THE CORPORATION OF THE TOWNSHIP OF ESSA
VIRTUAL COMMITTEE OF THE WHOLE MEETING
WEDNESDAY, OCTOBER 6, 2021
6:00 p.m.

To view our live stream visit the Township of [Essa's YouTube Channel](#)

AGENDA

1. **OPENING OF MEETING BY THE MAYOR**

2. **DISCLOSURE OF PECUNIARY INTEREST**

3. **DELEGATIONS / PRESENTATIONS / PUBLIC MEETINGS**

STAFF REPORTS

4. **PLANNING AND DEVELOPMENT**

p. 1   **a.**   **Staff Report PD020-21 submitted by the Manager of Planning and Development, re: Official Plan Review Update – Work Plan Update.**

Recommendation: *Be it resolved that Staff Report PD020-21 be received; and That Council approve the revised Work Plan and Schedule as set out in this Report and as presented by MHBC at their delegation to Council on September 15, 2021; and That Council endorse the draft Technical Memo "Settlement Area Boundary Expansion" dated September 2021.*

p. 21   **b.**   **Staff Report PD021-21 submitted by the Manager of Planning and Development, re: Proposed Building By-law 2010-53 Amendment.**

Recommendation: *Be it resolved that Staff Report PD021-21 be received; and That Council approve an amendment to the Township's Building By-law 2010-53, to require the minimum permit fee be collected upon the submission of a building permit application to the Township of Essa.*

5. **PARKS AND RECREATION / COMMUNITY SERVICES**

p. 37   **a.**   **Staff Report PR008-21 submitted by the Manager of Parks and Recreation, re: Additional Part Time Staffing.**

Recommendation: *Be it resolved that Staff Report PR008-21 be received; and That Council approve the expense of $9,756.00 from the 2021 COVID-19 Recovery Funding to accommodate the added pressures for part time staff and the responsibilities required from COVID-19 to reopen recreation facilities to the residents and community under the current provincial requirements in which Covid-19 passports are required to be provided to gain entry into facilities.*

p. 39   **b.   Staff Report PR009-21 submitted by the Manager of Parks and Recreation, re: Parks Department Waste Receptacles.**

Recommendation: *Be it resolved that Staff Report PR009-21 be received for information.*

6.   FIRE AND EMERGENCY SERVICES

7.   PUBLIC WORKS

8.   FINANCE

p. 41   **a.   Staff Report TR010-21 submitted by the Deputy Treasurer, re: Budget to Actuals Update as of August 31, 2021.**

Recommendation: *Be it resolved that Staff Report TR010-21 be received for information.*

9.   CLERKS / BY-LAW ENFORCEMENT / IT

p. 60   **a.   Staff Report C024-21 submitted by the Manager of Legislative Services, re: Municipal Modernization Program Funding – E-billing Software.**

Recommendation: *Be it resolved that Staff Report C024-21 be received; and
That the quote as received from Central Square in the amount of $6,920.00 (plus HST be accepted; and
That Council and authorize staff to engage the services of Central Square for implementation of their e-billing function.*

p. 139   **b.   Staff Report C025-21 submitted by the Deputy Clerk, re: Update on Broadband and High-Speed Internet Access.**

Recommendation: *Be it resolved that Staff Report C025-21 be received for information.*

p. 142   **c.   Staff Report C026-21 submitted by the Manager of Legislative Services, re: ATV/ORV By-law**

Recommendation: *Be it resolved that Staff Report C026-21 be received; and
That Council approve an extension to the ATV Pilot Program into 2022, thereby allowing ATVs to drive on municipal roads during the designated season of May 1st to November 1st, 2022.*

10.   CHIEF ADMINISTRATIVE OFFICER (C.A.O.)

11.   OTHER BUSINESS

12.   ADJOURNMENT

Recommendation: *Be it resolved that this meeting of Committee of the Whole of the Township of Essa adjourn at _____ p.m., to meet again on the 20th day of October, 2021 at 6:00 p.m.*

TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: PD020-21

DATE: October 6th, 2021

TO: **Committee of the Whole**

FROM: **Aimee Powell, B.URPI., MPA, MCIP, RPP**
Manager of Planning and Development

SUBJECT: **Official Plan Review Update – Work Plan Update**

RECOMMENDATION

That Staff Report PD020-21 dated October 6th, 2021 be received for information; and,

That the revised Work Plan and Schedule for the Official Plan Review be approved as set out in Staff Report PD020-21 and as presented to Council through delegation at its September 15, 2021 regular meeting; and,

That the draft Technical Memo - Settlement Area Boundary Expansion dated September 2021 be endorsed by Council.

BACKGROUND

MHBC, the Consulting Firm working on the Township of Essa's Official Plan, provided an update and status report presentation at the September 15th, 2021 Committee of the Whole meeting concerning work completed to date, an update on the County Municipal Comprehensive Review (MCR), and the benefits of coordinating the Township's Official Plan Review (OPR) schedule with the County's MCR schedule. MHBC identified several benefits to coordinating the Township's OPR and County MCR processes as follows:

- Should better ensure conformity between the new Essa Official Plan and County MCR work and should lead to a quicker approval process.

- Eliminates or minimizes the need for follow-up amendments to the new Official Plan to address changes to the County Official Plan.

- Helps ensure consistent and coordinated messaging between Essa OPR process and County MCR process.

- Will have no impact on project budget.

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MHBC has prepared a revised Work Plan that coordinates the OPR and MCR schedules (Attachment A). Staff and MHBC continue to work on providing comments and guidance to the County on the refinements to the Provincial Agricultural System mapping and the Provincial Natural Heritage System mapping as part of the support for the new Official Plan.

In addition, MHBC reported on the draft Settlement Area Boundary Expansion (SABE) Technical Memorandum that has been produced as part of the OPR and in response to the County MCR, Land Needs Assessment and the proposed requirement for local municipalities to identify the preferred settlement area boundary expansions, if growth to 2051 is allocated to the municipality.

COMMENTS AND CONSIDERATIONS

The revised Work Plan better coordinates the County MCR and Township OPR and should benefit from the coordination in several ways.

The draft Settlement Area Boundary Expansions Technical Memo by MHBC and dated September 2021 is attached hereto as Attachment B. The Technical Memo sets out the proposed process for how the Township will undertake the determination of SABE if growth is allocated by the County as part of the MCR process. As much is still not known about the County Land Needs Assessment (i.e. amount of growth, type of growth, criteria, study requirements, etc.) the SABE framework will be updated as the details from the County are provided.

FINANCIAL IMPACT

None. The revised Official Plan Review Work Plan will have no impact on the project budget. It is anticipated that the funds allocated to service the project in 2021 and not spent will be used to offset future project funds in 2022. A formal request of this nature will be made by the Manager of Planning and Development in the 2022 Budget deliberations.

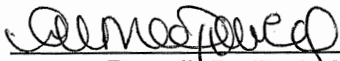## SUMMARY/OPTIONS

Council May:

1. Take no further action
2. Receive this Report for information, and approve the accompanying Work Plan and Schedule for the Official Plan Review, and endorse the draft Technical Memo – Settlement Boundary Expansion
3. Direct Staff in another manner that Council deems appropriate.

CONCLUSION

Option # 2 is recommended.

Respectfully Submitted By: Reviewed By:

Aimee Powell, B.URPI., MPA, MCIP, RPP   Colleen Healey-Dowdall
Manager of Planning and Development   CAO

Attachment A: Revised Work Plan (October 20, 2020)
Attachment B: Draft Technical Memo dated September 2021

ATTACHMENT A

Draft

Updated Work Plan (August 9, 2021)
Township of Essa - Official Plan

MHBC PLANNING URBAN DESIGN & LANDSCAPE ARCHITECTURE

#	Task	2021 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	2022 Jan	Feb	March	April	May	June
Phase 2 - Draft Official Plan																			
9	Preparation of Draft Official Plan & Land Use Schedules						▇	▇	▇										
10	Preparation of Draft Discussion Paper #3								▇	▇									
11	Provide Draft to Township & County for Review									▇	▇								
12	Project Team Meeting/Council Meeting												▇						
13	Open House #2												▇						
14	Discussion Paper #4 - What We Heard at Open House														▇				
15	Project Team Meeting/Council Meeting														▇				
16	Finalize Draft Official Plan															▇			
17	Statutory Public Meeting															▇			
Phase 3 - Final Official Plan																			
18	Discussion Paper #5 - What We Heard at Public Meeting																▇		
19	Project Team Meeting/Council Meeting																	▇	
20	Preparation of Final Official Plan																	▇	
21	Adoption of New Official Plan																		▇

Notes Act requires we provide County 90 days with draft OP before we give notice of public meeting; Open House can happen during the 90 days; Public meeting happens 20 days after the giving of notice;

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Settlement Area Boundary Expansions
ESSA OPR AND COUNTY MCR

Technical Memo - Draft
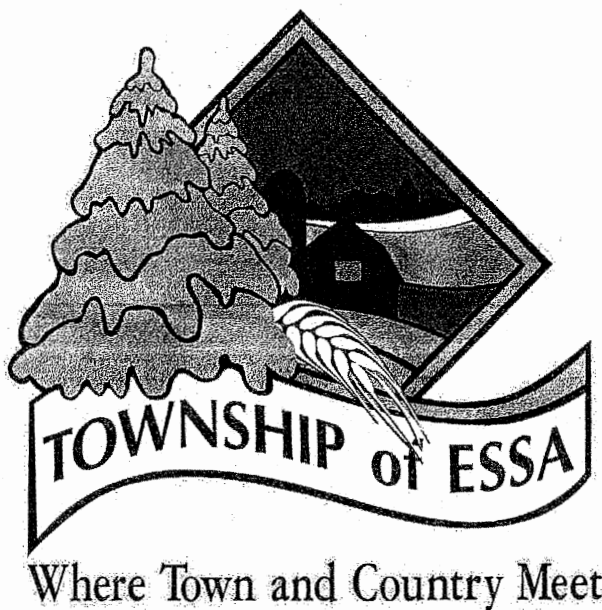
Date:
September 2021

Prepared for:
Township of Essa

Prepared by:
MacNaughton Hermsen Britton Clarkson Planning Limited (MHBC)
113 Collier Street
Barrie ON L4M 1H2
T: 705 728 0045 Ext. 222
F: 705 728 2010

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Accessibility for Ontarians with Disabilities Act

Sections of this report may not comply to the AODA Information and Communication Standards. Please email officialplan@essatownship.on.ca to request alternate accessible formats of this document.

Table of Contents

1.0 INTRODUCTION

The purpose of this Technical Memorandum is as follows:

- provide background to the County Municipal Comprehensive Review and specifically the process of undertaking its land needs assessment and determining the need for new settlement lands to accommodate the forecast growth for the County through expansions to existing settlement areas;

- describe the process that the Township will follow once the County has determined what additional population and employment growth will be allocated to Essa, if any; and

- set out the process, requirements and methods to participate in the Township of Essa's Settlement Area Boundary Expansion study.

1.1 County MCR

The 2020 Growth Plan requires that the County of Simcoe undertake a Municipal Comprehensive Review (MCR) to bring its Official Plan into conformity with the Growth Plan by July 1, 2022. A MCR is a comprehensive planning study that addresses a broad range of complex planning and policy matters including a growth management strategy to allocate population and employment growth to the year 2051. Ultimately, the MCR will result in an amendment or amendments to the County of Simcoe Official Plan to bring the policies and schedules into conformity with the Growth Plan. The MCR amendment to the County Official Plan will require approval from the Province of Ontario.

The County has formally launched its MCR, held a kickoff meeting with local municipal planning staff, and has published its MCR page on the County website (Municipal Comprehensive Review - Planning (simcoe.ca)) providing further details on the study content and process. **Figure 1** provides an infographic outline the County MCR process:

Figure 1 – MCR Process
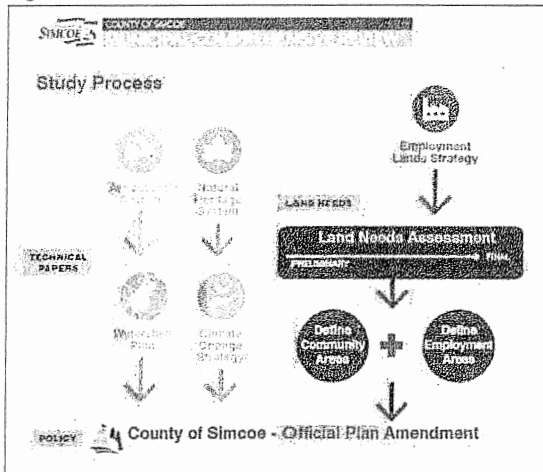
The Provincial Growth Plan requires that the County plan for 555,000 residents and 198,000 jobs to be accommodated within the 2051 timeframe. The County, through its MCR study, includes a Lands Needs Assessment (LNA) that will assess the County settlement areas and determine how much, if any, additional settlement lands are required to achieve the provincial forecast. Included in the County process will be the allocation of population and employment growth to lower tier municipalities. The County's LNA process will be guided by the Provincial 'Land Needs Assessment Methodology for the Greater Golden Horseshoe (2020)' and will determine the land needs for Community Areas and Employment Areas. Community Areas include lands for housing, population related jobs, most office jobs and some employment land employment jobs. Employment Areas are where most employment land employment jobs are to be accommodated including industrial type buildings as well as some office jobs and population related jobs, particularly those servicing the employment areas. The results of the County LNA will be a total quantum of land needed (or excess lands) at the County level and its allocation of that land need to the individual lower-tier municipalities.

Each lower-tier municipality that has been allocated growth will be required to complete a planning analysis to decide, within a set of policy guidelines in keeping with the PPS, Growth Plan and County Official Plan, where it may consider Settlement Area Boundary Expansions to best accommodate the forecast and allocated growth.

County Council received an information report at its August 10th meeting with respect to the requests for Settlement Area Boundary Expansions received to date. No decisions were expected of County Council as the report did not relate to the Lands Needs Assessment work, and as such the report was received for information. The portion of the County report identifying the SABE requests is provided as Appendix 1 to this report.

The County has also advised that the first draft of the LNA work has been reported to local municipal planners on August 31st to get the initial review and feedback. Final outcomes of the LNA work are to be released for public consultation in October 2021.

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1.2 What we have said so far

So far in the Official Plan Review, two Discussion Papers have been released.

Discussion Paper #1 provided a board review of the planning landscape guiding the preparation of the new Official Plan including addressing the full range of matters around 'Growing Essa'. Section 4 of the Discussion Paper reviewed the Growth Management, Housing, and Employment and Infrastructure strategies through the lens of the PPS, Growth Plan, County Official Plan and Essa Official Plan. The 2013 Growth Strategy was also reviewed and identified the conclusion that settlement area boundary expansions were not required at the time and not recommended until 2023. In light of this analysis, it was concluded that no Settlement Area Boundary Expansions be considered outside the County MCR. Direction #3 of Discussion Paper #1, 'Further refine the settlement area hierarchy and growth management strategy for the new Official Plan', included the following policy directions:

- Create and define a detailed settlement area hierarchy and provide a comprehensive policy framework for the planned function of each settlement in accordance with the Ainley 2013 Growth Strategy, updated as appropriate.

- Update the policies for settlement areas to ensure consistency with the PPS, and conformity with the Growth Plan and County Official Plan.

- Consider establishing a policy framework for the review and update of the growth strategy based on the upcoming County MCR.

Discussion Paper #2 provided a review of the submissions made by the community to Discussion Paper #1 and confirmed the policy directions for the new Official Plan. In response to a number of requests for expansions to settlement area boundary's and consistent with the direction regarding the consideration of re-designation requests, Discussion Paper #2 confirmed the recommendation that no Settlement Area Boundary Expansions are proposed and would only be considered in concert with the County MCR.

1.3 Integrating the MCR and the OPR

Integrating the MCR and the Official Plan Review will require significant cooperation and coordination between the County and Township. In addition, the County's LNA will need to be provided to the Ministry of Municipal Affairs and Housing for review and comment before the Assessment is finalized.

As much of the County MCR and its LNA is still uncertain, both in terms of timing and outcomes, it is difficult to provide a firm sense of the timing for the Township's process for determining how to accommodate the land needs for growth to 2051. However, in the following Sections the process

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the Township intends to follow is described with the timing being fully dependent on the County MCR/LNA process.

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2.0 Settlement Area Boundary Expansions

As noted above, the Growth Plan provides the obligations on the County to undertake the MCR and as part of that to complete the LNA including determining the need and location for expansions to settlement area boundary's across the entire County.

2.1 County Approach

The MCR and LNA must be undertaken by the County in accordance with the GP and approved guidance document and determine a range of matters including, 1) establish a hierarchy of settlement areas and areas within settlement areas, 2) the quantum of lands needed (or excess lands) for Community Areas and Employment Areas to accommodate growth to 2051, 3) allocation of growth and land needs to lower-tier municipalities if required, and 4) where the need for a settlement area boundary expansion has been established the feasibility of the proposed expansion will be identified through a comprehensive application of the full extent of Growth Plan policies and specifically:

a) there is sufficient capacity in existing or planned infrastructure and public service facilities;

b) the infrastructure and public service facilities needed would be financially viable over the full life cycle of these assets;

c) the proposed expansion would be informed by applicable water and wastewater master plans or equivalent and stormwater master plans or equivalent, as appropriate;

d) the proposed expansion, including the associated water, wastewater and stormwater servicing, would be planned and demonstrated to avoid, or if avoidance is not possible, minimize and mitigate any potential negative impacts on watershed conditions and the water resource system, including the quality and quantity of water;

e) key hydrologic areas and the Natural Heritage System for the Growth Plan should be avoided where possible;

f) prime agricultural areas should be avoided where possible. To support the Agricultural System, alternative locations across the upper-or single-tier municipality will be evaluated,

prioritized and determined based on avoiding, minimizing and mitigating the impact on the Agricultural System and in accordance with a range of criteria;

h) any adverse impacts on the agri-food network, including agricultural operations, from expanding settlement areas would be avoided, or if avoidance is not possible, minimized and mitigated as determined through an agricultural impact assessment;

j) the proposed expansion would meet all requirements of the all provincial Plans, where applicable.

The County MCR has proposed that Step 4 of the process, where required, would be delegated to each of the lower-tier municipalities that have growth allocated to them.

2.2 Township Approach

Assuming that the County allocates growth to the Township for 2051, Essa will be required to undertake the comprehensive planning review as required by Section 2.2.8.3 of the Growth Plan and as described above. In order to ensure a SABE process that is open, defensible and traceable and is based on a foundation of sound planning technical review and analysis, the Township of Essa will undertake a three stage public SABE process.

Stage	Description
Stage 1	Open call for requests for boundary expansions
Stage 2	Analysis of where boundary expansions should be considered in accordance with the approach determined by the County Municipal Comprehensive Review process and in accordance with the County's settlement area hierarchy. This will include the identification of options for the consideration of Council and recommendation on a preferred option.
Stage 3	Council decision on a preferred option and direction to incorporate the SABE into the New Essa Official Plan process.

The open call for boundary expansion requests will ensure an open and transparent process. As noted in Appendix 1 to this report, some requests have been submitted directly to the Township, others previously submitted to the County, and other recently submitted as part of the public meeting at the commencement of the MCR process. By calling for requests and specifying the details to be provided with the requests, the Township can better ensure that each request is tested equally and fairly against the evaluation criteria established by the Province, County and Township. Further details on Stage 1 of the SABE process are outlined below.

Further details on the technical analysis required by Stage 2 will be described by the County as part of the MCR process and refined and expanded, as necessary, by the Township.

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3.0 NEXT STEPS

Subject to Council acknowledgment and concurrence and confirmation from the County that additional Community Area and Employment Area land needs are allocated to Essa, the next steps in the SABE process are described below.

3.1 Call for Expansion Requests

New and/or amended requests for Settlement Area boundary expansions will be requested and accepted as part of a 60 day submission window. Requests will be required to provide information and data addressing the evaluation criteria established by the Growth Plan, County MCR, and Township. The requests will be mapped and enumerated and will be considered in Stage 2 of the SABE review.

