



## **Township of Douro-Dummer Agenda for a Regular Meeting of Council**

**Tuesday, February 7, 2023, 5:00 p.m.  
Council Chambers in the Municipal Building**

**Please note**, that Council may, by general consensus, change the order of the agenda, without prior notification, in order to expedite the efficiency of conducting business

### **Electronic Meetings**

Regular and Special meetings of Council are being held in person and electronically. Regular Meetings are recorded and live-streamed on the Township YouTube channel. Special Meetings will be recorded and live-streamed where feasible.

To watch the meeting live or access a recording please visit the Township's YouTube Channel  
[https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R\\_A](https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A)

Please contact the Acting Clerk if you require an alternative method to virtually attend the meeting.  
martinac@dourodummer.on.ca or 705-652-8392 x210

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	<b>Pages</b>
1. Call to Order	
2. Land Acknowledgement	
3. Moment of Silent Reflection	
4. Disclosure of Pecuniary Interest:	
5. Adoption of Agenda - February 7, 2023	
6. Adoption of Minutes and Business Arising from the Minutes	
6.1 Council Meeting Minutes - December 20, 2022	1
6.2 Council Meeting Minutes - January 17, 2023	10
7. Consent Agenda (Reports voted upon by ONE motion) - No Debate	
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7.2	Notice of Public Meeting Concerning a Proposed Zoning By-law Amendment (Housekeeping) - Township of Selwyn	33
7.3	Municipal Appraisal Forms (MAF) for Land Division Severance Files B-79-22, B-124-22, B-125-22 and B-156-22;	35
7.4	Waste Management Quarterly Garbage Report - Year End Comparison 2022	41
8.	Delegations, Petitions, Presentations or Public Meetings:	
8.1	Public Meeting - Zoning By-law Amendment Application – File R-05-22 (Bolton), Planning-2023-07	47
	Location - 4131 County Road 32 Part of Lot 12, Concession 8 Douro Ward, Roll No. 1522-010-003-14620	
	Purpose of the Application - The rezoning is required as a condition of consent for severance application Files B-21-22 and B-22-22, conditionally approved by Peterborough County on November 2, 2022.	
8.2	Janette Loveys Smith and Ryan Huntley, Otonabee Region Conservation Authority (ORCA) - Introduction to New Council	170
	Janette Loveys Smith, CAO/Secretary-Treasure and Board Chair, Ryan Huntley will be in attendance to introduce themselves to Council.	
8.3	Kerri Snoddy, County of Peterborough - Blue Box Transition	183
	Kerri Snoddy, County of Peterborough, will be in attendance to discuss the transition of the Blue Box Program to producer responsibility.	
9.	Staff Reports	
9.1	Report and Capital Project Status - February 2023	213
9.2	2023 User Fees, Treasurer-2023-02	215
9.3	2023 Budget – Updated Tables, Treasurer-2023-03	230
9.4	Service Delivery Review Status Update 2023, C.A.O.-2023-05	261
9.5	Proposed Telecommunication Tower – C8697 Brookwood, Clerk's Office-2023-02	564
10.	Committee Minutes and Other Reports:	



- 10.1 Committee of Adjustment Meeting - February 25, 2022
- 10.2 Planning Committee Minutes - January 13, 2023
- 11. Correspondence – Action Items: None
- 12. By-laws:
  - 12.1 By-law 2023-07 - To appoint Livestock Investigators for the Township of Douro-Dummer and to Repeal By-law 2016-85 600
  - 12.2 By-law - 2023-08 - To provide for 2023 User Fees and Charges, and to repeal By-law 2022-19, as amended 601
  - 12.3 By-law 2023-09 - To amend By-law Number 10-1996, as amended, otherwise known as "The Township of Douro-Dummer Comprehensive Zoning By-law (File R-05-22, Bolton, Roll No. 1522-010-003-14620) 613
- 13. Reports derived from previous Notice of Motions
- 14. Notices of Motion - No Debate
- 15. Announcements:
- 16. Closed Session: None
- 17. Rise from Closed Session with or without a Report: None
- 18. Matters Arising from Closed Session: None
- 19. Confirming By-law - 2023-10 618
- 20. Next Meetings:
  - Committee of the Whole Meeting - February 14, 2023
  - Regular Council Meeting - February 21, 2023
  - Short Term Rental Committee Meeting - February 22, 2023
- 21. Adjournment:

# **Minutes of the Regular Meeting of Council of the Township of Douro-Dummer**

**December 20, 2022, 5:00 PM  
Council Chambers in the Municipal Building**

**Member Present:**     **Mayor - Heather Watson**  
                               **Deputy Mayor - Harold Nelson**  
                               **Councillor, Dummer Ward - Adam Vervoort**  
                               **Councillor, Douro Ward - Ray Johnston**  
                               **Councillor at Large - Thomas Watt**

**Staff Present:**        **CAO - Elana Arthurs**  
                               **Acting Clerk - Martina Chait-Hartwig**  
                               **Interim Treasurer - Paul Creamer**  
                               **Manager of Recreation Facilities - Mike Mood**  
                               **Temporary CBO - Don Helleman**  
                               **Planner - Christina Coulter**

1.     Call to Order

With a quorum of Council being present, the Mayor called the meeting to order at 5:02 p.m.

2.     Land Acknowledgement

The Mayor recited the Land Acknowledgement.

3.     Moment of Silent Reflection

Council observed a moment of silent reflection.

4.     Disclosure of Pecuniary Interest:

The Mayor reminded members of Council of their obligation to declare any pecuniary interest they might have. None were declared.

5. Adoption of Agenda: December 20, 2022

**Resolution Number 351-2022**

Moved by: Councillor Vervoort

Seconded by: Deputy Mayor Nelson

That the agenda for the Regular Council Meeting, dated December 20, 2022, be adopted, as circulated. Carried

6. Adoption of Minutes:

6.1 Special Meeting Minutes - November 22, 2022

6.2 Special Meeting Minutes - November 29, 2022

6.3 Special Meeting Minutes - December 6, 2022

6.4 Council Meeting Minutes - December 6, 2022

**Resolution Number 352-2022**

Moved by: Councillor Watt

Seconded by: Councillor Vervoort

That the Minutes from the Special Council Meeting, held on November 22, 2022, Special Council Meeting, held on November 29, 2022, Special Council Meeting, held on December 6, 2022 and Regular Council Meeting Minutes, held on December 6, 2022, all be received and adopted, as circulated. Carried

7. Consent Agenda (Reports voted upon by ONE motion) - No Debate: None

8. Delegations, Petitions, Presentations or Public Meetings:

8.1 Presentation - Awards to J. Murray Jones, Karl Moher and Shelagh Landsmann

Presentation of awards to J Murray Jones, Karl Moher and Shelagh Landsmann took place in recognition of their years of service to the Douro-Dummer community.

8.2 Public Meeting - Official Plan Amendment OPA File No. 15OP-22006 (Robinson-Duguay), Planning-2022-11

Removal of Extractive Industrial Designation  
Part Lot 10, Concession 3,  
Douro Ward in the Township of Douro-Dummer,  
1110 County Road 4

**Resolution Number 353 - 2022**

Moved by: Councillor Johnston

Seconded by: Councillor Vervoort

That the Public Meeting regarding the Official Plan Amendment OPA File No. 15OP-22006 (Robinson-Duguay), be declared open. (5:12p.m.)

Carried

In Attendance:

Jim Whelan, Deputy Mayor – North Kawartha Township, County Council  
Representation - In support

Kevin M Duguay, KDM Planning - In support

Malini Menon, Planner, County of Peterborough - In support

Christina Coulter, Planner and Malini Menon, Planner at county of Peterborough explained the Official Plan Amendment OPA File No. 15OP-22006 (Robinson-Duguay)

Comments received:

Enbridge Gas Inc. – In Support

Kawartha Pine Ridge District School Board (KPRDSB) – In Support

County of Peterborough Public Works – In Support

Otonabee Region Conservation Authority (ORCA) – In Support

**Resolution Number 354-2022**

Moved by: Councillor Johnston

Seconded by: Councillor Vervoort

That the Public Meeting for the regarding the Official Plan Amendment OPA File No.15OP-22006 (Robinson-Duguay) be declared closed. (5:24 p.m.).

Carried

**Resolution Number 355-2022**

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Watt

That Report, dated December 20, 2022, regarding the Official Plan Amendment OPA File No. 15OP-22006 (Robinson-Duguay) be received; and,

That Council receive all comments related to regarding the Official Plan Amendment OPA File No. 15OP-22006 (Robinson-Duguay); and further

That Council advise the County of Peterborough that the Township of Douro-Dummer supports proposed Official Plan Amendment File No. 15OP-22006 which represents Amendment No. 72 to the County Official Plan as described in the document prepared by the County of Peterborough Planning Department and attached to this Report. Carried

8.3 Departmental Presentation - Building Department

**Resolution Number 356-2022**

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Johnston

That the presentation from Don Helleman Temporary Chief Building Official regarding the Council Orientation of the Building Department be received.

Carried

9. Staff Reports:

9.1 Report and Capital Project Status

**Resolution Number 357-2022**

Moved by: Councillor Vervoort

Seconded by: Deputy Mayor Nelson

That the report and capital project status for November 2022 be received.  
Carried

9.2 Amendment to Site Plan Control By-law (Housekeeping), Planning-2022-12

**Resolution Number 358-2022**

Moved by: Councillor Vervoort

Seconded by: Councillor Johnston

That the report, dated December 20, 2022, regarding housekeeping amendments to the Site Plan Control By-law (By-law No. 2022-32) be received and;

That at the appropriate time during the meeting Council pass the Revised Site Plan Control By-law as per the changes that are outlined in the attached track changes version.  
Carried

9.3 Appointment of Alternate to County Council, Clerk's Office-2022-19

**Resolution Number 359-2022**

Moved by: Councillor Vervoort

Seconded by: Councillor Johnston

That the report, dated December 20, 2022 regarding the appointment of an alternate member to County Council be received and that a By-law to appoint Councillor Watt as the alternate be passed at the appropriate time during the meeting.  
Carried

9.4 Request for Removal of No Habitation Agreement, Clerk's Office-2022-20

**Resolution Number 360-2022**

Moved by: Councillor Vervoort

Seconded by: Councillor Johnston

That the report, dated December 20, 2022, regarding a request to have the No Habitation Agreement which is registered on title for 64 Valleyview Avenue be received and that Council approve the request to have the agreement removed from title at the expense of the property owner.

Carried

9.5 Community Centre Tables and Chairs, Recreation Facilities-2022-10

**Resolution Number 361-2022**

Moved by: Councillor Vervoort

Seconded by: Councillor Watt

That the Recreation Facilities-2022-10 report, dated December 20, 2022, regarding Tables and Chairs be received; and

That 40 tables be purchased from School House Products in the amount of \$9,200 + H.S.T. and freight and that the remaining budgeted money be placed into reserves for the future purchase of chairs.

Carried

9.6 Staff Recommendation Regarding Zoning By-law Amendment – File: R-17-21, Planning-2022-07

**Resolution Number 362-2022**

Moved by: Councillor Vervoort

Seconded by: Deputy Mayor Nelson

That the Report, dated December 20, 2022, regarding Staff Recommendation Regarding Zoning By-law Amendment - File: R-17-21 (Paterson & Carrington) be received; and

That the Holding (H) Symbol be removed from the subject property; and further

That the By-law to enact the Amendment be passed at the appropriate time in the meeting.

Carried

10. Committee Minutes and Other Reports:

10.1 Deputy Mayor Nelson – Update on County Council Matters

**Resolution Number 363-2022**

Moved by: Councillor Vervoort

Seconded by: Councillor Watt

That the verbal report from Deputy Mayor Nelson regarding an update on County Council matters be received. Carried

11. Correspondence - Action Items:

11.1 Municipality of Magnetawan and Municipality of Marmora Lake - Letters regarding Bill 23 Strong Mayor, Building Homes Act

**Resolution Number 364-2022**

Moved by: Councillor Johnston

Seconded by: Councillor Watt

That the letters in opposition from the Municipality of Magnetawan and Municipality of Marmora Lake dated December 7, 2022, regarding Bill 103, Strong Mayor, Building Homes Act all be received. Carried

12. By-laws:

12.1 By-law 2022-58 - To designate the Township of Douro-Dummer as a Site Plan Control Area

12.2 By-law 2022-59 - To Amend Zoning By-law - File R-17-21, Roll No: 1522-010-004-08100

12.3 By-law 2022-60 - To Appoint an Alternate Member to Peterborough County Council

Moved by: Councillor Vervoort

Seconded by: Deputy Mayor Nelson

That the By-law 2022-58, being a By-law to designate the Township of Douro-Dummer as a Site Plan Control Area; and



That the By-law 2022-59, being a By-law to amend By-law Number 10-1996, as amended, otherwise known as "The Township of Douro-Dummer Comprehensive Zoning By-law" (File R-17-21, Roll No: 1522-010-004-08100, Paterson and Carrington); and

That the By-law 2022-60, being a By-law to appoint an Alternate Member to the Council of the County of Peterborough for the 2022-2026 Term of Council;

All be approved in open Council this 20th day of December 2022, and that the Mayor and the Acting Clerk be directed to sign same and affix the Corporate Seal thereto. Carried

13. Account: None

14. Reports derived from previous Notice of Motions: None

15. Notices of Motion: No Debate: None

16. Announcements:

Mayor Watson announced that the garbage and recycling pick-up schedule will not change over the holidays. The Transfer Station will be open to the Township Residents on the 28th and 31st of December, 2022.

17. Closed Session: None

18. Rise from Closed Session with or without a Report: None

19. Matters Arising from Closed Session: None

20. Confirming By-law: By-law 2022-61

Moved by: Councillor Watt

Seconded by: Deputy Mayor Nelson

That By-law Number 2022-61, being a By-law to confirm the proceedings of the Regular Meeting of Council, held on the 20th day of December, 2022, be passed in open Council and that the Mayor and the Acting Clerk be directed to sign same and affix the Corporate Seal thereto. Carried

21. Next Meeting:

Committee of Adjustment Meeting - January 13, 2023

Planning Committee Meeting - January 13, 2023

Regular Council Meeting - January 17, 2023

22. Adjournment

**Resolution Number 365-2022**

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Johnston

That this meeting adjourn 6:09 p.m.

Carried

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Mayor, Heather Watson

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Acting Clerk, Martina Chait-Hartwig

## **Minutes of the Regular Meeting of Council of the Township of Douro-Dummer**

**January 17, 2023, 5:00 PM**

**Township Douro-Dummer YouTube Channel**

**[https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R\\_A](https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A)**

**Member Present:**     **Mayor Heather Watson**  
                              **Deputy Mayor Harold Nelson**  
                              **Councillor Thomas Watt**  
                              **Councillor Adam Vervoort**  
                              **Councillor Ray Johnston**

**Staff Present:**        **CAO, Elana Arthurs**  
                              **Acting Clerk, Martina Chait-Hartwig**  
                              **Interim Treasurer, Paul Creamer**  
                              **Fire Chief, Chuck Pedersen**  
                              **Manager of Public Works, Jake Condon**  
                              **Planner, Christina Coulter**

1.     Call to Order

With a quorum of Council being present, the Mayor called the meeting to order at 5:06 p.m.

2.     Land Acknowledgement

The Mayor recited the Land Acknowledgement.

3.     Moment of Silent Reflection

Council observed a moment of silent reflection.

4.     Disclosure of Pecuniary Interest:

The Mayor reminded members of Council of their obligation to declare any pecuniary interest they might have. None were declared.

5. Adoption of Agenda: January 17, 2023

**Resolution Number 005-2023**

Moved by: Councillor Vervoort

Seconded by: Deputy Mayor Nelson

That the agenda for the Regular Council Meeting, dated January 17, 2023, be adopted, as circulated. Carried

6. Adoption of Minutes:

6.1 Council Meeting Minutes - December 20, 2022

7. Consent Agenda (Reports voted upon by ONE motion) - No Debate

7.1 Township of Douro-Dummer - Notice of Complete Application and Public Meeting for Zoning By-law Amendment Application R-05-22

This Public Meeting has been re-scheduled to February 7, 2023.

8. Delegations, Petitions, Presentations or Public Meetings:

8.1 Public Meeting: Draft 2023 Capital and Operating Budget, Treasurer-2023-01

**Resolution Number 006-2023**

Moved by: Councillor Watt

Seconded by: Councillor Johnston

That the Public meeting regarding draft 2023 Capital and Operating Budget declared open. (5:05 p.m.) Carried

Paul Creamer, Interim Treasurer, reviewed the draft budget and a public meeting took place to hear from the public and various Municipal Boards and Committee.

**In attendance:**

Jim Bailey - Vice President, Cambium

Kevan and Roberta Herod

**Comment received:**

Jim Bailey, Vice Chair of Douro-Dummer Arena Facilities Future Ad-Hoc Committee – Request for \$50,000 for Fer Study.

**Resolution Number 007-2023**

Moved by: Councillor Vervoort

Seconded by: Councillor Johnston

That the Public meeting regarding Draft 2023 Capital and Operating Budget declared closed. (6:06 p.m.)

Carried

**Resolution Number 008-2023**

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Vervoort

That the report, dated January 17, 2023, regarding a 2023 Budget Update as be received.

Carried

9. **Staff Reports**

9.1 **Report and Capital Project Status**

**Resolution Number 009-2023**

Moved by: Councillor Vervoort

Seconded by: Councillor Watt

That the report and capital project status for December 2022 be received.

Carried

9.2 **Short-Term Rental Advisory Committee, C.A.O.-2023-02**

**Resolution Number 010-2023**

Moved by: Councillor Watt

Seconded by: Councillor Johnston

That the report, dated January 17, 2023 regarding the Short-Term Rental Advisory Committee be received; and

That By-law Number 2022-43 being a by-law to appoint members to the Short-Term Rental Advisory Committee be amended to replace Shauna Lawrie with Jeff Martin.

Carried

9.3 Delegation of Authority - Consent Applications, Planning-2023-06

**Resolution Number 011-2023**

Moved by: Councillor Vervoort

Seconded by: Councillor Johnston

That the report, dated January 17, 2023, regarding Delegation of Authority By-law be received; and

That Council authorize Delegated Authority to the Planner as it relates to making recommendations to the Peterborough County Land Division about whether or not the Township supports the severance application and any conditions to be imposed; and

That the By-law be approved at the appropriate point in the meeting.

Carried

9.4 2022 Municipal Election Accessibility Report, Clerk's Office-2023-01

**Resolution Number 012-2023**

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Johnston

That the report, dated January 17, 2023 regarding the Accessibility Report for the 2022 Municipal Election be received for information. Carried

10. Committee Minutes and Other Reports:

10.1 Deputy Mayor Nelson – Update on County Council Matters

**Resolution Number 013-2023**

Moved by: Councillor Vervoort

Seconded by: Councillor Watt

That the verbal report from Deputy Mayor Nelson regarding an update on County Council matters be received. Carried

10.2 Douro-Dummer Arena Facilities Future Ad-Hoc Committee Minutes - October 12, 2022, January 5, 2023 and Draft Minutes from January 10, 2023

### **Resolution Number 014-2023**

Moved by: Councillor Vervoort

Seconded by: Councillor Johnston

That the minutes from Douro-Dummer Arena Facilities Future Ad-Hoc committee held on October 12, 2022, January 5, 2023 and Draft Minutes from January 10, 2023, all be received. Carried

#### 10.3 Douro-Dummer Public Library Board Minutes - November 10, 2022

### **Resolution Number 015-2023**

Moved by: Councillor Watt

Seconded by: Councillor Johnston

That the Public Library Board Meeting Minutes held on November 10, 2022, be received. Carried

11. Correspondence – Action Items: None

12. By-laws:

12.1 A By-law 2023-01 - To authorize borrowing from time to time to meet current expenditures during the fiscal year ending December 31, 2023

12.2 A By-law 2023-02 - To provide for an Interim Tax Levy and the Payment of Interim Taxes for the Year 2023

12.3 A By-law 2023-03 - To appoint a Property Standards Committee

12.4 A By-law 2023-04 - To Amend By-law 2022-43 - Appoint members to the Short-Term Rental Advisory Committee

12.5 A By-law 2023-05 - To Amend By-law Number 2022-14, as amended, to Delegate Certain Powers of Council

Moved by: Councillor Watt

Seconded by: Councillor Johnston

That the By-law 2023-01, being a By-law to authorize borrowing from time to time to meet current expenditures during the fiscal year ending December 31, 2023; and

That the By-law 2023-02, being a By-law to provide for an Interim Tax Levy and the Payment of Interim Taxes for the Year 2023; and

That the By-law 2023-03, being a By-law to appoint a Property Standards Committee; and

That the By-law 2023-04, being a By-law to amend By-law 2022-43 - Appoint members to the Short-Term Rental Advisory Committee; and

That the By-law 2023-05, being a By-law to amend By-law Number 2022-14, as amended, to Delegate Certain Powers of Council;

All be approved in open Council this 17th day of January 2023, and that the Mayor and the Acting Clerk all be directed to sign same and affix the Corporate Seal thereto. Carried

17. Closed Session:

17.1 Report in Closed Session, C.A.O. - 2023-03

**Resolution Number 016-2023**

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Johnston

That Council go into Closed Session for reasons under Section 239 (2) of the Municipal Act, 2001, S.O. 2001, c. 25

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (CAO Report 2023-03). (6:34 p.m.) Carried



18. Rise from Closed Session with or without a Report

**Resolution Number 017-2023**

Moved by: Councillor Watt

Seconded by: Deputy Mayor Nelson

That the Council rise from Closed Session without a report. (7:09 p.m.). Carried

19. Matters Arising from Closed Session: None

20. Confirming By-law: 2023-06

Moved by: Councillor Vervoort

Seconded by: Councillor Johnston

That By-law Number 2023-06, being a By-law to confirm the proceedings of the Special Meeting of the Council, held on January 10 day of January 2023 and Regular Meeting of Council, held on the 17 day of January, 2023, both be passed in open Council and that the Mayor and the Acting Clerk be directed to sign same and affix the Corporate Seal thereto. Carried

21. Next Meeting

Regular Council Meeting - February 7, 2023

Committee of the Whole - February 14, 2023

22. Adjournment

**Resolution Number 018-2023**

Moved by: Councillor Vervoort

Seconded by: Deputy Mayor Nelson

That this meeting adjourn at 7:10 p.m. Carried

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Mayor, Heather Watson

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Acting Clerk, Martina Chait-Hartwig

# 2022 Municipal Partnerships Report



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION







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## 2022: Partnering Today for a New Tomorrow

After two challenging years, we know a lot has changed. Still one thing remains constant - MPAC's commitment, as Ontario's property market experts, to provide property values, insights and services that municipalities and property owners can rely on.

Our [2021-2025 Strategic Plan](#) prioritizes elevating the property owner and municipal experience. With this plan as our guide, we will demonstrate our support for property owners and our commitment to our municipal partners to enhance communities across Ontario.



"On behalf of MPAC, I'd like to congratulate all the new and re-elected officials following the recent municipal elections and thank you for your service. We look forward to the partnerships our MPAC team will continue to build with you and your municipal staff to support your community and local decision-making."

**Alan Spacek**

Chair, MPAC Board of Directors



## Who We Are

We are Ontario's property market experts. Our job is to assess and classify more than 5.5 million properties across Ontario worth a combined value of more than \$3 trillion. Since our last report, Ontario has grown by approximately 100,000 new properties and we have added more than \$37 billion in new assessment from new construction and improvements to existing properties. Every municipality uses our assessments to make informed decisions about their community, including the distribution of property taxes.

We continuously update our property data so that municipal tax records are accurate when local governments are making important tax decisions.

Our work to maintain Ontario's property database includes:

- ✓ Collecting property data in consultation with municipalities and property owners
- ✓ Analyzing and verifying changes to property and property transactions
- ✓ Inspecting properties in response to building permits, sales reviews, neighbourhood reviews and more
- ✓ Monitoring sale trends in property sectors
- ✓ Processing severances and consolidations
- ✓ Addressing Requests for Reconsideration and appeals
- ✓ Responding to vacancy and tax applications from municipalities
- ✓ Tracking school support



"Our work in recent years has advanced our business processes and added more data than ever to ensure the quality and accuracy of our values. Building on these successes, we stand ready to deliver a predictable assessment base, accurate data and insights, and provide quality products and services that municipalities, property owners and other stakeholders can count on."

**Nicole McNeill**

President and Chief Administrative Officer, MPAC

# Capturing New Assessment

Each year, MPAC updates property records to capture changes in properties from additions, improvements or new construction.

In 2022, we worked diligently to capture new assessment that provides additional revenue for municipalities. Throughout the year we assessed more than \$37 billion in new construction, additions and renovations across Ontario.

Our ongoing collaboration with municipalities made this milestone possible. Together, we are modernizing and digitizing building permit collection and exchange to create efficiencies for municipalities and to help us capture new assessment faster, resulting in new municipal revenues up to two months sooner.

“

“As I have recently returned to the municipal sector, I found our local representative and MPAC team have been extremely helpful to explain, answer questions and provide valuable information in a timely manner. MPAC’s continued support confirms they are a valuable partner for our municipality.”

**Angela Millar**

Treasurer, Township of Drummond/North Elmsley





## Connecting With Partners

With the return of in-person conferences, MPAC had the pleasure of reconnecting with municipal representatives at events across the province – from the Northwestern Ontario Municipal Association (NOMA) conference to the Association of Municipalities of Ontario (AMO) conference, to name just two. Our Municipal and Stakeholder Relations team attended 14 municipal conferences this year, in-person and virtually.

As a speaker, exhibitor and attendee at these events, we shared organizational updates and operational highlights, had the opportunity to discuss municipal priorities and work together on solutions.

Beyond events, our MPAC team engaged with municipal staff and elected officials more than 1,500 times in 2022 and responded to 97.7% of municipal inquiries within the time periods outlined in our [Service Level Agreement with municipalities](#).

We're looking forward to keeping our connections strong as municipal councils begin their new term this fall.



"We are pleased to take part in many sector conferences and events, delivering updates, and receiving feedback during our workshops and one-to-one discussions. Your insights help us to enhance the municipal experience, determine how to best support municipal operations and consider future collaboration opportunities."

**Mary Dawson-Cole**

Director, Municipal and Stakeholder Relations, MPAC



## Property Insights

MPAC is uniquely positioned as the only organization with a complete data set of all building permits in Ontario – we process about 300,000 each year on properties of all types. Our understanding of this data enables us to identify trends in various permit categories across the province.

During 2022, we shared these property insights with municipalities and property owners. Through a targeted media campaign, we provided the latest information on the significant increase in new residential builds and home improvements, decrease in condo sizes, growth of self-storage facilities, continued demand for office space and more.

To learn more, visit [Our Stories-Building Permits](#) on [mpac.ca](https://mpac.ca).



“Our relentless focus on maintaining Ontario’s property inventory gives us unique insight into Ontario’s changing property landscape. Much like the census informs us about population, property data can provide municipalities with insights on market changes and growth metrics that can enhance their planning and decision-making. We look forward to sharing more property data insights in 2023.”

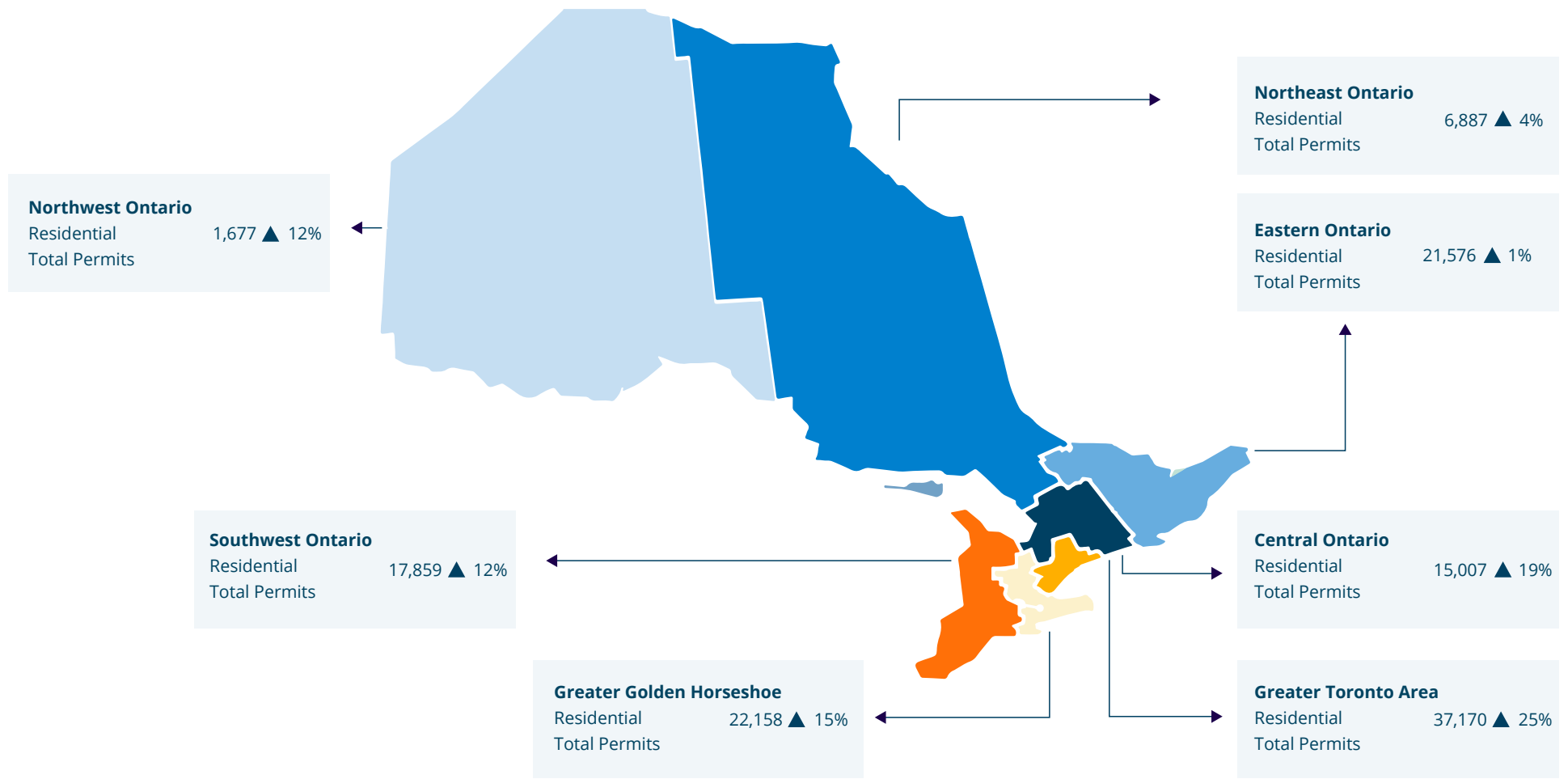
**Carmelo Lipsi**

Vice-President and Chief Operating Officer, MPAC

# 2021 Residential Home Improvement Building Permits

## Total Permits

122,334 ▲ 15%



Investing in technology and innovative processes continues to be a focus for MPAC, especially when it comes to refining services that impact municipal operations.

We have created an Application Programming Interface (API), which allows MPAC to electronically retrieve approved building plans prior to construction. This expedites our process for providing new assessment to municipalities and facilitates new revenue opportunities, sooner. We'll share the pilot results with municipalities when the project is completed in 2023.

**Chris Wray**  
Chief Administrative Officer, Township of Black River-Matheson

# Delivering the 2022 Enumeration

MPAC worked closely with municipalities and association partners to promote VoterLookUp.ca to support the delivery of a quality preliminary list of electors (PLE) to every municipality and school board for the October 24 elections.

The campaign included print and digital content, targeted outreach for tenants and students, and **toolkits with information** municipalities could share to encourage voters to confirm their information on VoterLookUp.ca. With more than 215,000 searches leading up to the elections, the campaign's success was a result of the municipalities that helped promote and educate their residents about the tool.

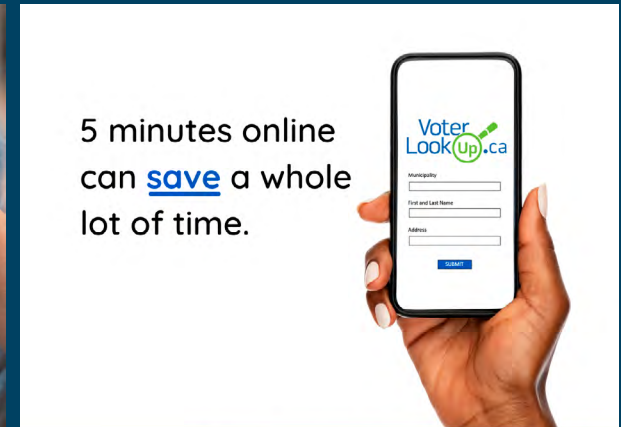
While this is MPAC's last delivery of province-wide PLEs, we will continue to provide the PLE for any by-elections in 2023 and are working to implement legislated changes that will transfer responsibility for enumeration products to Elections Ontario in January 2024.



Don't be missed,  
**check the list.**

2022 Municipal and  
School Board Election

VoterLookUp.ca | mpac



5 minutes online  
can **save** a whole  
lot of time.

2022 Municipal and  
School Board Election

VoterLookUp.ca | mpac

“

“Our staff leveraged the resources in MPAC's toolkit to promote VoterLookUp and encourage residents to confirm their information for our 2022 municipal election. MPAC's off-the-shelf information and VoterLookUp made it easy to engage residents.”

**Anne Whalen**

Municipal Clerk, Township of Sables-Spanish Rivers

# Prioritizing Property Owners

We know there are a lot of questions about the property assessment and taxation process. We are making enhancements to help Ontarians better understand how we determine assessments and how this input is used to calculate property taxes.

The language on our Property Assessment Notices has been simplified to explain why owners are receiving one, and we added a QR code that links directly to more information on [mpac.ca](https://mpac.ca).

We have also increased our public education efforts. It's been six years since the last province-wide assessment update, and we understand that property owners may be feeling uncertain about what's to come. Our new public education campaign focuses on MPAC's roles and responsibilities, how assessed values and taxes are calculated and the relationship between the two.

To support our municipal partners, we shared a [toolkit](#) with municipalities that features ready-to-use, easily digestible content to help address anticipated concerns and misunderstandings from property owners as we prepare for the next province-wide assessment update.



”

“Communicating the relationship between property assessment and taxes to the public is a challenge for municipal finance leaders. Enhancing public understanding and trust in the property tax system strengthens municipal sustainability and MPAC’s toolkit is a valuable resource in these efforts. It helps to clarify MPAC’s role in determining property assessments, the role of municipalities in determining revenue requirements, and the relationship between the two.”

**Donna Herridge**

Executive Director, Municipal Finance Officers’ Association of Ontario



# New Products and Services on the Horizon

As MPAC continues the essential work that is preparing us for the next update, we are also exploring innovative solutions that support service delivery and provide further value to our stakeholders.

We recently introduced the Annotated Assessment Act to support municipalities with information to help make informed decisions related to assessment appeals. Available through Municipal Connect, this comprehensive guide explains how the Assessment Review Board (ARB) and Courts have interpreted the *Assessment Act*, Regulations and ARB rules, and includes more than 800 case summaries.

Another area where we are innovating is our real-time values project, leveraging leading-edge data science methods and advanced analytics to produce point-in-time market estimates. We foresee many benefits of this technology and are excited to share our progress with municipalities as the project evolves.

To ensure we deliver on the commitments we make, we are developing a new municipal “Master Agreement” in collaboration with a Municipal Working Group, that will update and consolidate numerous existing municipal agreements. We look forward to sharing more information with municipalities as we roll out the agreement in 2023.



”

“The review of assessment appeals is a complicated process for municipalities. MPAC’s new Annotated Assessment Act resource will help the City to better understand what legislation, regulation, ARB rules, and influential decisions have said about the property assessment environment. This tool will prove to be a valuable starting point for our research and planning as we consider our interest in future assessment appeals.”

**Aaron Zamler**

Supervisor of Assessment, City of Vaughan



## Looking Ahead

MPAC continues its preparations for a future province-wide assessment update.

As we await the Province's direction on the next reassessment, we'll continue to work hard every day to keep Ontario's property inventory up-to-date to ensure that we're ready for a province-wide assessment update whenever it is called. We'll remain focused on capturing new construction, renovations and additions that will deliver critical new assessment to municipal assessment rolls.

In the coming year, we'll continue sharing market insights and analysis that will support municipal decision-making to build thriving communities. And we'll explore innovative ways to optimize the way we work to evolve the services that municipalities rely on while helping Ontarians better understand who we are, what we do and the relationship between property assessment and taxation.



## Connect With Us

### E-NEWSLETTER

Subscribe to our municipal e-newsletter, [InTouch](#).

### WEBINARS

Join our [webinars](#) to hear about provincial issues and trends. Watch your email for registration details.

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### GET IN TOUCH

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Accessible formats and communication supports are available upon request.



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION





**Notice of  
Public Meeting Concerning  
a Proposed Zoning By-law  
Amendment  
Housekeeping Amendment**

**Take notice** that the Corporation of the Township of Selwyn has initiated an amendment to Zoning By-Law No. 2009-021, as amended.

**Take notice** that the Corporation of the Township of Selwyn will hold a Public Meeting on **Tuesday, February 14th, 2023 at 1:30 p.m.** to consider the proposed Zoning By-law Amendment under Section 34 of *The Planning Act*, R.S.O., 1990, as amended.

**Due to COVID-19, meetings of Council are being held by electronic means and with in-person access (COVID procedures dependent).**

### **Participation in the Public Hearing**

#### **Virtual**

Any person may attend the virtual public hearing and make written and/or oral submissions either in support or opposition to the proposal. In order to make arrangements to attend the virtual hearing please contact the Clerk by email at [achittick@selwyntownship.ca](mailto:achittick@selwyntownship.ca) no later than 4:00 p.m. on the day **prior** to the scheduled public hearing. You will be given guidance and instructions on how to attend via Zoom. It is the responsibility of those interested in attending to have the technology in place to connect to the hearing.

#### **In-Person**

There will be **limited opportunities for individuals to attend the hearing in person depending on the applicable COVID safety procedures on the date of the hearing** if you are unable to attend the virtual hearing. Please contact the Clerk via email at [achittick@selwyntownship.ca](mailto:achittick@selwyntownship.ca) for further details.

### **The Zoning By-law Amendment**

The proposed Zoning By-law Amendment is a housekeeping amendment intended to be technical amendments to provide clarity and ease administrative burden. These technical amendments affect primarily the definition and general provision sections of the Township's Comprehensive Zoning By-law No. 2019-021, as amended. No new zone categories or changes to the permitted uses within any individual zone category are proposed. Likewise, no changes to the zoning schedule 'A' of the Township's Comprehensive Zoning By-law No. 2019-021, as amended, affecting the zoning of properties in the Township are proposed. Proposed changes include, but are not limited to, permitting shipping containers as utility sheds, changing the way building height is measured in Selwyn Township from mid-point to peak height and introducing a parking space requirement for self-storage facilities.

**If a person or public body** would otherwise have an ability to appeal the decision of the Council of the Township of Selwyn to the Ontario Land Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the Township of Selwyn before the by-law is passed, the person or public body is not entitled to appeal the decision.

**If a person or public body** does not make oral submissions at a public meeting or make written submissions to the Township of Selwyn before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

**Additional information:** relating to the proposed amendment is available on the Township Website <https://www.selwyntownship.ca/PlanningApplications/> or by contacting Per Lundberg at 705-292-9507 ext. 220, or [planning@selwyntownship.ca](mailto:planning@selwyntownship.ca). **Please quote file number C-07-22.** A copy of the Planner's report and other relevant information will be posted on the Township's website the week of the Public Meeting.

**Notification of Decision:** If you wish to be notified of the decision of the Township of Selwyn on the proposed zoning by-law amendment, you must make a written request to the Township of Selwyn by mail, fax, email or drop box (see details under written submissions).

**Other Applications:** None.

**Written submissions** to the Township of Selwyn may be submitted prior to the passing of the Zoning By-law Amendment to the attention of Per Lundberg, Planner, Township of Selwyn:

- **Drop Box (Municipal Office Adjacent to the Front Door)** – No later than 11:00 AM on the date of the Public Meeting
- **Mail** (note – allow for sufficient delivery prior to the Public Meeting): Township of Selwyn, PO Box 270, Bridgenorth, ON K0L 1H0
- **Email** – No later than 11:00 AM on the date of the Public Meeting:  
[planning@selwyntownship.ca](mailto:planning@selwyntownship.ca)
- **Fax** – no later than 11:00 AM on the date of the Public Meeting: 705-292-8964

Dated this Wednesday, January 18, 2023, at the Township of Selwyn.

**Angela Chittick**, Clerk  
Township of Selwyn  
P.O. Box 270  
Bridgenorth ON K0L 1H0  
705-292-9507 x. 221  
[achittick@selwyntownship.ca](mailto:achittick@selwyntownship.ca)

**Per Lundberg**, Planner  
Township of Selwyn  
P.O. Box 270  
Bridgenorth ON K0L 1H0  
705-292-9507 x. 220  
[planning@selwyntownship.ca](mailto:planning@selwyntownship.ca)



COUNTY OF PETERBOROUGH  
MUNICIPAL APPRAISAL FORM

APPLICANT: Patricia Leahy

FILE B – 79-22

LOT: 8, CON.: 5 MUNICIPAL WARD: Douro

911 address: \_\_\_\_\_, Roll #: 1522-010-003-04100, Island # or other: \_\_\_\_\_

APPLICATION FOR: Creation of a new lot - Residential

**RECOMMENDATION:**

Application **conforms** to the Official Plan. Severed parcel **does not conform** to the Zoning By-Law. Retained parcel **conforms** to the Zoning By-Law. The Township **recommends** this application. If the application is approved, the following conditions are requested:

1. ☒ **\$1250** Cash-in-lieu of parkland fee be paid to the Municipality.
2. ☒ Rezoning of the severed parcel to the satisfaction of the Municipality.
3. ☐ Rezoning of the retained parcel to the satisfaction of the Municipality.
4. ☐ Minor Variance for the severed parcel to the satisfaction of the Municipality.
5. ☐ Minor Variance for the retained parcel to the satisfaction of the Municipality.
6. ☒ A 3-metre strip of frontage from the severed parcel be deeded to the Township for road widening purposes. Cost to be incurred by the applicant. (Entrance to be min. 50 metres from County Road allowance).
7. ☒ A Mitigation Measures Agreement is to be entered into between the Owner and the Municipality and registered on title at the owner's expense, which would recognize the recommendations outlined in Section 5.1 and 7.0 of the Environmental Impact Study prepared by Cambium Inc. dated June 15, 2022.
8. ☐ A Merger Agreement is to be entered into between the Transferor, Transferee and Municipality, pursuant to Section 51(26) and Section 53(12) of the Planning Act, R.S.O. 1990, and registered on title to merge the severed parcel with the abutting (or separated) land identified by property roll # \_\_\_\_\_, such that these 2 parcels shall be considered as one lot and shall not be dealt with separately. (To be used in the case of an addition to a lot which was previously created by severance, plan of subdivision or is physically separated).
9. ☐ \_\_\_\_\_

Comments: \_\_\_\_\_

**OFFICIAL PLAN:**

Application **conforms** to the Township Official Plan policies, Section(s) 6.2.2.2, 6.1.1 & 6.2.2.5(d), 6.2.18.3 (e), 7.7.1, 7.12.17, 7.12.18.

Severed Parcel:

- a) Proposed Use: Residential.
- b) Land Use Designation(s): Rural and Waste Management Assessment Area (former site).
- c) The proposed use **is** a permitted one.
- d) Special policies affecting the severed parcel (i.e. OPA): \_\_\_\_\_.

Retained Parcel(s):

- a) Proposed Use: Agricultural.
- b) Land Use Designation(s): Rural and Waste Management Assessment Area (former site).
- c) The proposed use **is** a permitted one.
- d) Special policies affecting the retained parcel (i.e. OPA): \_\_\_\_\_.

**ZONING BY-LAW:**

Severed Parcel:

- a) The severed parcel **does not conform** to the Township Zoning By-Law provisions, Section(s) 20.2, 20.3.1 (a) & (b).
- b) ☒ A rezoning **is** required for the severed parcel.
- c) ☒ A minor variance **is not** required for the severed parcel.
- d) The existing zoning of the severed parcel is: Development (D2).
- e) The recommended zoning of the severed parcel would be: Residential (R).

Retained Parcel(s):

- a) The retained parcel **conforms** to the Township Zoning By-Law provisions, Section(s) 20.2.
- b) ☒ A rezoning **is not** required for the retained parcel.
- c) ☒ A minor variance **is not** required for the retained parcel.
- d) The existing zoning of the retained parcel is: Development (D2) and Rural (RU).
- e) The recommended zoning of the retained parcel would be: \_\_\_\_\_.

General:

- a) If the severed and/or retained parcel(s) do not conform to the Zoning By-Law, Council **supports** a rezoning and/or minor variance.

Completed By: Christina Coulter

Date: January 29, 2023

Amended Date: \_\_\_\_\_



COUNTY OF PETERBOROUGH  
MUNICIPAL APPRAISAL FORM

APPLICANT: Ralph Wood & Mary Shosenberg

FILE B – 124-22

LOT: 2 CON.: 3 MUNICIPAL WARD: Douro

911 address: 578 Cooney Island Road, Roll #: 1522-010-002-09600, Island # or other: \_\_\_\_\_

APPLICATION FOR: Creation of a new lot - Residential

RECOMMENDATION:

Application **conforms** to the Official Plan. Severed parcel **conforms** to the Zoning By-Law. Retained parcel **conforms** to the Zoning By-Law. The Township **recommends** this application. If the application is approved, the following conditions are requested:

- ☒ **\$1250** Cash-in-lieu of parkland fee be paid to the Municipality.
- ☐ Rezoning of the severed parcel to the satisfaction of the Municipality.
- ☐ Rezoning of the retained parcel to the satisfaction of the Municipality.
- ☐ Minor Variance for the severed parcel to the satisfaction of the Municipality.
- ☐ Minor Variance for the retained parcel to the satisfaction of the Municipality.
- ☒ A 3-metre strip of frontage from the severed parcel be deeded to the Township for road widening purposes along Cooney Island Road and along Douro Third Line. Cost to be incurred by the applicant. (Entrance to be located 50 m from intersection).
- ☐ An up-to-date site plan survey be completed on the retained and severed (after the lot is merged with the adjacent property) lots to assist with the rezoning process.
- ☐ An Ontario Land Surveyor provide a measurement of the frontage on the retained portion to assist with the rezoning.
- ☐ A Right-of-way be obtained to provide access to the newly merged lot.
- ☐ The depth of the severed lot be increased to ensure that the lot is a minimum of 0.4 ha (1 acre) in size (which does not include the 3-metre strip of frontage deeded to the municipality).
- ☐ An Easement be granted by the County of Peterborough to allow access to the severed parcel over the County Trail.
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

Comments: \_\_\_\_\_

OFFICIAL PLAN:

Application **conforms** to the Township Official Plan policies, Section(s) **6.2.2.2, 6.2.2.5(d), 6.1.1(iv), 6.2.2.5(e) & 6.2.13.2.**

Severed Parcel:

- Proposed Use: Residential.
- Land Use Designation(s): Rural.
- The proposed use **is** a permitted one.
- Special policies affecting the severed parcel (i.e. OPA): \_\_\_\_\_.

Retained Parcel(s):

- Proposed Use: Residential Agricultural.
- Land Use Designation(s): Rural & Extractive Industrial.
- The proposed use **is** a permitted one.
- Special policies affecting the retained parcel (i.e. OPA): \_\_\_\_\_.

ZONING BY-LAW:

Severed Parcel:

- The severed parcel **conforms** to the Township Zoning By-Law provisions, Section(s) **9.1.5 & 9.2.4 (a) & (b).**
- ☒ A rezoning **is not** required for the severed parcel.
- ☒ A minor variance **is not** required for the severed parcel.
- The existing zoning of the severed parcel is: Rural (RU).
- The recommended zoning of the severed parcel would be: \_\_\_\_\_.

Retained Parcel(s):

- The retained parcel **conforms** to the Township Zoning By-Law provisions, Section(s) **9.1.1 & 9.2.1 (a) & (b).**
- ☒ A rezoning **is not** required for the retained parcel.
- ☒ A minor variance **is not** required for the retained parcel.
- The existing zoning of the retained parcel is: Rural (RU) and Environmental Conservation (EC).
- The recommended zoning of the retained parcel would be: \_\_\_\_\_.

General:

- If the severed and/or retained parcel(s) do not conform to the Zoning By-Law, Council **supports** a rezoning and/or minor variance.

Completed By: Christina Coulter

Date: January 30, 2023

Amended Date: \_\_\_\_\_



COUNTY OF PETERBOROUGH  
**MUNICIPAL APPRAISAL FORM**



COUNTY OF PETERBOROUGH  
MUNICIPAL APPRAISAL FORM

APPLICANT: Ralph Wood & Mary Shosenberg

FILE B – 125-22

LOT: 2 CON.: 3 MUNICIPAL WARD: Douro

911 address: 578 Cooney Island Road, Roll #: 1522-010-002-09600, Island # or other: \_\_\_\_\_

APPLICATION FOR: Creation of a new lot - Residential

RECOMMENDATION:

Application **conforms** to the Official Plan. Severed parcel **conforms** to the Zoning By-Law. Retained parcel **conforms** to the Zoning By-Law. The Township **recommends** this application. If the application is approved, the following conditions are requested:

1. ☒ **\$1250** Cash-in-lieu of parkland fee be paid to the Municipality.
2. ☐ Rezoning of the severed parcel to the satisfaction of the Municipality.
3. ☐ Rezoning of the retained parcel to the satisfaction of the Municipality.
4. ☐ Minor Variance for the severed parcel to the satisfaction of the Municipality.
5. ☐ Minor Variance for the retained parcel to the satisfaction of the Municipality.
6. ☒ A 3 metre strip of frontage from the severed parcel be deeded to the Township for road widening along Douro Third Line. Cost to be incurred by the applicant. (Entrance to be located 30 m from Parcel A (B-124-22) entrance).
7. ☐ An up-to-date site plan survey be completed on the retained and severed (after the lot is merged with the adjacent property) lots to assist with the rezoning process.
8. ☐ An Ontario Land Surveyor provide a measurement of the frontage on the retained portion to assist with the rezoning.
9. ☐ A Right-of-way be obtained to provide access to the newly merged lot.
10. ☐ The depth of the severed lot be increased to ensure that the lot is a minimum of 0.4 ha (1 acre) in size (which does not include the 3-metre strip of frontage deeded to the municipality).
11. ☐ An Easement be granted by the County of Peterborough to allow access to the severed parcel over the County Trail.
12. ☐ \_\_\_\_\_
13. ☐ \_\_\_\_\_

Comments: \_\_\_\_\_

OFFICIAL PLAN:

Application **conforms** to the Township Official Plan policies, Section(s) **6.2.2.2, 6.2.2.5(d), 6.1.1(iv), 6.2.2.5(e) & 6.2.13.2.**

Severed Parcel:

- a) Proposed Use: Residential.
- b) Land Use Designation(s): Rural.
- c) The proposed use **is** a permitted one.
- d) Special policies affecting the severed parcel (i.e. OPA): \_\_\_\_\_.

Retained Parcel(s):

- a) Proposed Use: Residential Agricultural.
- b) Land Use Designation(s): Rural & Extractive Industrial.
- c) The proposed use **is** a permitted one.
- d) Special policies affecting the retained parcel (i.e. OPA): \_\_\_\_\_.

ZONING BY-LAW:

Severed Parcel:

- a) The severed parcel **conforms** to the Township Zoning By-Law provisions, Section(s) **9.1.5 & 9.2.4 (a) & (b).**
- b) ☒ A rezoning **is not** required for the severed parcel.
- c) ☒ A minor variance **is not** required for the severed parcel.
- d) The existing zoning of the severed parcel is: Rural (RU).
- e) The recommended zoning of the severed parcel would be: \_\_\_\_\_.

Retained Parcel(s):

- a) The retained parcel **conforms** to the Township Zoning By-Law provisions, Section(s) **9.1.1 & 9.2.1 (a) & (b).**
- b) ☒ A rezoning **is not** required for the retained parcel.
- c) ☒ A minor variance **is not** required for the retained parcel.
- d) The existing zoning of the retained parcel is: Rural (RU) and Environmental Conservation (EC).
- e) The recommended zoning of the retained parcel would be: \_\_\_\_\_.

General:

- a) If the severed and/or retained parcel(s) do not conform to the Zoning By-Law, Council **supports** a rezoning and/or minor variance.

Completed By: Christina Coulter

Date: January 30, 2023

Amended Date: \_\_\_\_\_



COUNTY OF PETERBOROUGH  
**MUNICIPAL APPRAISAL FORM**





COUNTY OF PETERBOROUGH  
MUNICIPAL APPRAISAL FORM

APPLICANT: Jason & Janelle Bates

FILE B – **156-22**

LOT: 19, CON.: 4 MUNICIPAL WARD: Dummer

911 address: 1491 Fourth Line Road South, Roll #: 1522-020-003-35800, Island # or other: \_\_\_\_\_

APPLICATION FOR: Creation of a new lot - Residential

**RECOMMENDATION:**

Application **conforms** to the Official Plan. Severed parcel **conforms** to the Zoning By-Law. Retained parcel **conforms** to the Zoning By-Law. The Township **recommends** this application. If the application is approved, the following conditions are requested:

1. ☒ **\$1250** Cash-in-lieu of parkland fee be paid to the Municipality.
2. ☐ Rezoning of the severed parcel to the satisfaction of the Municipality.
3. ☐ Rezoning of the retained parcel to the satisfaction of the Municipality.
4. ☐ Minor Variance for the severed parcel to the satisfaction of the Municipality.
5. ☐ Minor Variance for the retained parcel to the satisfaction of the Municipality.
6. ☒ A 3-metre strip of frontage from the severed parcel be deeded to the Township for road widening purposes. Cost to be incurred by the applicant.
7. ☒ A Mitigation Measures Agreement is to be entered into between the Owner and the Municipality and registered on title at the owner's expense, which would recognize the recommendations outlined in Section 7.0 of the Environmental Impact Study prepared by Cambium Inc. dated October 26, 2022.
8. ☒ A test hole for the septic system be inspected, there is a fee to inspect test holes to ensure a septic system would be viable – current fees are \$150 per severed lot severed and applicant is responsible for the digging of the test holes.
9. ☒ The survey illustrate that the severed lot is located outside of the boundaries of the Vernal Pool and the 30 m wetland setback as identified on Figure 3 of the Environmental Impact Study prepared by Cambium Inc., dated October 26, 2022.

Comments: \_\_\_\_\_

**OFFICIAL PLAN:**

Application **conforms** to the Township Official Plan policies, Section(s) **6.1.1(iv), 6.2.2.2, 6.2.2.5(d)**.

Severed Parcel:

- a) Proposed Use: Residential.
- b) Land Use Designation(s): Rural.
- c) The proposed use **is** a permitted one.
- d) Special policies affecting the severed parcel (i.e. OPA): \_\_\_\_\_.

Retained Parcel(s):

- a) Proposed Use: Residential (existing).
- b) Land Use Designation(s): Rural.
- c) The proposed use **is** a permitted one.
- d) Special policies affecting the retained parcel (i.e. OPA): \_\_\_\_\_.

**ZONING BY-LAW:**

Severed Parcel:

- a) The severed parcel **conforms** to the Township Zoning By-Law provisions, Section(s) **9.1.5, 9.2.4 (a) & (b)**.
- b) ☒ A rezoning **is not** required for the severed parcel.
- c) ☒ A minor variance **is not** required for the severed parcel.
- d) The existing zoning of the severed parcel is: Rural (RU).
- e) The recommended zoning of the severed parcel would be: \_\_\_\_\_.

Retained Parcel(s):

- a) The retained parcel **conforms** to the Township Zoning By-Law provisions, Section(s) **9.1.5, 9.2.4 (a) & (b)**.
- b) ☒ A rezoning **is not** required for the retained parcel.
- c) ☒ A minor variance **is not** required for the retained parcel.
- d) The existing zoning of the retained parcel is: Rural (RU).
- e) The recommended zoning of the retained parcel would be: \_\_\_\_\_.

General:

- a) If the severed and/or retained parcel(s) do not conform to the Zoning By-Law, Council **supports** a rezoning and/or minor variance.

Completed By: Christina Coulter

Date: January 29, 2023

Amended Date: \_\_\_\_\_

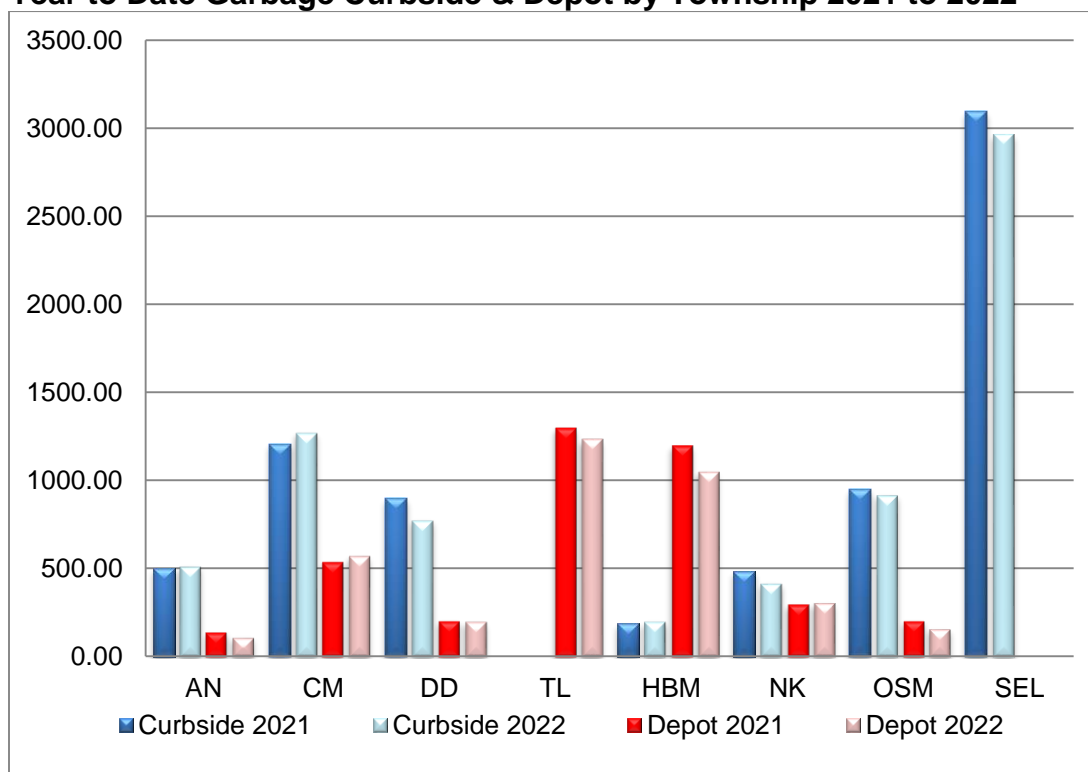
**Quarterly Garbage Report 2022  
Year End Comparison  
2021 to 2022**

**2022 Garbage Tonnes by Quarter by Township**

Township	Kg per Capita (YTD)	Year to Date	Jan to March	April to June	July to Sept	Oct to Dec
AN	133.01	624.99	149.05	173.31	165.17	137.46
CM	212.59	1,844.81	409.04	496.31	482.90	456.56
DD	114.64	976.90	221.28	250.55	289.17	215.90
TL	76.46	1,231.92	223.86	319.11	436.45	252.50
HBM	123.67	1,247.55	240.05	342.52	383.81	281.17
NK	79.39	724.35	126.10	188.06	288.35	121.84
OSM	143.13	1,079.80	254.69	284.96	291.96	249.72
SEL*	146.17	2,964.45	702.56	748.83	777.93	735.13
County	125.75	10,694.77	2,326.63	2,803.65	3,115.74	2,450.28

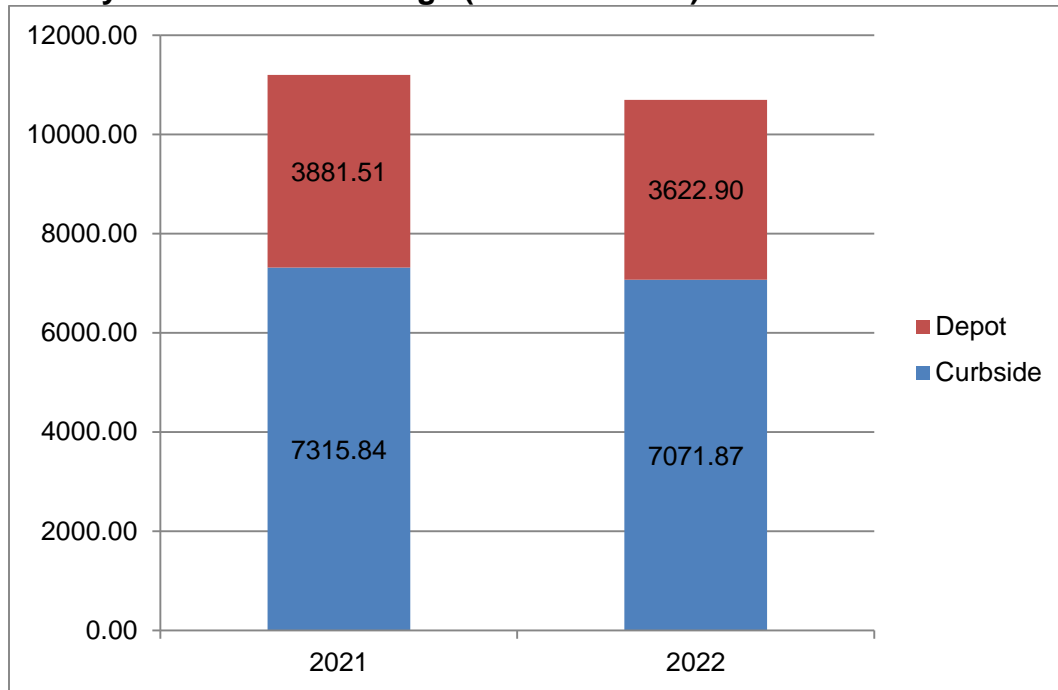
\*Selwyn depot waste is not included in quarterly township reports as it is disposed of immediately onsite at the Smith landfill.

**Year to Date Garbage Curbside & Depot by Township 2021 to 2022**



- Total garbage disposal is down by 4.5% in 2022 over 2021

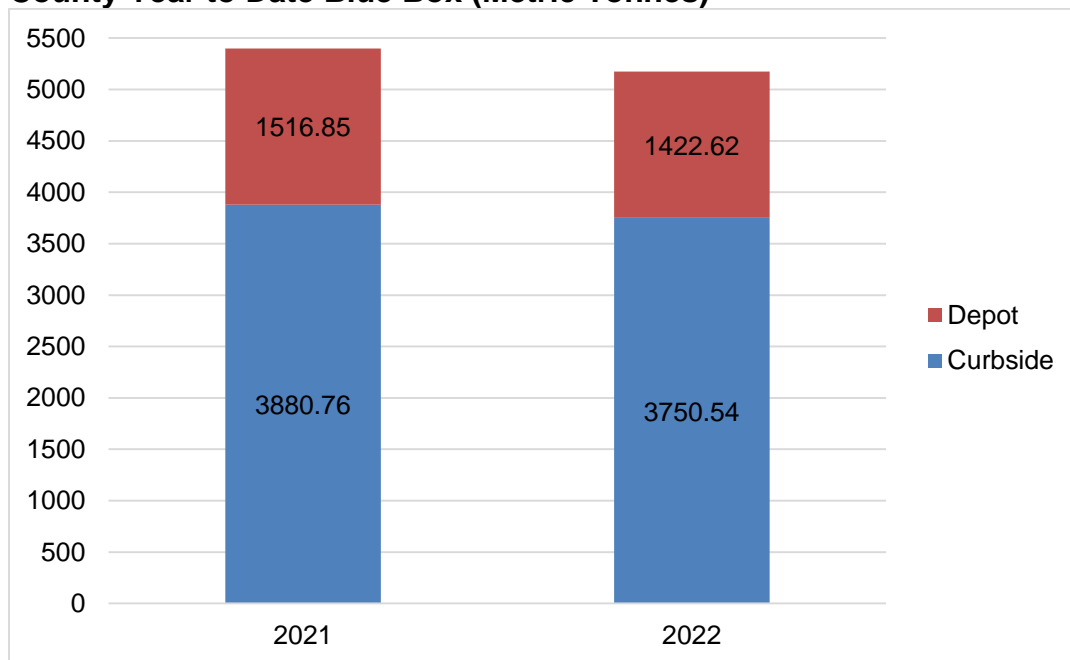
### County Year to Date Garbage (Metric Tonnes)



#### Analysis:

- Curbside and Depot garbage was down by 503 tonnes in 2022 compared to 2021.

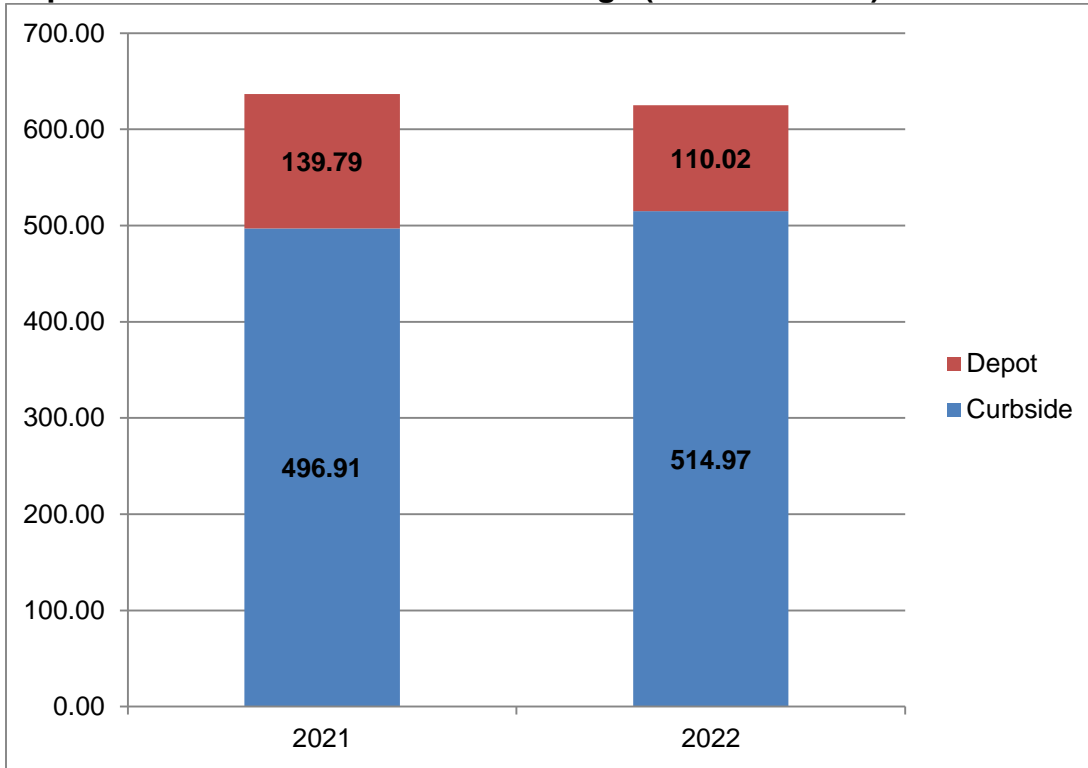
### County Year to Date Blue Box (Metric Tonnes)



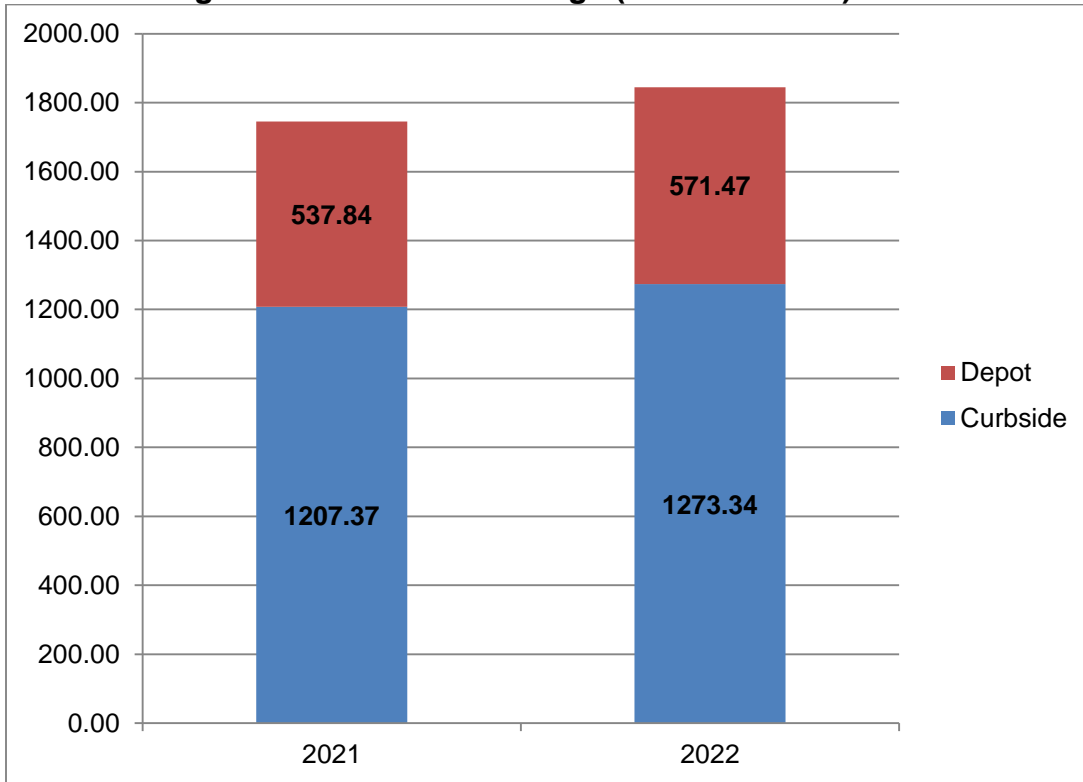
#### Analysis:

- Curbside and Depot blue box was down 4.2% in 2022 compared to 2021.

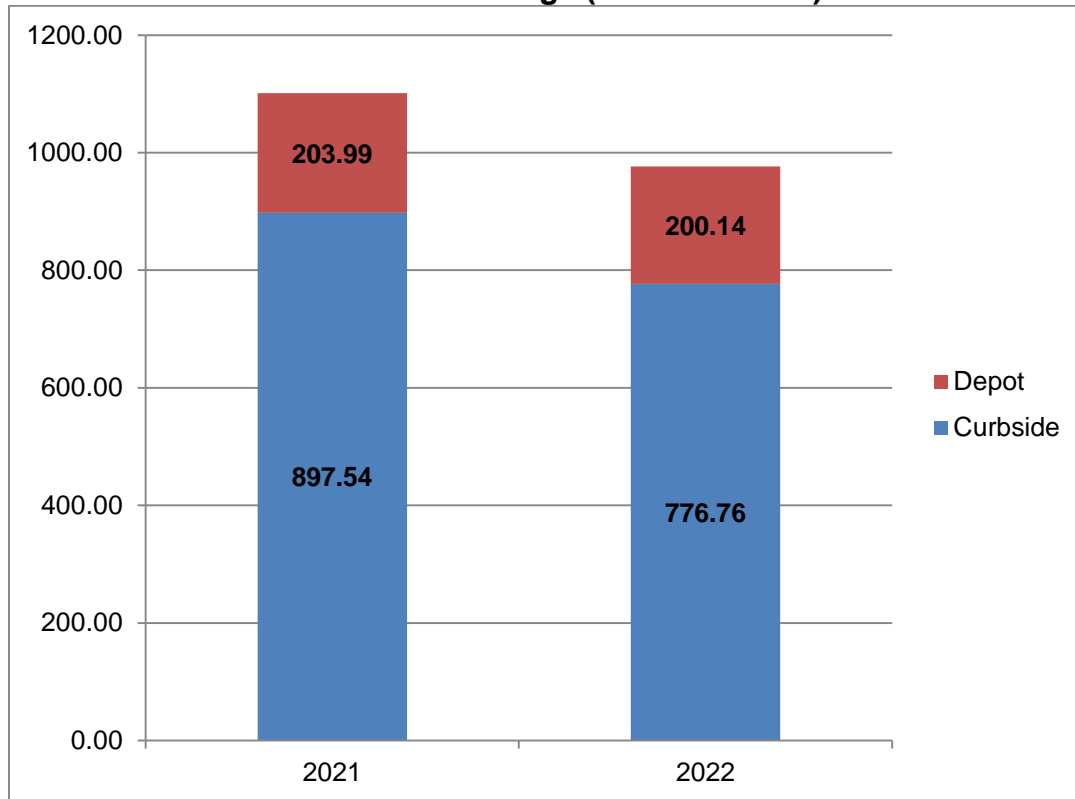
### Asphodel Norwood Year to Date Garbage (Metric Tonnes)



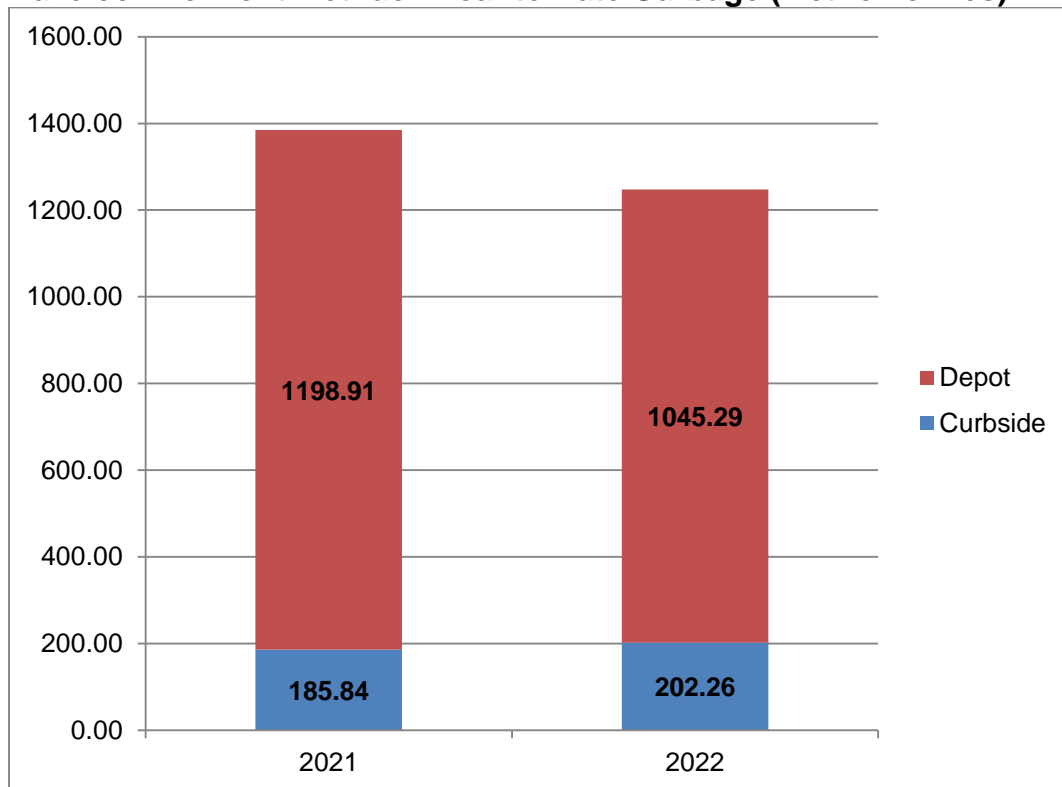
### Cavan Monaghan Year to Date Garbage (Metric Tonnes)



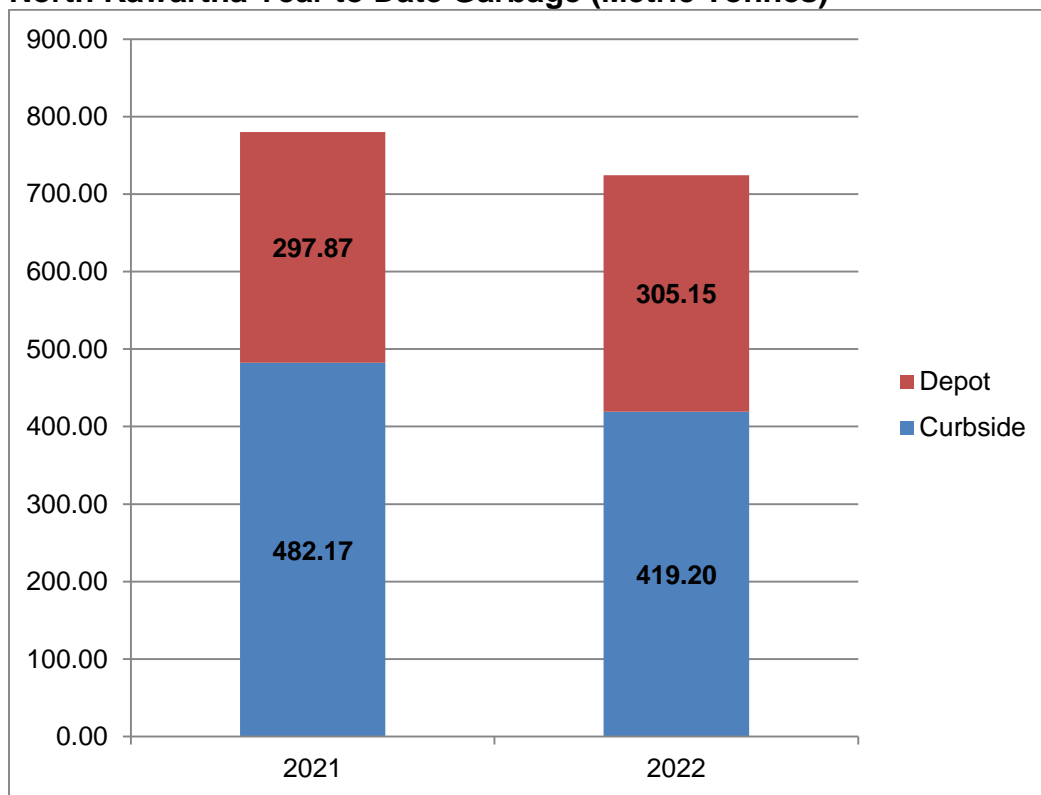
### Douro Dummer Year to Date Garbage (Metric Tonnes)



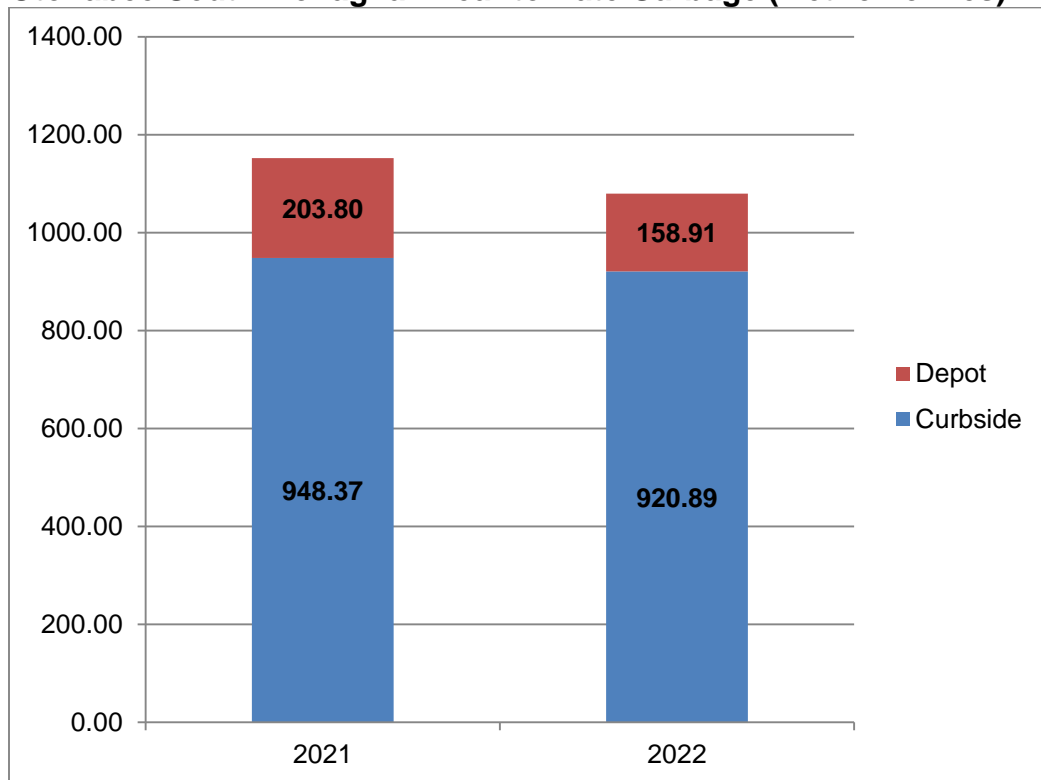
### Havelock Belmont Methuen Year to Date Garbage (Metric Tonnes)



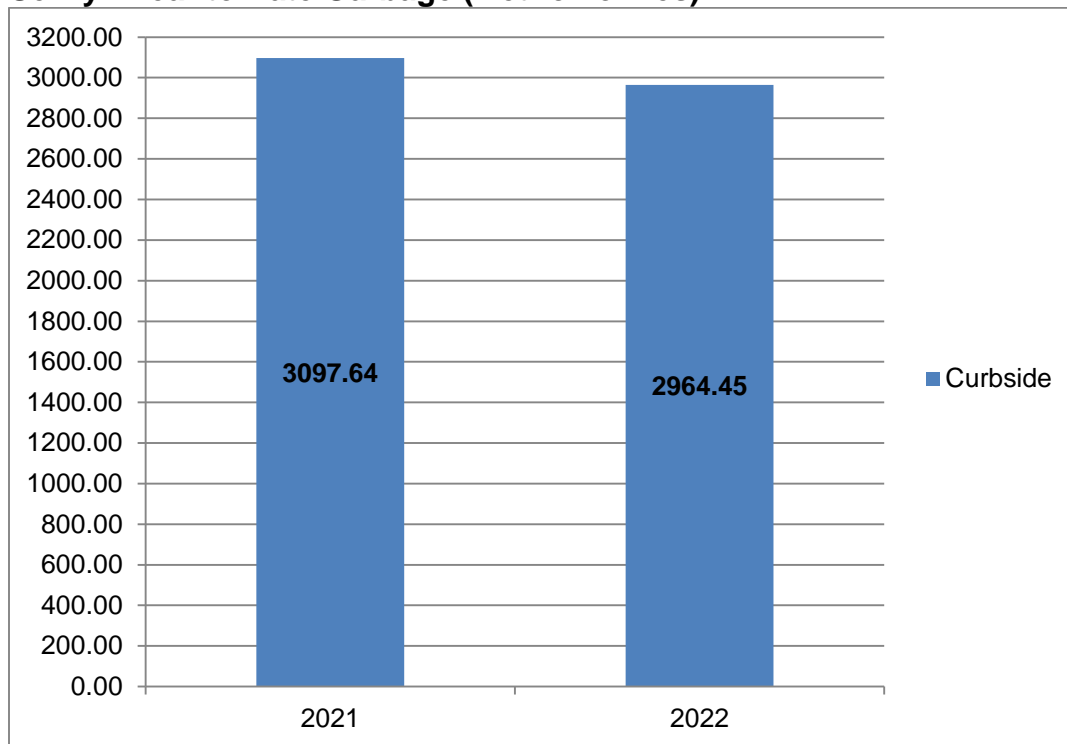
**North Kawartha Year to Date Garbage (Metric Tonnes)**



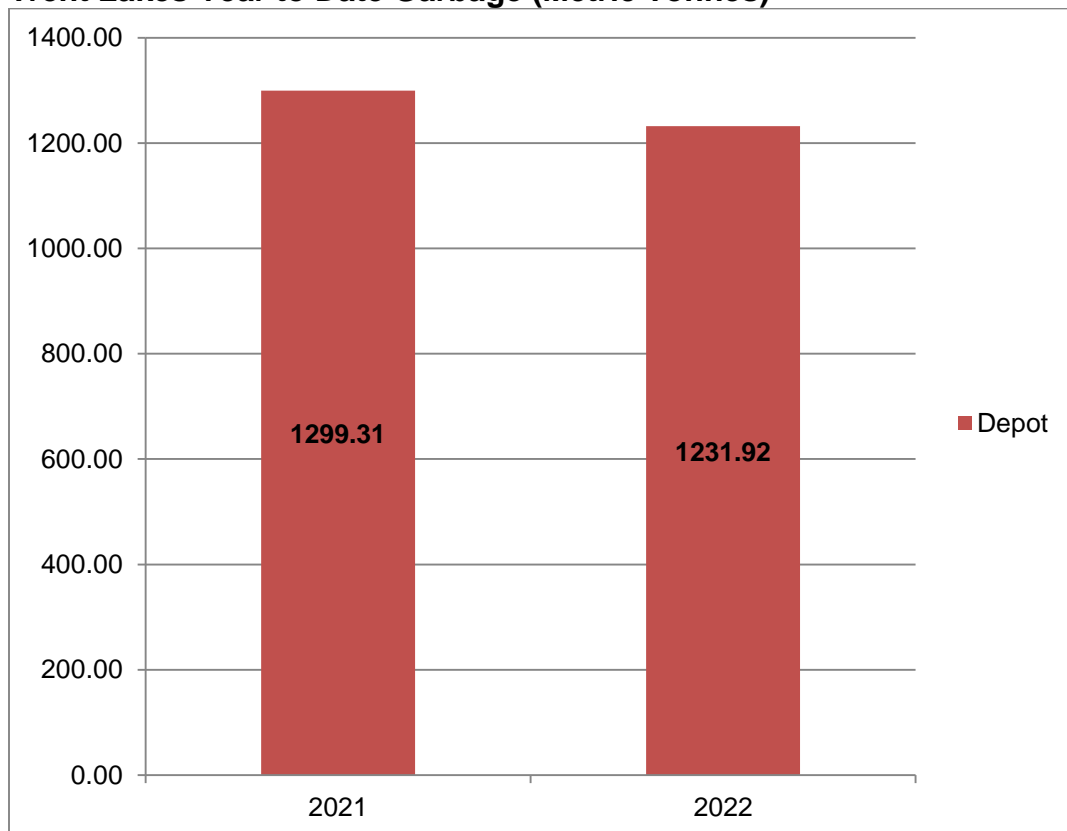
**Otonabee South Monaghan Year to Date Garbage (Metric Tonnes)**



**Selwyn Year to Date Garbage (Metric Tonnes)**



**Trent Lakes Year to Date Garbage (Metric Tonnes)**



**Recommendation:**

That Report Planning-2023-07, dated February 7, 2023, regarding Zoning By-law Amendment – File R-05-22 be received and;  
That Council receive all comments related to Zoning By-law Amendment File R-05-22; and;  
That the By-law to enact the amendment be passed at the appropriate time in the meeting.

**Overview:**

The Owner, Gary Michael Bolton, has applied to amend the existing zoning on portions of the property located at 4131 County Road 32, being Roll No. 1522-010-003-14620.

The rezoning is required as a condition of consent for severance application Files B-21-22 and B-22-22, that were conditionally approved by Peterborough County on November 2, 2022.

The subject property is currently zoned the Rural Zone (RU), The Development Zone (D2), the Environmental Conservation Zone (EC) and the Special District 43 Zone (S.D. 43) as shown on Schedule A1 to By-law No. 10-1996, as amended.

The Zoning By-law Amendment proposes to rezone the severed parcels (Lot A and Lot B) from the Rural Zone (RU) to the Special District 255 Zone (S.D. 255) to address a lack of frontage (the parcels front on the Rotary Greenway Trail).

The retained parcel is proposed to be rezoned as follows:

1. from the Rural Zone (RU) to the Special District 256 Zone (S.D. 256) to address a reduced lot area and to address a lack of frontage (the retained parcel fronts on the Rotary Greenway Trail);
2. from the Rural Zone (RU) to the Environmental Conservation Zone (EC) to recognize the wetland and 30 m buffer (VPZ); and
3. the Special District 43 Zone (S.D. 43) is proposed to be amended to accurately reflect the location based on the survey prepared by J.B. Fleguel, dated January 28, 2005 and to recognize the existing buildings and structures and their setbacks.

There are no changes proposed to the existing Development Zone (D2) and Environmental Conservation Zone (EC) on the retained lands.

A copy of the draft By-law is attached to this Report.



**Conformity to Provincial Policy Statement (PPS) and A Place to Grow, Growth Plan for the Greater Golden Horseshoe (Growth Plan):**

A Natural Heritage Evaluation (NHE) was prepared by Oak Ridge Environmental Ltd. (ORE), dated December, 2021 in support of the severance applications. A further response was provided by ORE on June 24, 2022. Copies of the ORE documents are attached to this Report.

In correspondence dated July 27, 2022, ORCA concluded that the severance applications demonstrated consistency with Section 3.1 of the PPS as it relates to natural hazards.

ORCA stated that, provided the severance applications adhere to the recommendations of the NHE, including Figure 4R and Figure 7R of the June 24, 2022 ORE response (i.e. ensuring the severed lots are located outside of the wetland and 30 m VPZ), the applications are consistent with Sections 2.1 and 2.2 of the PPS as they relate to natural heritage and water and conform with Sections 4.2.3 and 4.2.4 of the Growth Plan as they relate to key hydrologic features, key hydrologic areas and key natural heritage features outside of settlement areas and lands adjacent to these features.

Notice of the proposed Zoning By-law was provided to ORCA and in correspondence dated January 6, 2023, ORCA indicated that the rezoning application is consistent with Section 3.1, 2.1 and 2.2 of the PPS and consistent with Sections 4.2.3 and 4.2.4 of the Growth Plan. Permits from their agency will be required prior to any site alteration or construction in the regulated areas.

The subject property is located within a Vulnerable Area for a municipal drinking water source. A notice under the Clean Water Act has been received and is attached to this Report.

A copy of the ORCA comments are attached to this Report.

**Conformity to Official Plan:**

The subject property is designated Rural, Recreational – Open Space and Waste Management Assessment Area.

With the exception of Provincially Significant Wetlands and significant portions of the habitat of endangered and threatened species, development and site alteration such as filling, grading and excavating may be permitted within or adjacent to natural heritage features, provided it has been demonstrated through an Environmental Impact Assessment that there will be no negative impacts on the natural features or ecological functions of the area (S. 4.1.3.1).

As noted previously, the NHE identified the wetland boundaries and 30 m VPZ. The severed parcels are located outside of the 30 m VPZ and are proposed to be zoned

(S.D. 255) to permit a single detached dwelling and related accessory uses. The wetland and 30 m VPZ are proposed to be zoned (EC) to define the limits of the wetland and to prohibit development and site alteration within 30 metres of this natural heritage feature.

The attached Draft By-law varies slightly from the Draft posted with the Notice of Public Meeting on the Township website. The Owner has requested that the rear lot lines for the severed parcels be straight rather than irregular. A sketch prepared by JBF Surveyors dated January 17, 2023 and attached to this Report identifies the desired shape of the severed parcels and proposed building envelopes. Given the configuration of the lots on the JBF sketch, there will be a small piece of land located between the rear lot lines of the severed parcels and the 30 m VPZ. The zoning of this area was discussed with the Owner who agreed that the area could be incorporated into the proposed (EC) Zone. As a result, the (EC) Zone generally goes beyond the 30 m VPZ to the rear of the severed parcels and is greater than required by the NHE.

The Waste Management Assessment Area indicates the subject property is located within 500 metres of a closed waste disposal site. This area is zoned (D2) in the Township Zoning By-law. Section 6.2.18.3(e) of the Official Plan states that "within 500 metres of waste management footprints, only land uses compatible with the potential impacts [from the former landfill] shall be permitted..." The proposed severed parcels are located outside the 500 metre buffer area and the area zoned (D2) is proposed to remain.

With the implementation of the proposed zones and the continuation of the existing zones, the application appears to conform to the Official Plan.

#### **Comments:**

- Bell: No concerns
- Enbridge Gas Inc.: No objections to the application.
- KPRDSB: no concerns or issues related to their mandate.

#### **Conclusion:**

The requested zoning by-law amendment, to rezone portions of the subject lands from the Rural Zone (RU) to the Special District 255 Zone (S.D. 255); the Special District 256 Zone (S.D. 256); and the Environmental Conservation Zone (EC), is required in order to meet conditions of Peterborough County Land Division Files B-21-22 and B-22-22.

The rezoning will ensure a minimum 30 metre vegetation protection zone is maintained between the wetland and all development activities and will recognize the existing uses on the retained lands. The proposed rezoning meets the intent of municipal and provincial policies.

**Financial Impact:**

All costs related to the application for a Zoning By-law Amendment are the responsibility of the owner.

**Strategic Plan Applicability:** N/A

**Sustainability Plan Applicability:** N/A

**Report Approval Details**

Document Title:	Staff Report regarding ZBA R-05-22 (Bolton).docx
Attachments:	<ul style="list-style-type: none"> <li>- R-05-22 - Draft By-law.pdf</li> <li>- 21-22 and 22-22 NHE.pdf</li> <li>- PPLD-2222andPPLD-2223_Ecology-Review_4131CtyRd32_15Mar2022.pdf</li> <li>- ORE 21-2882 FINAL Response to ORCA Comments County Road 32 June 24 2022 - Scanned.pdf</li> <li>- 2nd SUB_B-21-22 and B-22-22_4131 County Road 32_ORCA_PPLD-2222 and PPLD-2223_27_JUL_2022.pdf</li> <li>- ORCA (R-05-22 - PPLD-2261) (January 6, 2023).pdf</li> <li>- 2022-0275-N2a.pdf</li> <li>- 8800_Bolton_Prop_BLD_ENVL_17_JAN_2023.pdf</li> </ul>
Final Approval Date:	Jan 31, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

# The Corporation of the Township of Douro-Dummer

## By-law Number 2023-XX

**Being a By-law to amend By-law Number 10-1996, as amended,  
otherwise known as "The Township of Douro-Dummer  
Comprehensive Zoning By-law"**

**Whereas** By-law Number 10-1996, as amended, regulates the use of land and the use and erection of buildings and structures within the Township of Douro-Dummer;

**And Whereas** Section 34 of The Planning Act, RSO 1990, as amended, permits the Council to pass an amending Zoning By-law;

**And Whereas** the Council of the Township of Douro-Dummer required the rezoning of the subject lands as a condition of Peterborough County Consent Applications B-21-22 and B-22-22;

**And Whereas** the Council of the Township of Douro-Dummer deems it advisable to further amend By-law No. 10-1996 as amended;

**Now Therefore** the Council of the Township of Douro-Dummer hereby enacts as follows:

1. Schedule A1 to By-law No. 10-1996, as amended, is hereby further amended by changing the zone category on a portion of lands known municipally as 4131 County Road 32 and described as Part Lot 12, Concession 8 of the Douro Ward to the Special District 255 Zone (S.D. 255), the Special District 256 Zone (S.D. 256) and the Environmental Conservation Zone (EC) as shown on Schedule "1" attached hereto and forming part of this By-law.
2. Section 21 Special Districts is amended by the addition of a new subsection "21.255 Special District 255 Zone (S.D. 255)" immediately following subsection 21.254 Special District 254 Zone (S.D. 254)" which shall read as follows:

**21.255      Special District 255 Zone (S.D. 255) – Roll No. 1522-010-003-14620 (Severed Lots A and B)**

No person shall within any Special District 255 Zone (S.D. 255) use any land, or erect, alter or use any building or structure except in accordance with the following provisions:

### **21.255.1 Permitted Uses**

**21.255.1.1** all uses permitted in Section 4.1 of the Residential Zone (R) of By-law 10-1996, as amended.

## **21.255.2 Regulations for Permitted Uses**

All regulations of Section 4.2.1 of the Residential Zone (R) of By-law 10-1996, as amended, shall apply with the following exceptions:

- a) Minimum Lot Frontage

0 m

3. Section 21 Special Districts is amended by the addition of a new subsection "21.256 Special District 256 Zone (S.D. 256)" immediately following subsection 21.255 Special District 255 Zone (S.D. 255)" which shall read as follows:

**21.256      Special District 256 Zone (S.D. 256) – Roll No. 1522-010-003-14620 (Retained Lot)**

No person shall within any Special District 256 Zone (S.D. 256) use any land, or erect, alter or use any building or structure except in accordance with the following provisions:

### 21.256.1 Permitted Uses

**21.256.1.1** all uses permitted in the Rural Zone (RU) of By-law 10-1996, as amended save and except a single detached dwelling.

## 21.256.2 Regulations for Permitted Uses

The applicable regulations of the Rural Zone (RU) of By-law 10-1996, as amended, shall apply with the following exceptions:

- |                         |      |
|-------------------------|------|
| a) Minimum Lot Area     | 4 ha |
| b) Minimum Lot Frontage | 0 m  |

4. Section 21.43 Special District 43 Zone (S.D. 43) is amended by deleting subsection "21.43.2 Regulation for Uses Permitted in Section 21.43.1" in its entirety and replacing it with the following:

### 21.43.2 Regulations for Permitted Uses

All regulations of Section 9.2.4 of the Rural Zone (RU) of By-law 10-1996, as amended, shall apply with the following exceptions:

- a) Minimum Lot Area (Part 3,  
Plan 45R-12828) 1.55 ha
- b) Minimum Lot Frontage (Part 3,  
Plan 45R-12828) 0 m
- c) The front lot line shall be the lot line which  
faces County Road 32.
- d) Minimum Rear Yard for the existing  
detached accessory structure identified as  
the metal-clad pole barn on Plan of Survey  
prepared by J.B. Fleguel O.L.S, completed  
on January 28, 2005 and attached as  
Schedule "2" to this By-law 0 m

5. All other relevant provisions of By-law 10-1996, as amended, shall apply.

If no notice of objection is filed with the Acting Clerk within the time provided, this By-law shall become effective on the date of passing hereof, subject to the provisions of The Planning Act, RSO 1990, as amended.

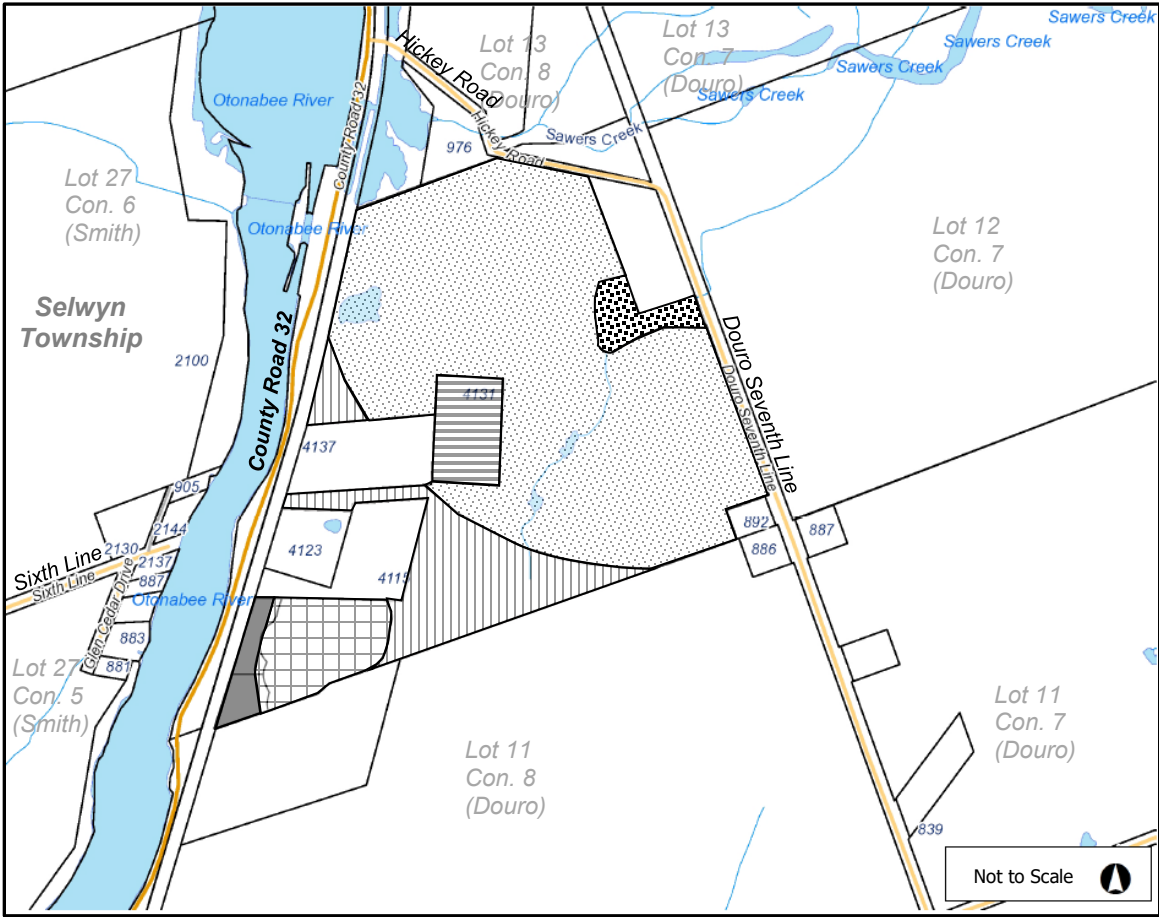
Passed in Open Council this 7th day of February, 2023.







\_\_\_\_\_  
Mayor, Heather Watson

\_\_\_\_\_  
Acting Clerk, Martina Chait-Hartwig

File: R-05-22  
Roll No. 1522-010-003-14620

Schedule "1" to By-law 2023-XX



-  Rezone from the 'Rural Zone (RU)' to the 'Special District 255 Zone (S.D. 255)'
-  Rezone from the 'Rural Zone (RU)' to the 'Special District 256 Zone (S.D. 256)'
-  Rezone from the 'Rural Zone (RU)' to the 'Environmental Conservation Zone (EC)'
-  Area to remain zoned the 'Development Zone (D2)'
-  Area to remain zoned the 'Environmental Conservation Zone (EC)'
-  Area to remain zoned the 'Special District 43 Zone (S.D. 43)'

This is Schedule 'A' to By-law  
No. 2023-XX passed this  
7th day of February, 2023.

\_\_\_\_\_  
Mayor, Heather Watson

\_\_\_\_\_  
Acting Clerk, Martina Chait-Hartwig



PLAN OF SURVEY OF  
PART OF LOT 12, CONCESSION 8  
GEOGRAPHIC TOWNSHIP OF DOURO  
TOWNSHIP OF DOURO-DUMMER  
COUNTY OF PETERBOROUGH

SCALE: 1 INCH = 150 FEET



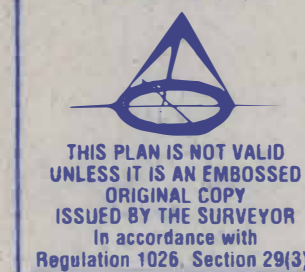
IMPERIAL: DISTANCES SHOWN HEREON ARE IN FEET  
AND DECIMALS THEREOF, AND CAN BE CONVERTED TO  
METRES BY MULTIPLYING BY 0.3048.

J.B. FLEGUEL O.L.S.  
2005

- DENOTES SURVEY MONUMENT, FOUND.
- DENOTES SURVEY MONUMENT, PLANTED.
- P1 DENOTES TSW PLAN No. T-1954 (CLSR#63668)
- P2 DENOTES DEPOSITED PLAN 45R-3400
- P3 DENOTES DEPOSITED PLAN 45R-10241
- P4 DENOTES DEPOSITED PLAN 45R-7112
- P5 DENOTES DEPOSITED PLAN 45R-5989
- P6 DENOTES DEPOSITED PLAN 45R-9641
- P7 DENOTES PLAN ATTACHED TO INST. No. 174838
- P8 DENOTES DEPOSITED PLAN 45R-12828
- 688 DENOTES C.D. COPELAND, O.L.S.
- TSW DENOTES TRENT SEVERN WATERWAY
- E&P DENOTES ELLIOTT & PARR, O.L.S.
- 712 DENOTES G.W. ELLIOTT, O.L.S.
- 1456 DENOTES D.M. ROBERTSON, O.L.S.
- 1647 DENOTES J.B. FLEGUEL, O.L.S.

BEARINGS SHOWN HEREON ARE ASTROMONIC AND ARE RELATED  
TO THE BEARING N 14° 39' 30" E OF A PORTION OF THE  
SOUTHEASTERLY LIMIT OF THE FORMER CNR RIGHT-OF-WAY  
THROUGH LOT 12, CONCESSION 8, IN ACCORDANCE WITH DEPOSITED  
PLAN 45R-10241.

ASSOCIATION OF ONTARIO  
LAND SURVEYORS  
PLAN SUBMISSION FORM  
1561914



THIS PLAN IS NOT VALID  
UNLESS IT IS AN EMBOSSED  
ORIGINAL COPY  
ISSUED BY THE SURVEYOR  
In accordance with  
Regulation 1026, Section 29(3).

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

- 1) THIS SURVEY AND PLAN ARE CORRECT AND IN  
ACCORDANCE WITH THE SURVEYS ACT AND  
THE SURVEYORS ACT AND THE REGULATIONS  
MADE UNDER THEM.
- 2) THE SURVEY WAS COMPLETED ON JANUARY 28, 2005

*J.B. Fleguel*  
J.B. FLEGUEL, B.Sc.  
ONTARIO LAND SURVEYOR

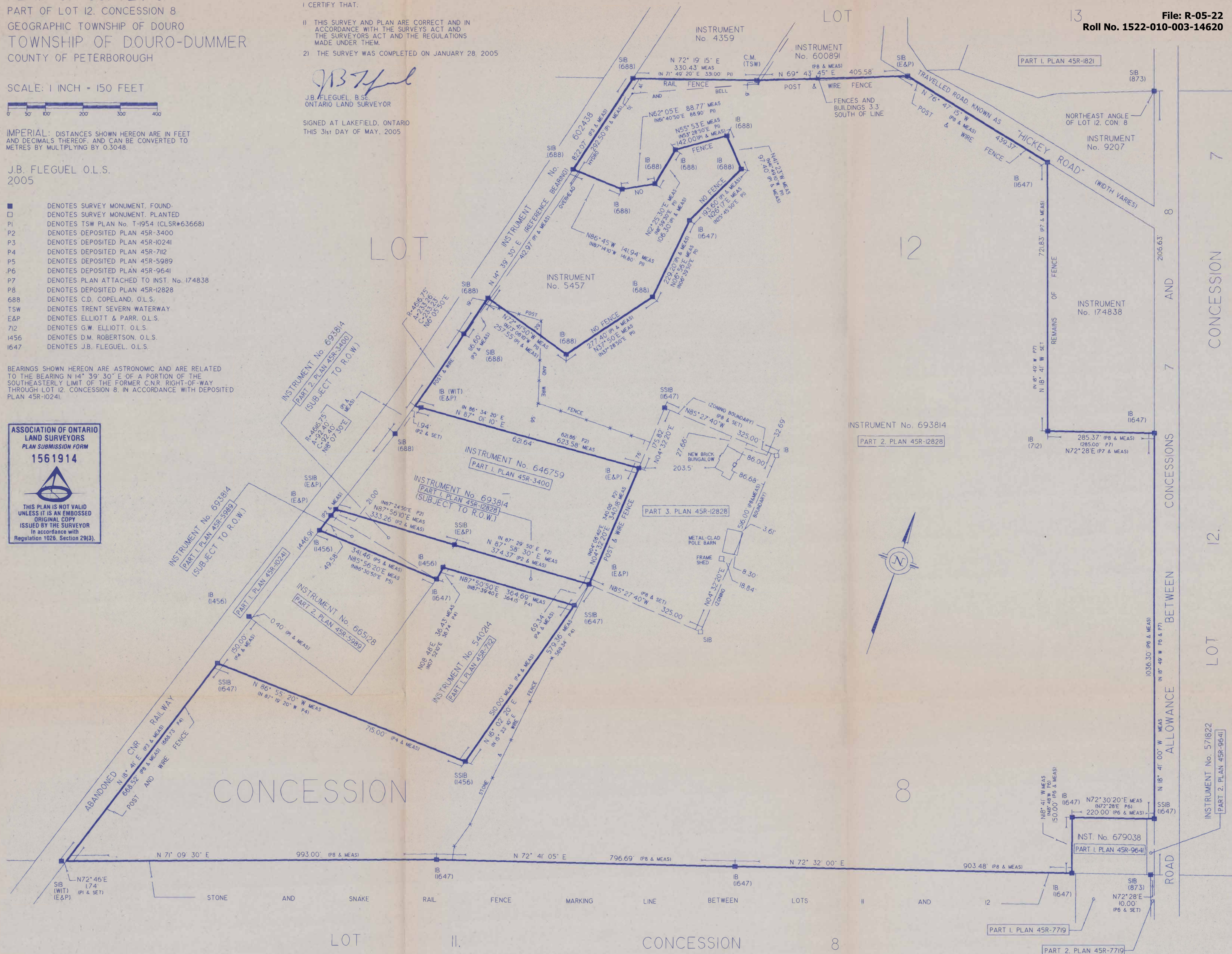
SIGNED AT LAKEFIELD, ONTARIO  
THIS 31st DAY OF MAY, 2005

Schedule "2" to By-law 2023-XX

By-law 2023-XX - Page 5

File: R-05-22

Roll No. 1522-010-003-14620



INSTRUMENT No. 169705

J.B. FLEGUEL  
ONTARIO LAND SURVEYOR  
44 CLEMENTI STREET, BOX 70  
LAKEFIELD, ONTARIO K0L 2H0  
PHONE: 705-652-6198  
FAX: 705-652-1647  
PROJ. # 3042



**Natural Heritage Evaluation (NHE)  
Proposed Two (2) Lot Severance  
4131 County Road 32  
Part of Lot 12, Concession 8 (Douro)  
Township of Douro-Dummer  
County of Peterborough**

**Prepared For:**

Mr. Gary Bolton  
Trent Ridge Farms  
4131 County Road 32  
Douro, Ontario  
K0L 2H0  
Project #: 21-2882



**ORE**

**Oakridge Environmental Ltd.**

Environmental and Hydrogeological Services

December 8<sup>th</sup>, 2021

Trent Ridge Farms  
4131 County Road 32  
Douro, Ontario  
K0L 2H0

Attention: **Mr. Gary Bolton**

Re: Natural Heritage Evaluation (NHE)  
Proposed Two (2) Lot Severance  
4131 County Road 32  
Part of Lot 12, Concession 8 (Douro)  
Township of Douro-Dummer, County of Peterborough  
ORE File No. 21-2882

---

Dear Mr. Bolton:

As requested, Oakridge Environmental Ltd. (ORE) is pleased to provide this Natural Heritage Evaluation (NHE) for the above-referenced property located in the County of Peterborough.

As part of this study, ORE staff completed a series of site inspections during the spring/early summer period. No Threatened, Endangered or Special Concern species were detected on the subject site. However, an unevaluated wetland was identified in the wooded area directly north of the proposed severance parcels. As such, this NHE addresses the Key Natural Heritage Features and Significant Wildlife Habitat (SWH) identified on the property.

Recommendations with respect to mitigation measures intended to limit the development from imposing on these local environmental features have been included in this report. It is expected that the development can proceed, provided those recommendations are implemented.

Yours truly,  
**Oakridge Environmental Ltd.**

*Original Signed By*

Rob West, HBSc., CSEB  
Senior Environmental Scientist

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**Natural Heritage Evaluation (NHE)  
Proposed Two (2) Lot Severance  
4131 County Road 32  
Part of Lot 12, Concession 8 (Douro)  
Township of Douro-Dummer, County of Peterborough**

## **1.0 Introduction**

### **1.1 General**

Oakridge Environmental Ltd. (ORE) is pleased to provide this Natural Heritage Evaluation (NHE) for the above-referenced property (referred to as the subject site). The property is located approximately 3 km south of Lakefield, Ontario (Figures 1 and 2). It is understood that the current property owner would like to sever two (2) lots from the farm parcel for the purpose of single residential development.

Based on the information provided, two (2) lot severances are being proposed on the southern portion of the property within an approximate area of 2.6 ha (6.42 acres) with frontage on County Road 32 (River Road). The retained lands will consist of 29.5 ha (72.9 acres) and will contain the existing residential home.

The property owner will submit a lot layout once the agencies have had a chance to review the constraints in this NHE.

The subject site fronts onto the east side of County Road 32, with the Otonabee River on the west side of County Road 32. The southern lobe of the property does not come into contact with the river and is separated from it by River Road and Lock 25 further north. The property also contains unevaluated wetland. As a result, a study is required to support the application.

The purpose of the study is to characterize the site conditions and demonstrate that the subject property can sustainably accommodate the proposed severances and associated development without resulting in unacceptable impacts to any environmentally sensitive features. The NHE also includes an assessment of Species at Risk (SAR) on and in the vicinity of the site, in accordance with the provincial Endangered Species Act (ESA) and the Municipal Official Plan (OP).

### **1.2 Site Description, Location and Access**

The site is situated at 4131 County Road 32 within part of Lot 12, Concession 8, in the Township of Douro-Dummer (Douro), County of Peterborough (Figures 1 and 2). It is bound by County Road 32 on the west, Douro 7<sup>th</sup> Line to the east and Hickey Road to the north. The site can be accessed directly from County Road 32.

The subject site occurs approximately 3 km south of Lakefield and has a total area of

approximately 32.1 ha (79.4 acres). A residence, commercial greenhouse operation, and accessory structures are located on the northern portion of the subject site, within the retained lands. A tributary of Sawyers Creek bisects the property from north to south in the central portion. The area of the proposed severances is located in the southern portion and consists of vacant land and unevaluated wetland.

## 2.0 Policy Framework

### 2.1 Provincial Policy Statement

The 2020 Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. This document stresses the need for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of Natural Heritage Features.

Section 3 of the Planning Act requires that Planning authorities shall “have regard for” the PPS when exercising any authority that affects municipal Planning matters. Since this is a Planning application, the Municipality and County will usually apply the most recent version of the PPS Natural Heritage section requirements to ensure that the relevant natural heritage features are detected and that any required mitigation is applied to protect those features (Appendix A).

ORE is knowledgeable of and has reviewed Section 2.1 (Natural Heritage) of the 2020 PPS with specific regard to the applicability of the Policy to the subject site. In addition, ORE has reviewed and utilized the methodologies outlined in the Ministry of Northern Development, Mines, Natural Resources and Forestry’s (MNDMNR’s) Natural Heritage Reference Manual for Natural Heritage Policies of the Provincial Policy Statement (2005).

The PPS lists a number of features that must be addressed, including but not limited to the following:

- Significant Woodlands
- Significant Wetlands
- Significant Valleylands
- Significant Wildlife Habitat (SWH)
- Significant Fisheries Habitat
- Species at Risk

The MNDMNR’s assessment requirements under the “*Significant Wildlife Habitat Criteria Schedules For Ecoregion 6E*” is applicable to Planning Applications. ORE staff reviewed the site’s vegetation and formed a candidate SWH list, which was further refined based on our knowledge of the site. The SWH assessment focussed on the type

of vegetation to be impacted by the development, rather than all of the ELC types observed on the subject property.

Similarly, the remaining Natural Heritage Features listed above have been identified on the property and these have been researched and discussed as per the PPS requirements.

## **2.2 Otonabee Region Conservation Authority**

The subject site is regulated by Ontario Regulation 167/06, the *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* of the Otonabee Region Conservation Authority (ORCA). In addition, ORCA typically provides review services on behalf of local Municipalities.

ORCA's Watershed Planning and Regulations Policy Manual (December 2015) requires that a comprehensive Environmental Impact Study (EIS) be completed for lot creation (i.e., subdivisions, single lot severances, etc.). This typically includes bio-inventory surveys conducted during three to four seasons, with the spring breeding bird period being most important.

ORE staff met on-site with Matt Wilkinson (Planner) and Marnie Guindon (Regulations & Enforcement Officer) on May 31<sup>st</sup>, 2021 to review the location of the unevaluated wetland. The wetland boundary was discussed and the location of the boundary was addressed on-site.

This study was prepared to meet the requirements of ORCA's regulation.

## **2.3 Growth Plan for the Greater Golden Horseshoe (Growth Plan)**

The proposed severances are subject to a Planning application and related approvals. Consequently, the Growth Plan is applicable.

In July of 2017, the Ministry of Natural Resources and Forestry (now the MNDMNR) issued the Growth Plan for the Greater Golden Horseshoe (Growth Plan). The Growth Plan is a policy document intended to assist planning authorities implement a set of standardized objectives for development within their jurisdictions. Among other things, the Growth Plan established a Natural Heritage System (NHS) in accordance with the PPS for the entire region. The NHS identifies Key Natural Heritage Features (KNHF) and water resource systems (Key Hydrologic Features - KHF).

The Growth Plan also prescribes certain setbacks from these features, typically in the form of a "Vegetation Protection Zone" (VPZ), also commonly referred to as a Vegetation



Protection Area (VPA)<sup>1</sup>. The NHS and these prescribed setbacks are intended to be applicable to all new developments that require a Planning application, outside the designated settlement areas of the Greater Golden Horseshoe.

The Growth Plan was amended in May 2019 due to its restrictive nature. It was revised to allow Municipalities more decision-making abilities in their jurisdiction by providing their own Natural Heritage System (NHS), rather than adopting the Growth Plan in its entirety.

Section 4.2.3.1 of the Growth Plan states that “*outside of settlement areas, development or site alteration is not permitted in key natural heritage features that are part of the Natural Heritage System for the Growth Plan or in key hydrologic features...*”. Since the Natural Heritage System for the Growth Plan has not yet been implemented by the County of Peterborough nor the Township, this policy currently does not prohibit development in key natural heritage features (such as the significant woodlands on site). However, this policy provides protection to the key hydrologic features (i.e., the unevaluated wetland) from development and site alteration.

Neither the Municipality nor County have a current NHS that would apply.

This assessment has reviewed the site conditions to determine if there are any KHF within the subject site. The applicable setbacks have been applied as per the Growth Plan.

## **2.4 Peterborough County Official Plan**

The Official Plan (OP) of Peterborough County states the relevant requirements for all studies to be completed in support of a proposed development application. The OP lists certain criteria that must be met for an “Environmental Impact Assessment”. The applicable excerpts from the OP are included in Appendix B.

The County has not completely adopted the provincial Growth Plan requirements. Although the County adheres to the requirements under the Growth Plan regarding Key Hydrological Features (KHF), it does not adhere to the Significant Woodland requirements. It is understood that the County is generating its own Natural Heritage System (NHS). Until then, the Significant Woodland requirement for NHEs is not necessary.

Based on the County requirements, an EIA/NHE must be completed for this severance application due to the proposed location of the severance occurring within 120 m of a

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<sup>1</sup> For the purpose of this report, VPA is used in place of VPZ in an attempt to prevent confusion with regards to zoning terminology.

KHF. The County also requires that the study include a review and discussion of threatened and endangered species, either on or directly adjacent to the subject site, as part of a Planning application.

The County may require a peer review of this report. Therefore, additional information may be requested to satisfy their peer review consultant and Peterborough County.

In addition to reviewing the Official Plan requirements, ORE staff queried the subject property on the County's Geographic Information System (GIS) which is a GeoCortex type database that illustrates all available features that have been recorded for the subject site. The County GIS illustrates the unevaluated wetland and Otonabee River as the only KHF's on the subject site.

## **2.5 Township of Douro-Dummer**

The proponent's application will be submitted to the Township of Douro-Dummer for the purpose of obtaining Planning approvals for the two (2) lot severances. The Township will rely on the County and the peer review process to ascertain whether the natural heritage objectives have been adequately addressed in this NHE.

## **3.0 Scope of Work**

In completing this NHE, the following tasks were completed:

- Relevant background information regarding the site (air photos, topographic mapping, etc.) was compiled and review. Queries of the following databases were completed: MNDMNR's Natural Heritage Information Centre (NHIC) website database, iNaturalist database, eBird database, Fish ON-Line, and the Ontario Breeding Bird Atlas (OBBA) database.
- Site features were mapped using a differential Global Positioning System (dGPS). A base plan (using geo-referenced aerial photography) was prepared and all site information (i.e., vegetation and sensitive features) was plotted.
- A series of nine (9) inspections were completed between the spring breeding bird and summer season periods. A biological inventory of the flora and fauna of the property was completed. Basic vegetation communities were identified.

Any significant environmental features or important wildlife species were identified and their positions/boundaries were determined utilizing a dGPS.

- All data have been interpreted and this report has been prepared.

## **4.0 Physical Setting**

### **4.1 Topography and Drainage**

The subject property occurs within the broad and relatively flat valley of the Otonabee River. The valley extends over a width of about 1.2 km in the site area (Figure 2). Within the property, the total topographic relief is approximately 6 m.

A poorly defined, minor drainage divide occurs mid-property, splitting runoff into two local regimes. Runoff west of the local divide flows westward to the Otonabee River and/or local pocket wetlands that occur along the river's edge. The central part of the property drains to the east-northeast with flows conveyed by a small tributary that conveys flows to Sawyer Creek and the associated Sawyers Creek (Provincially Significant) Wetland, which borders part of the property's eastern boundary. The easternmost part of the property also drains to the tributary (generally westward).

The proposed severance lots occur in the southernmost part of the property, fronting onto County Road 32 (and the Rotary Greenway Trail). Topographic relief within the proposed lots is minimal, consisting of <2 m. Being west of the local drainage divide, runoff from the lots will flow westward, to the river. Topographic mapping indicates that a small pocket wetland (unevaluated) occurs within the proposed lots, with no physical connection to the river. The wetland likely occupies a small, localized depression.

### **4.2 Geological Setting**

Although the subject property occurs within the physiographic area referred to as the Peterborough Drumlin Field, the geological (and topographic) setting is dominated by the Otonabee River valley. The river occurs within a wide valley that was once a major glacial spillway, conveying glacial meltwaters to Lake Iroquois, via Glacial Lake Peterborough. As illustrated by Figure 3, the dominant soil type consists of drumlinized Newmarket Till, a low-permeability mixture of silt, sand, clay and minor gravel. The till is widely considered to be a regional aquitard.

Within the valley, localized glaciofluvial deposits of coarse gravel and sand are fairly common in the area. However, many parts of the valley system were subjected to significant erosional forces during that period, resulting in the removal (or near-removal) of the overburden and the creation of terraced slopes along the valley margins. As such, many parts of the valley floor have only a thin mantle of till remaining above

the underlying limestone bedrock. Although not illustrated by Figure 3, limestone outcrop and subcrop occur locally.

Based on the mapping, the majority of soils within the proposed lots are expected to consist of a thin layer of low-permeability Newmarket Till overlying the limestone, consistent with the presence of a small pocket wetland as indicated on Figure 2. However, the coarse glaciofluvial soils are mapped as occurring close to the site's southwestern corner. Therefore, some of those contrasting, highly permeable soils may also occur within the proposed severance lots.

Perusal of Ministry of the Environment, Conservation and Parks (MECP) well record database for the site area reveals that there are few recorded wells present. The formation log for one of the closest recorded wells (No. 5105342) indicates that the overburden consists of 0.9 m of "clay" (likely till) occurs over limestone bedrock, as would be expected from the published mapping. Other well records in the general area (e.g., Nos. 5115082 and 5108714) indicate that the till can be up to 3.7 m thick.

The geological conditions suggest that a shallow water table condition may exist at the proposed severance lots. The well record data also suggest this condition. However, the water table may occur within the upper part of the fractured limestone.

## 5.0 Background Data

### 5.1 Natural Heritage Information Centre (NHIC)

The NHIC provides an online database managed by MNR. Within the database, Ontario has been divided into a grid consisting of 1 km<sup>2</sup> areas or *regional squares*, each given a unique identifier. The squares can be searched for historical *Species at Risk* (SAR) occurrences and for Areas of Natural and Scientific Interest (ANSI).

The property falls within the 1 km<sup>2</sup> squares 17QK1719, 17QK1819 and 17QK1820.

The query indicates that there are two (2) Natural Areas reported in the area.

#### **Natural Area**

Sawer Creek Wetland  
Sawer Creek South

The query indicates that seven (7) Species at Risk (SAR) have been recorded in the area:

<u>Common Name</u>	<u>Scientific Name</u>	<u>S-Rank/SARO Status</u>
Eastern Meadowlark	<i>Sturnella magna</i>	S4B/Threatened
Bobolink	<i>Dolichonyx oryzivorus</i>	S4B/Threatened
Snapping Turtle	<i>Chelydra serpentina</i>	S3/Special Concern
Northern Map Turtle	<i>Graptemys geographica</i>	S3/Special Concern
Eastern Musk Turtle	<i>Sternotherus odoratus</i>	S3/Special Concern
Wood Thrush	<i>Hylocichia mustelina</i>	S4B/Special Concern
Blanding's Turtle	<i>Emydoidea blandingii</i>	S3/Threatened

Our site inspections included targeted searches for potential SAR habitat of these species. An excerpt from the NHIC's website illustrating the location of the squares relative to the subject site is included in Appendix C.

## 5.2 Ontario Breeding Bird Atlas (OBBA)

The OBBA<sup>2</sup> provides up-to-date reliable information on birds within Ontario. The information includes species descriptions, habitats, range, documented sightings, etc. The subject site occurs within the 10 km<sup>2</sup> areas mapped as 17TQK11 and 17TQK12, Region 16 and Peterborough. The Summary Sheets for the atlas areas are provided in Appendix E.

From our review of the information, significant breeding species that could potentially be associated with habitats in the site area include the following:

<u>Common Name</u>	<u>Scientific Name</u>	<u>Status</u>
Eastern Wood-Pewee	<i>Contopus virens</i>	Special Concern
Barn Swallow	<i>Hirundo rustica</i>	Threatened
Wood Thrush	<i>Hylocichla mustelina</i>	Threatened
Eastern Meadowlark	<i>Sturnella magna</i>	Threatened
Bobolink	<i>Dolichonyx oryzivorus</i>	Threatened
Grasshopper Sparrow	<i>Ammodramus savannarum</i>	Special Concern
Black Tern	<i>Chlidonias niger</i>	Special Concern
Canada Warbler	<i>Cardellina canadensis</i>	Special Concern
Least Bittern	<i>Ixobrychus exilis</i>	Threatened
Bank Swallow	<i>Riparia riparia</i>	Threatened
Bald Eagle	<i>Haliaeetus leucocephalus</i>	Special Concern
Cerulean Warbler	<i>Setophaga cerulea</i>	Special Concern
Chimney Swift	<i>Chaetura pelagica</i>	Threatened

Common Nighthawk	<i>Chordeiles minor</i>	Special Concern
Eastern Whip-poor-will	<i>Anthrostomus vociferus</i>	Threatened

Brief descriptions of each of the listed species and associated preferred habitats are also included in Appendix D. The site inspections included a review of potential SAR habitat and targeted searches for the listed species.

### 5.3 eBird

eBird is a citizen science database, whereby birding individuals can attend public areas referred to as “hotspots” and list species of bird they have detected each time they visit the hotspot location. According to the eBird Geographic Information System (GIS) database, the nearest hotspot is Otonabee River - between Lock 24 and 25, located adjacent to the western boundary of the site. A total of 106 species were recorded. Of those, four (4) species are considered SAR, including the following:

<u>Common Name</u>	<u>Scientific Name</u>	<u>Status</u>
Barn Swallow	<i>Hirundo rustica</i>	Threatened
Bank Swallow	<i>Riparia riparia</i>	Threatened
Eastern Meadowlark	<i>Sturnella magna</i>	Threatened
Bald Eagle	<i>Haliaeetus leucocephalus</i>	Special Concern

Brief descriptions of each of the listed species and associated preferred habitats are included in Appendix E. The site inspections included a review of potential SAR habitat and targeted searches for the listed species.

### 5.4 iNaturalist

The iNaturalist website is a database whereby citizens and scientists can provide locations and details of all types of species detected throughout Ontario. However, the NHIC version is a species collective identified by NHIC staff and research level professionals at universities. The NHIC version focusses on SAR and rare species tracked by the NHIC. The nearest records include the following:

- Eastern Meadowlark - SARO
- Midland Painted Turtle - tracked by NHIC
- Bald Eagle - SARO
- Snapping Turtle - SARO
- Redhead - tracked by NHIC
- Faint Spotted Palthis Moth
- Caspian Tern - tracked by NHIC

- Bobolink - SARO
- Barn Swallow - SARO
- Chimney Swift - SARO
- Black Tern - tracked by NHIC
- Monarch- SARO
- Ross's Goose - tracked by NHIC

The descriptions for the species above are provided in Appendix F. The ones that possess the SARO label are Species at Risk in Ontario.

## 5.5 Fish ON-Line Database

The Fish On-line database is run by the province and is a Geocortex based Geographic Information System (GIS).

The user is able to search the water body according to name and identify local fish species that have been detected within the waterway. According to the database, several fish species have been detected in the Otonabee River at Lock 25. The following species have been identified:

- Bluegill (*Lepomis macrochirus*)
- Black Crappie (*Pomoxis nigromaculatus*)
- Brown Bullhead (*Ameiurus nebulosus*)
- Common Carp (*Cyprinus carpio*)
- Largemouth Bass (*Micropterus salmoides*)
- Muskellunge (*Esox masquinongy*)
- Northern Pike (*Esox lucius*)
- Pumpkinseed (*Lepomis gibbosus*)
- Rock Bass (*Ambloplites rupestris*)
- Smallmouth Bass (*Micropterus dolomieu*)
- Walleye (*Sander vitreus*)
- White Sucker (*Catostomus commersonii*)
- Yellow Perch (*Perca flavescens*)

None of the above listed fish are a SAR. The fish detected in the Fish ON-Line database are predominantly warmwater species which is consistent with conditions in the Otonabee River watershed.

## 6.0 Inspection Methodologies

### 6.1 Vegetation

The site has been characterized by its various vegetation communities using the methodologies included in the *Ecological Land Classification (ELC) - First Approximation and Its Applications* (1998). The 1998 Ecological Land Classification - First Approximation is a guide used by Ecologists to standardize the classification of different vegetation community types across Ontario. The classification system enables an ecologist to identify vegetation communities based on the species present, soil materials and moisture regimes.

There have been a number of updates to the ELC scheme to further refine the classification of Ecosites throughout Ontario. As a result, the 2008 *Draft ELC Guide* provides a further breakdown of the 1998 ELC Guide - First Approximation communities and includes many new communities to index from. The 2008 ELC scheme also provides a cross-reference to the 1998 guide communities. This report uses a combination of both the 1998 ELC communities (which are considered the primary vegetation communities) and the 2008 Draft ELC to supplement the vegetation community lists.

Prior to conducting the site inspections, aerial photography of the subject site was analysed to roughly delineate communities based on recognizable vegetation differences. Each identified community was subsequently inspected through soil and vegetation analysis. Dominant vegetation types were recorded and boundaries of the various communities mapped using a dGPS (when the boundary of the ELC community is not recognizable on the air photo).

Soil characteristics were determined using the methods outlined in the *Field Manual for Describing Soils in Ontario* (2009) and the results were used to further classify the ecological community. Where possible, any exposed soil areas were also explored to determine the overall texture of the soils in the area.

In addition to identifying and mapping the ELC communities, ORE staff assessed each vegetation community from the perspective of whether they are hydrologically sensitive, and/or whether they may represent Species at Risk habitat.

### 6.2 Avifauna Surveys

ORE staff attended the site a total of nine (9) times during the migratory/breeding bird season and conducted point-count surveys according to, and exceeding, the OBBA survey techniques. ORE staff endeavoured to detect all available avian species by sight, calls and notes, within and proximal to the site. Bird calling devices and “pishing and



squeaking” were used to attract bird species from within the forest communities outside of the typical morning chorus hours when birds are less vocal/active.

All species overheard or observed during the survey were recorded. The surveys were conducted in the early morning chorus hours between approximately 4:30 AM and 9 AM, which was ideal for the season. The majority of birds were very active in the early morning period, foraging, singing, with dominant males defending their territories.

The avian surveys did not stop during the early morning time periods; the late morning periods were spent searching the vegetation communities and identifying plant species, which were also useful in flushing and detecting birds.

Two (2) evening inspections were completed to determine whether any nocturnal Species at Risk avian were present. The nocturnal surveys were completed between approximately 9 PM and 10 PM. One of the inspections was conducted during a full moon phase, which is favourable with respect to the Bird Studies Canada Roadside protocol, as Nightjars are more active during full moon phases.

### **6.3 Mammals**

Mammals were detected utilizing the methodologies outlined in the MNDMNR's March 1998 - Wildlife Monitoring Programs and Inventory Techniques for Ontario. Mammals were generally identified by either direct observation or via their tracks and/or scat droppings at the site.

No live traps were set/installed at the site as a permit is necessary to trap mammals. This was deemed unnecessary as there are no known SAR mammals within the area. Tracking and other signs to detect mammals were sufficient for the purpose of this study.

The subject site does not contain any deer wintering habitat nor any other significant mammal wildlife habitat for those species outlined in the MNDMNR's October 2000 - Significant Wildlife Habitat Technical Guide.

ORE staff installed two (2) acoustic bat detectors on-site between August 4<sup>th</sup> to 11, 2021. The acoustic detectors were situated to overlook the high canopy areas of the woodland where bats would colonize/roost in the spring and summer period. The sound files were processed using SonoBat 4.4.1 North America.

## 6.4 Herptiles

The protocol employed for detection of Herptiles followed MNDMNR's March 1998 - Wildlife Monitoring Programs and Inventory Techniques for Ontario. Furthermore, the December 2016 Survey Protocol for Ontario's Species at Risk Snakes was implemented on-site. The surveys of basking habitats within the creek area were completed during the spring and summer season, when most herptiles are active. The surveys were conducted during warm, low wind conditions, which were ideal for detecting basking snakes and lizards.

During the inspections, ORE staff conducted visual encounter surveys while searching through brush piles, rolled over lumber and deadfall within the woodland to determine whether any significant species of herptile could be detected. The visual encounter surveys extended to County Road 32 to identify dead-on-road herptiles from the previous evening.

ORE staff also checked within any covered such as plywood pieces, and other artificial cover objects looking for basking snakes in the early morning and evening periods.

In addition, ORE staff completed evening surveys for the purpose of collecting nocturnal avian data and to identify amphibian species utilizing the site. The amphibian surveys were conducted according to the MNDMNR's Marsh Monitoring Program (MMP). This program identifies the abundance of amphibians according to a numerical scale (from 1-3) such that: 1 = 1 to 2 individuals calling; 2 = there are several individuals calling, however, the number of individuals can still be identified; and, 3 = an abundance of amphibians calling and it is either very difficult to or impossible to determine the number of individuals due to overlap in the number of calling males.

The wetland and on-site creek would likely provide suitable habitat for turtles from the early spring into mid-summer period. The sandy embankments and lawn areas would provide potential nesting habitat for these species during the breeding period in the early spring season.

## 6.5 Significant Wildlife Habitat (SWH)

SWH has been evaluated utilizing the *Significant Wildlife Habitat Criteria Schedules for Ecoregion 6E*, published by the MNR (January 2015).

Potential SWH were evaluated according to the criteria outlined in the schedules for candidate SWH. The SWH tables were consulted to assess whether the site possesses Seasonal Concentration Areas of Animals, Rare Vegetation Communities, Specialized Habitats of Wildlife considered SWH, and Animal Movement Corridors.

## 7.0 Site Inspection Data

### 7.1 General

For this NHE, ORE staff conducted nine (9) site inspections - seven (diurnal) and two (nocturnal) on the following dates:

<u>Date of Inspection</u>	<u>Time of Inspection</u>	<u>Temp. °C</u>	<u>Beaufort (Wind) Index</u>	<u>Conditions</u>
Diurnal - March 13, 2021	10 AM - 11:30 AM	3	0 - Calm	Cold and clear, Initial site meeting with proponent to review wetland conditions and discuss severances.
Diurnal - May 31, 2021	1 PM - 2:30 PM	26	0 - Calm	No Cloud Cover, Hot and Humid, Early Migratory Bird Detection, Emerging Reptiles, Vegetation Inspections and met with ORCA regarding wetland boundary.
Diurnal - June 6, 2021	6 AM - 9 AM	17	2 - Light Breeze	Minor (5%) Cloud Cover, Breeding Bird Survey, Reptile Mammal, Insect and Vegetation Surveys.
Diurnal - June 19, 2021	6:30 AM to 9 AM	23	1 - Light Air	No Cloud Cover, Breeding Bird Survey, Reptile Mammal, Insect and Vegetation Surveys.
Diurnal - June 28, 2021	4:30 AM - 5:30 AM	25	1 - Light Air	Overcast and Breaking-up Cloud Cover, Hot and Humid. Breeding Bird Survey, Reptile Mammal, Insect and Vegetation Surveys.
Nocturnal - July 14, 2021	8 PM- 10 PM	23	2 - Light Breeze	25% Cloud cover, Amphibian Survey 1 and Nocturnal SAR Detection, Vegetation Inspections.
Nocturnal - July 23, 2021	9 PM - 10 PM	16	1 - Light Air	Overcast, Amphibian Survey and Nocturnal SAR Detection. Vegetation Inspections.
Diurnal - August 4, 2021	1 PM - 4 PM	25	3 - Gentle Breeze	75% Cloud Cover, Install Bat Detectors. Species at Risk and Vegetation Inspections.

Diurnal August 11, 2021	2 PM - 4 PM	26	1 - Light Air	25% Cloud Cover, Retrieve Bat Detectors, SAR Detection and Vegetation Inspections.
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The above mentioned inspections were completed to identify any/all species on the property. The resulting species list was examined to identify any sensitive rare species (S1, S2, S3), and/or whether they have a SARO status of Special Concern, Threatened, or Endangered. The vegetation types were also reviewed in the context of whether they are classified by the NHIC as provincially rare ecosites.

## 7.2 Ecological Land Classification (ELC)

ELC inspections were focussed on the proposed severance lots and immediate adjacent lands, as per the recommendations of the MNDMNR's Natural Heritage Reference Manual. The identified ELC communities are illustrated on Figure 4 and photos of the communities/site conditions are provided in Figures 5 and 6. None of the ELC communities listed below are considered to be provincially rare by the NHIC.

Based on our site inspection, the following vegetation communities have been identified on the site, as per the *1998 and/or the draft 2008 Ecological Land Classification (ELC) for Southern Ontario* and *Field Guide to Forest Ecosystems of Central Ontario - SCSS Field Guide FG-01 (1997)*:

### *Upland Communities:*

#### 1. Mineral Cultural Meadow (CUM1)

The ELC describes the CUM1 communities as resulting from cultural or anthropogenic-based disturbances/alterations to land. Tree cover is typically less than 25% and the presence of shrubs is also less than 25%.

The CUM1 community occurs in the southern portion of the property where the two (2) severances are proposed to occur. It occurs on either side of the FOM7 community discussed below. The cultural meadow setting is the ideal location for a development as this will ensure the pristine woodland and/or wetland habitats are retained on-site, however, depends on whether all of the natural heritage and planning setbacks can be attained west of the FOM7 community. If not, some of the development may have to spill over into the east CUM1 community.

## 2. Mineral Cultural Thicket (CUT1)

The ELC states that this thicket community must have less than 25% tree cover and greater than 25% shrub cover and it will possess a high concentration of non-native plant species in the base layers.

The CUT1 area occurs north of the CUM1 habitat. It possesses Buckthorn (*Rhamnus carthtica*) and Staghorn Sumac (*Rhus typhina*). The same groundcover meadow species occur in the CUM1 habitat to the south, occurs within the CUT1 community. No development is proposed to occur within this community.

## 3. Fresh - Moist White Cedar - Hardwood Mixed Forest (FOM7)

According to the ELC manual, a Fresh - Moist White Cedar Hardwood Mixed Forest (FOM7) possesses 60% or more canopy cover consisting of at least 25% conifer species and at least 25% deciduous species. FOM7 is dominated entirely by Eastern White Cedar (*Thuja occidentalis*) with Trembling Aspen (*Populus tremuloides*), Paper Birch (*Betula papyrifera*), Balsam Poplar (*Populus balsamifera*) and Red Maple (*Acer rubra*). The soils tend to be on the moist end of the moisture regime gradient.

This community occurs along the eastern edge of the proposed severances and forms part of the fencerow. The cedars will be retained along the row, if the proposed severances can remain outside the on-site constraint areas. If the lots have to be reconfigured, it may be preferable to open an access road through this community and locate the residential development in the east field opening on the south lot. The north lot could be slightly wider, allowing for the residential envelope to occur west of the FOM7 community.

## 4. Fencerow (TAGM5)

There is no description provided in the Draft 2008 Ecological Land Classification for this ecosite.

The fencerows occur around the southern and western border of the CUM1 habitat where the proposed severances are to be located. The fencerows possess some mature tree species, along the property boundary, however, it should be possible to retain these trees within any side yard setbacks.

### *Wetland Communities:*

## 5. White Cedar - Hardwood Mineral Mixed Swamp (SWM1-1)

The ELC describes a White Cedar - Hardwood Mineral Mixed Swamp (SWM1-1) as having tree cover present in greater than 25% of the ecosite, with a relatively even mix of deciduous and coniferous species. This ecosite is dominated by Eastern White Cedar (*Thuja occidentalis*) and hardwood species such as Trembling Aspen (*Populus tremuloides*), White Birch (*Betula papyrifera*), Green Ash (*Fraxinus pennsylvanica*), Black Ash (*Fraxinus nigra*), among others. A typically fern-rich ground cover will be subject to variable flooding regimes.

This mixed swamp habitat comprises the majority of the woodand habitat that occurs to the north of the CUM1 habitat and to the east of the CUT1 community. These wooded areas possess water in the spring and support a variety of fern (and other hydrophytic species) on the forest floor within the wooded swamp. The woody species above were all observed within this community, the White Birch along the edge or atop the micromounds in the wetand and Yellow Birch (*Betula alleghaniensis*) in the core of the wetland. The dominant fern species were Sensitive Fern (*Onoclea sensibilis*) and Spinulose Wood Fern (*Dryopteris carthusiana*). Some minor areas contained Buble Fern (*Cystopteris bulbifera*). The wooded swamp can be aerated/dry by late June of July each year, however, the high water table condition can support the wooded swamp vegetation even if it is below the surface.

## 6. Mineral Thicket Swamp (SWT2)

According to the ELC, a Mineral Thicket Swamp must contain greater than 25% tree and shrub cover and be dominated by hydrophytic tree and shrub species. It can experience variable flooding regimes and would possess 20% or more vernal pooling. During the drought periods in the late summer, the vernal pools can be dry.

The Mineral Thicket swamp conditions occur in between the CUT1 and CUM1 communities. It was likely part of the SWM1-1 community described above. Thicket swamp conditions typically occur in areas which were previously disturbed along the edge of wetlands, which is consistent with the thicket conditions on-site. The thicket area is dominated by Red-osier Dogwood (*Cornus sericea*) and minor amounts of willows - Pussy Willow (*Salix discolor*) and Meadow Willow (*Salix petiolaris*).

The proposed development will not occur within the Mineral Thicket Swamp habitats on the subject property.

## 7.3 Fauna

All faunal species identified during the site inspections were recorded. The list of faunal species observed at the site is presented in Appendix H. Relevant observations of faunal activities on and adjacent to the site are briefly discussed below.



### 7.3.1 Avifauna

ORE staff completed six (6) migratory bird/breeding bird inspections- four (4) diurnal in the early morning period and two (2) nocturnal in the evening period. The remaining three (3) inspections, although somewhat useful in detecting avian, were either completed early on in the shoulder season of the migratory period (March - initial site visit) or to install/retrieve the bat detectors in the late summer period (August).

Although all species were detected and recorded according to their vocalizations and/or sightings, the focus was on detecting Species at Risk avian, either on or directly adjacent to the site.

No SAR avian were detected in the vicinity of the proposed severance lots or the immediate adjacent lands.

### 7.3.2 Herptiles

Herptiles include amphibians, salamanders, lizards, turtles and snakes species. Both diurnal and nocturnal searches were conducted in the habitats on-site that these species could occur.

ORE staff viewed beneath wood debris, scanned the nearby wetland to detect aquatic herptiles and inspected County Road 32 for road-kill, in order to determine which herptile species are present on or near the subject site and potentially whether there is a common crossing area on the roadway. The main focus of the surveys was to detect those herptiles listed within SARO.

Only common species were overheard or observed. These are listed within Appendix G.

### 7.3.3 Mammals

Mammals include species such as fox, coyote, white-tailed deer, racoon, skunk, bats, etc.

The ESA lists very few species of mammal within south-central Ontario as either Endangered, Threatened, or Special Concern. The majority of the listed mammals that have statuses occur within Northern and Southern Ontario regimes. Very few of those mammal species listed within SARO occur in the Peterborough region, other than certain bats and Mountain Lion (*Puma concolor*).

An ORE staff member observed Mountain Lion several years ago in a field directly east of the Rotary Greenway Trail, between the trail and Douro Eighth Line near the former bus depot. The Mountain Lion was crouched low and stalking prey in the field when

observed. The occurrence was more than a kilometer south of the proposed severances, however, provides context on how local this species is to Peterborough area.

ORE staff installed bat detectors on-site between August 4<sup>th</sup> and 11<sup>th</sup>, 2021 to determine whether any threatened or endangered bat species occur. The two (2) Anabat Swift bat detectors deployed at the site recorded a total of 6,134 sound (.wav) files, over seven (7) nights. The sound files were processed using SonoBat 4.4.1 North America. The software's built-in algorithm assign each call with a confidence level for the purpose of compiling a quick inventory of individual species.

One of the detectors (BD3) only recorded noise throughout the deployment period, with no identifiable bat species recorded. In contrast, detector BD4 produced 633 auto-identifiable sound files, consisting of 450 files attributed to Big Brown Bat (*Eptesicus fuscus*), 94 files attributed to Silver-haired Bat (*Lasionycteris noctivagans*) and 89 files attributed to Hoary Bat (*Lasiurus cinereus*). A summary of the data is presented in Appendix H. In addition, two (2) sound files from BD4 were found to contain a relatively high probability (i.e., >50%) of calls originating from Tri-coloured Bat (*Perimyotis subflavus*), considered a SAR. While variations in the calls from common species of bats may appear similar to the software's algorithm, the files have not been manually vetted to determine presence/absence. Regardless, although it is possible that this SAR utilizes the general habitat, the minor occurrence (i.e., representing only 0.15% of identifiable calls) suggests that this species (if actually present) does not use the habitat repeatedly for roosting and may simply be passing through to forage or migrating within the riverine corridor.

#### **7.4 Endangered - Threatened or Provincially Rare Species**

ORE staff completed a thorough search of all potential SAR on the subject property when conducting the inspections. This included efforts to identify Butternut and any of the database provincially rare species. No SAR were identified on-site during the inspections.

The wetland area to the north of the proposed severances is not considered suitable habitat for turtle species. No turtle nests were observed on-site during the inspections. Turtle nests have been observed by ORE staff north of the subject site where County Road 32 crosses a small embayment near Lock 25 and Hickey Road. The nesting sites on the side of the trail occur more than 1 km north of the proposed severances.

No SAR snakes were observed on-site. ORE staff looked beneath any downed woody debris and artificial cover objects on-site in an effort to detect early morning and evening basking snakes. Snakes can cover a large area during the spring and summer period, but tend to come back to the same hibernaculum each year. The site does not appear to possess fractured bedrock openings that would be considered hibernaculum of

snakes. This type of habitat occurs closer to the Otonabee River, off-site.

One (1) of the bat detectors installed on the subject site detected Tricoloured Bat which is an Endangered species according to the Species at Risk Ontario (SARO) website. The detection was a very brief encounter and not detected again. Considering the Otonabee River is a migration route for many species, it is likely that the Tricoloured Bat was not roosting on the subject property, but simply migrating through the riverine corridor and taking advantage of the tree cover. Consequently, it appears the Endangered bat species was not utilizing the subject site on a continuous basis.

## **8.0 Significant Wildlife Habitat Assessment (SWH)**

The assessment of SWH is divided into five (5) broad categories, consisting of Seasonal Concentration Area of Animals; Rare Vegetation Communities; Specialized Habitat for Wildlife; Habitat for Species of Conservation Concern (other than Endangered or Threatened), and Animal Movement Corridors. A summary table is provided in Appendix J indicating the potential for SWH to occur based on the criteria provided by the MNDMNR and whether the site has suitable habitat and/or species occurrences. The following provides a discussion of areas deemed to be confirmed SWH (based on the MNDMNR criteria) and as indicated in Appendix I.

The SWH in the area of the subject parcel and immediate surrounding lands is summarized below:

- Raptor Wintering Area
- Waterfowl Nesting Area
- Woodland Raptor Nesting Habitat
- Bald Eagle and Osprey Nesting, Foraging and Perching Habitat

The Raptor Wintering area would be associated with the fencerow and woodland areas of the site associated with the trail area and the dominant tract associated with the unevaluated wetland. Raptors would utilize the White Pine and Cedars in the wooded swamp/fencerows for cover during the winter period and then perch in the deciduous trees along the woodland edge and forage.

The waterfowl nesting area would be associated with the Otonabee River and not directly on the subject site or in the area of the proposed severances. There are no on-site ponds or marshlands in the southern lobe of the subject property, just the wooded swamp and thicket swamp communities. There may be other marsh habitats elsewhere on the property, however they would be at a significant distance to the proposed developments.

The Woodland Raptor Nesting SWH would be associated with the unevaluated wetland

feature on the subject site. Raptors could nest in the mature deciduous and coniferous trees within this tract. No stick nests were observed in the trees within 100 m of the proposed severances. The remainder of the woodland areas could contain raptor nests.

The woodland and woodland edge associated with the unevaluated wetland would be suitable SWH for Woodland Raptor nesting and Bald Eagle and Osprey Nesting, Foraging and Perching Habitat during the breeding period. The tall, large diameter Pines in the area of the unevaluated wetland and trail system proximal to the river are ideal vantage points to detect prey in the aquatic habitats. ORE staff did not observe nor detect Eagle or Osprey in the area of the subject site, nor were any large stick-nests observed within the southern lobe of the subject property.

Mitigation for SWH is provided in the 2014 Significant Wildlife Habitat Mitigation Support Tool (SWHMiST). Mitigation is provided in the following sections and has regard for the tools outlined for Ecoregion 6E.

A brief description of the confirmed SWH on and immediately adjacent to the property is provided in Appendix J.

## **9.0 Impact Assessment**

### **9.1 Sensitive Features**

The main receptor with respect to potential impacts associated with future development of the subject site is the unevaluated wetland and Otonabee River watershed. Potential impacts considered herein include the following:

- Potential impacts for lot owners to encroach into the unevaluated wetland;
- Potential impacts to the water quality of the unevaluated wetland and/or Otonabee River from septic effluent;
- Potential impacts to Local SWH;
- Potential impacts to runoff water quality from erosion and sedimentation during the construction phase;
- Potential impacts to the unevaluated wetland and/or the Otonabee River from vegetation removal/ degradation;
- Potential impacts from importation of fill to the site to raise areas of the lots for development; and,
- Potential impacts from introduction of invasive non-native species in the post construction era via imported materials.

Specific recommendations for mitigating potential impacts to sensitive features on and adjacent to the site are provided in a following section.

## 9.2 NHIC Species

According to the NHIC, the following SAR have been detected in the 1 km square areas that the subject site falls within:

- Eastern Meadowlark
- Bobolink
- Snapping Turtle
- Northern Map Turtle
- Eastern Musk Turtle
- Wood Thrush
- Blanding's Turtle

The subject site does not possess suitable habitat for either the Eastern Meadowlark nor the Bobolink, as the cultural meadow is insufficient in size to support these two (2) agricultural avian SAR. As for the SAR turtles, any of them could occur in the Otonabee River system. Both Blanding's Turtle and Snapping Turtle have been observed by the property owner in the area of the Hickey Road embayment. However, no turtle sightings or nesting sites (either old or fresh) were observed in the area of the proposed severances. It is likely due to the steep bedrock embankments along the Otonabee River which acts as an impediment/barrier for turtles to access the site. That being said, there is always the potential for turtles to access the site via a less steep slope alongside County Road 32 or via the wooded swamp during the spring season when water levels are high.

ORE staff have observed the Northern Map Turtles on shoals/boulders within the Otonabee River north of Lock 25, although not in the section of river south of the lock.

The woodland between the subject site and the commercial greenhouse operation on the proponents retained lands is suitable habitat for Wood Thrush, however, this species was not detected this year. A similar calling thrush species was overheard in this woodland - Veery (*Catharus fuscescens*). However, Veery is a common/secure species and not listed by Species at Risk Ontario (SARO).

## 9.3 Ontario Breeding Bird Atlas (OBBA)

The following species of SAR avian were detected in the general vicinity of the site during OBBA surveys:

- Eastern Wood-Pewee - possible in unevaluated woodland, but not detected.
- Barn Swallow - habitat is not suitable in the vicinity of the proposed severances. Could occur in the area of the greenhouse on-site.
- Wood Thrush - possible within the unevaluated wetland secondary

succession woodland habitat, however, it tends to occur in upland woodlands.

