeavour to purchase a 24-acre piece of land on the corner of Ferguson and Peggs Mountain Roads from the Ministry of Transportation. If this purchase is not feasible then other lands will be considered. Whatever land is purchased for the fire hall, it should only have one owner on title.
3. Mayor Cathy Still and Fire Chief Dave McNay will meet with EMS and establish if they would be interested in renting part of the new fire hall for EMS.
4. Based on the present information, the fire hall would need 8 bays or 4 drive through bays and EMS would need two bays or one drive through bay. After finding out if the EMS is interested, we would look at designing the building. Again, the building should only have one owner on title.

Item # 5.2 on Agenda Moved by Councillor Vella Seconded by Councillor Patterson

Be it resolved that leave be given to introduce a Bill # __-21, being a By-law to establish Shared Services Advisory Committees and appoint representatives to the committees and further; That

By-Law # __-21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 7th day of December, 2021.

Item # 5.4 on Agenda Moved by Councillor Patterson Seconded by Councillor Vella

Be it resolved that Ryerson Township Council direct that correspondence be sent to the ACED Board requesting a reduction in Ryerson's annual contribution to \$5,000. for 2022.

Item # 6.3 on Agenda Moved by Councillor Finley Seconded by Councillor Brandt

Be it resolved that leave be given to introduce a Bill # __-21, being a By-law to update and adopt the Vaccination Policy and further; That By-Law # __-21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 7th day of December, 2021.

Item # 8.1 on Agenda Moved by Councillor Vella Seconded by Councillor Finley

Be it resolved that Ryerson Township Council appoint _____ to the District of Parry Sound Social Services Administration Board Area 4 representing Armour, Burks Falls, Kearney, Perry, McMurrich/Monteith and Ryerson.

Item # 8.4 on Agenda Moved by Councillor Brandt, seconded by Councillor Patterson

Be it resolved that Ryerson Township Council authorize: _____ to attend the AMO Navigating Conflict Relationships training.

Item # 8.5 on Agenda Moved by Councillor Finley Seconded by Councillor Vella

Be it resolved that Ryerson Township Council donate _____ to Near North Crime Stoppers.

Item # 9 on Agenda Moved by Councillor Brandt Seconded by Councillor Patterson

Be it resolved that leave be given to introduce a Bill # __-21, being a By-law to enter into a Fire Dispatch agreement with West Parry Sound Health Centre and further; That By-Law # __-21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 7th day of December, 2021

Item # 9 on Agenda Moved by Councillor Brandt Seconded by Councillor Vella

Be it resolved that leave be given to introduce a Bill # __-21, being a By-law to confirm the meetings of Council and further; That By-Law # __-21 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 7th day of December, 2021.

Item # 10 on Agenda Moved by Councillor Finley Seconded by Councillor Brandt

That we move to a closed session at _____, pursuant to the Municipal Act 2001, c. 25, Section 239 (2) (d) as the subject matter being considered is regarding labour relations or employee negotiations; The general nature of the closed meeting is to discuss the Joint Building Committee employee compensation.

Item # 10.1 on Agenda Moved by Councillor Patterson Seconded by Councillor Finley

Be it resolved that Ryerson Township Council support Resolution Number 2021-031 dated November 18, 2021 from the Joint Building Committee, recommending to the member municipalities that the CBO wage be increased to 2022: \$105,000. and 2023: \$110,000.

Item # 12 on Agenda Moved by Councillor Vella Seconded by Councillor Brandt

Be it resolved that we do now adjourn at _____. The next regular meeting is scheduled for December 21, 2021 at 6:00 p.m.



STAFF REPORT

Date: November 25, 2021
To: Council
From: Amy Tilley, Waste Management Administrator
Subject: Pilot Program – Food Waste Diversion

RECOMMENDATION:

That Council receive the report from the Waste Management Administrator regarding FoodCycler™, household organic waste diversion, and further;

That Council approve the recommendation for the development of an organic waste diversion initiative through the introduction of a pilot program in partnership with Food Cycle Science, utilizing Food Cycle Science's FoodCycler™ technology, and further;

That Council approve a Municipally subsidized purchase of **100 FoodCycler™** units.

FINANCIAL IMPLICATIONS:

\$29,945 (HST & shipping included) for 100 Foodcycler™ Units. The Administrator is recommending that the units be funded through the TRI R Waste Management Budget. \$16,950 (HST included) to be reimbursed to the TRI R Waste Management Budget through the purchases of the 100 Foodcycler™ units. Average cost per household per Foodcycler™ unit \$169.50 (HST included) There is a buyback option available should all units not sell. FoodCycler™ will buyback any unsold units after a period of 1 year from the delivery date. All units must be in new and unopened condition. The municipality is responsible for return shipping to the warehouse plus a \$25/unit re-stocking fee.

\$29,945 (HST included) would be included in the Capital Expenditures, with purchases going to a Capital Revenue Account. The actual increase to the current draft would be \$12,995. \$233,965 vs \$220,970.

BACKGROUND:

FoodCycler™ has been chosen as a semi-finalist in the Government of Canada's Food Waste Reduction Challenge run by Impact Canada and Agriculture and Agri-Food Canada for their project titled: *"Residential On-Site Food Waste Diversion for Northern, Rural, and Remote Communities"*. Food Cycle Science is the result of two visionary entrepreneurs who decided to introduce green technology to the growing problem of methane emissions caused by the abundance of food waste going to landfills. The



STAFF REPORT

result is the FoodCycler, an eco-friendly machine that can reduce kitchen scraps to a nutrient-rich soil mixture in as little as 3 hours. Food Cycle Science's environmentally responsible technology allows the company to divert food waste from landfills and reduce greenhouse gas emissions, which contributes to a healthier environment for Canadians. Food Cycle Science, the Canadian company behind the FoodCycler™ is based out of Ottawa and Cornwall, Ontario. The company is actively working with municipalities across Canada to develop and support initiatives to divert food waste from landfills. The FoodCycler™ is marketed and sold globally under the FoodCycler™ and Vitamix™ brands. Through municipal programs, FoodCycler™ is able to offer significant discounts and support for their product. Additional information about the FoodCycler™ municipal program can be found in Appendix A attached.

ABOUT THE FOODCYCLER:

The FoodCycler™ is a closed-loop indoor compost alternative, which speeds up the natural decomposition process through aerobic digestion of waste. The unit dries and grinds food waste into a dry, odorless, nutrient dense by-product that is significantly reduced in weight and volume from its unprocessed state. The product is free from bacteria and weed seeds and food-borne pathogens are eliminated in the process.

The FoodCycler™ is easy use and only requires one cubic foot of space on your counter and a power outlet in order to get started. Simply toss your food scraps into the bucket, press the button, and you're done.

The FoodCycler™ breaks down food waste into a tenth of its original volume and creates a nutrient-rich fertilizer you can add to your gardens. The carbon filtration system eliminates odors, making it perfect for indoor use. The list of items that can go into the FoodCycler™ is very general.

The FoodCycler™ addresses the desire and need for managing organic waste at home and overcomes some of the primary reasons that people do not home compost, that being the potential for wildlife issues and also storing the organic material until it can be disposed of.

THE ITEMS INCLUDE:

Most fruit and vegetable scraps, cereals, cheese, eggs and shells, coffee grounds, tea bags, pet food, meat, fish, poultry scraps, chicken and fish bones and more.

The FoodCycler™ is not intended to eliminate backyard composting or any of the other great composting/food waste recycling processes, but is an alternative. Food cycling could be one of the tools utilized in an organic waste diversion strategy. There is a 1-



STAFF REPORT

year standard manufacturer's warranty starting on date of delivery of all FoodCycler™ units to the Municipality. Food Cycle Science will repair or replace any defects during that time. Extended warranties may be purchased at an additional cost.

BENEFITS OF THE FOODCYCLER™:

- Up to 90% volume reduction
- Quiet, compact, odourless operation
- Easy to clean, easy to operate, no special training or skills required
- Quick (compared to composting, processing food waste in hours, instead of months)
- Produces a valuable soil amendment, low in odour and less attractive to wildlife.
- Reduces greenhouse gas (GHG) impact vs landfill.

ANALYSIS:

Diversion of organic waste from landfills is an important component in reducing greenhouse gas emissions from the waste sector and achieving the goal of a zero-waste future. Ontario's waste stream is comprised of approximately 32% organic waste. Methane gas, produced during the decomposition of organic materials in an anaerobic (no oxygen) environment such as in landfilling, is 25 times more damaging to the environment than carbon dioxide.

The Province of Ontario has identified keeping food and organic waste out of the disposal stream as a high priority for the province. The Province of Ontario Food and Organic Waste Policy Statement (published April 30, 2018) included targets for waste reduction and resource recovery of food and organic waste in larger municipalities, multi-unit residential buildings, industrial and commercial facilities, educational institutions, and hospitals from 50% to 70% by 2025. While these targets are not applicable to our Municipalities, they do give an idea of the scale of diversion that is being worked on across the province. For municipalities such as ours, where targets do not apply, the policy has other requirements including:

Section 3.3: Municipalities shall develop and implement their own promotion and education programs aimed at preventing food waste. The focus of the education program should primarily be on reaching consumers directly through information that will assist consumers in preventing and reducing food waste.



STAFF REPORT

Section 4.6: Where collection of food and organic waste is not provided, municipalities shall provide for the resource recovery of food and organic waste through means such as home composting, community composting and local event days.

While backyard composting is a valuable and viable tool for organics diversion, it also has its challenges. Fears about attracting wildlife seems to be the number one issue that keeps people from utilizing backyard composters. While proper composting can reduce the attraction of wildlife, it is a concern that residents have making some hesitant to even consider backyard composting. Staff will be working with FoodCycler™ to draft a proposal for introducing the community to this new compost alternative with the goal of having 100 homes within the three municipalities utilizing the FoodCycler™ in the next year. Food Cycle Science is looking to receive high-quality data from the pilot program participants regarding food waste diversion, as well as receive high-quality feedback from residents, staff, and council regarding the feasibility of a FoodCycler™ food waste diversion program for our community and similar communities (data to be submitted to Impact Canada). It would also demonstrate the viability of the technology and solutions in a municipal setting so the model can be redeployed in other similar communities in Canada. Residents who purchase a unit will be required to track weekly usage of the FoodCycler™ during each week for 12 weeks. At the end of the 12 weeks, residents must report their usage and answer a number of survey questions. This pilot program has several benefits, such as an opportunity to trial a homebased food waste diversion solution at a cost well below market prices, reduce food waste going to the landfill which supports local climate change goals, opportunity to bring new technology to residents at an affordable price, and an opportunity to obtain data that could be used to help develop a future organic waste diversion program.

Food Cycle Science made a presentation to the Village of Burks Falls Council on November 23, 2021. Council was interested, but concerned with participation rates as its just as easy to put it out at the curb. Armour's Council reviewed the information in an email from the Administrator the following day and expressed strong support to participate in the pilot program. Unfortunately, this information comes to us late in the year and we only have until December 31st, 2021 to express an interest and receive the Municipal discount and the contribution from Impact Canada.

This staff report will be reviewed with Armour's Council on December 14th, 2021 and it is anticipated that support and direction will be given.

Amy Tilley, Waste Management Administrator

FoodCycler + Impact Canada – Municipal Solutions Program

FoodCycler has been chosen as a semi-finalist in the Government of Canada's *Food Waste Reduction Challenge* run by Impact Canada and Agriculture and Agri-Food Canada for our project titled: **"Residential On-Site Food Waste Diversion for Northern, Rural, and Remote Communities"**.

FoodCycler has received federal funding from the Impact Canada and Agriculture and Agri-Food Canada's [Food Waste Reduction Challenge](#) to expand our municipal residential food waste diversion program. We are currently working with **eighteen Canadian municipalities across six provinces/territories**. The municipal program comes with direct investment into your community to offset the cost of the program. We are seeking additional implementation partners to be part of this Pilot Project, lasting 12-weeks. Our pilot project ranges anywhere from 50 households to 250 households.

Which pilot scope is recommended for my municipality?

We recommend municipalities to choose their pilot scope based on their municipality's population (see chart below).

Municipality Population	Pilot Scope	Municipal Investment*
<2500 residents	50 households	\$5,000 + shipping
2500 – 10,000 residents	100 households	\$10,000 + shipping
>10,000 residents	250 households	\$25,000 + shipping

Please note that these are suggestions based on our experience. FCS is open to explore other program sizes or adjust the subsidy amount that is tailored to your needs and/or budget.

**HST not included*

The FoodCycler Impact Canada pilot program is built using a subsidy model where FCS provides a discount to municipalities that are purchasing FoodCyclers. In addition to the FCS discount, an additional discount is added through the federal investment from Impact Canada, which gets the unit reduced by 50%. We then ask the municipality to subsidize the cost by \$100 per unit (plus shipping). Using this model, the resident has the opportunity to purchase a \$500 FoodCycler at a discounted price of \$150. Residents can keep the FoodCycler after the 12-week pilot.

Additional benefits for municipalities:

- Opportunity to trial a food waste diversion solution at a cost well below market prices
- Reduce food waste going to landfill which supports local climate change goals
- Opportunity to bring new technology to residents at an affordable price
- Obtaining data that could be used to develop a future organic waste diversion program

FoodCycler Technology – What is a FoodCycler?

The FoodCycler FC-30 can process ~2 litres of food waste per cycle and converts it into a nutrient-rich soil amendment that can be added to plants / gardens or pelletized for home heating purposes. Power consumption per cycle is ~0.8 kWh.

Every FoodCycler deployed is estimated to divert at least 2 tonnes of food over its expected lifetime. Based on market rates of \$100/tonne of waste, 50 households participating would divert 100 tonnes of food waste and save the municipality an estimated \$10,000.00 in costs. Please note that this analysis is based on market rates and depending on remaining landfill lifespan and closure costs, local rates for waste disposal may vary.

Every tonne of food waste diverted from landfill is estimated to reduce greenhouse gas emissions by 1.3 tonnes of CO₂e before transportation emissions. Based on this, 50 households could divert approximately 130 tonnes of greenhouse gas emissions.

Sample: Pricing and Financial Terms**Option for 50 Households**

A pilot program with 50 participating households/residents is proposed based on financial contributions as follows.

The municipal would first buy the units at a subsidized rate discounted by FCS and by Impact Canada contribution. We recommend that the municipality invest in 100\$ per unit, which would reduce the cost of the FoodCycler for residents to a 150\$. Residents can then buy a 500\$ unit for 150\$.

Retail price:	\$25,000.00 + HST (\$500/unit * 50 units)
Less: Municipal Discount	-\$10,000.00 + HST
Less: Impact Canada Contribution	-\$2,500.00 + HST
Less: Municipal Investment	-\$5,000.00 + HST
Total cost to residents:	\$7,500.00 +
HST for 50 residents	

Average cost per household per unit

\$150.00 + HST

Estimated Shipping cost: **\$1,000.00** + HST
The cost of shipping will be based on actual cost incurred at time of shipment.

Net Cost to Municipality before HST **\$6,000.00** + HST

An invoice to the municipality would contain the following line items:

50 FC-30 Units	\$12,500.00	
Shipping charges	\$1,000.00	(estimate)
HST	\$1,755.00	
Total Invoice	\$15,255.00	(Minus the recoverable amount of 150\$/unit = net cost to municipality)

Net Cost to Municipality including HST **\$6,780.00**

FAQ

THE FOODCYCLER

What is the power usage for the FoodCycler?

Each cycle consumes approximately 0.8 kWh, which is equivalent to having a desktop computer running for the same amount of time as the cycle. Dependent on where you live, the regular use of the FoodCycler™ should not cost you more than \$2-\$4 per month.

How long will my FoodCycler last?

The FoodCycler's average life span is estimated to be at least 6-7+ years when operated following all instructions (depending on the usage). FoodCyclers have been in production since 2014 and the vast majority of them are still fully functioning. In addition, FCS offer a 1-year standard manufacturer's warranty starting on the date of delivery of all FoodCycler units to our municipal partners. Extended warranties may also be purchased at additional cost.

How does my FoodCycler reduce greenhouse gas emissions?

The FoodCycler™ is comparable in CO₂e emissions to central composting (before transportation emissions) and backyard composting (if done correctly). FoodCycler™ offers a >95% reduction in CO₂e compared to sending food waste to landfill.

How often do I need to replace the filter? Where can I buy them?

The carbon filters last anywhere from 3 to 6 months with regular use. The filter light sensor is a guide only - the best indication of whether your filters require replacement is odour.

The FoodCycler requires a set of filters to function. The municipal retail price is at \$22.12+taxes included for a set of filters. The filters can also be purchased on vitamix.com, retailing at approximately \$29.95+taxes.

The filters are composed of PP5 plastic and therefore can be recycled. First, however, you will need to carefully prise off the top of the filter and empty out the carbon powder contained within. This powder is safe and can be put in the garbage, compost pile, or directly in your garden. Refillable filters are coming soon.



Does the FoodCycler come in different sizes or volumes?

As of 2021, we only offer one model of FoodCycler. The unit has a 2.5L bucket capacity. An extra bucket may be purchased to collect food waste when the bucket is in use which can effectively “double your capacity”. Each machine typically can run two cycles per day when alternating buckets. FCS is planning to release a new model in 2022 with larger capacity.

We are aware that some households generate more food waste than the FoodCycler. We are aware that our current capacity may not be optimal for certain households (ex. larger households, share house etc.). FCS is proactively working to expand and explore options to accommodate bigger households and potentially small businesses, so that community members may access these technologies at a size that suits their needs.

What can I do with the by-products?

There are many uses for your FoodCycler’s byproducts. Please refer to the FoodCycler Municipal Pilot Program Resident Guide for more information.

Do you have any questions about the mechanisms of the FoodCycler?