3.2 Continued Public Consultation

As the SABE process moves forward, there will be multiple additional opportunities for public and stakeholder participation and the submission of input and comments including the release of the Options Report, public open house, and of course the formal public meeting required under the *Planning Act* with respect to the Official Plan Review.

3.3 Stay Involved!

Stay informed, stay involved and stay engaged! Your ideas, comments and suggestions will help inform the preparation of the new Official Plan for the Township of Essa.

Comments can be submitted in writing to the Township's Official Plan email account at officialplan@essatownship.on.ca or feel free to drop off hard copies of your responses to the Planning Department at the Township of Essa to the attention of Aimee Powell, Manager of Planning and Development.

Please check the Township's Official Plan Review webpage, on the Township's website, for further details on the status of the project, release of documents for review, and upcoming consultation and engagement events.

The link to the website is: www.essatownship.on.ca/government/official-plan-review

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Inventory of SABE Interests (as of August 10, 2021)

Apptrack ref. ID	Municipality	Settlement Area	Location	Approximate Area (Hectares)	Ref Map
BWG-SABEQ-2001	Bradford West Gwillimbury	Bradford	23 Brownlee Drive & 2820 Line 5	57.8 ha	Map 1
BWG-SABEQ-2002	Bradford West Gwillimbury	Bradford	2673 Line 9, Bradford West Gwillimbury	41.1 ha	Map 1
BWG-SABEQ-2101	Bradford West Gwillimbury	Bradford	2944 LINE 5	40.56 ha	Map 1
BWG-SABEQ-2102	Bradford West Gwillimbury	Bradford	3174 Line 5, Bradford West Gwillimbury	40.45 ha	Map 1
BWG-SABEQ-2103	Bradford West Gwillimbury	Bradford	3137 COUNTY ROAD 88	39.3 ha	Map 1
BWG-SABEQ-2104	Bradford West Gwillimbury	Bond Head	Multiple lands owned by Bond Head properties Inc.	508.9 ha	Map 2
BWG-SABEQ-2105	Bradford West Gwillimbury	Bradford	3039 Line 6	36.11 ha	Map 1
BWG-SABEQ-2106	Bradford West Gwillimbury	Bradford	3279 Line 8	21.14 ha	Map 1

Apptrack ref. ID	Municipality	Settlement Area	Location	Approximate Area (Hectares)	Ref Map
CV-SABEQ-2101	Clearview	Stayner	299 and 359 Mowat Str North Stayner	79.10 ha	Map 3
CV-SABEQ-2102	Clearview	Collingwood Border	7185 Poplar Sideroad	20.70 ha	Map 4
CV-SABEQ-2103	Clearview	Stayner	1277 County Road 42	37.6 ha	Map 3
CV-SABEQ-2104	CLearview	Stayner	329 Mowat St	39.6 ha	Map 3

Apptrack ref. ID	Municipality	Settlement Area	Location	Approximate Area (Hectares)	Ref Map
E-SABEQ-2001	Essa	Angus	62 Brentwood Road	35 ha	Map 5
E-SABEQ-2002	Essa	Baxter	Part Lots 13 and 14, Concession 4 (Pre-Con development polygon, west of Baxter)	40 ha – Phase 1 40 ha – Phase 2	Map 6
E-SABEQ-2101	Essa	Baxter	Various sites surrounding Baxter.	272.69 ha	Map 6
E-SABEQ-2102	Essa	Cookstown Border	5557 11th Concession and 4772 Highway 89	67 ha	Map 9
E-SABEQ-2103	Essa	Angus	9078 McKinnon Road, Township of Essa	117 ha	Map 5

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<u>Inventory of SABE Interests (as of August 10, 2021)</u>

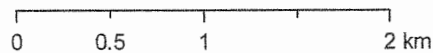| Apptrack ref. ID	Municipality	Settlement Area	Location	Approximate Area (Hectares)	Ref Map
E-SABEQ-2104	Essa	Angus	8569 5Th Line and 8512 6Th Line, Essa	65.94 ha	Map 5
E-SABEQ-2105	Essa, Looking expansion in NT	Alliston Border	5426 3Rd Line, Essa	39 ha	Map 11
I-SABEQ-2002	Innisfil	Alcona	North of Alcona Part North ½ Lot 21 to 25, Con 8... (refer to Sch. 5.1)	149 ha	Map 7
I-SABEQ-2003	Innisfil	Alcona	20th Sideroad north of IBR-west side Roll#431601002122400	19.18 ha	Map 7
I-SABEQ-2004	Innisfil	Sandy Cove	Part North ½ Lot 25, Con 11... (refer to Sch. 5.1)	35.3 ha	Map 7
I-SABEQ-2005	Innisfil	Churchill	2439 4th Line	1.75 ha	Map 8
I-SABEQ-2007	Innisfil	Stroud	North end	35.23 ha	Map 7
I-SABEQ-2008	Innisfil	Stroud	South end 7667 Yonge Street	37 ha	Map 7
I-SABEQ-2009	Innisfil	Sandy Cove	960 10TH LINE Part of Far Shore Development	15.25 ha	Map 7
I-SABEQ-20010	Innisfil	Alcona	2182 20 Sideroad	4.71 ha	Map 7
I-SABEQ-20011	Innisfil	Cookstown	4583 15TH LINE	24.80 ha	Map 9
I-SABEQ-20012	Innisfil	Lefroy	1194 Belle Aire Beach Road 1224 Belle Aire Beach Road	53.84 ha	Map 7
I-SABEQ-20013	Innisfil	Alcona	Orbit	197.2 ha	Map 7
I-SABEQ-20014	Innisfil	Stroud	8156 Yonge Street	30.99 ha	Map 7
I-SABEQ-2101	Innisfil	Sandy Cove	2849 Clarksville Street	15.75 ha	Map 7
I-SABEQ-2102	Innisfil	Sandy Cove	955 Big Bay Point Rd	20.51 ha	Map 7
I-SABEQ-2103	Innisfil	Alcona	1590 & 1702 Innisfil Beach Road	52.2 ha	Map 7
I-SABEQ-2104	innisfil	Stroud	7750 Yonge Street, Innisfil	20.91 ha	Map 7
I-SABEQ-2105	Innisfil	Churchill	6225 Yonge Street, Innisfil	39.32 ha	Map 8
I-SABEQ-2106	Innisfil	Alcona	985 9Th Line, Innisfil	19.36 ha	Map 7
I-SABEQ-2107	Innisfil	Sandy Cove	1151 LOCKHART ROAD	83.46 ha	Map 7
I-SABEQ-2108	Innisfil	Alcona	1460 7Th Line, Innisfil	17 ha	Map 7
I-SABEQ-2109	Innisfil	Alcona	Part of Lot 26 Concession 9	30.21 ha	Map 7

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Angus - Essa

MAP 5

E-SABEQ-2103

E-SABEQ-2001

E-SABEQ-2104

Designations

Ministers Zoning Order (MZO)

Settlement Area Boundary Expansion

Under Appeal

Settlement Boundary Under Appeal

Agricultural

Settlements

Greenlands

Lands Not Subject To Plan

Rural

0   0.5   1   2 km

1:36,112

N

COUNTY OF
SIMCOE

July 6, 2021

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E-SABEQ-2101

E-SABEQ-2101

E-SABEQ-2002

E-SABEQ-2101

E-SABEQ-2101

E-SABEQ-2002

Baxter

Designations

	Ministers Zoning Order (MZO)
	Settlement Area Boundary Expansion
	Under Appeal
	Settlement Boundary Under Appeal
	Agricultural
	Settlements
	Greenlands
	Lands Not Subject To Plan
	Rural

0　　　0.5　　　1　　　　　　2 km

N

1:36,112

COUNTY OF
SIMCOE

July 6, 2021

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Cookstown - Innisfil

MAP 9

E-SABEQ-2102

E-SABEQ-2102

I-SABEQ-20011

Cookstown

Designations

Ministers Zoning Order (MZO)

Settlement Area Boundary Expansion

Under Appeal

Settlement Boundary Under Appeal

Agricultural

Settlements

Greenlands

Lands Not Subject To Plan

Rural

0   0.5   1   2 km

1:36,112

N

COUNTY OF
SIMCOE

July 6, 2021

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Alliston, Beeton - New Tecumseth   MAP 11
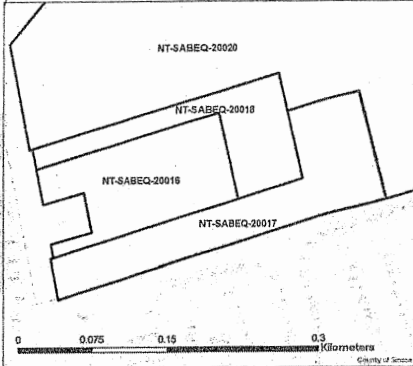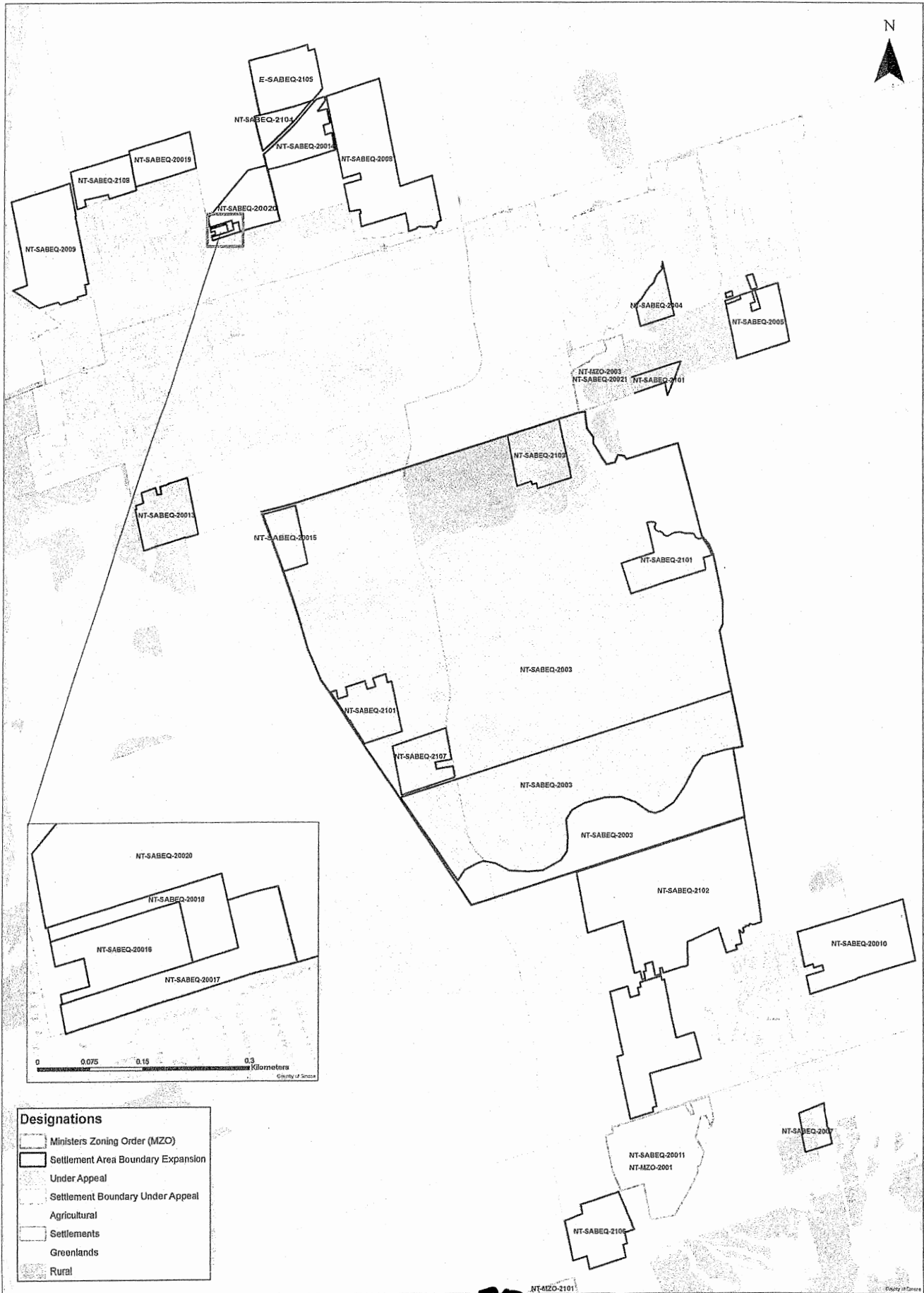
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E-SABEQ-2105

NT-SABEQ-2104

NT-SABEQ-20014

NT-SABEQ-2008

NT-SABEQ-20019

NT-SABEQ-2108

NT-SABEQ-20020

NT-SABEQ-2009

NT-SABEQ-2004

NT-SABEQ-2005

NT-MZO-2003
NT-SABEQ-20021   NT-SABEQ-2101

NT-SABEQ-2103

NT-SABEQ-20013

NT-SABEQ-2101

NT-SABEQ-20015

NT-SABEQ-2003

NT-SABEQ-2101

NT-SABEQ-2107

NT-SABEQ-2003

NT-SABEQ-2003

NT-SABEQ-2102

NT-SABEQ-20010

Inset map:

NT-SABEQ-20020

NT-SABEQ-20018

NT-SABEQ-20016

NT-SABEQ-20017

0   0.075   0.15   0.3
Kilometers
County of Simcoe

NT-SABEQ-2007

NT-SABEQ-20011
NT-MZO-2001

NT-SABEQ-2106

Designations

- Ministers Zoning Order (MZO)
- Settlement Area Boundary Expansion
- Under Appeal
- Settlement Boundary Under Appeal
- Agricultural
- Settlements
- Greenlands
- Rural

NT-MZO-2101

0   1.25   2.5   5   20
                                     Kilometers

GIS
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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:	**PD021-21**
DATE:	**October 6th, 2021**
TO:	**Committee of the Whole**
FROM:	**Aimee Powell, BURPl., MPA, MCIP, RPP** **Manager of Planning and Development**
SUBJECT:	**Proposed Building By-law 2010-53 Amendment**

RECOMMENDATION

That Staff Report PD021-21 be received; and

That Council approve an amendment to the Township's Building By-law, 2010-53, to require the Minimum Permit Fee be collected upon the submission of a Building Permit application to the Township.

BACKGROUND

The current Building By-Law 2010-53, Section 9 – Payment of Fees subsection 9.1 states:

"Fees for a required permit shall be set out in the Township's Schedule of Fees and payable upon the issuance of the permit".

This current policy allows applicants to submit for Building Permits to be reviewed by both the Building and Planning Department prior to making payment for their application. The proposed amendment to Section 9, subsection 9.1 will state:

"Fees for a required permit shall be set out in the Township's Schedule of Fees By-Law. The Minimum Permit Fee is payable upon the submission of a Building Permit application to the Township. Remaining fees, if applicable, are payable upon the issuance of the Permit".

This amendment will compensate Building and Planning Departments the Township for the amount of Staff time spent on the Building Permit review. The current practice allows for this review to take place, and if a Permit is not picked up, there is no revenue attributed to it.
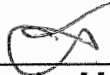
COMMENTS AND CONSIDERATIONS

The current Building By-law requires Building Permit applications to be submitted, reviewed, and approved by Building and Planning Staff prior to payment and issuance. Building Permits are not always picked up and paid for by applicants, which means that a substantial amount of Staff time can be spent on the review of a Building Permit that may not be paid for by the applicant. There are currently 68 Permits awaiting payment. To address this current situation, Building Inspectors are to be reactive in finding those who have built without a Permit and they may issue Stop Work Orders (and act in other appropriate reactive ways).

Going froward, Staff suggest introducing the requirement for the non-refundable Minimum Permit Fee, in accordance with the Township of Essa's current Fee Schedule, be paid upon the submission of a Building Permit application. This minimum fee is currently included in the Fee Schedule under Building Fees Section 1 – Minimum Permit Fee. Every Permit that will be submitted would be required to pay at least the Minimum Permit Fee. Once the Building Permit has been reviewed and approved, any remaining fees, which will have been calculated by the Building Inspector in accordance with the Fee Schedule for each type of work proposed, would be required to be paid at Permit issuance. See Attachment A for the proposed amended By-law. The Manager of Finance supports this additional payment step.

FINANCIAL IMPACT

Requiring a Minimum Permit Fee payment for Building Permits upon submission will prevent avoidable costs associated will Building Permit review in both the Building and Planning Departments.

_____
Reviewed by the Manager of Finance

SUMMARY/OPTIONS

Council may:

1. Take no further action.
2. That Council approve an amendment to the Township's Building By-law 2010-53, to require the Minimum Permit Fee be collected upon the submission of a Building Permit application to the Township.
3. Direct staff in another manner.

CONCLUSION

Option #2 is recommended.

Prepared by: Respectfully submitted by: Reviewed by:

Elizabeth Davis   *Aimee Powell*   *Healey*

Elizabeth Davis CPT   Aimee Powell BURPI, MPA ,MCIP, RPP   Colleen Healey-Dowdall
Planning Technician   Manager of Planning &   CAO
                             Development

Attachment A – Amended Building By-law 2010-53

THE CORPORATION OF THE TOWNSHIP OF ESSA

BY-LAW NUMBER 2021-____

A By-Law respecting Construction, Demolition, Private Sewage Disposal Systems, Change of Use, Inspections and related matters, as authorized by Section 7 of the Building Code Act, 1992, S.O. 1992, c.23; and to repeal By-Law 2006-32.

WHEREAS Section 7 of the *Building Code Act, 1992, s.o.1992, c.23,* empowers Council to pass by-laws respecting construction, demolition, private sewage disposal systems, change of use and inspections.

NOW THEREFORE the Council of the Corporation of the Township of Essa enacts as follows:

SECTION 1 DEFINITIONS

1.1 Terms not defined in this By-Law shall have the meaning ascribed to them in the *Act* or the

Building Code.

1.2 In this By-law words and phrases listed below have the following meaning:

1.2.1 **Act** means *the Building Code Act, 1992, S.O. 1992, c.23* including it amendments.

1.2.2 **Applicant** means the *owner* of a building or property who applies for a *permit* or any person authorized to apply for a *permit* on the *owner's* behalf, or any person or corporation empowered by statute to cause the construction or demolition of a building or buildings and anyone acting under the authority of such person or corporation.

1.2.3 **Applicable Law** means any general or special Act, and all regulations and by-laws enacted under them that prohibit the proposed use of the building unless the Act, regulation or by-law is complied with.

1.2.4 **Architect** means a holder of a licence, certificate of practice, or a temporary licence under the Architect Act as defined in the *Building Code.*

1.2.5 **As Constructed Drawings** means constructed plans as defined in the *Building Code.*

1.2.6 **Building** means a building as defined in section 1(1) of the *Act.*

1.2.7 **Building Code** means the regulation made under Section 34 of the *Act.*

1.2.8 **Building Permit** means permission or authorization given, in writing, to perform work related to, and/or occupy, and/or use of buildings regulated by this By-Law and the *Act* including *farm buildings.*

1.2.9 **Chief Building Official** means the Chief Building Official appointed by the by-law by Council for the purposes of enforcement of the *Act, the Building Code,* and this By-Law.

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1.2.10 **Complete Application** means an application that meets the requirements for applications set out in the *Building Code.*

1.2.11 **Construct** means construction as defined in subsection 1(1) of the *Act.*

1.2.12 **Demolish** means construction as defined in subsection 1(1) of the *Act.*

1.2.13 **Farm Building** means a building as defined in the *Building Code.*

1.2.14 **Inspector** means an Inspector appointed under Section 3 of the *Act.*

1.2.15 **Mobile Home** means a transportable single family dwelling unit designed and built to be transported on its own chassis or frame. It may contain parts that can be folded, collapsed, or telescoped when being towed and expanded later to provide additional floor space. It can also be two or more separately towable components that are joined on the chosen site. A mobile home is designed for long term, year round occupancy. It has facilities for cooking, eating, living, sleeping and sanitation. A mobile home shall not include a travel trailer, tent trailer or trailer otherwise designed.