- Eastern Meadowlark - unlikely due to there being no hay field habitat in the proposed development area. Cultural meadow is too small in the area of the proposed development.
- Bobolink - unlikely due to there being no hay field habitat in the proposed development area. Cultural meadow is too small in the area of the proposed development.
- Grasshopper Sparrow - unlikely due to there being no hay field habitat in the proposed development area. Cultural meadow is too small in the area of the proposed development.
- Black Tern - unlikely to nest in the area due to there being no shallow reedy marshlands in the vicinity of the proposed severances.
- Canada Warbler - marginal and unlikely as there is no appreciable coniferous vegetation rim directly along the Otonabee River waterfront.
- Least Bittern - unlikely to nest in the area due to there being no shallow reedy marshlands in the vicinity of the proposed severances. May migrate within the riverine corridor or occur in the marshland area of Hickey Road.
- Bank Swallow - No embankments on-site and the embankments along the river frontage are bedrock and inaccessible. Minor overburden overtop of bedrock but not appreciable enough for Bank Swallows.
- Bald Eagle - Possible, as there are tall trees along the Otonabee River that this species could nest and/or perch and forage from. Nests not detected during the surveys on-site.
- Cerulean Warbler - no appreciable tract of upland deciduous woodland on the subject site that this species would nest within. Possible migration within the river corridor to access large tract woodlands in the Stoney and Clear Lake areas.
- Chimney Swift - no existing structures in the vicinity of the proposed severances that would be suitable nesting habitat. Possibly observed in the area of the existing farm buildings in the area or utilizing the corridor to access the stacks in Lakefield.
- Common Nighthawk - No scrubby rock barren habitats in the area of the proposed severances. Could utilize the river corridor to access these habitats on Stoney and Clear Lake system. Known to occur at the east end of Stoney Lake.
- Eastern Whip-poor-will - Mixed deciduous and coniferous woodlands associated with the unevaluated wetland tract. Potential to groundnest and forage within this feature. Not observed during the diurnal searches nor overheard in the clear evening hour inspection periods.

Among the species listed above, the most likely candidate to occur on-site would be Eastern Wood-Pewee, however, this species was not overheard during the peak spring breeding bird site visits. Considering the woodland tract associated with the

unevaluated wetland would be retained, and that the development is proposed to occur predominantly within the open field area, the potential to impact the above listed Special Concern species would be minimal.

#### **9.4 eBird**

The following species of SAR avian were detected in the general vicinity of the site according to the eBird database:

- Barn Swallow
- Bank Swallow
- Eastern Meadowlark
- Bald Eagle

None of these species were detected on-site during the peak breeding bird period, nor were nests of any of the four (4) SAR avian detected within 100 m of the proposed development area. Only common/secure species of avian were detected on the subject property in the area of the proposed severances. Considering the majority of the trees and wooded areas will be retained for any migratory species utilizing the riverine corridor, the potential to impact any of the above mentioned SAR would be very low.

#### **9.5 iNaturalist**

The majority of the SAR detected in the iNaturalist database have already been discussed in the previous database sections.

The only SAR that has not been discussed above is Monarch. Monarch could occur on the subject site from time to time. Its favourite larval food plant does occur in the area of the proposed severances.

ORE staff completed surveys for Odonates and Lepidopterans on the subject site and did not observe Monarch, nor were any of the larvae observed on the milkweed specimens observed within cultural meadow conditions on-site. Milkweed is plentiful throughout the area within the local farm areas and ditches along the Otonabee River.

Considering there is an abundance of milkweed on-site and in the surrounding areas associated with the Otonabee River, threats to Monarch would be very low from the perspective of the proposed severances.



## **9.6 Significant Wildlife Habitat**

Potential SWH were examined on-site and confirmed using the MNDMNRF criteria. The following SWH have been compiled based on the types of vegetation present on the property:

- Raptor Wintering Area
- Waterfowl Nesting Area
- Woodland Raptor Nesting Habitat
- Bald Eagle and Osprey Nesting, Foraging and Perching Habitat

The above mentioned SWH seem to be predominantly associated with the river's edge and unevaluated wetland/woodland habitats in the southern lobe of the subject property, and therefore, provided mitigation is applied to the proposed development that avoids and retains these habitats, the development would not interfere with any of the above listed SWH.

Included below are specific recommendations for avoiding negative impacts to the features listed above.

## **9.7 Identified SAR/SAR Habitat**

No SAR were detected on-site. Although there may be small areas of potential habitat on the property associated with the wooded swamp and upland woodlands on the retained lands, the species do not appear to be utilizing these areas. If the habitat were satisfactory for these potential SAR, they would have been present during the inspections. The majority of the SAR that could utilize the habitat would likely be Special Concern woodland species. Regardless, provided it is possible to avoid and retain the woodland, the habitat would always be available for these woodland related avian.

The Otonabee River represents a movement corridor for turtles including SAR turtles. The two (2) lots are being proposed well back from the Otonabee River and there was no sign of turtle activity during the peak period to detect turtles. The nearest turtle activity was in the area of Hickey Road, well to the north of the proposed severance lots. The steep rocky shoreline slopes, directly downgradient of the subject site is the most likely reason for the lack of nesting activity in the southern portion of the site. Similarly, the concrete walls and steep slopes associated with east shoreline of Lock 25 is also likely why turtles do not cross the road near the proposed severances. Therefore, if the turtles are unable to access the property in this area due to the bedrock barrier and concrete walls of Lock 25, the possibility of turtles being impacted by the proposed developments is very unlikely.

## **9.8 Fisheries**

Potential impacts to fisheries within Otonabee River would mainly be in the form of the following:

- removal or degradation of the unevaluated wetland vegetation which is predominantly a localised isolated feature, however, could drain northward to the embayment near Hickey Road;
- insertion of fill materials next to the unevaluated wetland and within lands that overland flows could drain towards the Otonabee River, and
- heavy-duty equipment noise and/or possibly blasting (if basements are proposed) during construction while spawning occurs in the river.

No SAR fish species were detected within the waterway during the shoreline assessments nor were any detected in the provincial Fish ON-Line database. However, the worse-case approach should be taken with respect to fisheries, as the river likely possesses spawning habitat and/or an avenue for spawning fish to reach their spawning areas upgradient of the subject property.

Recommendations to mitigate impacts to any fish and fish habitat downgradient of the subject property are presented in a following section.

## **9.9 Construction**

General potential impacts related to eventual construction activities are listed below:

- noise and vibration from operation of equipment;
- bedrock blasting for in-ground basements, etc.;
- wetland habitat damage, vegetation removal or disturbance;
- erosion and sedimentation generated by exposed unconsolidated soils during excavation and grading activities;
- mismanagement of fill materials and presence of construction debris or waste materials during the construction period, and
- importation of materials containing invasive species that out-compete well established native species.

To mitigate the potential for impacts associated with the above, appropriate construction scheduling will need to be considered. In addition, careful attention to the limits associated with building/grading envelopes and maintaining buffers will be required.

Specific recommendations for mitigation of impacts associated with construction activities are provided in a following section.

## 9.10 Future Use/Occupation

Potential impacts related to future occupation and use of the site include the following:

- disturbance related to minor alterations, further clearing of land (e.g., to extend lawns, gardens, laneways, etc.) in the post construction period, and
- sensitivity with respect to potential impacts associated with servicing requirements (e.g., nutrients released by wastewater treatment systems).

General recommendations for mitigation of impacts associated with the above are provided below.

## 10.0 Conclusions

- 10.1 Provided the two (2) lot severances can adhere to the proposed setback requirements in Figure 7, the lots should be permitted as the proposed developments can meet the local Planning and Growth Plan requirements for all identified KNHF's on-site.

The main concern with respect to the proposed lots is respecting the setback limits from the Otonabee River, unevaluated wetland and ensuring that any proposed construction remains outside these features. A set of detailed recommendations is provided in the following section that prevents these sensitive KHF's from being impacted by creation of the lots and future construction of the residence and any outbuildings on the lots.

- 10.2 Avian surveys were conducted in the early morning and evening during the peak Breeding Bird/Migratory Bird period. No Species at Risk avian or other fauna were identified on the property during these surveys.

Therefore, there are no requirements under the Endangered Species Act (ESA), Official Plans/PPS, or the Growth Plan with respect to Endangered or Threatened species.

No Special Concern species were detected on the subject property. Therefore, no requirements are necessary under the Significant Wildlife Habitat Mitigation and Support Tool (SWHMiST) guideline.

- 10.3 Impacts to fisheries by the proposed development are not perceived. Each residential development will be required to meet the Ontario Building Code (with respect to sewage systems). The septic system will need to be located a sufficient distance away from any wetland vegetation and Otonabee River system, such that the path length increases the residence time of the effluent in the subsurface, ensuring it is more thoroughly renovated before it reaches these features. Considering a 30 m setback is proposed to

occur off both the boundary of the unevaluated wetland, the Otonabee River and the lot line cannot occur within this feature, impacts to either of these features would be undetectable as the 30 m setbacks are twice the distance, the Ontario Building Code for Sewage Disposal Systems requires.

If blasting is necessary within the shallow bedrock, it would be best to complete the blasting outside the MNDMNR In-water Work Timing Window Guidelines for fish that could be spawning in the river. The spring period timing window would be March 15<sup>th</sup> to July 15<sup>th</sup> each year for all species that could occur in the river. The salmonid spawning period in the fall would not apply as the majority of the fish species were warmwater related.

Additional recommendations are provided below with respect to sewage disposal on each lot.

- 10.4 Both the subject site and surrounding neighbouring parcels possess SWH; the list is provided above and the recommendations (below) should be included that mitigate both direct and indirect impacts to these habitats and adhere to the Significant Wildlife Habitat Mitigation Support Tool (SWHMiST). The majority of the SWH are associated with the unevaluated wetland/woodland tract and Otonabee River system, and therefore it should be possible to meet or exceed the SWHMiST requirements as these KHF's will be protected by the Growth Plan setback requirements.

- Raptor Wintering Area
- Waterfowl Nesting Area
- Woodland Raptor Nesting Habitat
- Bald Eagle and Osprey Nesting, Foraging and Perching Habitat

Mitigation should be in the form of maintaining KNHF's that support the overall SWH. Avoidance is key with respect to the maintaining the unevaluated wetland/woodland tract in the vicinity of the proposed lots, this would maintain the Raptor Wintering, Woodland Raptor Nesting and Bald Eagle and Osprey Nesting, Foraging and Perching SWH on-site. Similarly, the proponent is requesting one access off of River Road to cross the Rotary Greenway Trail in the existing opening along River Road. By doing so, this will minimize tree loss along the river thus sustaining as many of the perching trees along the river for raptor species. As for the Waterfowl Nesting SWH, the proposed severances will avoid the river habitat completely, which complies with the SWHMiST.

## **11.0 Recommendations**

- 11.1 Considering no Special Concern, Threatened or Endangered SAR were observed on-site, the Ministry of the Environment, Conservation and Parks (MECP) was not contacted to determine if there are any permitting requirements with respect to SAR. As such, none are recommended herein.
- 11.2 ORE staff identified an unevaluated wetland along the northern edge of where the two (2) severances are proposed to occur. ORE staff located the boundary of this feature according to the Ontario Wetland Evaluation System's (OWES - for Southern Ontario) 50/50 rule as the Land Information Ontario (LIO) mapping database appeared to map this feature incorrectly. The boundary of the wetland is provided on Figure 7. The Township of Douro-Dummer Official Plan and Growth Plan requires a 30 m setback be applied to any/all KHF's. It should be possible to locate the severances such that they maintain the recommended 30 m VPA to the on-site KHF's. Figure 7 illustrates the constraints that would be associated with any new residential lots (if approved).

Provided the proposed new lots meet all of the remaining municipal Planning requirements, it should be possible to move forward with the application.

- 11.3 The septic systems should be constructed on the downgradient (west) side of the lots. If the local approval authority will authorize the installation of filter bed units to service the new lots, ORE would recommend utilizing that type of system given their smaller footprint and filtering capacity. However, installation of a filter bed unit is voluntary and is not a requirement.
- 11.4 The proposed constraints plan illustrates that the wooded areas associated with the unevaluated wetland (and 30 m VPA) to the north of the potential development area will not be impacted by the proposed severances. There is an abundance of open space (old field/meadow) to the south of the unevaluated wetland where the building envelopes can be targeted, thus retaining the majority of the wooded areas on the subject property. By avoiding the wooded swamp area, this will retain the habitat for the Woodland related SWH. It may be necessary to remove some of the Eastern White Cedar fencerow that extends from the unevaluated wetland to the south edge of the property due to the required setbacks/VPAs. The removal of the cedars would not impact any of the KNHF's on-site.
- 11.5 Proper erosion/sedimentation controls will be required at all times while heavy equipment is in operation at this site. Silt fencing (double-row) must be installed to identify the boundaries of the approved development envelopes (i.e., work areas) and to

serve as barriers to prevent construction activities from imposing on the 30 m VPA. The first row should be positioned directly along the boundary of the VPA and the 2<sup>nd</sup> row should be situated within 2 m of the 1<sup>st</sup> row on either the downgradient side of the 1<sup>st</sup> row or on the retained lands side of the VPA. Both rows should be maintained on a regular basis. The 2<sup>nd</sup> row is meant to be a secondary barrier in the event of a major failure. If eroded materials bypass either row of silt fence, the materials should be removed manually (without equipment) and reestablished in the construction zone.

Bales of straw wrapped with a suitable geotextile filter cloth should be strategically located inside the silt fencing, especially in areas where heavier sediment loads may occur during precipitation events. The clothed bales can also be used at the corners of the silt fence to improve stability. Construction should not continue during heavy precipitation events. After any such events, the fence and bales should be checked to ensure their effectiveness.

The silt fence and cloth wrapped hay bales provide a solution to mitigate sheet runoff, not concentrated flows. Therefore, if a concentrated flow results from the construction, another type of erosion/sedimentation control (e.g., rock check dam with geotextile filter cloth) may be needed to ensure that sediment is contained within the construction area. ORE staff do not expect concentrated flows to occur on the site. The above should only be necessary if the contractor fills the area or does significant grading.

If filling is necessary, the volume and areas should be illustrated on the Site Plan/Grading Plan. No fill materials shall be placed within the KHF's or their VPA's other than what is necessary to construct the access road off of County Road 32.

Any imported fill should not contain organic materials such as plant debris or topsoil that may contain exotic or invasive species. If imported topsoil is required, screened topsoil should be the only material applied as top dressing.

The recommendations above will also prevent impacts to the unevaluated wetland which drains to the Otonabee River which represents significant fisheries habitat. The proposed lots and development footprints will be situated more than 30 m from the Otonabee River and/or the unevaluated wetland. Provided this distance is maintained and the above mentioned standard erosion-sedimentation controls are implemented, neither KHF will be impacted.

- 11.6 There is the potential for bird species to be impacted during their nesting, breeding and fledging stages, as a consequence of clearing/vegetation removal. To mitigate the potential for such impacts, the property owner must not conduct any vegetation removal between April 1<sup>st</sup> and August 31<sup>st</sup>, corresponding to the main Breeding Bird period under the Migratory Bird Convention Act. This is a standard requirement for all construction. Provided the vegetation is removed prior to this period, the remainder of

the construction within the building envelopes can proceed within the Migratory bird/breeding bird period.

This window should also apply to any potential blasting within the shallow bedrock surface as part of the construction. Blasting can have a profound impact on nesting-breeding bird species during the peak period. Therefore, if blasting is proposed on-site, it should occur either before April 1<sup>st</sup> or after August 31<sup>st</sup> each year.

In addition to the breeding/migratory bird window above with respect to potential blasting, the yearly fish spawning March 15<sup>th</sup> to July 15<sup>th</sup> MNDMNRF “In-water Work Timing Window” would be applicable. Therefore, the overall window for no blasting would span March 15<sup>th</sup> to August 31<sup>st</sup> each year when the two (2) windows are combined.

If blasting is proposed, the blasting contractor should determine whether there is the potential for any blast holes to take on surface and/or groundwater in the spring period via fractures connected to the unevaluated wetland feature. Therefore, the viability of basements on the lots should be determined prior to any blasting.

- 11.7 The property possesses wooded swamp SWH associated with the on-site unevaluated wetland. According to the Significant Wildlife Habitat Mitigation Support Tool (SWHMiST), avoidance is the primary mitigation tool.

In this instance, it should be possible to avoid the unevaluated wetland SWH by directing the building envelope on each lot within the open old field areas on-site as illustrated in Figure 7. A 30 m VPA is to be applied to the on-site unevaluated wetland, therefore, this SWH/KHF will be avoided altogether and a new vegetation protection area established between the lots and the SWH. The 30 m VPA goes beyond what is required in the SHWMiST and therefore complies with Mitigation Support Tool.

By directing the development within the existing open space on-site, it also inherently benefits the significant fisheries within the Otonabee River. The application of the 30 m VPA will also improve conditions for both the unevaluated wetland and downgradient fish and fish habitat within the river. If a setback is required off the Rotary Greenway Trail to ensure future development does not encroach on the trail system, this may set the development further back from the river than the proposed 30 m VPA, which would further benefit the fisheries and SWH associated with Otonabee River system.

- 11.8 Following the construction, any/all disturbed areas shall be quickly seeded or sodded with native grass species to re-establish the root structure within the upper soils. Once the seeding or sodding is determined to be a success and the soils are stable, the



erosion/sedimentation controls can be removed.

- 11.9 As part of the application package, the proponent shall provide the authorities with a survey of the proposed lots once their limits have been determined based on the constraints outlined in this NHE. An Ontario Land Surveyor (OLS) shall provide a survey that includes the limit of the KHF's and their associated VPAs on the Site Plan. If the severances are approved, the OLS shall return to the site and stake the lot boundaries, so the authorities and/or prospective purchasers can review them on-site. ORE staff can either provide the constraints layers to the OLS and/or demarcate the boundary of the KHF's on-site and the OLS can offset/apply the recommended VPAs.
- 11.10 Provided the recommendations outlined in this NHE report are adhered to, impacts to the KNHF/KHF and localized SWH identified on Figure 7 should be undetectable. Given, that all of the sensitive features identified on the site will not be impacted provided the mitigation measures are applied, then it should be possible to create two (2) new residential lots on the subject parcel, outside of the KHF and their VPAs.

The recommendations in this NHE should form the basis of a Mitigation Measures Agreement (MMA) between the lot owner and the Municipality/County, prior to the severances being created. The Mitigation Measures Agreement should be registered with each lot to ensure no matter who owns the lot, the natural heritage and hazard lands requirements outlined in this report will be respected. The MMA should also include additional requirements with respect to the post construction impacts. Alternatively, the authorities may choose to apply the above mentioned recommendations through a combination of site plan control/requirements and zoning, and an MMA may not be necessary.

\* end of report \*

Yours truly,  
**Oakridge Environmental Limited**

*Original Signed By*

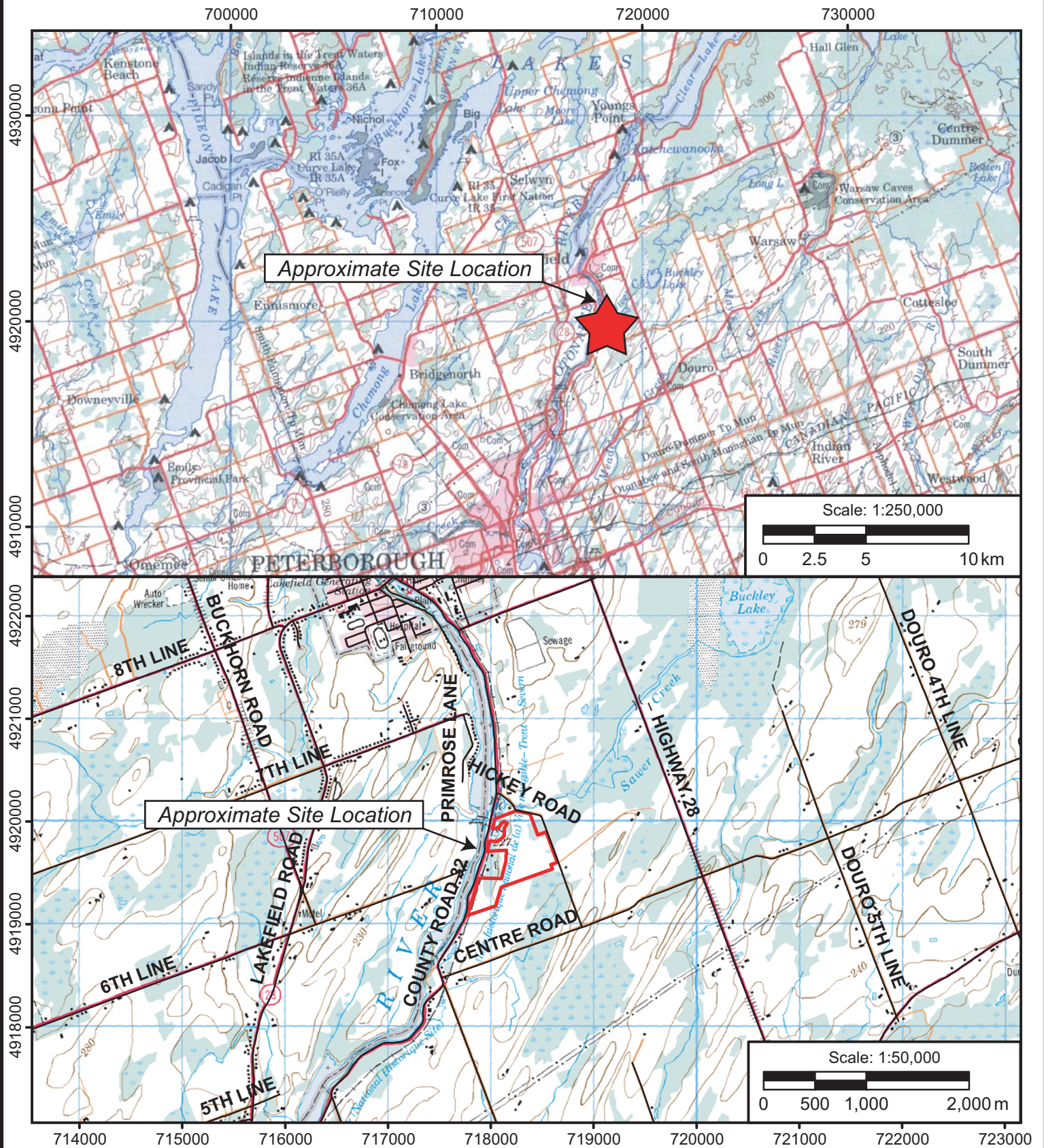
Rob West, HBSc.  
Senior Ecologist

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## **Figures**





**Natural Heritage Evaluation (NHE)**  
**Proposed Two (2) Lot Severance**  
 4131 County Road 32  
 Part of Lot 12, Concession 8 (Douro)  
 Township of Douro-Dummer  
 County of Peterborough

North American Datum 1983  
 UTM Zone 17

TITLE

**General Location**

PROJECT #  
 21-2882

FIGURE NO.

DATE  
 December 2021

**1**

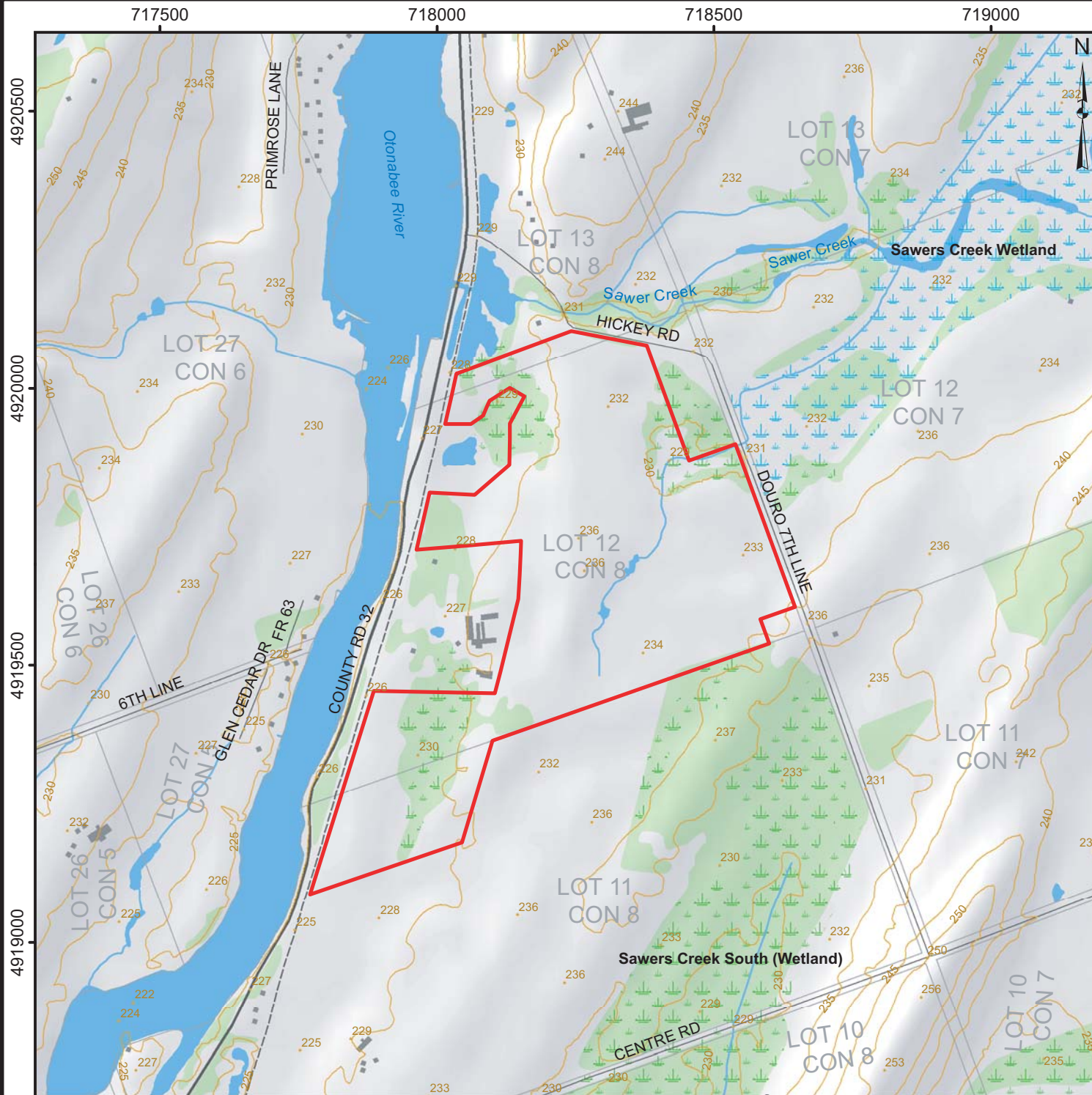
Notes: Base maps provided by Natural Resources Canada, NTS maps 31-D (1998) and 31-D/8 (1999).



**ORE**

**Oakridge Environmental Ltd.**  
 Environmental & Biological Services





**Natural Heritage Evaluation (NHE)**  
**Proposed Two (2) Lot Severance**  
 4131 County Road 32  
 Part of Lot 12, Concession 8 (Douro)  
 Township of Douro-Dummer  
 County of Peterborough

**LEGEND**

- Approximate Site Boundary
- Unevaluated Wetland
- Provincially Significant Wetland
- Watercourse
- Waterbody
- Wooded Area
- Spot Height
- Contour (5 m interval)
- Building (symbol)
- Building (to scale)
- Arterial Road
- Road
- Trail
- Geographic Lot Fabric

Scale: 1:10,000



Notes: Base map provided by Land Information Ontario (2021).

Optimized for Oakridge Environmental Ltd. (ORE) printing.

TITLE

**Topography & Drainage**



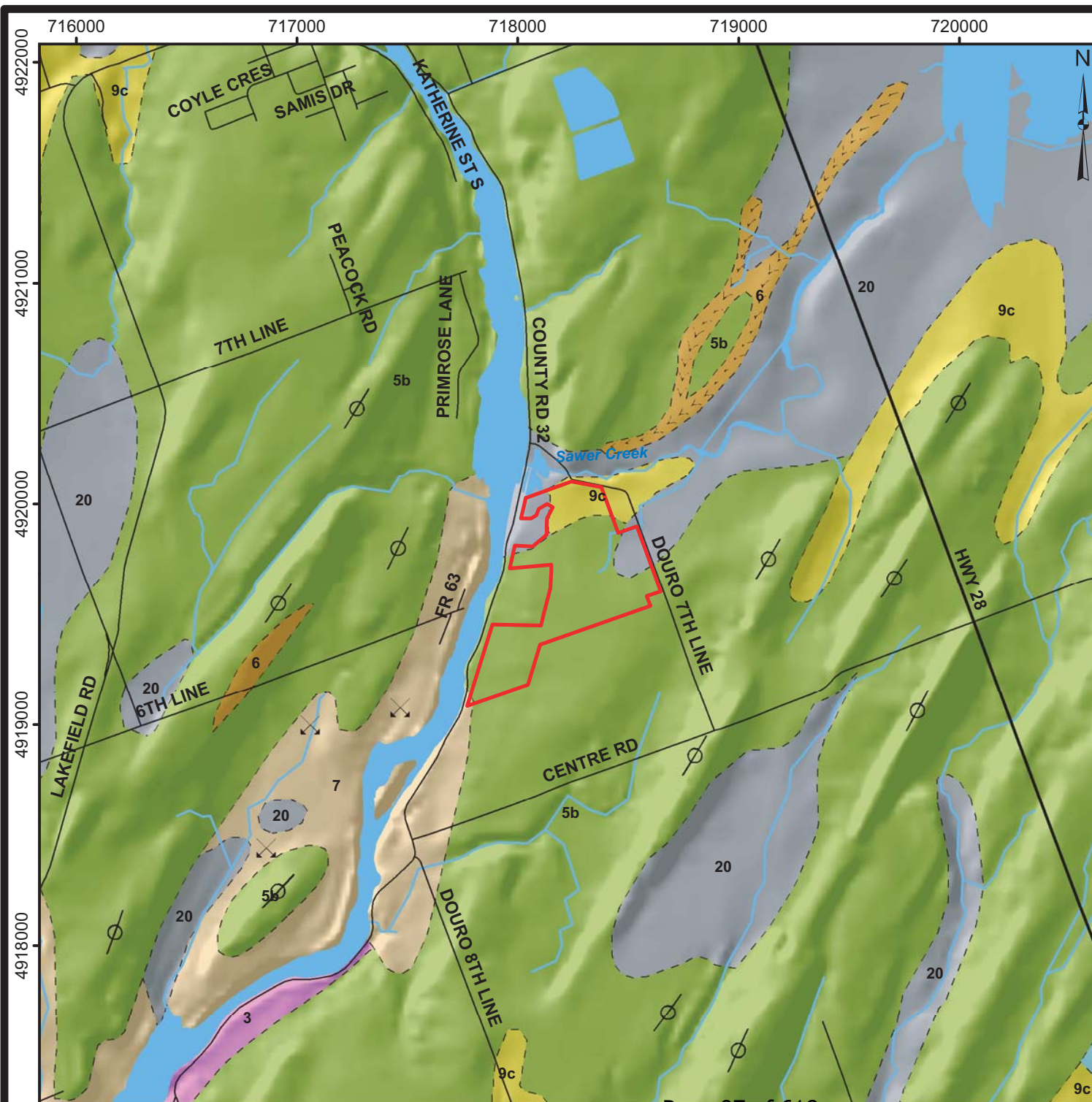
PROJECT #  
21-2882

DATE  
December 2021

FIGURE NO.

**2**

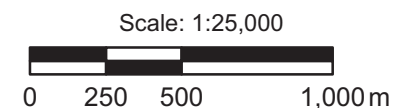




# **Natural Heritage Evaluation (NHE)** **Proposed Two (2) Lot Severance** 4131 County Road 32 Part of Lot 12, Concession 8 (Douro) Township of Douro-Dummer County of Peterborough

## **LEGEND**

- Approximate Site Boundary
- 3 Paleozoic bedrock
- Glacial Deposits (Till):
- 5b Stone-poor, carbonate-derived silty to sandy till
- 6 Ice-contact stratified deposits
- 7 Glaciofluvial deposits
- Coarse-textured Glaciolacustrine Deposits:
- 9c Foreshore-basinal deposits
- 20 Organic deposits
- Sand and Gravel Pit
- Drumlin or Drumlinoïd Ridges
- Esker (with direction of flow)
- Geological Contact
- Road
- Highway
- Stream
- Waterbody



## **Surficial Geology**



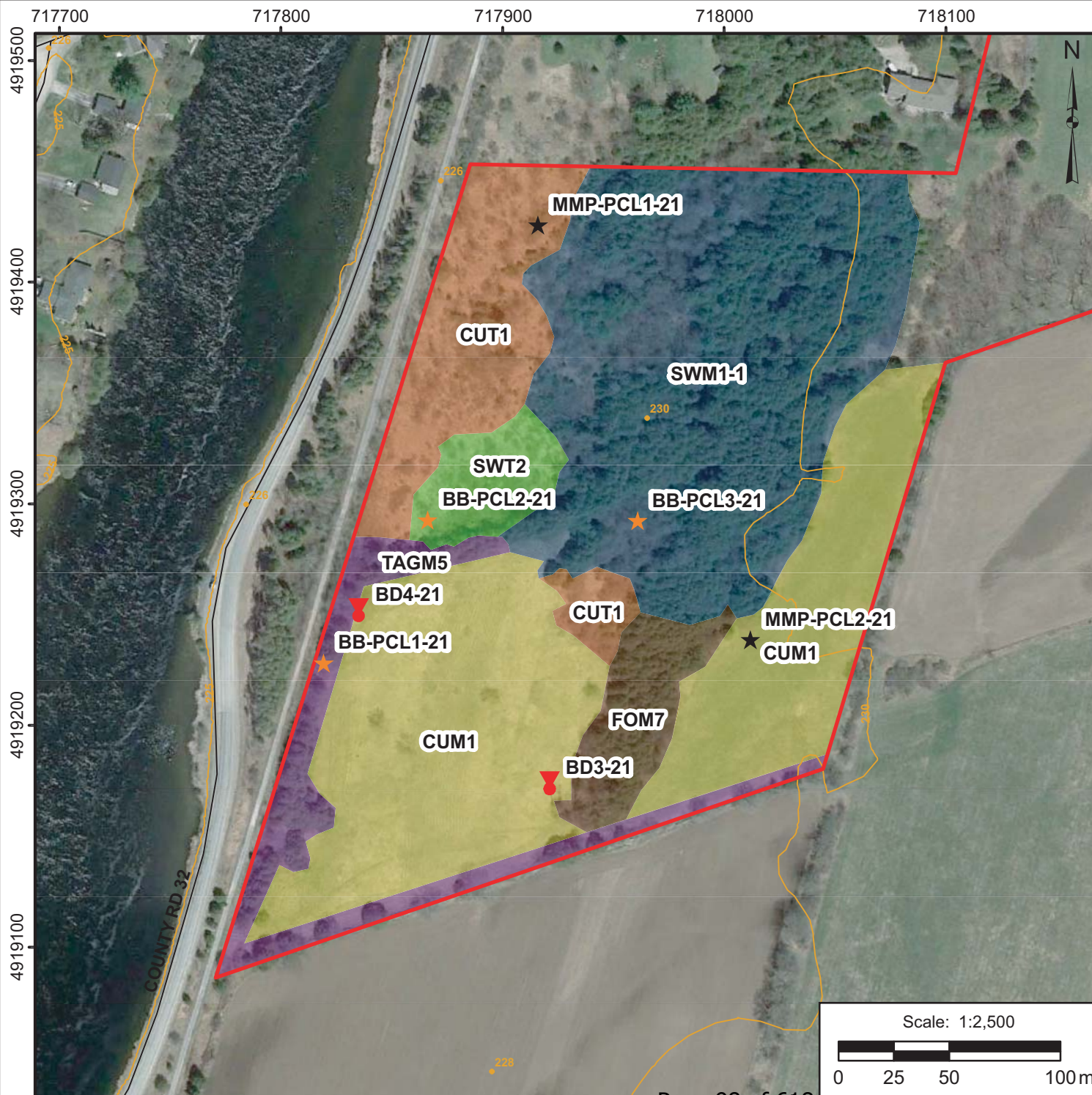
PROJECT #  
21-2882

DATE  
December 2021

FIGURE NO.

**3**





**Natural Heritage Evaluation (NHE)**  
**Proposed Two (2) Lot Severance**  
 4131 County Road 32  
 Part of Lot 12, Concession 8 (Douro)  
 Township of Douro-Dummer  
 County of Peterborough

**LEGEND**

- Approximate Site Boundary
- Mineral Cultural Meadow (CUM1)
- Mineral Cultural Thicket (CUT1)
- Fresh - Moist White Cedar - Hardwood Mixed Forest (FOM7)
- Fencerow (TAGM5)
- White Cedar - Hardwood Mineral Mixed Swamp (SWM1-1)
- Mineral Thicket Swamp (SWT2)
- ★ Breeding Bird Point Count Location
- ★ Marsh Monitoring Program Point Count Location
- ▼ Acoustic Bat Detector
- Road
- Spot Height
- Contour (5 m interval)

Notes: Imagry provided by Google Earth (2018).

Base map provided by Land Information Ontario (2021).

Feature locations determined using mapping-grade differential Global Positioning System (dGPS +/- 1.5 m).

Optimized for Oakridge Environmental Ltd. (ORE) printing.

TITLE

**Vegetation**



PROJECT #  
21-2882

DATE  
December 2021

FIGURE NO.

**4**





Photo A (Left): Photo taken looking north east towards the cleared area where the north lot would occur. The wetland boundary occurs up in that small cove in the trees and extends northwest from that location.

Photo B (Right): Photo taken looking east towards the downed trees and fencerow in the background that would be the east lot boundary. Still within the proposed north lot.



Photo C (Left): Photo taken looking towards the southeast corner of the lot. The row of cedars in the background is the property boundary. The proposed south lot would occur in this area.

Photo D (Right): Photo taken on the Trans Canada Trail looking north. County Road 32 is located just outside the photo on the left. It parallels the Trans Canada Trail. Just beyond the cedars (on the left) is where the proposed entrance for both lots would occur off County Road 32. It would cross the trail in the foreground and then split off to the north and south lot on the right side of the trail.



**Natural Heritage Evaluation (NHE)  
Proposed Two (2) Lot Severance**

4131 County Road 32  
Part of Lot 12, Concession 8 (Douro)  
Township of Douro-Dummer  
County of Peterborough



TITLE

**Site Photos**

PROJECT #  
21-2882

DATE  
December 2021

FIGURE NO.

**5**





Photo (Left): Is of a hand auger probe that was completed within the old field habitat in the northwestern portion of the site. The soils consisted of silt till with topsoil at depth suggesting it was a former crop field. However, limestone bedrock was very closer to surface in most of the augerholes.

Photo (Right): Was taken looking north towards the fencerow property boundary. The wetland occurs in the foreground at the very tip of the old field where the open field habitat meets the woodland.



Photo (Left): Was taken along the property edge and represents the Eastern White Cedar fencerow that occurs around the southern and eastern edge of the property.

Photo (Right): Was taken on the adjacent parcel to the east looking north along the edge of the wooded swamp habitat. The wooded swamp is mainly comprised of mature Eastern White Cedar.



**Natural Heritage Evaluation (NHE)  
Proposed Two (2) Lot Severance**

4131 County Road 32  
Part of Lot 12, Concession 8 (Douro)  
Township of Douro-Dummer  
County of Peterborough



TITLE

**Site Photos**

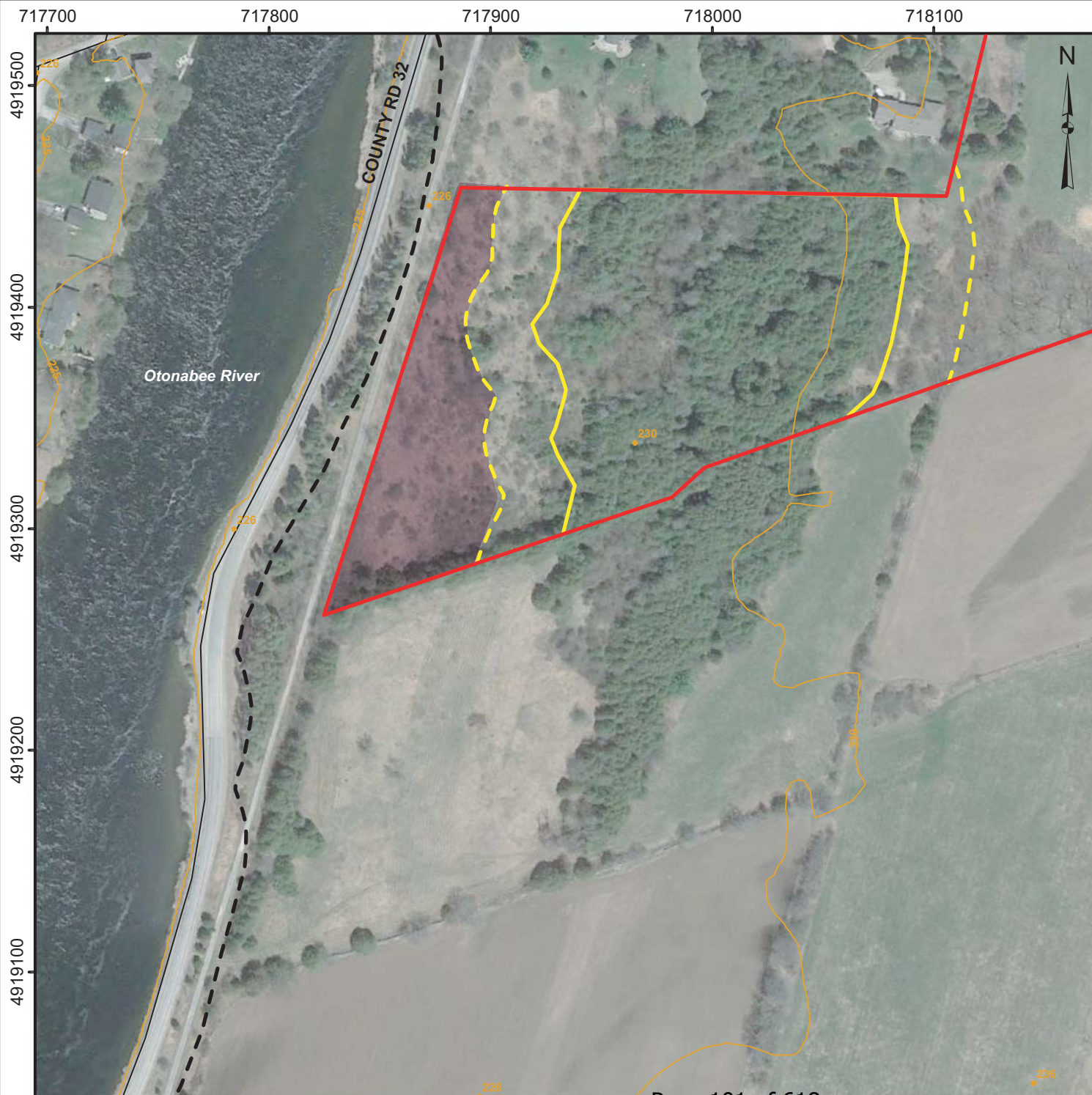
PROJECT #  
21-2882

DATE  
December 2021

FIGURE NO.

**6**





**Natural Heritage Evaluation (NHE)**  
**Proposed Two (2) Lot Severance**  
 4131 County Road 32  
 Part of Lot 12, Concession 8 (Douro)  
 Township of Douro-Dummer  
 County of Peterborough

**LEGEND**

- Approximate Site Boundary
- Watercourse Setback (30 m)
- Wetland (ORE)
- Wetland Setback (30 m)
- Potential Development Area (approximately 2.6 ha)
- Spot Height
- Contour (5 m interval)

Scale: 1:2,500



Notes: Imagry provided by Google Earth (2018).

Base map provided by Land Information Ontario (2021).

Feature locations determined using mapping-grade differential Global Positioning System (dGPS +/- 1.5 m).

Floodplain provided by Peterborough County.

Optimized for Oakridge Environmental Ltd. (ORE) printing.

TITLE

**Constraints**



PROJECT #  
21-2882

DATE  
December 2021

FIGURE NO.

**7**

## **Appendix A**

Excerpt from the Provincial Policy Statement (PPS)

*“2.1 Natural Heritage*

*2.1.1 Natural features and areas shall be protected for the long term.*

*2.1.2 The diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained, restored or, where possible, improved, recognizing linkages between and among natural heritage features and areas, surface water features and ground water features.*

*2.1.3 Natural heritage systems shall be identified in Ecoregions 6E & 7E1, recognizing that natural heritage systems will vary in size and form in settlement areas, rural areas, and prime agricultural areas.*

*2.1.4 Development and site alteration shall not be permitted in:*  
*a) significant wetlands in Ecoregions 5E, 6E and 7E1; and*  
*b) significant coastal wetlands.*

*2.1.5 Development and site alteration shall not be permitted in:*  
*a) significant wetlands in the Canadian Shield north of Ecoregions 5E, 6E and 7E1;*  
*b) significant woodlands in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)1;*  
*c) significant valleylands in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)1;*  
*d) significant wildlife habitat;*  
*e) significant areas of natural and scientific interest; and*  
*f) coastal wetlands in Ecoregions 5E, 6E and 7E1 that are not subject to policy 2.1.4(b) unless it has been demonstrated that there will be no negative impacts on the natural features or their ecological functions. Ecoregions 5E, 6E and 7E are shown on Figure 1.*

*2.1.6 Development and site alteration shall not be permitted in fish habitat except in accordance with provincial and federal requirements.*

*2.1.7 Development and site alteration shall not be permitted in habitat of endangered species and threatened species, except in accordance with provincial and federal requirements.*

*2.1.8 Development and site alteration shall not be permitted on adjacent lands to the natural heritage features and areas identified in policies 2.1.4, 2.1.5, and 2.1.6 unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the natural features or on their ecological functions.*

*2.1.9 Nothing in policy 2.1 is intended to limit the ability of agricultural uses to continue.”*

## **Appendix B**

Excerpt from the County of Peterborough Official Plan (OP)

The following has been copied from the County of Peterborough Official Plan:

- *“a description of the proposal and statement of rationale for the undertaking;*
- *a description of the existing land use(s) on site and adjacent lands;*
- *the land use designation on site and adjacent lands, as identified by the County and local municipal Official Plans;*
- *a description of alternative development proposals for the site as well as the environmental impacts of the alternatives;*
- *a comprehensive description of the proposal including its direct and indirect effect on the environment and considering both the advantages and disadvantages of the proposal;*
- *an identification of environmental constraint areas;*
- *an environmental inventory of the area under development consideration (plant life, land-based and aquatic wildlife, wetlands, natural landforms, surface waters, hydrogeological features);*
- *a statement of environmental and ecological significance of the area affected by the proposed development;*
- *a statement on how the development will establish or facilitate the establishment of linkages between natural areas within the watershed and adjacent watersheds and how these linkages will contribute to the preservation and enhancement of the natural areas;*
- *a detailed description of mitigating effects;*
- *any additional information requested by the local municipality;*
- *an assessment of options for servicing the development with full municipal or communal water and sewage services as well as the environmental impacts of the servicing options.*

*An environmental impact assessment for proposed development within or adjacent to a significant natural heritage feature will include as its study area the natural heritage feature plus the area surrounding that feature as follows:*

- *significant wetlands - all lands within 120 metres;*
- *significant portions of the habitat of endangered and threatened species - all lands within 50 metres;*
- *fish habitat - all lands within 30 metres of the high water mark of all watercourses;*
- *significant wildlife habitat - all lands within 50 metres;*
- *significant woodlands south of the southern limit of the Canadian Shield - all lands within 50 metres;*
- *significant valleylands south of the southern limit of the Canadian Shield - all lands within 50 metres;*
- *significant areas of natural and scientific interest (ANSI) - all lands within 50 metres.”*

## **Appendix C**

### NHIC Database and Species Descriptions





Looking for a Park, Reserve or Wetland? Enter the name

- About
- Bookmarks
- Map Layers
- Find Information
- Markup & Printing
- Measure

Printing

Export Map

Export Markup

Polygon

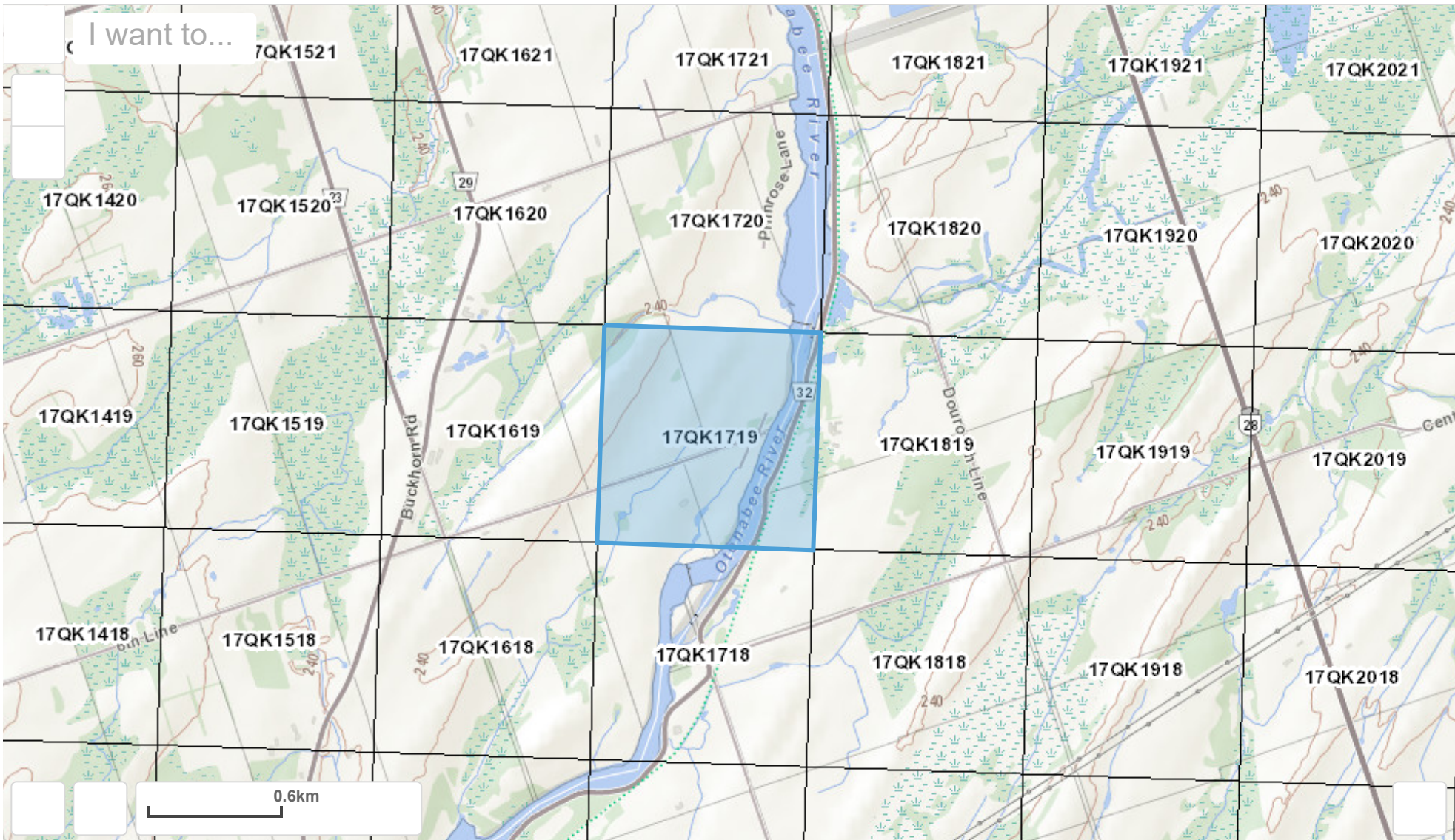
Styles

Edit

Erase

Clear All

Help



## NHIC Data

To work further with this data select the content and copy it into your own word or excel documents.

OGF ID	Element Type	Common Name	Scientific Name	SRank	SARO Status	COSEWIC Status	ATLAS NAD83 IDENT	COMMENTS
1059013	SPECIES	Eastern Musk Turtle	Sternotherus odoratus		SC	SC	17QK1719	
1059013	SPECIES	Midland Painted Turtle	Chrysemys picta marginata			SC	17QK1719	
1059013	SPECIES	Eastern Meadowlark	Sturnella magna		THR	THR	17QK1719	
1059013	SPECIES	Bobolink	Dolichonyx oryzivorus		THR	THR	17QK1719	
1059013	SPECIES	Northern Map Turtle	Graptemys geographica		SC	SC	17QK1719	
1059013	SPECIES	Snapping Turtle	Chelydra serpentina		SC	SC	17QK1719	





Looking for a Park, Reserve or Wetland? Enter the name

- About
- Bookmarks
- Map Layers
- Find Information
- Markup & Printing
- Measure

Printing

Export Map

Export Markup

Polygon

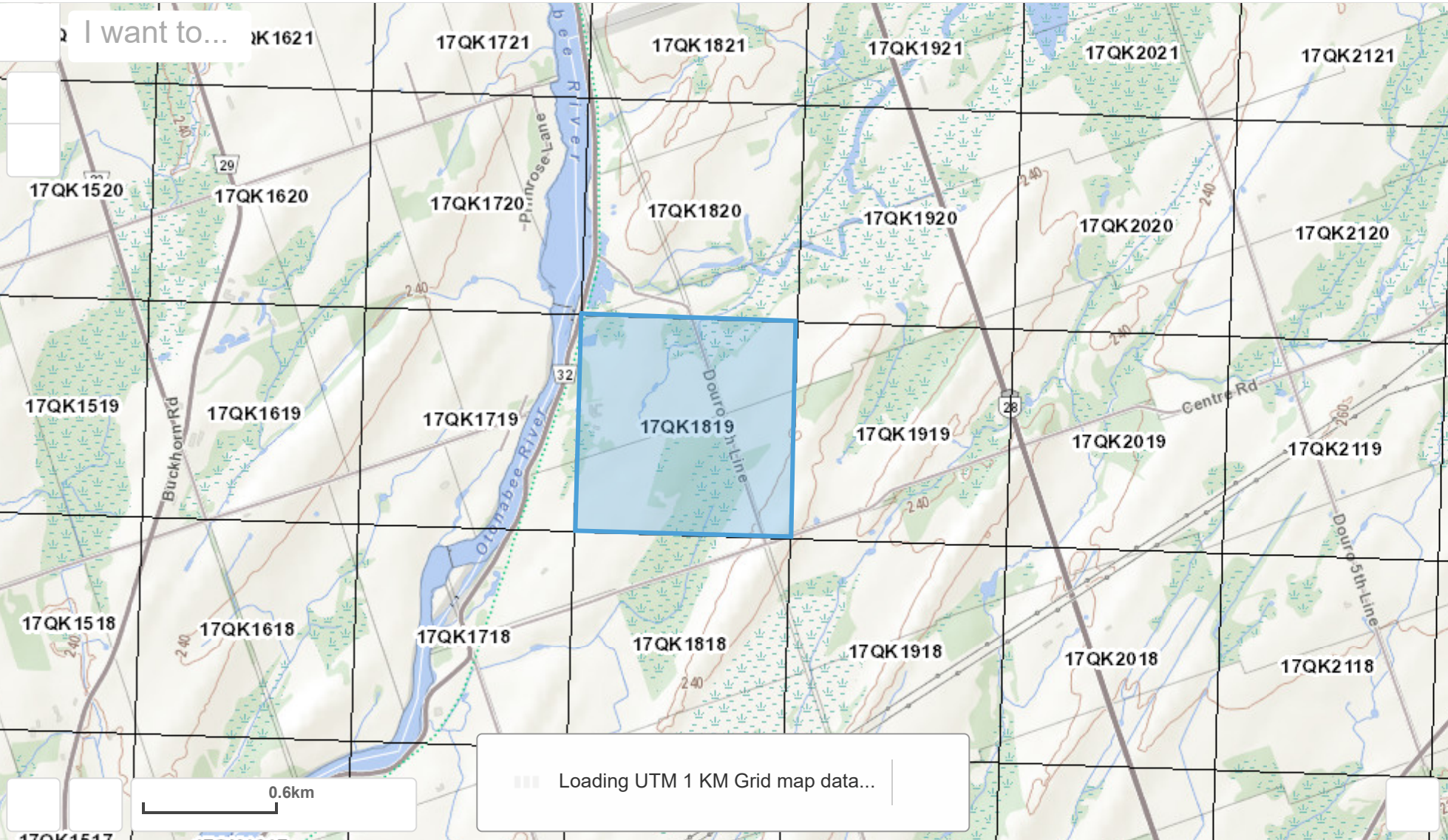
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Erase

Clear All

Help



## NHIC Data

To work further with this data select the content and copy it into your own word or excel documents.

OGF ID	Element Type	Common Name	Scientific Name	SRank	SARO Status	COSEWIC Status	ATLAS NAD83 IDENT	COMMENTS
1059023	NATURAL AREA	Sawer Creek Wetland					17QK1819	
1059023	NATURAL AREA	Sawer Creek South					17QK1819	
1059023	SPECIES	Eastern Musk Turtle	Sternotherus odoratus	SC	SC		17QK1819	
1059023	SPECIES	Midland Painted Turtle	Chrysemys picta marginata			SC	17QK1819	
1059023	SPECIES	Eastern Meadowlark	Sturnella magna	THR	THR		17QK1819	
1059023	SPECIES	Bobolink	Dolichonyx oryzivorus	THR	THR		17QK1819	
1059023	SPECIES	Northern Map Turtle	Graptemys geographica	SC	SC		17QK1819	
1059023	SPECIES	Snapping Turtle	Chelydra serpentina	SC	SC		17QK1819	





Looking for a Park, Reserve or Wetland? Enter the name

- About
- Bookmarks
- Map Layers
- Find Information
- Markup & Printing
- Measure

Printing

Export Map

Export Markup

Polygon

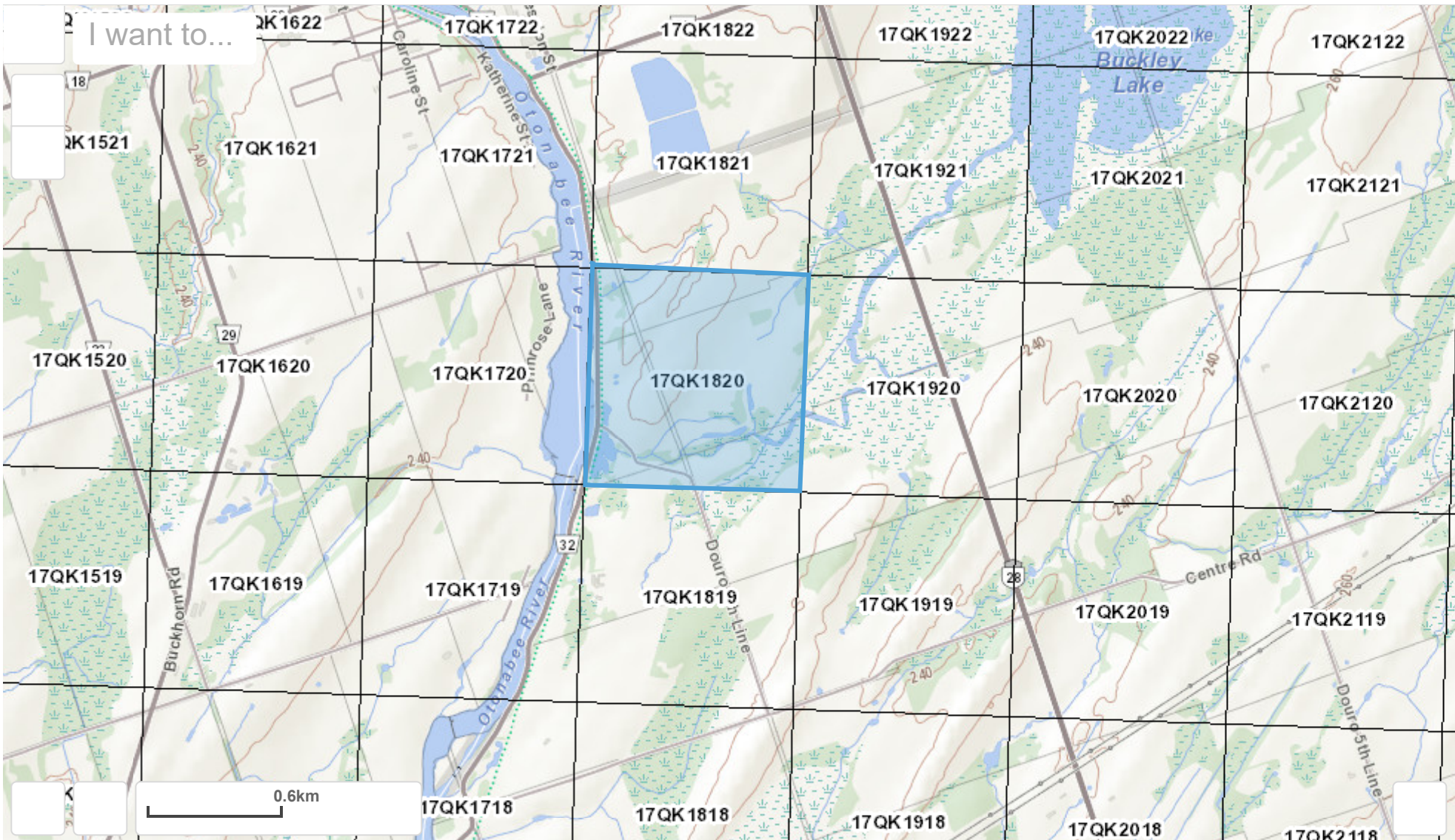
Styles

Edit

Erase

Clear All

Help



## NHIC Data

To work further with this data select the content and copy it into your own word or excel documents.

OGF ID	Element Type	Common Name	Scientific Name	SRank	SARO Status	COSEWIC Status	ATLAS NAD83 IDENT	COMMENTS
1059114	NATURAL AREA	Sawer Creek Wetland					17QK1820	
1059114	SPECIES	Eastern Musk Turtle	Sternotherus odoratus		SC	SC	17QK1820	
1059114	SPECIES	Midland Painted Turtle	Chrysemys picta marginata			SC	17QK1820	
1059114	SPECIES	Eastern Meadowlark	Sturnella magna		THR	THR	17QK1820	
1059114	SPECIES	Bobolink	Dolichonyx oryzivorus		THR	THR	17QK1820	
1059114	SPECIES	Wood Thrush	Hylocichla mustelina		SC	THR	17QK1820	
1059114	SPECIES	Northern Map Turtle	Graptemys geographica		SC	SC	17QK1820	
1059114	SPECIES	Snapping Turtle	Chelydra serpentina		SC	SC	17QK1820	
1059114	SPECIES	Blanding's Turtle	Emydoidea blandingii		THR	END	17QK1820	

Bobolink (*Dolichonyx oryzivorus*) is listed as “Threatened” by *Species at Risk Ontario* (SARO) and is protected under the *Endangered Species Act* (ESA). The Bobolink prefers large tracts of tallgrass areas, either true prairies or hay fields, as it forages low to the ground in search of larvae and seeds.

Eastern Meadowlark (*Sturnella magna*) is listed as “Threatened” by SARO and is protected under the ESA. The Eastern Meadowlark is similar to Bobolink, as this species also prefers large tracts of agricultural fields or tallgrass prairies to nest within. Eastern Meadowlark is a ground nester, thus requires the tall grass to conceal its nest and eggs. Feeding includes beetles, crickets and spiders.

Wood Thrush (*Hylocichia mustelina*) is listed as “Special Concern” by SARO and is protected under the ESA. The Wood Thrush enjoys relatively undisturbed, mature woodlands. Nesting occurs low in the fork of a tree as this species forages for berries and insects at ground level. Similar to the Eastern Wood-pewee, this species prefers large tracts of woodland.

Blanding’s Turtle (*Emydoidea blandingii*) is listed as “Threatened” by SARO and is protected under the ESA. It tends to inhabit shallow waters within large wetlands or shallow lakes that have lots of aquatic plants. However, they have been known to travel hundreds of metres from a main body of water for nesting or mating. This species is most easily identified by its bright yellow throat and chin.

Eastern Musk Turtle (*Sternotherus odoratus*) is listed as “Special Concern” by SARO and is not protected under the ESA. Eastern Musk Turtles are found in ponds, lakes, marshes and rivers that are generally slow-moving have abundant emergent vegetation and muddy bottoms that they burrow into for winter hibernation.

Northern Map Turtle (*Graptemys geographica*) is listed as “Special Concern” by SARO, and is not protected under the ESA. This species inhabits rivers and lakeshores where it basks on emergent rocks and fallen trees throughout the spring and summer. In winter, the turtles hibernate on the bottom of deep, slow-moving sections of river. They require high-quality water that supports the female’s mollusc prey. Their habitat must contain suitable basking sites, such as rocks and deadheads, with an unobstructed view from which a turtle can drop immediately into the water if startled.

Snapping Turtle (*Chelydra serpentina*) is listed as “Special Concern” by SARO and is not protected under the ESA. Snapping Turtles spend most of their lives in water. They prefer shallow waters so they can hide under the soft mud and leaf litter, with only their noses exposed to the surface to breathe. During the nesting season, from early to mid summer, females travel overland in search of a suitable nesting site, usually gravelly or sandy areas along streams. Snapping Turtles often



take advantage of man-made structures for nest sites, including roads (especially gravel shoulders), dam and aggregate pits.

## **Appendix D**

OBBA Database and Species Descriptions



## Square Summary (17TQK11)

#species				#hours		#pc done		
poss	prob	conf	total	total	peak	road	offrd	
2	1	1	4	4.5	0	0	0	

## Region summary (#16: Peterborough, ON)

#squares	#sq with data	#species	#squares (pc)	
			target	compl.
60	2	188	0	0

Target number of point counts in this square: 25 in total: 25 road side, 0 off road.

SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%
Canada Goose	AE		0	American Coot ‡			0	Northern Saw-whet Owl			0
Mute Swan ‡			0	Sandhill Crane ‡			0	Belted Kingfisher	CF		0
Trumpeter Swan			0	Killdeer §	NE		0	Yellow-bellied Sapsucker	NY		0
Wood Duck	FY		0	Upland Sandpiper †	S		0	Red-headed Woodpecker †			0
Blue-winged Teal ‡	FY		0	American Woodcock	S		0	<u>Red-bellied Woodpecker</u>			100
Northern Shoveler ‡			0	Wilson's Snipe	FY		0	Black-backed Woodpecker ‡			0
Gadwall ‡			0	Spotted Sandpiper	T		0	<u>Downy Woodpecker</u>	FY		50
American Wigeon ‡			0	Ring-billed Gull § ‡			0	<u>Hairy Woodpecker</u>	FY		100
<u>Mallard</u>	FY		50	Herring Gull §			0	<u>Pileated Woodpecker</u>	N		100
<u>American Black Duck</u>			50	Caspian Tern ‡			0	Northern Flicker	T		0
Northern Pintail ‡			0	Black Tern †	NE		0	American Kestrel §	P		0
Green-winged Teal ‡	P		0	Common Tern § ‡			0	Merlin	FY		0
Redhead †			0	Common Loon	P		0	Peregrine Falcon ‡			0
Ring-necked Duck			0	Double-crested Cormorant § ‡			0	Olive-sided Flycatcher ‡			0
Lesser Scaup ‡			0	American Bittern	S		0	Eastern Wood-Pewee §	FY		0
Hooded Merganser			0	Least Bittern †	NY		0	Yellow-bellied Flycatcher ‡			0
Common Merganser ‡	P		0	Great Blue Heron §			0	Alder Flycatcher	FY		0
Ruddy Duck ‡			0	Green Heron §	T		0	Willow Flycatcher	T		0
Ring-necked Pheasant ‡			0	Turkey Vulture	FY		0	Least Flycatcher	NE		0
<u>Ruffed Grouse</u>	FY		50	Osprey	NY		0	Eastern Phoebe	FY		0
Wild Turkey	H		0	Northern Harrier	T		0	Great Crested Flycatcher	CF		0
Pied-billed Grebe	T		0	Sharp-shinned Hawk	H		0	Eastern Kingbird	CF		0
Rock Pigeon (Feral Pigeon)	AE		100	<u>Cooper's Hawk</u>	AE		50	Yellow-throated Vireo			0
<u>Mourning Dove</u>	FY		100	Northern Goshawk ‡			0	Blue-headed Vireo	T		0
Yellow-billed Cuckoo			0	Bald Eagle ‡			0	Philadelphia Vireo ‡			0
Black-billed Cuckoo	CF		0	Red-shouldered Hawk			0	Warbling Vireo	T		0
Common Nighthawk §			0	Broad-winged Hawk			0	Red-eyed Vireo	T		0
Eastern Whip-poor-will §			0	<u>Red-tailed Hawk</u>	NY		100	Loggerhead Shrike †			0
Chimney Swift ‡			0	<b>Eastern Screech-Owl</b>		H	100	Canada Jay ‡			0
Ruby-throated Hummingbird	D		0	<b>Great Horned Owl ‡</b>	NY	S	100	<u>Blue Jay</u>	NY		150
Virginia Rail	NE		0	Barred Owl			100	<u>American Crow</u>	NY		100
Sora	NY		0	Long-eared Owl ‡			0	<b>Common Raven</b>		CF	100
Common Gallinule ‡	NE		0	Short-eared Owl †			0	<u>Black-capped Chickadee</u>	FY		150

# Breeding Bird Atlas - Summary Sheet for Square 17TQK11 (page 2 of 2)

SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%
Boreal Chickadee ‡			0	Purple Finch	S		0	Nashville Warbler	S		0
Horned Lark ‡	S		0	Common Redpoll ‡			0	Mourning Warbler	S		0
Northern Rough-winged Swallow	AE		0	Red Crossbill ‡			0	Common Yellowthroat	CF		0
Purple Martin ‡	S		0	White-winged Crossbill ‡			0	Hooded Warbler ‡			0
Tree Swallow	AE		0	Pine Siskin ‡	H		0	American Redstart	T		0
Bank Swallow §	H		0	<u>American Goldfinch</u>	CF		150	Cape May Warbler ‡			0
Barn Swallow §	FY		0	Snow Bunting †			0	Cerulean Warbler †			0
Cliff Swallow §	CF		0	Grasshopper Sparrow §	S		0	Northern Parula ‡			0
Golden-crowned Kinglet			0	Chipping Sparrow	FY		0	Magnolia Warbler			0
Ruby-crowned Kinglet ‡			0	Clay-colored Sparrow ‡			0	Bay-breasted Warbler ‡			0
<u>Red-breasted Nuthatch</u>	T		100	Field Sparrow §	FY		0	Blackburnian Warbler	S		0
<u>White-breasted Nuthatch</u>	T		150	American Tree Sparrow ‡			0	Yellow Warbler	NY		0
<u>Brown Creeper</u>	T		50	<u>Dark-eyed Junco ‡</u>			100	Chestnut-sided Warbler	FY		0
Blue-gray Gnatcatcher ‡			0	White-throated Sparrow	T		0	Black-throated Blue Warbler			0
House Wren	CF		0	Vesper Sparrow	T		0	Pine Warbler	A		0
Winter Wren	S		0	Savannah Sparrow	T		0	Yellow-rumped Warbler	T		0
Sedge Wren ‡	S		0	Song Sparrow	CF		0	Prairie Warbler †			0
Marsh Wren	NY		0	Lincoln's Sparrow ‡			0	Black-throated Green Warbler	T		0
Carolina Wren ‡	T		0	Swamp Sparrow	NY		0	Canada Warbler §	S		0
<u>European Starling</u>	CF		50	Eastern Towhee §			0	Scarlet Tanager	S		0
Gray Catbird	CF		0	Bobolink §	T		0	<b>Northern Cardinal</b>	NY	D	100
Brown Thrasher	FS		0	Eastern Meadowlark §	T		0	Rose-breasted Grosbeak	CF		0
Northern Mockingbird ‡			0	Orchard Oriole ‡			0	Indigo Bunting	P		0
Eastern Bluebird	N		0	Baltimore Oriole	FY		0				
Veery	T		0	Red-winged Blackbird	NY		0				
Swainson's Thrush			0	Brown-headed Cowbird	FY		0				
Hermit Thrush			0	Common Grackle	NY		0				
Wood Thrush §	T		0	Ovenbird	NY		0				
<u>American Robin</u>	NY		50	Northern Waterthrush	T		0				
Cedar Waxwing	NE		0	Golden-winged Warbler †			0				
House Sparrow	AE		0	Blue-winged Warbler ‡			0				
<u>Evening Grosbeak ‡</u>			50	Black-and-white Warbler	FY		0				
House Finch	T		0	Tennessee Warbler ‡			0				

This list includes all breeding species expected in the region #16 (Peterborough). Underlined species are those that you should try to add to this square (17TQK11). They have not yet been reported in this square, but have been reported in more than 50% of the squares in this region so far. "Prev." is the code for the highest breeding evidence for that species in square 17TQK11 in the previous atlas. "Code" is the code for the highest breeding evidence for that species in square 17TQK11 over the last 5 years. The % columns give the percentage of squares in that region where that species was reported (this gives an idea of the expected chance of finding that species in region #16). Rare/Colonial Species Report Forms should be completed for species marked: § (Colonial), ‡ (regionally rare), † (provincially rare). Current as of 19/02/2021. An up-to-date version of this sheet is available from <http://www.birdscanada.org/birdmon/atlas/summaryform.jsp?squareID=17TQK11&lang=EN>



## Square Summary (17TQK12)

#species				#hours		#pc done		
poss	prob	conf	total	total	peak	road	offrd	
0	0	0	0	0	0	0	0	0

## Region summary (#16: Peterborough, ON)

#squares	#sq with data	#species	#squares (pc)	
			target	compl.
60	2	185	0	0

Target number of point counts in this square: 25 in total: 25 road side, 0 off road.

SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%
Canada Goose	FY		0	Common Gallinule ‡	FY		0	Long-eared Owl ‡			0
Mute Swan ‡	AE		0	American Coot ‡	H		0	Short-eared Owl †			0
Trumpeter Swan			0	Sandhill Crane ‡	FY		0	Northern Saw-whet Owl			0
Wood Duck	FY		0	Killdeer §	NE		0	Belted Kingfisher	CF		0
Blue-winged Teal ‡	FY		0	Upland Sandpiper †			0	Yellow-bellied Sapsucker	D		0
Northern Shoveler ‡	FY		0	American Woodcock	NE		0	Red-headed Woodpecker †			0
Gadwall ‡	FY		0	Wilson's Snipe	H		0	Red-bellied Woodpecker			100
American Wigeon ‡			0	Wilson's Phalarope ‡	H		0	Black-backed Woodpecker ‡			0
<u>Mallard</u>	FY		50	Spotted Sandpiper	T		0	<u>Downy Woodpecker</u>	NY		50
<u>American Black Duck</u>			50	Ring-billed Gull § ‡			0	<u>Hairy Woodpecker</u>	NY		100
Northern Pintail ‡			0	Herring Gull §			0	<u>Pileated Woodpecker</u>	S		100
Green-winged Teal ‡			0	Caspian Tern ‡			0	Northern Flicker	FY		0
Redhead †			0	Black Tern †			0	American Kestrel §	NY		0
Ring-necked Duck	P		0	Common Tern § ‡			0	Merlin	D		0
Lesser Scaup ‡			0	Common Loon	T		0	Peregrine Falcon ‡			0
Hooded Merganser	FY		0	Double-crested Cormorant § ‡			0	Olive-sided Flycatcher ‡			0
Common Merganser ‡	A		0	American Bittern	T		0	Eastern Wood-Pewee §	FY		0
Ruddy Duck ‡			0	Least Bittern †	T		0	Yellow-bellied Flycatcher ‡			0
Ring-necked Pheasant ‡			0	Great Blue Heron §			0	Alder Flycatcher	T		0
<u>Ruffed Grouse</u>	FY		50	Green Heron §	FY		0	Willow Flycatcher	S		0
Wild Turkey	NE		0	Turkey Vulture	NY		0	Least Flycatcher	S		0
Pied-billed Grebe			0	Osprey	AE		0	Eastern Phoebe	NY		0
<u>Rock Pigeon (Feral Pigeon)</u>	AE		100	Northern Harrier	P		0	Great Crested Flycatcher	FY		0
<u>Mourning Dove</u>	NE		100	Sharp-shinned Hawk	CF		0	Eastern Kingbird	CF		0
Yellow-billed Cuckoo			0	<u>Cooper's Hawk</u>	N		50	Yellow-throated Vireo			0
Black-billed Cuckoo	P		0	Northern Goshawk ‡			0	Blue-headed Vireo	S		0
Coccyzus sp. ‡	T		0	Bald Eagle ‡	NY		0	Philadelphia Vireo ‡			0
Common Nighthawk §	P		0	Red-shouldered Hawk	H		0	Warbling Vireo	A		0
Eastern Whip-poor-will §	S		0	Broad-winged Hawk	P		0	Red-eyed Vireo	N		0
Chimney Swift ‡	T		0	<u>Red-tailed Hawk</u>	V		100	Loggerhead Shrike †			0
Ruby-throated Hummingbird	T		0	<u>Eastern Screech-Owl</u>	S		100	Canada Jay ‡			0
Virginia Rail	S		0	<u>Great Horned Owl</u> ‡	P		100	<u>Blue Jay</u>	T		150
Sora	FY		0	<u>Barred Owl</u>			100	<u>American Crow</u>	FY		100

# **Breeding Bird Atlas - Summary Sheet for Square 17TQK12 (page 2 of 2)**

SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%	SPECIES	Prev.	Code	%
Common Raven			100	<u>Evening Grosbeak</u> ‡			50	Nashville Warbler	T		0
<u>Black-capped Chickadee</u>	NY		150	House Finch	FY		0	Mourning Warbler	S		0
Boreal Chickadee ‡			0	Purple Finch	P		0	Common Yellowthroat	NY		0
Horned Lark ‡	P		0	Red Crossbill ‡			0	Hooded Warbler ‡			0
Northern Rough-winged Swallow	H		0	White-winged Crossbill ‡			0	American Redstart	N		0
Purple Martin ‡			0	Pine Siskin ‡			0	Cape May Warbler ‡			0
Tree Swallow	NY		0	<u>American Goldfinch</u>	FY		150	Cerulean Warbler †	S		0
Bank Swallow §	AE		0	Grasshopper Sparrow §	N		0	Northern Parula ‡			0
Barn Swallow §	NY		0	Chipping Sparrow	NY		0	Magnolia Warbler			0
Cliff Swallow §	FY		0	Clay-colored Sparrow ‡	T		0	Bay-breasted Warbler ‡			0
Golden-crowned Kinglet			0	Field Sparrow §	S		0	Blackburnian Warbler			0
Ruby-crowned Kinglet ‡			0	<u>Dark-eyed Junco</u> ‡			100	Yellow Warbler	FY		0
<u>Red-breasted Nuthatch</u>	FY		100	White-throated Sparrow	S		0	Chestnut-sided Warbler	S		0
<u>White-breasted Nuthatch</u>	T		150	Vesper Sparrow	T		0	Black-throated Blue Warbler			0
<u>Brown Creeper</u>	S		50	Savannah Sparrow	NE		0	Pine Warbler	S		0
Blue-gray Gnatcatcher ‡			0	Song Sparrow	NE		0	Yellow-rumped Warbler	S		0
House Wren	NY		0	Lincoln's Sparrow ‡			0	Prairie Warbler †			0
Winter Wren	S		0	Swamp Sparrow	FY		0	Black-throated Green Warbler	S		0
Sedge Wren ‡			0	Eastern Towhee §			0	Canada Warbler §	S		0
Marsh Wren	A		0	Bobolink §	CF		0	Scarlet Tanager			0
Carolina Wren ‡			0	Eastern Meadowlark §	FY		0	<u>Northern Cardinal</u>	T		100
<u>European Starling</u>	NY		50	Orchard Oriole ‡			0	Rose-breasted Grosbeak	NE		0
Gray Catbird	T		0	Baltimore Oriole	NY		0	Indigo Bunting	S		0
Brown Thrasher	NE		0	Red-winged Blackbird	NY		0				
Northern Mockingbird ‡			0	Brown-headed Cowbird	NE		0				
Eastern Bluebird	N		0	Common Grackle	NY		0				
Veery	NY		0	Ovenbird	NY		0				
Swainson's Thrush			0	Northern Waterthrush	CF		0				
Hermit Thrush			0	Golden-winged Warbler †			0				
Wood Thrush §	NY		0	Blue-winged Warbler ‡			0				
<u>American Robin</u>	NY		50	Golden-winged/Blue-winged Warbler ‡	S		0				
Cedar Waxwing	FY		0	Black-and-white Warbler	A		0				
House Sparrow	AE		0	Tennessee Warbler ‡			0				

This list includes all breeding species expected in the region #16 (Peterborough). Underlined species are those that you should try to add to this square (17TQK12). They have not yet been reported in this square, but have been reported in more than 50% of the squares in this region so far. "Prev." is the code for the highest breeding evidence for that species in square 17TQK12 in the previous atlas. "Code" is the code for the highest breeding evidence for that species in square 17TQK12 over the last 5 years. The % columns give the percentage of squares in that region where that species was reported (this gives an idea of the expected chance of finding that species in region #16). Rare/Colonial Species Report Forms should be completed for species marked: § (Colonial), ‡ (regionally rare), † (provincially rare). Current as of 19/02/2021. An up-to-date version of this sheet is available from <http://www.birdscanada.org/birdmon/atlas/summaryform.jsp?squareID=17TQK12&lang=EN>

Bald Eagle (*Haliaeetus leucocephalus*) is listed as “Special Concern” by *Species at Risk Ontario* (SARO), and is not protected under the *Endangered Species Act* (ESA). The species has to be nesting below the boundary delineated within northern Ontario to be included in this group. The Bald Eagle prefers mature forests on the edge of waterways which includes large swamps and lake or river systems. Its main diet consists of fish and carcasses. The species tends to nest within lakeside pine trees as the dense needles tend to conceal their large stick nest from other predator species. There are several known nesting sites within the Trent-Severn Waterway and Kawartha Lakes system.

Bank Swallow (*Riparia riparia*) is listed as “Threatened” by SARO and is protected under the ESA. This avian species nests in burrows into the banks of silt and sand deposits. Nests tend to be found on the shorelines of rivers and lakes. The Bank Swallow may also inhabit sand and gravel pits. Typically, this species forages on insects in flight, but will also glean insects off the water.

Barn Swallow (*Hirundo rustica*) is listed as “Threatened” by SARO and is protected under the ESA. The Barn Swallow inhabits open-rural and urban sites where buildings are situated near watercourses. Nesting is typically sporadic within loose colonies on building structures, bridges and other suitable overhanging structures. The cup-like mud nest is adhered to areas beneath the roof of the structure to conceal the nest from predators and keep it dry. The Barn Swallow feeds on insects by catching them on the wing.

Black Tern (*Chlidonias niger*) is listed as “Special Concern” by SARO, and is not protected under the ESA. The Black Tern prefers shallow, freshwater cattail marshes, wetlands, lake edges and sewage ponds with emergent vegetation. Nesting occurs on dead plant material piled upon aquatic floating vegetation. The Black Tern hunts small insects and minnows along the surface of lakes and ponds.

Bobolink (*Dolichonyx oryzivorus*) is listed as “Threatened” by SARO and is protected under the ESA. The Bobolink prefers large tracts of tallgrass areas, either true prairies or hay fields, as it forages low to the ground in search of larvae and seeds.

Canada Warbler (*Cardellina canadensis*) is listed as “Special Concern” by SARO, and is not protected under the ESA. It prefers large tracts of mixed forests on bottomlands within wetlands or drainage courses. The species nests within the upper extremities of the canopy in deciduous and coniferous trees. The Canada Warbler feeds on beetles, caterpillars and common insects. Typically, this species prefers creeks and mixed forests with a coniferous edge along a moving creek, tributary or river system.

Cerulean Warbler (*Setophaga cerulea*) is listed as “Threatened” by SARO and is



protected under the ESA. They spend their summers (breeding seasons) in mature, deciduous forests with large, tall trees and an open under storey. In late summer, they begin their long migration to wintering grounds in the Andes Mountains in South America. The Cerulean Warbler feeds mainly on insects during the breeding season and on nectar during the non-breeding season. Young birds are fed primarily butterfly larvae. The Cerulean Warbler feeds mainly on insects during the breeding season and on nectar during the non-breeding season.

Chimney Swift (*Chaetura pelagica*) is listed as “Threatened” by SARO and is protected under the ESA. The Chimney Swift is a somewhat generalist species. It will utilize empty cavity nests found in dead trees within fencerows or may utilize unused chimneys as suggested by its common name. This species is most active in early morning and early evening (i.e., dawn and dusk). It will venture outside of the nesting area and feast on insects during those times. It then flies back to the nesting site, entering the nest one after another in an orderly funnel-shaped sequence.

Common Nighthawk (*Chordeiles minor*) is listed as “Special Concern” by SARO, and is not protected under the ESA. The Common Nighthawk is part of the Nightjar family which prefers forest openings, bogs and sometimes open field/meadow areas. Nesting is on bare ground where both adults feed the young. Feeding can take place during day or night, while the species constantly forages for all types of insects.

Eastern Meadowlark (*Sturnella magna*) is listed as “Threatened” by SARO and is protected under the ESA. The Eastern Meadowlark is similar to Bobolink, as this species also prefers large tracts of agricultural fields or tallgrass prairies to nest within. Eastern Meadowlark is a ground nester, thus requires the tall grass to conceal its nest and eggs. Feeding includes beetles, crickets and spiders.

Eastern Whip-poor-will (*Anthrostomus vociferus*) is listed as “Threatened” by SARO and is protected under the ESA. The Whip-poor-will prefers a combination of large natural tracts of secondary succession forest, watercourses and edge habitat consisting of meadow areas, with open deciduous and pine woodlands. The Whip-poor-will does not construct a nest, but rather uses the soft leaf litter on the ground to form a nest and lay the eggs directly on the ground. The Whip-poor-will is a nighttime hunter, calling its own name while searching for large flying insects, beetles, moths, mosquitos and sometimes grasshoppers. The Whip-poor-will often choose pine species adjacent to waterways to call from.

Eastern Wood-Pewee (*Contopus virens*) is listed as “Special Concern” by SARO and is not protected under the ESA. This species prefers mixed deciduous and coniferous woodlands which are open or considered edge habitat. Nesting occurs on a tree branch as the species catches insects from a perch.

Grasshopper Sparrow (*Ammodramus savannarum*) is listed as “Special Concern” by SARO and is not protected under the ESA. The Grasshopper Sparrow prefers large (greater than 5 ha) grassland habitats where it breeds. Grassland habitats include pastures, hayfields, natural prairies, alvars. Nests are typically hidden within the grassland and its preferred diet in the summer is large insects (i.e., Grasshoppers).


Least Bittern (*Ixobrychus exilis*) is listed as "Threatened" by SARO and is protected under the ESA. The Least Bittern inhabits freshwater marshes where tall, impenetrable stands of emergent vegetation are utilized for coverage. The Least Bittern may build up a hunting platform in search of small fish, insects, and amphibians.

Wood Thrush (*Hylocichia mustelina*) is listed as “Special Concern” by SARO and is protected under the ESA. The Wood Thrush enjoys relatively undisturbed, mature woodlands. Nesting occurs low in the fork of a tree as this species forages for berries and insects at ground level. Similar to the Eastern Wood-pewee, this species prefers large tracts of woodland.


## **Appendix E**

eBird Database

 [Change location](#) ▾

 [Year-round, All years](#) ▾

# Otonabee River-- between Lock 24 and 25

 [Map\(/hotspots?hs=L1862778&yr=all&m=\)](/hotspots?hs=L1862778&yr=all&m=)

 [Directions\(https://www.google.com/maps/search/?api=1&query=44.3948515,-78.2648636\)](https://www.google.com/maps/search/?api=1&query=44.3948515,-78.2648636)

[Peterborough County](#) ,  
[\(/region/CA-ON-PB?  
yr=all&m=\)](/region/CA-ON-PB?yr=all&m=)  
[Ontario \(/region/CA-  
ON?yr=all&m=\)](#)  
[CA \(/region/CA?  
yr=all&m=\)](#)

▸ [Hotspot navigation](#)

**[Overview \(/hotspot/L1862778?yr=all&m=\)](/hotspot/L1862778?yr=all&m=)**

**[Illustrated Checklist \(/hotspot/L1862778/media?yr=all&m=\)](/hotspot/L1862778/media?yr=all&m=)**

## VIEW MY...

[My eBird \(/myebird/L1862778\)](/myebird/L1862778)  
[Life List \(/MyEBird?cmd=lifeList&time=life&listType=L1862778\)](/MyEBird?cmd=lifeList&time=life&listType=L1862778)  
[Target Species \(/targets?r1=L1862778&bmo=1&emo=12\)](/targets?r1=L1862778&bmo=1&emo=12)  
[Checklists \(/mychecklists/L1862778\)](/mychecklists/L1862778)

## EXPLORE...

[Hotspot Map \(/hotspots?hs=L1862778&yr=all&m=\)](/hotspots?hs=L1862778&yr=all&m=)  
[Bar Charts \(/barchart?r=L1862778&yr=all&m=\)](/barchart?r=L1862778&yr=all&m=)  
[Media \(https://ebird.org/media/catalog?regionCode=L1862778\)](https://ebird.org/media/catalog?regionCode=L1862778)  
[Printable Checklist \(/printableList?regionCode=L1862778&yr=all&m=\)](/printableList?regionCode=L1862778&yr=all&m=)

 **106**

[Species observed](#)

[\(/hotspot/L1862778?yr=all&m=\)](/hotspot/L1862778?yr=all&m=)

 **471**

[Complete checklists](#)

[\(/hotspot/L1862778/activity?yr=all&m=\)](/hotspot/L1862778/activity?yr=all&m=)

## Sightings

Updated 25 sec ago.

[Last seen \(/hotspot/L1862778?yr=all&m=&rank=mrec\)](/hotspot/L1862778?yr=all&m=&rank=mrec)

[First seen \(/hotspot/L1862778?yr=all&m=&rank=lrec\)](/hotspot/L1862778?yr=all&m=&rank=lrec)

[High counts \(/hotspot/L1862778?yr=all&m=&rank=hq\)](/hotspot/L1862778?yr=all&m=&rank=hq)

SPECIES NAME (/HOTSPOT/L1862778?YR=ALL&M=&RANK=MREC&HS\_SORTBY=TAXON\_ORDER&HS\_O=ASC)  
 COUNT (/HOTSPOT/L1862778? DATE (/HOTSPOT/L1862778? OBSERVER  
 YR=ALL&M=&RANK=MREC&HS\_SORTBY=TAXON\_ORDER&HS\_O=ASC)  
 YR=ALL&M=&RANK=MREC&HS\_SORTBY=DATE&HS\_O=ASC)

1. **Mallard(/species/mallar3/L1862778).**

# 14

 17 Feb 2021 (/checklist/S81830324). C Douglas2. **Common Goldeneye(/species/comgol/L1862778).**


# 3

 17 Feb 2021 (/checklist/S81830324). C Douglas3. **Common Merganser(/species/commer/L1862778).**


# 2

 17 Feb 2021 (/checklist/S81830324). C Douglas4. **Black-capped Chickadee(/species/bkcchi/L1862778).**



# 2

 17 Feb 2021 (/checklist/S81830324). C Douglas5. **Dark-eyed Junco(/species/daejun/L1862778).**


# 1

 17 Feb 2021 (/checklist/S81830324). C Douglas6. **Canada Goose(/species/cangoo/L1862778).**


# 35

 11 Feb 2021 (/checklist/S80822456). Hannah Dodington7. **Red-tailed Hawk(/species/rethaw/L1862778).**

# 1

 11 Feb 2021 (/checklist/S80822456). Hannah Dodington8. **Trumpeter Swan(/species/truswa/L1862778).**

# 6

 25 Jan 2021 (/checklist/S79871909). Matthew Garvin9. **Tundra Swan(/species/tunswa/L1862778).**

# 1

 25 Jan 2021 (/checklist/S79871909). Matthew Garvin10. **American Crow(/species/amecro/L1862778).**

# 7

 25 Jan 2021 (/checklist/S79871909). Matthew Garvin11. **Herring Gull(/species/hergul/L1862778).**


# 4

 21 Jan 2021 (/checklist/S79687100). Marilyn Hubley12. **Bald Eagle(/species/baleag/L1862778).**

# 1

 21 Jan 2021 (/checklist/S79687100). Marilyn Hubley13. **Wild Turkey(/species/wiltur/L1862778).**

# 12

 12 Jan 2021 (/checklist/S79190906). Anonymous eBirder14. **American Black Duck(/species/ambduc/L1862778).**


# 1



































 9 Jan 2021 (/checklist/S78948737). Iain Rayner15. **Rock Pigeon(/species/rocpig/L1862778).**

# 1



































 3 Jan 2021 (/checklist/S78600677). Iain Rayner16. **House Sparrow(/species/houspa/L1862778).**Page 125 of 618



































# 2







































 3 Jan 2021 (/checklist/S78600677). Iain Rayner







































17.	<b><u>Common Redpoll(/species/comred/L1862778).</u></b>	# 120	 <a href="/checklist/S78406929/">1 Jan 2021 (/checklist/S78406929/)</a>	 Luke Berg
18.	<b><u>Common Raven(/species/comrav/L1862778).</u></b>	# 1	 <a href="/checklist/S77752655/">20 Dec 2020 (/checklist/S77752655/)</a>	 Chris Boccia
19.	<b><u>American Tree Sparrow(/species/amtspa/L1862778).</u></b>	# 8	 <a href="/checklist/S77752655/">20 Dec 2020 (/checklist/S77752655/)</a>	 Chris Boccia
20.	<b><u>White-breasted Nuthatch(/species/whbnut/L1862778).</u></b>	# 1	 <a href="/checklist/S77715391/">17 Dec 2020 (/checklist/S77715391/)</a>	 Hannah Dodington
21.	<b><u>Cooper's Hawk(/species/coohaw/L1862778).</u></b>	# 1	 <a href="/checklist/S77159902/">6 Dec 2020 (/checklist/S77159902/)</a>	 Iain Rayner
22.	<b><u>Ring-billed Gull(/species/ribgul/L1862778).</u></b>	# 2	 <a href="/checklist/S76808582/">28 Nov 2020 (/checklist/S76808582/)</a>	 Henrique Pacheco
23.	<b><u>European Starling(/species/eursta/L1862778).</u></b>	# 2	 <a href="/checklist/S76696076/">25 Nov 2020 (/checklist/S76696076/)</a>	 Travis Cameron
24.	<b><u>Bufflehead(/species/buffle/L1862778).</u></b>	# 1	 <a href="/checklist/S75430149/">26 Oct 2020 (/checklist/S75430149/)</a>	 Gill Holmes
25.	<b><u>Great Blue Heron(/species/grbher3/L1862778).</u></b>	# 1	 <a href="/checklist/S75430149/">26 Oct 2020 (/checklist/S75430149/)</a>	 Gill Holmes
26.	<b><u>Double-crested Cormorant(/species/doccor/L1862778).</u></b>	# 1	 <a href="/checklist/S74951167/">17 Oct 2020 (/checklist/S74951167/)</a>	 Lynne Cotton
27.	<b><u>Hooded Merganser(/species/hoomer/L1862778).</u></b>	# 1	 <a href="/checklist/S78154742/">6 Sep 2020 (/checklist/S78154742/)</a>	 Tessa M.
28.	<b><u>Osprey(/species/osprey/L1862778).</u></b>	# 1	 <a href="/checklist/S78154742/">6 Sep 2020 (/checklist/S78154742/)</a>	 Tessa M.
29.	<b><u>Sandhill Crane(/species/sancra/L1862778).</u></b>	# 8	 <a href="/checklist/S73211208/">5 Sep 2020 (/checklist/S73211208/)</a>	 Kathryn Sheridan
30.	<b><u>Merlin(/species/merlin/L1862778).</u></b>	# 1	 <a href="/checklist/S72574029/">19 Aug 2020 (/checklist/S72574029/)</a>	 Sarah Bonnett
31.	<b><u>Eastern Kingbird(/species/easkin/L1862778).</u></b>	# 3	 <a href="/checklist/S72313852/">11 Aug 2020 (/checklist/S72313852/)</a>	 Carling Dewar
32.	<b><u>Barn Swallow(/species/barswa/L1862778).</u></b>	# 1	 <a href="/checklist/S72313852/">11 Aug 2020 (/checklist/S72313852/)</a>	 Carling Dewar
33.	<b><u>House Wren(/species/houwre/L1862778).</u></b>	# 2	 <a href="/checklist/S72313852/">11 Aug 2020 (/checklist/S72313852/)</a>	 Carling Dewar

















34. **American Robin(/species/amerob/L1862778).**  
# 4  [11 Aug 2020 \(/checklist/S72313852\).](#)  Carling Dewar
35. **Cedar Waxwing(/species/cedwax/L1862778).**  
# 1  [11 Aug 2020 \(/checklist/S72313852\).](#)  Carling Dewar
36. **American Goldfinch(/species/amegfi/L1862778).**  
# X  [11 Aug 2020 \(/checklist/S72313852\).](#)  Carling Dewar
37. **Red-winged Blackbird(/species/rewbla/L1862778).**  
# 4  [11 Aug 2020 \(/checklist/S72313852\).](#)  Carling Dewar
38. **American Redstart(/species/amered/L1862778).**  
# 2  [11 Aug 2020 \(/checklist/S72313852\).](#)  Carling Dewar
39. **Mourning Dove(/species/moudov/L1862778).**  
# 3  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
40. **Killdeer(/species/killde/L1862778).**  
# 3  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
41. **Common Loon(/species/comloo/L1862778).**  
# 1  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
42. **Turkey Vulture(/species/turvul/L1862778).**  
# 3  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
43. **Warbling Vireo(/species/warvir/L1862778).**  
# 1  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
44. **Song Sparrow(/species/sonspa/L1862778).**  
# 1  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
45. **Eastern Meadowlark(/species/easmea/L1862778).**  
# 1  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
46. **Common Grackle(/species/comgra/L1862778).**  
# 3  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
47. **Yellow Warbler(/species/yelwar/L1862778).**  
# 1  [8 Jun 2020 \(/checklist/S70217432\).](#)  Connor Thompson
48. **Blue Jay(/species/blujay/L1862778).**  
# 3  [1 May 2020 \(/checklist/S68196477\).](#)  Brendan Boyd
49. **Broad-winged Hawk(/species/brwhaw/L1862778).**  
# 1  [1 May 2020 \(/checklist/S68193073\).](#)  Travis Cameron
50. **Belted Kingfisher(/species/belkin1/L1862778).**  
# 1  [1 May 2020 \(/checklist/S68193073\).](#)  Travis Cameron

51.	<b><u>Downy Woodpecker(/species/dowwoo/L1862778).</u></b>		
# 1	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
52.	<b><u>Eastern Phoebe(/species/easpho/L1862778).</u></b>		
# 1	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
53.	<b><u>Tree Swallow(/species/treswa/L1862778).</u></b>		
# 1	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
54.	<b><u>Ruby-crowned Kinglet(/species/ruckin/L1862778).</u></b>		
# 2	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
55.	<b><u>Swamp Sparrow(/species/swaspa/L1862778).</u></b>		
# 1	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
56.	<b><u>Brown-headed Cowbird(/species/bnhcow/L1862778).</u></b>		
# 1	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
57.	<b><u>Pine Warbler(/species/pinwar/L1862778).</u></b>		
# 1	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
58.	<b><u>Yellow-rumped Warbler(/species/yerwar/L1862778).</u></b>		
# 1	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
59.	<b><u>Northern Cardinal(/species/norcar/L1862778).</u></b>		
# 2	 <a href="/checklist/S68193073">1 May 2020 (/checklist/S68193073)</a>	 Travis Cameron	
60.	<b><u>Yellow-bellied Sapsucker(/species/yebsap/L1862778).</u></b>		
# 1	 <a href="/checklist/S67911563">27 Apr 2020 (/checklist/S67911563)</a>	 Matthew Garvin	
61.	<b><u>Golden-crowned Kinglet(/species/gockin/L1862778).</u></b>		
# 1	 <a href="/checklist/S67911563">27 Apr 2020 (/checklist/S67911563)</a>	 Matthew Garvin	
62.	<b><u>Northern Waterthrush(/species/norwat/L1862778).</u></b>		
# 1	 <a href="/checklist/S67911563">27 Apr 2020 (/checklist/S67911563)</a>	 Matthew Garvin	
63.	<b><u>Wilson's Snipe(/species/wilsni1/L1862778).</u></b>		
# 1	 <a href="/checklist/S67142212">13 Apr 2020 (/checklist/S67142212)</a>	 Donald A. Sutherland	
64.	<b><u>Savannah Sparrow(/species/savspa/L1862778).</u></b>		
# 1	 <a href="/checklist/S67142212">13 Apr 2020 (/checklist/S67142212)</a>	 Donald A. Sutherland	
65.	<b><u>Pied-billed Grebe(/species/pibgre/L1862778).</u></b>		
# 1	 <a href="/checklist/S66833602">8 Apr 2020 (/checklist/S66833602)</a>	 Martin Parker	
66.	<b><u>Northern Shrike(/species/norshr4/L1862778).</u></b>		
# 1	 <a href="/checklist/S63209407">9 Jan 2020 (/checklist/S63209407)</a>	 Luke Berg	
67.	<b><u>Pileated Woodpecker(/species/pilwoo/L1862778).</u></b>		
# 2	 <a href="/checklist/S56637128">21 May 2019 (/checklist/S56637128)</a>	 Joe Dzedzina	

68.	<b><u>Chipping Sparrow(/species/chispa/L1862778).</u></b>		
# 1	 17 May 2019 (/checklist/S56396292).	 Andrew Brown	
69.	<b><u>Brown Thrasher(/species/brnthr/L1862778).</u></b>		
# 3	 3 May 2019 (/checklist/S55720502).	 Derek Neumann and/or Michael Schmidt	
70.	<b><u>White-throated Sparrow(/species/whtspa/L1862778).</u></b>		
# 6	 3 May 2019 (/checklist/S55720502).	 Derek Neumann and/or Michael Schmidt	
71.	<b><u>Nashville Warbler(/species/naswar/L1862778).</u></b>		
# 1	 3 May 2019 (/checklist/S55720502).	 Derek Neumann and/or Michael Schmidt	
72.	<b><u>Black-throated Green Warbler(/species/btnwar/L1862778).</u></b>		
# 1	 3 May 2019 (/checklist/S55720502).	 Derek Neumann and/or Michael Schmidt	
	gull sp.		
# 1	 21 Apr 2019 (/checklist/S55237810).	 Iain Rayner	
73.	<b><u>Ring-necked Duck(/species/rinduc/L1862778).</u></b>		
# 4	 13 Apr 2019 (/checklist/S54899769).	 C Douglas	
74.	<b><u>Hairy Woodpecker(/species/haiwoo/L1862778).</u></b>		
# 1	 2 Apr 2019 (/checklist/S54484055).	 C Douglas	
75.	<b><u>Red-bellied Woodpecker(/species/rebwoo/L1862778).</u></b>		
# 1	 16 Mar 2019 (/checklist/S53892262).	 Anonymous eBirder	
76.	<b><u>Long-tailed Duck(/species/lotduc/L1862778).</u></b>		 
# 2	 9 Mar 2019 (/checklist/S53638142).	 C Douglas	
77.	<b><u>Red-necked Grebe(/species/rengre/L1862778).</u></b>		
# 1	 8 Mar 2019 (/checklist/S53607092).	 Ben Taylor	
	Bohemian/Cedar Waxwing		
# 30	 5 Feb 2019 (/checklist/S52408446).	 C Douglas	
78.	<b><u>Caspian Tern(/species/caster1/L1862778).</u></b>		
# 2	 25 Aug 2018 (/checklist/S49847132).	 Alain Parada Isada	
79.	<b><u>Green Heron(/species/grnher/L1862778).</u></b>		
# 1	 25 Aug 2018 (/checklist/S49847132).	 Alain Parada Isada	
80.	<b><u>Least Flycatcher(/species/leafly/L1862778).</u></b>		
# 1	 2 Jun 2018 (/checklist/S46233730).	 Colin Jones	
81.	<b><u>Red-eyed Vireo(/species/reevir1/L1862778).</u></b>		
# 4	 2 Jun 2018 (/checklist/S46233730).	 Colin Jones	
82.	<b><u>Northern Rough-winged Swallow(/species/nrwsa/L1862778).</u></b>		
# 3	 2 Jun 2018 (/checklist/S46233730).	 Colin Jones	

83.	<b><u>Cliff Swallow(/species/cliswa/L1862778).</u></b>		
# 3	 19 May 2018 (/checklist/S45827610).	 Mike V.A. Burrell	
84.	<b><u>Wood Duck(/species/wooduc/L1862778).</u></b>		
# 13	 6 Apr 2018 (/checklist/S44313258).	 Mike V.A. Burrell	
85.	<b><u>Bank Swallow(/species/banswa/L1862778).</u></b>		
# 2	 5 Aug 2017 (/checklist/S38485258).	 Mike V.A. Burrell	
	Larus sp.		
# 1	 8 Feb 2017 (/checklist/S34241416).	 Scott Gibson	
86.	<b><u>Red-breasted Nuthatch(/species/rebnut/L1862778).</u></b>		
# 1	 9 Jan 2017 (/checklist/S33568741).	 Chris Cordy	
87.	<b><u>Northern Flicker(/species/norfli/L1862778).</u></b>		
# 1	 18 Sep 2016 (/checklist/S31641542).	 Dave Milsom	
88.	<b><u>Black-throated Blue Warbler(/species/btbwar/L1862778).</u></b>		
# 1	 18 Sep 2016 (/checklist/S31641542).	 Dave Milsom	
89.	<b><u>Pine Siskin(/species/pinsis/L1862778).</u></b>		
# 6	 23 Apr 2016 (/checklist/S29137325).	 Carol Horner	
90.	<b><u>Greater Scaup(/species/gresca/L1862778).</u></b>		 
# 1	 7 Mar 2016 (/checklist/S28087204).	 Wendy Hogan	
91.	<b><u>Cackling Goose(/species/cacgoo1/L1862778).</u></b>		
# 1	 18 Nov 2015 (/checklist/S38112009).	 John Bick	
92.	<b><u>American Kestrel(/species/amekes/L1862778).</u></b>		
# 1	 21 Sep 2015 (/checklist/S25121215).	 Bill Crins	
93.	<b><u>Great Crested Flycatcher(/species/grcfly/L1862778).</u></b>		
# 1	 8 Jun 2015 (/checklist/S23876519).	 Travis Cameron	
94.	<b><u>Common Yellowthroat(/species/comyel/L1862778).</u></b>		
# 1	 8 Jun 2015 (/checklist/S23876519).	 Travis Cameron	
95.	<b><u>Chestnut-sided Warbler(/species/chswar/L1862778).</u></b>		
# 1	 8 Jun 2015 (/checklist/S23876519).	 Travis Cameron	
96.	<b><u>Baltimore Oriole(/species/balori/L1862778).</u></b>		
# 1	 24 May 2015 (/checklist/S23631973).	 Donald A. Sutherland	
97.	<b><u>Blackpoll Warbler(/species/bkpwar/L1862778).</u></b>		
# 1	 24 May 2015 (/checklist/S23631973).	 Donald A. Sutherland	
98.	<b><u>Snow Bunting(/species/snobun/L1862778).</u></b>		
# 1	 24 Mar 2015 (/checklist/S22505430).	 Matthew Tobey	

99.	<b><u>Red-breasted Merganser(/species/rebmer/L1862778).</u></b>	
# 1	 <a href="/checklist/S22094744">25 Feb 2015 (/checklist/S22094744)</a>	 Anonymous eBirder
100.	<b><u>Ross's Goose(/species/rosgoo/L1862778).</u></b>	
# 1	 <a href="/checklist/S38121135">5 Dec 2014 (/checklist/S38121135)</a>	 John Bick
101.	<b><u>Ruby-throated Hummingbird(/species/rthhum/L1862778).</u></b>	
# 1	 <a href="/checklist/S18321830">10 May 2014 (/checklist/S18321830)</a>	 Tim Haan
102.	<b><u>Bay-breasted Warbler(/species/babwar/L1862778).</u></b>	
# 1	 <a href="/checklist/S18321830">10 May 2014 (/checklist/S18321830)</a>	 Tim Haan
	Common/Red-breasted Merganser	
# 8	 <a href="/checklist/S17755454">5 Apr 2014 (/checklist/S17755454)</a>	 Mike Stiell
103.	<b><u>White-winged Scoter(/species/whwsco2/L1862778).</u></b>	
# 1	 <a href="/checklist/S16551310">28 Jan 2014 (/checklist/S16551310)</a>	 Len Manning, III
104.	<b><u>Northern Harrier(/species/norhar2/L1862778).</u></b>	
# 1	 <a href="/checklist/S15774604">16 Nov 2013 (/checklist/S15774604)</a>	 Donald A. Sutherland
1)		
1)		

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Recent visits

OBSERVER	DATE	SPECIES
C Douglas	<a href="/checklist/S81830324">17 Feb 2021 (/checklist/S81830324)</a>	5
Hannah Dodington	<a href="/checklist/S80822456">11 Feb 2021 (/checklist/S80822456)</a>	4
Rob Stavinga	<a href="/checklist/S80970481">11 Feb 2021 (/checklist/S80970481)</a>	2
Iain Rayner	<a href="/checklist/S80710307">9 Feb 2021 (/checklist/S80710307)</a>	1
Hannah Dodington	<a href="/checklist/S80605444">7 Feb 2021 (/checklist/S80605444)</a>	2
Hannah Dodington	<a href="/checklist/S80391401">3 Feb 2021 (/checklist/S80391401)</a>	2
Matthew Garvin	<a href="/checklist/S79871909">25 Jan 2021 (/checklist/S79871909)</a>	8
Jane Kroes	<a href="/checklist/S79854686">21 Jan 2021 (/checklist/S79854686)</a>	4
Matthew Garvin	<a href="/checklist/S79854686">21 Jan 2021 (/checklist/S79854686)</a>	4

Checklists submitted within the last hour are not shown.

Top eBirders

Updated 25 sec ago.

1	Donald A. Sutherland			51
2	Travis Cameron			48
3	Mike V.A. Burrell		39	
4	Iain Rayner		38	
5	C Douglas		34	
6	Matthew Garvin		33	
6	Bill Crins		33	
8	Martin Parker		32	
9	Colin Jones	26		
10	Ben Taylor	22		



Bald Eagle (*Haliaeetus leucocephalus*) is listed as “Special Concern” by *Species at Risk Ontario* (SARO), and is not protected under the *Endangered Species Act* (ESA). The species has to be nesting below the boundary delineated within northern Ontario to be included in this group. The Bald Eagle prefers mature forests on the edge of waterways which includes large swamps and lake or river systems. Its main diet consists of fish and carcasses. The species tends to nest within lakeside pine trees as the dense needles tend to conceal their large stick nest from other predator species. There are several known nesting sites within the Trent-Severn Waterway and Kawartha Lakes system.

Bank Swallow (*Riparia riparia*) is listed as “Threatened” by SARO and is protected under the ESA. This avian species nests in burrows into the banks of silt and sand deposits. Nests tend to be found on the shorelines of rivers and lakes. The Bank Swallow may also inhabit sand and gravel pits. Typically, this species forages on insects in flight, but will also glean insects off the water.

Barn Swallow (*Hirundo rustica*) is listed as “Threatened” by SARO and is protected under the ESA. The Barn Swallow inhabits open-rural and urban sites where buildings are situated near watercourses. Nesting is typically sporadic within loose colonies on building structures, bridges and other suitable overhanging structures. The cup-like mud nest is adhered to areas beneath the roof of the structure to conceal the nest from predators and keep it dry. The Barn Swallow feeds on insects by catching them on the wing.

Eastern Meadowlark (*Sturnella magna*) is listed as “Threatened” by SARO and is protected under the ESA. The Eastern Meadowlark is similar to Bobolink, as this species also prefers large tracts of agricultural fields or tallgrass prairies to nest within. Eastern Meadowlark is a ground nester, thus requires the tall grass to conceal its nest and eggs. Feeding includes beetles, crickets and spiders.

## **Appendix F**

iNaturalist Records

## **Birds**

Bald Eagle (*Haliaeetus leucocephalus*) is listed as “Special Concern” by *Species at Risk Ontario* (SARO), and is not protected under the *Endangered Species Act* (ESA). The species has to be nesting below the boundary delineated within northern Ontario to be included in this group. The Bald Eagle prefers mature forests on the edge of waterways which includes large swamps and lake or river systems. Its main diet consists of fish and carcasses. The species tends to nest within lakeside pine trees as the dense needles tend to conceal their large stick nest from other predator species. There are several known nesting sites within the Trent-Severn Waterway and Kawartha Lakes system.

## **Amphibians & Reptiles**

Midland Painted Turtle (*Chrysemys picta marginata*) is listed as “Special Concern” by COSEWIC and is currently under review by COSSARO. Midland Painted Turtles spend the majority of their lives in water. They prefer shallow water with aquatic vegetation, soft mud, and leaf litter at the bottom. Typically found basking on logs, rocks, and shorelines in sunlight. Midland Painted Turtles nest between mid-spring and early summer. They tend to choose gravely, sandy and loam soils for nesting.

Northern Map Turtle (*Graptemys geographica*) is listed as “Special Concern” by SARO, and is not protected under the ESA. This species inhabits rivers and lakeshores where it basks on emergent rocks and fallen trees throughout the spring and summer. In winter, the turtles hibernate on the bottom of deep, slow-moving sections of river. They require high-quality water that supports the female’s mollusc prey. Their habitat must contain suitable basking sites, such as rocks and deadheads, with an unobstructed view from which a turtle can drop immediately into the water if startled.

Snapping Turtle (*Chelydra serpentina*) is listed as “Special Concern” by SARO and is not protected under the ESA. Snapping Turtles spend most of their lives in water. They prefer shallow waters so they can hide under the soft mud and leaf litter, with only their noses exposed to the surface to breathe. During the nesting season, from early to mid summer, females travel overland in search of a suitable nesting site, usually gravely or sandy areas along streams. Snapping Turtles often take advantage of man-made structures for nest sites, including roads (especially gravel shoulders), dam and aggregate pits.

## **Plants**

Black Ash (*Fraxinus nigra*): is listed as “Threatened” by COSEWIC and is currently under review by COSSARO. Black Ash is a shade tolerant species that

prefers moist alkaline soil. Black Ash occurs in and around swamp type environments, areas which have seasonal flooding, and moist upland forests.

## **Non-SAR Species**

Redhead (*Aythya americana*)- is a duck species that has a rusty-brown/red head. It occurs in local waterways such as rivers and lakes and also inhabits sewage lagoons. Redhead is not a species at risk, but is tracked by the NHIC as it is considered rare in North America according to the NatureServe network.

Faint Spotted Palthis Moth (*Palthis asopialis*) - colouration is bark-like so that it is camouflaged by trees. Its food plants include Bidens species, and the leaves of beans, corn, and oaks. Faint Spotted Palthis Moth is not a species at risk, but is tracked by the NHIC as it is considered rare in North America according to the NatureServe network.

Caspian Tern (*Hydroprogne caspia*) - is a gull-like bird that typically nests in cattail marshes associated with large waterways. This species is often observed along the coast of Lake Ontario and the Trent Severn Waterway. Terns typically dive for small fish and crustaceans along the shoreline. Caspian Tern is not a species at risk, but is tracked by the NHIC as it is considered rare in North America according to the NatureServe network.

Ross's Goose (*Chen rossii*) - is a small goose compared to the Canada Goose which everyone is familiar with. Ross's Goose is predominantly white and has black wing tips and tail-feathers. Ross's Goose typically nests in the Hudson Bay Lowlands during the spring and summer months and migrates south during the winter. Ross's Goose is not a species at risk, but is tracked by the NHIC as it is considered rare in North America according to the NatureServe network.

## **Appendix G**

### Species List

# Species Occurrences

## Amphibians

COMMON NAME	SCIENTIFIC NAME	SRANK	COSEWIC	SARO
Wood Frog	Lithobates sylvaticus	S5		
Northern Leopard Frog	Lithobates pipiens	S5	NAR	NAR
Gray Treefrog	Hyla versicolor	S5		

## Birds

COMMON NAME	SCIENTIFIC NAME	SRANK	COSEWIC	SARO
Cooper's Hawk	Accipiter cooperii	S4	NAR	NAR
Red-tailed Hawk	Buteo jamaicensis	S5	NAR	NAR
Turkey Vulture	Cathartes aura	S5B		
Canada Goose	Branta canadensis	S5		
Wood Duck	Aix sponsa	S5		
Mallard	Anas platyrhynchos	S5		
Ruby-throated Hummingbird	Archilochus colubris	S5B		
American Woodcock	Scolopax minor	S4B		
Ring-billed Gull	Larus delawarensis	S5B,S4N		
Killdeer	Charadrius vociferus	S5B,S5N		
Mourning Dove	Zenaida macroura	S5		
Belted Kingfisher	Megaceryle alcyon	S4B		
Black-billed Cuckoo	Coccyzus erythrophthalmus	S5B		
American Kestrel	Falco sparverius	S4		
Ruffed Grouse	Bonasa umbellus	S4		
Wild Turkey	Meleagris gallopavo	S5		
Red-winged Blackbird	Agelaius phoeniceus	S4		
Brown Thrasher	Toxostoma rufum	S4B		
Gray Catbird	Dumetella carolinensis	S4B		
Tree Swallow	Tachycineta bicolor	S4B		
Eastern Kingbird	Tyrannus tyrannus	S4B		
Great Crested Flycatcher	Myiarchus crinitus	S4B		
White-crowned Sparrow	Zonotrichia leucophrys	S4B		
Mourning Warbler	Geothlypis philadelphia	S4B		
Savannah Sparrow	Passerculus sandwichensis	S4B		
Field Sparrow	Spizella pusilla	S4B		
Purple Finch	Haemorhous purpureus	S4B		



Veery	<i>Catharus fuscescens</i>	S4B		
Common Redpoll	<i>Acanthis flammea</i>	S4B		
Baltimore Oriole	<i>Icterus galbula</i>	S4B		
Brown-headed Cowbird	<i>Molothrus ater</i>	S4B		
Ovenbird	<i>Seiurus aurocapilla</i>	S4B		
Indigo Bunting	<i>Passerina cyanea</i>	S4B		
Black-capped Chickadee	<i>Poecile atricapillus</i>	S5		
Northern Cardinal	<i>Cardinalis cardinalis</i>	S5		
Red-breasted Nuthatch	<i>Sitta canadensis</i>	S5		
Blue Jay	<i>Cyanocitta cristata</i>	S5		
Yellow-rumped Warbler	<i>Setophaga coronata</i>	S5B		
Black-throated Green Warbler	<i>Setophaga virens</i>	S5B		
Chestnut-sided Warbler	<i>Setophaga pensylvanica</i>	S5B		
Magnolia Warbler	<i>Setophaga magnolia</i>	S5B		
American Robin	<i>Turdus migratorius</i>	S5B		
Song Sparrow	<i>Melospiza melodia</i>	S5B		
Dark-eyed Junco	<i>Junco hyemalis</i>	S5B		
Common Yellowthroat	<i>Geothlypis trichas</i>	S5B		
Nashville Warbler	<i>Oreothlypis ruficapilla</i>	S5B		
Black-and-white Warbler	<i>Mniotilta varia</i>	S5B		
Northern Waterthrush	<i>Parkesia noveboracensis</i>	S5B		
American Goldfinch	<i>Spinus tristis</i>	S5B		
Eastern Phoebe	<i>Sayornis phoebe</i>	S5B		
Common Grackle	<i>Quiscalus quiscula</i>	S5B		
American Redstart	<i>Setophaga ruticilla</i>	S5B		
House Wren	<i>Troglodytes aedon</i>	S5B		
Eastern Bluebird	<i>Sialia sialis</i>	S5B	NAR	NAR
Warbling Vireo	<i>Vireo gilvus</i>	S5B		
Red-eyed Vireo	<i>Vireo olivaceus</i>	S5B		
American Crow	<i>Corvus brachyrhynchos</i>	S5B		
Winter Wren	<i>Troglodytes hiemalis</i>	S5B		
Cedar Waxwing	<i>Bombycilla cedrorum</i>	S5B		
House Sparrow	<i>Passer domesticus</i>	SNA		
European Starling	<i>Sturnus vulgaris</i>	SNA		
Snow Bunting	<i>Plectrophenax nivalis</i>	SNA		
Black-backed Woodpecker	<i>Picoides arcticus</i>	S4		

Northern Flicker	Colaptes auratus	S4B
Hairy Woodpecker	Picoides villosus	S5
Pileated Woodpecker	Dryocopus pileatus	S5
Yellow-bellied Sapsucker	Sphyrapicus varius	S5B

## Insects

COMMON NAME	SCIENTIFIC NAME	SRANK	COSEWIC	SARO
A Bumble Bee	Bombus borealis	S4		
A Bumble Bee	Bombus ternarius	S5		
Indian Skipper	Hesperia sassacus	S4		
Black Swallowtail	Papilio polyxenes	S5		
Viceroy	Limenitis archippus	S5		
Red Admiral	Vanessa atalanta	S5		
Hobomok Skipper	Poanes hobomok	S5		
Common Buckeye	Junonia coenia	SNA		
Black Meadowhawk	Sympetrum danae	S4		
Widow Skimmer	Libellula luctuosa	S5		

## Mammals

COMMON NAME	SCIENTIFIC NAME	SRANK	COSEWIC	SARO
White-tailed Deer	Odocoileus virginianus	S5		
Red Fox	Vulpes vulpes	S5		
Coyote	Canis latrans	S5		
Northern Raccoon	Procyon lotor	S5		
Tricolored Bat	Perimyotis subflavus	S3?	END	END
Big Brown Bat	Eptesicus fuscus	S4		
Silver-haired Bat	Lasionycteris noctivagans	S4		
Hoary Bat	Lasiurus cinereus	S4		
Eastern Cottontail	Sylvilagus floridanus	S5		
Deer Mouse	Peromyscus maniculatus	S5		
Porcupine	Erethizon dorsatum	S5		
Eastern Chipmunk	Tamias striatus	S5		
Red Squirrel	Tamiasciurus hudsonicus	S5		

## Reptiles and Turtles

COMMON NAME	SCIENTIFIC NAME	SRANK	COSEWIC	SARO
Eastern Gartersnake	Thamnophis sirtalis sirtalis	S5		
DeKay's Brownsnake	Storeria dekayi	S5	NAR	NAR

## Vascular Plants

COMMON NAME	SCIENTIFIC NAME	SRANK	COSEWIC	SARO
Wild Sarsaparilla	<i>Aralia nudicaulis</i>	S5		
Wild Carrot	<i>Daucus carota</i>	SNA		
Interior White Aster	<i>Symphyotrichum lanceolatum</i> var. interior	S4S5		
Early Goldenrod	<i>Solidago juncea</i>	S5		
Calico Aster	<i>Symphyotrichum lateriflorum</i> var. lateriflorum	S5		
White Heath Aster	<i>Symphyotrichum ericoides</i> var. ericoides	S5		
New England Aster	<i>Symphyotrichum novae-angliae</i>	S5		
Lindley's Aster	<i>Symphyotrichum ciliolatum</i>	S5		
Gray-stemmed Goldenrod	<i>Solidago nemoralis</i> ssp. nemoralis	S5		
Canada Goldenrod	<i>Solidago canadensis</i> var. canadensis	S5		
Black-eyed Susan	<i>Rudbeckia hirta</i>	S5		
Large-leaved Aster	<i>Eurybia macrophylla</i>	S5		
Daisy Fleabane	<i>Erigeron hyssopifolius</i>	S5		
Canada Horseweed	<i>Erigeron canadensis</i>	S5		
Flat-top White Aster	<i>Doellingeria umbellata</i> var. umbellata	S5		
Pearly Everlasting	<i>Anaphalis margaritacea</i>	S5		
Field Pussytoes	<i>Antennaria neglecta</i>	S5		
Heart-leaved Aster	<i>Symphyotrichum cordifolium</i>	S5		
Perennial Ragweed	<i>Ambrosia psilostachya</i>	SNA		
Common Yarrow	<i>Achillea millefolium</i>	SNA		
Common Burdock	<i>Arctium minus</i>	SNA		
Common Wormwood	<i>Artemisia vulgaris</i>	SNA		
Chicory	<i>Cichorium intybus</i>	SNA		
Canada Thistle	<i>Cirsium arvense</i>	SNA		
Bull Thistle	<i>Cirsium vulgare</i>	SNA		
Elecampane	<i>Inula helenium</i>	SNA		
Oxeye Daisy	<i>Leucanthemum vulgare</i>	SNA		
Meadow Hawkweed	<i>Pilosella caespitosa</i>	SNA		
Common Ragwort	<i>Senecio vulgaris</i>	SNA		
Prickly Sow-thistle	<i>Sonchus asper</i>	SNA		
Common Dandelion	<i>Taraxacum officinale</i>	SNA		
Colt's-foot	<i>Tussilago farfara</i>	SNA		

Rock Draba	<i>Draba arabisans</i>	S4
Creeping Yellowcress	<i>Rorippa sylvestris</i>	SNA
Field Peppergrass	<i>Lepidium campestre</i>	SNA
Garlic Mustard	<i>Alliaria petiolata</i>	SNA
Field Mustard	<i>Brassica rapa</i>	SNA
Russian-pigweed	<i>Axyris amaranthoides</i>	SNA
Bladder Campion	<i>Silene vulgaris</i>	SNA
Bouncing-bet	<i>Saponaria officinalis</i>	SNA
Common Mouse-ear Chickweed	<i>Cerastium fontanum</i>	SNA
White Amaranth	<i>Amaranthus albus</i>	SNA
Alternate-leaved Dogwood	<i>Cornus alternifolia</i>	S5
Old Switch Panicgrass	<i>Panicum virgatum</i>	S4
Poverty Oatgrass	<i>Danthonia spicata</i>	S5
Mexican Muhly	<i>Muhlenbergia mexicana</i>	S5
Common Timothy	<i>Phleum pratense</i>	SNA
Hairy Crabgrass	<i>Digitaria sanguinalis</i>	SNA
Hair Fescue	<i>Festuca filiformis</i>	SNA
Orchard Grass	<i>Dactylis glomerata</i>	SNA
Hard Fescue	<i>Festuca trachyphylla</i>	SNA
Redtop	<i>Agrostis gigantea</i>	SNA
Smooth Brome	<i>Bromus inermis</i>	SNA
Meadow Brome	<i>Bromus erectus</i>	SNA
Common Elderberry	<i>Sambucus canadensis</i>	S5
Canada Fly Honeysuckle	<i>Lonicera canadensis</i>	S5
Tartarian Honeysuckle	<i>Lonicera tatarica</i>	SNA
Meadow Horsetail	<i>Equisetum pratense</i>	S5
Showy Tick-trefoil	<i>Desmodium canadense</i>	S4
Trailing Wild Bean	<i>Strophostyles helvola</i>	S4
Tufted Vetch	<i>Vicia cracca</i>	SNA
Alsike Clover	<i>Trifolium hybridum</i>	SNA
Low Hop Clover	<i>Trifolium campestre</i>	SNA
White Sweet-clover	<i>Melilotus albus</i>	SNA
Red Clover	<i>Trifolium pratense</i>	SNA
Paper Birch	<i>Betula papyrifera</i>	S5
Eastern Hop-hornbeam	<i>Ostrya virginiana</i>	S5
Fragile Fern	<i>Cystopteris fragilis</i>	S4

New York Fern	<i>Thelypteris noveboracensis</i>	S4S5
Common Oak Fern	<i>Gymnocarpium dryopteris</i>	S5
Spinulose Wood Fern	<i>Dryopteris carthusiana</i>	S5
Sensitive Fern	<i>Onoclea sensibilis</i>	S5
Bracken Fern	<i>Pteridium aquilinum</i>	S5
Ostrich Fern	<i>Matteuccia struthiopteris</i>	S5
Common Milkweed	<i>Asclepias syriaca</i>	S5
Spreading Dogbane	<i>Apocynum androsaemifolium</i>	S5
European Swallow-wort	<i>Cynanchum rossicum</i>	SNA
Spotted Jewelweed	<i>Impatiens capensis</i>	S5
Herb-Robert	<i>Geranium robertianum</i>	S5
Creeping Wood-sorrel	<i>Oxalis corniculata</i>	SNA
Black Walnut	<i>Juglans nigra</i>	S4?
Path Rush	<i>Juncus tenuis</i>	S5
False Pennyroyal	<i>Trichostema brachiatum</i>	S4
Virginia Mountain-mint	<i>Pycnanthemum virginianum</i>	S4
Self-heal	<i>Prunella vulgaris</i> ssp. <i>lanceolata</i>	S5
Field Basil	<i>Clinopodium vulgare</i>	S5
Common Viper's-bugloss	<i>Echium vulgare</i>	SNA
Ground Ivy	<i>Glechoma hederacea</i>	SNA
Wild Bergamot	<i>Monarda fistulosa</i> var. <i>fistulosa</i>	SU
False Solomon's-seal	<i>Maianthemum racemosum</i>	S5
European Lily-of-the-valley	<i>Convallaria majalis</i>	SNA
Garden Asparagus	<i>Asparagus officinalis</i>	SNA
American Basswood	<i>Tilia americana</i>	S5
Broad-leaved Enchanter's Nightshade	<i>Circaea canadensis</i>	S5
Common Evening Primrose	<i>Oenothera biennis</i>	S5
Purple Loosestrife	<i>Lythrum salicaria</i>	SNA
Balsam Fir	<i>Abies balsamea</i>	S5
Eastern White Cedar	<i>Thuja occidentalis</i>	S5
Eastern White Pine	<i>Pinus strobus</i>	S5
White Spruce	<i>Picea glauca</i>	S5
Norway Spruce	<i>Picea abies</i>	SNA
Scots Pine	<i>Pinus sylvestris</i>	SNA
Rugel's Plantain	<i>Plantago rugelii</i>	S5
English Plantain	<i>Plantago lanceolata</i>	SNA

Curly Dock	<i>Rumex crispus</i>	SNA
Whorled Loosestrife	<i>Lysimachia quadrifolia</i>	S4
Autumn Olive	<i>Elaeagnus umbellata</i>	SNA
Long-fruited Anemone	<i>Anemone cylindrica</i>	S4
Tall Buttercup	<i>Ranunculus acris</i>	SNA
Japanese Barberry	<i>Berberis thunbergii</i>	SNA
Virginia Creeper	<i>Parthenocissus quinquefolia</i>	S4?
Riverbank Grape	<i>Vitis riparia</i>	S5
Common Buckthorn	<i>Rhamnus cathartica</i>	SNA
Sweet Crabapple	<i>Malus coronaria</i>	S4
Spring Avens	<i>Geum vernum</i>	S4
Ditch-stonecrop	<i>Penthorum sedoides</i>	S5
American Mountain-ash	<i>Sorbus americana</i>	S5
Purple-flowering Raspberry	<i>Rubus odoratus</i>	S5
Choke Cherry	<i>Prunus virginiana</i>	S5
Black Cherry	<i>Prunus serotina</i>	S5
Common Silverweed	<i>Potentilla anserina</i> ssp. <i>anserina</i>	S5
Yellow Avens	<i>Geum aleppicum</i>	S5
Norwegian Cinquefoil	<i>Potentilla norvegica</i>	S5
Common Red Raspberry	<i>Rubus idaeus</i> ssp. <i>idaeus</i>	SNA
English Hawthorn	<i>Crataegus monogyna</i>	SNA
Scentless Mock-orange	<i>Philadelphus inodorus</i>	SNA
Wild Strawberry	<i>Fragaria virginiana</i> ssp. <i>virginiana</i>	SU
Cleavers	<i>Galium aparine</i>	S5
Trembling Aspen	<i>Populus tremuloides</i>	S5
Red Maple	<i>Acer rubrum</i>	S5
Sugar Maple	<i>Acer saccharum</i>	S5
Staghorn Sumac	<i>Rhus typhina</i>	S5
Eastern Poison Ivy	<i>Toxicodendron radicans</i> var. <i>radicans</i>	S5
Common Prickly-ash	<i>Zanthoxylum americanum</i>	S5
Norway Maple	<i>Acer platanoides</i>	SNA
White Ash	<i>Fraxinus americana</i>	S4
Black Ash	<i>Fraxinus nigra</i>	S4
Butter-and-eggs	<i>Linaria vulgaris</i>	SNA
Common Mullein	<i>Verbascum thapsus</i>	SNA
Field Speedwell	<i>Veronica agrestis</i>	SNA



Common Lilac	<i>Syringa vulgaris</i>	SNA
Field Bindweed	<i>Convolvulus arvensis</i>	SNA
Common St. John's-wort	<i>Hypericum perforatum</i>	SNA
Rock Elm	<i>Ulmus thomasii</i>	S4
Canada Clearweed	<i>Pilea pumila</i>	S5
American Elm	<i>Ulmus americana</i>	S5
Arrow-leaved Violet	<i>Viola sagittata</i> var. <i>sagittata</i>	S4
Downy Yellow Violet	<i>Viola pubescens</i> var. <i>pubescens</i>	S5
Woolly Blue Violet	<i>Viola sororia</i>	S5

## **Appendix H**

### Bat Data Summary

Bat Detection Summary Brief						
Location ID:		BD3		BD4		Occurrence
Common Name	Scientific Name	Detected	Probable	Detected	Probable	% of Identifiable Calls
Eastern Small-Footed Myotis	<i>Myotis leibii</i>	0	0	0	0	0.00%
Northern Long-eared Myotis	<i>Myotis septentrionalis</i>	0	0	0	0	0.00%
Little Brown Myotis (Bat)	<i>Myotis lucifugus</i>	0	0	0	0	0.00%
Tri-coloured Bat	<i>Perimyotis subflavus</i>	0	0	0	2	0.15%
Eastern Red Bat	<i>Lasiurus borealis</i>	0	0	0	1	0.08%
Big Brown Bat	<i>Eptesicus fuscus</i>	0	0	450	325	58.80%
Silver-haired Bat	<i>Lasionycteris noctivagans</i>	0	0	94	119	16.16%
Hoary Bat	<i>Lasiurus cinereus</i>	0	0	89	80	12.82%
	Number of Files:	3109		3025		
	Files with Identifiable Calls:	0		1318		
	High Frequency:	0		7		
	Low Frequency:	0		1309		
	High/Low Frequency	0		2		

## **Appendix I**

Significant Wildlife Habitat (SWH)

Significant Wildlife Habitat Screening					
Significant Wildlife Habitat Type	ELC Habitat (for internal use)	General Habitat Description	ELC Observed	SWH Present	Comments
Wildlife Concentration Areas					
Waterfowl Stopover and Staging Areas (Terrestrial)	CUM1, CUT1, plus annual spring flooding	Fields with sheet water during the spring	CUM1, CUT1	No	No sheet flooding observed
Waterfowl Stopover and Staging Areas (Aquatic)	MAS1 to MAS 3, SAS1, SAM1, SAF1, SWD1 to SWD7	Ponds, marshes, lakes, bays, coastal inlets, and watercourses used during migration	No	N/A	N/A
Shorebird Migratory Stopover Area	BBO1 to 2, BBS1 to 2, BBT1 to 2, SDO1, SDS2, SDT1, MAM1 to 5	Shorelines of lakes, rivers and wetlands, including beach areas, bars and seasonally flooded, muddy and unvegetated shoreline habitats	No	N/A	N/A
Raptor Wintering Area	At least one of FOD, FOM or FOC and one of CUM, CUT, CUS, CUW	The habitat provides a combination of fields and woodlands that provide roosting, foraging and resting habitats for wintering raptors	FOM7, CUM1, CUT1	Yes	N/A
Bat Hibernacula	CCR1, CCR2, CCA1, CCA2	Caves, mine shafts, underground foundations and Karsts. Hibernacula relatively poorly known	No	N/A	N/A
Bat Maternity Colonies	FOD, FOM, SWD, SWM	Mature forests with >10 ha of large diameter (>25 cm dbh) wildlife trees, 21 snags per hectare preferred	FOM7, SWM1-1	No	Does not meet habitat criteria
Turtle Wintering Areas	Classes SA, MA, OA and SA, ELC Community Series FEO and BOO	Within core habitat, water must be deep enough not to freeze and have soft mud substrates	No	N/A	N/A
Reptile Hibernaculum (Turtles assessed separately)	Any Ecosite with the exception of very wet communities, Five-lined Skink prefers FOD and FOM communities, Ecosites FOC1 & FOC3	Below frost lines in burrows, rock crevices and other natural or naturalized locations. Rock crevices, talus slopes, etc.	FOM7	No	N/A
Colonial Nesting Bird Breeding Habitat (Bank and Cliff)	CUM1, CUT1, CUS1, BLO1, BLS1, BLT1, CLO1, CLS1, CLT1	Eroding banks, sandy hills, borrow pits, steep slopes, sand piles, cliff faces, bridge abutments, silos, barns. Man-made structure and disturbance over 2 years old	CUM1, CUT1	No	Does not meet habitat criteria
Colonial Nesting Bird Breeding Habitat (Tree/Shrubs)	SWM2, SWM3, SWM5, SWM6, SWD1 7, FET1	Live or dead standing trees (typically 11 to 15 m tall) in wetlands, lakes, islands and peninsulas. Occasionally shrubs and emergent vegetation.	SWM1-1	No	Does not meet habitat criteria
Colonial Nesting Bird Breeding Habitat (Ground)	MAM1 - 6, MAS1 - 3, CUM, CUT, CUS	Rocky island or peninsula within a lake or river. Close proximity to watercourses in open fields or pastures with scattered trees or shrubs	CUM1, CUT1	No	Does not meet location criteria
Migratory Butterfly Stopover Areas	At least one of FOD, FOM, FOC and CUP and one of CUM, CUT, CUS	At least 10 ha in size with combination of field and forest within 5 km of Lake Ontario	CUM1, CUT1, FOM7	No	Does not meet location criteria
Landbird Migratory Stopover Areas	FOC, FOM, FOD, SWC, SWM, SWD	Woodlots need to be >10 ha in size and within 5 km of Lake Ontario	FOM7, SWM1-1	No	Does not meet habitat criteria

Significant Wildlife Habitat Screening					
Significant Wildlife Habitat Type	ELC Habitat (for internal use)	General Habitat Description	ELC Observed	SWH Present	Comments
Deer Yarding Areas	FOM, FOC, SWM, SWC, CUP2, CUP3, FOD3, CUT MNR to confirm	Core (Stratum I) is located within Stratum II. Core is critical for survival of deer during winter months	No	N/A	Confirmed using MNDMNRF wintering layer
Deer Winter Congregation Areas	FOC, FOM, FOD, SWC, SWM, SWD	Large woodlots typically >100 ha, however smaller woodlots with densities of 0.1 - 1.5 deer/ha may also be considered	No	N/A	Confirmed using MNDMNRF wintering layer
Rare Vegetation Communities					
Cliffs and Talus Slopes	TAO, TAS, TAT, CLO, CLS, CLT	Cliff is vertical to near vertical >3 m tall Talus slope is rock rubble at base of a cliff made up of coarse rock debris	No	N/A	N/A
Sand Barren	SBO1, SBS1, SBT1	Typically >0.5 ha with exposed sand, generally sparsely vegetated and caused by lack of moisture, periodic fires and erosion	No	N/A	N/A
Alvar	ALO1, ALS1, ALT1, FOC1, FOC2, CUM2, CUS2, CUT2-1, CUW	Typically >0.5 ha with level, mostly fractured calcareous bedrock	No	N/A	N/A
Old Growth Forest	FOD, FOM, SWD, SWC, SWM	Woodland areas 30 ha or greater with at least 10 ha interior habitat assuming 100 m buffer at edge of forest	FOM7, SWM1-1	N/A	Does not meet habitat criteria
Savannah	TPS1, TPS2, TPW1, TPW2, CUS2	Any tallgrass prairie habitat that has tree cover between 25 - 60%	No	N/A	N/A
Tallgrass Prairie	TPO1, TPO2	Dominated by prairie grasses with < 25% tree cover	No	N/A	N/A
Other Rare Vegetation Communities	Provincially Rare S1, S2 and S3 vegetation communities, refer to Appendix M of SWHTG	Beaches, fens, forest, marsh, barrens, dunes and swamps	No	N/A	Confirmed using SWHTG
Specialized Habitat for Wildlife					
Waterfowl Nesting Area	MAS1 to 3, SAS1, SAM1, SAF1, MAM1 to 6, SWT1, SWT2, SWD1 to 4	Extends 120 m from a wetland (>0.5 ha) or a wetland (>0.5 ha) and any small wetlands or a cluster of 3 small wetlands where waterfowl nesting is known to occur	SWT2	Yes	N/A
Bald Eagle and Osprey Nesting, Foraging and Perching Habitat	FOD, FOM, FOC, SWD, SWM, SWC directly adjacent to riparian areas	Nests are associated with lakes, ponds, rivers or wetlands along forested shorelines, islands or in structures over water	FOM7, SWM1-1	Yes, presumed but no nets observed	N/A
Woodland Raptor Nesting Habitat	All forested ecosites May also occur in SWC, SWM, SWD, CUP3	All natural or conifer plantation woodland / forest stands >30 ha with >10 ha of interior habitat	FOM7, SWM1-1	Yes, presumed but no nets observed	N/A
Turtle Nesting Areas	Exposed mineral soil area adjacent (<100m) or within MAS1 to 3, SAS1, SAM1, SAF1, BOO1, FEO1	Close to water with sand and gravel that turtles are able to dig in, located in open sunny areas.	No	N/A	N/A
Seeps and Springs	Any forested Ecosite within a headwater area	Any forested area (with >25% meadow/field/pasture) within headwaters of a stream or river system	FOM7, SWM1-1	No	None observed



Significant Wildlife Habitat Screening					
Significant Wildlife Habitat Type	ELC Habitat (for internal use)	General Habitat Description	ELC Observed	SWH Present	Comments
Amphibian Breeding Habitat (Woodland)	FOC, FOM, FOD, SWC, SWM, SWD	Presence of a wetland, pond or woodland pool >500m <sup>2</sup> , within or adjacent to woodland	FOM7, SWM1-1	No	No pools observed
Amphibian Breeding Habitat (Wetlands)	Classes SW, MA, FE, BO, OA, SA Typically isolated (>120 m) from woodland ecosites	Wetlands >500m <sup>2</sup> (25m diameter), supporting high species diversity	No	N/A	N/A
Woodland Area-Sensitive Breeding Bird Habitat	FOC, FOM, FOD, SWC, SWM, SWD	Habitats where interior forest birds are breeding, typically large mature (>60 yrs old) forest stands or woodlots >30 ha	FOM7, SWM1-1	No	Does not meet size or age criteria
Habitat of Species of Conservation Concern (other than Threatened or Endangered)					
Marsh Breeding Bird Habitat	MAM1 to 6, SAS1, SAM1, SAF1, FEO1, BOO1 Green Heron: SW, MA, CUM1	Nesting occurs in wetlands consisting of shallow water with emergent aquatic vegetation Green Heron: edge water habitat	No	N/A	N/A
Open Country Bird Breeding Habitat	CUM1, CUM2	Large grassland areas (including natural and cultural field and meadows) >30 ha	CUM1	No	Does not meet size criteria
Shrub/Early Successional Bird Breeding Habitat	CUT1, CUT2, CUS1, CUS2, CUW1, CUW2	Large field areas succeeding to shrub thicket habitats >10 ha in size	CUT1	No	Does not meet size criteria
Terrestrial Crayfish	MAM1 to 6, MAS1 to 3, SWD, SWT, SWM CUM1 with inclusions above meadow marsh or swamp ecosites	Wet meadow edges of shallow marshes Only found in SW Ontario	SWM1-1, CUM1	No	Not observed
Special Concern and Rare Wildlife Species	Varies	All Special Concern and Provincially Rare plant and animal species. May also consider Area Sensitive and Culturally Sensitive Species	N/A	N/A	N/A
Animal Movement Corridors					
Amphibian Movement Corridors	Corridors found in all ecosites associated with water, determined from breeding habitats	Determined as part of breeding habitat assessment	SWM1-1, SWT2	No	No amphibians detected on site during evening surveys, only off site
Deer Movement Corridors	All forested Ecosites	All proposals within Stratum II Deer Wintering Area have potential for corridors	No	N/A	Confirmed using MNDMNRF wintering layer
General Comments:					



## Plan Review and Permitting Services Memo

**To:** Matt Wilkinson  
**From:** Jasmine Gibson  
**CC:** File  
**Date:** March 15, 2022  
**Subject:** Ecology Review of the NHE and Consent Applications at 4131 County Road 32  
**Roll #:** 1522 010 003 14620  
**File:** PPLD-2222 (B-21-22) & PPLD-2223 (B-22-22)

The Otonabee Region Conservation Authority (Otonabee Conservation) Plan Review and Permitting Services technical staff have received the December 2021 'Natural Heritage Evaluation' (NHE, ORE Project # 21-2882) prepared by Oakridge Environmental Ltd. (ORE). The NHE supports Consent Applications B-21-22 (Lot A) and B-22-22 (Lot B) to create two new residential lots at 4131 County Road 32 – a developed agricultural lot outside of settlement areas.

Available provincial mapping, Otonabee Conservation staff May 2021 observations, and the NHE (Sections 1.2, 2.4, 4.1 & 5.0 and Figure 4) confirm unevaluated wetlands on the subject property including the proposed severed parcels (Consent Applications and NHE Figure 4). Sawyer's Creek bisects the retained parcel – the NHE confirms this watercourse and the wetlands on site are hydrologically connected/extensions to the Sawyer Creek provincially significant wetland (PSW). Soils within the severed parcels include organics and iron precipitates/mottling, as well as limestone bedrock – blasting is proposed to enable development of these residential lots.

### Hydrologic/Water Features

Based on the review, technical staff are of the opinion the applications have not demonstrated consistency with provincial policies – Growth Plan policies 4.2.3.1 & 4.2.4 (1-3) and PPS policies 2.1.4 (a), 2.1.8 and 2.2.1 e) or regulatory policies – Otonabee Conservation wetland policies 2.3.2, 7.0(1), 7.1(1), and 7.2(1, 2, 4, & 16) for the following reasons:

1. The NHE Figure 4 illustrates the ELC ecosites and wetland boundaries for Roll #1522-010-003-14620 – subject to these Planning Act Applications and Roll #1522-010-004-03505 – small lot to the south (wetland boundaries on the retained parcel were not confirmed in the NHE). Technical staff note that NHE Figure 7 is not consistent with NHE Figure 4 – the wetland boundary is not consistent with that of wetland ecosite SWM1-1 and excludes wetland ecosite SWT2 (see Figures A & B). The accuracy of mapping should be verified with ORE given the discrepancies.

- The Consent Applications as proposed do not appear consistent with the NHE mapping and recommendations or provincial and regulatory policies. The severed parcels should be relocated out of the wetlands and the 30-metre buffer/VPZ to demonstrate consistency with ORE confirmed wetland boundaries and applicable policies that prohibit development and site alteration within hydrologic features.

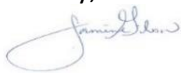
## Natural Heritage Features – Species at Risk

Ontario's Make a Natural Heritage Map suggests the property is traversed by threatened species and special concern/significant wildlife species. The NHE confirms potential habitat for these species on the retained parcel (NHE Sections 5, 6 & 9, and Appendix D).

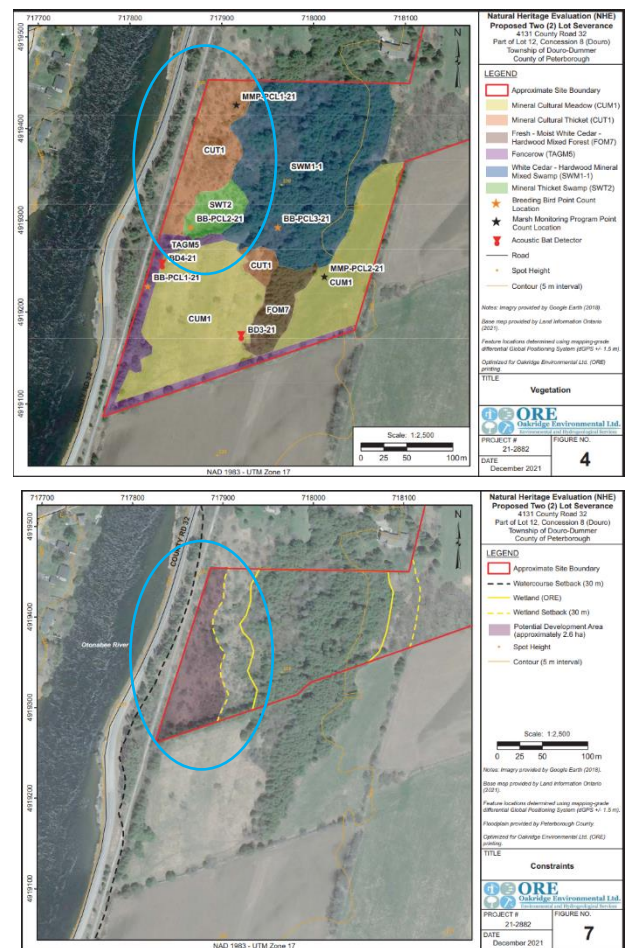
Given the proposed blasting and proximity of regulated threatened species, the landowner is responsible to demonstrate compliance with the Endangered Species Act (ESA) prior to commencement of any on-site development (grading, roads, buildings).

Should the proposal/applications change, technical staff may have additional comments/recommendations. If you have any questions, please contact the office.

Sincerely,



Jasmine Gibson  
Planning Ecologist



Figures A & B – Figure 7 mapped wetland boundary is not consistent with the ELC wetland ecosites SWM1-1 and SWT2 boundaries. As such, the 30-m wetland buffer/VPZ is closer to the trail.



# ORE

**Oakridge Environmental Limited**

Environmental and Hydrogeological Services

June 24, 2022

Trent Ridge Farms  
4131 County Road 32  
Douro, Ontario  
K0L 2H0

Attention: **Mr. Gary Bolton**

Re: Response to Concerns, ORCA Comments  
Natural Heritage Evaluation (NHE)  
Proposed Two (2) Lot Severance  
4131 County Road 32  
Part of Lot 12, Concession 8 (Douro)  
Township of Douro-Dummer, County of Peterborough  
ORE File No. 21-2882

---

Dear Mr. Bolton:

## 1.0 Introduction

As requested, we have completed our response to the review comments provided by Otonabee Region Conservation Authority (ORCA) of March 15<sup>th</sup>, 2022 (Plan Review and Permitting Services Memo) regarding the Natural Heritage Evaluation (NHE) we completed for your property, dated December 2021.

Our response addresses the ORCA comments in the order they appear in the Memo.

## 2.0 Response

### 2.1 Hydrological Features – Wetlands

#### 2.1.1 ORCA Concern Stated:

- “1. The NHE Figure 4 illustrates the ELC ecosites and wetland boundaries for Roll #1522-010-003-14620 – subject to these Planning Act Applications and Roll #1522-010-004-03505 – small lot to the south (wetland boundaries on the retained parcel were not confirmed in the NHE). Technical staff note that NHE Figure 7 is not consistent with NHE Figure 4 – the wetland boundary is not consistent with that of wetland ecosite SWM1-1 and excludes wetland ecosite SWT2 (see Figures A & B). The accuracy of mapping should be verified with ORE given the discrepancies.”

## ORE Response:

With regard to the on-site wetland mapping inconsistencies, we have included a revised Figure 4 (referred to as "Figure 4r") illustrating the boundary of the wetland ORE and ORCA confirmed in the field together. The version of Figure 4 that was submitted with the NHE report, inadvertently included some layers containing "suspected wetland" from the winter season inspection with the owner. This area was reviewed during the spring and summer period and confirmed, not to be wetland. The attached Figure 4r illustrates the wetland boundary confirmed with ORCA during the spring/summer inspection.

### 2.1.2 ORCA Concern Stated:

- "2. *The Consent Applications as proposed do not appear consistent with the NHE mapping and recommendations or provincial and regulatory policies. The severed parcels should be relocated out of the wetlands and the 30-metre buffer / VPZ to demonstrate consistency with ORE confirmed wetland boundaries and applicable policies that prohibit development and site alteration within hydrologic features.*"

## ORE Response:

Figure 4r and Figure 7r (revised lot areas, attached) are now consistent, and the proposed development will be located entirely outside the 30 m setback of the wetland identified on the subject property. Consequently, the proposed severances should now be consistent with regulatory policies.

Figure 7r illustrates the revised proposed lot layout. The proposed lots are each approximately 0.4 ha in area, which is the minimum lot size the municipality requires. However, the lot sizes should be verified by an Ontario Land Surveyor (OLS). Both the wetland boundary and the 30 m setback should be demarcated on each lot prior to any proposed vegetation clearing/disturbances.

## 2.2 Species at Risk Comment

### 2.2.1 ORCA Concern Stated:

*"Ontario' Make a Natural Heritage Map suggests the property is traversed by threatened species and special concern / significant wildlife species. The NHE confirms potential habitat*



*for these species on the retained parcel (NHE Sections 5, 6 & 9, and Appendix D).*

*Given the proposed blasting and proximity of regulated threatened species, the landowner is responsible to demonstrate compliance with the Endangered Species Act (ESA) prior to commencement of any on-site development (grading, roads, buildings). ”*

**ORE Response:**

The threatened, special concern and significant wildlife species would utilize the woodland and adjacent farm fields on the retained lands. Considering, this is an application to create two (2) lots, blasting should not occur until the Building Permit stage.