Visit <https://www.foodcycler.com/faq> for more information or contact us at info@foodcycler.com.

THE FOODCYCLER IMPACT CANADA PILOT PROGRAM

What happens if the municipality can’t sell the units ordered?

FCS will offer support at the marketing and promotional level to help ensure the visibility of the Pilot Program in your community. We will send you marketing materials, including a 1-page flyer, a resident guide and any graphics to help support marketing efforts.



Based on our experience, we have confidence that the units will be sold. However, we do understand your concern, and for this reason, we do have a buy-back clause in place if the units are not sold (plus a small restocking fee of 25\$/unit and shipping fee).

Which pilot scope is recommended for my municipality?

We recommend municipalities to choose their pilot scope based on their municipality's population (see chart below).

Municipality Population	Pilot Scope	Municipal Investment*
<2500 residents	50 households	\$5,000 + shipping
2500 – 10,000 residents	100 households	\$10,000 + shipping
>10,000 residents	250 households	\$25,000 + shipping

*Please note that these are suggestions based on our experience. FCS is open to explore other program sizes or adjust the subsidy amount that is tailored to your needs and/or budget. *HST not included*

What is the difference between the retail pricing vs. the municipal pricing? How much is subsidized through the Impact Canada funding?

The FoodCycler Impact Canada pilot program is built using a subsidy model where FCS provides a discount to municipalities that are purchasing FoodCyclers. In addition to the FCS discount, an additional discount is added through the federal investment from Impact Canada, which gets the unit reduced by 50%. We then ask the municipality to subsidize the cost by \$100 per unit (plus shipping). Using this model, the resident has the opportunity to purchase a \$500 FoodCycler at a discounted price of \$150. Residents can keep the FoodCycler after the 12-week pilot.

What are available after the subsidies have been exhausted?

We are open to exploring additional funding opportunities with our potential partners.



In addition, we not only meet but exceed the criteria required under the Federation of Canadian Municipality's (FCM) Green Municipal Fund (GMF). We would provide support for an application for this grant.

How many municipalities are currently involved in the Pilot Program?

We are working with nineteen Canadian municipalities across six provinces/territories. FCS is currently seeking additional implementation partners to be part of this program which comes with direct investment into your community to offset the cost of the program.

STILL HAVE QUESTIONS?

Ami Gagné

Project Coordinator, Municipal Solutions

Email: amig@foodcycler.com

Phone: 613-700-4682

Christina Zardo

Manager of Municipal Solutions

Email: christinaz@foodcycler.com

Phone: 613-402-7999



THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

MEETING NOTES

November 9, 2021

Representatives from the Township of Ryerson, the Village of Burk's Falls and the Township of Armour met on Tuesday November 9, 2021 at 10:00 a.m. in the Council chambers of the Township of Armour.

Those in attendance for were:

The Township of Ryerson was represented by Mayor George Sterling, CAO/Clerk, Judy Kosowan, Treasurer, Brayden Robinson, Fire Chief, Dave McNay and Deputy-Fire Chief, Ken Stevenson.

The Village of Burk's Falls was represented by Councillor Jarvis Osborne and CAO/Clerk Nicky Kunkel.

The Township of Armour was represented by Reeve Bob MacPhail and Clerk-Treasurer/Administrator John Theriault.

PRIORITIES

The representatives discussed how the three partner municipalities should prioritize the large projects which are facing the shared services. The partners are presently looking at the replacement of the Union Library and the Burk's Falls & District Fire Hall.

The discussion included the possibility of building a facility which would be able to house a new fire hall, library and EMS. The representatives did not think that where we are presently looking at building the new fire hall would be a good place for a library, but including the EMS would be feasible.

The representatives agreed that the new fire hall would take priority over a new library.

GOING FORWARD

The representatives discussed how to go forward with the replacement of the Fire Hall and agreed to the following next steps:

1. There should be some monies included in the 2022 Fire Department budget to start this project. If these monies are not spent in 2022, then they should be deposited in a building fund to be used for this project.
2. The Township of Armour will endeavour to purchase a 24-acre piece of land on the corner Ferguson and Peggs Mountain Roads from the Ministry of transportation. If this purchase is not feasible then other lands will be considered. Whatever land is purchased for the fire hall, it should only have one owner.

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

MEETING NOTES

November 9, 2021

3. Mayor Cathy Still and Fire Chief Dave McNay will meet with EMS and establish if they would be interested in renting part of the new fire hall for EMS.
4. Based on the present information, the fire hall would need 8 bays or 4 drive through bays and the EMS would need two bays or one drive through bay. After finding out if the EMS is interested, we would look at designing a building. Again, the building should only have one owner.

The representatives are asking that a resolution be passed by each partner's Council supporting this plan.



CORPORATION OF THE TOWNSHIP OF ARMOUR

RESOLUTION

Date: November 9, 2021

Motion # _____

That the Council of the Township of Armour agrees, in principle, to begin planning for the replacement of the Burk's Falls & District fire hall and approves the following next steps for this project:

1. There should be some monies included in the 2022 Fire Department budget to start this project. If these monies are not spent in 2022, then they should be deposited in a building fund to be used for this project.
2. The Township of Armour will endeavour to purchase a 24-acre piece of land on the corner Ferguson and Peggs Mountain Roads from the Ministry of Transportation. If this purchase is not feasible then other lands will be considered. Whatever land is purchased for the fire hall, it should only have one owner.
3. Mayor Cathy Still and Fire Chief Dave McNay will meet with EMS and establish if they would be interested in renting part of the new fire hall for EMS.
4. Based on the present information, the fire hall would need 8 bays or 4 drive through bays and the EMS would need two bays or one drive through bay. After finding out if the EMS is interested, we would look at designing a building. Again, the building should only have one owner.

Moved by:

Blakelock, Rod	<input type="checkbox"/>
Brandt, Jerry	<input type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input type="checkbox"/>
Whitwell, Wendy	<input type="checkbox"/>

Seconded by:

Blakelock, Rod	<input type="checkbox"/>
Brandt, Jerry	<input type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input type="checkbox"/>
Whitwell, Wendy	<input type="checkbox"/>

**Carried /
Defeated**

Declaration of Pecuniary Interest by: _____

Recorded vote requested by: _____

Recorded Vote:

Blakelock, Rod
Brandt, Jerry
MacPhail, Bob
Ward, Rod
Whitwell, Wendy

For

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Opposed

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>



CORPORATION OF THE TOWNSHIP OF ARMOUR

RESOLUTION

Date: November 9, 2021

Motion # 10

That the Council of the Township of Armour agrees, in principle, to begin planning for the replacement of the Burk's Falls & District fire hall and approves the following next steps for this project:

1. There should be some monies included in the 2022 Fire Department budget to start this project. If these monies are not spent in 2022, then they should be deposited in a building fund to be used for this project.
2. The Township of Armour will endeavour to purchase a 24-acre piece of land on the corner of Ferguson and Peggs Mountain Roads from the Ministry of Transportation. If this purchase is not feasible then other lands will be considered. Whatever land is purchased for the fire hall, it should only have one owner on title.
3. Mayor Cathy Still and Fire Chief Dave McNay will meet with EMS and establish if they would be interested in renting part of the new fire hall for EMS.
4. Based on the present information and considering potential growth over the next fifty (50) years, the fire hall would need 8 bays or 4 drive through bays and the EMS would need two bays or one drive through bay. After finding out if the EMS is interested, we would look at designing a building. Again, the building should only have one owner on title.

Moved by:

Blakelock, Rod ☒
 Brandt, Jerry ☐
 MacPhail, Bob ☐
 Ward, Rod ☐
 Whitwell, Wendy ☐

Seconded by:

Blakelock, Rod ☐
 Brandt, Jerry ☒
 MacPhail, Bob ☐
 Ward, Rod ☐
 Whitwell, Wendy ☐

Carried /
 Defeated

Declaration of Pecuniary Interest by:

Recorded vote requested by:

Recorded Vote:

Blakelock, Rod
 Brandt, Jerry
 MacPhail, Bob
 Ward, Rod
 Whitwell, Wendy

For

☐
☐
☐
☐
☐

Opposed

☐
☐
☐
☐
☐



The Municipality of the
VILLAGE OF BURK'S FALLS

Moved By: *Garvin Osler* Date: November 12, 2021
Seconded By: *[Signature]* Resolution # 2021-

Be it resolved;

That the Council for the Village of Burk's Falls hereby approve the purchase of a mini-pumper for the Burk's Falls and District Fire Department for a budgeted price of \$350,000 plus HST; and

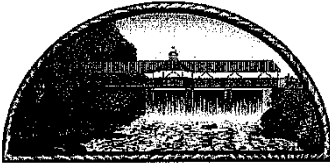
Further that it is understood the mini-pumper will be ordered prior to the final Fire Department budget approval for 2022 in order to receive it within the 2022 fiscal year.

Recorded Vote requested by: _____

Jarvis Osborne	for / opposed
Lisa Morrison	for / opposed
Rex Smith	for / opposed
John Wilson	for / opposed
Cathy Still	for / opposed

Pecuniary Interest declared by:

☒ Carried ☐ Defeated ☐ Deferred
[Signature] *[Signature]* *[Signature]*
Mayor



The Municipality of the
VILLAGE OF BURK'S FALLS

Moved By: [Signature] Date: November 12, 2021

Seconded By: [Signature] Resolution # 2021-_____

Be it resolved;

That the Council for the Village of Burk's Falls hereby agrees in principle, to begin planning for the replacement of the Burk's Falls & District Fire Hall and approves the following next steps for this project:


1. Costs be included in the 2022 Fire Department to start the project. If the monies are not spent in 2022 they should be deposited in a building fund to be used for this project.
2. The Township of Armour endeavour to purchase a 24-acre piece of land on the corner of Ferguson and Peggs Mountain roads from the Ministry of Transportation. If this purchase is not feasible then other lands will be considered. Whatever land is purchased for the fire hall it should only have one owner on title.
3. Mayor Cathy Still and Fire Chief Dave McNay will meet with EMS and establish if they would be interested in renting part of the new fire hall for EMS.
4. Based on the present information and considering the potential future growth, the fire hall will need 8 bays or 4 drive through bays and the EMS would need two bays or one drive through bay. After finding out if the EMS is interested, we would look at designing a building. Again, the building should only have one owner on title.

Recorded Vote requested by: L. Morrison

Jarvis Osborne	(for) / opposed
Lisa Morrison	for / (opposed)
Rex Smith	(for) / opposed
John Wilson	(for) / opposed
Cathy Still	for / opposed

Pecuniary Interest declared by:

✓ Carried	Defeated	Deferred
[Signature] Mayor	[Signature]	[Signature]

	Staff Report
To:	Ryerson Township Council
From:	Judy Kosowan CAO/Clerk/Deputy Treasurer
Date of Meeting:	December 7, 2021
Report Title:	Shared Services Proposed Advisory Committees
Report Date:	November 30, 2021

Recommendation:

That Ryerson Township consider the information regarding the proposal to establish three Advisory Committees for each of the three shared services: Arena, Fire, Landfill.

Council's comments will be forwarded to Burk's Falls and Armour.

Purpose:

At the Tri-Council meeting October 25, 2021, Armour proposed instituting shared services advisory committees. Armour would like to see improved communications relating to each of the shared services. Attached is information and draft terms of reference received from Armour Township.

Background:

Prior to the current shared services agreement that was established in 2018, the three municipalities administered the shared services jointly using Tri-Council committees. The 2018 agreement abolished the committees, and each municipality took over responsibility for administering one shared service.

Maintaining good communications between the municipalities and the shared services continues to be important. The current agreement does allow for extra Tri-Council meetings at the call of the Heads of Council if something important or an emergency situation arises and needs to be discussed. In addition, reports are provided to the Councils from each shared service.

Considerations:

We have asked Susan Shannon to consider the proposal from the perspective of operational efficiency and effective governance. A summary of her comments is as follows:

It seems like over-kill for three small municipalities. It might create conflict amongst the municipalities with so many personalities involved, which would be detrimental to the current good working relationships.

Six members making up a committee is a bit unusual because it could deadlock decision making with no odd number to break a tie. It may also increase costs for all three municipalities as a result of the additional per diems.

The current agreement does allow for extra meetings as may be needed. However, if they want council members to be more involved and/or perhaps better informed, it may be better to have one Shared Services Advisory Committee that reviews all three services, with quarterly meetings.

Judy Kosowan

From: John Theriault (Clerk-Treasurer Administrator) <clerk@armourtownship.ca>
Sent: November 24, 2021 3:20 PM
To: Judy Kosowan; 'Nicky Kunkel'
Subject: Shared Services Advisory Committees
Attachments: 22 Jan 01 - Terms of Reference - shared services advisory cttee.docx; By-law # -2021 - to establish shared services cttees.docx

Good afternoon,

Since it was Armour's idea to propose instituting shared services advisory committees, Council asked me to create terms of reference for these committees. At their meeting last night, Council reviewed the by-law and terms of reference for the shared services advisory committees and requested that I forward them to our partners for their review and comments.

If your Council's are satisfied with what we are proposing or if they have any changes they would like to see, please advise.

If you have any questions or require more information, please contact me.

Regards,

John Theriault, AMCT
Clerk-Treasurer/Administrator

Township of Armour
56 Ontario Street, Box 533
Burk's Falls, Ontario P0A 1C0
Email: clerk@armourtownship.ca
Tel: 705-382-3332 ext. 22
Fax: 705-382-2068

SHARED SERVICES ADVISORY COMMITTEES

TERMS OF REFERENCE

January 1st, 2022

1. Definitions

“Approval” means that the approval of the majority of the committee members.

“Partners” means the Township of Armour, the Township of Ryerson and the Village of Burk’s Falls.

“Shared Services” are the three services included in the Shared Services Agreement, namely the Burk’s Falls & District Fire Department, the Armour Ryerson & Burk's Falls Memorial Arena and the TRI R Waste Management.

“Staff” means an employee of one of the partners.

“Township of Armour” means The Municipal Corporation of the Township of Armour.

“Township of Ryerson” means The Corporation of the Township of Ryerson.

“Village of Burk’s Falls” means The Corporation of the Village of Burk’s Falls.

2. Objectives/Goals

The Shared Services Advisory Committees will endeavor to improve understanding, communications and cooperation between the partners on all matters concerning the shared services.

3. Mandate

The Shared Services Advisory Committees shall:

- Promote good communication between the partners.
- Encourage cooperation between the partners on all issues regarding the shared services.
- Make recommendations to the partners relating to the shared services.
- Provide a positive environment for the partners to resolve any issues in connection with the shared services.
- Review any new proposed policies for the shared services and recommend changes, if required.

4. Composition

4.1 There shall be three Shared Services Advisory Committees, these are:

- The Arena Advisory Committee
- The Fire Advisory Committee
- The Waste Management Advisory Committee

4.2 The Arena Advisory Committee shall be made up of:

- A Chair, who will be a Council member of the Village of Burk's Falls
- A Vice-Chair who will be a Council member of the Village of Burk's Falls
- Two Council members of the Township of Armour
- Two Council members of the Township of Ryerson
- One staff from the Village of Burk's Falls who will be the Secretary for the committee.

4.3 The Fire Advisory Committee shall be made up of:

- A Chair, who will be a Council member of the Township of Ryerson
- A Vice-Chair who will be a Council member of the Township of Ryerson
- Two Council members of the Township of Armour
- Two Council members of the Village of Burk's Falls
- One staff from the Township of Ryerson who will be the Secretary for the committee.

4.4 The Waste Management Advisory Committee shall be made up of:

- A Chair, who will be a Council member of the Township of Armour
- A Vice-Chair who will be a Council member of the Township of Armour
- Two Council members of the Village of Burk's Falls
- Two Council members of the Township of Ryerson
- One staff from the Township of Armour who will be the Secretary for the committee.

5. Administration

5.1 The Shared Services Advisory Committees shall meet quarterly in March, June, September and December or at the call of the Chair.

5.2 The Chair of each committee shall create an agenda for each meeting and circulate it to all members of the committee at least three (3) days before the scheduled date of the meeting.

5.3 The agenda will include a section entitled "Business Arising from the Previous Meeting" which will list items which needed to be completed from the previous meeting.

5.3 The Secretary will take notes of the meetings and circulate the notes to all of the partners.

5.4 Each Council representative is responsible to report to their Council what was discussed at the Shared Services Advisory Committee meetings and to report their Council's wishes to the Committee.

5.5 All members of the Shared Services Advisory Committee are subject to the Code of Conduct of the partner which manages the shared service.

5.6 The quorum for a committee meeting is four (4) members, including the staff member.

6. Roles

6.1 The role of the Chair is to:

- Preside over the committee meetings using the procedural by-law from the partner which manages the shared service.
- Provide leadership to the committee to encourage that its activities remain focused on its mandate as an Advisory Committee.
- Recognize each member's contribution to the committee's work.
- Liaise with their Council on a regular basis.

6.2 The role of the Vice-Chair is to:

- Replace the Chair when he/she is absent.
- Have all of the authority of the Chair in his/her absence.

6.3 The role of the Committee Members is to:

- Ensure that the mandate of the Shared Services Advisory Committees is being fulfilled.
- Prepare to actively participate in discussion items and provide the committee with solid, factual information regarding agenda items.
- Notify the Chair or Vice-Chair if they are unable to attend a meeting.