1.2.16 **Owner** means, in respect of the property on which the construction is to take place, the registered owner of the land and, may include lessee, mortgagee in possession and the person acting as the owner's authorized agent.

1.2.17 **Permit** means written permission or written authorization from the *Chief Building Official* to perform work regulated by this by-law and the *Act*, or to change the use of a building or part of a building or parts thereof as regulated by the *Act.*

1.2.18 **Person(s)** means any human being, association, firm, partnership, private club, incorporated company, corporation, agent or trustee and their heirs, executors or other legal representatives of a person to whom the context can apply according to law.

1.2.19 **Permit holder** means the *owner* to whom the permit has been issued.

1.2.20 **Plumbing** means plumbing as defined in Section 1(1) of the *Act.*

1.2.21 **Private Sewage Disposal System** means a sewage system as defined in Subsection 1.4.1.2 of Division A Part 1 of the *Building Code.*

1.2.22 **Professional Engineer** means a person who holds a licence or temporary licence under the Professional Engineer's Act, as defined in the *Building Code.*

1.2.23 **Regulations** mean regulations made under the *Act.*

1.2.24 **Reinspection** means any inspection of a construction stage carried out pursuant to a previous inspection of the same stage and was required because at the time of the previous inspection, the construction stage was incomplete or otherwise did not comply with the requirements of this By-Law. A reinspection is carried out subsequent to notification of readiness by the owner or their agent in accordance with the *Ontario Building Code.*

1.2.25 Renovation means the repair, replacement, installation or application of roofing materials, exterior wall cladding, storm windows, storm doors, eaves trough, exterior porch and stair railings, guards, masonry repair, caulking, insulation and heating systems. All renovation work is carried out in or on a previously existing building and does not include the structural changes or affect the life safety systems of the building.

1.2.26 Revised Submission means addition information filed with the *Chief Building Official* which depicts one or more changes to the proposed or as-constructed design of a building or part of a building for which a permit has already been issued and for which approval by the *Chief Building Official* is required.

1.2.27 Township means the Corporation of the Township of Essa.

SECTION 2 SHORT TITLE

2.1 This By-law may be cited as the Building By-Law.

SECTION 3 ADMINISTRATIONS

3.1 Building Permit Required

3.1.1 No person shall construct, alter renovate, demolish, remove, or relocate or cause to be constructed, altered, renovated, demolished, removed, relocated a building, construct, repair, renew or alter plumbing, or septic systems or occupy or use a building regulated by this By-law within the territorial limits of the Township of Essa unless a permit has been issue by the *Chief Building Official.*

3.1.2 No person shall make a material change, or cause change to be made to a plan, specification, document or other information on the basis of which a permit was issued, without notifying the *Chief Building Official* and filing details of such changes with him/her for the purpose of obtaining authorization.

3.1.3 Applications may be made for revision to a building permit after issuance and such application shall be made in the same manner as the original permit.

3.1.4 Where property changes ownership for which a permit has been issued, the new registered owner shall assume full responsibility for the building permit.

3.1.5 Every building permit holder shall post in a conspicuous location on the work site, the building permit placard that is issued with the building permit and shall be responsible for maintaining the placard in a legible condition until the work allowed by the permit is complete.

3.1.6 In accordance with the provisions of Section 8, Subsection 10, and Section 25 of the Act, the *Chief Building Official* may revoke a building permit.

SECTION 4 PERMITS NOT ASSIGNABLE

4.1 Building permits are not assignable. In the event that property changes ownership when work allowed by a building permit is not completed, the construction permit shall become invalid, and the new owner or agent of the owner shall make application for a permit for any work proposed for which a construction permit is required.

SECTION 5 CLASSES OF PERMITS

5.1 For purposed of provision Subsection 3.1.1, the prescribed class of permits are :

5.1.1 **Building Permit.** This permit is generally used for all types of construction governed by the Building Code, including plumbing, septic systems, renovations, signs, designated structures and farm buildings, but not limited to the aforementioned.

5.1.2 **Demolition Permit.** This permit governs both the type and method of demolition under the Building Code and is a requirement under Section 8.(1) of the Act. The applicant for a permit for the demolition of a building is required to retain a professional engineer to undertake a general review of the project during demolition of the building and meets certain criteria as outlined by Division C, Part 1, 1.2.2.3. **Demolition of a Building** in the *Building Code*.

5.1.3 **Plumbing Permit.** This permit is for all construction and renovation of plumbing system defined in Section 1(1) of the Act and Part 7 of the Building Code.

5.1.4 **Designated Structure Permit.** This permit is for the construction of all designated structures as defined under Division A, Part 1, 1.3.1.1. **Designated Structures** in the *Building Code*.

5.1.5 **Sign Permit.** This permit is required for all signs to be issued/installed pursuant to Section 3.15 of the *Building Code.*

5.1.6 **Change of Use Permit.** This permit is used where a change of use resulting in an increase in hazard as determined under Division A Part 1, 1.1.2.5. **Application of Part 10** and Division C Part 1, 1.3.1.4 **Permits Under Section 10 of the Act.** in the *Building Code*.

5.1.7 **Restricted Occupancy Permit.** This permit is used for Buildings deemed by the *Township* to be of a temporary nature.

5.1.8 **Sewage System Permit.** This permit is for the construction and repair of sewage systems in accordance with Part 8 of the *Building Code*.

5.1.9 **Heating, Ventilation and Air Conditioning Permit.** This permit is for the installation and assessment of compliance with the mechanical components of the *Building Code*.

5.1.10 **Conditional Permit.** This permit may be issued in the discretion of the *Chief Building Official* to authorize any stage of construction, even though all of the requirements under subsection 8(2) of the *Act* have not been met such as compliance with other *applicable law*. The requirements of Section 8(3) (a)(b) and (c) of *the Act* must be met before a conditional permit may be issued.

SECTION 6 REQUIREMENTS FOR APPLICATION

6.1 To obtain a permit, the owner or an agent authorized in writing by the owner shall file an application in writing by completing a prescribed form(s) available from the Township office or from the Building Code website www.obc.mah.gov.on.ca .

6.2 Building Permits

6.2.1 Every building permit shall be submitted to the *Chief Building Official*, and contain the following information:

6.2.2 Where an application is being made for a Building Permit under Section 8(1) of the *Act*, the application shall:

(a) Identify and describe in detail the work to be covered by the permit for which application is being made.

(b) Describe the land on which the work is to be done, by a description that will readily identify and locate the building lot.

(c) Include complete plans and specifications as described in this By-law for work to be covered by the permit and show the occupancy of all parts of the building, details of the existing Sewage System, if any.

(d) State the estimated value of the proposed work including materials and labour and to be accompanied by the required fees.

(e) State the names, addresses and phone numbers and may state the fax number and/or cell phone numbers, of the owner, architect, engineer or other designer and constructor.

(f) Be accompanied by complete plans and specifications as described in this by-law for the work to be covered by the permit and show the occupancy or all parts of the building, details of the existing Sewage System, if any.

(g) State the names, addresses and telephone numbers and may state the fax number and/or cell numbers of the owner, architect or a professional engineer to carry out the field review of the construction where required by the Ontario Building Code.

(h) State the names for each individual who reviews and takes responsibility for the design activities with respect to the project and shall state the design activities for which each individual is qualified pursuant to the Building Code.

(i) Be signed by the owner or authorized agent who shall certify the truth of the contents of the application.

(j) Be accompanied by all the necessary approvals required by law as set out in the Schedules and referenced in Division A Part 1, 1.4.1.3 **Definition of Applicable Law** in the Building Code.

6.3 Demolition Permits

6.3.1 Where an application is made for a demolition permit under Section 8(1) of the *Act,* the application shall:

(a) Contain the information required by clauses 6.2.2.(a) to (g).

(b) Suitable drawings identifying the location of the building(s) to be demolished and any other buildings within the proximity of the demolition which are to remain.

(c) Be accompanied by satisfactory proof that arrangements have been made with the proper authorities for the cutting off and plugging of all water, sewer, gas, electric, telephone or other utilities and services.

6.4 Conditional Permits

6.4.1 Where application is made for a conditional permit under Subsection 8(3) of the *Act,* the application shall:

(a) Contain the information required by clauses 6.2.2.(a) to (g).

(b) Contain such other information, plans and specifications concerning the complete project as the Chief Building Official may require.

(c) State the reasons why the applicant believes that unreasonable delays in construction would occur if a conditional permit is not granted.

(d) State the necessary approvals which must be obtained in respect of the proposed building and the time in which such approvals will be obtained, and

(e) State the time in which plans and specifications of the complete building will be filed with the *Official Chief Building.*

6.5 Change of Use Permits

6.5.1 Every application for a change of use permit issued under Section 10(1) of the *Act* shall be submitted to the *Chief Building Official,* and shall:

(a) Contain the information required by clauses 6.2.2 (a) to (g).

(b) Describe the building in which the occupancy is to be changed, using a description that will readily identify and locate the building.

(c) Identify and describe in detail the current and proposed occupancies of the building or part of a building for which the application is made.

(d) Include plans and specifications which show the current and proposed occupancy fo al parts of the building and which contain sufficient information to establish compliance with the requirements of the Building Code including: floor plans, details of wall, ceiling and roof assemblies identifying required fire resistance ratings and load bearing capacities, details of existing sewage system if any.

(e) Be accompanied by the required fee.

(f) State the name, address, telephone, and fax number of the owner.

(g) Be signed by the owner or his or her authorized agent who shall certify the truth of the contents of the application.

6.6 Sewage System Permits

6.6.1 Every application for a sewage system shall be submitted to the *Chief Building Official,* and contain the following information:

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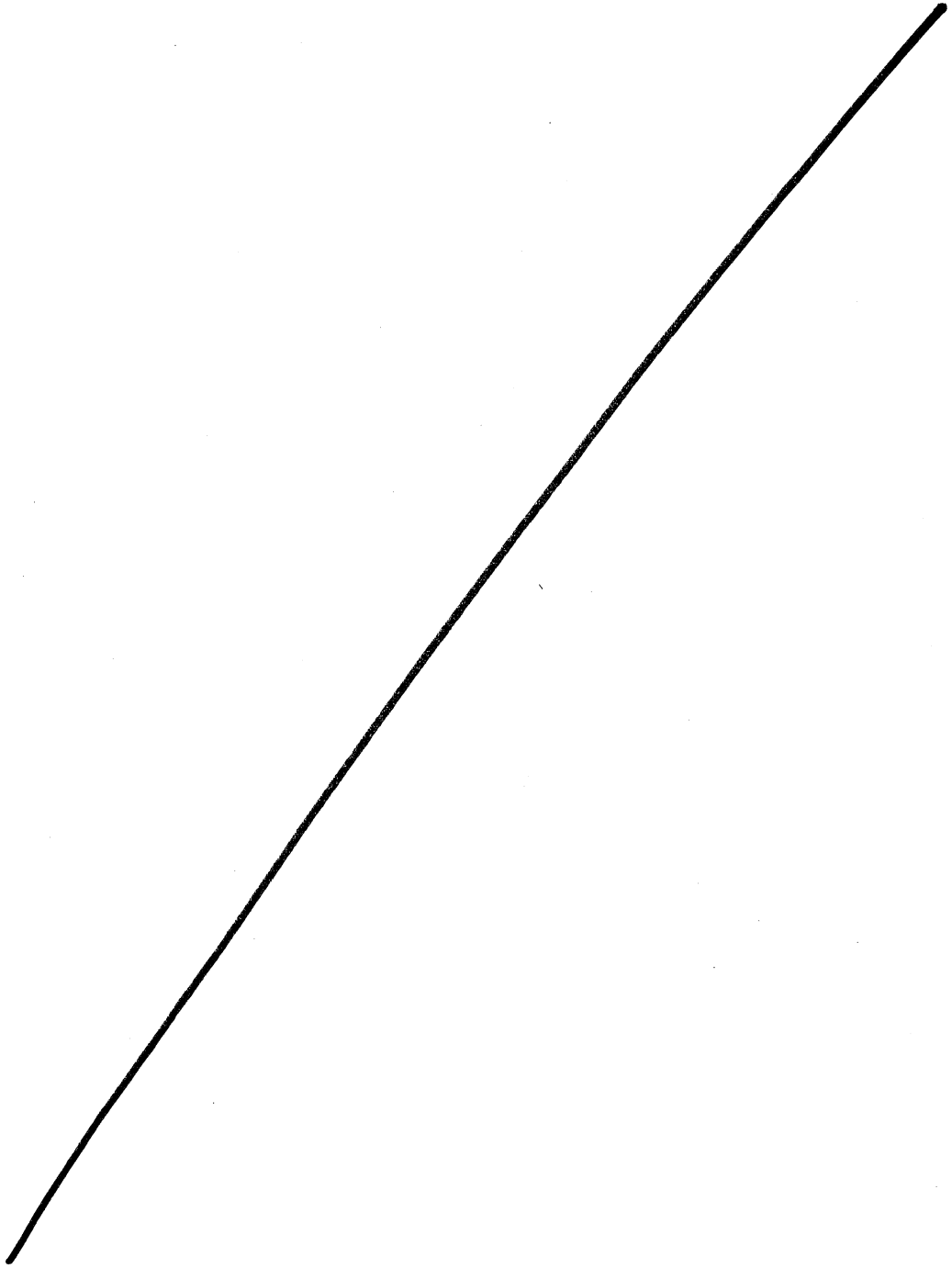
6.6.1.1.(a) The information required by clauses 6.2.2 (a) to (g) in respect to building permits.

(b) The name, address, telephone number and Building Code Identifier Number of the person installing the Sewage System.

and

6.6.1.2.(a) Site evaluation which shall include all of the following items, unless otherwise specified by the *Chief Building Official.*

(b) The date the evaluation was done.

(c) Name, address, telephone number and signature of the person who prepared the

Evaluation.

(d) A scaled map of the site showing:

-the legal description, lot size, property dimension, existing rights-of-way, easements of municipal/utility corridors

-the location of items listed in column 1 of Tables 8.2.1.5.A, 8.2.1.5.B, and 38.2.1.5.C,

-the location of the proposed sewage system,

-the location of any unsuitable, disturbed, or compacted areas and,

-proposed access routes for system maintenance.

(e) Depth to bedrock

(f) Depth to zones of soil saturation.

(g) Soil properties, including soil permeability (T Time Test)

(h) Soil conditions, including the potential for flooding.

6.7 Conditional Permits

6.7.1 This permit may be issued at the discretion of the *Chief Building Official* to authorize any stage of construction, even though all of the requirements under Subsection 8(2) of *the Act* have not been met such as compliance with other applicable law. The requirements of Section 8(3) (a), (b) and (c) of the *Act* must be met before a conditional permit may be issued.

6.8 Plans Specifications and Information

6.8.1 Sufficient information shall be submitted with each application for a permit to enable the *Chief Building Official* to determine whether or not the proposed construction, demolition, or change of use will conform with *The Act, The Building Code* and any other applicable law.

6.8.2 Each application shall, unless otherwise permitted by *the Chief Building Official*, shall be accompanied by two(2) complete sets of plans and specifications required under this By-law.

6.8.3 Plans shall be drawn to scale on paper, or other durable commonly used material, shall be legible and, without limiting the generality of the foregoing, shall include such working drawings as set out in the Schedules.

6.8.4 Unless otherwise permitted by *the Chief Building Official*, site plans shall refer to an up to date survey. When an applicant is required to demonstrate compliance with *the Act*, *the Building Code* or other applicable law, a copy of the survey shall be submitted to the *Chief Building Official*.

6.8.5 Site Plans shall show:

(a) Lot size and dimensions of property lines and setbacks to any existing or proposed buildings,

(b) Existing and finished ground levels or grades, and

(c) Existing right of way, easements, and municipal services

(d) Proposed fire access routes and existing fire hydrant locations.

6.8.6 Plans and specifications furnished according to this by-law or otherwise required by the Act shall become the property of the municipality and will be disposed of or retained in accordance with relevant legislation.

6.8.7 On completion of the construction of a building, the Chief Building Official may require the applicant to file a set of "as constructed" plans, including a plan of survey showing the location of the building.

6.9 **Deemed Abandonment**

6.9.1 Where an application for a permit remains incomplete and inactive for six months (6) after it is made, the application may be deemed by the *Chief Building Official* to have been abandoned and notice may be sent to the applicant.

6.9.2 Where a building permit, if after six months after its issuance, the construction or demolition in respect of which it was issued has not, in the opinion of the *Chief Building Official*, been seriously commenced may be revoked or deemed abandoned.

6.9.3 Where a building permit, if the construction or demolition of the building is, in the opinion of the *Chief Building Official*, substantially suspended or discontinued for a period more than one year may be revoked or deemed abandoned.

SECTION 7 FENCING OF CONSTRUCTION SITES

7.1 In the opinion of the *Chief Building Official*, if a construction site presents a particular hazard to the public, he or she may require the erection of such fencing as he or she deems appropriate to the circumstances. The required fencing shall be as described in the National Building Code, Section 8.2.

7.2 In considering the hazard presented by a construction site, the necessity for fencing, and its construction, the *Chief Building Official* shall have regard for:

(a) The proximity of construction site to the occupied dwellings;

(b) The proximity of the construction site to lands accessible to the public, including but not

limited to streets, parks, commercial and institutional activities,

(c) The hazards presented by the construction activities and materials

(d) The feasibility and effectiveness of site fencing, and

(e) The duration of the hazard.

SECTION 8 APPROVAL IN PART

8.1 In order to expedite work, when approval for a building permit for a portion of the building, or project is desired, prior to the issuance of the permit for the complete building or project, an application shall be made and fees paid for the complete project. Complete plans and specifications for the portion desired, shall be submitted with the

application together with sufficient information relative to the whole project to enable the *Chief Building Official* to determine whether or not the whole of the work proposed will conform with the requirements of this by-law and any other applicable law at the time of the application.

8.2 Where a permit is issued for part of a building or project, the issuance of the permit shall not be construed to authorize construction beyond the plans for which approval was given, nor that approval will necessarily be granted for the entire building or project.

8.3 Permits required for the remainder of the project will be granted subject to the laws, rules and regulations in effect at the time a subsequent application is made.

SECTION 9 PAYMENT OF FEES

9.1 Fees for a required permit shall be set out in the Township's Schedule of Fees By-Law. The Minimum Permit Fee is payable upon the submission of a Building Permit application to the Township. Remaining fees, if applicable, are payable upon the issuance of the Permit.

9.2 All fees and deposits associated with a permit shall be paid in full, prior to issuing of the permit and the commencement of construction.

9.3 Where the fees payable in respect of an application for a permit issued under Subsection 8(1) of the Act or under Subsection 8(3) of the Act are based on floor area, floor area shall mean the total floor space of all storeys above grade measured as the horizontal area between the exterior walls of the building, except that floor areas below ground are measured as the horizontal area between the interior of the foundation walls.

9.4 The *Chief Building Official* may place a valuation on the cost of the proposed work for the purpose of establishing the permit fee, and where disputed by the applicant, the applicant shall pay the required fee under protest and within six months of completion of the project, shall submit an audited statement of actual costs, and where the audited costs are determined to be less than the valuation, the *Chief Building Official* shall issue a refund.