To mitigate for potential blasting impacts, the Site Plan for the proposed new lots should include the following stipulations to prevent the blasting from disturbing SAR:

- Blasting shall occur outside the peak wildlife period during the spring and summer seasons that could potentially disrupt Threatened, Special Concern and other wildlife species. Conducting the blasting outside this sensitive period will avoid the peak breeding and fledging period for most wildlife. As for the SAR, these are migratory birds and would not be present during the blasting window.
- The above-mentioned mitigation measure should be included in the Site Plan for the lots and the Building Permit application. The following dates with respect to blasting should be included in both Site Plans. No blasting shall occur between April 1<sup>st</sup> to September 30<sup>th</sup> each year.

The above-mentioned dates/period would ensure that the agricultural threatened species, the special concern species and other wildlife utilizing the woodland, are not impacted by the blasting.

The agricultural-related threatened bird species is the only species regulated by the Endangered Species Act. The avoidance measures to conduct the blasting while this species is migrating south and not present on-site complies with the Ministry of Environment, Conservation and Parks (MECP) requirements under the ESA to protect this species from harm, harassment or cull. In addition the proposed blasting will not occur within the habitat of the threatened species. Therefore, it will also be unharmed, which satisfies the ESA requirements.

### **3.0 Closure**

Updated Figures 4r and 7r are included at the end of this response and identify/confirm the boundary of all Natural Heritage Features on the subject property.

Figure 7r illustrates that the development will adhere to the Policy requirement of remaining outside the 30 m setback distance from all on-site hydrologic features.

In regards to the blasting and ESA requirements, the “no-blasting window” mitigation measure provided above is consistent with the requirements outlined by the MECP for similar projects ORE staff have completed. Provided the blasting occurs outside the prime season when the threatened and special concern species are present, and that the blasting does not directly impact the habitat of the species, the ESA requirements should be satisfied.

It is our opinion that the majority of the Natural Heritage related comments provided in ORCA’s March review letter have been addressed. We appreciate ORCA’s comments and trust that our responses and revisions will allow the proponent to move the application forward to the detailed design phase.

Should you have any questions, feel free to contact the undersigned.

Sincerely,  
**Oakridge Environmental Ltd.**



Rob West, HBSc., CSEB  
Senior Ecologist

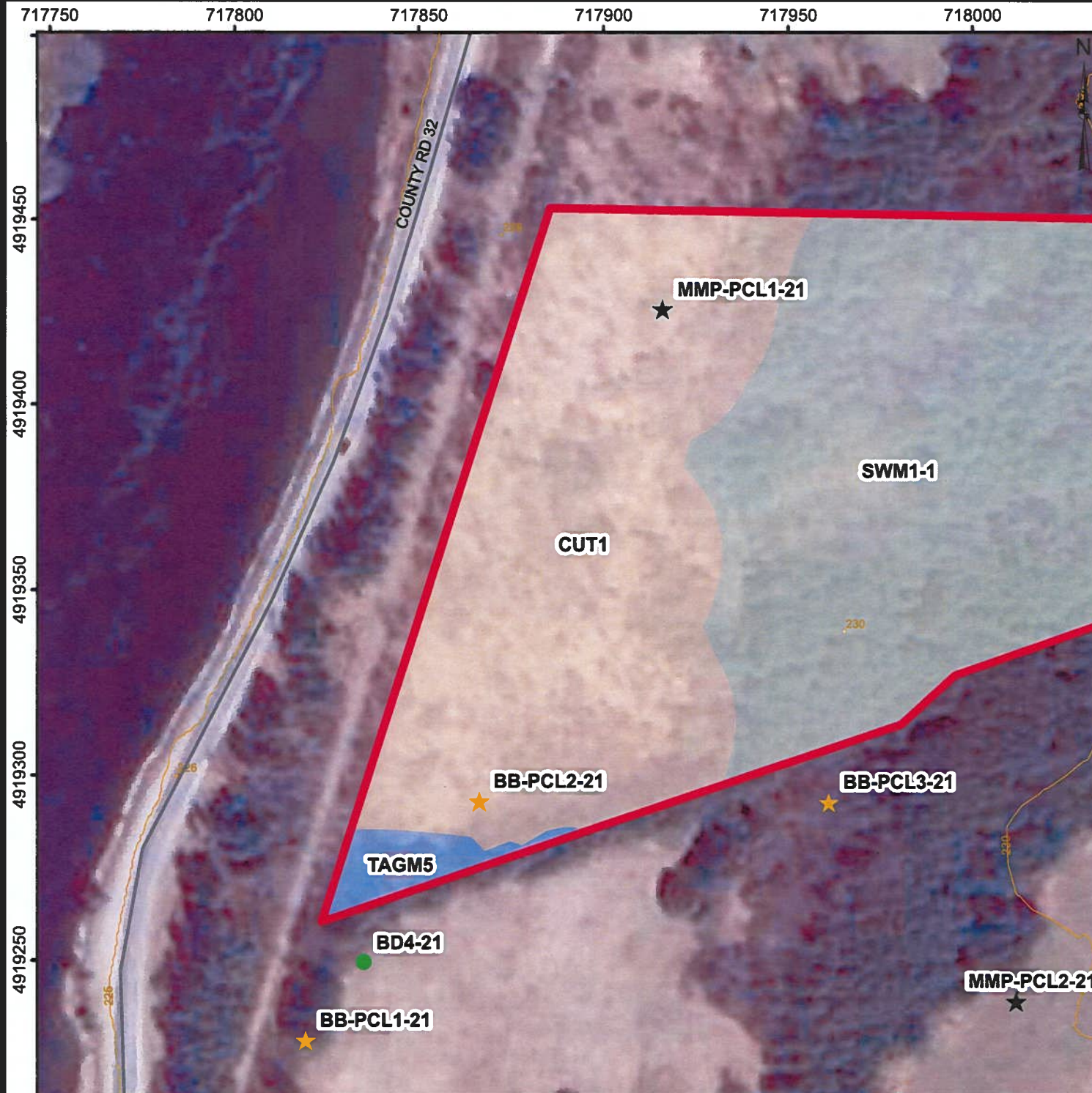
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Figure 4r - Vegetation

Figure 7r - Constraints

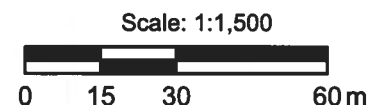


## **Attachments**



**Response to Concerns, ORCA Comments  
Natural Heritage Evaluation (NHE)  
Proposed Two (2) Lot Severance  
4131 County Road 32  
Part of Lot 12, Concession 8 (Douro)  
Township of Douro-Dummer,  
County of Peterborough**

- Approximate Property Boundary
- Mineral Cultural Thicket (CUT1)
- Fencerow (TAGM5)
- White Cedar - Hardwood Mineral Mixed Swamp (SWM1-1)
- Arterial Road
- Contour (5 m Intervals)
- Spot Height (m asl)
- ★ Marsh Monitoring Program Point Count Location
- ★ Breeding Bird Point Count Location
- Acoustic Bat Detector



Notes: Base maps provided by Land Information Ontario and Natural Resources Canada (2022)

Imagery provided by ESRI, Maxar (2020)

Feature locations determined by differential GPS ( $\pm 3.0$  m)

Optimized for Oakridge Environmental Ltd. printing

TITLE

**Vegetation**



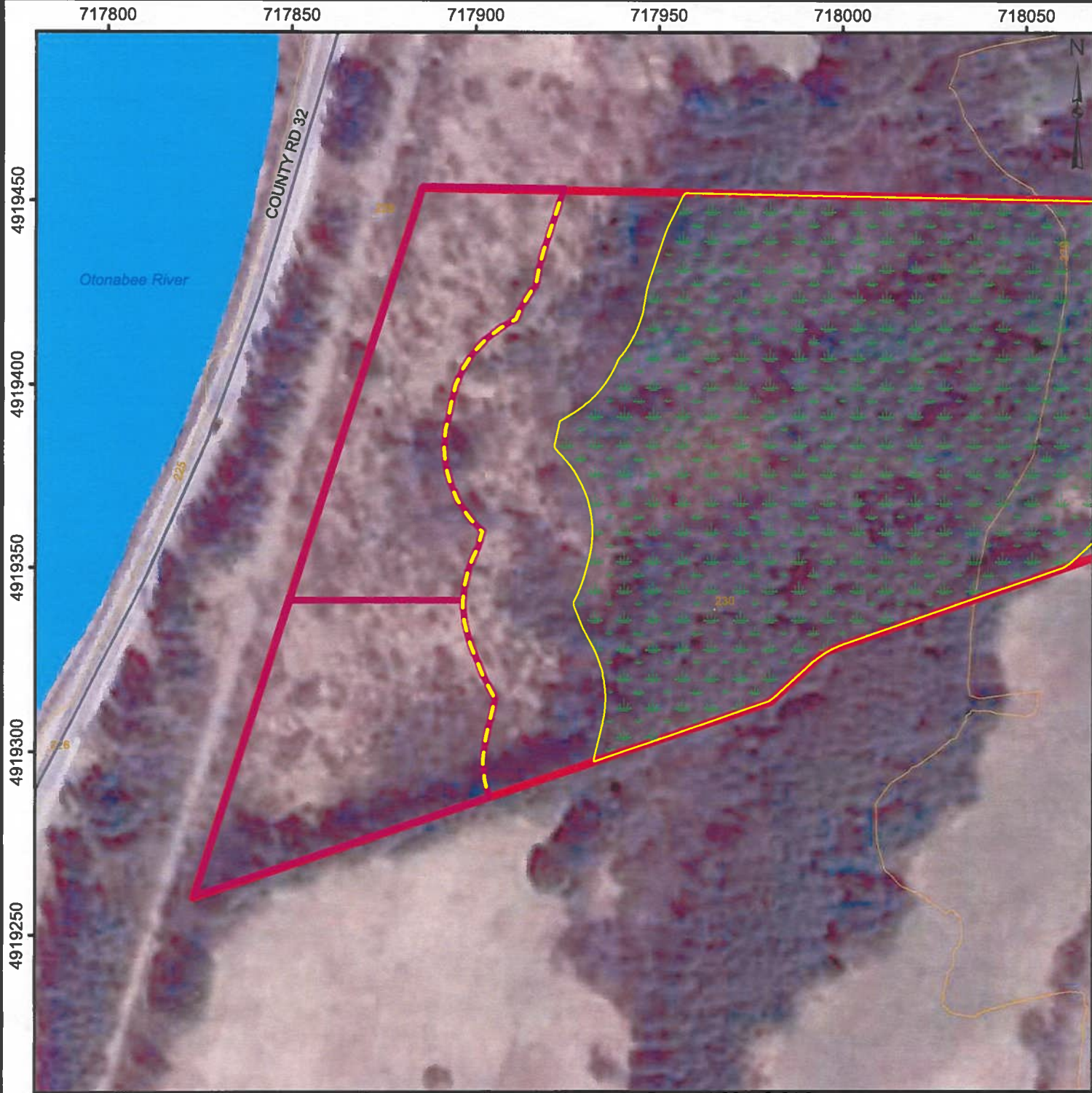
PROJECT #  
21-2882

DATE  
June 2022

FIGURE NO.

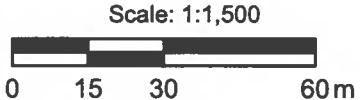
**4r**





**Response to Concerns, ORCA Comments**  
**Natural Heritage Evaluation (NHE)**  
**Proposed Two (2) Lot Severance**  
 4131 County Road 32  
 Part of Lot 12, Concession 8 (Douro)  
 Township of Douro-Dummer,  
 County of Peterborough

- Approximate Property Boundary
- Proposed Lots (Approximately 0.4 Ha)
- Wetland (ORE)
- Wetland Setback (30 m)
- Waterbody
- Arterial Road
- Contour (5 m Intervals)
- Spot Height (m asl)



*Notes: Base maps provided by Land Information Ontario and Natural Resources Canada (2022)*

*Imagery provided by ESRI, Maxar (2020)*

*Feature locations determined by differential GPS (+/- 3.0 m)*

*Optimized for Oakridge Environmental Ltd. printing*

**TITLE**

**Constraints**



PROJECT #  
21-2882

DATE  
June 2022

FIGURE NO.  
  
**7r**



July 27, 2022

Ann Hamilton  
Secretary-Treasury  
Land Division Committee  
County of Peterborough  
470 Water Street  
Peterborough, ON K9H 3M3

**Re: 2<sup>nd</sup> Submission**  
**Files: B-21-22 (Lot A) & B-22-22 (Lot B), Bolton;**  
**4131 County Road 32, Township of Douro Dummer; Roll#1522.010.003.14620;**  
**ORCA Files: PPLD-2222 and PPLD-2223**

Dear Ann Hamilton,

The Otonabee Region Conservation Authority (Otonabee Conservation/the Authority) has received the circulations for Consent (severance) for the above noted property. Otonabee Conservation staff have reviewed the information in accordance with our mandate and policies and offer the following comments.

The purpose of the applications is to request the consent of the County Land Division Office for the conveyance of a parcel (lot A) of land having a frontage of 100 metres and an area of 0.4 hectares; and the conveyance of a parcel (lot B) of land having a frontage of 103.75 metres and an area of 0.4 hectares, to create two new residential lots.

Otonabee Conservation's Interest in this application is four-fold:

- 1. Otonabee Conservation has reviewed this application through our delegated authority from the Province to represent provincial interests regarding natural hazards identified in Section 3.1 of the Provincial Policy Statement (PPS).*

Otonabee Conservation mapping indicates that the proposed new residential lot will not be located within a known floodplain. **As such, it is the opinion of Otonabee Conservation that the application is consistent with section 3.1 (related to natural hazards) of the PPS.**

2. *The Authority has reviewed the application as a service provider to the County of Peterborough and the Township of Douro Dummer, in that we provide technical advice on natural heritage matters through a Memorandum of Understanding.*

The proposed new residential lot was found to be within 120 metres of a mapped wetland (key hydrological feature). Policy 4.2.4.1 of the GPGGH states that: Outside settlement areas, a proposal for new development or site alteration, [including lot creation] within 120 metres of a key natural heritage feature within a key hydrologic feature will require a natural heritage evaluation or hydrologic evaluation.

An Natural Heritage Evaluation (NHE) prepared by Oakridge Environmental Ltd. (dated December 2021; **revised June 2022**) was submitted with the applications. ORCA staff attended the site July 2022 to confirm the boundary of the revised wetland. Available provincial mapping, Otonabee Conservation staff May 2021 observations, and the NHE (Sections 1.2, 2.4, 4.1 & 5.0 and Figure 4) confirm that unevaluated wetlands are present on the subject property, as per the revised NHE Figures 7r). Sawyer's Creek bisects the retained parcel – the NHE confirms this watercourse and the wetlands on site are hydrologically connected/extensions to the Sawyer Creek provincially significant wetland (PSW).

The lot lines proposed appear to provide a 30 metre Vegetated Protected Zone consistent with the NHE constraint mapping (figure 4r and figure 7r). **Therefore, it is the opinion of Otonabee Conservation that provided the proposal adheres to the recommendations of the NHE, the applications are consistent with PPS Sections 2.1 and 2.2 and conforms with Sections 4.2.3 and 4.2.4 of the Growth Plan for the Greater Golden Horseshoe.**

3. *Otonabee Conservation has reviewed the application through a regulatory lens. Under Ontario Regulation 167/06, this Authority's 'Development, Interference with Wetlands and Alterations to Shorelines and Watercourses' regulation under Section 28 of the Conservation Authorities Act, any development, interference with or alteration within a flooding hazard, erosion hazard, watercourse, wetland and their adjacent lands/areas of interference requires a permit from the Authority. When an application is circulated under*

*the Planning Act will also require an Otonabee Conservation permit, it is the practice of the Authority to establish the policy requirements of both processes during the planning stage.*

Otonabee Conservation mapping indicates the proposed properties are not subject to Ontario Regulation 167/06 Otonabee Conservation's "development, interference with wetlands and alterations to shorelines and watercourses" regulation. **Permits from this agency will not be required prior to any site alteration or construction.**

4. *Otonabee Conservation has reviewed the application in terms of the Revised Trent Source Water Protection Plan (SPP), prepared under the Clean Water Act. The SPP, intended to protect Ontario's drinking water at its source, came into effect on January 1, 2015 and contains policies to protect sources of municipal drinking water supplies from existing and future land use activities.*

All of, or a portion of the property is within a Vulnerable Area for a municipal drinking water source and policies set out in the Trent Source Protection Plan may apply. The Plan came into effect in 2015, and was developed under the Clean Water Act to protect sources of municipal, residential drinking water. A notice under the Clean Water Act was included in the updated circulation.

If you have any questions, please do not hesitate to call.

Yours truly,

A handwritten signature in cursive script that reads "Matthew Wilkinson".

Matthew Wilkinson  
Planner





January 6, 2023

Martina Chait-Hartwig  
Acting Clerk  
Township of Douro-Dummer  
894 South Street, PO Box 92  
Warsaw, Ontario, K0L 3A0

Dear Martina Chait-Hartwig

**Re: ZBA File No, R-05-22 for Consent B-21-22 and B-22-22, Gary Bolton, 4131 County Road 32, Township of Douro-Dummer, Roll # 152201000314620; ORCA FILE: PPLD-2261**

The Otonabee Region Conservation Authority (Otonabee Conservation) has received the above noted circulation regarding the proposed Zoning By-law Amendment as a condition of consent. Otonabee Conservation staff have reviewed the available information in accordance with our mandate and policies and offer the following comments.

The land in question is currently zoned Rural Zone (RU). The effect of this By-law Amendment is to rezone the severed parcels (Lot A and Lot B) from the Rural Zone (RU) to the Special District 255 Zone (S.D. 255) to address a lack of frontage (the parcels front on the Rotary Greenway Trail).

A portion of the retained parcel is proposed to be rezoned from the Rural Zone (RU) to the Special District 256 Zone (S.D. 256) to address a reduced lot area and to address a lack of frontage (this portion of the property fronts on the Rotary Greenway Trail). In addition, the Special District 43 Zone (S.D. 43) is proposed to be amended to accurately reflect the location based on the survey prepared by J.B. Fleguel, dated January 28, 2005 and to recognize the existing buildings and structures and their setbacks.

This rezoning is required as a condition of Consent File B-21-22 and B-22-22, that were conditionally approved by Peterborough County on November 2, 2022.

Otonabee Conservation's interest in this application is four-fold:

---

250 Milroy Drive, Peterborough ON K9H 7M9  
P: 705-745-5791 F: 705-745-7488  
otonabee@otonabeeconservation.com  
**otonabeeconservation.com**

1. *Otonabee Conservation has reviewed this application through our mandated authority under Ontario Regulation 686/21, pursuant to the Conservation Authorities Act, to ensure consistency to natural hazards policies in any policy statement or provincial plan issued under the Planning Act).*

Otonabee Conservation mapping indicates that the proposed new lots will not be located within a known floodplain. **As such, it is the opinion of Otonabee Conservation that the application is consistent with section 3.1 of the Provincial Policy Statement (PPS).**

2. *The Authority has reviewed the application as a service provider to the Township, in that we provide technical advice on natural heritage matters and the technical aspects of environment resource management including stormwater management through a Partnership Agreement.*

Where previously Otonabee staff had commented that the proposed lots did not appear consistent with NHE mapping and provincial and regulatory policies regarding sufficient setbacks from wetlands (30 metres), staff note that a Mitigation Measures Agreement is to be entered into between the Owner and the Municipality and registered on title, to recognize the recommendations included in Section 11.0 of the Natural Heritage Evaluation prepared by Oak Ridge Environmental (ORE) Ltd., dated December, 2021 and the additional recommendations contained in the June 24, 2022 ORE Response to Concerns ORCA Comments, including updating the reference from NHE Figure 7 to NHE Figure 7r.

In the response letter prepared by ORE, dated June 24, 2022, Figure 4r illustrates the updated wetland boundary confirmed in the field together with Otonabee Region Conservation Authority, and Figure 7r illustrates the revised property layout with the proposed lots (0.4 ha in size) setback 30 metres from the wetland boundary.

As such, **Otonabee Conservation is of the opinion that the application is consistent with Section 2.1 and 2.2 of the PPS and 4.2.3 and 4.2.4 of the Growth Plan for the Greater Golden Horseshoe (GPGGH).**

3. *Otonabee Conservation has reviewed the application through a regulatory lens. Under Ontario Regulation 167/06, this Authority's 'Development, Interference with Wetlands and Alterations to Shorelines and Watercourses' regulation under Section 28 of the Conservation Authorities Act, any development, interference with or alteration within a flooding hazard, erosion hazard, watercourse, wetland, and their adjacent lands/areas of interference requires a permit from the Authority. When an application circulated under the Planning Act will also require an Otonabee Conservation permit, it is the practice of the Authority to establish the policy requirements of both processes during the planning stage.*

Otonabee Conservation mapping indicates the subject property is subject to Ontario Regulation 167/06 Otonabee Conservation's "development, interference with wetlands and

alterations to shorelines and watercourses” regulation. **Permits from this agency will be required prior to any site alteration or construction in these regulated areas.**

4. *Otonabee Conservation has reviewed the application for conformance with the provisions of the Revised Trent Source Water Protection Plan (SPP), prepared under the Clean Water Act. The SPP, intended to protect Ontario’s drinking water at its source, came into effect on January 1, 2014 and contains policies to protect sources of municipal drinking water supplies from existing and future land use activities.*

**The application was reviewed in consideration of the SPP and the properties are within the Intake Protection Zone for Peterborough.** A Restricted Land Use Notice is required for each *Planning Act* application on these properties in order for them to be deemed complete. Should the application still require a Notice and therefore not considered a complete application prior to January 1, 2023, then Otonabee Region Conservation Authority will provide amended comments in a subsequent letter.

Please contact me if you have any questions or concerns.

Best Regards,

A handwritten signature in brown ink that reads "Katie Jane Harris". The signature is written in a cursive, flowing style.

Katie Jane Harris  
Planning and Development Officer

## Restricted Land Use Notice

### To Engage in an Activity in a Vulnerable Area for a Municipal Drinking Water Supply

Issued under Part IV the *Clean Water Act (CWA)*, 2006, Section 59 (2) (a)

#### **No Prohibition or Risk Management Plan Requirement**

Property:	4131 County Road 32	Notice:	2022-0275-N2a
Municipality:	Township of Douro-Dummer	Issued:	December 13, 2022
Roll No.:	1522 010 003 14620	Expires:	December 12, 2023
Vulnerable Area:	Intake Protection Zone for the Peterborough Municipal Surface Water System		

**This Notice is based on information received related to a Zoning By-law Amendment that will:**

- a. **Amend S.D 43 Zone to align the location with the Plan of Survey prepared by J. B. Fleguel and signed May 31, 2005, and recognize existing buildings, structures, and their setbacks;**
  - b. **Address the lack of frontage for two proposed parcels and other deficiencies such as yard setback; and,**
  - c. **Address reduced lot coverage for proposed retained parcel and lack of frontage in the RU Zone.**
1. This Notice confirms municipal approval of the Zoning By-law Amendment will not result in a significant drinking water threat being initiated that is prohibited (Section 57, Part IV, CWA) or requires a risk management plan (Section 58, Part IV, CWA) as set out by policy in the Trent Source Protection Plan (SPP);
  2. This Notice does not reflect an assessment of drinking water threats where the Risk Management Official is not responsible for implementing the SPP policy, including sewage and stormwater REATED activities, low or moderate drinking water threats or Transport Pathways (see details on reverse);
  3. This Notice is not valid for any subsequent approvals which the proposal may require under the *Planning Act, 1990*, or for any permits that may be required under the *Building Code Act, 1992*, *Conservation Authorities Act, 1990*, or other legislative or regulatory requirements; and,
  4. Any change to the information submitted under the Application received nullifies this Notice, unless otherwise permitted by the Risk Management Official.

Thank you for your cooperation in protecting our local sources of drinking water.



Terri Cox

Risk Management Official / Risk Management Inspector, Otonabee Region Conservation Authority  
705-745-5791 x219 tcox@otonabeeconservation.com

## Drinking Water Threats & Transport Pathways

The *Clean Water Act (Act)* is part of a multi-barrier approach to protecting drinking water by addressing land-based activities that can negatively impact municipal drinking water sources. It identifies two primary factors that can increase the risks to drinking water sources: Drinking Water Threats and Transport Pathways.

### Drinking Water Threat (Threat)

A Threat is a land-based activity that can occur in Vulnerable Areas defined under the *CWA*. *These include* Intake Protection Zones for a surface water sources and Wellhead Protection Areas for groundwater sources. The *CWA* identifies 22 Threats and prescribes circumstances for Low, Moderate and Significant Threats.

The Trent Source Protection Plan contains policies to address *significant* Threats. The Risk Management Official implements many, not all, of these policies. The Risk Management Inspector enforces policies implemented by the Risk Management Official. There are currently no policies that apply to Low or Moderate Threats.

The Risk Management Official is required to review proposed development in Vulnerable Areas where *significant* Threats may occur. A Restricted Land Use Notice(Notice) is issued if no significant Threats are identified or a risk management plan required by the Trent Source Protection Plan (Section 58, *CWA*) is in place. Notices are not issued if a Threat is prohibited by the Trent Source Protection Plan (Section 57, *CWA*).

### Transport Pathways

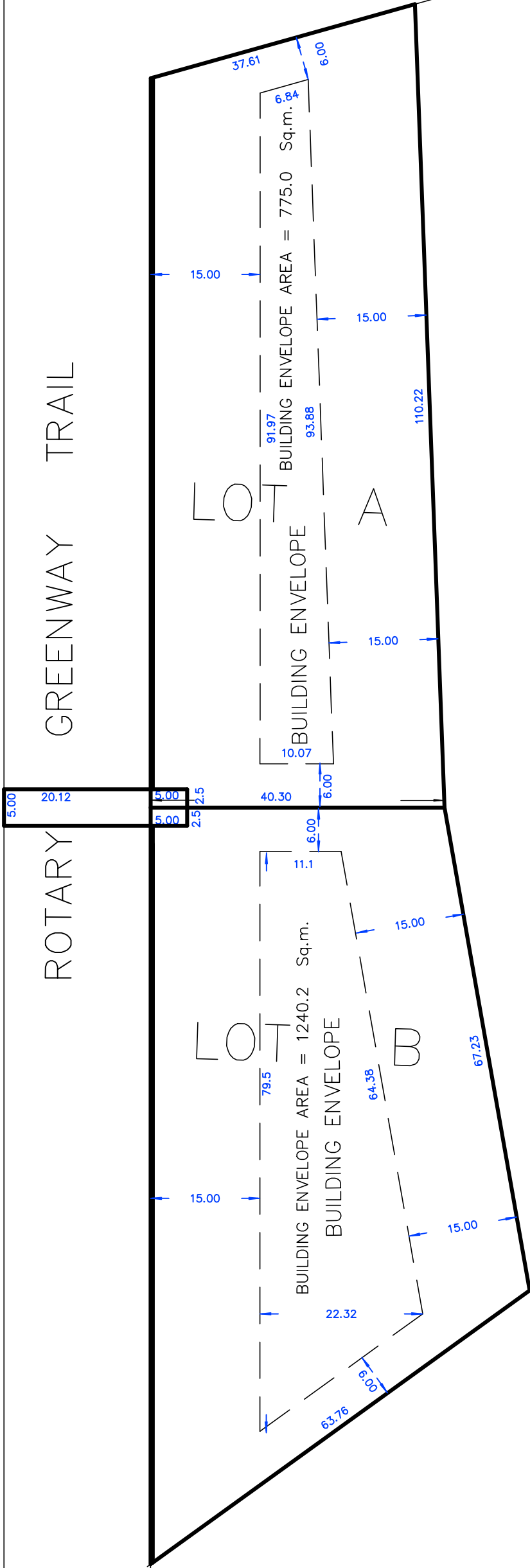
A Transport Pathway is a condition of land resulting from human activity that increases the vulnerability of the raw water supply of the municipal drinking water system. The creation or modification of a Transport Pathway can negatively impact the quality and quantity of a drinking water source by disturbing the surface above the aquifer and increasing the rate or quantity of flow to the groundwater source which supplies the municipal wells or reducing the amount of time for water to flow to a municipal surface water intake pipe.

Ontario Regulation 287 /07, subsection 27(3) states that if a person applies to a municipality for approval of a proposal to engage in an activity in a WHPA or a surface water IPZ that may result in the creation of a new transport pathway or the modification of an existing transport pathway, the municipality shall notify the source protection authority and the source protection committee of the proposal and include a description of the proposal, identity of the person responsible for the proposal and a description of the approvals the person requires to engage in the proposed activity. Ontario Regulation 287/07, subsection 27(4) requires the municipality to give a copy of the notice to the person responsible for the proposal.

COUNTY ROAD No.32

ROTARY GREENWAY TRAIL

SKETCH SHOWING PROPOSED BUILDING ENVELOPE  
APPLICANT: GARY BOLTON  
SEVERANCE APP # B-21-22 AND B-22-22  
DATE: 17 JANUARY 2023  
JBF SURVEYORS JOB#8800







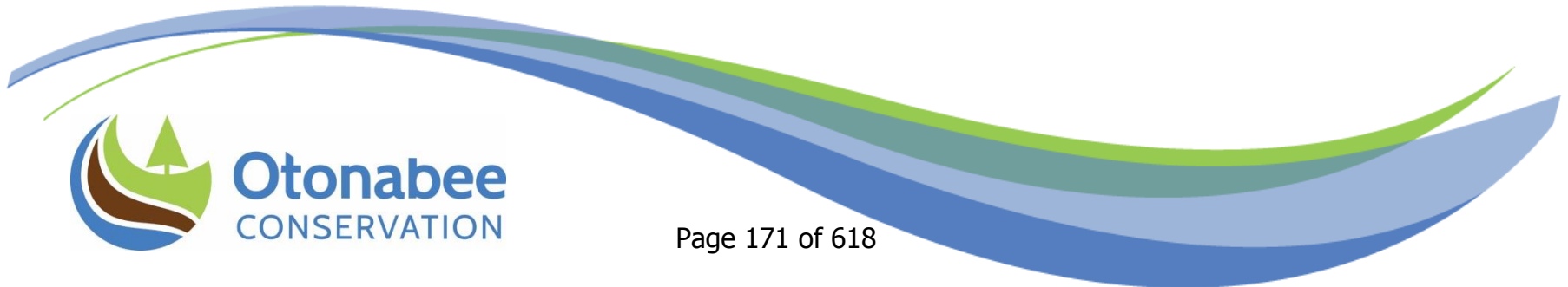
# Township of Douro-Dummer

Tuesday, February 7, 2023

Ryan Huntley, Chair, Board of Directors  
Deputy Mayor, Cavan Monaghan  
[rhuntley@cavanmonaghan.net](mailto:rhuntley@cavanmonaghan.net)



Janette Loveys Smith, CAO/Secretary-Treasurer  
[jsmith@otonabeeconservation.com](mailto:jsmith@otonabeeconservation.com)  
705-745-5791 ext. 222



# Board of Directors

Township of Asphodel-Norwood

Township of Cavan Monaghan

Township of Douro-Dummer

Township of Otonabee-South Monaghan

Township of Selwyn

Municipality of Trent Hills

City of Kawartha Lakes

City of Peterborough

Patrick Wilford

Ryan Huntley

Adam Vervoort

Joe Taylor

Ron Black

John Boyko

Michael Metcalf

Ron Ashmore

Kevin Duguay

Gary Baldwin

Don Vassiliadis



# Otonabee Region Watershed

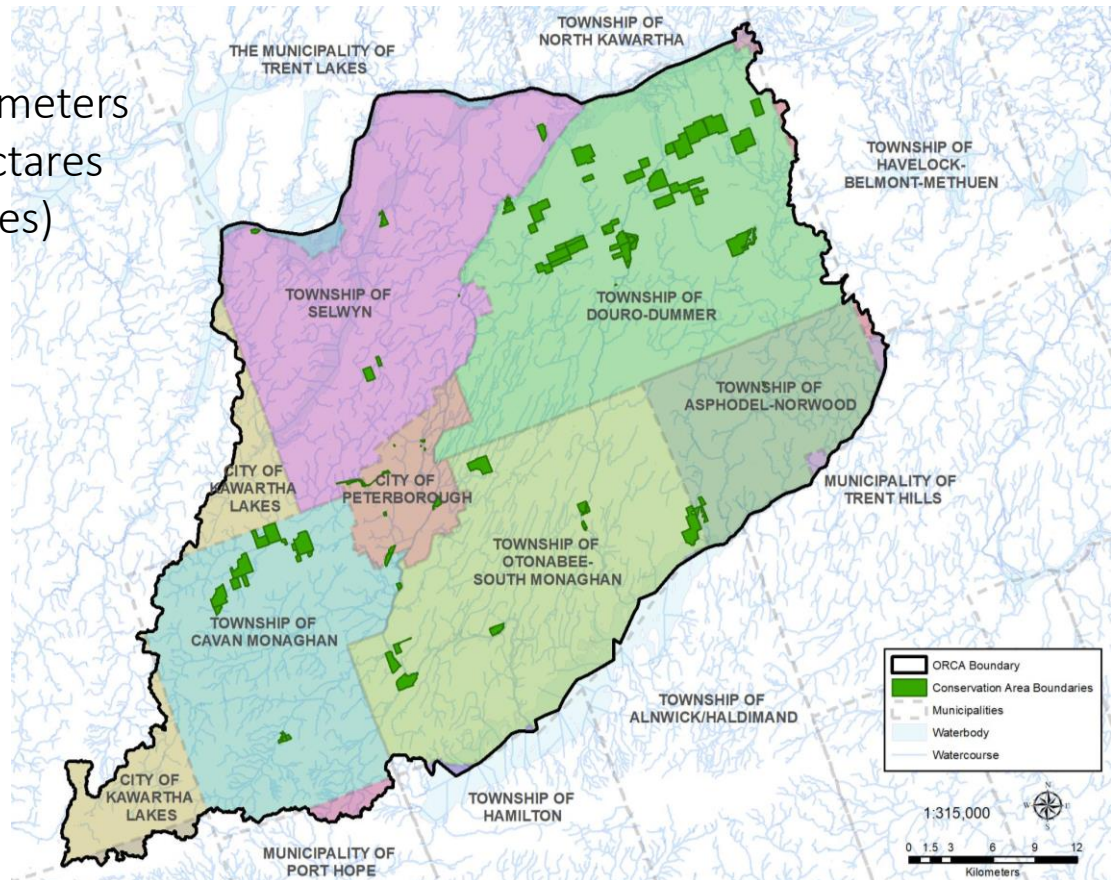
Jurisdiction -

Area: 1,951 square kilometers

Land base: 195,100 hectares  
(482,100.669 acres)

Population: 105,942

Conservation Lands:  
4,187 hectares  
(10,346 acres)



**Otonabee**  
CONSERVATION

# Vision and Mission

Vision: A healthy natural environment where communities thrive.

Mission: To be a leader in the Otonabee Region watershed for the conservation, protection and enhancement of a healthy, natural environment.

Key Goals:

- Safeguard people and property from flooding and other natural hazards
- Contribute to the maintenance of a healthy and resilient natural environment
- Provide recreational opportunities in the natural environment
- Build awareness and understanding of the value of the natural environment
- Commitment to organizational excellence



# 2022 Highlights

- Total of 376 planning applications completed. 46 in DD.
- Total of 393 permits were issued. 73 in DD.
- Planted 2,847 trees on a municipal property (1959 5<sup>th</sup> Line Rd. North Dummer) in partnership with the Municipality and Tree Canada. This was part of the replanting project as there was significant mortality from a planting completed in 2019 due to drought conditions.
- Completed naturalization project at the Warsaw Back Dam by planting 87 native shrubs and wildflowers to provide habitat for pollinators and other wildlife with students from two Holy Cross Secondary School Environmental Science classes and produced signage to be installed to inform visitors about the project.
- Completed floodplain mapping with more in 2023.
- RMO Agreement with DD & Otonabee-Peterborough Source Protection Authority. 14 flood messages.
- Climate Change Strategy implementation.





# 2022 Highlights

Completed the restoration work on the Jackson Creek Trail.

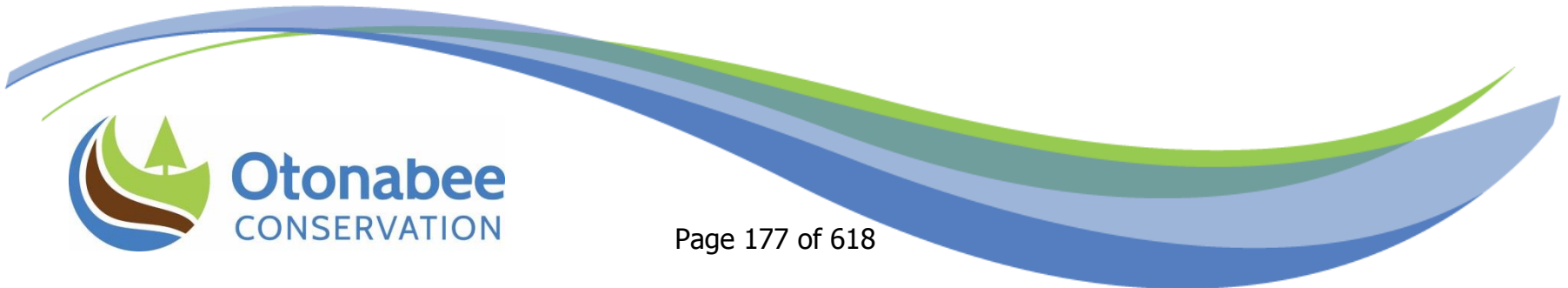
FedDev grant & community fundraising.



**Otonabee**  
CONSERVATION

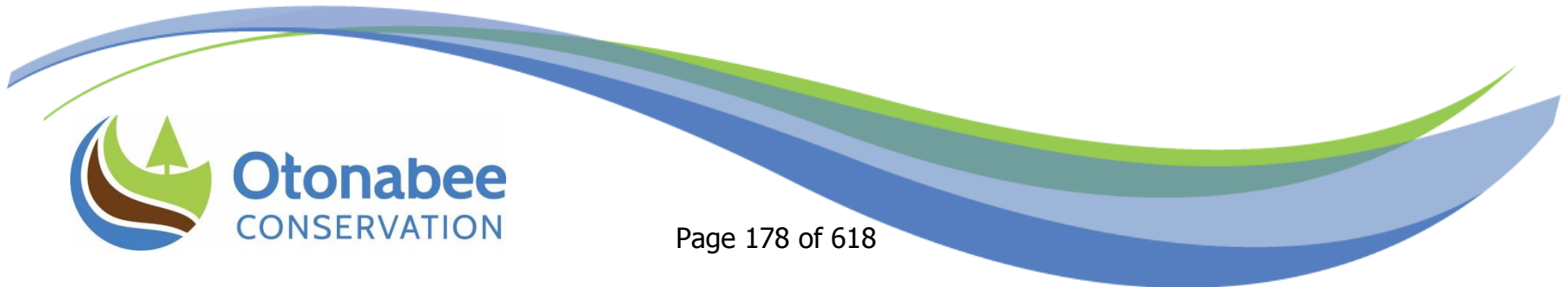
# Accountability & Transparency

- ORCA's overall 2023 budget represents a 2.4% increase (\$30,562).
- Budget is aligned with Board approved 2023 Performance Objectives. Looking to develop a dashboard format for website.
- Quarterly financial reports. Regular reporting planning & permits timelines and stats.
- Ensures ORCA is meeting our core mandate and tracking organizational effectiveness.



# 2023 Douro-Dummer Apportionment

- Apportionment (formerly known as tax levy) is \$104,563.
  - Operating Apportionment is \$96,622.
  - Capital Apportionment is \$7,941.



# 2023 Operating Budget – Total \$3,258,569

	Natural Hazards Protection Program		Conservation Lands Management Program		Watershed Management Program		Corporate Services		Total		
	2022	2023	2022	2023	2022	2023	2022	2023	2021	2022	2023
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Actual	Budget	Budget
Revenue											
APPORTIONMENT - OPERATING	\$ 408,544	\$ 453,432	\$ 119,524	\$ 125,000	87,612	\$ 67,500	\$ 631,360	\$ 631,670	1,212,227	\$ 1,247,040	1,277,602
Fees	371,026	418,500	475,000	914,000		-	-	-	931,323	846,026	1,332,500
Donations & Grants	114,000	100,250	35,000	30,000	137,500	105,000	-	5,000	284,789	286,500	240,250
Self-generated revenue	-	-	86,000	71,000	94,800	112,500	40,000	55,000	102,346	220,800	238,500
Reserves	50,000	-	28,223	-	-	-	50,000	-	-	128,223	-
Agreements	-	-	-	-	176,105	180,000	-	-	182,187	176,105	180,000
Other	-	-	-	-	-	-	-	-			
Total Revenue	943,570	\$ 972,182	\$ 743,747	\$ 1,140,000	\$ 496,017	465,000	\$ 721,360	\$ 691,670	2,712,872	2,904,694	3,268,852
Expenses											-
Salaries, benefits & training	795,370	\$ 813,377	\$ 459,347	\$ 621,132	\$ 328,788	\$ 337,056	\$ 437,910	\$ 457,570	1,852,809	\$ 2,021,415	2,229,135
Maintenance, services & supplies	39,200	37,960	105,500	152,240	51,750	53,381	110,350	107,850	243,261	306,800	351,431
Insurance, taxes & utilities	27,500	40,562	73,500	126,250	11,150	5,400	29,500	31,500	134,403	141,650	203,712
Professional services	70,500	69,332	4,500	7,500	8,000	4,500	61,500	12,000	83,071	144,500	93,332
Travel & staff expenses	5,000	4,950	9,500	10,000	8,000	5,828	5,000	5,000	20,085	27,500	25,778
Other expenses	6,000	6,000	71,400	207,596	2,700	3,600	50,600	47,750	133,035	130,700	264,946
Non-recurring Project Expenses	-	-	20,000	5,000	85,629	55,235	-	5,000	50,277	105,629	65,235
Vehicle fleet	-	-	-	-	-	-	26,500	25,000	28,792	26,500	25,000
Total Expenses	\$ 943,570	\$ 972,181	\$ 743,747	\$ 1,129,718	\$ 496,017	\$ 465,000	\$ 721,360	\$ 691,670	2,545,733	2,904,694	3,258,569

# 2023 Capital Budget – Total \$105,000

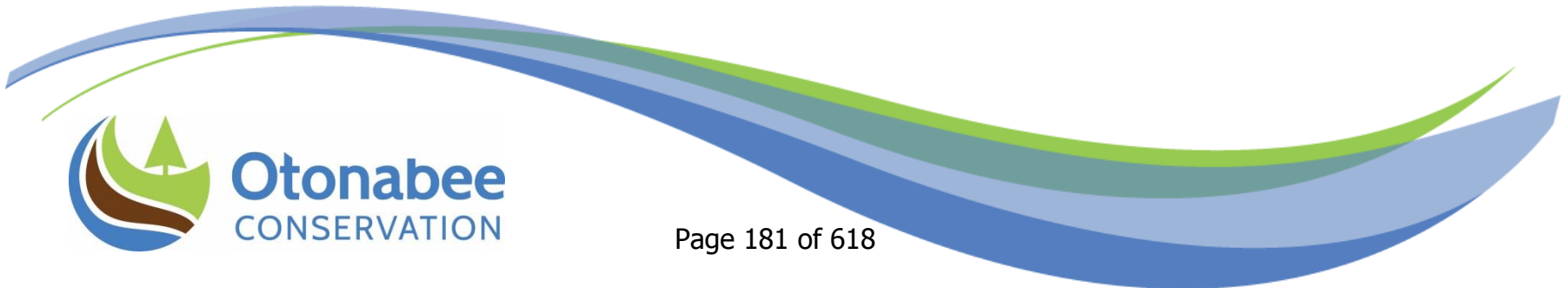
Program Area & Description	Project Cost
<b>Conservation Lands Program</b>	
Refurbish road and parking areas at Warsaw Caves CA	\$ 38,500
Warsaw Dam Railing Replacement	3,500
Purchase riding mower - Lakefield Campground	7,000
Purchase Vehicle - Lakefield Campground	30,000
Replace canoe at Warsaw Caves	1,500
Contribution to FedDev projects	11,500
<b>Corporate Services</b>	
Replace 2 computers	3,000
Upgrades to Administration Office - replace gutters	10,000



**Otonabee**  
CONSERVATION

# Thank You & Questions

- Invitation to join upcoming virtual orientations.
  - ✓ January 26 – governance and legislation
  - February 16 – programs and services overview
  - March 16 – corporate services overview
  - Tours in the spring.
- ORCA's website [www.otonabeeconservation.com](http://www.otonabeeconservation.com)







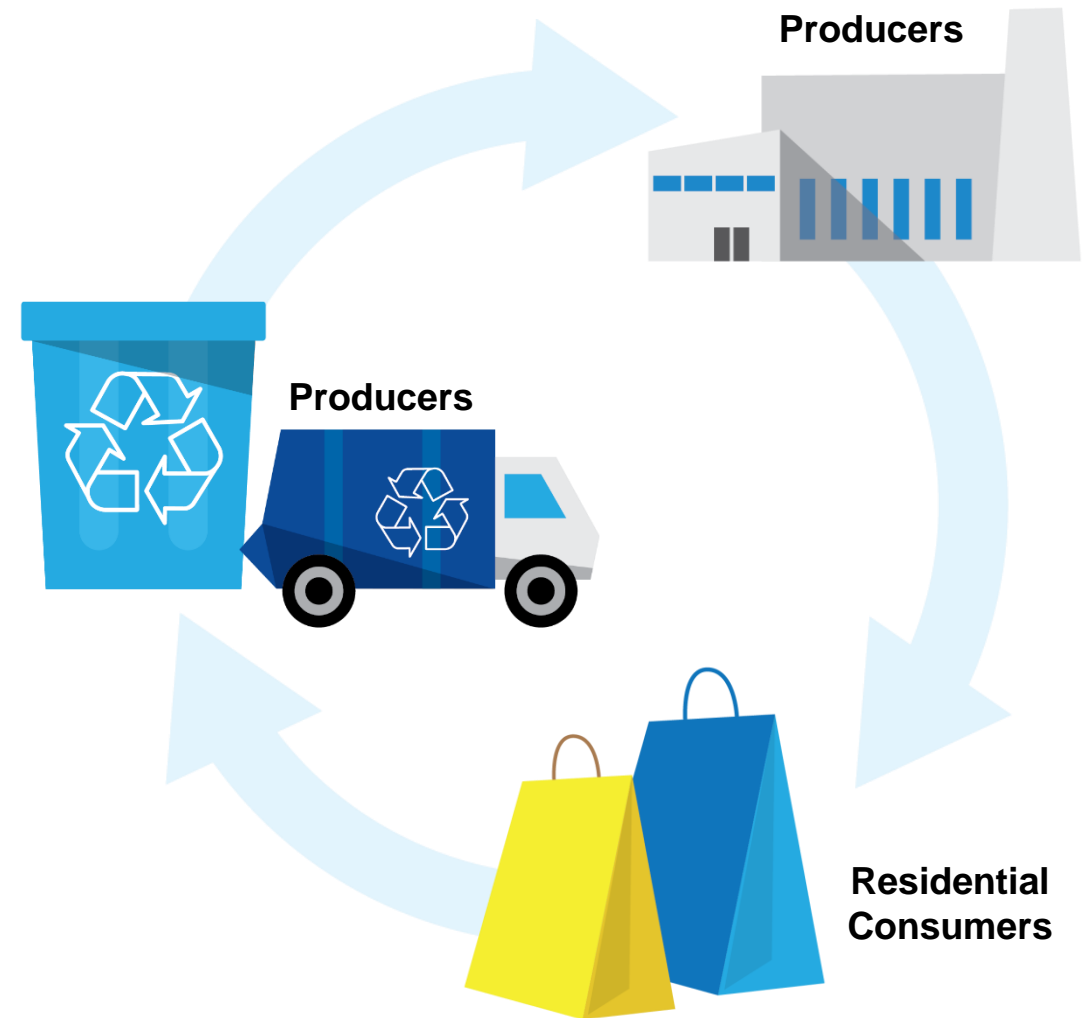
**Otonabee**  
CONSERVATION



# **Township Council/Staff Orientation Package Blue Box Transition to Producer Responsibility**

## What is Producer Responsibility?

- A regulatory approach to waste management, where producers (companies that make and import products) are responsible for the waste generated from their products and packaging
- In Ontario, the blue box program is transitioning from a model of shared industry funding, to one of producer responsibility



## Relevant Legislation

The following slides give a brief overview of the current and historical legislation and regulations that are relevant to the blue box program in Ontario.

## Relevant Legislation

Environmental Protection Act (EPA) and Ontario Regulation 101/94:

- Since 1994, this regulation has required most municipalities to establish & operate a blue box system
- It was amended on June 3, 2021 to require operation of the blue box program *only until* the local municipality's program has transitioned to producer responsibility under the new legislation



# Relevant Legislation

Waste Free Ontario Act (WFOA), Waste Diversion Transition Act (WDTA) and Resource Recovery and Circular Economy Act (RRCEA)

- In 2016, the Waste Free Ontario Act passed to enact two separate pieces of legislation
- The Waste Diversion Transition Act allows for the continuation of the recycling programs until they can be properly wound up and transitioned to the Resource Recovery and Circular Economy Act
- The RRCEA establishes a new producer responsibility framework that allows the provincial government to designate certain materials and set outcomes for diversion programs. It also establishes an oversight body (Resource Productivity and Recovery Authority or RPPRA) to ensure outcomes are achieved. Current programs that have transitioned to this legislation include Batteries, Electrical and Electronic Equipment, Hazardous and Special Products, Tires, and now Blue Box
- As of June 2021, O.Reg 391/21, known as the Blue Box Regulation was officially adopted under the RRCEA. This makes producers of paper products, packaging, and packaging-like products financially and operationally responsible to meet certain outcomes

## How the County/Township Blue Box Program Currently Works

- Peterborough County administers the blue box program on behalf of the Townships
- The County holds a contract with Emterra Environmental Ltd. who performs curbside collection, depot collection, and processing of blue box material
- The County submits the annual Datacall to the Resource Productivity and Recovery Authority (RPRA) and receives funding back to offset some of the costs to operate the blue box program
- The County supplies infrastructure (front end bins) to the Townships to allow blue box collection at the Township owned depots

## Eligible Sources Under Producer Responsibility Blue Box Program

### Eligible Sources

- Eligible Sources are types of properties that producers are required to collect from under the producer responsibility blue box program and include:
- Residences: single family houses, seasonal homes
- Facilities: buildings that contains more than one dwelling unit such as a multi-residential buildings, not-for-profit long term care (LTC) and retirement homes, and schools
- Public Spaces: industry must take over public space recycling and have a certain number of public space bins in each municipality (starting in 2026 for the County)

## Transition Period vs. Post-Transition

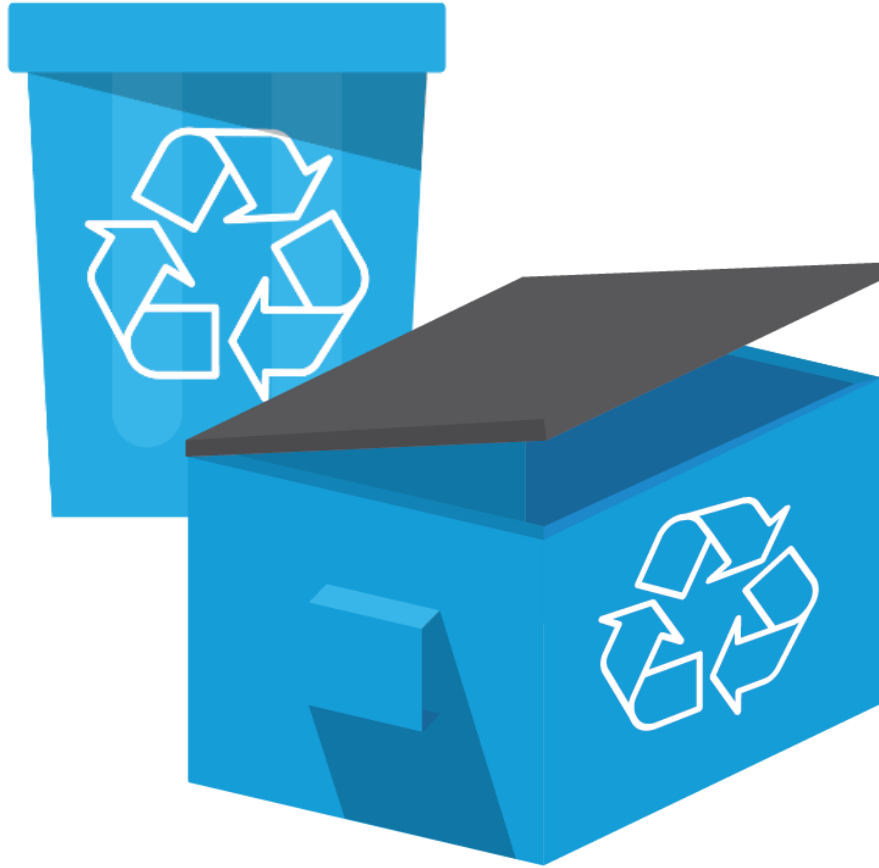
### Transition Period

- Transition Period is July 1, 2023 to December 31, 2025
- Producers will assume operational and fiscal responsibility for 365 Municipalities and First Nation Communities throughout the Transition Period on dates provided by the Ministry
- Each Municipality has been assigned a transition date throughout this transition period (All townships in Peterborough County Transition January 1, 2024)
- Municipalities can choose to negotiate with PRO to continue service delivery or fully divest their responsibility (County of Peterborough has chosen to divest on January 1, 2024)

### Post Transition

- January 1, 2026 & thereafter
- Producers will be fully responsible for operating and financing the blue box program in all Ontario Municipalities
- Producers will be responsible for communications, replacing blue boxes and dealing with complaints/concerns from residents
- Eligible communities could choose to negotiate with PRO to continue service delivery or fully divest their responsibility

## When do we transition?



**All Townships**  
have been given the transition  
schedule date of  
**January 1, 2024.**

## Designated Materials



### Excluded Materials as of Transition:

- Hard or soft-cover books
- Flexible plastic used for containment of food (i.e., cling wrap, sandwich bags)
- Packaging & single-use items not primarily made of paper, glass, metal or plastic (i.e., wooden box, bamboo cutlery)
- Garbage bags, recycling bags, compostable waste bags
- Tissues, paper towel and other paper sanitary products
- Alcohol packaging
- Biomedical or hazardous waste
- Items designated under other diversion regulations

### Transition Date to December 31, 2025:

- During the transition period Producers must collect/accept the same blue box materials that were included in the Municipality's current blue box program as of August 15, 2019

### January 1, 2026:

- Producers must collect/accept all designated materials under the new regulation



## Designated Materials

## All of these:



Aluminum cans



Glass bottles &amp; cans



PET plastic bottles



Steel cans



Newsprint

for food and beverages

## At least two of these:



Aluminum foil



Boxboard &amp; paperboard



Cardboard



Polystyrene containers &amp; packing materials



Office paper



Polycoat cartons



Magazines



Paper cups &amp; plates



Plastic film



Rigid plastic containers (HDPE, PS)



Telephone Directories



Textiles

Varies by Municipality

(O. Reg 101/94: Schedule 1)

## Packaging, Paper Products, &amp; Packaging-like products:



- ✓ Typical “blue box packaging” items, made of paper, glass, metal or plastic



- ✓ Printed and un-printed paper (newspaper, magazines, flyers, office paper)



- ✓ Single-use products used for consumption (e.g., straws, cutlery, plates, coffee cups)



- ✓ Single-use products used for containment (e.g., aluminum foil, plastic bag)

Consistent across the Province

Page 194 of 618 (O. Reg 391/21 s. 2)

# Blue Box Materials



## Varies by Community



## Consistent across the Province

## Producers vs. Producer Responsibility Organizations (PROs)



### Producers

The brand holders, importers, or retailers of products that contain blue box materials

Any company that sells products (containing packaging materials) into the Ontario market, including on-line sales

Includes:

- Grocery store foods with packaging (cereals, cookies, frozen foods, dairy products)
- Retail stores items with packaging (cosmetics, games, household wares, dog and cat foods)
- Fast food packaging (burgers, fries, pizza, pop cans, water bottles)



### Producer Responsibility Organization (PRO)

The Blue Box legislation allows for more than one organization/entity (called a Producer Responsibility Organization - PRO) to represent the producers of paper and packaging products

PROs will work with Producers to help them meet their responsibilities in the new Regulation

Each Producer decides which PRO to join

## Producers vs. Producer Responsibility Organizations (PROs)



Producers



Producer Responsibility Organization (PRO)



**CIRCULAR**  
MATERIALS

## Circular Materials Ontario (CMO )

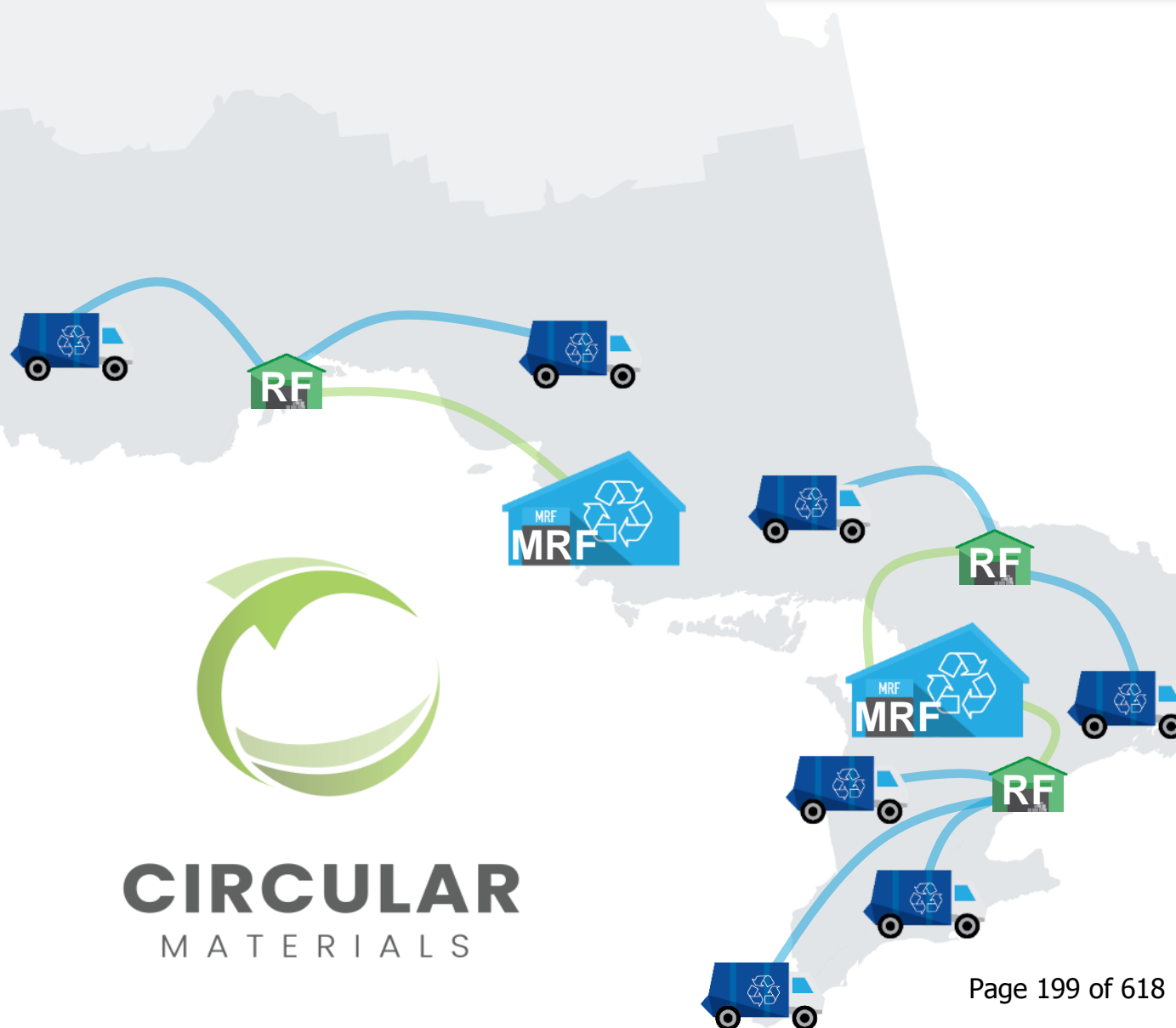
- As the majority PRO in Ontario, Circular Materials Ontario (CMO) is responsible for the **Common Collection System**
  - Will procure & award agreements for collection & consolidation of blue box materials
  - Has hired Reverse Logistic Group (RLG) to help arrange and manage its agreements
- Municipalities must share critical details about their Eligible Sources prior to the transition period to ensure a smooth handover of responsibility



**CIRCULAR**  
M A T E R I A L S



## Common Collection System



Circular Materials will oversee the **Common Collection System**

- Ensure curbside & depot collection for all Eligible Sources throughout the Province
- Determine locations of and designate **Receiving Facilities (RF)** for collection operators to deliver materials to for consolidation
- PROs transfer consolidated materials to a **Material Recycling Facility (MRF)**



## CMO Offer

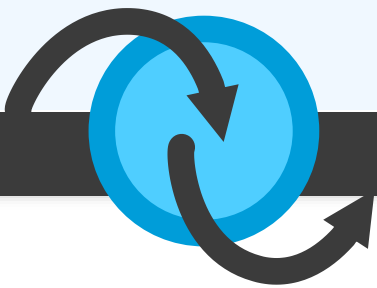
- Given the extensive scope of work and limited timeline to implement a province-wide collection system, CMO presented a standard offer, last revised September 28, 2022, to all municipalities in Ontario requesting that they provide interim blue box services during their transition period.



Municipalities wanting to provide collection services may **opt in** by signing agreements, with commercial terms set by CMO, thus becoming a Contractor to CMO

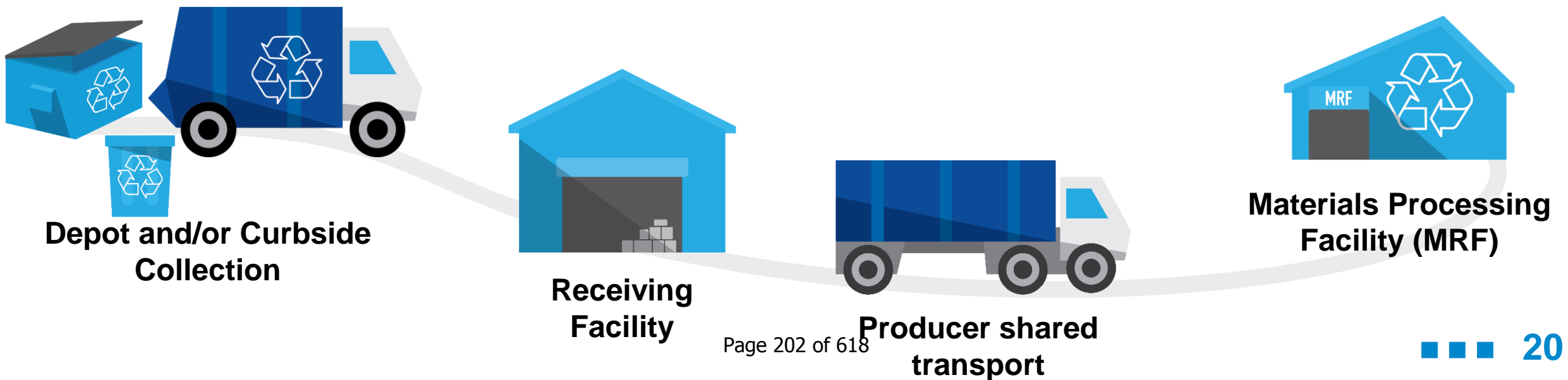
Municipalities not wanting to provide collection services may **opt out**, & CMO will secure arrangements with an alternate service provider

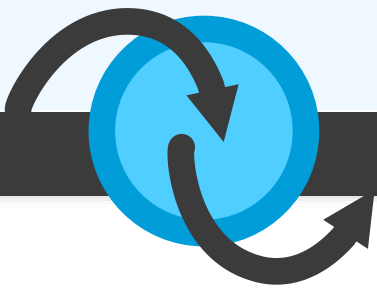
- Elimination of role - eligible community divests & assumes no role. CMO takes over all blue box service responsibilities
- Depot communities – location of depot will change



## Opting In or Out

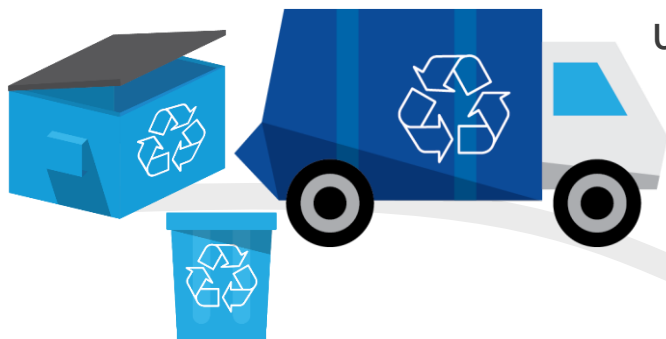
Communities can consider providing services at one or multiple points in the collection and post-collection system. Peterborough County Council has decided to **opt out** of all services (see Council Report [here](#)). There is an opportunity for Townships to contract with CMO for Depot Operations, to allow CMO to use Township depots to meet their legislated requirements. Townships would be compensated for this service.





## Opting In or Out

Since Peterborough County has opted out of all services, CMO has approached the current contractor (Emterra) to offer them an agreement to continue to service all townships throughout the transition period for curbside collection, and collection from depots. CMO is required by the legislation to collect blue box material from the same number of depots currently being utilized in each Township during the transition period. To meet their requirements, they are offering contracts to townships for depot operations to allow them to continue to use your depots.



**Depot and/or Curbside Collection**



**Receiving Facility**



**Producer shared transport**



**Materials Processing Facility (MRF)**

## Township Depot Operations

### Opting In-Sign Contract with CMO for Depot Operations

Pros	Cons
Blue box services will remain at current depots	Townships will have to agree to CMO's contract terms
Townships will receive payments from CMO for blue box operations	Payments will be standardized for all Townships, not based on actual costs

### Opting Out-Do not Sign with CMO, no longer collect blue box material

Pros	Cons
Townships have no responsibility for blue box program and do not have to follow CMO contract terms	CMO will have to offer blue box depot services at another location in Township, inconvenient for residents
Additional space at Depots to utilize for other diversion programs	Townships won't receive payments

For townships where not every resident has curbside collection CMO will be required to continue offering depot services after the transition period. For townships where all residents have curbside collection (AN and CM) CMO may determine not to continue to collect at depots in your township after the transition period in 2026.

## Next Steps

### Next Steps

- CMO will be scheduling a meeting with each township individually to discuss the potential to contract and allow townships to ask questions
- County staff will also be present at this first meeting to assist
- County staff have asked Township staff to send contact information for who should be included at this first meeting from the Townships

### Contract Documents

- CMO is currently working on a new Statement of Work document for Depot Operations to remove irrelevant sections of their current contracts posted on their website
- It is expected the new document will be similar to current contracts posted on their [website](#)
- The updated documents will be sent to Township staff prior to the first meeting with CMO

### Payments

- CMO will present a standard payment model to all Townships based on a study of average costs they have completed
- The payment model will be sent to Townships prior to the first meeting with CMO

### Site Infrastructure

- County currently owns front end bins present at the depots for blue box material
- During transition there is an option for the County to either transfer ownership of these bins to the Townships or Contractor (Emterra)
- After transition in 2026 CMO will require the Contractor to provide bins at depots

### Council Decision

- Once Townships have met with CMO and reviewed offers, Township Councils can determine whether the Township opts in or opts out
- County staff are here to assist with information where required



## Non-Eligible Sources

- Producers are not required to collect this material and will not allow it to be collected with eligible sources as of January 1, 2026
- There are options to have these sources collected with eligible sources during the transition period for a cost by CMO, or for Municipalities to collect them separately
- The County's contractor currently collects recycling curbside from approximately 500-600 non-eligible sources
- Non-eligible sources are currently able to use depots for recycling drop off
- County staff are working on options to present to Council on whether the County continues to provide blue box services to non-eligible sources starting in 2024 and how to fund this program



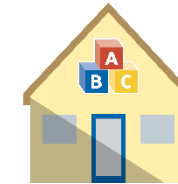
Industrial or commercial properties



Not-for-profit organizations



Municipal buildings or facilities  
(e.g., libraries, arenas)



Daycare



Places of worship



Campgrounds and trailer-parks  
(without permanent or seasonal households)



Commercial Farms

## Non-Eligible Sources Option 1

County Continues to Collect blue box material from non-eligible sources and the recycling program is paid for by the residential and commercial tax levies

In this scenario the County would continue to administer blue box collection for non-eligible sources curbside and at the depots. The County would pay a contractor to provide this service and a combination of the residential and commercial tax levies would continue to fund this program. There would likely be a registration system for non-eligible sources to register for collection and be added to the program. Bins for non-eligible sources at depots would be segregated from residential material and would continue to be free to use.

Pros	Cons
Residential and Commercial properties will pay less than what they are currently paying for blue box services on their property taxes	Residential tax payers would have to subsidize the program for businesses
Minimizes disruption or change in customer experience as this option is status quo to the current program	Additional administration work for Township and County staff to manage program
Allows for increased number of service stops for a lower price per stop than if non-eligible sources were responsible for their own collection	Increased monitoring and enforcement required at depots to keep material separate

## Non-Eligible Sources Option 2

County Continues to Collect blue box material from non-eligible sources and the recycling program is paid for by the commercial tax levy only

In this scenario The County would continue to administer blue box collection for non-eligible sources curbside and at the depots. The County would pay a contractor to provide this service and tax non-residential (non-eligible) properties only to receive this service. There would be a registration system for non-eligible sources to register for collection and be added to the program. Bins for non-eligible sources at depots would be segregated from residential material and non-eligible sources may be charged disposal fees at depots to cover the costs of the depot collection service.

Pros	Cons
No burden on residential taxpayers	Non-eligible properties would pay more than what they are currently paying for blue box service in their property taxes since the program would not be subsidized by the residential tax levy.
Allows for increased number of service stops for a lower price per stop than if non-eligible sources were responsible for their own collection	Increased likelihood of complaints and frustration from non-eligible sources since there would be increased costs to businesses
Increased revenue from tipping fees at depots to help cover costs of program	Increased monitoring and enforcement required at depots to keep material separate

## Non-Eligible Sources Option 3

### Stop Collecting

In this scenario the County would stop collecting blue box material from non-eligible sources curbside and at depots. The County could put together a list of contractors for non-eligible sources to use as reference and they would be responsible for setting up their own private arrangements for blue box collection.

Pros	Cons
Non-eligible sources would pay less on property taxes and will be able to source their own contracts/pricing	Likely the most inconvenient option for non-eligible sources
No burden on residential taxpayers	Increased likelihood of complaints and frustration from non-eligible sources once collection stops
No administrative work required by County	Could be most expensive scenario for non-eligible sources

## Non-Eligible Source Surveys

- County staff will be surveying non-eligible sources on their preferred option in Q1 of 2023
- Please direct any inquiries you receive based on these surveys to County staff



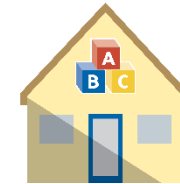
Industrial or commercial properties



Not-for-profit organizations



Municipal buildings or facilities  
(e.g., libraries, arenas)



Daycare



Places of worship



Campgrounds and trailer-parks  
(without permanent or seasonal households)



Commercial Farms

## Non-Eligible Sources at Depots

- CMO is offering to collect Non-eligible sources mixed in with eligible source material at depots during the transition period **only** for a cost
- If Townships cannot prove otherwise CMO will assume that 25% of the blue box material in the bins is from non-eligible sources and charge a standard fee to collect and process this material
- CMO has developed a [guidance document](#) for managing non-eligible sources at depots which includes approved methods for determining an actual percentage of non-eligible source material at depots
- It's uncertain whether this option will be cost effective, however County staff will work with townships to work through the methods in the guidance document to determine the actual percentage of non-eligible sources at depots to provide to CMO if the County and Townships wish to utilize this option in the future
- Methods include surveying customers at depots for a set period to determine whether the customer is from an eligible or non-eligible source, or utilizing MPAC data



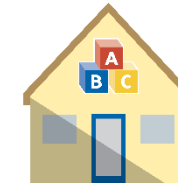
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Not-for-profit organizations



Municipal buildings or facilities  
(e.g., libraries, arenas)



Daycare



Places of worship



Campgrounds and trailer parks  
(without permanent or seasonal households)



Commercial Farms



## Summary and Next Steps

- All Townships transition to producer responsibility of the blue box on January 1, 2024
- County has opted out of providing all blue box services
- CMO will be responsible for providing a contractor for curbside collection and collection at depots
- CMO is interested in working with Townships for Depot Operations to allow them to meet their legislative requirements and continue using existing depots for blue box material drop off
- CMO will set up meetings with each Township individually, and include County staff to discuss their offer
- CMO will provide Townships with the contract documents and payment model prior to the meeting
- Township Councils can determine whether the Townships will contract with CMO (opt in) or opt out and stop accepting blue box material at depots
- County staff will continue to work with townships on non-eligible source options at depots, and send out surveys to non-eligible sources in Q1 of 2023
- County Council will determine how to move forward with non-eligible sources
- County staff are available to assist Townships wherever needed

# Township of Douro-Dummer

## Report and Capital Project Status

- Directed by Council and/or CAO
- Directed by the Province/legislation
- Directed by an Agency

### Report Status

Department	Date Requested	Directed By	Resolution/Direction	Est. Report Date
Public Works / CAO	May 17, 2022	Council	Speed Limit Reduction Request Policy & Follow up on Birchview Road Speed Study Report	March 2023
CAO	August 3, 2021	Council	Public Process to Address Short Term Rentals	Committee Meeting – February 23, 2023
Building Department	December 21, 2021	Council	Building Department Customer Service Policy with Wait Times	Spring 2023 – Delayed due to Building Department Personnel Change
Corporate	May 3, 2022	Council	Future Gravel Resources	Winter 2023
Planning	June 7, 2022	Council/Province	Bill 109 – Update to Site Plan Control By-law, Create Pre-Consultation By-law, ensure language in Official Plan allows for Peer Review as part of Complete Application	Changes pending release of final provincial regulations
Public Works	August 8, 2022	Committee of the Whole	Update Hard Top Policy with timelines for grandfathered roads	February 2023

## Capital Project Status

Department	Capital Project List	Status
General Government	Demolition of Old House at Fifth Line - Waiting on bidder to pick up dismantle barn	Barn is removed – August 2022 Tender for house demolition and clean up – Required
General Government	New Sloped Roof - Town Hall	RFP in Spring 2023
General Government	Asset Management Plan	Ongoing
General Government	Computer Modernization	Ongoing
General Government	Finance Modernization	In progress – will continue into 2023 - New Payroll Module in place – Jan 2023
Fire	Douro Station Reconfiguration	Ongoing
Fire	Station 2 Pumper	RFP Awarded – waiting on date for delivery
Parks and Recreation	Parks and Rec Master Plan - Implementation	On hold due to Covid-19
Parks and Recreation	Tables and Chairs	Tables on order
Parks and Recreation	Lime Kiln Restoration – 2022 Budget	Spring 2023

**Recommendation:**

That the Treasurer-2023-02 report, dated February 7, 2023, regarding 2023 User Fees and Charges be received, and;

That Council pass By-law 2023-08 being a By-law to provide for the 2023 User Fees and Charges, and to repeal 2022-19, as amended at the appropriate time during the meeting.

**Overview:**

Each year staff reviews the User Fees and Charges for their respective departments. These reviews ensure that fees are reflective of the costs associated with the service or rental but also are compared to surrounding municipalities to ensure the fees are fair and competitive. The following are the proposed changes to the 2022 User Fees and Charges to be enacted as of February 7<sup>th</sup>, 2023.

***8 - Livestock Investigators***

- Livestock Investigators Remuneration – from \$50.00 per inspection plus mileage to \$0.00; the fee is being removed as the service is now going to be completed by Building/By-law staff.

***9 – Municipal Hall Rental***

- Fees increased by 3% to reflect annual inflationary adjustment as per previous By-laws.

***10.2 - Municipal Office - Miscellaneous***

- 911 Signs - \$47.06 to \$100.00; this increase is in order to cover the staffing costs of the install.
- Telecommunications Tower Application and Modification Application – these fees were not shown in previous By-laws but are not new, these fees have been in place through Policy No. D-4.

***12.1 – Planning Application Fees and Deposits***

- General comment – the rates were reviewed and adjusted for 2022 based on a comprehensive review completed by staff that ensured our rates captured the actual costs to complete each type of application but were also in line with surrounding municipalities. Given some fees were saw larger increases it is being recommended to keep fees the same as 2022 unless otherwise noted below.
- Pre-consultation - \$150.00 to \$200.00; increase to reflect actual time required to complete the pre-consultation process.
- Deeming By-law – no charge to \$500.00; the fee is being implemented to capture the time required to complete a Deeming By-law, this is similar/comparable to Removal of Holding Provision.

**12.2 – Planning Miscellaneous**

- Mitigation Measures Agreement – no charge to \$250.00; this fee was not included in previous User Fee By-laws but has been added to reflect the time spent to complete the Agreement. This process and subsequent fee is comparable for the already established Merger Agreement Fee.
- Environmental Impact Assessment Peer Reviews – to be cost recovered from a third party; Bill 23 removed the ability to have the Conservation Authority complete the peer review of the Environment Impact Assessment and therefore if a peer review is required, the review will need to be completed by a third party. Staff are still determining whether an MOU can be initiated with ORCA, however, in either event, third party peer review will be required for Environmental Impact Assessments (same for any other technical studies required in support of a planning application).

**14.1 - Public Works – Tipping Fees**

- Waste weighing more than 30lbs. (13.6 kgs) – per tonne - \$95.00 to \$125.00; increase to reflect actual charge at Bensfort Landfill
- Appliances containing Freon surcharge plus per tonne rate – \$15.00 to \$27.00; this is to reflect an increase in costs and actual costs of staff and machine time to load into bin for removal.
- Mattresses – \$25.00 each to \$0.00; removed from fee By-law as we are no longer accepting mattresses

**15.2 – Arena-Douro and 15.3 – Arena-Warsaw**

- A 3% increase has been applied to all fees effective September 1<sup>st</sup>.
- Custom Announcement on Arena Roadside Sign – no charge to \$25.00; this fee is to reflect the time it takes staff to setup and takedown the announcements on the roadside sign at Douro Arena.

**15.4 – Parks**

- Inflation – a clause has been added that fees will be increased annually by 3% to account for inflation. Parks fees were increased in 2022 to reflect years of no increases and therefore staff are recommending to maintain existing rates for 2023 other than the new fees for the new facilities below.
- Tennis/Pickleball Court Rental – per hour; this is a new fee because the courts are a new addition at the park for 2023.
- Tennis/Pickleball Court Rental – day tournament; this is a new fee because the courts are a new addition at the park for 2023.
- Concession at South Park (Daily) - \$82.50; this is a new fee because it is a new facility.

**Conclusion:**

The fees outlined in Attachment 1 will come into effect February 7<sup>th</sup>, 2023 except for the Arena fees which will change as of September 1, 2023.

**Financial Impact:**

The fees will ensure that revenues increase where needed to reflect actual time spent and/or the increasing costs associated with providing the service/rental.

**Strategic Plan Applicability:** To effectively respond to the challenges of addressing the Township's municipal infrastructure needs as well as effectively managing the assets of the corporation.

**Sustainability Plan Applicability:** N/A

**Report Approval Details**

Document Title:	2023 User Fee By-law.docx
Attachments:	- 2023 User Fees and Charges Schedule.pdf
Final Approval Date:	Jan 31, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs



**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>1.</b>	<b>Building - See By-law Number 2020-67</b>				
<b>2.</b>	<b>Certificates</b>				<b>By-Law 2002-22</b>
	<b>Sale of Real Property</b>				
	Certificate of Compliance	\$50.00	\$0.00	\$50.00	
<b>3.</b>	<b>Dogs - Regulating the Running at Large of Dogs</b>				
	<b>No longer in place.</b>				
<b>4.</b>	<b>Dogs - Licencing and Registration</b>				<b>By-Law 2021-11</b>
	Male/Female paid before April 30th	\$15.00	\$0.00	\$15.00	
	Male/Female paid after April 30th	\$20.00	\$0.00	\$20.00	
	Kennel Licences paid before April 30th	\$50.00	\$0.00	\$50.00	
	Kennel Licences paid after April 30th	\$75.00	\$0.00	\$75.00	
	Replacement Dog Licence	\$5.00	\$0.00	\$5.00	
<b>5.</b>	<b>Fire</b>				
	<b>Open Air Burning Permits</b>				<b>By-Law 2020-35</b>
	Residential Burn Permit (includes campfire, burn barrel, brush fire and agricultural fire on a single property) - renew annually, expires Dec 31st	\$20.00	\$0.00	\$20.00	
	Agricultural Permit (for fires to support farm activities on up to 3 properties/year, requires staff assistance to obtain) - renew annually, expires Dec 31st	\$20.00	\$0.00	\$20.00	
	Campground, Trailer Park or Resort - renew annually, expires Dec 31st	\$50.00	\$0.00	\$50.00	
	Commercial Fire - renew annually, expires Dec 31st	\$100.00	\$0.00	\$100.00	
	Incinerator - renew annually, expires Dec 31st	\$60.00	\$0.00	\$60.00	
	Special Occurrence Fire - per occurrence	\$40.00	\$0.00	\$40.00	
	<b>Response Rates for Open Air Burning &amp; Vehicle Incidents</b>				
	Open Air Burning 1st Charge 50% of current MTO rate	50% of current MTO rate			
	Open Air Burning 2nd and all subsequent charges 100% of current MTO rate	100% of current MTO rate			
	Vehicle Incidents	100% of current MTO rate			
	<b>Reports</b>				
	Request reports (Fire report, file search. Letter of Compliance, etc.)	\$60.00	\$0.00	\$60.00	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>6.</b>	<b>Licences</b>				
	<b>Mobile Canteens</b>				<b>By-Law 2016-45</b>
	Chip Trucks & Fast Food Vehicle	\$400.00	\$0.00	\$400.00	
	Hot Dog Carts	\$250.00	\$0.00	\$250.00	
	Ice Cream Carts	\$300.00	\$0.00	\$300.00	
	Special Events - Per Day	\$100.00	\$0.00	\$100.00	
	<b>Parade, Festival, Public Entertainment Licences - per day</b>	\$400.00	0	\$400.00	<b>By-Law 2001-72</b>
	<b>Lottery Licence issuing Fee</b>				<b>By-Law 2002-36</b>
<b>7.</b>	<b>Line Fences</b>				
	<b>Line Fences Act</b>				
	Remuneration for fence-viewers	\$25.00 per hour plus applicable mileage rate			
	Staff time -Administration Fees	\$55.00 per hour plus tax			
<b>8.</b>	<b>Livestock Investigators</b>				
	Livestock Investigators Remuneration				<b>Res. # 294-2008</b>
<b>9.</b>	<b>Municipal Hall Rental</b>				<b>By-law 2014-62</b>
					fees increase 3% annually as of January 1st
	Full Day Rental (Mon-Fri)	\$154.50	\$20.09	\$174.59	This includes opening and closing and the use of tables and chairs. This includes use of the institute room and kitchen.
	Full Day Rental (Sat-Sun-Stat)	\$169.95	\$22.09	\$192.04	This includes opening and closing and the use of tables and chairs. This includes use of the institute room
	1/2 Day Rental (4 hours)	\$92.70	\$12.05	\$104.75	
	Hourly	\$28.33	\$3.68	\$32.01	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$1.34	\$11.64	
	Settings - per setting (dishes, cutlery)	\$5.46	\$0.71	\$6.17	
	Coffee Urn	\$10.30	\$1.34	\$11.64	Rented on own.
	Chafing Dishes	\$13.06	\$1.70	\$14.76	Each, Rented on own. NOTE: Renter to Supply Fuel

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>10</b>	<b>Municipal Office</b>				
<b>10.1</b>	<b>Finance Department</b>				<b>Resolution 418-2016</b>
	Payment Receipt Reprint - Copy of receipt for payment on property tax account	\$10.00	\$0.00	\$10.00	
	Refund of Overpayment - Refund of credit balance to property owner when a duplicate payment is made in error	\$20.00	\$0.00	\$20.00	
	Statement of Account - Statement detailing payments and taxes levied, and outstanding balance	\$10.00	\$0.00	\$10.00	
	Transfer Credit Balance - To transfer payment(s) misallocated by customer or customer representative (i.e., Bank) from one tax roll to another	\$20.00	\$0.00	\$20.00	
	Ownership Change	\$20.00	\$0.00	\$20.00	
	Commissioning of Documents - Does not include internal Planning Documents	\$10.00	\$0.00	\$10.00	
	NSF Cheques - Handling fee charged when cheque is returned as not negotiable	\$30.00	\$0.00	\$30.00	
<b>10.2</b>	<b>Miscellaneous</b>		<b>HST</b>	<b>Total</b>	
	Blue Boxes	\$5.31	\$0.69	\$6.00	
	Kitchen Composters	\$5.00	\$0.65	\$5.65	
	Kitchen Composters - replacement filters	\$5.00	\$0.65	\$5.65	
	Administration Fees - Staff time per hour (labour cost to search for historical records)	\$55.00	\$7.15	\$62.15	
	Dummer Book	\$26.19	\$3.40	\$29.59	Point of Sale Rebate
	Douro Book	\$19.05	\$2.48	\$21.53	Point of Sale Rebate
	Douro Book to Retailers	\$15.24	\$1.98	\$17.22	Point of Sale Rebate
	Dummer Book to Retailers	\$20.93	\$2.72	\$23.65	Point of Sale Rebate
	Log Barn Book	\$30.00	\$0.00	\$30.00	
	911 Signs	\$100.00	\$13.00	\$113.00	
	County Water Bottles	\$4.43	\$0.58	\$5.01	
	Composter	\$45.53	\$5.92	\$51.45	
	Digester	\$72.45	\$9.42	\$81.87	
	Telecommunications Tower Application	\$1,200.00	\$0.00	\$1,200.00	
	Telecommunications Tower Modification Application	\$600.00	\$0.00	\$600.00	
<b>10.3</b>	<b>Township Clothing (to be discontinued after current supply is sold)</b>				
	Golf Shirt	\$35.40	\$4.60	\$40.00	
	Fleece Jacket (Full Zip)	\$47.79	\$6.21	\$54.00	
	Men's Half Zip Fleece Jacket	\$43.36	\$5.64	\$49.00	
	Three in One Techno Jacket	\$141.59	\$18.41	\$160.00	
	Performance Stretch Jacket	\$52.21	\$6.79	\$59.00	
	Lightweight Vented Jacket	\$34.51	\$4.49	\$39.00	
	Dress Shirt (Long Sleeve)	\$38.05	\$4.95	\$43.00	
	Dress Shirt (Short Sleeve)	\$33.63	\$4.37	\$38.00	
	Ball Cap	\$13.27	\$1.73	\$15.00	
	Toque with Cuff	\$10.62	\$1.38	\$12.00	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>11.</b>	<b>Photocopies/Faxing</b>		<b>HST</b>	<b>Total</b>	
	<b>Photocopying and Report Charges</b>				
	Two sided copying & printing will be charged per copy cost				
	<b>Copies for all documents:</b>				
	8.5 x11 Black & White per copy	\$0.30	\$0.04	\$0.34	
	8.5 x11 Colour per copy	\$0.45	\$0.06	\$0.51	
	8.5x14 Black & White per copy	\$0.30	\$0.04	\$0.34	
	8.5X14 Colour per copy	\$0.60	\$0.08	\$0.68	
	11x17 Black & White per copy	\$0.35	\$0.05	\$0.40	
	11X17 Colour per copy	\$1.10	\$0.14	\$1.24	
	<b>Copies - Projects more than 100 copies</b>				
	8.5 x11 Black & White per copy	\$0.25	\$0.03	\$0.28	
	8.5 x11 Colour per copy	\$0.40	\$0.05	\$0.45	
	8.5x14 Black & White per copy	\$0.25	\$0.03	\$0.28	
	8.5X14 Colour per copy	\$0.55	\$0.07	\$0.62	
	11x17 Black & White per copy	\$0.30	\$0.04	\$0.34	
	11X17 Colour per copy	\$1.05	\$0.14	\$1.19	
	<b>Copies for documents for local community groups/local non-profit groups and local sports orgs.*</b>				
	8.5 x11 Black & White per copy	\$0.25	\$0.03	\$0.28	
	8.5 x11 Colour per copy	\$0.40	\$0.05	\$0.45	
	8.5x14 Black & White per copy	\$0.30	\$0.04	\$0.34	
	8.5X14 Colour per copy	\$0.55	\$0.07	\$0.62	
	11x17 Black & White per copy	\$0.30	\$0.04	\$0.34	
	11X17 Colour per copy	\$1.05	\$0.14	\$1.19	
	<b>Copies - Documents for Township Staff &amp; Council</b>				
	8.5 x11 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5 x11 Colour per copy	\$0.25	\$0.03	\$0.28	
	8.5x14 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5X14 Colour per copy	\$0.40	\$0.05	\$0.45	
	11x17 Black & White per copy	\$0.25	\$0.03	\$0.28	
	11X17 Colour per copy	\$0.60	\$0.08	\$0.68	
	<b>Copies for documents for Municipal Depts., Boards and Committees for quantities over 25</b>				
	8.5 x11 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5 x11 Colour per copy	\$0.25	\$0.03	\$0.28	
	8.5x14 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5X14 Colour per copy	\$0.40	\$0.05	\$0.45	
	11x17 Black & White per copy	\$0.25	\$0.03	\$0.28	
	11X17 Colour per copy	\$0.60	\$0.08	\$0.68	
	<b>Computer Generated Printing Material</b>				
	8.5 x11 Black & White per copy	\$0.35	\$0.05	\$0.40	
	8.5 x11 Colour per copy	\$0.50	\$0.07	\$0.57	
	8.5x14 Black & White per copy	\$0.35	\$0.05	\$0.40	
	8.5X14 Colour per copy	\$0.60	\$0.08	\$0.68	
	<b>Faxing</b>				
	Fax Charges - sending - per page	\$2.50	\$0.33	\$2.83	
	Fax Charges - sending (greater than 6 pages) - per page	\$2.00	\$0.26	\$2.26	
	Fax Charges - receiving - per page	\$1.50	\$0.20	\$1.70	
	Fax Charges - receiving (greater than 6 pages) - per page	\$1.25	\$0.16	\$1.41	
	<b>Certified copies of minutes &amp; by-laws - per page</b>	\$2.00	\$0.26	\$2.26	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
	*Local Community groups/local non-profit groups and local sporting organizations may include: church related organizations, churches, Cubs, Scouts, Brownies, Guides, Lions Club, Minor Hockey, Minor Ball, Figure Skating, Kiddie Kapers, Day Care Camp and Out Reach Programs or as determined by staff				
	** One copy of all minutes will be provided to ratepayers at no charge. Additional copies will be at the above rates.				

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>12</b>	<b>Planning/Development</b>				
<b>12.1</b>	<b>Planning Application fees and deposits</b>				<b>By-law 2016-56</b>
	Pre-consultation	\$200.00	\$0.00	\$200.00	<b>To reflect actual time spent completing reviews.</b>
	Severance Review	\$300.00	\$0.00	\$300.00	
	Minor Variance Application - Effective January 1, 2020	\$1,445.00	\$0.00	\$1,445.00	
	Amended Minor Variance Application - prior to circulation - Effective January 1, 2020	\$200.00	\$0.00	\$200.00	
	Amended Minor Variance Application - after circulation - Effective January 1, 2020	\$1,000.00	\$0.00	\$1,000.00	
	Zoning By-law Amendment - Effective January 1, 2020	\$1,500.00	\$0.00	\$1,500.00	
	Amended Zoning Amendment Application - prior to circulation - Effective January 1, 2020	\$200.00	\$0.00	\$200.00	
	Amended Zoning Amendment Application - after circulation - Effective January 1, 2020	\$1,000.00	\$0.00	\$1,000.00	
	Removal of Holding Provision - Effective January 1, 2020	\$750.00	\$0.00	\$750.00	
	Deeming By-law	\$500.00			
	Site Plan Approval - Minor	\$2,500.00	\$0.00	\$2,500.00	
	Site Plan Approval - Major	\$4,000.00	\$0.00	\$4,000.00	
	Minor Amendment to Existing Site Plan	\$1,000.00	\$0.00	\$1,000.00	
	Minimum Deposit for any Site Plan Application	\$5,000.00	\$0.00	\$5,000.00	
	Plan of Subdivision - Effective January 1, 2020	\$10,500.00	\$0.00	\$10,500.00	
	Subdivision Deposit	\$25,000.00	\$0.00	\$25,000.00	
	Subdivision Agreement Fees	\$1,000.00	\$0.00	\$1,000.00	
	Advertising Fee (newspaper)				
	Special Meeting Fee - Effective January 1, 2020	\$690.00	\$0.00	\$690.00	
	Predevelopment Agreement for major applications	\$1000 + \$5250 deposit			
	*The rates shall be increased in 2019 and going forward each year based on either the Consumer Price Index or the Cost of Living Index, whichever is higher in the given year. The rates shall increase January 1 of each year.				
<b>12.2</b>	<b>Planning Miscellaneous</b>				
	Cash-in-lieu of Parkland	\$1,250.00	\$0.00	\$1,250.00	
	Signing of Merger Agreement Fee	\$250.00	\$0.00	\$250.00	
	Encroachment Agreement	\$400 + \$ 500 Deposit			
	Minor Amendment to Existing Encroachment Agreement	\$400.00	\$0.00	\$400.00	
	Demolition Agreement	\$400 + \$5000 deposit			
	Extend Existing Demolition Agreement	\$100.00	\$0.00	\$100.00	
	Mitigation Measures Agreement	\$250.00	\$0.00	\$250.00	
	Enivornmental Impact Assessment Peer Reviews	Cost Recovery from third party			
<b>12.3</b>	<b>Renewable Energy Projects</b>				<b>Policy No. D-3</b>
	Small Scale Ground Mount Solar Project	\$2,000.00	\$0.00	\$2,000.00	
	Large Scale Industrial Facility Project	\$3,500.00	\$0.00	\$3,500.00	
	Resubmission with changes	\$850.00	\$0.00	\$850.00	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>12.4</b>	<b>Planning Documents</b>				
	Copy of Official Plan &/or Zoning By-law				
<b>12.5</b>	<b>Property Information Requests (lawyers, real estate agents)</b>				<b>Resolution 418-2016</b>
	Tax Certificate	\$40.00	\$0.00	\$40.00	
	Work Order Information	\$40.00	\$0.00	\$40.00	
	Zoning Information/Compliance	\$40.00	\$0.00	\$40.00	
	Building Permit Compliance	\$40.00	\$0.00	\$40.00	
<b>13.</b>	<b>Public Works - Roads</b>		<b>HST</b>	<b>Total</b>	
<b>13.1</b>	<b>Entrance Permit</b>				<b>Policy No. T-1</b>
	Application Fee (Township to install Entrance)	\$100.00	\$13.00	\$113.00	
	Application Fee (Owner to install Entrance)	\$200.00	\$26.00	\$226.00	\$500.00 deposit required
	No Culvert Required				
	Culvert Required				
<b>13.2</b>	<b>Parking Infractions</b>				<b>2014-25</b>
	No Stopping Infractions	\$30.00	\$0.00	\$30.00	<b>(Amended by: 2014-57, 2015-54, 2015-55)</b>
<b>14.</b>	<b>Public Works - Transfer Station</b>				
	<b>Tipping Fees</b>				<b>By-Law 2008-39</b>
	Waste weighing less than 30 lbs. (13.6 kgs.)	\$3.00	Excist Tax Act S. 20 Pt. 6 Sch. 5		<b>(amended 2009-55, 2014-29, 2017-04)</b>
	Waste weighing more than 30 lbs. (13.6 kgs.) - per tonne	\$125.00			
	Propane Tanks (weighing 20 lbs. or less) each	Free			
	Propane Tanks (weighing more than 20 lbs.) each	Free			
	Appliances containing Freon surcharge plus per tonne rate	\$27.00			
	Replacement Landfill Cards	\$25.00			
	Box Springs	\$25.00 each			
	Bag Tags (each)	\$3.00			



**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>15.</b>	<b>Parks and Recreation</b>				
	<b>*Note: A 1.25% per month late payment penalty fee applies to Section 15</b>				
<b>15.1</b>	<b>Advertising at Arenas &amp; Parks</b>		<b>HST</b>	<b>Total</b>	
	<b>Advertising Fees</b>				
	Ice Resurfacers (per side)	\$500.00	\$65.00	\$565.00	
	Wall Mounted ( 4'x8' Sheet)	\$250.00	\$32.50	\$282.50	
	Board Mounted (38"x8' Kit)	\$250.00	\$32.50	\$282.50	
	In Ice logo (per logo)	\$500.00	\$65.00	\$565.00	
	Viewing Lobby (Douro) (11/2' x 3')	\$175.00	\$22.75	\$197.75	
	South Ball Diamond (4'x8' Sheet)	\$150.00	\$19.50	\$169.50	
	<b>Parking Lot Rentals</b>				
	Douro - Full Lot (Daily)	\$300.00	\$39.00	\$339.00	
	Douro - Half Lot (Daily)	\$150.00	\$19.50	\$169.50	
	Warsaw - Full Lot (Daily)	\$150.00	\$19.50	\$169.50	
<b>15.2</b>	<b>Arena-Douro (effective September 1st - see previous by-law for rates from Jan-Aug)</b>		<b>HST</b>	<b>Total</b>	
					fees increase 3% annually as of September 1st
	<b>Douro Arena - Harvest Room</b>				
	Hourly Rental	\$28.33	\$3.68	\$32.01	
	1/2 Day Rental (4 hours or less)	\$92.70	\$12.05	\$104.75	
	Full Day Rental (Mon - Fri)	\$154.50	\$20.09	\$174.59	
	Full Day Rental (Sat, Sun, Stat)	\$169.95	\$22.09	\$192.04	
	Rental (6 Hours) *additional hours \$27.50	\$172.22	\$22.39	\$194.60	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$1.34	\$11.64	
	<b>Douro Community Centre - Wellington Room</b>				
	Day Rental (Off Peak Sunday - Thursday)	\$283.25	\$36.82	\$320.07	
	Day Rental (Peak Friday, Saturday and Stat Holidays)	\$453.20	\$58.92	\$512.12	
	1/2 Day Rental (4 hours or less)	\$141.63	\$18.41	\$160.04	
	Hourly Rental	\$50.99	\$6.63	\$57.61	
	Bar	\$56.65	\$7.36	\$64.01	
	Kitchen Rental (Catering/Use of Appliances)	\$84.98	\$11.05	\$96.02	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
	<b>Extra's</b>				
	Settings - per setting (dishes, cutlery)	\$5.46	\$0.71	\$6.17	
	Coffee Urn	\$10.30	\$1.34	\$11.64	
	Chafing Dishes	\$13.06	\$1.70	\$14.76	
	Custom Announcement on Arena Roadside Sign	\$25.00	\$3.25	\$28.25	
	*Prices for catering may be adjusted at management's discretion in the event of unforeseen changes in the market price of food *Prices for catering range from the choice of lunch/dinner provided *Facility subsidy Requests can be made under the Policy				
	<b>Douro Arena Winter Ice Rentals</b>				
	Prime Time	\$175.10	\$22.76	\$197.86	
	Non-Prime Time	\$92.70	\$12.05	\$104.75	
	Hourly Local Youth Sport	\$139.05	\$18.08	\$157.13	
	Hourly Outside Youth Sport	\$149.35	\$19.42	\$168.77	
	Hourly Non-Prime Time *Mon-Fri 7:00 am - 5:00 pm (3 or more hours)	\$72.10	\$9.37	\$81.47	
	<b>Douro Arena Floor Surface</b>				
	Adult Sport Hourly Rental	\$67.98	\$8.84	\$76.82	
	Youth Sport Hourly Rental	\$56.65	\$7.36	\$64.01	
	1/2 Day Event Rental	\$339.90	\$44.19	\$384.09	
	Day Event Rental	\$679.80	\$88.37	\$768.17	
	2 Day Event Rental	\$1,133.00	\$147.29	\$1,280.29	
	<b>Douro - Rec Centre</b>		HST	Total	
	Hourly Rental	\$28.33	\$3.68	\$32.01	
	1/2 Day Rental (4 hours or less)	\$92.70	\$12.05	\$104.75	
	Full Day Rental	\$154.50	\$20.09	\$174.59	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$1.34	\$11.64	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>15.3</b>	<b>Arena-Warsaw (effective September 1st - see previous by-law for rates from Jan-Aug)</b>		<b>HST</b>	<b>Total</b>	
					fees increase 3% annually as of September 1st
	<b>Warsaw Arena - Upstairs Room</b>				
	Hourly Rental	\$28.33	\$3.68	\$32.01	
	1/2 Day Rental (4 hours or less)	\$92.70	\$12.05	\$104.75	
	Day Rental (Monday - Friday)	\$154.50	\$20.09	\$174.59	
	Weekend or Stat Day Rental (Saturday, Sunday, Stat)	\$169.95	\$22.09	\$192.04	
	Bar Requested	\$56.65	\$7.36	\$64.01	
	<b>Extra's</b>				
	Settings - per setting (dishes, cutlery)	\$5.46	\$0.71	\$6.17	
	Coffee Urn	\$10.30	\$1.34	\$11.64	
	Chafing Dishes	\$13.06	\$1.70	\$14.76	
	*Prices for catering may be adjusted at management's discretion in the event of unforeseen changes in the market price of food				
	<b>Warsaw Arena Winter Ice Rentals</b>				
	Prime Time	\$154.50	\$20.09	\$174.59	
	Non-Prime Time (1 or 2 hours)	\$82.40	\$10.71	\$93.11	
	Hourly Local Youth Sport	\$118.45	\$15.40	\$133.85	
	Hourly Outside Youth Sport	\$128.75	\$16.74	\$145.49	
	Hourly Non-Prime Time *Mon-Fri 7:00 a.m. - 5:00 p.m. (3 or more hours)	\$72.10	\$9.37	\$81.47	
	<b>Warsaw Arena Floor Surface</b>				
	Adult Sport Hourly Rental	\$67.98	\$8.84	\$76.82	
	Youth Sport Hourly Rental	\$56.65	\$7.36	\$64.01	
	1/2 Day Event Rental	\$339.90	\$44.19	\$384.09	
	Day Event Rental	\$679.80	\$88.37	\$768.17	
	2 Day Event Rental	\$1,133.00	\$147.29	\$1,280.29	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>15.4</b>	<b>Parks</b>		<b>HST</b>	<b>Total</b>	
					fees increase 3% annually as of January 1st
	<b>Park Rental Rates</b>				
	Adult Sports Field - per hour	\$30.00	\$3.90	\$33.90	
	Youth Sports Field - per hour	\$10.00	\$1.30	\$11.30	
	Youth Sports Field - per hour with Lights	\$17.00	\$2.21	\$19.21	
	Ball Diamond with Lights (hourly)	\$50.00	\$6.50	\$56.50	
	Day Tournaments - Douro Park - Includes Lining	\$165.00	\$21.45	\$186.45	
	Picnic Area/Park Rental - 20-50 People (Daily)	\$35.00	\$4.55	\$39.55	
	Picnic Area/Park Rental - 51-100 People (Daily)	\$70.00	\$9.10	\$79.10	
	Picnic Area/Park Rental - 101+ People (Daily)	\$150.00	\$19.50	\$169.50	
	Major Event - for Profit Organization (Daily)	\$500.00	\$65.00	\$565.00	
	Farmers Market (Daily)	\$50.00	\$6.50	\$56.50	
	Tennis/Pickleball Court Rental - per hour	\$30.00	\$3.90	\$33.90	
	Tennis/Pickleball Court Rental - daily	\$165.00	\$21.45	\$186.45	
	Concession at South Park (Daily)	\$82.50	\$10.73	\$93.23	
<b>15.5</b>	<b>Surcharge for Liability Insurance</b>		<b>HST</b>	<b>Total</b>	
	<b>Banquets, Celebrations, Craft Shows, Cards, Auctions, Dances</b>				
	Non - Alcohol Hourly Rate Event - up to 100 people	\$2.00	\$0.26	\$2.26	
	Non - Alcohol Hourly Rate Event - up to 250 people	\$10.00	\$1.30	\$11.30	
	Non - Alcohol Day Rate Event - up to 100 people	\$15.00	\$1.95	\$16.95	
	Non - Alcohol Day Rate Event - up to 250 people	\$30.00	\$3.90	\$33.90	
	Alcohol Hourly Rate Event - up to 100 people	\$12.00	\$1.56	\$13.56	
	Alcohol Hourly Rate Event - up to 250 people	\$18.00	\$2.34	\$20.34	
	Alcohol Day Rate Event - up to 100 people	\$60.00	\$7.80	\$67.80	
	Alcohol Day Rate Event - up to 250 people	\$90.00	\$11.70	\$101.70	
	Alcohol Hourly Rate Event - up to 250 people	\$18.00	\$2.34	\$20.34	
	Alcohol Day Rate Event - up to 100 people	\$60.00	\$7.80	\$67.80	
	Alcohol Day Rate Event - up to 250 people	\$90.00	\$11.70	\$101.70	
	<b>Sports Events or Activities</b>		\$0.00	\$0.00	
	Low Risk Programs - Hourly Rate - up to 100 people	\$2.00	\$0.26	\$2.26	
	Low Risk Programs - Day Rate - up to 100 people	\$20.00	\$2.60	\$22.60	
	Low Risk Programs - Per Season- up to 100 people	\$55.00	\$7.15	\$62.15	
	Med Risk Programs - Hourly Rate - up to 100 people	\$5.00	\$0.65	\$5.65	
	Med Risk Programs - Day Rate - up to 100 people	\$35.00	\$4.55	\$39.55	
	Med Risk Programs - Per Season- up to 100 people	\$100.00	\$13.00	\$113.00	

**Recommendation:**

That the Treasurer-2023-03 report, dated February 7<sup>th</sup>, 2023, regarding the 2023 Budget Updated Tables be received and,

That Council provide direction on the Arena Facilities Future Ad-Hoc Committee Request of \$50,000, and;

That Council approve Funding Option #2 for the Joint Public Works and Fire Hall Building which is based on new cost estimates and interest rate and modifies the existing funding model that was approved as part of the 2022 Budget, and that staff proceed with finalizing the design of the building for Council approval, and;

That Council provide direction to staff on any changes to be made to the budget for final passage on February 21<sup>st</sup>, 2023.

**Overview:**

Staff presented the first draft of the 2023 Budget on December 6<sup>th</sup> 2022. This was a working draft and further work continued on the budget. On January 17<sup>th</sup> Council was provided with a Budget Update that summarized staff recommended revisions since the first draft.

Also, on January 17<sup>th</sup> a Public Meeting was held where the budget was presented and the public had the opportunity to provide comments. The only comments received at the meeting were from the Arena Facilities Future Ad-Hoc Committee where they formally requested \$50,000 to complete a study, staff require direction from Council on whether or not to include this request in the budget.

***Budget Changes Since January 17<sup>th</sup>***

Since the January 17<sup>th</sup> meeting there have been three changes made:

1. \$3,500 to General Government for a subscription to Bids and Tenders. This program will be used to issue and collect responses to tenders and RFP's. There are two models for this software in terms of who pays; the first is a vendor pay model where the vendor can pay \$119+hst per bid (or \$399/year for unlimited bids). The second option is for the municipality to pay an annual subscription fee, which for us will be \$3,300+tax. Staff are recommending that the Township pay the subscription fee to ensure that all of our procurement processes remain accessible to all vendors and the cost of submitting a bid to our RFPs and tenders does not become a prohibiting factor, especially for local businesses.
2. In reviewing and balancing all numbers in the Excel budget model it was found that one of the Road's projects had not been entered correctly and therefore it

was included in the project listing but was not included in the levy calculation, this added \$19,333 to the levy.

3. The cost of the Gravel Pit purchase has been amended to \$1.60 million from \$1.41 to account for ancillary costs related to the transaction. This has zero levy impact because the purchase is being funded through reserves. It should be noted that the financing of this purchase can be amended to a debenture at a later date upon further analysis.

### ***Joint Fire and Public Works Facility Funding Options***

In the draft budget package provided for the December 6<sup>th</sup> meeting there were two funding options provided for the Joint Fire and Public Works Facility. A more detailed breakdown of the two options has been provided as an attachment to this report.

Option 1 assumes that the original plan from the 2022 Budget to use a 1.18% annual increase would be used until the \$1 million of reserves was used up. This creates the need to increase the levy by 6.86% in 2025 and a further 4.92% in 2026 in order to be able to pay the annual debenture of \$914,537.

Option 2 recognizes that the increase in 2025 and 2026 are high in Option 1 and minimizes the impact in those budgets by increasing the levy in 2024. This option would see an increase to the levy of 3.78% in 2024, 3.76% in 2025, 3.34% in 2026, and 2.09% in 2027. Staff recommend this option.

It should be noted that the current cost of \$12 million continues to be an estimate and therefore could be less but it is based on recently completed projects by nearby municipalities.

### **Conclusion:**

The following table summarizes where the levy is at after the above changes and shows what the impact of the Arena Ad-hoc Committee will be if Council approves the request:

**Summary of Change to the 2023 Levy**

	<b>2022</b>	<b>2023</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Levy Impact</b>
Operating Expenses	\$4,516,601	\$4,895,185	\$378,584	8.38%	6.32%
Transfer to Capital	-\$31,920	-\$22,260	\$9,660	-30.26%	0.16%
Net Operating Levy	\$4,484,681	\$4,872,925	\$388,244	8.66%	6.49%
Capital	\$1,401,952	\$1,578,036	\$176,084	12.56%	2.94%
Capital Levy For Joint Building	\$67,872	\$138,512	\$70,640		1.18%
Levy Requirement	\$5,986,425	\$6,611,732	\$625,307	10.45%	10.45%
Less: Assessment Growth in 2022					-1.27%
<b>Percent Change to the Tax Rate as at February 7th:</b>					<b>9.18%</b>
Ad-Hoc Arena Committee Request:		\$50,000	\$50,000		0.84%
<b>Percent Change to the Tax Rate after Ad-Hoc Committee Request:</b>					<b>10.01%</b>

The following table shows the impact of a 9.18% change to the tax rate:

	<b>2022</b>	<b>2023</b>	<b>Annual Change</b>	<b>Monthly Change</b>
Residential Impact Per \$100,000 of Assessment	\$424.22	\$463.15	\$38.92	\$3.24
Impact on Median Property of \$256,000	\$1,086.01	\$1,185.66	\$99.65	\$8.30

The most up to date Capital and Operating tables have been provided as attachments to this report. Staff will provide a fully updated budget document for the February 21<sup>st</sup> Council meeting that includes any and all changes Council passes at the February 7<sup>th</sup> meeting.

**Financial Impact:**

The impact to the tax rate currently sits at 9.18% without the Ad-Hoc Arena Committee request and 10.01% with the request.

**Strategic Plan Applicability:** To effectively respond to the challenges of addressing the Township's municipal infrastructure needs as well as effectively managing the assets of the corporation.



**Report Approval Details**

Document Title:	2023 Budget Updated Tables.docx
Attachments:	- Joint Building Funding Options.pdf - 2023 Capital Project Listing - February 7.pdf - 2023 Operating Budget - February 7.pdf
Final Approval Date:	Feb 2, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

# Joint Fire Hall and Public Works Building Funding Options

Option 1 - Continuing the Current plan of increasing the levy by 1.18%

				Source of Funding for Annual Debenture Payment			Annual Breakdown of Debenture		
Year	Annual % Increase to Levy	Additional Levy Added in Current Year (a)	Levy Dedicated in Prior Budgets (b)	Total Levy Used for Debenture Payment (a+ b)	Reserves	Debenture Payment	Principal Amount	Interest Amount	End of Year Principal Balance
2022	1.18%	\$67,872	\$0	\$67,872	\$0				
2023	1.18%	\$70,640	\$67,872	\$138,512	\$0				
2024	1.18%	\$70,640	\$138,512	\$209,152	\$705,385	\$914,537	\$386,537	\$528,000	\$11,613,463
2025	6.86%	\$410,771	\$209,152	\$619,923	\$294,615	\$914,537	\$403,545	\$510,992	\$11,209,918
2026	4.92%	\$294,615	\$619,923	\$914,537		\$914,537	\$421,301	\$493,236	\$10,788,617
2027	0.00%		\$914,537	\$914,537		\$914,537	\$439,838	\$474,699	\$10,348,778
2028	0.00%		\$914,537	\$914,537		\$914,537	\$459,191	\$455,346	\$9,889,587
2029	0.00%		\$914,537	\$914,537		\$914,537	\$479,396	\$435,142	\$9,410,192
2030	0.00%		\$914,537	\$914,537		\$914,537	\$500,489	\$414,048	\$8,909,703
2031	0.00%		\$914,537	\$914,537		\$914,537	\$522,510	\$392,027	\$8,387,192
2032	0.00%		\$914,537	\$914,537		\$914,537	\$545,501	\$369,036	\$7,841,692
2033	0.00%		\$914,537	\$914,537		\$914,537	\$569,503	\$345,034	\$7,272,189
2034	0.00%		\$914,537	\$914,537		\$914,537	\$594,561	\$319,976	\$6,677,628
2035	0.00%		\$914,537	\$914,537		\$914,537	\$620,722	\$293,816	\$6,056,906
2036	0.00%		\$914,537	\$914,537		\$914,537	\$648,034	\$266,504	\$5,408,872
2037	0.00%		\$914,537	\$914,537		\$914,537	\$676,547	\$237,990	\$4,732,325
2038	0.00%		\$914,537	\$914,537		\$914,537	\$706,315	\$208,222	\$4,026,010
2039	0.00%		\$914,537	\$914,537		\$914,537	\$737,393	\$177,144	\$3,288,617
2040	0.00%		\$914,537	\$914,537		\$914,537	\$769,838	\$144,699	\$2,518,779
2041	0.00%		\$914,537	\$914,537		\$914,537	\$803,711	\$110,826	\$1,715,068
2042	0.00%		\$914,537	\$914,537		\$914,537	\$839,074	\$75,463	\$875,994
2043	0.00%		\$914,537	\$914,537		\$914,537	\$875,994	\$38,544	\$0
<b>Total</b>				<b>\$17,497,131</b>	<b>\$1,000,000</b>	<b>\$18,290,747</b>	<b>\$12,000,000</b>	<b>\$6,290,747</b>	

# Joint Fire Hall and Public Works Building Funding Options

Option 2 - Minizing the impact in 2025 and 2026 by beginning to increase in 2024.

				Source of Funding for Annual Debenture Payment			Annual Breakdown of Debenture		
Year	Annual % Increase to Levy	Additional Levy Added in Current Year (a)	Levy Dedicated in Prior Budgets (b)	Total Levy Used for Debenture Payment (a+ b)	Reserves	Debenture Payment	Principal Amount	Interest Amount	End of Year Principal Balance
2022	1.18%	\$67,872	\$0	\$67,872	\$0				
2023	1.18%	\$70,640	\$67,872	\$138,512	\$0				
2024	3.78%	\$226,025	\$138,512	\$364,537	\$550,000	\$914,537	\$386,537	\$528,000	\$11,613,463
2025	3.76%	\$225,000	\$364,537	\$589,537	\$325,000	\$914,537	\$403,545	\$510,992	\$11,209,918
2026	3.34%	\$200,000	\$589,537	\$789,537	\$125,000	\$914,537	\$421,301	\$493,236	\$10,788,617
2027	2.09%	\$125,000	\$789,537	\$914,537		\$914,537	\$439,838	\$474,699	\$10,348,778
2028	0.00%		\$914,537	\$914,537		\$914,537	\$459,191	\$455,346	\$9,889,587
2029	0.00%		\$914,537	\$914,537		\$914,537	\$479,396	\$435,142	\$9,410,192
2030	0.00%		\$914,537	\$914,537		\$914,537	\$500,489	\$414,048	\$8,909,703
2031	0.00%		\$914,537	\$914,537		\$914,537	\$522,510	\$392,027	\$8,387,192
2032	0.00%		\$914,537	\$914,537		\$914,537	\$545,501	\$369,036	\$7,841,692
2033	0.00%		\$914,537	\$914,537		\$914,537	\$569,503	\$345,034	\$7,272,189
2034	0.00%		\$914,537	\$914,537		\$914,537	\$594,561	\$319,976	\$6,677,628
2035	0.00%		\$914,537	\$914,537		\$914,537	\$620,722	\$293,816	\$6,056,906
2036	0.00%		\$914,537	\$914,537		\$914,537	\$648,034	\$266,504	\$5,408,872
2037	0.00%		\$914,537	\$914,537		\$914,537	\$676,547	\$237,990	\$4,732,325
2038	0.00%		\$914,537	\$914,537		\$914,537	\$706,315	\$208,222	\$4,026,010
2039	0.00%		\$914,537	\$914,537		\$914,537	\$737,393	\$177,144	\$3,288,617
2040	0.00%		\$914,537	\$914,537		\$914,537	\$769,838	\$144,699	\$2,518,779
2041	0.00%		\$914,537	\$914,537		\$914,537	\$803,711	\$110,826	\$1,715,068
2042	0.00%		\$914,537	\$914,537		\$914,537	\$839,074	\$75,463	\$875,994
2043	0.00%		\$914,537	\$914,537		\$914,537	\$875,994	\$38,544	\$0
<b>Total</b>				<b>\$17,497,131</b>	<b>\$1,000,000</b>	<b>\$18,290,747</b>	<b>\$12,000,000</b>	<b>\$6,290,747</b>	

**2023 Capital Projects with Funding Sources**

	DCs	Grant	Levy	Reserves	Cost Sharing	Total
<b>By-law and Septic Vehicles</b>						
Truck Purchase				\$48,500		\$48,500
<b>By-law and Septic Total</b>				<b>\$48,500</b>		<b>\$48,500</b>
<b>Fire and Emergency Services</b>						
<b>Consultant Fees</b>						
Master Fire Plan & Community Risk Assessment			\$35,000			\$35,000
<b>Equipment</b>						
Station 2 Parking Lot Resurfacing			\$30,000			\$30,000
Paging Infrastructure Fees			\$25,000			\$25,000
Station 1 Building Review and Drawings			\$10,000			\$10,000
Fans for the Trucks			\$8,500			\$8,500
Bunker Gear			\$6,000			\$6,000
<b>Fire and Emergency Services Total</b>			<b>\$114,500</b>			<b>\$114,500</b>
<b>General Government</b>						
<b>Bldg Imp</b>						
Municipal Office Front Door Replacement			\$10,000			\$10,000
<b>Consultant Fees</b>						
Development Charge Study	\$30,000					\$30,000
Strategic Plan			\$20,000			\$20,000
Pay Equity Review			\$10,000			\$10,000
<b>General Government Total</b>	<b>\$30,000</b>		<b>\$40,000</b>			<b>\$70,000</b>
<b>Library</b>						
<b>Bldg Imp</b>						
Water Filtration System				\$10,200		\$10,200
Awning				\$10,000		\$10,000
Drywall Repair and Painting				\$5,900		\$5,900
New Flooring				\$5,000		\$5,000
<b>Equipment</b>						
Books and Materials		\$14,000				\$14,000

**2023 Capital Projects with Funding Sources**

	DCs	Grant	Levy	Reserves	Cost Sharing	Total
<b>Library Total</b>		<b>\$14,000</b>		<b>\$31,100</b>		<b>\$45,100</b>
<b>Parks &amp; Recreation</b>						
<b>Bldg Imp</b>						
Compressor Replacement Reserve Contribution (2024 project)			\$20,000			\$20,000
Back Dam Shelter Roof			\$6,500			\$6,500
Water Softener Replacement			\$5,000			\$5,000
Garage Door Replacement			\$5,000			\$5,000
<b>Building</b>						
Clintonia Park Shelter			\$14,000			\$14,000
<b>Equipment</b>						
New Parks Mower			\$20,000			\$20,000
<b>Parks &amp; Recreation Total</b>			<b>\$70,500</b>			<b>\$70,500</b>
<b>Planning and Development</b>						
<b>Consultant Fees</b>						
Zoning By-Law (with in 3 years of OP) - 50%			\$20,000			\$20,000
<b>Planning and Development Total</b>			<b>\$20,000</b>			<b>\$20,000</b>
<b>Roads</b>						
<b>Brushing</b>						
Webster Rd from Cty Rd 8 to Cty Rd 40			\$17,982			\$17,982
4th line North Dummer from Sawmill to County Rd 6			\$17,614			\$17,614
CamplineRd from County Rd 6 to Henderson Rd			\$11,410			\$11,410
Campline Rd from Henderson to Birchview Rd			\$10,883			\$10,883
Sawmill Rd from 3rd Line Dummer To 4th Line Dummer			\$10,157			\$10,157
4 line Douro from Cty Rd 6 to Hwy 28			\$9,567			\$9,567
Caves Road from Cty Rd 4 to Cooper Rd			\$9,197			\$9,197
McCrakens Landing Rd from Cty Rd 6 to North limit			\$8,186			\$8,186
3rd line Douro from Birchview Rd to South limit			\$7,967			\$7,967
4th line Douro from Hwy 28 to North limit			\$5,552			\$5,552
Henderson Rd from Campline to West limit			\$2,296			\$2,296
Landfill Rd from Cty Rd 6 to Transfer Station			\$1,926			\$1,926

**2023 Capital Projects with Funding Sources**

	DCs	Grant	Levy	Reserves	Cost Sharing	Total
Batten Lane from 4th line to limit			\$1,455			\$1,455
<b>Equipment</b>						
Excavator with Brushhead - (John Deere 190)	\$54,000		\$486,000			\$540,000
Snowblower			\$16,000			\$16,000
<b>Gravel</b>						
Center Dummer Rd from 4th line to Cty Rd 40			\$96,259			\$96,259
Bradfield Rd from 7th line to West 1.2 km			\$54,221			\$54,221
Cedar Cross Rd from 3rd line to Payne line			\$51,166			\$51,166
8th line South Dummer from Webster Rd to North limit			\$49,675			\$49,675
Douro 3rd line North of Cty Rd 4 - Culvert replacement and guardrail install			\$49,265			\$49,265
8th line South Dummer from Webster Rd to Cty Rd 8			\$47,441			\$47,441
Douro 3rd Line from Division to Cty Rd 8	\$41,415					\$41,415
7th line Douro from Cty Rd 4 to North limit			\$38,905			\$38,905
6th Line South Dummer from Division to Webster			\$37,776			\$37,776
4th Line Dummer from Cooper Rd to Center Dummer	\$24,473					\$24,473
5th line South Dummer from Webster Rd to North limit			\$24,372			\$24,372
7th line Douro from Division Rd to Bradfield Rd			\$23,142			\$23,142
6th Line South Dummer from Webster to North limit	\$23,142					\$23,142
3rd Line Douro from Birchview to South limit	\$19,509					\$19,509
7th Line South Dummer from Cty Rd 8 to North Limit	\$17,666					\$17,666
Simpson Rd from 12th Line to East limit	\$10,969					\$10,969
4th line Douro from Cty Rd 6 to South limit			\$9,860			\$9,860
3rd Line South Dummer from Division to North limit	\$4,869					\$4,869
7th Line Dummer from Webster to North Limit			\$2,447			\$2,447
<b>Land Improvements</b>						
Gravel Pit Purchase				\$1,600,000		\$1,600,000

**2023 Capital Projects with Funding Sources**

	DCs	Grant	Levy	Reserves	Cost Sharing	Total
<b>Surface Treatment</b>						
Division Road from Douro 3rd Line to Douro 5th Line - 1/2 OSM			\$133,576		\$133,576	\$267,151
Center Dummer Rd - 1.3km Grandfathered as per Council		\$96,347	\$29,333.66			\$125,681
Douro 7th line Rd from County Rd 4 to Bradfield Rd		\$123,243				\$123,243
4th line Rd South Dummer from Center Dummer to Clifford Rd		\$120,720				\$120,720
Division Rd from County Rd 4 to Burham Line - 1/2 OSM			\$50,933		\$50,933	\$101,867
Sawmill Rd from 3rd Line Dummer To 4th Line Dummer		\$75,700				\$75,700
Caves Rd from County Rd 4 to Cooper Rd			\$18,475			\$18,475
<b>Roads Total</b>	<b>\$196,043</b>	<b>\$416,010</b>	<b>\$1,333,036</b>	<b>\$1,600,000</b>	<b>\$184,509</b>	<b>\$3,729,597</b>
<b>Total</b>	<b>\$226,043</b>	<b>\$430,010</b>	<b>\$1,578,036</b>	<b>\$1,679,600</b>	<b>\$184,509</b>	<b>\$4,098,197</b>



**2023 Operating Budget - Draft**

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Corporate</b>							
<b>Corporate</b>							
<b>Reserves</b>							
Transfer to Reserves	\$27,500.00	\$0.00	\$27,500.00	\$0.00	\$27,500.00	\$0.00	0.0%
Transfer From Reserves	-\$166,986.80	\$0.00	-\$20,000.00	\$0.00	-\$20,000.00	\$0.00	0.0%
<b>Reserves Total</b>	<b>-\$139,486.80</b>	<b>\$0.00</b>	<b>\$7,500.00</b>	<b>\$0.00</b>	<b>\$7,500.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Corporate Total</b>	<b>-\$139,486.80</b>	<b>\$0.00</b>	<b>\$7,500.00</b>	<b>\$0.00</b>	<b>\$7,500.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Corporate Total</b>	<b>-\$139,486.80</b>	<b>\$0.00</b>	<b>\$7,500.00</b>	<b>\$0.00</b>	<b>\$7,500.00</b>	<b>\$0.00</b>	<b>0.0%</b>

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.

## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Environmental Services</b>							
<b>Waste Douro</b>							
<b>Expenses</b>							
Contracted Services	\$25,000.00	\$19,232.64	\$25,000.00	\$14,555.90	\$25,000.00	\$0.00	0.0%
Insurance	\$1,563.10	\$1,281.96	\$1,563.10	\$1,070.28	\$1,230.07	-\$333.03	-21.3%
<b>Expenses Total</b>	<b>\$26,563.10</b>	<b>\$20,514.60</b>	<b>\$26,563.10</b>	<b>\$15,626.18</b>	<b>\$26,230.07</b>	<b>-\$333.03</b>	<b>-1.3%</b>
<b>Revenues</b>							
Other Revenues	-\$90,000.00	-\$92,982.21	-\$90,000.00	-\$104,019.52	-\$90,000.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$90,000.00</b>	<b>-\$92,982.21</b>	<b>-\$90,000.00</b>	<b>-\$104,019.52</b>	<b>-\$90,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Waste Douro Total</b>	<b>-\$63,436.90</b>	<b>-\$72,467.61</b>	<b>-\$63,436.90</b>	<b>-\$88,393.34</b>	<b>-\$63,769.93</b>	<b>-\$333.03</b>	<b>0.5%</b>
<b>Waste Hall's Glen</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$36,271.48	\$43,309.58	\$39,757.25	\$44,428.40	\$44,839.14	\$5,081.89	12.8%
Travel and Training	\$255.00	\$45.01	\$255.00	\$65.00	\$255.00	\$0.00	0.0%
Contracted Services	\$16,500.00	\$21,613.83	\$16,500.00	\$21,632.62	\$16,500.00	\$0.00	0.0%
Materials and Supplies	\$1,575.00	\$687.32	\$1,575.00	\$860.87	\$1,575.00	\$0.00	0.0%
Repairs and Maintenance	\$38,330.00	\$28,964.76	\$38,330.00	\$21,319.33	\$38,330.00	\$0.00	0.0%
Utilities	\$1,065.00	\$976.57	\$1,065.00	\$1,238.68	\$1,065.00	\$0.00	0.0%
Internal Rental Recoveries	\$3,000.00	\$3,208.75	\$3,000.00	\$3,206.25	\$3,000.00	\$0.00	0.0%
Insurance	\$1,536.15	\$1,281.96	\$1,536.15	\$1,070.28	\$1,230.07	-\$306.08	-19.9%
<b>Expenses Total</b>	<b>\$98,532.63</b>	<b>\$100,087.78</b>	<b>\$102,018.40</b>	<b>\$93,821.43</b>	<b>\$106,794.21</b>	<b>\$4,775.81</b>	<b>4.7%</b>
<b>Revenues</b>							
Other Revenues	-\$28,500.00	-\$26,456.12	-\$28,500.00	-\$31,210.25	-\$28,500.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$28,500.00</b>	<b>-\$26,456.12</b>	<b>-\$28,500.00</b>	<b>-\$31,210.25</b>	<b>-\$28,500.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Waste Hall's Glen Total</b>	<b>\$70,032.63</b>	<b>\$73,631.66</b>	<b>\$73,518.40</b>	<b>\$62,611.18</b>	<b>\$78,294.21</b>	<b>\$4,775.81</b>	<b>6.5%</b>
<b>Waste Management</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$618.24	\$0.00	\$0.00	0.0%
Travel and Training	\$50.00	\$21.94	\$50.00	\$0.00	\$50.00	\$0.00	0.0%
Contracted Services	\$208,055.00	\$177,028.68	\$208,055.00	\$205,417.90	\$208,055.00	\$0.00	0.0%

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.

## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
Materials and Supplies	\$2,000.00	\$2,437.95	\$2,000.00	\$1,770.83	\$2,000.00	\$0.00	0.0%
Repairs and Maintenance	\$0.00	\$0.00	\$0.00	\$132.29	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$210,105.00</b>	<b>\$179,488.57</b>	<b>\$210,105.00</b>	<b>\$207,939.26</b>	<b>\$210,105.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	-\$2,000.00	-\$2,028.53	-\$2,000.00	-\$829.84	-\$2,000.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$2,000.00</b>	<b>-\$2,028.53</b>	<b>-\$2,000.00</b>	<b>-\$829.84</b>	<b>-\$2,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Waste Management Total</b>	<b>\$208,105.00</b>	<b>\$177,460.04</b>	<b>\$208,105.00</b>	<b>\$207,109.42</b>	<b>\$208,105.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Environmental Services Total</b>	<b>\$214,700.73</b>	<b>\$178,624.09</b>	<b>\$218,186.50</b>	<b>\$181,327.26</b>	<b>\$222,629.29</b>	<b>\$4,442.78</b>	<b>2.0%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>General Government</b>							
<b>Corporate Management</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$716,755.45	\$611,508.97	\$851,089.74	\$760,004.51	\$905,985.39	\$54,895.65	6.5%
Travel and Training	\$19,900.00	\$14,534.37	\$20,000.00	\$18,715.43	\$20,000.00	\$0.00	0.0%
Contracted Services	\$219,762.00	\$117,028.94	\$174,462.00	\$160,818.42	\$64,250.00	-\$110,212.00	-63.2%
Materials and Supplies	\$32,900.00	\$31,331.46	\$38,700.00	\$42,220.17	\$38,700.00	\$0.00	0.0%
Repairs and Maintenance	\$79,430.00	\$66,299.10	\$76,530.00	\$56,133.33	\$54,080.00	-\$22,450.00	-29.3%
Utilities	\$18,300.00	\$23,299.59	\$21,300.00	\$25,105.13	\$22,800.00	\$1,500.00	7.0%
Other Expenses	-\$20,669.96	\$6,333.41	-\$20,669.96	\$6,888.68	-\$20,169.96	\$500.00	-2.4%
Interest Expense	\$300.00	\$368.41	\$300.00	\$183.62	\$300.00	\$0.00	0.0%
Insurance	\$38,000.00	\$44,330.26	\$39,999.62	\$43,828.27	\$57,434.11	\$17,434.48	43.6%
Minor Capital Expenses	\$0.00	\$1,397.33	\$0.00	\$10,270.16	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$1,104,677.49</b>	<b>\$916,431.84</b>	<b>\$1,201,711.41</b>	<b>\$1,124,167.72</b>	<b>\$1,143,379.54</b>	<b>-\$58,331.87</b>	<b>-4.9%</b>
<b>Revenues</b>							
Grants	-\$812,718.00	-\$753,518.33	-\$568,900.00	-\$563,276.47	-\$573,400.00	-\$4,500.00	0.8%
Other Revenues	-\$109,505.00	-\$44,719.52	-\$109,395.00	-\$135,777.83	-\$109,395.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$922,223.00</b>	<b>-\$798,237.85</b>	<b>-\$678,295.00</b>	<b>-\$699,054.30</b>	<b>-\$682,795.00</b>	<b>-\$4,500.00</b>	<b>0.7%</b>
<b>Corporate Management Total</b>	<b>\$182,454.49</b>	<b>\$118,193.99</b>	<b>\$523,416.41</b>	<b>\$425,113.42</b>	<b>\$460,584.54</b>	<b>-\$62,831.87</b>	<b>-12.0%</b>
<b>Council</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$124,046.57	\$124,297.91	\$126,566.36	\$127,456.55	\$142,699.83	\$16,133.46	12.7%
Travel and Training	\$13,400.00	\$2,902.48	\$10,200.00	\$4,616.99	\$10,200.00	\$0.00	0.0%
Contracted Services	\$32,500.00	\$1,567.30	\$9,000.00	\$5,770.65	\$9,000.00	\$0.00	0.0%
Materials and Supplies	\$6,643.00	\$4,219.45	\$3,543.00	\$2,500.66	\$3,543.00	\$0.00	0.0%
Repairs and Maintenance	\$500.00	\$0.00	\$500.00	\$0.00	\$500.00	\$0.00	0.0%
Other Expenses	\$3,900.00	\$1,600.00	\$3,900.00	\$2,003.56	\$3,900.00	\$0.00	0.0%
Insurance	\$3,000.00	\$3,385.80	\$3,000.00	\$1,387.80	\$1,595.00	-\$1,405.00	-46.8%
<b>Expenses Total</b>	<b>\$183,989.57</b>	<b>\$137,972.94</b>	<b>\$156,709.36</b>	<b>\$143,736.21</b>	<b>\$171,437.82</b>	<b>\$14,728.46</b>	<b>9.4%</b>
<b>Council Total</b>	<b>\$183,989.57</b>	<b>\$137,972.94</b>	<b>\$156,709.36</b>	<b>\$143,736.21</b>	<b>\$171,437.82</b>	<b>\$14,728.46</b>	<b>9.4%</b>
<b>Election</b>							

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Expenses</b>							
Contracted Services	\$1,500.00	\$1,450.08	\$58,500.00	\$11,749.91	\$1,700.00	-\$56,800.00	-97.1%
<b>Expenses Total</b>	<b>\$1,500.00</b>	<b>\$1,450.08</b>	<b>\$58,500.00</b>	<b>\$11,749.91</b>	<b>\$1,700.00</b>	<b>-\$56,800.00</b>	<b>-97.1%</b>
<b>Reserves</b>							
Transfer to Reserves	\$14,000.00	\$0.00	\$0.00	\$0.00	\$14,000.00	\$14,000.00	0.0%
Transfer From Reserves	\$0.00	\$0.00	-\$42,000.00	\$0.00	-\$42,000.00	\$0.00	0.0%
<b>Reserves Total</b>	<b>\$14,000.00</b>	<b>\$0.00</b>	<b>-\$42,000.00</b>	<b>\$0.00</b>	<b>-\$28,000.00</b>	<b>\$14,000.00</b>	<b>-33.3%</b>
<b>Revenues</b>							
Other Revenues	\$0.00	\$0.00	\$0.00	-\$800.00	\$0.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$800.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Election Total</b>	<b>\$15,500.00</b>	<b>\$1,450.08</b>	<b>\$16,500.00</b>	<b>\$10,949.91</b>	<b>-\$26,300.00</b>	<b>-\$42,800.00</b>	<b>-259.4%</b>
<b>Town Hall</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$7,418.11	\$5,355.97	\$7,900.94	\$0.00	\$14,230.39	\$6,329.46	80.1%
Travel and Training	\$225.78	\$0.00	\$228.00	\$0.00	\$228.00	\$0.00	0.0%
Contracted Services	\$150.46	\$153.16	\$160.00	\$445.54	\$160.00	\$0.00	0.0%
Materials and Supplies	\$1,117.71	\$0.00	\$1,117.71	\$158.62	\$1,117.71	\$0.00	0.0%
Repairs and Maintenance	-\$10,715.52	\$1,982.67	\$6,000.00	\$1,189.32	\$5,500.00	-\$500.00	-8.3%
Utilities	\$1,848.82	\$4,796.43	\$1,848.82	\$9,152.06	\$6,099.89	\$4,251.07	229.9%
Other Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Insurance	\$1,325.23	\$14,167.88	\$1,325.23	\$14,829.21	\$17,043.21	\$15,717.98	1186.1%
Minor Capital Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$1,370.59</b>	<b>\$26,456.11</b>	<b>\$18,580.70</b>	<b>\$25,774.75</b>	<b>\$44,379.20</b>	<b>\$25,798.51</b>	<b>138.8%</b>
<b>Revenues</b>							
Other Revenues	-\$2,530.21	-\$1,655.44	-\$5,000.00	-\$1,933.60	-\$5,000.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$2,530.21</b>	<b>-\$1,655.44</b>	<b>-\$5,000.00</b>	<b>-\$1,933.60</b>	<b>-\$5,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Town Hall Total</b>	<b>-\$1,159.62</b>	<b>\$24,800.67</b>	<b>\$13,580.70</b>	<b>\$23,841.15</b>	<b>\$39,379.20</b>	<b>\$25,798.51</b>	<b>190.0%</b>
<b>General Government Total</b>	<b>\$380,784.44</b>	<b>\$282,417.68</b>	<b>\$710,206.47</b>	<b>\$603,640.69</b>	<b>\$645,101.57</b>	<b>-\$65,104.90</b>	<b>-9.2%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Health Services</b>							
<b>Cemeteries</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Contracted Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Materials and Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Repairs and Maintenance	\$2,000.00	\$1,777.86	\$2,000.00	\$1,777.86	\$500.00	-\$1,500.00	-75.0%
Internal Rental Recoveries	\$500.00	\$55.00	\$500.00	\$0.00	\$500.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$2,500.00</b>	<b>\$1,832.86</b>	<b>\$2,500.00</b>	<b>\$1,777.86</b>	<b>\$1,000.00</b>	<b>-\$1,500.00</b>	<b>-60.0%</b>
<b>Cemeteries Total</b>	<b>\$2,500.00</b>	<b>\$1,832.86</b>	<b>\$2,500.00</b>	<b>\$1,777.86</b>	<b>\$1,000.00</b>	<b>-\$1,500.00</b>	<b>-60.0%</b>
<b>Cenotaph</b>							
<b>Expenses</b>							
Materials and Supplies	\$0.00	\$108.41	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Repairs and Maintenance	\$750.00	\$1,012.03	\$750.00	\$817.45	\$750.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$750.00</b>	<b>\$1,120.44</b>	<b>\$750.00</b>	<b>\$817.45</b>	<b>\$750.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Cenotaph Total</b>	<b>\$750.00</b>	<b>\$1,120.44</b>	<b>\$750.00</b>	<b>\$817.45</b>	<b>\$750.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Health Services Total</b>	<b>\$3,250.00</b>	<b>\$2,953.30</b>	<b>\$3,250.00</b>	<b>\$2,595.31</b>	<b>\$1,750.00</b>	<b>-\$1,500.00</b>	<b>-46.2%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Planning and Development</b>							
<b>Committee of Adjustment</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$15,024.52	\$11,728.14	\$4,671.59	\$75.63	\$0.00	-\$4,671.59	-100.0%
Travel and Training	\$4,750.00	\$1,106.65	\$7,010.00	\$148.31	\$7,010.00	\$0.00	0.0%
Contracted Services	\$3,500.00	\$2,945.00	\$3,500.00	\$2,375.00	\$3,500.00	\$0.00	0.0%
Materials and Supplies	\$150.00	\$50.01	\$150.00	\$0.00	\$150.00	\$0.00	0.0%
Minor Capital Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$23,424.52</b>	<b>\$15,829.80</b>	<b>\$15,331.59</b>	<b>\$2,598.94</b>	<b>\$10,660.00</b>	<b>-\$4,671.59</b>	<b>-30.5%</b>
<b>Committee of Adjustment Total</b>	<b>\$23,424.52</b>	<b>\$15,829.80</b>	<b>\$15,331.59</b>	<b>\$2,598.94</b>	<b>\$10,660.00</b>	<b>-\$4,671.59</b>	<b>-30.5%</b>
<b>Economic Development</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$13,883.95	\$12,525.73	\$14,444.91	\$8,574.81	\$19,864.07	\$5,419.16	37.5%
Travel and Training	\$45.00	\$0.00	\$45.00	\$0.00	\$45.00	\$0.00	0.0%
Materials and Supplies	\$42,900.00	\$0.00	\$11,200.00	\$0.00	\$11,200.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$56,828.95</b>	<b>\$12,525.73</b>	<b>\$25,689.91</b>	<b>\$8,574.81</b>	<b>\$31,109.07</b>	<b>\$5,419.16</b>	<b>21.1%</b>
<b>Revenues</b>							
Grants	-\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Other Revenues	-\$150.00	\$0.00	-\$150.00	-\$13.27	-\$150.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$10,150.00</b>	<b>\$0.00</b>	<b>-\$150.00</b>	<b>-\$13.27</b>	<b>-\$150.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Economic Development Total</b>	<b>\$46,678.95</b>	<b>\$12,525.73</b>	<b>\$25,539.91</b>	<b>\$8,561.54</b>	<b>\$30,959.07</b>	<b>\$5,419.16</b>	<b>21.2%</b>
<b>Official Plan</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Travel and Training	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Contracted Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Materials and Supplies	\$0.00	\$112.34	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$0.00</b>	<b>\$112.34</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	-\$1,000.00	-\$2,000.00	-\$1,000.00	\$0.00	-\$1,000.00	\$0.00	0.0%

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.



## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Revenues Total</b>	<b>-\$1,000.00</b>	<b>-\$2,000.00</b>	<b>-\$1,000.00</b>	<b>\$0.00</b>	<b>-\$1,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Official Plan Total</b>	<b>-\$1,000.00</b>	<b>-\$1,887.66</b>	<b>-\$1,000.00</b>	<b>\$0.00</b>	<b>-\$1,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Planning &amp; Development Expenses</b>							
Employee Wages and Benefits	\$106,606.18	\$36,633.85	\$88,658.02	\$63,275.69	\$89,215.80	\$557.78	0.6%
Travel and Training	\$765.00	\$549.50	\$765.00	\$189.14	\$2,450.00	\$1,685.00	220.3%
Contracted Services	\$32,200.00	\$1,924.83	\$32,200.00	\$1,489.71	\$4,000.00	-\$28,200.00	-87.6%
Materials and Supplies	\$1,500.00	\$136.71	\$1,500.00	\$2,024.56	\$1,650.00	\$150.00	10.0%
Repairs and Maintenance	\$0.00	\$0.00	\$0.00	\$268.53	\$5,000.00	\$5,000.00	0.0%
Internal Rental Recoveries	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$141,071.18</b>	<b>\$39,244.89</b>	<b>\$123,123.02</b>	<b>\$67,247.63</b>	<b>\$102,315.80</b>	<b>-\$20,807.22</b>	<b>-16.9%</b>
<b>Revenues</b>							
Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Other Revenues	-\$25,800.00	-\$44,497.30	-\$40,200.00	-\$22,752.00	-\$40,200.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$25,800.00</b>	<b>-\$44,497.30</b>	<b>-\$40,200.00</b>	<b>-\$22,752.00</b>	<b>-\$40,200.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Planning &amp; Development Total</b>	<b>\$115,271.18</b>	<b>-\$5,252.41</b>	<b>\$82,923.02</b>	<b>\$44,495.63</b>	<b>\$62,115.80</b>	<b>-\$20,807.22</b>	<b>-25.1%</b>
<b>Zoning By-Law Expenses</b>							
Contracted Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Zoning By-Law Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Planning and Development Total</b>	<b>\$184,374.65</b>	<b>\$21,215.46</b>	<b>\$122,794.52</b>	<b>\$55,656.11</b>	<b>\$102,734.87</b>	<b>-\$20,059.66</b>	<b>-16.3%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Protection Services</b>							
<b>By-Law Enforcement</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$245,688.14	\$247,630.30	\$315,514.91	\$311,623.33	\$556,493.27	\$240,978.36	76.4%
Travel and Training	\$8,200.00	\$5,991.86	\$7,000.00	\$6,238.62	\$7,075.00	\$75.00	1.1%
Contracted Services	\$53,150.00	\$27,183.40	\$60,000.00	\$41,989.63	\$55,000.00	-\$5,000.00	-8.3%
Materials and Supplies	\$5,312.50	\$3,744.08	\$4,950.00	\$2,977.51	\$4,700.00	-\$250.00	-5.1%
Repairs and Maintenance	\$4,000.00	\$3,510.93	\$5,000.00	\$1,388.51	\$6,000.00	\$1,000.00	20.0%
Utilities	\$1,150.00	\$504.67	\$1,920.00	\$746.26	\$3,840.00	\$1,920.00	100.0%
Other Expenses	\$24,669.96	\$0.00	\$24,669.96	\$0.00	\$24,669.96	\$0.00	0.0%
Interest Expense	\$0.00	\$3.96	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Insurance	\$13,000.00	\$10,783.42	\$13,000.00	\$14,829.21	\$17,043.21	\$4,043.21	31.1%
Minor Capital Expenses	\$1,500.00	\$0.00	\$1,500.00	\$2,202.08	\$1,500.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$356,670.60</b>	<b>\$299,352.62</b>	<b>\$433,554.87</b>	<b>\$381,995.15</b>	<b>\$676,321.44</b>	<b>\$242,766.57</b>	<b>56.0%</b>
<b>Reserves</b>							
Transfer to Reserves	\$7,722.57	\$0.00	\$35,165.09	\$0.00	\$67,185.74	\$32,020.66	91.1%
Transfer From Reserves	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Reserves Total</b>	<b>\$7,722.57</b>	<b>\$0.00</b>	<b>\$35,165.09</b>	<b>\$0.00</b>	<b>\$67,185.74</b>	<b>\$32,020.66</b>	<b>91.1%</b>
<b>Revenues</b>							
Grants	\$0.00	\$0.00	-\$5,904.00	-\$2,993.34	-\$4,464.00	\$1,440.00	-24.4%
Other Revenues	-\$364,393.12	-\$666,119.61	-\$462,815.96	-\$613,408.89	-\$739,043.18	-\$276,227.22	59.7%
<b>Revenues Total</b>	<b>-\$364,393.12</b>	<b>-\$666,119.61</b>	<b>-\$468,719.96</b>	<b>-\$616,402.23</b>	<b>-\$743,507.18</b>	<b>-\$274,787.22</b>	<b>58.6%</b>
<b>By-Law Enforcement Total</b>	<b>\$0.05</b>	<b>-\$366,766.99</b>	<b>\$0.00</b>	<b>-\$234,407.08</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Emergency Services</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$21,190.71	\$21,875.68	\$22,174.15	\$20,939.72	\$24,679.67	\$2,505.52	11.3%
Travel and Training	\$405.00	\$0.00	\$405.00	\$87.89	\$155.00	-\$250.00	-61.7%
Contracted Services	\$0.00	\$691.90	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Materials and Supplies	\$150.00	\$9,570.48	\$150.00	\$137.76	\$200.00	\$50.00	33.3%
Repairs and Maintenance	\$0.00	\$1,303.02	\$500.00	\$500.00	\$500.00	\$0.00	0.0%
Utilities	\$1,000.00	\$954.55	\$1,000.00	\$1,163.38	\$1,000.00	\$0.00	0.0%
Internal Rental Recoveries	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
Minor Capital Expenses	\$0.00	\$2,837.06	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$22,745.71</b>	<b>\$37,232.69</b>	<b>\$24,229.15</b>	<b>\$22,828.75</b>	<b>\$26,534.67</b>	<b>\$2,305.52</b>	<b>9.5%</b>
<b>Emergency Services Total</b>	<b>\$22,745.71</b>	<b>\$37,232.69</b>	<b>\$24,229.15</b>	<b>\$22,828.75</b>	<b>\$26,534.67</b>	<b>\$2,305.52</b>	<b>9.5%</b>
<b>Fence Viewing Expenses</b>							
Travel and Training	\$100.00	\$0.00	\$100.00	\$0.00	\$100.00	\$0.00	0.0%
Contracted Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$100.00</b>	<b>\$0.00</b>	<b>\$100.00</b>	<b>\$0.00</b>	<b>\$100.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Fence Viewing Total</b>	<b>\$100.00</b>	<b>\$0.00</b>	<b>\$100.00</b>	<b>\$0.00</b>	<b>\$100.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Livestock Expenses</b>							
Travel and Training	\$450.00	\$48.33	\$450.00	\$150.96	\$450.00	\$0.00	0.0%
Contracted Services	\$750.00	\$160.00	\$750.00	\$480.00	\$750.00	\$0.00	0.0%
Materials and Supplies	\$200.00	\$0.00	\$200.00	\$0.00	\$200.00	\$0.00	0.0%
Insurance	\$5,000.00	\$1,822.80	\$5,000.00	\$2,015.25	\$5,000.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$6,400.00</b>	<b>\$2,031.13</b>	<b>\$6,400.00</b>	<b>\$2,646.21</b>	<b>\$6,400.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	-\$5,200.00	-\$1,882.80	-\$5,200.00	-\$855.25	-\$5,200.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$5,200.00</b>	<b>-\$1,882.80</b>	<b>-\$5,200.00</b>	<b>-\$855.25</b>	<b>-\$5,200.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Livestock Total</b>	<b>\$1,200.00</b>	<b>\$148.33</b>	<b>\$1,200.00</b>	<b>\$1,790.96</b>	<b>\$1,200.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Otonabee CA Expenses</b>							
Taxes Payable	\$99,313.00	\$245,281.00	\$102,657.00	\$102,657.00	\$104,563.00	\$1,906.00	1.9%
<b>Expenses Total</b>	<b>\$99,313.00</b>	<b>\$245,281.00</b>	<b>\$102,657.00</b>	<b>\$102,657.00</b>	<b>\$104,563.00</b>	<b>\$1,906.00</b>	<b>1.9%</b>
<b>Otonabee CA Total</b>	<b>\$99,313.00</b>	<b>\$245,281.00</b>	<b>\$102,657.00</b>	<b>\$102,657.00</b>	<b>\$104,563.00</b>	<b>\$1,906.00</b>	<b>1.9%</b>
<b>Parks &amp; Recreation Expenses</b>							

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$2,109.24	\$2,109.24	0.0%
<b>Expenses Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$2,109.24</b>	<b>\$2,109.24</b>	<b>0.0%</b>
<b>Parks &amp; Recreation Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$2,109.24</b>	<b>\$2,109.24</b>	<b>0.0%</b>
<b>Police</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$1,626.77	\$2,067.89	\$1,670.54	\$1,413.52	\$0.00	-\$1,670.54	-100.0%
Travel and Training	\$2,100.00	\$0.00	\$2,100.00	\$0.00	\$2,100.00	\$0.00	0.0%
Contracted Services	\$987,198.00	\$975,821.24	\$971,094.00	\$947,644.60	\$950,059.00	-\$21,035.00	-2.2%
Materials and Supplies	\$700.00	\$0.00	\$700.00	\$0.00	\$700.00	\$0.00	0.0%
Utilities	\$1,000.00	\$893.11	\$1,000.00	\$885.90	\$1,000.00	\$0.00	0.0%
Internal Rental Recoveries	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Minor Capital Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$992,624.77</b>	<b>\$978,782.24</b>	<b>\$976,564.54</b>	<b>\$949,944.02</b>	<b>\$953,859.00</b>	<b>-\$22,705.54</b>	<b>-2.3%</b>
<b>Reserves</b>							
Transfer to Reserves	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Transfer From Reserves	-\$500.00	\$0.00	-\$500.00	\$0.00	-\$500.00	\$0.00	0.0%
<b>Reserves Total</b>	<b>-\$500.00</b>	<b>\$0.00</b>	<b>-\$500.00</b>	<b>\$0.00</b>	<b>-\$500.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Grants	-\$6,000.00	-\$6,480.63	-\$6,000.00	-\$3,337.72	-\$6,000.00	\$0.00	0.0%
Other Revenues	-\$5,000.00	-\$176.83	-\$5,000.00	\$0.00	-\$5,000.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$11,000.00</b>	<b>-\$6,657.46</b>	<b>-\$11,000.00</b>	<b>-\$3,337.72</b>	<b>-\$11,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Police Total</b>	<b>\$981,124.77</b>	<b>\$972,124.78</b>	<b>\$965,064.54</b>	<b>\$946,606.30</b>	<b>\$942,359.00</b>	<b>-\$22,705.54</b>	<b>-2.4%</b>
<b>Small Animal Control</b>							
<b>Expenses</b>							
Contracted Services	\$12,000.00	\$9,141.14	\$12,000.00	\$5,847.33	\$12,000.00	\$0.00	0.0%
Materials and Supplies	\$230.00	\$218.51	\$230.00	\$0.00	\$230.00	\$0.00	0.0%
Repairs and Maintenance	\$338.13	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$12,568.13</b>	<b>\$9,359.65</b>	<b>\$12,230.00</b>	<b>\$5,847.33</b>	<b>\$12,230.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
Other Revenues	-\$5,000.00	-\$4,555.00	-\$5,000.00	-\$4,260.00	-\$5,000.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$5,000.00</b>	<b>-\$4,555.00</b>	<b>-\$5,000.00</b>	<b>-\$4,260.00</b>	<b>-\$5,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Small Animal Control Total</b>	<b>\$7,568.13</b>	<b>\$4,804.65</b>	<b>\$7,230.00</b>	<b>\$1,587.33</b>	<b>\$7,230.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Source Water Protection Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Contracted Services	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$0.00	0.0%
Materials and Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Source Water Protection Total</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Fire Expenses</b>							
Employee Wages and Benefits	\$333,804.80	\$356,543.28	\$375,926.57	\$364,535.64	\$405,325.28	\$29,398.71	7.8%
Travel and Training	\$52,620.00	\$35,647.40	\$43,220.00	\$32,214.90	\$43,220.00	\$0.00	0.0%
Contracted Services	\$81,675.00	\$75,023.67	\$85,100.00	\$78,575.46	\$125,245.00	\$40,145.00	47.2%
Materials and Supplies	\$36,850.00	\$28,356.06	\$36,250.00	\$18,531.37	\$34,250.00	-\$2,000.00	-5.5%
Repairs and Maintenance	\$62,225.00	\$68,660.36	\$68,850.00	\$50,722.34	\$66,650.00	-\$2,200.00	-3.2%
Utilities	\$20,750.00	\$24,659.21	\$20,250.00	\$32,712.13	\$27,750.00	\$7,500.00	37.0%
Interest Expense	\$0.00	\$17.47	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Internal Rental Recoveries	\$500.00	\$0.00	\$500.00	\$0.00	\$500.00	\$0.00	0.0%
Insurance	\$35,821.69	\$34,474.19	\$35,821.69	\$36,314.48	\$39,347.43	\$3,525.74	9.8%
Minor Capital Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$624,246.49</b>	<b>\$623,381.64</b>	<b>\$665,918.26</b>	<b>\$613,606.32</b>	<b>\$742,287.71</b>	<b>\$76,369.45</b>	<b>11.5%</b>
<b>Reserves</b>							
Transfer to Reserves	\$0.00	\$0.00	\$0.00	\$0.00	\$9,500.00	\$9,500.00	0.0%
Transfer From Reserves	-\$10,000.00	\$0.00	-\$10,000.00	\$0.00	\$0.00	\$10,000.00	-100.0%
<b>Reserves Total</b>	<b>-\$10,000.00</b>	<b>\$0.00</b>	<b>-\$10,000.00</b>	<b>\$0.00</b>	<b>\$9,500.00</b>	<b>\$19,500.00</b>	<b>-195.0%</b>
<b>Revenues</b>							
Other Revenues	-\$41,900.00	-\$47,954.26	-\$41,900.00	-\$34,764.58	-\$43,900.00	-\$2,000.00	4.8%
<b>Revenues Total</b>	<b>-\$41,900.00</b>	<b>-\$47,954.26</b>	<b>-\$41,900.00</b>	<b>-\$34,764.58</b>	<b>-\$43,900.00</b>	<b>-\$2,000.00</b>	<b>4.8%</b>

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.

## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Fire Total</b>	<b>\$572,346.49</b>	<b>\$575,427.38</b>	<b>\$614,018.26</b>	<b>\$578,841.74</b>	<b>\$707,887.71</b>	<b>\$93,869.45</b>	<b>15.3%</b>
<b>Protection Services Total</b>	<b>\$1,692,398.15</b>	<b>\$1,476,251.84</b>	<b>\$1,722,498.95</b>	<b>\$1,427,905.00</b>	<b>\$1,799,983.62</b>	<b>\$77,484.67</b>	<b>4.5%</b>
<b>Recreation and Cultural Services</b>							
<b>Douro Bar</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Contracted Services	\$450.00	\$0.00	\$450.00	\$0.00	\$450.00	\$0.00	0.0%
Materials and Supplies	\$0.00	\$0.00	\$0.00	\$388.40	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$450.00</b>	<b>\$0.00</b>	<b>\$450.00</b>	<b>\$388.40</b>	<b>\$450.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	\$0.00	\$0.00	\$0.00	-\$3,893.64	\$0.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$3,893.64</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Douro Bar Total</b>	<b>\$450.00</b>	<b>\$0.00</b>	<b>\$450.00</b>	<b>-\$3,505.24</b>	<b>\$450.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Douro Canteen</b>							
<b>Revenues</b>							
Other Revenues	-\$400.00	\$0.00	-\$400.00	-\$487.72	-\$400.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$400.00</b>	<b>\$0.00</b>	<b>-\$400.00</b>	<b>-\$487.72</b>	<b>-\$400.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Douro Canteen Total</b>	<b>-\$400.00</b>	<b>\$0.00</b>	<b>-\$400.00</b>	<b>-\$487.72</b>	<b>-\$400.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Douro Kitchen</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$56.60	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Materials and Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Repairs and Maintenance	\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$1,000.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$1,000.00</b>	<b>\$56.60</b>	<b>\$1,000.00</b>	<b>\$0.00</b>	<b>\$1,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	-\$500.00	\$0.00	-\$500.00	-\$75.00	-\$500.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$500.00</b>	<b>\$0.00</b>	<b>-\$500.00</b>	<b>-\$75.00</b>	<b>-\$500.00</b>	<b>\$0.00</b>	<b>0.0%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Douro Kitchen Total</b>	<b>\$500.00</b>	<b>\$56.60</b>	<b>\$500.00</b>	<b>-\$75.00</b>	<b>\$500.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Douro Rec Centre</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$509.52	\$0.00	\$0.00	0.0%
Materials and Supplies	\$25.00	\$0.00	\$25.00	\$0.00	\$25.00	\$0.00	0.0%
Repairs and Maintenance	\$1,030.00	\$0.00	\$1,030.00	\$35.62	\$1,030.00	\$0.00	0.0%
Utilities	\$3,500.00	\$4,005.29	\$3,500.00	\$4,063.41	\$4,005.29	\$505.29	14.4%
<b>Expenses Total</b>	<b>\$4,555.00</b>	<b>\$4,005.29</b>	<b>\$4,555.00</b>	<b>\$4,608.55</b>	<b>\$5,060.29</b>	<b>\$505.29</b>	<b>11.1%</b>
<b>Revenues</b>							
Other Revenues	-\$1,000.00	\$0.00	\$0.00	\$0.00	-\$1,000.00	-\$1,000.00	0.0%
<b>Revenues Total</b>	<b>-\$1,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$1,000.00</b>	<b>-\$1,000.00</b>	<b>0.0%</b>
<b>Douro Rec Centre Total</b>	<b>\$3,555.00</b>	<b>\$4,005.29</b>	<b>\$4,555.00</b>	<b>\$4,608.55</b>	<b>\$4,060.29</b>	<b>-\$494.71</b>	<b>-10.9%</b>
<b>Douro Rink (Community Centre)</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$128,455.50	\$114,360.57	\$179,323.63	\$166,278.89	\$188,847.10	\$9,523.47	5.3%
Travel and Training	\$4,650.00	\$1,539.20	\$4,300.00	\$2,723.79	\$4,300.00	\$0.00	0.0%
Contracted Services	\$6,150.00	\$3,119.74	\$6,150.00	\$1,208.84	\$5,700.00	-\$450.00	-7.3%
Materials and Supplies	\$7,740.00	\$6,286.65	\$7,700.00	\$6,176.38	\$7,300.00	-\$400.00	-5.2%
Repairs and Maintenance	\$53,225.00	\$42,746.71	\$60,700.00	\$47,971.88	\$40,700.00	-\$20,000.00	-32.9%
Utilities	\$97,120.00	\$80,724.55	\$114,070.00	\$91,600.91	\$114,300.00	\$230.00	0.2%
Internal Rental Recoveries	\$1,500.00	\$580.00	\$1,500.00	\$873.75	\$1,500.00	\$0.00	0.0%
Insurance	\$26,950.00	\$28,005.25	\$29,645.00	\$31,121.63	\$35,768.09	\$6,123.09	20.7%
<b>Expenses Total</b>	<b>\$325,790.50</b>	<b>\$277,362.67</b>	<b>\$403,388.63</b>	<b>\$347,956.07</b>	<b>\$398,415.19</b>	<b>-\$4,973.44</b>	<b>-1.2%</b>
<b>Revenues</b>							
Other Revenues	-\$70,537.27	-\$135,127.63	-\$225,371.00	-\$164,901.65	-\$225,300.00	\$71.00	0.0%
<b>Revenues Total</b>	<b>-\$70,537.27</b>	<b>-\$135,127.63</b>	<b>-\$225,371.00</b>	<b>-\$164,901.65</b>	<b>-\$225,300.00</b>	<b>\$71.00</b>	<b>0.0%</b>
<b>Douro Rink (Community Centre) Total</b>	<b>\$255,253.23</b>	<b>\$142,235.04</b>	<b>\$178,017.63</b>	<b>\$183,054.42</b>	<b>\$173,115.19</b>	<b>-\$4,902.44</b>	<b>-2.8%</b>
<b>Historical Committee</b>							

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$9,256.20	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Materials and Supplies	\$3,250.00	\$1,405.96	\$3,250.00	\$0.00	\$3,250.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$3,250.00</b>	<b>\$10,662.16</b>	<b>\$3,250.00</b>	<b>\$0.00</b>	<b>\$3,250.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	\$0.00	-\$115.00	\$0.00	-\$30.00	\$0.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>\$0.00</b>	<b>-\$115.00</b>	<b>\$0.00</b>	<b>-\$30.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Historical Committee Total</b>	<b>\$3,250.00</b>	<b>\$10,547.16</b>	<b>\$3,250.00</b>	<b>-\$30.00</b>	<b>\$3,250.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Parks &amp; Recreation</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$59,275.47	\$47,013.32	\$85,706.19	\$63,842.47	\$99,677.56	\$13,971.37	16.3%
Travel and Training	\$3,450.00	\$331.90	\$2,950.00	\$1,528.74	\$3,850.00	\$900.00	30.5%
Contracted Services	\$1,750.00	\$990.37	\$1,750.00	\$6,595.46	\$1,750.00	\$0.00	0.0%
Materials and Supplies	\$12,750.00	\$10,867.24	\$6,900.00	\$3,350.43	\$7,000.00	\$100.00	1.4%
Repairs and Maintenance	\$25,850.00	\$23,749.60	\$30,150.00	\$19,628.33	\$26,150.00	-\$4,000.00	-13.3%
Utilities	\$675.00	\$407.13	\$675.00	\$800.16	\$750.00	\$75.00	11.1%
Internal Rental Recoveries	\$4,000.00	\$330.00	\$2,000.00	\$4,120.00	\$2,000.00	\$0.00	0.0%
Insurance	\$7,276.50	\$6,400.06	\$7,276.50	\$7,140.79	\$8,206.91	\$930.41	12.8%
Minor Capital Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$115,026.97</b>	<b>\$90,089.62</b>	<b>\$137,407.69</b>	<b>\$107,006.38</b>	<b>\$149,384.47</b>	<b>\$11,976.78</b>	<b>8.7%</b>
<b>Revenues</b>							
Other Revenues	-\$6,000.00	-\$4,745.00	-\$9,000.00	-\$8,624.57	-\$10,500.00	-\$1,500.00	16.7%
<b>Revenues Total</b>	<b>-\$6,000.00</b>	<b>-\$4,745.00</b>	<b>-\$9,000.00</b>	<b>-\$8,624.57</b>	<b>-\$10,500.00</b>	<b>-\$1,500.00</b>	<b>16.7%</b>
<b>Parks &amp; Recreation Total</b>	<b>\$109,026.97</b>	<b>\$85,344.62</b>	<b>\$128,407.69</b>	<b>\$98,381.81</b>	<b>\$138,884.47</b>	<b>\$10,476.78</b>	<b>8.2%</b>
<b>Santa Parade</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$965.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Materials and Supplies	\$3,501.00	\$6,233.12	\$0.00	\$851.94	\$0.00	\$0.00	0.0%
Repairs and Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$4,466.00</b>	<b>\$6,233.12</b>	<b>\$0.00</b>	<b>\$851.94</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Revenues</b>							
Other Revenues	-\$700.00	\$0.00	\$0.00	-\$699.99	\$0.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$700.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$699.99</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Santa Parade Total</b>	<b>\$3,766.00</b>	<b>\$6,233.12</b>	<b>\$0.00</b>	<b>\$151.95</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Warsaw Bar</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$112.29	\$0.00	\$0.00	0.0%
Materials and Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$112.29</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Warsaw Bar Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$112.29</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Warsaw Canteen</b>							
<b>Revenues</b>							
Other Revenues	-\$400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$400.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Warsaw Canteen Total</b>	<b>-\$400.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Warsaw Kitchen</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Materials and Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Warsaw Kitchen Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Warsaw Rink (Community Centre)</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$103,052.80	\$70,219.50	\$157,050.99	\$75,275.93	\$143,258.65	-\$13,792.34	-8.8%
Travel and Training	\$3,050.00	\$1,539.19	\$2,700.00	\$2,723.81	\$3,300.00	\$600.00	22.2%
Contracted Services	\$2,875.00	\$1,941.18	\$2,875.00	\$811.50	\$3,125.00	\$250.00	8.7%
Materials and Supplies	\$7,800.00	\$6,235.50	\$7,800.00	\$6,326.85	\$5,950.00	-\$1,850.00	-23.7%
Repairs and Maintenance	\$40,200.00	\$38,732.11	\$51,650.00	\$35,071.22	\$30,150.00	-\$21,500.00	-41.6%
Utilities	\$62,615.00	\$39,813.16	\$72,740.00	\$50,038.40	\$80,250.00	\$7,510.00	10.3%
Internal Rental Recoveries	\$2,000.00	\$552.50	\$2,000.00	\$792.50	\$2,000.00	\$0.00	0.0%
Insurance	\$21,021.00	\$20,795.40	\$21,021.00	\$23,562.19	\$27,080.02	\$6,059.02	28.8%
Minor Capital Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$242,613.80</b>	<b>\$179,828.54</b>	<b>\$317,836.99</b>	<b>\$194,602.40</b>	<b>\$295,113.68</b>	<b>-\$22,723.31</b>	<b>-7.1%</b>
<b>Revenues</b>							
Other Revenues	-\$44,555.45	-\$60,707.27	-\$120,000.00	-\$39,548.65	-\$120,300.00	-\$300.00	0.2%
<b>Revenues Total</b>	<b>-\$44,555.45</b>	<b>-\$60,707.27</b>	<b>-\$120,000.00</b>	<b>-\$39,548.65</b>	<b>-\$120,300.00</b>	<b>-\$300.00</b>	<b>0.2%</b>
<b>Warsaw Rink (Community Centre) Total</b>	<b>\$198,058.35</b>	<b>\$119,121.27</b>	<b>\$197,836.99</b>	<b>\$155,053.75</b>	<b>\$174,813.68</b>	<b>-\$23,023.31</b>	<b>-11.6%</b>
<b>Library</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$69,557.99	\$52,309.92	\$92,983.21	\$71,616.27	\$124,241.80	\$31,258.59	33.6%
Travel and Training	\$2,890.00	\$1,394.67	\$2,890.00	\$3,458.90	\$2,990.00	\$100.00	3.5%
Contracted Services	\$6,960.00	\$5,748.40	\$6,960.00	\$4,910.72	\$7,050.00	\$90.00	1.3%
Materials and Supplies	\$6,900.00	\$3,361.98	\$6,900.00	\$4,465.94	\$6,900.00	\$0.00	0.0%
Repairs and Maintenance	\$10,100.00	\$5,217.47	\$6,800.00	\$11,961.93	\$5,800.00	-\$1,000.00	-14.7%
Utilities	\$8,600.00	\$7,466.19	\$8,600.00	\$10,879.26	\$8,600.00	\$0.00	0.0%
Other Expenses	\$20.00	\$12.00	\$20.00	\$12.00	\$20.00	\$0.00	0.0%
Interest Expense	\$10.00	\$18.72	\$10.00	\$0.00	\$10.00	\$0.00	0.0%
Internal Rental Recoveries	\$204.00	\$0.00	\$204.00	\$137.50	\$204.00	\$0.00	0.0%
Insurance	\$2,371.60	\$2,413.78	\$2,371.60	\$2,746.44	\$3,156.48	\$784.88	33.1%
Minor Capital Expenses	\$5,027.00	\$1,707.53	\$4,200.00	\$5,815.29	\$4,200.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$112,640.59</b>	<b>\$79,650.66</b>	<b>\$131,938.81</b>	<b>\$116,004.25</b>	<b>\$163,172.29</b>	<b>\$31,233.48</b>	<b>23.7%</b>

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.

**2023 Operating Budget - Draft**

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Revenues</b>							
Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Other Revenues	-\$1,127.64	-\$949.50	-\$1,127.64	-\$337.64	-\$1,075.62	\$52.02	-4.6%
<b>Revenues Total</b>	<b>-\$1,127.64</b>	<b>-\$949.50</b>	<b>-\$1,127.64</b>	<b>-\$337.64</b>	<b>-\$1,075.62</b>	<b>\$52.02</b>	<b>-4.6%</b>
<b>Library Total</b>	<b>\$111,512.95</b>	<b>\$78,701.16</b>	<b>\$130,811.17</b>	<b>\$115,666.61</b>	<b>\$162,096.67</b>	<b>\$31,285.50</b>	<b>23.9%</b>
<b>Recreation and Cultural Services Total</b>	<b>\$684,572.51</b>	<b>\$446,244.26</b>	<b>\$643,428.48</b>	<b>\$552,931.42</b>	<b>\$656,770.30</b>	<b>\$13,341.82</b>	<b>2.1%</b>

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.

## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Taxation</b>							
<b>Municipal</b>							
<b>Expenses</b>							
Materials and Supplies	\$10,000.00	\$5,035.85	\$10,000.00	\$8,962.56	\$10,000.00	\$0.00	0.0%
Other Expenses	\$25,000.00	\$49,808.02	\$25,000.00	\$17,221.88	\$25,000.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$35,000.00</b>	<b>\$54,843.87</b>	<b>\$35,000.00</b>	<b>\$26,184.44</b>	<b>\$35,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Revenues</b>							
Other Revenues	-\$136,340.00	-\$134,980.07	-\$136,340.00	-\$141,036.17	-\$136,340.00	\$0.00	0.0%
Taxation Revenue	-\$9,841.43	-\$36,660.29	-\$9,841.43	-\$3,335.50	-\$9,299.83	\$541.60	-5.5%
<b>Revenues Total</b>	<b>-\$146,181.43</b>	<b>-\$171,640.36</b>	<b>-\$146,181.43</b>	<b>-\$144,371.67</b>	<b>-\$145,639.83</b>	<b>\$541.60</b>	<b>-0.4%</b>
<b>Municipal Total</b>	<b>-\$111,181.43</b>	<b>-\$116,796.49</b>	<b>-\$111,181.43</b>	<b>-\$118,187.23</b>	<b>-\$110,639.83</b>	<b>\$541.60</b>	<b>-0.5%</b>
<b>Municipal Supps</b>							
<b>Revenues</b>							
Taxation Revenue	-\$50,000.00	-\$42,917.11	-\$50,000.00	-\$86,168.93	-\$50,000.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$50,000.00</b>	<b>-\$42,917.11</b>	<b>-\$50,000.00</b>	<b>-\$86,168.93</b>	<b>-\$50,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Municipal Supps Total</b>	<b>-\$50,000.00</b>	<b>-\$42,917.11</b>	<b>-\$50,000.00</b>	<b>-\$86,168.93</b>	<b>-\$50,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Taxation Total</b>	<b>-\$161,181.43</b>	<b>-\$159,713.60</b>	<b>-\$161,181.43</b>	<b>-\$204,356.16</b>	<b>-\$160,639.83</b>	<b>\$541.60</b>	<b>-0.3%</b>

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## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Transportation Services</b>							
<b>Roads</b>							
<b>Expenses</b>							
Employee Wages and Benefits	\$734,237.89	\$629,454.19	\$802,801.35	\$730,815.65	\$879,201.55	\$76,400.19	9.5%
Travel and Training	\$13,400.00	\$2,046.14	\$13,400.00	\$13,159.03	\$13,440.00	\$40.00	0.3%
Contracted Services	\$199,051.60	\$262,379.27	\$121,781.21	\$190,614.89	\$101,643.00	-\$20,138.21	-16.5%
Materials and Supplies	\$282,418.00	\$367,454.74	\$282,418.00	\$336,320.81	\$350,283.00	\$67,865.00	24.0%
Repairs and Maintenance	\$214,602.00	\$201,981.41	\$214,602.00	\$206,722.84	\$229,628.00	\$15,026.00	7.0%
Utilities	\$22,999.00	\$16,903.68	\$22,999.00	\$17,671.57	\$22,999.00	\$0.00	0.0%
Internal Rental Recoveries	-\$308,850.00	-\$142,775.00	-\$152,129.00	-\$146,540.25	-\$127,609.00	\$24,520.00	-16.1%
Insurance	\$35,843.50	\$35,156.90	\$35,843.50	\$37,320.66	\$42,892.63	\$7,049.13	19.7%
Minor Capital Expenses	\$3,500.00	\$3,866.88	\$3,500.00	\$0.00	\$3,500.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$1,197,201.99</b>	<b>\$1,376,468.21</b>	<b>\$1,345,216.06</b>	<b>\$1,386,085.20</b>	<b>\$1,515,978.18</b>	<b>\$170,762.12</b>	<b>12.7%</b>
<b>Reserves</b>							
Transfer to Reserves	\$51,658.76	\$0.00	\$79,263.54	\$0.00	\$148,773.14	\$69,509.60	87.7%
Transfer From Reserves	-\$6,770.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Reserves Total</b>	<b>\$44,888.76</b>	<b>\$0.00</b>	<b>\$79,263.54</b>	<b>\$0.00</b>	<b>\$148,773.14</b>	<b>\$69,509.60</b>	<b>87.7%</b>
<b>Revenues</b>							
Grants	\$0.00	-\$417,325.49	\$0.00	-\$308,935.29	\$0.00	\$0.00	0.0%
Other Revenues	-\$59,250.00	-\$78,404.77	-\$59,250.00	-\$67,946.51	-\$62,750.00	-\$3,500.00	5.9%
<b>Revenues Total</b>	<b>-\$59,250.00</b>	<b>-\$495,730.26</b>	<b>-\$59,250.00</b>	<b>-\$376,881.80</b>	<b>-\$62,750.00</b>	<b>-\$3,500.00</b>	<b>5.9%</b>
<b>Roads Total</b>	<b>\$1,182,840.75</b>	<b>\$880,737.95</b>	<b>\$1,365,229.60</b>	<b>\$1,009,203.40</b>	<b>\$1,602,001.32</b>	<b>\$236,771.72</b>	<b>17.3%</b>
<b>Solar Panels</b>							
<b>Expenses</b>							
Contracted Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Repairs and Maintenance	\$2,200.00	\$1,383.83	\$2,200.00	\$4,789.95	\$2,200.00	\$0.00	0.0%
Utilities	\$200.00	\$167.42	\$200.00	\$0.00	\$200.00	\$0.00	0.0%
<b>Expenses Total</b>	<b>\$2,400.00</b>	<b>\$1,551.25</b>	<b>\$2,400.00</b>	<b>\$4,789.95</b>	<b>\$2,400.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Reserves</b>							
Transfer to Reserves	\$17,700.00	\$0.00	\$17,700.00	\$0.00	\$17,700.00	\$0.00	0.0%
<b>Reserves Total</b>	<b>\$17,700.00</b>	<b>\$0.00</b>	<b>\$17,700.00</b>	<b>\$0.00</b>	<b>\$17,700.00</b>	<b>\$0.00</b>	<b>0.0%</b>

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.

## 2023 Operating Budget - Draft

	2021 Budget	2021 Actuals	2022 Budget	2022 YTD Actuals*	2023 Budget	Change (\$)	Change (%)
<b>Revenues</b>							
Other Revenues	-\$25,000.00	-\$21,345.30	-\$25,000.00	-\$18,245.25	-\$25,000.00	\$0.00	0.0%
<b>Revenues Total</b>	<b>-\$25,000.00</b>	<b>-\$21,345.30</b>	<b>-\$25,000.00</b>	<b>-\$18,245.25</b>	<b>-\$25,000.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Solar Panels Total</b>	<b>-\$4,900.00</b>	<b>-\$19,794.05</b>	<b>-\$4,900.00</b>	<b>-\$13,455.30</b>	<b>-\$4,900.00</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Transportation Services Total</b>	<b>\$1,177,940.75</b>	<b>\$860,943.90</b>	<b>\$1,360,329.60</b>	<b>\$995,748.10</b>	<b>\$1,597,101.32</b>	<b>\$236,771.72</b>	<b>17.4%</b>
<b>Grand Total</b>	<b>\$4,037,352.99</b>	<b>\$3,108,936.93</b>	<b>\$4,627,013.09</b>	<b>\$3,615,447.73</b>	<b>\$4,872,931.12</b>	<b>\$245,918.03</b>	

\*2022 Year to Date (YTD) Actuals are shown until end of December but do not fully capture all costs/revenues as delays can occur with the receipt and subsequent payment of invoices.



**Recommendation:**

That the C.A.O.-2023-05 report, dated February 7, 2023, regarding a Service Delivery Review Status Update be received; and

That Staff provide quarterly updates to Council on the progress of the recommendations and initiatives identified in the Township of Douro-Dummer Service Delivery and Operational Review.

**Overview:**

Following the completion of the Service Delivery and Operational Review and the report provided in 2020, an implementation committee was established to prioritize and maintain a timeline for completion of the recommendations within that report.

In 2021 and 2022 the Service Delivery Implementation Committee met regularly to review the progress and track the tasks and assignments of each department and staff member.

Significant progress has been made especially in areas such as human resources and internal financial procedures have seen significant improvements due to the completion of many of the recommendations.

Attached is a copy of the final Township of Douro-Dummer Service Delivery Review and Operational Plan prepared by WSCS Consulting and the corresponding spreadsheet identifying the recommendations and progress that has been made since Council received the report in 2020.

**Conclusion:**

As we prepare to update our Strategic Plan, it was felt that this document should be provided to Council in advance for your review and to promote discussion about priorities as we move forward and plan for this term of Council.

Staff are suggesting at this time that the formal Committee with a Council appointee is not necessary due to the accomplishments but that staff will continue to monitor the progress and report quarterly to Council.

**Financial Impact:**

There is no financial impact with this report.

**Strategic Plan Applicability:**

To ensure and enable an effective and efficient municipal administration.



**WSCS**  
**Consulting**

Think Beyond

**Township of Douro-Dummer**  
**Service Delivery and Operational Review**

**Final Report - August 24, 2020**



# **NEW DIRECTION**

# **SUSTAINABLE FUTURE**

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# Service Delivery and Operational Review

## NEW DIRECTION, SUSTAINABLE FUTURE

### 1. EXECUTIVE SUMMARY

The Township of Douro-Dummer (the “Township”) is a lower tier municipality in Peterborough County which was formed through amalgamation in 1998. It retains a mixed ward/at-large electoral system which keeps its pre-amalgamation history intact. Its permanent population of 6,709 balloons in the summer months with those eager to escape the city for more tranquil surroundings and lakefront living. Its proximity to the Greater Toronto Area (GTA) and relatively low taxes makes the Township very attractive for families and retirees. Growth to the east of the GTA is increasing rapidly and the Township is seeing some of this expansion, primarily residential.

In order to be ready for this growth, the Township needs to put the foundation in place to support the increased demands. This includes organizational capacity, systems,

policies and processes that support the long-term strategic vision for the community.

WSCS Consulting Incorporated (WSCS) was engaged to assist the Township through a Service Delivery and Organizational Review, funded by the Municipal Modernization Fund. This fund was created following the release of the government regional review. Steve Clark MPP announced that it *“would not be forcing amalgamation on any municipality but did offer funding to audit financial books and review how services are delivered.”* Municipal leaders responded by stating that; *“People expect the province and municipalities to work together... When we work together to meet shared goals, we can deliver better services for people, and respect for taxpayers.”*<sup>1</sup> Our review revealed that the Township is at a critical juncture. It has seen retirements of long-serving managers in the last six months and organizational challenges that have put significant strain on service delivery. Work management has been primarily reactive and little focus has been placed on long-term planning. The Township must look

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<sup>1</sup> Association of Municipalities of Ontario President

at new ways of doing business and deliver services in a sustainable manner.

There is a lack of defined accountability framework which has resulted in confusion of roles and duplication of effort. While the Township has made some strides in technological advancement, processes remain manual and paper-based. Systems are underutilized and there is a lack of integration between systems. There has been insufficient attention to the implementation of systems and training leading to a significant amount of non-value-added activities and a waste of staff talent. All this being said, one cannot deny the Township has many dedicated staff who serve customers well and have a desire to make process improvements. By doing so, staff will gain the capacity needed to concentrate on the more value-added work such as long-term planning, analysis and enhanced customer service.

Municipalities are expected to look for better ways of doing business and becoming more efficient. Given COVID-19, there is heightened need to move to paperless, contactless processes and services including; online applications, electronic notices, bills, and document management. Being able to access information remotely in one place, has never been more important. The Township has done some work in this regard, but more effort is needed.

Our report provides 74 opportunities for the Township and a roadmap towards sustainability, improved customer services and employee morale. We are confident that the recommendations in this report are achievable but will take three to five years to implement and will require an

investment of money and resources in order to achieve long-term savings. In total, the investment of \$1.1 million is estimated across the 74 recommendations with savings of \$620k in the first 3 years. Over a 10-year period, we estimate savings and/or cost avoidance of \$5 million. Much of the investment requires technology and training (\$200k). These costs as well as professional expertise could be reduced through partnerships and sharing. We do recommend that all municipalities in PB County create a Shared Service Task Force with the view to eliminate duplication of effort and improve customer services. Particular areas of focus should include recreation, waste management, winter control, fire services, development/building/bylaw services and all corporate services.

We also believe that implementation of the recommendations requires a governance structure and a change management strategy to keep the momentum going. If the Township does not manage the “PEOPLE SIDE OF CHANGE”, it will not be successful.

We highly recommend the Township assign a “corporate champion” to provide oversight for the implementation of these recommendations with regular progress reporting towards the results.



## 2. PROJECT OBJECTIVE

The objectives of the Service Delivery and Operational Review were identified in the RFP as follows:

1. Assess the degree to which the organizational structure, resources, procedures and systems are in place to meet operational requirements and objectives;
2. Compare the municipality to others - identify “best practices”, assess processes and identify areas of efficiency; and
3. Provide recommendations regarding organizational structure, eliminate duplication and overlap in roles/responsibilities, improve technology utilization, improve service quality and delivery time, identify new revenue sources and cost savings.

The desired outcomes of a Service Delivery Review are summarized in Figure I. **Error! Reference source not found.**



FIGURE I:SERVICE DELIVERY REVIEWS - KEYS TO SUCCESS

Figure 2: 10 CRUCIAL QUESTIONS for Service Delivery Reviews were explored as part of the analysis of each Township service. These questions provided for both internal and external view of the services and how they currently perform in relation to the expectations from the Township's stakeholders.

**1. Do we REALLY need to be in this business?** This question arises through the evaluation of mandatory and discretionary services. The determination of how a mandatory service is delivered is addressed as part of question 9.



FIGURE 2: 10 CRUCIAL QUESTIONS



**2. What do citizens expect of the service and what outcomes does council want for the service?**

This would typically require consultation on levels of service and expectations. Because the scope did not include community consultation, we utilized documentation and service requests to determine the level of satisfaction with the services.

**3. How does current performance compare to expected performance?**

Like Question 2, we utilized the performance data that the Township currently collects in order to assess the degree to which the current performance meets the expectations. Where performance measures were not available, we made recommendations for new or updated key performance metrics to be collected and monitored in the future.

**4. Do the activities logically lead to the expected outcomes?**

The review of each service included an assessment of the processes and practices utilized to deliver the services. As discussed in this report, the Township does not have a strategic plan for all services. Therefore, we have utilized typical expected outcomes for the services where plans were not published. For example, By-law Enforcement desired outcome is typically an increase in compliance, and reduced complaints. While the Township does not have a specific target, we assessed the degree to which the activities undertaken in Bylaw services would reduce non-compliance.

**5. How is demand for the service being managed?**

This question points to the management practices and systems to anticipate workload demand, assign resources and report on results.

**6. What are the full costs and benefits of the service?**

Full cost entails the assessment to deliver the service including utilizing assets. The ability to assess these costs is directly related to the way the municipality collects and assigns costs to the service. Benefits, points to the determination of “who is better off” as a result of the services provided.

**7. How can benefits and outputs of the service be increased?**

By looking at how services are delivered, we can assess opportunities for increased benefits, perhaps through improved service delivery mechanisms to reach more people or added results. Outputs can generally be increased with improved processes or alternative mechanisms to produce more results.

**8. How can the number and cost of inputs be decreased?**

Inputs include staff time, materials and supplies, as well as utilization of assets to deliver services. Becoming more efficient means decreasing inputs but producing the same or more results. That is, lower costs per unit produced. Typically, this is achievable through elimination of non-value-added activities (duplication, errors, inventory, waiting, extra/over-processing) in processes (LEAN), better management of assets and life cycle costs. Technology is one way in which the cost of inputs can be reduced. Improved maintenance practices for assets will also reduce costs, including loss due to downtime.

**9. What are the alternative ways of delivering the service?**

Alternative service delivery is the process of looking to other ways to provide services including outsourcing, and or private/public partnerships.

**10. How do we balance the needs of today while planning for tomorrow?**

This is the review of the service over a continuum of time. Long-term service planning includes an analysis of current demands vs. forecasting for the future.

### 3. PROJECT SCOPE

1. **Project Initiation:** Met with Council to provide an overview of the project and allow for questions and clarification. At this meeting, Council decided that the project should be governed by a Steering Committee represented by Council, staff and management.
2. **Steering Committee:** Formulated at the commencement of the project. Staff were canvassed to volunteer for representation. The Steering Committee included the; Interim CAO, Chief Building Official, a full-time Equipment Operator, Deputy Mayor Moher and Councillor Watt.
3. **SWOT (Strengths, Weaknesses, Opportunities and Threats)** focus groups held with Council and staff in March, 2020.
4. **Staff Engagement Survey:** Development and Administration of staff survey from April 2-26, 2020.
5. **Council Survey:** Conducted an online survey from March 30 to April 11, 2020.
6. **Environmental Scan:** Reviewed relevant documentation; benchmarked Township services against comparators to identify opportunities for improved efficiencies and effectiveness; met with key stakeholders (e.g. Mayor, Council, CAO, Senior Management Team and staff) to understand the current operating environment.
7. **Review of Current Service Delivery Model:** Developed an inventory of programs, services (service profiles) and processes provided by the Township.

8. **Opportunity Identification:** Identified potential opportunities to achieve the most efficient and operationally effective approach to service delivery and organizational structure. Three separate sessions were held to allow Council and the SDR Steering Committee to provide input and reaction to opportunities identified. Additional analysis was performed following these sessions to enhance the findings in the final report.
9. **Final Report & Presentation:** Developed and presented a final report with recommendations on the Township's service delivery model to Council and Steering Committee.

## 4. METHODOLOGY

Our methodology included a combination of documentation reviews (over 700 files), consultations, focus groups, interviews, system walkthroughs, benchmarking and data analysis (Figure 3). This work was undertaken over a five-month period commencing February 2020 with an interim report delivered to Council in May 2020.

The opportunities were presented to Township Council and the Steering Committee in June 2020.

Updates to this final report include comments and recommendations from these groups.

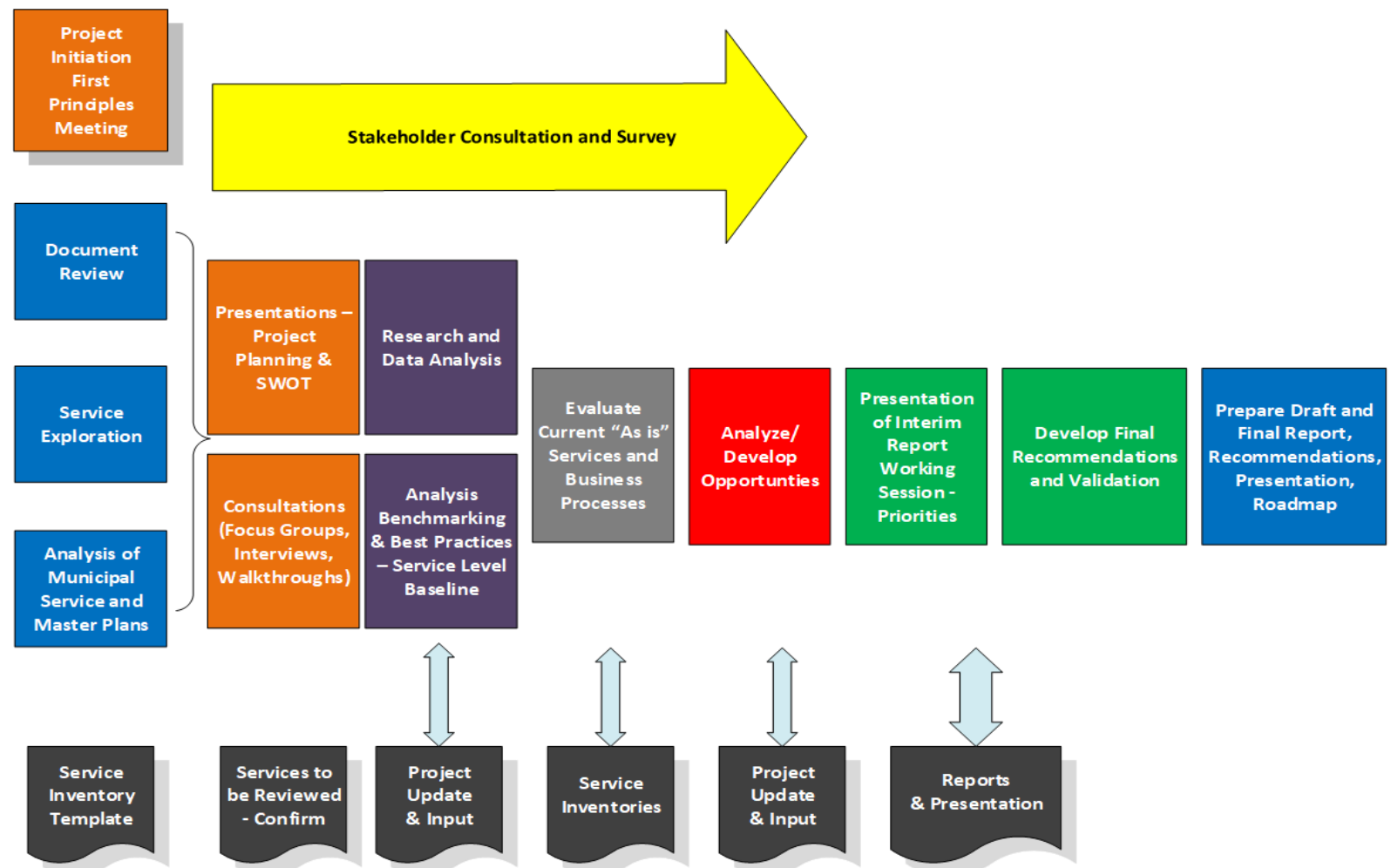


FIGURE 3: PROJECT METHODOLOGY

## 5. FINDINGS, RECOMMENDATIONS AND OPPORTUNITIES

In assessing services and processes, WSCS utilized LEAN Six Sigma (LSS) methodologies which ***focus on the customer*** with the view ***to eliminating non-value-added activities (waste)*** and decreasing variation in services which lead to service expectation gaps. At the outset of the project, we took the opportunity to provide an introduction to LSS to the SDR Steering Committee so that there was an understanding of the language and approach. As will become evident in this report, we found that there are many opportunities for the Township to improve its customer services and reduce cycle time and cost of delivering those services. This will not come without a concerted effort and some investment. It will also require a change management strategy and corporate oversight.

Council, management, and staff participated in SWOT sessions which revealed strengths and weaknesses, as well as opportunities identified from each of their perspectives. Many successes surfaced through these sessions and from our consultations which provide the foundation for the Township's future (Figure 4). In our opinion the Township is well positioned to take on the next steps.

Figure 5 provides a high-level summary of our findings where there are opportunities for improvement. It is imperative for Council, staff and management to understand that these findings are in no way meant to indicate that the Township is not doing a good job. It is apparent that staff have done their absolute best with the tools, training and resources available.

To be sustainable, the Township needs to modernize and improve operations and services. That is the essence of Lean Six Sigma – to continuously strive for excellence.

In summary, this report identifies 74 recommended opportunities following this extensive review of; services, organization, communications, policies and processes.

The recommendations are intended to build on the Township's strengths, eliminate its weaknesses, preparation for the future, and combat potential long-term threats. Each opportunity has been ranked based upon the level of effort and impact to assist in the development of the Township's roadmap included in this review.

Opportunities have been grouped into the following categories:

1. Governance – Setting policy, direction and future priorities.
2. Organization – Ensuring adequate human resources are in place for success.
3. Technology and Processes – Leveraging technology to increase knowledge and capacity for change. Improving processes and becoming LEAN by eliminating non-value-added activities.
4. Management and Performance – Financial, economic and environmental sustainability requires improved planning, reporting, data analytics and long-term views are needed to make better evidence-based decisions. Develop performance metrics and monitor against the Strategic Plan and Departmental Business Plans.

Internal Control and Risk Management Frameworks ensures stewardship of resources and protection of assets.

5. Serving Customers – Community engagement and citizen-centered services.

6. Facilities Management – Rationalization of space, improving health and safety, repurposing community centres and recreation services and employment that attract people to live and play in the Township.

The Report is in the hands of Council and Township management to determine which opportunities will be pursued and when. This may result in further engagement across the organization through presentation of the opportunities to staff in a series of focus groups or other forums. Change management will be needed to make many of the changes. We would strongly suggest the development of a change management strategy to engage staff throughout the organization and to ensure success. Change management enables employees to adopt a change so that business objectives are realized.

Many of the opportunities require a ‘one-time’ investment in people, technology and planning., The improvements in processes and services, will ultimately lead to better service, and increased capacity that will allow for more proactive approach to work, planning and data analysis.

Some of the recommendations and opportunities identified will allow the Township to meet its legislative or mandatory obligations, particularly asset management. Not all opportunities will produce immediate cash “savings” but rather better services, management, and elimination of non-

value-added activities which will ultimately lead to increased service capacity. As a whole, the Township should adopt a culture of continuous improvement and modernization. This means that ongoing investments in improvements should be built into every departmental business plan with financing and performance expectations.

The Township is expected to grow in the future.

There is still so much uncertainty related to COVID? Many people are fleeing cities for a more rural lifestyle but access to necessities. The Township’s beauty and natural surroundings are very attractive to those seeking this refuge. The opportunities identified in this report are required investments to ensure it has a solid foundation for the future and work towards becoming a high performing organization to serve its citizens.

## 6. BUILDING ON SUCCESSES

While many of our findings in this report focus on areas for improvement, the Township can be proud of what it has achieved with its limited resources. The roadmap outlined in the recommendations are built on the foundation created by the following successes:

1. Township staff and management are to be commended for their customer service skills and their drive to yield a positive outcome for the customer.
2. The staff are dedicated, knowledgeable and work well in teams. Collaboration with departments is evident.
3. Relationships with the County and other municipalities are strong representing opportunities for the future.
4. While much work is ahead, many strides have been made in terms of technology such as the implementation of E-scribe agenda management, procurement of the MESH asset management and work order system, BookKing, online building permits and Microsoft Dynamics GP.
5. While the website and online processes are limited, the development of a new website strategy is planned in the near future.
6. In the absence of online payments, Finance has been successful in promoting pre-authorized payments and electronic funds payments.

7. The Edwards Pit Project presents opportunities that few municipalities can leverage but must be carefully and thoroughly analyzed before making long term commitments.

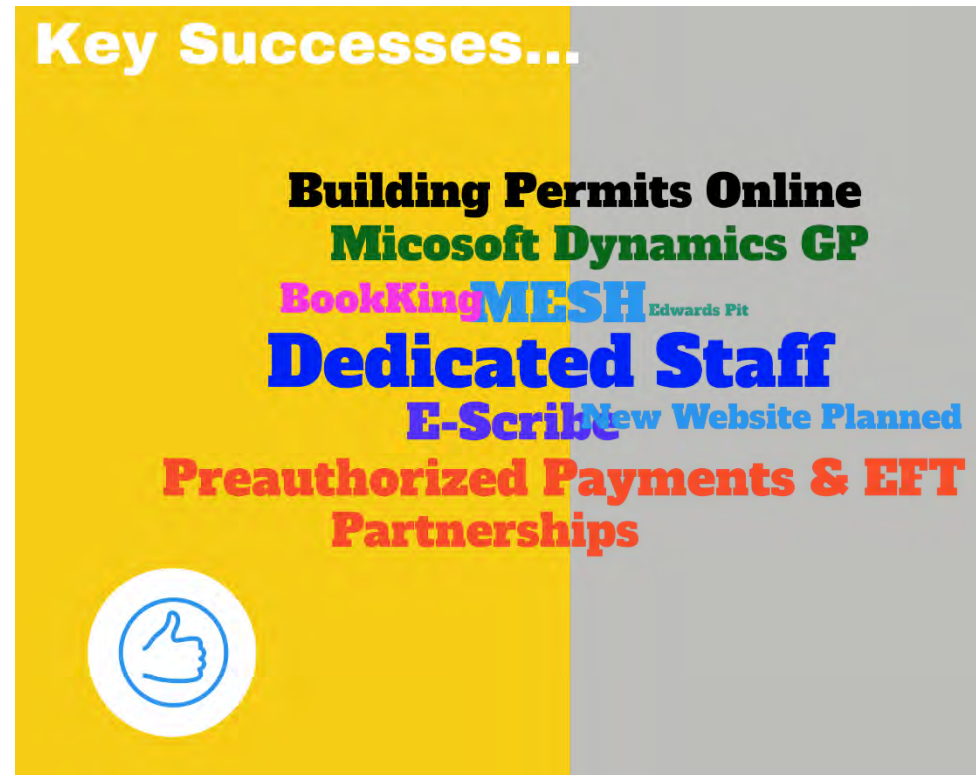


FIGURE 4:KEY SUCCESSES



## 7. KEY FINDINGS

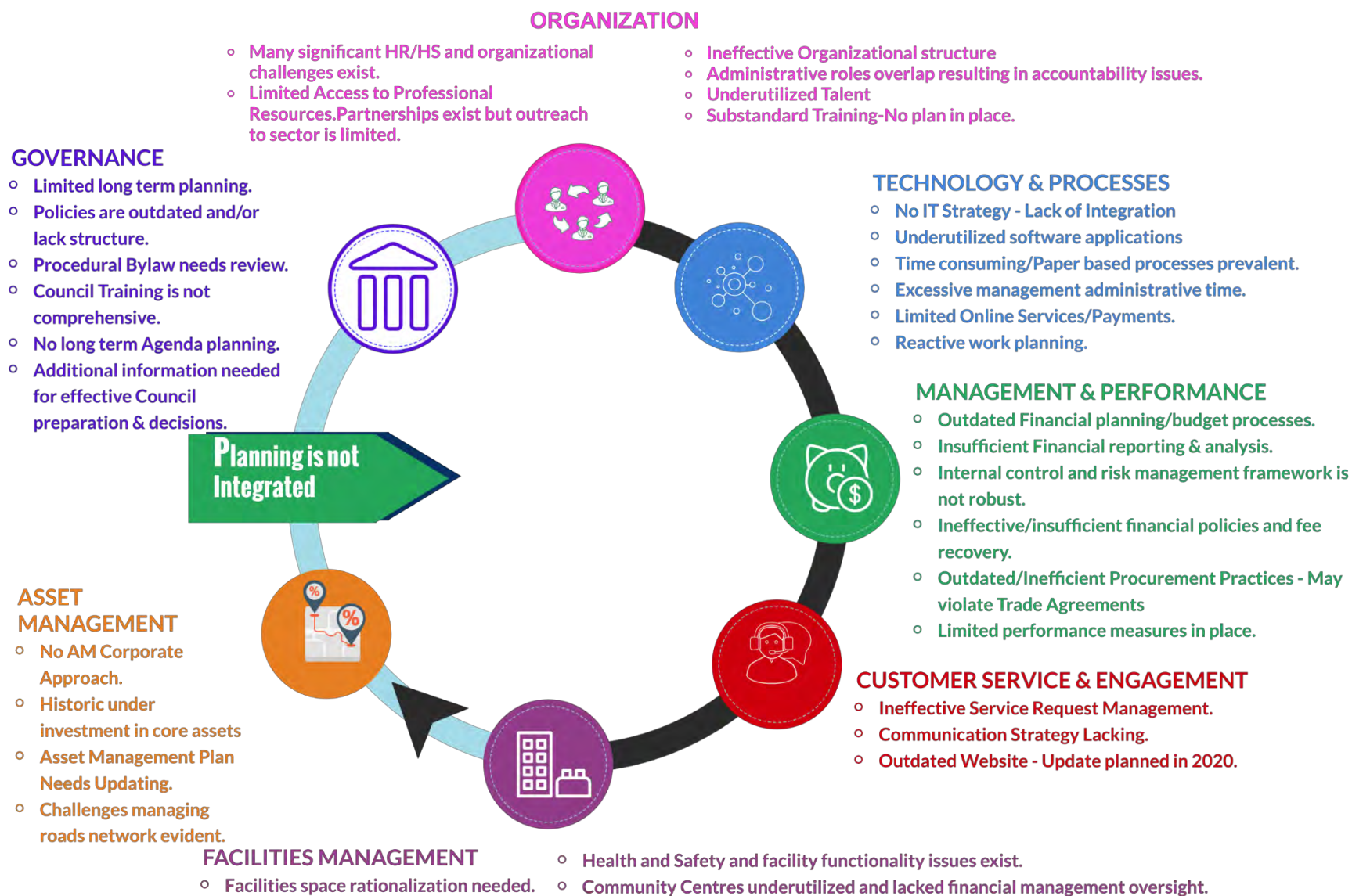


FIGURE 5: SUMMARY OF KEY FINDINGS

## 8. SUMMARY OF RECOMMENDATIONS

### Service Delivery Review - Recommendations

#### 7. Asset Management

- 7.1 Assign/Recruit Corporate AM/IT Project Manager and Departmental Champions
- 7.2 Update AM Plan
- 7.3 Develop Processes and Deliver Training
- 7.4 Roads and Pit Rationalization

#### 6. Facilities Management

- 6.1 Align Space in Township Hall
- 6.2 Undertake Facility Condition Assessments
- 6.3 Revitalize PW/Fire Facility Review
- 6.4 Expand or repurpose Community Centre
- 6.5 Review Recreation Programming

#### 5. Customer Service & Engagement

- 5.1 Procure/Implement New Service Request Module - Online
- 5.2 Develop a Community Engagement Strategy
- 5.3 Update Website & Public Information

#### 1. Governance

- 1.1 Develop Strategic Plan
- 1.2 Update Policies - Delegate Procedures
- 1.3 Revisit Procedural Bylaw
- 1.4 Expand Council Training
- 1.5 Initiate Long Term Agenda Management Plan
- 1.6 Improve Council Access to Information

#### 2. Organization

- 2.1 Create HR Committee
- 2.2 Outsource Professional Services
- 2.3 Implement New Organization Structure/Roles
- 2.4 Revamp Job Descriptions/Review Pay Equity
- 2.5 Undertake Skills Inventory, Training Assessment
- 2.6 Develop Change Management Strategy

#### 3. Technology & Processes

- 3.1 Develop IT Strategy including Integration Plan
- 3.2 Digitize, Improve and Document Processes- LEAN Six Sigma
- 3.3 Train on Processes and Software implementation

#### 4. Management & Performance

- 4.1 Modernize Budget Processes - Procure Budget/Reporting Software
- 4.2 Improved Financial and Performance Reporting and Analysis
- 4.3 Develop an Internal Control and Risk Management Framework - Improve oversight & controls including insurance and procurement
- 4.4 Undertake fee study and expand revenue/ shared service opportunities



FIGURE 6: SUMMARY OF RECOMMENDATIONS

## 9. RANKING THE OPPORTUNITIES

Figure 7 is provided to assist the Township in prioritizing the 67 opportunities identified in the Service Delivery Review report. The numbers contained in the diagram identify the recommendation number by category in the legend to the right.

It is noted that the report has not included any recommendations in the High Effort, Low Impact or Low Effort, Low Impact quadrants. This is because we have determined that many small opportunities exist and the report would be overwhelming. We have included only recommendations where the impact will be high but the effort may be low or high. The order that opportunities should be implemented would be:

- (1) bottom right quadrant (low effort, high impact),
- (2) top right (high effort, high impact).

This recommendation is to allow the Township to realize “quick wins” to reap the benefits of enhanced capacity for the recommendations requiring high effort. Further, “quick wins” will provide the incentives for staff to continue to improve customer satisfaction.

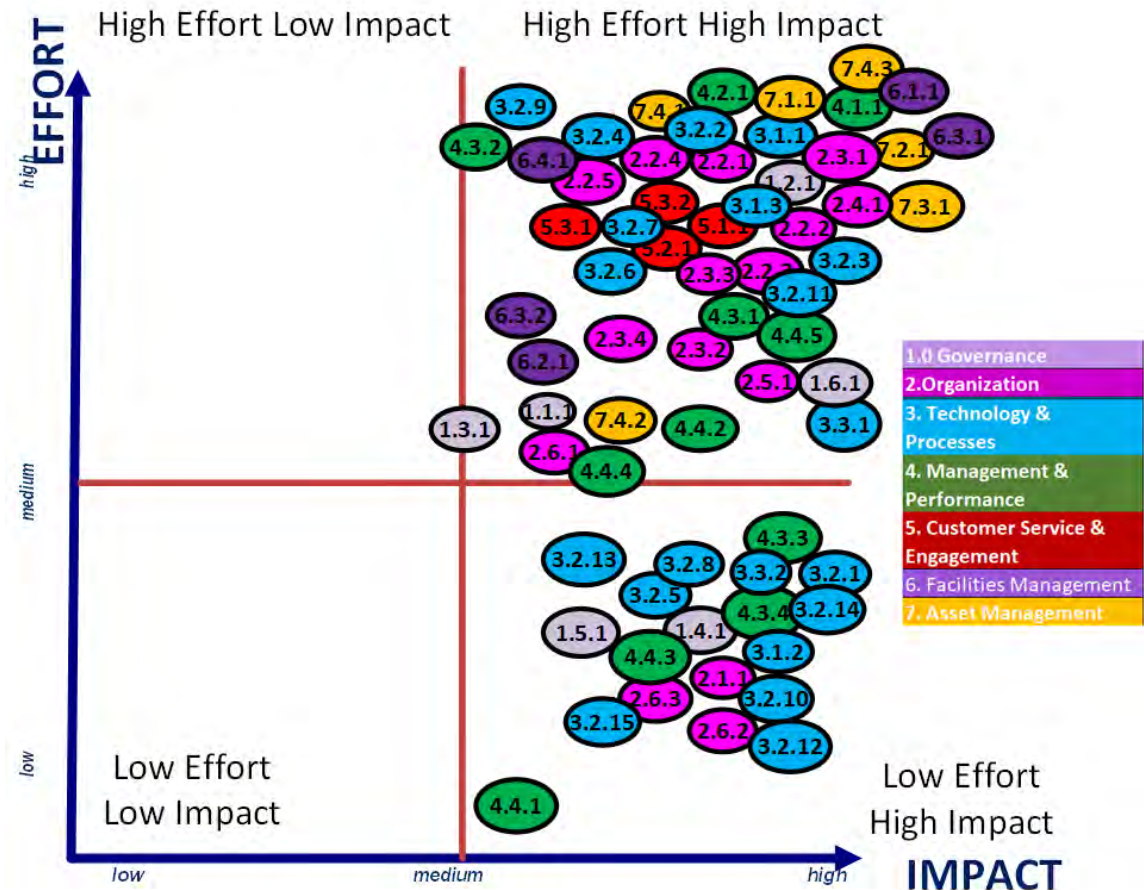


FIGURE 7: OPPORTUNITY RANKING



## 10. SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

### GOVERNANCE

#### i. Limited long-term planning.

The Township is reactive and this can be partly attributed to the last “Strategic Plan” developed for 2015-2018. Goals and strategies were outlined but no specific funding, performance metrics or accountabilities were identified. Many of the actions did not have SMART (Specific, Measurable, Achievable, Relevant, Time Bound) objectives but many achievements were realized. The current term of Council did not undertake a similar exercise leaving the administration to determine the priorities or simply “react” to the daily pressures encountered. The vision for the Township is not clear and staff are doing their best to achieve results without specific performance measures in place.

While there is limited time remaining in this current term of Council to develop a long-term strategic plan, this Service Delivery Review provides many elements to build upon. The SWOT exercises with Council and staff, the assessment of the current state of the Township’s systems, processes and policies and the organizational review are the first stages of any planning process. The recommendations contained in this report provides a roadmap for sustainability and service excellence. The next step is to engage the community to build a 20-year vision. And what better time to do that than before the next municipal election? This will serve many purposes. Not only will it solidify a new community engagement strategy, the Township can use this opportunity to consult on

its Asset Management Plan, a requirement of O.Reg 588/17, and a long-term financial plan.

#### ii. Policies are outdated and/or lack structure.

Policies are documented but many are outdated and contain a blend of procedures and processes. This blurs the lines between the policy makers (Council) and the policy implementers (Administration) who must establish administrative practices in order to implement Council decisions. As well, there is no current practice to review policies on a regular basis which would instill Council’s oversight role.

#### iii. Procedural Bylaw needs review.

The 2018 procedural bylaw lacks structure and specifics. While the bylaw allows for a Committee of the Whole to occur, it is not a set schedule. This results in little time to debate as the item is presented to Council for the first time which is an inadequate forum for fulsome discussions. It also provides Council little time for preparation and research. The expanse of human resources issues that are facing the Township warrant a different approach that will allow for confidential matters to be discussed, human resource policies and issues to be evaluated.

#### iv. Council Training is not comprehensive.

Council training is limited to new councillors and/or conferences or individual training. This does not allow for the advancement of council as a team. The expanding role of municipalities and the complexities demand that Council receive comprehensive, and ongoing training including;

matters related to governance, parliamentary procedures, asset and financial management and regulatory requirements.

**v. No long-term Agenda planning.**

Agenda management planning is short term. This makes it more difficult for Council to prepare and research in advance of significant issues.

Recent implementation of E-scribe agenda management has improved the preparation process but is not fully operational to the point that resolutions are searchable. At the time of this review, additional training was identified to increase the utilization available software features. As streaming of council meetings continues, it would be beneficial to have longer term agenda plans so that citizens and delegations are alerted in advance of agenda items to be considered. E-scribe has public commenting modules that would increase public engagement and allow for improved consultations on planning applications.

**vi. Additional information needed for effective Council preparation & decisions.**

Access to information and resolutions by Council is limited to those on the website or questions of the Clerk. Council should be able to undertake their own research without adding to staff workload. Open Government demands that the information be transparent and easily accessible. E-scribe can assist in developing the database of resolutions.

We also noted that business cases are not always provided to support findings and recommendations contained in Council report. This may be partly due to the fact that the departments have limited access to customer service

requests, financial information and key performance indicators are not always tracked. Dashboards can provide management, staff, Council and the public with real-time information that will allow for better information and demonstration of value.

**i. Duplication of services and effort exist between DD and other municipalities leading to increased cost and do not reflect the Voice of the Customer.**

In reviewing the services provided by DD, its neighbours and the County, we found that there are opportunities to increase service and deliver at lower cost and reduce confusion on the part of customers. It is well known that citizens do not understand the roles and services of the different levels of government. Some services delivered by municipalities are mandatory but the tier in which they are delivered is somewhat, determined by the municipal council. For example, water/wastewater, waste management, economic development services are managed by the upper tier in many regions.

In the case of PB County and the lower tiers, including DD, there are areas of overlap but also possible synergies that could be realized through inter-municipal shared services. In particular, waste management services are confusing, partly delivered by the County and partly by the lower tier. Recreation is an area where all municipalities could benefit by sharing facilities to increase utilization and partner on programming. In fact, DD's neighbours, Havelock Belmont Metheun (HBM) and Asphodel-Norwood (AN) are in the process of undertaking a Recreation Master Plan. This could

be done as a partnership. This has been done in other jurisdictions such as Lanark County where 3 municipalities (Tay Valley, Drummond North Elmsley and Perth) have undertaken a joint plan and share all facilities and programs with a levy specific for that purpose.

Inter-municipal agreements exist for some winter control activities but additional opportunities exist to reduce cost. In terms of corporate services, technology integration and sharing with the County and other municipalities could result in overall lower costs and better services for citizens. In some cases, DD has partnered with the County on procurement of services and materials but this could be expanded. Other corporate services such as finance, human resources, legal services could also benefit from sharing of services. This could be in the form of a corporate service “hub” whereby transactions are managed for a group of municipalities, particularly if the municipalities utilize the same software. HR services could be provided in a similar fashion.

It is this type of innovation that is being sought by the provincial government. Since each municipality has representation at the County level, it would make sense to launch these talks at that level. However, it must also be driven at the staff/management level with incentives and support.

## GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
1.1 Develop Strategic Plan	1.1.1 Undertake an update to the Township Strategic Plan	Develop a Township Strategic Plan. Prepare prior to next term of Council by undertaking Community Engagement New CAO to lead process. In conjunction with the next Strategic Planning exercise, develop key performance indicators with accountabilities, business plans and accountabilities. Ensure Plans are supported with SMART objectives and accountabilities.	2021	\$28,800	CAO and Corporate Project Officer to undertake. Estimated 30 days' work.
1.2 Update Policies - Delegate Procedures	1.2.1 Develop a Policy Review Process.	Develop a practice of governance oversight through the routine review of "key" policies (at a minimum once per council term) in order to instill Council's oversight role. Remove procedures from corporate policies. Develop a Policy Review Process. Transition existing policies to set guiding principles, accountabilities and direction as opposed to procedures. See Appendix D for a sample.	2021	\$25,067	Assign to each manager. Policy framework to be developed by CAO and Clerk. Approximately 40 days' work over 3 years.
1.3 Revisit Procedural Bylaw	1.3.1 Undertake a review of the Procedural By-law including all advisory committees.	Undertake a review of the Procedural By-law to prioritize and allocate time for critical discussion in areas of policy development - potentially consider a "Committee of the Whole" option within the framework of the Council meeting. As part of this review, all advisory committees, boards and agencies should be reviewed with a view to ensure they are aligned with the (future) Strategic Plan. Establish clear mandates with full terms of reference and ensuring appropriate resources are allocated to support the work. See Appendix for recommended changes.	2020	\$1,050	Clerk to develop (21 hours) and present to Council.



## GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
<b>1.4 Expand Council Training</b>	<b>1.4.1 Develop a comprehensive Council Training Program.</b>	Municipal issues are demanding a greater amount of Council attention and understanding of evolving issues. Council should allocate both time and financial resources to ensure ongoing Council training. This could be a joint project with other municipalities.	2022	\$30,000	Annual cost of \$10,000
<b>1.5 Initiate Long Term Agenda Management Plan</b>	<b>1.5.1 Develop an annual agenda management plan.</b>	Clerk should support the CAO through E-Scribe's workflow tracking with enhanced agenda management process- This shift will require a team effort by the senior management team. Look to joint project with County or other municipalities to share software solutions.	2020	-\$3,250	Clerk to develop (35 hours) requires consultation with management and present to Council.
<b>1.6 Improve Council Access to Information</b>	<b>1.6.1 Provide Access to Resolution Database in Escribe.</b>	Provide Access to Resolution Database in Escribe. Move to "business case" approach to Council meetings and provide expanded information through dashboards. Escribe software has additional modules that may assist the Township with expanding community engagement and delegation management. Following the implementation of a new budget process and customer service requests, provide real time dashboard data to Council.	2021	\$0	Included in IT training and strategy.
<b>1.7 Create a Shared Service Task Force</b>	<b>1.7.1 Develop a Shared Service Task Force</b>	As part of a long-term strategy, undertake a joint service review with the County and neighbouring municipalities for shared services. Look at Recreation, Waste Management, Winter Control, Corporate Services and Fire.	2021	\$0	Managers and Council- Estimated 420 hours. Savings will offset costs in 3 years. This is a very conservative estimate. Savings likely \$1million per year.

## GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
1.7 Create a Shared Service Task Force	1.7.2 Undertake a joint Recreation Master Plan with neighbouring municipalities	Undertake a joint Recreation Master Plan with HBM, Asphodel Norwood and North Kawartha to share services, and improve utilization of all facilities, determine right mix of programs for delivery. Joint implementation of BookKing where all facilities can be booked online. Many municipalities have undertaken similar joint projects and are seeing mutual benefits.	2020	\$0	External Consultant and Recreation Manager time - 30 hours. Long term Savings and increased utilization will cover costs.
1.7 Create a Shared Service Task Force	1.7.3 Explore upload of Waste Management to County.	Peterborough County provides waste reduction services to all residents. Each Township provides garbage collection and manages transfer stations. Each Township provides varying levels of waste management services to its residents and is responsible for its own transfer stations and/or landfill sites and any bag tag/limits/user pay system or policy enforcement. Economies of scale, reduced overhead and administration can be realized through one provider as well as improved customer service.	2020	\$0	PW Manager time -30 hours. Long term Savings and increased utilization will cover costs
1.7 Create a Shared Service Task Force	1.7.4 Undertake a joint Winter Control plan.	Undertake a joint Winter Control plan and update intermunicipal agreement to eliminate duplication and overlap between the County, neighbouring municipalities and DD services.	2020	\$0	PW Manager time -120 hours. Long term Savings and increased utilization will cover costs

## GOVERNANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
1.7 Create a Shared Service Task Force	1.7.5 Explore Shared Corporate Services and County wide 311.	Work with County, neighbouring municipalities to find joint services to access professional support, eliminate duplication of effort in IT, HR, Clerk services and Finance. In particular, explore shared services for long term financial planning/budget software and development, payroll, financial processing, HR advice, IT strategy, software and application support, marriage licenses/ceremonies, agenda/records management software, asset management professional services. This will increase overall services and decrease costs for DD residents.	2020	\$0	External Consultant and Various Manager time - 120 hours. Long term Savings and increased utilization will cover costs
1.7 Create a Shared Service Task Force	1.7.6 Review Fire Services County-wide	Undertake a fire services review across the County - many municipalities are doing this under modernization projects (Northumberland, UCLG).	2020	\$0	External Consultant and Fire Chief time - 40 hours. Long term Savings and increased utilization will cover costs
1.7 Create a Shared Service Task Force	1.7.7 Review possible Planning and Building/Bylaw Services	Undertake a shared service review for building/planning and bylaw services with view to develop synergies between Townships and possible sharing of software and resources.	2020	\$0	External Consultant and CBO time - 40 hours. Long term Savings and increased utilization will cover costs

**GOVERNANCE IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)**

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
1.1.1	Update Township Strategic Plan	0	28,800	28,800		
1.2.1	Review Policies	0	25,067	25,067		
1.3.1	Update Procedural Bylaw	0	1,050	1,050		
1.4.1	Council Training Program	30,000	0	30,000		
1.5.1	Annual agenda management plan	0	-3,250	-3,250		
1.6.1	Provide Council Access	0	0	0		
1.7.1	Create Shared Service Task Force	100,000	-100,000	0	2	
1.7.2	Joint Recreation Master Plan	30,000	-30,000		3	-500,000
1.7.3	County wide Waste Management	25,000	-25,000		2	-400,000
1.7.4	Undertake a joint Winter Control plan	0	0		1	-50,000
1.7.5	Explore Shared Corporate Services	40,000	-40,000		2	-500,000
1.7.6	Review Fire Services County-wide	40,000	-40,000		3	-200,000
1.7.7	Review Planning and Building/Bylaw Services	40,000	-40,000		2	-400,000
	Total Governance	305,000	-223,333	81,667		-2,050,000

## ORGANIZATION

### i. Many significant HR/HS and organizational challenges exist.

The Township has undergone significant changes and organizational challenges in the last year. While this has been stressful for many, opportunities exist for a renewed strategic vision.

One of the major problems the organization is currently facing is the lack of HR Expertise. In the absence of the desired level of HR expertise, a number of issues have prevented and/or paralyzed the organization from addressing ongoing human resources matters on a timely basis. As a result, the ability of the organization to maintain the desired level of output to sustain the operations appears to foster a culture of inaction and little to no accountability. When vacancies occur (short or long term), the organizational capacity is not sufficient.

Today's work environment is more complex than ever, embroiled in litigation, requiring a depth of experience and knowledge in labour relations management (collective agreements and employment contracts) and solid understanding of risk management/assessment. The COVID-19 pandemic has elevated the need for associated HR policies and practices and will continue to challenge municipalities for considerable time into the future.

There is a lack of HR practices imbedded into the organization for the purpose of creating greater accountability and

responsibility. Overlapping job descriptions create confusion, duplication and a lack of accountability. Performance challenges as a result of lost time and staff shortages. Staff are making their best efforts to perform in roles without the desired training and level of skills resulting in less than desired outcomes. Management and supervisory skills require investment through training and coaching. Ongoing succession planning issues will be impacting many employers and particularly within the municipal sector – Grey Tsunami. The Township is no different.

In 2019, the Township's long-term Chief Administrative Officer (CAO) retired after 50+ years. The former CAO was a well-respected leader who developed a team-based environment. However, as can be expected, this length of tenure brings its own challenges. Many of the responsibilities and accountabilities were closely held by the CAO role and not delegated to the department heads. Modernized approaches to long term planning and budgeting have not been adopted and many processes are outdated. With recruitment underway for a new Chief Administrative Officer, Manager of Public Works and the recent hiring of a new Recreation Facilities Manager, the time is now to set the foundation for a sustainable future. It is imperative that the new leadership be strategic thinkers and catalysts of change. Other long-time staff and managers may be considering retirement and the Township does not have succession plans in place nor is the knowledge, processes and history documented. This puts the Township at significant risk in the future to develop plans and realize its goals.

**ii. Limited Access to Professional Resources.  
Partnerships exist but outreach is limited.**

Most of the recruitment and human resource management responsibility currently rests with the CAO role. While this is not uncommon in a municipality this size, the Township has significant human resource issues that require professional support. This is too much for the CAO to manage and requires specific skills. We recommend that the new CAO, have extensive HR experience to assist the new and existing managers develop their HR management skills. The Township should develop a formalized service arrangement with the County or an HR professional that will provide the Township with advice and policy development.

The current human resources “policies” more resemble processes and are lacking in many key areas. Simple issues such as the policies surrounding job offers, negotiations and accountabilities are missing. A complete revamp of these policies and procedures is needed.

We also noted that Council is very involved in recruitment of staff, even below the management level. This is highly unusual and negates the managerial responsibility for their own staff. While it makes sense that any additional staffing requests may require Council approval, the process of hiring existing positions should rest with the administration. In some cases, we were made aware that the manager was not on the hiring panel for their subordinates. It is critical that managers be involved in the recruitment, performance management and

assessment of the staff reporting to them so that they can formulate good working relationships from the outset.

This challenge spans into the payroll area as well. While the staff do a great job at getting employees paid, we are concerned that there is no certified payroll staff managing the processes or providing oversight. Considering that salaries and wages represent 30% of the operating costs and there is significant income tax, pension and other regulatory implications associated with payroll, it is concerning that the Township does not have access to this expertise. We noted that there are limited payroll policies and documented processes.

In terms of Planning Approvals, the Clerk’s office spends a significant amount of time providing advice to developers and newcomers. This presents both a workload challenge and potential risk since there is no professional planner onsite or available. Further, it is clear that planning applications are not fully cost recovery in this scenario. While the County assists, it may create a conflict in certain circumstances. Given the size of the Township, a full-time planner is not justifiable. We understand that the Township’s neighbours all have a full-time planner on staff and consideration of a shared resource would be advantageous. Some municipalities create a roster of planners that can be accessed and paid for by the developers.

Improved partnerships with other municipalities, Peterborough County and municipal associations can be invaluable for creating access to professionals. The Township has done this in the past and has been quite successful.

However, we also noted that staff rarely attend association training and networking which can be invaluable for learning, best practices and sharing experiences.

### **iii. Administrative roles overlap resulting in accountability issues.**

The last year also saw staffing shortages due to a variety of issues that has put significant strain on the organization. Many deadlines missed, management challenges and lost opportunities.

To address many of these issues, the Township hired new administrative staff to support managers. The roles of these staff were not well defined, overlap and duplication exist and accountabilities are lacking. It is believed that these roles were intended to ensure “backup” for others but the reality is that everyone cannot learn absolutely everything about every job and expect that it will be done well. Municipalities are too complex for that. However, that is not to say that customer service representatives shouldn’t exist. These are very important roles in any organization but there is no such role currently at the Township. Because the roles are “generic” in essence and report to all the managers, staff are taking direction from too many people. Since managers do not have dedicated support, they are spending an inordinate amount time on administrative tasks as opposed to higher level thinking and planning.

We are of the opinion that, will improved processes and investment in technology and training, that these roles should

transform to more analytical roles over time. Due to the manual nature and lack of integration between systems, administration costs are too high and analytics are non-existent.

### **iv. Ineffective Organizational structure**

There is a need to revamp the organizational structure, provide better defined roles, performance expectations and accountabilities. This includes redefining administrative and other roles. Firstly, administrative positions require realignment, assigned responsibilities and defined reporting relationships. Managers require reliable support in order to better manage work performance. The staff need direction and clear roles and expectations. Secondly, there is no one responsible for corporate-wide projects such as asset management and information technology, procurement and implementation. Following the release of this report, there will be many projects that need to be actioned and managed at a strategic level.

We also noted that there is a need to re-focus the roles of the Clerk and Deputy Clerk, to concentrate on the legislative areas under their statutory requirements, customer service and community engagement. Planning applications are time consuming but time is not tracked against them. No Planner on staff means that the Clerk spends a significant amount of time handling applications. While we believe that the staff do a good job despite the background, traditional “Clerk” responsibilities are suffering as a result.

Customer service and community engagement does not have a “home” in the organization. It is resident in all roles but no



specific accountabilities. Staff in the Deputy Treasurer (DT) roles are not fulfilling the typical functions or “acting” on behalf of the Treasurer. These roles have no supervisory responsibilities, they are primarily administrative roles. This is not due to a lack of desire but rather, training and delegation. It is also unusual to have two DT’s and the CAO appointed as the DT. In most municipalities, the DT role is one of a Manager of Financial Operations and provides ‘controllership’ over daily transactions allowing the Treasurer be the Chief Financial Officer and focus on the higher-level strategic planning. This “business partner” strategy and “change agent” role is missing from the Township’s Treasurer purview. There is a need to refocus the finance department and reassign clerical functions to administrative staff.

We noted similar issues in other departments where managers are doing roles that are typically clerical functions.

#### **v. Underutilized Talent**

Our interviews revealed that there are many talented employees that are underutilized and have a desire to contribute more fully to the Township’s goals. It is our opinion that, the strengths of all staff could be better exploited. For the existing managers and staff, a skills inventory would

benefit the Township in the development of a new organizational structure.

#### **vi. Substandard Training-No plan in place.**

An investment in training is needed to enable staff to add more value and feel more valued. While the Township is open to providing training, there was evidence that some staff were denied training due to cost. A training plan following an assessment of skills and the redevelopment of roles would demonstrate the commitment from the organization and may result in employee retention and attractiveness for new recruits.

Some specific training to be considered are long term planning, health and safety, management of performance, finances and assets, technology, change management and LEAN Six Sigma. These skills are necessary to become a high performing team that can better support Council and its citizens.

ORGANIZATION RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.1 Create HR Committee	2.1.1 Create HR Committee of Council	Creation of HR Standing Committee of Council to address: organizational issues, compensation and benefits, code of conduct, Health and Safety considerations, recruitment and retention issues etc. This Committee will allow for the development of the HR plan, address ongoing issues including H&S and allow for confidential items to be fully discussed. Concurrent with Procedural Bylaw Review.	2020	\$17,856	1 meeting per month - 5 Councillors, CAO to attend
2.2 Outsource Professional Services	2.2.2 Formalize HR partnerships with County and other professionals to support HR committee.	Access to HR professional services is current a "one off" scenario for specific projects such as recruitment. The County has provided services on a pay as you go basis. A formal service level agreement with the County or other professional that provides ongoing support may be warranted given the number of issues and the recommendations in this report. Advantage to County is that they utilize GP and may have HRIS.	2021	\$63,000	Assumes \$100 per hour, 30 working days per year.
2.2 Outsource Professional Services	2.2.3 Consider outsourcing payroll to County or other professional service to provide advice, training and undertake system review.	Municipal payroll and pension administration are complex and represents regulatory risk as well as potential for long term impacts to employees. The Township should consider accessing advice of professional payroll services either through a partnership at the County or a consultant. While the Treasurer is certified in payroll, this is not the case for the staff that do the payroll biweekly and year end has been a challenge.	2021	-\$29,966	Assumes \$40 per hour, 30 working days per year - savings of 0.25 FTE annually

ORGANIZATION RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.2 Outsource Professional Services	2.2.4 Consider outsourcing Planning Expertise.	Consider outsourcing Planning processes through partner with other municipality or vendor of record on a fee for service basis. Professional planners will provide efficient, effective advice to developers. Many municipalities share these services or hire consultants who also present to Planning Committees and Council. Allow Clerk on providing process advice and allow for concentration on other priorities. Assigned administrative support to track planning applications, time spent and cost to determine appropriate fees.	2020	-\$133,500	Cost recovery model - No cost to Township - Savings in Clerk's time 50% capacity
2.2 Outsource Professional Services	2.2.5 Consider Corporate Project Manager.	Hire Corporate Project Manager - could be an internal reallocated position or contract (2-3 years). Outsource Technical Services for AM, IT and the Edwards Pit. A Corporate Project Manager is needed to assist the new CAO with oversight of all the corporate projects and consultants including AM, IT (MESH/GP), Edwards Pit, Facilities.	2021	\$300,000	Could be an internal reallocated position. Costs assumes external candidate for 3 years. Funding may be available.
2.3 Implement New Organizational Structure/Roles	2.3.1 Implement New Organizational Structure and Performance Management.	Organizational structure recommendations include new reporting relationships and focus. Managers should be involved in the recruitment and performance management of their staff. Consider additional support in Finance for analytical capacity.	2020	\$20,000	Internal time for all staff and managers. Additional cost unknown.

ORGANIZATION RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.3 Implement New Organizational Structure/Roles	2.3.2 Refocus Clerk and Deputy Clerk roles	Refocus Clerk and Deputy Clerk roles to statutory duties, customer service and community engagement. Front Counter, Customer Service representative should report to Deputy Clerk. As outlined in this report, significant work is required in records management, agenda management/planning, website development, community outreach and engagement as well as complaint/service request management.	2020	\$0	Offset time against Planning - Increased Service potential
2.3 Implement New Organizational Structure/Roles	2.3.3 Revamp Administrative Roles with specific responsibilities reporting to individual managers.	As per the new organizational structure, revamp administrative and finance roles to support managers and improve accountabilities.	2020	\$0	
2.3 Implement New Organizational Structure/Roles	2.3.4 Revamp the Recreation and PW Management roles.	Revamp the Recreation Manager role with programming oversight with the view to increase the use of the facilities year round. Transition the Assistant to a Recreation Supervisor. Convert 2 part time staff to full time, one lead hand role. Similarly, PW Manager role and Supervisor should be revamped. As per the new organizational structure, revamp recreation and public works roles and transform two part time staff to full time. FT will allow for better training, reduced recruitment costs and more attractive positions.	2021	\$60,000	Convert 2 PT positions (current hours = 900 hours per year). Savings in training, recruitment and risk estimated to offset cost by 50%.

ORGANIZATION RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
2.4 Revamp Job Descriptions/ Review Pay Equity	2.4.1 Modernize all job specifications and undertake a Pay Equity review to ensure compliance.	As per the new organizational structure, revamp administrative roles to support managers and improve accountabilities.	2020	\$13,600	Internal time or Consultant. 24 Job specs at 2 hours each. Pay equity review - external
2.5 Undertake Skills Inventory, Training Assessment	2.5.1 Undertake a Skills Inventory and Training Needs Assessment	Survey administered based upon skills acquired, types of training required (for staff and volunteers) supplemented by assessment.	2020	\$4,000	Clerk/Deputy Clerk to lead project - 40 hours each
2.5 Undertake Skills Inventory, Training Assessment	2.5.1 Document building and planning processes.	Document building and planning processes. Develop training programs for customer service staff. Building applications are not currently supported by detailed public information and staff lack detailed training.	2020	\$1,200	Internal of Student - 40 hours
2.5 Undertake Skills Inventory, Training Assessment	2.5.2 Ensure adequate technical training for part time/volunteers.	Explore training & development opportunities to expand staff skills for fire prevention and inspection related activities and or build. Appropriate performance measures with incentives to meet and exceed. Ensure adequate training for Parks and Recreation part-time staff, including health and safety training (e.g. basic refrigeration), and how to carry out playground inspections. Technical training for part time staff is needed. Technical training for staff and volunteers.	2021	\$10,800	External training for part time staff - Mostly External

ORGANIZATION RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
<b>2.6 Develop Change Management Strategy</b>	<b>2.6.1 Develop Change Management Strategy for SDR Implementation</b>	Developing a change management strategy provides direction and purpose for all other change management activities. By outlining the unique characteristics of the change and its risks and potential resistance, change practitioners set themselves and their project team partners up for success. Having staff involved a shared vision/strategic plan will assist in developing the change strategy and achieving buy-in. Training in change management would be beneficial given the extent of the changes required following a long period of stability.	2020	\$14,400	Corporate Project Officer to undertake. Estimated 10 days' work annually.

**ORGANIZATION IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)**

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
2.1.1	Create HR Committee of Council	0	17,856	17,856		
2.2.2	Outsource HR professional services	63,000	0	63,000	3	
2.2.3	Outsource payroll professional services	25,200	-55,166	-29,966	2	
2.2.4	Outsource Planning Expertise	0	-133,500	-133,500		-500,000
2.2.5	Hire Corporate Project Manager	300,000	0	300,000		
2.3.1	Implement New Organizational Structure	0	20,000	20,000		
2.3.2	Refocus Clerk and Deputy Clerk roles	0	0	0		
2.3.3	Revamp Administrative Roles	0	0	0		
2.3.4	Revamp the Recreation and PW Management roles	0	60,000	60,000	3	-100,000
2.4.1	Modernize job specifications/Pay Equity	10,000	3,600	13,600		
2.5.1	Skills Inventory and Training Needs Assessment	0	4,000	4,000		
2.5.1	Document/Train building and planning processes	0	4,000	4,000	1	-78,000
2.5.2	Ensure adequate technical training for part time/volunteers	15,000	-4,200	10,800	1	-20,000
2.6.1	Change Management Strategy for SDR Implementation	0	14,400	14,400		
	Total Organization	413,200	-69,010	344,190	10	-698,000



## TECHNOLOGY & PROCESSES

### i. **No IT Strategy - Lack of Integration between systems and underutilization.**

The Township has made some significant investments in technology over the last decade, but they have been done in isolation and lack a long-term strategy. Departments have procured and implemented software without considering the impacts on other departments. Without a long-term strategic plan, it is challenging to purchase the right technology to assist the township to meet its goals. IT is a tool to achieve results and provide information to make decisions. Integration reduces risk of error, lost revenues, and duplication.

Given the size of the Township, it's not surprising there is no in-house IT staff with the exception of coordination roles. The Township has outsourced IT service management to MicroAge who provides network management, security and monitoring. They also assist in the procurement and installation of hardware and software and provide "reactive" support for issues. The service appears to be adequate for its intended purpose with the exception of IT help desk support. The Township opted not to purchase this from MicroAge but rather funnel all requests through the Receptionist/IT Coordinator who will log the employee issues. Staff do not receive direct updates and there is often a delay in response. Microage can also provide assistance in terms of long-term planning but has not been asked to do so. However, we are aware that some staff and managers are not happy with the level of expertise in municipal applications and environment. Concerns have been expressed over the "help desk" support

from Microage. When determining IT support, the Township contacted the County to request similar services but determined that the costs were higher than Microage. We are not sure that this evaluation was undertaken on a proper comparison basis and should be revisited in the future as part of an overall, long term strategy. Given that the County utilizes the same software as the Township, (GP, GIS and MESH), it would seem that a County-wide approach may save all municipalities a significant amount of money, improve security and provide both hardware and software support. The expertise needed in today's IT environment is too complex for the Township to take on.

The Townships' business systems are not integrated and are underutilized. For each IT procurement, business cases should be developed, with assistance from experts, to ensure integration with core IT systems is achievable.

The Township owns several systems some of which have been in place for some time while others were only recently acquired.

1. Microsoft Dynamics GP for finance including property taxes.
2. Citywide, for asset management.
4. DDpermits and in house developed portal for building permits submission
5. BlueBeam – free version- not used by public
6. Who's Responding, Fire Department response system

7. BurnPermits (under consideration) and for Fire burn permits.
8. FirePro incident management.
9. BookKing recreation facility management system.
10. Escribe for Agenda Management (recent – still being implemented)
11. Comtrack – complaint tracking
12. ACE GPS system (Public Works) - in implementation phase.
13. MESH for operations management -in implementation phase
14. EsriArc GIS – provided by the County.

The lack of integration between systems results in duplication of effort since fees and customer information is entered more than once. Since the customer information resides in multiple systems, the Township and customers do not have one source for all receivables.

As some systems were just recently purchased, they are in the process of being implemented and it is understandable that they are underutilized at this point.

In terms of the financial system, while there are a few other municipal financial systems on the market, GP is the best in its class but it is significantly underutilized particularly with respect to reporting and document management. Additional modules could significantly reduce workload and improve

customer service such as e-billing and notification and Virtual City Hall. In terms of building permits, the Township developed its own online portal which allows for the submission of building permits and also utilizes the GP permitting module for financial purposes. The Chief Building Official initiated this project after looking at the marketplace for other online options. At the time, the GP permitting module was not meeting the needs of the building department and few other options existed. While this is quite commendable, the functionality is limited to submission of the permit application. It is not integrated with the financial system for roll numbers, customers or permit issuance and payment. There are now several other options in the marketplace that the Township could look at. For example, CityWide has recently developed an online permitting module that integrates with its other products and can read information regarding property information from MPAC and financial systems and provides for inspections, E-plan and AVOLVE have robust systems that allow for building plan markup and constant updates for the applicant. The Township is at a critical juncture before making its next inhouse solution investment. As it was developed for DD, there is a risk of its ongoing support in the long term. In terms of the GP permitting module, we have determined that it was incorrectly set up and staff have not been adequately trained on the product. Regardless of the product that the Township decides to use for permit submission, there needs to be integration with the financial system to ensure that funds are tracked and monitored. It should be noted that planning applications are tracked on a spreadsheet, outside of any

system. With proper set up and training the planning applications could be tracked in GP.

Fire services currently utilizes FirePro for incident response. It is stand-alone but there are options for sharing information between GP and FirePro for payroll purposes and sharing of human resource information. Burn permits are a difficult paper-based process and the Fire Chief has recently purchased Burnpermits.ca which we recommended at the interim report. This integrates with “Who’s Responding” application and will be very effective for managing fires. It is however, not integrated with GP for payments at this point.

Escribe Agenda Management was recently purchased and is working well. This is a very robust product and tracks resolutions within a database. This will allow Councillors access to information without requiring staff time. Other modules such as public engagement is available that could enhance the product. This is particularly helpful for planning and public consultations. Additional training is needed but agenda planning and workflow will assist the Clerk to move to long term agenda management.

Comtrack is used for complaint tracking. This is a very basic system and is only used for complaints, not service requests from the public. Its reporting is substandard. There are many other products on the market that are cost effective and allow for online submission and feedback (eg. Access E11).

BookKing was purchased in 2012 for recreation facilities management which is also not integrated with GP. It has not been properly implemented and the functionality is

underutilized. The public site, that would allow customers to do their own bookings and see events has never been implemented. Its accounts receivable and payments are stand alone and are not reconciled with GP until year end. To compensate for the lack of integration, staff have created separate spreadsheets to track payments. However, the Township does not have “one customer database” so it cannot know if it has received all of its money. In fact, at the time of the review, Bookking showed over \$80k in receivables but GP showed a credit balance of \$1,700. Integration is currently available with BookKing and is less than \$3k to implement. The point of sale is also not integrated with GP so the receipts are not reflected against the customer.

CityWide was being implemented for asset management. The company, Public Sector Digest, has and continues to invest in its development and is slowly becoming the choice for many municipalities of similar size to DD.

MESH was purchased as a software for service which is an operations management system with broad functionality for mobile asset management, work orders and patrolling with Geographic Information Systems (GIS mapping) which allows for mapping and visuals of municipal assets. While it is not integrated with CityWide or GP, plans are in place to make this happen. It is unfortunate, however, that this was not sufficiently resourced at the time of purchase.

During our review, managers and supervisors indicated that they rely on reporting sent to them as opposed to accessing information directly from financial systems. There are options that allow for access to financial information without being in

the core financial system. These include RAC Software, provider of FMW budget software and Questica. They allow for robust budget development whereby managers can include details about business and capital project plans to create “the budget book”. All leading municipalities utilize this type of software to allow for better budget development and presentation. It also allows for development of reporting in a variety of definable custom reports. As discussed above, integrated planning would require more budgeting functionality particularly in terms of asset management. Budgeting software such as FMW or Questica would solve this issue and allow for multi-year budgeting.

In terms of access to technology, the Township has limited mobile access real time access to asset condition, work orders in the field as well as condition of the roads. As required by asset management regulations, the Township must have a lifecycle management strategy including the ability to capture all costs associated with assets. Mobile applications are extremely beneficial for these purposes. Further, the Township could eliminate paper-based processes such as timesheets and work orders. This does not mean that all staff need to have unlimited data on mobile devices. Many applications allow for downloading of information on a smartphone or tablet with uploads once staff return to the office.

To make improvements, training on systems and technology needs to be expanded. As identified in the staff survey, technology training was among the top identified need.

In summary, the key finding is that the Township needs to take a more holistic view of its technology needs with a long-term plan to eliminate duplication of effort, improve customer service, develop long term financial planning, and provide real time access to information for managers and Council.

In the interim, there are some options that could provide immediate capacity savings and improved customer service. These include the purchase and implementation of additional modules from GP to allow for electronic notices for tax, and accounts receivable. Further, GP can be better utilized with training in Smartlists, Management Reporter and Extender that will allow the Township to create better reports and allow for exports to excel.

The Township currently has “decentralized” purchasing and utilizes its website and paper-based requests for tenders and proposals. By moving to an online provider, such as Bids and Tenders or Biddingo, the municipality will gain better results on tenders, meet trade agreements, and eliminate paper-based processes. These services are funded by the vendors’ subscribers.

**ii. Some Processes Are Not “Lean”, Time consuming paper-based processes are prevalent leading to excessive management administrative time.**

In reviewing processes and practices, it was revealed that improvements through LEAN would not only increase efficiency but provide better customer service. Some

examples include work order management, fleet, inventory management, payroll/time and attendance, animal control, building permits and planning applications. Financial processes such as purchasing and payments are not automated. Tax bills also continue to be paper based.

Tax billing processes are not documented and are time consuming. Staff are not aware of many of the functions available in the system. Currently, the Township issues tax bills by paper and sends by mail.

Payroll and equipment allocation processes are cumbersome including many non-valued added steps. Several spreadsheets are used, same information is entered at least 3 times and the Public Works manager spends one day every pay on payroll. Staff are not required to complete their own timesheets or equipment. Policies and processes are not documented.

Inventory Management is problematic. Processes are manual and there have been year-end issues with both fuel and salt/sand. This represents a risk of lost inventory and spillage without analysis.

Purchasing policies are outdated and may violate trade agreements. No purchase orders are utilized so the Township is not reporting on an accrual basis in year. Most of the procurement is not using modern bid sites such as Biddingo or Bids & Tenders to extend the reach and reduce prices. Further, these sites make the processes of RFP/RFTs seamless and paperless.

Tangible Capital Asset accounting and Asset Management processes are not documented and time consuming. There is no integration with Asset Management across the organization.

A new on-line permit application process was implemented in the building department but many processes remain paper-based and documents are not attached to the permits in either system. There is also a need for enhanced technology in the field to undertake inspections and see the information remotely.

TOMRMS file classification system for records management is not properly being adhered to. New files are filed under old systems. Destruction By-law requires updating and destruction of records requires immediate attention (burning/not shredding) and is currently not in compliance.

Burn permits is a paper based difficult, time consuming process. This was recognized by the Fire Chief and changes are underway to move burn permits online.

Most processes in Public Works are undocumented. However, there are a significant number of policies which identify a number of elements of processes but Standard Operating Procedures (SOPs) do not exist. Work planning is not well documented and is based on the experience and system specific knowledge of the PW Manager and Lead Hand. Further, there does not appear to be any level of service documents other than T-11 Minimum Maintenance Standards for winter maintenance; there does not appear to be a corresponding policy for routine maintenance. IT usage is low

in Public Works. The environment at the Township is not set up for a higher level of IT usage. This should improve significantly with MESH Implementation provided appropriate training is provided.

In order to make significant change, mobile technology is needed.

Recreation processes and policies are outdated and there are significant accounts receivable issues evident dating back to 2012. As mentioned above, this is partly due to process but also a lack of integration between BookKing and GP. This results in duplication and increased risk.

Further, the system will not allow staff to send all invoices at once. This is not an issue if the system was integrated with GP. The limited pay options have also created a challenge for recreation. Most municipalities allow for credit card payments for these services.

Poorly formulated outsourced agreements for canteen, vending machines means that the Township is missing out on some revenues.

Recreation work order tracking is manual/paper based with little ability to monitor and measure performance and completion of tasks. This can be addressed with MESH in concert with Public Works.

LEAN Six Sigma methodology for process improvement would help the Township become more customer centric and eliminate the non-value-added activities. Training for staff will allow each to identify ways to make improvements in their

own processes with a focus on the customer. We recommend that all staff receive LEAN Six Sigma training which includes management of a project. We noted that the Operations Works Building and Yard could benefit from a 6S (Sort, Set in Order, Shine, Standardize, Sustain and Safety). Other projects include processes such as payroll, work management, accounts payable/purchasing, building and planning processes, to name a few.



TECHNOLOGY AND PROCESSES RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.1 Develop IT Strategy - Integration	3.1.1 Develop IT Strategy for integration of Township systems and expand utilization.	IT Strategy should be developed to fully integrate and enable all systems at the Township to provide Web- and Mobile-enabled services to the citizens. Review and rationalize system utilization and eliminate nonintegrated systems where possible (eg. Building Permits System) Long term strategy would guide all IT investments, purchases and projects. County wide approach to implementations of MESH, BookKing, PSD, and building permits online. Look at IT Service provider contract as part of this project including moving to County wide services.	2020	\$20,000	Staff time savings from reduced duplication of effort and reconciliations. Modernization funding?
3.1 Develop IT Strategy - Integration	3.1.2 Expand IT service and help desk	Add Help desk Services to current IT contract to allow staff to launch their own requests and "free up" staff time. Request long term plan for hardware replacement.	2020	-\$16,350	Annual cost of \$4000 but savings of .25 FTE in administration



### TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.1 Develop IT Strategy - Integration	3.1.3 Implement Virtual City Hall to provide real time online access for customers to apply, review and pay for services.	Virtual City Hall (VCH) is a customer self-serve application that integrates with DD's financial software. Customers online Animal Licensing, Locate the owner of a lost animal. · Business Directory · Bylaw Violations – Contact Information eSend Integration – message inbox, view bills online. General Receivable Accounts - Customers can view and pay for their general receivables. · Paperless Notification Sign-up. Permits -Customers can apply, view, update and pay for their permits. · Pre-Authorized Payments Sign-up· Property Search – Search for property roll information. · Property Tax Accounts - Customers can view and pay for their property tax accounts. · Property Tax Certificates – Purchase and view tax certificates. Vendors can review purchase orders, submit invoices, update information such as EFT and view the status of their payments.	2021	-\$75,857	Module Cost = \$27,000. 30 minutes per setup + issuance x 3000 households x 50% uptake - assumes 5 transactions per year @ \$5 per transaction
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.1 Create a LEAN Six Sigma Process Improvement Team.	Move to LEAN Six Sigma process improvement team. Provide training and support to develop new ways of doing business on a continual basis. LEAN Six Sigma will enhance staff skills. Management should become champions of change and LEAN Six Sigma. Undertake a 5S project at the Operations building with an office and "stores" area.	2020	\$5,000	External consultant trainer

## TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.2 Procure a new Customer Service Request (Complaint) system to track all complaints and allow for online submission.	New Customer Service Request (Complaint) system to track all complaints and allow for online submission. Utilize BookKing more fully by activating the Public Site and using it to book all appointments, regardless of department Procure an online Service Requests and Utilize "Booking" Online facility scheduling to implement for other services to improve customer experience (eg. meetings with CBO, staff, commissioning documents, planning applications). Given the COVID situation, reducing time waiting at the counter is desirable.	2021	\$6,000	Service Requests module - integrate with MESH and create a work order and GP for customer database through middleware.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.3 Develop detailed tax policies and procedures. Implement E-Send - Tax E-notices and AR E-notices.	Document processes and move to eSend is a GP module that is used to deliver bills and notices to customers via email. 2. When a customer browses their accounts, they can open the PDF bills for each transaction that was sent by eSend. Customer can choose to enlist it to paperless notifications. E- notices will save significant time and money for the Township, eliminate costly printing, folding, postage and handling costs.	2020	-\$46,336	Module Cost = \$6700. 30 minutes per setup + issuance x 4,500 properties x 50% uptake. Savings calculated at \$10 x (4,500 tax bills x 2 annual billings + 300 (arrears letters) x 50% uptake - \$17700 per year x 3 years

## TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.4 Implement Self Service time entry, Epaystubs and an integrated work order management system including FirePro. Create a full set of payroll policies and procedures.	Implement Self Service time entry and an integrated work order management system (MESH. Create a full set of payroll policies and procedures. This should be incorporated with the capital planning process as well. Integrated FirePro with Dynamics and implement GP E-paystubs will eliminate paper and effort.	2020	-\$44,000	Mesh = \$9500 annually + 300 device fees + \$4400 activation fees. Additional Mobile devices and plans \$50/month for 27 staff. A Savings calculated at 3 days per pay period - Finance + 1 day per pay period for public works (\$25000 x 3)
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.5 Develop Inventory Policy and system	Inventory Policy and processes be developed. The Township can look at possible integration with key vendors in order to reduce data entry.	2020	\$1,548	Inventory policy to be developed and implemented internally - 10 days' work for Treasurer and Public Works Assistant. Savings in time and inventory losses will offset

## TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.6 Centralize Purchasing Functions in Finance. Develop New Procurement Policy. Implement Purchase Orders and workflow as well as online bidding system.	Purchasing policies and processes centralized. Policies updated to meet CFTA requirements. Implement GP purchase orders modules, procurement, 3-way matching and training. Paperless workflow processes. Include encumbrances and commitments. Implement an Electronic Vendor Bid Submission that would allow vendors to submit their bids electronically. For tenders and quotations, the pricing would be input directly into the system.	2022	-\$38,800	Module Cost = \$6000. Savings to be realized in procurement processes - Estimated time saved = 7 hours per procurement.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.7 Corporate AM Consultant to lead detailed process review to integrate AM practices and lifecycle costing in daily activities.	Fully implement Work orders management and scheduling in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well. Regulation O.Reg 588/17 requires AMP for all core assets by 2021 including current levels of service. Data collection and processes need to be in place for all assets by 2023. Levels of service require public consultation. Implement Self Service for Employees - Time and attendance and work order management, CVOR reporting (mobile)	2020	\$65,520	Internal costs - 1 hour per week for each manager

## TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.8 Review the next steps for the Building Permit Online.	Reconsider in house development. Reimplement Permitting module. Explore other online software options that are already established. E Plan systems allow for permit applications and blueprint markups. Some products have moved into planning applications (eg. PSD, Avolve, Eplan) Any product still must integrate, to some extent, with the financial system. Integration with MPAC already in place.	2021	\$0	Module = \$7500. Re-implement GP Permitting Module SDR funding for \$6500. Savings in processing time will offset costs. Implementation time and cost estimated at 30 hours per staff.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.9 Undertake Records Management training and consider File Hold or other document management system.	It is imperative from a liability perspective to have a robust policy and process. Undertake Records Management training and ensure adherence to by-laws. Immediate attention and Corporate-wide leadership role should be formalized and support provided. Consider File Hold or other document management system.	2020	\$42,300	Estimated at \$15 per user per month. Training estimated at 30 hours. Consider digitizing old records over three years.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.10 Shift Fire Burn Permits to 24/7 on-line system	Shift Fire Burn Permits to 24/7 on-line system with consideration of appropriate revenue recovery – self serve option with mobile app alerts.Burnpermits.ca - This implementation is underway.	2020	\$0	Internal time to set up - 2 days staff time. Recoveries to offset cost of software and time spent.

## TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.11 In concert with the MESH implementation, develop and document processes, training and integration.	In concert with the MESH implementation, develop and document processes, training and integration. Undertake financial reporting changes to properly track costs. Some changes to the current project accounting, fixed assets and equipment is required for the MESH implementation.	2020	\$10,000	Significant time in manual work orders eliminated and better regulatory compliance, capacity savings at 5 hours per week per manager/lead hand.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.12 Digitize Level of Service and MMS	Digitize Level of Service and MMS with MESH Form developer and integrate into daily work order management. Minimum Maintenance Standards and CVOR must be tracked. The paper processes would be eliminated and better reporting available for compliance.	2021	\$10,000	Potential for improved staff relations - cost will depend upon result. Difference between two rates.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.13 Re-implement BookKing and integrate with Diamond. Launch the public online facility bookings	BookKing will allow for better management and improve utilization of the community centres. The launch of the public site will not only provide better service, staff workload can be better managed through the use of the services module. This module provides "set up" requirements for any particular event. BookKing could be used for other appointments at the front counter. Consider "packages" to simplify bookings. Possible events with catering and weddings?	2021	\$0	Internal costs estimated at 40 hours but reduction over 3 years will offset time.

### TECHNOLOGY AND PROCESSES RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.14 Update contracts, outsourcing with improved AR policy.	Contracts and AR policies should require "pay before you play". For large groups, update the contract and policy to require monthly payments in advance. If the public site is launched, reminders can be set up. Allow for credit card payments which may require fee bylaw adjustment. Integrate BookKing with GP and move all AR management to Finance and run out of GP.	2020	-\$33,320	Internal costs estimated at 24 hours but recoveries and elimination of manual work will offset.
3.2 Digitize, Improve and Document Processes- LEAN Six Sigma	3.2.15 Move AR to finance.	Move AR to Finance. Recreation to continue to collect funds at the outset but any outstanding AR to be managed by Finance in GP.	2020	\$0	Internal costs estimated at 30 hours but recoveries and elimination of manual work will offset.
3.3 Software implementation and Training	3.3.1 Develop processes and undertake training prior to implementation. Ensure Mobile Technology is available for use in the field.	Basic technology training will be required before full MESH implementation for many of the staff. Similarly, for building/bylaw services - enhanced abilities for inspections and production in the field.	2021	\$4,800	Estimate of Mobile purchases and training. 20 hours per staff. But significant savings and improved MMS.



TECHNOLOGY AND PROCESSES RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
3.3 Software implementation and Training	3.3.2 Expand Utilization of Diamond, Booking with training and re-implementation of permitting.	Diamond and Booking are underutilized. In particular, integrations, document management, workflows and e-services. Permitting, bank reconciliation and smartlists should be reimplemented and documented. Additional training for all staff should be provided.	2020	\$10,000	Investment in Training 20 hours for 5 staff offset by savings in time.

## TECHNOLOGY & PROCESSES IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
3.1.1	IT Strategy	25,000	-5,000	20,000	2	-200,000
3.1.2	Expand IT service and help desk	12,000	-28,350	-16,350		
3.1.3	Virtual City Hall	27,000	-102,857	-75,857	1	-342,857
3.2.1	LEAN SS Training	5,000	0	5,000		
3.2.2	Service Request Module	6,000	0	6,000	1	
3.2.3	Esend and Tax policies	6,700	-53,036	-46,336	1	-176,786
3.2.4	Payroll Self Service and Work Orders	31,000	-75,000	-44,000	1	-250,000
3.2.5	Develop Inventory Policy and system	0	1,548	1,548	1	
3.2.6	Centralize Purchasing, Online processes	6,000	-44,800	-38,800	2	-250,000
3.2.7	AM Process Review	0	65,520	65,520		
3.2.8	Building Permits Online - Review	7,500	-7,500	0	1	-525,000
3.2.9	Records Management training - Document Mgmt	13,500	28,800	42,300	1	-130,000
3.2.10	Fire Burn Permits Online	0	0	0	1	-25,000
3.2.11	PW Processes	25,000	-15,000	10,000		
3.2.12	Digitize Level of Service and MMS with MESH	2,000	8,000	10,000	1	-31,200
3.2.13	Integrate Booking Online	0	0	0	1	-90,000
3.2.14	Update contracts, outsourcing with improved AR policy	0	-33,320	-33,320	1	
3.2.15	Move AR to finance	0	0	0	1	
3.3.1	MESH and Mobile training	35,000	-30,200	4,800	1	
3.3.2	Diamond, Booking, Permitting setup and training	25,000	-15,000	10,000	1	-52,000
	Total Technology & Processes	226,700	-306,195	-79,495		-2,072,843

## MANAGEMENT AND PERFORMANCE

### i. Outdated Financial Planning/Budget Processes.

Municipal financial sustainability can be defined as:

*“Ability to continue to deliver services and develop infrastructure required without sudden unplanned increases in rates and tariffs or reduction in services and the capacity to absorb financial shocks without external financial assistance”.*

*And/or...*

*“Financial capacity of municipalities to deliver services and meet contractual commitments while planning for the future.”*<sup>2</sup>

The Township’s financial planning is achieved through the annual budget process. It is outdated with the Treasurer presenting the entire budget on behalf of department heads making it appear that it is the Treasurer’s budget. This is not the case. In fact, the Treasurer spends very little money and manages very few assets. It is the departments that must manage the money, be held accountable for results and report to Council. Gone are the days when it was good enough to

meet the narrow view of the Treasurer defined in the Municipal Act. While Treasurers must continue to exercise their stewardship responsibilities, set policy and manage the financial operations of the municipality, they must transform into a strategic advisor and business partner. Providing analytical power and foresight into the future is of paramount importance for municipal councils in order to ensure long term financial sustainability.

CFOs should be key contributors to strategic planning and the municipality's future direction including community engagement. Developing innovative financing and investment strategies to support long-term plans are critical for financial sustainability. To accomplish this, current Treasurers must continue to broaden their skills and capabilities in order to take on that strategic role. With limited resources, this means that municipalities must look to ways of streamlining its financial services and processes to find the capacity to fulfil this expanded role. We found that these competencies and roles need to be better developed in order to meet these new requirements. We believe that Finance needs additional resources in terms of training and mentoring.

At times, the budget has not been passed until the new year, sometimes May of the applicable fiscal year. Table 1 shows the various planning legislation, mandatory and discretionary. Integrated long-term financial planning is not required but

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<sup>2</sup> [http://www.mfoa.on.ca/MFOA/webdocs/PSAB\\_Newsletter\\_No\\_3.pdf](http://www.mfoa.on.ca/MFOA/webdocs/PSAB_Newsletter_No_3.pdf) Page 312 of 618

considered to be best practice. A long-term financial plan encompasses information from all known and potential risks, and economic changes that face the municipality over a planning horizon of 10-20 years.

The Township has started down this road with the Asset Management Plan (AMP) and is required to update by 2021. However, like every municipality, there is still much work to be done to meet the regulatory requirements. It is important to note that the AMP is only one part of a long-term financial plan. To date, the focus has been on the annual budget. Annual planning is problematic because it does not look at the

impacts of decisions made today on tomorrow's community services or fiscal health, although the annual budget is the only "mandated" plan currently required. It should be noted that O.Reg 588/17 will require a long-term asset management financing strategy to be in place by 2024.

Multi-year budgets are permitted, and some municipalities have been moving in this direction over the last few years. The benefits are extensive as it changes the way the municipality makes decisions and reduces the amount of time it takes to complete the budget, once the process is established.

**TABLE 1: FINANCIAL PLANNING REGULATORY FRAMEWORK**

Act	Sections/ Regulation	Description	Details
Municipal Act	289.	Yearly budgets, upper-tier	Annual Budget Requirements
	290.	Yearly budget, local municipalities	
	291.	Multi-year budget	Optional
	293.	Regulations, reserve fund	Optional – Reserves can be set up to fund future projects or contingencies
	Part XIII	Debt and Investments	Municipalities can borrow for long term or short-term requirements
Safe Drinking Water Act (SDWA)	30	Financial Plans	Requirement for a Drinking Water license
	O.Reg 453/07	Financial Plans	Financial plan requirements under the SDWA must be at least 6 years
Planning Act		Official Plans	Land use planning
Infrastructure for Jobs and Prosperity Act	3	Infrastructure Plans	Planning Principles required in Asset Management Plans
	4	Long-Term Infrastructure Plans	
	O.Reg 588/17	Requirements	Timing, details, policies for long term asset management planning including climate change adaption

The key objectives of a Long-Term Financial Plan (LTFP) are to:

- ⇒ Promote financial sustainability
- ⇒ Take an enterprise (whole municipality) view of financial decisions rather than departmental or first-come first-served approach
- ⇒ Align financial decisions with strategic initiatives
- ⇒ Establish priority setting tools to evaluate projects based upon a common set of criteria
- ⇒ Identify and illustrate long-term implications of decisions based upon data
- ⇒ Provide ongoing set of metrics to assess performance
- ⇒ Support multi-year planning
- ⇒ Ensure optimal balance between service levels, revenue requirements and asset renewal

A LTFP is not only a guiding document, it is an excellent communication device of the municipality's overall direction. The LTFP should consider and include the following:

- ✓ Strategic directions with respect to financial condition and the vision for the municipality;
- ✓ Demographic and economic assumptions;
- ✓ Indicators to be utilized to measure financial condition (sustainability, vulnerability and flexibility);
- ✓ Risk identification, risk management and risk response strategies;
- ✓ Expected expenses for each year of the plan;
- ✓ Expected revenues for each year and their source;
- ✓ Rates and user fees expected over the horizon of the plan;
- ✓ Any variations in net debt required as a result of expected cash flow needs;

- ✓ Other plans such as asset management plans and condition assessments;
- ✓ Assumptions that have been used in the development of the LTFP;
- ✓ Sensitivity analysis performed, which highlight the factors or assumptions most likely to affect long-term financial sustainability; and
- ✓ Decision and priority making process to be undertaken in assessing projects.

## ii. Insufficient Financial Reporting and Analysis.

The Township's reporting to managers and Council are substandard and not timely. Managers do not have real time access to information to make decisions. While GP has many good reporting tools, they are underutilized. But they also are not conducive for good budget processes. They are simply reporting tools for historical information. Most of the analysis is conducted outside the key systems. The analytics required to assess assets, levels of service and performance will require new approaches. Since the Township has limited resources, partnering with other municipalities to develop ways to collect and analyze data would be beneficial. New regulations require asset management policies, plans and levels of service by 2021. This represents an opportunity to share resources and expertise with partners.

In the interim, the Township should redesign its project accounting/asset ID register to provide better management information.

To better understand the Townships costs and services, a comprehensive analysis should be undertaken with new

information collected and analyzed. This should include, but not be limited to, job costing attached to work orders with time, equipment, and materials. It is this study that will assist in evidence-based decision making regarding the service delivery model (in house vs. outsourced, vs. elimination or shared services). Further, this will set the stage for a fee study which is explored in the next section. Council needs this information to be able to adequately determine the RIGHT fee and the RIGHT level of services.

The study should also include key performance indicators for every service and customer demand analysis. Each process should be mapped, utilizing LEAN Six Sigma methodologies, with associated time for each step. This will allow the identification of non-value-added activities and steps (waste). By developing a future state process map with these steps eliminated, will inform the IT Strategy and the Strategic Plan.

### **iii. Internal Control and Risk Management Framework is Not Robust.**

The Integrated Framework defines internal control as a *“process, effected by an entity’s board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories:*

- a. reliability of financial reporting,*
- b. effectiveness and efficiency of operations, and*
- c. compliance with applicable laws and regulations.*

The Integrated Framework uses three dimensions, illustrated in the adjacent cube, that provide management with criteria by which to evaluate internal controls.

The framework is built on 5 elements and 17 associated principles as shown in Figure 8.

While the auditors did not find major internal control issues, there are very limited documented policies, procedures or testing of controls. Access to the security profiles in the financial system is also problematic. Many financial policies do not exist such as; Reserves, Assets, Taxation, Bank Reconciliation, Accounts Receivable, Accounts Payable, Payroll. Risk management framework not in place.

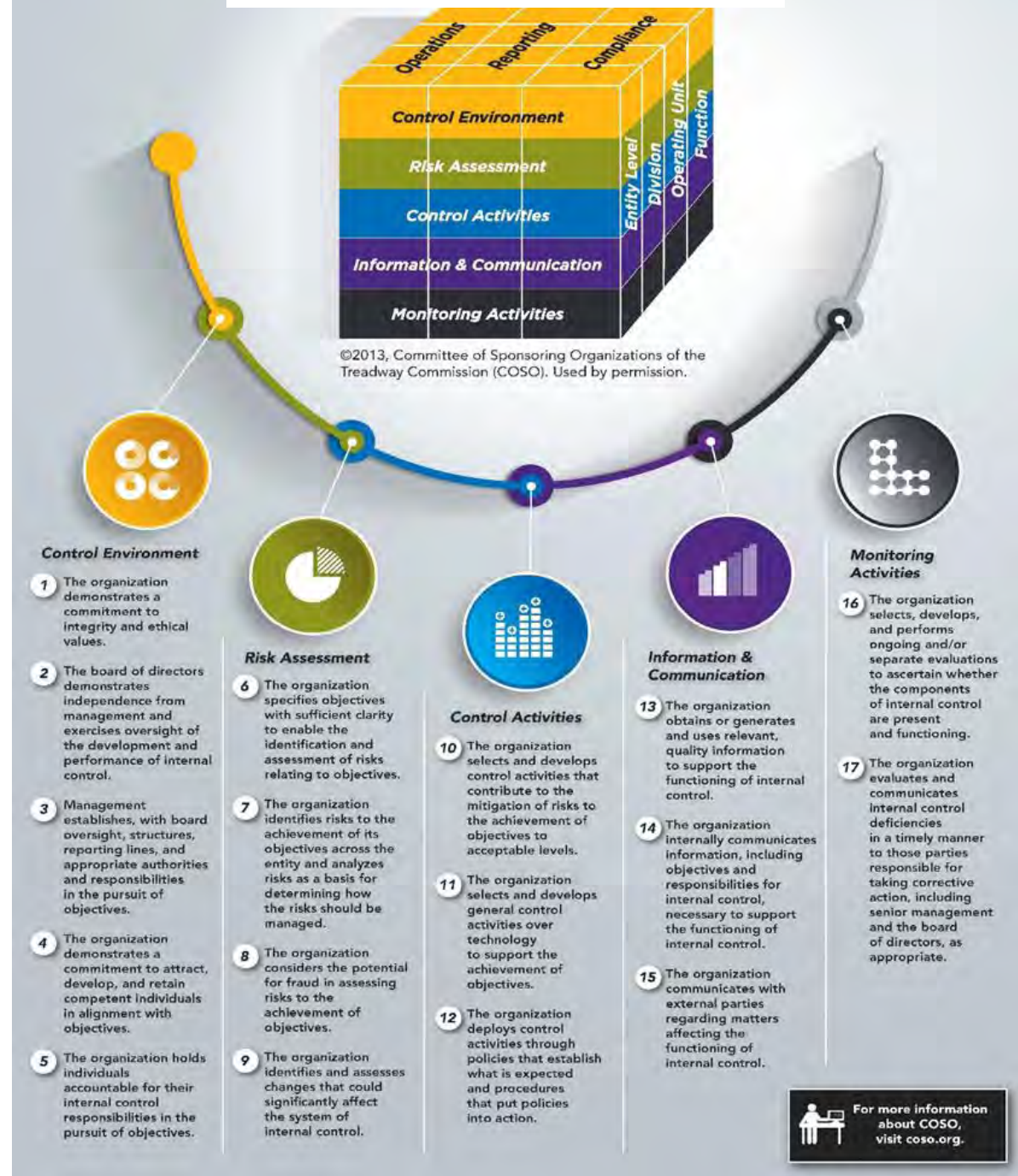


Of particular interest, we found that the bank reconciliations have been backlogged primarily due to the manual process. GP provides for an E bank reconciliation module but it is not used by the Township resulting in a significant amount of wasted time. Bank reconciliations are one of the most important control processes an organization can have provided it is segregated from those who collect or issue payments.

Insurance and procurement oversight rests with CAO which is quite unusual given the financial implications and integration to asset management.

As mentioned in the previous section, accounts receivable and monthly reconciliations of balance sheet accounts is not done on a regular basis and financial reporting is not consistent. These too are very important controls. Managers should be required to review their detailed financial reports, make notations and analyze the results. Any variances should be assessed and provided to the Treasurer for monthly forecasting against planned results.

FIGURE 8: COSO INTEGRATED FRAMEWORK





#### **iv. Ineffective/insufficient Financial Policies and Fee Recovery.**

We reviewed the fees bylaw and revenue results. The Township's facilities are utilized by residents and non-residents and do not cover the cost of the services. This is not unusual but it is imperative that the municipality understand areas where the taxpayers are subsidizing the operations and conscious social and economic decisions on these subsidized services.

We recognize that the Township wants the community to access these facilities at low cost but, if the rates do not support the operations, there is a risk that the Township will not have these facilities in the future.

Planning and building permit fees are not recovering the costs of service and the time spent on these processes is significant but not tracked. These fees have been recently updated so they should be tracked to determine if cost recovery has been achieved.

We also noted that several fees have not been updated in some time, such as NSF fees, and reprint of tax bills. A fee study followed by the release of a comprehensive fee bylaw should be undertaken on an annual basis. Criteria for setting of fees below cost should be part of a policy. A subsidy program is a better option than keeping all fees low.

In terms of other revenue opportunities, we noted that outsourcing contracts are not well managed such as; canteen/vending machines, advertising revenues are unusually low and revenue recovery processes in Fire are time consuming. While we recognize that COVID will impact some of these revenue streams, it is the opportune time to plan for the future.

## MANAGEMENT AND PERFORMANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
4.1 Modernize Budget Processes	4.1.1 Modernize Budget Process and move to multiyear/long term financial planning.	As part of 2021 Planning Cycle, develop business plans across departments in line with Term of Council Strategic Plan. Implement Multi- Year Budgeting. Department heads should develop and present their own budgets starting with past achievements, upcoming business plans, performance metrics and funding required.	2020	\$0	Staff time to develop new approaches. Cost unknown.
4.2 Improved Financial and Performance Reporting and Analysis	4.2.1 Procure Budget Software to improve budget process and reporting. Look at joint project with County.	Budgeting software allows for development and enhancement of the transparency of the budget process. The current process is highly labour intensive and requires working with excel spreadsheets, PowerPoint documents which are not quickly changed. The financial results and reports are not accessible to the department heads. Budget software allow for real time access to detailed data without access to the financial system.	2021	\$31,000	Module cost \$25k. Savings are currently unknown as it is unclear how much time is spent on reporting. Training and set up time 30 hours for Treasurer, 10 hours per SM
4.2 Improved Financial and Performance Reporting and Analysis	4.2.2 Update Recreation Master plan (joint) and develop performance indicators in interim.	Recreation master plan has not been actioned due to foundational issues. No targets in place.	2021	\$0	Internal resources

## MANAGEMENT AND PERFORMANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
4.3 Develop an Internal Control and Risk Management Framework	4.3.1 Develop a full set of financial policies commencing with a financial control policy.	Policies should include the full range of financial services. Review list suggested in Appendix.	2021	\$18,000	Internal resources - likely 2 months of work.
4.3 Develop an Internal Control and Risk Management Framework	4.3.2 Implement the E-Bank reconciliation module	Implement the E-Bank reconciliation module and change processes for weekly reconciliations by downloading from the bank. Bank reconciliation module is "automatic". Most large organizations can reconcile in as little as two hours.	2020	\$18,000	Internal resources - 2 months of work.
4.3 Develop an Internal Control and Risk Management Framework	4.3.3 Move Insurance and procurement responsibilities to Finance.	Insurance should be part of the risk management framework and updated based upon the TCA listing each year. Procurement currently rests at the CAO level. Segregation and recognition of liabilities is required by the Treasurer.	2020	\$0	
4.3 Develop an Internal Control and Risk Management Framework	4.3.4 Develop a Corporate Accounts Receivable policy and centralize AR in Finance.	Monthly reconciliations and collections activities should be done for all services by Finance to ensure that all assets are recognized and managed.	2020	\$0	

## MANAGEMENT AND PERFORMANCE RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
4.4 Undertake fee study and expand revenue opportunities	4.4.1 Undertake time tracking against planning applications - fee study.	Undertake time tracking against planning applications – eliminate subsidizing by taxpayers. Planning applications are not cost recovery. With the outsourcing of planning specialist, staff and consultants should track time against each application.	2020	\$0	Time estimated at 2 hours per week. Cover by fees
4.4 Undertake fee study and expand revenue opportunities	4.4.2 Undertake fee study and policies on subsidies.	Fees are not recoverable - need to know the "right fee" based upon cost and determine the subsidies that may be applicable. Need to build reserves for years where permits and planning approval processes are not covered.	2022	-\$15,000	Could be done in house or by a consultant. However, staff need to track time against activities. Increased revenue offset cost.
4.4 Undertake fee study and expand revenue opportunities	4.4.3 Develop advertising and donation programs.	May need to delay for two years due to COVID. Advertising boards, facilities can be very lucrative.	2022	-\$30,000	Assumes \$10k per year

## MANAGEMENT & PERFORMANCE IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
4.1.1	Modernize Budget Process	0	0	0		
4.2.1	Procure Budget Software	25,000	6,000	31,000	2	-144,000
4.2.2	Update Recreation Master plan	0	0	0		
4.3.1	Develop financial policies	0	18,000	18,000	1	
4.3.2	Implement the E-Bank reconciliation module	0	18,000	18,000	2	-18,000
4.3.3	Move Insurance and procurement to Finance	0	0	0		
4.3.4	Develop a Corporate Accounts Receivable policy	0	0	0		
4.4.1	Time tracking against planning applications	0	0	0		
4.4.2	Undertake fee study and policies on subsidies	25,000	-40,000	-15,000	2	-133,333
4.4.3	Develop advertising and donation program	0	-30,000	-30,000	1	-100,000
4.4.4	Expand/sell Building Code services	0	0	0		
4.4.5	Revenue recovery through third party programs	0	0	0	1	
	Total Management & Performance	50,000	-28,000	22,000		-395,333

## CUSTOMER SERVICE AND ENGAGEMENT

### i. Ineffective Service Request Management.

The Township implemented Comtrack to capture customer issues and complaints but it only tracks specific complaints and is not accessible to all staff, management or Council. While it is great that this occurs, the service requests are not in line with modern customer service standards. There are no performance standards and it is limited. In today's world, customers expect to be able to receive updates on their issues and requests, not just registered bylaw complaints. In order to do so, the municipality needs good tools to accommodate this and be able to use the information to better serve the customer proactively. For customers to launch a complaint or request, they must do so by calling or emailing as opposed to online requests and updates. The Township does not capture all calls or inquiries. These calls may result in work orders, significant amount of time spent. Some complaints may be "one-offs" or aberrations. Without data, one cannot tell if the issue is systemic, location based or simply an aberration. Given the roads complaints that have been received in the last few years, it would be beneficial to assess the time of day, weather, and location that these issues occur. Linked to the GIS will result in significant information not just data! That being said, the Township staff provides good face-to-face services, at the counter and telephone however, inquiries and response times are not tracked. Customers care about these kinds of performance measures.

Online service requests could easily be achieved with modern, simple, cloud-based software like AccessE11. The integration with GIS will allow for better understanding of location of

issues and will aid asset management. For online requests to be used, the Township needs to standardize the data fields and required information as well as documented processes. Service levels or key performance indicators (KPI's) should be developed with status definitions. Updates can be automated to eliminate the need for customers to call in, or for staff to call/email customers on the status of their requests. We understand that integration with work order systems such as MESH are simple as they can be generated by automatic emails.

### ii. Communication Strategy Lacking.

Customer engagement is critical for the Township to better articulate the value of its services and determine the needs of the citizens. While this review did not include a customer survey or consultations, the Township has created many opportunities to engage with the public on specific issues. Through its committee structure, it hears from the appointed members as well as focus groups. As part of the long-term strategic planning, and a requirement of the asset management regulations, the Township needs to gain an understanding of the desired levels of service on a variety of fronts. New technologies and options are available to better engage with the public on an ongoing basis. Customer engagement can take many forms. A strategy to undertake individual and ongoing customer feedback would allow for better understanding of service levels. Products like, Bang the Table, Social Media, and surveys can be of assistance but are only one solution given the demographics of the Township.

As previously discussed, intelligence can also be gained by tracking customer inquiries and comments within the service request process. Other options include the public comment module with Escribe which allows collection of information on specific issues.

As part of the consultations and SWOT, customer engagement was raised as a significant issue. In fact, staff also lack communication internally to the point that some stated they find out what is happening in the community externally. A full communications strategy is needed to serve both internal and external customers.

**iii. Outdated Website - Update planned in 2020.**

The website is outdated and difficult to navigate. Many bylaws, reports and services are not accessible. There is a need for improved documentation in “plain” language particularly in planning and building services to support the move to more online applications. Forms need to be modernized in order to develop these types of services as well as additional payment options. Some of this work can be achieved through contracts and summer students. Young people have an incredible ability to express things in plain language and be simple. We understand the website is slated for a revamp in 2020. We URGE the Township to take a customer service approach and test the website prior to launching.



## CUSTOMER SERVICE AND ENGAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
5.1 Procure/ Implement New Service Request Module - Online	5.1.1 Procure and implement a comprehensive Service Request Software with online submissions linked to work orders.	Service requests and complaints online (eg. Access E11)	2021	\$0	Included above
5.2 Develop a Community Engagement Strategy	5.2.1 Enhance public engagement and communication through the Township website, social media, software additions along with e-services applications.	Communications with public and staff strategy for ongoing and projects should be developed including social media, newspaper, other modes.	2021	\$20,000	Part of Website project. Contemplate Consultant to assist
5.3 Update Website & Public Information	5.3.1 Allocate financial resources to create on-line resources for public education purposes.	Summer student could undertake. Should be done in concert with other initiatives.	2021	\$8,400	Student for 4 months.

## CUSTOMER SERVICE AND ENGAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
5.3 Update Website & Public Information	5.3.2 Update Website & Information	Website being revamped. Look to implement from the VOICE OF THE CUSTOMER.	2020	\$0	Part of Website project.

## CUSTOMER SERVICE & ENGAGEMENT IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
5.1.1	Service Request Software	0	0	0		
5.2.1	Community Engagement Strategy	20,000	0	20,000		
5.3.1	Update Building Public information	0	8,400	8,400		
5.3.2	Update Website	0	0	0		
	<b>Total Customer Service &amp; Engagement</b>	<b>20,000</b>	<b>8,400</b>	<b>28,400</b>	<b>-</b>	<b>-</b>

## FACILITIES MANAGEMENT

### i. Facilities space rationalization needed.

Our team was fortunate to see some of the spaces onsite prior to COVID and then took a ‘VIRTUAL’ tour of the Township Hall. COVID and the return to work, will impact reconfiguration of the front counter services and we believe the space can be better utilized with limited cost. From a LEAN perspective, one wants to achieve cell design best practices. Cell design is based on the concept that a “U-Shaped” work environment is the most efficient layout for reducing time and motion. The U-Shape places the worker at the center of the equipment and materials necessary to complete any given process step. By organizing a workspace where everything is in reach, the need for travel is eliminated. Normally, what should be done is the process is “walked” from beginning to end and a “spaghetti” diagram is created to show the interactions between people. We do believe that new configurations are needed, assuming our recommendations regarding the organizational structure is accepted. In the future, should the Township proceed on the PW/Fire building consolidation, we also do not see a need to have the Public Works, Fire Chief or Recreation Manager with a permanent office in the Township hall but rather be located in their facilities. It does not make sense to have the Recreation Manager away from the action of the arenas. Further, staff supporting these managers should be located with them. In the interim, “hoteling” can be used for temporary requirements.

As part of the organizational final report, a detailed floor plan will be provided with the organizational recommendations.

### ii. Health and Safety and facility functionality issues exist.

Our assessment of the existing facilities is supplemented by the reviews undertaken by Greenview Environmental over the past several years. In these reviews, it became evident that the Township needs to make some significant long-term decisions regarding the facilities. We are particularly concerned with the health and safety and functionality issues in the Public Works garage and the Fire stations. We understand that some cleanup has occurred since we were onsite. However, it would not address potential working condition issues for different genders or to meet long term requirements to fit fire vehicles. These represent liabilities for the organization and a plan should be developed to immediately address this in the very near future. Their conditions are poor and at the end of their useful lives. We understand that there have been recommendations to consolidate these buildings and we would argue that similar approach should be taken with respect to recreation facilities.

Prior condition assessments undertaken did not include arenas. Before determining the next step for recreation, it is imperative to understand the state of these buildings and their potential for alternative uses that are safe and functional. In terms of location, best practice would require a strategic plan, comprehensive assessment of routes and work as well as an updated Fire Master Plan to ensure that the buildings meet the long-term needs of the community and the Township operations.

**iii. Repurpose Community Centres.**

The Township owns two community centres, both of which have been underutilized, at least based upon the data we were able to gather. There has been poor management of the centre in terms of performance management. As well, the fact that the Township has limited oversight or involvement in programming has left no focus in this regard. The 2017 Recreation Master Plan outlined some recommendations but did not commit time, performance metrics of funds to make the vision happen. The estimates of external costs were unrealistic.

Many of the strategies have not been initiated and staff time has not been estimated or allocated. However, it is imperative

that Council understand that the financial policies and processes were not in place to make these recommendations a reality. The new Recreation Facilities Manager is building that foundation and likely needs some additional support from Finance to assist. Some of the recommendations are not geared to a sustainable recreation program and need to be reviewed.

In order to determine if the centres are viable, we recommend that goals be set for expected utilization rates and revenue recovery. These performance metrics should be monitored and reported to Council and form part of the business plan and performance targets for the manager and staff.

FACILITIES RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
6.1 Align Space in Township Hall	6.1.1 Redesign office space for better utilization, location of staff with operational requirements. Assign Facilities Management to the CBO or Manager of Public Works	Administrative staff to be located near manager. Recreation manager to be located at the CC. Hoteling opportunities in the Township Hall following COVID. Attempt to develop "cell design" in U-shaped as much as possible and locate staff based upon people they work with the most.	2020	\$15,000	Some reconfiguration required.
6.2 Undertake Facility Condition Assessments	6.2.1 Conduct a building condition assessment of the Community Centres to determine cost and "fitness" for alternative solutions.	Prior condition assessments did not include arenas. Before determining the next step, it is imperative to understand the state of these buildings.	2022	\$20,000	External Consultants
6.3 Revitalize PW/Fire Facility Review	6.3.1 Undertake a facility strategy including Recreation in concert with shared service review.	Fire and PW both have facility challenges. A fulsome approach including recreation should be undertaken before any decisions made. However, it is clear that the Township cannot continue to utilize these facilities for the long term.	2021	\$0	Review already underway.

FACILITIES RECOMMENDATIONS					
Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _ Internal + External	Comments/ Assumptions regarding costs and savings
6.3 Revitalize PW/Fire Facility Review	6.3.2 Update the Fire Master Plan (perhaps joint) to assist with challenging decisions pertaining to fire halls and equipment needs.	Fire Master Plan is outdated. Should be updated based upon the new requirements. It is a decade old and new organization exists.	2021	\$30,000	Consultant fees or could be done in house.
6.4 Repurpose Community Centre	6.4.1 Increase utilization rates and reduce Recreation costs.	See above Track utilization and costs. Review fee schedule and utilization gaps. Review Recreational Program Options. Undertake a study to determine uptake and re-purpose, expand use of the Warsaw Arena	2020	\$4,680	Internal - 1 hour per week



## FACILITIES IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
6.1.1	Align Space to organization	15,000	0	15,000		
6.2.1	Building Condition Assessments of CC	20,000	0	20,000		
6.3.1	Facility review	0	0	0		
6.3.2	Update the Fire Master Plan	30,000	0	30,000		
6.4.1	Track utilization and costs	0	4,680	4,680		
	Total Facilities	65,000	4,680	69,680		0

## ASSET MANAGEMENT

### i. No Corporate Asset Management Approach.

Currently, Finance has been the key lead regarding assets but it is imperative for Council and the Township management to realize is that Asset Management is not a finance exercise but rather, everyone's responsibility. There has been much misunderstanding of asset management in the municipal sector. Because the Municipal Act requires municipalities to follow generally accepted accounting principles as set by PSAB, and PS3150 required municipalities, finally, to value its tangible capital assets and report them on their financial statements in 2009, many people think that is asset management. This is not the case. In fact, the Province has been attempting to get municipalities to realize this for some time but PS3150 was a powerful way to get things started.

As shown in Figure 9 significant changes have been introduced by the Ontario government by regulation O.Reg. 588/17 of the ***Infrastructure for Jobs and Prosperity Act, 2015***. These changes require both operations and financial acumen to ensure that the Asset Management Plan is in place for the Township as well as processes to ensure that the plan remains relevant and updated on a regular basis. The Municipal Treasurer will need to be a key contributor and partner in asset management now and for the years to come but should be a member of the AM Team and the lead should be Corporate.

We have reviewed the AM Policy passed by the Township as required in 2019 and we are of the opinion that this does not meet the vision of what was intended by the regulation. This should be reviewed and updated to reflect Council's

commitment to asset management and set a governance structure in place for better oversight.

It is important to note that asset management is embedded in many regulations and standards most of which are managed by departments (Figure 10). AM is forward looking and "a coordinated activity of an organization to realize value from assets" (ISO 55000). It is not a "job", software or PSAB. It is also not just the plan.

It includes fully managing assets throughout their lifecycle to gain the most of those assets and best serve the citizens. It is likely the most important role of any municipal manager and requires additional attention. We are of the opinion that the Township will need a project manager to oversee AM from a policy, process and systems perspective and we do not see that it has sufficient resources in-house to achieve this.

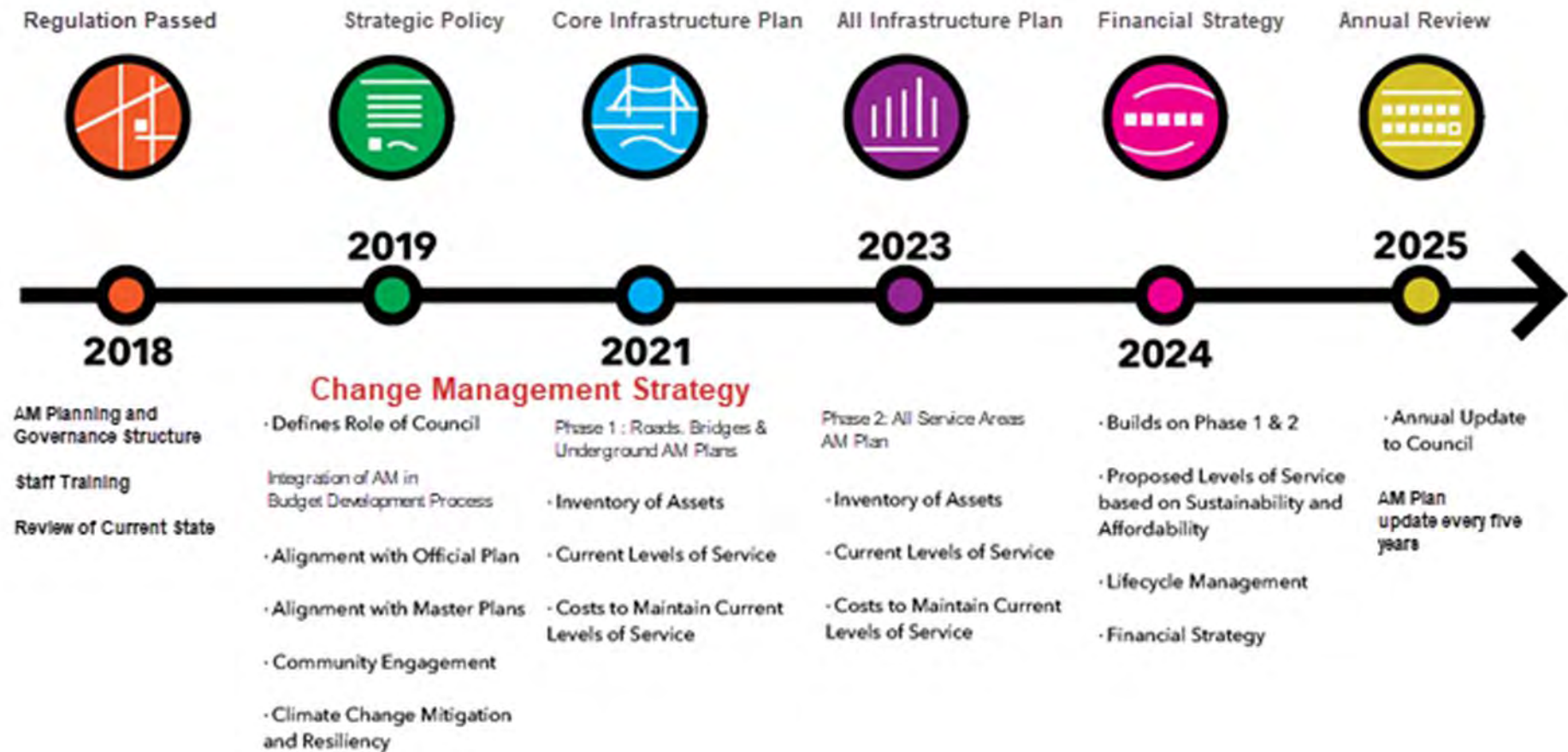


FIGURE 9: AM ROADMAP

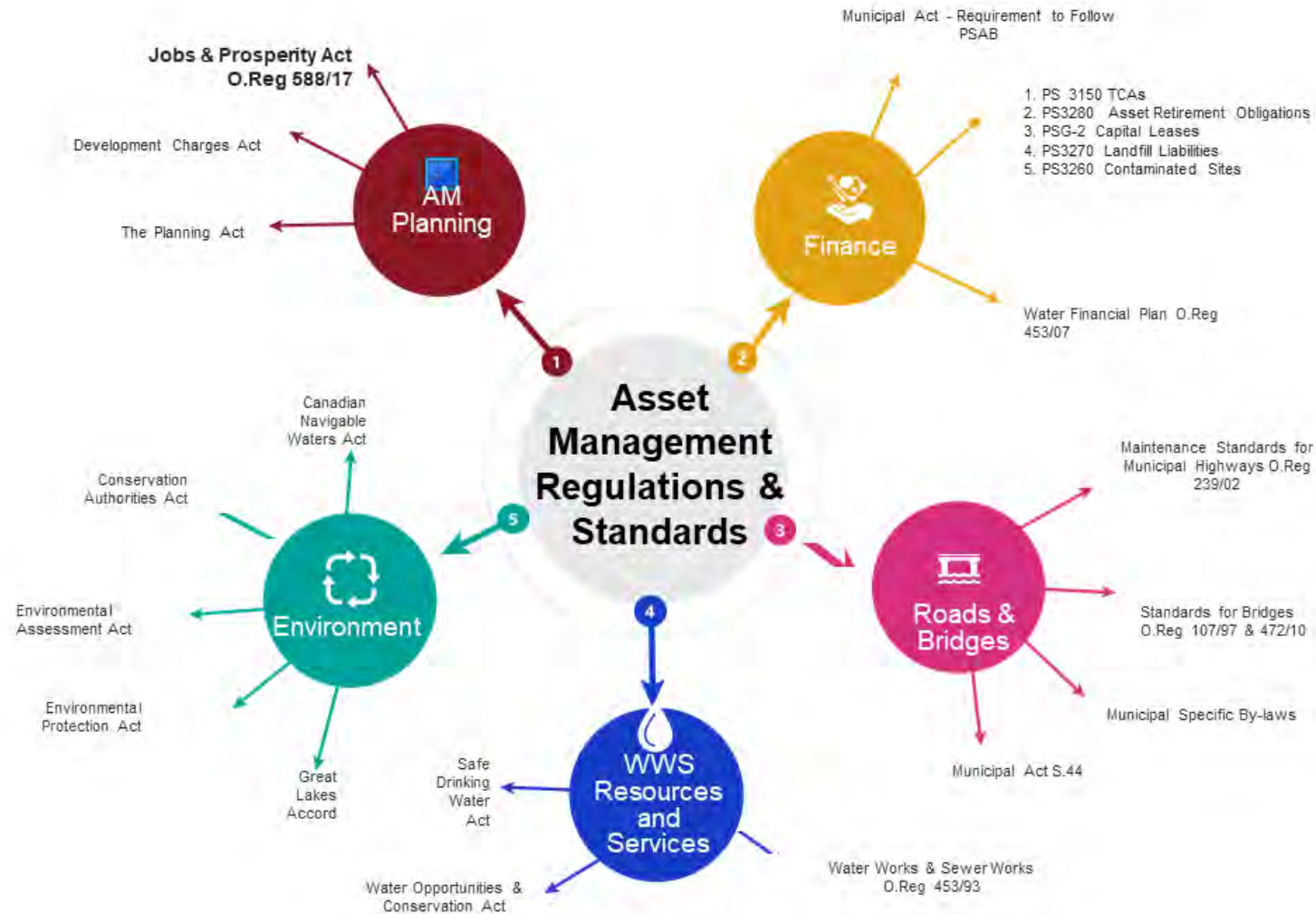


FIGURE 10: AM LEGISLATION AND REGULATIONS

## ii. **Historic Under Investment in Core Assets. Asset Management Plan Needs Updating.**

As with most municipalities, the lack of long-term planning has put the Township in an infrastructure deficit. Several years of low or 'no' tax rate increases have resulted in limited investment in existing assets. Benchmarks in Appendix "B" shows that the Township's taxes are significantly below the Provincial average on a per household basis. It is important to note that on a residential property basis, the Township's average property tax was \$1,298 in 2019 which is 54% below the provincial average (\$2,841) for lower tier.

With the focus on the future, existing assets are being neglected. The Townships investment in capital expenses have been historically lower than the provincial average as well as the benchmarks chosen. On average, DD has spent \$406 per household, the benchmarks are twice that at \$846 and the average provincially is four times that amount at \$1,869. The Township's assets are aging. The net book value of its TCAs is only \$6,900 per household as opposed to the value of the benchmarks at \$9,500. This represents the "value" to the taxpayers or their share.

Our benchmarking also shows that the Township's debt is low but also its reserves. Other indicators show that the Township is consuming more assets than investments.

**Asset sustainability ratio shown in** Figure 11 is the approximation of the extent to which a municipality is replacing, renewing, or acquiring new assets as the existing infrastructure is reaching the end of its useful live. The target ratio is > 90% per year. A municipality which is not reaching this target is not sufficiently maintaining, replacing, or

renewing its existing infrastructure. This may result in a reduction in service levels and/or useful lives previously expected and will likely create a burden on future ratepayers. The calculation is the total ADDITIONS AND BETTERMENTS TO TCAS DIVIDED BY THE AMORTIZATION EXPENSE (WHICH REPRESENTS THE AMOUNT TCAs are used in the year). In other words, the investment in TCAs to replace those being used.

DD was at 82% in 2018 – declined since 2009.

**Asset Consumption Ratio (expressed as a percentage)** measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost. The target is <50%. (Less than 25% - Relatively NEW infrastructure, 26% to 50% - Moderately NEW infrastructure, 51% to 75% - Moderately OLD infrastructure, greater than 75% - OLD infrastructure. The calculation is the total CLOSING ACCUMULATED AMORTIZATION BALANCE DIVIDED BY THE CLOSING COST BALANCE WHICH REPRESENTS THE HISTORICAL COST OF THE ASSET AT PURCHASE/CONSTRUCTION. Meaning, the more the accumulated amortization as opposed to the cost indicates the aging of the assets.

DD was at 46% which is an increase (not good direction) up from 2009 at 32%.

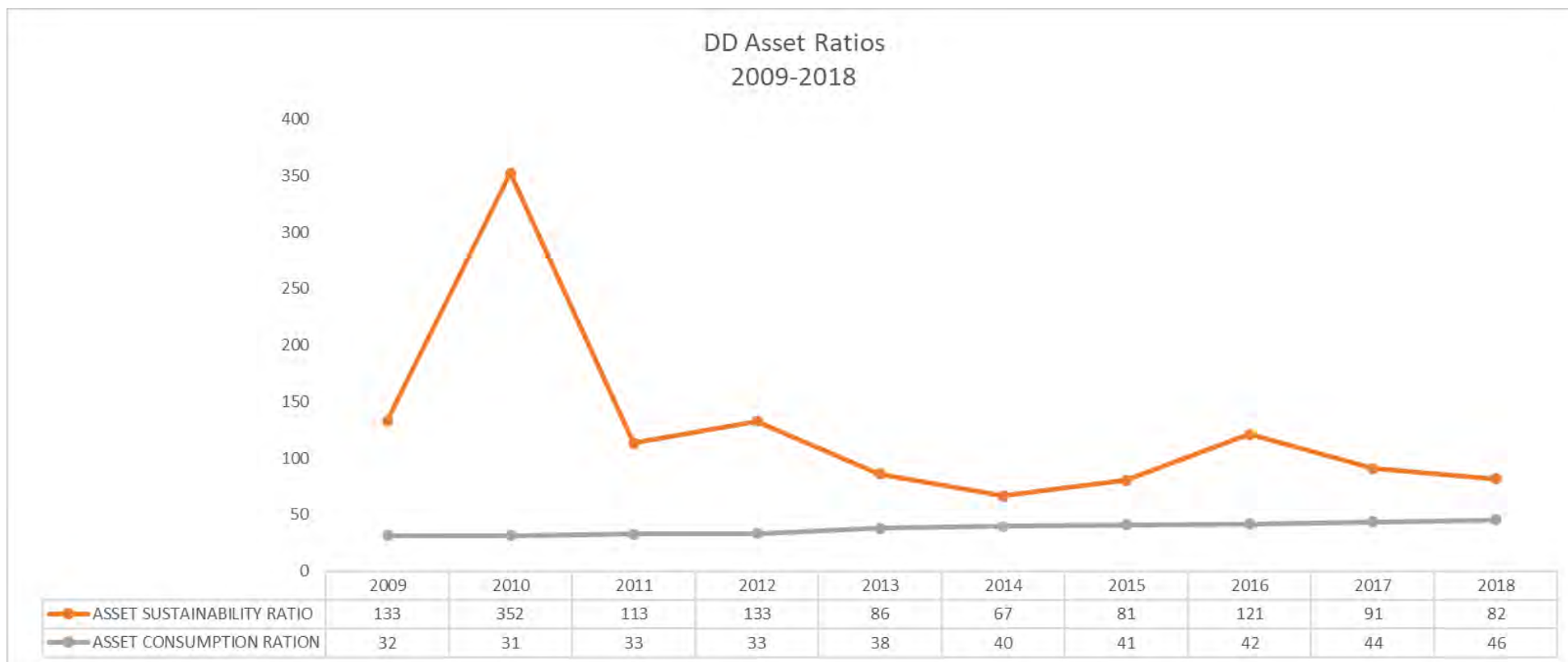


FIGURE 11: DD ASSET RATIOS

As required by 588/17, the Asset Management Plan is required by 2021. We understand that the Township has engaged PSD to assist with the plan but it is important to note that this cannot be outsourced on an ongoing basis. It should also be noted that the plan requires updated condition assessments with data no older than two years and this proposal does not include this. Regardless of the approach, the Township needs an AM champion to update its plan and develop lifecycle processes as well as capture costs. Staff and Council need additional AM training and detailed processes to meet the ongoing challenges.



### iii. Challenges Managing Roads Network Evident.

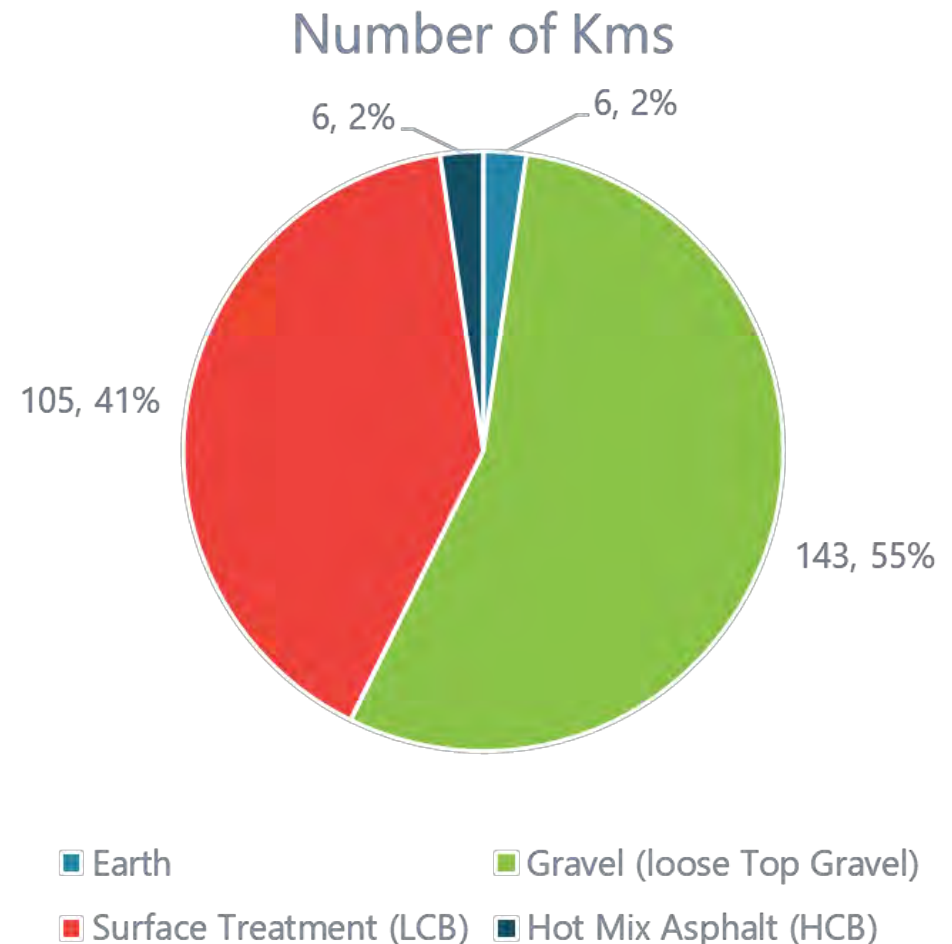
Public Works Department is responsible for the following assets

- 260 centre line kilometer road system of which 55% are gravel.
- 2 Bridges and 8 culverts with >3m span (a further 2 bridges are managed by the County)
- 2 work yards
- 4 small stormwater systems.

The last few years have seen many challenges for the Public Works department in managing its gravel roads and has undertaken an assessment of its own pit, known as the Edwards Pit. Much discussion and analysis surround this pit and the complaints received regarding the condition of the gravel roads. While the number of complaints is unknown, it certainly has been the source of much frustration for the Public Works staff and Council. Part of the challenge the Township has faced is the relatively large number of gravel roads and changing conditions. Further, the Roads Needs Study completed in 2017 indicates that the roads are in relatively good condition but investment of \$2.4 million was needed in the “now needs” category.<sup>3</sup>

The Asset Management Plan dated 2013 was much more critical of the state of the infrastructure but this was based upon replacement cost and the annual

funding shortfall being \$1.4 million.<sup>4</sup> Of course, it is important to note that the AMP did not include a condition assessment but rather aged based conditions. It also did not anticipate that gravel roads may need to be converted based upon traffic and use.

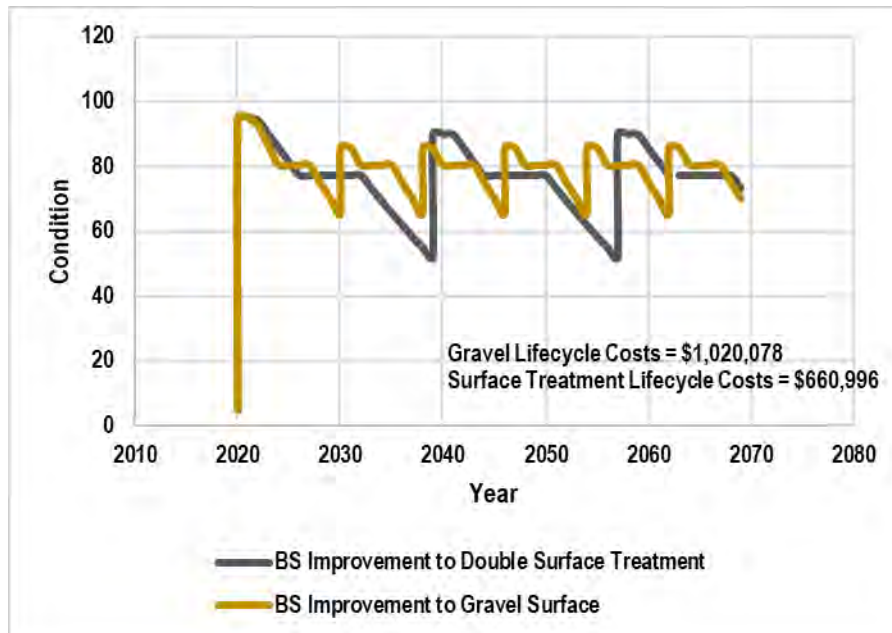


<sup>3</sup> 2017 Douro Dummer Road Needs Report, DMWills Associates Limited, March 2018.