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF RYERSON

BY-LAW # ____ -21

Being a by-law to establish Shared Services Advisory Committees
and appoint Ryerson representatives to these committees

WHEREAS Section 8(1) of the *Municipal Act*, S.O. 2001, c. 25, as amended, shall be interpreted broadly so as to confer broad authority on municipalities to enable municipalities to govern their affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;


NOW THEREFORE the Council of The Municipal Corporation of the Township of Ryerson hereby enacts as follows:

1. That an Arena Advisory Committee be established as a Committee of Council and that _____ and _____ be appointed as Council representative on this committee.
2. That a Fire Advisory Committee be established as a Committee of Council and that _____ and _____ be appointed as Council representatives on this committee.
3. That Waste Management Advisory Committee be established as a Committee of Council and that _____ and _____ be appointed as Council representatives and the Waste Management Administrator or his/her designate be appointed as the staff member on this committee.
4. That these committees follow the Terms of Reference attached as Schedule A to this By-law and forming part of this By-law.
5. That appointments to the different committees listed above shall remain in place until the member provides the Township with notice of resignation or withdrawal, or until the committee is disbanded, or until the next term of Council, whichever comes first.
6. That, should changes to appointments as listed above be necessary due to vacancies created for various reasons, Council shall have the authority to make appointment or to fill a vacancy by resolution, and that said resolution shall be in effect only until a new By-law is enacted at the beginning of each new term of Council.
7. The Clerk of the Township of Ryerson is hereby authorized to make any minor modifications or corrections of an administrative, numeric, grammatic, semantic or descriptive nature or kind to the by-law and schedule(s) as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.
8. That this by-law shall come into force and effect on the date of passing.

Read a First, Second and Third
time, signed and the seal of the
Corporation affixed thereto and
finally passed in Council this
____ day of December, 2021.

MAYOR

CLERK/DEPUTY CLERK

	Staff Report
To:	Ryerson Township Council
From:	Judy Kosowan CAO/Clerk/Deputy Treasurer
Date of Meeting:	December 7, 2021
Report Title:	Updated Draft Noise By-law
Report Date:	November 26, 2021

Recommendation:

Received for information purposes. Council comments and direction required.

Purpose/Background:

Attached is an updated draft noise by-law, for review.

Generators:

Schedule 'A' lists the Prohibitions. The standard prohibited period of time for consideration is from 11 p.m. to 7:00 a.m., other than for construction.

Generators are noted under # 11 in Schedule 'A'. The suggestion is to prohibit running generators between 1 p.m. and 5 p.m. other than during power outages or during construction. Then prohibiting generators from 9:00 p.m. until 7:00 a.m.

Exemptions:

Some concern has been noted about medical exemptions to the by-law. Section 5 addresses those concerns.

If someone requires a medical related exemption they would apply for the exemption. (Personal medical information would not be required)

As noted previously, the Township has granted exemptions for Harvest Festival and also for temporary extended hours for gravel crushing. Staff will be developing a reference guide/checklist of items to use as a resource when assessing noise by-law exemptions.

Once Council has provided comments and are satisfied with the draft by-law. It will go to the municipal solicitor for another review and then it goes to the Attorney General for approval of the set fines.

By-law Enforcement Officer, Caitlin Deevey will be available by phone during the meeting to answer questions, if needed.

THE CORPORATION OF TOWNSHIP OF RYERSON
BY-LAW NUMBER _____ -21
Noise Control By-law

BEING A BY-LAW TO REGULATE NOISE IN THE TOWNSHIP OF RYERSON

WHEREAS Section 129 of the Municipal Act 2001, S.O. c. 25 as amended authorizes the municipality to prohibit and regulate with respect to noise; and

WHEREAS it is expedient to exercise the power conferred upon the Council by the Environmental Protection Act, R.S.O. 1990, chap. E19, as amended and other statutory authority; and

AND WHEREAS it is the policy of the Council to reduce and control excessive or nuisance noise or vibration, to protect the public health and safety, and preserve the tranquility in the Township of Ryerson;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF RYERSON ENACTS AS FOLLOWS:

SHORT TITLE

1. This By-law may be referred to as the “Noise Control By-law”.

DEFINITIONS

2. In this by-law:
- a) **"appliance"** means a household device whether fixed or portable;
 - b) **"applicant"** means the person or persons seeking an exemption of either a temporary or permanent nature from the provisions and requirements of this Bylaw;
 - c) **"By-law Enforcement Officer"** means the By-Law Enforcement Officer appointed by the Township of Ryerson or their agent, other staff appointed as an Officer for the Township;
 - d) **"construction"** includes the erection, alteration, repair, dismantling, demolition, structural maintenance, painting, moving, land clearing, earth moving, grading, excavating, the laying of pipe and conduit whether above or below ground level, street and highway building, concreting, equipment installation and alteration and the structural installation of construction components and materials in any form or for any purpose and includes any work in connection there with;
 - e) **"construction equipment"** means any equipment or device designed and intended for use in construction or material handling, including but not limited to, air compressors, pile drivers, pneumatic or hydraulic tools, bulldozers, tractors, excavators, trenchers, cranes, derricks, loaders, scrapers, pavers, generators, off-highway haulers or trucks, ditchers, compactors and rollers, pumps, concrete mixers, graders, or other material handling equipment;

- f) **"conveyance"** includes a vehicle and any other device employed to transport a person or persons or goods from place to place but does not include any such device or vehicle if operated only within a building;
- g) **"Council"** means the Council of The Corporation of the Township of Ryerson;
- h) **"electronic device"** means a device intended primarily for the production, reproduction or amplification of sound, including, but not limited to, any musical instrument, radio receiver, television receiver, recorder, phonograph, loudspeakers, amplifiers, microphones or reproducers or any combination of such equipment, including devices used in the reproduction of music, speech or other sounds;
- i) **"emergency vehicles and equipment"** means any emergency services vehicle including fire trucks, ambulances, police vehicles, utility emergency vehicle, loud speakers or emergency siren, and any other method of acquiring the public's attention during an emergency situation owned or operating on behalf of the Township of Ryerson, the Province of Ontario, the government of Canada or such agencies including but not limited to Union Gas, Hydro One;
- j) **"excessive noise"** means noise under human control and is of such a nature as to interfere with the peace, comfort, and convenience of any person at a point of reception occurring at restrictive times; The person making the complaint must not be in or at the same place where the noise is being emitted.
- k) **"generator"** means a device which consumes fuel to produce electrical power;
- l) **"highway"** includes a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct or trestle designed and intended for, or used by, the general public for the passage of vehicles;
- m) **"motorized conveyance"** means a conveyance propelled or driven otherwise than by muscular, gravitational or wind power;
- n) **"noise"** Any excessive or unusually loud sound
- o) **"owner"** means the registered owner of the land from which noise originates, and includes a trustee acting on behalf of the registered owner, the estate of a registered owner and a person with a leasehold interest in the land;
- p) **"person"** means any individual, corporation, partnership, company, association or party and the heirs, executors, administrators of other legal representative of such person to whom context can apply according to law; shall include any group of person comprising a society or other organization and shall include the plural wherein the context requires. Wherever the word "he" or "him" is used, it shall mean and include the feminine or neutral gender wherever the context so requires.

- q) **"point of reception"** means any place on a property where sound or vibration is heard, the source of which does not originate from same property;
- r) **"public park"** means any open space or recreational area, owned or controlled by The Corporation of the Township of Ryerson;
- s) **"service vehicle"** means a vehicle operated by or on behalf of the Township of Ryerson or private contractor
- t) **"Special Event Permit"** means permission given by the Township to an Applicant to hold a Special Event as defined in the current Special Event Policy, as amended;
- u) **"Township"** means the geographic area comprising the Township of Ryerson.

3. PROHIBITIONS

- 3.1 No person or owner shall emit, cause or permit the emission of noise, which is clearly audible to a person at a point of reception, resulting from an act listed in **Schedule 'A'- Prohibitions** within the prohibited time shown for such act

4. GENERAL EXEMPTIONS

- 4.1 Notwithstanding any other provision of this by-law, it shall be lawful to emit or cause or permit the emission of sound or vibration in connection with emergency measures undertaken:
 - a) for the immediate health, safety or welfare of the inhabitant or any of them' or
 - b) for the preservation or restoration of property;unless such sound or vibration is clearly of a longer duration, or nature more disturbing than is reasonably necessary to accomplish such emergency purpose.
- 4.2 The operation of service vehicles

5. GRANT OF EXEMPTION BY COUNCIL

- 5.1 Notwithstanding anything contained in this by-law, any person may make application to Council to be granted an exemption from any of the provisions of this by-law with respect to any source of sound or vibration for which he might be prosecuted. Council, by resolution, may refuse to grant any exemption or may grant the exemption applied for or any exemption of lesser effect. Any exemption granted shall specify the time period, not in excess of six (6) months during which it is effective and may contain such terms and conditions as Council sees fit
- 5.2 In deciding whether to grant the exemption, Council shall give the applicant and any person opposed to the application an opportunity to be heard and may consider such other matters as it sees fit
- 5.3 Breach of terms and conditions by the applicant shall render the exemption null and void

6. SEVERABILITY

- 6.1** If a Court of competent jurisdiction should declare any section or part of a section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of the by-law and it is hereby declared that the remainder of the by-law shall be valid and shall remain in force.

7. PENALTIES

- 7.1** Every person who contravenes any provision of this by-law is guilty of an offence and on conviction is liable to a fine as provided for in the Provincial Offences Act R.5.0 1990, c. P. 33.
- 7.2** Every person guilty of an offence under this by-law may, if permitted under the Provincial Offences Act, pay a set fine and the Chief Judge of the Ontario Court Provincial division, shall be requested to establish set fines in accordance with **Schedule “B”** attached to this by-law

8. POWER OF ENTRY

- 8.1** A By-Law Enforcement Officer, Peace Officer, persons appointed by Council or their representative may enter onto a property at any reasonable time, for the purpose of carrying out an inspection to determine whether or not the provisions of this bylaw are being complied with.

9. OBSTRUCTION

- 9.1** No person shall hinder or obstruct a By-Law Officer, or person appointed by Council, who is lawfully carrying out enforcement of performing a duty under this by-law.
- 9.2** No person shall fail to identify themselves to the By-Law Enforcement Officer, or person appointed by Council, if they have been alleged to have contravened any provisions of this by-law.

10. ENFORCEMENT

- 10.1** Nothing here in shall be deemed to limit the ability of the Ontario Provincial Police to enforce this by-law at any time

11. REPEAL OF BY-LAWS

- 11.1** Noise By-Law No. 34-10 is hereby repealed.

12. APPROVAL

- 12.1** This by-law shall come into force upon the third reading by Council

READ a FIRST, SECOND, and THIRD TIME
Signed and the seal of the Corporation
Affixed hereto and finally passed

MAYOR

this _____ day of _____ 2021.

CLERK/DEPUTY CLERK

TOWNSHIP OF RYERSON
Noise Control By-Law No. ____ - 21
Schedule “A”

PROHIBITIONS


Prohibited Activity	Prohibited Period of Time
1. The operation of any electronic devices intended for the production, reproduction, or amplification or sound	11pm one day to 7am the next day
2. The operation of any auditory signaling device including but not limited to the ringing of bells or gongs, and the blowing of horns or sirens or whistles.	11pm one day to 7am the next day
3. Shouting, yelling, or similar noises made by a person	11pm one day to 7am the next day
4. The operation of any construction equipment or in connection with construction	9pm one day to 7am the next day (11am on Sundays and Statutory Holidays)
5. The operation of a toy, model or replica of a larger device, that has no function other than amusement.	11pm one day to 7 am the next day
6. The operation of any motorized conveyance other than on a highway or authorized snowmobile trail.	11pm one day to 7 am the next day
7. The operation of any powered or non-powered tool, equipment, or appliance for domestic purposes other than snow removal	11pm one day to 7 am the next day
8. Loud playing of musical instruments	11pm one day to 7am the next day
9. The detonation of fireworks or explosive devices not used in construction	11pm one day to 7am the next day
10. The operation of a motorized conveyance in such a way as to rev the engine beyond what is required for normal operation and maintenance	11pm one day to 7am the next day
11. The operation of a generator to provide power to a residential dwelling other than during a power outage or other than during the construction phase prior to power being installed in the constructed building.	1pm-5pm 9pm of one day to 7am the next day

TOWNSHIP OF RYERSON
Noise Control By-Law No. ____ - 21
Schedule “B”

PART 1 PROVINCIAL OFFENCES ACT

Item	Short Form Wording	Provision Creating or Defining Offence	Set Fine
1.	Permitting noise from electronic device during prohibited time	s. 3.1 Sch. A(1)	\$150.00
2.	Permitting noise from auditory signaling device during prohibited time	s. 3.1 Sch A(2)	\$150.00
3.	Making or permitting noise by shouting, yelling, or similar during prohibited time	s. 3.1 Sch A(3)	\$150.00
4.	Permitting noise from construction equipment during prohibited time	S3.1 Sch A(4)	\$150.00
5.	Permitting noise from a toy, model or replica during prohibited time	S3.1 Sch A(5)	\$150.00
6.	Permitting noise from a motorized conveyance during prohibited time	S3.1 Sch A(6)	\$150.00
7.	Permitting noise from any tool, equipment or appliance during prohibited time	S3.1 Sch A(7)	\$150.00
8.	Permitting noise from loud playing of musical instruments during prohibited time	S3.1 Sch A(8)	\$150.00
9.	Permitting noise by detonating fireworks or explosive devices during prohibited time	S3.1 Sch A(9)	\$150.00
10.	Permitting the operation of a motorized conveyance in such a way to rev the engine	S3.1 Sch A(10)	\$150.00
11.	Permitting noise from a domestic generator during prohibited time	S3.1 Sch A(11)	\$150.00

NOTE: The general penalty section for the offences indicated above is Section 7.0 of By-law No.____ -21, a certified copy of which has been filed.

	Staff Report
To:	Ryerson Township Council
From:	Judy Kosowan CAO/Clerk/Deputy Treasurer
Date of Meeting:	December 7, 2021
Report Title:	ACED – Annual Contribution
Report Date:	November 26, 2021

Recommendation:

Be it resolved that Ryerson Township Council direct that correspondence be sent to the ACED Board requesting a reduction in Ryerson's annual contribution to \$5,000. for 2022.

Purpose/Background:


At the November 2 2021 meeting, Council directed Staff to obtain a legal opinion about renegotiation of an agreement with ACED to pay an amount reduced to 50% of the \$10,000. levy. Council has previously received copies of the ACED agreement.

Municipal Solicitor Scott McEachran from Barriston Law was contacted, and the following information was received:

- My reading of section 2 of the agreement indicates that Ryerson is obligated to continue contributing their share annually until the CIINO grant expires. If Ryerson wishes to withdraw from the agreement, or renegotiate it, they must give 1 year's notice as outlined in section 3. Therefore, they must give notice before July 2022 (based on your advice that the CIINO grant is anticipated to expire July 2023). So, to answer your question, Council has no right under this agreement to reduce their contribution by half for 2022; they must continue to contribute their full share until July 2023.
- All of that being said, any agreement can be altered if all of the parties agree to do so. Council may wish to consider making a request for a reduction in contribution, which is to say, Council may wish to consider

making a request to amend the agreement. Alternatively, the other way to reduce costs is through the joint service budget process - provided a majority of members agree to budget reductions.

- In the future, depending on circumstances, Council may wish to consider limiting their risk by capping an open-ended term to a maximum number of years.

	Staff Report
To:	Council
From:	Deputy Clerk, Nancy Field
Date of Meeting:	December 7, 2021
Report Title:	MMAH Planning Workshop
Report Date:	November 25, 2021

For information purposes.

Purpose/Background: The first ever virtual Planning Workshop was held on November 24th and 25th. There were many topics presented over the two days and I won't discuss each, but I will make a list of some of the most interesting topics and a digital presentation will be available upon request. Planning 101 discussed the different types of development applications and considerations and tools used to make the decisions. The Planning Act provides the legislative framework, the Provincial Policy Statement discusses the provincial interests to protect and promote the health, safety and economic well being of the residents of Ontario and the Official Plan document that is created by the Township to provide a vision for growth of a community.

Resource-Based Recreational Use Versus Permanent Residential Use, was presented by the Ministry of Municipal Affairs and Housing. This presentation brought to light the growing demand for rural housing and rural development. During the past year and a half Covid-19 has created an influx of people who want to make permanent residences out of recreational cottage properties and seasonal dwellings. There are many considerations to the legal conversion of a seasonal use to a permanent use, such as meeting the zoning and building provisions, septic, water supply, heat and also ensuring the appropriate easements for legal access are obtained especially on private roads and through crown lands. This presentation included a segment about how the northern community of Ignace created their Official Plan so that their growth plan reflects and embraces the Provincial Policy Statement in building stronger, healthy communities from land use efficiency to housing and infrastructure, protecting public health and safety, noting that development should not occur where appropriate infrastructure isn't

present. Ignace is a good example of wise management of a communities natural and cultural resources.

The workshop was full of interesting topics and provided up to date planning information. I was disappointed that a lot of the presenters seemed rushed, but I understand there were technical difficulties at the onset that resulted in not being on schedule, and the presenters were feeling pressure to catch up. It was disappointing that we were not able to enter the chat for questions. I feel like we missed out on sharing information and problem solving with other townships, which is always beneficial.

Presentations from the Planning Workshop that are available digitally, upon request:

- Use of Community Improvement Plans as a Tool for Municipal Economic Development and Affordable Housing.
- Hearst Industrial Community Improvement Plan.
- City of Kenora Use of Community Improvement Plans.
- Ask A Lawyer (or Three) Basics of OLT.
- Recent Amendments and Proposed Amendments to the Planning Act.
- Update to the Production Methodology Guideline.
- PPS 2020 Ontario Heritage Act Amendments and a Draft Ontario Heritage Toolkit.
- Planning for Tourism.
- Minimum Distance Separation.