SECTION 10 REFUND OF FEES

10.1 Building permit holders shall be eligible for a refund in accordance with the provisions set out below:

10.1.1. When the work with respect to an issued permit is not commenced and the permit holder applies for a refund within six (6) months from the date of the permit issuance;

10.1.2 When the work with respect to an issued permit is commenced and then abandoned and the permit holder applies for a refund within six (6) months from the date of the issuance of the permit;

10.1.3 When the work has commenced and the issued permit has become invalid by reason of change of ownership of the property and the permit holder applies for a refund with twelve (12) months from the date of issuance of the permit;

Amount of refunds

10.2 Where work for which an issued building permit is not commenced, or has been abandoned, or when a building permit has become invalid a portion of the fees paid may be refunded as follows:

10.2.1 90% of the fee paid if only administrative functions have been performed by the *Township*;

10.2.2 80% of the fee paid if administrative and zoning functions have been performed by the Township;

10.2.3 60% of the fee paid if administrative, zoning and plan examination functions have been performed by the Township; and

10.2.4 55% of the fee paid less $60.00 for each site inspection made by an Inspector if administrative, zoning, plan examination functions and site inspection have been performed by the Township.

10.3 There shall be no refund of any building permit fees when:

10.3.1. A building permit has become void; and

10.3.2 A building permit has been revoked.

10.4 Building fee refunds are only payable to the building permit holder, unless a written direction **from the building permit holder indicates otherwise, is received by the *Chief Building Official*,** before a refund is issued.

SECTION 11 NOTICE OF REQUIREMENTS FOR INSPECTIONS

11.1 With respect to "**Prescribed Notices**" under Division C Part 1, 1.3.5.1. of *the Building Code*, the owner or an authorized agent shall notify the *Chief Building Official*, or *Inspector* at least two (2) business days prior to each stage of construction for which notice is required under the *Building Code.*

11.2 The *Chief Building Official* may, at the time of the building permit issuance, waive the requirement for notification for any construction stage, if such a requirements for notification is deemed not applicable to the proposed work.

11.3 Where an inspection of a stage of construction is conducted pursuant to notification and it is found at the time of inspection that the construction stage is incomplete or otherwise does not meet the requirement of the Building Code, the regulations thereunder and/or this by-law, the inspector shall issue a written report stating the nature of the non-compliance and requiring that the work be carried out and if deemed necessary, the inspector shall require a reinspection notification for this same stage of construction.

11.4 Where a reinspection is required due to incompletion of the work notified for, a reinspection fee will apply each time an inspector must return for the same stage of construction.

11.5 Time period shall exclude Saturdays, holidays and all other days when the Township Building Department is not open for transaction of business with the public.

SECTION 12 AS CONSTRUCTED PLANS

12.1 The *Chief Building Official* may require that a set of plans of a building or any class of buildings as constructed be filed with the *Chief Building Official* on completion of construction under such conditions as may be prescribed in the Building Code.

SECTION 13 RESTRICTED OCCUPANCY PERMIT

13.1 Despite any other provisions of this by-law the *Chief Building Official* may issue a "Restricted Occupancy Permit" for buildings deemed to be of a temporary nature, containing such terms and conditions as in his or her absolute discretion, he or she deems advisable. To ensure compliance with the terms and conditions specified, the *Chief Building Official* may require security to be posted for the removal of a building and the restoration of the site.

SECTION 14 VIOLATION AND PENALTY

14.1 Upon conviction for breach of any of the provisions of this By-law, the person so convicted shall be subject to the penalties as provided for under clause 36(1)(c) of the *Act*.

SECTION 15 VALIDITY

15.1 Should any section, subsection, clause, paragraph or provision of this By-law be declared by a court of competent jurisdiction to be invalid, the validity of the By-law as a whole or any part of it shall not be affected, other than the provision declared to be invalid.

SECTION 16 BY-LAWS DECLARATIONS

16.1 The granting of any permit or acceptance of any drawings or any specifications or the making of any inspections made by the Inspector shall not, in any way, relieve the owner of such building or person responsible for the provisions of service, labour or materials to the building from the full and sole responsibility for carrying out the work or having the work carried out in accordance with the requirements of this *By-law*, the Act, its regulations and any other applicable legislation.

16.2 The granting of any permit, or the acceptance of any drawings or specification, or the making of any inspections by the *Inspector* shall not, in any way, relieve the owner of such building or person responsible for the provisions of service, labour or materials to the building from the full and sole responsibility for carrying out the work or having the work carried out in accordance with the requirements of the By-law, the *Act,* its regulations and any other applicable legislation.

SECTION 17 ATTACHED SCHEDULES

17.1 All schedules attached to this By-law shall be incorporated into and form part of this Building By-law.

SECTION 18 REPEAL OF PREVIOUS BY-LAW

18.1 By-law No.2006- 32 of the Corporation is hereby repealed.

SECTION 19 EFFECTIVE DATE

19.1 This By-law shall come into force and take effect on the day of passing.

READ A FIRST, AND TAKEN AS READ A SECOND AND THIRD TIME AND FINALLY PASSED on this _____ of October 2021.

_____

Sandie Macdonald, Mayor

_____

Lisa Lehr, Clerk

TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:   PR008-21

DATE: October 6, 2021

TO: Committee of the Whole

FROM: Jason Coleman, Manager of Parks and Recreation

SUBJECT: **Additional Part Time Staff**

RECOMMENDATION

That Council authorize **$9,756** to come from the 2021 COVID-19 Recovery Funding to accommodate the added pressures for part time staff and the responsibilities required from Covid-19 to reopen recreation facilities to the residents and community under the current provincial requirements in which Covid-19 passports are required to provided to gain entry into facilities.

BACKGROUND

Throughout the Covid-19 pandemic, there has been numerous adjustments, changes to operations, protocols and procedures required to be followed in the recreation facility setting to ensure the Township complies. Items such as detailed contact tracing, sign in documents for each patron, frequent sanitization to facilities, along with limiting capacity numbers and entry into buildings. Angus Arena reopened September 19th and Thornton Arena is expected to open October 3rd at the time this report was written. Most recently, the province announced the mandatory Covid-19 passport effective September 22,2021.

COMMENTS AND CONSIDERATIONS

The most recent legislation requires recreation centres to have additional enhanced measures that are not able to be met with the current staff level present at facilities. Each league/rental group entering the facility must submit, in advance to the Township a safety plan. Everyone prior to entering must screen for symptoms, sign in for contact tracing and show proof of Covid-19 vaccination (2 doses more than 14 days ago). If unable to provide these items, they will not be allowed to enter the building and will be turned away by staff.

The Community Control Group (CCG) all voted to support up to 6 additional part time staff required to reopen and operate recreation facility centres to screen each patron

along with confirmation of Covid-19 vaccination passports. The staff will also assist with sanitizing high traffic areas and enforcing covid safety protocols in facilities.

FINANCIAL IMPACT

Approximately $9,756 of wages and salaries are required that has not been allocated in the 2021 budget, to come from the 2021 COVID-19 Recovery Funding.

The emergency measures budget of $20,000 (for 2021) has been exceeded, however the municipality received $315,156 in 2021, from the province, for the purposes of Covid-19 operating expenses, called the Covid-19 Recovery Funding.

Manager of Finance

SUMMARY/OPTIONS

Council may:

1. Confirm authorization of $9756 to be utilized for additional staffing to come from the 2021 COVID-19 Recovery Funding.
2. Direct Staff in another course of action to follow up with the current plan with respect to the new Covid-19 requirement.

CONCLUSION

Staff recommends that **Option 1** be approved to ensure that all facilities are operated at the proper service level specifically pertaining to the Covid-19 safety measures required. All other municipalities are implementing similar measures.

Respectfully submitted,   Reviewed by,

Jason Coleman   Colleen Healey-Dowdall,
Manager of Parks and Recreation   Chief Administrative Officer

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:	PR009-21
DATE:	October 6, 2021
TO:	Committee of the Whole
FROM:	Jason Coleman, Manager of Parks and Recreation
SUBJECT:	**Parks Department Waste Receptacles**

RECOMMENDATION

That Staff Report PR009-21 be received for information.

BACKGROUND

The Township of Essa provides waste receptacles for users and residents in multiple locations around the Township. Areas such as baseball diamonds, soccer fields, playground structures, trails, Peacekeepers Park, dog park and various other locations to assist with convenience along with attempting to keep the Township clean.

COMMENTS AND CONSIDERATIONS

In July of 2021, it was noticed by Council that certain areas involving the Township's waste receptacles were not being emptied on time or on a regular basis. Some receptacles became over-filled which was cause for concern. The reason at the time was the Parks Department Operations Staff was impacted with an outbreak of Covid-19 with a majority of staff sent home to quarantine for 14 days. For this period, Operations Staff were running on a very limited staffing level. This was the reason for the waste receptacles not being attended to in a timely and regular manner. Parks Staffing levels have returned to normal at this time.

Staff will continue to monitor the quantity and level of waste in receptacles around the Township. Moving forward, if it is determined that additional waste receptacles are required to be provided for locations, Staff will ensure this duty is carried out, however noting that staff has maximized efficiency throughout working hours and in the future as demands increase, Staffing levels may also have to increase.

FINANCIAL IMPACT

The approximate cost for traditional 45-gallon drum-style waste receptacles is around the $45 range per unit. Again, Staff efficiency is at its maximum limit.

_____

Manager of Finance

SUMMARY/OPTIONS

Council may:

1. Choose this Report to be received for information.
2. Direct Staff in another course of action

CONCLUSION

Staff recommends that Option 1 be approved.

Respectfully submitted,   Reviewed by,

_____   _____

Jason Coleman   Colleen Healey-Dowdall,
Manager of Parks and Recreation Chief Administrative Officer

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:	**TR010-21**
DATE:	**October 6th, 2021**
TO:	**Committee of the Whole**
FROM:	**Rob Rosilius, Deputy Treasurer**
SUBJECT:	**Budget to Actuals Update as of August 31st, 2021**

RECOMMENDATION

That Staff Report TR010-21 be received.

BACKGROUND

During the 2020 Budget deliberations, Council requested staff to bring forward quarterly updates on the budget. With the outbreak of COVID 19, Council requested staff provide updates on a regular basis while the Township is under a state of emergency. This report includes activities recorded as of August 31st, 2021.

COMMENTS AND CONSIDERATIONS

Summary of Budget Variances by Department (Attachment #1) summarizes the operating budget into three major sections:

- **Employee Related Expenses** - includes salaries and hourly wages, Township benefits along with mandatory contributions.
- **Operating Expenses** – all other non-employee related expenses, which include taxation amounts being transferred to the Capital Budget to fund the departments capital project(s).
- **Revenues** - revenues relating to that department.
- **Taxation Required** – this is the difference between the expenses and revenues for the department or sub-department. If the amount is positive taxation levy is required to balance department; whereas if the value is negative, it reduces the taxation levy.

The Columns of the Attachment #1 include;

- **Actuals to Date** – what has been processed into the general ledger.
- **Budget to Date** – represents 8/12 or 66.6% of the annual budget.
- **2021 Budget** – the approved budget amount.
- **Variance Actuals to Budget to Date** – the dollar value difference between actual recorded during the reporting period compared to the budget to date.

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- o **Expenses** – for sections that are expenses, If the *Variance Actuals to Budget to Date* value is negative, the actuals are less than the budget to date. If the dollar value is positive, the actuals are greater than the budget to date.
- o **Revenues** – for the revenue sections if the *Variance Actuals to Budget to Date* value is negative the actuals are greater than the budget to date. If the dollar value is positive, the actuals are less than the budget to date.
- **Variance Actuals to Annual Budget** – a percentage of the actual amount as of the reporting period in comparison to the 2021 approved budget.

In Attachment #2, each approved Capital Budget item is listed with its total approved budget along with the amount(s) approved for 2021. The Actual To-date includes all the costs, both current and previous years, incurred as of August 31st. The Variance Actuals to Total Budget is a percentage of the Actuals To-date compared to the Total Budget for the project.

FINANCIAL IMPACT

For the reporting period, the expected Actuals should be roughly 66.6% of the annual budget. One area of uncertainty is the Policing Revenues and more specifically Provincial Offences Act revenues (POA), or fines. The pandemic continues to negatively impact these revenues. Staff has contacted the City of Barrie Courts regarding the status of fines collected. The Courts advised that Essa would be receiving approximately $15,000 for the first two quarters of 2021. If fine revenue for the last two quarters remain the same, the projected year-end would amount to $30,000, which is only 33% of the $93,000 budgeted for 2021.

SUMMARY/OPTIONS

Council may:
1. Take no further action.
2. Receive the Budget to Actuals as of August 31st, as circulated.

CONCLUSION
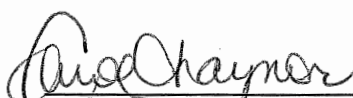
Option #2 is recommended.
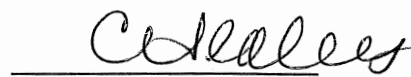
Respectfully submitted:

Rob Rosilius
Deputy Treasurer

Reviewed by:

Carol Traynor
Manager of Finance

Reviewed by:

Colleen Healey-Dowdall
Chief Administrative Officer

Attachment #1 – Summary of Budget to Actuals as of August 31st, 2021
Attachment #2 – Capital Budget Update as of August 31st, 2021

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Variance Actuals to Annual Budget
Summary of Municipal Operations (excl Water & Wastewater)					
Total Operating Expenses:	$7,175,841	$12,403,841	$18,605,762	-$5,227,999	38.57%
Total Revenues:	-$28,903,962	-$17,175,003	-$28,148,085	-$11,728,960	102.69%
Total Reserve Transfer From/(To):	-$42,492	$0	$0	-$42,492	
Summary of Water and WasteWater					
Total Operating Expenses:	$1,591,053	$2,446,003	$3,669,005	-$854,950	43.36%
Total Revenues:	-$1,900,299	-$2,446,004	-$3,669,005	$545,704	51.79%
Total Reserve Transfer From/(To)	-$309,246	$0	$0	-$309,246	

Council

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Variance Actuals to Annual Budget
Wages and Salaries	$109,095	$106,441	$159,662	$2,654	68.33%
Operating Expenses	$13,521	$23,800	$35,700	-$10,278	37.88%
Total Expenses:	$122,616	$130,241	$195,362	-$7,625	62.76%
Taxation required:	$122,616	$130,241	$195,362	-$7,625	62.76%

CAO

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Variance Actuals to Annual Budget
Admin Wages and Salaries	$158,666	$156,613	$234,920	$2,052	67.54%
Office Building Wages and Salaries	$0	$0	$0	$0	0.00%
Admin Operating Expenses	$45,850	$40,133	$60,200	$5,717	76.16%
Office Building Operating Expenses	$113	$0	$0	$113	0.00%
Total Expenses:	$204,629	$196,747	$295,120	$7,883	69.34%
Revenues	$0	$0	$0	$0	0
Taxation required:	$204,629	$196,747	$295,120	$7,883	69.34%

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Actuals to Annual Budget
Clerks Department					
Clerks					
Clerk's Wages and Salaries	$174,671	$155,547	$233,320	$19,124	74.86%
Election Wages and Salaries	$0	$0	$0	$0	0
Clerk's Operating Expenses	$78,065	$121,100	$181,650	-$43,035	42.98%
Election Operating Expenses	$1,857	$9,240	$13,860	-$7,383	13.40%
Total Expenses:	$254,593	$285,887	$428,830	-$31,293	59.37%
Revenues	-$14,739	-$20,033	-$30,050	$5,294	49.05%
Taxation required:	$239,854	$265,853	$398,780	-$25,999	60.15%
By-Law					
Wages and Salaries	$64,644	$86,928	$130,392	-$22,284	49.58%
Operating Expenses	$3,726	$24,167	$36,250	-$20,441	10.28%
Total Expenses:	$68,370	$111,095	$166,642	-$42,725	41.03%
Revenues	-$20,073	-$12,067	-$18,100	-$8,006	110.90%
Taxation required:	$48,297	$99,028	$148,542	-$50,731	32.51%
Animal Control					
Wages and Salaries	$3,589	$15,655	$23,482	-$12,066	15.28%
Operating Expenses	$10,134	$11,480	$17,220	-$1,346	58.85%
Total Expenses:	$13,723	$27,135	$40,702	-$13,411	33.72%
Revenues	-$11,681	-$12,067	-$18,100	$385	64.54%
Taxation required:	$2,042	$15,068	$22,602	-$13,026	9.03%
Operating Assistance					
Operating Expenses	$7,300	$6,000	$9,000	$1,300	81.11%
Taxation required:	$7,300	$6,000	$9,000	$1,300	81.11%

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Variance Actuals to Annual Budget
Treasury					
Finance Department					
Wages and Salaries	$379,857	$321,094	$481,641	$58,763	78.87%
Operating Expenses	$666,695	$2,943,016	$4,414,524	-$2,276,321	15.10%
Total Expenses:	$1,046,552	$3,264,110	$4,896,165	-$2,217,558	21.37%
Revenues	-$400,842	-$469,667	-$704,500	$68,824	56.90%
Taxation required:	$645,710	$2,794,443	$4,191,665	-$2,148,733	15.40%
Taxation					
Operating Expenses	$7,883,835	$0	$0	$7,883,835	0
Revenues	-$26,763,573	-$12,365,595	-$20,933,972	-$14,397,979	127.85%
Total Taxation:	-$18,879,738	-$12,365,595	-$20,933,972	-$6,514,143	90.19%
General Revenues	-$912,165	-$3,213,300	-$4,819,950	$2,301,135	18.92%

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Actuals to Annual Budget
Fire / Emergency Services					
Fire Department					
Admin Wages and Salaries	$191,314	$215,879	$323,819	-$24,565	59.08%
Fire Fighting Wages and Salaries	$168,415	$232,333	$348,500	-$63,919	48.33%
Fire Training Wages and Salaries	$65,277	$96,667	$145,000	-$31,390	45.02%
Admin Operating Expenses	$17,319	$505,910	$758,865	-$488,591	2.28%
Fire Fighting Operating Expense	$38,998	$166,327	$249,490	-$127,328	15.63%
Fire Training	$107	$2,667	$4,000	-$2,560	2.68%
Angus Fire Hall	$13,098	$19,000	$28,500	-$5,902	45.96%
Thornton Fire Hall	$12,524	$18,667	$28,000	-$6,142	44.73%
Fleet	$60,120	$71,933	$107,900	-$11,813	55.72%
Total Expenses:	$567,173	$1,329,383	$1,994,074	-$762,210	28.44%
Revenues	-$115,142	-$83,067	-$124,600	-$32,076	92.41%
Taxation required:	$452,031	$1,246,316	$1,869,474	-$794,285	24.18%
Emergency Measures					
Wages and Salaries	$15,369	$9,397	$14,096	$5,972	109.03%
Operating Expenses	$20,039	$7,267	$10,900	$12,773	183.85%
Total Expenses:	$35,409	$16,664	$24,996	$18,745	141.66%
Revenues	$0	$0	$0	$0	0.00%
Taxation required:	$35,409	$16,664	$24,996	$18,745	141.66%
Policing					
Operating Expenses	$1,470,772	$2,026,673	$3,040,010	-$555,902	48.38%
Revenues	-$5,200	-$62,000	-$93,000	$56,800	5.59%
Taxation required:	$1,465,572	$1,964,673	$2,947,010	-$499,102	49.73%

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Actuals to Annual Budget
Planning and Development					
Planning					
Wages and Salaries	$152,184	$136,473	$204,709	$15,712	74.34%
Operating Expenses	$29,179	$243,570	$365,355	-$214,391	7.99%
Total Expenses:	$181,363	$380,043	$570,064	-$198,680	31.81%
Revenues	-$44,565	-$81,767	-$122,650	$37,202	36.34%
Taxation required:	$136,798	$298,276	$447,414	-$161,478	30.58%
Committe of Adjustment					
Wages and Salaries	$11,081	$32,892	$49,338	-$21,812	22.46%
Operating Expenses	$409	$4,167	$6,250	-$3,758	6.54%
Total Expenses:	$11,489	$37,059	$55,588	-$25,570	20.67%
Revenues	-$43,618	-$13,133	-$19,700	-$30,485	221.41%
Taxation required:	-$32,129	$23,925	$35,888	-$56,055	(89.53%)
Economic Development					
Wages and Salaries	$9,038	$7,953	$11,930	$1,085	75.76%
Operating Expenses	$1,533	$1,867	$2,800	-$334	54.75%
Total Expenses:	$10,571	$9,820	$14,730	$751	71.76%
Taxation required:	$10,571	$9,820	$14,730	$751	71.76%
Building Department					
Wages and Salaries	$169,948	$260,855	$391,282	-$90,906	43.43%
Operating Expenses	$30,750	$39,833	$59,750	-$9,083	51.46%
Total Expenses:	$200,698	$300,688	$451,032	-$99,990	44.50%
Revenues	-$243,190	-$300,688	-$451,032	$57,498	53.92%
Reserve Transfer From/ (To)	-$42,492	$0	$0	-$42,492	