<sup>4</sup>2013 Douro Dummer AMP Public Sector Digest



As part of this review, our team was asked to provide an estimate of gravel conversion costs to which our partner, 4 Roads Management Services Inc. provided both the cost of conversion and the break-even analysis considering investment in surface treated roads versus gravel.



The gravel road conversion cost is estimated to cost between \$81k - \$156k per kilometre. With 143 kilometres, the total cost would be between \$11.7 million and \$22.4 million. **Figure 12: gravel conversion decision matrix and estimated costs** provides the details and elements to consider in the decision to convert any road.

In terms of determining the point at which it is more prudent to move to surface treatment, 4 Roads developed models.

The premise for the models is that both sections are same length, dimensional information and condition.

The Base and Surface (BS) Treatment for low volume roads was applied to each section; all elements of the improvements were the same, with the exception of the Double Surface Treatment which resulted in the higher initial cost for the DST section.

Assumptions:

- 150mm Gran A, 150mm Gran B, .75m<sup>2</sup> end area excavation both sides for ditching throughout
- Both section 1.4km
- All Inventory Manual adjustment factors are the same
- Gravel lifecycle costs do not include annual dust control or grading
- It takes a road in poor condition, improved by the BS treatment to a condition rating of 90. If we used REC as the improvement it would raise it to 100. We don't want to overestimate the value of the BS improvement and that may be more typically what a lower volume rural municipality may actually do.

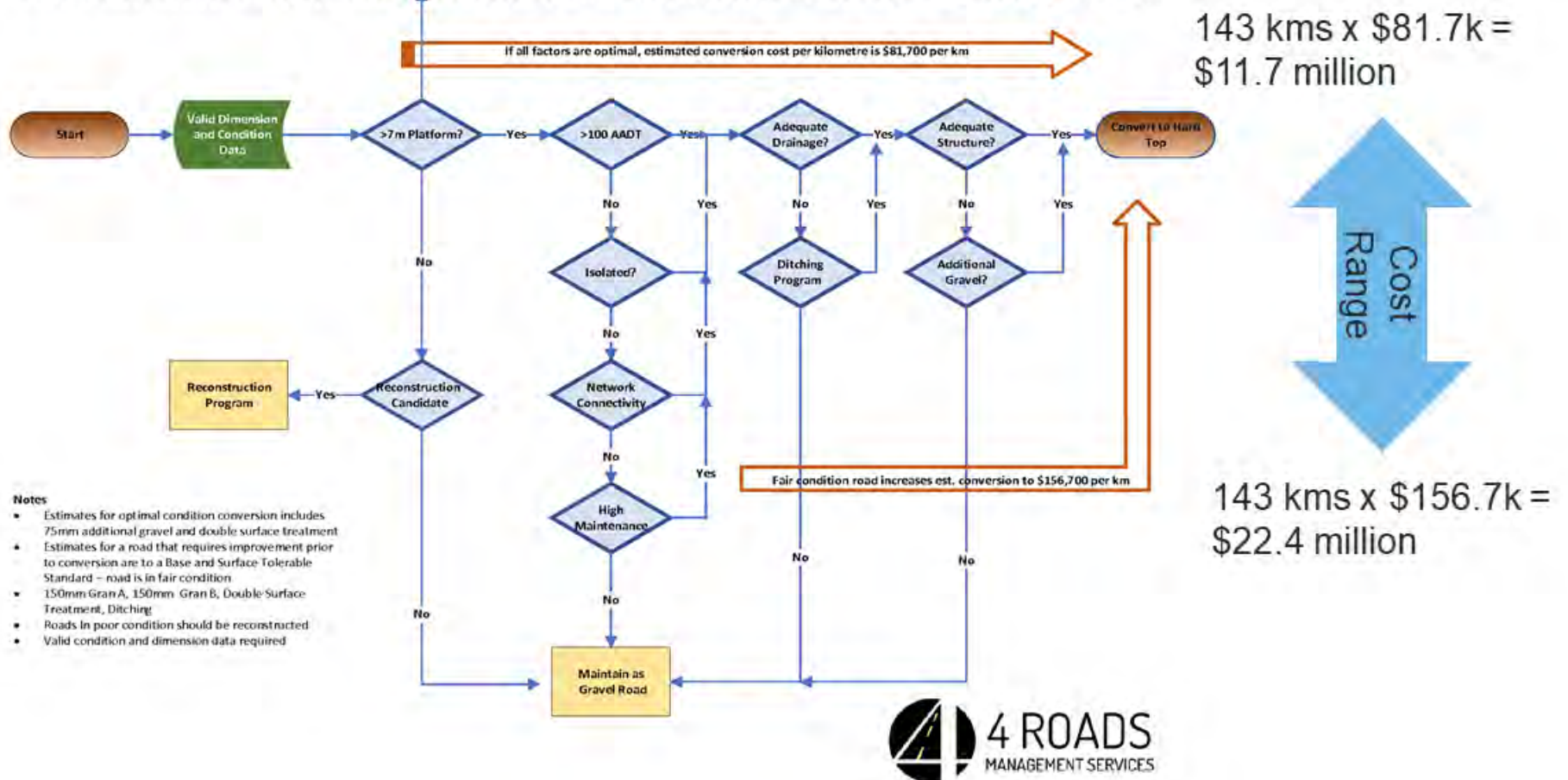
While we did not have DD's unit costs, the analysis would be parallel in terms of cost differential based upon knowledge of thousands of roads systems that 4Roads has analyzed. The model shows that over the lifecycle, gravel roads are more expensive than surface treated roads by about 35%. Payback period occurs at approximately the 13-year mark.

Based upon these models, it would seem that, as part of the next Roads Needs Study, which must be updated prior to 2021 for the Asset Management Plan and the assessment of levels of service for the AMP, the Township may wish to assess the possible conversion based upon needs.

Clearly, it cannot afford to convert all the roads at once but as part of a strategy, it may wish to balance the long-term costs of maintaining gravel roads against the investment. We recommend that detailed analysis of the roads, utilization as well as customer service be undertaken and a balanced, long term plan be developed.

FIGURE 12: GRAVEL CONVERSION DECISION MATRIX AND ESTIMATED COSTS

## Douro-Dummer Gravel Road Conversion Decision Matrix and Estimated Costs



## ASSET MANAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _ Internal + External	Comments/ Assumptions regarding costs and savings
<b>7.1 Assign/Recruit Corporate AM/IT Project Manager and Departmental Champions</b>	<b>7.1.1 Recruit a Project Manager with oversight for AM/IT and the Edwards Pit. This cannot rest in Finance.</b>	As discussed, Township requires corporate view of major projects.	2020	\$0	Included above
<b>7.2 Update AM Plan</b>	<b>7.2.1 As required by 588/17, the Asset Management Plan is required by 2021.</b>	PSD has been engaged for \$124k. It is important to note that this does not include condition assessments.	2020	\$19,200	Consulting fees of \$124k -FCM Funding provided - Internal costs of 120 hours per department.
<b>7.3 Develop Processes and Deliver Training</b>	<b>7.3.1 Form a Corporate AM team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices.</b>	As required by 588/17, lifecycle management strategy is required by 2021. Form a Corporate team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices. Processes are needed to ensure that AM practices are part of daily practices and are integrated into the lifecycle management of assets as opposed to a year end exercise.	2020	\$65,520	Approximately 1 hour per manager per week

## ASSET MANAGEMENT RECOMMENDATIONS

Category	Recommendation	Opportunity Detailed Description	Year Start	Total Cost/Savings _Internal + External	Comments/ Assumptions regarding costs and savings
7.4 Roads and Pit Rationalization	7.4.1 Develop long term plan for gravel roads including possible conversion.	Service Levels challenged, particularly for gravel roads. Develop long term plan surrounding gravel roads. Monitor complaints and service requests including time, materials and equipment – develop dashboards for LOS purposes. As provided in this report, we have estimated that gravel conversion will be approximately \$11-22 million. This should be taken into account when setting levels of service.	2021	\$0	Estimated conversion costs \$11-22 million.
7.4 Roads and Pit Rationalization	7.4.2 Update RNS prior to 2021 AMP requirements	An update is needed for 2021	2021	\$20,000	Consulting fees to update condition.
7.4 Roads and Pit Rationalization	7.4.3 Evaluate the Edwards Pit extensively including costs/savings over long term and internal capacity.	Review is needed to ensure that the Township will reap the rewards of this Pit. It may wish to outsource the management. We understand that the Township has engaged two consultants to assist.	2021	-\$50,000	Consulting fees for assessment offset by savings.

## ASSET MANAGEMENT IMPLEMENTATION COSTS (SAVINGS & COST AVOIDANCE)

#	Opportunity/Recommendation	External Cost (3 years)	Total 3 Year Internal Cost (Savings)	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
7.1.1	Recruit a Project Manager/ Dept Champions	0	0	0		
7.2.1	Complete AMP	0	19,200	19,200		
7.3.1	AM Steering Committee/Develop Processes & Training	0	65,520	65,520		
7.4.1	Review Service levels, gravel conversion	0	0	0	13	See Model AM iii
7.4.2	Update RNS prior to 2021 AMP requirements	20,000	0	20,000		
7.4.3	Evaluate the Edwards Pit extensively	50,000	-100,000	-50,000		
	Total Asset Management	70,000	-15,280	54,720	13	0

## 11. IMPLEMENTATION TIMELINE

Category	#	Opportunity/ Recommendation	Year Start	2020	2021				2022				2023			
				4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
1.1 Develop Strategic Plan	1.1.1	Update Township Strategic Plan	2021													
1.2 Update Policies	1.2.1	Review Policies	2021													
1.3 Revisit Procedural Bylaw	1.3.1	Update Procedural Bylaw	2020													
1.4 Expand Council Training	1.4.1	Council Training Program	2022													
1.5 Agenda Management	1.5.1	Annual agenda management plan.	2020													
1.6 Council Access to Information	1.6.1	Provide Council Access	2021													
1.7 Create Shared Service Task Force	1.7.1	Create Shared Service Task Force	2021													
	1.7.2	Joint Recreation Master Plan	2021													
	1.7.3	County wide Waste Management.	2021													
	1.7.4	Undertake a joint Winter Control plan.	2021													
	1.7.5	Explore Shared Corporate Services.	2021													
	1.7.6	Review Fire Services County-wide	2022													
	1.7.7	Review Planning and Building/Bylaw Services	2021													



				2020	2021				2022				2023			
Category	#	Opportunity/ Recommendation	Year Start	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
2.1 Create HR Committee	2.1.1	Create HR Committee of Council	2020													
2.2 Outsource Professional Services	2.2.2	Outsource HR professional services	2020													
	2.2.3	Outsource payroll professional services	2021													
	2.2.4	Outsource Planning Expertise.	2020													
	2.2.5	Hire Corporate Project Manager.	2021													
2.3 New Organizational Structure/Roles	2.3.1	Implement New Organizational Structure	2020													
	2.3.2	Refocus Clerk and Deputy Clerk roles	2020													
	2.3.3	Revamp Administrative Roles	2020													
	2.3.4	Revamp the Recreation and PW Management roles.	2021													
2.4 Job Descriptions/ Pay	2.4.1	Modernize job specifications/Pay Equity	2020													
2.5 Skills Inventory, Training Assessment	2.5.1	Skills Inventory and Training Needs Assessment	2020													
	2.5.1	Document/Train building and planning processes.	2021													
	2.5.2	Ensure adequate technical training for part time/volunteers.	2021													
2.6 Change Management Strategy	2.6.1	Change Management Strategy for SDR Implementation	2020													

				2020	2021				2022				2023			
Category	#	Opportunity/ Recommendation	Year Start	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
3.1 Develop IT Strategy - Integration	3.1.1	IT Strategy	2020													
	3.1.2	Expand IT service and help desk	2020													
	3.1.3	Virtual City Hall	2021													
3.2 Improve Processes	3.2.1	LEAN SS Training	2021													
	3.2.2	Service Request Module	2021													
	3.2.3	Esend and Tax policies	2020													
	3.2.4	Payroll Self Service and Work Orders	2020													
	3.2.5	Develop Inventory Policy and system	2021													
	3.2.6	Centralize Purchasing, Online processes	2022													
	3.2.7	AM Process Review	2020													
	3.2.8	Building Permits Online - Review	2021													
	3.2.9	Records Management training - Document Mgmt	2020													
	3.2.10	Fire Burn Permits Online	2020													
	3.2.11	PW Process documentation	2020													
	3.2.12	Digitize Level of Service and MMS with MESH	2021													

				2020	2021				2022				2023			
Category	#	Opportunity/ Recommendation	Year Start	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	3.2.13	Integrate Booking, Public online facility bookings	2020													
	3.2.14	Update contracts, outsourcing with improved AR policy.	2020													
	3.2.15	Move AR to finance.	2020													
3.3 Software implementation and Training	3.3.1	MESH and Mobile training	2021													
	3.3.2	Diamond, Booking, Permitting setup and training.	2020													
4.1 Budget Processes	4.1.1	Modernize Budget Process	2020													
4.2 Financial Reporting and Analysis	4.2.1	Procure Budget Software	2021													
	4.2.2	Update Recreation Master plan	2021													
4.3 Internal Control Framework	4.3.1	Develop financial policies	2021													
	4.3.2	Implement the E-Bank reconciliation module	2020													
	4.3.3	Move Insurance and procurement to Finance.	2020													
	4.3.4	Develop a Corporate Accounts Receivable policy	2020													
4.4 Fee study and non tax revenue	4.4.1	Time tracking against planning applications	2020													
	4.4.2	Undertake fee study and policies on subsidies.	2022													

				2020	2021				2022				2023			
Category	#	Opportunity/ Recommendation	Year Start	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	4.4.3	Develop advertising program.	2022													
	4.4.4	Expand/sell Building Code services	2022													
	4.4.5	Revenue recovery through third party programs	2020													
5.1 Customer Service Module	5.1.1	Service Request Software	2021													
5.2 Community Engagement Strategy	5.2.1	Community Engagement Strategy	2021													
5.3 Update Website & Public Information	5.3.1	Update Building Public information	2021													
	5.3.2	Update Website	2020													
6.1 Align Space	6.1.1	Align Space to organization	2020													
6.2 Facility Condition Assessments	6.2.1	Building Condition Assessments of CC	2022													
6.3 Revitalize PW/Fire Facility Review	6.3.1	Facility review	2021													
	6.3.2	Update the Fire Master Plan	2021													
6.4 Repurpose Community Centre	6.4.1	Track utilization and costs.	2020													
7.1Corporate AM	7.1.1	Recruit a Project Manager/ Dept Champions	2020													
7.2 Update AM Plan	7.2.1	Complete AMP	2020													

				2020	2021				2022				2023			
Category	#	Opportunity/ Recommendation	Year Start	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
7.3 Develop Processes and Deliver Training	7.3.1	AM Steering Committee/Develop Processes & Training	2020													
7.4 Roads and Pit Rationalization	7.4.1	Review Service levels, gravel conversion	2021													
	7.4.2	Update RNS prior to 2021 AMP requirements	2021													
	7.4.3	Evaluate the Edwards Pit extensively.	2020													

## 12. SUMMARY OF COST (SAVINGS) BY RECOMMENDATION

below shows the detailed external costs and internal cost/savings estimates by recommendation. It is important to note that there is about \$128k investment in technology and associated training that we believe would take approximately three years to implement and result in long term savings. We have provided VERY conservative estimates of savings from the shared services recommendations as it will require DD, the County and other municipalities buy in to make these work. However, we do believe that, in 5 years, all of the investments made will be more than recovered. While we have recommended a Corporate Project Manager for the implementation of the SDR, Asset Management and IT strategy, this could be an assignment internally or funding provided in next round of modernization project. The Township should commit to review the organizational structure as part of the strategic planning exercise in 2022 and align roles with these plans.

Category	Total External Costs 3 years	3 Year Internal Cost/Savings	Total Internal/External Costs - 3 years	Total Estimated Savings/Cost Avoidance over 10 years
1. Governance	\$305,000	-\$223,333	\$81,667	-\$2,800,000
2. Organization	\$413,200	-\$69,010	\$344,190	-\$698,000
3. Technology & Processes	\$226,700	-\$306,195	-\$79,495	-\$1,816,295
4. Management & Performance	\$50,000	-\$28,000	\$22,000	-\$328,667
5. Customer Service & Engagement	\$20,000	\$8,400	\$28,400	
6. Facilities	\$65,000	\$4,680	\$69,680	
7. Asset Management	\$70,000	-\$15,280	\$54,720	
<b>Grand Total</b>	<b>\$1,149,900</b>	<b>-\$628,738</b>	<b>\$521,162</b>	<b>-\$5,642,962</b>

### **13. CONCLUSION**

In conclusion, the Township of Douro-Dummer is has seen a lot of change in the past year. There have been many challenges and many successes.

It is at a critical juncture with the impending recruitment of a new CAO and Manager of Public Works. The Council and staff need to band together as a team to make these recommendations happen. The Township needs to transform its culture to one of continuous improvement and learning together.

A long-term vision is needed to define where it will be in the next 5, 10 and 20 years. This is the legacy for the current Council and we are hopeful that change is managed through a deliberate strategy with a strong leader at its helm.

This road ahead will not be easy, but the Township will reap significant rewards by investing today for a better tomorrow. WSCS Consulting Team are confident that the recommendations in this report is a positive step in that direction.

### **14. ACKNOWLEDGEMENT**

We wish to express appreciation to the Council, the Steering Committee, Management, and staff for their participation, cooperation and assistance throughout the project.



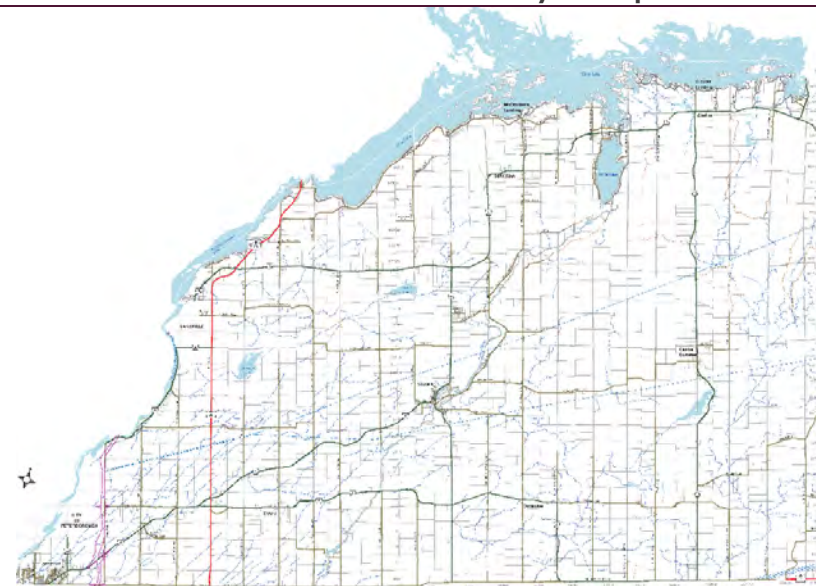
# Background and Benchmarking

## Background

Situated in east of the GTA, the Township of Douro-Dummer (the Township or DD) is a lower-tier municipality in Peterborough County. The Township is primarily rural with 459 square kilometres and relatively low population density at 14.5 per square kilometre. Management of resources is challenging: a large geographic area primarily funded by the residential tax base (over 89%).

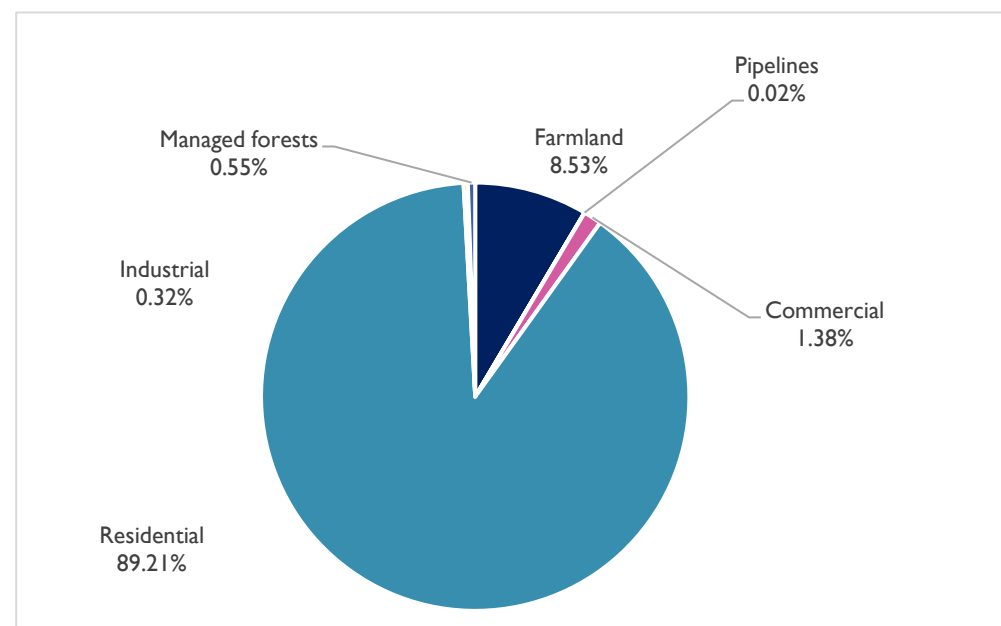
Its many lakes and rivers make the Township a desirable place to raise a family. In terms of municipalities in Ontario, DD is right in the middle in terms of population size. While it represents 0.034% of the province's population, there are 215 (48%) smaller lower/single tier municipalities in Ontario. Since 2011, its population of 6,709 has declined (**Figure 16**). Like many municipalities outside the GTA, the Township's population is aging. Its median age is 47.5 years which is under the County's median age of 48.3 but over Ontario's at 41.3 years. In terms of young people, the Township's population under the age of 19 represents 22% which the same as the province's overall proportion. The demographics indicate that there is a need for services for both young and seniors. The biggest challenge is finding ways to promote youth programming when there are limited opportunities for higher education and ability to earn income.

The proximity to the City of Peterborough means that many people have the amenities nearby but relatively low taxes. And yet, one should note that DD residents have higher than average income in comparison to the rest of the County and the province. Average dwelling prices are 45% lower than the rest of the province and overall shelter costs are over \$500 less per month. This clearly makes DD quite attractive but without



transit, there would be a tendency for young people to move to more urbanized areas.

**FIGURE 13: MAP OF TOWNSHIP OF DOURO-DUMMER, SOURCE: PETERBOROUGH COUNTY GIS**



**FIGURE 14: DD TAXABLE ASSESSMENT**



## DD CENSUS DATA

DD Average age 43.5 which is 2.5 years older than province - Median age = 47.5 years.



FIGURE 16: DD 2016 CENSUS DATA: STATISTICS CANADA

This proximity has other challenges. It means that commercial development has not been extensive. Most people work outside in the Township (92% - **Figure 17**) and seasonal residents are likely coming from the city. It is likely that they tend to shop and purchase services in the city on their way to DD. The burning question is: would people shop locally if the options were available? Some commercial ventures have been successful but the Township has seen a loss of some businesses over the years as well. The recent COVID pandemic may mean that DD will become desirable for those that want to escape urbanization. It is clear that commercial assessment is very low in comparison to residential (**Figure 14**). This means that any changes to services are primarily borne by the residential taxpayer.

This is a question of community vision and long-term planning. Being less than an hour from the eastern edge of the GTA and Highway 407, DD could see significant growth in the next decade. However, if the Township wants this to occur, it needs to have the foundation for growth. Estimates from the Province indicate that this growth could be as much as 15,000 people by 2041, only 21 years away (**Figure 15**).

This means that DD and the County needs to put modern management structures, systems, policies and processes in place so that it is ready for additional demands for services and be able to manage higher expectations that are typical of those moving from urban centres. This is what is envisioned by the Province, for municipalities, and other levels of government, to work together to eliminate red tape and duplication, with the customers' best interests at the forefront.

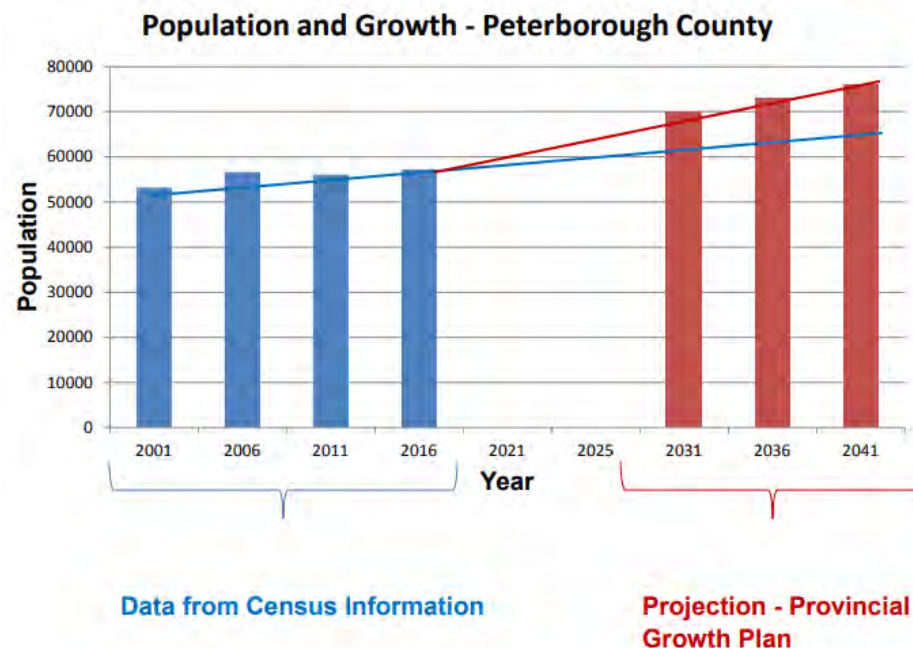


FIGURE 15: PB COUNTY GROWTH PROJECTIONS – EXCERPT FROM OFFICIAL PLAN STORYBOARD (MINISTRY OF FINANCE)

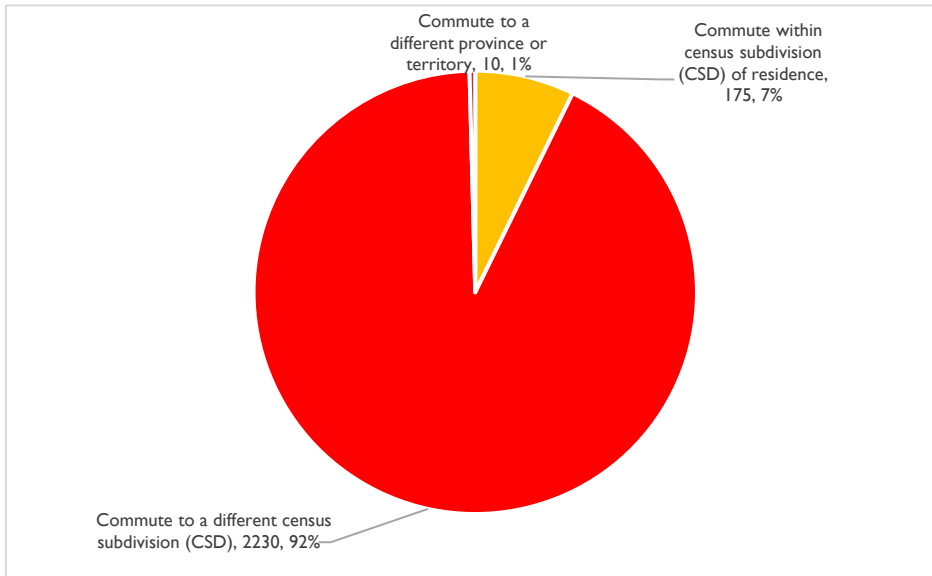
recognized that there are many opportunities to deliver more efficient and effective services, improve customer and staff satisfaction, better, more sustainable use of resources by transforming its operations through service rationalization, alternative methods of delivery and business process redesign.

This Service Delivery Review (SDR) provides an opportunity for a municipality to respond to multiple (and often competing) demands for a wide range of services and programs while facing budgetary pressure and fiscal constraint.

The key focus of the SDR is to determine if the Township has opportunities to:

- a. Improve service and outcomes
- b. Meet new or increased demand from customers for services;
- c. Improve service delivery mechanisms and processes;
- d. Maintain existing service levels in the face of competing priorities or decreasing revenues;
- e. Reduce costs; and/or
- f. Improve revenues.

Our review revealed that the Township has many opportunities to improve processes, better manage its service demand and positively impact the community. DD should continue to be a leader in terms of shared services and regional approaches to service delivery.



**FIGURE 17: COMMUTING PATTERNS OF DD RESIDENTS**

In terms of delivery mechanisms, streamlined processes, particularly in terms of planning, are needed to entice developers to explore outside the GTA. This includes the ability for online submissions and plan markup as well as virtual meetings. The first step towards this goal was made during COVID.

Given the number of residents that commute to work outside of DD and seasonal residents need to have 24/7 online services. It is no longer acceptable to make people visit the Township office for services. COVID has made this even more of a reality. This report provides new ways of doing business and provides the technology backbone needed for modernized services. Thinking LEAN means focusing on the customer: the way they want to be served, at the time they want to be served and in an efficient manner. Respecting their time is of utmost importance. With recent changes in the organizational leadership and direction, Township Council

## Township Services

The services delivered by the Township are fairly typical of a lower tier, rural municipality. Limited in its jurisdiction through a combination of mandatory services as set by legislation and discretionary services by choice or design of the municipality. Regardless of the service type, it is important to note that even mandatory services do not need to be delivered by the Township directly but rather managed by the Township.

However, there is no such thing as the “typical” municipality, as each municipality is different in terms of types and variety of services. Municipal government is complex. The Township is only one of many public-sector bodies providing services to DD residents. The County, Provincial and Federal government departments and agencies also impact the lives of citizens. Often, there is a lack of understanding of jurisdiction between different levels of government leading to expectations gaps between citizens and the Township. All this being said, while we have used some benchmarks in this report (Appendix B), we have done so as information only and provide some guidance on possible opportunities to be explored with partners. The reader should be cautioned that the simple fact that a service may be delivered at less cost or more volume by another municipality does not necessarily mean more efficient or effective.

Peterborough (PB) County has the added complexity with a single tier City that provides some typical upper tier services on behalf of the rest of the County residents. An example of the unique service provision is waste management. PB County provides “reduction” services with the garbage collection which is provided by the lower tiers. In other areas of the Province, the upper tier may provide all or no waste management services. These types of decisions may date

back many years and reflect individual municipal circumstances. Many upper-tiers have the approval authority for lower tier official plans while others must get approval from the Minister of Municipal Affairs and Housing. For DD, the official plan (OP) is part of Peterborough County’s OP. When the Province downloaded social services, social housing and ambulance services in 1998, there was a requirement for each municipality to provide these services as a Consolidated Municipal Service Manager (CMSM). Some municipalities opted to be a single tier and “contract” out the role of the CMSM. In Peterborough, the City is the CMSM with joint responsibility for long term care, housing and paramedic services. Transportation services in PB County is shared based upon the class and ownership of the road/bridge. This makes benchmarking with other municipalities both challenging and interesting. Assumptions, methods of delivery, organizational structure, location, natural environment, location all play a role in how municipalities operate. Figure 18 provides a high-level overview of the services provided by DD, PB and the City and Figure 19 shows the difference in taxes per household.

The service delivery decisions at both levels causes confusion for residents, particularly those that come from single tier municipalities, such as the cities of Toronto and Ottawa. Further, duplication and overlap exist for both tiers and we are of the opinion that efficiencies can be realized for DD and the other municipalities in PB County through better collaboration and shared services. The appropriate “tier” for each service should be identified and only delivered by that tier. In some situations, that means that services should be uploaded to the upper tier and in others, it makes sense to download to the service closest to the customer.

Although the primary focus of this report are the services managed and provided by the Township, we identified that there are many business processes that require interaction



with other levels of government. Further, there are many “back office” functions, cross departmental processes that impact services that customers never see nor understand. Many of these processes have non-value-added steps that can be eliminated which will reduce cost and improve services. In order to realize these savings, the Township, with its partners, should look to ways to share resources, reduce red tape and move to “one stop shop” as much as possible. Customers do not want to be shuffled from one place to another – the more that municipalities can do to eliminate the frustrations for customers, the more value they will see and be willing to pay for.

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We noted that Peterborough County recently completed its SDR and some recommendations, particularly in Transportation Services, suggested service rationalization. We are of the opinion that more could be done to better serve the customers across the County through partnerships. Consequently, we have provided an overview of the services provided at the different levels as well as the City of Peterborough to show that there are many areas of potential overlap, duplication or opportunities for synergies.

We are of the opinion that there are opportunities for better collaboration with the County, the City and neighbouring municipalities on a variety of fronts. In particular, recreation, waste management, fire services, facilities and fleet management and transportation (winter control). We have made some observations in this report that we urge the Council to consider during the next round of strategic planning. This would require a County-wide approach not just at the Township level, perhaps in the form of a ***“Shared Service Task Force”***.

## PETERBOROUGH COUNTY/CITY/DD SERVICE INVENTORY




FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Social Services	Recreation and Cultural Services	Planning & Development
 Lower Tier	<ul style="list-style-type: none"> <li>• CAO's Office (includes HR)</li> <li>• Governance &amp; Council</li> <li>• (5 members)</li> <li>• Clerk's office</li> <li>• Finance (includes IT)</li> </ul>	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Police (Contract)</li> <li>• Conservation authority</li> <li>• Bylaw</li> <li>• Building</li> <li>• Emergency measures</li> </ul>	<ul style="list-style-type: none"> <li>• Roads – 260 kms (111 Paved, 149 Unpaved)</li> <li>• Bridges (2) and culverts (8)</li> <li>• Roadside</li> <li>• Winter control (509 kms)</li> </ul>	<ul style="list-style-type: none"> <li>• Solid waste collection and Disposal – Waste Transfer Station</li> </ul>	<ul style="list-style-type: none"> <li>• Cemeteries</li> </ul>		<ul style="list-style-type: none"> <li>• Parks – 30 acres</li> <li>• Trails – 5 kms</li> <li>• Boat launches</li> <li>• Recreation facilities – Douro CC, Warsaw CC, Rec Centre</li> <li>• Libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and zoning</li> <li>• Commercial and industrial</li> <li>• Residential development</li> <li>• (PB &amp; KW ED)</li> </ul>
 Upper Tier	<ul style="list-style-type: none"> <li>• CAO's Office</li> <li>• Governance &amp; Council (16 members – 2 from each LT)</li> <li>• Clerk's office</li> <li>• Finance</li> <li>• IT</li> <li>• HR</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency measures</li> </ul>	<ul style="list-style-type: none"> <li>• Roads – 710 kms</li> <li>• Bridges (127) and culverts (27)</li> <li>• Roadside</li> <li>• Winter control (710 kms)</li> <li>• Transit – Special Needs</li> </ul>	<ul style="list-style-type: none"> <li>• Solid waste collection and disposal</li> <li>• Recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health Unit (transfer to City)</li> <li>• Ambulance Services (operate)</li> </ul>	<ul style="list-style-type: none"> <li>Transfers to City</li> <li>• Ontario Works</li> <li>• Child Care</li> <li>• Social Housing</li> <li>• Long Term Care (joint with City)</li> </ul>	<ul style="list-style-type: none"> <li>• Lang Pioneer Village Museum</li> <li>• County Jail</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and zoning (Official Plan)</li> <li>• Commercial and industrial</li> <li>• County forests</li> </ul>
 City – Single Tier	<ul style="list-style-type: none"> <li>• CAO's Office</li> <li>• Governance &amp; Council (11 members)</li> <li>• Clerk's office</li> <li>• Finance</li> <li>• IT</li> <li>• HR</li> </ul>	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Police</li> <li>• Conservation authority</li> <li>• Bylaw</li> <li>• Building</li> <li>• Emergency measures</li> <li>• Provincial Offences</li> </ul>	<ul style="list-style-type: none"> <li>• Roads – 485 kms</li> <li>• Bridges (48) and culverts (18)</li> <li>• Roadside</li> <li>• Streetlighting</li> <li>• Parking</li> <li>• Winter control (482 kms)</li> <li>• Transit</li> <li>• Air</li> </ul>	<ul style="list-style-type: none"> <li>• Water Treatment &amp; Distribution</li> <li>• Wastewater Collection, Treatment and Disposal</li> <li>• Urban Storm Sewer</li> <li>• Solid waste collection and disposal</li> <li>• Recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health Unit (operate)</li> <li>• Ambulance Services (transfer to County)</li> </ul>	<ul style="list-style-type: none"> <li>• Ontario Works (CMSM)</li> <li>• Child Care (CMSM)</li> <li>• Long Term Care (operate)</li> <li>• Social Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Parks – 100+</li> <li>• Beaches (2), dog parks, wading pools(4), splash pads(5), Pavilions</li> <li>• Sports fields</li> <li>• Trails</li> <li>• Marina, Boat launches</li> <li>• Recreation facilities – Wellness Centre, Arena (4)</li> <li>• Museum, Art Gallery</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and zoning</li> <li>• Commercial and industrial</li> <li>• Economic Development (PB &amp; KW ED)</li> </ul>

FIGURE 18: MUNICIPAL SERVICES IN PETERBOROUGH AND DD BY TIER

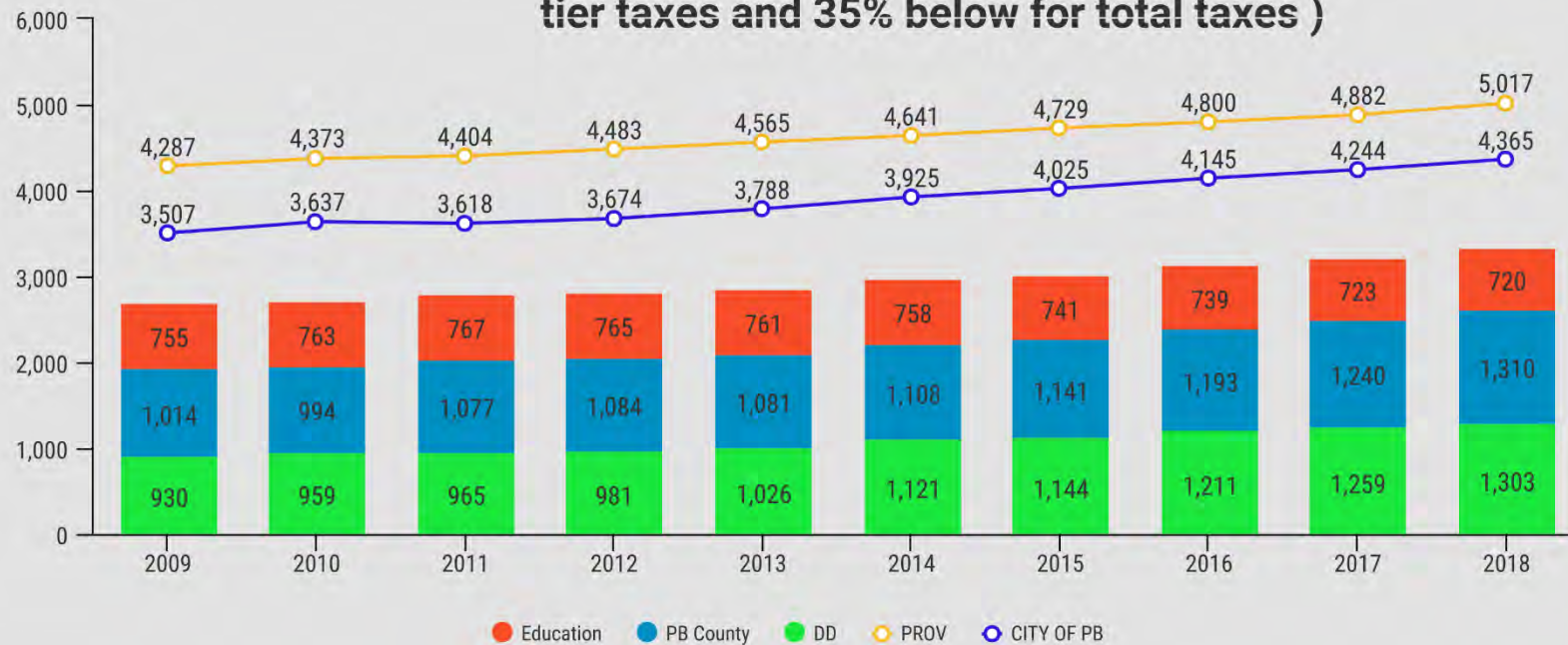




## DD Results

### Municipal Taxes per household

(DD is 54% below provincial average of \$2,805 for lower tier taxes and 35% below for total taxes )



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
PROVINCE	4,287	4,373	4,404	4,483	4,565	4,641	4,729	4,800	4,882	5,017
EDUCATION	755	763	767	765	761	758	741	739	723	720
PB COUNTY	1,014	994	1,077	1,084	1,081	1,108	1,141	1,193	1,240	1,310
DD	930	959	965	981	1,026	1,121	1,144	1,211	1,259	1,303
DD % YEAR OVER YEAR CHANGE		3.1%	0.6%	1.7%	4.6%	9.2%	2.1%	5.8%	4.0%	3.5%
CITY OF PB % CHANGE		3.7%	-0.5%	1.6%	3.1%	3.6%	2.5%	3.0%	2.4%	2.9%
PROV % YEAR OVER YEAR CHANGE		2.0%	0.7%	1.8%	1.8%	1.7%	1.9%	1.5%	1.7%	2.8%

FIGURE 19: DD/COUNTY/CITY TAXES PER HOUSEHOLD VS. PROVINCE (2009-2018 -FIR)

## **Township Services – How they are Delivered, How Much do they Cost and How are they Paid for**

Each service is explored in more detail in this report. Municipal services are vast and most of them require people to deliver them to the citizens, particularly the basic operations. Many services are taken for granted. Citizens and visitors drive on the roads to get to where they want to be and generally, if they get to their destination without incident and in a timely manner, no more thought is given. However, when municipal services are not available or in poor condition, due to snowstorms or closures, municipal staff will hear about it. So often, only complaints are lodged as opposed to complements. It is for this reason that it is imperative to have good, long term asset management plans, sufficient funding for the lifecycle maintenance costs for these assets and a strategy to replace assets before they are no longer useful. How services are delivered and assets are managed has a direct impact on the satisfaction of the customers.

The challenge is that many of the costs to maintain services are rising and municipalities have limited revenue generating options. Like most municipalities, DD's primary source of revenue is property taxation, which is mostly generated from residential properties. User fees and development charges provide for direct service revenues but are not covering DD's services, even in the building and planning areas. DD is still reliant on grants from other levels of government which indicates that it is vulnerable should funding levels change.

The net levy (Figure 20) at \$5.5 million means that a 1% tax increase will yield approximately \$55k, which would convert 0.4 kilometres of gravel road to surface treatment.

discussed in this report, DD has financial pressures that need to be planned and, unfortunately, mostly borne by the residents. It is important that DD rationalize the most important services and level at which they are delivered. DD should be looking at property tax increases as part of its long-term financial strategy and asset management plan to improve its reserves position and better insulate it from fluctuations in grants. As well, the recent COVID situation will likely have impacts on its solvency situation.

DD should turn its attention to find alternative revenue sources to better cover its discretionary (recreation) and development-based services such as planning approvals and building permits.

As shown in Appendix B, DD is not keeping up with its asset investments and it will continually fall behind which will increase its infrastructure deficit.

## DD'S SERVICE INVENTORY

FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning & Development
SUB-SERVICE CATEGORIES	<ul style="list-style-type: none"> <li>Corporate Management (CAO's Office)</li> <li>Governance &amp; Council</li> <li>Clerk's office</li> <li>Finance</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>Police (Contract)</li> <li>Conservation authority (Levy)</li> <li>Bylaw</li> <li>Building permit and inspection services</li> <li>Emergency measures</li> </ul>	<ul style="list-style-type: none"> <li>Roads – 260 kms (111 Paved, 149 Unpaved)</li> <li>Bridges (2) and culverts (8)</li> <li>Roadside</li> <li>Winter control (509 kms)</li> </ul>	<ul style="list-style-type: none"> <li>Solid waste collection and Disposal – Waste Transfer Station</li> </ul>	<ul style="list-style-type: none"> <li>Cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Parks – 30 acres</li> <li>Trails – 5 kms</li> <li>Boat launches</li> <li>Recreation facilities – Douro CC, Warsaw CC, Rec Centre</li> <li>Libraries (Out of scope of review)</li> </ul>	<ul style="list-style-type: none"> <li>Planning and zoning</li> <li>Commercial and industrial</li> <li>Residential development (PB &amp; KW ED)</li> </ul>

### 2020 BUDGET (INCL CAPITAL BUT NOT AMORTIZATION)

Expenses	11,245,906	2,419,880	3,250,023	3,726,009	307,937	3,700	1,388,312	150,044
Revenues	-5,759,407	-1,133,076	-1,506,349	-2,080,104	-132,484	0	-836,168	-71,226
Net Levy	5,486,499	1,286,804	1,743,675	1,645,905	175,453	3,700	552,144	78,818

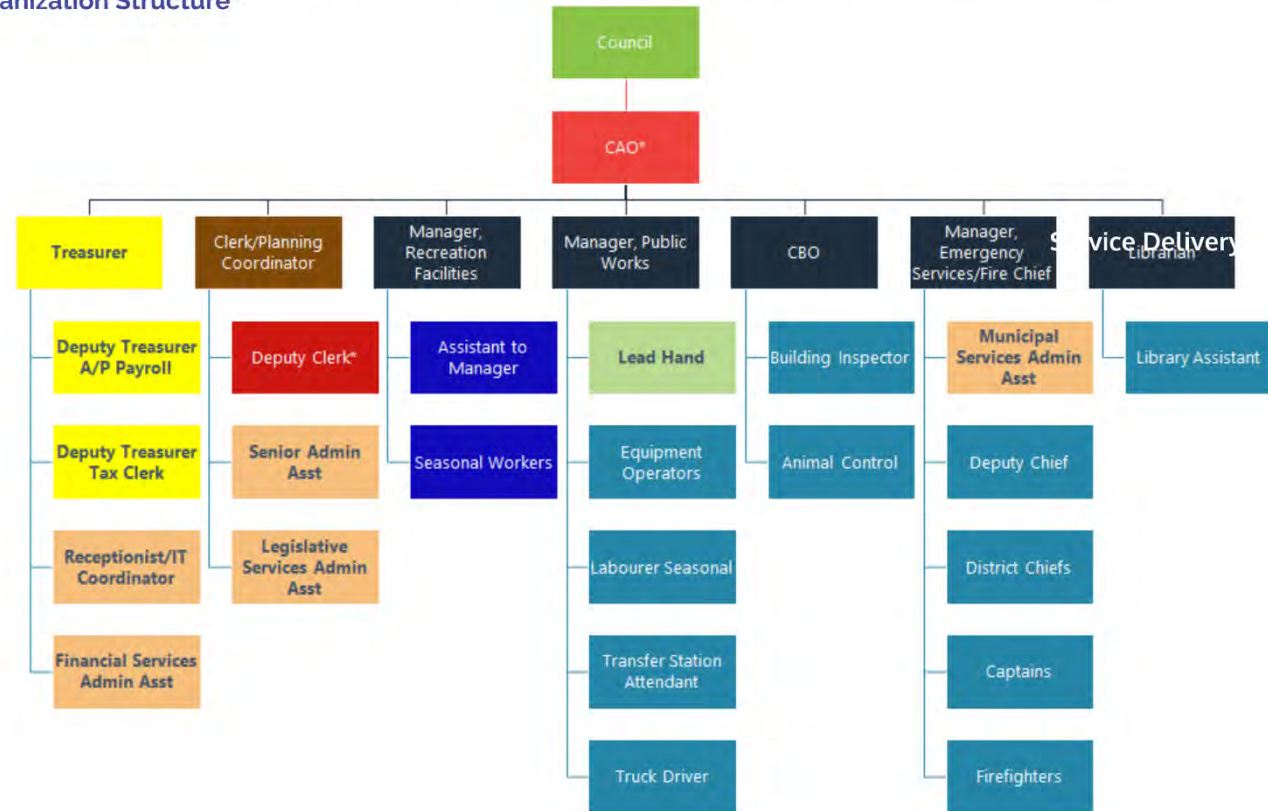
FIGURE 20: DD SERVICES AND 2020 NET LEVY

## DD'S Workforce – Delivering Services



## WORKFORCE - CURRENT STATE ANALYSIS

### Organization Structure



Note: During this review, the Deputy Clerk was appointed as the Temporary CAO. Recruitment is underway for a permanent replacement.

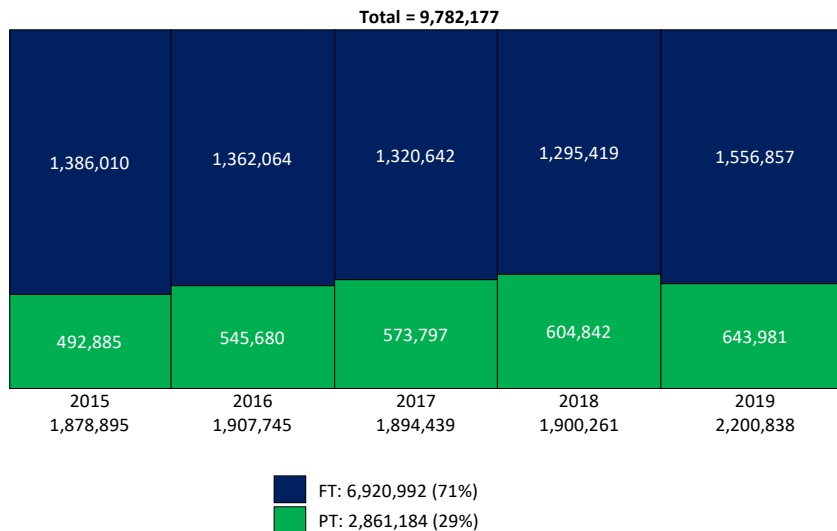
FIGURE 21:DD ORGANIZATION CHART AT JUNE 2020

DD's organizational structure (Figure 21) is fairly typical of municipalities of its size but is subject of many findings in this report. There is a need to better align the organization and roles with the services DD provides. Further, more corporate approaches are needed to manage enterprise projects that span all departments. While salaries and wages total expenses increased in 2019 due to new hires (Figure 22), the total workforce had declined from 33 staff in 2014 to 26 in 2018 (Figure 23). One will note that part time hours and costs have also increased over the same period but reporting on the FIR does not seem to align with the costs. Figure 25 and Figure 24 show that Protective

Services (Fire – Volunteers) has seen the largest increase in the cost of part time staff to ensure coverage and meet regulatory requirements. While Recreation has seen a significant increase in the cost for part time staff, its full-time costs have declined.



FIGURE 22:DD SALARIES &amp; WAGES (2015-2019) SOURCE: DD FINANCIAL SYSTEM



In fact, Recreation has seen a total decline in salary and wage costs since 2015 (reduction of 7%), likely due to the use of PT staff. However, since DD does not have any specific performance measures, the impact on services is unclear. Administration, Fire and Public Works have seen the most significant increases with 14%, 43% and 23% increases respectively over 5 years (Figure 25). This appears to be in line with the challenges faced by these departments to meet new regulatory/mandatory requirements. Training costs, by comparison, have been declining as a percentage of total expenditures. Table 2 shows that DD has been spending less each year on training, both in current dollars and as a percentage of total expenditures since 2015. This appears to be consistent with our assessment of the technical skills, and technology utilization. Studies show that investing in staff training has a *“plethora of benefits for a company: it increases*

*employee engagement, retention, and productivity; it decreases the need for supervision, reduces absenteeism, improves customer service... Well-trained employees make fewer mistakes and, because they feel valued and appreciated, training increases their commitment and personal confidence.”*<sup>5</sup> Best practice indicates that training budgets for organizations of DD’s size should be investing 2-2.5% of its annual expenses. DD’s rate of spend is less than 2% and has been declining, even though new staff have been hired. New training methods have made it more affordable and convenient for staff outside the GTA to attend sessions and take advanced courses.

Workforce by Type 2014-2018 (FIR)



Workforce by Function 2014-2018 (FIR)

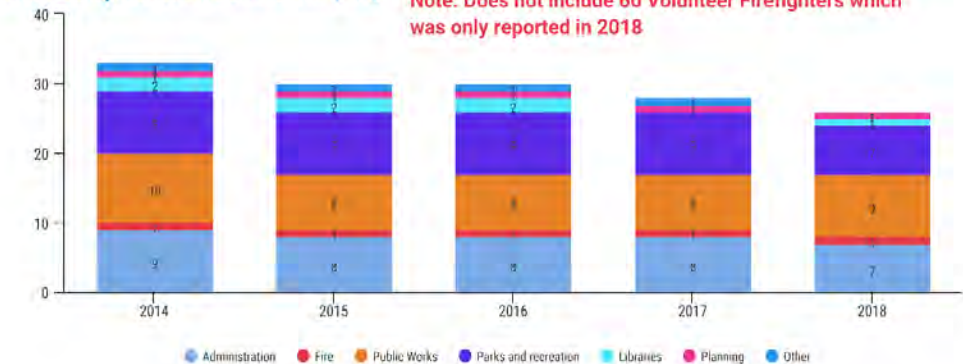


FIGURE 23:DD WORKFORCE 2014-2018 (FIR)

<sup>5</sup> Efrontlearning.com Learning Study

FIGURE 25: DD FULLTIME SALARIES AND WAGES (2015-2019)

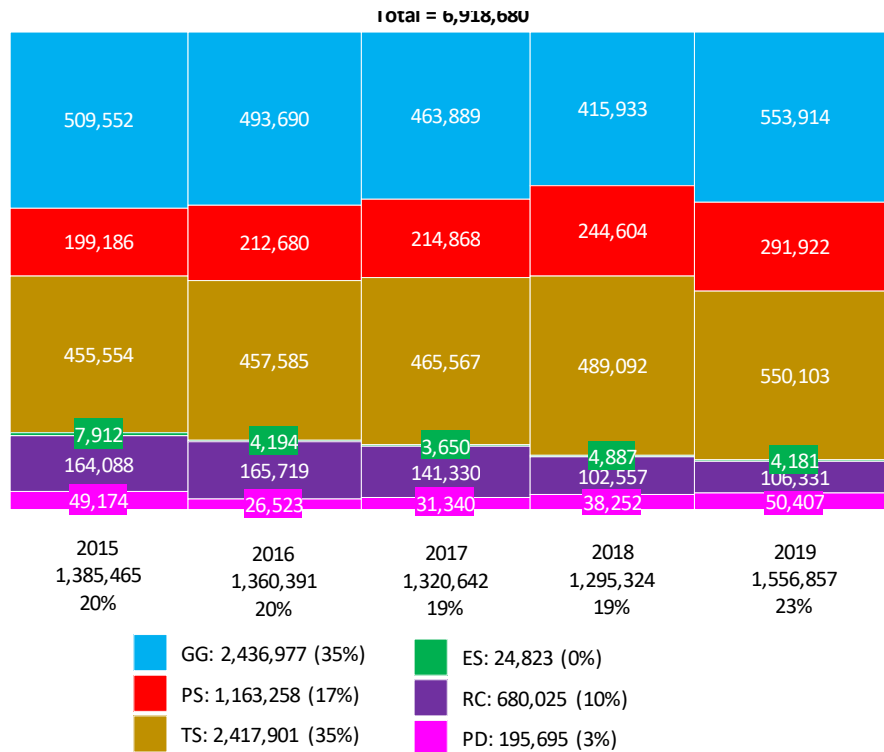


FIGURE 24: DD PART TIME SALARIES AND WAGES (2015-2019)

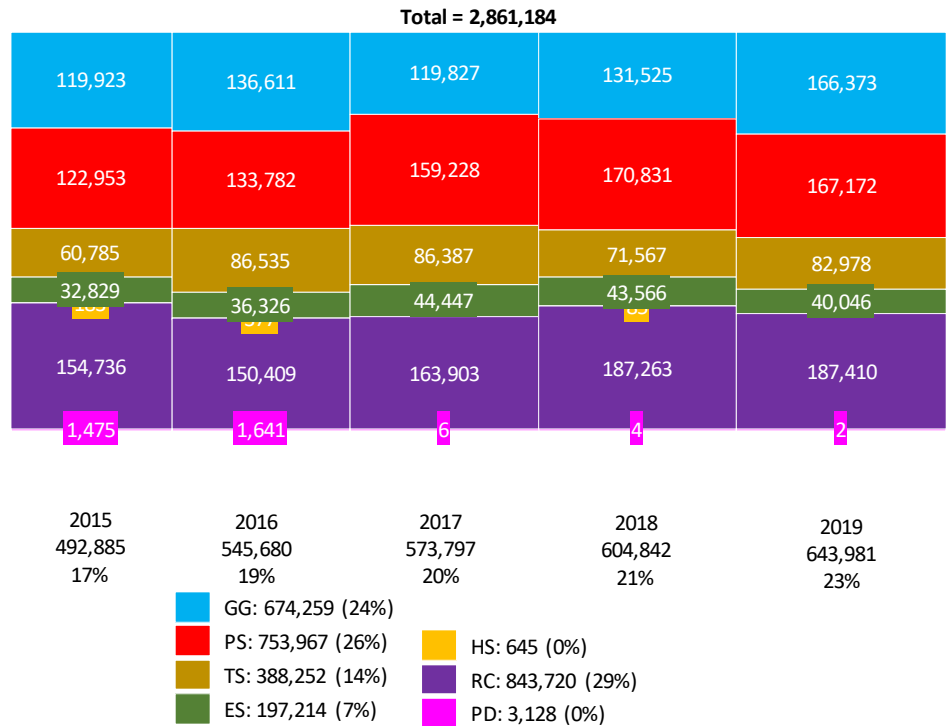


TABLE 2: DD TRAINING COSTS (2015-2019)

Department	2015	2016	2017	2018	2019	Grand Total
Council	\$ 13,298	\$ 14,112	\$ 11,058	\$ 12,187	\$ 7,862	\$ 58,517
Admin	\$ 16,774	\$ 16,409	\$ 17,847	\$ 14,349	\$ 9,785	\$ 75,163
Fire	\$ 21,328	\$ 20,252	\$ 19,511	\$ 14,467	\$ 21,975	\$ 97,532
Building/Bylaw	\$ 4,420	\$ 1,333	\$ 1,684	\$ 1,154	\$ 3,731	\$ 12,322
Public Works	\$ 13,867	\$ 16,071	\$ 14,673	\$ 12,474	\$ 12,191	\$ 69,276
Recreation	\$ 4,554	\$ 1,512	\$ 5,130	\$ 3,505	\$ 3,074	\$ 17,775
Planning	\$ 1,617	\$ 3,741	\$ 3,214	\$ 130	\$ 1,168	\$ 9,870
Other	\$ 3,626	\$ 3,015	\$ 4,639	\$ 5,846	\$ 1,346	\$ 18,472
<b>Total</b>	<b>\$ 79,484</b>	<b>\$ 76,445</b>	<b>\$ 77,755</b>	<b>\$ 64,112</b>	<b>\$ 61,132</b>	<b>\$ 358,927</b>
<b>Total Expenditures</b>	<b>\$ 4,314,473</b>	<b>\$ 4,314,473</b>	<b>\$ 4,314,473</b>	<b>\$ 4,314,473</b>	<b>\$ 4,314,473</b>	<b>\$ 21,572,365</b>
Training costs as a %age of Total Expenditures	1.8%	1.8%	1.8%	1.5%	1.4%	1.7%

## How Much do DD's Services Cost to Deliver?

DD's services are delivered by both internal staff (30%) and external contracts (23%) and has managed to keep these costs at or below inflation over the past five years. While the average year over year increase in total is 3.6%, salaries and wages have been below the rate of inflation (Figure 26). The largest increases have been seen in contractual services with an average annual change of 6% (Figure 27). Materials and inventory also have seen increases in recent years. This may point to an overall change in construction costs since 2015 (16%<sup>6</sup>). Protective services have taken over as the highest cost service at \$2.16 million, an increase of over \$600,000 from 2014 and an average year over year increase of 8.8%. Planning and Development has also seen a significant increase



## DD RESULTS - CURRENT STATE ANALYSIS

Expenses by Object 2018

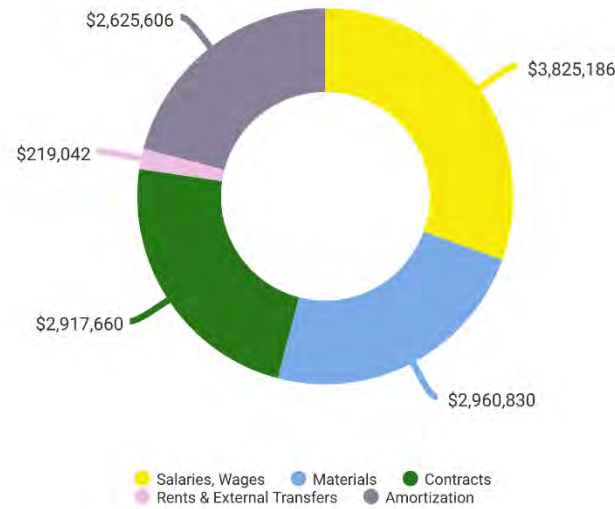
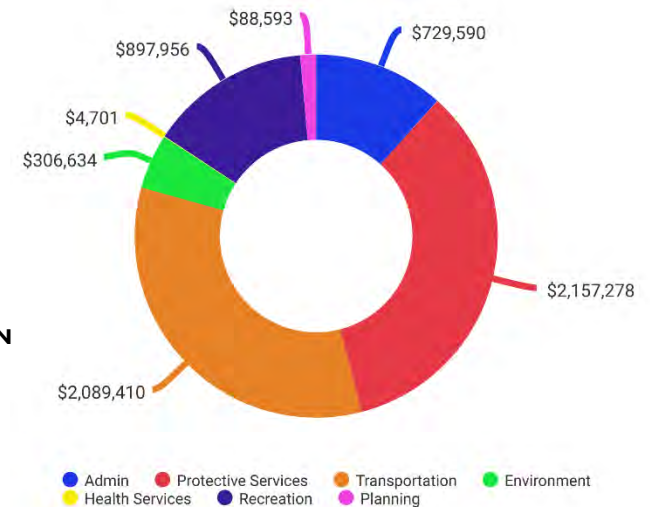


FIGURE 26: 2018 EXPENSES BY OBJECT AND FUNCTION (FIR)

Expenses by Function 2018



in costs without the corresponding increase in fee revenues (Figure 28).

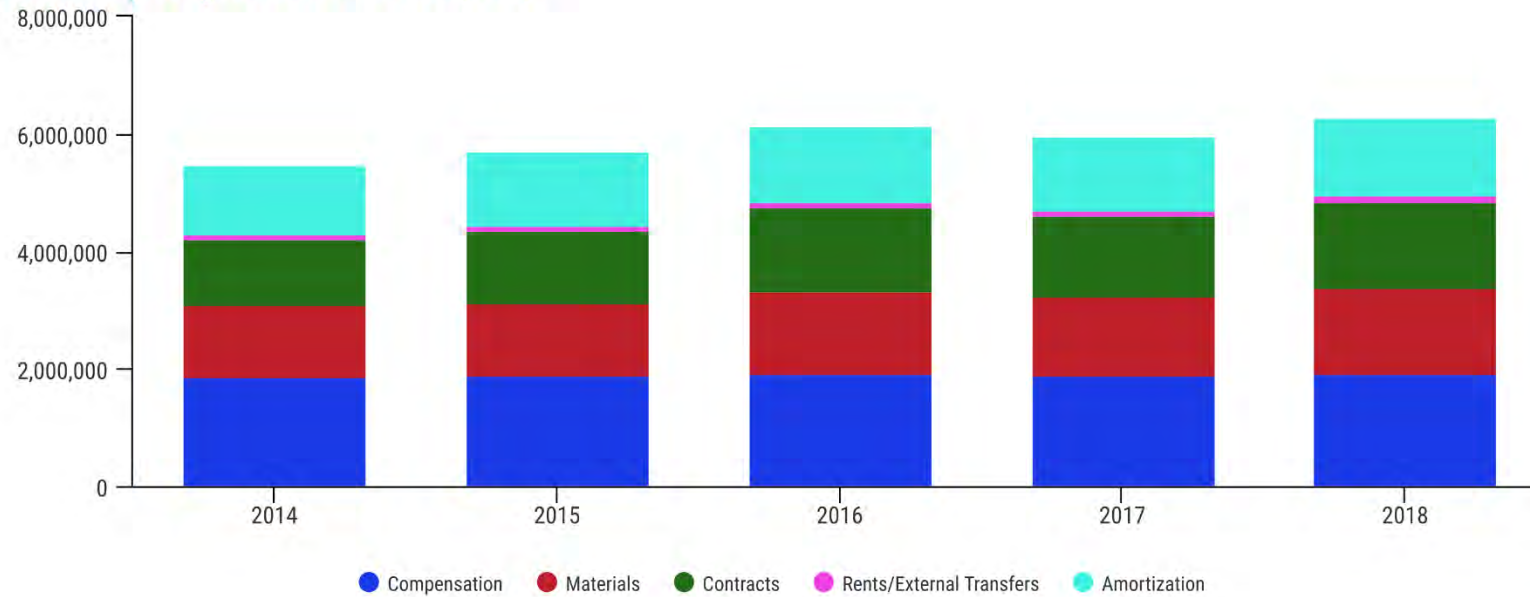
<sup>6</sup> <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1810002201>





## DD EXPENSES - TREND ANALYSIS

### Expenses by Object 2014-2018 (FIR)



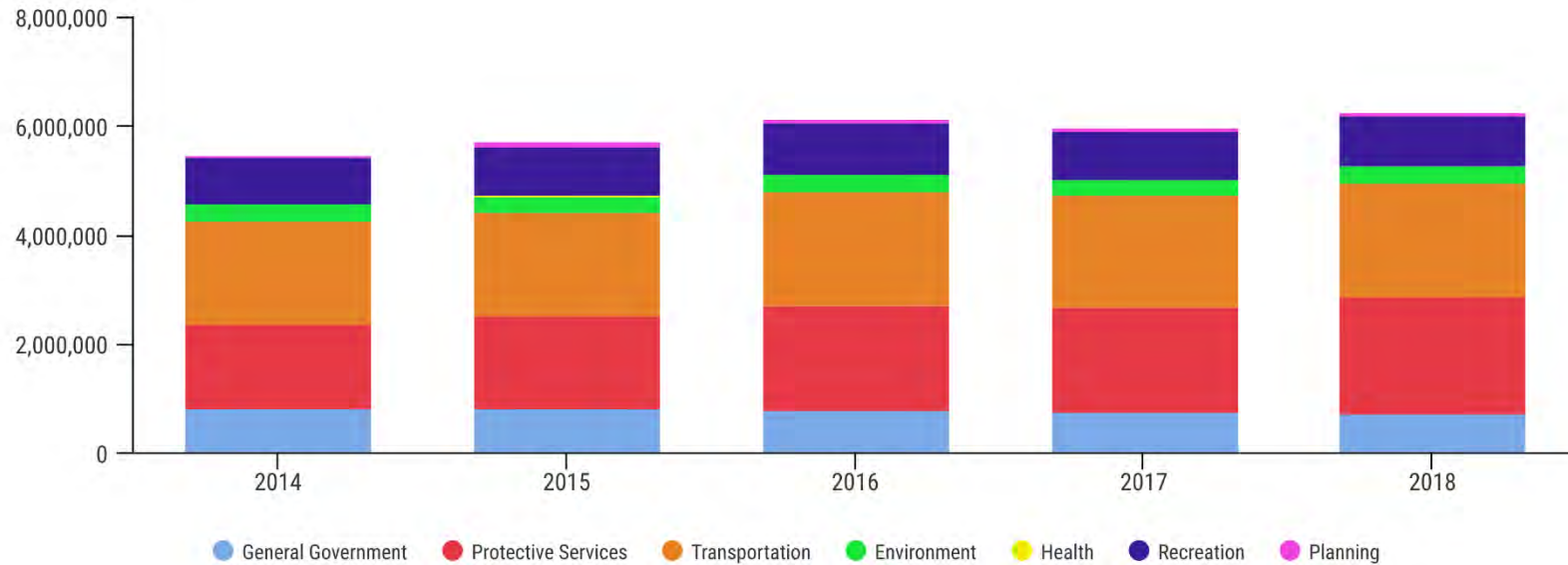
Object	2014	2015	2016	2017	2018	Average %age Change Year over Year
Compensation	\$1,855,105	\$1,893,681	\$1,919,061	\$1,906,347	\$1,912,593	0.8%
Materials	\$1,235,461	\$1,242,913	\$1,393,564	\$1,322,763	\$1,480,415	4.9%
Contracts	\$1,131,766	\$1,221,940	\$1,438,204	\$1,373,432	\$1,458,830	6.8%
Rents/Ext Transfers	\$92,141	\$95,057	\$105,102	\$99,923	\$109,521	4.6%
Amortization	\$1,155,307	\$1,257,744	\$1,272,432	\$1,260,828	\$1,312,803	3.3%
Grand Total	\$5,469,780	\$5,711,335	\$6,128,363	\$5,963,293	\$6,274,162	
Year over Year %age Change		4.4%	7.3%	-2.7%	5.2%	3.6%

FIGURE 27: EXPENSES BY OBJECT 2014-2018 (FIR)



# EXPENSES - TREND ANALYSIS

## Expenses by Function 2014-2018 (FIR)



Function	2014	2015	2016	2017	2018	Average %age Change Year over Year
General Government	\$814,907	\$810,740	\$798,724	\$743,883	\$729,590	-2.7%
Protective Services	\$1,541,637	\$1,729,823	\$1,919,177	\$1,950,951	\$2,157,278	8.8%
Transportation	\$1,910,960	\$1,879,107	\$2,082,703	\$2,061,055	\$2,089,410	2.4%
Environment	\$308,238	\$306,811	\$324,699	\$274,209	\$306,634	0.4%
Health Services	\$3,458	\$5,586	\$7,941	\$4,024	\$4,701	17.8%
Recreation	\$848,600	\$898,091	\$940,139	\$883,469	\$897,956	1.5%
Planning	\$41,980	\$81,177	\$54,980	\$45,702	\$88,593	34.5%
Grand Total	\$5,469,780	\$5,711,335	\$6,128,363	\$5,963,293	\$6,274,162	3.6%

FIGURE 28: EXPENSES BY FUNCTION 2014-2018 (FIR)

## How does DD Pay for its Services?

DD's primary source of funding is property taxes at 63% but its tax per household is on the low end of the spectrum of benchmarks at \$1,303 in 2018 (54% below Provincial average) -Appendix B). DD is seeing some increased revenues from development charges earned and grants. Building permits are growing at a good pace. Investment income is on par with the benchmarks and well managed.

However, other user fees are not growing at the rate of inflation and are not covering the expenses for planning applications or recreation fees.



## DD RESULTS - CURRENT STATE ANALYSIS

Revenues by Type 2018

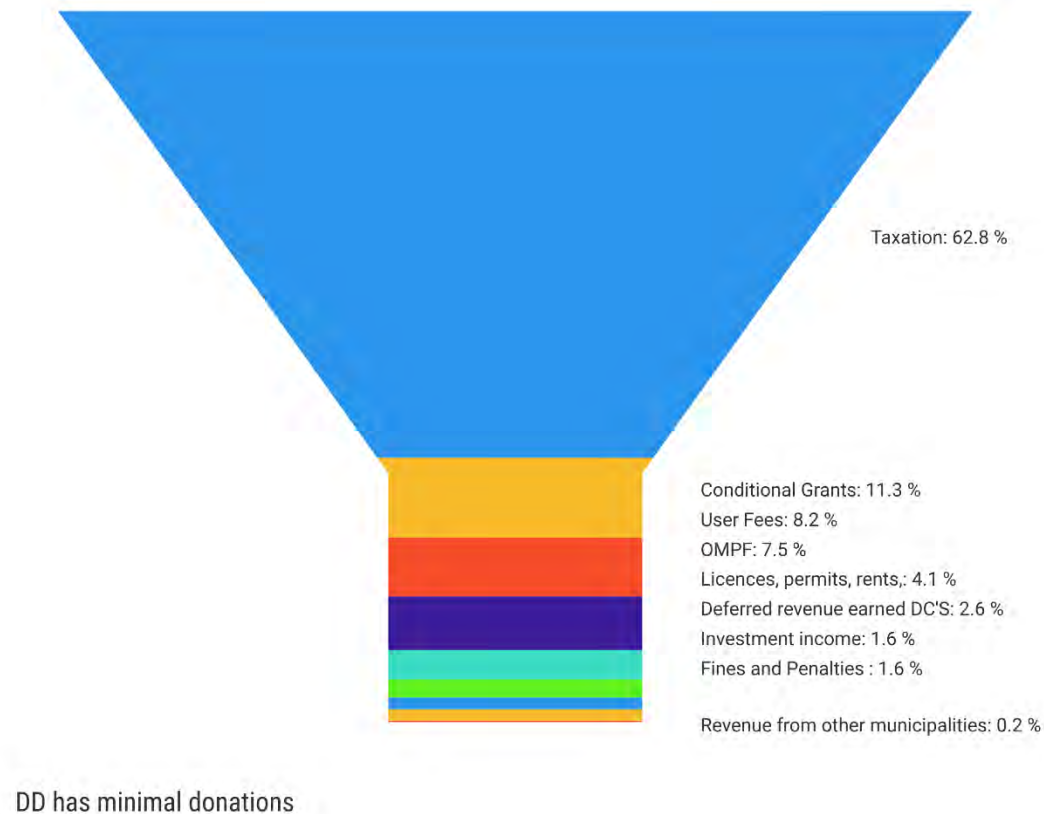
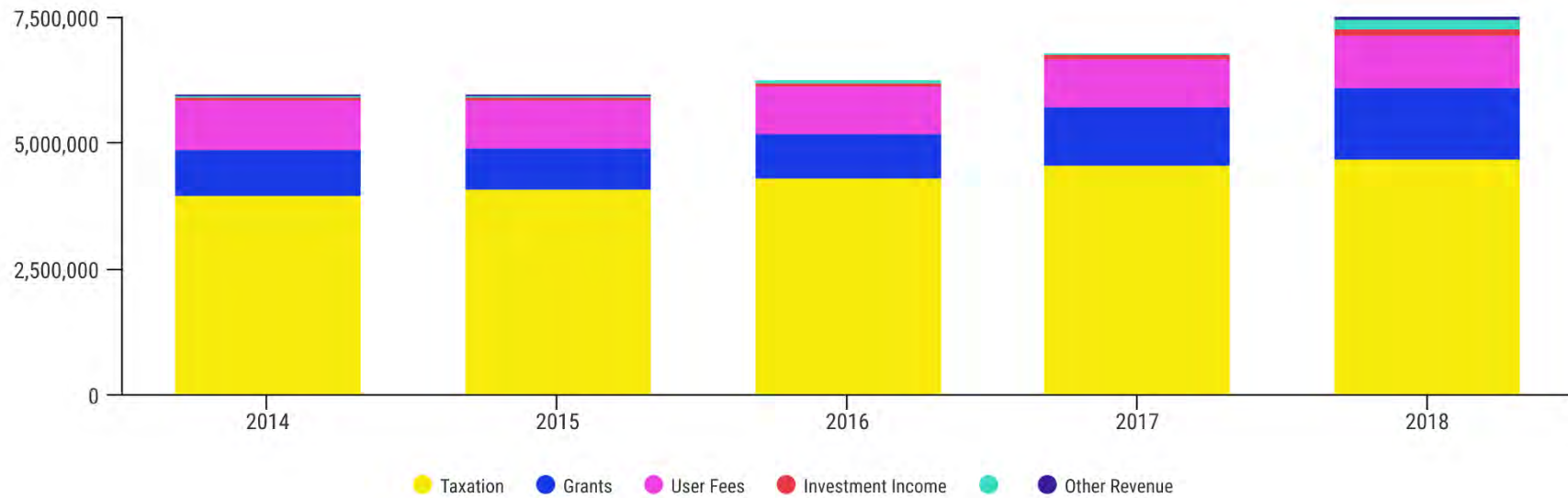


FIGURE 29: 2018 DD REVENUES (FIR)



## DD REVENUES - TREND ANALYSIS

### Revenues by Type 2014-2018 (FIR)



Object	2014	2015	2016	2017	2018	Average %age Change Year over Year
Taxation	\$3,957,255	\$4,104,835	\$4,327,725	\$4,554,683	\$4,701,220	4.4%
Grants	\$919,779	\$797,593	\$874,264	\$1,195,990	\$1,407,536	12.7%
User Fees	\$979,345	\$947,839	\$939,083	\$920,993	\$1,047,840	1.9%
Investment Income	\$72,396	\$76,028	\$76,783	\$94,680	\$123,135	14.8%
DCs Deferred Revenue	\$39,000	\$39,750	\$41,000	\$46,000	\$191,000	83.1%
Other Revenue	\$15,173	\$8,793	\$13,040	\$7,307	\$13,911	13.2%
Grand Total	\$5,982,948	\$5,974,838	\$6,271,895	\$6,819,653	\$7,484,642	5.8%
Year over Year %age Change		-0.1%	5.0%	8.7%	9.8%	

FIGURE 30: DD REVENUES 2014-2018 (FIR)



## Benchmarking – Why Compare to Other Communities?

For the purposes of the project, comparator communities were selected as municipal comparators based on population, growth, density and rural characteristics (Figure 31).

Obtaining cross Province benchmarks is also valuable to determine the impact of location surrounding the GTA has on service expectations, costs and tax levels. The primary purpose of benchmarking and comparative analysis is to understand the performance of comparator municipalities and to identify opportunities for service models and processes as well as organizational structures in place to deliver municipal services.

- Communities with similar financial benchmarks/service levels provide insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

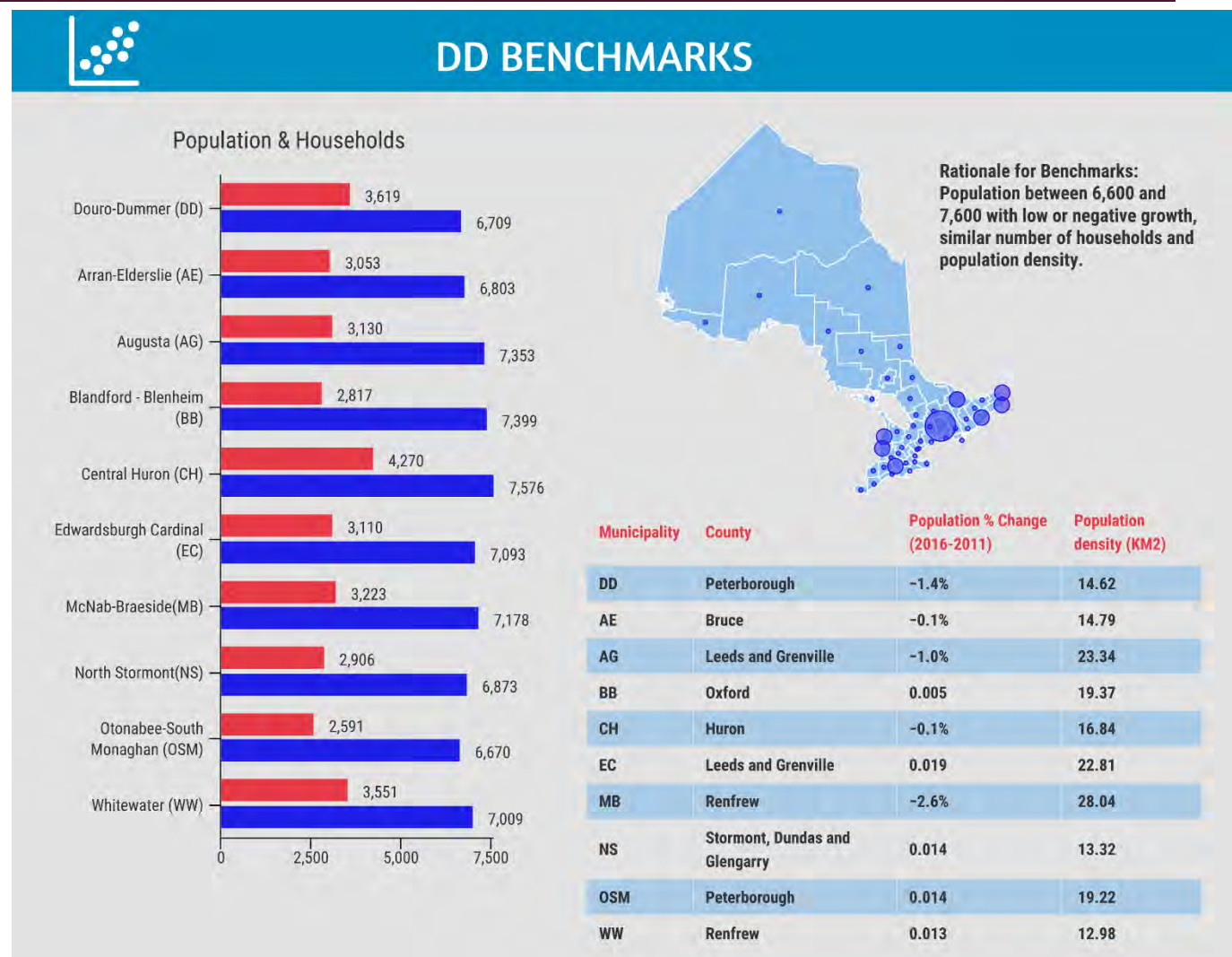


FIGURE 31: DD BENCHMARKS

The full set of benchmark performance indicators can be found in Appendix B but specific highlights are discussed here. It is imperative to understand that comparators must be taken as information and not an indicator of effectiveness. Financial performance and taxation levels has both benefits and risks as the underlying assumptions and variables must be taken into account when analyzing results.

For example, Figure 33 shows that average 2018 lower tier tax bill for the benchmarks is \$1,654 and DD is well below that at \$1,033. This may lead one to believe that DD is more efficient than other municipalities on its face. However, the levels and types of services provided by tax dollars at the local tier is unknown. DD's user fee revenues per household at \$171 are also significantly below the average benchmarks at \$284 (Appendix B). When reviewing the user fees for planning approvals, it is evident that they do not cover the cost of administration. This means that DD taxpayers are funding developer/applicant costs. Similarly, recreation fees are not sustainable and often not collected. All this points to the need to undertake a comprehensive, cost-based rate and fee study.

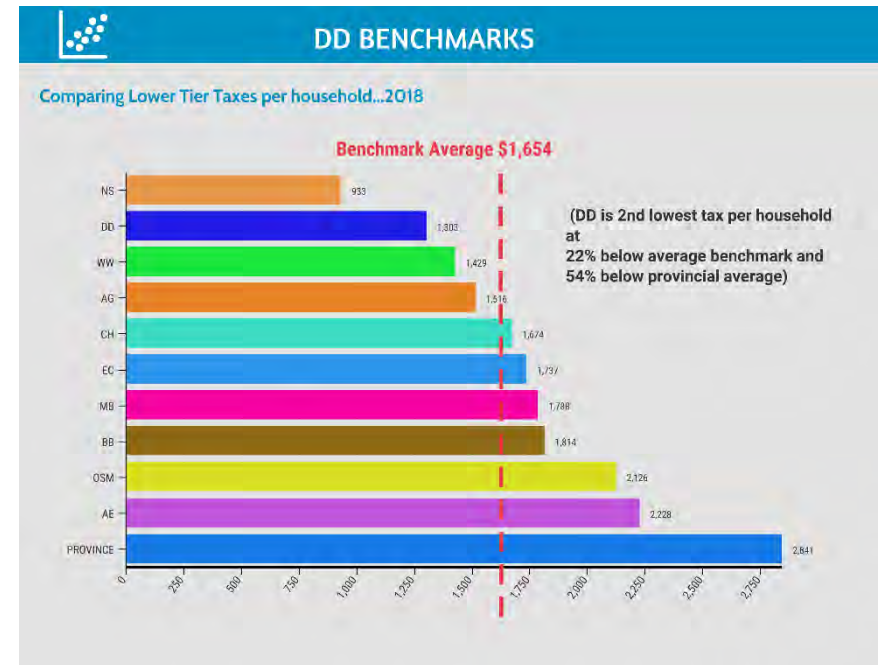


FIGURE 33: DD BENCHMARKS - 2018 LOWER TAXES PER HOUSEHOLD (FIR)

Figure 32 illustrates that DD's operating expenses per household **are the lowest** of the benchmarks reviewed. Other benchmarks point to the impact of low taxes and expenses. As discussed in this report, DD is falling significantly behind in its capital renewal program and must start building its long-term asset management plan and financial strategy that reduces its vulnerability and reliance on grants.

These benchmarks show that DD has room to increase user fees and its tax base and will remain attractive to those that want to build and/or reside in the Township.

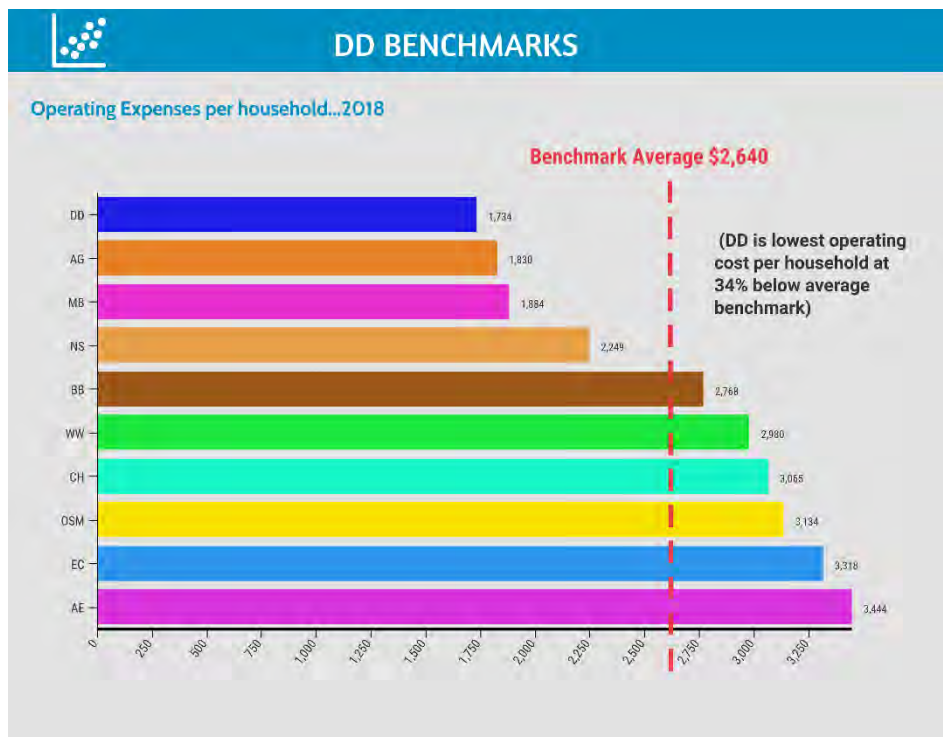


FIGURE 32: DD BENCHMARKS - 2018 OPERATING EXPENSES PER HOUSEHOLD (FIR)

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# Summary of Consultations & Observations



## Summary of Consultations

WSCS undertook extensive consultation throughout this review. While onsite in early March, WSCS provided LEAN Six Sigma introductory training to the SDR Steering Committee. We undertook interviews with Township management and SWOT (Strengths, Weaknesses, Opportunities and Threats) exercises: 2 sessions with staff and one with Council. Appendix “A” provides a summary of these sessions. These sessions provided a good basis for identifying potential improvements and service enhancements at the outset of the review. Because COVID-19 did not allow for onsite visits after mid-March, we led virtual interviews with Council, staff and management as well as focus groups for specific processes and system walkthroughs. Council and staff surveys were undertaken to supplement these consultations in order to provide all staff and Council with an avenue to express their opinions, concerns and ideas for improvement.

We reviewed over 700 documents including policies, studies, process information, forms and financial results. We analyzed data and performance measures in order to understand the service levels, benchmarks, processes and systems.

Throughout the review, staff, management and Council revealed their observations and opportunities for enhanced services and improvement. We supplemented those ideas with our own observations and recommendations. In some cases, we provided support to the many great initiatives already underway. It was clear that staff struggle with many of the current processes, lack of integrated systems. They are keenly aware that they are not fully utilizing the software that the Township owns but need training and time to dedicate to learn the functionality. There is confusion about roles and

reporting structure due to excessive overlap and “backup”. While there is good interdepartmental cooperation, frontline staff need better information to provide timely, effective service. The need to provide a clear path for improvement with better communication and project management came to light throughout these consultations. As well, the lack of data for performance measurement made it difficult to analyze level of service or time spent on non-value-added activities. However, process walkthroughs with staff provided great insight into their challenges. While there is a lack of documented processes, staff provide good service through their own “heroics” and commitment.

The most important conclusion from the consultations surround the need for organizational structure changes, clearly defined roles with performance expectations, investment in training and technology, documented value-added processes and revitalized policies. New communication strategies are needed to better connect staff and the community to the future vision of the Township. Shared services with the County and the neighbours with a common goal should become part of the Township’s long-term vision and journey towards sustainability. Asset and facility management need to support that long-term vision. As with all public sector entities, there is a need to preserve appropriate controls and manage risks to ensure that Council and management can ensure that they demonstrate accountability and safeguard the assets. Good financial controllership practices must be in place in order for an organization to be sustainable. This report reveals some areas where controls need to be strengthened through better policies, processes and system security.

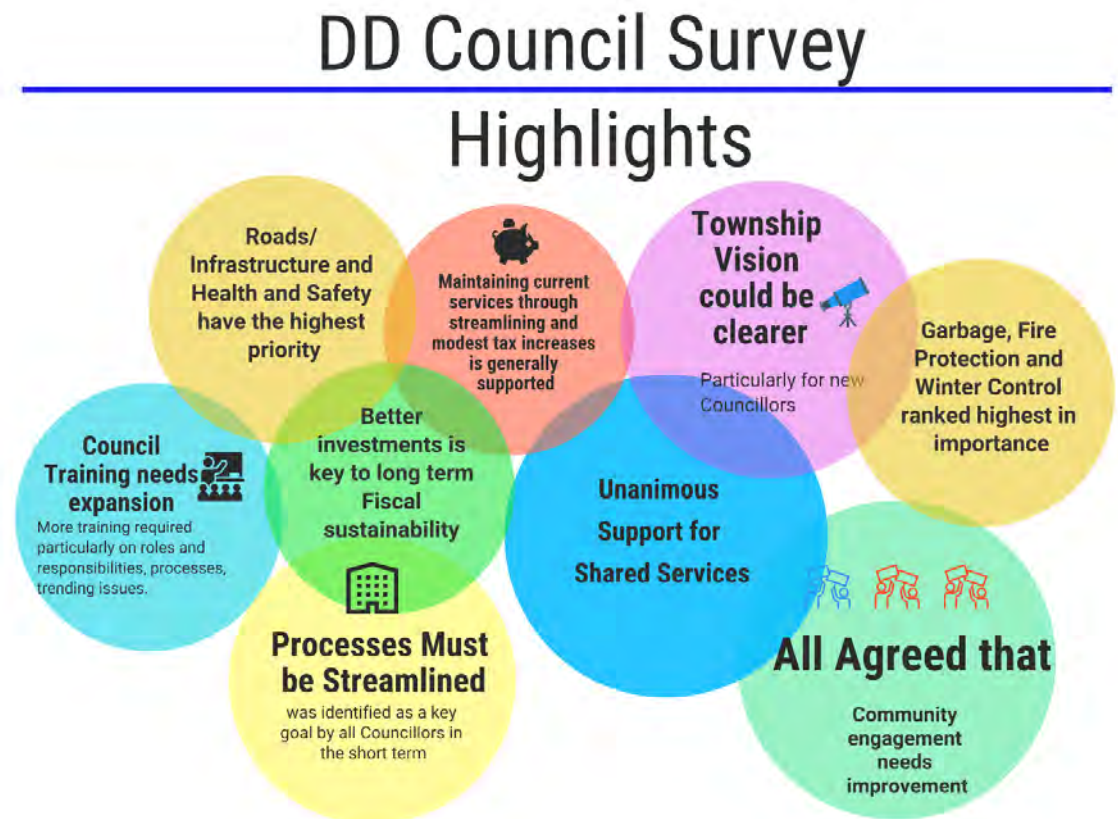
## Council and Staff Survey Results

WSCS administered surveys for Staff and Council using SurveyMonkey over a four-week period from March 30 to April 26, 2020. For those with limited access to computers, paper surveys were mailed to WSCS and entered manually. The survey was voluntary and confidential. All five Councillors submitted responses, the highlights of which are illustrated in **Figure 34**.

When asked about Council priorities for change, the top 10 changes were as follows:

1. Planning and Development Processes
2. Financial/Asset Management Planning and Reporting
3. Healthy Staff
4. Better Management of the Community Centres
5. Developing Shared Services with the County and municipal neighbours.
6. Communications and Outreach
7. Enhanced Training and Succession Planning
8. Road Repairs and Upgrades
9. Better, more efficient processes
10. Better use of technology.

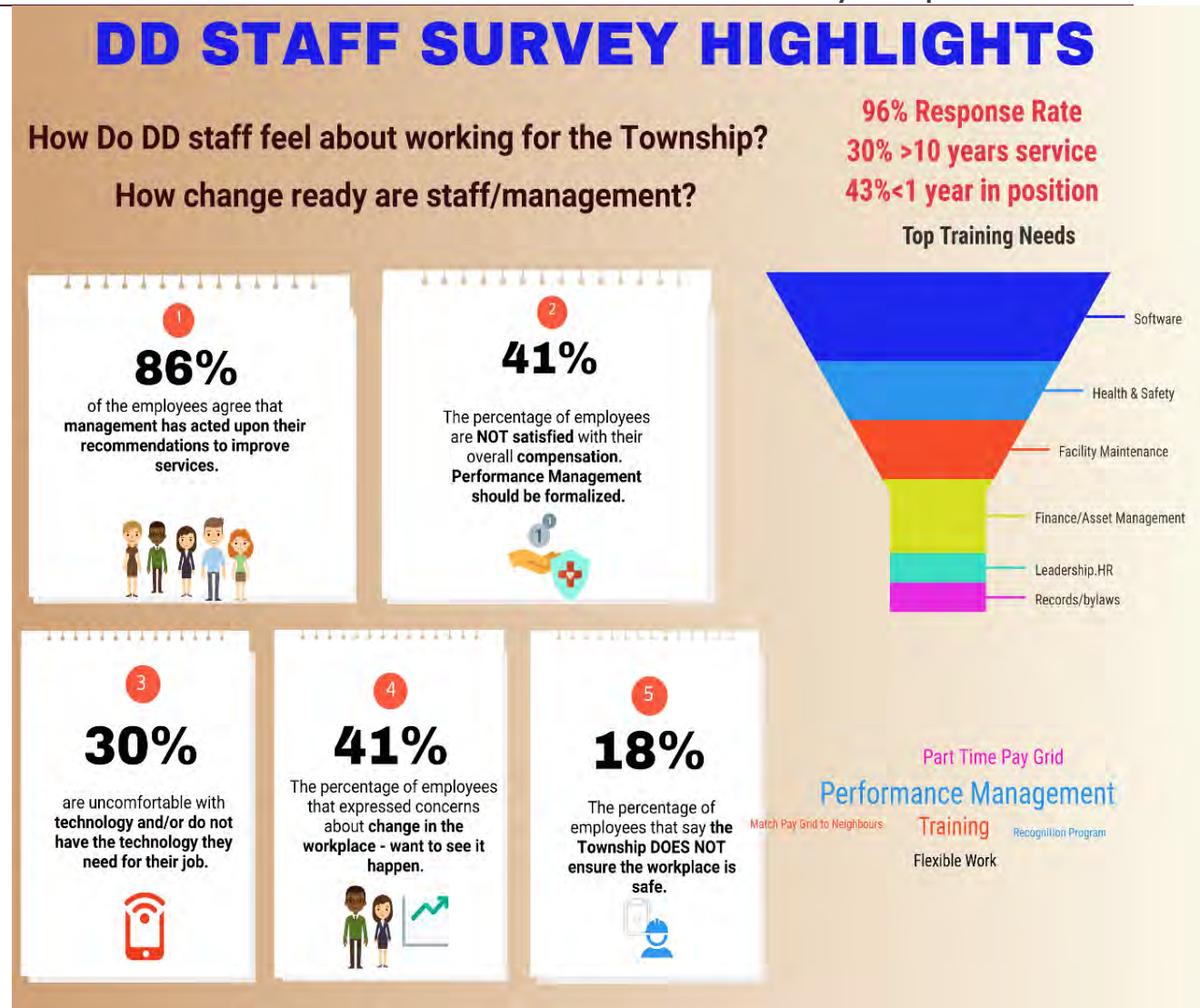
Our review revealed that these are areas all need attention and our recommendations concur with the assessment of Council in many respects.



**FIGURE 34: DD COUNCIL SURVEY HIGHLIGHTS**

We received 23 responses to the staff survey representing a response rate of 96% of which 74% were completed online.<sup>7</sup> The results were shared with Council and management as well as the Steering Committee as part of the interim report. Highlights are shown in **Figure 34** and **Figure 35**. Complete staff survey results can be found at Appendix C.

The top areas of focus for Council and management appears to be: change management, training, health and safety, performance management and compensation. Particular attention is needed to reduce the communications gap between staff and management. Absenteeism has had a significant impact on the staff to cover roles with limited training and lack of documented processes. This is creating some organizational culture challenges. If not addressed in short order, implementing the recommendations in this report will be very challenging



**FIGURE 35: DD STAFF SURVEY RESULTS**

<sup>7</sup> Note: Survey Gizmo indicates good response rates from internal sources range between 30-40%



Staff identified many areas where they believe improvements could be made including:

1. Communications and social media strategy/policies.
2. Better software and processes to manage work.
3. Training in technology, technical and health/safety.
4. Conversion of part time staff to reduce onboarding costs and improve services.
5. Improved payroll processes.
6. Electronic billing and online services.
7. Better accounts receivable processes.

We were surprised and concerned that only 45% of staff believed that improvements can be made to become more efficient or better serve the customers.

This may be due to a fear of change, a lack of training or exposure to best

practices in other organizations. Our recommendation is that staff receive training in LEAN Six Sigma and expand their outreach to municipal associations and colleagues.

All this points to the need for a change management strategy to support the changes recommended in this report.

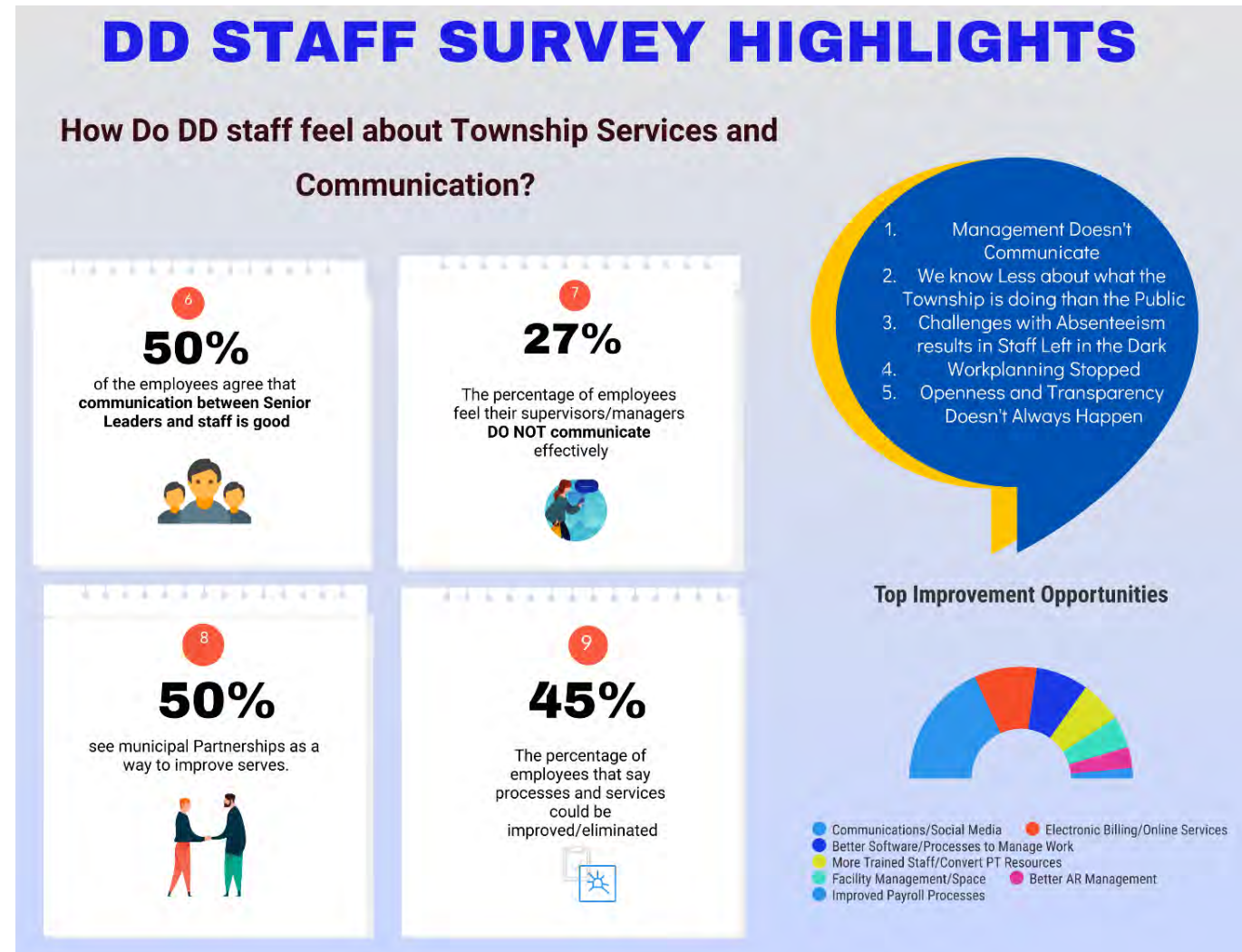


FIGURE 36: DD SURVEY HIGHLIGHTS

## The Desired State

The desired outcomes of a Service Delivery Review are summarized in Figure 1 all of which assume that there is a baseline on which to start. For each outcome, we have identified key performance indicators which fall into the following 4 categories: quantity, quality, efficiency and effectiveness.

A. **Improved Services and Outcomes**- Customer focused services and delivery with focus on long term results – Quantity, Quality and Effectiveness indicators that are customer focused. These include timeliness, accuracy, satisfaction and consistency. Number of people that are better off, number of protected tree canopy, reduction in greenhouse gases.

B. **Improved Service Delivery Mechanisms through Greater Operational Integration** – Quality, Efficiency and Effectiveness indicators including cost reduction per unit, increased volume per hour, elimination of duplication and handoffs to other departments/agencies.

C. **Reduced Cost – Greater Economy, Alternative Service Delivery Models** – Quantity and Efficiency Indicators such as cost to maintain per lane kilometre, fuel economy, inventory prices/cost of goods utilized.

D. **Improved Processes, Efficiency and Productivity** – Efficiency Indicators – time to complete, elimination of non-value-added activities, cost per unit.

E. **Meet New or Increased Demand** – Quantity, Efficiency and Effectiveness Indicators -Number of new customers served at the same or lower cost, Utilization rates

F. **Increased Revenues** – Quantity, Efficiency and Effectiveness Indicators – Number of customers increased without increase in cost, number of new fees/volumes, new services and revenues per household.

While the Township has not updated its Strategic Plan in the current term of Council, the strategies outlined in the 2015-2018 plan provide some insight into the Township's direction and desired state. The plan outlined goals in 6 areas as follows<sup>8</sup>:

1. **Infrastructure**
2. **Recreation and Culture**
3. **Effective Administration**
4. **Public Works**
5. **Economic Development and Community Promotion**
6. **Environment**

Table 3 provides the strategic actions outlined in the plan and an assessment of the progress to date. It is important to note that many of the actions are aligned with the recommendations contained in this report and are still valid.

<sup>8</sup> <https://www.dourodummer.on.ca/wp-content/uploads/2015/11/7fb-Strategic-Plan-2015-revised-draft-with-cover-page.pdf>

Much progress has been made on some initiatives such as the Recreation Master Plan, building condition assessments for most buildings, update to the Official Plan and increased electronic payment options. Other areas have seen little

progress. This is likely due to staffing issues or a lack of dedicated funding

**TABLE 3: 2015-2018 STRATEGIC PLAN PRIORITIES AND ASSESSMENT OF PROGRESS**

Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
1. <b>Infrastructure</b> - To effectively respond to the challenges of addressing the Township's municipal infrastructure needs as well as effectively managing the assets of the corporation.	Pursue solar energy for municipal buildings and properties	CAO	Fall 2018	
	Analyze and develop a business case for the future of existing municipal buildings and their usage – Fire and PW	PW Manager, Manager, Emergency Services	Spring 2016	Business case complete
	Analyze and develop a business case for the future of existing municipal buildings and their usage - Recreation	Manager of Recreation Facilities	Spring 2016	Not started
2. <b>Recreation and Culture</b> - To develop and/or assist with the development and delivery of social and recreational programs as well as effectively maintaining and updating recreational facilities to promote healthy lifestyles and meet the broad range of community needs	Promote the use of the Robert Johnston EcoForest Trails - Continue to promote the trails through circulation of brochures at events and the municipal office. Maintain the trails to a high standard to promote repeat use.	Manager of Recreation Facilities	Spring 2016	
	Pursue accessibility to all municipal facilities for persons with disabilities (ongoing)	Manager of Recreation Facilities	2018	Ongoing
	Actively promote better utilization of our buildings and parks - Develop a marketing strategy for increasing the usage of buildings and parks. Develop and implement new programs and events to fill in times at our facilities that are not utilized.	Manager of Recreation Facilities	2016/17	No specific targets
	Pursue energy efficiency for all municipal facilities (ongoing) Continue with the commitment through our energy management plan to implement the recommendations from the energy audits for our 2 community centres and to review the energy management plan and revise as necessary.	Manager of Recreation Facilities	2015/16	Energy management assessment complete
	Recreation Master Plan Engage the services of a qualified person to prepare a Recreation Master Plan which will include a community consultation component- this document should include, but not be limited to, the needs assessment for the community centres, evaluate the potential for replacement of the canteen and washrooms for south portion of Douro Park, evaluate the playground equipment in all our parks and recommend improvements and funding sources, evaluate water access locations and potential for adjacent parking, and evaluate the potential for a trailer park/campground for Douro Park.	Manager of Recreation Facilities	of 2017/18	Plan undertaken but some areas not addressed. Specific funding not set aside.

Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
	Develop and implement restoration plan for 5 abandoned cemeteries. A plan has already been developed for the 5 abandoned cemeteries and work has been completed on 4 of the cemeteries. Working is underway on the last cemetery.	Historical Committee and Management Team	2016	
	Pursue acquisition and development of lime kiln property.	Historical Committee and Management Team	2017	Work ongoing to maintenance – September 2019 minutes indicate 3 years to complete inside restoration.
<b>3. Effective Administration</b> - To ensure and enable an effective and efficient municipal administration.	Administrative plan to help to manage risks/priorities (service delivery review). Engage the services of a consultant to do a service delivery review which would include a component to evaluate the financial and staff resources needed to meet increasing demands.	CAO	2018	Underway – commenced in 2019
	Continue to update municipal policy manual. The municipal policy manual is a living document that is constantly changing and is necessary to guide our operations and staff. Policies need to be reviewed regularly and new policies put in place to assist in maintaining a high level of customer service.	Management Team and Council	Ongoing	Updated but needs a complete re-write (mix of policies and procedures)
	Develop and implement record retention by-law and record management system. Implement and continually monitor the TOMRMS record management system and record retention schedule	Clerk/Planning Coordinator	Ongoing – Annual Review	Records management is challenging and discussed in this report.
	Pursue more electronic transactions in all municipal operations. Evaluate our operations to identify areas that could benefit from changing to an electronic procedure.	Treasurer	Ongoing – Annual Review	EFTs and PAPs are implemented. Online transactions have been made available for taxes. No specific workplan developed.
	Update developers guide and other internal planning documents. Review the developers guide, planning applications and processes, and planning documents on an annual basis to ensure that the content is still relevant- update where necessary. Official Plan and Zoning By-law shall be continually updated with amendments and reviewed every 5 years.	Clerk/Planning Coordinator	5-year interval for Official Plan and Zoning By-Law	OP Update in 2017 but planning documents need updating.
	Pursue outreach to schools (re: local government careers).	Clerk/Planning Coordinator	Ongoing	
	Pursue the use of the asset management system with the budget process to better plan use and replacement of assets.	Management Team and Council	2015 – Ongoing	PSD system purchased – Consultant for AMP due 2021 Last AMP 2013
	Through the annual budget process, incorporate adequate funding for the replacement and maintenance of all township assets.	Treasurer	2016- Ongoing	Needs updating O.Reg 588/17 requires integrated planning and



Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
				strategy. Budget process is outdated.
	Acquire a comprehensive asset condition rating for all municipal buildings and continue to keep these condition ratings up to date for all township assets.	Treasurer	2016- Ongoing	Condition assessments completed for most facilities (not Recreation) O.Reg 588/17 – requires facilities condition assessments by 2023.
	Develop a clear succession plan for all municipal operations.	Management Team	Fall 2016	Not complete – SDR – recruitments underway
	Continue to compile the risk management activities that presently exist with the municipal organization and develop a plan to address the deficiencies.	Management Team	Spring 2016	No evidence of a RM Framework
	Implement an electronic system of tracking inventories/supplies/training in all areas of our operations. This would include all gravel, sand, culverts, community centre canteen and bar supplies, and any other supplies that are significant and there is carryover from year to year- and need to be allocated properly. A staff training record is to ensure workers are properly trained to do the work we ask of them. Adequate funds need to be allocated to ensure training opportunities are funded	Management Team and Council.	2016- reviewed annually	Training undertaken but does not appear to be complete. Inventory systems are manual.
<b>4. Public Works</b> - To ensure that the public works department operates efficiently and effectively.	Pursue the acquisition of property for the purposes of establishing a municipal aggregate resource. Have staff continue the search for an appropriate parcel of land that the township can acquire (either outright purchase or through a lease arrangement) for an aggregate resource for the long-term supply for the township.	PW Manager	2016	Edwards Pit assessment underway – Recent report to Council
	Consider implementing recommendations of public works facilities needs analysis. Develop a financial and operational plan that would lead to the implementation of the recommendations of the public works facilities need analysis	PW Manager	2017	Business Plan complete but no full funding source or decision made.
	Develop a financial and operational plan that would lead to the installation of GPS technology in all public works equipment.	PW Manager	2017	Being implemented
<b>5. Economic Development and Community Promotion</b> - To set out a direction of focus for economic development while utilizing resources to facilitate the promotion of the community.	Actively pursue marketing of facilities and the municipality to achieve better use of facilities and a higher profile for municipality (consider branding exercise). Engage the services and assistance of OMAFRA to facilitate the branding exercise for the municipality.	CAO	2016	Limited progress
	Develop and implement marketing strategies for the promotion of all our facilities- in particular our recreation facilities.	Manager of Recreation Facilities	2016	Does not appear to have been executed. No specific plan.
	Promote and pursue more residential and commercial development in keeping with the goals and objectives of the Official Plan. Continue with the development of the commercial property adjacent to the Douro CC.	CAO	2015	

Goal	Strategic Actions	Responsibility	Timeline	Status/Accomplishment
	Continue to evaluate severance proposals in appropriate areas of the township that would not lead to additional servicing costs to promote more residential growth- assist residential developers in getting approvals of existing residential subdivisions	Management Team and Council	Ongoing	DD has seen some increase in
	Revenue generation ideas- pursue development of commercial/industrial lands adjacent to Douro Community Centre. In conjunction with the development of the access road to this property, work cooperatively with the GPAEDC on trying to find suitable commercial tenants for this property.	CAO	Ongoing	No target?
	Work closely with the GPAEDC to pursue new development as well as retention and expansion of existing development.	CAO	Ongoing	No target?
	Continue to have a trained person (as part of other duties) to act as a contact for economic development enquiries and know how to respond. · Provide training to staff with economic development responsibilities within their job description and initiate some ongoing economic development activities to promote local businesses and to attempt to attract new businesses	CAO	Research in 2016	No significant progress.
<b>6. Environment</b> - To preserve and enhance the natural heritage features and resources of the Township.	Municipality continues to reduce, recycle and reuse wherever possible in all our operations. Promote and institute additional opportunities to reduce, reuse and recycle in all municipal operations such as composting, additional recycling of materials, and reducing the packaging that is purchased with supplies and materials.	All staff and council members		
	Promote responsible stewardship of natural environment by continuing to provide protection in our planning documents for agricultural and natural heritage resources. Ensure that the upcoming Official Plan and zoning by-law reviews continues to provide adequate protection for agricultural and natural heritage resources.	Clerk/Planning Coordinator	2015-2018	OP Updated with specific environmental provisions.
	Identify and protect natural spaces that are important to the Township. Ensure that there are adequate provisions within the Official Plan and zoning by-law to identify and protect the natural spaces within the Township and that Natural Resources mapping be used as a basis for this identification.	Clerk/Planning Coordinator	2015-2018	OP Updated with specific environmental provisions.

## NEW STRATEGIC PLAN

A refresh of the strategic plan as well as a community vision is needed but together with the recommendations in this report is a good foundation for the creation of a “workplan” for the remaining term of Council. With a new CAO being recruited, it would likely be best to look at starting the strategic planning cycle prior to the next election. We would encourage the Township to adopt a more integrated planning model in line with the next strategic plan whereby departmental business plans are developed to support the strategic initiatives with key performance indicators, SMART goals, and financed.

For the next round of strategic planning, we recommend the following modernized concepts be adopted:

1. **No “squishy” vision.** No one has time for lack of clarity. A future state for DD needs to be inspiring and aspirational, but also concrete and tangible.
2. **Commitments to action should be revisited every quarter but still have annual and multi-year goals.** The municipal climate shifts so quickly that annual planning may be too long to react (eg. COVID). Instead, plan and refresh initiatives with targets in quarterly increments and ensure they align with the long-term vision but be prepared to change. Having annual goals is still recommended.
3. **Timelines must be more flexible but still drive results and hold people accountable.** Timelines should be set based upon the vision but ensure they are not arbitrary and inflexible. Keep dates but connect them with milestones or trigger events that are objective, quantifiable, and agreed to in advance.

4. **KPIs should be leading not lagging.** Great metrics keep you on strategy and provide a data-based way to make strategic decisions. They need to be leading and reportable monthly at minimum to management. These should form the agenda at regular management meetings. Quarterly reports to Council should focus on outcomes. Best case scenario is the creation of dashboards for ongoing monitoring.
5. **Don’t focus just on how much you spent but move to “earned value” reporting – what you have achieved with the dollars spent.** Too often, municipalities provide budget vs. actual reporting that is only financial results, not what was actually achieved from spending that money. Being on track is not just about money.

## PERFORMANCE METRICS & REPORTING

Performance measurement and reporting is extremely important to ensure that the Township is going in the right direction. The Township does not have a dashboard or performance measures in place for monitoring. One effective method is the utilization of a balanced scorecard approach and performance measures. It helps show the value and link to vision. A sample can be found for Warwick Township at <https://www.warwicktownship.ca/en/our-government/resources/Documents/Balanced-Scorecard---Warwick.pdf>

The 9 principles of a Performance Measurement System are as follows:

**Principle #1 - The measurement system must be tied to the vision of the Township.**

In particular, there should be some goals identified such as:

- Improve turnaround time of applications, information
- Improve client satisfaction for various elements such as consistency, time to respond, time to decide, understanding of processes
- Elimination of paper, copies and process steps.
- Reduced cost of providing services
- Increased volume of approvals
- Growth



**Principle #2 - The measures must be balanced (comprised of financial and non-financial data).**

**Principle #3 - Measures must be a mix of process data and outcome data taken over time.**

The measurement system must reflect all programs and activities the Township conducts, both internal and external. It is not sufficient to measure just past results. It is essential to also analyze what the processes are generating on an on-going basis. Process data in time order provides a 'lagging' indicator of the organization's operational or output efficiency, but can also serve as a 'leading' indicator - providing a signal on whether policies and programs are contributing to the targeted outcomes and the intended results. The service delivery review we undertook is the first step in this direction.

On an ongoing basis, processes need to be analyzed and controlled.

**Principle #4 - Measures must be within the Township's sphere of influence.**

The measures must reflect the activities undertaken by the Township.

**Principle #5 - Measures must be dynamic, relevant and timely.**

The measurement system should provide meaningful, relevant, and timely information. Tracking performance leads to increased knowledge and appreciation of the operational environment. As the Township's knowledge of the performance improves, each of the measures will need to be revised or changed to incorporate this new knowledge and understanding. Continual review of performance indicators is essential to ensure you have appropriate performance information to support decision-making, especially in a changing environment. Dynamic measures serve as indicators of current performance and assist in the prediction of future performance.

**Principle #6 - Measures must be interconnected (ie: always reported collectively, never singly).**

The measurement system is essentially a report card on the organization's operational performance, hence the balanced scorecard. The causal links between outputs and outcomes is explicitly displayed in logic models and strategy maps. Those same causal linkages should be reflected in the performance measures.

If measures are analyzed individually, the Township will lose the understanding and appreciation of the interactions between programs and the improvement potential that is inherent in improved coordination.

**Principle #7 - Senior Management is accountable for the measures.**

Senior management is ultimately responsible and accountable for the Township's processes and practices. Employees need to be held responsible for data input, collection and the initial interpretation and analysis of the performance information. This should be a responsibility of the new Corporate Project Manager proposed in this report. However, the accountability for the performance of the organization lies with the senior managers and, as such, the Director must take responsibility and demonstrate active leadership in supporting the performance measurement practices by using the performance information in their communications with staff and in their decision-making.

**Principle #8 - Measures must be limited in number but still provide a holistic view.**

Many organizations develop detailed logic models and then identify 2-3 performance measures for each output and outcome in the model. By the end of the initiative, the team has identified an unmanageable number of performance indicators. Instead, key outputs should be selected that are most vital - then select the outcomes that have the greatest level of influence. Establish key measures that gauge the efficiency in which outputs are generated and track the progress in achieving the intended outcomes. Eg. Number of applications, reduction in paper/time.

**Principle #9 - Measures must be communicated and documented.**

Employees throughout the Township should be able to study the measures for themselves to determine how the Township is performing. It is not enough to simply communicate the results; employees must be actively engaged and allowed to use the performance information in their own decision-making, in contributing to policy and program changes, and for their continuous process improvement efforts.

## Creating Value for the Customer

To achieve the “Desired State”, we have applied the concepts and methodology of LEAN SIX SIGMA, a proven business philosophy which focuses this Service Delivery Review from a different perspective: THE CUSTOMER.

LEAN Six Sigma utilizes the VOICE OF THE CUSTOMER to eliminate non-value-added activities in processes, eliminate defects in service and builds capacity to deliver the RIGHT services, at the RIGHT time resulting in service improvements. All too often, service delivery reviews in the public sector are undertaken based upon the organizational structure or departmental responsibilities. While we do look at the processes and activities to provide recommendations, it is also evident that the “customer” is not always the focus of the provision of service and often the customer is not known. It is true that a customer may be much more ambiguous in government as it may be the general public and not the direct recipient of the “service”. In other situations, it may be an internal customer, that is, the next person in line of a process.

LEAN Six Sigma is a proven management philosophy, originally designed by Motorola and adapted by the Japanese and large companies such as GE, Toyota, to improve processes based upon data driven analysis and customer value. The fact that

DD has already implemented some online services and enhanced the customer experience indicates that it wants to become LEANER and focus on the customer. LEAN has been adapted to the service sector based upon the uniqueness of services as opposed to manufacturing. Significant, quantifiable results are being realized in many sectors including healthcare, education, non-profits and public sector. LEAN has resulted in some significant savings and improved quality in many public sector (or publicly funded) organizations including several state governments in the US<sup>9</sup> and municipal governments.<sup>10</sup>

In municipal governments, customers/stakeholders are more complex and varied, ranging from the general public, internal staff and management, external agencies, to the direct recipient of the service. As a lower-tier, DD is only one provider of service to its citizens. Figure 18 shows that there is overlap and potential duplication with County services particularly in waste management and transportation (winter control). The close proximity to the City provides additional confusion to the lay person and may elevate expectations for DD residents. A customer, whether it be a taxpayer, business owner or tourist, does not care about departments, or tier of government or “whose job it is” to perform a service. All customers care about it getting their problem resolved accurately, consistently and in a timely manner.

<sup>9</sup> <http://lean.iowa.gov/>, [www.asq.org](http://www.asq.org), [www.erie.gov/exec/?reform-government/lean-six-sigma-initiative.html](http://www.erie.gov/exec/?reform-government/lean-six-sigma-initiative.html)

<sup>10</sup> <http://www.fredericton.ca/en/city-hall/plans-and-processes/improvement-innovation>, [http://municipalinnovators.ca/wp-](http://municipalinnovators.ca/wp-content/uploads/2018/05/MiC20Newsletter.pdf)

[content/uploads/2018/05/MiC20Newsletter.pdf;](http://www.mykawartha.com/news-story/4350046-lean-six-sigma-first-round-delivers-more-than-3-million-in-savings-for-city/)  
<https://www.mykawartha.com/news-story/4350046-lean-six-sigma-first-round-delivers-more-than-3-million-in-savings-for-city/>



TABLE 4: DEFINITION OF VALUE ADDED AND NON-VALUE-ADDED ACTIVITIES

They do not want to be shuffled from one location to another or from one person to another. Understanding the VOICE OF THE CUSTOMER is fundamental to improving services. Internal customers are also very important when evaluating processes to determine value added (or non-value added) activities.

## VALUE ADDED ACTIVITIES

**VALUE** is defined by the customer; the business and anything that does not add value is considered waste (non-value added) and should be removed from the process. Studies show that in any given process, whether in the private, non-profit or public sector, that non-value-added activities amount to approximately 75-90%. By eliminating lead time and non-value-added activity, services can be delivered in a continuous flow with reduced cycle time and costs while increasing customer satisfaction. This is where capacity will be gained by DD's staff to undertake the work required in this report for DD to become forward looking and sustainable.

**Table 4** provides a definition of value-added activities with four elements highlighted to emphasize the importance of eliminating anything that does not add value. We found the following non-value-added activities in most processes reviewed: duplication of effort, unnecessary handoffs, transportation within and between departments; defects and omissions as a result of poor instructions, waiting; and non-utilized talent. These activities do not “physically transform the service”. Further, if the service is always checked, staff are less likely to take accountability for ensuring it is “done right the first time”. We are of the opinion that, because policy and

Category	Definition	Our Goal and Focus
<b>Customer Value Added</b>	<ul style="list-style-type: none"> <li>• <b>Physical Transformation of the Service</b></li> <li>• <b>Customer is willing to pay for the step/activity</b></li> <li>• <b>Done Right the First Time (no errors, defects or omissions)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Eliminate waste, Improve the flow of value to the customer</li> <li>• Monitoring to assure we are meeting customer evolving requirements – continuous improvements</li> </ul>
<b>Organization Value Added</b>	<ul style="list-style-type: none"> <li>• Required by law or regulation, policy</li> <li>• Reduces financial risk</li> <li>• Critical to avoiding process breakdown</li> </ul>	<ul style="list-style-type: none"> <li>• Verification that it is truly required</li> <li>• Reduction and/or elimination of requirements</li> <li>• Make process efficient and effective</li> </ul>
<b>Non-Value Added</b>	<ul style="list-style-type: none"> <li>• Everything else that is not customer value added or business value added</li> </ul>	<ul style="list-style-type: none"> <li>• Total and complete elimination of waste</li> </ul>

procedures are lacking and bylaws are incomplete, both staff and customers remain confused.



## STEPS TO CREATING VALUE

### ELIMINATING NON-VALUE-ADDED ACTIVITIES FROM PROCESSES

In order to create value for customers, several steps should be followed. In this report, we reviewed all services and major processes in each department.

**LEAN processes are faster, more efficient and deliver satisfactory quality to customers. Our goal is to create flow.** That is, there is no time in which any customer, internal or external, goes back in the process as shown in steps 4, 5 and 6 in Figure 37. After DD has gone through the LEAN journey, the processes will flow better and look like Figure 38, which eliminated all non-valued added activities and all steps are “done right the first time.”

A LEAN journey ensures the following steps are undertaken:

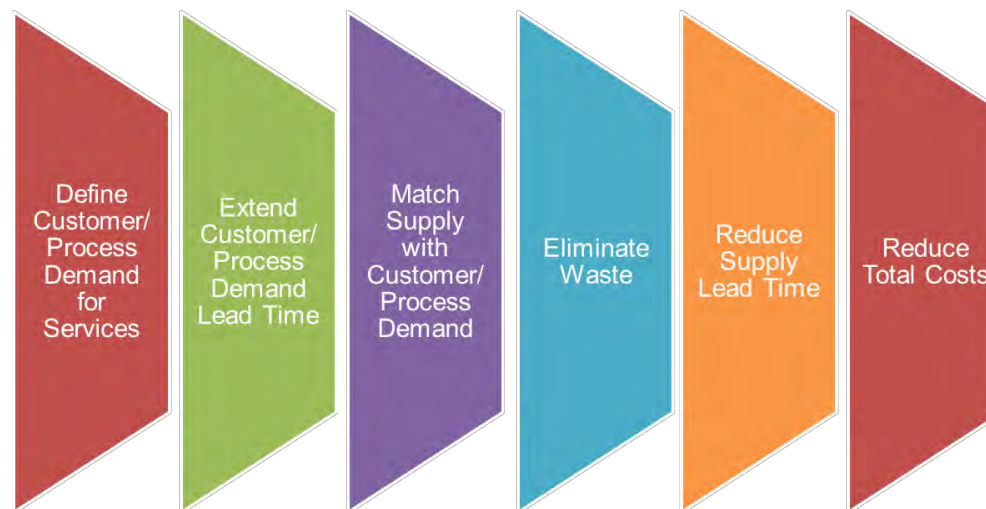


FIGURE 39: LEAN JOURNEY  
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FIGURE 37: PROCESS BEFORE LSS



FIGURE 38: PROCESS AFTER LSS

## OUR FINDINGS - VALUE FOR THE CUSTOMER

### 1. Define Customer (Process) Demand for Services

The nature of demand from the customer's perspective, includes what is demanded, how much, how frequently, by whom, where and when. In each section, we have explored the impacts of customer demand to some degree.

**FINDING:** For some processes, such as, planning applications, demand arises through calls and walk-in clients with requests for information. The only data available relates to those that proceed with an application and all the time that is spent by the Clerk/Planning Coordinator during pre-consultation is not known. This is true for building permits as well. Consequently, there is no way to know the true "customer demand" for these services. Since it may be months or years before a developer or resident decides to proceed with an application, it is unknown how much business is "lost" due to a variety of reasons.

For many permits, customers are not aware of the requirements. It is the Township's responsibility to remove the complexity of regulations and bylaws in its instructions and "think" like the customer. Lack of documentation and "government language" for these processes also mean that the customer may have to "return" with proper documentation in order to "complete" the application most processes are reactive and therefore, the Township does not know the volume of work it will receive at any given time. Because its online services are minimal, much of the demand is generated by telephone calls, emails and walk ins. The Township does not track its inquiries or requests that are not

"complaints" and therefore, it does not know the volume by department or type of call/request. This would provide invaluable information for the development of better instructions and online services. Understanding the type of call and extending tracking to other services would greatly assist the Township in its planning for service improvements.

### 2. Extend Customer (Process) Demand Lead Time

The sooner that the customer demand (customer requirement for permits, property tax payments, licenses) is known to the supplier (the Township), the sooner that the resources can be deployed to provide the services to the customer. Customer demand lead time is the period between the time when customer demand is known and when it is communicated to the supplier.

**FINDING:** Extending customer demand lead time is particularly challenging because the Township does not know what the demand will be at any particular time and is often reactive. There are some processes where the Township is aware that workload may change due to seasonality, tax due dates and other anecdotal information. However, there are some areas that could be better managed such as processes requiring inspections before proceeding with certain permits. Further, the utilization of many non-integrated systems such as BookKing and ddpermits.ca, make it difficult to extend customer demand lead time. Planning workload requires better information and reducing the number of staff and departments involved in any given process. Better monitoring, workflow, online updates and reminders in permit inspections would improve the customer experience as well.

A great example is the issue of walk-ins requesting information about planning applications, marriage licenses or commissioning oaths. The Township is unaware when this will happen and may not have staff onsite to do these services. If the Township utilized a “booking” system for appointments, it can ensure that the customer will be served in a timely manner, without waiting and DD can better plan its activities. With “Zoom” or other meeting software, DD could also provide these services remotely negating the need for customers to come to the Township office. This is in line with social distancing requirements for COVID.

### 3. Match Supply with Customer (Process) Demand

Matching supply with customer demand is challenging when things change or there are undue influences on the demand. It is essential to perform continuous monitoring of the demand and adjust resources to respond.

**FINDING:** In the case of the Township, the number of resources is generally fixed or may be impacted by absences. Recent COVID likely illustrates the more than ever. Therefore, increases in workload and the changes in time lines have resulted in pressure to handle new customers. During normal circumstances, DD office hours are weekdays 8:30 am to 4:30 pm. This is the time when the majority of working residents are working outside the Township (Figure 17). Clearly, municipalities do not supply the services when the customers demand it. Customers are expected to be served when the municipality decides they are open. Many municipalities are now looking at extended hours, particularly when there are staff in the building for other purposes such as Council meetings or in recreation centres. This is not only good for the

customers, staff who prefer to work alternative hours for a variety of reasons (daycare, spouse on shiftwork, transportation), are also more satisfied. Enhanced 24/7 online services are another way to meet customer demand.

The receptionist and other staff provide coverage at the front counter and there is no mechanism to manage this workload. Because these staff have many unclear roles and backup functions, their other work is always impacted by uncertain workload. Serving DD customers is clearly the most important function, but it could be done with better work management and assignment. Anytime staff are required to move from one process to another, there is lost “changeover time” or motion. Further, the lack of online services means that walk in/telephone traffic is higher than would be otherwise. The current online services are minimal instructions do not allow customers to serve themselves in an effective way.

### 4. Eliminate Waste

Waste is defined as any activity that does not create value for the customer or the organization as described above. In particular, the public sector customer is extremely interested in ensuring that tax dollars are not wasted. Waste only adds cost and time. There are three key things to remember about waste:

- Waste is a symptom rather than a root cause of a problem
- Waste points to problems within the system at both the activity and the value stream levels

- In order to eliminate waste, the root causes of waste must be found and addressed.

There are essentially 8 types of waste in processes are denoted by DOWNTIME which we have identified in the processes reviewed Figure 40.

Table 5 further defines the 8 wastes and some examples of waste in processes within the processes analyzed. These examples are further illustrated in the departmental services and processes section.

Elimination of waste also should follow the concept of 8S (formerly known as 5S) which provides for efficient work space. The list describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The Township should implement 8S's as follows:

1. **Sort (Get rid of it):** Separate what is needed in the work area from what is not; eliminate the latter
2. **Set in order (Organize):** Organize what remains
3. **Shine (Clean and Solve):** Clean and inspect
4. **Safety (Respect workplace and employees):** Create a safe place to work
5. **Security (Keep employees and clients secure):**
6. **Standardize (Make consistent):** Standardize the cleaning, inspection, and safety practices
7. **Satisfaction (Employee Satisfaction and engagement in continuous improvement activities)**
8. **Sustain (Keep it up):** Make 8S a way of life

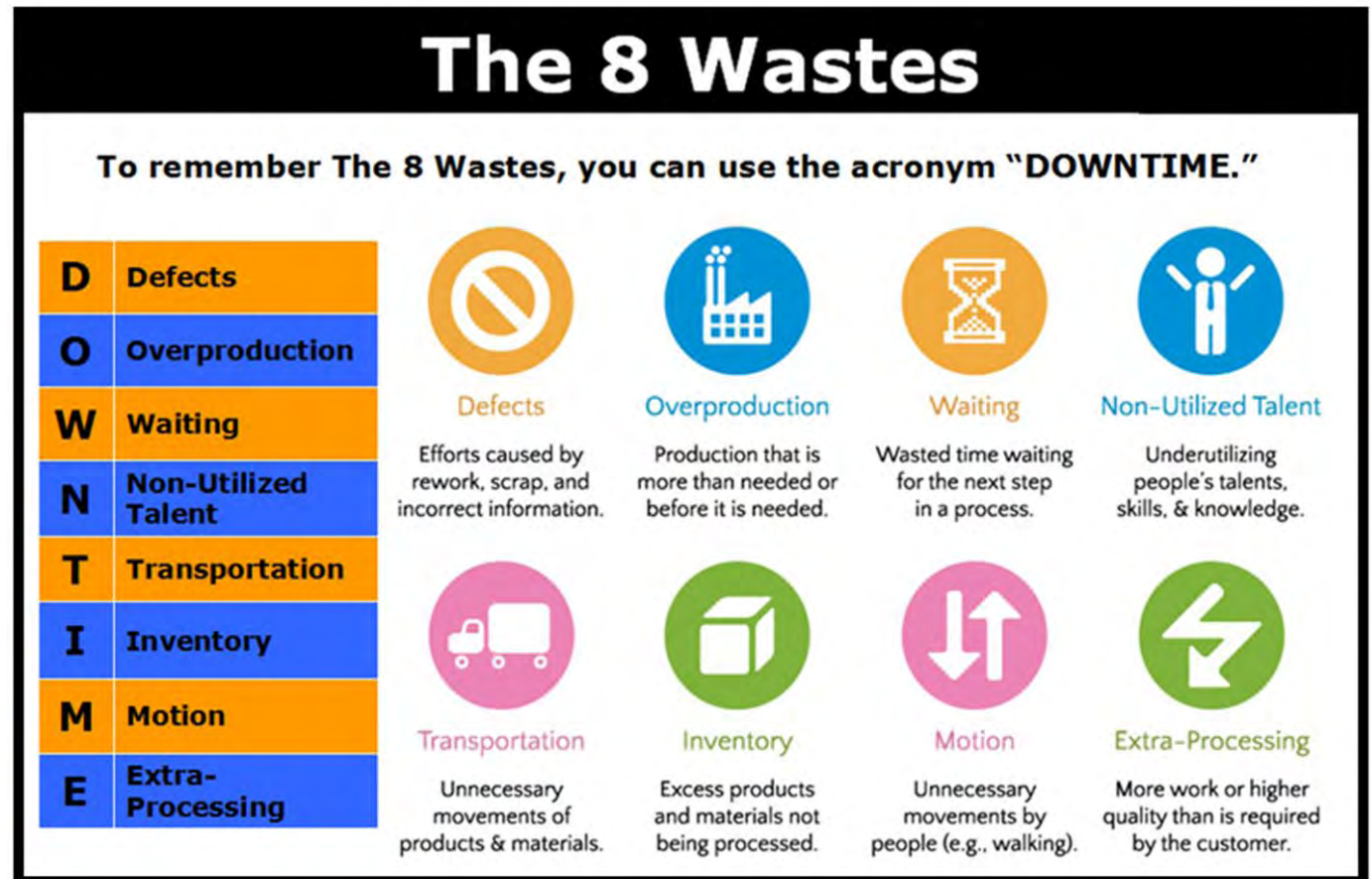


FIGURE 40: THE 8 WASTES



TABLE 5: TYPES OF WASTES AND FINDINGS

TYPES OF WASTE	DEFINITION	WASTES DISCOVERED
Defects, including errors and omissions.	<ul style="list-style-type: none"> <li>Defects, errors, omissions, skipped process steps that cause rework.</li> </ul>	<ul style="list-style-type: none"> <li>Missing, inaccurate or incomplete information in planning and building applications.</li> <li>Applicants often do not have the appropriate information when making applications.</li> <li>Online systems and forms are not error-proofed - specific instructions to ensure completeness are not available.</li> </ul>
Over-Production and Duplication	<ul style="list-style-type: none"> <li>Producing more, sooner, or faster of one component than is required for the next step.</li> </ul>	<ul style="list-style-type: none"> <li>Payroll, inventory, AP and AR processes – entering information in multiple systems, spreadsheets and reconciliation.</li> <li>Re-entering information from forms and requests (booking, building permits) which also increases the error rate</li> <li>Producing, printing, and over dissemination of reports compared to need/use – Documents printed when not necessary, data re-entered into multiple systems. Payroll, accounts payable processes are both printed and filed electronically.</li> <li>Excessive paperwork trails- excess copies of documents in files that are never reviewed and could be captured electronically.</li> <li>Because all permits forms are paper based, staff must re-enter all details into systems from forms.</li> </ul>
Waiting	<ul style="list-style-type: none"> <li>Time or interruption in the process where team members are waiting for something to happen before doing the next step.</li> <li>Process idle time.</li> </ul>	<ul style="list-style-type: none"> <li>Waiting for next level approvals when staff not present.</li> <li>Waiting for customer information due to lack of instruction at front end.</li> <li>Customers wait at the counter due to lack of appointment scheduling or online information.</li> </ul>
Non-Utilized Talent	<ul style="list-style-type: none"> <li>Underutilizing people's knowledge and creativity.</li> <li>Uneven workflow resulting in some team members overburdened while others underutilized</li> </ul>	<ul style="list-style-type: none"> <li>Duplication of effort, data entry in multiple systems and spreadsheets. "Ask for information as opposed to access to information".</li> <li>Utilizing staff and management for clerical duties that could be eliminated – payroll, equipment, MMS reporting, copying, printing and moving forms through the building.</li> <li>Payroll, burn permits, building permits, planning applications, accounts receivable, recreation booking, inventory involves much manual work and excessive paper processing.</li> </ul>

TYPES OF WASTE	DEFINITION	WASTES DISCOVERED
Transportation/ - Conveyance	<ul style="list-style-type: none"> <li>• Unnecessary handling or transportation, multiple handling.</li> <li>• Steps where work is moved from one role to another, one location to another, etc.</li> <li>• Office design and layout does not support decision-making flow.</li> </ul>	<ul style="list-style-type: none"> <li>• Transferring data files between computer and paper.</li> <li>• Moving files between staff without knowledge of file location – multiple files.</li> <li>• Customers must go to the Township office to submit many applications and provide payment.</li> <li>• Office layout does not flow the work.</li> <li>• Challenges if several customers are at the front counter.</li> </ul>
Inventory	<ul style="list-style-type: none"> <li>• Producing, holding, or purchasing unnecessary inventory or materials.</li> <li>• More inventory than is required to meet 1 or 2 days of work.</li> </ul>	<ul style="list-style-type: none"> <li>• Excessive inventory or work to be processed due to one person responsible for inspections. Too much paper to be handled, processed, or filed.</li> <li>• No systems utilized to manage inventory.</li> <li>• Inventory of work created by lack of delegation.</li> <li>• File inventory is not well managed.</li> </ul>
Motion	<ul style="list-style-type: none"> <li>• Unnecessary movement to access information, files, materials, equipment to complete a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Walking to pick up documents and delivering paperwork or accessing needed tools. Excessive walking to and from printers, files, etc.</li> <li>• Poor cell design, particularly for the administrative staff and counter.</li> </ul>
Extra-Processing / Redundancy	<ul style="list-style-type: none"> <li>• Activity that doesn't add value or transform the product/service.</li> <li>• Steps that repeat another step in the process – multiple roles doing similar tasks.</li> <li>• Checking work of others already completed for accuracy or completeness.</li> </ul>	<ul style="list-style-type: none"> <li>• Unnecessary steps and handoffs – Particularly true in the payroll and other financial processes.</li> <li>• Printing Tax bills on pre-printed paper – folding, mailing, handling returned mail – can all be electronic</li> <li>• Accounts receivable – duplication between systems – paper-based processes.</li> <li>• Restacking or sorting files – multiple copies of documents – disaster of the basement.</li> <li>• Re-entering data in several spreadsheets/systems.</li> <li>• Making extra paper copies such as payables, reports, cash receipts and applications</li> <li>• Entering information in systems “after the fact”. Documents are filled out by hand, then later entered into systems</li> <li>• Lack of access to systems requires staff to look up information that could be accessed directly.</li> </ul>

## 5. Reduce Supply Lead Time

Supply lead time is the total time it takes to complete a series of tasks within a process in order to meet customer demand. Reducing lead time is one of the most effective ways to reduce waste and lower total costs. Lead time can be broken down into three basic components:

- **Cycle time** – The time it takes to complete the production (or approval) of a single unit (such as permits or applications) from start to finish. That is, the time actually working on the task, be it physical or mental exertion.
- **Changeover time** – The time it takes to transfer from one step to the next or one activity/transaction to the next. This is the most “underrated” waste of time. Most people do not realize how much time is lost when they must change what they are doing to respond to calls; interruptions result in waste as more time is needed to re-familiarize oneself with the process step at hand and refocus. As well, in terms of applications, if the customer is unable to complete the entire transaction at one time due to lack of accurate, complete information, both customer and staff must re-familiarize themselves with the application when they return to the Township (or call). Therefore, elimination of changeover time is essential for improved services and reduction in overall lead time.
- **Lead time** – The time it takes to complete an entire process from start to finish and any time in between process steps (such as the amount of time from a planning request to approval). Any time in between steps adds to the Lead time.

- **TAKT Time** – the rate at which you need to complete the process in order to meet customer demand. Process and value stream maps are effective illustrations of lead times, cycle times and delays.

Currently, DD does not capture any of this time with the exception of Public Works in the form of work orders. However, this is manually tracked and then re-entered into spreadsheets after the fact. Most other processes are not tracked in terms of time with the exception of open and closed dates on applications. Therefore, we are not able to adequately assess the non-value-added activities and potential savings.

## 6. Reduce Total Costs

In economic terms, the reduction of waste and delays results in significant reduction in costs. By eliminating defects, duplication, unnecessary checks, over-processing and handoffs, less resources are needed to complete the tasks. The true cost savings in the Township can be realized by reducing the errors and number of handoffs, requiring accountability at each stage and analyzing the types of reviews undertaken. Moving to electronic processes with integrated systems will significantly reduce costs and improve services. True cost savings can be realized by improving the tracking of time and resources dedicated to each step and further understanding the steps that can be eliminated. categories from telephone inquiries. If the Town had this information, it would allow for better upfront communication to customers and improved documentation on websites or pamphlets.



## THE JOURNEY TO SERVICE EXCELLENCE

Service Excellence means focusing on the customer by eliminating non-valued added activities. DD does not have a customer service or engagement strategy in place but we recommend that this be developed with all staff and Council involved.

We are of the opinion that this should be supplemented with LEAN Six Sigma whereby staff look at processes with the customer in mind. That is, CREATING VALUE FOR THE CUSTOMER IN EACH ACTIVITY OR STEP IN A PROCESS. This will require an investment in LSS training as well as a change management strategy. Without this, sustainable change is not possible. As part of the strategic visioning session, DD should engage the community to identify what is most important to the citizens. This should formulate the long-term strategic plan and cross-departmental business plans. In these plans, there should be a commitment to look at each process with goals for eliminating non-valued added activities and focusing on the VOICE OF THE CUSTOMER.

Value added services do not include waste but include those value creating enablers such as information technology and human resources. In order to make recommendations on the elimination of non-value-added activities, the following steps were undertaken:

- a. Analyze the Current State
- b. Process Analysis – Looking for the Hidden Processes
- c. From Initial Assessment to Root Causes
- d. Find Solutions – Draw the Future State

### Possible Solutions:

- Work on the “One is Best” Principle
- Investigate all Checks for value add
- Eliminate the Need for Checks
- File Only Once, In Only One Place, Electronically
- Process Ownership – Accountability at each step
- Get the Job done as soon as you start (eliminate changeover time)
- Eliminate handoffs where possible
- Look at Teamwork
- Analyze risk

## PROCESSES ANALYZED

The next section describes each major process. In undertaking the analysis, we noted that some processes were performed by more than one group and/or partial processes such as payments crossed departments. The impacts of these “cross-departmental” processes are discussed at the end of the analysis of all the processes. For example, Service Caledon takes payments as does each recreation facility. As shown in Error! Reference source not found., we analyzed 28 processes, some of which are included in other process analysis.

## GENERAL OBSERVATIONS OF ALL PROCESSES

While not a detailed review, we analyzed some key processes as part of the departmental profile assessment. Due to COVID, we could not undertake a typical walkthrough of the process step but did do virtual sessions to gain a general understanding of the activities and steps in the following processes: planning applications, building permit and inspections payroll, accounts payable, receivables, recreation facility booking, public works work assignment, equipment allocations and inventory. The processes analyzed in this report range in volume, complexity and time required. However, there are some overarching themes that were evident that add to the complexity/time elements:

1. Some processes are required to be completed on paper or spreadsheets and then reentered into systems such as planning applications and payroll.
2. Too much “municipal speak” in forms and instructions.
  - Instructions for applications are vague (eg. building permits, planning applications)
  - The online services do not populate the database being used resulting in duplication.
  - Documents are not attached to systems so files are created so staff must go to files, paper or electronic, to find backup.
  - Customers do not have a one stop shop for all receivables.
4. Significant number of documents are printed and mailed, when other electronic options are available (eg. tax bills)
5. Significant duplication of effort is evident (eg. data entry into multiple systems, entry of printed forms into databases)
6. Inventory of work – Inspections for open building permits, records management.
3. Online services – Although the Township is moving towards increased online services, the following observations can be made:
  - There is no overall online strategy
  - Most application are paper based and not fillable
  - The website does not link the description to the online services in all cases – difficult to navigate.
  - There is no mechanism to submit applications online, with the exception of building permits
  - Customers cannot file a request for service without calling the Township. Updates for the customer requires additional steps and contacts. They are not aware of the progress of any particular application or request.
  - Only complaints that are not resolved are tracked in Comtrack
  - Staff does its best to keep customers up to date but it is an additional step that can be eliminated through better technology.
  - The online forms are not explained and not error proofed. There are many opportunities for defects or error.
7. Payment methods are limited and varied causing confusion for staff and customers (eg. credit card payments for taxes but not recreation)
8. Systems allow for electronic document management, but the functionality is not utilized.
9. Systems are not integrated resulting in duplication and potential risk of error/omission (eg. BookKing, building permits and GP).

10. Lack of integration between systems requires utilization of spreadsheets to capture information and perform calculations/reconciliations
11. Customers are required to “transport” applications too many times or must come to the Township Hall too often.
12. Policies, procedures and processes in terms of automated systems should be formalized in some areas. For example, a detailed policy reflecting the responsibilities of respective staff and documentation with respect to various processes should be initiated. Although DD has many policies, its processes are not documented and represents risk of variation of services, errors.

**It is important to note that processes were not measured in terms of time, but wastes were evident. NOTE: Most data was not available to assess service standards.** We would recommend that each process be tracked during, before, and after the recommended changes are made in this report to ascertain the actual time and potential savings.

Typically, there is 75-90% waste in service type processes, regardless of sector. The most important outcome of this review is the revelation of the unnecessary complexity of many processes. Departments should work together to make better processes from the customer perspective needs to be encouraged. As well, no system should be procured without integration plans. Waste has been created by this lack of integration (eg. BookKing). DD is about to implement MESH which was purchased without clear integration with PSD asset management and GP. It is imperative that this integration occur at the outset and not as an afterthought. Otherwise, additional duplication and waste will be introduced into payroll, asset management processes. To be value added, every step should be “done right the first time” and only “entered once”. We also encourage DD to move to paperless processes. Not only is it good

for the environment, if document management is implemented properly, it will reduce cost, eliminate time spent looking for documents, improve controls and records management practices. The move away from paper, mailing, and printing requires upfront investments in technology and training but payback is typically less than three years.

These changes are challenging. Moving to a “one is best” principle, elimination of external spreadsheets and paper is challenging for many. There is a sense of a loss of control but in fact, it improves control. Electronic documentation is safer and easier to lock down the final version. But all this needs a strategy and commitment from management and staff.

### DID YOU KNOW:

The amount of wood and paper thrown away each year is enough to heat 50 million homes for 20 years.

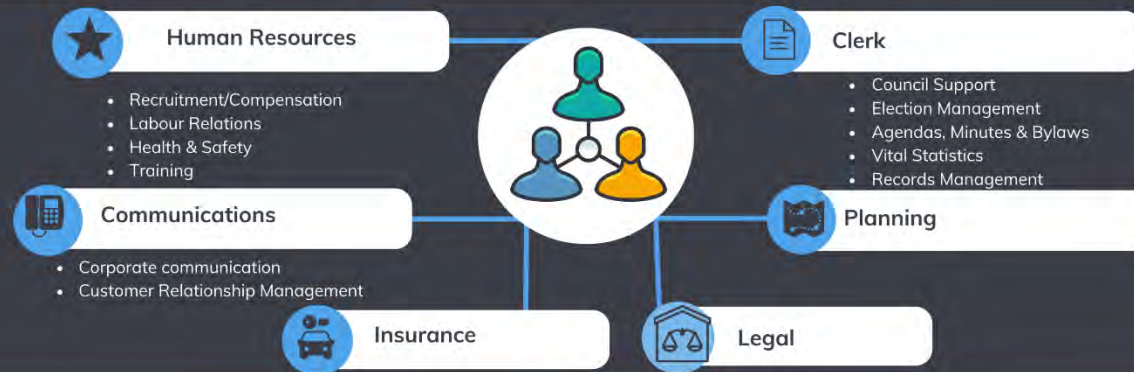
# Service Profiles and Departmental Findings

# GENERAL GOVERNMENT

## Governance



## CAO, Clerk and Planning



## Finance





## GOVERNANCE

### SERVICE OVERVIEW

Governance is a term used to describe the political organization of municipalities. It also concerns the on-going involvement of citizens and the accountability of council members.

Council is an elected body that conducts regular public meetings to address issues facing the Township. It is the Board of Directors of the municipal corporation and is responsible for



Governance is concerned with more than municipal structure. It extends to processes followed and to collaboration with potential partners.

Guide to Good Municipal Governance, C.Richard Tindal & Susan Nobes Tindal

Section 224 of the Municipal Act states the role of Council is:

- (a) to represent the public and to consider the well-being and interests of the municipality;*
- (b) to develop and evaluate the policies and programs of the municipality;*
- (c) to determine which services the municipality provides;*
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;*
- (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;*
- (e) to maintain the financial integrity of the municipality; and*

*(f) to carry out the duties of council under this or any other Act.*

As a collective group, representing the interests of citizens, Council is responsible for: representing the public and considering the well-being and interests of the municipality; developing and evaluating the policies and programs of the municipality; determining which services the municipality provides; maintaining the financial integrity of the municipality. Council meets regularly and committee structure is in place to achieve various goals.

Transparency of decisions by Council and communications with the public and staff is a key area for focus in the future.

This was an overarching theme throughout the consultations and survey results. Municipal responsibilities have expanded over the last twenty years and legislative provisions require more vigour in management of Township operations. Coupled with that are the expectations of the public for value for tax dollars.



## SUB SERVICES

## Service Profile – Governance





## REPRESENTATION-MANDATORY

Each municipality in the province consists of a head of council (in the case of the Township, the mayor) and a varying number of councillors. The number of councillors generally depends on the population of the municipality and varies from four to ten. However, council has the ability to change the number of its council members. DD has 5 councillors with is the lowest number of all the benchmarks which is also reflected in the costs per household (Figure 42).

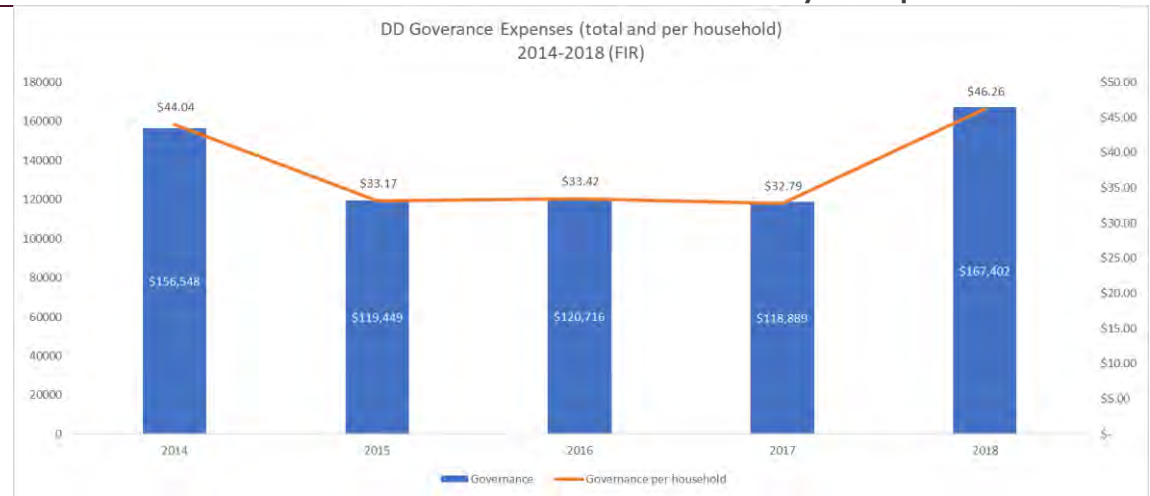


FIGURE 41: DD GOVERNANCE EXPENSES (2014-2018)

In terms of financial performance, DD's governance expenses are \$46 per household in 2018 which is slightly higher than the average of the benchmarks at \$43. This may have been due to election management costs and different approaches.