**Ministry of Northern
Development, Mines,
Natural Resources and
Forestry**

Office of the Minister

99 Wellesley Street West
Room 6630, Whitney Block
Toronto ON M7A 1W3
Tel: 416-314-2301

**Ministère du
Développement du Nord,
des Mines, des Richesses
naturelles et des Forêts**

Bureau du ministre

99, rue Wellesley Ouest
Bureau 6630, Édifice Whitney
Toronto ON M7A 1W3
Tél.: 416 314-2301



774-2021-241

November 24, 2021

Mr. George Sterling
Reeve
Township of Ryerson
RR 1
Burk's Falls, ON P0A 1C0
gdsterling@gmail.com

Dear Reeve Sterling:

I am pleased to write to you regarding the Northern Ontario Resource Development Support (NORDS) Fund.

As I announced today, our government, through the new NORDS Fund, is investing \$15 million annually over the next five years in municipalities across Northern Ontario to help offset some of the impacts that resource development can have on local municipal and community infrastructure.

All 144 municipalities in Northern Ontario are eligible to receive funding under the new NORDS Fund to support investments in municipal and community infrastructure projects. Based on community size, an annual allocation has been identified for each municipality in Northern Ontario.

This new funding will complement existing funding streams available to municipalities for infrastructure projects. To help address and respond to municipal priorities, the NORDS Fund is flexible and will allow municipalities to stack with other programs, carry-over unused allocations year over year, and pursue partnerships with other northern municipalities to support regional projects.

I am pleased to confirm that Township of Ryerson's annual allocation is \$72,721.72. This annual allocation can fund projects that began on or after April 1, 2021.

You can begin submitting project information on December 7, 2021, through the Transfer Payment Ontario website available at www.ontario.ca/page/get-funding-ontario-government.

- 2 -

Melanie Alkins, a Northern Development Advisor from my ministry's Regional Economic Development Branch, will reach out to you shortly to provide support, or to answer any questions you may have. Ms. Alkins can also be contacted by telephone at 705-491-7897, or by email at melanie.alkins@ontario.ca.

Our government remains committed to working with and supporting municipalities across Northern Ontario.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Rickford". The signature is fluid and cursive, with the first name "Greg" and last name "Rickford" clearly distinguishable.

The Honourable Greg Rickford
Minister of Northern Development, Mines, Natural Resources and Forestry



November 24, 2021

MEDIA RELEASE

FONOM is extremely pleased and thankful for the announced resource sharing

The Federation of Northern Ontario Municipalities (FONOM) is welcoming the announcement today that the provincial government will share resource extraction revenues with Northern Ontario municipalities.

Announced by Greg Rickford, Ontario's Minister of Northern Development, Mines, Natural Resources and Forestry, this new revenue-sharing arrangement will see funding dispersed to municipalities to help offset costs associated with repairing and maintaining local infrastructure impacted by resource operations.

"This funding is very welcome. It will help communities address their impacted road networks, said FONOM President Danny Whalen, noting FONOM was grateful to be involved at the onset of this new funding opportunity. "We were pleased to work with ministry staff and provide input in the development of this new funding stream."

FONOM and many of its member municipalities have lobbied successive governments for this type of funding arrangement. The extraction of resources from Northern Ontario drives a large part of the economic engine for the province and communities throughout the North. There are, however, impacts on municipal infrastructure when resources are moved through a community.

As Minister Rickford explained, municipalities will determine the local projects to which the resource funding will be applied. Municipalities will be able to stack the funding for three years, allowing them to tackle larger projects.

"We are thankful that the Ford Government has listened to our members and provided much-needed financial assistance to them," said President Whalen.

FONOM is an association of some 110 districts/municipalities/cities/towns in Northeastern Ontario mandated to work for the betterment of municipal government in Northern Ontario and strive for improved legislation respecting local government in the North. It is a membership-based association that draws its members from northeastern Ontario and is governed by an 11-member board.

A handwritten signature in blue ink, appearing to read "Danny Whalen".

President Danny Whalen
705-622-2479

CORPORATION OF THE TOWNSHIP OF RYERSON

BY-LAW # ____ -21

BEING A BY-LAW TO ESTABLISH A MUNICIPAL VACCINATION POLICY

WHEREAS, Section 5 (3) of the Municipal Act S.O. 2001, c. 25 provides that municipal power shall be exercised by By-Law; and

WHEREAS, pursuant to Section 10 (2) paragraph 6 of the Municipal Act, Council has authority to pass By-laws respecting the “health, safety and wellbeing of persons”, and

WHEREAS, under the *Occupational Health and Safety Act* (ACT), the employer is required to take all reasonable steps in the circumstances to protect the workers; and

WHEREAS, Council of the Corporation of the Township of Ryerson deems it expedient and necessary to update and adopt a Vaccination Policy;

NOW THEREFORE the Council of the Corporation of the Township of Ryerson enacts as follows:

- 1. That the Vaccination Policy attached hereto as Schedule ‘A’ and forming part of this by-law, is hereby established and adopted.
- 2. That By-law # 47-21 and By-law # 51-21 are hereby rescinded.
- 2. That this by-law shall come into force and take effect upon the date of its passage.

Read a first, second and third time,
signed and the seal of the Corporation
affixed thereto and Finally passed in
Council this 7th day of December 2021.

MAYOR

CLERK/DEPUTY CLERK



CORPORATION OF THE TOWNSHIP OF RYERSON COVID-19 VACCINATION POLICY Schedule 'A' to By-law ____-21 December 7, 2021

On March 11, 2020, the World Health Organization declared COVID-19 a pandemic. The first case in the North Bay Parry Sound District Health Unit region was reported on March 26, 2020. As the pandemic evolves, variants of the virus have circulated globally as well as locally in Ontario and in the Nipissing and Parry Sound Districts. Some variants, such as the delta variant, have proven to be more easily transmissible and/or cause more severe illness than the original strain. They have required more robust public health measures, including high vaccination rates.

COVID-19 vaccines, in combination with public health measures, are effective in reducing disease spread and severe outcomes. Recent data has shown that only a small proportion of fully vaccinated people have become infected with COVID-19, compared to unvaccinated individuals.

1. PURPOSE

The purpose of this policy is to outline the workplace expectations with regards to COVID-19 immunization.

This policy is a temporary measure to reduce the risks of the hazards of COVID-19 and may be amended as new public health directives and/or provincial or federal government legislation, regulations and/or orders are formalized. Any such directives, legislation, regulations, or orders shall take precedence until such time as this policy may be amended to conform to the new requirements.

This policy applies to all of Ryerson Township employees, staff, contractors, volunteers, and students. It also includes members of Council (collectively 'workers').

2. LEGISLATIVE FRAMEWORK

This policy is aligned with the employer's general duty under the *Occupational Health and Safety Act* to take every reasonable precaution to protect its workers (broadly defined) and the responsibility to assess the workplace for risks, including that of COVID-19 transmission.

This policy is applied in accordance with the *Ontario Human Rights Code*, *Occupational Health and Safety Act* and any other applicable legislation and/or collective agreement.

Information collected under this policy and procedure is in compliance with relevant legislation including but not limited to the *Personal Health Information Protection Act* and the Ontario *Human Rights Code*.

3. **POLICY**

As the health and safety of our workers is a top priority, we are committed to taking all reasonable precautions to protect the health and safety of workers during the COVID-19 pandemic. Vaccination is an effective way to protect oneself and one's co-workers from COVID-19.

Contingent upon vaccine availability and unless medically contraindicated, it is expected that all workers are fully vaccinated against COVID-19 (i.e., against infections caused by SARS-CoV-2) regardless of how often or how much time is spent in their respective workplace.

Any member of the public entering a council meeting is subject to the provincial passport requirements.

All workers will be required to provide one of the following by **December 31, 2021**:

1. Proof of COVID-19 vaccine administration as per the following requirements:
 - a. If the individual has only received the first dose of a two-dose COVID-19 vaccination series approved by Health Canada, proof that the first dose was administered and by **January 31, 2022**, proof of administration of the second dose; or
 - b. Proof of receiving the full series of a vaccine or a combination of vaccines approved by Health Canada.
2. Written proof of a medical reason, provided by either a licensed doctor or nurse practitioner that states:
 - a. the person cannot be vaccinated against COVID-19 – It does not need to include the reason for the exemption; **and**
 - b. the effective time period for the medical reason (i.e., permanent or time-limited).
3. Proof that the individual has completed a vaccination education course, with a signed declaration stating that they have reviewed and understood the content. The vaccination education course should include information on:
 - a. How the COVID-19 vaccines work
 - b. Vaccine safety related to the development of the COVID-19 vaccines
 - c. The benefits of vaccination against COVID-19
 - d. Risks of not being vaccinated against COVID-19
 - e. Possible side effects of COVID-19 vaccination

Vaccination education courses that have been approved by this workplace include those found at the following web page: <https://www.ontario.ca/page/covid-19-vaccination-policy-implementation-guidelines-issued-ministry-children-community-and#section-8>.

4. **POLICY IMPLICATIONS**

Commencing **December 31, 2021** any worker who has not provided proof of receiving the full series of a vaccine per Section 3(1)(b) as above may be subject to additional requirements such as COVID-19 testing, personal and public health protective measures, work exclusion/leave of absence, worker relocation, work from home, remote attendance at meetings, and/or modified work hours, based on assessment by the employer of factors including for example, the work/role of the individual, the type of workplace, local epidemiology, etc., and in consideration of the duty to accommodate as applicable. The specific nature of the additional requirements will be at the sole discretion of Judy Kosowan, CAO/Clerk/Deputy Treasurer. These workers will be required to mask and maintain social distancing in all areas of the workplace.

In addition to the existing protocols in place, Rapid Antigen Tests (RATs) will be made available to workers who elect not to provide proof of COVID-19 vaccinations per Section 3(1) above. At a minimum of two (2) times per week, a negative test shall be submitted prior to commencing work. The testing days will be dependent on the worker's specific schedule. Test results must either be: e-mailed to the CAO/Clerk or the Fire Chief or dropped off at the Township Office or the Township Office lock box prior to starting a shift.

RATs are for asymptomatic workers only. In the event of a positive RATs test result, the individual shall self-isolate and arrange to be tested at an Assessment Centre.

Symptomatic workers should not use RATs and shall self-isolate and arrange to be tested at an Assessment Centre. Workers should not be at work if symptomatic.

Staff members, as required, shall be trained to perform RATs. To be considered trained, staff must complete any necessary seminars, training videos, and/or certification programs as required by the Ontario Ministry of Health.

For members of the Burks Falls and District Fire Department or other workers not on a regular shift, arrangements can be made for at home testing once the training protocols noted in the preceding paragraph are met. Results of the at home testing are to be photographed and provided to the CAO/Clerk or Fire Chief two (2) times per week.

Workers who fail to provide a Rapid Antigen Test shall not be at work and shall be considered on an unpaid leave of absence indefinitely until a negative RAT is provided.

5. **PROTECTION OF PERSONAL INFORMATION**


Information about a worker's vaccination information shall be protected in accordance with applicable privacy legislation. Proof of vaccinations shall be shown to the CAO/Clerk or Fire Chief (or their designates) by December 31, 2021. If Personal health/vaccination information is needed to be kept on file, it shall be kept in a secure manner and only used when required.

Knowledge of workers' vaccination status is important for the employer to take appropriate actions quickly, in the event of COVID-19 cases in the workplace, to protect employees, their families, customers/patrons and the general public. This may include sharing that information with public health officials.

6. CONTACT INFORMATION

Workers should contact Judy Kosowan, CAO/Clerk/Deputy Treasurer should they have questions about the policy, to request accommodation, or for more information about how to comply with the policy.

Worker vaccination information shall be provided to Judy Kosowan, CAO/Clerk/Deputy Treasurer.

	Staff Report
To:	Ryerson Township Council
From:	Judy Kosowan CAO/Clerk/Deputy Treasurer
Date of Meeting:	December 7, 2021
Report Title:	Council Committee Appointments
Report Date:	November 15, 2021

Recommendation:

List of Committee Appointments, for your information.

Purpose/Background:

Attached is a copy of the Committee Appointment List.

As a courtesy to our new member of Council, it is suggested that the new member gain a little experience before Council makes decisions regarding appointments.

Therefore, the list of committee appointments is being provided at this meeting for information purposes, giving Council time to review this in order to decide committee appointments at a future meeting.

Township of Ryerson 2018 – 2022 Committee Appointments

Draft For Updating December 2021

Council Committees:

Almaguin Community Economic Development (ACED) Meets monthly: Delynne Patterson, and alternate VACANT _____.
<https://investalmaguin.ca/>

Almaguin Highlands Health Centre Meets monthly: VACANT _____ and alternate, Delynne Patterson.
<https://almaguin-health.org/council-members>

Burks Falls and District Historical Society Meets monthly: Delynne Patterson, and alternate Penny Brandt.
<https://www.burksfallsdistricthistoricalsociety.com/>

Joint Building Committee Meets monthly: Penny Brandt and alternate VACANT _____.

Burks Falls, Armour, Ryerson Union Public Library Board Meets monthly: Delynne Patterson and alternate Penny Brandt; public volunteer members: Hilda Tota and Bev Abbott.
<https://www.burksfallslibrary.com/>

Town of Parry Sound Municipal Partners Provincial Offences Act Advisory Committee (POA) Meets twice/year: Penny Brandt and alternate VACANT _____.
<https://www.parrysound.ca/en/inside-town-hall/provincial-offences.asp>

Regional Recreation Committee: Meets as Needed – no activity due to COVID-19: VACANT _____, and alternate Penny Brandt.
<https://www.burksfalls.net/my-community/recreation/recreation-programs>

Road Department Liaison Meets as needed: Penny Brandt, George Sterling

Ryerson Recreation Committee Meets as needed – no activity due to COVID-19: VACANT _____, and alternate Penny Brandt.

SouthEast Parry Sound District Planning Board Meets monthly: George Sterling and alternate Penny Brandt.

HR Sub Committee/Task Force Meets as needed: Delynne Patterson, Penny Brandt.

East Parry Sound Veterinary Unit Meets once/year: Penny Brandt.

Regional Appointments:

Parry Sound District Social Services Administration Board (DSSAB):

VACANT_____ and Armour Councillor Jerry Brandt for Area 4 (Kearney, Burks Falls, Armour, Perry, McMurrich/Monteith, Ryerson)

To view meeting information Ctrl & Click to follow link:

<https://www.psdssab.org/our-agency/dssab-board-information/agendas-and-minutes>

Eastholme: George Sterling for Area 4 (Armour, Kearney, Perry, Ryerson)

District of Parry Sound Emergency Medical Services Advisory Committee (EMS): Cathy Still (Ryerson, Armour, Perry, Burks Falls, Kearney, Magnetawan, McMurrich/Monteith)

To view meeting information Ctrl & Click to follow link: [EMS Advisory Committee Meeting \(parrysound.ca\)](https://www.parrysound.ca/ems-advisory-committee-meeting)

Health Unit: Marianne Stickland (Kearney, Burks Falls, Armour, Joly, McMurrich/Monteith, Perry, Ryerson, Strong, Magnetawan)

To view meeting Information Ctrl & Click to follow link:

<https://www.myhealthunit.ca/en/about-us/boh-meetings.asp>

Judy Kosowan

From: Kim Dunnett <deputyclerk@Strongtownship.com>
Sent: November 23, 2021 1:48 PM
To: Brenda Paul; Caitlin Haggart; Don McArthur; Judy Kosowan; Leanne Crozier; Nancy Austin; Nicky Kunkel
Subject: Re: JBC Meeting November 18, 2021
Attachments: 2021 11 18 JBC Minutes.pdf; JBC R2021-031 Wage Increase.pdf
Importance: High

Good Afternoon Clerks:

Please find attached the draft JBC Minutes from the recent meeting on November 18, 2021. I have also included a resolution put forward by the Committee Members as a recommendation for the CBO wage increase. CBO wage increase was discussed in Closed Session at their meeting, your member will be able to explain/enlighten your Councils in a Closed Session reasons for this resolution was put forward. As per the agreement you will have 30 days to forward me your Councils decision by resolution, failure to respond within this time frame would be considered as positive support for the resolution. The Draft minutes will be considered at the next regular meeting on January 20, 2022 for adoption.

If you have any questions, please feel free to call me and discuss any matters.

Sincerely,

Kim Dunnett

Deputy Clerk
Township of Strong
deputyclerk@strongtownship.com
Phone: 705-384-5819 Ext 202
Fax: 705-384-5892



www.strongtownship.com

Note: The enclosed information is confidential and/or legally privileged. If you have received this information in error, please contact our office immediately.

WARNING: Photocopying, distribution and/or disclosing this information to others is a serious offence.

JOINT BUILDING COMMITTEE MEETING

Minutes

Thursday, November 18, 2021 at 6:00 p.m.
Township of Strong Office

Due to physical distancing requirements, limited members of the public are permitted to attend Committee meetings in person at this time, you must pre-register with the Secretary. The Zoom Link to attend the virtual meeting is available on the website at <https://calendar.strongtownship.com/meetings>

Present: Sundridge – Barb Belrose (in person)
Ryerson – Penny Brandt (by teleconference – joined at 6:33 pm)
Joly – Budd Brown (by teleconference)
Strong – Jason Cottrell (by teleconference)
South River – Doug Sewell (in person)
Burk's Falls – Rex Smith (by teleconference)
Machar – Absent

Absent: Machar – Bart Wood without notice

Staff Present: CBO: Brain Dumas (in person – left at 7 pm), JBC Secretary: Kim Dunnett (in person)

Guests: Strong Mayor Kelly Elik (in person)

1. Call to Order:

The Joint Building Committee meeting was called to order at 6:02 p.m. by the Chair Doug Sewell.

2. Declaration of Pecuniary Interest: No pecuniary interest was declared

3. Approval of Agenda:

Resolution # 2021-023

Moved by: Barb Belrose

Seconded by: Rex Smith

Be it resolved that this committee does hereby approve the Agenda of the regular meeting for November 18, 2021, as presented.