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance	
				Actuals vs Budget to Date	Actuals to Annual Budget
Public Works					
Public Works					
Public Works Operating Expenses	$2,979	$16,000	$24,000	-$13,021	12.41%
Sidewalk Wages and Salaries	$0	$25,167	$37,750	-$25,167	0.00%
Sidewalk Operating Expenses	$25,183	$50,133	$75,200	-$24,950	33.49%
Streetlights Operating Expense	$47,086	$70,000	$105,000	-$22,914	44.84%
Public Transit Operating Expense	$0	$0	$0	$0	0.00%
Tile Drainage	$0	$1,450	$2,175	-$1,450	0.00%
Total Expenses:	$75,248	$162,750	$244,125	-$87,502	30.82%
Revenues	-$4,350	-$2,000	-$3,000	-$2,350	145.00%
Taxation required:	$70,898	$160,750	$241,125	-$89,852	29.40%
Roads					
Wages and Salaries	$874,314	$879,542	$1,319,313	-$5,228	66.27%
Operating Expenses	$135,695	$339,305	$508,957	-$203,609	26.66%
Roadways Maintenance	$155,388	$245,667	$368,500	-$90,279	42.17%
Roadside Mainentance	$122,745	$249,000	$373,500	-$126,255	32.86%
Fleet	$235,945	$308,000	$462,000	-$72,056	51.07%
Bridges & Culverts	$13,402	$0	$0	$13,402	0.00%
Total Expenses:	$1,537,488	$2,021,513	$3,032,270	-$484,025	50.70%
Revenues	-$64,807	-$66,667	-$100,000	$1,860	64.81%
Taxation required:	$1,472,681	$1,954,847	$2,932,270	-$482,165	50.22%

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance	
				Actuals vs Budget to Date	Actuals to Annual Budget
Water Works					
Wages and Salaries	$27,445	$89,501	$134,252	-$62,056	20.44%
Admin Operating Expenses	$685,993	$934,955	$1,402,432	-$248,962	48.91%
Angus Waterworks Expenses	$97,563	$117,333	$176,000	-$19,770	55.43%
Thornton Waterworks Expenses	$14,579	$55,400	$83,100	-$40,821	17.54%
BaxterWaterworks Expenses	$4,943	$13,707	$20,560	-$8,764	24.04%
Total Expenses:	$830,523	$1,210,896	$1,816,344	-$380,373	45.73%
Revenues	-$1,026,368	-$1,210,896	-$1,816,344	$184,528	56.51%
Reserve Transfer From/ (To)	-$195,845	$0	$0	-$195,845	
Waste Water					
Wages and Salaries	$27,445	$31,896	$47,844	-$4,451	57.36%
Admin Operating Expenses	$558,848	$1,025,783	$1,538,674	-$466,934	36.32%
Wastewater Operations	$174,236	$177,429	$266,143	-$3,192	65.47%
Total Expenses:	$760,530	$1,235,107	$1,852,661	-$474,577	41.05%
Revenues	-$873,931	-$1,235,107	-$1,852,661	$361,176	47.17%
Reserve Transfer From/ (To)	-$113,402	$0	$0	-$113,401	

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Variance Actuals to Annual Budget
Parks and Recreation					
Angus Arena					
Admin Wages and Salaries	$22,598	$21,226	$31,839	$1,372	70.98%
Arena Wages and Salaries	$124,292	$114,997	$172,495	$9,296	72.06%
Operating Expenses	$91,358	$146,409	$219,613	-$55,050	41.60%
Total Expenses:	$238,249	$282,631	$423,947	-$44,382	56.20%
Revenues	-$125,879	-$216,800	-$325,200	$90,921	38.71%
Taxation required:	$112,369	$65,831	$98,747	$46,538	113.80%
Thornton Arena					
Admin Wages and Salaries	$22,597	$21,226	$31,839	$1,371	70.97%
Arena Wages and Salaries	$66,818	$94,983	$142,474	-$28,165	46.90%
Operating Expenses	$26,561	$118,467	$177,700	-$91,906	14.95%
Total Expenses:	$115,976	$234,675	$352,013	-$118,700	32.95%
Revenues	-$2,780	-$58,717	-$88,075	$55,937	3.16%
Taxation required:	$113,196	$175,959	$263,938	-$62,763	42.89%
Recreation Programming					
Rec Programs Wages and Salaries	$0	$48,883	$73,325	-$48,883	0.00%
Day Camp Wages and Salaries	$0	$40,400	$60,600	-$40,400	0.00%
Rec Programs Operating Expenses	$2,243	$7,333	$11,000	-$5,090	20.39%
Day Camp Operating Expenses	$240	$18,133	$27,200	-$17,893	0.88%
Total Expenses:	$2,483	$114,750	$172,125	-$112,267	1.44%
Revenues	$0	-$60,667	-$91,000	$60,667	0.00%
Taxation required:	$2,483	$54,083	$81,125	-$51,600	3.06%

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

				Variance	
	Actuals to Date	**Budget to Date**	**2021 Budget**	Actuals vs Budget to Date	Actuals to Annual Budget
Golf Tournament					
Golf Tournament Expenses	$0	$23,333	$35,000	-$23,333	0.00%
Golf tournament Revenues	$0	-$23,333	-$35,000	$23,333	0.00%
Surplus/Deficit	$0	$0	$0	$0	0.00%
Parks					
Park Operations Wages and Salaries	$205,379	$278,100	$417,150	-$72,721	49.23%
Recreation Activities Wages and Salaries	$60,892	$42,695	$64,042	$18,197	95.08%
Building Maintenance Wages and Salaries	$112	$0	$0	$112	0.00%
Admin Operating Expenses	$12,586	$179,991	$269,986	-$167,405	4.66%
Parks Operating Expense	$113,357	$172,917	$259,375	-$59,560	43.70%
Recreation Activities Operating Expense	$679	$1,800	$2,700	-$1,121	25.16%
Building Maintenance Operating Expense	$12,039	$22,533	$33,800	-$10,495	35.62%
Total Expenses:	$433,635	$699,702	$1,049,553	-$266,067	41.32%
Revenues	-$40,675	-$35,067	-$52,600	-$5,608	77.33%
Taxation required:	$392,961	$664,635	$996,953	-$271,674	39.42%
Salmon Derby					
Operating Expenses	$0	$8,067	$12,100	-$8,067	0.00%
Revenues	-$5,620	-$6,000	-$9,000	$380	62.44%
Surplus/Deficit	-$5,620	$2,067	$3,100	-$7,687	(181.29%)
Cemetery					
Cemetery Operating Expenses	$31,836	$0	$0	$31,836	0.00%
Total Expenses:	$31,836	$0	$0	$31,836	0.00%
Revenues	-$33,887	$0	$0	-$33,887	0.00%
Taxation required:	-$2,051	$0	$0	-$2,051	0.00%

Township of Essa
Summary of Budget Variances by Department
For the Period Ending August 31st, 2021

	Actuals to Date	Budget to Date	2021 Budget	Variance Actuals vs Budget to Date	Actuals to Annual Budget
Library					
Admin Wages and Salaries	$388,091	$433,520	$650,280	-$45,429	59.68%
Subsidized Program & Board Wages	$7,552	$8,330	$12,495	-$778	60.44%
Admin Operating Expenses	$4,560	$60,787	$91,180	-$56,227	5.00%
Angus Branch Operating Expenses	$18,760	$34,807	$52,210	-$16,046	35.93%
Thornton Branch Operating Expenses	$7,050	$8,700	$13,050	-$1,650	54.02%
Operations Expenses	$40,510	$61,340	$92,010	-$20,830	44.03%
Subsidized Program & Board Operating Expense	$155	$850	$1,275	-$695	12.14%
Total Expenses:	$466,678	$608,333	$912,500	-$141,655	51.14%
Revenues	-$57,951	-$72,370	-$108,555	$14,419	53.38%
Taxation required:	$408,726	$535,963	$803,945	-$127,237	50.84%
BIA					
Operating Expenses	$15,918	$0	$0	$15,918	0.00%
Revenues	-$27,110	$0	$0	-$27,110	0.00%
Taxation required:	-$11,192	$0	$0	-$11,192	0
NVCA					
Operating Expenses	$94,907	$126,543	$189,814	-$31,636	50.00%
Revenues	$0	$0	$0	$0	0.00%
Taxation required:	$94,907	$126,543	$189,814	-$31,636	50.00%

Township of Essa
Capital Budget
For the 2021 Fiscal Year

	Project Code		Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget
Administration							
New Vehicle for By-Law	GG2102		$25,000	$0	$25,000	$21,421	85.68%
Total for Administration:			$25,000	$0	$25,000	$21,421	85.68%

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

	Project Code		Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget
Fire Service							
Thermal Imaging Cameras x2	FD2104		$20,000	$0	$20,000	$20,352	101.76%
Replace Pump 2	FD2102		$685,000	$0	$685,000	$593,351	86.62%
Mobile repeater, pagers, & Mics	FD2106 P6	40-44-811-896-8060	$25,000	$0	$25,000	$2,315	9.26%
PPE – improved hood protection & Boots one add't set	FD2103 P3	40-44-811-893-8060	$57,500	$0	$57,500	$30,388	52.85%
SCBA masks	FD2103 P3	40-44-811-893-8060	$7,000	$0	$7,000	$6,305	90.07%
Hose & Nozzles	FD2105 P5	40-44-811-895-8060	$20,000	$0	$20,000		0.00%
Rescue Equipment – Extrication	FD2107 P4	40-44-811-894-8060	$8,000	$0	$8,000	$8,981	112.27%
New Fire Hall in Angus Land Purchase & Development	FD2101	40-44-811-870-8350	$250,000	$0	$250,000	$100,235	40.09%
Total for Fire Department:			$1,072,500	$0	$1,072,500	$761,927	71.04%

Township of Essa
Capital Budget
For the 2021 Fiscal Year

	Project Code		Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget
Parks and Recreation							
Canoe/Kayak Boat Launch	RD2001		$78,000	$7,200	$70,800	$15,078	19.33%
Video Surveilliance	RD2103		$13,537	$0	$13,537	$3,599	26.58%
Mike Hart Basketball Court installation	RD2104		$25,072	$0	$25,072	$3,975	15.85%
Dump Truck 2020 carry forward	RD2005		$80,277	$73,550	$6,727	$78,410	97.67%
Pick-up	RD2102		$50,000	$0	$50,000	$41,985	83.97%
Grass cutting Equipment	RD2105		$135,000	$0	$135,000	$137,143	101.59%
Outdoor Pads LED Upgrade	RD2106		$15,350	$0	$15,350	$14,399	93.80%
Baxter Subdvision			$850,000	$0	$850,000		0.00%
Total For Parks and Recreation:			$1,247,236	$80,750	$1,166,486	$294,589	23.62%

Township of Essa
Capital Budget
For the 2021 Fiscal Year

	Project Code		Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget
Roads/Public Works							
Elizabeth Street Culvert Replacement	TR2007	40-46-827-821-8520	$1,423,252	$737,000	$686,252	$105,049	7.38%
Margaret Street Urbanization Phase 1 & 2	TR2008	40-46-821-822-8110	$3,769,474	$1,100,000	$2,669,474	$1,514,371	40.17%
25th Sideroad Repaving (1.5km)	TR2004	40-46-821-823-8110	$784,000	$450,000	$334,000	$31,253	3.99%
Plow Truck to replace Unit 22 & Water Tank	PW2102		$355,000	$0	$355,000		0.00%
Sidewalk Trackless Replacement & Attachment	PW2103		$63,000	$0	$63,000	$52,377	83.14%
Thornton Pedestrian Crossing	TR2005		$165,307	$115,000	$50,307	$15,849	9.59%
Traffic Calming	TR2109	40-46-821-890-8060	$110,000	$0	$110,000	$85,147	77.41%
RFP Engineering work for 2022	PW2105		$80,000	$0	$80,000		0.00%

Township of Essa
Capital Budget
For the 2021 Fiscal Year

	Project Code		Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget
Angus Infra-Structure Master Plan	PW2106		$200,000	$0	$200,000	$45,552	22.78%
Bridge OSIM inspection	PW2107		$30,000	$10,000	$20,000	$28,230	94.10%
SWM Pond Maintenance	PW2108		$15,000	$0	$15,000	$9,507	63.38%
Survey equipment & Drones	PW2104		$80,000	$0	$80,000	$67,966	84.96%
Replace 2005 Hot Box	PW2004		$55,000	$45,000	$10,000	$32,676	59.41%
Slurry Seal	TR2101	40-46-821-820-8520	$93,500	$0	$93,500	$74,574	79.76%
Total for Roads/Public Works:			$7,223,533	$2,457,000	$4,766,533	$2,062,553	28.55%

Township of Essa
Capital Budget
For the 2021 Fiscal Year

	Project Code		Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget
Water							
Thornton Standpipe Expansion	WD2001	40-48-831-840-806C	293000		$293,000		0.00%
Disk Filter Integration	SD2101	40-48-833-850-806C	550,000	200,000	350,000	$111,672	20.30%
Total for Water:			$843,000	$200,000	$643,000	$111,672	13.25%

Township of Essa
Capital Budget
For the 2021 Fiscal Year

	Project Code		Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget
Library							
Angus Branch Debt Repayment			$9,000	$0	$9,000		0.00%
Furniture	LB2101 P9	40-60-846-897-8040	$2,500	$0	$2,500	$816	32.64%
Equipment	LB2102 P9	40-60-846-898-8060	$2,000	$0	$2,000	$293	14.65%
Computer Equipment	LB2103 P9	40-60-846-899-8060	$6,200	$0	$6,200	$156	2.52%
Books Collection Materials	LB2104 P1	40-60-846-891-8060	$76,165	$0	$76,165	$47,650	62.56%
Total for Library:			$95,865	$0	$95,865	$48,915	51.03%
Totals:			$10,507,134	$2,737,750	$7,769,384	$6,553,238	62.37%

TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:   C024-21

DATE: October 6, 2021

TO: **Committee of the Whole**

FROM: **Lisa Lehr, Manager of Legislative Services**

SUBJECT: **Municipal Modernization Program Funding – E-billing Software**

RECOMMENDATION

That Staff Report C024-21 be received; and

That Council accept the quote as received from Central Square in the amount of $6,920.00 (plus HST) and authorize staff to engage the services of Central Square for implementation of their e-billing function.

BACKGROUND

At its meeting of March 3, 2021, Council passed resolution CW017-2021, which approved the IT and Digital Strategic Plan ("ITDS Plan") as prepared by the Perry Group. The Plan identified gaps in the Township's Information Technology requirements (copy of Staff Report C010-21 and ITDS Plan is attached to this Report for Council's convenience) as well as provided Council and staff with a listing of priority areas that could assist this municipality in realizing cost-savings and creating internal efficiencies. (This is in line with the desired goals that are outlined in theTownship's Strategic Plan, which was passed by Council at its meeting of November 20, 2019.)

To help fund the initiatives identified in the ITDS Plan, staff made application to the province for funding under their Municipal Modernization Funding Program for the project entitled "C001-2020 Modernization of IT and Digital Services". As a result of the application, the Township received $162,500.00 to help fund the costs identified in the work plan submitted with the grant application.

COMMENTS AND CONSIDERATIONS

The ITDS Plan as well as the Township's IT Steering Committee identified a number of high priority items that needed to be addressed to better serve the residents of the municipality. Phase 1 identified the following two projects to be implemented in the step towards the modernizing and digitization of IT Services:
- New Recreation Software (Perfect Minds) – set to go live on September 20, 2021
- New Website (eSolutions) – Council approved on September 15, 2021 via Resolution CW116-2021

Phases 2 and 3 focus on the implementation of electronic services that will provide residents with updated and modern options for invoicing as well as payments, in addition to providing for the digitization of internal processes that will allow for efficiencies to be realized by the municipality.

One such update to electronic services which has been prioritized by the IT Steering Committee is to allow for the electronic billing of utility (water) and property taxes. Currently the Township

uses Microsoft Dynamics GP to manage all property tax and utility accounts, however the municipality has not opted-in to allow for the electronic delivery of such invoices to residents of Essa.

Microsoft Dynamics GP does include an add-on in their software, at a cost, which allows for electronic mailouts. This add-on function could be purchased by the municipality to provide for electronic delivery of bills to residents directly, in addition to providing reminder notices to residents on any unpaid amounts. By providing residents with the ability to receive tax/utility bills electronically, real cost savings and efficiencies could be realized by the municipality.

Chart 1 below provides Council with potential cost savings to be had if the municipality allowed for electronic delivery of property tax and/or utility (water) bills.

Type of Invoice	# of invoices printed	# of mailouts per year	Total # of invoices mailed per year	Cost per mailout (postage, stock paper and envelopes)	Potential Cost Savings if 100% participation by residents	Potential Cost Savings if 50% participation by residents	Potential Cost Savings if 40% participation by residents
Utility (Water) Bills	5,160	4	20,640	$1.02	$18,576.00	$9,288.00	$7,430.40
Property Tax Bills	7,500	2	15,000	$1.02	$13,500.00	$6,750.00	$5,400.00
Total Cost Savings					$32,076.00	$16,038.00	$12,830.40

As can be seen in the chart above, there is a real cost-savings to be had by the municipality by providing residents with the option to receive their bills electronically. (The calculation of true cost savings will be dependent on the number of residents that opt-in to receive their utility or property tax bills electronically.)

Chart 2 below provides Council with a breakdown in efficiencies to be realized (cost-avoidance) by the municipality through the implementation of electronic delivery for property tax and utility bills:

Type of Invoice	# of invoices printed	# of mailouts per year	Total # of invoices mailed per year	Staff Time spent in minutes per invoice	Efficiencies to be Realized (in minutes)	Time Saved in Hours if 100% of residents opted in for electronic invoice	Time Saved in Hours if 50% of residents opted in for electronic invoice	Time Saved in Hours if 40% of residents opted in for electronic invoice
Utility (Water) Bills	5,160	4	20,640	2	41,280	688	344	275.2
Property Tax Bills	7,500	2	15,000	2	30,000	500	250	200
Total Time Saved by Staff (in hours)						1,188	594	475.2

[To Note: Staff time is estimated at 2 minutes per invoice (as recommended by the Perry Group Consultants) and takes the following into consideration: pre-print preparation, print time of each invoice, equipment failure, envelope stuffing, stamping postage on envelopes, sorting and stacking all invoices into crates, transferring all invoices from Administration Centre to Post Office, etc.]

As can be seen in Chart 2, <u>if at least 50% of residents opted-in</u> to receive their property tax and utility bills, 594 hours (24.75 days) could be potentially saved by staff which would allow them to focus on other priority areas in their respective departments. (The calculation for true cost avoidance will be dependent on the number of residents that opt-in to receive their utility or property tax bills electronically.)

Allowing for residents to select their method of billing is a natural progression of customer service and is also better for the environment. Most companies, both private and public, offer electronic invoicing options in this day and age. With new people moving into the municipality in addition to the effects of the pandemic, the Treasury Department has advised that residents have expressed a desire to receive their property taxes and/or utility (water) bills electronically.
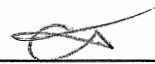
FINANCIAL IMPACT

The quote the Township received from Central Square for their e-billing add-on is $6,920 (plus applicable HST) and is broken down into two cost components:

One Time Service Cost: $1,800.00
Annual Maintenance: $5,120.00*

*The annual maintenance is based on up to 5,000 e-billing transactions per year. Applying funds from the Municipal Modernization grant, the first-year costs for the municipality be $2,522 (35% of $6,920). The expense can be applied to G/L 02-03-030-142-6087, which has a remaining balance of approximately $18,000 from the original $25,000 approved in the 2021 budget.