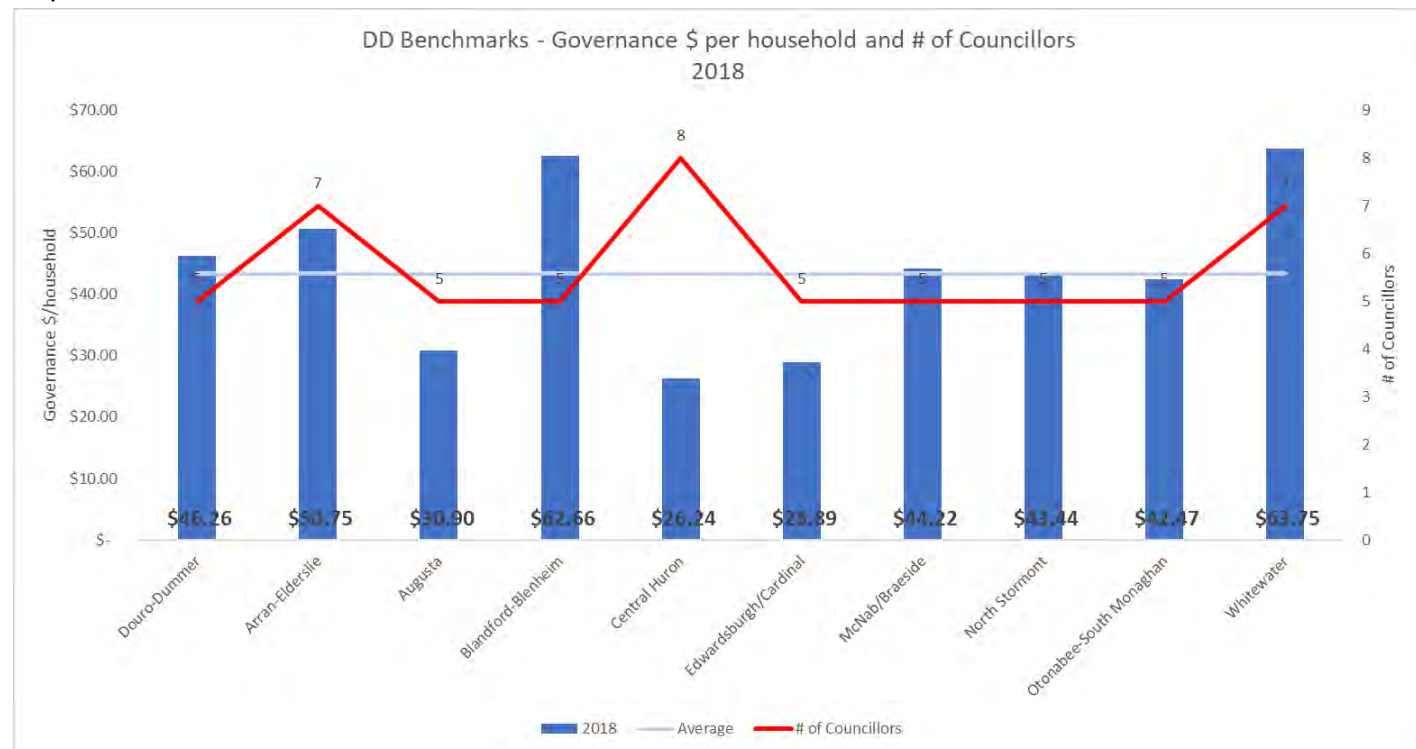


FIGURE 42: DD BENCHMARKS - GOVERNANCE COST PER HOUSEHOLD & # OF COUNCILLORS

## ELECTION MANAGEMENT-MANDATORY

A legislated public service to provide the Township with democratic Council to govern the municipality. The Office of the Township Clerk is responsible for conducting orderly and democratic elections every four years, or as otherwise may be required, on behalf of the Township, County and school boards operating within the municipality. There is no specific FTEs allotted to Election Management, however, in an election year, next one set for 2022, the Clerk's Office required significant staff resources from both internal and external staff.

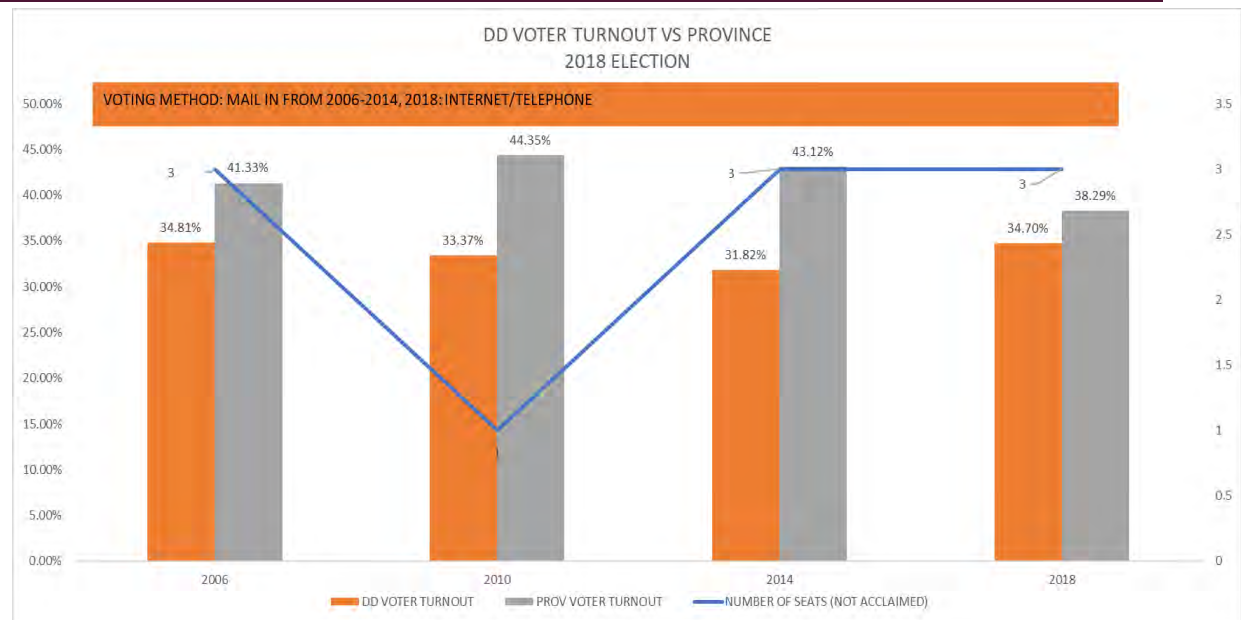


FIGURE 43: DD VOTER TURNOUT VS PROVINCE

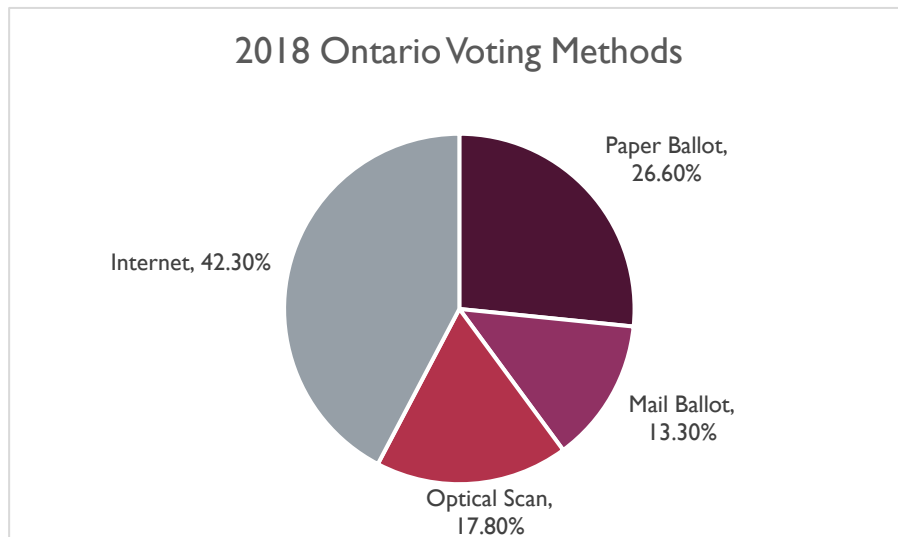
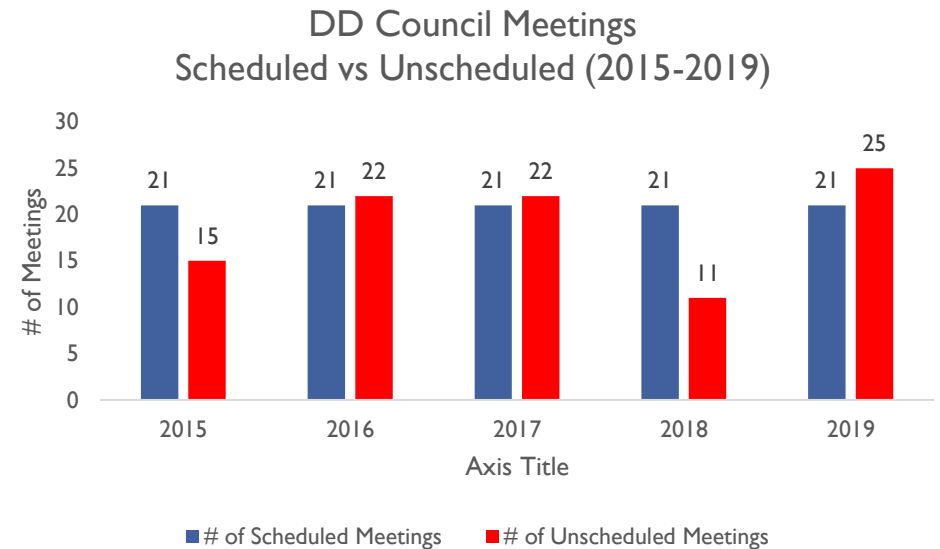


FIGURE 44: 2018 VOTING METHODS, AMO

In 2018, the Township moved to internet/telephone voting method which is now the most used method in Ontario at 42% (Figure 44). While studies indicate increases in voter turnout of up to additional 35% and costs decline from approximately \$6 to \$2 per eligible voter (or approximately \$21,000 savings). DD saw a slight increase in voter turnout to 34.7% in 2018 but is consistently less than provincial results at 38.3% (Figure 43). However, that is likely due to the fact that DD has traditionally seen acclamations in 2 to 4 seats.

## COMMITTEE STRUCTURE-MANDATORY AND DISCRETIONARY

The Township's Procedural Bylaw 2018-09 lays out the committee structure which allows for community input through various committees, some of which are temporary or project based (**Table 6**). The bylaw allows for the Committee of the Whole structure, it is not utilized as part of the regular structure. This appears to increase the number of "special" meetings (**Figure 45**) and does not appear to be providing sufficient time for discussion on some key issues. A comprehensive review of the procedural bylaw should be undertaken with the intention of providing better opportunities for detailed discussions prior to items being presented to Council. Appendix E provides a section by section review of the bylaw with some recommendations for improvement and clarity.



**FIGURE 45:DD NUMBER OF COUNCIL MEETINGS**

**TABLE 6: DD COMMITTEES**

Ongoing Committees
Historical Committee
Planning Committee
Committee of Adjustment
Community Policing Committee
Douro-Dummer Public Library Board
Santa Clause Parade Committee
Canada Day Parade Committee
Recreation Master Plan Action Committee
Donwood Parks Committee
Recent Temporary or Project based Committees
Mayor's Advisory Committee on Road Issues
Service Delivery Review Committee

## **STRATEGIC PLANNING- DISCRETIONARY BUT BEST PRACTICE**

Strategic planning is a discretionary service but is considered best practice. STRATEGIC PLANNING involves setting the direction for the Township, a VISION for the community, a MISSION and the VALUES it embraces. The last strategic plan covered the period 2015-2018 which provided some guidance to staff but was not necessarily built into business plans for departments and staff. The current term of Council did not undertake a similar exercise leaving the administration to determine the priorities or simply “react” to the daily pressures encountered. Hence, the vision for the Township is not clear and staff are doing their best to achieve results without specific performance measures in place.

### **KEY FINDINGS –PLANNING**

The plan in 2015 provided a good start. However, our finding is that there is no integrated planning framework. That is, a link between the strategic plan, budget process and communication to staff. It also does not provide for a long-term VISION from the community which, best practice, indicates should out 20 YEARS.

There are no departmental business plans that align with the Strategic Plan nor is there a performance management program that links staff performance with results. Performance agreements are focused on the past performance and do not ensure the goals of the organization are met. Following the annual budget process, staff indicated that there was a practice of annual planning but it has not been done for several years. There is no formalized manner in which to involve staff in developing workplans, planning of resources, performance

assessment to encourage continuous improvement or “360” feedback mechanism.

## **FINANCIAL PLANNING AND BUDGET PROCESS**

The Township’s budget process has not been modernized and has yet to transition to multi-year budgeting. In particular, it is highly unusual that the Treasurer presents the entire budget on behalf of the departments. This gives the appearance of a lack of accountability and ownership.

There is no long-term financial plan which assess the condition of the municipality, strategies to meet future service demands or infrastructure requirements and ensure the Township is financially sustainable. The budget is primarily focused on financials and does not include non-financial performance measures. When reviewing the various master plans, such as the Asset Management Plan and Recreation Master Plan, we did not see a financial strategy that drives the budget process.

## **ASSET MANAGEMENT PLAN**

The Township’s Asset Management Plan was completed in 2014 with replacement costs and service level standards identified for the linear assets. There are no mechanisms to update the plan and does not include all assets. O.Reg 588/17 require that the AMP must be updated for core assets by July 2021 which will require updates based upon data that is no older than two years. The Strategic Asset Management Policy passed by the Township in 2019 does not appear to meet the requirements and needs a review.

The new requirements include the financing of 10 years based upon current levels of service. The plan must demonstrate accountability, lifecycle costing, commitment to consider climate

change mitigation and adaption, ongoing updates and financing strategies. The Township's resources are already stretched and does not have the organizational structure or processes in place to meet these requirements. Recent technology acquisitions will support the AMP requirements but not without the necessary resources and project management that is needed for a successful implementation.

## **HUMAN RESOURCES PLANNING AND ORGANIZATIONAL STRUCTURE**

HR Planning and organizational structures need to support the long-term vision of the municipality. While the CAOs office is primarily responsible for the day-to-day HR administration and oversight, there is limited professional services. Further, there is no long-term plan to support the goals of DD. This is an internal support service that provides human resource management programs and services to enable the Township to meet its goals. It should be consistent with Council direction and regulatory requirements including responsibility for health and safety.

HR is guided by Employment Standards Act, Pay Equity Act, Records Retention By-law, MFIPPA, Canada Revenue Agency, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, Occupational Health and Safety Act, Ontario Labour Relations Act and Fire Prevention and Protection Act.

The current organizational structure is found at Figure 21.

The role of human resources in the municipal sector today is complex. Even before COVID, there was a need to accommodate the changes we are seeing in the workplace. The key areas of HR include:

### **Employee and Labour Relations**

Provide leadership and administration and strategic advice to CAO and Management Team. Includes but is not limited to Compensation and Benefits Management, Pay Equity Adherence, Performance Management, and Employee and Labour Relations.

### **Recruitment & Position Management**

Recruit new staff, provide strategic advice to management regarding performance, vacancies and resourcing.

### **Workplace Health and Safety and WSIB**

Provides disability management services, occupational health and safety consultation services to ensure legal compliance and support health and safety for all employees.

### **Training & Development**

Provides functionally appropriate training and professional development opportunities to staff.

## **KEY FINDINGS – HUMAN RESOURCES**

- Committee structure does not easily support confidential HR issues at Council.
- Organization structure does not support service profiles
- No Human resources system or documented processes
- Duplication of effort evidenced by a lack of integration with payroll

- Paper based processes and tracking mechanisms
- Outdated forms
- Policies are lacking in many areas
- Health and Safety training is needed

## TECHNOLOGY PLANNING, SERVICES AND UTILIZATION

The Township departments in this review utilize a variety of systems in order to track and transact its processes.

The Township owns several systems some of which have been in place for some time while others were only recently acquired.

1. Microsoft Dynamics GP for finance including property taxes.
2. Citywide, for asset management.
3. DDpermits and in house developed portal for building permits submission
4. BlueBeam (no one indicated utilization)
5. Who's Responding, Fire Department response system
6. BurnPermits (under consideration) and for Fire burn permits.
7. FirePro incident management.
8. BookKing recreation facility management system.
9. Escribe for Agenda Management (recent – still being implemented)
10. Comtrack – complaint tracking
11. ACE GPS system (Public Works) - in implementation phase.
12. MESH for operations management -in implementation phase
13. EsriArc GIS – provided by the County.
14. The lack of integration between systems results in duplication of effort since fees and customer information

is entered more than once. Since the customer information resides in multiple systems, the Township and customers do not have one source for all receivables.

## IT SERVICES

Microage provides ongoing support and network administration as well as installation of new hardware. All backups and security are managed by Microage with the exception of application-based profiles. No true “help desk” is available for users but rather are funneled through the Receptionist/IT Coordinator.

## KEY FINDINGS – IT SERVICES AND SYSTEM ADMINISTRATION

- No Help desk services
- Security not controlled in departmental systems administration and procurement
- Limited IT Policies addressing acceptable use, security, redundancy or standards
- No Threat and risk penetration testing undertaken
- Systems not integrated
- No business continuity planning. No transaction logs leaving the Township at risk of lost data
- Limited IT competencies
- Training is lacking

## KEY FINDINGS - APPLICATIONS

There is no corporate strategy to guide technology investments or project management. The lack of IT Governance has led to departmental purchases of software without proper requirements, assessment or standards. Further, there are many applications that are not integrated due to a lack of proper procurement.



Implementations have, in general, not been complete, likely due to a lack of internal project management, training and process improvements. Systems have been installed without any long-term plan to leverage the functionality.

There is a **significant underutilization** of software partly due to training and lack of knowledge of functionality. Lack of integration between systems represents risks and duplication of effort. In many situations, spreadsheets and standalone basic databases are used to track information as opposed to using corporate systems.

Some software modules were purchased and never used, such as BookKing public site. Booking was not fully implemented and is not integrated with GP which adds risk and duplication.

Similarly, while systems such as DDpermits are utilized, they are not fully integrated with GP and therefore, there is much duplication of data entry. While DDpermits is favored by the building department, its functionality is minimal and could be achieved with some modifications to GP and other web based established programs.

Comtrack is used to manage complaints but is not used across the Township. It is not an online Service Request module or Work Order management system. AccessE11, for example, allows for service requests, complaints management and associated work orders. This can be accessible to the public on a weblink and allows for workflows and work assignments.

MESH was recently purchased for operations and recreation work management but are not yet integrated with PSD Asset management module.

In terms of GP, it is very robust but training and utilization are low. In particular, the use of document management, smartlists and reporting. There are some modules that the Township does not own but would be advantageous to eliminate manual processing:

- 
- Virtual City Hall
  - Esend for tax and accounts receivable
- 

That being said, GPs budget module is not robust and reporting can be challenging. It would not be ideal to allow managers to have access directly to GP but rather provide Excel builder files with the information from the system. Best practice would be to look at a Budgeting software which “reads” GP information. These products have robust reporting modules that would allow managers to build and report on their own.

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## FINANCIAL STEWARDSHIP AND ACCOUNTABILITY- MANDATORY

Under the *Municipal Act*, must ensure accountability and transparency of municipal operations. As a continuation from the IT section above, financial management and reporting must be linked to the strategic and asset management plans in order to make long term decisions that are in best interest of the community. External reporting and accountability are also required to provide transparency to the public.

In particular, municipalities are required to appoint an external auditor to audit the financial statements each year for a maximum of five years. DD’s current auditor is Baker Tilly.



It was noted that the auditors create the financial statements and file the Financial Information Return on behalf of the Township.

Municipalities must now appoint a Closed Meeting Investigator and an Integrity Commissioners. Municipality may appoint its own accountabilities officers such as Auditor Generals, Municipal Ombudsman and/or Lobbyist Registrars.

Changes to the Ombudsman's Act were made in 2014 which granted new powers to the Ontario Ombudsman as follows:

- May Investigate decisions, recommendations or actions done or not done in the course of the administration of a municipality and most of its local boards;
- May initiate broad systemic investigations;
- May investigate in response to complaints or on the Ombudsman's own motion;
- May publish findings and make recommendations on the above.

To date, the Township has opted to utilize the Ontario Ombudsman as opposed to appoint its own ombudsman and does not currently have an Auditor General or any Internal Audit capacity. However, DD recently partnered with the County and appointed its new Integrity Commissioner and appointed the external auditors following an RFP process. No major issues have arisen in recent years.

#### KEY FINDINGS

- Auditors are performing financial statement and FIR preparation activities including year-end transactions
- Audit preparation has been delayed due to organizational issues – 2018 financial statements were not completed until February 2020.
- Management letters have not stated significant control issues.

#### POLICY SETTING AND DIRECTION-MANDATORY

Under the Municipal Act, Council is required to set the direction for the municipality and ensure the policies are in place:

*“(b) to develop and evaluate the policies and programs of the municipality;*

*(c) to determine which services the municipality provides;*

*(d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;”*

DD has a number of policies as listed in APPENDIX D: DD TOWNSHIP POLICY INDEX. APPENDIX E: RECOMMENDED POLICIES FRAMEWORK provides a list of key administrative and financial policies that should be in place.

#### KEY FINDINGS

- Policies are mixed with procedures
- Spreadsheet is not designed to calculate dates
- No specific review dates or cycle assigned
- Policies are outdated and some are very old (dating back to 2007) without review – A complete revamp of the format and content is needed and should include a review cycle.
- Policy suite is not comprehensive – missing some key policies such as financial controls, reserve policy.

## COMMUNITY BUILDERS- DISCRETIONARY & MANDATORY

Customer engagement is critical for the Township to better articulate the value of its services and determine the needs of the citizens. While this review did not include a customer survey or consultations, the Township has created many opportunities to engage with the public on specific issues. Through its committee structure, it hears from the appointed members as well as focus groups. As part of the long-term strategic planning, and a requirement of the asset management regulations, the Township needs to gain an understanding of the desired levels of service on a variety of fronts. New technologies and options are available to better engage with the public on an ongoing basis.

## REQUEST AND COMPLAINT MANAGEMENT

The Township Clerk is responsible for managing the “Complaint Policy” which is focused on exactly that. Those issues that arise from bylaw infractions and require follow up. This meets that requirements to demonstrate that the Township has a procedure to manage the complaint should there be a request for review with the Ombudsman.

At present, however, not all requests for service is tracked and the public must call or visit the Township office to initiate a complaint. Further, there is no Township-wide approach to request and complaints handling. Comtrack, the system utilized to track complaints is not online and is only used if the issue is elevated. Data pulled from the system is clearly not illustrative of the number of complaints or requests that come to the Township each year (Figure 47) nor the workload that is created from these requests.

There is no systematic manner in which the Township can effectively respond to the community nor track the types,

volume or area of complaints without intervention. There is no central repository of complaints nor are the complaints linked to work orders. Service level standards are not set for many requests nor are agreements in place to assess if standards are being met. Priorities are not managed based upon risk, service level or response times. Other types of requests and complaints that don’t get elevated are housed in staff emails, paper or not recorded. It is imperative that there is a formalized request and complaint procedure within the Township which demonstrates accountability. These documented procedures will assist the Township should there be an investigation launched by the Ombudsman as well as improve services to the public.



FIGURE 46: TYPES OF REQUESTS & COMPLAINTS

## KEY FINDINGS

- No Community engagement plan in place
- Social media is not supported by policy or used widely
- Committees are well prescribed and terms of reference allow for members to provide input on a formal basis.
- No service requests or complaints online which requires staff follow-up.

# Complaints Registered = 2016 – 2020 YTD

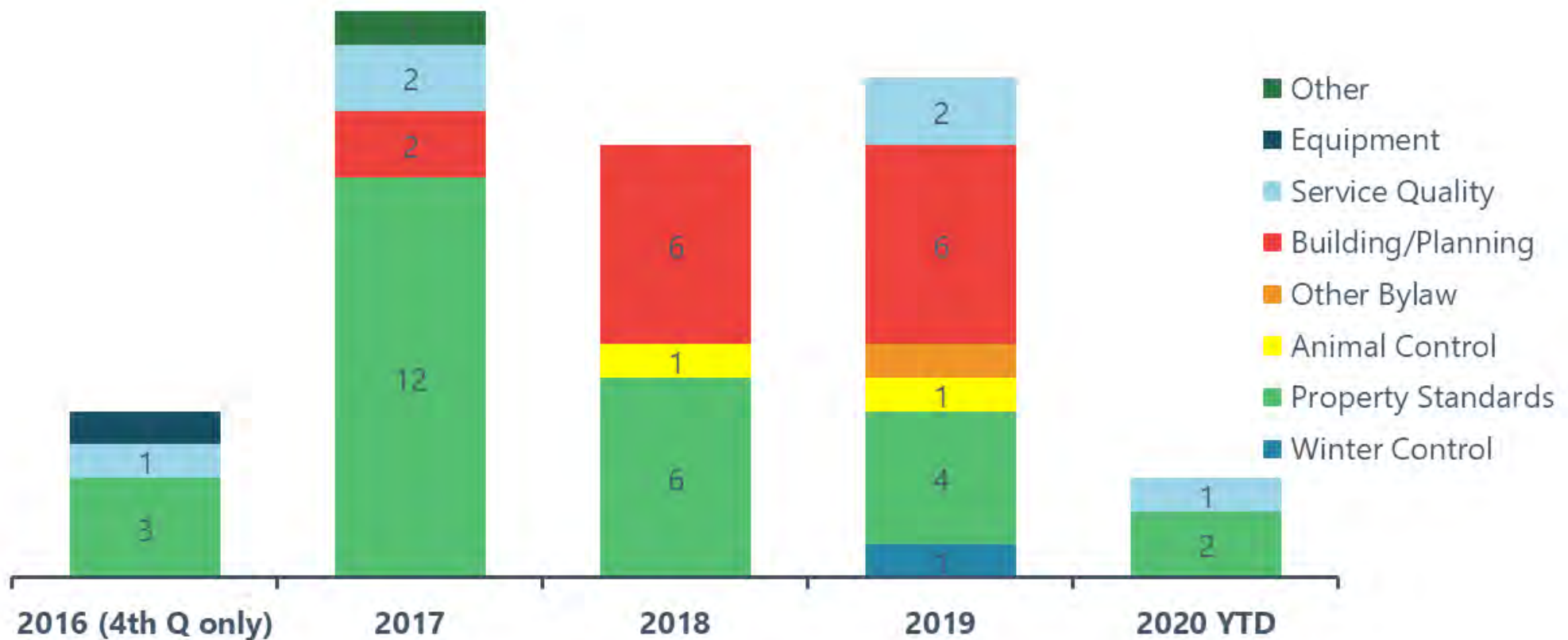
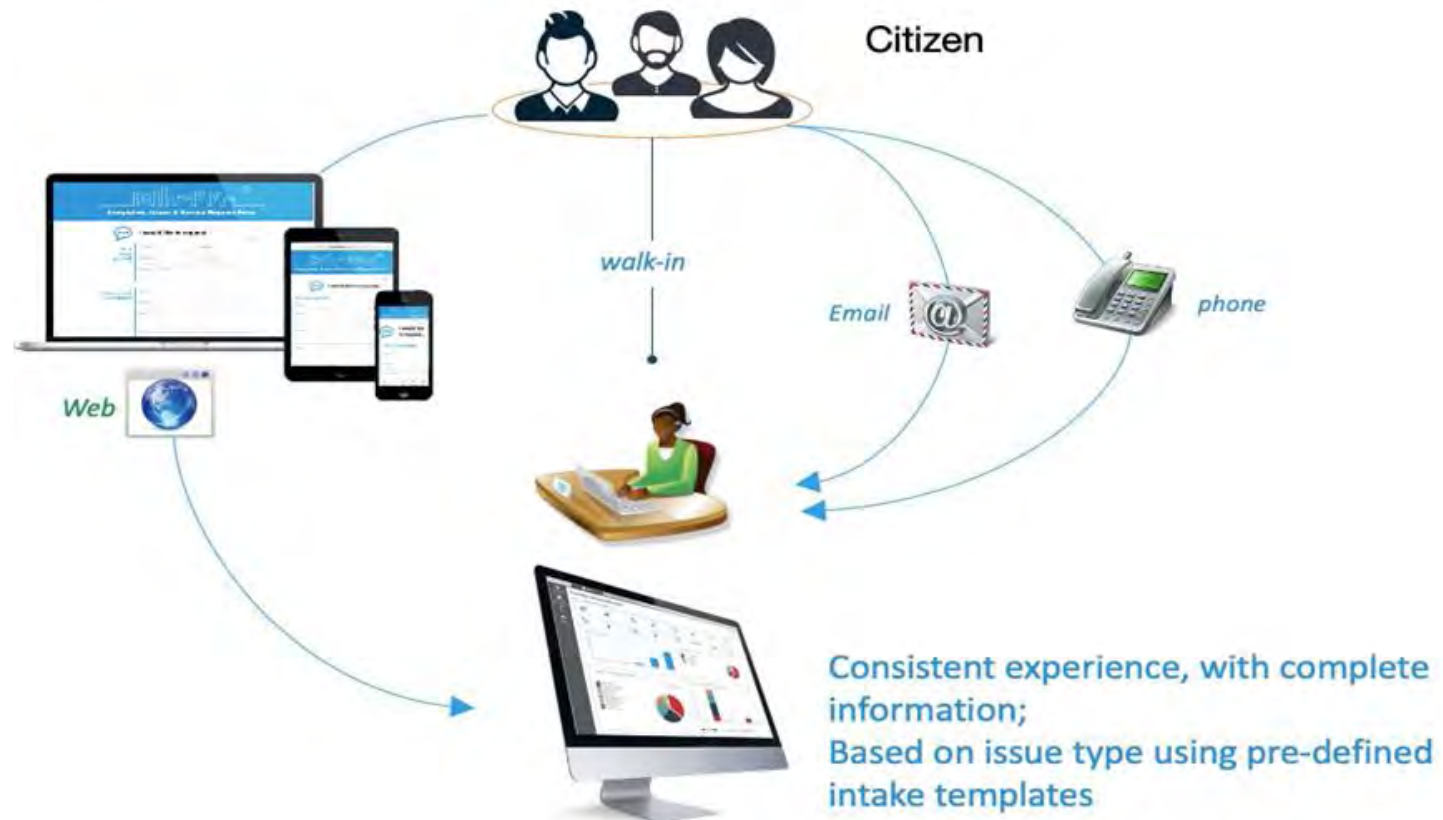


FIGURE 47: DD COMPLAINTS TRACKED IN COMTRACK

1

## RECEIVE the issue/complaint



### Defining the Case / Issue Management Process

FIGURE 48: SERVICE REQUESTS - SAMPLE ACCESS E11

## DECISION MAKING AND COUNCIL SUPPORT- MANDATORY



### OFFICE OF THE CAO

#### SERVICE OVERVIEW

As outlined in Section 229 of the Municipal Act, the municipality may appoint a Chief Administrative Officer ('CAO') to exercise general control and management of the affairs of the Township for the purposes of ensuring the efficient and effective operation. Oversight of strategic plans, such as the Economic Development Strategy, Official Plan are the responsibility of the CAO.

The CAO is also responsible for corporate human resources, insurance, legal, economic development and communications. The CAO is tasked with implementing Council's strategic direction and manage the staff of all departments.

Ensuring that Council has the information it needs to make strategic decisions is critical to this position.

This position is essential to manage staff, Council relations and ensuring that the Township meets its regulatory obligations.

In terms of human resources, the Township is non-unionized. The Township has had a CAO for some time and recently hired an Interim CAO pending the outcome of the SDR.

#### Economic Development

The Township is part of the Peterborough and Kawartha Lakes Economic Development Corporation which was developed with the goal of creating one economic voice for the municipalities

just to the east of the GTA. This is a very important partnership for the Township. While the Township is only one of the municipalities, given its size, this partnership makes sense and there have been many successful ventures that have been undertaken together. Research, industry trends and promotion for the entire area provides DD with information for its own purposes and planning and should be expanded.

#### KEY FINDINGS

- HR Specialist is needed to support CAO
- No logical reason for Insurance to be in CAOs responsibilities.
- No administrative support directly for confidential matters





## CLERK'S OFFICE

### SERVICE OVERVIEW

The Municipal Clerk provides a wide variety of statutory functions as referenced in numerous statutes. It is a legislated position under the Municipal Act, 224, Section 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).

Under Section 11 of the Municipal Elections Act, 1996, the Clerk is responsible for conducting elections with some exceptions. The role of Municipal Elections Coordinator includes running the election which was described in the Governance section.

The Clerk is supported by the Deputy Clerk who has been acting as the Interim CAO for over 6 months which has had an impact on workload. Other key roles of the Clerk as follows:

- Preparing public and statutory notices as per legislation;
- Processed Proclamation requests and Delegation requests.
- Conducting policy and legislative research and training, e-agenda system management, legislative and by-law reviews, as well as a variety of project-based research.
- MFIPPA requests and records management.
- Website updates and communication.
- Provide registration services to the public on behalf of the Province. DD's clerk does not issue marriage licenses or record birth registrations. Death registrations are recorded manually in a spreadsheet (2015 – 6, 2016 – 5, 2017 – 11, 2018 – 15, 2019 – 8)

### Service Profile – Clerk/Elections



A legislated provision of services to Council, the Corporation and the public by way of Council and Committee meetings (i.e. agenda and minutes, reports, and by-laws). Also includes the statutory duties of the Clerk as outlined in the Municipal Act, numerous statutes, and as assigned by Council.

**The Township Clerk and Management support Council decision making process** through reports to Committee/Council. The Clerk is responsible for the dissemination of these reports through the preparation of agendas, minutes and follow up directives for many of the Advisory Committee Meetings. Recently, DD implemented some of the Escribe Agenda Management software modules and meetings are now streamed on YouTube channel. COVID required the use of Zoom meetings.

## KEY FINDINGS

- No long-term agenda plan in place.
- Improved agenda management due to Escribe but more training is needed.
- Possible review of Escribe modules for additional functionality needed.
- Website is outdated, lacks community engagement and online services
- Some reports lack business case approach.
- TOMRIMS file classification system is not properly adhered to. New files are filed under old systems. Destruction By-law requires updating and destruction of records requires attention (burning/not shredding) currently not in compliance.

## DD - Clerks Agenda Development Process



- Council Meetings Held 1<sup>st</sup> & 3<sup>rd</sup> Tuesday of the month
- Report deadline is the Tuesday at noon, the week prior to
- Staff are required to create reports in Escribe
- Workflow triggers approval process
- First report approval undertaken by Clerk
- Final report approval by CAO, following and review of agenda
- Council receives copy of final electronic agenda on Thursday by 4pm, prior to meeting
- Clerk prepares cover page + agenda and publishes online
- Clerk posts online with manual link

\*Siloed approach to agenda management and reports scheduled for future meetings  
 \*Additional staff training required for use of Escribe technology to streamline process

FIGURE 49: DD AGENDA PREPARATION



## PLANNING APPROVALS

### SERVICE OVERVIEW

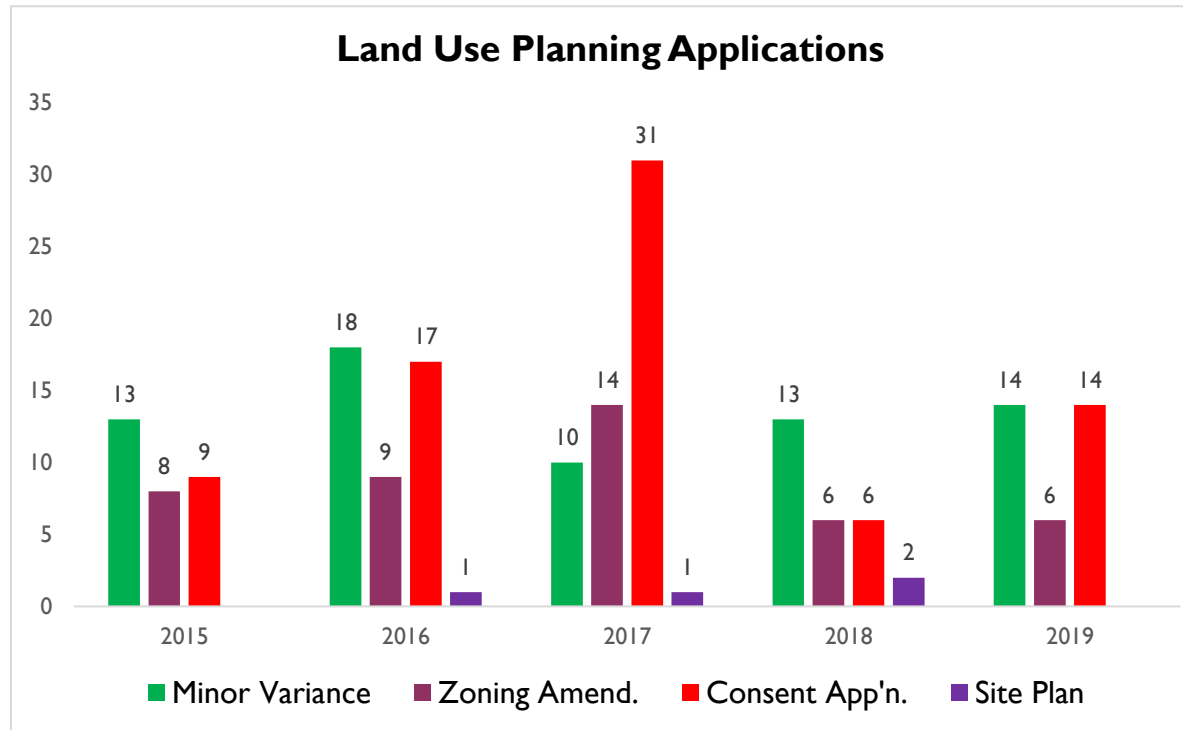
In DD, the Clerk also serves as the Planning Coordinator which is estimated to absorb between 50-80% of the position's time. In general, planning fees are set to cover the costs of processing to minimize the cost to the taxpayers. However, DD has only recovered its cost in some years (**Figure 51**). In 2018, DD taxpayers paid \$10 per household towards planning applications that were not covered by fees.

Land use planning in Ontario is shared between the province and municipalities. The Planning Act and the Provincial Policy Statement (PPS) as well as the Growth Plan for the GTA all establish the guidelines. The Planning Act also sets out processes and tools for planning and controlling development or redevelopment.

The Township's Official Plan is part of the County OP and was last updated in 2017 through a public consultation process. Any official plan amendments involve both the Township and the County.

Planning Services at DD include:

- Secretary      Treasurer,      Committee      of
- Adjustment/Planning Committee
- Minor Variances
- Rezoning Applications
- Land Severances
- Commenting to Community Agencies



**FIGURE 50: DD LAND USE PLANNING APPLICATIONS 2015-2019**

- Site Plan Applications
- Official Plan Amendments
- Municipal Land Inventory

DD has a Planning Committee which makes recommendations to Council on severance reviews and applications and provides comments to the property owners as well as to the Peterborough County Land Division Committee. Reports are then submitted to Council and any conditions to be imposed.

The Committee of Adjustment is authorized under Section 45 of the Planning Act to grant Minor Variances from the provisions of the Zoning By-law to allow development to proceed without it being in exact conformity with the requirements of the Zoning By-law.

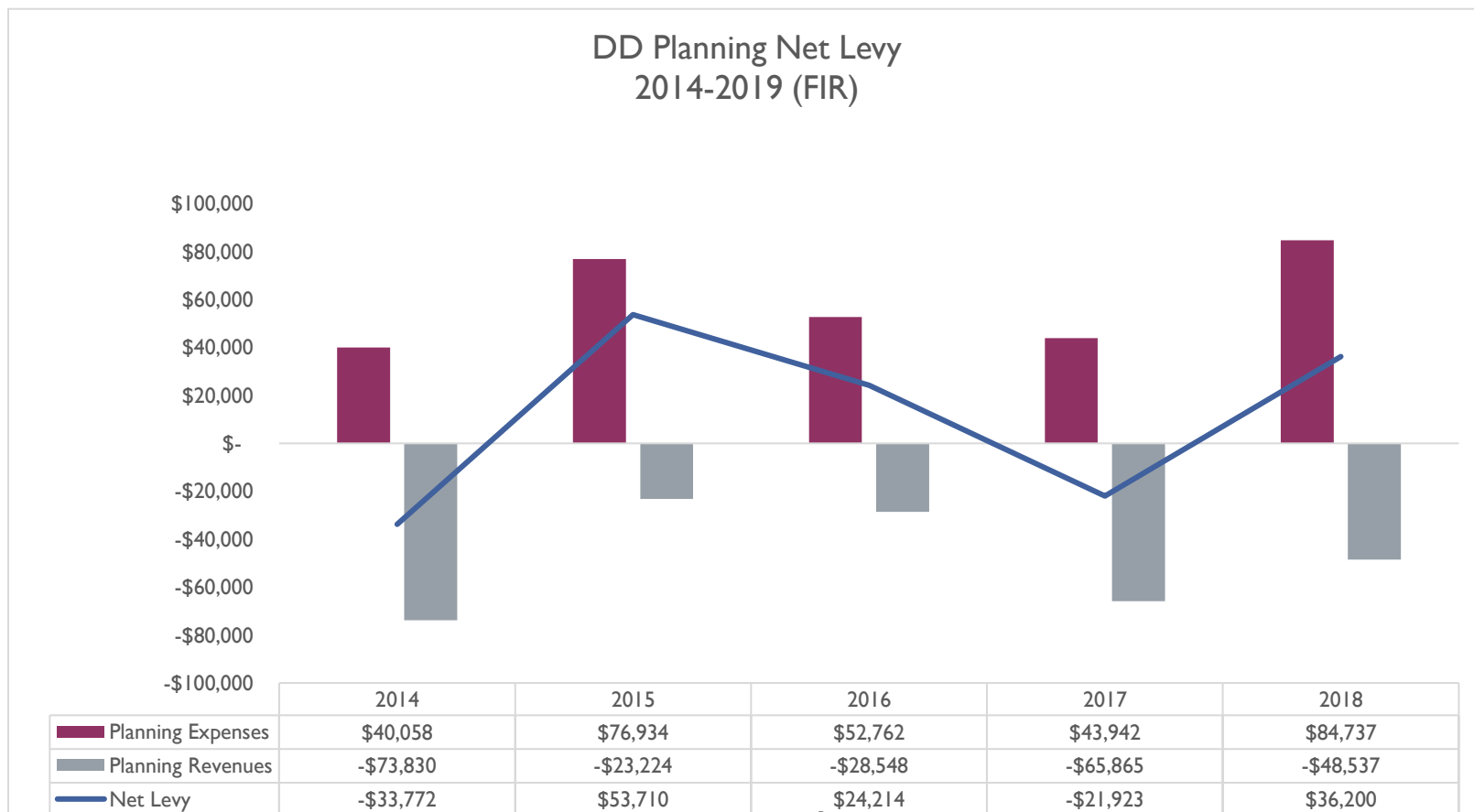
**Figure 50** provides to volume of completed and proceeded applications since 2015. While not large volumes, the numbers are increasing. These numbers are misleading as mentioned in this report. The number of requests and time spent on these applications is not captured, particularly for pre-consultation process.

- KEY FINDINGS**

- Lack of professional planning advice is risky and time-consuming processes
- Processes are paper based – no online submissions

- Systems are not in place to track planning application timelines or time spent.
- Fees are not covering costs in some years.

**FIGURE 51: DD PLANNING EXPENSES AND REVENUES**



# FINANCE

## SERVICE OVERVIEW

Finance under the direction of the Treasurer 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. Financial Services 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.

Section 286 of the Act requires the appointment of a Treasurer which primarily focuses on the requirement to ensure that the Treasurer accounts for all financial transactions as follows:

*"286. (1) A municipality shall appoint a treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the council of the municipality, including,*

- (a) collecting money payable to the municipality and issuing receipts for those payments;*
- (b) depositing all money received on behalf of the municipality in a financial institution designated by the municipality;*
- (c) paying all debts of the municipality and other expenditures authorized by the municipality;*
- (d) maintaining accurate records and accounts of the financial affairs of the municipality;*
- (e) providing the council with such information with respect to the financial affairs of the municipality as it requires or requests;*

*(f) ensuring investments of the municipality are made in compliance with the regulations made under section 418.*

This section implies that the Treasurer is the only person responsible for the financial affairs of the municipality. This contradicts reality as the Treasurer does not manage all the resources in a municipality. Further, effective stewardship of resources requires that controls be put in place to ensure that financial resources are not susceptible to fraud and waste. A key control includes segregation of duties, and yet this section almost implies that only one person is responsible for all financial transactions. That could not have been the intention of the legislators but rather that the Treasurer must ensure that the systems, policies, processes and controls are in place to ensure that the finances are appropriately managed. No one can argue that all of these financial activities are important, but the focus of this section is transactional.

This does not appropriately reflect the long-term planning aspect required for today's municipalities. However, the requirement of "providing the council with such information with respect to the financial affairs of the municipality as it requires or requests;" could be interpreted to put the onus on the Treasurer to provide longer term, prospective information so that council can make informed decisions. Long term planning is also addressed in the sections covering budgets. In 2018, the province passed O.Reg 588/17 which requires municipalities to develop a long-term asset management plan be developed by 2021 for the core infrastructure assets. These are positive steps to expand planning beyond the annual budget process.

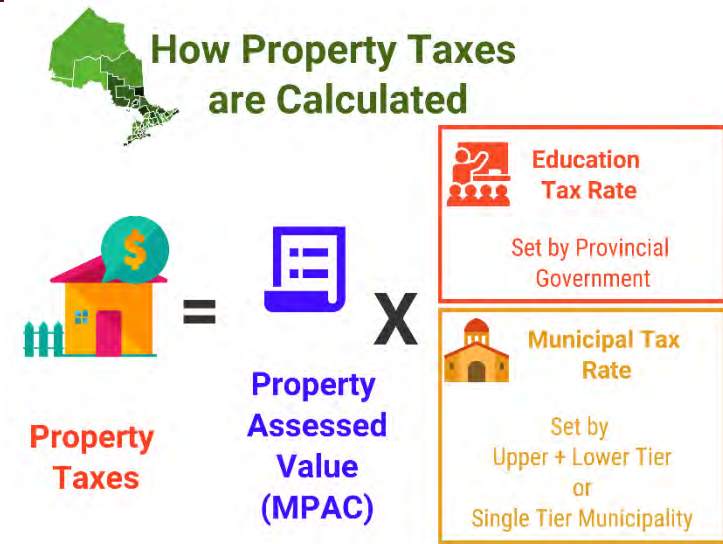
## Property Tax Billing & Collection

Property tax billing and collection is a regulated process to bill and collect tax revenue which is the major source of funding for Township operations. Also includes administration of Pre-Authorized Payment Plan. Tax billing is produced on pre-printed forms. DD has lower than average taxes receivable in 2018 indicating good uptake on pre-authorized payments and collections management.

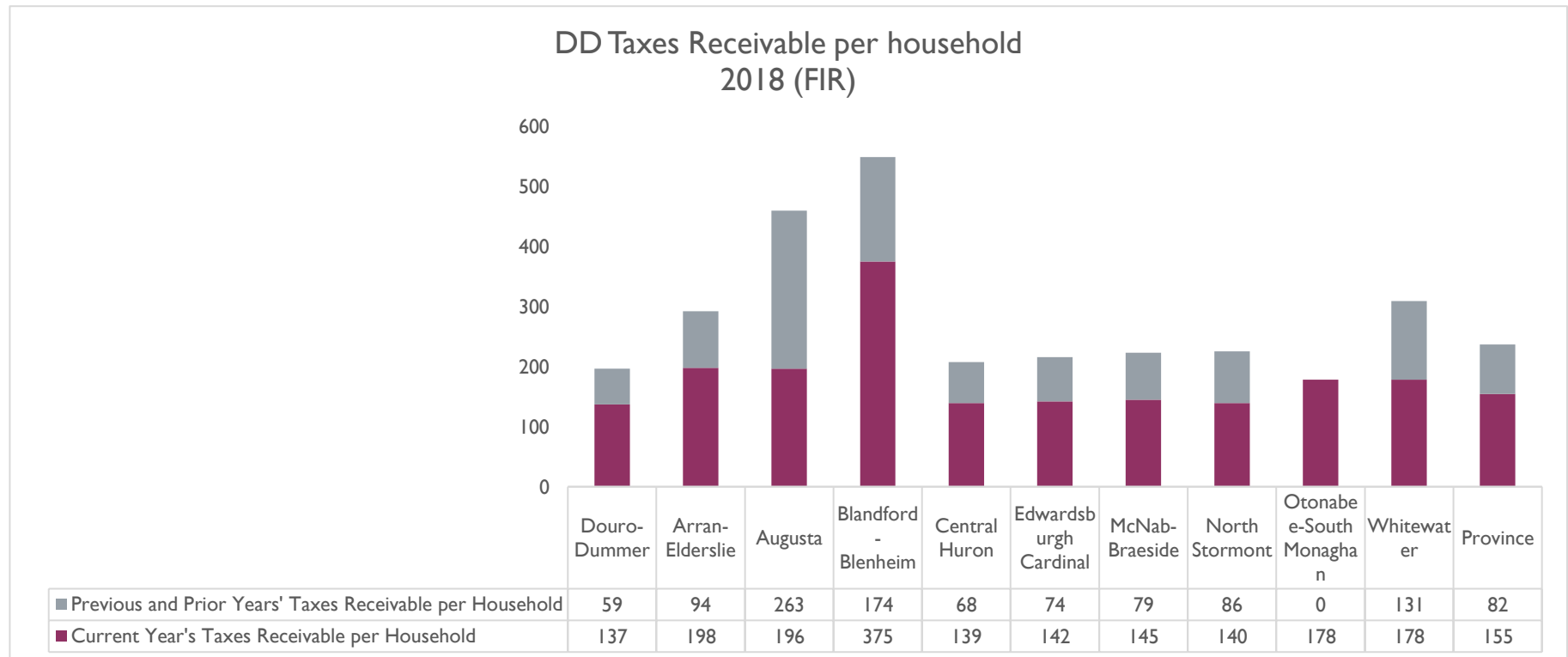
## Property Tax Management

Proactively managing the assessment base for fairness and equity, maximizing Township revenues, managing tax rebates

and



grants programs, write offs and other property tax related items.



**FIGURE 52: TAXES RECEIVABLE (2018)**

## Financial Administration

Ensure the Township's finances are managed in accordance with legislature 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. Also includes Township-wide collection and maintenance of Tangible Capital Asset (TCA) inventory. Bank reconciliations are done manually which is a time-consuming process. GP provides the ability to download transactions from the bank and automatically reconcile.

### Accounts Payable & Receivable

Provides accounting services by processing payments for goods and services, employee expense reimbursements, processes customer payments and the billings / collections for non-tax revenue account. Many EFT vendors have been signed up which has reduced the amount of paper but invoicing and reporting is not done through workflow or document management processes. Booking is used for recreation receivables and not integrated in GP.

### USER FEES

The Township has a variety of user fees that are found in several bylaws. There is no one area that a citizen could get all bylaws. The Township's facilities are utilized by residents (and non-residents). However, the rates and fees are not sustainable as the Township taxpayers are paying for services of others and there is little in reserve for repairs and replacement in the future. We recognize that the Township wants the community to access these facilities at low cost but,

if the rates do not support the operations, there is a risk that the Township will not have these facilities in the future.

Development charges are in place and being utilized for growth related projects.

### Payroll and Benefits

The Township employs both full and part time staff as well as volunteer firefighters. Payroll occurs biweekly and typically takes 1-2 business days depending on departmental responsiveness. The process begins with individual timesheets/time cards which are entered into spreadsheets (Public Works) including equipment time. The timesheets are signed off by the CAO, not the manager.

Deputy Treasurer/Payroll & AP Clerk enters the data into GP. There are different processes and templates used for different types of employees. New employee package are paper forms, time sheets, time divided by function, various codes. Staff have moved to automate certain processes but it is very manual. Employer covered premiums, such as for benefits, are difficult to reconcile to individual employee records and is done on spreadsheets.

During our review, it became clear that this process is very cumbersome and managers are spending much time on manual processes and duplication.

### Purchasing and Procurement

Purchasing is currently undertaken at the department level and there is no oversight. There is not mechanism to ensure the purchase of all goods, services and construction required by the Township is done in a fair and transparent manner, and

meets the current and future needs of the Corporation. Also, there is no policy monitoring or policy development/enforcement, contract negotiation, risk mitigation, vendor performance evaluation, PO software administration or system utilization. Online bids and tenders are also not utilized to increase the exposure, reduce cost and ensure trade agreements are met.

### **Financial Planning and Budget**

Provide both current and long-term financial planning through the preparation and coordination of capital and operating budgets and quarterly projection reporting; financial analysis relating to Asset Management Plans; ensuring Committee/Council reports reflect ongoing budgetary impacts; reserve/reserve fund and debt forecasting. Development of financial planning policies and procedures ensures financial resources will be available to meet Council objectives in the long term. The Township currently has an annual budget process and significant changes have been made in recent years. However, the current financial system does not provide ease of information or analysis. While the departmental directors are involved in the budget process, it is based upon a financial focus as opposed to a strategic planning and business plan focus with the budget as its enabler.

### **Financial Reporting and Audit**

Financial Reporting Requirements Section 294.1 of the Act requires that the municipality prepare the financial statements for the municipality in accordance with generally accepted accounting principles as per PSAB. While municipalities may prepare a wide variety of financial reports for management purposes, the Municipal Act requires

municipalities to prepare two main reports intended for external users. Annual audited financial statements. (Section 294.1 and 296).

These must be published for public consumption within 60 days of receiving the audited statements. The Township's current auditor is Baker Tilly who has indicated through interviews that there are no significant concerns. However, every small municipality needs to put as many controls in as is practicable. However, there has been some challenges completing the statements and audit papers in a timely manner.

Annual financial information return (FIR) as required by Section 294. The FIR is set of spreadsheets designed by the Ministry of Municipal Affairs and Housing which captures the information from the financial statements as well as detailed property tax information and a variety of statistics. Changes to the FIR has occurred over its lifetime. New forms and instructions are released each year. The deadline is currently May 31st after the fiscal year end. Municipalities must file this return by September 30th of each year to avoid withholding of funding from the province. Other reports are required by a variety of other pieces of legislation, agreements with other governments and grants. In particular, municipalities must report on how it uses its Federal Gas Tax funds each year.

The Township auditor completes the FIR. However, we noted that it does not conform to the segmented disclosures and was filed late in 2018.

## KEY FINDINGS – FINANCE

- 
- Weak controls in some areas– no segregation of duties, policies and procedures do not exist, lack of training
  - No centralized accounts receivable or collection processes
  - Building permits, burn permits, dog tags are done manually etc.
  - Departments do not have proper controls or policies with respect the finance:
  - BOOKING transactions were entered manually in GP when received
  - Booking is not fully implemented
  - No Integration between POS and financial systems
  - No pay before you play policies
  - No policies over outsourcing
  - No policies on subsidies rebates
  - No policies over refunds, voids or changes to transactions
  - Staff have incompatible duties in system access and processes
  - Paper based processes and documentation
  - “manual systems” for cash and receipts
  - Recreation cash handing procedures not integrated
  - No subsidy policy for “free” recreation services
  - Prepaid revenues not recognized in accordance with GAAP
  - Invoices are sent to the Township by variety of means
  - AP and AR reconciliations at year end only
  - Purchase orders are not utilized
  - Procurement Policy requires a review – may not meet trade agreements
- 
- Bids and Tenders is not used to manage procurement processes and advertising.
  - No Inventory policies
  - Fuel “system” Salt, Sand and Parts are paper based
  - Garbage tag inventory was used for purchasing and revenues
  - Financial systems (GP) not properly set up for permits
  - Payroll processes are not integrated with work orders – duplication with spreadsheets - Risk of errors
  - Professional payroll expertise is not available – taxable benefit review needed.
  - Bank reconciliation is manual – GP can auto-reconcile with bank downloaded information.
  - Payment options are limited.
-



## PROTECTIVE SERVICES

### FIRE & EMERGENCY SERVICES

#### SERVICE OVERVIEW

Fire Protection and Prevention Act 1997 outlines services as:

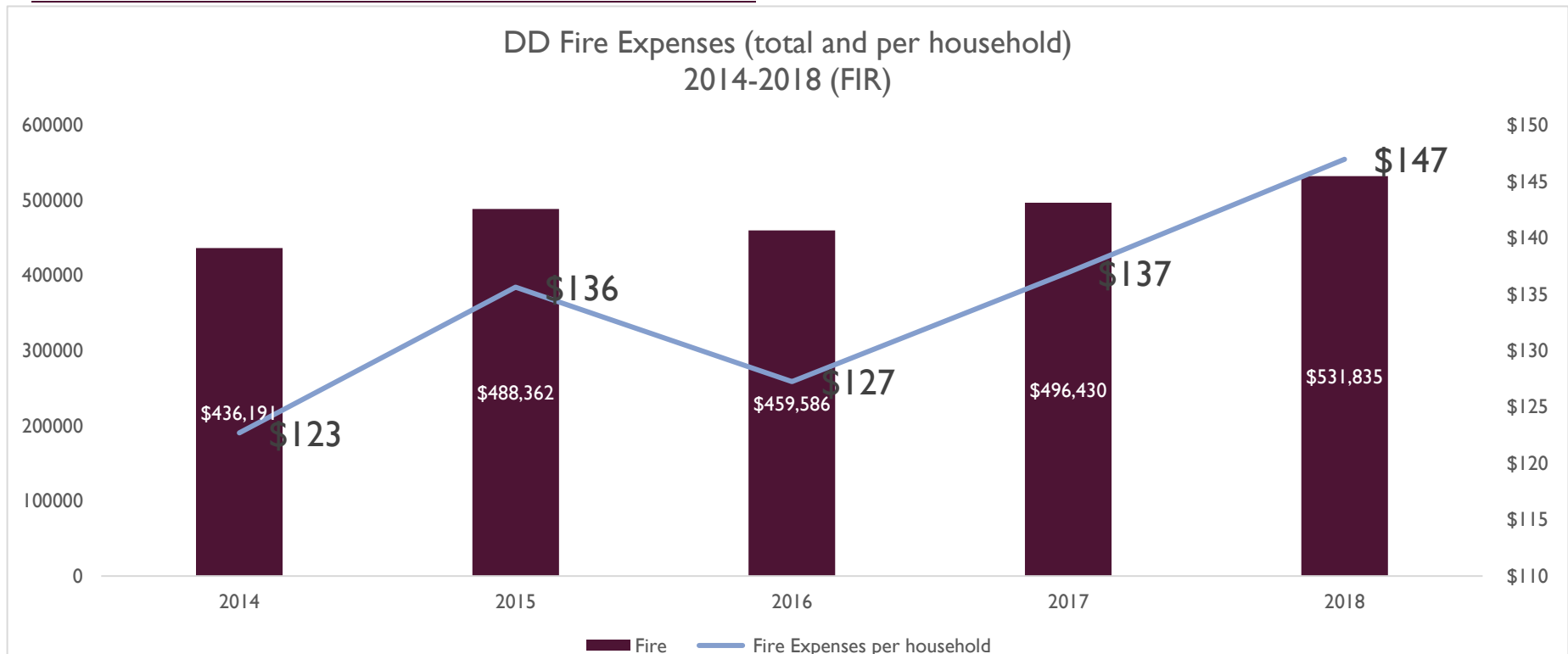
- Public fire safety education and fire prevention programs.
- Fire suppression services: On average, DD responds to 528 incidents per year which equates to 1.4 per day with 110 days of staff time (Table 7). The number of responses has increased from 307 in 2015 to 443 in 2019.
- Inspections to enforce the Fire Code.

#### DD Fire Service:

- 4 stations
- 15 volunteers at each of the four stations
- Automatic Aid Agreement with Selwyn

Chief Supports Emergency Planning responsible for the Emergency Plan with the assistance of the Community Emergency Control Group.

**Fire Prevention and Public Education** services including inspections upon complaint or request to ensure buildings meet the provision of the Ontario Fire Code for the safety of residents and visitors.



**FIGURE 53: DD FIRE EXPENSES (2014-2018)**

- New construction plans review.
- Public education sessions to help residents
- Better understand the dangers of fire and the need for fire prevention in everyday life.
- Training for all firefighters to meet the NFPA standard for firefighters as well as training for specialized courses.
- Emergency Management Program administration to ensure Township is ready to respond to a wide variety of emergencies.

### Fire Prevention

Fire and life safety inspections are conducted upon complaint or request. Plans review for new construction is conducted, as well as pre-incident planning for emergency response. Code compliance, enforcement and pre-planning activities significantly reduce the negative impact of fire incidents

including life safety concerns and fire loss. **DD fire undertook 44 fire prevention sessions over 5 years for a total of 143.25 session hours and 530.75 staff hours. The primary focus was smoke/CO inspections and Fire Prevention Week seminars.**

### KEY FINDINGS – FIRE SERVICES

- Burn permits process is manual – online permitting being implemented in 2020
- Fire Master Plan is old 2001– does not meet current needs
- Facility challenges – trucks do not fit in current space
- Additional regionalization possible
- Increased training = increased costs

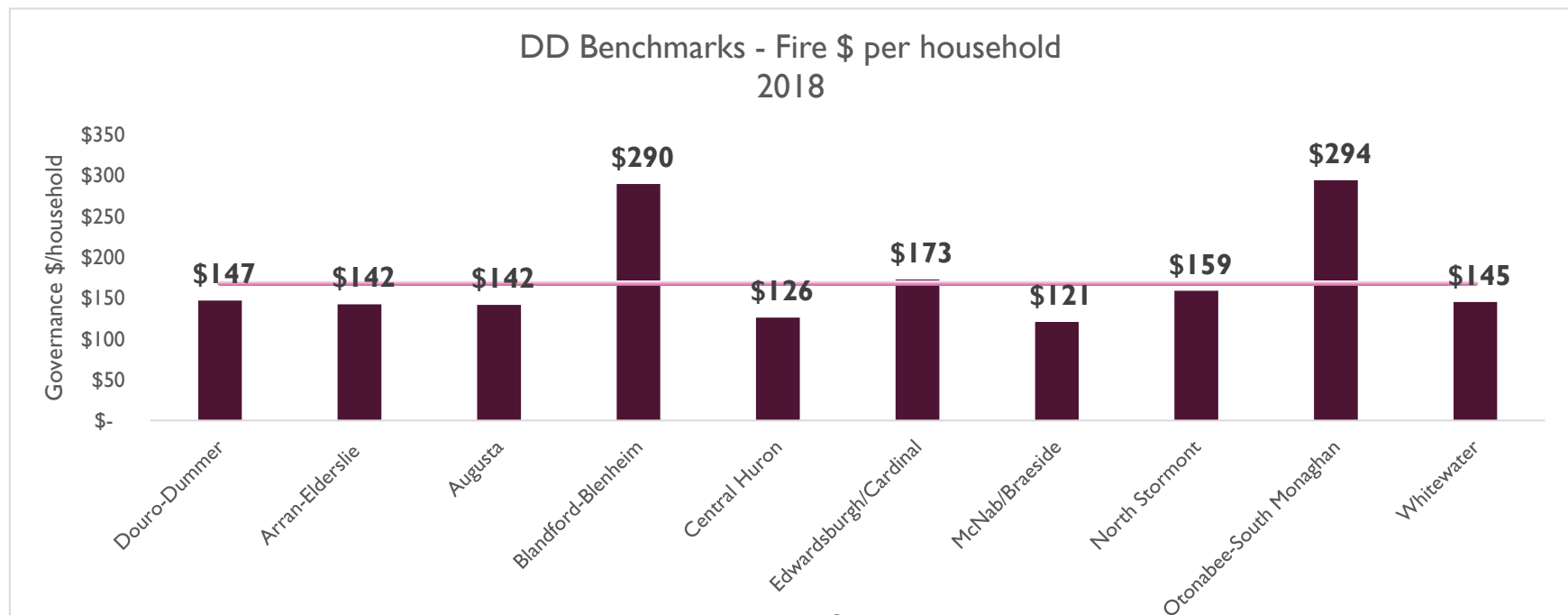


FIGURE 54: DD BENCHMARKS FIRE \$ PER HOUSEHOLD (2018)

**TABLE 7: DD FIRE RESPONSE TOTALS BY TYPE (2015-2019) FROM TOWNSHIP**

Response Type	# of incidents	Incident Total Minutes	Staff Total minutes
Fire	160	31,014	206,004
NO LOSS OUTDOOR fire	123	14,323	80,962
Overpressure Rupture (no fire, e.g. steam boilers, hot water)	2	78	408
Overheat (no fire, e.g. engines, mechanical devices)	16	1,491	8,073
Pot on Stove (no fire)	9	433	2,670
Open air burning/unauthorized controlled burning (no uncontrolled fire)	35	1,271	5,598
Other pre fire conditions (no fire)	20	1,393	8,120
Alarm System Equipment -	182	7884	31,518
Human - Malicious intent, prank	1	38	304
Human - Perceived	27	1,078	4,380
Human - Accidental (alarm accidentally activated by person)	37	1,314	4,589
Authorized controlled burning - complaint	21	1,069	4,520
CO false alarm - perceived emergency (no CO present)	18	858	3,380
CO false alarm - equipment malfunction (no CO present)	30	1,319	4,763
Other False Fire Call	11	773	2,688
Gas Leak - Natural Gas	8	757	4,696
Gas Leak - Propane	3	207	1,228
Spill - Gasoline or Fuel	1	41	320
Ruptured Water, Steam Pipe	5	146	328
Power Lines Down, Arcing	42	4,327	20,261
CO incident, CO present (exc false alarms)	17	1,355	6,557
Public Hazard no action required	1	53	139
Public Hazard call false alarm	1	52	413
Other Public Hazard	2	82	535
Confined space rescue (non fire)	3	125	1,194
Animal rescue	1	50	200
Vehicle Extrication	11	1,071	5,691
Vehicle Collision	275	17,612	97,417
Home/Residential Accident	1	31	186

Response Type	# of incidents	Incident Total Minutes	Staff Total minutes
Persons Trapped in Elevator	1	74	518
Water Rescue	13	856	3,512
Water Ice Rescue	2	209	1,368
Other Rescue	5	711	3,221
Rescue no action required	8	314	1,621
Rescue false alarm	3	166	884
Oxygen administered	16	636	2,654
CPR administered	4	168	540
Defibrillator used	3	181	835
Asphyxia, Respiratory Condition	281	9,554	40,571
Seizure	35	1,148	4,725
Chest pains or suspected heart attack	202	6,877	27,888
Burns	1	33	132
Medical Aid Not Required on Arrival	1	12	36
Vital signs absent, DOA	43	2,111	11,234
Alcohol or drug related	9	324	1,618
Accident or illness related - cuts, fractures, person fainted, etc.	95	4,013	19,228
Other Medical/Resuscitator Call	295	11,965	45,597
Medical/resuscitator call false alarm	4	73	425
Assisting Other FD: Mutual aid	41	4,277	25,206
Assisting Other FD: automatic aid	160	7,962	40,970
Assisting Other FD: Other	6	684	1,959
Assistance to Police (exc 922 and 922)	5	2,425	16,690
Illegal grow operation (no fire)	3	115	479
Assistance to Other Agencies	5	211	1,022
Other Public Service	37	2,899	11,228
Call cancelled on route	256	6,272	14,565
Incident not found	10	268	2,006
Assistance not required by other agency	1	4	4
Other Response	31	892	3042
<b>Total</b>	<b>2,639</b>	<b>155,679</b>	<b>790,920</b>
<b>Average per year</b>	<b>528</b>	<b>31,136</b>	<b>158,184</b>

## BUILDING & BYLAW SERVICES

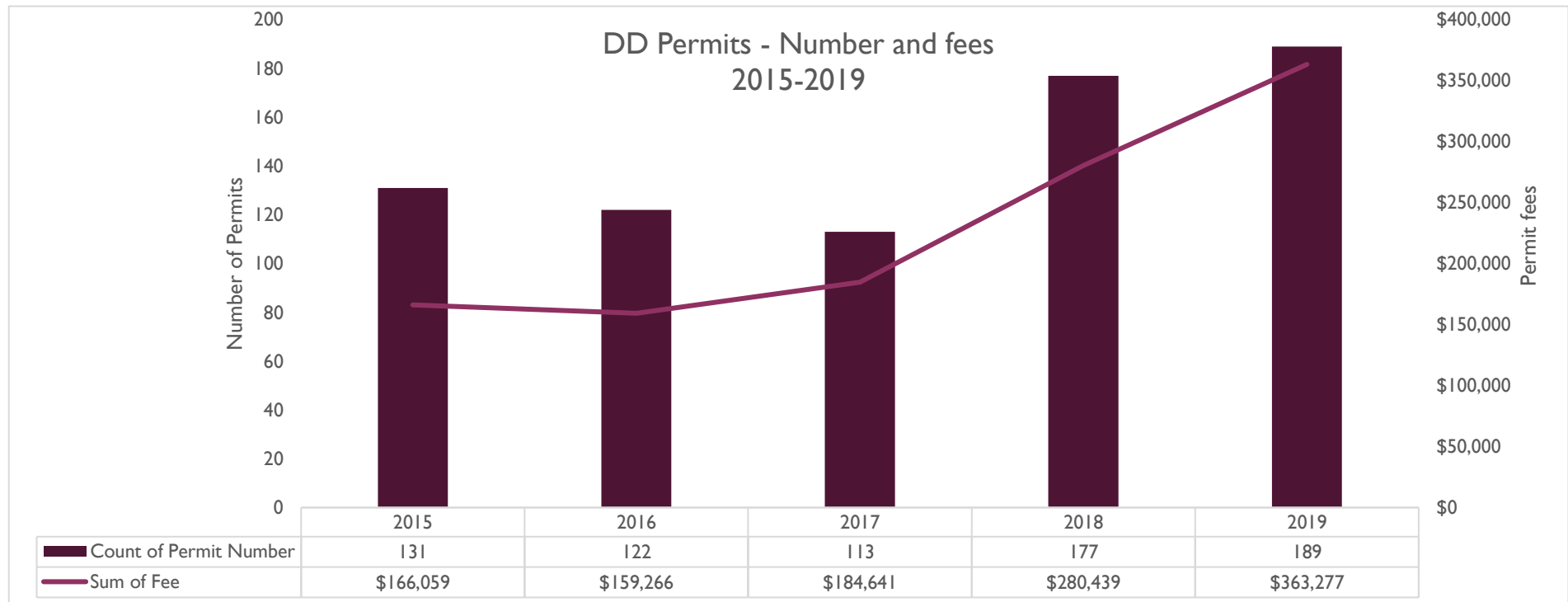
### SERVICE OVERVIEW

Building services include provide plans review and building inspections for the enforcement of the Ontario Building Code. The Chief Building Official is appointed to exercise powers and perform duties under the Building Code Act, which include charging fees, issuing permits, performing inspections and issuing orders for illegal construction. The Building Code Act allows municipalities to impose fees through by-law for the cost of providing building code enforcement activities.

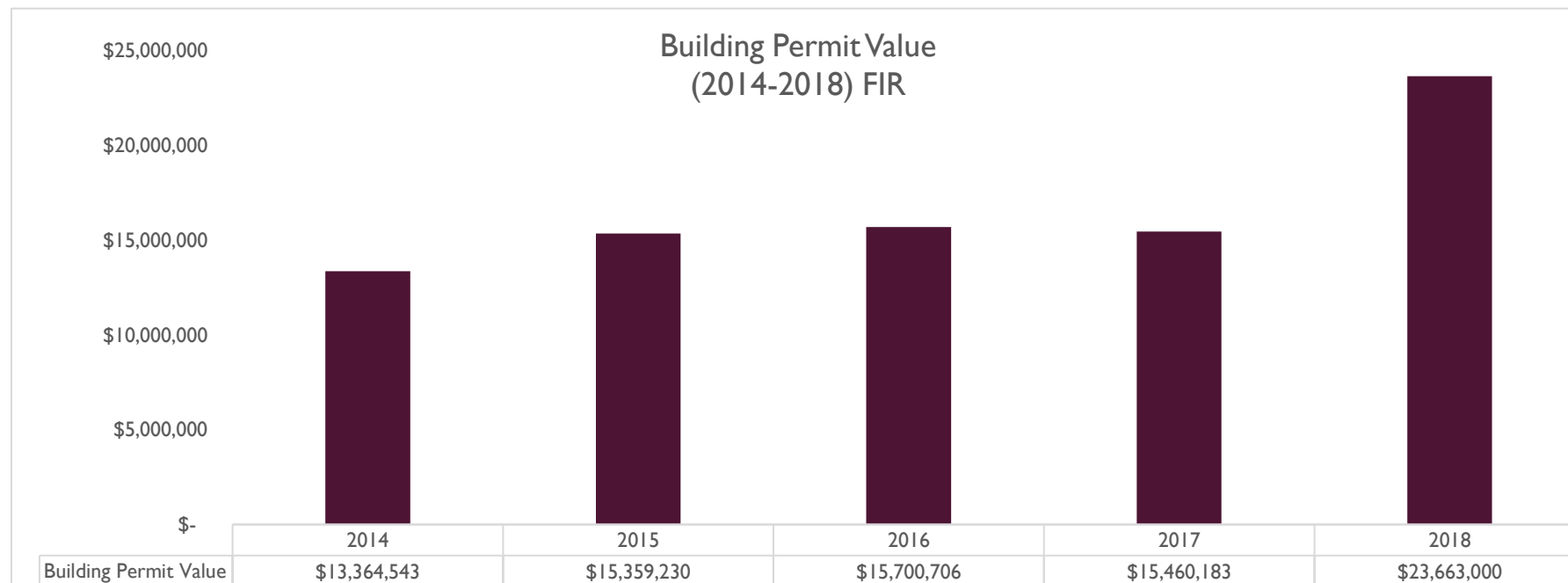
Building Inspection is required by legislation - Building Code Act. Service level is at standard and determined by the Building Code Act and associated regulations. The DD Sustainable Development Program was developed to promote the reduction in greenhouse gas (GHG) emissions in building

processes through rebates. The first 50 applicants beginning March 1, 2020 will be considered. This is quite unique and is commendable that the Township is participating in this program.

There has been a 44% increase in the number of building permits issued since 2015 with values increasing by over \$10 million (77%) indicating that there is some significant growth in the Township. Overall, the building department is more than covering its costs (Figure 57) and able to add to reserves. To add to the challenge, there are 691 open permits, of which 149 are over 10 years old. This represents a liability of work for the Township. The CBO has been working diligently to eliminate this backlog but it will take some time to clear up. There is also a risk that if building permits increase, that targets for timelines will not be met. Therefore, it is imperative that time spent be tracked and service standards be reported.



**FIGURE 55: BUILDING PERMITS - NUMBER AND FEES 2015-2019 - SOURCE DD BUILDING DEPARTMENT**



**FIGURE 56: DD BUILDING PERMIT VALUES (2014-2018) FIR**

## By-law Enforcement

By-laws and regulations are in place to encourage residents and businesses to be responsible and respectful of their neighbours and contribute to the health, safety and vibrancy of our community.

The Township has the authority to enact a broad range of municipal by-laws pursuant to the Municipal Act, 2001 and the Building Code Act, 1992. Ensuring that there is compliance with these by-laws through the provision of a by-law enforcement service is essential in order for these by-laws to achieve the desired outcomes. By-law enforcement also ensures that licensing regulations and standards are upheld. Lastly, the processes for enforcement of the Township's by-

laws are governed by the provisions of the Provincial Offences Act and the Municipal Act, 2001.

In DD, bylaw services are managed by the building department as well. Being a rural municipality, property standards complaints are the most common (Bylaw 1999-78). Other complaints arise from parking, noise and animal control. Other than the complaints reported in Figure 47, no time or details are tracked for bylaw infractions.

## Technology and Equipment

As explained in the prior section, the Township utilizes its own system to accept building permit applications. This is not really a tracking system as it is not mandatory for applicants to

use this system nor do the staff enter all building permits applications in ddpermits. However, we understand has changed recently. GP is used to capture the permits and fees but it is not the source of the calculations for the fees. These are done on a manually outside both systems. The systems do not integrate and the ddpermits.ca cannot accept payments although provisions have been made once approved by Finance. Documents are stored in a shared drive. The processes are still essentially paper based. DDpermits was created to allow for online applications but it is not integrated with GP for MPAC purposes nor does it allow for document flow or updates for the client. We also noted that documented processes are not comprehensive and staff indicated that the published information is not in plain language.

## KEY FINDINGS – BUILDING AND BYLAW

- Systems are not used to track timelines or time spent.
- Applications online are a document repository.
- Systems and payment options are not integrated.
- New online building permit systems are available and integrations have been built for GIS, MPAC and GP which allow for online, real time plans markup and updates for clients. While some of these are expensive, there are lower cost options that have been recently released such as PSD.
- Lack of integration between systems results in duplication (Building permits entered in online system then in GP).
- Fees are covering building costs.

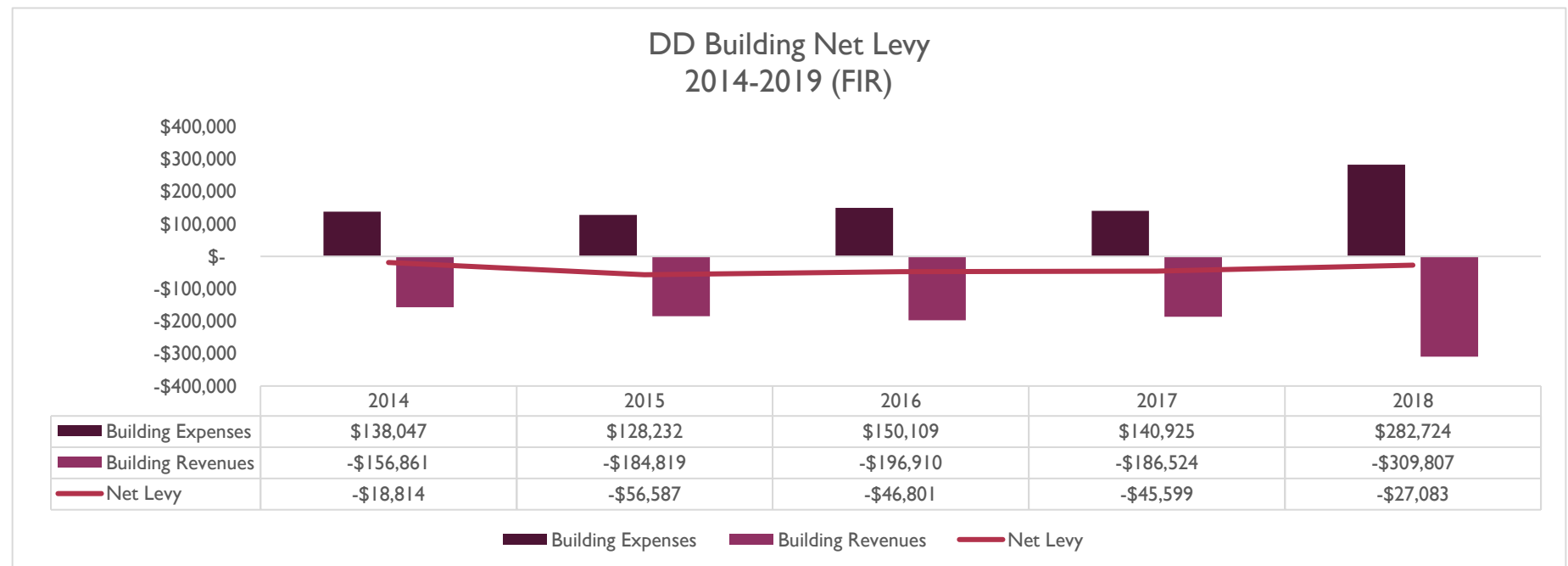


FIGURE 57: DD BUILDING NET LEVY (2014-2019) FIR



## FACILITY MANAGEMENT

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### Property Management

Each department is responsible for the operation, control, and oversight of real properties owned and operated by the Township or utilized in the delivery of services to the public. Township hall is the responsibility of the CAO and to some extent the CBO. There is a need to rationalize the space in that building including the basement which is currently storage and a records management challenge. Monthly inspections are completed at each building and retained at the workplace.

The Douro and Warsaw Community Centres, parks and parks building are the responsibility of the Manager of Recreation Facilities and the Assistant to the Manager. The Fire Chief is responsible for the four fire stations and the Public Works Manager is responsible for the PW Works Garage in Douro and Warsaw. In 2017, DD completed a comprehensive design and engineering process to renew, consolidate and centralize the Warsaw PW Works building with the Firehall. In 2019, DD engaged Greenview Environmental Management to assess the existing buildings for possible repurpose the Public Works buildings, fire halls as well as the library and the parks building. In that report, options were provided and estimates made as follows:

- 
- New Public Works/Fire hall - \$5.93 million
  - Remediate existing buildings to meet code and space requirements - \$6.44 million
  - Build new building, remediate remaining buildings and expand library - \$7.31 million

- Build new building, remediate remaining buildings and new library - \$7.38 million
- 

This study did not include a condition assessment of the community centres. However, it is clear that these building are aging. Douro CC was built in 1980 (40 years ago) which is approaching the typical useful life of an arena. Warsaw is not much newer at 1983 but believed to be in better condition.

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### KEY FINDINGS – FACILITIES MANAGEMENT

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- Staff time not captured against maintenance of facilities.
  - Lack of project management capability. No one person responsible.
  - Health and safety issues at the PW Works Garage
  - No overall strategy for facilities.
  - Lack of capability/resources for ongoing facility management and condition assessment.
  - No mechanism to track work orders or service level agreements.
  - Complaints are not tracked for the buildings so it is unknown if there are service level issues.
  - Opportunities for additional rental space.
  - Township hall space
-

## PUBLIC WORKS

### SERVICE OVERVIEW

Providing access to the Township's roads is a mandatory public service that enables road users and pedestrians to travel to destinations to carry out their daily activities. Some aspects of this service are required by Provincial legislation. Maintaining the Township's roads includes Winter Control; Road Maintenance Support Services; and Summer Maintenance.

DD's Public Works Department is responsible for the following assets and services:

- 260 centre line kilometre road system
- 2 Bridges and 8 culverts with >3m span (a further 2 bridges are managed by the County)
- 2 work yards
- 4 small stormwater systems
- Halls Glen Transfer Station

The last several years have been challenging for PW due to the state of the gravel roads. This prompted DD's Mayor to form an Advisory Committee for Roads.

DD's organization and expenses per household and per kilometre are significantly lower than the benchmarks which may be part of the challenge with the state of gravel roads (Figure 58, Figure 59 and Figure 60)

- Roadways and sidewalks are maintained according to the Minimum Maintenance Standards (MMS) established by the Province.
- Required pursuant to Municipal Act, Highway Traffic Act, Accessibility for Ontarians with Disabilities Act.
- Right of Way Infrastructure Maintenance meets target levels, i.e. (MMS)

- Support is provided for services that support the daily operations related to maintenance within roadways.
- Provide additional services requested by Council.
- Maintain roadway assets to ensure they are in proper condition and to prolong their service life.

### Fleet Maintenance

Mechanical maintenance of DD's fleet is outsourced but no specific contracts are in place or service level agreements. Recently, DD installed GPS in its vehicles. Detailed safety reports are done for each vehicle on paper forms and maintained at the PW Garage. Equipment rates for each piece of equipment and vehicle is determined each year a charged to the project/job as part of the timesheet/equipment log. Fuel management and inventory is managed through keys but the dip sheets are manual. These are then entered manually in the monthly GL fuel template which is then entered again in GP manually.

Grader operation and patrol spreadsheets are filled out by staff to identify the road and type of grading.

### Roads Maintenance

- Maintenance
- Patching
- Asphalt Resurfacing (capital replacement)
- Sweeping & Flushing
- Shouldering
- Spring Sand Clean-Up
- Loose top Maintenance
- Sidewalk Maintenance

Each employee's time is logged on a spreadsheet with a tab for each person which identifies the work undertaken and the machine used as well as overtime. Salt and sand are allocated on a spreadsheet

### Winter Control

Plans & delivers winter control services for the Township, including plowing/sanding and required removal on all roadways throughout the Township. DD has 6 routes, each of which has between 33 and 50 kilometres. For each plow route, staff enter that amount of salt/sand used and manually enter comments on the winter patrol route sheet. These are filed in binders at the PW Works Yard.

- Snow Plowing
- Snow Removal
- Sanding and Salting
- Sidewalk Maintenance

### Asset Management

Public Works manages the majority of the assets of the Township that are required by O.Reg 588/17 to be included in the Asset Management Plan by 2021. The last Roads Needs Study was undertaken in 2017. This will require an update to ensure that the data is no more than 2 years old as required by the regulation. Following that, the Township needs to have a detailed understanding of the current state of the infrastructure, level of service and financing required to maintain the current state. As discussed in this report, dedicated resources will be needed to meet these requirements.

We noted that the Mayor's Advisory Committee raised issues concerning the gravel roads and solutions were being explored.

### Edwards Pit

This project is quite unique.

It is 34.09 ha/84.2 acres is licensed total is 300 acres

- Currently licensed, Class A above water <69,000 t/yr
  - Hydrogeological report still required
  - Methane gas
  - Absorption a bit > spec
  - May only be suitable for Gran A and B.
- 
- 7 acres purchased from Edwards in 2016 for new PW facility.
  - Feb 24, 2017 PW Report recommending proceeding with acquiring a quarry license.

The Township has been reviewing the aggregate of this resource for some time. Recently, Council received reports from two consultants which included a peer review. The next steps are being analyzed but it is clear that, if DD proceeds with this project, that it will need additional resources to help manage the Pit.



# DD BENCHMARKS - Public Works Workforce

## Workforce Population...FIR 2018

(DD has a lower workforce than the Average of Benchmarks = 11 FT, 4 PT and 5 Seasonal)

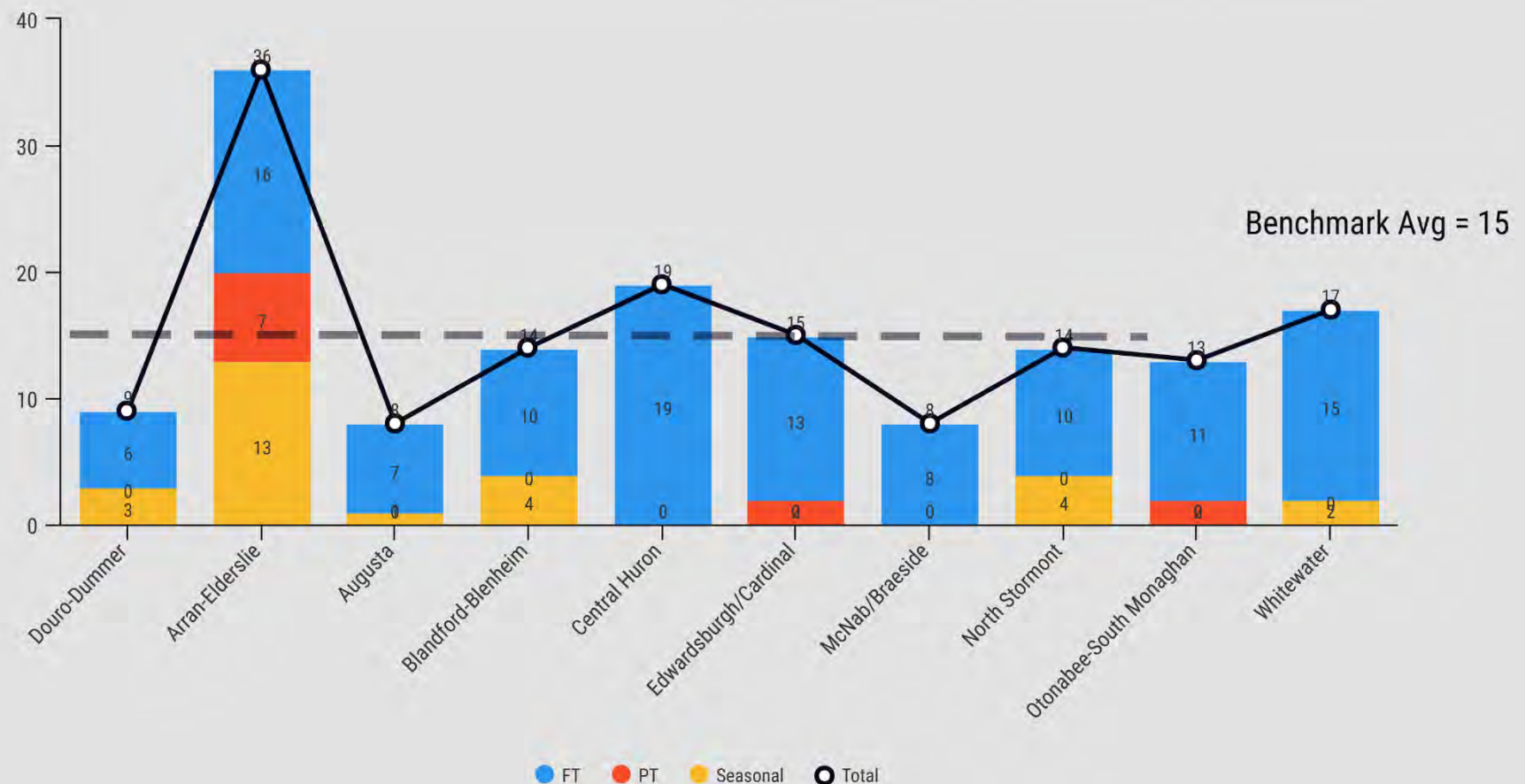


FIGURE 58:DD BENCHMARKS - PW WORKFORCE 2018 FIR





# DD BENCHMARKS - Public Works Operating Expenses

Operating Costs per household...2018

(DD is below the benchmark average without Amortization of \$562 by 47%)

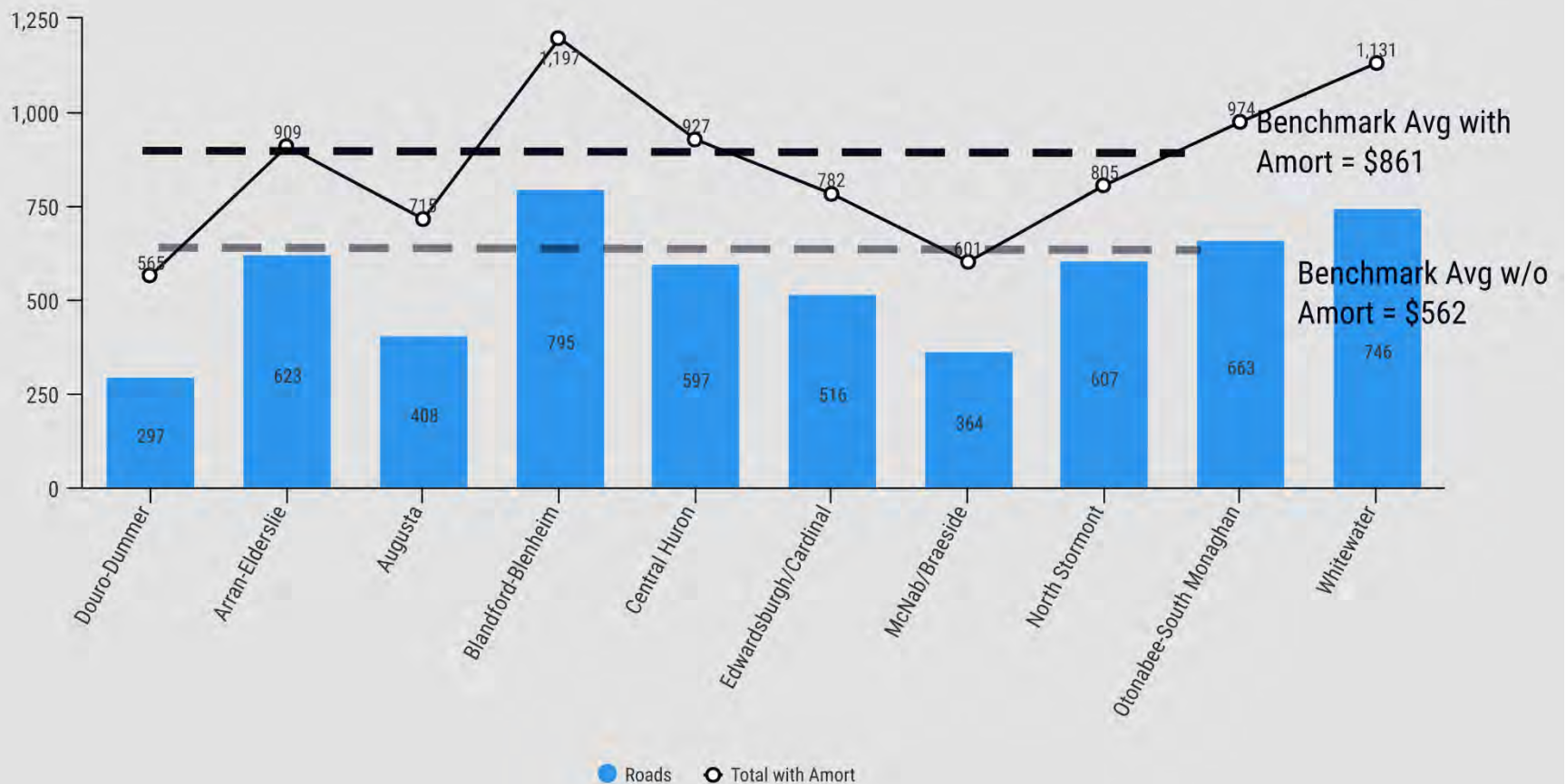


FIGURE 59:DD BENCHMARKS: PW OPERATING COSTS PER HOUSEHOLD



## DD BENCHMARKS - PW Operating Expenses per km

Operating Costs per kilometre...2018

(DD is below the benchmark average without Amortization of \$3,120 by 32%)

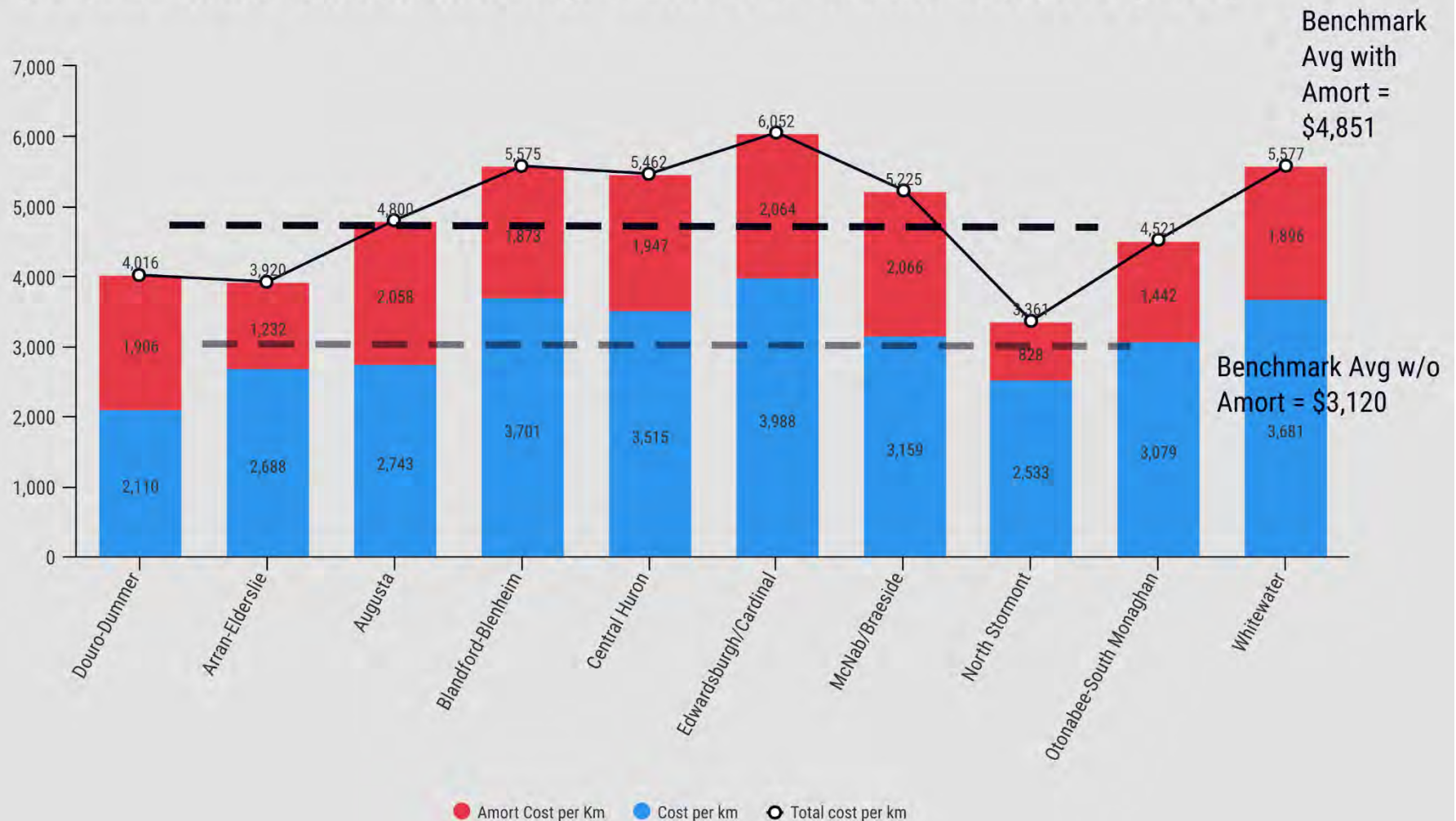


FIGURE 60: DD BENCHMARKS- PW OPERATING EXPENSES PER KM

## KEY FINDINGS – PUBLIC WORKS

- 
- IT usage is low.
  - Immediate action should be taken to finalize and implement the long-term plan for the Public Works Facilities.
  - There are significant Health and Safety issues with buildings that have been reported to Council. Council decisions have been deferred with no timeline or commitment to a decision. Inaction in this area can have a significant impact on the directors, management and staff of the corporation.
  - From the Greenview Mar 1, 2019 Draft Report on Municipal Building Evaluations the Warsaw Public Works Garage does not appear to meet the Building Code in a number of areas
    - There isn't a designated material storage facility
    - There did not appear to be an oil interceptor; the garage drain runs to an unknown location. The septic tank is presumed to be in poor condition.
    - Existing washroom is not barrier free compliant
    - Existing washroom does not have exhaust ventilation
    - The building is not considered suitable for its intended use due to the absence of mechanical ventilation
    - The existing equipment does not fit in the garage
  - From the Mar 1, 2019 Draft Report on Municipal Building Evaluations the Douro Public Works Depot
    - HVAC is in Fair to Poor condition
    - East addition heating was minimal
    - No Exhaust Ventilation in the washroom
    - No designated storage facility
    - No Oil interceptor
  - Garage floor drains understood to be connected to the facilities septic system
  - Septic systems location may be a public health hazard to groundwater source wells
  - The oil furnace does not conform to OBC
  - Vehicles with equipment cannot fit in the garage
  - The PW gas tanks need to be replaced due to age. The insurer has given notice that the tanks will longer be insurable
  - There doesn't appear to be Level of Service documents other than T-11 minimum maintenance standards for winter maintenance. No corresponding policy for routine maintenance.
  - The PW department is engaged in some larger scale projects such as the introduction of a higher level of technology (MESH), the acquisition of the Edwards Pit, and the development of a new joint use facility for PW and Fire.
  - Council direction is required on the Edwards Pit and the Joint use facility (which relates to some of the Health and Safety Issues). These are significant efforts for the available staffing.
  - The PW staffing appears adequate to manage the routine tasks for a road system of this size and constitution.
  - Current business planning appears to be mostly undocumented.
  - Current business tracking, including regulatory requirements, is all on paper.
  - There currently is no Work Order system.
  - There currently is no Purchase Order system.
  - The 2017 Road Needs Study indicates that the road system is in excellent condition. This runs counter to



the anecdotal information with respect to complaints about the road system.

- There are 2 bridge structures on Township Roads that are managed by the County that are a major impediment to the Township's service delivery. The load posting is too low to drive over with a snow plow.
- Structure projects and Stormwater projects are funded through the roads budget.
- The anecdotal information with respect to the equipment rates would appear to indicate that the rates should sustain the PW fleet assets.
- Systems are not utilized to manage work – manual processes.
- Patrolling software outdated- manual spreadsheets.
- No mechanisms to submit complaints online.
- Complaints are tracked by paper and emails.
- SIGNIFICANT time spent tracking time, salting/sanding, fuel inventories.
- Contaminated Sites Liability not accrued – Asset Retirement Obligations loom.
- Training on equipment is lacking
- There does not appear to be a full business case analysis for the Edwards Pit
- There doesn't appear to be any information that relates the costs to develop and operate the pit to a cost per tonne in comparison to the costs for commercially available aggregates.
- The area has diverse and significant aggregate resources
- The thrust appears to be that the municipality believes that it has to have its own aggregate source, to some extent.
- The 25-year Public Works Fleet Plan should continue to be updated on an annual basis.

- The Public Works Equipment Rates appear adequate and should continue to be monitored for adjustment on an annual basis.
- Asset Management Plan is not supported with resources – need to be updated for the core assets has to be developed for July 1, 2021 to be compliant with O.Reg 588/17.
- A Design Criteria is minimal. Should address all aspects of municipal infrastructure should be developed and provided to prospective developers and utilized for the Township's own reconstruction projects.

## RECREATION

### SERVICE OVERVIEW

DD has the following services:

- Parks: 30+ acres of lawn to cut and maintain
- 5 km of trails to maintain
- Play structures maintenance
- Boat launches
- Revitalization projects
- Washroom maintenance
- Ice and Courts maintenance
- Facilities: 2 community centers (arenas), community halls, Rec Centre.
- Parks and Recreation has 2 full-time staff • 5 part-time winter staff • 3 part-time summer staff • Various catering and bartending staff • Access to administrative assistants shared with other departments.

In general, DD Recreation costs and net levy are under the benchmarks and its workforce is low compared to benchmarks (Figure 61, Figure 62, Figure 63). Recovery rate of 56% is the highest among the benchmarks (Figure 65). That being said, the utilization rates are low for the community centres (Figure 65). Challenges exist with part time/seasonal turnover due to requirements for training.

The key service is to provide fair and equitable access to ice surfaces, arena floors, meeting rooms, and community facilities and rental contracts. Providing reasonable rates for facility use. Many out of Township residents and groups utilize this facility and it is well known in the area. There are no specific fees for utilization by outside municipalities.

BOOKING facility booking software was implemented in 2012 but not online. The point of sale is used at the facilities only and staff at the Township office are not trained in this product.

Public facility booking is not available requiring staff to re-enter information multiple times. Accounts receivable and the customer data base are stand alone and not well managed. At the time of the report, there was over \$80,000 outstanding in Booking AR, some invoices dating back to 2012. There is currently no integration with the Township's financial system.

### KEY FINDINGS – RECREATION

- BookKing is underutilized
- Accounts receivable are not well managed.
- Systems are not utilized to manage work or track time for events – manual processes
- No oversight of arena building at times
- Alcohol use issues at the CC's continue
- No Pay before your play policies
- Inventory not appropriately controlled
- No event packages (eg.weddings)
- Cleanliness issues at the CCs – no service levels
- No work order management.
- No dedicated administrative staff
- Management located at Township hall
- Potential rentable space with configuration
- Strategy required to build event programs and “spruce” up the CCs to attract more people
- Non-resident fees and other fees need to be review
- Too many “free” recreation/ice sessions
- Poorly formulated outsourced agreements Canteen, vending machine contracts need to be tendered
- Lack of advertising revenues
- Condition assessments and capital plans needed
- Organizational structure needs review to improve technical abilities and stability.



## DD BENCHMARKS - Parks & Recreation Workforce

### Workforce Population...FIR 2018

(DD has a lower workforce than the Average of Benchmarks = 4 FT, 7 PT and 11 Seasonal)

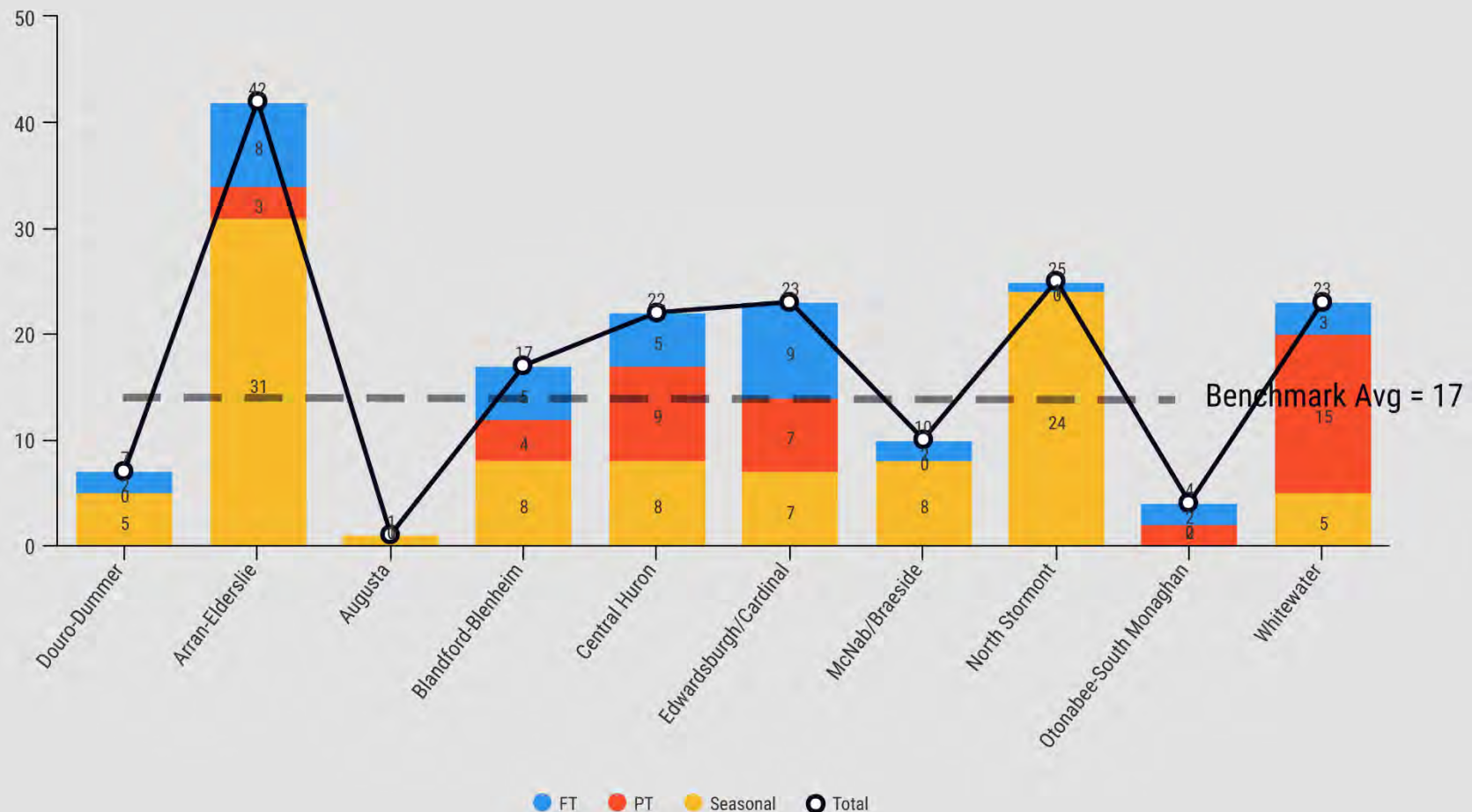


FIGURE 61: DD BENCHMARKS: RECREATION WORKFORCE 2018 FIR



# DD BENCHMARKS - Parks & Recreation Operating Expenses

Operating Costs per household...2018

(DD is below the benchmark average of \$315 by 34%)  
DD does not provide programming

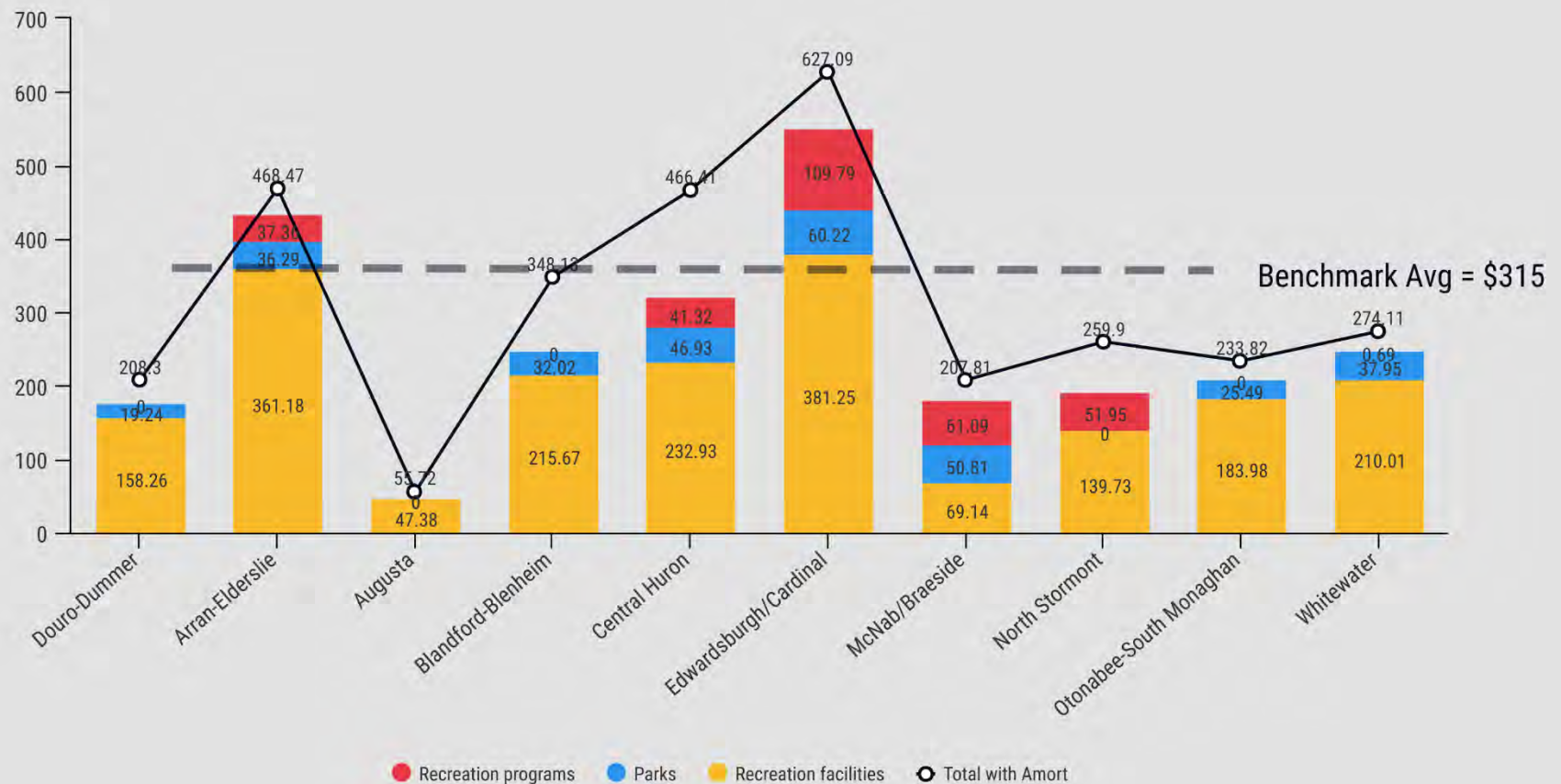


FIGURE 62:DD BENCHMARKS: RECREATION OPERATING EXPENSES PER HOUSEHOLD 2018 FIR





## DD BENCHMARKS - Parks & Recreation Operating Revenues

Revenues per household...2018

(DD is slightly below the benchmark average of \$101 by 2%)

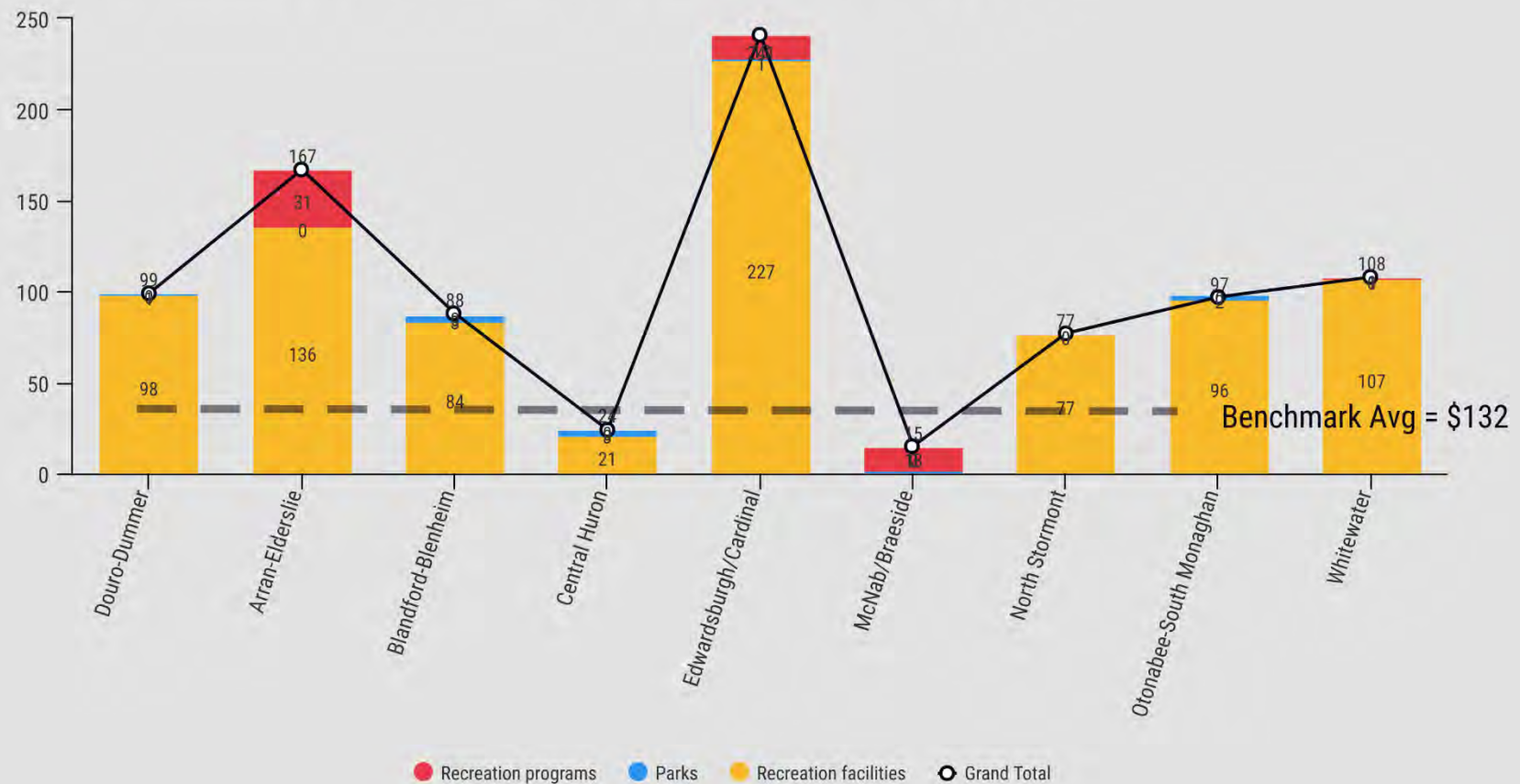


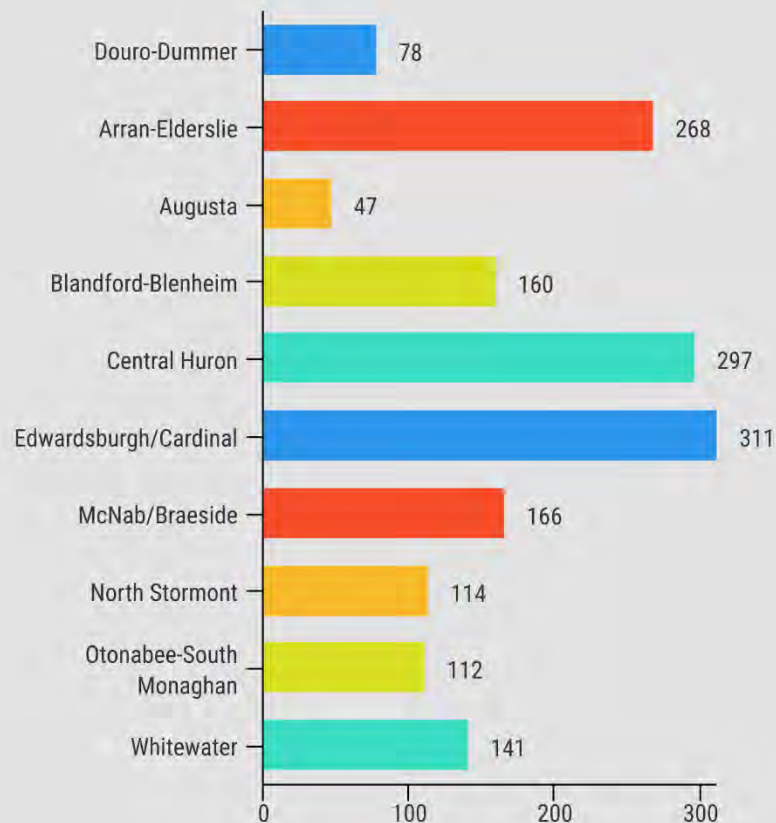
FIGURE 63:DD BENCHMARKS: RECREATION REVENUES PER HOUSEHOLD 2018 FIR



## DD RESULTS- Parks & Recreation Recovery Rates

### Net Levy per household...2018

(DD is below the benchmark average of \$169 by 54%)



### Recovery Rate %...2018

(DD is above the benchmark average of 32%)

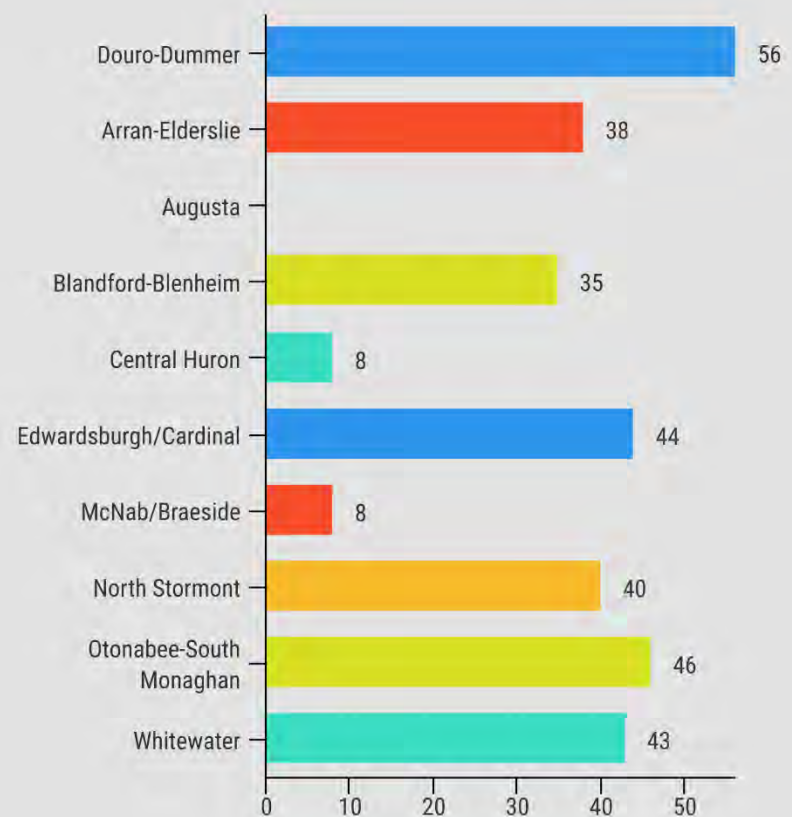
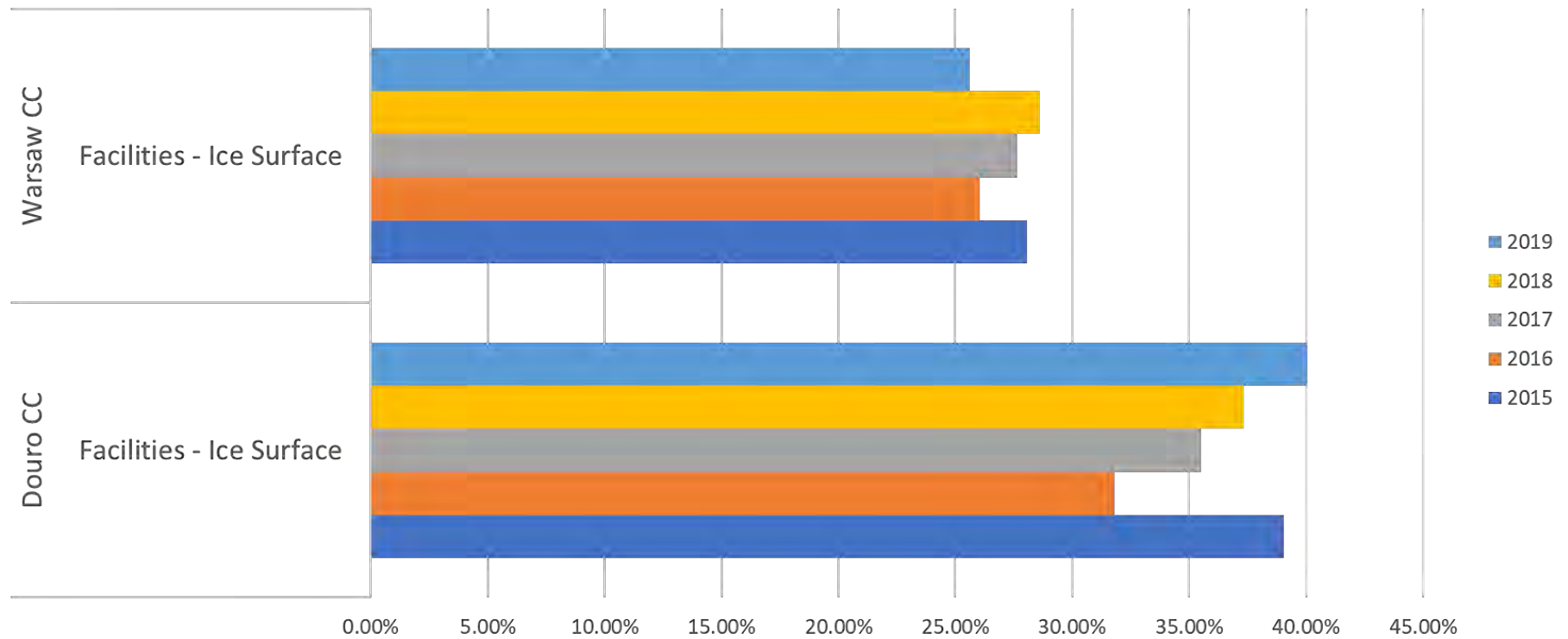


FIGURE 64:DD BENCHMARKS: RECREATION NET LEVY & RECOVERY RATES 2018 FIR

**FIGURE 65: DD COMMUNITY CENTRE UTILIZATION RATES**



## APPENDIX A: SWOT ANALYSIS

SWOT analysis - SWOT stands for strengths, weaknesses, opportunities, and threats. A SWOT analysis identifies strengths and weaknesses within an organization, in this case, the Township, and outside opportunities and threats. The most important parts of a SWOT analysis specify **the actions that correspond to the elements that are identified.**

**By using the results of the analysis to improve the situation of the Township,** one can reduce the likelihood of developments that negatively affect the business while improving performance. The two most critical outcomes of a SWOT are as follows:

### Improving Performance, Identifying Opportunities

The SWOT analysis provides the Township with actions that should be considered to improve the performance and new opportunities that could be explored. The analysis in this report pairs the internal strengths with the external opportunities. Taking advantage of an opportunity from a position of strength helps ensure the success of the corresponding venture.

**Strengths:** characteristics of the organization, or project team that give it an advantage over others

**Weaknesses** (or Limitations): are characteristics that place the team at a disadvantage relative to others

**Opportunities:** external chances to improve performance

**Threats:** external elements in the environment that could cause trouble for the municipality or project

Council and staff were in general agreement with strengths: Very customer oriented, low taxes and great community and volunteers. Proximity to the City provides for a great future.

Key weaknesses to work on included training, aging infrastructure, and outdated processes. Online/web-based services were also seen as a weakness and the number of resources to meet customer demands.

Opportunities for growth and shared services were common. All believed that there could be improved utilization of technology and work planning as well as communications. Shared services with other municipalities was viewed as an opportunity to address some resource issues but amalgamation was viewed as a threat by some.

It was agreed that political unrest, pandemics, cyber attacks and changes to directions/legislation are threats that will impact Township services. New residents have higher expectations than may be affordable. Health and safety issues were also raised. Sustainability of the roads network and community centres and a lack of funding support into the future were common threads.

# Council and Staff

## WEAKNESSES



- Processes/Technology
  - Communications
    - Planning
  - Lack of Funding
  - Aging Infrastructure

## OPPORTUNITIES



- Shared Services/EORN
- Communication Strategy
  - Technology
  - Master Planning
- Community Centres
  - Growth



## STRENGTHS



- Low Taxes/Debt
- Dedicated Staff
- Environment
- Community
- Location

## THREATS



- Pandemic
  - Political Change
- Staffing Turnover/Shortages
  - Funding
- New Resident Expectations
  - Cyber

# SWOT Analysis - Council

# S

# W

# O

# T

- ✓ Not in debt like other municipalities
- ✓ Low Tax Rates
- ✓ Good past financial management
- ✓ Contain costs
- ✓ Dedicated council & long-serving employees
- ✓ Good local knowledge
- ✓ Invests in training: Council/Administration
- ✓ Others want to work with DD (amalgamate)
- ✓ Great Tourism opportunities- unique attractions
- ✓ Terrific Natural environment - Lakes/Parks
- ✓ 2 Elementary Schools
- ✓ Respect for the history of the area
- ✓ Strong Sense of Community –supportive Small Town/Close Knit focus with strong rural roots
- ✓ Seen as area leaders (sustainable bldgs/fire)
- ✓ Good access to Province and Federal Government
- ✓ Garbage: clear bags - another first
- ✓ Range of physical assets
- ✓ Open/Receptive to feedback
- ✓ Communicates well with residents

- × Not changing with the times - "stuck on same old"
- × Require enhances staff recognition
- × Aging workforce will pose future issues
- × Opportunity for new ideas - likely from new sources
- × Reliance on outside contractors
- × Span of Control - Management Heavy?
- × Need for improvement in communications
- × Public say unaware of township meetings
- × Coffee shop chatter, dictates direction
- × Explore committee structure - budget
- × Procedural by-law review required
- × Services delivery review to determine duplication - examine core services and consider possible change and determine what services township should be in the business of delivering
- × Explore costs associated with community centre services
- × Opportunity to capture new efficiency

- ✓ Desire to explore greater opportunities
- ✓ Neighbouring municipalities and County
- ✓ Co-operative approach to create win-win
- ✓ Invest in more training
- ✓ Modernized business processes
- ✓ On-line training opportunities
- ✓ Enhance promotion to generate tourism
- ✓ Eco-tourism - sustainable lifestyle
- ✓ Pursue more upper-tier funding
- ✓ Explore CCs uses for aging population; programs/services
- ✓ Enhanced communications; social media
- ✓ Streaming of Council Meetings
- ✓ Advantages of "migration" from cities
- ✓ Revisit Official Plan to determine what if any changes required
- ✓ City growth pressures and potential for "annexation"
- ✓ Vigilance in providing essential vs. non essential services

- × Political unrest at other levels and countries + red tape
- × Shifting Provincial and Federal priorities
- × "FRUMP" Ford and Trump factors
- × Indigenous relations
- × Staffing Shortages - Retirements
- × Farmers - no succession plans - regulations
- × Unpredictability of climate change and financial impacts
- × Monitoring the environment + costs
- × Potential threat to property values
- × Unpredictable funding support
- × Increased health costs - provincial downloading
- × US dollar fluctuation (vehicles)
- × Cost to fund road infrastructure
- × Funding sustainable community centres
- × Requirements for certain studies adds costs
- × Legislative changes are costly
- × Cost of potential pandemic impact
- × Health Benefits - impact budget

# SWOT Analysis - Staff

## S

- ✓ Customer Orientated & Solution Focused
- ✓ Low Tax Rates
- ✓ Development of E-Permitting Solution
- ✓ Adaptative to legislative changes
- ✓ Good internal/external relationships
- ✓ Depth of knowledge & supportive
- ✓ Learning organization, flexible & adaptable
- ✓ Friendly and Caring
- ✓ Records Management is good
- ✓ Election 2018 - internet and telephone
- ✓ Financial systems are current
- ✓ Work well with county and neighbouring municipalities
- ✓ Good relationships with Vendors/Suppliers
- ✓ Great Volunteers & strong support for Community
- ✓ Waterfront properties are asset
- ✓ Great natural environment
- ✓ Abundant green space and water
- ✓ "GREEN" Natural environment
- ✓ Proximity to facilities (hospital)

## W

- × Financial systems awareness
- × Need robust "on-boarding" process
- × Training: Health & Safety training, new equipment, refreshers, cross training
- × Lack of "SOP's"
- × IT outsourced/issues/cybersecurity
- × Lack of payment systems/EFT support for invoices, building permit etc.
- × Need for succession planning
- × Lack of money & staffing resources
- × Lack of time to focus on innovation
- × Office layout impedes workflow
- × Council-Staff Relations/Protocols
- × Communications strategy & social media
- × Website Redesign / Self-help guides
- × Challenge with multi-site services
- × Need for Strategic Plan / Direction
- × Council Micro-management
- × Clarification of Roles
- × Records management/retention by-law
- × Lack of process and policy documentation
- × Aging Infrastructure
- × Lack of commercial industrial growth

## O

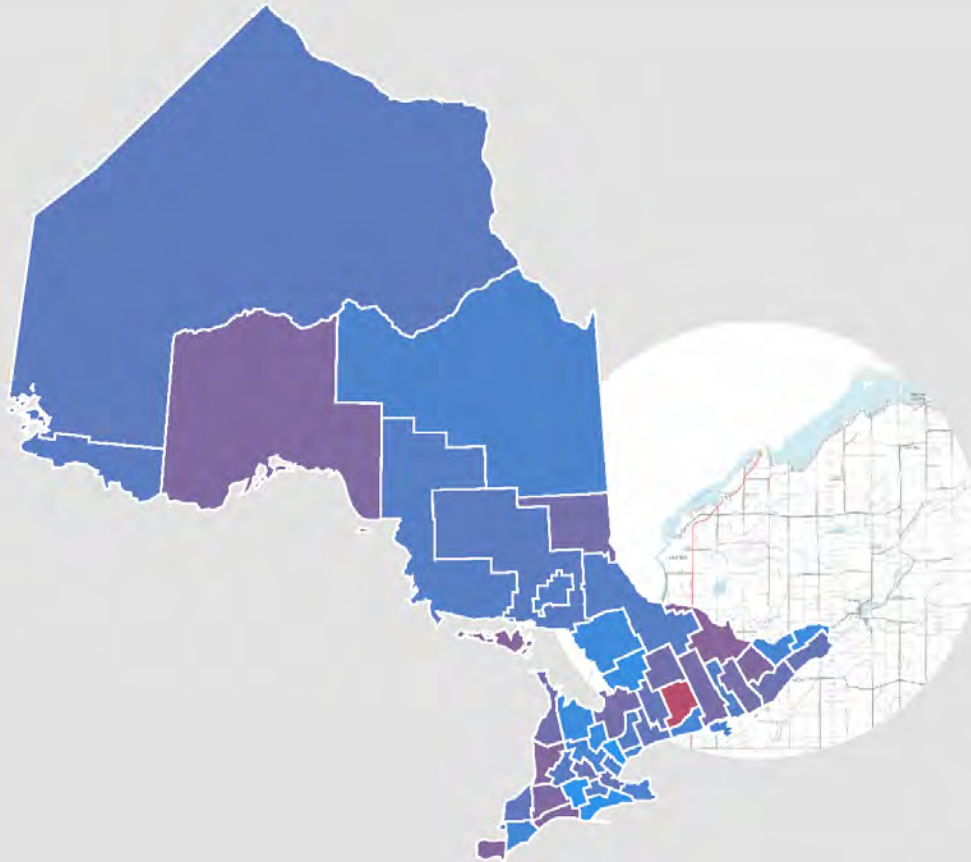
- ✓ Joint Procurement/Purchasing & Shared Services with County
- ✓ Invest in training
- ✓ Enhanced networking to explore new ideas
- ✓ Investigating new business practices
- ✓ Recruit Registered Planner
- ✓ Potential to sell off land for opportunity
- ✓ Expansion of Fibre Technology
- ✓ EORN - pursuit of new opportunity
- ✓ Enhance payment options for services
- ✓ Improved communications: social media
- ✓ Promotion: residents & tourists
- ✓ Help promote businesses & EC Dev
- ✓ Pursue additional grants/funding
- ✓ Address current state of services
- ✓ Infrastructure & Facility upgrades
- ✓ Public engagement
- ✓ Services; essential vs. non essential
- ✓ Improved technology
- ✓ On-boarding for new employees
- ✓ Fire Master Plan to help address future needs

## T

- × Shifting priorities - Lack of clarity /vision
- × Corporate culture – Micro-Management
- × NIMBY approach
- × Change Management: pace/preserve/protect
- × Limited Resources/Pending Retirements
- × Morale/Reactive
- × Compensation not inline with counterparts
- × Increased land values impacting
- × Litigious society - creates pressures + costs
- × Fear of Debt/shifting priorities = + costs
- × Staff/Council Relations
- × New residents - high expectations
- × Delivery of services /Public Demands
- × Limited growth
- × Environmental approval costs increasing
- × Pressure from increased costs -utilities
- × Feds and Province cut funding -impact
- × Lack of money, resources
- × Legislation & Limitations
- × Costs to meet regulatory requirements
- × Cyber Security
- × Health and Safety issues/costs
- × Aging equipment and infrastructure

## APPENDIX B: DD BENCHMARKS

## APPENDIX B: DD BENCHMARKS



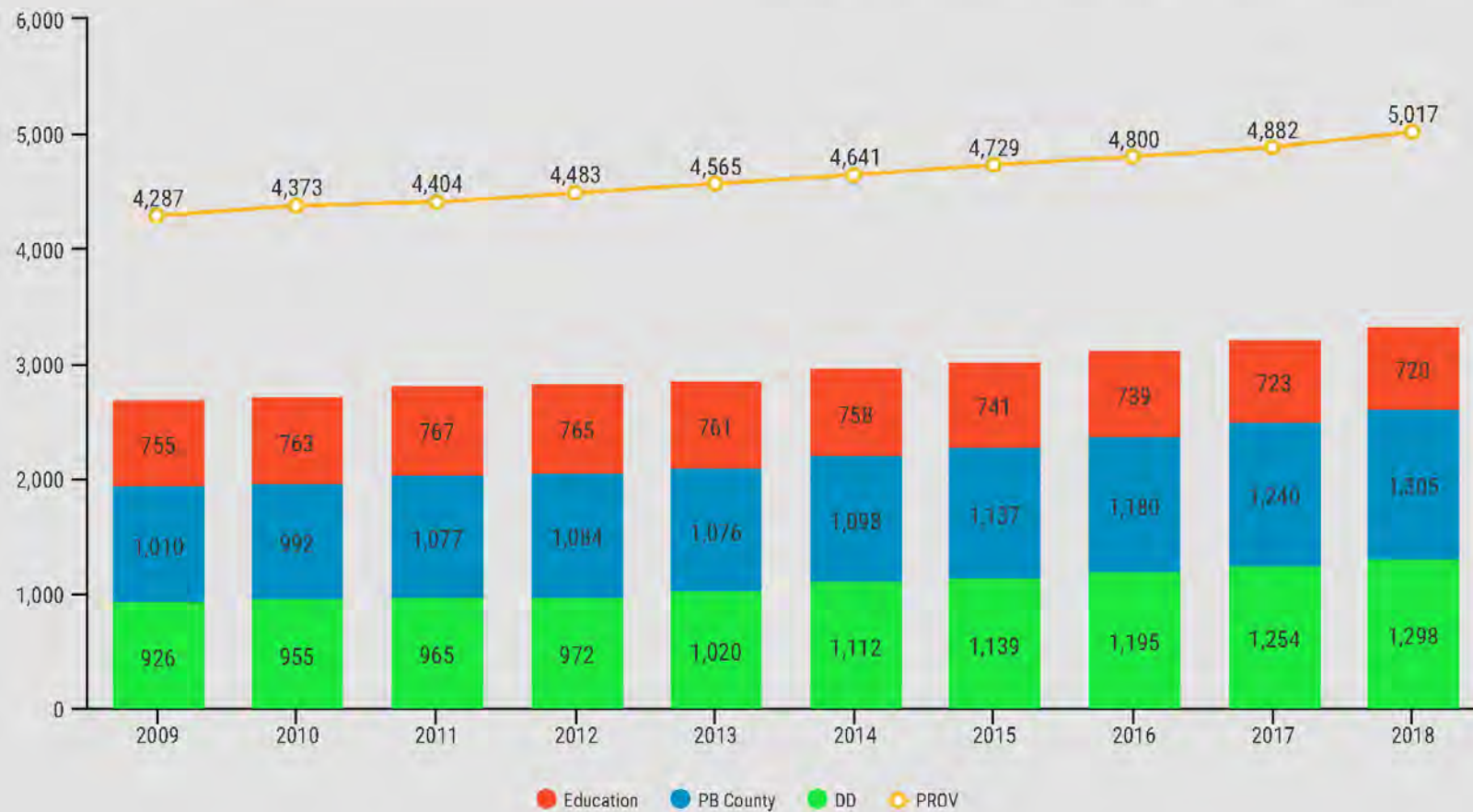




## DD Results

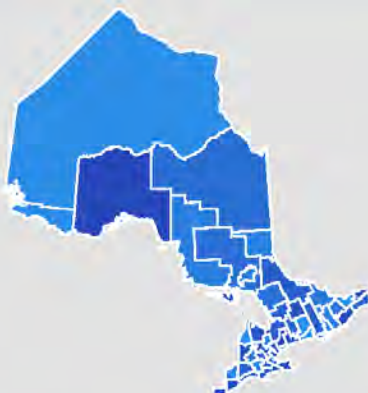
### Municipal (Lower & Upper Tier) Taxes per household

(DD is 54% below provincial average of \$2,805 for lower tier taxes)





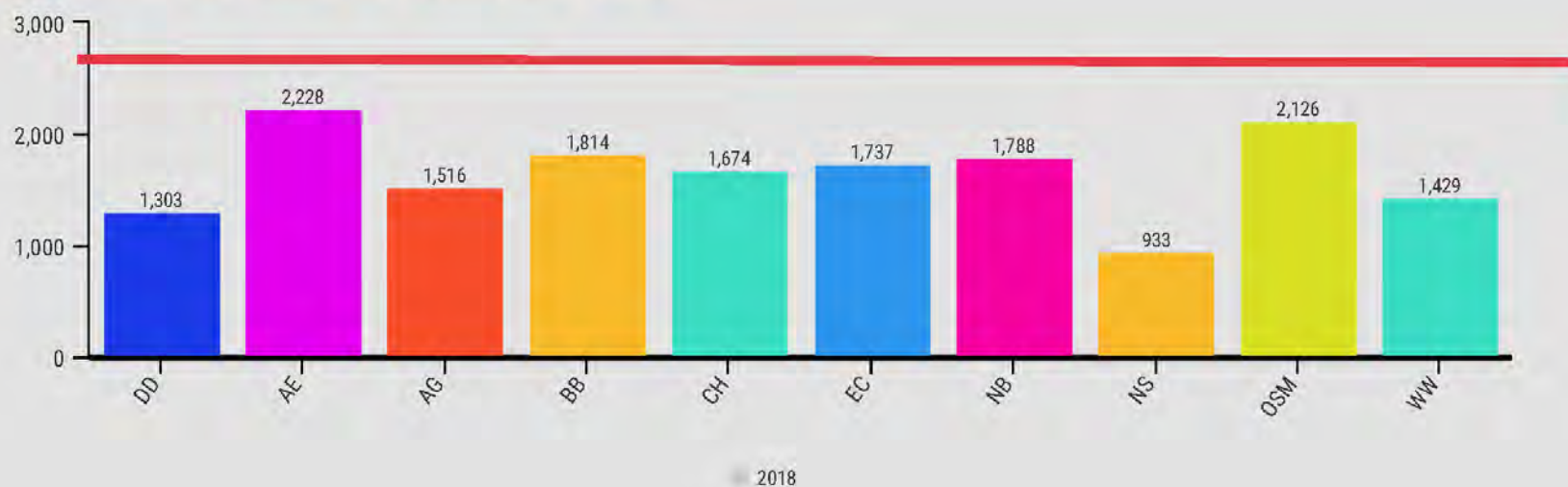
## DD BENCHMARKS



Municipality	Households	County	Population (2016)	Population (2011)	Change	Population density (KM2)
Douro-Dummer (DD)	3619	Peterborough	6709	6805	-1.4%	14.62
Arran-Elderslie (AE)	3053	Bruce	6803	6810	-0.1%	14.79
Augusta (AG)	3130	Leeds and Grenville	7353	7430	-1.0%	23.34
Blandford - Blenheim (BB)	2817	Oxford	7399	7359	0.005	19.37
Central Huron (CH)	4270	Huron	7576	7586	-0.1%	16.84
Edwardsburgh Cardinal (EC)	3110	Leeds and Grenville	7093	6959	0.019	22.81
McNab-Braeside (NB)	3223	Renfrew	7178	7371	-2.6%	28.04
North Stormont (NS)	2906	Stormont, Dundas and Glengary	6873	6775	0.014	13.32
Otonabee-South Monaghan (OSM)	2591	Peterborough	6670	6581	0.014	19.22
Whitewater (WW)	3551	Renfrew	7009	6921	0.013	12.98

**(DD is 54% below provincial average of \$2,841)**

### Comparing Lower Tier Taxes per household...2018

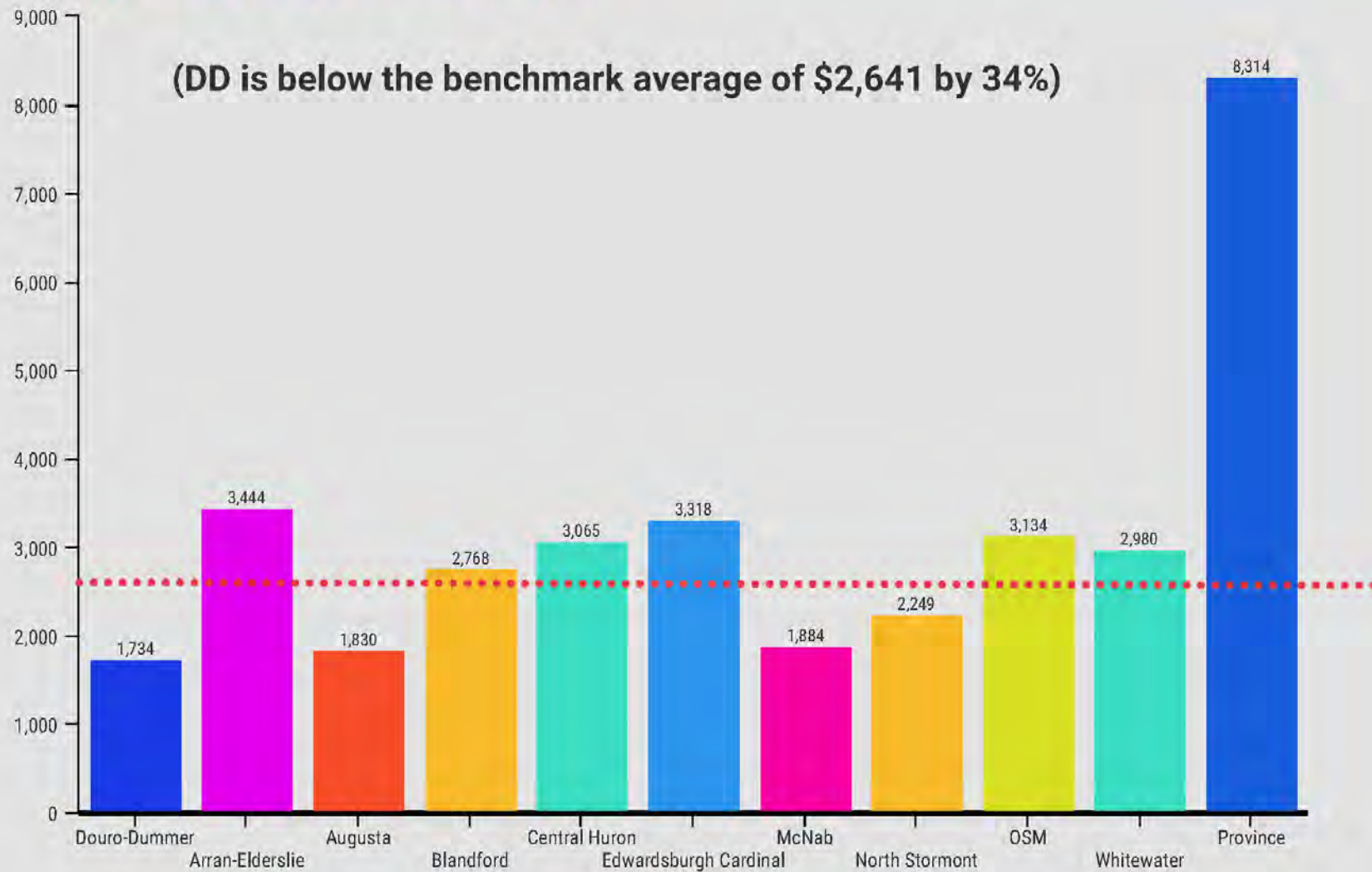






## DD BENCHMARKS - Operating Expenses

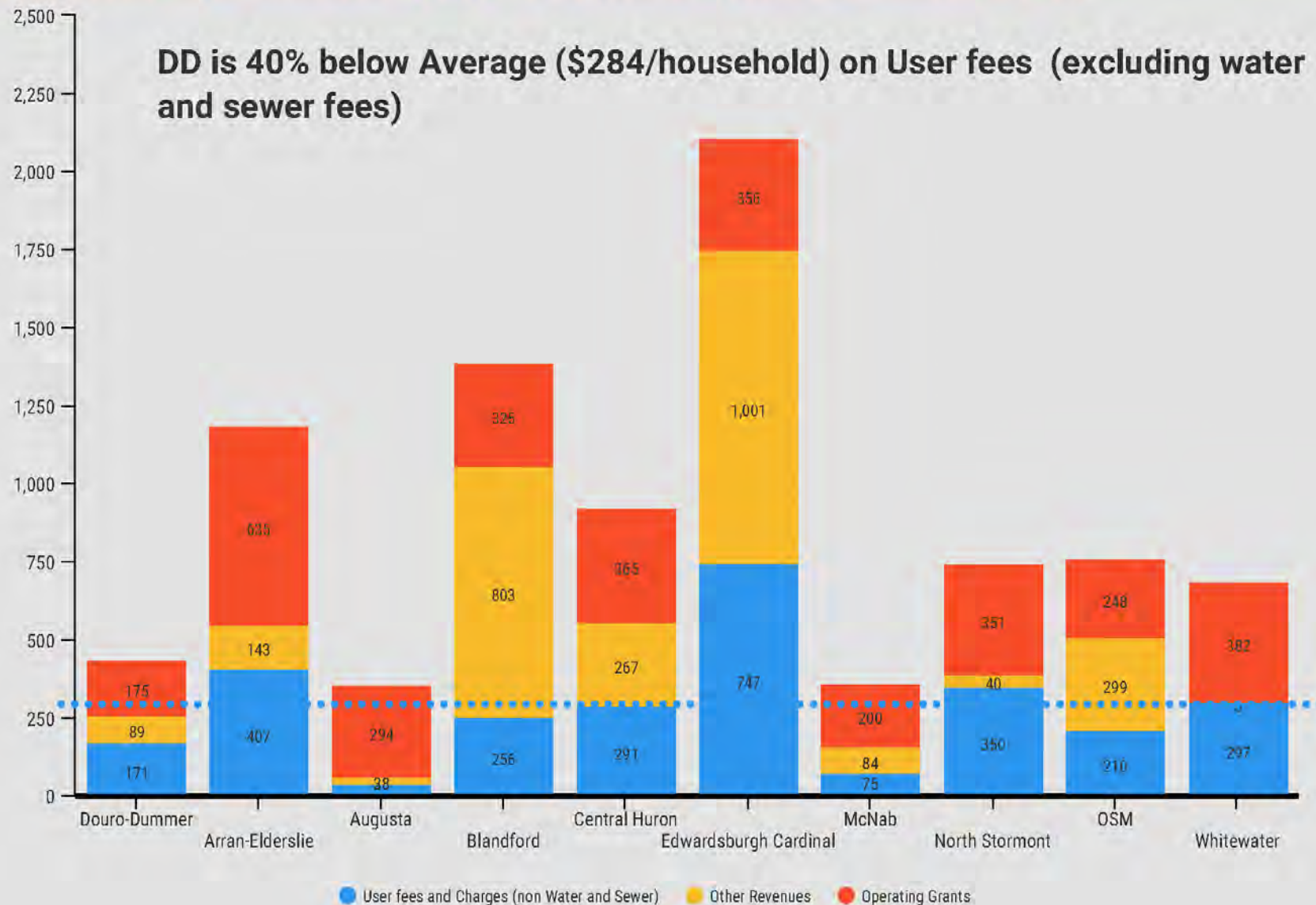
Operating Costs per household...2018





## DD BENCHMARKS - Non Tax Revenues

Non Tax Revenues per household by Type...2018 (Excludes Water and wastewater fees)

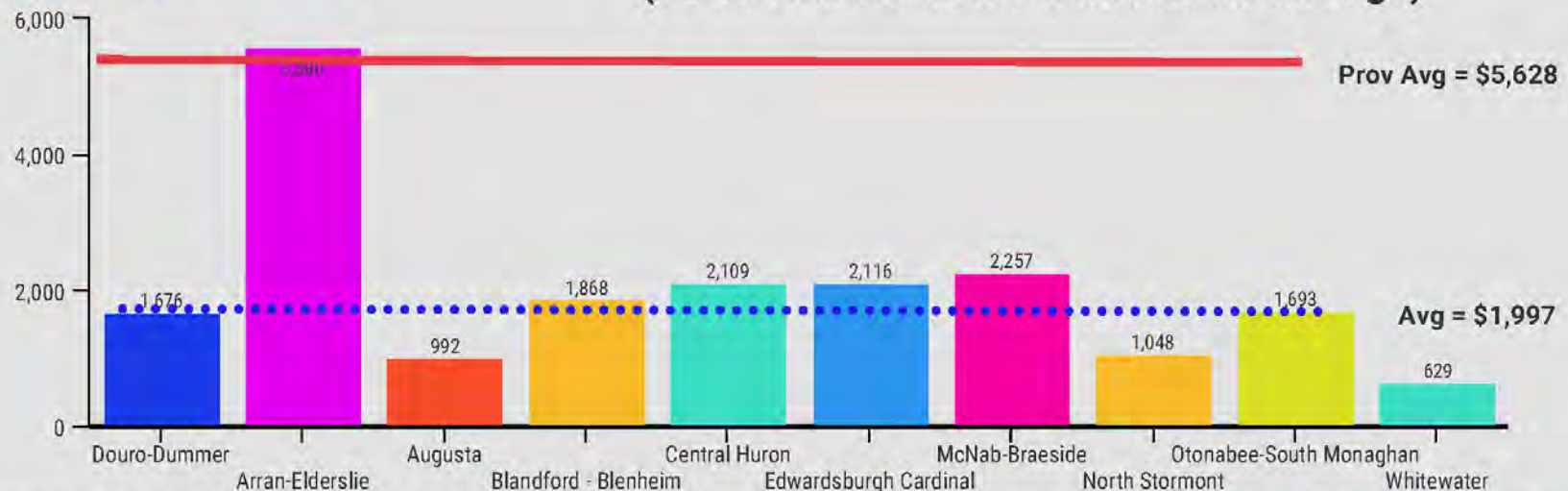




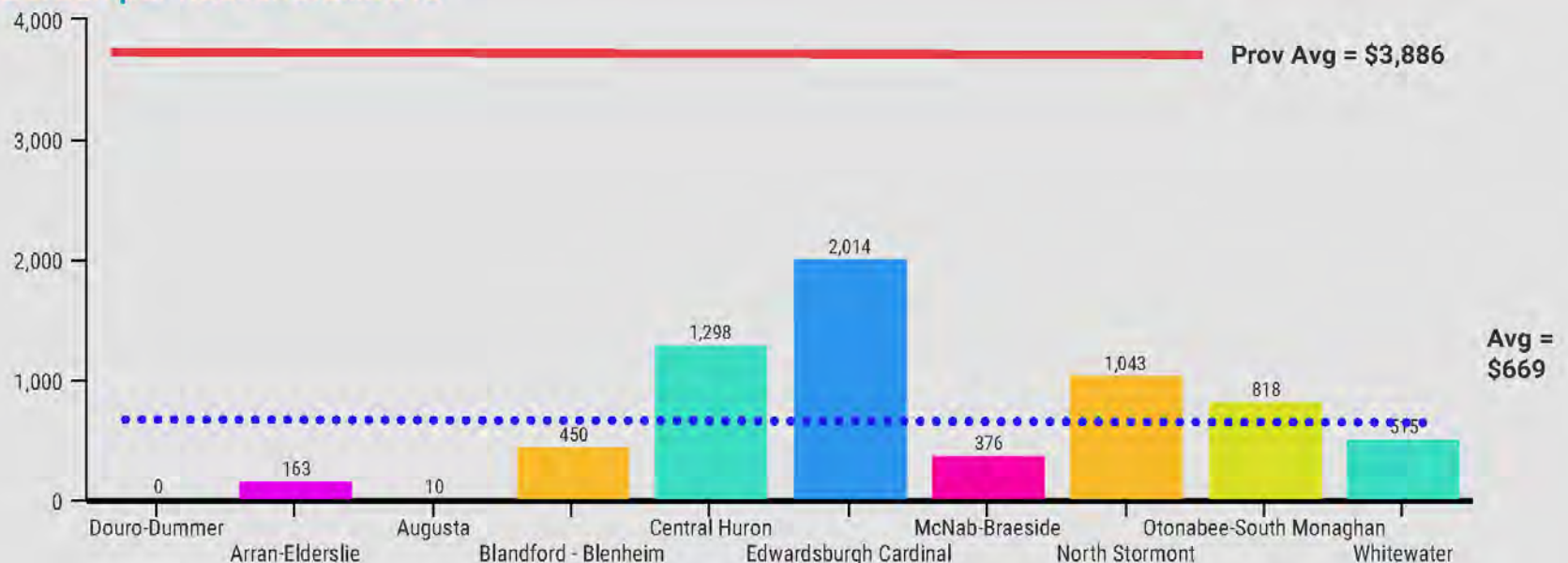
## DD BENCHMARKS - Reserves and Debt

### Reserves per household...2018

(DD is 16% below the benchmark average)