Carried

4. Delegation: None

5. Adoption of Minutes:

Resolution # 2021-024

Moved by: Budd Brown

Seconded by: Barb Belrose

Be it resolved that this committee does hereby adopt the minutes of the regular meeting of September 16, 2021, as circulated.

Carried

6. Approval of Financials:

Resolution # 2021-025

Moved by: Rex Smith

Seconded by: Barb Belrose

Be it resolved that this committee does hereby approve the following expenses of;

- September 2021 \$15,759.66
- October 2021 \$23,549.87

JOINT BUILDING COMMITTEE MEETING

Minutes

Thursday, November 18, 2021 at 6:00 p.m.

Township of Strong Office

and accepts the Financial Reports for September and October 2021.

Carried

Financial Report: The Secretary updated the members on the current bank account balance. The Secretary presented a report on an investment opportunity with Kawartha Credit Union.

Resolution # 2021-026

Moved by: Jason Cottrell

Seconded by: Rex Smith

Be it resolved that this committee does hereby approve \$100,000.00 for 31 month term investment with Kawartha Credit Union.

Carried

7. Christmas Hours: The members were advised that Strong Township Office will be closed over the holidays, the JBC Office usually closes the same days.

Resolution # 2021-027

Moved by: Barb Belrose

Seconded by: Budd Brown

Be it resolved that this committee does hereby approve the JBC Christmas hours as follows;

December 24, 2021	Closed (Noon)
December 27, 2021	Closed
December 28, 2021	Closed
December 29, 2021	Closed
December 30, 2021	Closed
December 31, 2021	Closed
January 3, 2022	Closed

Carried

8. Christmas Bonus: The Secretary reported to the committee members that a Christmas bonus was included in the preparation of the 2021 budget. However, it is the JBC Members decision on the amount they wish to stipulate.

Resolution # 2021-028

Moved by: Barb Belrose

Seconded by: Rex Smith

Be it resolved that this committee does hereby approve a Christmas bonus for the CBO in the amount of \$500.00 and the Building Inspector in the amount of \$300.00.

Carried

9. Financial Statements: The Secretary informed the members that the Final Financial Statements were circulated to the Clerks on October 15th.

Resolution #2021-029

Moved By: Barb Belrose

Seconded by: Budd Brown

Be it resolved that this committee has hereby received and reviewed the 2020 Audited Financial Statements.

Carried

10. CBO Report: CBO reported this year have been extremely busy with permits and legal matters. Some larger permits still expected, with no signs for slowing down in 2022.

11. Correspondence: None

JOINT BUILDING COMMITTEE MEETING

Minutes

Thursday, November 18, 2021 at 6:00 p.m.
Township of Strong Office

12. New Business: None

13. Closed Session:

Resolution #2021-030

Moved By: Barb Belrose

Seconded by: Jason Cottrell

Be it resolved that this committee enter into a Closed Session of Council as per the Municipal Act, C. 25, S.O. 2001 as amended, Section 239 (2)(d) labour relations or employee negotiations: Wage Review; at 6:29 p.m.

Carried

The committee resumed the regular meeting at 7:25 p.m. The Chair reported that committee discussed the matters it was permitted to under the resolution authorizing.

Resolution # 2021-031

Moved by: Rex Smith

Seconded by: Budd Brown

Be it resolved that this committee does hereby recommend the CBO wage increases to; 2022 \$105,000.00 & 2023 \$110,000.00 as an annual salary.

Carried

Recorded Vote:

	For	Against
Barb Belrose	X	
Penny Brandt		X
Budd Brown	X	
Jason Cottrell	X	
Doug Sewell	X	
Rex Smith	X	
Bart Wood	Absent	Absent

14. Adjournment:

Resolution # 2021-032

Moved by:

Seconded by:

Be it resolved that this committee does hereby adjourn at 7:30 p.m. to meet again at the call of the Chair or on January 20, 2022 at 6:00 p.m.

Carried

Kim Dunnett, Secretary

Doug Sewell, Chair



October 19, 2021

RE: DSSAB Board Member Vacancy

Dear Mayors, Reeves and Councils of the Municipalities of Armour, Burk's Falls, Kearney, McMurrich-Monteith, Perry and Ryerson,

We have received the resignation of Ms. Barbara Marlow as a member of the DSSAB Board representing Area 4. In order to replace this vacancy, a new member must be jointly appointed from the councils of the municipalities of Armour, Burk's Falls, Kearney, McMurrich-Monteith, Perry and Ryerson, which is Area 4 in the *DSSAB Act*.

Mr. Jerry Brandt is the current Board Member representing Area 4 and the *DSSAB Act* allows for two (2) representatives from your area. The term of the Board is to December 31, 2022 and the Board meets on the 2nd Thursday of each month at 6:30 PM.

If the staff or I can be of assistance to you in the process of selecting your member, please don't hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to be "Rick Zanussi".

Mr. Rick Zanussi, Board Chair
District of Parry Sound
Social Services Administration Board

November 3, 2021

Dear Mayor Sterling and Councillors,

As many of you may know, Barbara Marlow, Deputy Mayor, Township of Ryerson, recently announced her retirement from Council after 30 years of service. Not only has Deputy Mayor Marlow represented the constituents of Ryerson Township, she has also represented your constituents on numerous boards, including the District of Parry Sound Social Services Advisory Board (DSSAB) for many years. Sadly, her resignation from Council also means that she is resigning from all her other board duties, including DSSAB where she currently serves as its Vice Chair.

I would like to ask for your support in naming me as Deputy Mayor's replacement to represent your community at DSSAB. Having been employed as a teacher in this area for over 30 years before my retirement a few years ago, I am acutely aware of the need for the essential services offered by the DSSAB.

I understand that if I am trusted with this very important role it will be my responsibility to speak not only for the Township of Ryerson, but equally for the Town of Kearney, Village of Burk's Falls, and the Townships of Armour, Perry, and McMurrich/Monteith, and to keep all your communities informed about the DSSAB's activities and decisions.

Filling Deputy Mayor Marlow's shoes will be difficult, and she will be missed by all of us, but I believe that I am up to the challenge. I look forward to joining the team that contributes to the well-being of our respective communities and assists individuals in attaining an optimum quality of life.

Thank you for your consideration of my request.

Sincerely,

Delynne Patterson

Councillor, Ryerson Township



CORPORATION OF THE TOWNSHIP OF ARMOUR

RESOLUTION

Date: November 23, 2021

Motion # 11

That the Council of the Township of Armour supports the candidacy of the Township of Ryerson Councillor Delynne Patterson to be appointed to the District of Parry Sound Social Services Administration Board to represent Armour, Burk's Falls, Kearney, McMurrich/Monteith, Perry and Ryerson.

Moved by:

Blakelock, Rod	<input type="checkbox"/>
Brandt, Jerry	<input type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input type="checkbox"/>
Whitwell, Wendy	<input checked="" type="checkbox"/>

Seconded by:

Blakelock, Rod	<input type="checkbox"/>
Brandt, Jerry	<input type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input checked="" type="checkbox"/>
Whitwell, Wendy	<input type="checkbox"/>

Carried /
Defeated

Declaration of Pecuniary Interest by:

Recorded vote requested by:

Recorded Vote:

Blakelock, Rod
Brandt, Jerry
MacPhail, Bob
Ward, Rod
Whitwell, Wendy

For

☐
☐
☐
☐
☐

Opposed

☐
☐
☐
☐
☐



The Municipality of the
VILLAGE OF BURK'S FALLS

Moved By: *[Signature]* Date: October 26, 2021

Seconded By: *[Signature]* Resolution # 2021- 182

Be it resolved;

That the Council for the Village of Burk's Falls hereby nominates Delynne Patterson, Councillor for the Township of Ryerson as the DSSAB Board member representing Area 4.

Recorded Vote requested by: _____

Jarvis Osborne	for / opposed
Lisa Morrison	for / opposed
Rex Smith	for / opposed
John Wilson	for / opposed
Cathy Still	for / opposed

✓
Carried

Defeated

Deferred

Pecuniary Interest declared by:

[Signature]
Mayor



***The Corporation of the
Township of Perry***

Box 70 1695 Emsdale Road Emsdale, Ontario P0A 1J0

Date: November 3, 2021

Resolution No.: 2021- 432

Moved By: Paul Sowrey **Seconded By:** Jim Cushman

Whereas the Council of the Corporation of the Township of Perry received the resignation from Barbara Marlow, representative of Area 4/Board Member on the District of Parry Sound Social Services Administration Board, on October 5th, 2021;

Be it resolved that the Council of the Township of Perry hereby supports the nomination of Councillor Delynne Patterson of Ryerson Township as one of two representatives to Area 4 within the District of Parry Sound Social Services Administration Board, to replace outgoing Board Member Barbara Marlow;

And further that Council directs the Clerk-Administrator to forward this resolution to the Chair of the District of Parry Sound Social Services Administration Board and all municipalities within Area 4.

Carried: ✓ **Defeated:** 
Norm Hofstetter, Mayor

RECORDED VOTE		
Council	For	Against
Councillors Jim Cushman		
Joe Lumley		
Margaret Ann MacPhail		
Paul Sowrey		
Mayor Norm Hofstetter		

TOWNSHIP OF MCMURRICH/MONTEITH

Resolution

Number: 2021- 382

November 2, 2021

Moved by: Banka, Dennis ☒
 Beilke, Alfred ☐
 O'Halloran, Daniel ☐
 Zemnick, Lynne ☐
 Friesen, Angela ☐

Seconded by: Banka, Dennis ☐
 Beilke, Alfred ☐
 O'Halloran, Daniel ☒
 Zemnick, Lynne ☐
 Friesen, Angela ☐

Signature: _____

Signature: _____

Be It Resolved that Council supports the nomination of Delynne Patterson, Councillor for the Township of Ryerson as the DSSAB Board member representing Area 4.

Reeve A. Friesen

Carried ☒ Defeated _____

Declaration of Pecuniary Interest by: _____

Recorded vote requested by: _____

Recorded Vote:	Yays	Nays
Banka	<input checked="" type="checkbox"/>	_____
Beilke	<input checked="" type="checkbox"/>	_____
O'Halloran	<input checked="" type="checkbox"/>	_____
Zemnick	<input checked="" type="checkbox"/>	_____
Friesen	<input checked="" type="checkbox"/>	_____

Judy Kosowan

From: AMO Events <events@amo.on.ca>
Sent: November 23, 2021 10:01 AM
To: Judy Kosowan
Subject: Navigating Conflict Relationships as an Elected Official - New Dates added

AMO Update not displaying correctly? [View the online version](#)
Add events@amo.on.ca to your safe list



November 23, 2021

Navigating Conflict Relationships as an Elected Official New Dates added - February 9/10, 2022 and April 6/7, 2022

This training is an opportunity to gain skills in building collaborative relationships and negotiating difficult ones in your role as an elected municipal official.

Elected officials run for municipal office for a variety of reasons which include providing leadership, stewardship and improving their local communities.

However municipal life is very much a people-oriented business, meaning elected representatives must engage in and build a wide variety of relationships with constituents, municipal staff, other elected officials, other orders of government and community organizations to name a few.

Not all relationships are smooth sailing and conflicts are inevitable. Sometimes the waters become choppy especially when navigating challenging relationships and conflict situations. Having conflict-free and collaborative relationships can play a significant role in helping locally elected officials carry out their collective responsibilities as decision-makers of their communities.

During this 2-part virtual, interactive workshop, we will explore the constructs, traps and pitfalls of conflict relationships, why relationships may go wrong and how to approach, plan and execute relationships successfully using practical tips, tools and real-world examples.

Who Should Attend?

Locally elected municipal representatives.

Learning Objectives:

- The typical patterns of behaviour that give rise to creating “conflict traps” and how to escape from them.

- The secrets of neuroscience and how this knowledge can give us a heads-up on what we should do in the moment.
- Understanding conflict styles and how these can create obstacles or pave the way toward collaboration.
- The importance of moving from a position-based to an interest-based approach in order to create a win-win, value-add relationship.
- The roles of empathy and assertiveness in relationship formation.
- Learning effective and practical communication tools which include:
 - o Avoiding communication blockers,
 - o First words to use,
 - o The difference between Acknowledging vs. Agreeing,
 - o A simple yet powerful 4-step technique to assist in having better and more collaborative conversations.

DATES:

February 2022

Part 1: February 9, 2022 -10am - 12:30pm

Part 2: February 10, 2022 – 10am - 12:30pm or,

April 2022

Part 1: April 6, 2022 - 10am - 12:30pm

Part 2: April 7, 2022 - 10am - 12:30pm

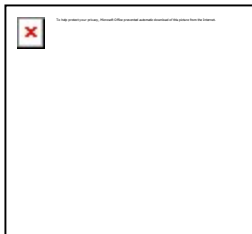
Registration:

\$200.00 + HST

Limited to 20 participants (first come first served)

**** A \$50.00 cancellation fee applies****

[Register here.](#)



Session Facilitator: [Sharad Kerur](#)

Sharad Kerur created and leads Resolution Pathways as its CEO which assists people and organizations to resolve conflicts.

Sharad has a Bachelor of Commerce (Honours) and Master of Industrial Relations from Queen's University, with a focus on negotiation theory and alternative dispute resolution methods.

For over 30 years, Sharad held senior level positions in the union and association sectors. His most recent positions was Executive Director of the Ontario Non-Profit Housing Association (ONPHA), Canada's largest non-profit housing association. As a result, he has a strong grasp on the "business" of non-profit organizations and associations, and real-world experience in negotiation and mediation.

He is Harvard-trained having obtained a Certificate in Mediating Disputes and a Certificate in Negotiating Difficult Conversations from the Harvard Negotiation Institute (Harvard Law School) and also holds a Certificate in Dispute Resolution and an Advanced Certificate in Dispute Resolution, both from the University of York located in Toronto.

Sharad holds a Q.Med (Qualified Mediator) designation from the ADR Institute of Ontario, is an accredited C.C.Med (Chartered Community Mediator) from the Ontario Community Mediation Coalition, is a CINERGY® Certified Conflict Management Coach, and is a Certified Workplace Fairness Analyst accredited by the Workplace Fairness Institute of Canada.

He has also obtained a Certificate in Civil Procedures for Non-Lawyer Mediators from the ADR institute of Ontario.

Currently he is on the Community Mediation Roster and Associate Mediation Roster with St. Stephen's Community House (Conflict Resolution & Training), where he has also served as an instructor in their mediation and conflict resolution training programs and the mediation roster for the Office of the Independent Police Review Director (OIPRD).

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



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P.O. Box 382
North Bay, ON P1B 8H5
Tel: 705-497-5555 #507
Tipline: 1-800-222-8477(TIPS)
nearnorthcrimestoppers.com

November 22, 2021

kim@nearnorthcrimestoppers.com

Township of Ryerson

Dear Mayor Sterling and Councillors,

Near North Crime Stoppers (NNCS), which serves the Districts of Nipissing and Parry Sound is a non-profit program designed to enhance community safety. Despite all the modern technology available to law enforcement agencies, one of the most cost effective and successful methods to prevent or solve crime is when someone anonymously reports a TIP to Crime Stoppers through the TIPLINE or website. We do not subscribe to any call tracing technology, so tips remain confidential and are passed on to the appropriate law enforcement agency.

The success of Crime Stoppers rests heavily with community engagement through awareness and support of many partners, with municipalities being a key stakeholder. Recently, municipalities across Ontario have gone through the process of establishing **Community Safety and Well Being Plans**. Recognizing and supporting Crime Stoppers helps municipalities to support their local plans.

To date, NNCS has received over 20,762 calls from tipsters, contributing to the arrest of 1,738 individuals. Over \$4.2 million in property has been recovered, and over \$52 million in drugs destined for our communities have been seized because of Crime Stoppers valuable information.

We rely on volunteer fundraising activities as well as charitable donations from a wide range of stakeholders. These funds support our reward payments, education, and promotion of our program. NNCS does not receive any government funding. Several municipalities already contribute to Crime Stoppers, and for those that do, we are most appreciative. If your municipality does not yet support Crime Stoppers, we are hoping you will consider doing so with an annual donation.

In order to enhance the relationship with your municipality, we would be pleased to have one of our Board Members attend a council meeting to deliver a brief presentation on Crime Stoppers, and to answer any questions you may have.

January is Crime Stoppers Month. We are asking your council to pass a resolution recognizing Crime Stoppers Month 2022, and post messaging on your social media sites and electronic boards in your community.

Please contact NNCS by email or phone if your council agrees to proclaim January as Crime Stoppers month, if you would like a presentation, and/or you're able to provide financial support. A representative will contact you directly. Thank you.

previously donated \$50.00

Sincerely,

A handwritten signature in blue ink, appearing to read "Chad Evans".

Chad Evans
Chairperson

"Fingerprinting, DNA and Crime Stoppers are the top three innovations in modern-day policing."

Thomas B. O'Grady, Retired Canadian Association of Chiefs of Police

The Corporation of The Town of Parry Sound

Municipal Partners POA Advisory Committee Meeting Minutes May 27, 2021

Minutes

Date:

May 27, 2021

Time:

1:30pm

Location:

Zoom

<https://zoom.us/j/99576690946?pwd=R2w3aFdkQ0p5SEJnMmQ0RWxOay9SZz09>

Meeting ID: 995 7669 0946

Passcode: 461074

Members Present:

- | | |
|----------------|-----------------------|
| • Parry Sound | Bonnie Keith |
| • Ryerson | Penny Brandt |
| • Perry | Margaret Ann MacPhail |
| • Archipelago | Wendy Hawes |
| • Strong | Jody Baillie |
| • McKellar | Mike Kekkonen |
| • Sundridge | Lyle Hall |
| • Whitestone | George Comrie |
| • Burk's Falls | Lisa Morrison |

Staff Present:

- | | |
|---------------|---------------|
| • Parry Sound | Andre Couture |
|---------------|---------------|

The Corporation of The Town of Parry Sound

Municipal Partners POA Advisory Committee Meeting Minutes May 27, 2021

1. Agenda

1.1 Additions to Agenda/Notice of Motion

1.2 Prioritization of Agenda

1.3 Adoption of Agenda

That the Committee agenda for May 27, 2021, be approved as circulated.