Manager of Finance Approval:

_____

SUMMARY/OPTIONS

Council may:
1.   Take no further action.
2.   **Accept the quote as received from Central Square in the amount of $6,920.00 (plus HST); and authorize staff to engage the services of Central Square for implementation of the e-billing function.**
3.   Direct staff as Council deems appropriate.
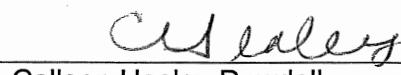
CONCLUSION

Staff recommends that Council approve Option No. 2.

Respectfully submitted by: Reviewed by:

_____   _____
Lisa Lehr   Colleen Healey-Dowdall
Manager of Legislative Services   Chief Administrative Officer

Attachments:
1 – Copy of Staff Report C010-2021 "Information Technology and Digital Strategy"

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:	C007-21
DATE:	**March 3, 2021**
TO:	**Committee of the Whole**
FROM:	**Lisa Lehr, Manager of Legislative Services**
SUBJECT:	**Information Technology and Digital Strategy**

RECOMMENDATION

That Staff Report C007-21 be received; and
That Council approve the Information Technology and Digital Strategy, in principle; and
That Council support an application being submitted for funding through the
Implementation Stream of the Municipal Modernization Funding Program, to assist with
initial busines solution costs associated with modernization and upgrading Essa's IT
systems; and
That future operating and capital budget considerations be presented to Council for
consideration in forthcoming Budget Deliberations.

BACKGROUND

During 2020 Budget Deliberations, Council approved funding to allow staff to hire a
consultant to prepare an IT Digital Strategy. Perry Group Consulting was the firm hired
in 2020 to analyze the current IT structure for Essa Township and to develop the IT
Digital Strategy. The consultant commenced gathering information in the fourth quarter
of 2020.

Given the importance of technology and data, the IT Digital Strategy (Attachment No. 1)
was approached as a corporate initiative. The following is a breakdown of steps taken
to assist Perry Group in the development of the Strategy:
- A survey was circulated to all staff seeking input on current and future digital
  service needs.
- Perry Group conducted one-on-one interviews with each department manager
  including Planning and Development, Public Works, CAO's office, Parks and
  Recreation, Treasury and Clerks, with additional input from the Town of Innisfil's
  IT Manager.
- A current state assessment was conducted by Perry Group Consulting (this
  involved assessments of current technologies and practices against municipal
  standards).
- The Senior Management Team was provided further opportunity to provide
  feedback during the drafting stage of the Plan.

The objective of the Strategy is to assist the municipality in identifying key digital
opportunities that can be implemented by the Township, with the desired outcome being

to achieve customer service excellence by adopting current digital services and the efficiencies that go along with it.

COMMENTS AND CONSIDERATIONS

Municipalities are faced with significant challenges to stretch resources in order to deliver high quality customer service that meets the expectations of its residents, manage and sustain new and aging assets, and effectively engage citizens in decisions related to the building of the community. Effective municipalities rely on a combination of people, processes and technology working together in a synchronized way to deliver services to customers. A digitized platform is a set of processes and technologies that work together to enable customers to interact with the Township, and to enable Township staff to manage processes and deliver Township services to its customers in an efficient, effective and accessible manner 24 hours/day 7 days/week. The IT Digital Strategy (as attached) is the map that will assist this municipality in moving forward in respect of its digital and technology platform.

Benefits associated with implementation of the IT Digital Strategy are as follows:

- Enables excellent customer service
- Improves customer engagement
- Improves service delivery timelines
- Less duplicate data entry due to integration of systems
- Addresses resident concerns in a timely manner
- Helps the environment
- Reduces service delivery costs
- Creates capacity
- Increases transparency
- Reduces the number of complaints received by the Council
- Helps make informed decisions
- Increases accessibility and availability of services
- Helps deliver the Essa Corporate Strategic Plan 2019-2022 in the following manner:
  - Customer service excellence:
    - Enhance our customer service so that residents feel well-informed;
    - Ensure that we are known to be friendly and helpful
    - Provide easy and 24/7 access to information and services
    - Provide more and better use of technology
    - Improve communications with easy-to-read publications.
  - Establish a new governance model that will support IT decision making that is reflective of corporate priorities by:
    - Improve process efficiency
    - Provide cost-effective services
    - Uplift the level of digitization within the Township.

Through the development of the IT Digital Strategy, Perry Group sought to understand the current state of technology, technology capabilities, and the Township's ability to meet customer expectations. The strategy identifies some key challenges faced by the municipality, such as:

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- Gaps in customer facing online services (ie: online payments, online applications, etc.)
- Gaps in data analytics, integration and business intelligence capabilities
- Many business areas are still depending on manual processes
- Technology decision-making that is distributed and ad-hoc
- Technology funding

In order to bridge these gaps and meet customer and corporate needs based on pressures and technological expectations in today's society, the IT Digital Strategy has focused on five focus areas (refer to section 8 of the IT Digital Strategy). Additionally, the Strategy has outlined key technological and digital opportunities (refer to section 10 of the IT Digital Strategy) that will assist this municipality in upgrading and modernizing its delivery of IT services as follows:

a. **Digital Services** (customer facing) – will provide residents the ability to request, receive and pay for services online anytime from anywhere.
b. **Digital Communications and Community Engagement** (customer facing) – building digital channels of communications with residents (ie: use of the website and social media to connect with residents in 2-way communications in a cost-effective manner).
c. **Digital Business Processes** (internal facing) – will reduce the administrative burden in business processes through automation. This will improve the efficiency of internal processes through digital workflows, approvals, etc., and will integrate with the customer-facing online services.
d. **Digital Awareness** (internal and customer facing) – will improve the digital awareness among leadership, staff and citizens through awareness campaigns and training opportunities.
e. **Broadband Internet Access and Connectivity** (internal and customer facing) – will improve connectivity between various municipal buildings and improve access to high-speed internet to residents in rural communities in Essa Township.

To assist with implementation of the IT Digital Strategy, the consultant has recommended the Township consider making the following internal changes in processes:

Reposition IT (refer to section 9.1 of the Strategy) – As Innisfil provides IT Support to Essa, it is recommended that Innisfil take on more of an IT partner from the existing service provider role.

Governance (refer to section 9.2 of the Strategy) – In order to alleviate duplicate and siloed business solutions, an IT Steering Committee should be created that will meet regularly in order to review and prioritize IT projects.

Funding (refer to section 9.3 of the Strategy) – In order for Council to see the whole IT Budget picture (operational and capital) it is suggested that the IT Budget be consolidated during Budget Deliberations so as to contain ALL department requests as opposed to each department having separate line items. Perry Group has also indicated that the municipality submit an application for funding through the

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Implementation Stream of the Municipal Modernization Funding Program (Attachment No. 2) in an effort to acquire some necessary funds that will assist in offsetting a portion of initial business solution costs associated with modernizing and upgrading Essa's IT systems. The application, if approved, would require the municipality to commit to 35% of the overall total project cost. Priority is given to projects that address one or more of the following priorities: digital modernization, service integration, streamlined development approvals, and shared services/alternative service delivery models. The deadline for completion of the approved project is September 30, 2022.

New IT initiatives that were approved in the 2021 Budget are as follows:

Clerk's Department
        o Customer Service Module in Innisfil's MOAR system

Parks and Recreation
        o Purchase of surveillance cameras and software for multiple municipally owned locations

Public Works
        o AutoCAD Civil 3D software (will be the master program to control all internal GIS data)
        o ESRI software (will promote public engagement and participation and allow live updates to the public (ie: snow routes, speed hump locations). Data will be integrated with AutoCAD Civil 3D software.
        o Survey-grade equipment that will also serve partial GIS purposes. This capital purchase will be utilized to update municipal assets
        o Angus Drone Footage Ortho (high resolution aerial map) which will allow for geo-reference of physical assets (ie: hydrants)

Treasury Department
        o HRIsMyWay software
        o Questica software

It is important to note the department-specific IT initiatives approved in 2021 have the capability of integrating with other business solutions for access by other departments. For example, the survey grade equipment and software that will be used to update municipal assets in Public Works can be linked/synchronized with other systems to avoid duplication and/or "siloed" data.

Perry Group has provided a suggested Work Plan for the Township to follow for implementation of the IT Digital Strategy. This Work Plan will be adjusted by the IT Steering Committee and presented to Council through future budget deliberations.

FINANCIAL IMPACT

At this time, we are not asking for any funding approval. Although the IT Digital Strategy identifies a number of improvement initiatives that will have capital and operating budget implications, initiatives will be prioritized by a newly established IT

Steering Committee and presented to Council for consideration in future budget deliberations.

Perry Group Consultants have recommended that Essa increase the IT base operating budget to a number more inline with other municipalities taking advantage of digital services. Perry Group recommends investing 2.5% to 4.5% of the total annual operating budget towards IT. In 2020, Essa was spending approximately 1.6% of their annual budget on IT. To bring the Township to the suggested 2.5% of the annual operating budget requires an infusion of $118,000.00 into the annual IT Operating Budget. It is at Council's discretion as to whether this happens as a lump sum or if they choose to make gradual increases over a number of years, and can be addressed in upcoming budget preparations. Typically, spending on IT, although seemingly high, usually can be balanced in savings or avoidance of future costs in other areas, and provides for efficiencies in operations. For example, when Essa invested in the cost of a financial system in previous years, they avoided the cost of additional staff to manually produce tax bills.

Manager of Finance or Deputy Treasurer Approval:

SUMMARY/OPTIONS

Council may:
1. Do nothing.
2. **Approve the Information Technology and Digital Strategy in principle.**
3. **Support an application being submitted for funding through the Implementation Stream of the Municipal Modernization Funding Program, to assist with costs associated with modernization and upgrades to the municipality's IT systems, and as contained in the Information Technology and Digital Strategic Plan.**
4. **Direct Staff to present Council with IT initiatives as prioritized by the IT Steering Committee for Council's consideration in future operating and capital budget deliberations.**

CONCLUSION

It is recommended that Council approve Option Nos. 2, 3 and 4.

Respectfully submitted: Reviewed by:

Lisa Lehr   Colleen Healey-Dowdall
Manager of Legislative Services   Chief Administrative Officer

Attachments
1 – Township of Essa Information Technology and Digital Strategic Plan
2 – Municipal Modernization Program Guideline (Intake 2)

Information Technology and Digital Strategy

Final Report

March 3, 2021

Perry Group Consulting Ltd.

www.perrygroupconsulting.ca
647-669-9540

1.0   Table of Contents

Introduction

2.0   Executive Summary

Essa Township is a fast-growing rural Community. The resident demands for modern and convenient government services have been increasing. The municipality is also looking for cost effective ways to deliver the services to a wide-spread community with varying needs and expectations. New residents are arriving with digital experiences and expect the same services form the Township. From ordering a pizza to depositing a cheque in your bank can be done using your mobile phone from your couch. Similar conveniences and user experiences are expected from all service providers.

The current state assessment of the technology environment shows that the Township is using technology in some areas to automate the internal business processes with opportunities to expand. Lower levels of technology funding over the years show that there is a backlog of business needs that could be improved using technology. The customer facing aspect of service delivery has received the least attention. The lack of digital service offerings on the Essa website is an example of gaps between current offerings and resident expectations.

Essa is at a pivotal point to make things better. The COVID-19 Pandemic is the catalyst many private and public service providers to re-think the traditional ways of service delivery. A re-engineered digital service delivery option has proven to be effective as well as necessary from the customer perspective. Therefore, the Information Technology and Digital Strategy (ITDS) is timely and necessary.

2.1.   Current State

Essa has developed shared services arrangements with the Town of Innisfil and the County of Simcoe. This is a great way to receive superior services in a cost-effective manner. The staff survey indicates that the IT service are at a high satisfaction level.

Here are some highlights from the current state analysis:

Key Positives:

- Management and staff are keen to use more technology
- IT support services are rated high by the staff based on the staff survey
- Shared services with Innisfil IT, County a smart move

The existing technology environment has many positives: MOAR, GP, Lifecycle management practices, virtual server environment etc.

Key Challenges:

- Gaps in customer facing online services. E.g., online payments, online applications etc.

- Gaps in data analytics, integration and business intelligence capabilities
- Many business areas are still depending on manual processes
- Technology decision making is distributed and ad-hoc
- Technology funding is not adequate compared to the industry best practices

2.2. Opportunities

The digital opportunities for the Township are two-fold. Customer facing improvements and internal improvements. It is important to understand that you cannot provide customer facing digital improvements without addressing the digitization of internal business processes, they are two parts of the same solution. The ITDS also addresses specific Goals in the 2019-2020 Essa Strategic Plan:

Goal 3: Customer Service Excellence

Desired Outcomes:

- To enhance our customer service so that residents feel well-informed.
- To ensure that we are known to be friendly and helpful.
- Easy to access information.
- More/better use of technology.
- Improved communications with easy-to-read newsletters and publications.

Goal 4: Good Governance

Desired Outcomes:

- To find efficiencies in service delivery to ensure optimal effectiveness.
- To streamline processes.
- To eliminate duplication.
- To ensure that the municipality is responsible and accountable to its taxpayers
- Partnerships to cost share in service delivery.

The ITDS has identified opportunities in the following focus areas:

- Digital Services (customer facing): Providing residents the ability to request, receive and pay for services online anytime from anywhere.
- Digital Communications and Community Engagement (customer facing): Building digital channels of communication with the residents. Use of the website and social media to connect with residents in 2-way communication in a cost-effective manner

- Digital Business Processes (internal): Reduce the administrative burden in business processes through automation. Improve the efficiency of internal processes through digital workflows, approvals etc. integrated with the customer facing online services
- Digital Awareness (internal and customer facing): Improve the digital awareness among the leadership, staff and citizens through awareness campaigns and training opportunities
- Broadband Internet Access and Connectivity (internal and customer facing): Improve the connectivity between various Township buildings and improve the access to high-speed internet to residents in rural communities in Essa.

Based on the current state, these are more necessities than opportunities.

2.3. Implementation of the ITDS

In order to prepare for a successful implementation of the ITDS, the Township should look at the following key areas:

- Governance: Technology decision making and the responsibility of the implementation of the ITDS should be led by the Senior Management Team.
- Repositioning of IT: The IT services received from Innisfil IT should be elevated to be a more strategic partnership. High-level IT advisory services should be available to the Township
- Increase funding: Infusion of additional funding for technology is key to achieving the exemplary customer service through the modernization and innovation initiatives identified in the ITDS

IT Operating Expenditures

PG Suggested Range

| 0% | 2.5% | 4.5% | 6% |

Essa
1.6%

Gartner Avg
4.3%
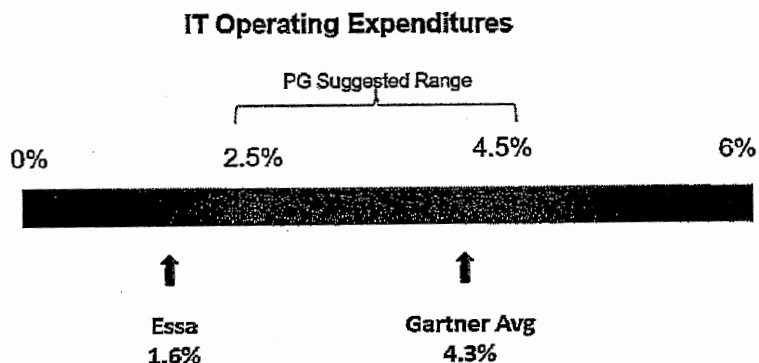
Figure 1 - IT Operating Expenditure Comparison

The following chart shows that the technology funding in the Township is 1.6% of the overall operating budget. The Perry Group suggested range is between 2.5% to 4.5%. The ITDS is proposing that the Township increase its technology budget to a minimum of 2.5%. This is equivalent to a $118,000 increase to the annual operating budget.

2.4. Benefits

The implementation of the ITDS is aligned with the corporate strategy of Essa. The main focus has been improving the levels of services for the end customer, the residents and businesses of the Township. While improving customer experience, the initiatives of the ITDS workplan also improves internal business process efficiencies. The end-result should also reduce the cost-of-service delivery in the long run. The following benefits have been identified:

- Enables excellent customer service: Digital channel provides convenience to residents, anytime, anywhere
- Improves customer engagement: Social media, online surveys, virtual meetings etc.
- Improves the service delivery timelines: Better turnaround times due to automation
- Less duplicate data entry due to integrated systems
- Addresses resident concerns in a timely manner: Automated status updates to applications, concerns, complaints
- Helps the environment: Paperless process reduces the amount of paper (E.g., tax bills)
- Reduces the service delivery cost: Online service cost is lower than over the counter or over-the-phone
- Creates capacity: Automation reduces the need for manual processing by staff
- Increases Transparency: Digitization allows the Township to collect and share data with public, Council and the management
- Reduces the number of complaints received by the Council: Digital business processes can provide automated status updates to customers (E.g., planning applications, property complaints, snow issues)
- Helps make informed decisions: Data analytics allow Council and Management to make decisions based on evidence, data and trends
- Increases the accessibility and availability of services: Driving to a Township office is not required, out-of-town/seasonal/out of town workers/ residents are served
- Helps deliver the Essa Corporate Strategic Plan 2019-2022

3.0   Introduction

The Township of Essa initiated the development of an Information Technology and Digital Strategy (ITDS) that will leverage existing municipal digital platforms and applications in order to provide superior, efficient and cost-effective services to its customers.

The objective of the project is to develop a roadmap to build a more integrated digital environment that will enhance customer service and drive operational efficiencies by optimizing existing technologies and identifying gaps where new technology solutions are needed.
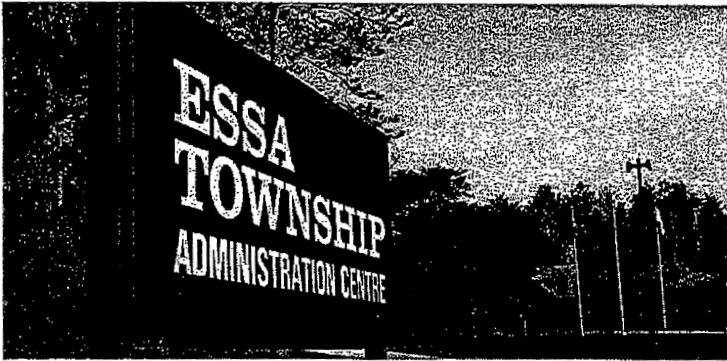
The growth in Essa has been steady and increasing. The new residents who are moving into the Township have high expectations for digital transactions and engagement. The expectations of the ITDS are to build a roadmap for the Township to enable digital service delivery to its residents.

Perry Group Consulting was hired to develop the ITDS. Perry Group is a leader in municipal IT strategy development, who has worked with over 130 municipalities providing IT strategic services over many years. The consultants of Perry Group are also former municipal staff with extensive experience working in municipalities. This combination of experience and exposure are critical to understand the challenges faced by municipalities and to identify practical solutions.

4.0   Importance of Technology to Municipalities

Municipalities are faced with significant challenges to stretch resources to deliver high quality customer service that meets the expectations of the modern citizen, to manage and sustain new and aging assets and effectively engaging citizens in decisions related to the building of the community.

Municipalities face several pressures as they embark on digital and modernization strategies to meet their communities' needs and requirements.

4.1. Pressure on Core Services

All departments are reliant on core corporate functions – but financial processes in particular, are critical business processes in discharging their responsibilities and impacting on others.

Many manual processes inhibit the Township departments' ability to move at the speed they need, while balancing corporate controls. These core functions, used by all Township departments, must be efficient, effective and operate in real-time if the Township is to be successful.