### Debt Burden per household...2018



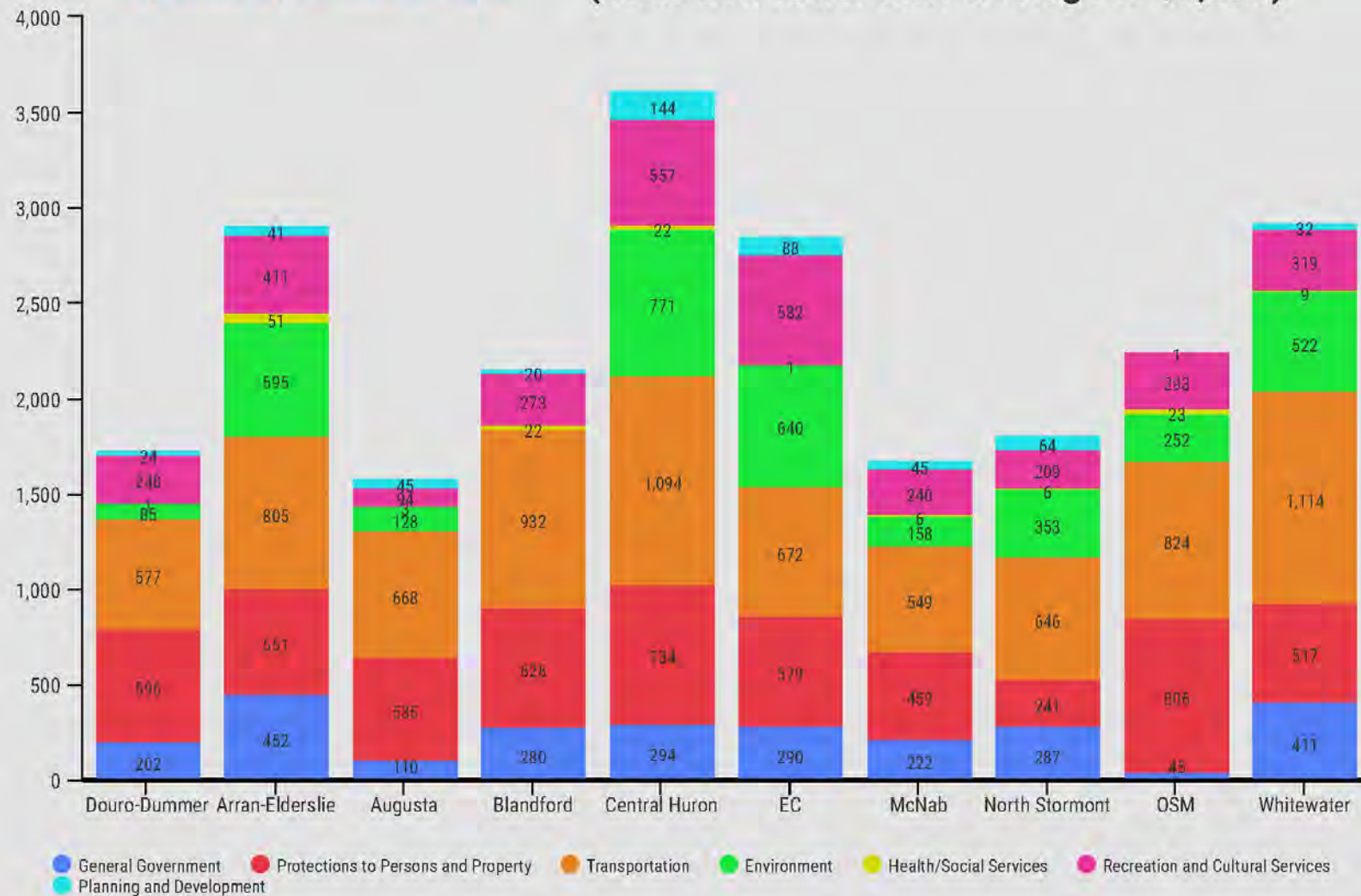




## DD BENCHMARKS - Expenses by Function

Expenses by function...2018

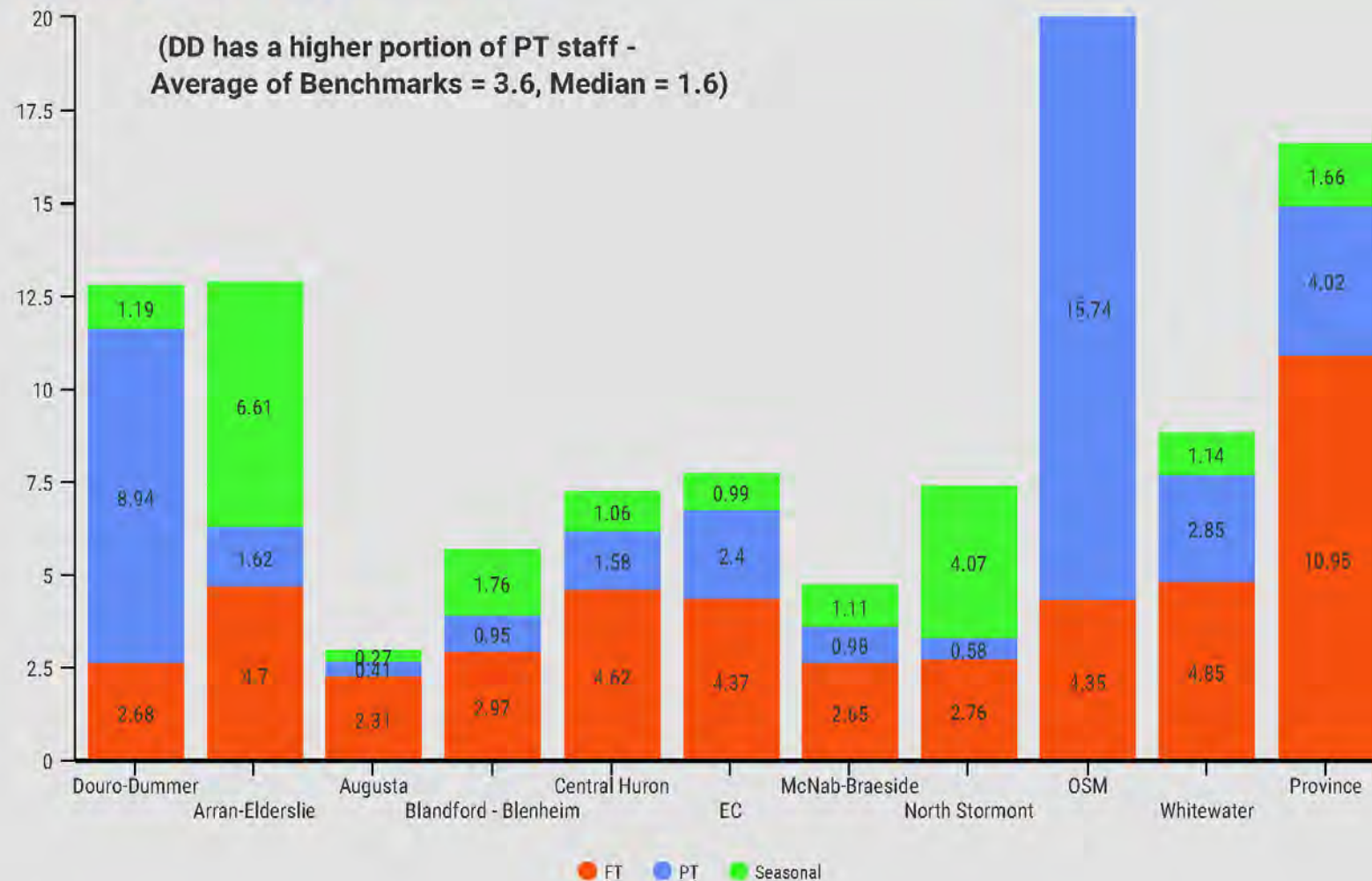
(DD is 26% lower than average of \$2,350)





## DD BENCHMARKS - Workforce

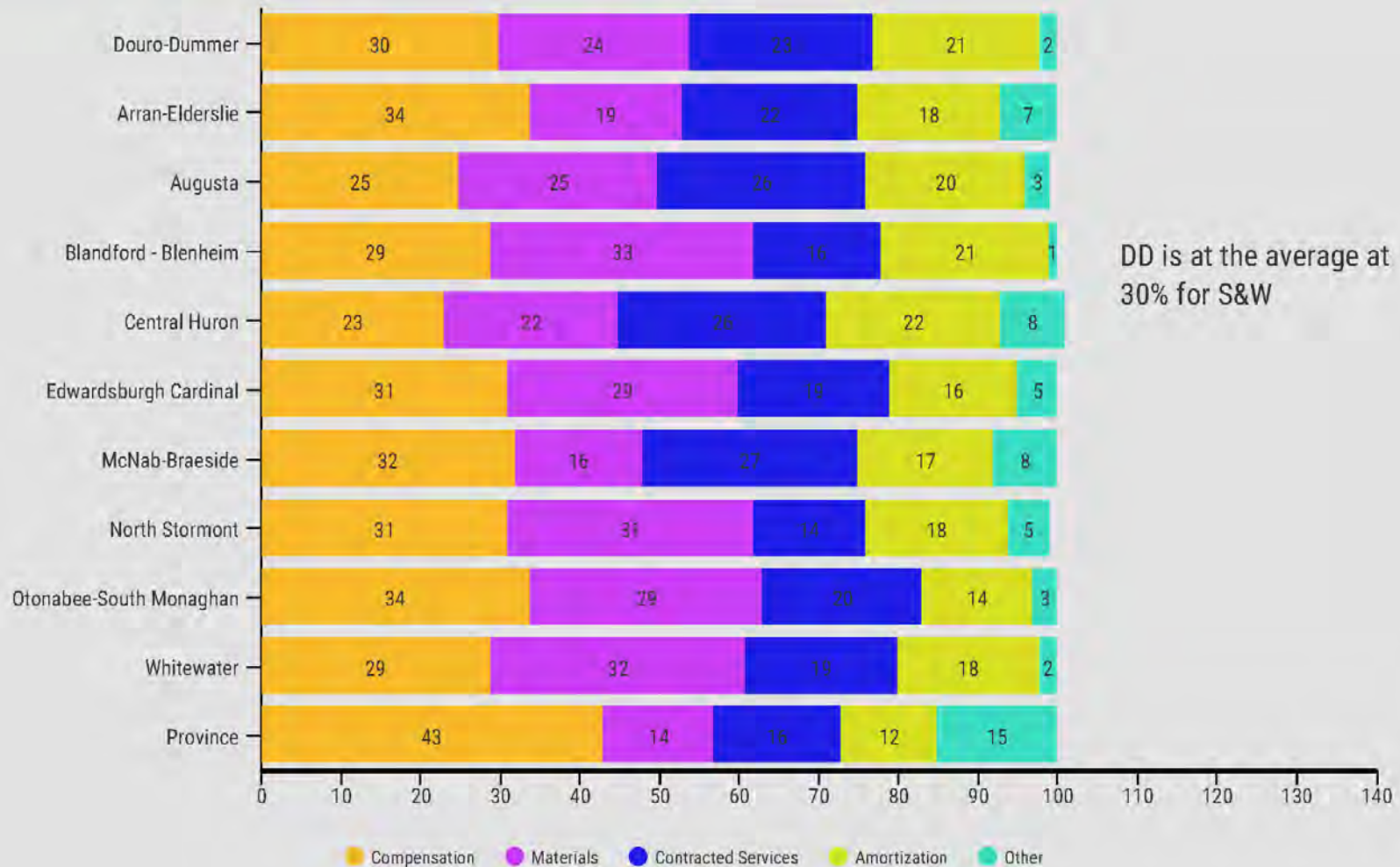
### Workforce per 1000 Population 2018





## DD BENCHMARKS - Expenses by type

### % Expenses by Type...2018





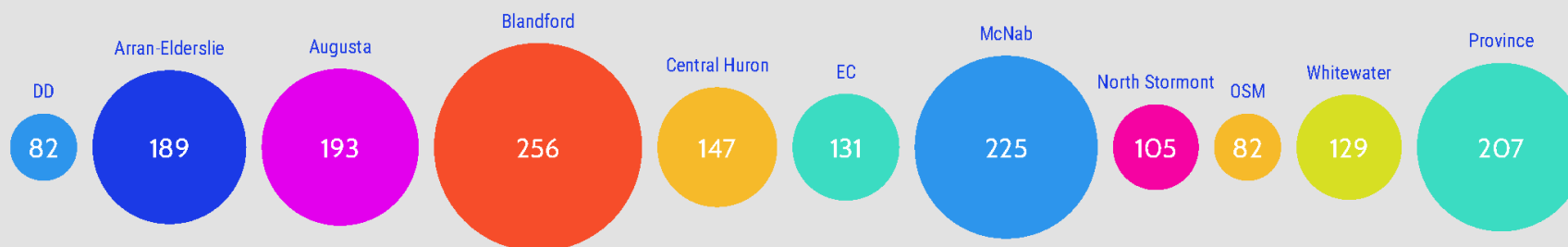


## DD BENCHMARKS - Asset Performance Indicators

### Asset Sustainability Ratio...2018

(DD is below the benchmark average of 154%)

Target is > 90%

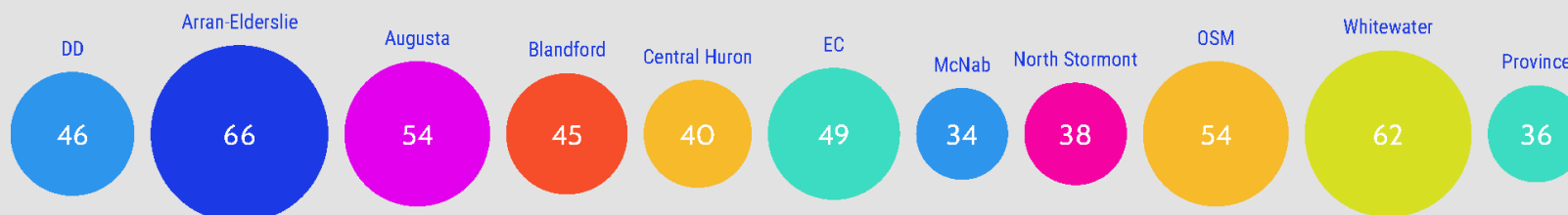


Asset Sustainability Ratio : Capital additions as a percentage of amortization expense

### Asset Consumption Ratio...2018

(DD is close to average of 49%)

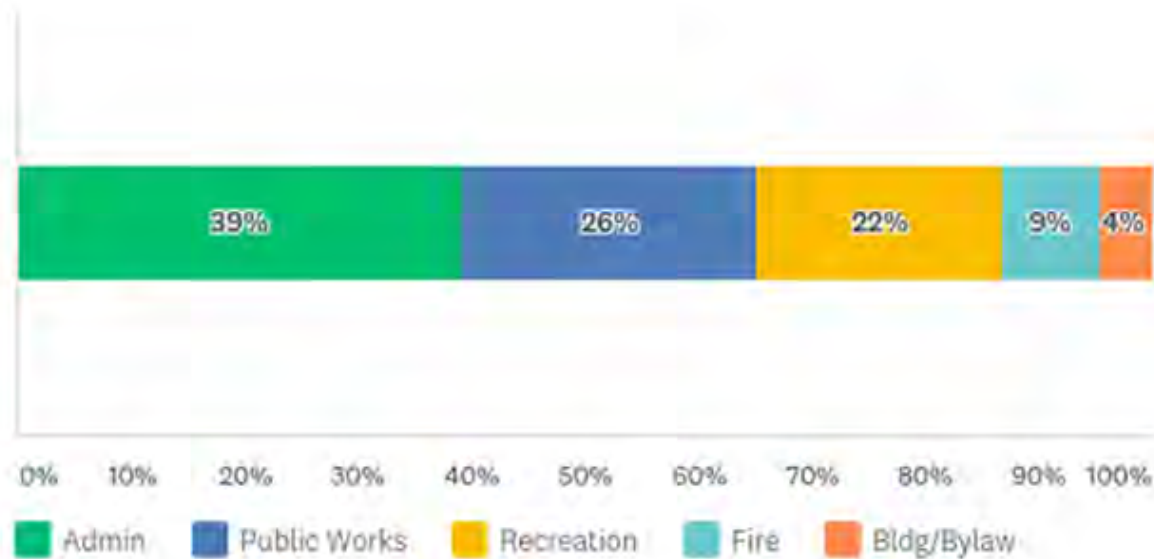
Target is < 50%



Asset Consumption Ratio: Closing amortization over historical cost of tangible capital assets

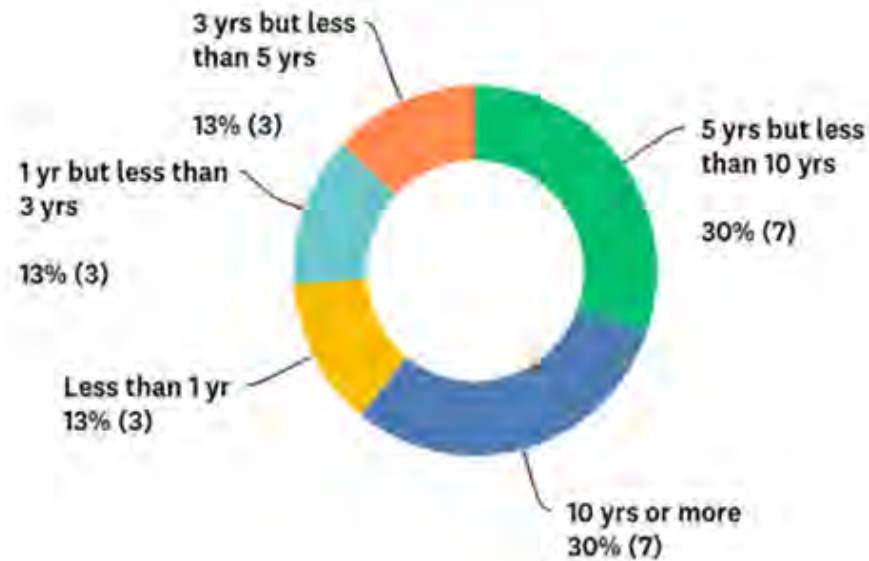
## APPENDIX C: STAFF SURVEY RESULTS

## Q1: Please Identify Your Department

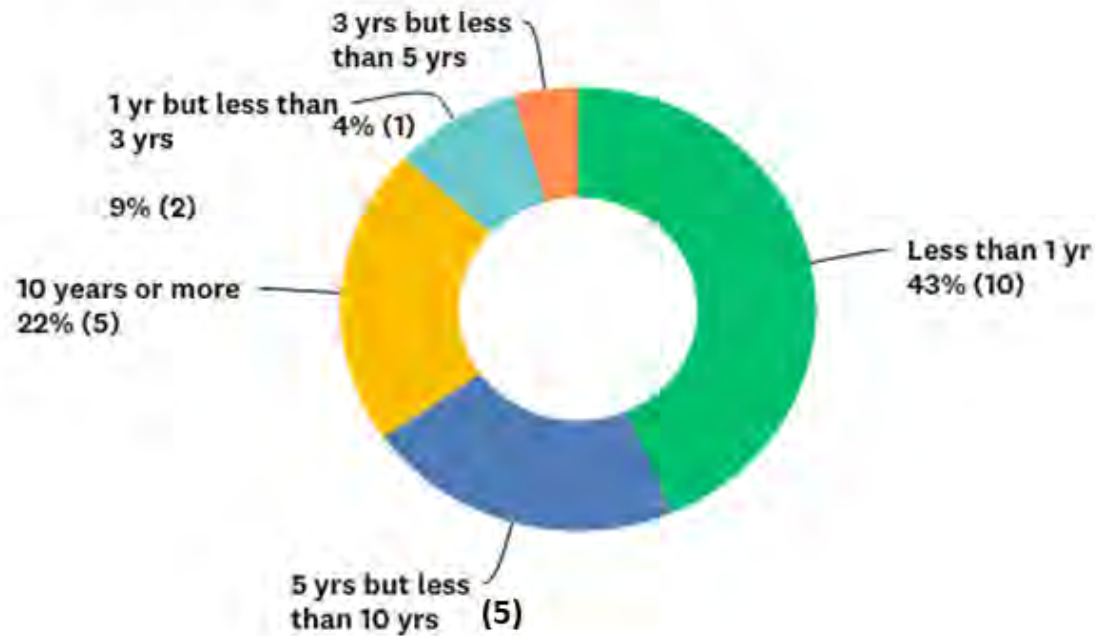


Survey Response rate = 96%

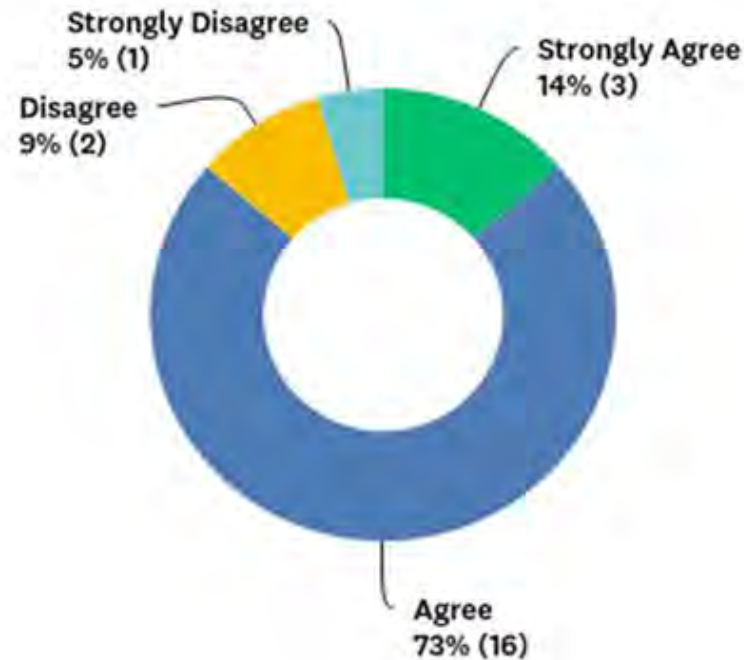
Q2: For how many years have you worked at the Township?



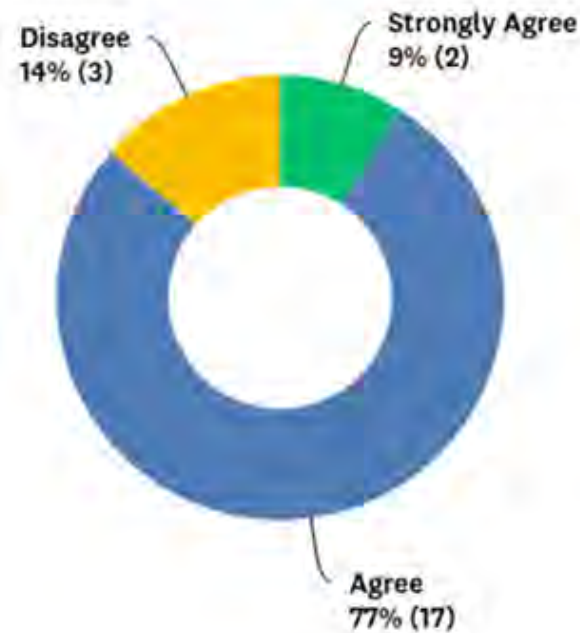
Q3: For how many years have you been in your current position?



Q4: In the past two years, I have been given the opportunity to recommend improvements.

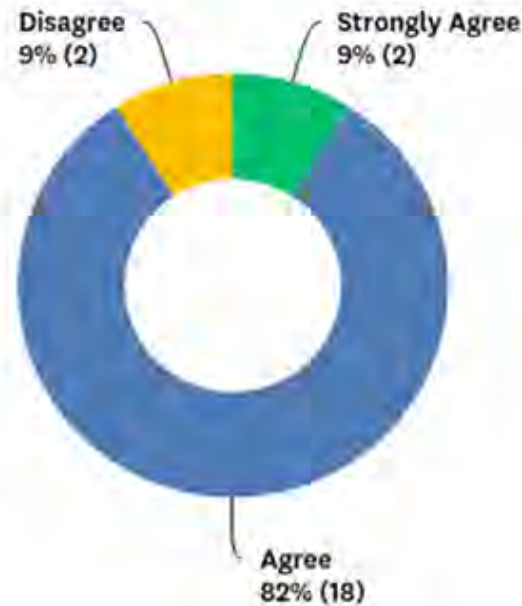


Q5: My suggestions for improvements have been received, explored and acted upon.

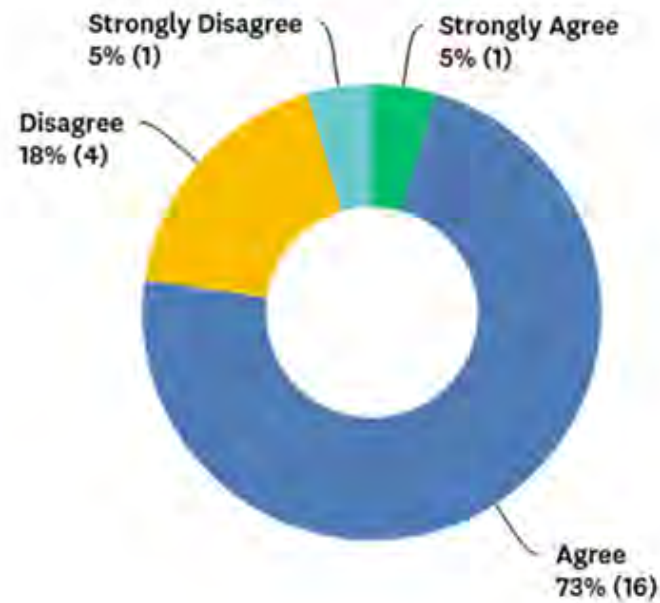




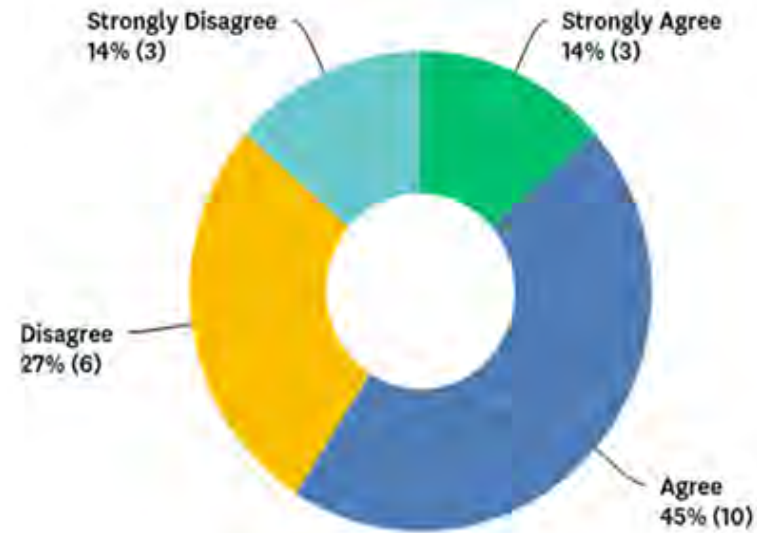
Q6: Management is willing to listen to the ideas and concerns of staff to improve the workplace and customer services.



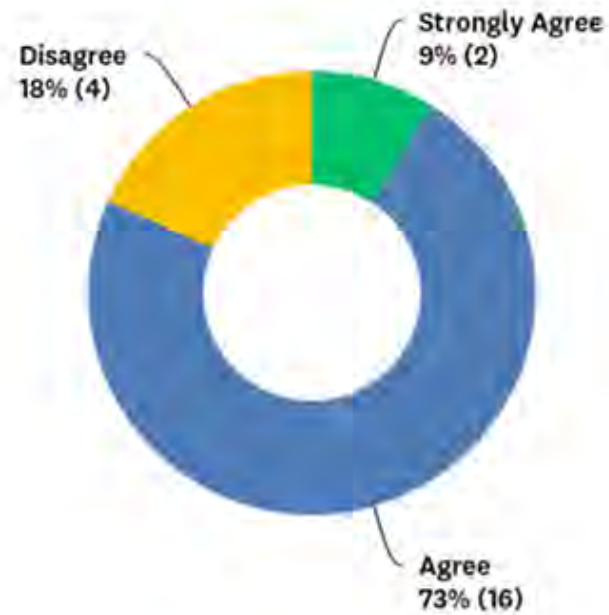
Q7: I get excited about going to work



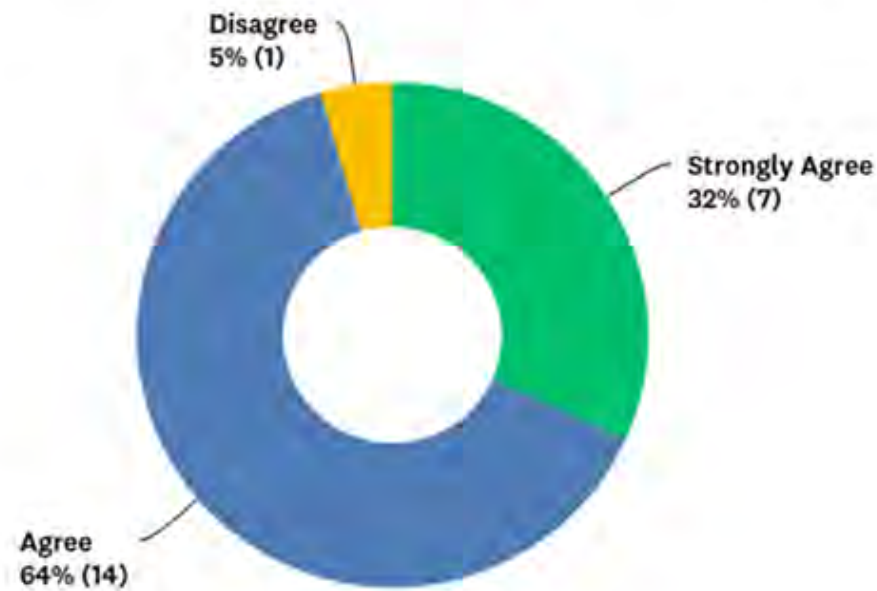
Q8: I am satisfied with my overall compensation



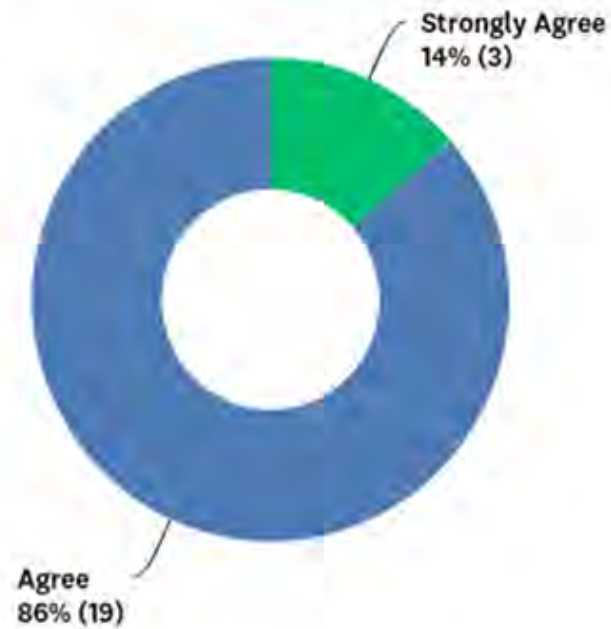
Q9: The Township ensures my working environment is safe



Q10: Employees treat each other with respect.

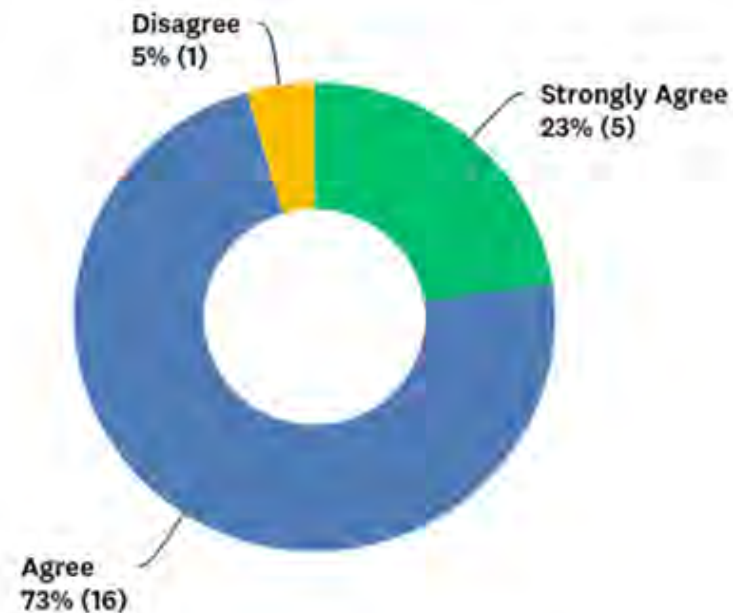


Q11: I am willing to take on new tasks as needed.





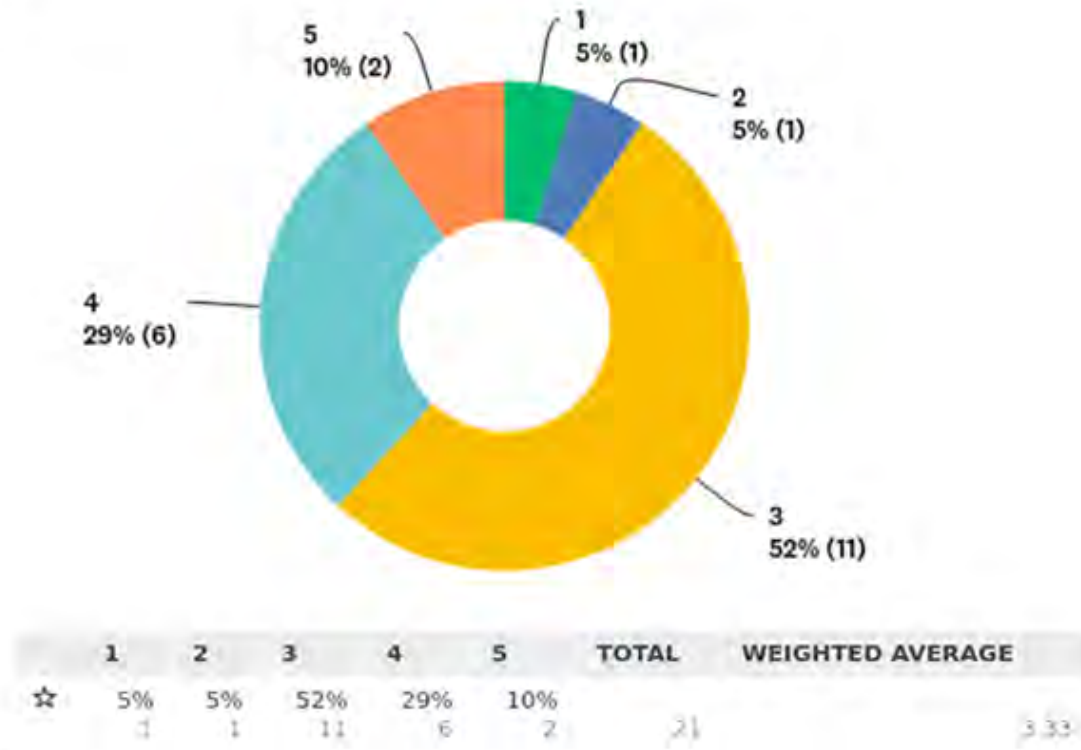
Q12: The Township provides job-related training and professional development opportunities.



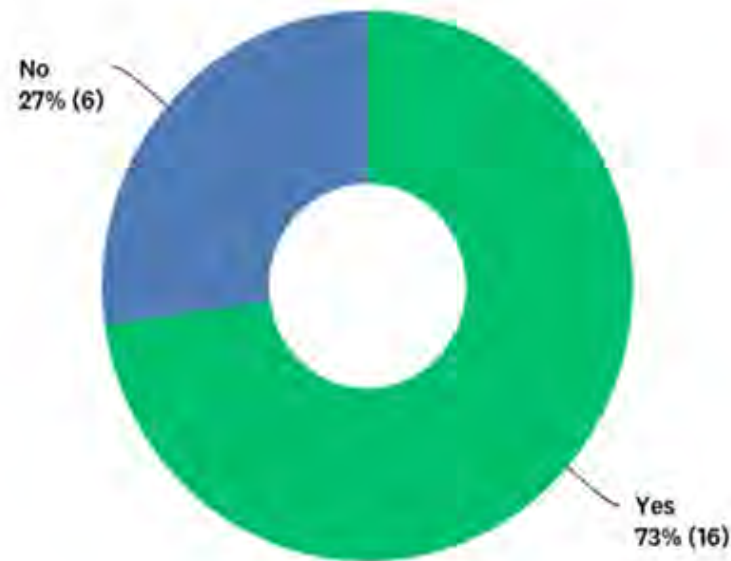
## Q13: Top Three Training Needs

Health & Safety	Systems & Certifications	Administration
Chain saw	Diamond system	Asset Management
Falls arrest	BCIN	Records management
WHMIS & First Aid	FP2	By laws and Policies
Surface Miner	Playground Inspection	Budget process
Facilities maintenance	MPAC/Municipal Connect, GIS	Leadership development
Parks maintenance	Smart List Building	Financial forecasting
Ice making		Legal and HR Issues
Refrigeration		MFIPPA

Q14: How would you rate your comfort level with technology.



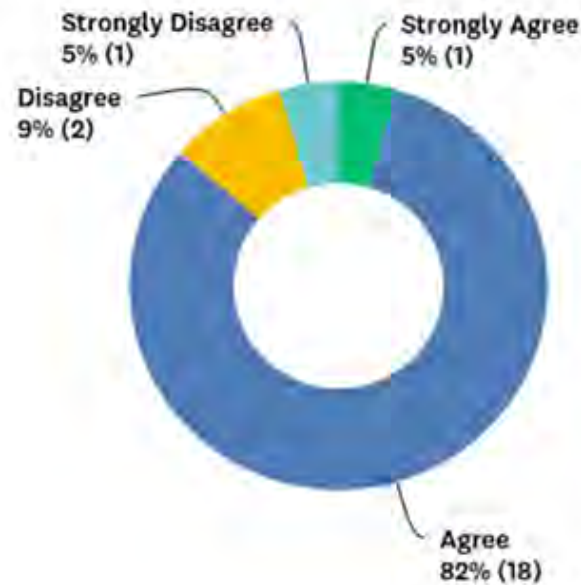
Q15: I have the technology I need to do my job efficiently.



## Q16: What technology would you need

- ☐ Laptops for remote work
- ☐ Tablets for recording inspections and reporting on work orders
- ☐ Smart phones with data
- ☐ Back up camera for parks truck

Q17: Employees in my department willingly accept change.





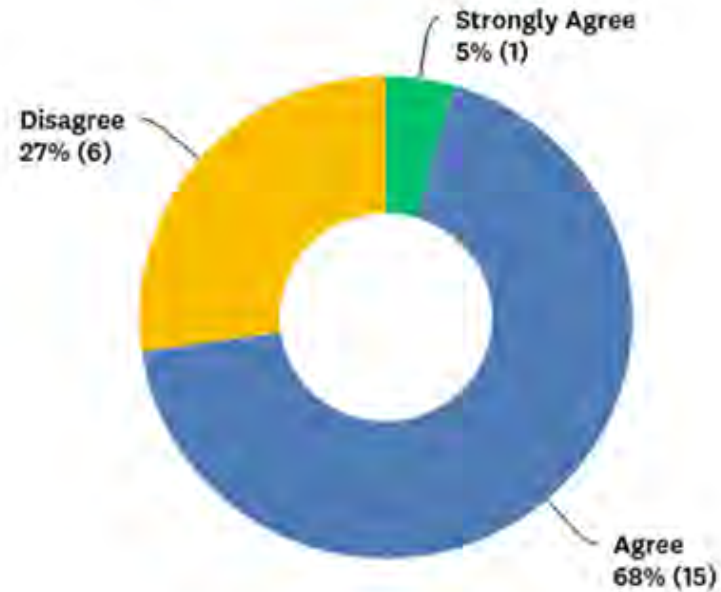
Q18: Do you have concerns about change in the workplace



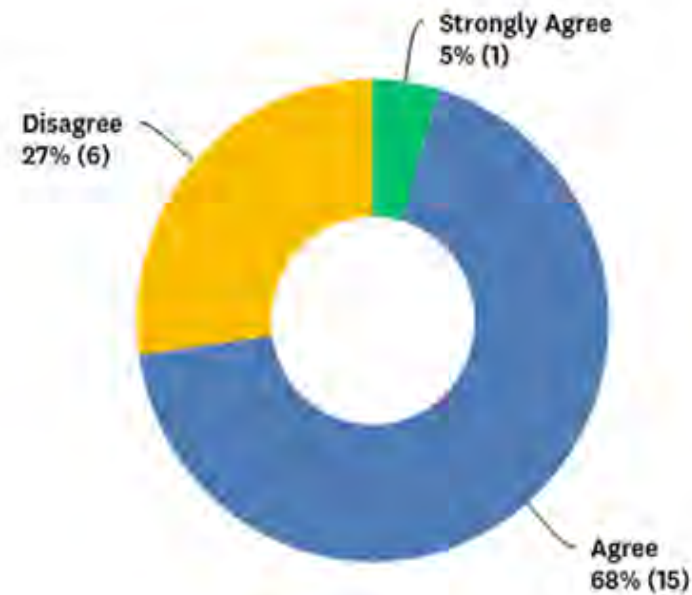
## Q19: What concerns do you have about workplace change

- ☐ We have had major people retire. Not sure how new management will handle things.
- ☐ I am fearful that the *status quo* will continue, and change will not occur - managers and staff that are absent, reliant on cross training to cover for long term absenteeism, lack of staff with specific skills sets and focus
- ☐ Clear and transparent communication of the changes will go a long way to address staff concerns
- ☐ Maybe it's just because management and staff have been the same for so long but it's worrying that there are so many managers that are new or changing at the same time and that we don't have an experienced CAO with financial background to oversee and provide consistency as we move forward

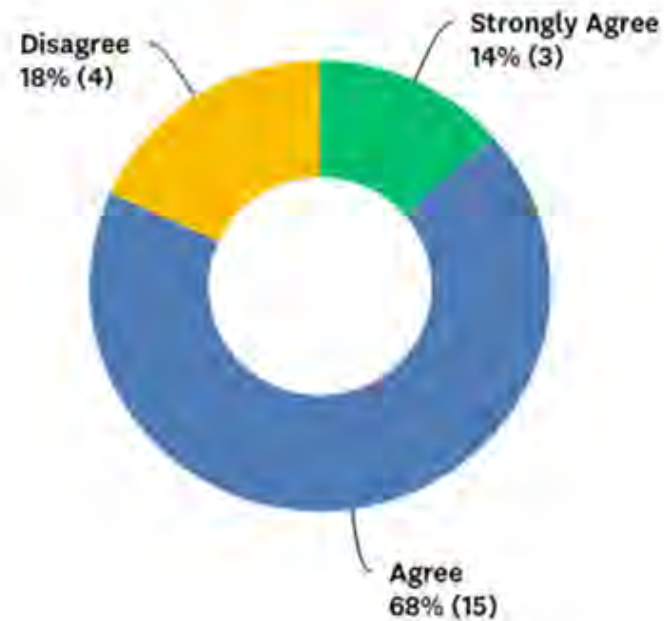
Q.20: I have opportunities for career advancement within the Township



Q21: I believe my supervisor/manager communicates effectively



Q.22: Management within my department recognizes strong job performance.

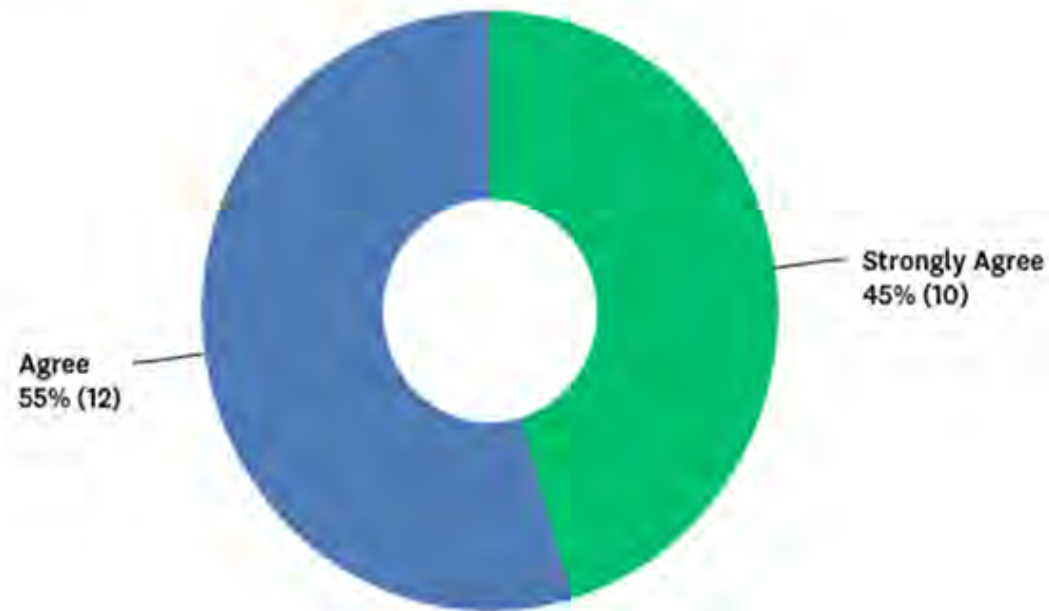


## Q.23: How would you like to see strong performance recognized

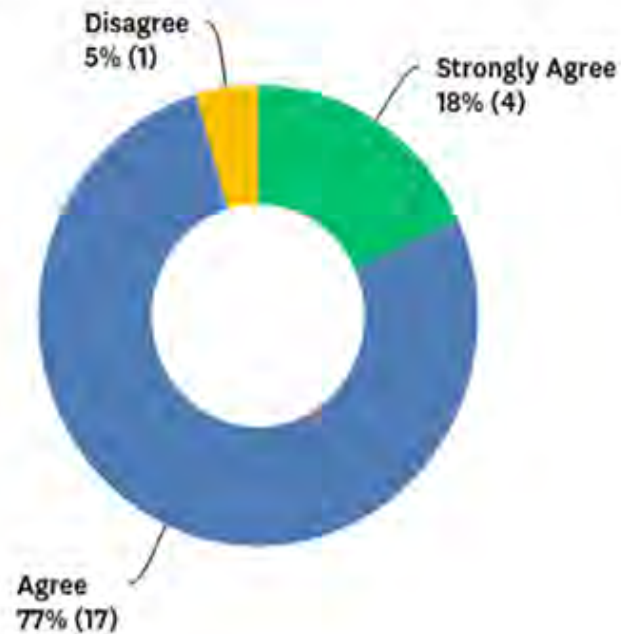
- Change the performance evaluation form to provide for staff/management input
- Introduce a 5-year service recognition acknowledgement
- Recognize employees who do an exceptional job at staff meetings and in managers' monthly reports to Council
- Create a pay grid for part-time employees
- Increase salary/paid time off to match neighboring townships
- Include job specific training to further enhance and encourage strengths
- Give strong performers more leeway in setting their own schedules
- Develop a more formalized system to recognize accomplishments



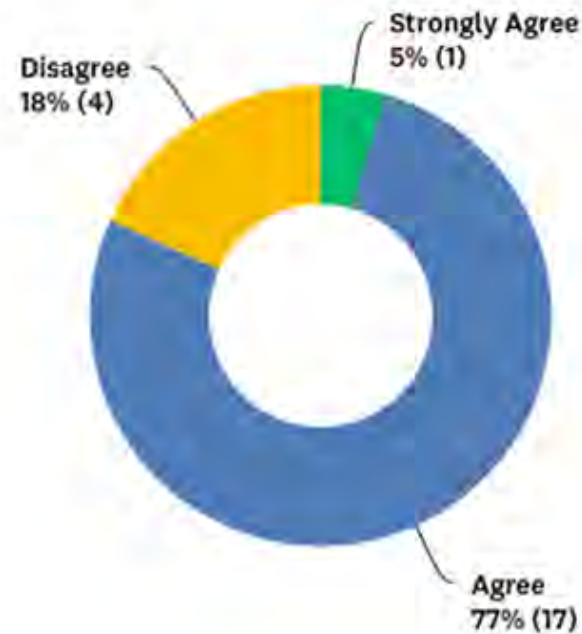
Q24: My coworkers and I have a good working relationship.



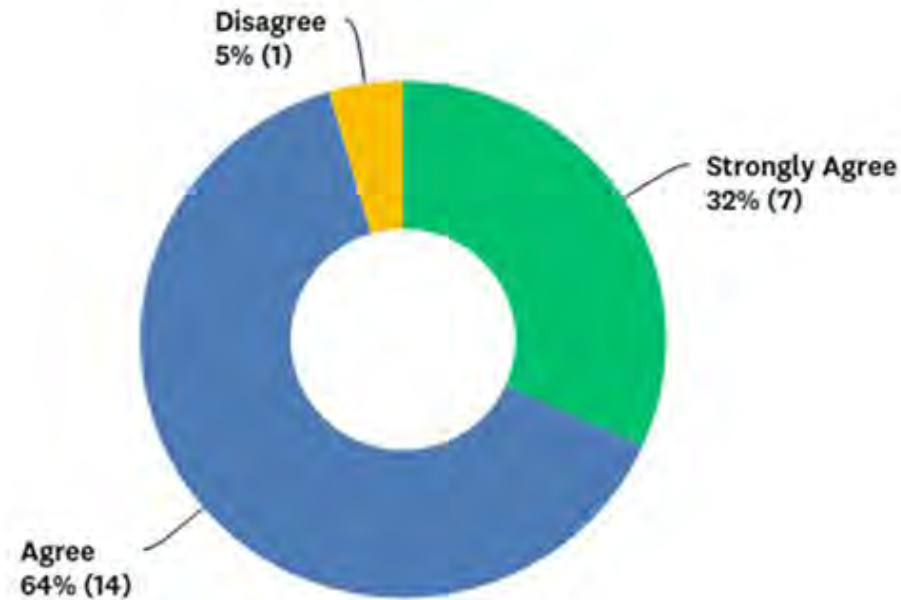
Q.25: I am satisfied that I have opportunity to apply my talents and expertise



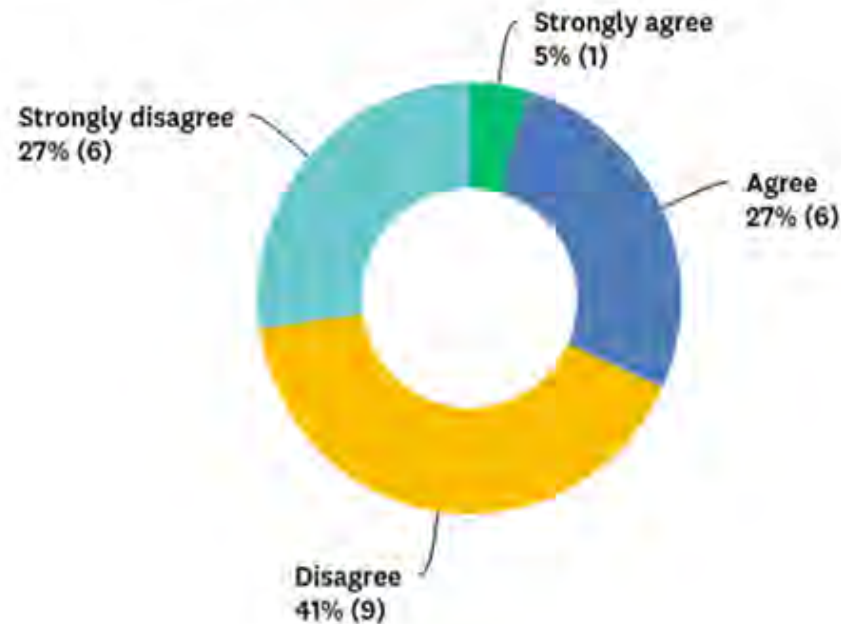
## Q26: The Township operates in a socially responsible manner



Q27: My department's work positively impacts people's lives in the Township



Q28: There are questionable work-place practices or purchases in my department.

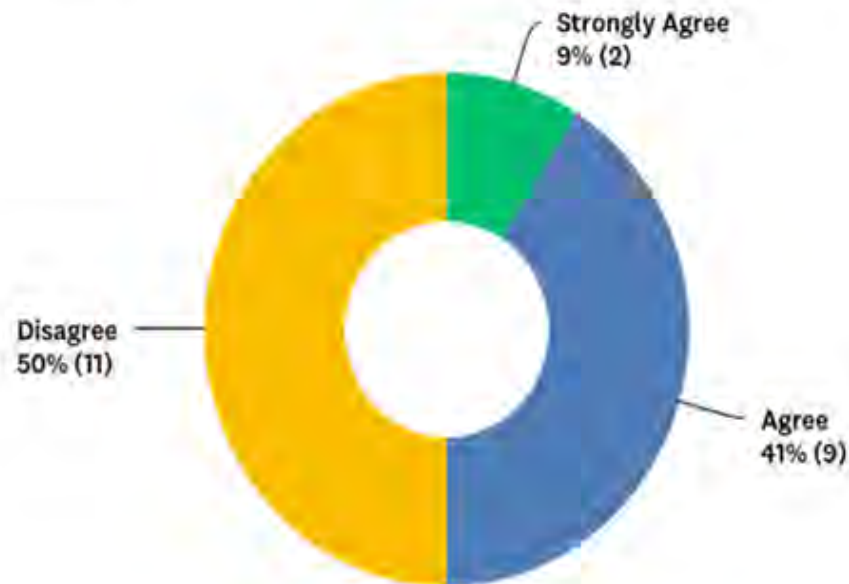


## Q29: Please provide details regarding any questionable work practices or purchases

- ☐ Having enough time and water to properly grade roads
- ☐ The department could do same projects cheaper if management paid closer attention
- ☐ We need to update our equipment as our needs change
- ☐ Invest in maintenance programs instead of reaction to repairs. Aged facilities need work but budgets get cut and work isn't done
- ☐ Offer better employee packages for part-time employees to retain staff from winter to summer and less need to retrain staff every year



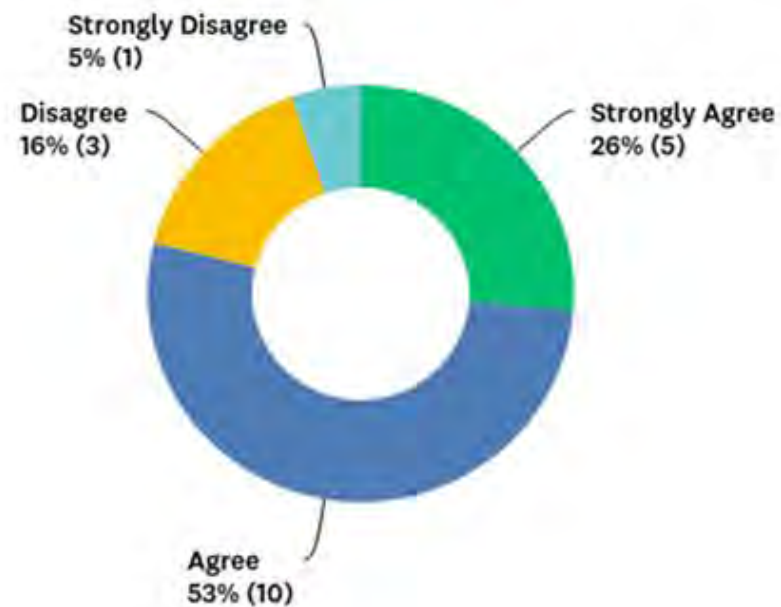
## Q30: Communication between senior leaders and employees is good



## Q31: Suggestions for improving communication between senior leaders and employees

- ☐ In the past, there used to be communication once the budget was passed and the work plan would be laid out for the year.
- ☐ Open and transparent. This is not always the practice
- ☐ Staff often feel left in the dark. Managers not present and unable to understand processes in place to cope with absenteeism
- ☐ I feel that often management doesn't pass on to employees the decisions that are made - sometimes we know nothing and must read about it in the local newspaper
- ☐ Staff have felt and said amongst ourselves for years that we know less working for the municipality than people in the community do. It would be nice to be kept up to date on items going on in the municipality at staff meetings

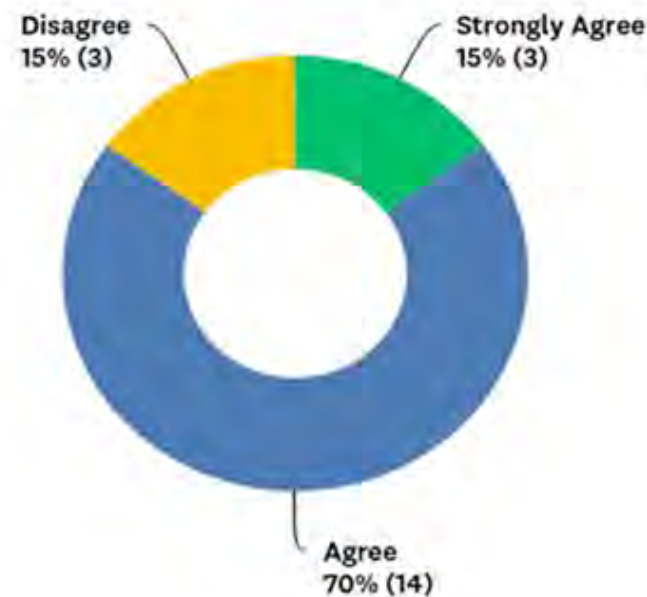
Q32: I am satisfied with my overall job security.



## Q33: Top three services where Township does a good job

Department	Services/Programs	Activity/Staff
Public Works	Ice maintenance	Remembrance Day
Fire Department	Snow removal	Front Counter Staff
Administration	Road maintenance	Clerks
Building Department	Waste management	
	Permits	
	Tax collection	

Q34: There are opportunities within my department and/or municipality to improve operating efficiency and effectiveness.



## Q35a: Areas where services could be more efficient and/or effective

- ☐ More training in Diamond - fewer spread sheets would be used
- ☐ More familiarity with the PSD software will provide better and more detailed reports for Asset Management forecasting
- ☐ Provide better compensation to recreation staff and you will get better performance. Stop paying minimum wage in the Summer
- ☐ Increase park rental rates across the board to increase revenue. We offer too many free fields to youth when we still have costs to cover.
- ☐ Online mailing services, online newsletters/service notices public



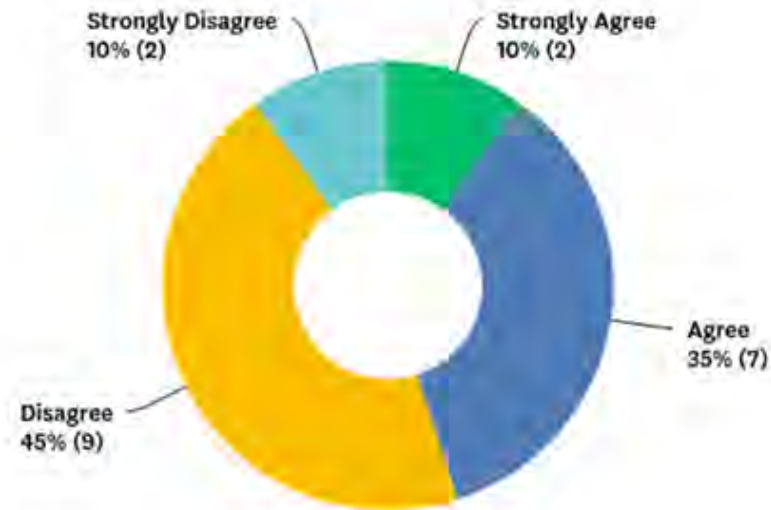
## Q35b: Areas where services could be more efficient and/or effective

- ☐ Social media to get more info and messages out (e.g. tools such as Hootsuite can post for multiple platforms in one tool)
- ☐ Online services
  - o payment options for arenas/town hall/dog tags/fire permits/taxes...(e-transfer, credit card, online/telephone banking)
  - o booking system for arenas/town hall
  - o dog tag renewal
  - o burn permits
- ☐ More efficient payroll processes. It is very time consuming to gather and enter manually the information for public works payroll

## Q36: Top three opportunities to increase revenue

Increase Revenue		
Raise Taxes	Burn permit user fee	More payment options
Gravel/sand pits for roads	Increase planning fees	Increasing violation fines
Skate sharpening service	More e-payments	MESH
User fee for youth programs	Promote daytime ice rental	Create outdoor shows at north/south parks
Mailing List Tools	Design and sell township merchandise	Collect all outstanding invoices
	Lobby vending machines	

Q37: There are some services and processes in our department that are no longer needed.



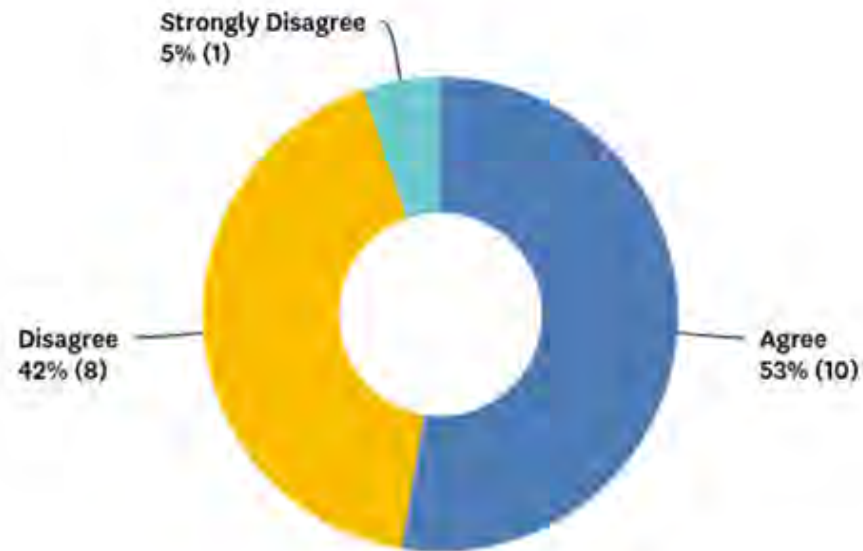
## Q38: Services or processes that could be discontinued

- ☐ Stop catering and bar services. We don't make money on catering for dinners of less than 100 people
- ☐ Paper newsletter
- ☐ Screenshot statements of previous taxes - is it possible to include with new bills sent out in Feb?
- ☐ Move to online staff attendance at incidents, training, maintenance
- ☐ Mass paper mail out of taxes, newsletters, etc.
- ☐ Eliminate Cheques for payables
- ☐ Close the old Douro Recreation Centre

## Q39: Top three opportunities to improve workload/processes and ultimately customer service

Staffing	Systems	Budget
Designate a records filing person	Digital HR system	Increase facilities maintenance budget
Hire 2 additional recreation staff	Continue to digitize forms and records	
Ensure staff are competent and consistently present	Update payroll process	
Ensure adequate admin assistant coverage	E-distribution of tax bills	
Provide more ORFA training		

Q40: My department could deliver improved or increased services through municipal partnerships





## Q41: Where services could be delivered with other municipalities

- ☐ Currently we deliver services with county and other townships including RFPs (e.g. integrity commissioner), IT assistance, planning assistance, shared road services
- ☐ County payroll staff could provide training on payroll improvements
- ☐ Use of joint planner, group purchasing, HR or recruitment services
- ☐ Staff training generally

## Q42: Any additional comments

- ☐ Will we have an opportunity to comment on the suggestions and analysis in the first report?
- ☐ Additional staff needed. Additional funds needed.
- ☐ Council should not micromanage things. It just causes friction. They are elected officials.
- ☐ Council needs to look at the bigger picture with the aging facilities

## APPENDIX D: DD TOWNSHIP POLICY INDEX

DEPT	POLICY NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
Administration	A-1	Organizational Chart	Jan.01, 2008	Feb.22, 2013	as required	
	A-2	Provision of Notice	Jan.16, 2007			
	A-3	Technology Code of Conduct	Nov.04, 2008			
	A-4	Municipal Alcohol Policy	Nov.04, 2008	Apr.02, 2013		
	A-5	Sale of Real Property	September 15, 2015			
	A-6	Health & Safety	Jan.01, 2009	15-Jan-19	Amended	
	A-7	Use of Cell Phones	Oct.06, 2009			
	A-8	Accessible Customer Service	Jan.01, 2010			
	A-9	Website Policy	Jul.06, 2010	07-Feb-17	Amended	
	A-10	Safety Policy – Use of Paper Shredder, Photocopier, Printers, Postage Meter and Folder/Inserter	Jan.18, 2011			
	A-11	Safe Access to Municipal Facilities During Inclement Weather	Feb.01, 2011			
	A-12	Panic System in Municipal Office	Mar.08, 2011			
	A-13	Municipal Building Elevator	Mar.08, 2011			
	A-14	Code of Conduct	Apr.19, 2011	15-Jan-19		
	A-15	Ultraviolet Water Treatment Equipment Inspection	May.17, 2011			
	A-16	Memorials and Expressions of Compassion	Nov.15, 2011			
	A-17	Integrated Accessibility Standards	Dec.20, 2011			
			Jan.01, 2012			
	A-18	Municipal Building Emergency Plan	Feb.07, 2012			
	A-19	Douro-Dummer Library Emergency Plan	Feb.07, 2012			
	A-20	Working Alone Procedure	Sep.04, 2012			
	A-21	Handling of Domestic Batteries Policy	Mar.19, 2013			
	A-22	Vehicle Parking at Township Community Centres and Municipal Parking Lots	17-Jun-14			
	A-23	Complaint Handling Policy	01-Nov-16			
	A-24	Use of Township Vehicles	21-Feb-17			
	A-25	Social Networking Policy	21-Feb-17	17-Dec-19		
Council, Boards, By-laws	C-1	Criminal Records Check Policy	Nov.04, 2008	August 5, 2014	01-Oct-19	
	C-2	Closed Meeting Investigations	Dec.16, 2008	January 7, 2020		
	c-3	Distribution of Council Agenda Materials	15-Nov-16			

DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
	C-4	Election Campaign Materials (Federal and Provincial)	16-May-17			
	C-5	Delegation of Powers and Duties	02-Aug-17			
	C-6	Use of Corporate Resources for Election Purposes	17-Apr-18			
	C-7	Council-Staff Relations Policy	19-Feb-19			
Development & Planning	D-1	Development of Lands in Proximity to Closed Landfill Sites	Nov.04, 2008			
	D-2	Processing of Consent Applications	Dec.18, 2012			
	D-3	Solar projects	Feb. 2, 2016			
	D-4	Protocol for Radio and Telecommunications Facilities	21-Jun-16			
Environmental Services	E-1	Re-Use Materials Policy Hall's Glen Transfer Station	Jun.17, 2008	Jun.17, 2009		
	E-2	Invoicing of Tipping Fees	Nov.04, 2008	Nov.04, 2009		
	E-3	Halls Glen Transfer Station Operational Guidelines	Oct.06, 2015			
Finance	F-1	Tangible Capital Asset Policy	Dec.16, 2008			
	F-2	Procurement Policy	07-Jun-11	04-Oct-16	Amended	
	F-3	Tax Collection Policy	Nov.04, 2008	04-Oct-16		
	F-4	Capital Asset Policy - Transition	Dec.16, 2008			
	F-5	Investment	Mar.05, 2013		Amended	
	F-7	Official Receipts	Dec.20, 2016			
	F-8	Corporate Asset Management Plan	18-Jun-19			
Historical	H-	Use and Procedures of Archival Records	Jun.24, 2008			
Human Resources	HR-1	Hiring of Employees	Nov.04, 2008	January 19, 2016		
	HR-2	Return to Work Policy	Dec.06, 2011			
	HR-3	Continuing Education, Training and Accreditation Policy	Feb.17, 2015		Amended Mar.3, 2015	
	HR-4	Workplace Bullying and Harassment Policy	15-Jan-19			
	HR-5	Workplace Violence Prevention	15-Jan-19			
	HR-6	Workplace Substance Abuse Policy				
	HR-7	Disciplinary Policy	01-Oct-19			
	HR-8	Vacation Entitlement and Usage	01-Oct-19			
Library	L-					

DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
Protection & Enforcement	P-1	Emergency Management Remuneration	Dec.18, 2007			
	P-2	Property Standards Policy	Nov.08, 2008			
	P-3	Tracking and Filing of Building Permit Records	Sep.02, 2008	Sep.02, 2009		
	P-4	Code of Conduct - Chief Building Official	Apr.19, 2011			
	P-5	Use of Farm Building for Assembly Occupancy Policy	Aug.07, 2012			
	<del>P-6</del>	<del>Siting of Wireless Telecommunications Facilities</del>	<del>Feb.17, 2009</del>	Repealed December 3, 2019		
	P-7	Radar Speed Board	Nov. 03, 2015			
Recreation & Comm Services	R-1	General Responsibilities & Duties of Employees for Park & Recreation Department	Oct.05, 2010			18-Apr-17
	R-2	Responsibilities & Duties of Employees Working at Community Centre Events	Oct.05, 2010			18-Apr-17
	R-3	Ice Resurfacing	Oct.05, 2010	March 4, 2014	Amended	18-Apr-17
	R-4	Ice Maintenance	Oct.05, 2010	March 4, 2014	Amended	18-Apr-17
	R-5	Propane Cylinder Changing	Mar.08, 2011			18-Apr-17
	R-6	Olympia Blade Changing	Mar.08, 2011			18-Apr-17
	R-7	Bartenders at Events	Apr.19, 2011			April 2 2014
	R-8	Reimbursement of Facility Rental Fees	Apr.19, 2011			18-Apr-17
	R-9	Dressing Room Cleaning	Aug.02, 2011			18-Apr-17
	R-10	Washroom Cleaning	Aug.02, 2011			18-Apr-17
	R-11	Security of Events	Oct.18, 2011	Feb.19, 2013	Amended	18-Apr-17
	R-12	Douro Arena Emergency Plan	Feb.07, 2012			18-Apr-17
	R-13	Warsaw Arena Emergency Plan	Feb.07, 2012			18-Apr-17
	R-14	Advertising Policy	March 19, 2013			18-Apr-17
	R-15	Access to Recreation	Jan. 21, 2014			18-Apr-17
	R-16	Staff First-Aid Response Procedure	March 4, 2014			18-Apr-17
	R-17	Use of Parks and Recreation Department Truck	March 4, 2014			18-Apr-17
	R-18	Ammonia Leak Policy	October 7, 2014			18-Apr-17
	R-19	Lawn Mower Operation Policy	October 7, 2014			18-Apr-17
	R-20	Meat Slicer Operation Policy	October 7, 2014			18-Apr-17
	R-21	Weed Eater Operation Policy	October 7, 2014			18-Apr-17
	R-22	Emergency Procedure for dealing with a power failure greater than 20 minutes in duration or inclement	April 7, 2015			18-Apr-17

DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
		weather for the Douro Community Centre				
	R- 23	Emergency Procedure for dealing with a power failure greater than 20 minutes in duration or inclement weather for the Warsaw Community Centre	April 7, 2015			18-Apr-17
	R-24	Warsaw Community Centre Elevator Operation	April 7, 2015			18-Apr-17
	R-25	Douro Community Centre Accessible Lift Operation	April 7, 2015			18-Apr-17
	R-26	Adding Oil to Ammonia Compressors Policy	November 17, 2015			18-Apr-17
	R-27	Draining/Purging Oil from the Ammonia Chiller Policy	November 17, 2015			18-Apr-17
	R-28	Room or Facility Rental Preparation Policy	November 17, 2015			18-Apr-17
	R-29	Playground Inspection Policy	May 2, 2017			
	R-30	Trail Inspection Policy	May 2, 2017			
	R-31	Staff Identification while working at Community Centre and Parks	19-Nov-19			
Transportation	T-1	Entrance Permits	Nov.04, 2008	18-Nov-14	19-May-15	
	T-2	Roadside Brushing & Ditching	Aug.14, 2007			
	T-3	Hours of Service	Feb.19, 2008			
	T-4	Turtle Crossing Signs	Jun.19,2007			
	T-5	Public Works Traffic Control	Sep.02, 2008	Sep.02, 2009		
	T-5(a)	Traffic Protection Plan	Jul.29, 2010			
	T-6	Road Allowance Closure	Oct.20, 2009	Nov.02, 2010		
	T-7	Fuel Handling Policy	Mar.16, 2010			
	T-8	911 Sign Installation and Replacement	Apr.06, 2010	02-Feb-16		
	T-9	Chainsaw Operation	Oct.19, 2010			
	T-10	Cargo Securement	Oct.19, 2010			
	T-11	Minimum Maintenance Standards Winter Maintenance	Nov.02, 2010	Nov. 5, 2013		
	T-12	Pressure Steamer Operation	Apr.05, 2011			
	T-13	Grader Operation	Apr.05, 2011			
	T-14	Road Sweeper Operation	Apr.14, 2011			
	T-15	Patching	Apr.19, 2011			
	T-16	Backhoe/Excavator Operation	May.03, 2011			
	T-17	Packer	May.03, 2011			
	T-18	Operating Tractor and Push Mower	May.03, 2011			
	T-19	Welding - Hot Work Policy	Feb.07, 2012			



DEPT	POLICY.NUMBER	TITLE / SUBJECT	APPROVED EFFECTIVE DATE	REVISION DATE	NEXT REVISION DATE	Reviewed Date
	T-20	Emergency Procedures for Dealing with Fire or Bomb Threat at the Douro Roads Depot	Mar.20, 2012			
	T-21	Emergency Procedures for Dealing with Fire or Bomb Threat at the Warsaw Roads Depot	Mar.20, 2012			
	T-22	Generator Policy	May.15, 2012			
	T-23	Small Generator Policy	May.15, 2012			
	T-24	Sign Retroreflectivity	Oct.16, 2012	October 7, 2014	Amended	
	T-25	Angle Grinder	Jan.08, 2013			
	T-26	Snow Removal & Sanding Policy	Nov. 5, 2013			
	T-27	Criteria for Surface Treatment	Feb. 14, 2013	August 2, 2016 Amended		
	T-28	Cyclist Use of Roadways	March 18, 2014	Amended January 20, 2015		
	T-29	Record Keeping and Winter Maintenance Snow Plowing Routes/ Patrolling	March 18, 2014			
	T-30	Sidewalk Winter Maintenance	March 18, 2014	Dec. 6, 2016		
	T-31	Maintenance of Roads and Shoulders for Pedestrian Use Where No Sidewalks Exist	March 18, 2014			
	T-32	Road name changes/Recognition sign requests - Formally C-3	Jan.20, 2009	Dec.18, 2012	Amended	
	T-33	Collection of Charges for Damages to Municipal Highways due to Construction	Nov. 03, 2015			

## APPENDIX E: RECOMMENDED POLICIES FRAMEWORK & FORMATS

<b>Administrative Policies</b>
<b>Governance Policies</b>
<b>Accountability and Transparency Policy</b>
Accountability Framework and Delegation of Authorities
Access to Records and Information
Procedural Bylaw
Closed Meeting Policy
Boards and Committees Policy
Council Code of Conduct
Council Remuneration, Resources and Expenses
Elections
Council Staff Relations Policy
Accessibility Policy
Policy Governing Policies and Procedures and Review Cycle
<b>Communications</b>
Customer Service Standards and Customer Conduct Policy
Advertising Policy
Public Notice and Engagement
Online Communications including Social Media
<b>Finance Policies</b>
Financial Control Policy
Integrated Planning Framework
Budget Policy
Chart of Accounts
<b>General Accounting</b>
Journal Entries
Accruals
<b>Assets</b>
Banking
Investments
Development Charges and Interest Policy
Taxation Receivables Management
Tax Arrears
Receivables Management and Collections Policy
Allowance for Doubtful Accounts and Write offs
<b>Asset Management</b>
TCA Policy
Disposals of TCAs
Strategic Asset Management Policy

Update to Asset Management Plan
Inventory
Inventory for Resale
<b>Equity</b>
Reserves
Accumulated Surplus/Deficit
<b>Liabilities</b>
Debt Management
Payables Management
Contaminated Sites
<b>Expenses</b>
<b>Purchasing and Payables</b>
Procurement
Receiving
Invoicing - 3 Way Matching
Cash Disbursements
Travel and Hospitality
Petty Cash
Leasing
Grant Management
Payment
Procurement Cards
Interest and Service Charges
<b>Payroll and Benefits</b>
<b>Payroll Admin Policy</b>
Taxable Benefits
Benefits
<b>Revenues</b>
Cash Receipts and Handling
Collections
Donations
Grant Compliance and Recognition
Fees and Charges
<b>Property Taxation</b>
Tax Write Offs
Tax Rebates
Tax Exemptions
Tax Ratios
Tax Rates
<b>Financial Reporting</b>

Financial Statements
Variance Reporting, Forecasting and Analysis
Performance Reporting
Financial Reports to Council
Financial Information Return
Financial Systems and Security
<b>Fiscal Periods</b>
Month End
<b>Year End</b>
Period 13
Audit Preparation and Management Letter response
Records Retention
Document Management
<b>Risk Management</b>
Fraud Prevention
Insurance
<b>Human Resources</b>
<b>Recruitment and Retention</b>
Recruitment and Selection Policy
Acting Assignments and Lateral Transfers
Anti Nepotism Policy (Formerly Employment of Relatives)
Driver's Licence Class Policy
Eligibility for Re-employment
Employee Holding More Than One Part Time Position
Police Background Checks Policy
References
Succession Planning Policy
<b>Total Rewards</b>
Benefits Policies
Classification of Positions Policy
Compensation Policies
Salary Overpayment/Underpayment Policy
Salary Progression Policy
Retirement Recognition Policy
Vacation Entitlement
<b>Work Environment</b>
Leaves Policies
Attendance Support Program Policy
Bereavement Policy
Code of Conduct for Employees Policy

A: Conflict of Interest
B: Fees, Gifts and Hospitality
C: Financial and Business Integrity
D: Outside Employment and Activity
E: Anti Nepotism and Integrity
Use of Township Equipment
Computer and Technology Acceptable Use Policy
Customer Service Standards Policy
Discipline Policy
Driver's Licence Status Change and Suspension Policy
Employment Accommodation Policy
Flexible Work Arrangements Policy
Harassment and Discrimination
Harassment and Discrimination Prevention Policy
Personal Harassment Prevention Policy
Protocol for Gender Identity and Gender Expression
Inclement Weather Policy
Influenza Immunization Policy
Personal Information (Employee Files Policy)
Substance Use Policy
Telecommuting Policy
Theft, Fraud and Waste
Violence in the Workplace Prevention Policy
Whistleblower By-Law
Workplace Dress and Professional Image Policy
<b>Learning and Development</b>
Business Travel - Conference Attendance
Learning and Development Framework
Professional Affiliation Fees Reimbursement Policy
Tuition Fees Reimbursement Policy
Tuition and Training Expense Recovery Policy
<b>Absence from Work</b>
Employee Guide to Leaves of Absence
Accommodation of Time Required for Religious Observance Policy
Bereavement Leave Policy
Jury and Witness Duty Policy
Military Leave
Pregnancy and Parental Leave Policy
Summary of Employee Responsibilities
Unpaid Leave of Absence Policy

<b>Health, Safety and Wellness</b>
Corporate Health, Safety and Wellness Policy (incl WHMIS)
Critical Incident Peer Support Team Policy
Employee Assistance Program
Employee COVID-19 Health Self-Screening Policy
Healthy Food and Beverage Policy
Mental Health and Wellbeing Policy
Smoke-Free Workplace Policy
Uniform and Protective Clothing
<b>Exiting the Township</b>
Eligibility for Re-employment
Exit Questionnaire
Layoff Notice Policy
Separation of Service Policy and Procedure
Termination of Employment Policy
<b>IT Policies</b>
Acceptable Use Policy
Backup Policy
Incident Response Policy
Email Policy
Wireless Policy
Network Security Policy
Confidential Data Policy
Mobile Device Policy
Outsourcing Policy
Virtual Private Network (VPN) Policy
Password Policy
Network Access Policy
Remote Access Policy
Guest Access Policy
Third Party Connection Policy
Encryption Policy
Data Classification Policy
Retention Policy
Physical Security Policy
<b>Municipal Services Policies</b>
Planning and Development
Recreation
Fire
Transportation
Health and Social Services

**SAMPLE POLICY – SEPARATION OF PROCEDURES**

## SERVICE REQUEST AND COMPLAINT HANDLING POLICY

Approved By: Council

Approval Date:

Resolution or By-law Reference:

Effective Date:

Review Cycle: (As per policy)

**Policy Statement**

This policy shall establish a framework for the receipt and handling of municipal service requests and public complaints.

**PURPOSE:**

The purpose of this policy is to ensure that the Township has an appropriate mechanism for the handling of public service requests and complaints respecting the delivery of municipal programs and services.

This policy is to ensure a consistent and uniform process is developed by the Township Administration to effectively receive, track and resolve service requests and complaints regarding; programs, facilities, services, staff and or operational procedures. This policy is also intended to address Bill 8 - *Public Sector and MPP Accountability and Transparency Act, 2014* which provides the Ontario Ombudsman the power to investigate and resolve complaints about municipalities.



The information acquired from the tracking of service requests and complaints will also help to improve the quality as well as inform the potential need for enhanced services provided by the Township.

#### APPLICATION:

This policy extends to programs, services and facilities directly delivered by municipal employees and or any contractor on behalf of the municipality. This policy applies to requests and or complaints that are received; in person, online, by e-mail, by mail, through social media, by phone or by fax. All complaints or service requests must be documented for the purpose of ensuring an accurate record.

#### Exclusions:

\*This policy does not apply to:

- External Boards and Agencies (non-municipal)
- Services provided by other levels of government
- Anonymous Complaints
- Requests for Accommodations
- Matters Before the Courts or Administrative Tribunals

\*These communications and requests are handled through other mechanisms.

#### References & Related Policies:

Bill 8 - *The Public Sector and MPP Accountability and Transparency Act*.

*Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA)

Complaint records shall be retained in accordance with the Township Records Retention By-Law (note bylaw) and records containing personal information shall be protected in accordance with MFIPPA.

Consequences of Non-Compliance:

Failure to follow this policy may result in disciplinary action against the person not following this policy. It may also result in an investigation by the Ontario Ombudsman.

Review Cycle: This policy will be presented by the Municipal Clerk for review by Council at least once every term of office for the purpose of identifying any gaps or shortcomings.

Reporting Cycle: 1. Quarterly reporting: The Municipal Clerk will provide a quarterly report presenting a dashboard summary of the quarterly activities for all service requests and complaints.

2. Annual reporting: In addition, the Clerk will develop an annual report presenting a summary of the nature of the service requests **and complaints. The Clerk's report should be provided to Council** in advance of the annual Budget process for the purpose of ensuring that Council has the opportunity to provide direction to the administration regarding any service level changes/enhancements identified through this program for consideration during the annual budget allocation exercise.

\*REFER TO SERVICE REQUESTS AND COMPLAINT HANDLING PROCEDURE

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## Sample procedure

### PROCEDURE: SERVICE REQUEST AND COMPLAINT HANDLING

The following details shall guide staff in the administration of the Township of Douro-Dummer Service Request and Complaint Handling Procedure

Procedure No. XX-X (Cross reference with Policy No. XX-X)

#### Definitions:

*Complaint* - any expression of dissatisfaction about the action or lack of action taken regarding operations, facilities or services delivered by the Township or by a person or person(s) or business entity acting on behalf of the Township.

**The term “dissatisfaction” is key to the definition of a complaint. Feedback of a positive or general nature, comments on a service or facility that do not require a response, or requests will be noted but will not require further follow-up of Township resources. Complaints imply that the complainant is unhappy with the service received and their displeasure warrants some action on the part of Township staff that will require a follow-up response to the specific issue as it pertains to the Township’s oversight of the matter.**

*Complainant* - the person who is dissatisfied and has lodged the complaint. Anyone who uses or is affected by municipal services may make a complaint including residents, persons who work in or visit the municipality, including local businesses or community groups.

*Compliment* - an expression of appreciation for satisfactory or above-satisfactory service.

*Feedback* - input from an individual or business that is neither positive, nor negative, but provides input or suggestions and or ideas.

*Request for Service* - a request for a specific service provided, or could be provided, by the municipality.

*Service Requester* – is anyone; including a resident, an individual who works in or visits the municipality, local businesses or community groups who express a desire for a new service (currently not provided by the municipality) or an enhancement of a service currently provided by the municipality.

*Service Level* – is the level of service as deemed appropriate by Council and supported through the allocation of municipal resources (through the budget process) for the purpose of delivering such services.

## Guidance:

1. The identity of the Complainant or Service Requester will be made known only to those who need to know in order to consider the complaint or service request. All municipal staff engaged in the complaint process or service request shall keep the details of the Complainant or Service Requester confidential except as may be required by law. If the matter goes to arbitration or through the court process, **the Complainant's and/or Service Requester's information will be managed in accordance with the applicable legislated process.**
2. Some Complainants or Service Requesters may require assistance to prepare and submit their complaint/service request in writing.
3. Anonymous complaints or service requests will NOT be acted upon.
4. All complaints and service requests necessitate a review/investigation and a written response.
5. The Clerk, or designate, of the Township shall have the responsibility for managing the Complaint/Service Request process and shall have the flexibility to develop appropriate forms for the purpose of administering this process.
6. Tracking of all complaints/service requests shall include the date of complaint/service request and be entered, by the staff member/or Complainant/Service Requester, into the appropriate tracking software or other process that may be adopted to track complaints/service requests and be assigned a tracking number.
7. Once a complaint/service request has been assigned a tracking number, the matter shall be forwarded directly to the appropriate department manager responsible and copy to the CAO.
8. Complainants/Service Requesters must be acknowledged at a maximum within five (5) business days of the Township receiving the complaint/service request.
9. This acknowledgement must identify who will be following up on the Complaint/Service Request as well as the contact information.
10. The Township Staff may contact the individual for the purpose of clarifying the complaint/service request. The complaint/service request may be closed at this point if a resolution has been mutually determined. A written response to the Complainant/Service Requester summarizing the resolution will be provided.
11. Within 20 business days, a response is to be provided to Complainant/Service Requester, barring exceptional circumstances.
12. Should there be a need for additional response time Township staff shall advise the appropriate party within the 20 business day time frame that additional time is required including the anticipated time frame for a response.
13. The response to the complaint/service request will include:
  - a. Background related to the complaint and an outline of the investigation/review process including reviewing service request documentation.
  - b. Action being taken to address the matter
  - c. A clear and understandable explanation for how a decision on the resolution to the complaint/service request was made.
14. If the Complainant/Service Requester is satisfied, the file is closed and documented in the appropriate manner with all the necessary detail required.
15. If the Complainant is not satisfied, the matter shall be referred to the CAO and/or Mayor subject to the nature of the complaint.

16. If the Complainant is still not satisfied, staff will inform the party of the option to contact the Ombudsman.
17. The resolution of the complaint may also include; an apology, reconsideration, reimbursement, restitution and/or change in policy, as possible remedies. *The Apology Act* provides that apologies are not admissible as evidence of fault or liability.
18. The CAO will be informed of all complaints/service requests and will be provided with a copy of the response to the Complainant/Service Requester. The CAO may assist with the investigation/review of the complaint/service request.
19. The staff member responsible for entering and tracking the complaints/service requests, shall be provided with copies of all communications between the party and the Township staff so that a complete record can be achieved of how the complaint/service request was handled.
20. Once a complaint is closed a complete copy of all communications and documents shall be placed in the appropriate file.

### Complaint Process:

Complaints should be either on the attached form or in a clearly written format, and include information such as:

- a. General Nature of Complaint.
- b. Details of what happened.
- c. **Where did it happen? Is it within the municipality's area of responsibility?**
- d. Specific Date (and time) when it happened?
- e. Who was involved?
- f. What was said or done, or not done?
- g. What kind of resolution is being sought?
- h. Contact details of the Complainant
- i. Any other details that are relevant to the complaint.

### Service Request Process:

Service requests should be either on the attached form or in a clearly written format, and include such information as:

- a. Details of the nature of the service being requested.
- b. Any suggestions as to how best to achieve the desired service.
- c. What is currently being provided in terms of the level of service.
- d. Is the Service Requester aware of any other areas where such services are being provided? (neighbouring communities, etc.)
- e. Who is involved in delivering or should be involved in delivering the service?
- f. Contact details of the Service requester
- g. Any other pertinent details relevant to this service request.

## APPENDIX F: PROCEDURAL BYLAW RECOMMENDATIONS

WSCS reviewed the procedural bylaw and provided concerns and potential changes by section as well as some wordings as follows:

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<b>DEFINITIONS</b>	1.1 Definitions	Defer	Without a specific time frame this becomes a tabling motion or your "postpone" motion. So, we would suggest that it should in the definition clearly state the timeline for the deferral of the motion/business of the committee or the council	"Defer" shall mean to delay consideration of the matter for a specific period of time, or following some specific action." You may want to develop a schedule to the by-law that is a bit of a cheat sheet for your council and committees	That the Report from the CBO dated XXXX regarding the 20XX building permit fees be deferred until the Service Delivery Report is finalized and approved by Council. OR. The Correspondence from the XYZ ratepayers be deferred following confirmation from the MPP (insert name) that the Provincial Government will be addressing the species at risk legislation this fall.
	1.1. Definitions	Department Liaison	Throw back in time - what's the current role of council and how much time and energy is spent by council in a quasi management function - <b><u>"reporting to Council on matters relative to that department"</u></b>	Not sure this doesn't undermine the CAO's ability to manage the department heads? Where is the accountability?	
	1.1. Definitions	Disposed of	New term	Disposed of means the council/committee has dealt with the matter by way of a vote (which could include adopting, defeating, deferring, referring or some other action as directed by the council or committee	
	1.1 Definitions	Improper Conduct	The rules come before the ruling of the Chair and is there an opportunity under the by-law for any member to challenge the ruling of the chair?	We think the rules should prevail and where there is a concern about the interpretation then the Chair should rule and if the Chair's ruling does not sit well with any member then the member should have the right to challenge the ruling and a	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
				majority of the council will prevail	
	1.1 Definitions	Notice of Motion	The reference to sections 11.1 and 11.2 is incorrect they should read 10.1 and 10.2 respectively. In addition, we are not sure if the definition should be defined by the same works you are seeking to define.	Notice of Motion is the act of providing notice in writing to the Clerk by a member requesting the.....in accordance with the provisions of this by-law	
	1.1 Definitions	Postpone	The concern is this is really a tabling motion it would be far more effective to drop this and include a referral motion in the definition since you already have a definition for defer	"Refer" shall mean to request that the matter under consideration be directed to another entity for some specific reason such as - clarification of the matter or for additional information prior to the matter returning for the Council's consideration.	That the Report from the Treasurer dated XXXX regarding the 20XX Financial Debt Capacity Strategy be referred to the External Auditors for input regarding the schedule outlining the municipal risk analysis. OR. The Correspondence from the the Minister of Municipal Affairs be referred to the Council's Economic Development committee for consideration during their upcoming strategic planning exercise.
	1.1 Definitions	Recording devices	Media Typically will have some type of recording device to support their efforts to cover the meeting	In today's day and age, it seems somewhat draconian to prevent someone from recording the "public" meetings	I've seen the situation where some special interest groups will attend Council for the purpose of taping the meetings and posting same on their web site



Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	1.1. Definitions	Signed Document	How about electronic signatures?		We have situations today that allow people to transact real estate deals electronically for significant amounts - suggest that at some time in the future you may need to rethink the signature issue.
<b>GENERAL</b>	2.3 Rules- Suspension	Suspending the rules by a simple majority	The majority of parliamentary guides suggest that it should be 2/3rds - however given the size of the council your number still comes out to 4 votes (rounded up from 3.33)	Suspension of the procedural by-law requires a 2/3rd majority of the Council/Committee which equates to 4 affirmative votes	
<b>GENERAL</b>	2.4. Absence - Mayor - authority	In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as Acting Mayor and shall act in the place and stead of the Mayor and shall have all the rights, powers and authority of the head of Council, while so acting.	Suggest the provision be adjusted to state clearly that the Mayor is the chair - even though the definition of Chair covers it off the provision of the Committee of the Whole states the Mayor as Chair so avoid any confusion by stating the same here in this section.	The Mayor shall be the Chair of the Council meeting and shall maintain order during the meeting. In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as the Chair.	
<b>GENERAL</b>	2.5 Absence of Deputy Mayor	Question is would the appointed member be limited to just that council meeting or would the motion to appoint have some fixed period of time?	If you have a situation where the Mayor is out of the country and the Deputy Mayor is for what ever reason unable to take on the role of acting Mayor you should have some provision to appoint someone for a longer period of time.		
	2.6 Meeting Location	Suggest the first paragraph is ok but consider the option presented for the second paragraph		Council may from time to time direct the Clerk by way of a majority vote to hold a meeting at another venue that is in the municipality subject to the venue being accessible to the public and to provide the appropriate public notice of the meeting and venue.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	2.7 Recording Devices	use of cell phones and electronic recording devices	Not sure this is practical in today's day and age - especially if we are moving into greater use of technology. We support the need for the phones to be turned off (especially around the council table) however there are many people who use their phones for social media, taking notes, etc. If you have media folks attending, they tend to rely on their technology to pick up key parts of the meeting so they can review later on.	It may be prudent to delegate the responsibility to the Clerk to determine the use of the recording devices. However, there should be a clear statement that	Sample from other communities where the local cable company videotapes the meetings: All open meetings may be audio and/or visually recorded, broadcast and/or streamed publicly by the Town, Rogers TV, or any other party, provided the process does not disrupt the proceedings of the meeting. Attendees using their own recording, broadcasting and/or streaming devices are encouraged to inform the Clerk or recording secretary to ensure attendees at the meeting are notified through the Presiding Officer. The Clerk shall audio record closed session meetings in accordance with best practices received from the Office of the Ombudsman of Ontario. Audio recordings shall be retained in accordance with the Town's records retention by-law.
<b>SCHEDULE OF MEETINGS</b>	3.1 Inaugural Meeting	Needs a refresh given the specific reference about the 2018 municipal election	In the event of a contentious election and the prospect of a recount is the third Tuesday in November a reasonable date for the inaugural meeting? When does the County swear in the County Council?		
	3.2 Meeting Schedule	There does not appear to be a "summer schedule" that reduces the meetings for the months of July and August and December	Typically, there is a reduced summer schedule to allow for some staff and council time off to balance off the workload		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
		Unless otherwise decided by Council, regular meetings of Council shall be held: On the first and third Tuesdays of each month, commencing at 5:00 p.m., unless otherwise approved in the annual schedule of meetings noted in Section 3.2 above;	Suggest there needs to be a curfew identified here as well - currently the effort to introduce a curfew is found rather inappropriately in Sections 10.10 and 10.11	All meetings shall adjourn at 7:30 pm. Any unfinished business shall be adjourned to the next regular meeting, unless the members attending determine otherwise prior to the hour of adjournment, or the Mayor calls a special meeting to deal with such matters. Where Council elects to extend the meeting beyond the adjournment hour a procedural motion to extend the time by a two- thirds (2/3) vote of members present shall be required. If the meeting is still in session at the 8:00 pm the meeting shall be adjourned with the unfinished business being considered at the next regular meeting or at a special meeting called by the Mayor.	
		On the first and third Tuesdays of each month, commencing at 5:00 p.m., unless otherwise approved in the annual schedule of meetings noted in Section 3.2 above;			

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	3.3 Special Meetings	This section includes two types of special meetings: The first being a special emergency meeting (without citing any specific defined circumstances). The second is under defined circumstances as per the by-law	It should have greater flexibility to: 1) allow the Mayor at any time to call a special meeting of Council due to a time sensitive matter requiring Council's direction to the administration, providing proper notice to members. 2) Upon the receipt of a petition signed by a majority of the members of Council, the Clerk shall call a special meeting, upon receipt of proper written notice, for the purpose and the time specified on the petition. 3) To call an emergency special Council meeting by either the Mayor or the CAO at any time and at any location as determined by the Mayor or Clerk. The purposes for the emergency special meeting are to address an emergency within the meaning of the Township's Emergency Response Plan or any other similar unforeseen circumstance.	Gives a little more flexibility and provides for Council to make the call by way of a petition	
	3.3 Special Meeting Notice	There is a best efforts provision for the notice requirements which is not very transparent	Suggest that you drop the provisions for notice under this section and beef up the next section (4) dealing with notice Sect. 238.2.1		
<b>NOTICE PROVISIONS</b>	4.1 Agenda deemed notice	Adequate notice by way of production of an agenda	The Municipal Act is quite specific in that it requires public notice of all meetings Section 238 (2.1) Mun Act states " The procedure by-law shall provide for public notice of meetings		I'd suggest that in all instances save and except the emergency meeting called in anticipation of a declaration of emergency or during a declared stated of emergency the notice provision might be relaxed.

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	4.2. Agenda Regular meeting	The provision to post publicly should include a time - likely by 4:00 pm	Ideally Council should have 24 hours heads up on the agenda so the can be prepared for any surprises that the public may pursue with them the next day or over the weekend		
	4.3 Special Agenda	Calls for the delivery to be electronically	What would happen in say a major power outage or network issues at Town Hall? You should build in the flexibility to consider other options.	See Duties of the Clerk for what is being suggested	
	4.4 Notice Emergency Agenda not required				
	4.5 Meeting valid no notice				
	4.6 Postponement of meeting				
	4.7 Postponement notice				
<b>REVISED NOTICE PROVISIONS FOR SECTION 4</b>			The following may be appropriate for a new Notice Section	<b>ANNUAL COUNCIL MEETING SCHEDULE: 4.1.</b> Prior to the end of the third quarter of each year, the Clerk shall submit a schedule/calendar of regular meetings for the following year for consideration and adoption by Council. Upon adoption, the schedule will be posted on the Township's website.	
				<b>4.2. Notice - Regular Meetings</b> the Clerk shall give notice to members and to the public of all regular meetings by posting an agenda on the Township's website the Friday prior to the meeting.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
				<b>4.3 Notice - Special Meetings</b> the Clerk shall give notice to members and to the public of all special meetings by posting an agenda on the Township's website at least 24 hours prior to the meeting.	
				<b>4.4 Notice – Closed Session</b> Public notice of a closed session meeting, that is not to be considered an emergency meeting shall be provided through the posting of an agenda on the Township's website the Friday prior to the meeting.	
				<b>4.5 Notice – Meeting Change</b> In the event a meeting date, time or location changes, the Clerk shall provide notice to members via email and to the public through a posting on the Township's website.	
				<b>4.6 Notice - Emergency Meetings</b> An emergency meeting may be held without notice to the public provided that an attempt has been made by the Clerk to notify all members about the meeting as soon as possible and in the most expedient manner available. An agenda for the meeting will be posted on the Township's website as soon as practical.	
				<b>4.7 Notice Requirements:</b> Each agenda notice shall include the following: a) the date, time and location of the meeting; and b) list the items of business and order of proceedings.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
				<b>4.8. Postponement of Meeting - Notice.</b> In the event of an unforeseen circumstances or an emergency, a Council meeting may be postponed at the direction of the Mayor. In such event, the Clerk shall notify the members of Council forthwith of the postponement and as soon as possible post the details of the postponement on the Township Website. If the new date and time for the meeting has been established, the notice shall contain such information and provided both to the Council and the public at least twenty-four (24) hours in advance.	
				<b>4.9 Notice Irregularity</b> Notice which has been substantively provided but may not be in strict compliance with this by-law will not invalidate the holding of a meeting or any proceeding taken at a meeting.	



Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<b>CLOSED MEETINGS</b>	5.2 Meetings Closed session	A Council, Committee of the Whole, advisory or special committee meeting or part of a meeting <b>may</b> be closed to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended. A Council, Committee of the Whole, advisory or special committee meeting or part of a meeting <b>shall</b> be closed to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended.	So, this section had incorporated both provisions of "MAY" be Closed as well as "SHALL" be closed and it is confusing. For any council member, or member of the public the likelihood they will consult the municipal act on first read is slim to nil. So, we would suggest that you actually break this apart and include the relevant details of when a Council May go in Camera vs when they shall go in camera.	5.2a. A meeting or part of a meeting <b>may be closed</b> to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended. (i) the security of the property of the municipality or local board; (ii) personal matters about an identifiable individual, including municipal or local board employees; (iii) a proposed or pending acquisition or disposition of land by the municipality or local board; (iv) labour relations or employee negotiations; (v) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; (vi) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (vii) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act; (viii) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them; (ix) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
				<p>prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;</p> <p>(x) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or</p> <p>(xi) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26 5.2b. A meeting may also be closed if the meeting is held for the purpose of educating or training the members</p>	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
CLOSED MEETINGS				5.2c. A meeting or part of a meeting shall be closed to the public in accordance with the Municipal Act, 2001, S.O. 2001, c.25, as amended. If the subject matter being considered is, (i) a request under the Municipal Freedom of Information and Protection of Privacy Act, if the council is the head of an institution for the purposes of that Act; or (ii) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched. 9, s. 22.	
	5.3 Closed Session Resolution	5.3 Closed session - resolution required			
		Before holding a meeting or part of a meeting that is to be closed to the public, <b>the Council that is holding the meeting</b> shall state by resolution: a) the fact of the holding of a closed meeting; b) the general nature of the matter to be considered at the closed meeting	Not sure what the intent is here?	5.3. <b>Closed Session Resolution.</b> Before holding a meeting or part of a meeting that is to be closed to the public, Council (Committee) or the Local Board shall state by resolution: a) the fact of the holding of a closed meeting; b) the general nature of the matter to be considered at the closed meeting.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	5.4. and 5.5	Both sections deal with voting during closed session	Suggest they be combined into one section	<b>5.4. Voting - Closed Meeting.</b> A meeting shall not be closed to the public during the taking of a vote, except where: i) section 5.2a) or c) permits or requires that the meeting be in closed session; and ii) the vote is for a procedural matter or for giving direction or instructions to officers, employees, and/or agents of the municipality and/or local board or persons retained by, or under contract to, the municipality or local board.	
COUNCIL AGENDA	6.1. Order of Agenda	The Clerk shall prepare the Council Agenda for <b><i>all regular meetings</i></b> consisting of the following:	Who prepares the special council meeting agendas?	The Clerk shall prepare the agenda for <b><u>all</u></b> Council meetings.	
			Is there any agenda review with the CAO or the Mayor? At a minimum the CAO should be meeting with the Clerk to "manage" the agenda - ideally the Mayor should also be involved so that there can be some discussion around potentially contentious issues. That way the Administration can be better prepared to ensure they have the answers that are likely to be raised		
			Might seem like a picky point but shouldn't the first order of business be to <b><u>call the meeting to order?</u></b>		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	6.1 (1)	Moment of Silent Reflection	Should include - Opening welcome and Invitation for a moment of silent reflection	Not sure if there is any movement afoot within the community to recognize the historic indigenous territories or potential reconciliation language? If so, this would be the place to consider that type of acknowledgement	
	6.1 (2)	Disclosure of Pecuniary Interest		If the minutes are to be a record without not or comment perhaps you should not indicate that the Mayor reminded the Council Members of their obligation to declare. Simply have the Mayor ask are there any declarations of interest - and if there are none then simply record the Header in the Minutes as Declarations of Pecuniary Interest - None	
	6.1 (3)	Adoption of Agenda	Later in the order of business there is a provision for "new business". This isn't really new business but more "Council announcements"		
	6.1 (7)	Other Business and Staff Reports	Staff Reports and Memorandum	Suggest that the " <b>other business</b> " be dropped and this simply be Staff Reports/Memos based upon what has been noted in the minutes over the course of the past year	
	6.1 (8)	Committee Minutes and Other Reports	Suggest re-word "Other" to "Committee"	Revised: Committee Minutes and Reports	
	6.1 (9)	By-laws	Not sure By-laws should be considered at this stage but perhaps later in the meeting	Most procedural by-laws would place the item near the end of the meeting just ahead of the confirmatory by-law	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	6.1 (10)	Correspondence - Action Items	Some inconsistency in how some of the correspondence is treated. For instance, November 5, 2019 minutes reflect a number of items of correspondence that were simply received without any formal action. Not sure why they couldn't be part of the Correspondence Information items. Who decides to put some correspondence under action items and others under information items?		
	6.1 (11)	Correspondence/Information Items	See comment above in previous section		
	6.1 (12)	Accounts			
	6.1 (13)	Notices of Motion	Only issue is to re-number it to 6.1.(13a)	<b>O. The mover of a Notice of Motion does not require a seconder for the purpose of putting the Notice of Motion forward to the Clerk.</b>	
	6.1 (13)	Motion - Notice previously given	To allow for those motions to which notice has been given to be placed on the agenda for consideration and debate as separate items of business	6.1 (13b) Motions - Notice Previously Given. Notices of Motion which were previously given at the last council meeting are now properly before the Council for consideration once the motion is moved and seconded and then shall be considered by the Council	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	6.1 (14)	New Business	Since under 6.1 (3) there is a motion to adopt the agenda, the consideration of new business should be done at that time to add items to the agenda. However, the types of issues that are seen in the minutes are really more along the lines of Council Members making announcements of various initiatives that are underway in the community - i.e. celebration of anniversary, the Rotary Club hosting an event, etc...	Suggest that the Section be retitled as: Council Announcements	
	6.1 (15)	Closed Session	It would be helpful to view some agendas to see how much detail is presented for the benefit of the public and the degree of transparency provided		
	6.1 (16)	Rise from Closed Session with or without a report	What does it mean to report? Is that where some action is expressed by Council?		
	6.2	Deadline for material to be included	Appears that the clerk accepts material on the day of the meeting up to 12 noon. If that is the case that doesn't support Council's ability to review the materials. If misread this and it is actually one week prior to the meeting, then that is great - please clarify	Would suggest that it should read: The deadline for receipt of material by the Clerk to be included in the regular Council Agenda shall be 12:00 noon on the Tuesday one full week prior to the date of the meeting. All written submissions shall be signed by at least one (1) person and may be submitted in its original form, electronically in Portable Document Format (PDF) or by fax.	



Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	6.3	Order of Business - as specified - exception	The business of each meeting shall be taken up in the order in which it stands in the Council Agenda, unless otherwise decided by a general consensus of the members present.	The business of each meeting shall be taken up in the order in which <b>it has been presented in the Agenda and adopted by Council, unless a motion to deviate from that order has been considered and adopted by the members present.</b>	
<b>COMMENCEMENT OF MEETING</b>	7.1	Quorum present. As soon after the hour fixed for a meeting as a quorum is present, the meeting shall be called to order by the Chair.	Somewhat awkward - should try to simplify	As soon as there is a quorum present, the Mayor or chair shall call the members to order.	
	7.2	Mayor and Deputy Mayor - Absent – with quorum present ( <b>second paragraph</b> ). In the absence of the Mayor and Deputy Mayor, the Clerk shall be present and if a Quorum is present, shall call the members to order. The Chairperson shall be chosen from the members who shall preside during the meeting or until the arrival of the Mayor or Deputy Mayor.	Language is awkward so suggestion is being proposed to the second paragraph	<b>In the absence of both the Mayor and Deputy Mayor, and a Quorum of Council is present, the Clerk shall call the members to order. A Chairperson shall be chosen from the members to preside during the meeting or until the arrival of either the Mayor or Deputy Mayor.</b>	
<b>RULES OF DEBATE AND CONDUCT</b>	8.1	Mayor's responsibility	Not sure these are specifically the Mayor's responsibilities as per the definition of the Chair. They are certainly the duties of the Chair.	<b>8.1. Responsibility of the Chair</b> the Chair shall preside over the conduct of the meeting, including the preservation of good order and decorum, ruling on points of order and deciding all questions relating to the orderly procedure of the meeting, subject to an appeal to the Council.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	8.2	Mayor's ability to comment	As per the previous section this is a challenge for the person occupying the Chair	<b>8.2 Chair's ability to comment and/or debate</b> The Chair may answer questions and comment in a general way without vacating the role, but if he/she wishes to make a motion or to speak on a motion taking a specific position and endeavouring to persuade the Council to support that position, then he/she shall first relinquish the Chair during the proceedings respecting the matter under consideration. The Chair is also required to relinquish his/her role for the purpose of partaking in any debate respecting an issue before the Council/Committee	
	8.3	Mayor must leave Chair to debate	Suggest combine with previous section see recommendation		
	8.7	Motions under debate – questions allowed	Suggest a small tweak to the section	While a matter is under debate, but prior to a vote being called, a member may ask a concisely worded question or seek clarification of the Chair or another member or appropriate staff.	
	8.8	Motion under debate – request to be read at any time	Suggest the heading be reworded for simplicity	Request to have the Motion read	
	8.9	Disruption or offensive language - by member - prohibited	Suggest that the next few sections simply be re-ordered for better flow. Suggest that the section dealing with Interruption of speakers be inserted here	8.9. Interruption of speakers - exception	
	8.10	Disobedience of rules and points of order - prohibited	Suggest the old 8.9 now become the new 8.10	8.10. Disruption or offensive language - by member - prohibited	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	8.11	Interruption of speakers - exception	Suggest that 8.10 now become the new 8.11	8.11. Disobedience of rules and points of order - prohibited	
	8.12 through 8.15	No changes suggested			
	8.16	Disorderly conduct - failure to leave seat - removal by Ontario Provincial Police	Suspect that the OPP would likely not attend unless there was some type of threat or physical assault involved. Perhaps this should be an automatic referral/complaint to the Integrity Commissioner	If a member fails to comply with the will of Council and to vacate his/her seat after an affirmative vote by a majority of the Council and being ordered to do so by the Chair in accordance with section 8.13. The Clerk shall on behalf of Council file a formal complaint to the Township's Integrity Commissioner for the purpose of conducting a full investigation into the matter.	
<b>QUESTIONS OF PRIVILEGE POINTS OF ORDER</b>	9.2	Administration - integrity questioned - procedure	Suggested edits	If a member believes that the integrity of a member of the administration has been impugned or questioned, the member may raise the matter as a point of order, and request the Chair to permit the C.A.O., Clerk or his/her designate to make a statement to the Council.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<b>MOTIONS - ORDER - PUTTING MOTIONS</b>	10.1	Notice of motion - filed with Clerk	Suggest minor update as well as allowing Notice of Motion to be given verbally at a council meeting	Notices of motion submitted in writing to the Clerk shall be placed on the next regular meeting of Council. The mover of a Notice of Motion does not require a seconder for the purpose of putting the Notice of Motion forward to the Clerk. It is also possible for a Member to verbally introduce a Notice of Motion at a Council Meeting. Following the introduction of the verbal Notice of Motion, the Member is required to submit the Notice of Motion to the Clerk prior to the conclusion of the Council Meeting. The written Notice of Motion will prevail in the event there is a discrepancy between the verbal Notice and the written version.	
	10.2	Question - urgent - included in Agenda	The issue is actually to amend the agenda for the purpose of considering a matter that is both timely and urgent. Suggestion is that at the Adoption of the Agenda Stage a Member should have the ability to introduce the item of business and make the case for its urgency. No reason why the Member couldn't circulate the issue in advance to the Clerk and copy Council to alert everyone to the fact that the Member will be seeking to "waive" the procedural by-law for the purpose of introducing the item of business. So, a Motion to Waive the provisions of the procedural by-law would be introduced	Notwithstanding the provisions of this by-law, a member may under exceptional circumstances be permitted to introduce a motion to waive the provisions of this by-law for the purpose of introducing business of an urgent and timely nature. The Member would first seek by way of a motion to waive the provisions of the a notice of motion to the Clerk within the deadline prescribed in section 6.2 of this by-law indicates in writing to the Clerk that the notice of motion is a question of urgency, the Clerk shall introduce the notice of motion in the Agenda at Item 13. (New Business) as identified in section 6.1 of this by-law.	At time the motion to adopt the agenda is being considered the Member would seek to be recognized and state the following: Your worship and Members of Council We would like to introduce a motion for the purpose of waiving the procedure by-law in order the we might be in a position to consider a formal motion respecting "XYZ". The matter is both urgent and timely given the current circumstances of the municipality and our residents so We would seek Council's favourable consideration to waive the rules in order that we may consider the motion at the appropriate time in the

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
			and if the motion carried by a 2/3rds vote then the Members Motion would be added to the Agenda under "Motions"		meeting. The Motion to waive the rules requires a seconder and then the motion to waive the rules would require a 2/3rd vote (meaning 4) If that vote carries then the Member would introduce a Motion duly seconded which would simply be to incorporate as part of the agenda another motion. The Member should read the motion which he is seeking to have included as a Motion later on in the business. The matter would then be voted on and a simple majority would be required to amend the agenda for the purpose of including the new motion as part of the Council business (under the heading "Motions"). The Chair would call the vote on amending the agenda and if it carries then the amendment is made to the agenda. Then the Chair would call the vote on adopting the agenda as amended.
	10.3	Notice - Agenda-Consideration - conditions	Suggest this is not necessary. The procedural by-law is intended to protect the interest of the minority not the majority. The majority always have the ability to vote anything down the procedural by-law should try to protect the interests of the minority	Delete this section. And re-number the other sections that follow	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	10.4	Motions for giving leave - non-amendable - debatable	This is more akin to legal proceedings rather than a council meeting - has it ever been used? If so, what were those conditions	Delete this section and re-number the other sections that follow	
	10.5	Motion - seconded before debate - exception	Suggest some slight changes to the section	All motions shall be seconded before being considered, debated or put to a vote with one exception. Motions presenting a recommendation from the Committee of the Whole, advisory or special committee will only require a mover prior to being considered, debated or put to a vote.	
	10.6	Withdrawal - before put-requirement	suggest some minor tweak	Once a motion has been moved, seconded and presented by the Chair, the motion shall be deemed to be in the possession of the Council/committee, however at the request of the mover and seconder and with the permission of the Council/committee the motion may be withdrawn at any time before the motion is disposed of.	
	10.7	Motion under debate – other motions permitted	The curfew time has been included now in Section 3.2	10.7 (b) to proceed beyond the curfew hour	
	10.8	Motion to adjourn - qualifications	simple change - drop the "qualifications"		
	10.9	Motion to adjourn - rejected - procedure	simple change -drop the "rejected - procedure"		
	10.10	Adjournment - extension-maximum -permissible	drop this as it is now covered under Sec. 3.2	re-number the rest of section 10 once you drop this provision	
	10.11	Motion to proceed beyond 7:30 p.m. - qualifications	minor edit to the description	Motion to proceed beyond the meeting curfew	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
		A motion to proceed beyond the hour of 7:30 p.m. shall: (a) not be amended; (b) not be debated; and (c) always be in order, except when a member is speaking or the members are voting.	minor edit to language	A motion to proceed beyond the hour established for the meeting curfew shall: (a) not be amended; (b) not be debated; and (c) always be in order, except when a member is speaking or the members are voting.	
	10.12	Motion to table - qualifications	drop the "qualifications"	Motion to table	
	10.13	Motion to table - accepted - procedure	Suggest "accepted-procedure" be dropped in favour of "future consideration"	Motion to table - future consideration: Once a motion to table has been decided in the affirmative by a majority of the members present then the matter will not be lifted from the table until a notice of motion has been filed with the Clerk for such purpose	
	10.14	Motion to put the question - qualifications	Suggest the wording be modified	Motion to call the question	
		A motion to put the question (to close the debate) shall:		A motion to call the question (to close the debate) shall:	
		(a) not be amended;		(a) not be amended;	
		(b) not be debated;		(b) not be debated;	



Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
		(c) not be introduced by a Council Member who has already spoken to the motion or amendment under debate, except a motion to proceed beyond the hour of 7:30 p.m.;		(c) not be introduced by a Council Member who has already spoken to the motion or amendment under debate, except a motion to proceed beyond the curfew hour.;	
		(d) apply to the motion or amendment under debate at the time when the motion to put the question is made;		(d) apply to the motion or amendment under debate at the time when the motion to call the question is made;	
		(e) not be received in any committee;		(e) not be received in any committee;	
		(f) be moved using the words "that the question now be put" and the mover and the seconder shall not be permitted to speak to the motion to put the question; and		(f) be moved using the words "please call the question"; and	
		(g) not be permitted either when a motion or an amendment on the floor involves the approval of an expenditure by the Council that is \$1,000,000.00 or greater.		suggest that you drop this condition - simply from the reason that the majority will prevail on the question given it can be permitted on values up to \$999,999.99	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	10.15	Motion to put the question - accepted - procedure	drop the word "qualification"	Where a motion to put the question is decided in the affirmative, then the matter under debate (motion) or an amendment to the motion shall be put to a vote on immediately without further debate or comment.	
	10.16	Motion to postpone - to a certain time - qualifications	Suggest that this be retitled as a deferral motion	Motion to Defer: A motion to defer consideration of a matter to a certain time shall: (a) be open to debate as to the merits of deferral only; (b) be amendable as to the time; and (c) can be reconsidered	
	10.17	Motion to refer - qualifications	Suggest a minor tweak to the provisions	Motion to Refer: A motion to refer a matter under consideration to another Committee, or to the Administration or elsewhere for a specific reason, (to obtain additional information or to investigate a matter and report back with a recommendation, shall be: (a) be open to debate; (b) be amendable; and (c) preclude amendment or debate of the preceding motion, unless the motion to refer is resolved in the negative, in which case the preceding motion shall be open to debate and amendment.	
	10.18	Motion to amend - qualifications	Only suggest that "qualifications" in the title be dropped		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	10.19 10.20 and 11.1	Motion to amend - Main motion. Amendment to amendment - voting on first. Amendment to amendment - voted on	Suggest these three be combined as proposed	10.19. Motion to amend: Only one motion to amend the main motion shall be permitted consideration at any one time. An amendment to the amendment of the main motion shall be allowed, however the amendment to the amendment shall be voted on first before any other motions are permitted to amend the amendment.	
	10.?? NEW SECTION	Motion to Reconsider	Motion to Reconsider	Motion to Reconsider: A motion to reconsider a decided matter shall be in order only if the action contemplated in the motion has not been acted upon or substantially completed. A motion to reconsider can only be made by a member who voted in the majority when the matter was first considered. A motion to reconsider can be brought forward at the same meeting where the matter was decided provided that the Member can present a reasonable argument to the Chair that there was a clear misunderstanding of the question that was put. A motion to reconsider is not debatable and shall be decided by a majority of Council prior to reconsidering the original motion. If the motion to reconsider is decided in the affirmative then the original matter shall become the next order of business.	
VOTING	11.1	Combined with 10.19			
	11.2	Voting order	No change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.3	Propositions - voted on separately- division of motion	Suggest a change in heading only	Dividing the Motion for voting purposes	
	11.4	Motion to vote - immediately- after all have spoken	suggest a change in heading only	Voting on a Motion	
	11.5	Speaking- after motion - before vote announced	Suggest the be dropped as it is not necessary		
	11.6	Mandatory Vote - all members Every member present shall vote on every motion unless the member indicates a conflict of interest, in which case the member shall recuse themselves from the vote. <b><u>The Chair shall vote only in the event of a tie or a recorded vote.</u></b>	Municipal Act allows a voted for each member of Council - what do you do when there is a recorded vote? Do you ask the Mayor?	Mandatory Vote - all members Every member present shall vote on every motion unless the member indicates a conflict of interest, in which case the member shall recuse themselves from the vote.	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.7	No vote - deemed negative Notwithstanding the provisions of section 11.6 of this by-law, every member, except the Mayor, who is not recused from voting by reason of a declared conflict of interest, shall be deemed to be voting against the motion if he/she declines or abstains from voting.	Suggest changes provided the decision is to allow the Mayor to vote. See modification	<b>Abstaining from vote</b> Every member, who is not recused from voting by reason of a declared conflict of interest, shall be deemed to be voting against the motion if he/she declines or abstains from the vote.	
	11.8. 11.9	Secret voting - on motion prohibited Putting the question to vote - qualifications	Suggest combining these two sections. This will require re-numbering the balance of the sections	11.8. Voting on motion. When putting a question to the vote, the Chair will first ask those in favour of the adoption of the motion to indicate so by raising their hands, then ask for those opposed to its adoption to indicate so by raising their hands. At no time is it permissible for a motion to be determined by way of a secret ballot	
	11.10	Leaving seat - disturbance during vote - prohibited	no change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.11. and 11.12	Result - announced - by Chair. Result - disagreement - objection immediate - retaken	Suggest combining these two sections	11.11. Announcing the Result of the Vote: The Chair shall announce the result of every vote. Where a Member disagrees with the result announced by the Chair, he/she may object immediately to the Chair's declaration and, with the consent of the Council, the vote shall be retaken.	
	11.13	Tie Vote - deemed negative	Suggest a change to the Header and minor tweak	11.13. Tie Vote - Motion Defeated. When there is a tie vote on any motion, it shall be deemed to have been decided in the negative.	
	11.14	Recorded Vote - called for - before vote or immediately after	Suggest a change in the header no change to the actual working of the section	Request for a recorded vote	
	11.15	Recorded vote - names - entered in minutes	suggest deleting this section see combined section 11.17		
	11.16	Voting - number of members - calculation	suggest deleting this section as it has been combined with 11.17		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	11.17	Voting - Recorded vote When a recorded vote is requested, such request must be made, prior to the Chair calling for the vote on the question or immediately following the vote prior to any other matters being discussed or debated. When such a request has been made, the Clerk shall ask each member to indicate by voice their vote in the affirmative or negative to the motion. The Clerk shall record the name and vote of every member in the following order: Dummer Ward Councillor, Douro Ward Councillor, Councillor at Large, Deputy Mayor and then the Mayor, and shall report the result of the vote to the Chair.	Suggest header be Recorded Votes	11.17. Recorded Votes. A request for a recorded vote can be made prior to the Chair calling the vote on the question or immediately following the vote. When such a request has been made, the Clerk shall record for the Council Minutes, the name and vote of every member in the following order (Ward Councillor for Dummer; Ward Councillor for Douro, Councillor at Large, Deputy Mayor and then the Mayor) unless said member has excluded themselves by reason of the Municipal Conflict of Interest Act, R.S.O 1990, c. M. 50.	
<b>RECONSIDERATION</b>	Part 12	All of these provisions have been rolled into the Motion Section of the By-law			



Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<b>DELEGATIONS</b>	18.1. and 18.3 and 18.5	Written request - to Clerk - for Council and Committee of the Whole	recommend that combine the two sections	18.1 Disclosure fo Pecuniary Interest. If a member has any pecuniary interest, direct or indirect, in any matter in which the Council is concerned and if he/she is present at a meeting at which the said matter is the subject of consideration, then he/she shall: a) Disclose his/her interest and the general nature thereof at the appropriate juncture of the Council meeting or prior to any consideration of the matter at the meeting b) Leave the council chambers c) Refrain from taking part in any consideration or discussion of the said matter d) Refrain from voting on any motion in regard to the said matter e) Not attempt in any way to influence the vote on the matter before, during or after the meeting on such questions. f). If a member is absent from the meeting where the matter is dealt with by Council, the member shall disclose the interest and the general nature thereof at the next regular meeting is attended by the member. g) The member that discloses a pecuniary interest shall provide a written statement of the interest and its general nature with the Clerk. 18.1 a) The Clerk shall keep a registry of the written statements on file which shall be available for public inspection.	
	18.2	Pecuniary Interest - ...Closed Session	No change to the details	18.2. Disclosure of Interest in Closed Session	
	18.3	merged with 18.1			

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	18.4	Pecuniary interest - minutes	suggest header change	Recording pecuniary interest in Minutes	
				no change to the language	
	18.5	merged with 18.1			
	18.6	Non-compliance - by member - validity not affected	suggest header change	Failure to disclose - validity not affected	
	18.7	Disclosure - by majority - quorum - requirement	Suggest some slight modification to language	<b>Disclosure impact on quorum:</b> When a majority of members disclose an interest in accordance with this by-law and the Municipal Conflict of Interest Act, as may be amended from time to time, the remaining number of members eligible to vote shall constitute a quorum of the council for the purpose of dealing with the matter, so long as there are at least two members to consider the matter.	
<b>CONFIRMING BY-LAW</b>	19.1	Proceedings -all matters	Suggest title change. Why does this section refer to one or more by-laws? When is the last time Township passed two confirmatory by-laws?	By-law to confirm the Council proceedings	
	19.2	Non-amendable non-debatable	no change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<b>COMMITTEE OF THE WHOLE AGENDA</b>	20.1	<b>Committee of the Whole Agendas - composition - prepared by Clerk.</b> The Clerk shall prepare Agendas for the Committee of the Whole consisting of the following parts: 1. Call to Order 2. Disclosure of Pecuniary Interest 3. Adoption of Agenda 4. Delegations, Petitions or Presentations 5. Managers' Updates – Quarterly Reports 6. Other Business 7. New Business 8. Closed Session 9. Adjournment	Suggest title change and some streamlining	<b>20.1 Order of Agenda:</b> The Clerk shall prepare Agendas for the Committee of the Whole consisting of the following parts: 1. Call to Order 2. Disclosure of Pecuniary Interest 3. Adoption of Agenda 4. Delegations, Petitions or Presentations 5. Reports - Managers Updates – Quarterly Reports 6. New Business (Business added to the agenda) 7. Closed Session 8. Rise and Report 9. Adjournment	
	20.2	<b>Confidential Items - general description by Clerk.</b> The Clerk shall include in the Agendas for the Committee of the Whole a description of the general nature of matters to be considered in a closed meeting under Item 10. (Closed Session) of the Committee of the Whole Agendas.	Change header and adjust wording	<b>Confidential Matters</b> the Clerk shall include in the Agenda for the Committee of the Whole a description of the general nature of matters to be considered in a closed meeting under Item 7 (Closed Session) of the Committee of the Whole Agenda.	
<b>COMMITTEE OF THE WHOLE</b>	21.1	<b>Chair - designated - report to Council</b> the Mayor shall be the Chair of the Committee of the Whole and shall maintain order during the meeting.	Change header and suggest shift the Deputy into this section as well. Also, the powers being conferred in the original by-law seem to go well beyond being chair. If the intention is to confer those powers then suggest that not be under the procedural by-	<b>Mayor Designated Chair.</b> The Mayor shall be the Chair of the Committee of the Whole and shall maintain order during the meeting. In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as the Chair	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
			law but instead by way of an appointment by-law		
	21.2	<b>Chair – if Mayor or Deputy Mayor absent</b> In the absence of the Mayor, or if he/she refuses to act or if the office is vacant, the Deputy Mayor shall serve as Acting Mayor and shall act in the place and stead of the Mayor and shall have all the rights, powers and authority of the head of Council, while so acting. In the event that the Deputy Mayor is unable, for any reason, to act in the place and stead of the Mayor and a quorum is present, the Clerk shall call the meeting to order and a member shall be appointed to act in the place and stead of the Mayor and shall have all the rights, powers and authority of the head of Council, while so acting.	Recommend to soften this section by shifting the Deputy Role up to the previous section and allow this section to be for an appointment of chair	<b>Chair – Appointment</b> In the event that the Deputy Mayor is unable, for any reason, to act in the place and stead of the Mayor and a quorum is present, the Clerk shall call the meeting to order and a member shall be appointed to act as the Chair for the duration of the meeting.	
	21.3	Report - to Council - all matters referred	No change in substance other than header	Report to Council	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	21.4	<b>Meetings - regular - schedule.</b> The Committee of the Whole will meet quarterly, when possible, throughout the year.	suggest 21.4 and 21.5 be merged	<b>Meeting Schedule.</b> The Committee of the Whole will meet quarterly or as frequently as it is deemed necessary by Council.	
	21.5	<b>Meetings - apart from regular - permitted</b> The Committee of the Whole may meet apart from regular meetings when deemed necessary by Council.	suggest 21.4 and 21.5 be merged		
	21.6	Meeting - in closed session - decided by majority vote	Concern here is transparency and public notice. Not to suggest meetings like this can't occur.		
	21.7	Rules of Procedure	no change		
	21.8	Vote - by Chair - permitted - exception The Chair of the Committee of the Whole may vote on any motion after the other members have voted, except when the Chair is disqualified from voting by reason of a declared conflict of interest.	Suggest to drop this if you agree with provisions of section 11 where the Mayor/Chair be permitted to vote. So, if the rules will be followed in Committee of the Whole as they are in Council then this is redundant		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	21.9	<b>Report - meeting - consideration by Council</b> The report and recommendations of the Committee of the Whole shall be treated in the same manner as committee reports when considered by Council.	Suggestion is to combine 21.9 and 21.10	Report to Council: The report and recommendations of the Committee of Whole shall be considered under reports from Committees and may be adopted and confirmed by the Council in a single motion or the recommendations may be dealt with and voted on separately if a member of Council requests a separate vote on each recommendation.	
	21.10	<b>Report - recommendations - adopted – confirmed by Council</b> The report and recommendations of the Committee of the may be adopted and confirmed by the Council in a single motion and the passage of such a motion shall be taken to confirm and adopt all of the recommendations contained in the report, except for those recommendations dealt with or voted on separately.	suggestion is to combine 21.9 and 21.10		
<b>DEPARTMENT LIAISONS</b>	22.1 through 22.3		Seems to have fallen out of favour - question whether this should continue	Recommendation is to drop this provision	

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
<b>ADVISORY AND SPECIAL COMMITTEES</b>	23.1. through 23.4	Advisory and Special Committees – Appointment - by Council An advisory or special committee may be appointed by the Council by resolution or by- law to consider and report on a specific subject, project or undertaking. Council shall designate one of its members to each advisory or special committee.	Recommend Combining 23.1 through 23.4. One thing that should be considered is the recruitment process for these committees and whether it should be included in the by-law	<b>Advisory and Special Committees.</b> a) An advisory or special committee may be appointed by the Council by resolution or by- law for the purpose of providing a report on a specific subject, project or undertaking. b). Council shall designate one of its members to each advisory or special committee for a term of up to two years c) The Committee shall report its progress in writing respecting the matters directed to it by Council at least annually.	
		Advisory and Special Committees – Member – Term The term of a member serving on an advisory or special committee shall be two (2) years, after which time Council shall review the composition and determine the composition for the next two (2) year term			
		Advisory and Special Committees - Rules of Procedure The rules governing the procedure of the Council and the conduct of its members shall be observed in all Advisory and Special Committees.			



Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
		Advisory and Special Committees - Report - to Council Advisory and special committees shall consider and report to the Council in writing on any other matter which has been referred to the Committee by resolution of the Council and on all matters connected with the duties imposed on them respectively.			
	23.5	Mayor - Member - Ex officio - all committees	suggest header change no change to details	Mayor - Ex Officio Member	
	23.6	Chairs - appointment - nomination - procedure	header change only	Appointment of Chair	
	23.7	Vice Chairs - appointed - first meeting	header change only	Appointment of Vice Chair	
	23.8	Motions - Seconded	no change		
	23.9	Minutes - report to Council	no change		

Bylaw Section Title	By-law Section	Content	Identified Concern	Potential Change	Type of Cheat Sheet suggestion
	23.10 - and 23.11	Reports - adopted - confirmed- by motion. Recommendation - separate vote - upon request	recommend combining	<b>Adoption of Reports:</b> The reports and/or minutes of advisory and special committee meetings may be adopted and confirmed by the Council in a single motion and the passage of such a motion shall be taken to confirm and adopt all of the recommendations contained in the report, with the exception when a member requests, prior to the adoption of an advisory and special committee report and/or minutes, that a specific recommendation be voted on separately due to a declared conflict of interest, and such a request shall not require the introduction of a motion	
	23.12. and 23.13	Agenda - distribution - deemed notice. Agenda - not received - validity - not affected	combined 23.12 and 23.13	<b>Agenda publication - notice:</b> upon the publication and distribution of the meeting Agenda notice shall be served on the members of the advisory or special committee of the meeting. The failure to receive the agenda by a member shall not affect the validity of the committee meeting or any action taken therein.	
<b>REPEAL - ENACTMENT - AMENDMENT</b>	24.1	By-laws - previous	Will need to be updated to reflect By-law 2018-09		
	24.2	Effective Date	will need to be updated to reflect revised date		

Recommendation	Opportunity Detailed Description	Quadrant	Year Start	Comments/ Assumptions from Consultant/Cost	Current Status	Next Steps	Staff Assigned
1.1.1 Undertake an update to the Township Strategic Plan	Develop a Township Strategic Plan. Prepare prior to next term of Council by undertaking Community Engagement New CAO to lead process. In conjunction with the next Strategic Planning exercise, develop key performance indicators with accountabilities, business plans and accountabilities. Ensure Plans are supported with SMART objectives and accountabilities.	HIGH EFFORT,HIGH IMPACT	2021	CAO and Corporate Project Officer to undertake. Estimated 30 days work.	The Strategic Plan is on the Agenda for the Committee of the Whole on February 2023	Ongoing	Elana
1.2.1 Develop a Policy Review Process.	Develop a practice of governance oversight through the routine review of "key" policies (at a minimum once per council term) in order to instill Council's oversight role. Remove procedures from corporate policies.Develop a Policy Review Process. Transition existing policies to set guiding principles, accountabilities and direction as opposed to procedures.	HIGH EFFORT,HIGH IMPACT	2021	Assign to each manager. Policy framework to be developed by CAO and Clerk. Approximately 40 days work over 3 years.	An Intern from the Trent Poli-Sci program is working with the Township for Winter-Spring 2023 with a focus on reviewing the Policy Manual.	New policies will be brought to Council as available.	Elana, Martina and SHRP
1.3.1 Undertake a review of the Procedural By-law including all advisory committees.	Undertake a review of the Procedural By-law to prioritize and allocate time for critical discussion in areas of policy development - potentially consider a "Committee of the Whole" option within the framework of the Council meeting. As part of this review, all advisory committees, boards and agencies should be reviewed with a view to ensure they are aligned with the (future) Strategic Plan. Establish clear mandates with full terms of reference and ensuring appropriate resources are allocated to support the work. See Appendix for recommended changes.	LOW EFFORT,HIGH IMPACT	2020	Clerk to develop (21 hours) and present to Council.	Report went to Council and new By-law was approved	Completed	Martina
1.4.1 Develop a comprehensive Council Training Program.	Municipal issues are demanding a greater amount of Council attention and understanding of evolving issues. Council should allocate both time and financial resources to ensure ongoing Council training. This could be a joint project with other municipalities.	LOW EFFORT,HIGH IMPACT	2022	Annual cost of \$10,000	A robust new Council Training program was provided. Additional training on various topics will be arranged over the term of Council. There is a program in place to support conference and training requests from Council.	Ongoing	Martina and Elana
1.5.1 Develop an annual agenda management plan.	Clerk should support the CAO through E-Scribe's workflow tracking with enhanced agenda management process- This shift will require a team effort by the senior management team. Look to joint project with County to post all agendas on one platform.	LOW EFFORT,HIGH IMPACT	2020	Clerk to develop (35 hours) requires consultation with management and present to Council.	All Council meetings for 2022 have been added to eScribe to assist in meeting planning and report management. Post-Meeting Action log has been implemented in eScribe to track work that flows out of Council and Committee meetings.	Completed	Martina
1.6.1 Provide Access to Resolution Database in Escribe.	Provide Access to Resolution Database in Escribe. Move to "business case" approach to Council meetings and provide expanded information through dashboards.Escribe software has additional modules that may assist the Township with expanding community engagement and delegation management. Following the implementation of a new budget process and customer service requests, provide real time dashboard data to Council.	HIGH EFFORT,HIGH IMPACT	2021	Included in IT training and strategy.	On the new website, agendas and minutes are searchable back to January 2017. At this time the other parts of the recommendation have not been investigated.	Completed	Martina
1.7.1 Develop a Shared Service Task Force	As part of a long term strategy, undertake a joint service review with the County and neighbouring municipalities for shared services. Look at Recreation, Waste Management, Winter Control, Corporate Services and Fire.	HIGH EFFORT,HIGH IMPACT	2021	Managers and Council- Estimated 420 hours. Savings will offset costs in 3 years.	A meeting was held by the County to re-launch the Streamlining and Efficiency Committee, first items for review are planning processes and joint purchasing/procurement.	Ongoing - Meeting are being held on a per topic basis and new opportunities to share services and resources. Shared IT with AN, group discussions regarding AMP project.	Elana
1.7.2 Undertake a joint Recreation Master Plan with neighbouring municipalities	Undertake a joint Recreation Master Plan with HBM, Asphodel Norwood and North Kawartha to share services, and improve utilization of all facilities, determine right mix of programs for delivery. Joint implementation of BookKing where all facilities can be booked online. Many municipalities have undertaken similar joint projects and are seeing mutual benefits.	HIGH EFFORT,HIGH IMPACT	2020	External Consultant and Recreation Manager time - 30 hours. Long term Savings and increased utilization will cover costs.	Discussions with AN and NK regarding ice times. Both already have Master Plans in place.	Further discussions with municipalities is they are amenable.	Mike
1.7.3 Explore upload of Waste Management to County.	Peterborough County provides waste reduction services to all residents. Each Township provides garbage collection and manages transfer stations. Each Township provides varying levels of waste management services to its residents and is responsible for its own transfer stations and/or landfill sites and any bag tag/limits/user pay system or policy enforcement. Economies of scale, reduced overhead and administration can be realized through one provider as well as improved customer service.	HIGH EFFORT,HIGH IMPACT	2020	PW Manager time -30 hours. Long term Savings and increased utilization will cover costs	Ongoing joint meetings occurring	Presentation to Council re Recycling on Feb 7 2023	Jake and Tara

Recommendation	Opportunity Detailed Description	Quadrant	Year Start	Comments/ Assumptions from Consultant/Cost	Current Status	Next Steps	Staff Assigned
1.7.4 Undertake a joint Winter Control plan.	Undertake a joint Winter Control plan and update intermunicipal agreements to eliminate duplication and overlap between the County, neighbouring municipalities and DD services.	HIGH EFFORT,HIGH IMPACT	2020	PW Manager time -120 hours. Long term Savings and increased utilization will cover costs	Investigations into concept but serious concerns regarding liability.		Jake and Elana
1.7.5 Explore Shared Corporate Services and County wide 311.	Work with County, neighbouring municipalities to find joint services to access professional support, eliminate duplication of effort in IT, HR, Clerk services and Finance. In particular, explore shared services for long term financial planning/budget software and development, payroll, financial processing, HR advice, IT strategy, software and application support, marriage licenses/ceremonies, agenda/records management software, asset management professional services. This will increase overall services and decrease costs for DD residents.	HIGH EFFORT,HIGH IMPACT	2020	External Consultant and Various Manager time - 120 hours. Long term Savings and increased utilization will cover costs	Meeting are being held on a per topic basis and new opportunities to share services and resources.	Waiting on more information from County SDR.	Management
1.7.6 Review Fire Services County-wide	Undertake a fire services review across the County - many municipalities are doing this under modernization projects (Northumberland, UCLG).	HIGH EFFORT,HIGH IMPACT	2020	External Consultant and Fire Chief time - 40 hours. Long term Savings and increased utilization will cover costs	Current focus is on area dispatching, paging and costs for upgrades.	A possible 2023 Master Fire Plan	Chuck
1.7.7 Review possible Planning and Building/Bylaw Services	Undertake a shared service review for building/planning and bylaw services with view to develop synergies between Townships and possible sharing of software and resources.	HIGH EFFORT,HIGH IMPACT	2020	External Consultant and CBO time - 40 hours. Long term Savings and increased utilization will cover costs	An agreement is in place with HBM to share a CBO. CloudPermit system is now active.	- Investigating AMP program with the City for enforcement services. - Implementation of CloudPermit for Planning Applications	Don, Christina and Elana
2.1.1 Create HR Committee of Council	Creation of HR Standing Committee of Council to address: organizational issues, compensation and benefits, code of conduct, Health and Safety considerations, recruitment and retention issues etc. This Committee will allow for the development of the HR plan, address ongoing issues including H&S and allow for confidential items to be fully discussed. Concurrent with Procedural Bylaw Review.	LOW EFFORT,HIGH IMPACT	2020	1 meeting per month - 5 Councillors, CAO to attend	Committee has been formed and TOR in place.	Committee is actively meeting	Elana and Martina
2.2.2 Formalize HR partnerships with County and other professionals to support HR committee.	Access to HR professional services is current a "one off" scenario for specific projects such as recruitment. The County has provided services on a pay as you go basis. A formal service level agreement with the County or other professional that provides ongoing support may be warranted given the number of issues and the recommendations in this report. Advantage to County is that they utilize GP and may have HRIS.	HIGH EFFORT,HIGH IMPACT	2021	Assumes \$100 per hour, 30 working days per year.	HR Support Services are being provided by SHRP	Completed	Elana
2.2.3 Consider outsourcing payroll to County or other professional service to provide advice, training and undertake system review.	Municipal payroll and pension administration is complex and represents regulatory risk as well as potential for long term impacts to employees. The Township should consider accessing advice of professional payroll services either through a partnership at the County or a consultant.	HIGH EFFORT,HIGH IMPACT	2021	Assumes \$40 per hour, 30 working days per year - savings of 0.25 fte annually	Finance Department is adequately staffed to take on payroll responsibilities. SHRP is tracking entitlements via HRLive System	Currently undertaking system review with Tammy and will include training. - HRISMyWay is also being investigated as an option. - Change Management Strategy to be created as part of implementation	Paul
2.2.4 Consider outsourcing Planning Expertise.	Consider outsourcing Planning processes through partner with other municipality or vendor of record on a fee for service basis.Professional planners will provide efficient,effective advice to developers. Many municipalities share these services or hire consultants who also present to Planning Committees and Council. Allow Clerk on providing process advice and allow for concentration on other priorities. Assigned administrative support to track planning applications, time spent and cost to determine appropriate fees.	HIGH EFFORT,HIGH IMPACT	2020	Cost recovery model - No cost to Township - Savings in Clerk's time 50% capacity	New Planner to begin on June 27, 2022.	Additional fee review, Bill 109 changes to be accounted for.	Christina
2.2.5 Consider Corporate Project Manager.	Hire Corporate Project Manager - could be an internal reallocated position or contract (2-3 years). Outsource Technical Services for AM, IT and the Edwards Pit.A Corporate Project Manager is needed to assist the new CAO with oversight of all the corporate projects and consultants including AM, IT (MESH/GP), Edwards Pit, Facilities.	HIGH EFFORT,HIGH IMPACT	2021	Could be an internal reallocated position. Costs assumes external candidate for 3 years.	Will be brought forward as part of budget discussions.	On hold as all projects are being managed in house. Pending the project schedule for 2023, further discussions may need to be held.	Elana

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2.3.1 Implement New Organizational Structure and Performance Management.	Organizational structure recommendations include new reporting relationships and focus. Managers should be involved in the recruitment and performance management of their staff. Consider additional support in Finance for analytical capacity.	HIGH EFFORT,HIGH IMPACT	2020	Internal time for all staff and managers. Additional cost unknown.	Organizationa Structure is complete. Will continue to evauate.	Used performance management program available via SHRP, CAO performance review complate used a 365 model. Job descriptions being evaluated.	Elana and Martina
2.3.2 Refocus Clerk and Deputy Clerk roles	Refocus Clerk and Deputy Clerk roles to statutory duties, customer service and community engagement. Front Counter, Customer Service representative should report to Deputy Clerk. As outlined in this report, significant work is required in records management, agenda management/planning, website development, community outreach and engagement as well as complaint/service request management.	HIGH EFFORT,HIGH IMPACT	2020	Offset time against Planning - Increased Service potential	Job Descriptions are now complete and overall review of "full complement" is being conducted .	On hold until a fulll staff complement is in place.	Elana and Martina
2.3.3 Revamp Administrative Roles with specific responsibilities reporting to individual managers.	As per the new organizational structure, revamp administrative and finance roles to support managers and improve accountabilities.	HIGH EFFORT,HIGH IMPACT	2020		Completed	Completed	Elana
2.3.4 Revamp the Recreation and PW Management roles.	Revamp the Recreation Manager role with programming oversight with the view to increase the use of the facilities year round. Transition the Assistant to a Recreation Supervisor. Convert 2 part time staff to full time, one lead hand role. Similarly, PW Manager role and Supervisor should be revamped .As per the new organizational structure, revamp recreation and public works roles and transform two part time staff to full time. FT will allow for better training, reduced recruitment costs and more attractive positions.	HIGH EFFORT,HIGH IMPACT	2021	Convert 2 PT positions (current hours = 900 hours per year). Savings in training, recruitment and risk estimated to offset cost by 50%.	New job descriptions are in place. Recreation Department hiring is complete. PW has been reviewed and modified staff roles.	Completed	Elana and Mike
2.4.1 Modernize all job specifications and undertake a Pay Equity review to ensure compliance.	As per the new organizational structure, revamp administrative roles to support managers and improve accountabilities.	HIGH EFFORT,HIGH IMPACT	2020	Internal time or Consultant. 24 Job specs at 2 hours each. Pay equity review - external	Revamped organization structure and job descriptions are complete.	Full pay equity review to be completed in 2023.	Elana
2.5.1 Undertake a Skills Inventory and Training Needs Assessment	Survey administered based upon skills acquired, types of training required (for staff and volunteers) supplemented by assessment.	HIGH EFFORT,HIGH IMPACT	2020	Clerk/Deputy Clerk to lead project - 40 hours each	Completed as part of organizational structure and job reviews.	Staff have been given new training opportunties and encouraged to participate in professional development.	Elana and Martina
2.5.1 Document building and planning processes.	Document building and planning processes. Develop training programs for customer service staff. Building applications are not currently supported by detailed public information and staff lack detailed training.	HIGH EFFORT,HIGH IMPACT	2020	Internal of Student - 40 hours	New CloudPermit system is in place, along with new website.	Corporate Wide customer service policy in place. Building Department internal customer policy is being developed, once settled into new space public education will take place.	Don and Elana
2.5.2 Ensure adequate technical training for part time/volunteers.	Explore training & development opportunities to expand staff skills for fire prevention and inspection related activities and or build. Appropriate performance measures with incentives to meet and exceedEnsure adequate training for Parks and Recreation part-time staff, including health and safety training (e.g. basic refrigeration), and how to carry out playground inspections. Technical training for part time staff is needed.Technical training for staff and volunteers.	LOW EFFORT,HIGH IMPACT	2021	External training for part time staff - Mostly External	Management has implemented new training programs and a new onboarding process is in place.	Completed	Management
2.6.1 Develop Change Management Strategy for SDR Implementation	Developing a change management strategy provides direction and purpose for all other change management activities. By outlining the unique characteristics of the change and its risks and potential resistance, change practitioners set themselves and their project team partners up for success. Having staff involved a shared vision/strategic plan will assist in developing the change strategy and achieving buy-in. Training in change management would be beneficial given the extent of the changes required followig a long period of stability.	HIGH EFFORT,HIGH IMPACT	2020	Corporate Project Officer to undertake. Estimated 10 days work annually.	Continous improvement of services and communication with staff.	This is an ongoing project.	Elana

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3.1.1 Develop IT Strategy for integration of Township systems and expand utilization.	IT Strategy should be developed to fully integrate and enable all systems at the Township to provide Web- and Mobile-enabled services to the citizens.Review and rationalize system utilization and eliminate non integrated systems where possible (eg.Building Permits System ) Long term strategy would guide all IT investments, purchases and projects. County wide approach to implementations of MESH, BookKing, PSD, and building permits online. Look at IT Service provider contract as part of this project including moving to County wide services.	HIGH EFFORT,HIGH IMPACT	2020	Staff time savings from reduced duplication of effort and reconciliations. Modernization funding?	Ongoing	Working with AN to hire IT personnel. Ongoing work with Finance Team.	Elana and Paul
3.1.2 Expand IT service and help desk	Add Help desk Services to current IT contract to allow staff to launch their own requests and "free up" staff time. Request long term plan for hardware replacement.	HIGH EFFORT,HIGH IMPACT	2020	Annual cost of \$4000 but savings of .25 FTE in administration	Ongoing	Working with AN to hire IT personnel.	Elana and Paul
3.1.3 Implement Virtual City Hall to provide real time online access for customers to apply, review and pay for services.	Virtual City Hall (VCH) is a customer self-serve application that integrates with DD's financial software. Customers online Animal Licensing, Locate the owner of a lost animal. Business Directory · Bylaw Violations – Contact Information eSend Integration – message inbox, view bills online. General Receivable Accounts - Customers can view and pay for their general receivables. Paperless Notification Sign-up. Permits -Customers can apply, view, update and pay for their permits. Pre-Authorized Payments Sign-up. Property Search – Search for property roll information. Property Tax Accounts - Customers can view and pay for their property tax accounts. Property Tax Certificates – Purchase and view tax certificates.Vendors can review purchase orders, submit invoices, update information such as EFT and view the status of their payments.	HIGH EFFORT,HIGH IMPACT	2021	Module Cost = \$27,000. 30 minutes per setup + issuance x 3000 households x 50% uptake - assumes 5 transactions per year @ \$5 per transaction	Staff are reaching out to Selwyn and Cavan Monaghan to see how they are liking VCH and costs	On hold pending further investigation. Staff received demo and spoke to other Townships who implemented; they found that the implementation was cumbersome with not a lot of takeup from residents.  Therefore, staff are focusing on implementing E-Send for tax bills and pushing electronic payment options such as portal on website, ebanking ect....	Carol-Anne and Paul
3.2.1 Create a LEAN Six Sigma Process Improvement Team.	Move to LEAN Six Sigma process improvement team. Provide training and support to develop new ways of doing business on a continual basis.LEAN Six Sigma will enhance staff skills. Management should become champions of change and LEAN Six Sigma. Undertake a 5S project at the Operations building with an office and "stores" area.	LOW EFFORT,HIGH IMPACT	2020	External consultant trainer	White Belt Training has taken place for Managers	A review of training opportunities is taking place to address skill gaps and most beneficial to the organization as a whole.	Elana
3.2.2 Procure a new Customer Service Request (Complaint) system to track all complaints and allow for online submission.	New Customer Service Request (Complaint) system to track all complaints and allow for online submission. Utilize BookKing more fully by activating the Public Site and using it to book all appointments, regardless of departmentProcure an online Service Requests and Utilize "Booking" Online facility scheduling to implement for other services to improve customer experience (eg. meetings with CBO, staff, commissioning documents, planning applications). Given the COVID situation, reducing time waiting at the counter is desirable.	HIGH EFFORT,HIGH IMPACT	2021	Service Requests module - integrate with MESH and create a work order and GP for customer database through middleware.	Investigation into opportunity have taken place. New website provides opportunities for online submissions and tracking of submissions.	New Policy and Procedure is in place and approved by Council. Using interal Excel sheet to track complaints.	Elana and Martina
3.2.3 Develop detailed tax policies and procedures. Implement E-Send - Tax E-notices and AR E-notices.	Document processes and move to eSend is a GP module that is used to deliver bills and notices to customers via email. 2. When a customer browses their accounts they can open th PDF bills for each transaction that was sent by eSend. Customer can choose to enlist it to paperless notifications. E- notices will save significant time and money for the Township, eliminate costly printing, folding, postage and handling costs.	HIGH EFFORT,HIGH IMPACT	2020	Module Cost = \$6700. 30 minutes per setup + issuance x 4,500 properties x 50% uptake. Savings calculated at \$10 x (4,500 tax bills x 2 annual billings + 300 (arrears letters) x 50% uptake - \$17700 per year x 3 years	Staff have been trained on eSend Module. Currently getting forms created for public to use to request service. - Electronic tax bills will be available 2023	View of Polices to take place in 2023. AR will need to be reviewed outside of tax process including communication and collection tools.	Carol-Anne and Paul
3.2.4 Implement Self Service time entry, Epaystubs and an integrated work order management system including FirePro. Create a full set of payroll policies and procedures.	1. Implement Self Service time entry and an integrated work order management system (MESH). 2. Create a full set of payroll policies and procedures. This should be incorporated with the capital planning process as well. 3. Integrated FirePro with Dynamics 4. Implement GP E-paystubs will eliminate paper and effort.	HIGH EFFORT,HIGH IMPACT	2020	Mesh = \$9500 annually + 300 device fees + \$4400 activation fees. Additional Mobile devices and plans \$50/month for 27 staff. A Savings calculated at 3 days per pay period - Finance + 1 day per pay period for public works (\$25000 x 3)	FirePro has been integrates with GP to streamline payroll for Fire Service.	Payroll system is in early stage and will go live in Spring 2023. New system will allow for electronic pay stubs, T4 ect...	Chuck (Paul)
3.2.5 Develop Inventory Policy and system	Inventory Policy and processes be developed. The Township can look at possible integration with key vendors in order to reduce data entry.	HIGH EFFORT,HIGH IMPACT	2020	Inventory policy to be developed and implemented internally - 10 days work for Treasurer and Public Works Assistant. Savings in time and inventory losses will offset	Work is taking place across the corporation to enhance inventory controls.	Document all inventory items and outline the process for each item; refine where needed. - Finance team is working through inventory control for sand, salt, gravel ect...	Management
3.2.6 Centralize Purchasing Functions in Finance. Develop New Procurement Policy. Implement Purchase Orders and workflow as well as online bidding system .	1. Purchasing policies and processes centralized. Policies updated to meet CFTA requirements. 2. Implement GP purchase orders modules, procurement, 3 way matching and training. Include encumbrances and commitments. 3. Paperless workflow processes. 4. Implement an Electronic Vendor Bid Submission that would allow vendors to submit their bids electronically. For tenders and quotations the pricing would be input directly into the system.	HIGH EFFORT,HIGH IMPACT	2022	Module Cost = \$6000. Savings to be realized in procurement processes - Estimated time saved = 7 hours per procurement.	New website will have virtual Bids and Tenders Portal. Reviewing Procurement Policy.	New Procurement Policy is in place. Next step is roll out of Bids and Tenders. Further review and update to Procurement Policy to take place regarding reporting requirements and process. Last piece will be to centralize purchasing.	Martina and Paul

Recommendation	Opportunity Detailed Description	Quadrant	Year Start	Comments/ Assumptions from Consultant/Cost	Current Status	Next Steps	Staff Assigned
3.2.7 Corporate AM Consultant to lead detailed process review to integrate AM practices and lifecycle costing in daily activities.	Fully implement Work orders management and scheduling in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well. Regulation O.Reg 588/17 requires AMP for all core assets by 2021 including current levels of service. Data collection and processes need to be in place for all assets by 2023. Levels of service require public consultation. Implement Self Service for Employees - Time and attendance and work order management, CVOR reporting (mobile)	HIGH EFFORT,HIGH IMPACT	2020	Internal costs - 1 hour per week for each manager	Being reviewed by Treasurer as part of Asset Management Program.	Asset Management Plan project is underway. Update to Council in Q1 2023	Paul
3.2.8 Review the next steps for the Building Permit Online.	Reconsider in house development. Reimplement Permitting module. Explore other online software options that are already established.Eplan systems allow for permit applications and blueprint markups. Some products have moved into planning applications (eg. PSD, Avolve, Eplan) Any product still must integrate, to some extent, with the financial system. Integration with MPAC already in place.	LOW EFFORT,HIGH IMPACT	2021	Module = \$7500. Re-implement GP Permitting Module.SDR funding for \$6500. Savings in processing time will offset costs. Implementation time and cost estimated at 30 hours per staff.	CloudPermit is now in place.	Completed	Don
3.2.9 Undertake Records Management training and consider File Hold or other document management system.	Undertake Records Management training and ensure adherence to by-laws. Immediate attention and Corporate-wide leadership role should be formalized and support provided. Consider File Hold or other document management system.	HIGH EFFORT,HIGH IMPACT	2020	Estimated at \$15 per user per month. Training estimated at 30 hours. Consider digitizing old records over three years.	Records management training was provided to all office staff. A document management system is being looked at as part of overall Tech Program; will likely be a part of Office 365 implementation using SharePoint.	Paul and Martina have been meeting with vendors of O365 and SharePoint to get a better understanding of implementantions and best practices.	Elana, Paul, Martina
3.2.10 Shift Fire Burn Permits to 24/7 on-line system	Shift Fire Burn Permits to 24/7 on-line system with consideration of appropriate revenue recovery – self serve option with mobile app alerts.Burnpermits.ca - This implementation is underway.	LOW EFFORT,HIGH IMPACT	2020	Internal time to set up - 2 days staff time. Recoveries to offset cost of software and time spent.	This project has been implemented and is working well.	Completed	Chuck
3.2.11 In concert with the MESH implementation, develop and document processes, training and integration.	In concert with the MESH implementation, develop and document processes, training and integration. Undertake financial reporting changes to properly track costs. Some changes to the current project accounting, fixed assets and equipment is required for the MESH implementation.	HIGH EFFORT,HIGH IMPACT	2020	Significant time in manual work orders eliminated and better regulatory compliance, capacity savings at 5 hours per week per manager/lead hand.	Complete	Senior staff provide training to all staff on how to use system and the process for the use of the system.	Jake and Chris
3.2.12 Digitize Level of Service and MMS	Digitize Level of Service and MMS with MESH Form developer and integrate into daily work order management.Minimum Maintenance Standards and CVOR must be tracked. The paper processes would be eliminated and better reporting available for compliance.	LOW EFFORT,HIGH IMPACT	2021	Potential for improved staff relations - cost will depend upon result. Difference between two rates.	Complete	Senior staff provide training to all staff on how to use system and the process for the use of the system. MESH has replaced many paper reports. CVORs are being processed through online Ministry portal.	Jake and Chris
3.2.13 Re-implement Bookking and integrate with Diamond. Launch the public online facility bookings	BookKing will allow for better management and improve utilization of the community centres. The launch of the public site will not only provide better service, staff workload can be better managed through the use of the services module. This module provides "set up" requirements for any particular event. BookKing could be used for other appointments at the front counter. Consider "packages" to simplify bookings. Possible events with catering and weddings?	HIGH EFFORT,HIGH IMPACT	2021	Internal costs estimated at 40 hours but reduction over 3 years will offset time.	Mike and Tara have met with Bookking to improve usability. Council approved new fees and facility use has been increasing. New insurance program in place. Review of bar and cateering as they were loss leaders	Continue to optimize floor and ice rentals. Continue to floor Ice Allocation Policy.	Mike and Tara
3.2.14 Update contracts, outsourcing with improved AR policy.	Contracts and AR policies should require "pay before you play". For large groups, update the contract and policy to require monthly payments in advance. If the public site is launched, reminders can be set up. Allow for credit card payments which may require fee bylaw adjustment. Integrate BookKing with GP and move all AR management to Finance and run out of GP.	LOW EFFORT,HIGH IMPACT	2020	Internal costs estimated at 24 hours but recoveries and elimination of manual work will offset.	Policy has been drafted and presented to Council who deferred a decision at this time.	Discuss with Council in 2023	Paul and Mike
3.2.15 Move AR to finance.	Move AR to Finance. Recreation to continue to collect funds at the outset but any outstanding AR to be managed by Finance in GP.	LOW EFFORT,HIGH IMPACT	2020	Internal costs estimated at 30 hours but recoveries and elimination of manual work will offset.	AR currently rests with the Finance Department	Completed	Finance



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<b>3.3.1 Develop processes and undertake training prior to implementation. Ensure Mobile Technology is available for use in the field.</b>	Basic technology training will be required before full MESH implementation for many of the staff. Similarly for building/bylaw services - enhanced abilities for inspections and production in the field.	HIGH EFFORT,HIGH IMPACT	2021	Estimate of Mobile purchases and training. 20 hours per staff. But significant savings and improved MMS.	Training and implementation for field work is ongoing. Office staff all have laptops, updates to cellphones, PW staff have tablets for MESH.	Office 365 will enhance mobile capabilities	Jake
<b>3.3.2 Expand Utilization of Diamond, Booking with training and re-implementation of permitting.</b>	Diamond and Booking are underutilized. In particular, integrations, document management, workflows and e-services. Permitting, bank reconciliation and smartlists should be reimplemented and documented. Additional training for all staff should be provided.	LOW EFFORT,HIGH IMPACT	2020	Investment in Training 20 hours for 5 staff offset by savings in time.	Work with Tammy is underway on this project.	Once implementation is complete, will optimize yearly training hours provided in Centreal Square contact to train staff.	Paul
<b>4.1.1 Modernize Budget Process and move to multi year/long term financial planning.</b>	As part of 2021 Planning Cycle, 1. develop business plans across departments in line with Term of Council Strategic Plan. 2. Implement Multi-Year Budgeting. 3. Department heads should develop and present their own budgets starting with past achievements, upcoming business plans, performance metrics and funding required.	HIGH EFFORT,HIGH IMPACT	2020	Staff time to develop new approaches. Cost unknown.	1. Partially complete, will be implemented further during the 2023 and 2024 budget when the next strategic plan is completed. 2. The 2023 Budget will aim to provide longer term capital budgets (5-10 years). Operating will stay at 1 year for now. However, the Operating impacts of capital projects will be identified where possible. 3. Complete - can enhance performance metrics	Completed	Paul
<b>4.2.1 Procure Budget Software to improve budget process and reporting. Look at joint project with County.</b>	Budgeting software allows for development and enhancement of the transparency of the budget process. The current process is highly labour intensive and requires working with excel spreadsheets, powerpoint documents which are not quickly changed. The financial results and reports are not accessible to the department heads. Budget software allow for real time access to detailed data without access to the financial system.	HIGH EFFORT,HIGH IMPACT	2021	Module cost \$25k. Savings are currently unknown as it is unclear how much time is spent on reporting. Training and set up time 30 hours for Treasurer, 10 hours per SM	Currently using an advanced Excel model.	It is the goal to implement budget software but low priority as the Excel Model is a good substitute. Will be a 2023/24 project.	Paul
<b>4.2.2 Update Recreation Master plan (joint) and develop performance indicators in interim.</b>	Recreation master plan has not been actioned due to foundational issues. No targets in place.	LOW EFFORT,HIGH IMPACT	2021	Internal resources	New Committee to be meeting over summer and bring ideas for budget 2023.	Ad-Hoc Committee provided a request to Council to be decided as part of Budget.	Mike
<b>4.3.1 Develop a full set of financial policies commencing with a financial control policy.</b>	Policies should include the full range of financial services. Review list suggested in Appendix.	HIGH EFFORT,HIGH IMPACT	2021	Internal resources - likely 2 months of work.	In progress with Finance Team.	New Procurement Policy is in place. Will continue to develop new policies for finance functions.	Paul
<b>4.3.2 Implement the E-Bank reconciliation module</b>	Implement the E-Bank reconciliation module and change processes for weekly reconciliations by downloading from the bank. Bank reconciliation module is "automatic". Most large organizations can reconcile in as little as two hours.	HIGH EFFORT,HIGH IMPACT	2020	Internal resources - 2 months of work.	Staff are in contact with GP regarding a quote on the module and implementation requirements.	Module in place, needs to be implemented.	Carol-Anne and Paul
<b>4.3.3 Move Insurance and procurement responsibilities to Finance.</b>	Insurance should be part of the risk management framework and updated based upon the TCA listing each year. Procurement currently rests at the CAO level. Segregation and recognition of liabilities is required by the Treasurer.	LOW EFFORT,HIGH IMPACT	2020		Documentation has been submitted and 2023 insurance is in place.	Finance has taken over the administrative process, Corporate will handle the strategy and review.	Paul and Elana

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4.3.4 Develop a Corporate Accounts Receivable policy and centralize AR in Finance.	Monthly reconciliations and collections activities should be done for all services by Finance to ensure that all assets are recognized and managed.	LOW EFFORT,HIGH IMPACT	2020		Has been centralized with Finance.	Policy needs to be created.	Paul
4.4.1 Undertake time tracking against planning applications - fee study.	Undertake time tracking against planning applications – eliminate subsidizing by taxpayers.Planning applications are not cost recovery. With the outsourcing of planning specialist, staff and consultants should track time against each application.	LOW EFFORT,HIGH IMPACT	2020	Time estimated at 2 hours per week. Cover by fees	Fee study was completed and new fees are in place. Cost recovery is unachievable in current market.	Due to changes in Bill 109 new fee study and model will be required.	Christina and Paul
4.4.2 Undertake fee study and policies on subsidies.	Fees are not recoverable - need to know the "right fee" based upon cost and determine the subsidies that may be applicable. Need to build reserves for years where permits and planning approval processes are not covered.	HIGH EFFORT,HIGH IMPACT	2022	Could be done in house or by a consultant. However, staff need to track time against activities. Increased revenue offset cost.	New Model is active.	Due to changes in Bill 109 new fee study and model may be required.	Don and Elana
4.4.3 Develop advertising and donation programs.	May need to delay for two years due to COVID. Advertising boards, facilities can be very lucrative.	LOW EFFORT,HIGH IMPACT	2022	Assumes \$10k per year	Currently being investigated. Cotinuous delays with implemtation due to pandemic.	2023 will be the first year not affected by Covid related shut downs. Staff are working on bringing a program forward.	Mike and Elana
4.4.4 Change fee structure to include deposits and increased securities.	Following the clean up of the backlog, there is an opportunity to increase revenues on a fee for service basis. Similar to the Septic inspection program initiative.	HIGH EFFORT,HIGH IMPACT	2022	Liability of outstanding hours of 700*3 hours per permit needs to be eliminated before pursuing.	Fees for deposits on planning applications have been increased to reflect the market.	New planner is in place (Christina) review of the fees will be conducted in 2023 in light of new provincial planning timelines and requiremend under Bill 109	Martina and Christina
4.4.5 Revenue recovery through third party programs –insurance	There are third party services that can assist in managing these claims.	HIGH EFFORT,HIGH IMPACT	2020	Staff time to be allocated - Need to assess how many hours. Required depending upon the players involved.	New agreements are in place with MTO for revenue recovery. Staff recommend that this remains an internal process.	Completed	Chuck
5.1.1 Procure and implement a comprehensive Service Request Software with online submissions linked to work orders.	Service requests and complaints online (eg. Access E11)	HIGH EFFORT,HIGH IMPACT	2021	Included above	Staff have met with Access E11 and the program is not the right fit for Township. Township is moving forward with Virtual City Hall	Virtual City Hall is on hold, cost are high and uptake in neighbouring communities has been low. New Complaint Policy and Customer Service Policy are in place.	Elana, Paul, Martina
5.2.1 Enhance public engagement and communication through the Township website,social media, software additions along with e-services applications.	Communications with public and staff strategy for ongoing and projects should be developed including social media, newspaper, other modes.	HIGH EFFORT,HIGH IMPACT	2021	Part of Website project. Contemplate Consultant to assist	New website has launch, received positive feedback from public. Provides citizens to subscribe to receive custom news letters	Continuing to work on engagement, each department manages their own sections on the website.	Martina
5.3.1 Allocate financial resources (summer student – communications) to creation of on-line resources for public education purposes.	Should be done in concert with other initiatives.	HIGH EFFORT,HIGH IMPACT	2021	Student for 4 months.	Opportunities are being pursued via grant funding.	Intern is in place for Jan to April 2023, will draft examples	Martina and Elana

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5.3.2 Update Website & Information	Website being revamped. Look to implement from the VOICE OF THE CUSTOMER.	HIGH EFFORT,HIGH IMPACT	2020	Part of Website project.	New website has launch, received positive feedback from public. Provides citizens to subscribe to receive custom newsletters. Culture of continuous improvement	Completed	Martina and Don
6.1.1 Redesign office space for better utilization, location of staff with operational requirements. Assign Facilities Management to the CBO or Manager of Public Works	Administrative staff to be located near manager. Recreation manager to be located at the CC. Hotelling opportunities in the Township Hall following COVID.	HIGH EFFORT,HIGH IMPACT	2020	Some reconfiguration required.	Building and Planning Departments have moved to lower level of Town Hall. Additional movement will occur as staff complement is filled.		Elana and Management
6.2.1 Conduct a building condition assessment of the Community Centres to determine cost and "fitness" for alternative solutions.	Prior condition assessments did not include arenas. Before determining the next step, it is imperative to understand the state of these buildings.	HIGH EFFORT,HIGH IMPACT	2022	External Consultants	Greenview has conducted the assessments.	Waiting on final report.	Elana and Paul
6.3.1 Undertake a facility strategy including Recreation in concert with shared service review.	Fire and PW both have facility challenges. A fullsome approach including recreation should be undertaken before any decisions made. However, it is clear that the Township cannot continue to utilize these facilities for the long term.	HIGH EFFORT,HIGH IMPACT	2021	Review already underway.	Application for funding for Douro Public Works building was successful and renovations are underway to join with Fire Department. New funding model approved for Warsaw Joint Building and new funding received for Douro Parks.	Continue to work on these project and explore new funding opportunities.	Management
6.3.2 Update the Fire Master Plan (perhaps joint) to assist with challenging decisions pertaining to fire halls and equipment needs.	Fire Master Plan is outdated. Should be updated based upon the new requirements. It is a decade old and new organization exists.	HIGH EFFORT,HIGH IMPACT	2021	Consultant fees or could be done in house.	Delayed to 2023 due to department enhancements	Will be part of budget in 2023, third party will be required to complete the study.	Chuck
6.4.1 Increase utilization rates and reduce Recreation costs.	See above Track utilization and costs. Review fee schedule and utilization gaps.Review Recreational Program Options. Undertake a study to determine uptake and re-purpose, expand use of the Warsaw Arena.	HIGH EFFORT,HIGH IMPACT	2020	Internal - 1 hour per week	Increase Utilization Rates and Reduce Recreation Costs – Initial report on this went to Council in September 2020.	2023 will be the first year not affected by Covid related shut downs. Will be revisiting.	Elana, Mike and Paul
7.1.1 Recruit a Project Manager with oversight for AM/IT and the Edwards Pit. This cannot rest in Finance.	As discussed, Township requires corporate view of major projects.	HIGH EFFORT,HIGH IMPACT	2020	Included above	Will be revisited as required.	On hold as all projects are being managed in house,	Elana
7.2.1 As required by 588/17, the Asset Management Plan is required by 2022.	PSD has been engaged for \$124k. It is important to note that this does not include condition assessments.	HIGH EFFORT,HIGH IMPACT	2020	Consulting fees o f \$124k -FCM Funding provided - Internal costs of 120 hours per department.	Work is underway with Public Sector Digest on the update of the Asset Master Plan. Roads Need Study with Condition Assessments is complete.		Finance staff and Jake
7.3.1 Form a Corporate AM team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices.	As required by 588/17, lifecycle management strategy is required by 2021. Form a Corporate team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices.Processes are needed to ensure that AM practices are part of daily practices and are integrated into the lifecycle management of assets as opposed to a year end exercise.	HIGH EFFORT,HIGH IMPACT	2020	Approximately 1 hour per manager per week	As part of PSD AM update project all Managers are being trained in AM and how it affects their tracking of assets.		Finance Staff

Recommendation	Opportunity Detailed Description	Quadrant	Year Start	Comments/ Assumptions from Consultant/Cost	Current Status	Next Steps	Staff Assigned
7.4.1 Develop long term plan for gravel roads including possible conversion.	Service Levels challenged, particularly for gravel roads. Develop long term plan surrounding gravel roads. Monitor complaints and service requests including time, materials and equipment – develop dashboards for LOS purposes.As provided in this report, we have estimated that gravel coversion will be approximately \$11-22 million. This should be taken into account when setting levels of service.	HIGH EFFORT,HIGH IMPACT	2021	Estimated conversion costs \$11-22 million.	10 year forcast based on Council direction.	Continue to work through project as funding is available.	Jake
7.4.2 Update Roads Need Study prior to 2021 AMP requirements	An update is needed for 2021	HIGH EFFORT,HIGH IMPACT	2021	Consulting fees to update condition.	Roads Need Study with Condition Assessments is complete.	Completed	Finance Staff
7.4.3 Evaluate the Edwards Pit extensively including costs/savings over long term and internal capacity.	Review is needed to ensure that the Township will reap the rewards of this Pit. It may wish to outsource the management. We understand that the Township has engaged two consultants to assist.	HIGH EFFORT,HIGH IMPACT	2021	Consulting fees for assessment offset by savings.	Agreement in place to be completed by December 2023.	Staff is working through the required conditions and will report to Council.	Elana, Jake and Martina

**Recommendation:**

That the Clerk's Office-2023-02 report, dated February 7, 2023 regarding a proposed telecommunication tower – C8697 Brookwood be received, and

That the Township of Douro-Dummer concurs that the proposal by Rogers Communications Inc. to erect a wireless communication tower on lands known as 556 Fifth Line Rd South Dummer, Douro-Dummer, ON is fully compliant in the Township's opinion, with respect to the stipulated Proponent duties of consultation in accordance with the requirements of the local protocol - Policy No. D-4 Protocol for Radio and Telecommunications Facilities, Section 4.0 Exemptions, and such, all of the Proponent obligations have been satisfactorily addressed.