Moved by: Penny Brandt

Seconded by: Jody Baillie

1.4 Disclosure of Pecuniary Interest and the General Nature Thereof

None disclosed.

2. Public Meeting

3. Minutes and Matters Arising from Minutes

3.1 Adoption of December 9, 2020, Meeting Minutes

That the Minutes from the committee meeting held December 9, 2020, be approved as circulated.

Moved by: Margaret Ann MacPhail

Seconded by: Lyle Hall

3.2 Questions of Staff

9. Resolutions and Direction to Staff

9.1 POA Court Services

9.1.1 POA Court Manager's Report Q1 2021

That the POA Court Manager's Report Q1 2021 be accepted.

The Corporation of The Town of Parry Sound

Municipal Partners POA Advisory Committee Meeting Minutes May 27, 2021

Moved by: George Comrie

Seconded by: Penny Brandt

9.2 Other Business

9.2.1 2021 Q1 Partners Distribution

9.3 Date of Next Meeting

November 25, 2021, at 1:30pm.

11. Adjournment

Personal Information collected in *Section 2. Public Meeting*, *Section 4. Correspondence* and/or *Section 5. Deputations* is collected under the authority of the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, *Section 21. (1) c* and will be used to create a record available to the general public.

Parry Sound Provincial Offences Act Court Manager's Report

Q3 2021

POA Charges Received and Entered

Running Yearly Comparison						
	2021	2020	2019	2018	2017	2016
January	369	293	403	324	296	411
February	332	306	260	486	437	480
March	505	242	482	465	464	731
Q1 SUBTOTAL	1,206	841	1,145	1,275	1,197	1,622
April	416	85	520	486	730	512
May	442	359	649	647	838	824
June	484	271	504	391	500	524
July	674	487	613	645	799	663
August	394	410	468	583	856	746
September	350	367	428	445	659	679
Q3 SUBTOTAL	3,966	2,820	4,327	4,472	5,579	5,570
October	275	298	444	454	706	508
November		230	315	311	458	529
December		132	189	239	317	247
Total		3,480	5,275	5,476	7,060	6,854

While 2020 saw a significant decrease in ticket issuance compared to 2019, 2021 showed signs of ticket issuance getting closer to 2019 numbers. COVID-19 continues to

have a lasting effect on Parry Sound POA, but revenues are steadily increasing. Q3 2021 ticket issuance was 3,966 compared to 2,820 the year before.

Ticket Processing

Aside from charges disposed before trial and the percentage of prepaid fines, ticket processing statistics have suffered due to Covid-19 and the fact that for over a year, no matters were before the court. These numbers are expected to lower over time as all matters are now scheduled remotely via zoom and the backlog is being processed with matters being brought forward. However, in Parry Sound, these statistics are amplified by the fact that we have not had a Local Area Justice of the Peace (LAJP) since June 2021. Her Worship Mews has been on leave since then with no anticipated date of return. Parry Sound has been relying on visiting Justices of the Peace (JP), and with the current JP shortage, this is expected to continue through 2022.

	Parry Sound	All Municipalities
Average days to dispose at trial: Part 1	498	431
Average days to dispose at trial: Part 3	786	627
Percentage of charges disposed before trial	68%	75%
Percentage of prepaid fines	46%	46%

Court Recovery Planning

Court recovery planning is still on-going, specifically with regards to satellite courts across the province. While all matters are being held virtually with no intention of in-person matters in 2022, trials in absentia must be held in person due to legislation. In terms of jurisdiction, Parry Sound and Sundridge matters which are scheduled virtually can be heard in either jurisdiction. Trials in absentia are the exception as legislation requires such matters to be heard in-person. For in-person matters, strict jurisdiction applies, Parry Sound matters must be heard in Parry Sound and Sundridge matters must be heard in Sundridge. As it stands, 6 in-person dates have been set for Parry

Sound. However none have been set for Sundridge as the SSJ Arena is not currently being used by Criminal Court and has not yet been approved for use for POA matters. The Ministry of the Attorney General Recovery Secretariat has not provided an ETA or recent update as to the usage of SSJ.

Proclamation of POA Administrative Clerk Amendments

Bill 177, the *Stronger, Fairer Ontario Act (Budget Measures)*, 2017, and Bill 229, *Protect, Support and Recover from COVID-19 Act (Budget Measures)*, 2020, introduced amendments to the POA aimed at modernizing and streamlining POA court processes. While these amendments will significantly assist court operations by freeing up judicial time and allowing municipal court staff to address the backlog of cases more quickly, the amendments also represent an increase in workload and responsibility for the POA Administrative Clerk (Admin Clerk) position.

Bill 177 amendments to sections 9 and 66 of the Provincial Offences Act shift the decision making for Fail To Respond Dockets (FTR) and Extensions of Time to Pay (Extension) from the judiciary to the Admin Clerk. Historically these decisions would be made by a Justice of the Peace. However, since November 1, 2021, these powers were downloaded to the Admin Clerk.

FTR Docket

Defendants have a prescribed period to respond to an Offence Notice (ticket). Once that time elapses, and the defendant has failed to respond, they are deemed not to dispute. The ticket is then placed on a FTR Docket for review. The Clerk must review each ticket on the docket and determine if the ticket is defective or not to enter a conviction and impose a set fine. The Attorney General has made a regulation prescribing the characteristics that make a certificate of offence defective.

Based on Regulation 472/21, the Admin Clerk must verify the following criteria for each ticket on the docket:

- a) service date and filing date,
- b) name and signature of person certifying the certificate,
- c) defendant's name and either the defendant's address or date of birth,
- d) description of alleged offence, including reference to the provision of the statute, regulation, or by-law in respect to the alleged offence,
- e) location, including municipality, where the offence is alleged to have occurred, and
- f) the amount of the applicable set fine under the Act or under the *Contravention Act*.

After reviewing each ticket using the criteria found in Regulation 472/21, the Admin Clerk will decide if the defendant will be convicted of the alleged offence or if the ticket will be quashed and ultimately rendered null and void.

Extension of Time to Pay

When a defendant is convicted of an offence, they either receive a prescribed amount of time to pay the fine or are ordered by a Justice of the Peace to pay a fine by a certain date. When a defendant faces circumstances preventing them from paying the fine by the due date, they may make an application for an extension or a further extension of time for payment of a fine by completing the prescribed form and filing it with POA Court Services.

The Admin Clerk may grant the application if he or she is satisfied, having regard to any criteria prescribed under subsection (4) of the *POA*, that the application is made in good faith and will not be used to evade payment. Considerations for extensions of time to pay include but are not limited to the following:

1st time applicant

- How old is the fine? If over 3 years, has the defendant addressed this elapsed time?
- Are there any previous payments on the fine? If not, has the defendant made a considerable payment in good faith?
- Has the defendant provided sufficient and valid reasons as to their hardships?

- Is the amount of time requested reasonable based on the total payable?

2nd + time applicant

- How old is the fine and how many previous extensions exist?
- Did previous extensions include specific payment requirements by the Justice of the Peace? If so, were those requirements met? If not, has the defendant included sufficient and valid reasons as to why not?
- Has the defendant been making regular payments during the previous extension period? If not, have they made a large one time payment?

2021 POA Municipal Partners Distribution

	Population	% of Population	Households	% of Households	Distribution	Q1 Distribution	Q2 Distribution	Q3 Distribution	Q4 Distribution	YTD
Armour	1,414	4.65%	1,080	3.89%	4.27%	\$1,880.80	\$484.06	\$1,963.01		\$4,327.87
Seguin	4,304	14.16%	4,744	17.11%	15.63%	\$6,880.71	\$1,770.89	\$7,181.46		\$15,833.06
Carling	1,125	3.70%	2,283	8.23%	5.97%	\$2,626.12	\$675.88	\$2,740.90		\$6,042.91
Perry	2,454	8.08%	1,676	6.04%	7.06%	\$3,106.75	\$799.59	\$3,242.55		\$7,148.88
Kearney	882	2.90%	1,155	4.17%	3.53%	\$1,555.11	\$400.24	\$1,623.08		\$3,578.43
Burk's Falls	981	3.23%	510	1.84%	2.53%	\$1,114.99	\$286.97	\$1,163.73		\$2,565.68
South River	1,114	3.67%	528	1.90%	2.78%	\$1,225.57	\$315.43	\$1,279.14		\$2,820.14
Sundridge	961	3.16%	497	1.79%	2.48%	\$1,090.19	\$280.58	\$1,137.84		\$2,508.62
Whitestone	916	3.01%	1,410	5.08%	4.05%	\$1,782.07	\$458.65	\$1,859.96		\$4,100.68
Joly	304	1.00%	164	0.59%	0.80%	\$350.25	\$90.14	\$365.56		\$805.95
Machar	882	2.90%	848	3.06%	2.98%	\$1,311.51	\$337.54	\$1,368.83		\$3,017.88
McDougall	2,702	8.89%	1,521	5.48%	7.19%	\$3,163.33	\$814.15	\$3,301.60		\$7,279.07
McKellar	1,111	3.66%	1,520	5.48%	4.57%	\$2,010.55	\$517.45	\$2,098.43		\$4,626.43
McMurrich/Monteith	824	2.71%	752	2.71%	2.71%	\$1,193.34	\$307.13	\$1,245.50		\$2,745.96
Magnetawan	1,390	4.57%	1,698	6.12%	5.35%	\$2,353.80	\$605.80	\$2,456.69		\$5,416.29
Ryerson	648	2.13%	580	2.09%	2.11%	\$929.42	\$239.21	\$970.04		\$2,138.67
Strong	1,439	4.74%	922	3.32%	4.03%	\$1,773.53	\$456.45	\$1,851.05		\$4,081.04
The Archipelago	531	1.75%	2,693	9.71%	5.73%	\$2,521.36	\$648.92	\$2,631.56		\$5,801.84
Parry Sound	6,408	21.09%	3,150	11.36%	16.22%	\$7,139.32	\$1,837.45	\$7,451.37		\$16,428.14
Totals	30,390	100%	27,731	100%	100%	\$44,008.72	\$11,326.53	\$45,932.31	\$0.00	\$101,267.56

Population & Households Count sourced from 2016 Statistics Canada Records

JOINT BUILDING COMMITTEE MEETING

Minutes

Thursday, September 16, 2021 at 6:00 p.m.
Township of Strong Office

Due to physical distancing requirements, limited members of the public are permitted to attend Committee meetings in person at this time, you must pre-register with the Secretary. The Zoom Link to attend the virtual meeting is available on the website at <https://calendar.strongtownship.com/meetings>

Present: Sundridge – Barb Belrose (in person)
Ryerson – Penny Brandt (in person)
Joly – Budd Brown (in person)
Strong – Absent
South River – Doug Sewell (in person)
Burk's Falls – Rex Smith (in person)
Machar – Absent

Absent: CBO: Brian Dumas with notice, Machar – Bart Wood (emergency fire call),
Strong - Jason Cottrell without notice

Staff Present: Secretary: Kim Dunnett

Guests: None

1. Call to Order:

The Joint Building Committee meeting was called to order at 6:03 p.m. by the Chair Doug Sewell.

2. Declaration of Pecuniary Interest: No pecuniary interest was declared

3. Approval of Agenda:

Resolution # 2021-019

Moved by: Barb Belrose

Seconded by: Penny Brandt

Be it resolved that this committee does hereby approve the Agenda of the regular meeting for September 16, 2021, as presented.

Carried

4. Delegation: None

5. Adoption of Minutes:

Resolution # 2021-020

Moved by: Budd Brown

Seconded by: Barb Belrose

Be it resolved that this committee does hereby adopt the minutes of the regular meeting of March 18, 2021, as circulated.

Carried

6. Approval of Financials:

Resolution # 2021-021

Moved by: Penny Brandt

Seconded by: Barb Belrose

Be it resolved that this committee does hereby approve the following expenses of;

- March 2021 \$19,383.14
- April 2021 \$28,303.19

JOINT BUILDING COMMITTEE MEETING

Minutes

Thursday, September 16, 2021 at 6:00 p.m.
Township of Strong Office

- May 2021 \$14,987.16
- June 2021 \$26,182.55
- July 2021 \$14,714.15
- August 2021 \$18,132.32

and accepts the Financial Reports for March, April, May, June, July & August 2021. **Carried**

Financial Report: The Secretary updated the members on the current bank account balance. The Secretary asked the JBC Members if they would be interested investing a portion of the money from the main bank account. A 27-month term at 1.8% was given as an example, the members would like a shorter term with rates, as well penalty amount in case the investment needs to be withdrawn prior to maturity.

7. Tiny Homes – Penny Brandt: Councillor Brandt thanked CBO for his recent report that was submitted to JBC Members, however some of the Township of Ryerson's Council Members did take exception to closing section of the report. Councillor Brandt commented that tiny homes do not necessarily have to be on wheels, they are smaller more affordable homes. She asked that the members and the Building Department to be open to these types of dwellings in the municipalities, as they are a more affordable option. Councillor Brandt went on to give reasons and benefits that tiny homes/affordable housing can bring to the municipalities.

8. CBO Report: No report

9. Correspondence: The Committee Members reviewed the correspondence and the Secretary advised that the budget was accepted by a majority of members.

10. New Business: Councillor Smith enquired if the JBC Vehicle has been scheduled for under coating, the Secretary responded that it will be done in the fall.

Councillor Brandt asked if Indigo, a movie company has made any building inquiries to the CBO, the Secretary will ask and respond to members by email.

11. Closed Session: None

12. Adjournment:

Resolution # 2021-022

Moved by: Rex Smith

Seconded by: Barb Belrose

Be it resolved that this committee does hereby adjourn at 6:30 p.m. to meet again on November 18, 2021 at 6:00 p.m. or at the call of the Chair. **Carried**

Kim Dunnett, Secretary

Doug Sewell, Chair

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2021**

Month	No. of Permits	Permit Fees	Project Values	Size (sq.m)
January	5	\$13,482.00	\$865,500.00	786
February	2	\$2,675.00	\$165,000.00	247
March	10	\$19,956.40	\$1,263,560.00	1987
April	21	\$40,309.75	\$2,565,255.00	3413
May	21	\$53,825.00	\$3,367,000.00	1947
June	21	\$54,682.00	\$3,557,000.00	1398
July	18	\$29,840.00	\$1,860,000.00	1940
August	19	\$48,662.50	\$3,046,500.00	2375
September	17	\$41,105.50	\$2,623,900.00	1991
October	19	\$21,140.60	\$1,286,840.00	1200
November	0	\$0.00	\$0.00	0
December	0	\$0.00	\$0.00	0
TOTALS	153	\$325,678.75	\$20,600,555.00	New Construction 17284 Demolitions 99

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2021**

Month	No. of Permits	Permit Fees	Project Values	SFD'S, Seasonal Dwellings and Multi-Unit Dwellings	
				<u>2020</u>	<u>2021</u>
Burks Falls	15	\$12,360.00	\$711,000.00	0	2
Joly	5	\$8,105.00	\$507,200.00	4	2
South River	21	\$40,159.50	\$2,530,905.00	3	5
Machar	30	\$51,653.10	\$3,304,340.00	6	8
Strong	46	\$99,832.75	\$6,283,050.00	9	17
Ryerson	24	\$92,366.40	\$5,959,560.00	4	14
Sundridge	12	\$21,202.00	\$1,304,500.00	0	4
TOTALS	153	\$325,678.75	\$20,600,555.00		52
Permit activity at end of October 30, 2021					
TOTALS	110	\$171,184.30	\$10,061,907.50	29	
Permit activity at end of October 30, 2020					
TOTALS	43	\$154,494.45	\$10,538,647.50		23
Difference from previous year					

ALMAGUIN COMMUNITY ECONOMIC DEVELOPMENT (ACED)

MINUTES October 18, 2021

A regular meeting of the ACED Board was held at the Township of Armour Office and virtually on October 18, 2021 at 6:00 pm.

Present: Tim Bryson, Township of Joly, Chair
Wendy Whitwell, Township of Armour
Jennifer Farquhar, AHCC Representative
Lyle Hall, Village of Sundridge
Margaret Ann MacPhail, Township of Perry
Ron Begin, FedNor
Brenda Scott, Village of South River
Kelly Elik, Township of Strong
Delynn Patterson, Township of Ryerson
Jarvis Osborne, Village of Burk's Falls
Melanie Alkins, MENDM
Tim Brunton, Municipality of Magnetawan

Regrets: Peter McIsaac, Municipality of Powassan
John Wilson, Village of Burk's Falls

Staff: Dave Gray, Director of Economic Development
John Theriault, Township of Armour

Call to Order

The meeting was called to order at 6:02 pm.

Minutes

The minutes of the meeting of Monday, September 27, 2021 meeting were adopted as circulated.

Director of Economic Development (DED) Report

The ACED Board reviewed the October report from the Director of Economic Development.

The Director covered the following items from the report;

1. An update on core activity tracking, which lists what the department has done over the past month. These included assistance to businesses, marketing, ACED website updates, social media activities and communications.

2. The report updated different projects:

- a) Community Organization G.R.O.; two community organizations want to participate in this program.
- b) Regional Recreation Support; Staycation has delivered 120 experiences to date. A financial update on this project was presented to the Board. This program will be complete by October 31, 2021.
- c) Regional Broadband Strategy Implementation; Regional Brand Coordinator started on October 4, 2021 and is working on the brand strategy recommendations to create an implementation timeline.
- d) Commercial/Residential Development Partnership in Strong/Sundridge; a roundtable meeting was held to discuss a potential sewer service extension into Strong to support a commercial/residential project.