Increasingly, municipalities across the world and here in Ontario are turning to technology as a means of addressing these challenges and seeing positive results. Threats and opportunities include:

- Delivering customer service that meets expectations.
  - o With further restrictions from COVID-19, there is a need to ensure that customers can transact with the Township through online services. This means the Township has to change the way it is delivering service to meet the needs of its residents who, especially now, use online services as part of their day-to-day routine.
- Stretching scarce resources.
  - o Resources are scarce in municipalities, as is funding. It has been proven that municipalities that utilize integrated systems – rather than manually keying in data – are able to utilize staff more efficiently to work on more value-added activities. The value of integrating systems is that there is "one version of the truth". In other words, there is only one place data is entered and the system does the linkages between programs. Having good data is valuable to any organization, especially municipalities that manage many lines of business.
- Doing more with less.
  - o Enabling mobility is a valuable step in moving towards modernization. By deploying, for example, mobile building inspections software and enabling online inspection booking, the Township would see increased productivity of inspectors. Other municipalities have seen cost savings each year by enabling mobility in areas such as Building, Fire and Asset Management. Organizations that have implemented work management systems with mobile

capabilities have seen a significant increase in productivity, in some cases seeing crews resolving up to 60% more work orders through supporting technologies.

- Using data to optimize services.
  - o Municipalities are seeing savings using route optimizing technologies, as used by UPS and FedEx, to optimize patrols, inspections, and garbage collection routes. Integration of systems is a key component in being able to optimize services through data.
- COVID-19 and other infectious viruses.
  - o Municipalities are working remotely and streaming Council meetings rather than having face-to-face interactions due to the changes thrust on them by COVID-19. Some municipalities are adopting this model as a permanent way of doing business, and this requires availability to broadband services that allow residents and staff to interact seamlessly. There will be more pressure on municipalities to implement solutions quickly and offer online services.

These are some examples, but new technology opportunities appear daily, and the speed at which new innovations arrive is accelerating. Municipalities need to be well-positioned to evaluate and implement those innovations that can add value.

Being an organization that can react and embrace new technologies as they become available, to deliver improved and ever more cost-effective services, is advantageous. Adaptation should become a core competency for any high-functioning municipal organization.

5.0   Responding to Changed Customer Expectations

Many municipalities are rightly considering moving services online because customer expectations have changed. Not only has COVID reduced the desire for personal interactions and shown how offering services digitally can work, but the reality is also, many citizens today rely on their devices as a way of life.

We have all moved from the situation 25 years ago, where booking a flight was so complex, you needed a travel agent to do it for you – to a world in which you can book your own flight with a few taps on your smartphone in the blink of an eye.

Think of all the service industries and about how technology/digital has changed them:

- Finance – Online and smartphone banking, online trading.
- Media – Netflix, YouTube, Disney+, Prime, CBC Gem, online news.
- Travel – Airbnb, Expedia, aircanada.com.
- Retail – Amazon, Indigo, beer and wine direct, Skip the Dishes.
- Transportation – Uber, Lyft.
- Insurance – Compare and buy insurance online, report a claim online.
- Exercise – Online classes.
- Education – Online school, remote tutoring.
- Health – Telehealth, virtual medical appointments, online therapies.

Unquestionably, we are in the *Smartphone and Internet era* and this has changed customers' expectations about what service looks like today. Delivering online has become *the way* that services are delivered in the 21st century.

A common sight at the sports fields is many hockey/soccer moms sitting on the sidelines, registering for programs, booking appointments and hotels and ordering dinner, plus responding to several emails, all while their children are involved in a 45-minute practice – a very efficient way of getting things done!

Governments too are responding to these changed expectations and are rapidly moving services online. Think about the online services that ServiceOntario offers for example, allowing customers to renew health cards or driver's licenses, get their vehicle sticker or fishing license, all while in your PJs using a tablet on the sofa on a Saturday night.

Today, over 92% of Ontarians have access to the internet at home, 88% of Canadians bank online, 76% have smartphones. So, introducing online services is not for the minority – it is for the majority.

It is important to note that, even when the Township does introduce online services, this does not mean it should stop offering services via existing methods or channels. Customers should still be able to call or drop into Township offices to carry out a transaction, to seek advice, submit an application or pay a bill. The introduction of digital services can be offered as an

additional option that customers can choose – and one we are certain many will choose because of its convenience and ease of use.

5.1. A Vision for Online Services

In response to these changed expectations, the following section illustrates a more online-enabled set of services that the Township could offer.

In order to embrace the online opportunities, interacting with the municipality needs to be easy, simple, straightforward, and designed around the convenience for customers and staff alike.

> On her way to work, Mary witnesses a minor car accident. A stop sign has been knocked over. Mary pulls out her smartphone, takes a photo of the scene and uses an app to notify the Township of the problem. The request is received, automatically categorized, located and recorded in the Township's Work Management System. The Work Management System automatically dispatches the request to a crew in the area. The crew receives the request on a laptop in their vehicle. They proceed to the site and repair the stop sign. They track the time taken to fix the problem and input the labour, equipment and inventory used to carry out the repair and close the work order.
>
> Mary immediately receives a notification on her smartphone that the issue has been resolved. On the way home from work, as she passes the scene of the morning's accident, Mary feels reassured that the Township is working hard and smart to keep citizens safe.

In the background, integrated technologies such as telecommunications, networks, mobile devices and business solutions (e.g., Service Request software, Work Management, GIS, and Finance systems) are working in concert to allow the Township to offer simple access to services, and to alert and provide field staff with the information (asset records, maps and drawings) they need to fulfill the work order. Processes are designed to make the end-to-end process simple to interact with for customers and easy for staff to administer.

Today at the Township, field staff manually record information and go back to the office and pass off to administrative staff to enter information into a system or a file folder. The introduction of mobile devices connected with systems used by office and customer service staff would eliminate this manual work and reduce delays caused by hand offs. It would also reduce errors in entering data and provide up-to-date information for managers and supervisors.

> *Jane has just moved into a new home in the Township. She calls to inquire about setting up her tax payments via pre-authorized payment. The staff member directs Jane to the sign-up available on the Township's website, shows her other services that she can access online, and asks "Is there anything else I can help you with?". Jane proceeds to book her youngest child, Rachel, into dance lessons, finds out when her garbage collection day is and where she can pick up a new recycling bin, and arranges for a burn permit for her family (who are visiting from out of town to help with the move) – all in the one call.*

Enabling staff to handle multiple transactions from different departments, reducing the times Jane has to call the Township and saving staff time, does not happen by accident. It must be planned, processes must be designed, and systems implemented and integrated to allow agents to provide answers to commonly asked questions and to route requests to the appropriate back-office team, as needed.

> *Marsha lives in Toronto and is building a new home in Essa. It's difficult for her to get up to the municipality, so she submits her permit application online, pays her fees and submits the drawings. A few adjustments are required by the CBO and Marsha has her architect make the changes and submit the revised documents online. With some key work done on site, Marsha books an inspection of the work. The building inspector visits the site and uses their tablet to record the results of the inspection. The inspection passes, Marsha and her contractor are notified by email of the outcome of the inspection and work on site continues.*

With each interaction, customers are offered choices about how to interact with the Township. Each interaction leaves a lasting impression of how effective the Township is.

These are not dreaming of a Jetson's future.

Real municipalities are delivering their services *in this way today*, and the municipality doesn't need to be large to do so.

For instance, citizens in Grey Highlands, North Middlesex, and St. Mary's can today submit and track building permits and drawings online. Building inspectors in those communities use mobile technology to help them complete their inspections.

In some municipalities, people can report a sign down or pothole via smartphone, can search and review planning applications and associated drawings, can generate their own tax certificate online, or get a marriage license.

Communities throughout Ontario are increasingly using technology in various ways to make customer service simple and cost-effective – and small municipalities, nimble as they are, can often implement these solutions much faster than their larger counterparts.

5.1.1. Service Delivery in Multiple Ways – Encouraging Digital Adoption

The Township should continue to offer all services across all channels – face-to-face, phone and digital – so those who don't wish to use digital channels, won't be forced to.

Nonetheless, it is worth noting that the most recent information available from Statistics Canada for internet penetration in Ontario (from 2018) identified that 92% of households in Ontario had access to the internet. 71% of seniors were using the internet in 2018 compared to 48% in 2012.

It is reasonable to assume that, today in 2021, these numbers are higher. In addition to home-based internet (according to the CRTC) over 73% of Canadians had a smartphone in 2015. According to a Media Technology Monitor report in 2016, "74 per cent of people aged 65 and older were using the internet regularly in 2016". So, the vast majority of citizens have access to, and likely a willingness to use digital channels offered by the Township.

For Essa, there is a real cost imperative to encouraging the adoption of digital channels. Although there has been limited research in this area in Canada, some studies have examined municipal transaction costs across the primary customer service channels. The table below indicates average costs of local government service delivery modes taken from research in the UK, Norway and Canada.

Channel	Cost per Transaction (Service Canada)
Web / Online	$0.10
Phone	$4.00
Face-to-Face	$6.50

Table 1 - Transaction Cost Comparison Across Service Channels

Reference: Anywhere, Anytime, Any Device: Innovations in Public Sector Self-Service Delivery Research Report by Kenneth Kernaghan Brock University 2012

The results are consistent in their message: online transactions cost a fraction of the cost of phone or face-to-face transactions. Notably, from one study in the UK, postal based transactions (that the Township uses for some of its services) are the most expensive transactions.

Thus, implementing online services and encouraging their adoption is an important way for the Township to reduce staff time processing requests and overall transaction costs.

6.0   Project Approach

The following chart shows the basic steps in the approach taken by Perry Group.

Project Start-Up	Discovery	Future Directions	Final Report
• Meet with Project Sponsor and Team to Clarify Project Scope • Gather Background Documentation • Review and Analyze	• Conduct All-Staff Survey • Apply **MTMM & MOSA** • Conduct Department Interviews • Identify Findings of Current State	• Identify and Prioritize Strategic Directions • Develop Recommendations • Review Recommendations	• Summarize Recommendations and Implementation Plan • Prepare and Deliver Final Report

MTMM: Municipal Technology Maturity Model, **MOSA**: Municipal Online Services Assessment

The majority of time was spent with staff to understand the current status. Feedback was collected directly from staff through a variety of methods.

An online survey was distributed to all staff providing the means for feedback, comments and their assessment. Key findings from the survey were used to inform the current state assessment and the future needs recommendations. Further details on the survey results can be found in section 7.5 below.

Individual meetings were conducted with the Essa IT team in order to understand the technology environment.

Departmental interviews were conducted with the CAO, and representatives from Clerks, Planning and Development, Fire, Public Works, Finance, Parks and Recreation. An interview guide was provided ahead of time providing the opportunity for discussion among the teams as well as a facilitated discussion with the consultants. These discussions provided much of the information contained in this report.

The consultants used the MOSA (Municipal Online Services Assessment) and the MTMM (Municipal Technology Maturity Model), both developed by Perry Group over the last decade with over 100 municipalities, to assess the current online services and the technology maturity levels. See further details about the MOSA and MTMM assessments in section 7 in this document.

A financial analysis was conducted to understand the investment in technology compared to total expenditure of the Township. The budget numbers were compared with industry benchmarks. Details of the financial assessment are available in Section 7.

Based on the inputs from all sources above, the consultants prepared a high-level current state assessment and high-level recommendations. The high-level information was shared with the project sponsor (Clerk of the Township) and the IT Manager from Innisfil. After the review of high-level current state, the consultants collaboratively developed a set of recommendations with key stakeholders at the Township followed by a presentation to the Senior Management Team, and then proceeded to prepare a draft of this report. The draft report was shared with the project team for review and input. Based on the review feedback, the final IT and Digital Strategy was prepared and shared with the Senior Management Team of the Township.

Current State Assessment

7.0   Current State Assessment

Before developing any future-looking strategy, it is important to take stock of the current situation. This section describes the current state of the Township's technology systems, and the Township's current approach to managing its technology.

It summarizes the consulting team's assessment and observations.

7.1. Key Positives – What's Working Well?

Through the Discovery Phase, there have been several positive observations made. The staff survey and the departmental interviews have indicated that the current IT support is excellent. The arrangement with the Town of Innisfil IT department for the IT support seems to be working well. It is also evident that the staff wants to use more technology in their day-to-day processes including expanding online services and the use of more GIS tools. This shows that the staff is on-board with expanding the use of technology in the Township.

7.2. Municipal Online Services Assessment (MOSA)

When considering which services to offer online, comparing the Township's online services with other Canadian municipalities is a useful benchmark.

Perry Group has prepared a list of *standard* online services that municipalities across Canada typically offer to their citizens. Not every municipality offers every one of these services – but these are the most commonly offered services.

- A clear website that is easy to use, navigate and search.
- Social media presence (Twitter, Facebook, YouTube).
- Online Bids and Tenders.
- Online payments (taxes, parking ticket, fire/burn permits, animal registration).
- Elections (online voting).
- Online maps.
- Online permitting and licensing services that allow users to submit, pay, track, and manage online applications.
- Online submission, tracking and management of service requests.
- Online bookings for facilities, equipment, appointments.
- Online eForms (and online processes) in place of paper forms.

Perry Group consultants conducted the assessment by visiting the Township's website and attempting to find and or complete these transactions.

The results of the assessment are shown below in Figure 2:

Modern Customer/Digital Experiences	
Customer / Experiences	Essa
https://www.essatownship.on.ca/	
Book a building inspection	N
Building permit application	Partial
Bulky Waste Pickup	N/A
Business licences	Partial
City App	N
Council / committee web streaming	N
Council delegation request (form)	Partial
Customer knowledge base	N
Digital Signatures	N
Easy to use website	Partial
eForms	N
Employment search and applications	Partial
Engagement Platform	N
Events calendar	Y
Filming permits	N
Fire / Fireworks permit	Y
Garbage Day (Lookup)	N/A
Grants programs	Partial
Mail Alerts / Lists	N
Marriage Licence	Partial
Mobile website	Y

Open Data	N
Parking / infraction ticket payment	N
Parking permits / exemptions	N/A
Pay an invoice	N
Pay Taxes Online	Partial
Personalization	N
Pet licence	Y
Property Tax Calculator	N
Recreation program online booking	Y
Rent a facility	Partial
Road closures	Partial
Sign permits	Partial
Single Account	N
Site suitability / selector / vacant land	N
Snow clearance status	N
Submit a service request	N
Submit development application	N
Submit digital plans	N
Tax account management	N
Tax certificates	N
Theatre Tickets	N/A
Track a service request	N

Online Agendas / Minutes	Y	Track development application	N
Online bid management	N	Transit planning	N/A
Online chat with CSR	N	Tweet for help	N

Figure 2: MOSA Assessment Results

This assessment confirms that the Township currently offers a limited number of the online services typically provided, lagging in comparison to other municipalities. There are over 50 forms available on the website. Almost all these forms are static non-fillable forms. Customers are required to print, fill, scan and email or handover these forms to a Township office to request a service.

The number of online payment options through the website are also limited to pet licenses, recreation registrations and burn permits. All other payments must be made in-person or by mail-in cheques. Repeatable payments such as taxes and utilities have the pre-authorized payment option or direct payment through the bank. Online map-based features are limited to a few pdf ward maps and a link to the County maps page.

7.3. Municipal Technology Maturity Model (MTMM)

Perry Group's standardized Municipal Technology Maturity Model (MTMM), shown in Figure 3 below, was the basis for evaluating the Township's technology environment.

The MTMM provides a framework for the consulting team to assess a municipality's technology environment and is also a guideline to assist municipalities in targeting their needs and priority work areas, as well as tracking progress.
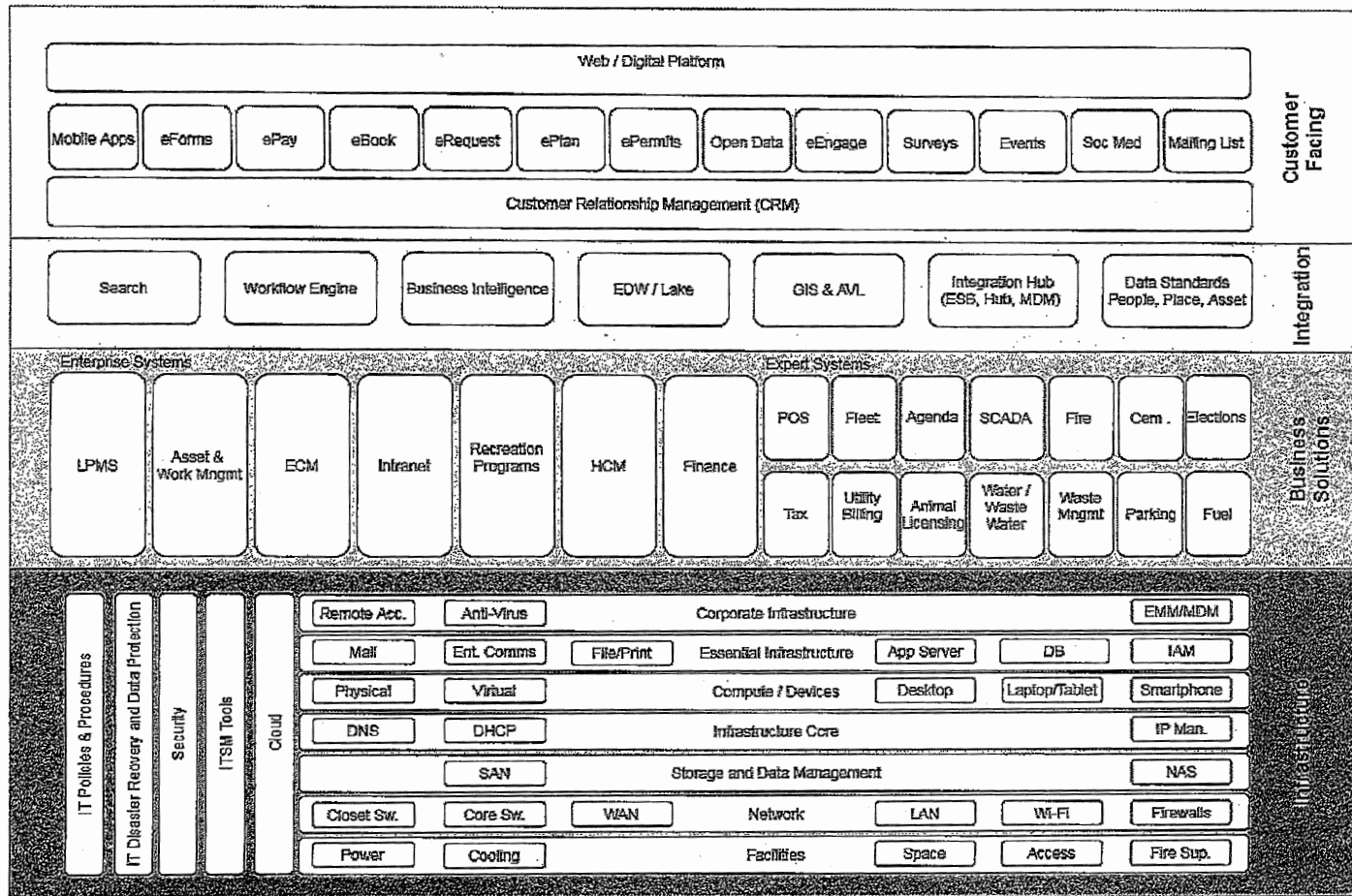
Figure 3: Municipal Technology Maturity Model

7.3.1. Four Technology Layers

There are four main technology layers – Infrastructure, Business Solutions, Integration, and Customer-Facing Technologies.

Within each layer, there are specific technologies or solutions. For example, in the Business Solutions, items include:

- A Finance system (such as GreatPlains).
- A Planning and Permitting system (such as MOAR).
- A Fire Incident Management system (such as FireHouse), and
- A Work Management system (such as Mesh).

Each layer requires discrete IT skill sets to be managed effectively. For instance, while technology infrastructure management is deeply technical, business solutions projects require project and process management, change management and people skills. Web projects need development and UX (User Experience) expertise.

The Layers Explained

An IT organization needs a breadth of skills across the various layers to effectively manage the complete environment.