**Overview:**

The Eastern Region Ontario Network (ERON), is currently undertaking the Cell-Gap project. This is a public-private partnership that seeks to improve cell service across Eastern Ontario. The Township of Douro-Dummer is a part of this project via the County of Peterborough and Eastern Ontario Wardens' Caucus and Mayors' Caucus. Through a competitive bid process, Rogers Communications has been awarded the contract to improve the coverage and capacity of the network. More information regarding the project can be found here: <https://www.eorn.ca/en/index.aspx>

As part of Rogers Communication's contract on this project, they are identifying locations that would be suitable and preferable to locate the necessary infrastructure to improve service. One of the locations for this infrastructure has been identified at 556 Fifth Line Road South Dummer (please note that the Rogers document reference North Dummer but this is an administrative error on their part).

Township staff were contact by Rogers Communication to discuss the project and to become aware of any policies or requirements the Township may have in place regarding these types of facilities. It should be noted that the Township does not have jurisdiction to regulate telecommunication facilities under the *Planning Act, 1990* as the regulation of these facilities falls under Federal legislation. The Township does have a policy in place regarding communication facilities, it is Policy D-4 – Protocol for Radio and Telecommunications Facilities which was updated in summer 2022 to exempt projects that Council has provided support either via an endorsement or via direct financial support such as ERON's Broadband Phase 1, Gig Project or the Cell Gap Project from the Public Participation Programme as outlined in the Policy.

**Conclusion:**

Rogers Communications Inc., have provided a Site Selection and Justification Report that explained why the site was chosen and the various factors that were considered. This site will provide service to a part of the Township that does not have access to highspeed internet currently and it will not conflict with neighbouring business, agricultural or recreational activities.

Based on the information provided staff are recommending that Council provide a letter of concurrence to Rogers Communication Inc. for this project.

**Financial Impact:**

There is no financial impact to the Township and the applicants will be required to submit a \$1200.00 application fee.

**Strategic Plan Applicability:** To set out a direction of focus for economic development while utilizing resources to facilitate the promotion of the community.

**Sustainability Plan Applicability:** N/A

### Report Approval Details

Document Title:	Telecommunication Tower Proposal - C8697 Brookwood.docx
Attachments:	- C8697 - Site Selection and Justification Report - Redacted.pdf - C8697 - Survey.pdf - C8697 Statement of Concurrence (DRAFT).docx - 2022 Update - D4 - Protocol for Radio and Telecommunications Facilities.docx
Final Approval Date:	Jan 31, 2023

This report and all of its attachments were approved and signed as outlined below:

Elana Arthurs





**Rogers EORN Site C8697 – Rd. 40 @ Brookwood**  
**Site Selection/Justification Report – Wireless Communications Site**

**Prepared for: Township of Douro-Dummer**  
Martina Chait-Hartwig, Acting Clerk  
**(705) 652 – 8392 x 210    [MartinaC@douroddummer.on.ca](mailto:MartinaC@douroddummer.on.ca)**

**Proposed: 91.5m Guyed Tower**  
Coordinates: 44.423811°, -78.072258°  
PIN: 28198-0117 (LT) ARN: 152202000106400

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## Introduction

Like all areas of the province, your community is experiencing an explosive demand for wireless services. As people rely more on wireless devices such as smartphones, tablets and laptops for business and personal use, network improvements are required to ensure high quality voice and data services are available.

This document outlines the site selection process in accordance with the requirements of Innovation, Science and Economic Development Canada's (ISED) Spectrum Management and Telecommunications Policy, CPC-2-0-03, Issue 5 (CPC) updated Jul. 15, 2014 and provides a description of the system associated with the proposed wireless communication installation on property owned by **BARR, DONNA CHRISTINE; BARR, MICHAEL GEORGE**, known municipally as:

**556 5th Line Rd N Dummer, Douro-Dummer, ON K0L 2H0**

**PIN: 28198-0117 (LT) ARN: 152202000106400**

**Legal Description: E1/2 LT 8 CON 4 DUMMER; DOURO-DUMMER, The Land Titles Division for Peterborough Land Registry Office (No. 45)**

*The prosperity of Canadians depends on telecommunications services to do their jobs, conduct business, learn new skills and build communities. These services play an important role in the lives of all Canadians, enabling them to participate in today's digital economy and to access health care, education, government, and public safety services.*

*As a Tier 1 Carrier, Rogers' federal mandate is to fill coverage gaps such that all residents have access to wireless high speed broadband services.*

## Background and Coverage Requirement

A wireless telecommunications facility is a puzzle piece in a very complex radio network, whether that site is situated in an urban, suburban or rural setting. Customer demand and sound engineering principles direct where sites are required to be located. As people rely more on wireless devices such as smartphones, tablets and laptops for business and personal use, network improvements are required to ensure high quality voice and data services are available. For a wireless network to be reliable, an operator must provide "seamless" coverage so that gaps in the network are avoided. Gaps create dropped calls and overall poor service to customers. Rogers is committed and mandated by its license to ensure the best coverage and service to the public and private sectors.

The proposed site at *the above-noted location* will achieve the necessary engineering coverage objectives for our network. The location will also have the ability to provide much relied upon communication services in the area such as EMS Response, Police and Fire; improved wireless signal quality for area residents, those traveling along the major roads, as well as providing local subscribers with Rogers's 4G/5G wireless network coverage and capacity for products and services such as iPhones, smartphones, tablets and wireless internet through surrounding area.

## Rationale for New Telecommunication Infrastructure

In identifying a potential new tower location and design, Rogers examined the surrounding area, assessed the visibility of the structure and considered possible host sitings. Rogers evaluated the best location for a new facility in compliance with protocol-established procedures, based on the following criteria:

## ABBREVIATED SEARCH MAP

SITE NAME: **Rd 40 @ Brookwood**LOCATION CODE: **C8697**RF PLANNER: **Mohammad Faisal/Michelle Ma**TELEPHONE #: **(647) 739-3487**DATE: **June 21, 2021**Proposed Search Map Centre: Lat: **44.4263** Long: **-78.052939****SITE DESCRIPTION:** This will be a 3 sectored LTE/5G site. It will also accommodate antennas and equipment for future technology services.**Proposed Antenna Mounting Height:** 90m (See page 2 for Tower Selector Chart)**Candidates:** the attached search map shows the limits of the proposed candidate.**Co-locates:****Special Comments:**

## Candidate Search Area



Above depicts the technical search area. A change request through EORN subsequently moved the search ring west one concession to Line Rd 5 to better align with Rogers' technical coverage requirements.



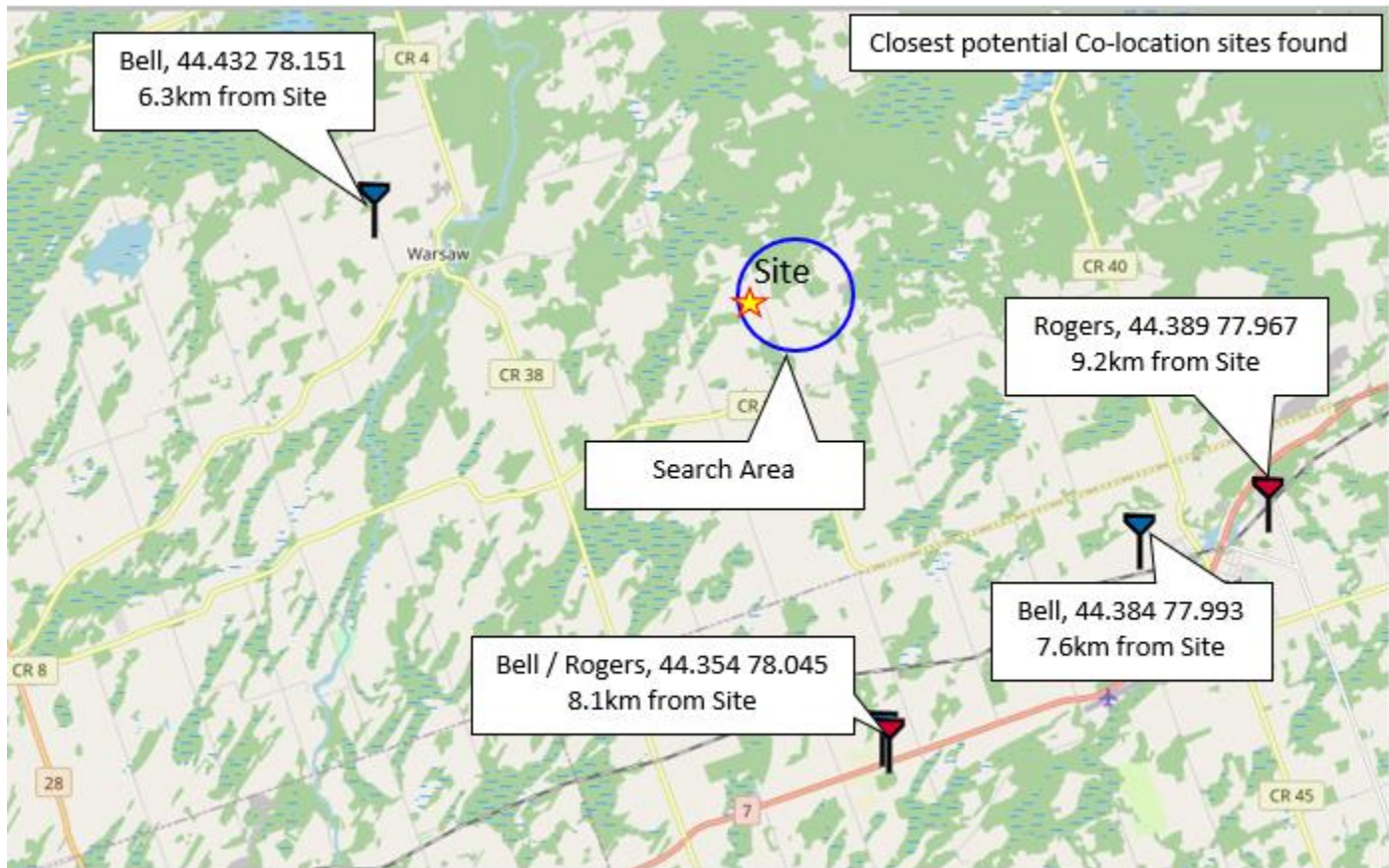
## Candidate Search Process

Before building a new antenna-supporting structure the proponent is required to first consider:

- Sharing an existing antenna system, modifying or replacing a structure, if necessary.
- Locate, analyze, and attempt to use any feasible existing infrastructure such as high-rise rooftops, water towers, etc.

### Co-location opportunities on existing area carrier structures

- The following local coverage map depicts the local tower inventory of all carriers within a 10km radius of the Search Centre.



There are no existing antenna structures in the area which may be utilized for co-location within two kilometers of the proposed site and a new structure must be erected to address the coverage deficiency. In particular, the closest existing tower is 6.3km away from the proposed site, too far to satisfy coverage requirements. The other closest existing towers are already Rogers facilities.

### Evaluation of Other Local Existing Structures / Rooftops

After disqualifying any colocation opportunities, the proponent next evaluates existing structures that are located within the specific geographical area offering the required height and that may be available to support new equipment or to use for co-location.

#### Existing Structure Notes:

During the site selection process for this proposed, Rogers determined that no other existing infrastructure opportunity was available in our target area that was suitable for our network.

### Consideration of municipal surplus properties

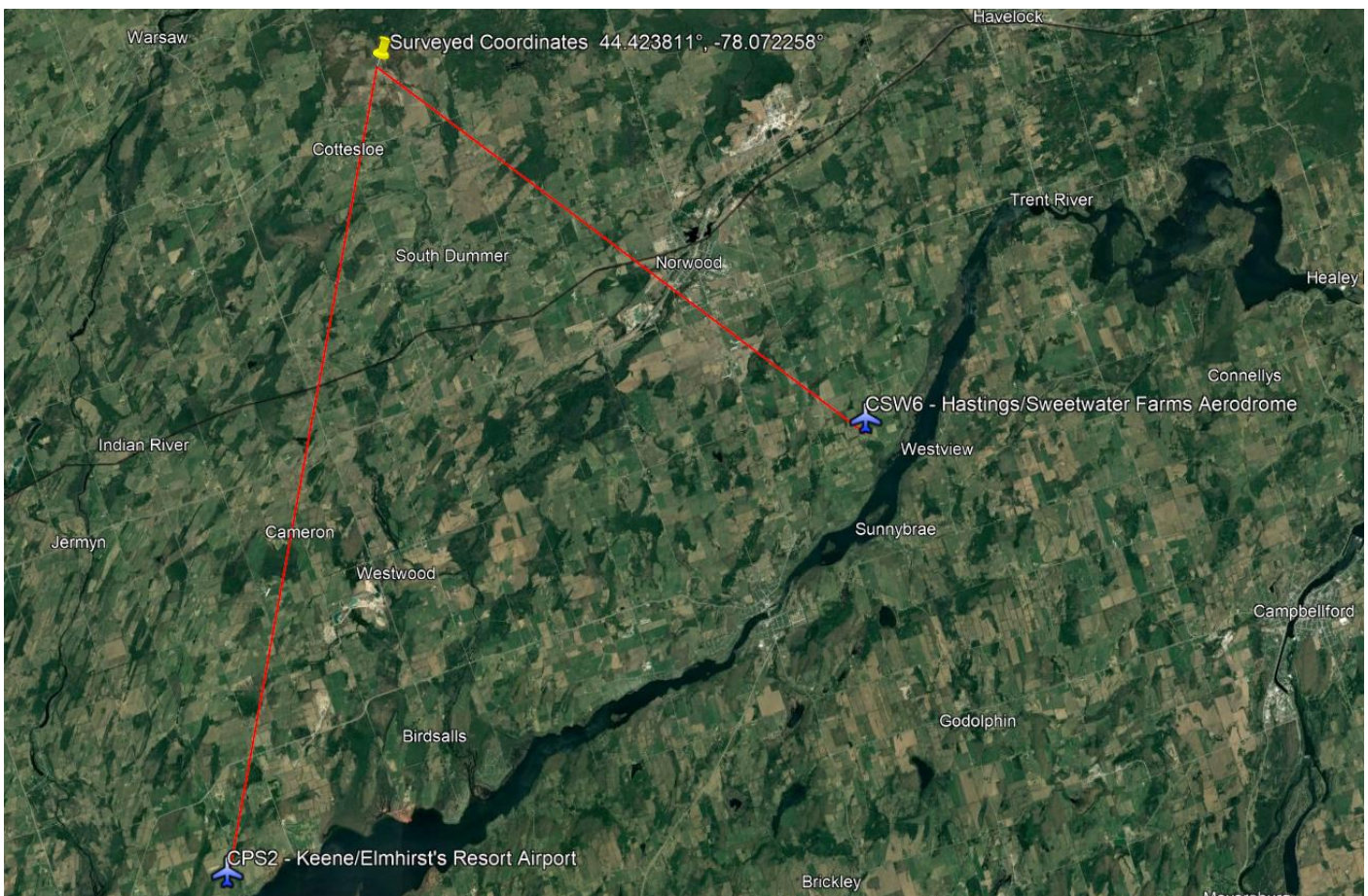
Within the Proponent search area, the Proponent sought to identify any surplus municipal properties that may have been satisfactory to meet the coverage objectives.

- ☒ No suitable municipal properties were found  
☐ Suitable municipal properties were identified:

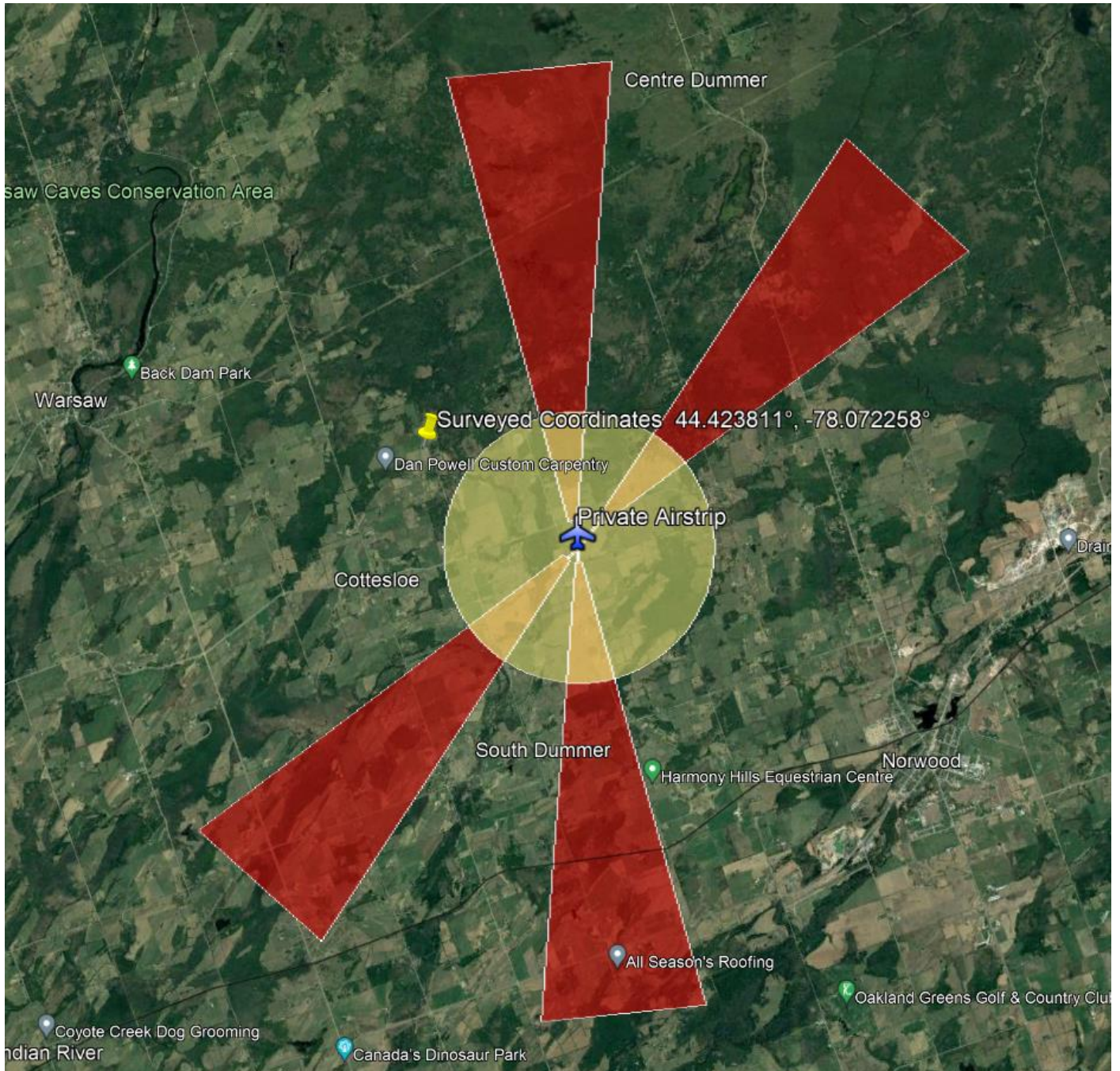
### Aeronautical Issues

The proposed site is 14.4km northwest of the CSW6 - Hastings/Sweetwater Farms Aerodrome and 19.6km north from CPS2 - Keene/Elmhirst's Resort Airport. Accordingly, it is outside of any airport zoning or safety restrictions.

Conscience effort was made to avoid private airstrip on property owned by [REDACTED], [REDACTED]. Although not a registered airstrip, we have nonetheless applied TP312 Standards and Recommended Practices when siting the proposed tower. Accordingly, tower has been sited outside take-off and approach vectors of 7km long, as well as outside Circling approach radius of 2km to airstrip center.







Demonstrated above is the yellow 2km circling approach and red 7km approach flight path vectors that major airports have, demonstrating where airport zoning height restrictions apply. While this is a small, private airport and would not be subject to the standard vectors as identified in TP312; nonetheless, we have demonstrated the proposed site is outside of the airport zoning restrictions if this private airport had been a registered aerodrome.



## Private Candidate Review Process

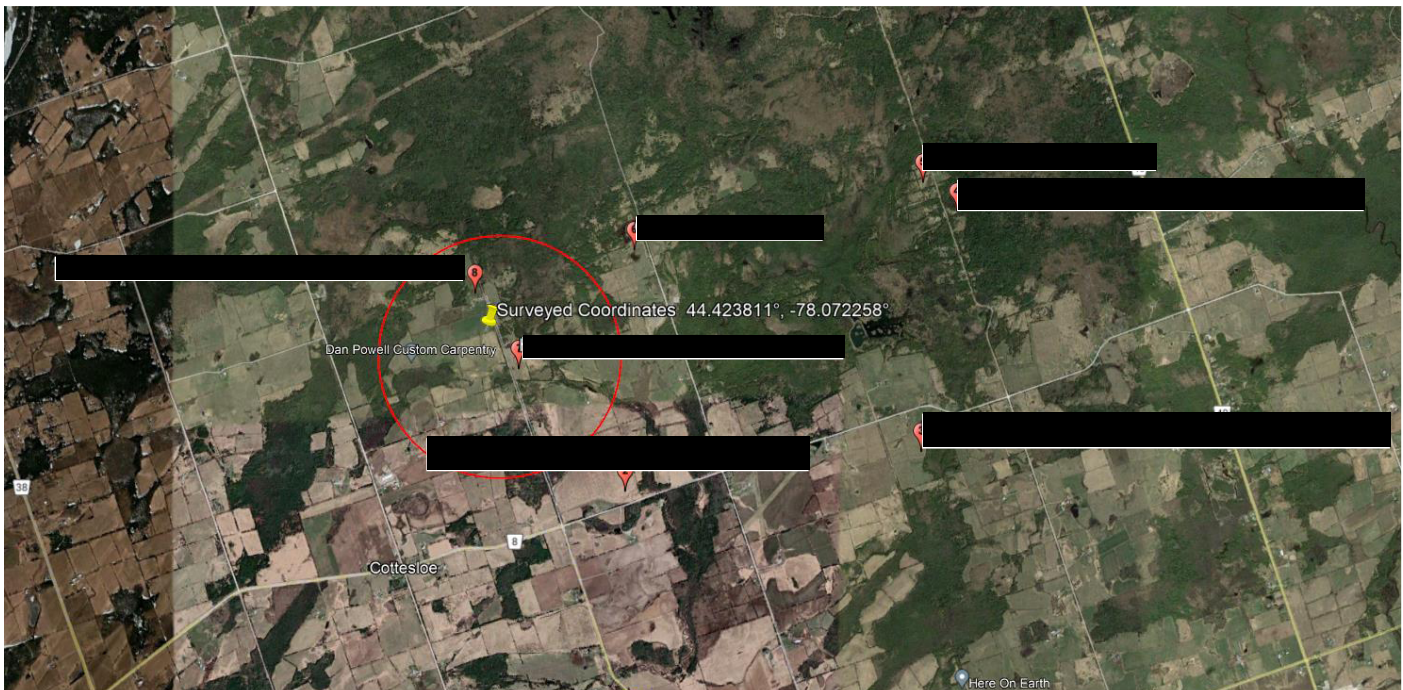
Having identified an initial, qualified candidate from the preceding exercise, secondary candidates are then evaluated. Private candidates are reviewed starting with the center of the search area and moving out in a radial pattern until a large enough commercial, industrial or agricultural property option was available that could mitigate public concern to the greatest extent possible within the technical coverage limitations.

The following picture depicts the available real estate opportunities which were assessed for candidate suitability and technical sufficiency to meet the Proponent's coverage requirements.

### There are limited property options with the footprint required to support a guyed tower in this area.

Each of the private candidate sites were disqualified/qualified for the following reasons:

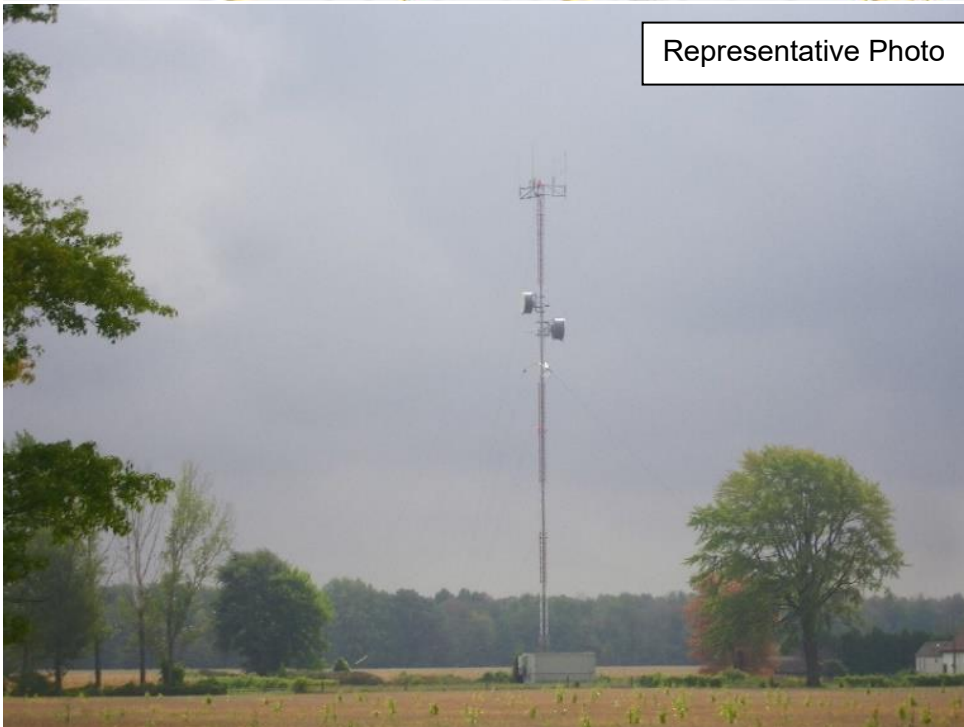
- |                           |   |
|---------------------------|---|
| 1. Barr (281980117)       | Passed RF, existing access, sited predominantly off arable land; avoids private airstrip; Selected candidate. |
| 2. [REDACTED] (281980255) | Candidate declined.   |
| 3. [REDACTED] (282000094) | RF Disqualified. East of revised search area, within private airports circling approach vectors.              |
| 4. [REDACTED] (281980243) | RF Disqualified. East of revised search area, within airport flight paths                                     |
| 5. [REDACTED] (281980084) | RF Disqualified. East of revised search area.   |
| 6. [REDACTED] (281980086) | Candidate declined.   |
| 7. [REDACTED] (281980118) | Inferior Access, proximity to wetland designation, lower elevation; Disqualified.                             |
| 8. [REDACTED] (281980090) | Inferior access, close proximity to wetland designation, swampy land at proposed compound; Disqualified.      |

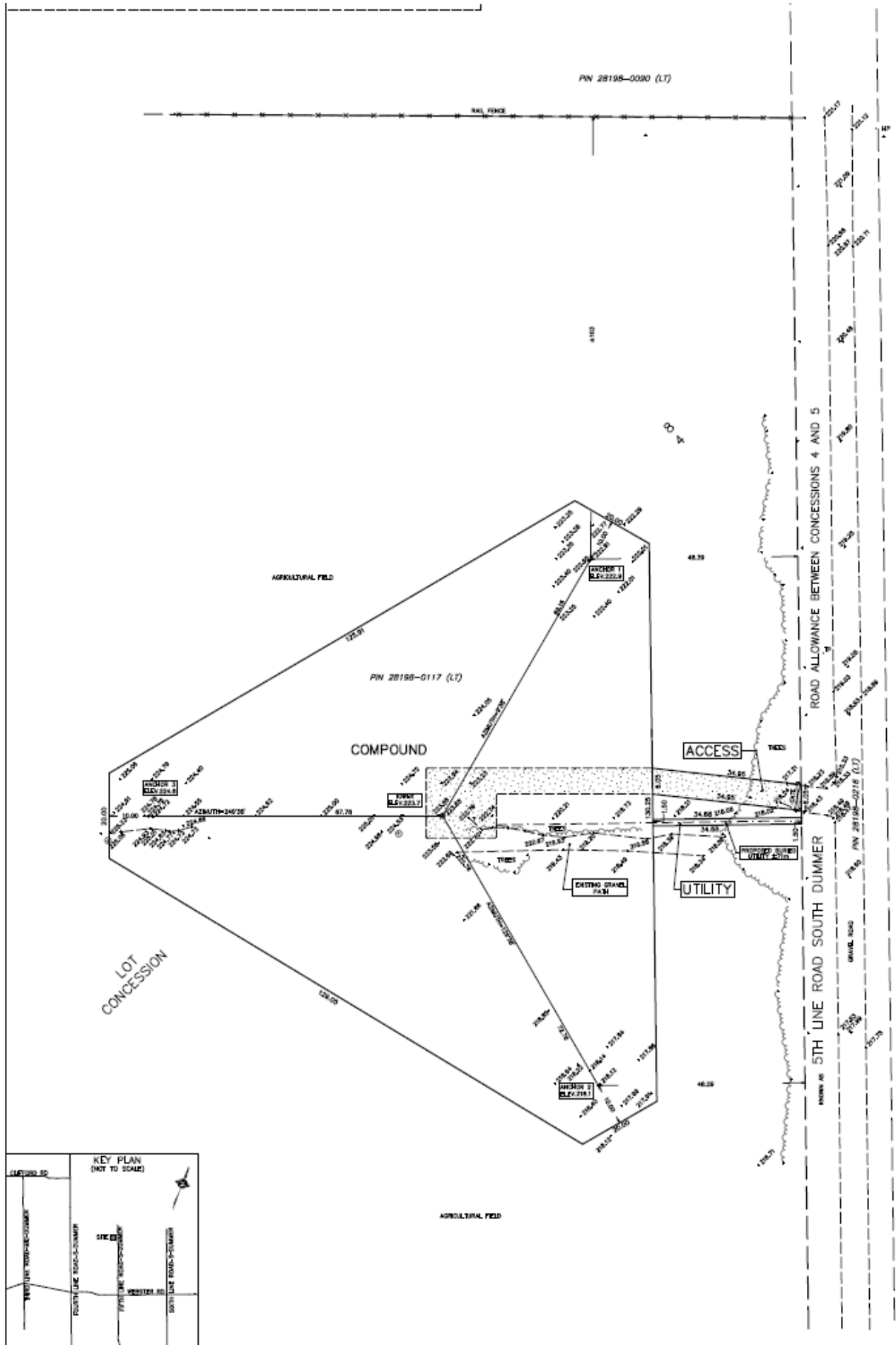


## Proposed Facility Location and Site Sketch



Representative Photo

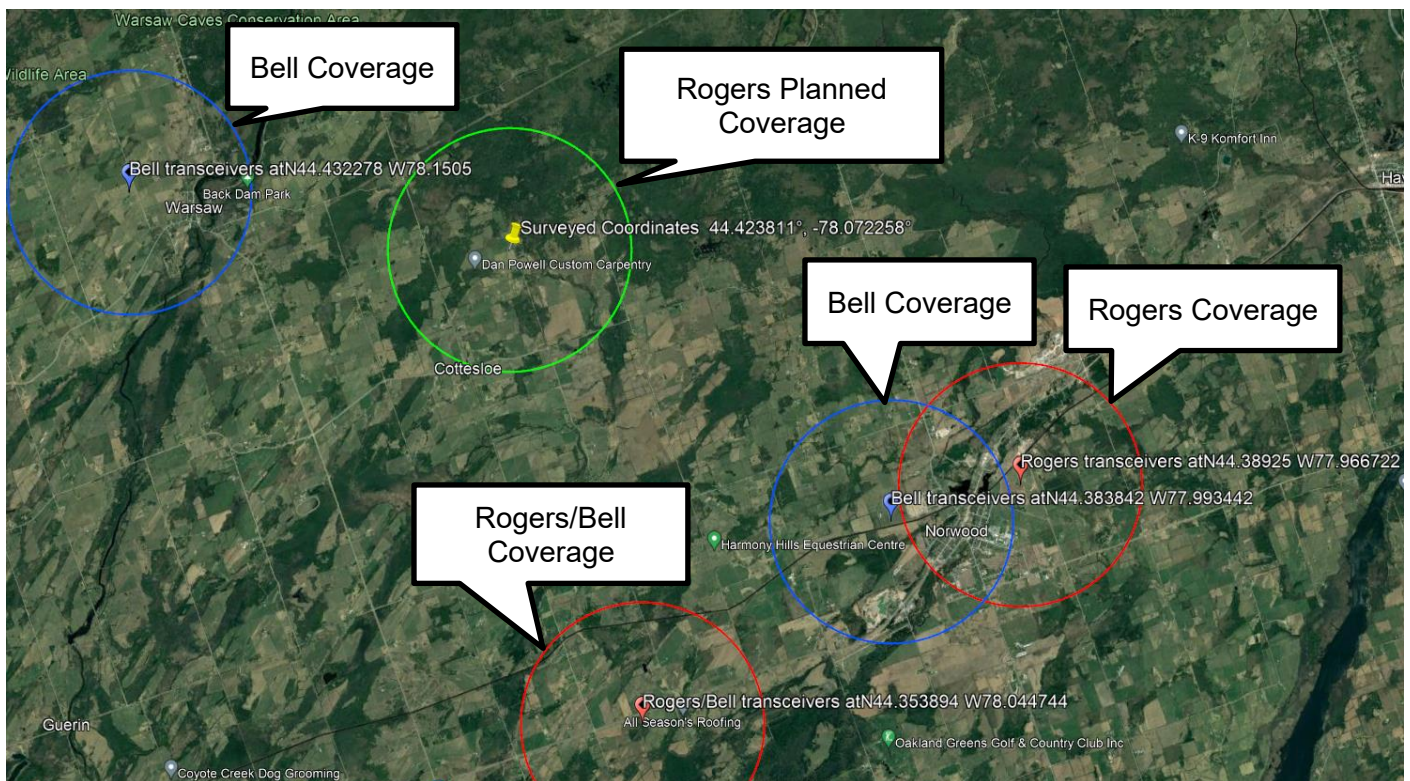






## Coverage Map

The coverage map below depicts the general “4G/5G Good Coverage Radius” for the selected candidate, together with other local neighbouring carrier facilities.



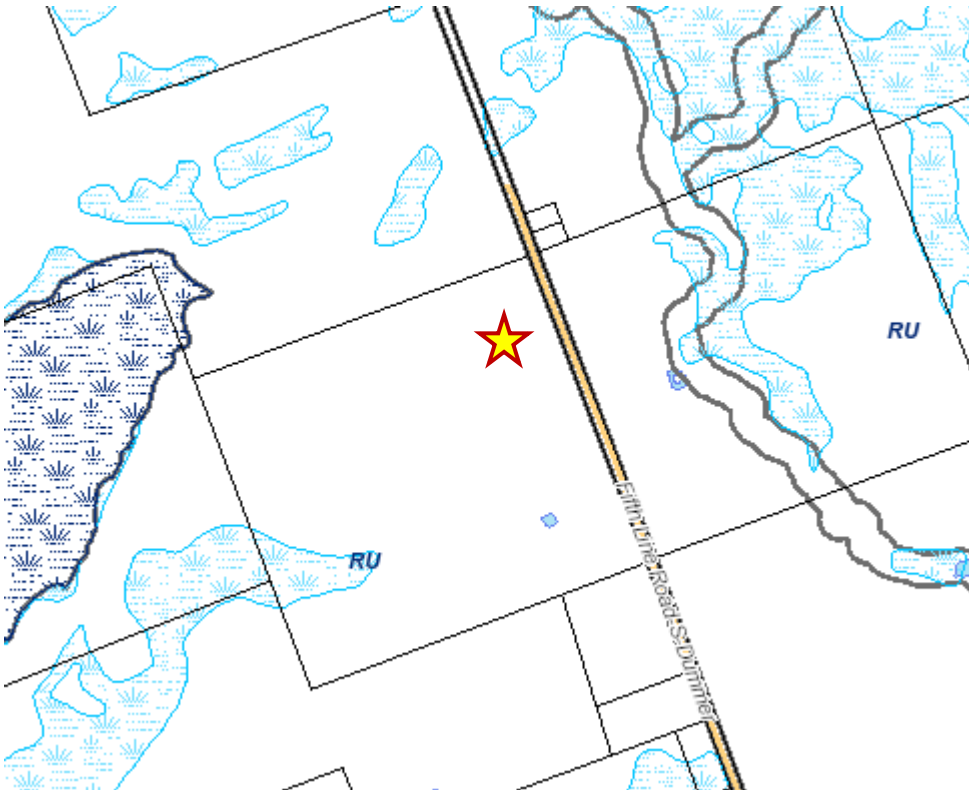
As evidenced on above map, any existing towers are too far away to satisfy coverage requirements and a new tower must be erected to address the coverage deficiency.

## Residential Use Setback Map



## Compliance with Zoning Intent

Although federal undertakings are exempt from the application of zoning bylaws, sitings consider the intent of locating on non-residential properties with optimal setbacks from residential use. This siting is located on RU zoned land and abutted on all sides by RU zoned properties, with PSW nearby.

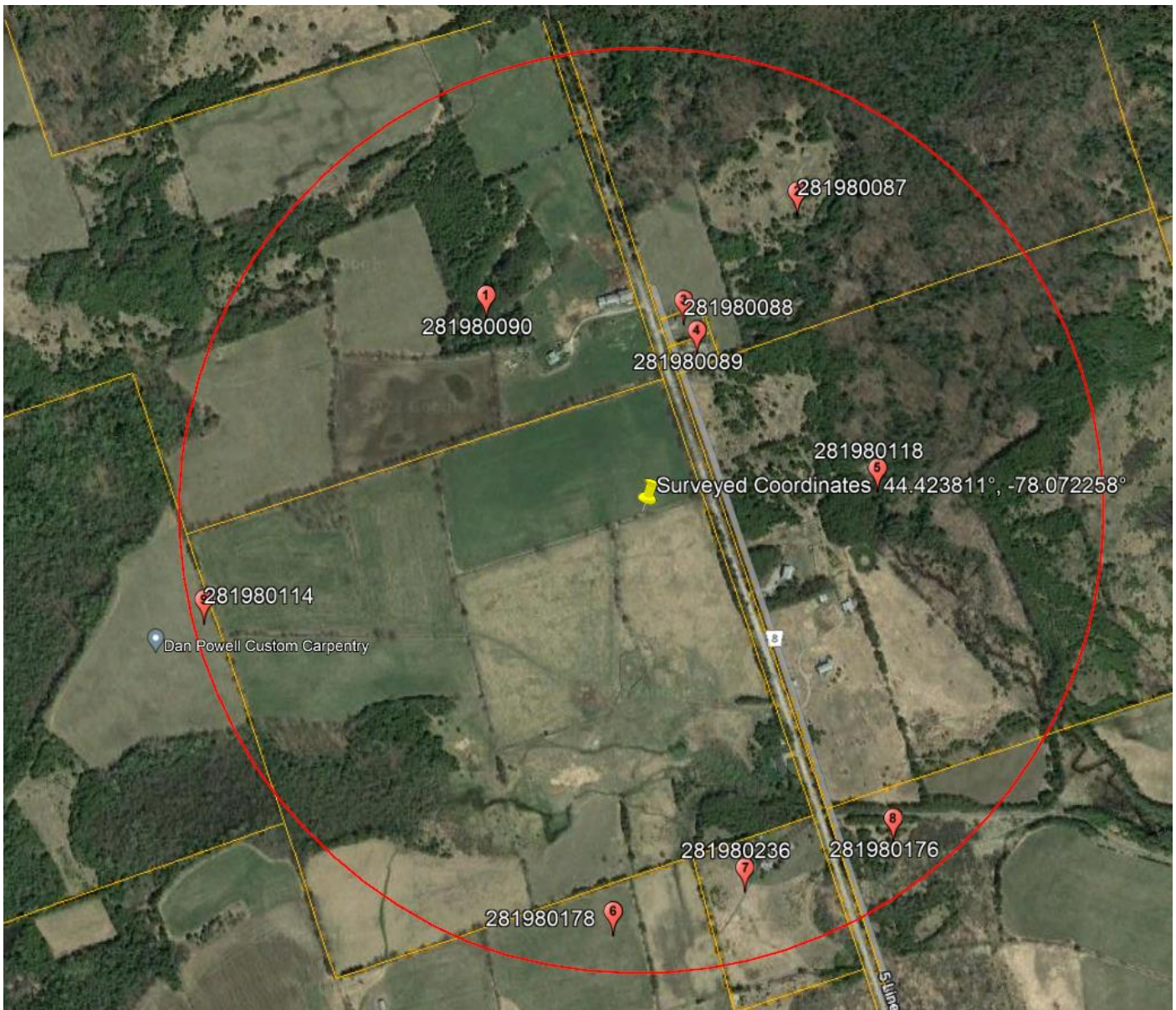


Default
Residential
Environmental Constraint
Seasonal Residential
Hamlet
Rural
Recreational - Open Space
First Nations
Commercial
Extractive Industrial Licenced
Industrial
Waste Management Area - (Former Site)
Waste Management Area - (Active Site)
DNA Cluster
Provincially Significant Wetland
Locally Significant Wetland
Highway Commercial
Recreation Commercial
Lakeshore Residential

The site candidate fully complies in all respects with good siting design tenets and guidelines, and in particular, all optimum design criteria of the CPC.



### Local Properties in Notification Radius (Exempt from Public Participation Programme)



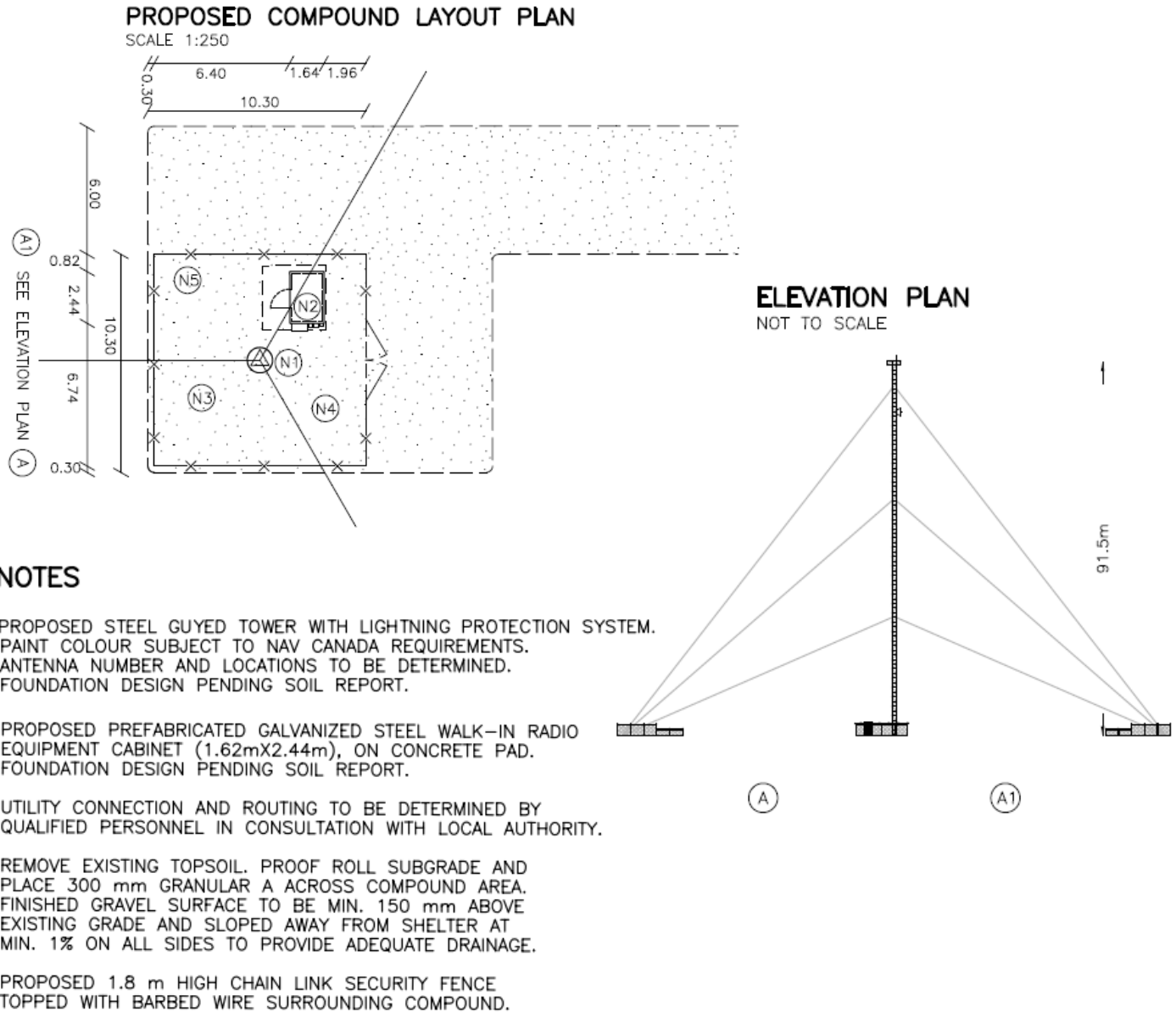
There are eight (9) unique private-owned properties that fall within the Township of Douro-Dummer's stipulated notification radius of six times tower height ( $91.5\text{m} \times 6 + \text{tower width adjustment} = 620\text{m}$ ). The facility **is not** located within 6x tower height from a neighbouring municipality.

In accordance with Section 4.0 Exemptions in the Township of Douro-Dummer's Protocol for Radio and Telecommunications Facilities, as this project is to be funded through Eastern Ontario Regional Network (EORN), this proposed tower is exempt from the Public Participation Programme. Instead, notification of the project and of its exemption shall be provided to Council via a report from the Clerk.

## Description of Proposed Tower:

### Specifics:

91.5m Guyed Tower enclosed in approximately a 15m x 15m (fenced) secured Compound. This site will be built to accommodate antennas and equipment for future technology services and provide for colocation with other carriers.





## Protocol

The Township of Douro/Dummer does have a locally enacted protocol entitled the ***Township of Douro-Dummer Protocol for Radio and Telecommunications Facilities*** which adapts ISED Canada's default protocol CPC-2-0-03 Issue 6 (July 2022) "*Radiocommunication and Broadcasting Antenna Systems*" to address issues in the local environment. Accordingly, the Proponent is required to follow the terms of this protocol addressing general and specific requirements, which uses Industry Canada's default public consultation as a starting point but includes additional requirements. One of the key concerns of this process is that such installations are deployed in a manner that considers the surroundings in exercising the mandate to deploy necessary infrastructure.

CPC Protocol i6: <https://www.ic.gc.ca/eic/site/smt-gst.nsf/eng/sf08777.html>

The policy outlines the land use consultation process relevant to evaluating federally mandated wireless communication installations. In accordance with this Protocol, proponents must provide a notification package to the local public (including nearby residences, community gathering areas, public institutions, schools, etc.), neighbouring land-use authorities, businesses, and property owners, etc. located within a radius of 6-times tower height from the outermost limit of the tower structure. **In accordance with Section 4.0 Exemptions in the Township of Douro-Dummer's Protocol for Radio and Telecommunications Facilities, as this project is to be funded through Eastern Ontario Regional Network (EORN), this proposed tower is exempt from the Public Participation Programme.**

### ***Other Municipal Considerations***

*As we are regulated under federal policy, provincial legislation such as the Ontario Building Code and the Planning Act including zoning by-laws and site plan control do not apply to these facilities.*

### **Additional Public Consultation Obligations**

Pursuant to local policy, Public Participation Programme for this site is not required.

## Compliance with Environmental Obligations

### Canadian Impact Assessment Act

We note that pending updates to the ISED (formerly Industry Canada) CPC 2-0-03 protocol have not yet been formalized, and such updates will recognize that, among other changes, the CEAA(2012) was repealed in 2019 and superseded by the Impact Assessment Act (S.C. 2019, c. 28, s. 1).

ISED requires that the installation and modification of antenna systems be done in a manner that complies with appropriate environmental legislation. This includes the Canadian Impact Assessment Act, 2019 (CIAA 2019), where the antenna system is incidental to a physical activity or project designated under CIAA 2019 or is located on federal lands.

In addition, notices under ISED's default public consultation process require written confirmation of the project's status under CIAA 2019 (e.g., whether it is incidental to a designated project or, if not, whether it is on federal lands).

- **Rogers Communications Inc. attests** that the radio antenna system as proposed for this site is not located within federal lands or forms part of or incidental to projects that are designated by the *Regulations Designating Physical Activities* or otherwise designated by the Minister of the Environment as requiring an environmental assessment. **In accordance with the Canadian Impact Assessment Act, 2019, this installation is excluded from assessment.** For additional detailed information, please consult the Canadian Impact Assessment Act. <https://laws.justice.gc.ca/eng/acts/I-2.75/index.html>

### Species at Risk and Migratory Birds Convention Act

In addition to CIAA requirements, proponents are responsible to ensure that antenna systems are installed and operated in a manner that respects the local environment and that comply with other statutory requirements, such as those under the *...Migratory Birds Convention Act, 1994*, and the *Species at Risk Act*, as applicable.

ISED CPC-2-0-03 Section 4.2 requires that

"...the steps the proponent took to ensure compliance with the general requirements of this document including the *Impact Assessment Act* (CIAA), Safety Code 6, etc." be addressed by the proponent in Public Reply Comments relating to this matter.

### Steps taken to address concerns

As part of EORN's Cell Gap Project objectives, the planning of telecommunication towers is based on coverage requirements and are sited by EORN in areas that respect environmental concerns. Natural areas are environmental and heritage features that form Natural Heritage Systems. It is in EORN's best interest to support sustainable tower proliferation and address the environmental concerns across eastern Ontario.

The Ministry of Natural Resources and Forestry (MNRF), The Natural Heritage Information Centre (NHIC), manages a list of over 17,000 records associated to Natural Heritage Areas in Ontario. EORN and Rogers tower site locations are overlayed with national heritage areas in Ontario and presented in a table and map format.

A study is prepared for each tower location's surrounding natural areas contained within the 1km x 1km grid from Natural Heritage Information Centre (NHIC) data which includes:

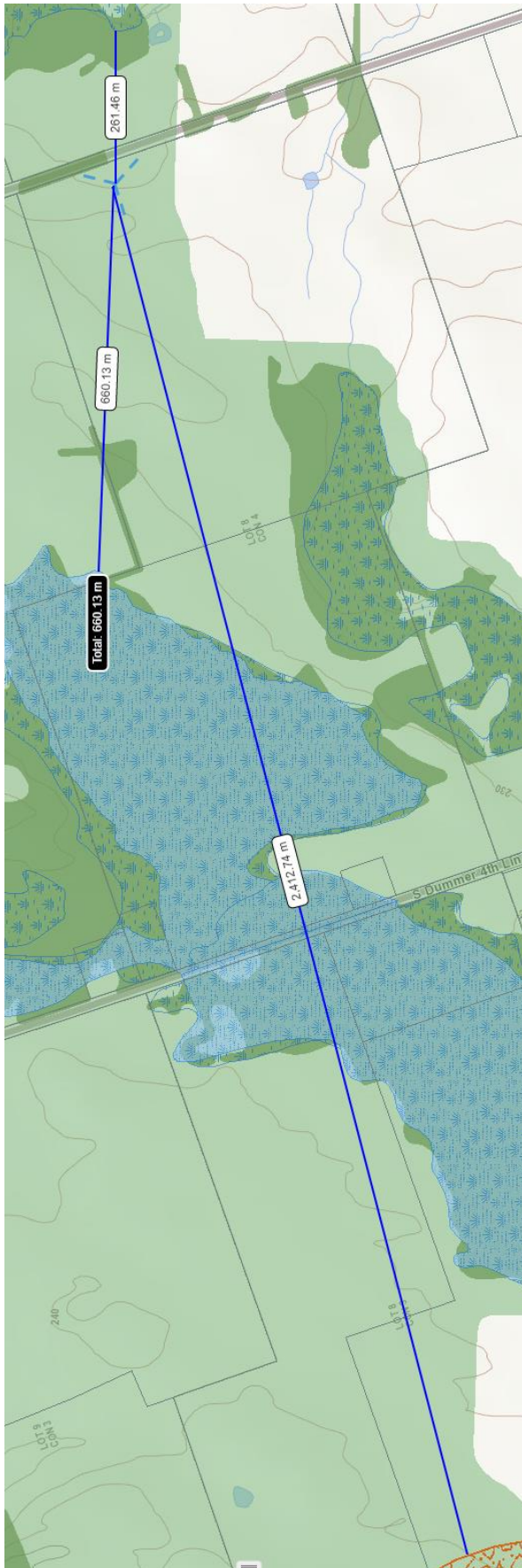
- Ontario's rare species
- plant communities
- wildlife concentration areas
- natural heritage areas

The data in this table means that sometime in the last 50 years - someone reported seeing the species within the grid.

As the tower is sited abridging maps 17QK3222, 17QK3223, 17QK3322, 17QK3323, proponent has considered a 2km x 2km area, including all species within all 4 grids.

This study demonstrates that:


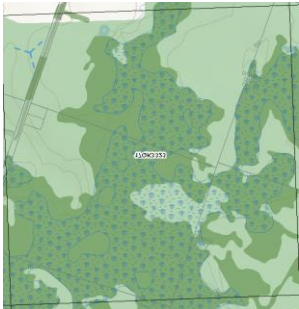
- **The proposed site is not within 120m from ANSI designations**
- **The proposed site is not within 120m from PSW designations**
- Within the greater local environment of 4km<sup>2</sup>, *Eastern Meadowlark* and *Bobolink* are noted as threatened species. These species are reported frequently through out Eastern Ontario on the SAR table, but are not provided suitable habitat within an open field.
- Within the greater local environment of 4km<sup>2</sup>, a *Wood thrush* is noted as special concern for which the tower does not demonstrate suitable habitat. Being in an open field, the tower has been sited outside typical nesting areas.
- Within the greater local environment of 4km<sup>2</sup>, a *Red-Headed Woodpecker* is noted as special concern for which the tower does not demonstrate suitable habitat. Being in an open field, the tower has been sited outside typical nesting areas within the trees.
- Within the greater local environment of 4km<sup>2</sup>, a *Snapping Turtle* is noted as special concern for which the tower does not demonstrate suitable habitat. Being in an open field, the tower has been sited outside typical nesting areas within swampland.
- Within the greater local environment of 4km<sup>2</sup>, *Restricted Species* is listed as threatened. Restricted species have been considered data sensitive as to protect from various factors, including but not limited to; over-harvest, illegal pet trade, or in case of rare flowers, being trampled by photographers. In the case of rare plant life, the local environment being that of farmed land and/or pasture, precludes the area as a viable habitat. Nonetheless, proponent recognizes these natural heritage concerns and commits to advising construction teams that they need to look for nesting animals prior to the start of ground clearing.
- Within the greater local environment of 4km<sup>2</sup>, *Dummer Swamp* is noted as a significant natural area. Proponent notes a 660m setback from PSW and 261m setback from Unevaluated wetland, siting any wetland area outside of the MNRF's established PSW boundaries plus 120 metres of contiguous land (immediately adjacent Other Areas) around each wetland or wetland complex.
- As it relates to migratory bird strikes, the available evidence recognizes the minimal impact from structures lower than 100m in height.



- **Assessment Parcel**
  - ☐ Assessment Parcel
- **ANSI**
  - **ANSI**
    - ☒ Earth Science Provincially Significant/sciences de la terre d'importance provinciale
    - ☐ Earth Science Regionally Significant/sciences de la terre d'importance régionale
    - ☒ Life Science Provincially Significant/sciences de la vie d'importance provinciale
    - ☐ Life Science Regionally Significant/sciences de la vie d'importance régionale
- **Wetland**
  - **Evaluated Wetland**
    - ☒ Provincially Significant/considérée d'importance provinciale
    - ☐ Non-Provincially Significant/non considérée d'importance provinciale
    - ☐ Unevaluated Wetland
- **Woodland**
  - ☒ Woodland
- **Natural Heritage System**
  - ☒ Natural Heritage System

While the environmental impact is insufficient to preclude the installation of a tower at this location, the Proponent nonetheless recognizes these natural heritage concerns and takes additional steps in advising construction teams that they need to conduct a habitat search, looking for nesting animals and protected plants prior to the start of ground clearing. Archeological sampling at construction dig points will also take place prior to construction. Appropriate remedies are deployed which may include delaying construction until nesting season ends, at which point any impact is eliminated.

## Environmental Reporting By Tower Location

Tower Information			Maps	Environmental Parameters			
Tower Name	Tower Type	Site Type		ANSI (120 m)	PSW (120 m)	Species at Risk	Federal lands
C8697 – Rd. 40 @ Brook wood	Guyed	New	17QK3223	N	N	See table below	N
							
			17QK3323				
							
			17QK3222				
							
			17QK3322				
							

OGF ID	Element Type	Common Name	Scientific Name	S Rank	SARO Status	COSEWIC Status	ATLAS NAD83 IDENT	COMMENTS
1065055	NATURAL AREA	Dummer Swamp					17QK3222	
1065055	SPECIES	Eastern Meadowlark	Sturnella magna		THR	THR	17QK3222	
1065055	SPECIES	Snapping Turtle	Chelydra serpentina		SC	SC	17QK3222	
1065065	SPECIES	Red-headed Woodpecker	Melanerpes erythrocephalus		SC	END	17QK3322	
1065065	SPECIES	Eastern Meadowlark	Sturnella magna		THR	THR	17QK3322	
1065065	SPECIES	Bobolink	Dolichonyx oryzivorus		THR	THR	17QK3322	
1065065	SPECIES	Wood Thrush	Hylocichla mustelina		SC	THR	17QK3322	
1065065	RESTRICTED SPECIES	Restricted Species	Restricted Species				17QK3322	
1065065	RESTRICTED SPECIES	RESTRICTED SPECIES	RESTRICTED SPECIES		THR	THR	17QK3322	
1065056	NATURAL AREA	Dummer Swamp					17QK3223	
1065056	SPECIES	Snapping Turtle	Chelydra serpentina		SC	SC	17QK3223	
1065066	SPECIES	Eastern Meadowlark	Sturnella magna		THR	THR	17QK3323	
1065066	SPECIES	Bobolink	Dolichonyx oryzivorus		THR	THR	17QK3323	



## Federal Requirement: Attestations

In addition to the requirements for consultation with municipal authorities and the public, Rogers must also fulfill other important obligations including the following:

### **Canadian Impact Assessment Act**

*ISED requires that the installation and modification of antenna systems be done in a manner that complies with appropriate environmental legislation. This includes the Impact Assessment Act, 2019 (IAA 2019), where the antenna system is incidental to a physical activity or project designated under CIAA 2019 or is located on federal lands.*

- ***Rogers Communications Inc. attests*** that the radio antenna system as proposed for this site is not located within federal lands or forms part of or incidental to projects that are designated by the Regulations Designating Physical Activities or otherwise designated by the Minister of the Environment as requiring an environmental assessment. ***In accordance with the Canadian Impact Assessment Act, 2019, this installation is excluded from assessment.*** For additional detailed information, please consult the Canadian Environmental Assessment Act <https://laws.justice.gc.ca/eng/acts/l-2.75/index.html>

### **Transport Canada's Aeronautical Obstruction Marking Requirements**

Aerodrome safety is under the exclusive jurisdiction of NAV Canada and Transport Canada. An important obligation of Rogers' installations is to comply with Transport Canada / NAV CANADA aeronautical safety requirements. Transport Canada will assess the proposal with respect to potential hazards to air navigation and notify Rogers of any painting and/or lighting requirements for the antenna system.

- ***Rogers Communications Inc. attests*** that the radio antenna system described in this notification package will comply with Transport Canada / NAV Canada aeronautical safety requirements.

For additional detailed information, please consult Transport Canada.

<https://tc.canada.ca/en/corporate-services/acts-regulations/list-regulations/canadian-aviation-regulations-sor-96-433>

### **Engineering Practices:**

- ***Rogers Communications Inc. attests*** that the radio antenna system as proposed for this site will be constructed in compliance with the National Building Code and The Canadian Standard Association and comply with good engineering practices including structural adequacy.

### **Health Canada's Safety Code 6 Compliance**

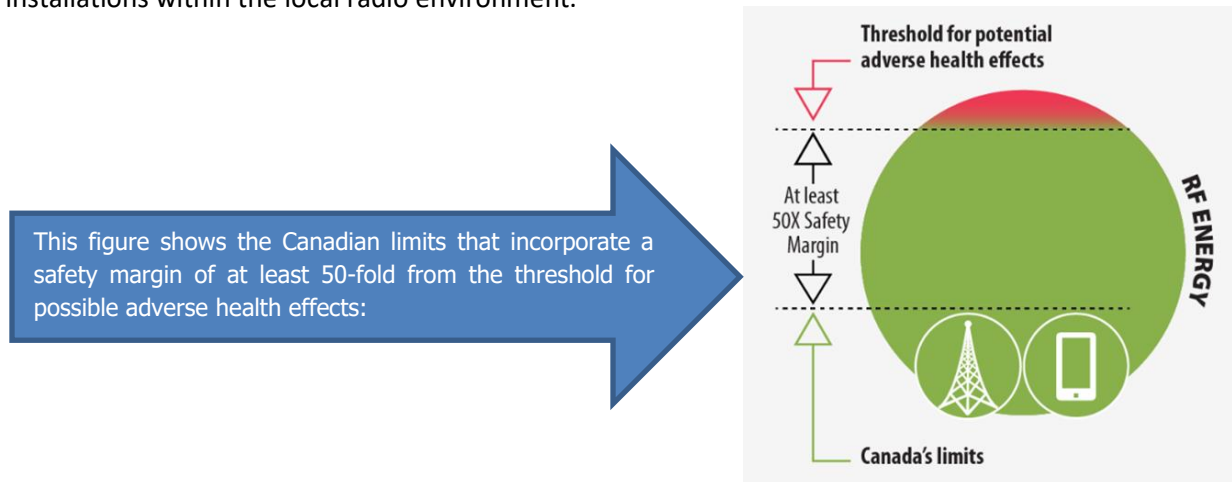
Health Canada is responsible for research and investigation to determine and promulgate the health protection limits for Exposure to the RF electromagnetic energy. Accordingly, Health Canada has developed a guideline entitled "Limits of Human Exposure to Radiofrequency Electromagnetic Field in the Frequency Range from 3kHz to 300 GHz – Safety Code 6".

The exposure limits specified in Safety Code 6 were established from the results of hundreds of studies over the past several decades where the effects of RF energy on biological organisms were examined. Radiocommunication, including technical aspects related to broadcasting, is under responsibility of the Ministry of Industry (Innovation, Science and Economic Development Canada), which has the power to



establish standards, rules, policies and procedures. ISED, under this authority, has adopted Safety Code 6 for the protection of the general public. As such, ISED requires that all proponents and operators ensure that their installations and apparatus comply with the Safety Code 6 at all times.

- ***Rogers Communications Inc. attests*** that the radio antenna system described in this notification package will at all times comply with Health Canada's Safety Code 6 limits, as may be amended from time to time, for the protection of the general public including any combined effects of additional carrier co-locations and nearby installations within the local radio environment.



More information in the area of RF exposure and health is available on the Health Canada's website under Health Canada's Radiofrequency Exposure Guidelines.

<https://www.canada.ca/en/health-canada/services/environmental-workplace-health/reports-publications/radiation/safety-code-6-health-canada-radiofrequency-exposure-guidelines-environmental-workplace-health-health-canada.html>

<https://www.ic.gc.ca/eic/site/smt-gst.nsf/eng/sf11467.html>

#### **Proponent Contact Information**

**Rogers Communications Inc.**

c/o Simpson-McKay Inc.

12317 Funaro Crescent, Tecumseh ON N9K1B2

**Attn:** Jeff McKay, Site Acquisition Specialist

(519) 566-9267 [j\\_mckay@rogers.com](mailto:j_mckay@rogers.com)

## Conclusion

Reliable wireless communication services are a key enabler of economic and social development across Canada. They facilitate the growth of local economies by providing easy access to information, and connectivity for residents and business alike.

The infrastructure proposed is suitable for the development over the long term and protects public health and safety.

In response to this growing demand for wireless services, Rogers has worked to find the most suitable location for a new telecommunications structure in our efforts to provide improved wireless services to residents, businesses and the traveling public.

In addition to meeting consumer needs, technological upgrades are also critical to ensuring the accessibility of emergency services such as fire, police and ambulance. Wireless communications products and services used daily by police, EMS, firefighters and other first responders, are an integral part of Canada's safety infrastructure.

Rogers feels that the proposed site is well situated to provide improved wireless voice and data services in the targeted area and designed to have minimal impact on surrounding land uses and meets the intent of the governing protocol.

*Rogers looks forward to working with the Township to  
provide improved wireless services to the community.*

Should you have any further questions or comments, please feel free to contact me via email at [j\\_mckay@rogers.com](mailto:j_mckay@rogers.com), or via phone at (519) 566-9267.

Yours truly,



**Jeff McKay FCSI MBA**

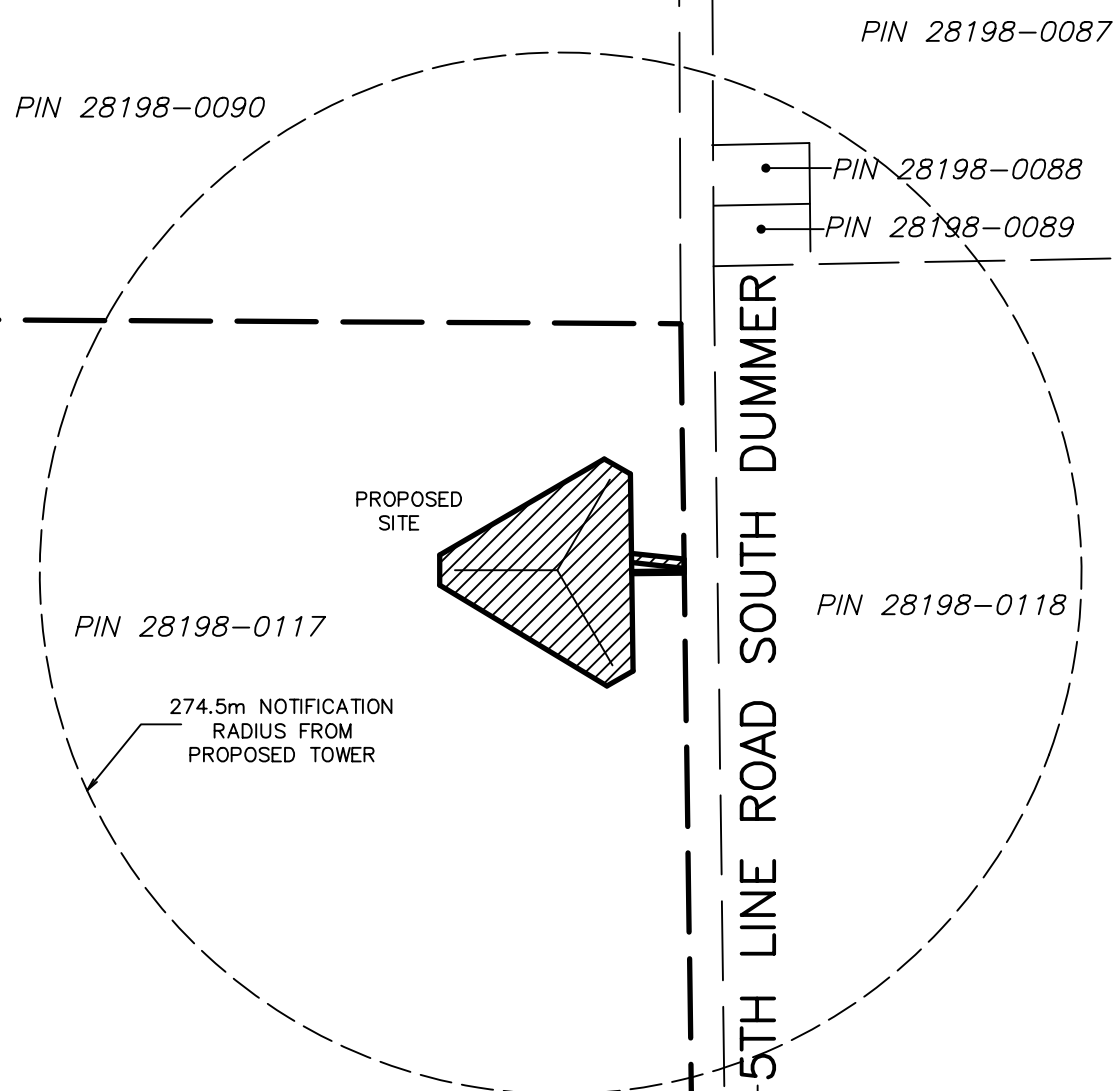
***Site Acquisition Specialist***

**Contractor: Rogers Communications Inc.**

☎ Cell: (519) 566-9267

✉ eMail: [j\\_mckay@rogers.com](mailto:j_mckay@rogers.com)

SUBJECT PROPERTY PLAN  
SCALE 1:5000



NOTES

- (N1) PROPOSED STEEL GUYED TOWER WITH LIGHTNING PROTECTION SYSTEM. PAINT COLOUR SUBJECT TO NAV CANADA REQUIREMENTS. ANTENNA NUMBER AND LOCATIONS TO BE DETERMINED. FOUNDATION DESIGN PENDING SOIL REPORT.
- (N2) PROPOSED PREFABRICATED GALVANIZED STEEL WALK-IN RADIO EQUIPMENT CABINET (1.52mX2.44m), ON CONCRETE PAD. FOUNDATION DESIGN PENDING SOIL REPORT.
- (N3) UTILITY CONNECTION AND ROUTING TO BE DETERMINED BY QUALIFIED PERSONNEL IN CONSULTATION WITH LOCAL AUTHORITY.
- (N4) REMOVE EXISTING TOPSOIL, PROOF ROLL, SUBGRADE AND PLACE 300 mm GRANULAR A ACROSS COMPOUND AREA. FINISHED GRAVEL SURFACE TO BE MIN. 150 mm ABOVE EXISTING GRADE AND SLOPED AWAY FROM SHELTER AT MIN. 1% ON ALL SIDES TO PROVIDE ADEQUATE DRAINAGE.
- (N5) PROPOSED 1.8 m HIGH CHAIN LINK SECURITY FENCE TOPPED WITH BARBED WIRE SURROUNDING COMPOUND.

SITE LAYOUT DESIGN OF PROPOSED  
TELECOM TOWER INSTALLATION AT

556 5TH LINE RD DUMMER  
DOURO-DUMMER, ON

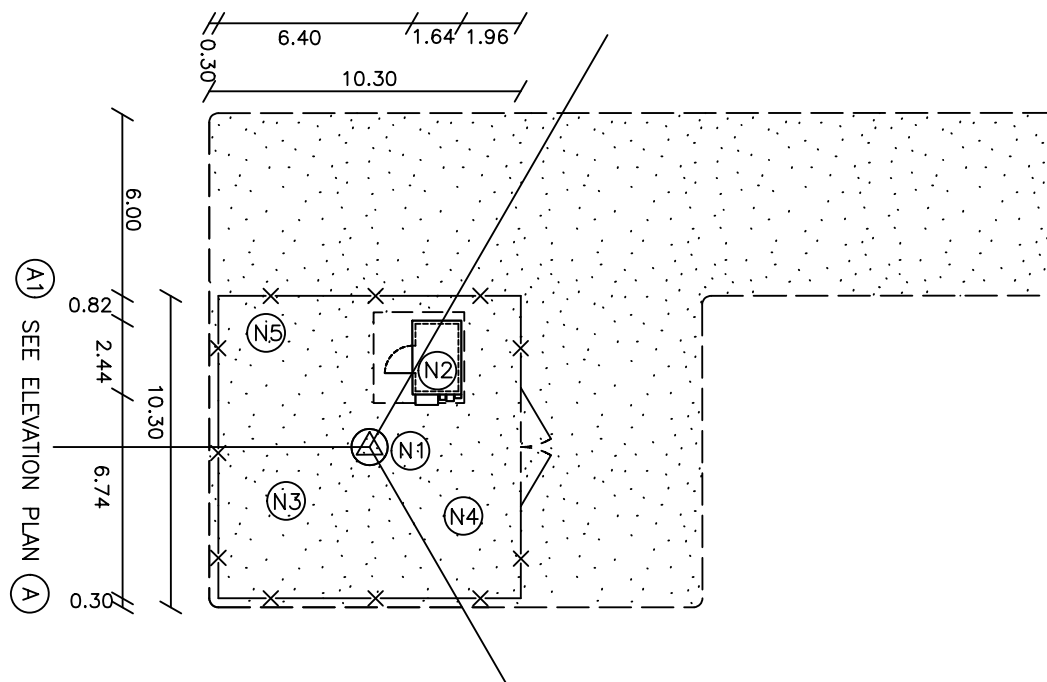
PART OF LOT 8  
CONCESSION 4  
GEOGRAPHIC TOWNSHIP OF DUMMER  
TOWNSHIP OF DOURO-DUMMER  
COUNTY OF PETERBOROUGH

SCALE 1 : 500  
0 10 20 30 metres

J.D. BARNES LIMITED  
ONTARIO LAND SURVEYORS  
© COPYRIGHT 2022

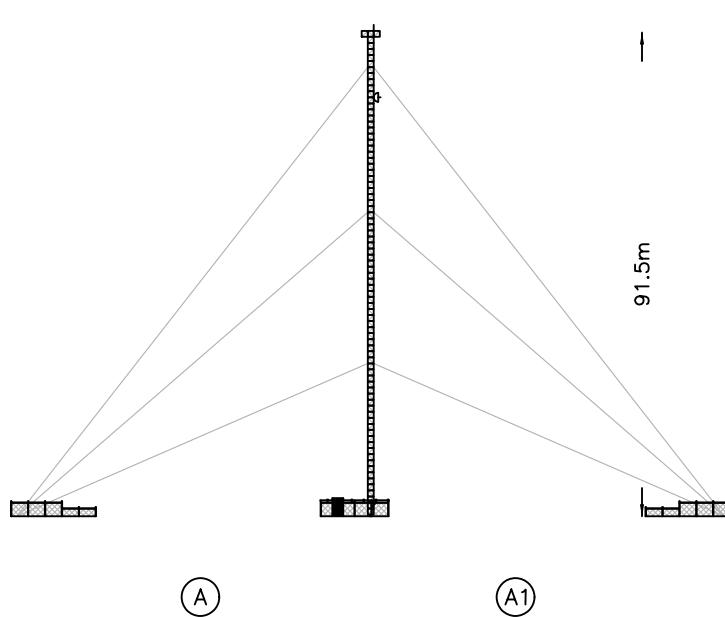
PROPOSED COMPOUND LAYOUT PLAN

SCALE 1:250



ELEVATION PLAN

NOT TO SCALE



SITE DATA

PROPERTY AREA	EXISTING	PROPOSED
PROPERTY AREA	41.984 ha.	
LEASE AREA REQUIREMENTS		
COMPOUND (EXCLUSIVE)		11755.7 sq.m.
ACCESS (NON-EXCLUSIVE)		209.9 sq.m.
UTILITIES (NON-EXCLUSIVE)		52.0 sq.m.
TOTAL		12017.6 sq.m.
UNITS		1 TOWER 1 CABINET
HEIGHT OF TOWER		91.5 m
SETBACKS (PROPOSED TOWER)		
FRONT		48.3 m
SIDE		±103 m
REAR		±563 m
SETBACKS (PROPOSED CABINET)		
FRONT		79.3 m
SIDE		±159 m
REAR		±633 m

AIRPORT ZONING NOTE

THIS LOCATION IS NOT SUBJECT TO AIRPORT ZONING REGULATIONS,  
NO TOWER HEIGHT RESTRICTIONS ARE APPLICABLE.

CAUTION

THIS IS NOT A PLAN OF SURVEY AND SHALL NOT BE USED  
EXCEPT FOR THE PURPOSE INDICATED IN THE TITLE BLOCK.

BOUNDARY INFORMATION HAS BEEN COMPILED FROM AVAILABLE RECORDS AND HAS  
NOT BEEN VERIFIED BY FIELD SURVEY.

METRIC DISTANCES AND/OR COORDINATES SHOWN ON THIS PLAN ARE IN  
METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

BENCHMARK

ELEVATIONS SHOWN ON THIS PLAN ARE RELATED TO THE CANADIAN GEODETIC  
VERTICAL DATUM 1928, 1978 ADJUSTED AND ARE DERIVED FROM THE CITY OF  
PETERBOROUGH BENCHMARK No.01019830503 HAVING A PUBLISHED ELEVATION  
OF 222.512 METRES.

LEGEND

- DENOTES SPIKE
- HP DENOTES HYDRO POLE
- TP DENOTES TELEPHONE POLE

CERTIFICATE OF COMPLETION

I CERTIFY THAT:  
1. THE FIELD WORK WAS COMPLETED ON JUNE 3, 2022.

DATE JUNE 15, 2022

AMIR KESHAVARZ  
ONTARIO LAND SURVEYOR

CAUTION

LOCATIONS SHOWN ON ANY UNDERGROUND SERVICES ARE APPROXIMATE. OTHER BURIED  
UTILITIES MAY EXIST WHICH ARE NOT SHOWN BECAUSE OF INSUFFICIENT  
INFORMATION. CONTACT ALL POTENTIAL OWNERS OF UNDERGROUND UTILITIES PRIOR  
TO COMMENCEMENT OF CONSTRUCTION

	LATITUDE N 44°25'25.7" (44.423811) LONGITUDE W 78°04'20.1" (-78.072258) ELEVATION 233.7m	
SITE: C8697 RD. 40 @ BROOKWOOD		
 SURVEYING MAPPING GIS LAND INFORMATION SPECIALISTS 140 RENFREW DRIVE, SUITE 100, MARKHAM, ON L3R 6B3 T: (905) 477-3600 F: (905) 477-3882 www.jdbarnes.com		
DRAWN BY: TL	CHECKED BY: GM	REFERENCE NO.: 22-15-130-00
FILE: G:\Survey\22-15-130\00\Drawing\22-15-130-00.dgn		DATED: JUNE 8, 2022

\*Date

Rogers Communications Canada Inc.  
**Network Implementation 13A**  
8200 Dixie Rd.  
Brampton, ON L6T0C1

**Attn: Jeff McKay, Site Acquisition Specialist**  
P: (519) 566-9267  
E: [j\\_mckay@rogers.com](mailto:j_mckay@rogers.com)

---

**Re: Proposed Telecommunications Tower; Rogers EORN Site C8697 - Rd 40 @ Brookwood**

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Dear Mr. McKay,

Further to receipt of Rogers Communication Canada Inc.'s request for a Statement of Concurrence from the Township of Douro-Dummer respecting the subject 90m Guyed telecommunications tower proposed to be constructed on the land known as 556 5th Line Rd N Dummer, Douro-Dummer, ON ; PIN 281980117, the CAO/Clerk of the Township of Douro-Dummer in the County of Peterborough passed the following resolution at their \*Date meeting:

Moved by \_  
Seconded by \_

*That the Township of Douro-Dummer concurs that the proposal by Rogers Communications Inc. to erect a wireless communication tower on lands known as 556 5th Line Rd N Dummer, Douro-Dummer, ON and owned by BARR, DONNA CHRISTINE; BARR, MICHAEL GEORGE, is fully compliant in the Township's opinion, with respect to the stipulated Proponent duties of consultation in accordance with the requirements of the local protocol - Policy No. D-4 Protocol for Radio and Telecommunications Facilities, Section 4.0 Exemptions, noting "Any Radio or Telecommunications Facilities which is part of a public-private partnership that Council has provided support either via an endorsement or via direct financial support such as EORN's Broadband Phase 1, Gig Project or the Cell Gap Project shall be exempt from the Public Participation Program as outlined in this Policy. Notification of the project and of its exemption shall be provided to Council via a report from the Clerk" and such, all Proponent obligations have been satisfactorily addressed.*

Carried \_

Accordingly, this motion serves as The Township's formal **Statement of Concurrence** in this matter.

Yours truly,

The Township of Douro-Dummer  
894 South Street, P.O. Box 92, Warsaw Ontario, K0L 3A0  
Per: Martina Chait-Hartwig, Acting Clerk  
705-652-8392 x210 MartinaC@dourodummer.on.ca

<b>Protocol for Radio and Telecommunications Facilities</b>
---

Approved by: Council  
Approval Date: June 21, 2016  
Effective Date: June 21, 2016  
Revision Date: March 1, 2022

## Definitions

*Township of Douro-Dummer By-law:* By-law 10-1996 as amended by the Township of Douro-Dummer in accordance with Section 34 of the Planning Act, R.S.O. 1990, also known as the Township of Douro-Dummer Zoning By-law.

*Proponent:* A company, organization or person that is subject to Industry Canada's Client Procedure Circular CP-2-0-03.

*Clerk:* "Clerk" shall mean the Clerk of The Corporation of the Township of Douro-Dummer or their designate.

*Council:* Council of the Township of Douro-Dummer.

*Township:* The Corporation of the Township of Douro-Dummer, which constitutes the "land-use authority" for purposes of Industry Canada's Client Procedure Circular, and herein is referred to as "the Township."

*Telecommunications Facility:* A wireless radio communication or broadcasting (telecommunication) installation, which may include antennas, masts, towers and other supporting structures, such as guy wires.

## 1.0 Purpose

Applications for telecommunications facilities fall under the jurisdiction of Industry Canada. The Township recognizes that it has no jurisdiction to regulate telecommunications facilities under the *Planning Act, 1990, as amended*. Policies currently followed by Industry Canada require that the proponent of a new

telecommunications facility is subject to federal approval must consult with the municipality and indicate whether the municipality concurs with the application. In addition, Industry Canada requires proponents to follow the public consultation process established by the land-use authority, where one exists.

Due to the potential for land-use conflicts, impacts on significant views and vistas, and impacts on ecologically sensitive areas as a result of site development, the Township has established a process for proponents to follow, outlined below in Section 3.0 *Public Participation Programme*, which uses Industry Canada's default public consultation as a starting point but includes additional requirements. New telecommunications facilities and modifications to existing facilities that are deemed insignificant based on the criteria in Section 4.0 *Exemptions* of this policy, may be exempted by Council from the public participation programme requirements.

The Township does not support the licensing of any new telecommunication facility or modification to an existing facility unless the requirements of this policy have been complied with.

## **2.0 Contacting the Township**

In order for the Township to review the proposal, the applicant will voluntarily apply to the Clerk of the Township and provide the following documentation:

- a) A support study in which the proponent will document their site selection process together with a description and explanation for the proposed height and design of all antenna support structures. For proposals to modify an existing telecommunications tower, the proponent will provide a description and explanation for the proposed changes.
- b) A scaled drawing illustrating the location of the telecommunications tower in relation to surrounding topographic features.
- c) A calculation of the distance between the tower and the nearest residential dwelling
- d) Application fees:     \$1200.00 for a proposal to install a telecommunications tower  
                                   \$600.00 for a proposal to modify an existing telecommunications tower

The 120-day time period for consultation as identified by Industry Canada in its *Client Procedure Circular CPC 02-0-03, Issue 4*, will begin once all the above listed items have been received by the Clerk of the Township.



If the proposal meets the criteria in Section 4.0 *Exemptions* of this policy, the Clerk will prepare a report to Council. Council may exempt an application from the public participation programme requirements.

### **3.0 Public Participation Programme**

The public participation programme will consist of four components whereby the proponent:

- 1) Provides written notification to the public and the Township of the proposed telecommunications installation or modification;
- 2) Engages the public and the Township in order to address relevant questions, comments and concerns regarding the proposal, including a minimum of two public participation meetings in the community;
- 3) Provides documentation of the proposal, including landscape visualization computer modeling at the request of the Township, to enable interested or affected parties to evaluate the potential impacts of the proposed telecommunications installation or modification; and
- 4) Provides an opportunity to the public and the Township to formally respond in writing to the proponent regarding measures taken to address all reasonable and relevant concerns.

#### *Public Participation Meetings*

The proponent will host two sets of public participation meetings in the community, as follows:

- 1) Presentation of location alternatives + design alternatives, for public comment
- 2) Presentation of any additional location alternatives, design alternatives, and refinements to previously presented alternatives, based on comments received following the first presentation

In order to provide ample opportunity for all affected and interested parties to attend, a public participation meeting held on a weekday will be repeated on a following Saturday, or vice versa.

#### *Public Notification*

The proponent will publish notice for each public participation meeting in a local community newspaper. Notice will be published a minimum of thirty (30) days prior to the first public participation meeting. Separate notice will be published for the second public participation meeting a minimum of thirty (30) days prior to the meeting, but not prior to the preceding public participation meeting. Also, general circulation of notice will be distributed in area of proposed tower.

The notice will be synchronized with the distribution of the *notification package* as outlined below. The notice must be legible and placed in the public notice section of the local community newspaper. It must include: a description of the proposed installation; its location information and street address; a key map showing the location in relation to nearby roads and topographical features; proponent contact information and mailing address; and an invitation to provide public comments to the proponent within thirty (30) days of the notice.

The proponent will publish notice of the first public participation meeting within fourteen (14) days of receipt by the Clerk of the Township of the items listed in Section 2.0 above; such receipt will initiate the 120-day time period for consultation as identified by Industry Canada in its *Client Procedure Circular CPC 02-0-03, Issue 4*.

In addition to providing published notice, the proponent will deliver a notification package for each public participation meeting to the landowners and tenants (where these names are available) of all properties located within a radius of six times (6x) the tower height, measured from the tower base or the outside perimeter of the supporting structure, whichever is greater. Such notification package will be delivered at least thirty (30) days in advance of the public participation meeting. In areas of seasonal residence, the proponent is responsible for obtaining the permanent address of all landowners within the abovementioned radius and to deliver notification packages to the permanent addresses of each landowner. Notification shall also be sent to the Chief of the Hiawatha First Nation band and the Chief of the Curve Lake First Nation band.

#### *Public Participation Programme Resources*

The proponent will submit the following documentation to the Township and make all documentation available at the abovementioned public participation meetings:

- a) Written documentation outlining the steps taken to investigate all non-tower and co-location options and why a new tower is the only option, and a statement indicating the reasons for the tower height.
- b) A site plan drawn to scale showing the subject property; location of proposed tower(s) and accessory buildings; supporting mechanisms such as guy lines; site grading; drainage; driveways and entrances; parking; fencing details; existing and proposed landscaping and vegetation; screening; lighting; setbacks from the lot lines; and the type and height of the proposed tower. In the case of towers proposed for television and radio transmitting purposes, the site plan will also indicate the "overload contour."
- c) A context map to scale showing the tower site, surrounding roads and topographical features, and the locations and civic addresses of all businesses and residential dwellings within a radius of six times (6x) the tower height, measured from the tower base.

- d) A written description of proposed aeronautical safety lighting and beacons.
- e) The project's status under the *Canadian Environmental Assessment Act*.
- f) A landscape visualization computer modeling study illustrating the visual impact of the proposed tower and any alternative tower locations and designs.

The proponent will have the computer model available at all public participation meetings and will generate specific views of the model during the meetings at the request of any attendee. The proponent will advise attendees of the opportunity to request views of the proposed telecommunications facility using the model. Following the meetings, the proponent will publish 'still-frame' views of the model on a webpage maintained by the proponent. The internet address/location of the webpage will be indicated to attendees at the meetings.

#### *Council Response*

All comments made at the public meetings will be recorded by the proponent and provided, together with copies of all resource materials presented at the meetings, to the Township. The proponent will also provide a written explanation of how public concerns have been addressed in the siting and design of the proposed telecommunications facilities.

At the conclusion of the Public Participation Programme, the Clerk of the Township will prepare a report to Council summarizing the results of the Programme and seeking direction from Council with respect to the information it would like forwarded to Industry Canada.

#### *Public Health*

Any concerns about public health in relation to the proposed telecommunications installation, that are not adequately addressed by the information provided by the proponent or by the standards established by Health Canada and applied by Industry Canada for the regulation of radiofrequency transmission, should be directed to the Medical Officer of Health (MOH) or the Board of Health for the Peterborough Public Health, who hold provincially legislated responsibility for public health issues in the Peterborough area.

### **4.0 Exemptions**

Council may exempt a proposal concerning the erection of a telecommunications antenna and support structure from the requirement for a public participation programme, in cases where the proposed antenna support structure:

- a) Does not exceed a height of 15 metre measured from the base of the antenna support structure; or

- b) Does not exceed a height of 30 metres measured from the base of the antenna support structure; and is situated at a minimum distance of six times (6x) the height of the antenna support structure from any dwelling unit as defined by the Township Zoning By-law and any area designated for future residential land use as designated by the Township local component section of the Peterborough County Official Plan, such distance being measured from the base of the antenna support structure.

In instances where a proposal is made concerning modifications to an existing telecommunications facility, Council may exempt the proposal from the requirement for a public participation programme, in cases where the addition or modification does not result in an overall height increase above the existing structure of 25% of the original structure's height, as measured from the base of the antenna support structure.

Any Radio or Telecommunications Facilities which is part of a public-private partnership that Council has provided support either via an endorsement or via direct financial support such as ERON's Broadband Phase 1, Gig Project or the Cell Gap Project shall be exempt from the Public Participation Programme as outlined in this Policy. Notification of the project and of its exemption shall be provided to Council via a report from the Clerk.

## **5.0 Environmental Evaluation Report**

Council may require that an Environmental Evaluation Report be provided as part of the public participation programme if the proposed telecommunications facility is located in or adjacent to any Conservation Zone as established in the Township Zoning By-law, or located in or adjacent to lands having one of the following designations in the Township local component section of the Peterborough County Official Plan:

- a) Significant Wildlife Habitat
- b) Provincially Significant Wetland
- c) Area of Natural and Scientific Interest (ANSI)

The proponent shall consult with the Otonabee Region Conservation Authority (ORCA) and provide written confirmation to the Township of this consultation and any resulting requirements of the study as required by ORCA.

The purpose of the Environmental Evaluation Report is to:

- a) Evaluate the natural features of the proposed location for a telecommunications facility and the natural features of adjacent lands
- b) Evaluate the ecological function of the natural features in the proposed location and adjacent lands

- c) Determine if there will be any negative impacts on natural features and their ecological functions as a result of the construction and operation of the proposed telecommunications facilities
- d) Make the above information available to the public as part of the Public Participation Programme

Where an Environmental Evaluation Report is required by Council, such report will be prepared to a standard equivalent to the example provided in the "*Natural Heritage Reference Manual, 2nd Edition*" (2010), as amended.

**Corporation of the Township of Douro-Dummer**

**By-law Number 2023-07**

**Being a By-law to appoint Livestock Investigators for the Township of Douro-Dummer and to Repeal By-law 2016-85**

**Being** a By-law to appoint Livestock Investigators under the provisions of the Order in Council OC 502/2016 for the Ontario Wildlife Damages Compensation Program.

**Whereas** Section 14, Subsection (a) of the Order in Council OC 502/2016, provides that each municipality shall appoint Municipal Investigators for the purposes of the Ontario Wildlife Damages Compensation Program;

**Now Therefore** the Council of The Corporation of the Township of Douro-Dummer hereby enacts as follows:

1. That all By-law Officials appointed by By-law and employed by the Township of Douro-Dummer are hereby appointed as Investigators under the provisions of the Order in Council OC 502/2016 for the Ontario Wildlife Damages Compensation Program.
2. That By-law Number 2016-85, and all other By-laws of the Township of Douro-Dummer which conflict with this By-law are hereby repealed at the time of passing.
3. That this By-law shall come into full force and effect on February 7, 2023.

Passed in open Council this 7th day of February, 2023.

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Mayor, Heather Watson

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Acting Clerk, Martina Chait-Hartwig

**The Corporation of the Township of Douro-Dummer**

**By-law Number 2023-08**

**Being a By-law to provide for the 2023 User Fees and Charges, and to  
repeal 2022-19, as amended**

**Whereas** the Municipal Act, 2001, S.O. 2011, C. 25, as amended, authorizes a municipality or local board to impose fees or charges on persons;

**And whereas** it is desirable to formally adopt the fees and charges presently in existence, provide for some future increases for some of the fees and charges and to formally adopt the list that will be available for public inspection;

**Now therefore** the Council for The Corporation of the Township of Douro-Dummer hereby enacts as follows:

1. That Schedule "A" attached hereto shall comprise the list of fees and charges that will be available for public inspection.
2. That all the fees and charges included in Schedule "A" attached hereto are hereby adopted by Council if not otherwise done so by By-law.
3. That By-law Number 2022-19 as amended is hereby repealed, in its entirety.
4. This By-law shall come into force and effect on February 7, 2022.

Passed in open Council this 7th day of February, 2022.

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Mayor, J. Murray Jones

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Acting Clerk, Martina Chait-Hartwig



**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>1.</b>	<b>Building - See By-law Number 2020-67</b>				
<b>2.</b>	<b>Certificates</b>				<b>By-Law 2002-22</b>
	<b>Sale of Real Property</b>				
	Certificate of Compliance	\$50.00	\$0.00	\$50.00	
<b>3.</b>	<b>Dogs - Regulating the Running at Large of Dogs</b>				
	<b>No longer in place.</b>				
<b>4.</b>	<b>Dogs - Licencing and Registration</b>				<b>By-Law 2021-11</b>
	Male/Female paid before April 30th	\$15.00	\$0.00	\$15.00	
	Male/Female paid after April 30th	\$20.00	\$0.00	\$20.00	
	Kennel Licences paid before April 30th	\$50.00	\$0.00	\$50.00	
	Kennel Licences paid after April 30th	\$75.00	\$0.00	\$75.00	
	Replacement Dog Licence	\$5.00	\$0.00	\$5.00	
<b>5.</b>	<b>Fire</b>				
	<b>Open Air Burning Permits</b>				<b>By-Law 2020-35</b>
	Residential Burn Permit (includes campfire, burn barrel, brush fire and agricultural fire on a single property) - renew annually, expires Dec 31st	\$20.00	\$0.00	\$20.00	
	Agricultural Permit (for fires to support farm activities on up to 3 properties/year, requires staff assistance to obtain) - renew annually, expires Dec 31st	\$20.00	\$0.00	\$20.00	
	Campground, Trailer Park or Resort - renew annually, expires Dec 31st	\$50.00	\$0.00	\$50.00	
	Commercial Fire - renew annually, expires Dec 31st	\$100.00	\$0.00	\$100.00	
	Incinerator - renew annually, expires Dec 31st	\$60.00	\$0.00	\$60.00	
	Special Occurrence Fire - per occurrence	\$40.00	\$0.00	\$40.00	
	<b>Response Rates for Open Air Burning &amp; Vehicle Incidents</b>				
	Open Air Burning 1st Charge 50% of current MTO rate	50% of current MTO rate			
	Open Air Burning 2nd and all subsequent charges 100% of current MTO rate	100% of current MTO rate			
	Vehicle Incidents	100% of current MTO rate			
	<b>Reports</b>				
	Request reports (Fire report, file search. Letter of Compliance, etc.)	\$60.00	\$0.00	\$60.00	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>6.</b>	<b>Licences</b>				
	<b>Mobile Canteens</b>				<b>By-Law 2016-45</b>
	Chip Trucks & Fast Food Vehicle	\$400.00	\$0.00	\$400.00	
	Hot Dog Carts	\$250.00	\$0.00	\$250.00	
	Ice Cream Carts	\$300.00	\$0.00	\$300.00	
	Special Events - Per Day	\$100.00	\$0.00	\$100.00	
	<b>Parade, Festival, Public Entertainment Licences - per day</b>	\$400.00	0	\$400.00	<b>By-Law 2001-72</b>
	<b>Lottery Licence issuing Fee</b>				<b>By-Law 2002-36</b>
<b>7.</b>	<b>Line Fences</b>				
	<b>Line Fences Act</b>				
	Remuneration for fence-viewers	\$25.00 per hour plus applicable mileage rate			
	Staff time -Administration Fees	\$55.00 per hour plus tax			
<b>8.</b>	<b>Livestock Investigators</b>				
	Livestock Investigators Remuneration				<b>Res. # 294-2008</b>
<b>9.</b>	<b>Municipal Hall Rental</b>				<b>By-law 2014-62</b>
					fees increase 3% annually as of January 1st
	Full Day Rental (Mon-Fri)	\$154.50	\$20.09	\$174.59	This includes opening and closing and the use of tables and chairs. This includes use of the institute room and kitchen.
	Full Day Rental (Sat-Sun-Stat)	\$169.95	\$22.09	\$192.04	This includes opening and closing and the use of tables and chairs. This includes use of the institute room
	1/2 Day Rental (4 hours)	\$92.70	\$12.05	\$104.75	
	Hourly	\$28.33	\$3.68	\$32.01	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$1.34	\$11.64	
	Settings - per setting (dishes, cutlery)	\$5.46	\$0.71	\$6.17	
	Coffee Urn	\$10.30	\$1.34	\$11.64	Rented on own.
	Chafing Dishes	\$13.06	\$1.70	\$14.76	Each, Rented on own. NOTE: Renter to Supply Fuel

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>10</b>	<b>Municipal Office</b>				
<b>10.1</b>	<b>Finance Department</b>				<b>Resolution 418-2016</b>
	Payment Receipt Reprint - Copy of receipt for payment on property tax account	\$10.00	\$0.00	\$10.00	
	Refund of Overpayment - Refund of credit balance to property owner when a duplicate payment is made in error	\$20.00	\$0.00	\$20.00	
	Statement of Account - Statement detailing payments and taxes levied, and outstanding balance	\$10.00	\$0.00	\$10.00	
	Transfer Credit Balance - To transfer payment(s) misallocated by customer or customer representative (i.e., Bank) from one tax roll to another	\$20.00	\$0.00	\$20.00	
	Ownership Change	\$20.00	\$0.00	\$20.00	
	Commissioning of Documents - Does not include internal Planning Documents	\$10.00	\$0.00	\$10.00	
	NSF Cheques - Handling fee charged when cheque is returned as not negotiable	\$30.00	\$0.00	\$30.00	
<b>10.2</b>	<b>Miscellaneous</b>		<b>HST</b>	<b>Total</b>	
	Blue Boxes	\$5.31	\$0.69	\$6.00	
	Kitchen Composters	\$5.00	\$0.65	\$5.65	
	Kitchen Composters - replacement filters	\$5.00	\$0.65	\$5.65	
	Administration Fees - Staff time per hour (labour cost to search for historical records)	\$55.00	\$7.15	\$62.15	
	Dummer Book	\$26.19	\$3.40	\$29.59	Point of Sale Rebate
	Douro Book	\$19.05	\$2.48	\$21.53	Point of Sale Rebate
	Douro Book to Retailers	\$15.24	\$1.98	\$17.22	Point of Sale Rebate
	Dummer Book to Retailers	\$20.93	\$2.72	\$23.65	Point of Sale Rebate
	Log Barn Book	\$30.00	\$0.00	\$30.00	
	911 Signs	\$100.00	\$13.00	\$113.00	
	County Water Bottles	\$4.43	\$0.58	\$5.01	
	Composter	\$45.53	\$5.92	\$51.45	
	Digester	\$72.45	\$9.42	\$81.87	
	Telecommunications Tower Application	\$1,200.00	\$0.00	\$1,200.00	
	Telecommunications Tower Modification Application	\$600.00	\$0.00	\$600.00	
<b>10.3</b>	<b>Township Clothing (to be discontinued after current supply is sold)</b>				
	Golf Shirt	\$35.40	\$4.60	\$40.00	
	Fleece Jacket (Full Zip)	\$47.79	\$6.21	\$54.00	
	Men's Half Zip Fleece Jacket	\$43.36	\$5.64	\$49.00	
	Three in One Techno Jacket	\$141.59	\$18.41	\$160.00	
	Performance Stretch Jacket	\$52.21	\$6.79	\$59.00	
	Lightweight Vented Jacket	\$34.51	\$4.49	\$39.00	
	Dress Shirt (Long Sleeve)	\$38.05	\$4.95	\$43.00	
	Dress Shirt (Short Sleeve)	\$33.63	\$4.37	\$38.00	
	Ball Cap	\$13.27	\$1.73	\$15.00	
	Toque with Cuff	\$10.62	\$1.38	\$12.00	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>11.</b>	<b>Photocopies/Faxing</b>		<b>HST</b>	<b>Total</b>	
	<b>Photocopying and Report Charges</b>				
	Two sided copying & printing will be charged per copy cost				
	<b>Copies for all documents:</b>				
	8.5 x11 Black & White per copy	\$0.30	\$0.04	\$0.34	
	8.5 x11 Colour per copy	\$0.45	\$0.06	\$0.51	
	8.5x14 Black & White per copy	\$0.30	\$0.04	\$0.34	
	8.5X14 Colour per copy	\$0.60	\$0.08	\$0.68	
	11x17 Black & White per copy	\$0.35	\$0.05	\$0.40	
	11X17 Colour per copy	\$1.10	\$0.14	\$1.24	
	<b>Copies - Projects more than 100 copies</b>				
	8.5 x11 Black & White per copy	\$0.25	\$0.03	\$0.28	
	8.5 x11 Colour per copy	\$0.40	\$0.05	\$0.45	
	8.5x14 Black & White per copy	\$0.25	\$0.03	\$0.28	
	8.5X14 Colour per copy	\$0.55	\$0.07	\$0.62	
	11x17 Black & White per copy	\$0.30	\$0.04	\$0.34	
	11X17 Colour per copy	\$1.05	\$0.14	\$1.19	
	<b>Copies for documents for local community groups/local non-profit groups and local sports orgs.*</b>				
	8.5 x11 Black & White per copy	\$0.25	\$0.03	\$0.28	
	8.5 x11 Colour per copy	\$0.40	\$0.05	\$0.45	
	8.5x14 Black & White per copy	\$0.30	\$0.04	\$0.34	
	8.5X14 Colour per copy	\$0.55	\$0.07	\$0.62	
	11x17 Black & White per copy	\$0.30	\$0.04	\$0.34	
	11X17 Colour per copy	\$1.05	\$0.14	\$1.19	
	<b>Copies - Documents for Township Staff &amp; Council</b>				
	8.5 x11 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5 x11 Colour per copy	\$0.25	\$0.03	\$0.28	
	8.5x14 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5X14 Colour per copy	\$0.40	\$0.05	\$0.45	
	11x17 Black & White per copy	\$0.25	\$0.03	\$0.28	
	11X17 Colour per copy	\$0.60	\$0.08	\$0.68	
	<b>Copies for documents for Municipal Depts., Boards and Committees for quantities over 25</b>				
	8.5 x11 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5 x11 Colour per copy	\$0.25	\$0.03	\$0.28	
	8.5x14 Black & White per copy	\$0.20	\$0.03	\$0.23	
	8.5X14 Colour per copy	\$0.40	\$0.05	\$0.45	
	11x17 Black & White per copy	\$0.25	\$0.03	\$0.28	
	11X17 Colour per copy	\$0.60	\$0.08	\$0.68	
	<b>Computer Generated Printing Material</b>				
	8.5 x11 Black & White per copy	\$0.35	\$0.05	\$0.40	
	8.5 x11 Colour per copy	\$0.50	\$0.07	\$0.57	
	8.5x14 Black & White per copy	\$0.35	\$0.05	\$0.40	
	8.5X14 Colour per copy	\$0.60	\$0.08	\$0.68	
	<b>Faxing</b>				
	Fax Charges - sending - per page	\$2.50	\$0.33	\$2.83	
	Fax Charges - sending (greater than 6 pages) - per page	\$2.00	\$0.26	\$2.26	
	Fax Charges - receiving - per page	\$1.50	\$0.20	\$1.70	
	Fax Charges - receiving (greater than 6 pages) - per page	\$1.25	\$0.16	\$1.41	
	<b>Certified copies of minutes &amp; by-laws - per page</b>	\$2.00	\$0.26	\$2.26	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
	*Local Community groups/local non-profit groups and local sporting organizations may include: church related organizations, churches, Cubs, Scouts, Brownies, Guides, Lions Club, Minor Hockey, Minor Ball, Figure Skating, Kiddie Kapers, Day Care Camp and Out Reach Programs or as determined by staff				
	** One copy of all minutes will be provided to ratepayers at no charge. Additional copies will be at the above rates.				

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>12</b>	<b>Planning/Development</b>				
<b>12.1</b>	<b>Planning Application fees and deposits</b>				<b>By-law 2016-56</b>
	Pre-consultation	\$200.00	\$0.00	\$200.00	<b>To reflect actual time spent completing reviews.</b>
	Severance Review	\$300.00	\$0.00	\$300.00	
	Minor Variance Application - Effective January 1, 2020	\$1,445.00	\$0.00	\$1,445.00	
	Amended Minor Variance Application - prior to circulation - Effective January 1, 2020	\$200.00	\$0.00	\$200.00	
	Amended Minor Variance Application - after circulation - Effective January 1, 2020	\$1,000.00	\$0.00	\$1,000.00	
	Zoning By-law Amendment - Effective January 1, 2020	\$1,500.00	\$0.00	\$1,500.00	
	Amended Zoning Amendment Application - prior to circulation - Effective January 1, 2020	\$200.00	\$0.00	\$200.00	
	Amended Zoning Amendment Application - after circulation - Effective January 1, 2020	\$1,000.00	\$0.00	\$1,000.00	
	Removal of Holding Provision - Effective January 1, 2020	\$750.00	\$0.00	\$750.00	
	Deeming By-law	\$500.00			
	Site Plan Approval - Minor	\$2,500.00	\$0.00	\$2,500.00	
	Site Plan Approval - Major	\$4,000.00	\$0.00	\$4,000.00	
	Minor Amendment to Existing Site Plan	\$1,000.00	\$0.00	\$1,000.00	
	Minimum Deposit for any Site Plan Application	\$5,000.00	\$0.00	\$5,000.00	
	Plan of Subdivision - Effective January 1, 2020	\$10,500.00	\$0.00	\$10,500.00	
	Subdivision Deposit	\$25,000.00	\$0.00	\$25,000.00	
	Subdivision Agreement Fees	\$1,000.00	\$0.00	\$1,000.00	
	Advertising Fee (newspaper)				
	Special Meeting Fee - Effective January 1, 2020	\$690.00	\$0.00	\$690.00	
	Predevelopment Agreement for major applications	\$1000 + \$5250 deposit			
	*The rates shall be increased in 2019 and going forward each year based on either the Consumer Price Index or the Cost of Living Index, whichever is higher in the given year. The rates shall increase January 1 of each year.				
<b>12.2</b>	<b>Planning Miscellaneous</b>				
	Cash-in-lieu of Parkland	\$1,250.00	\$0.00	\$1,250.00	
	Signing of Merger Agreement Fee	\$250.00	\$0.00	\$250.00	
	Encroachment Agreement	\$400 + \$ 500 Deposit			
	Minor Amendment to Existing Encroachment Agreement	\$400.00	\$0.00	\$400.00	
	Demolition Agreement	\$400 + \$5000 deposit			
	Extend Existing Demolition Agreement	\$100.00	\$0.00	\$100.00	
	Mitigation Measures Agreement	\$250.00	\$0.00	\$250.00	
	Enivornmental Impact Assessment Peer Reviews	Cost Recovery from third party			
<b>12.3</b>	<b>Renewable Energy Projects</b>				<b>Policy No. D-3</b>
	Small Scale Ground Mount Solar Project	\$2,000.00	\$0.00	\$2,000.00	
	Large Scale Industrial Facility Project	\$3,500.00	\$0.00	\$3,500.00	
	Resubmission with changes	\$850.00	\$0.00	\$850.00	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>12.4</b>	<b>Planning Documents</b>				
	Copy of Official Plan &/or Zoning By-law				
<b>12.5</b>	<b>Property Information Requests (lawyers, real estate agents)</b>				<b>Resolution 418-2016</b>
	Tax Certificate	\$40.00	\$0.00	\$40.00	
	Work Order Information	\$40.00	\$0.00	\$40.00	
	Zoning Information/Compliance	\$40.00	\$0.00	\$40.00	
	Building Permit Compliance	\$40.00	\$0.00	\$40.00	
<b>13.</b>	<b>Public Works - Roads</b>		<b>HST</b>	<b>Total</b>	
<b>13.1</b>	<b>Entrance Permit</b>				<b>Policy No. T-1</b>
	Application Fee (Township to install Entrance)	\$100.00	\$13.00	\$113.00	
	Application Fee (Owner to install Entrance)	\$200.00	\$26.00	\$226.00	\$500.00 deposit required
	No Culvert Required				
	Culvert Required				
<b>13.2</b>	<b>Parking Infractions</b>				<b>2014-25</b>
	No Stopping Infractions	\$30.00	\$0.00	\$30.00	<b>(Amended by: 2014-57, 2015-54, 2015-55)</b>
<b>14.</b>	<b>Public Works - Transfer Station</b>				
	<b>Tipping Fees</b>				<b>By-Law 2008-39</b>
	Waste weighing less than 30 lbs. (13.6 kgs.)	\$3.00	Excist Tax Act S. 20 Pt. 6 Sch. 5		<b>(amended 2009-55, 2014-29, 2017-04)</b>
	Waste weighing more than 30 lbs. (13.6 kgs.) - per tonne	\$125.00			
	Propane Tanks (weighing 20 lbs. or less) each	Free			
	Propane Tanks (weighing more than 20 lbs.) each	Free			
	Appliances containing Freon surcharge plus per tonne rate	\$27.00			
	Replacement Landfill Cards	\$25.00			
	Box Springs	\$25.00 each			
	Bag Tags (each)	\$3.00			



**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>15.</b>	<b>Parks and Recreation</b>				
	<b>*Note: A 1.25% per month late payment penalty fee applies to Section 15</b>				
<b>15.1</b>	<b>Advertising at Arenas &amp; Parks</b>		<b>HST</b>	<b>Total</b>	
	<b>Advertising Fees</b>				
	Ice Resurfacers (per side)	\$500.00	\$65.00	\$565.00	
	Wall Mounted ( 4'x8' Sheet)	\$250.00	\$32.50	\$282.50	
	Board Mounted (38"x8' Kit)	\$250.00	\$32.50	\$282.50	
	In Ice logo (per logo)	\$500.00	\$65.00	\$565.00	
	Viewing Lobby (Douro) (11/2' x 3')	\$175.00	\$22.75	\$197.75	
	South Ball Diamond (4'x8' Sheet)	\$150.00	\$19.50	\$169.50	
	<b>Parking Lot Rentals</b>				
	Douro - Full Lot (Daily)	\$300.00	\$39.00	\$339.00	
	Douro - Half Lot (Daily)	\$150.00	\$19.50	\$169.50	
	Warsaw - Full Lot (Daily)	\$150.00	\$19.50	\$169.50	
<b>15.2</b>	<b>Arena-Douro (effective September 1st - see previous by-law for rates from Jan-Aug)</b>		<b>HST</b>	<b>Total</b>	
					fees increase 3% annually as of September 1st
	<b>Douro Arena - Harvest Room</b>				
	Hourly Rental	\$28.33	\$3.68	\$32.01	
	1/2 Day Rental (4 hours or less)	\$92.70	\$12.05	\$104.75	
	Full Day Rental (Mon - Fri)	\$154.50	\$20.09	\$174.59	
	Full Day Rental (Sat, Sun, Stat)	\$169.95	\$22.09	\$192.04	
	Rental (6 Hours) *additional hours \$27.50	\$172.22	\$22.39	\$194.60	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$1.34	\$11.64	
	<b>Douro Community Centre - Wellington Room</b>				
	Day Rental (Off Peak Sunday - Thursday)	\$283.25	\$36.82	\$320.07	
	Day Rental (Peak Friday, Saturday and Stat Holidays)	\$453.20	\$58.92	\$512.12	
	1/2 Day Rental (4 hours or less)	\$141.63	\$18.41	\$160.04	
	Hourly Rental	\$50.99	\$6.63	\$57.61	
	Bar	\$56.65	\$7.36	\$64.01	
	Kitchen Rental (Catering/Use of Appliances)	\$84.98	\$11.05	\$96.02	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
	<b>Extra's</b>				
	Settings - per setting (dishes, cutlery)	\$5.46	\$0.71	\$6.17	
	Coffee Urn	\$10.30	\$1.34	\$11.64	
	Chafing Dishes	\$13.06	\$1.70	\$14.76	
	Custom Announcement on Arena Roadside Sign	\$25.00	\$3.25	\$28.25	
	*Prices for catering may be adjusted at management's discretion in the event of unforeseen changes in the market price of food *Prices for catering range from the choice of lunch/dinner provided *Facility subsidy Requests can be made under the Policy				
	<b>Douro Arena Winter Ice Rentals</b>				
	Prime Time	\$175.10	\$22.76	\$197.86	
	Non-Prime Time	\$92.70	\$12.05	\$104.75	
	Hourly Local Youth Sport	\$139.05	\$18.08	\$157.13	
	Hourly Outside Youth Sport	\$149.35	\$19.42	\$168.77	
	Hourly Non-Prime Time *Mon-Fri 7:00 am - 5:00 pm (3 or more hours)	\$72.10	\$9.37	\$81.47	
	<b>Douro Arena Floor Surface</b>				
	Adult Sport Hourly Rental	\$67.98	\$8.84	\$76.82	
	Youth Sport Hourly Rental	\$56.65	\$7.36	\$64.01	
	1/2 Day Event Rental	\$339.90	\$44.19	\$384.09	
	Day Event Rental	\$679.80	\$88.37	\$768.17	
	2 Day Event Rental	\$1,133.00	\$147.29	\$1,280.29	
	<b>Douro - Rec Centre</b>		HST	Total	
	Hourly Rental	\$28.33	\$3.68	\$32.01	
	1/2 Day Rental (4 hours or less)	\$92.70	\$12.05	\$104.75	
	Full Day Rental	\$154.50	\$20.09	\$174.59	
	Service Groups & Seniors (3 hours or less)	\$10.30	\$1.34	\$11.64	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
15.3	<b>Arena-Warsaw (effective September 1st - see previous by-law for rates from Jan-Aug)</b>		<b>HST</b>	<b>Total</b>	
					fees increase 3% annually as of September 1st
	<b>Warsaw Arena - Upstairs Room</b>				
	Hourly Rental	\$28.33	\$3.68	\$32.01	
	1/2 Day Rental (4 hours or less)	\$92.70	\$12.05	\$104.75	
	Day Rental (Monday - Friday)	\$154.50	\$20.09	\$174.59	
	Weekend or Stat Day Rental (Saturday, Sunday, Stat)	\$169.95	\$22.09	\$192.04	
	Bar Requested	\$56.65	\$7.36	\$64.01	
	<b>Extra's</b>				
	Settings - per setting (dishes, cutlery)	\$5.46	\$0.71	\$6.17	
	Coffee Urn	\$10.30	\$1.34	\$11.64	
	Chafing Dishes	\$13.06	\$1.70	\$14.76	
	*Prices for catering may be adjusted at management's discretion in the event of unforeseen changes in the market price of food				
	<b>Warsaw Arena Winter Ice Rentals</b>				
	Prime Time	\$154.50	\$20.09	\$174.59	
	Non-Prime Time (1 or 2 hours)	\$82.40	\$10.71	\$93.11	
	Hourly Local Youth Sport	\$118.45	\$15.40	\$133.85	
	Hourly Outside Youth Sport	\$128.75	\$16.74	\$145.49	
	Hourly Non-Prime Time *Mon-Fri 7:00 a.m. - 5:00 p.m. (3 or more hours)	\$72.10	\$9.37	\$81.47	
	<b>Warsaw Arena Floor Surface</b>				
	Adult Sport Hourly Rental	\$67.98	\$8.84	\$76.82	
	Youth Sport Hourly Rental	\$56.65	\$7.36	\$64.01	
	1/2 Day Event Rental	\$339.90	\$44.19	\$384.09	
	Day Event Rental	\$679.80	\$88.37	\$768.17	
	2 Day Event Rental	\$1,133.00	\$147.29	\$1,280.29	

**2023 User Fee Schedule - Effective Feb 7, 2023**

Item	Department and Type	Fee	HST	Total	By-Law/Resolution/Policy Reference
<b>15.4</b>	<b>Parks</b>		<b>HST</b>	<b>Total</b>	
					fees increase 3% annually as of January 1st
	<b>Park Rental Rates</b>				
	Adult Sports Field - per hour	\$30.00	\$3.90	\$33.90	
	Youth Sports Field - per hour	\$10.00	\$1.30	\$11.30	
	Youth Sports Field - per hour with Lights	\$17.00	\$2.21	\$19.21	
	Ball Diamond with Lights (hourly)	\$50.00	\$6.50	\$56.50	
	Day Tournaments - Douro Park - Includes Lining	\$165.00	\$21.45	\$186.45	
	Picnic Area/Park Rental - 20-50 People (Daily)	\$35.00	\$4.55	\$39.55	
	Picnic Area/Park Rental - 51-100 People (Daily)	\$70.00	\$9.10	\$79.10	
	Picnic Area/Park Rental - 101+ People (Daily)	\$150.00	\$19.50	\$169.50	
	Major Event - for Profit Organization (Daily)	\$500.00	\$65.00	\$565.00	
	Farmers Market (Daily)	\$50.00	\$6.50	\$56.50	
	Tennis/Pickleball Court Rental - per hour	\$30.00	\$3.90	\$33.90	
	Tennis/Pickleball Court Rental - daily	\$165.00	\$21.45	\$186.45	
	Concession at South Park (Daily)	\$82.50	\$10.73	\$93.23	
<b>15.5</b>	<b>Surcharge for Liability Insurance</b>		<b>HST</b>	<b>Total</b>	
	<b>Banquets, Celebrations, Craft Shows, Cards, Auctions, Dances</b>				
	Non - Alcohol Hourly Rate Event - up to 100 people	\$2.00	\$0.26	\$2.26	
	Non - Alcohol Hourly Rate Event - up to 250 people	\$10.00	\$1.30	\$11.30	
	Non - Alcohol Day Rate Event - up to 100 people	\$15.00	\$1.95	\$16.95	
	Non - Alcohol Day Rate Event - up to 250 people	\$30.00	\$3.90	\$33.90	
	Alcohol Hourly Rate Event - up to 100 people	\$12.00	\$1.56	\$13.56	
	Alcohol Hourly Rate Event - up to 250 people	\$18.00	\$2.34	\$20.34	
	Alcohol Day Rate Event - up to 100 people	\$60.00	\$7.80	\$67.80	
	Alcohol Day Rate Event - up to 250 people	\$90.00	\$11.70	\$101.70	
	Alcohol Hourly Rate Event - up to 250 people	\$18.00	\$2.34	\$20.34	
	Alcohol Day Rate Event - up to 100 people	\$60.00	\$7.80	\$67.80	
	Alcohol Day Rate Event - up to 250 people	\$90.00	\$11.70	\$101.70	
	<b>Sports Events or Activities</b>		\$0.00	\$0.00	
	Low Risk Programs - Hourly Rate - up to 100 people	\$2.00	\$0.26	\$2.26	
	Low Risk Programs - Day Rate - up to 100 people	\$20.00	\$2.60	\$22.60	
	Low Risk Programs - Per Season- up to 100 people	\$55.00	\$7.15	\$62.15	
	Med Risk Programs - Hourly Rate - up to 100 people	\$5.00	\$0.65	\$5.65	
	Med Risk Programs - Day Rate - up to 100 people	\$35.00	\$4.55	\$39.55	
	Med Risk Programs - Per Season- up to 100 people	\$100.00	\$13.00	\$113.00	

# The Corporation of the Township of Douro-Dummer

## By-law Number 2023-09

**Being a By-law to amend By-law Number 10-1996, as amended,  
otherwise known as "The Township of Douro-Dummer  
Comprehensive Zoning By-law"**

**Whereas** By-law Number 10-1996, as amended, regulates the use of land and the use and erection of buildings and structures within the Township of Douro-Dummer;

**And Whereas** Section 34 of The Planning Act, RSO 1990, as amended, permits the Council to pass an amending Zoning By-law;

**And Whereas** the Council of the Township of Douro-Dummer required the rezoning of the subject lands as a condition of Peterborough County Consent Applications B-21-22 and B-22-22;

**And Whereas** the Council of the Township of Douro-Dummer deems it advisable to further amend By-law No. 10-1996 as amended;

**Now Therefore** the Council of the Township of Douro-Dummer hereby enacts as follows:

1. Schedule A1 to By-law No. 10-1996, as amended, is hereby further amended by changing the zone category on a portion of lands known municipally as 4131 County Road 32 and described as Part Lot 12, Concession 8 of the Douro Ward to the Special District 255 Zone (S.D. 255), the Special District 256 Zone (S.D. 256) and the Environmental Conservation Zone (EC) as shown on Schedule "1" attached hereto and forming part of this By-law.
2. Section 21 Special Districts is amended by the addition of a new subsection "21.255 Special District 255 Zone (S.D. 255)" immediately following subsection 21.254 Special District 254 Zone (S.D. 254)" which shall read as follows:

**21.255      Special District 255 Zone (S.D. 255) – Roll No. 1522-010-003-14620 (Severed Lots A and B)**

No person shall within any Special District 255 Zone (S.D. 255) use any land, or erect, alter or use any building or structure except in accordance with the following provisions:

### **21.255.1 Permitted Uses**

**21.255.1.1** all uses permitted in Section 4.1 of the Residential Zone (R) of By-law 10-1996, as amended.

## **21.255.2 Regulations for Permitted Uses**

All regulations of Section 4.2.1 of the Residential Zone (R) of By-law 10-1996, as amended, shall apply with the following exceptions:

- a) Minimum Lot Frontage

0 m

3. Section 21 Special Districts is amended by the addition of a new subsection "21.256 Special District 256 Zone (S.D. 256)" immediately following subsection 21.255 Special District 255 Zone (S.D. 255)" which shall read as follows:

**21.256      Special District 256 Zone (S.D. 256) – Roll No. 1522-010-003-14620 (Retained Lot)**

No person shall within any Special District 256 Zone (S.D. 256) use any land, or erect, alter or use any building or structure except in accordance with the following provisions:

### **21.256.1 Permitted Uses**

**21.256.1.1** all uses permitted in the Rural Zone (RU) of By-law 10-1996, as amended save and except a single detached dwelling.

## **21.256.2 Regulations for Permitted Uses**

The applicable regulations of the Rural Zone (RU) of By-law 10-1996, as amended, shall apply with the following exceptions:

- |                         |      |
|-------------------------|------|
| a) Minimum Lot Area     | 4 ha |
| b) Minimum Lot Frontage | 0 m  |

4. Section 21.43 Special District 43 Zone (S.D. 43) is amended by deleting subsection "21.43.2 Regulation for Uses Permitted in Section 21.43.1" in its entirety and replacing it with the following:

### **21.43.2 Regulations for Permitted Uses**

All regulations of Section 9.2.4 of the Rural Zone (RU) of By-law 10-1996, as amended, shall apply with the following exceptions:

- a) Minimum Lot Area (Part 3,  
Plan 45R-12828) 1.55 ha
- b) Minimum Lot Frontage (Part 3,  
Plan 45R-12828) 0 m
- c) The front lot line shall be the lot line which  
faces County Road 32.
- d) Minimum Rear Yard for the existing  
detached accessory structure identified as  
the metal-clad pole barn on Plan of Survey  
prepared by J.B. Fleguel O.L.S, completed  
on January 28, 2005 and attached as  
Schedule "2" to this By-law 0 m

5. All other relevant provisions of By-law 10-1996, as amended, shall apply.

If no notice of objection is filed with the Acting Clerk within the time provided, this By-law shall become effective on the date of passing hereof, subject to the provisions of The Planning Act, RSO 1990, as amended.

Passed in Open Council this 7th day of February, 2023.

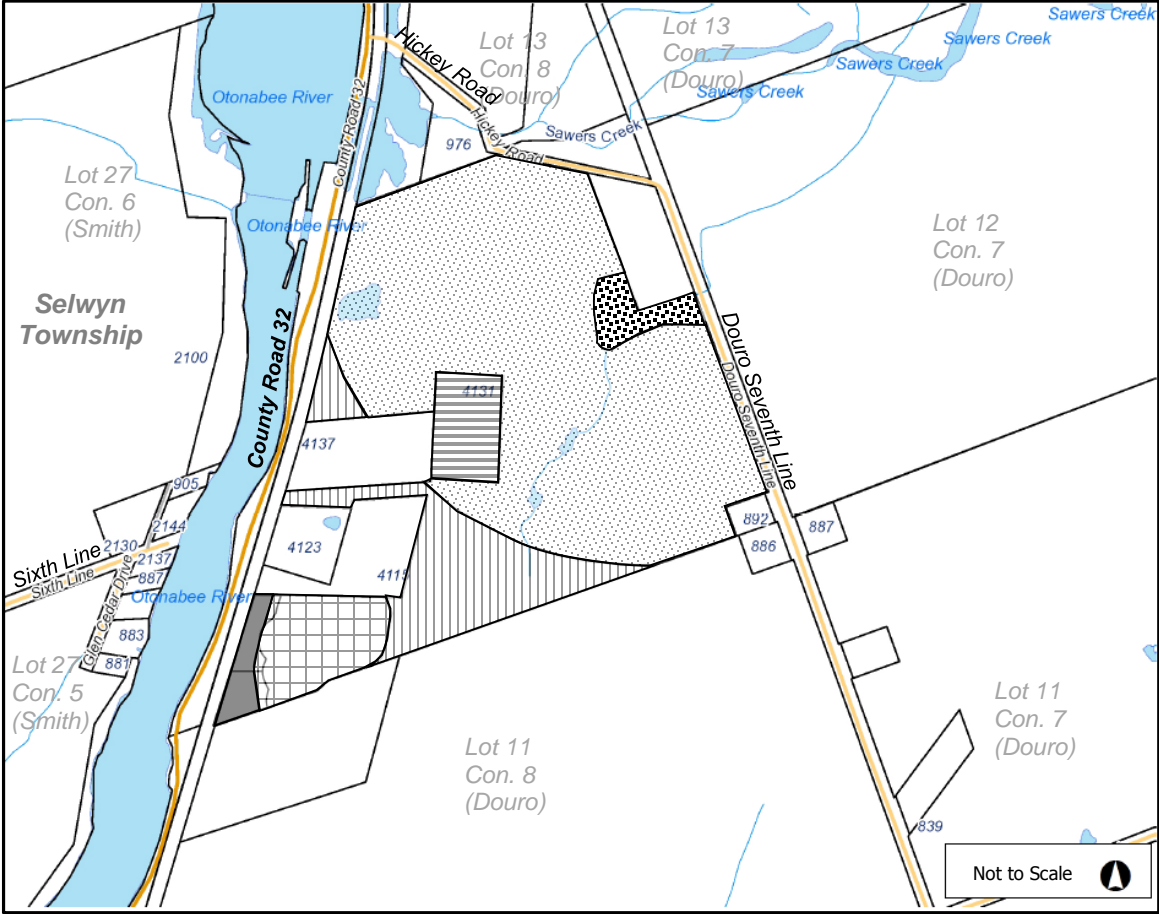
\_\_\_\_\_  
Mayor, Heather Watson







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Acting Clerk, Martina Chait-Hartwig



File: R-05-22  
Roll No. 1522-010-003-14620

Schedule "1" to By-law 2023-09



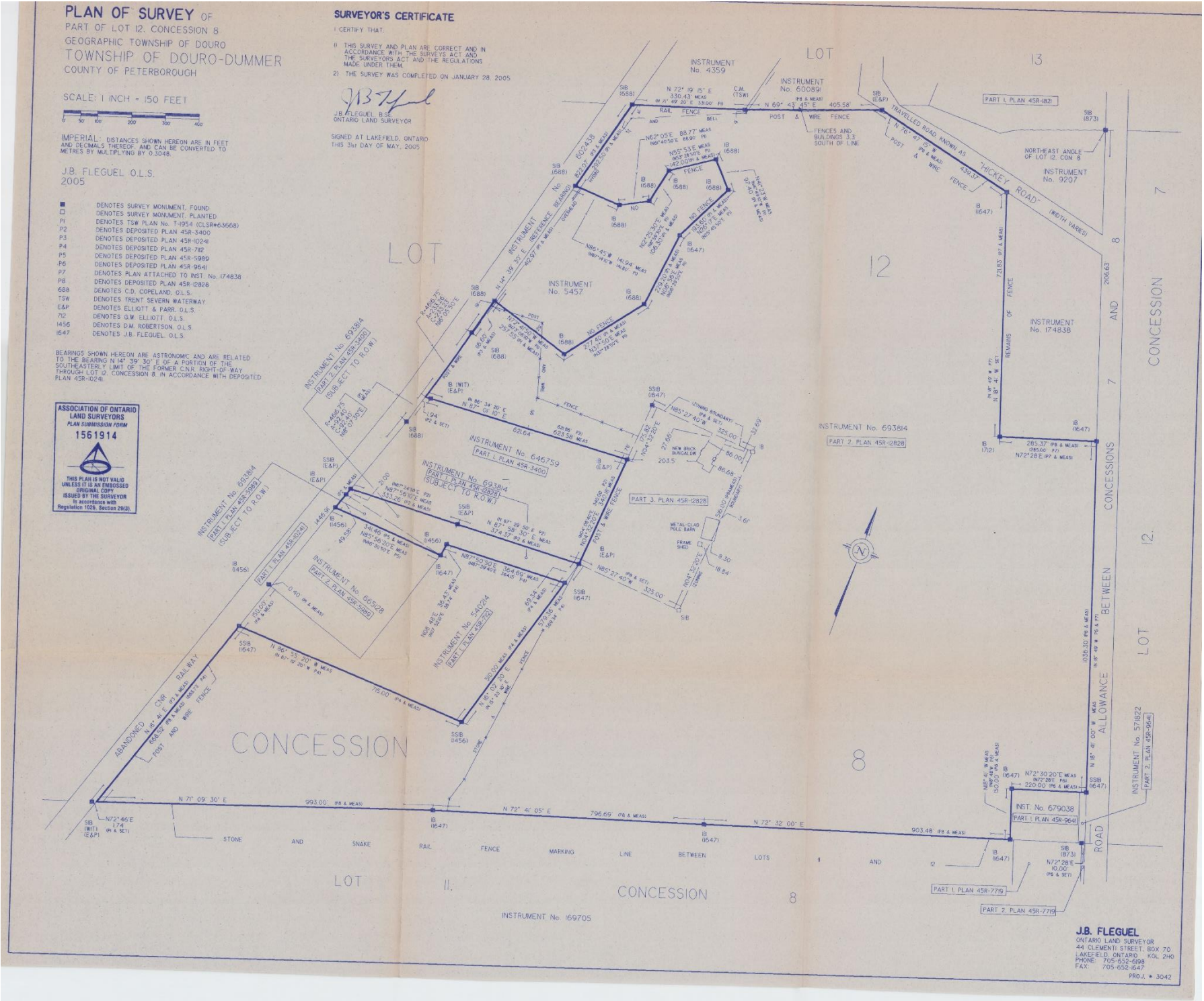
-  Rezone from the 'Rural Zone (RU)' to the 'Special District 255 Zone (S.D. 255)'
-  Rezone from the 'Rural Zone (RU)' to the 'Special District 256 Zone (S.D. 256)'
-  Rezone from the 'Rural Zone (RU)' to the 'Environmental Conservation Zone (EC)'
-  Area to remain zoned the 'Development Zone (D2)'
-  Area to remain zoned the 'Environmental Conservation Zone (EC)'
-  Area to remain zoned the 'Special District 43 Zone (S.D. 43)'

This is Schedule 'A' to By-law  
No. 2023-09 passed this  
7th day of February, 2023.

\_\_\_\_\_  
Mayor, Heather Watson

\_\_\_\_\_  
Acting Clerk, Martina Chait-Hartwig

Schedule "2" to By-law 2023-09



**The Corporation of the Township of Douro-Dummer**

**By-law Number 2023-10**

Being a By-law of The Corporation of the Township of  
Douro-Dummer to confirm the proceedings of  
the Regular Council Meeting held on the 7th day February, 2023 in the Township  
Council Chambers

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**The Municipal Council of The Corporation of the Township of Douro-Dummer Enacts as follows:**

1. **That** the action of the Council at its regular meeting held on February 7th, 2023 in respect to each motion, resolution, and other action passed and taken by the Council at its said meeting is, except where prior approval of the Local Planning Appeal Tribunal is required, hereby approved, ratified, and confirmed.
2. **That** the Mayor and the proper officers of the Township are hereby authorized to do all things necessary to obtain approvals where required, and to execute all documents as may be necessary in that behalf and the Acting Clerk is hereby authorized and directed to affix the Corporate Seal to all such documents.

Passed in Open Council this 7th day of February, 2023.

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Mayor, Heather Watson

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Acting Clerk, Martina Chait-Hartwig