ACED Board Member Survey

The Director of Economic Development reviewed the results received for the ACED Board Member survey. The survey will remain open as one or two members have not completed it. Overall, the survey raised some concerns with how ACED is being viewed. The final analysis of the survey will be brought back to the Board for discussion.

2022 Draft Budget

The Board reviewed the proposed 2022 draft ACED budget. The contributions from each municipality will remain the same, except for the Municipality of Magnetawan who have capped their contribution at \$30,000. There is very little leeway in this budget to start any new projects.

Updates

FEDNOR

Presently waiting for a new cabinet to be appointed to start making decisions on applications received. Reviewing applications received before the Federal Election. Working on the creation of FedNor as a separate agency from the Federal Government.

MENDM

Starting November 1, 2021 employees will partly return to working in the office based on a hybrid model. They are now meeting face to face with clients. Again, there is a lot of competition for funding so if you are writing a new application, make sure it covers all of what they are asking for. There are new funds available for tourism businesses who have been significantly affected by the pandemic.

Other Business:

The Director of Economic Development requested that Board members and their Council reach out to him if they had anything they would like included in the 2022 Economic Development Work Plan. Additionally, if anyone has any feedback or concerns they would like addressed, please contact the Director of Economic Development.

Resolutions

1. 2021-026 – Moved by Margaret Ann MacPhail; Seconded by Kelly Elik;
Be it resolved that the Almaguin Community Economic Development Board approve the minutes of September 27, 2021, as circulated. Carried

Adjournment

2. 2020-027 – Moved by Brenda Scott;
Be it resolved that the Almaguin Community Economic Development Board adjourn the October 18, 2021 ACED meeting at 7:00 p.m. Carried

The next meeting will be November 15, 2021 at 6:00 p.m. If this changes, members will be advised.



705-382-2900
www.almaguin-health.org

Minutes: November 5, 2021, 11:00am via zoom and in person in the AHHC boardroom

Present: In person- Rod Ward, Delynne Patterson, Carol Ballantyne, Brad Kneller, Tom Bryson, Norm Hofstetter

Zoom- Dennis Banka, Marianne Stickland, Barbara Belrose

Regrets: Cathy Still

Guests: In person- Kevin MacLeod

Secretary- In person- Camille Barr

Called to order at 11:00 am by Chair R. Ward

Welcome Delynne Patterson to the AHH Council

1. 2021-053 Moved by T. Bryson and Seconded by B. Kneller
THEREFORE BE IT RESOLVED THAT the Almaguin Highlands Health Council adopt the minutes from October 1st, 2021, as circulated. Carried.

2. **DECLARATION OF PECUNIARY OF INTEREST:** None at this time

3. **DELEGATIONS:** None at this time

4. **RESOLUTIONS PASSED:** None at this time

5. **ITEMS FOR DISCUSSION**

- a) **Revisit of the Terms of Reference for the Almaguin Highlands Health Council**

R. Ward reviewed the draft Terms of Reference with Council. Council is asked to further review and bring any changes or recommendations to R. Ward by next meeting. Council wishes to have the terms finalized prior to entering a new election year to provide a foundation for the group. Draft terms will be reviewed by C. Still and N. Kunkel prior to finalizing as the Village of Burk's Falls maintains ownership of the facility.

Discussion occurred concerning a letter that was sent to councils in 2017 asking for approval to utilize OTN reserves for other items, should it be needed. R. Ward asked all to go back through their files to see if their councils have this resolution archived.

C. Ballantyne shared concern that Kearney remains not included in the BFFHT mandated catchment. Also noted was McMurrich/Monteith as not included. Discussion occurred and AHH Council will advocate to the ministry through letters of support to the municipal councils, to have Kearney and McMurrich/Monteith included. R. Ward will also discuss with Norm Miller. C. Barr and R. Ward will work together to prepare a draft letter of support for next meeting.

b) Sign for the AHHC Boardroom

C. Barr has connected with a sign provider who was able to create a mock up sign on wood with vinyl overlay. Council looking for a sign that is engraved wood. C. Barr will continue to obtain mockups for the Bruce Campbell boardroom sign to bring to AHH Council.

c) BFFHT Renovation Costs

Five municipal councils were asked to contribute to the renovation costs for the Family Health Team. The reason five were asked is due to these five being within the mandated catchment to be served by the BFFHT however there are ten who sit on the Council. Four have responded and as such the project is \$5000.00 short of what will be needed. B. Kneller will go back to Council in Magnetawan to explain the five being asked vs ten. K. MacLeod shared he may reach out the various service groups and other municipalities for support. R. Ward to clarify with N. Kunkel and C. Still the draft terms of reference and how funds in account for AHHC can be spent.

d) Update on Resolutions to Support Rent Assistance for Physiotherapist

C. Barr shared that to date Burk's Falls has heard from Armour, Burk's Falls, McMurrich/Monteith, Perry, Strong, and Ryerson. C. Ballantyne noted Kearney did not receive the letter to support rent assistance. C. Barr to send to Kearney. B. Belrose requested that Sundridge receives a letter indicating that the physio services will be available to all of Almaguin. C. Barr to connect with Physiotherapist to obtain this letter.

Additionally, C. Barr confirmed that the physiotherapist is comfortable with signage on the practice door indicating the municipalities that sponsored the rent support. He wanted to also ensure the group was aware that services were not covered under OHIP (similar to chiropractic and massage). He also clarified his credentials are Registered Physiotherapist vs. doctor.

e) Other business

K. MacLeod updated on the BFFHT renovations which are moving forward, working with the Village of Burk's Falls. Dr. Salmon is building her practice and currently sharing space with the other doctors. BFFHT is close to having someone in place to fill the role of OTN Telemedicine Nurse. The BFFHT will be host to some medical students next year beginning in July 2022. Additionally, they will also support a nurse practitioner student.

An application was submitted through CMHA to fund a rapid access addiction clinic. Addiction has been on the increase since the pandemic. K. MacLeod also shared they are looking to expand mental health services due to an increase in waitlists.

K. MacLeod shared that the Board for the BFFHT decided not to pursue becoming a part of the OHT at this time. They will continue to do what they can to integrate services within their abilities.

R. Ward let Council know that Armour may host a flu and Covid-19 vaccination clinic at the Katrine Community Centre. R. Ward will share date when it is secured. He also shared he continues to attend the OHT meetings now once a month. He is a part of the digital working group that also meets monthly. R. Ward has brought forward that tech in rural areas can be a barrier. He will continue to provide updates from the meetings to this group.

2021-054 Moved by Barbara Belrose and Seconded by Carol Ballantyne

THEREFORE BE IT RESOLVED THAT the Almaguin Highlands Health Council adjourn at 12:25pm to meet again on December 3rd at 11:00am. Carried.
Location will be AHHC boardroom or via zoom.

AHH Council – Key Areas of Focus & Progress- November 2021

This summary provides the information related to the key areas of Focus and Progress as outlined in June 2019 for the Almaguin Highlands Health Council...



Ontario Health Team Partnership

Document and communicate the specific healthcare needs of the entire Almaguin Highlands in order to create our vision of people-centred care within our own community. Establish partnership with OHT (or OHT's) which aligns with and supports our vision.

High-Speed Internet Throughout Almaguin Highlands

Ensure that high-speed internet, a key component in the future of healthcare delivery, is available to every resident of the Almaguin Highlands. The goal is to help level the playing field and ensure our residents can access existing and future digital healthcare options.

Attract & Retain Healthcare Professionals

Ensure excellent healthcare to our region through continuous efforts to both attract new professionals and retain the ones we have. The goal is to build an exceptional team of healthcare professionals, working together across the region.

Coordinate Healthcare Services to Serve Entire Region

Advocate for new and expanded healthcare services and help influence decisions which protect our region. Continually partner with our healthcare providers in support of the specific healthcare needs of our community.

Progress: Items in red and bolded below are new this month...



- **AHHC participation in MAOHT Digital Working Group underway**
- AHHC participation in MAOHT Collaboration Steering Committee continues
- **Participating in provincial “lessons learned” exercise to assist other provincial OHTs (Patient / Family / Caregiver)**
- AHHC continued participation in North East OHT meetings / activities



- Investigating various options for “community-based access points” for internet / wi-fi – in progress
- High-speed fibre build-out by Lakelands is in progress for Emsdale to South River Highway 11 corridor
- Public wi-fi access point to be added to Katrine Community Centre



- Funding requests to assist with renovations for BFFHT sent to several municipalities
- **Funding requests to provide rental relief for new Physiotherapist sent to all 10 municipalities**



- Sundridge Medical Team working with MAOHT on share technology platform
- **Created Almaguin Highlands Health Council Terms of Reference**

Judy Kosowan

From: John Theriault (Clerk-Treasurer Administrator) <clerk@armourtownship.ca>
Sent: November 15, 2021 9:12 AM
To: 'Beth Morton (beth.morton@townshipofperry.ca)'; Judy Kosowan; Cheryl Marshall
Cc: 'Bob MacPhail'; Charlene Watt (Deputy Clerk)
Subject: FW: Doe Lake flood coalition

Good morning everyone,
Bob wanted me to forward this email to everyone.
If you have any questions or require more information, please contact Bob.
Regards,

John Theriault, AMCT
Clerk-Treasurer/Administrator

Township of Armour
56 Ontario Street, Box 533
Burk's Falls, Ontario P0A 1C0
Email: clerk@armourtownship.ca
Tel: 705-382-3332 ext. 22
Fax: 705-382-2068

From: Bob MacPhail <aberdeen@vianet.ca>
Sent: November 15, 2021 8:44 AM
To: John Theriault (Treasurer) <treasurer@armourtownship.ca>
Subject: Doe Lake flood coalition

Good morning everyone,

I want to give everyone an update on our coalition regarding the flooding on Doe Lake. The problems continued throughout the Fall and most of the private docks and marinas were unusable for the entire season. The main goal of our group was to get MNRF to the table and address our concerns.

Our coalition is just three municipalites. M/M declined the opportunity to join, but I will CC them just in case they wish to notify their ratepayers of our progress.

During the formation of our coalition, I kept Rocco up to date. This resulted in a very good newspaper article being published in North Bay. The news got the attention of MNRF. Adam Wakefield of the MNRF prepared a detailed report and presented it at our September Magnetawan flood committee. I asked Adam if he would present it to us at a separate meeting of our coalition. Adam checked with his superiors and we are going to be able to do it.

Since we have to get the word out to all ratepayers on Doe Lake in the four municipalities, a quick timeline is impossible. I have asked Adam if we can do the meeting in the Spring, and he agreed. It makes more sense to wait since a lot of the lake front properties are seasonal.

The meeting is planned to be done through Zoom. Armour will host and the link to participate will be sent to everyone a couple of months beforehand. I ask that we put this on all social media and web sites.

I will get back to you in late Winter with a firm date.

Thank you for joining our coalition. It worked as hoped, and we will now have a presentation and question period with MNRF.

Bob MacPhail

Judy Kosowan

From: Admin Assistant <AHHC@burksfalls.ca>
Sent: November 17, 2021 2:31 PM
To: Councillor Rod Ward; Cathy; Delynne Patterson; bbelrose@sundridge.ca; tombryson@townshipofjoly.com; Marianne Stickland; Dennis banka; brad kneller; carol ballantyne; Norm Hofstetter (norm.hofstetter@townshipofperry.ca)
Cc: Nicky Kunkel; clerk@armourtownship.ca; Judy Kosowan; 'Nancy Austin '; Leanne Crozier; clerk@strongtownship.com; mailto;; Municipality of Magnetawan; Brenda Fraser; 'Beth Morton'
Subject: Letter from Physiotherapist

Good afternoon,
As per the last AHH Council meeting, as requested below is an email sent by Joe Palocaren for Sundridge Council.
Have a wonderful day,

Camille Barr
Administrative Assistant
Village of Burk's Falls

From: Jeethu Joe <palocan79@gmail.com>
Sent: November 17, 2021 8:29 AM
To: Admin Assistant <AHHC@burksfalls.ca>
Subject: Hi Camille/Nicky, Please forward this to Sundridge council. Thank you.

To
The council,
Village of Sundridge.

Hi
My name is Joe Palocaren. I am a Physiotherapist working in the North East area for the last 8 years. I am a resident of Huntsville.

As you already know, I am opening a private physiotherapy clinic in Burksfalls, where Dr.Dempster had his practice.

I would like to assure you that I will be providing services to anyone in need of therapy including clients from the Sundridge area.

I appreciate the help that the various councils including yours have offered to help me set up a practice in the area. I am looking forward to serving this community for many years to come.

Thank you again. Feel free to call or Email me if you have any questions or concerns.

Joe Palocaren,
Reg. PT
Ph. 2269784017
Email. palocan79@gmail.com

Judy Kosowan

From: Jennifer Harris <jharris@psdssab.org> on behalf of Tammy MacKenzie <tmackenzie@psdssab.org>
Sent: November 9, 2021 1:25 PM
Subject: DSSAB Strategic Plan

Good afternoon,

I am pleased to present to you today, the DSSAB's first Strategic Plan. It has been a while in the making and we've just hit the finish line! This plan was approved by the DSSAB Board on October 14th and has now been launched publicly on our new website. Our website has been newly refreshed and redesigned with the intent to provide visitors to our website with a more accessible entry point to access our programs and services. This new website amplifies our branding refresh and includes elements of our branding guidelines set out through the strategic planning process. The timing of this new website launch has been coordinated around the launch of this Strategic Plan and signifies the importance of the DSSAB's first Strategic Plan.

Our five-year Strategic Plan will take us into 2026 and is a foundational document that outlines our identity and aspirations. It communicates to our partners, and community members across the district, our commitment to achieving the vision we have set forth. Communication with the public, our staff, our service partners, local municipalities, and the people we serve has been defined as one of our key strategic goals, under the umbrella of 'Demonstrate Value'. Over the next five years it will be a priority for us to share and celebrate our successes, and to collaborate with you to share your successes as well.

We are better when we work together, towards one goal. Taking a holistic approach to human services means that there is no wrong door, and that the people we serve can count on us to navigate the system and help them to find the supports they need. To do this effectively we rely on our partners to collaborate with us and therefore strengthening our collaboration with key partners will be a priority for us over the next five years.

These are just a couple of the key components of our plan. I encourage you to view the full plan on our website at <https://www.psdssab.org/2021-2026-strategic-plan/>. There you will also find a pre-recorded video and a 'placemat' style summary for those looking for a high-level overview of our key goals.

I would like to take this opportunity to thank you for your input at our key partner input sessions this summer. Your comments, feedback and suggestions have all played a major part in the construction of this plan and I look forward to continuing the conversations started through this process.

Sincerely,
Tammy MacKenzie, M.Ed RP
Chief Administrative Officer

Jennifer Harris, Administrative Officer
District of Parry Sound Social Services Administration Board
1 Beechwood Drive, Parry Sound, Ontario P2A 1J2
Tel: (705) 746-7777 ext. 5290
E-Mail: jharris@psdssab.org
www.psdssab.org



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Burk's Falls, Armour & Ryerson Union Public Library

Our Vision

Access to knowledge for all

Our Mission

The Burk's Falls, Armour & Ryerson Union Public Library is a dynamic organization that provides innovative programming and information, in a variety of formats, for the continuing well-being of our community.

Minutes of the Board of Trustees Virtual Meeting

October 20th, 2021

Present were:	Board Chair:	Penny Robb
	Board Trustees:	Bev Abbott Rod Blakelock Sheila Clark Werner Mueller Jarv Osborne Delynn Patterson Hilda Tota
Also attending:		CEO: Nieves Guijarro

1	Call to order	With a quorum present CEO called the meeting to order at 7:00 p.m.	
2	Approval of Meeting Agenda	MOTION 273/21	IT WAS MOVED BY: R. Blakelock AND SECONDED BY: J. Osborne
		That the Meeting Agenda of the Board of Trustees of October 20th, 2021 be accepted as presented	
		CARRIED	
3	Declaration of conflict of interest	No conflicts were declared	
4	Approval of Consent Agenda	MOTION 274/21	IT WAS MOVED BY: W. Mueller AND SECONDED BY: R. Blakelock
		That the consent agenda of the Board of Trustees meeting of October 20th, 2021 be approved as presented	
		a) Resolution to accept the <u>minutes</u> of September 15th, 2021 b) Resolution to accept the September 2021 <u>Financial Report</u> c) Resolution to accept the <u>CEO's Report</u>	
		CARRIED	

**BFARUPL Board Minutes
October 20th, 2021**

5 Business arising from the minutes

-The members of the Library Board welcomed Sheila Clark as trustee for the Township of Armour. Sheila and Nieves met for an orientation session of duties and responsibilities and to go over supportive documents about her role on the library board.

-Nieves reached out to our serving municipalities and obtained their COVID-19 Vaccination Policy for members consideration

MOTION 275/21 IT WAS MOVED BY: B. Abbott
AND SECONDED BY: J. Osborne

That the BFARUPL is committed to workplace safety and to protecting our employees, volunteers and patrons from the hazards of COVID-19. Therefore, the BFARUPL requires all employees and volunteers to be fully vaccinated. Patrons and other people entering the library for organized programs will require to be fully vaccinated against the hazard of COVID-19 to support the health and safety of our workplace and our community.

CARRIED

6 Committee Reports

-Governance/Policy Committee:

The following policies were reviewed by the members:

F-V-1 to F-VIII-2 Personnel Policies

In reviewing the Personnel Policies, W. Mueller recommended to include in the policy - procedures for disciplinary action concerning the CEO.

Nieves will obtain policy samples from libraries in Ontario and share them with cmte

G-1 to G-2 Meeting the Requirements for AODA Regulations

-Finance/Budget Committee:

a) Members of the Board discussed the proposed Budget Draft for 2022.

J. Osborne recommended to include the totals from the previous year, in this case 2020, for comparison. Nieves will include in the document the 2020 final budget column.

b) D. Patterson recommended to increase the budget by 1% of the total and that the amount be transferred to Future Needs Reserve every year.

MOTION 276/21 IT WAS MOVED BY: R. Blakelock
AND SECONDED BY: W. Mueller

To include a 1% of the annual budget and that this amount be transferred to the Future Needs Reserve every year.

CARRIED

MOTION 277/21 IT WAS MOVED BY: R. Blakelock
AND SECONDED BY: W. Mueller

To accept the 2022 Library Budget Draft with amendments **(a)** and **(b)**

CARRIED

**BFARUPL Board Minutes
October 20th, 2021**

-Planning/Building/Maintenance Committee:

The cmte continues to work on the final planning report which will be presented at the next board meeting in November.

7 Correspondence

-Email received from the Township of Ryerson announcing the retirement of councillor Barbara Marlow. Nieves will send a card on behalf of the Library Board, staff and patrons thanking Barb Marlow for her service and dedication to our community.
-Email received from OLS on behalf of MHSTCI (Ministry) to begin the process for the Typical Week Survey.

8 New Business/Carry Forward

-Rental Agreement with the Village of Burk's Falls will be discussed at the November board meeting
-Board Committee involvement preferences will be brought to the next board meeting once members make their selection
-Nieves will attend the Tri Council Meeting scheduled October 25th, 2021 and present the approved budget draft for 2022

9 Next Meeting

Next meeting: November 17th, 2021

10 Adjournment

MOTION 278/21 by R. Blakelock at 9:00 pm to adjourn

CARRIED

Board Chair

Date

CORPORATION OF THE TOWNSHIP OF RYERSON

BY-LAW # ____ - 21

BEING A BY-LAW to enter into an agreement with the Province of Ontario represented by the Minister of Health, West Parry Sound Health Centre, and the Townships of Armour, Ryerson, and the Village of Burk’s Falls on behalf of the Burk’s Falls and District Fire Department.

WHEREAS Section 22 (1) & (2), of the Municipal Act, 2001, S.O. 2001, Chapter 25 provides that a municipality and the Crown may enter into and perform agreements on such terms and conditions as may be set out in an agreement;

WHEREAS Section 20 (1), of the Municipal Act 2001, S.O. 2001, Chapter 25 provides for the entering into with any other municipality or person for the use of fire-fighting equipment, or any of it, on such terms and conditions as may be set out in an agreement;

NOW THEREFORE the Council of the Corporation of the Township of Ryerson enacts as follows:

- 1. That the municipality enter into the agreement attached hereto for the provision of communication services (call taking and alerting);
- 2. That the Mayor and the Clerk be authorized to sign this agreement and to execute all other documents necessary to carry out the municipality’s obligations thereunder.

Read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 7th day of December, 2021.

MAYOR

CLERK/DEPUTY CLERK

FIRE DISPATCH AGREEMENT
(January 1, 2022 to December 31, 2024)

THIS AGREEMENT effective as of the 01 day of January, 2022

BETWEEN:

(THE CORPORATION OF THE VILLAGE OF BURK'S FALLS,
THE TOWNSHIP OF ARMOUR AND
THE TOWNSHIP OF RYERSON)
(hereinafter referred to as the "Municipalities")

AND:

WEST PARRY SOUND HEALTH CENTRE
(hereinafter referred to as the "Health Centre")

WHEREAS it is the intention of the parties to enter into an agreement for the provision of communication (call taking, alerting and dispatching) services to the Burk's Falls and District Fire Department by the Parry Sound Ambulance Communications Centre (hereinafter referred to as the "ACS"), which is operated by the West Parry Sound Health Centre (hereinafter referred to as the "Health Centre"), under the authority of the Minister of Health (hereinafter referred to as the "Minister");

NOW THEREFORE WITNESSETH that in consideration of the mutual covenant and agreements contained in this Agreement and subject to the terms and conditions set forth in this Agreement, the parties agree as follows:

SERVICES PROVIDED BY ACS

1. (a) The ACS shall provide services under this Agreement in accordance with Schedule A of this Agreement.
- (b) Despite sub-clause 1(a), at any time during the term of this Agreement, the Minister shall be entitled to amalgamate the ACS with one or more other Central Ambulance Communications Centre.
- (c) Where the Minister intends to amalgamate the ACS in accordance with sub-clause 1(b), the Minister shall give the other party 90 days' notice of this intention. The Minister shall indicate, in such notice or as soon as practicable thereafter, which Central Ambulance Communications Centre is to be the operator of the new amalgamated Central Ambulance Communication Centre (hereinafter referred to as the "Amalgamated CACC").
- (d) Where, in his notice or thereafter, the Minister indicates that the operator of the Amalgamated CACC will be the Health Centre, the parties shall continue to act in accordance with this Agreement despite and subsequent to the amalgamation.
- (e) Where, in his notice or thereafter, the Minister indicates that the operator of the Amalgamated CACC will not be the Health Centre,
 - (i) the Municipalities may terminate the Agreement at any time after receipt of such notice, in accordance with sub-clause 1(f),
 - (ii) at such time and in such manner as the Minister directs, the Health Centre shall,
 1. assign all of the rights and obligations of the Parry Sound ACS in respect of this Agreement to the Amalgamated CACC, at which time the provisions of this Agreement shall apply, allowing for the necessary changes, to the Amalgamated CACC as though it were the ACS; and
 2. transfer to the Amalgamated CACC all equipment at the Parry Sound ACS owned or purchased by the Municipalities and used for the purposes of this Agreement;
 - (iii) immediately upon the assignment and transfer referred to in paragraph 1(e) (ii), the Parry Sound ACS shall cease to have any rights or obligations in respect of the Agreement;
 - (iv) despite paragraph 1(e) (i) and paragraph 1(e) (iii), nothing in this sub-clause shall affect the obligations of the Health Centre and the Municipalities under clause 14, clause 15, and clause 16, all of which shall survive. In addition, this paragraph shall survive the expiry or termination of this Agreement.

- (f) (i) Where the Municipalities intends to terminate this Agreement under paragraph 1(e) (i), the procedure set forth in clause 9 and clause 10 shall not apply. Rather, the Municipalities shall give the Health Centre 90 days' notice of its intention to terminate, after which time this Agreement shall automatically terminate.
- (ii) Where the Municipalities do not give the notice referred to in paragraph 1(f) (i), this Agreement shall not terminate, and the parties shall continue to act in accordance with this Agreement.

REPAIR AND MAINTENANCE OF EQUIPMENT

- 2. (a) Despite sub-clause 1 (a), the ACS may stop supplying some or all of the services set forth in Schedule A of this Agreement if the ACS cannot supply the services due to the mechanical or other similar failure of any equipment used by the ACS, regardless of the ownership of that equipment.
- (b) Where the ACS stops supplying services in accordance with sub-clause 2 (a), the Health Centre/ACS shall give notice forthwith to the Municipalities of this fact and shall repair or cause to be repaired the equipment as soon as practicable unless the equipment has been purchased or is owned by the Municipalities and installed at the ACS by the Municipalities. In the latter case, the Health Centre/ACS shall give the Municipalities notice forthwith of the fact that it has stopped supplying the services and shall request that the Municipalities repair the equipment as soon as practicable.
- (c) The Municipalities shall continue to own and be responsible for the repair and maintenance of all equipment purchased for this Agreement by the Municipalities and installed at the ACS. However, aside from the Municipalities' repair and maintenance responsibility under this sub-clause, the Municipalities shall not be entitled to exercise any other rights in respect of such equipment during the term of this Agreement.
- (d) Where the equipment used by the ACS to provide any services under this Agreement cannot be repaired within a reasonable time, as soon as reasonable under the circumstances,
 - (i) the Municipalities will provide the ACS with proper substitute equipment, where the equipment that cannot be repaired was purchased or owned by the Municipalities; and
 - (ii) the Health Centre shall provide the ACS with proper substitute equipment, where the equipment that cannot be repaired was purchased or owned by the Health Centre,

so that the ACS can continue to provide all services required of it under this Agreement as soon as reasonably possible.

SERVICES PROVIDED BY MUNICIPALITIES

3. The Municipalities shall provide services in accordance with Schedule B of this Agreement.

JOINT STEERING COMMITTEE

4.
 - (a) The parties shall establish a Joint Steering Committee (hereinafter referred to as the "Committee").
 - (b) The Committee shall be composed of representatives from the ACS (2), the Municipalities (1), and the Burk's Falls and District Fire Department (1) (appointed under sub-clause 5(b)).
 - (c) The Committee shall act on each matter by a majority vote of its representatives, unless otherwise agreed to from time to time by such representatives or by the parties.
 - (d) The functions of the Committee shall be: to monitor this Agreement, including the services to be provided under it; to mediate in respect of disputes or other matters relevant to this Agreement that are brought before it by a party; and to consider and, where appropriate, to make recommendations on any matter relevant to this Agreement that is brought before it by a party.
 - (e) No decision, determination or suggestion by the Committee, including but not limited to any Committee mediation proposal and any recommendation in a Committee report, shall be binding on the parties.
 - (f)
 - (i) The Committee shall meet at least once in every year during the term of this Agreement, but at any time a party may give notice to the Secretary of the Committee that it wishes the Secretary to convene a meeting to discuss any matter relevant to this Agreement.
 - (ii) The secretary shall arrange a meeting of the Committee within 2 weeks of receipt of the notice sent under paragraph 4 (f) (i). The time and location of the meeting shall be at the mutual convenience to the representatives on the Committee.
 - (iii) The Committee may, but is not required to, issue a report to the representatives on the Committee within such time as is agreed to by the representatives. The report shall set out the issues, the recommendations of the Committee and any other matter relevant to such issues as is mutually agreed to by the representatives.

PARTICIPATING FIRE DEPARTMENTS

5. (a) The fire service for which the ACS is to provide call taking, call alerting and dispatch services under this Agreement is the Burk's Falls and District Fire Department.
- (b) For the purpose of sub-clause 4 (b), the Municipalities shall appoint a representative on the Committee for the Burk's Falls and District Fire Department. Accordingly, for the purposes of all matters arising under this Agreement the representative shall among other things, act as the sole spokesperson for the fire department and act as its sole liaison with the ACS, and the Committee.

ADMINISTRATIVE FEES

6. (a) The Municipalities shall pay the Health Centre an administrative fee of \$107.16 per month, due and payable on December 31, 2022, December 31, 2023, and December 31, 2024.
- (b) If this Agreement is terminated under either sub-clause 1 (f) or clause 10, the fee payable under sub-clause 5 (a) shall be pro-rated to the date of termination.
- (c) The Health Centre shall send to the Municipalities an invoice in respect of the amount owing for this at the end of each calendar year during the term of this Agreement and on the termination or expiry of this Agreement.

INVOICES

7. All amounts payable under this Agreement shall be paid no later than 60 days from the date when an invoice for such amounts has been sent to the party obligated to pay.

TERM AND RENEWAL

8. (a) This Agreement shall commence on January 1, 2022 and shall have a term of 3 years so that it will expire at 23:59 December 31, 2024 (hereinafter referred to as the "expiry date"), unless terminated before that date under sub-clause 1(f) or clause 11.
- (b) Where a party wishes to renew this Agreement, that party shall give notice of such wish to the other party at least 90 days prior to the expiry date of this Agreement. Where such notice has been given, the parties may renew this Agreement on such terms and conditions as they may mutually agree on.
- (c) Despite any other provision of this Agreement, where no notice has been given under sub-clause 9 (b), this Agreement shall expire automatically on the expiry date.

- (d) This agreement shall be renewable at the end of the current term for a successive one-year term unless either party gives written notice of its intention not to renew 60 days before expiration of the current term.

PERFORMANCE, BREACH AND AMENDMENT

- 9. (a) Where a party
 - (i) is dissatisfied with the performance under this Agreement of the other party, or
 - (ii) considers that the other party is in breach of this Agreement, or
 - (iii) wishes to amend this Agreement or any term of any Schedule of this Agreement,that party may give notice to the Secretary of the Committee that it wishes the Secretary to convene a meeting of the Committee to discuss the matter.
- (b) Where a party gives notice to the Secretary under sub-clause 9 (a), and either paragraph 9 (a) (i) or paragraph 9 (a) (ii) applies, that party shall also give notice at the same time to the other party whose performance or breach, as the case may be, is of concern to the party giving notice. The notice to the other party shall call on the other party to correct the performance or breach to the satisfaction of the party giving notice within 30 days of the issuance of the report issued under sub-clause 9 (d).
- (c) The Secretary shall arrange a meeting of the Committee within 2 weeks of receipt of the notice sent under sub-clause 9 (a). The meeting time and location shall be of mutual convenience to the representatives on the Committee.
- (d) The Committee shall issue a report to the representatives on the Committee within 2 weeks of the meeting. The report shall set out the issues, the recommendations of the Committee and any other matter relevant to such issues as is agreed to by the representatives on the Committee.
- (e) Despite sub-clause 9 (a), all parties may mutually agree to amend any term of this Agreement, or any term of any Schedule of this Agreement, by a joint letter signed by all parties, rather than by the procedure set forth in this clause. The joint letter will be appended to, and shall form part of, this Agreement.

TERMINATION FOR CAUSE

- 10. Having regard to paragraph 9 (a) (i), paragraph 9 (a) (ii) and sub-clause 10 (b), where the performance or breach of a party is not corrected, to the satisfaction of the party giving notice, within 30 days of the issuance of the report under sub-clause 9(d), the party giving notice may terminate this Agreement by giving the other party 90 days' notice of the party's intention to terminate, after which time this Agreement shall

automatically terminate. Where no such notice is given, this Agreement shall continue in full force and effect.

EQUIPMENT REMOVAL AND FEES PAYABLE ON TERMINATION

11. (a) Where this Agreement has been terminated under sub-clause 1(f), or sub-clause 10 or has expired under clause 8, the Municipalities shall remove from the ACS all equipment purchased or owned by the Municipalities.
- (b) Where this Agreement has been terminated under sub-clause 1(f), or clause 9, the ACS shall send the Municipalities an invoice for any amount owed by the Municipalities to the ACS.

NOTICE

12. Any notice or other communication, with the exception of invoices (hereinafter referred to as a "notice") required or permitted under this Agreement to be given or sent by a party shall be written and shall be deemed to have been sufficiently given or sent 5 business days after such notice shall have been mailed postage prepaid, or 24 hours after such notice shall have been delivered by hand or by facsimile transmission.

Any notice shall be addressed or delivered, in the case of the ACS, to:

Chief Executive Officer
West Parry Sound Health Centre
6 Albert Street
Parry Sound, Ontario
P2A 3A4

and, in the case of the Municipalities, to:

Clerk Administrator
The Corporation of the Township of Ryerson
R.R. # 1
Burk's Falls, Ontario
P0A 1C0

ACS AND AMALGAMATED CACC PERSONNEL AS EMPLOYEES OF THE HOSPITAL

13. (a) For the purpose of this Agreement, all ACS personnel shall at all times be deemed to be employees or agents of the West Parry Sound Health Centre, and not employees or agents of the Municipalities.
- (b) Where the Minister amalgamates the ACS under sub-clause 1 (b), for the purposes of this Agreement all Amalgamated CACC Personnel shall at all times be deemed to be employees or agents only of the operator of the Amalgamated CACC, and not employees or agents of the Municipalities. For greater certainty under this sub-clause, the employees or agents of the Amalgamated CACC shall be deemed to be the employees or agents of the Minister only where the Amalgamated CACC is operated by the Minister.

PROTECTION FROM CLAIMS

14. The Municipalities shall protect itself from and against all claims that might arise from anything done or omitted to be done under this Agreement by the Municipalities, or by the Personnel of the Municipalities, and more specifically from and against all claims that might arise from anything done or omitted to be done under this Agreement where bodily injury (including personal injury), death or property damage, including loss of use thereof, is caused.

IN WITNESS WHEREOF the Parry Sound ACS and the Municipalities have hereunto set their hands and seals.

For the West Parry Sound Health Centre/ Parry Sound ACS:

Kevin Fuchs, Board Chair

Witness-Print Name

Date Signed

Witness-Signature & Date

Donald Sanderson, Chief Executive Officer

Witness-Print Name

Date Signed

Witness-Signature & Date

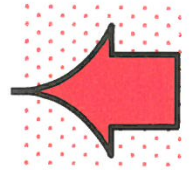
For the Village of Burk's Falls:

Cathy Still, Mayor

Witness-Print Name

Date Signed

Witness-Signature & Date



For the Township of Armour:

Bob MacPhail, Reeve

Witness-Print Name

Date Signed

Witness-Signature & Date

For the Township of Ryerson:

George Sterling, Mayor

Witness-Print Name

Date Signed

Witness-Signature & Date

SCHEDULE A

Parry Sound ACS will provide:

- Call-taking and alerting services as per the ACS's Operational Guidelines.
- Voice recording of telephone, radio and paging communications, if technically possible.
- A pager testing program for the Department, performed upon request by the Department.
- Parry Sound ACS will also continue to work together with the Municipality and the Department to develop policies and procedures with respect to call-taking and alerting the fire departments.

SCHEDULE B

The Municipality will:

- Ensure that the on-going dispatch function is assumed by a fire department as quickly as possible after a fire department has been alerted of a call by Parry Sound ACS
- Train all new staff and provide funding for such training, on how to call take and alert fire departments
- Ensure that service area maps used by the ACS for call taking and alerting Burk's Falls fire station are always up to date
- Assist the Parry Sound ACS with the development of policies and procedures relating to call-taking and alerting
- Maintain a current copy of the Municipal Emergency Fire Response Plan