Table 2 below provides a detailed description of each layer.

Infrastructure	Business Solutions	Integration	Customer-Facing
This is the foundation for the entire technology environment – all other layers – so must be robust and reliable.	Limit the number of corporate business solution platforms to minimize process and information silos.	Well integrated business solutions allow data to be automatically passed between systems, reducing data duplication and errors, and ensuring auditability, while enabling data analysis and visualization using GIS.	This layer is what the customer experiences – the web content management platform for online services, eForms, ePayments, the ability to submit and track service, permit and planning requests, to subscribe to notifications or to watch video recordings of Council meetings.
Unreliable infrastructure undermines all the technology that sits above it	Core systems should be commercial off-the-shelf (COTS) solutions configured		Customer-facing digital solutions should allow customers to easily find

Infrastructure	Business Solutions	Integration	Customer-Facing
	to support business processes (payroll, finance, tax, HR, recreation programming, etc.)		information, to conduct transactions with the Township (e.g., submitting requests and applications, making payments) to engage with the Township to provide input on important decisions.
Policies, security, data protection and disaster recovery provisions should be in place to protect information assets and meet legal compliance obligations.	Customization should be avoided.		Systems must be integrated into back-office business solutions.
Tools are required to help manage the IT environment and tasks simply and efficiently (e.g., a helpdesk request tracking system, systems management solutions, and automation tools such as remote support, patch management, mobile device management) to increase IT staff productivity and enable employee self-service (e.g., password resets).	These systems or platforms provide the foundation for automated and streamlined business processes and gather data to drive analytics capabilities and underpin the effective delivery of online services.		If processes are not digitized in the back-office, they cannot effectively be offered online.

Table 2: Descriptions of the Four Technology Layers

7.3.1. Technology Assessment – Build from the Bottom Up

The IT architecture should build from the bottom up – Infrastructure first, then Business Solutions, and so on. It is impossible to offer (for example) online building permitting services, if the back-office uses Excel and paper files.

These are some of the basic tenets that underpin a well-designed technology environment and under which a complete municipal technology environment should operate.

Figure 4 is a summarized version of Perry Group's Municipal Technology Maturity Model (MTMM). The diagram reflects that all of the layers are interconnected:

- Without a stable, secure, Infrastructure Layer, reliable business applications cannot support efficient and effective service delivery.
- Without these back-end applications, delivery of integrated end-to-end online services cannot be achieved.
- And without the Integration Layer, information remains locked within individual application silos.

Customer-Facing Layer

(Web, Social, eServices, Chat, Apps)

4.

Integration Layer

(GIS, Integration Hub, Data Standards, BI)

3.

Business Solutions Layer

(Finance & HR, Land & Permitting, Work & Asset Management, Customer Relationship Management, Content Management, etc.)

2.

Technology Infrastructure Layer

(Facilities, Network, Server, Storage, Devices, Collaboration Tools, Security, Disaster Recovery)

1.

Build from the Bottom Up

Figure 4: Visualization of Technology Architecture

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7.4. Assessment Results and Key Takeaways

Perry Group reviewed Essa Township's technology against the MTMM. The MTMM diagram in Figure 5 below colour codes the results of the review.
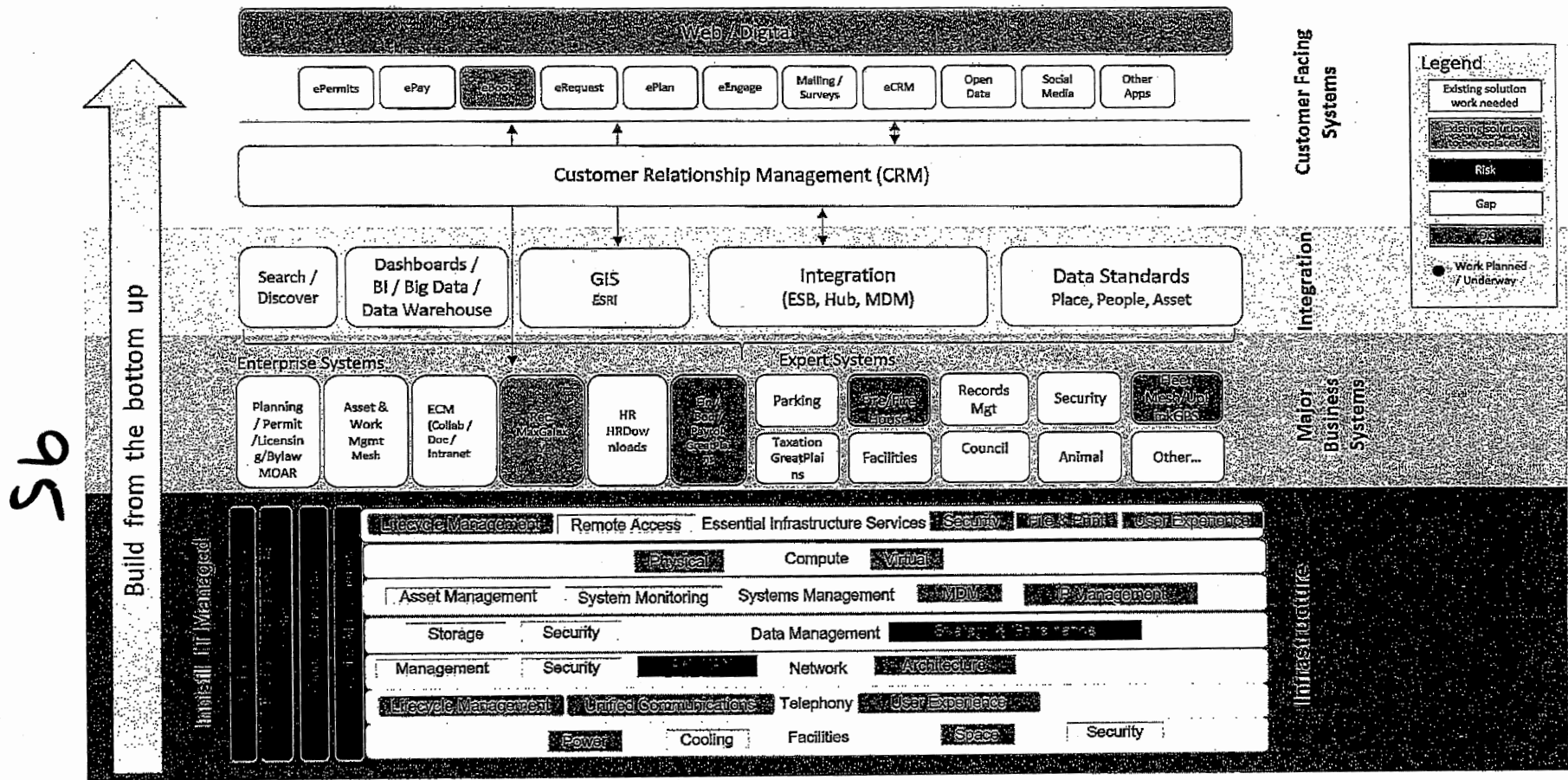
Figure 5: Essa MTMM Assessment Results Visualization

7.4.1. Key Takeaways

The following section highlights key points in each layer of the MTMM.

Infrastructure	
Positive Aspects	• Infrastructure is hosted in both Innisfil and Essa facilities. The Infrastructure layer in most areas is stable.
Key Issues	• Network access in remote locations needs improvement. • Need a Business Continuity Plan (BCP) and a Disaster Recovery Plan (DRP). • Need to develop a Cloud Strategy. • Need to implement IT Service Management best practices (ITSM) for Incident, Change and Problem Management. • A Security Incident Management Procedure is required. • Data management processes should be implemented in line with the Township's records management practices.

Business Solutions	
Positive Aspects	• MOAR is implemented in some areas with potential to expand into others. • Great Plains (GP) is in stable status with all financial and billing functions automated in the same system.
Key Issues	• The following business areas are managed manually and require systems for automation: Parking, Animal Control, Intranet (internal website), Records Management and Council and Agenda Management. • MaxGalaxy system is earmarked to be replaced.

	• Mesh system is used for work management; the Township needs a more comprehensive Asset and Work Management System.

Integration

Positive Aspects	• Integration is minimal.
Key Issues	• Lacks a data analytics and BI (Business Intelligence) environment. A Data strategy should be developed with necessary tools to manage and present data. • GIS is not integrated with property information and asset information

Customer-Facing

Positive Aspects	• Essa has a website that provides some information to the residents. • A Twitter account is also available. • Residents can register for recreation programs through the website.
Key Issues	• The website has an outdated design and require AODA compliance. • There is no photo gallery feature. Instead, pictures are in pdf documents • There is no video gallery feature • There are very few online services • Most of the forms are non-fillable and are not integrated with the back-office system • Lacks online payment options through the website, other than the Rec program registration

7.5. Staff Survey Results

The online survey was available to all staff for a month. A total of 21 responses were received.
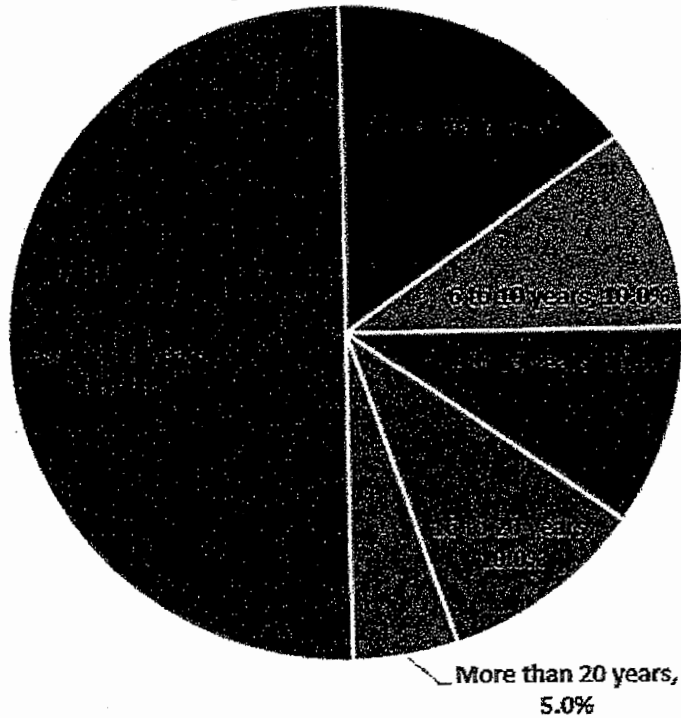
Figure 6 - Staff Survey Respondents Demographics

All departments were represented, providing an excellent cross-section of employees. The majority of respondents to the survey were front-line staff members (60%) with the remaining 40% being supervisors and managers.

Interesting to note was that 50% of respondents have worked for the Township for less than 2 years, providing for a lot of new insight. 25% have been with the Township for 11 years or more.

The majority of respondents, approximately 68%, work at the Municipal Administration Building. The different facilities, including the Thornton Fire 16%, Thornton Arena 5% and the Roads yard, make up 10%. This represents an excellent cross-section of responses.
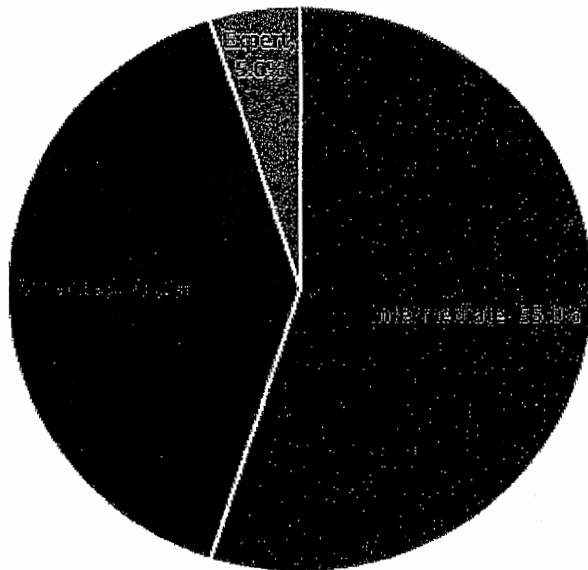
Figure 7 - Staff Technology Proficiency Levels

Overall, 74% of respondents identified themselves as office or desk-based users. The technology proficiency levels were identified as 40% advance, 5% expert and 55% as intermediate.

7.5.1. IT Tools

Respondents who have access to the network drives and email and calendar are the closest to meeting the satisfaction target of all tools questioned. Network speed has the lowest rating with a satisfaction rate of only 35%. Mobile devices had the most N/A responses. Further details were provided in the comments such as "Happy with access to internet at the admin centre but NOT at other workplaces." and "Often internet lags or unavailable at times. Phone reception cuts out from time to time or doesn't work at all."
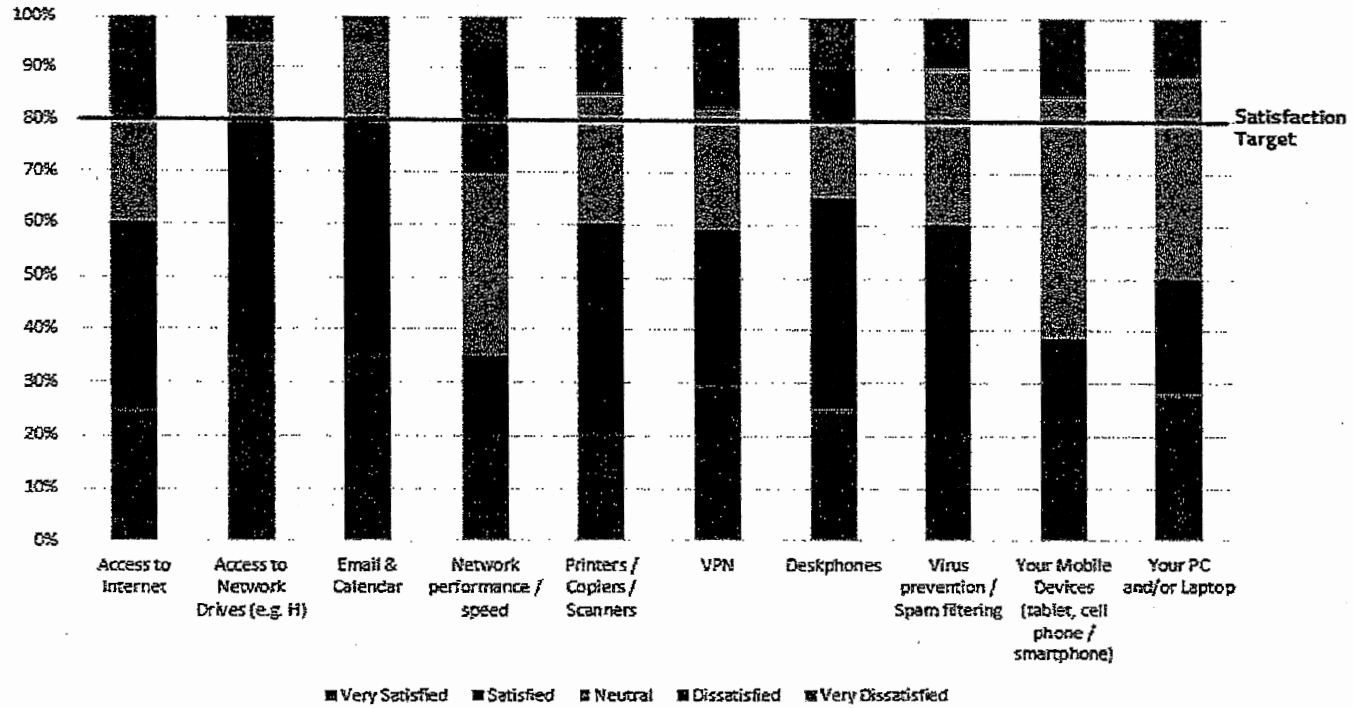
Figure 8 - Staff Satisfaction of IT Tools

Less than 60% were satisfied with the VPN service.

Desktop computer or laptop had a less than 50% satisfaction among respondents with comments noting they were very slow and challenging to work with, especially when the network is slow.

It was noted that most desktops and laptops don't provide video conferencing facilities.

60% of the staff also do not use their personal devices for work.

7.5.2. Business Solutions

Overall, most of the business solutions are below the satisfaction target with MSOffice being the only enterprise-wide system that has an 80% satisfaction target with GP a close second. MaxEnterprise has the lowest satisfaction rating with FireHouse as a close second.
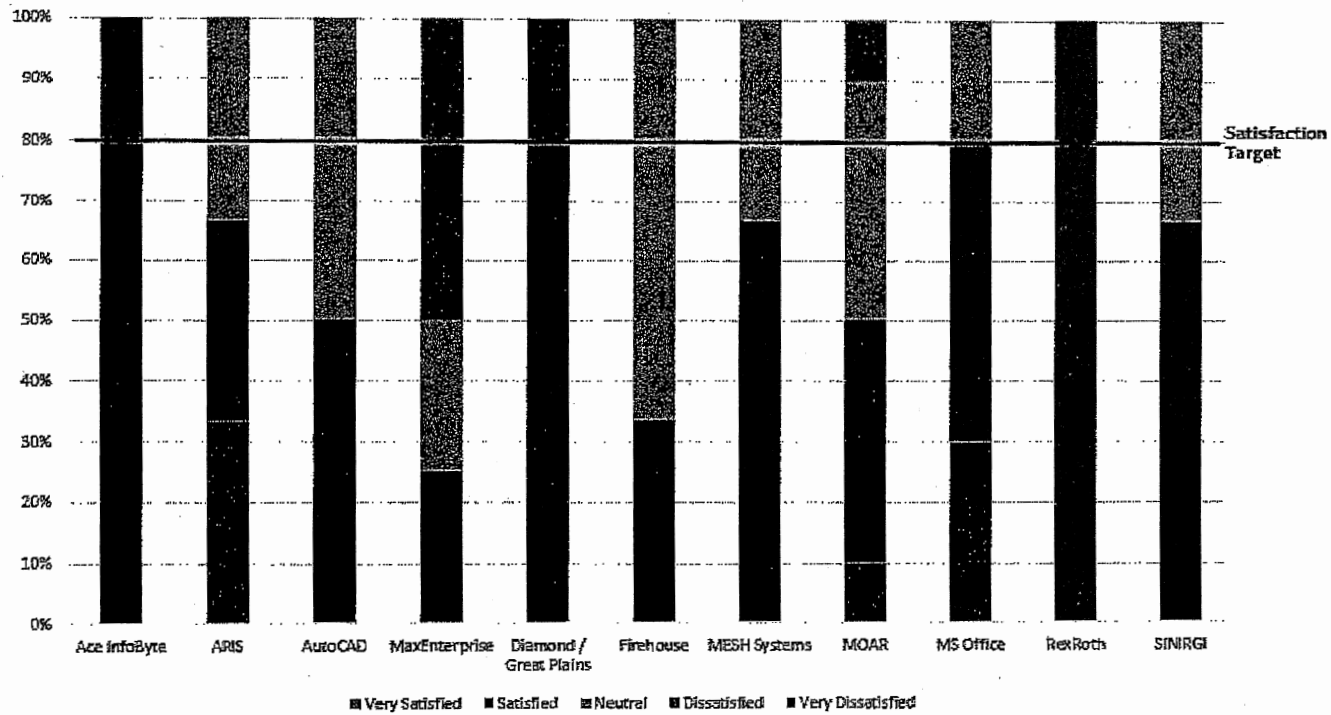
Some additional comments by the users are in sync with the overall ratings:

"Great Plains/Diamond is too slow"

"Currently using MaxGalaxy as booking software. Very dissatisfied and will be switching to another company."

"Would like MOAR to enable all departments to use."

Figure 9 - Business Solutions Satisfaction Rating

7.5.3. GIS/Web Mapping

60% of respondents use GIS / mapping-based tools at least weekly while 20% of respondents have never used GIS / mapping-based tools. Majority of the GIS users (60%) are either neutral or dissatisfied with GIS tools while only 28% are satisfied. Some of the comments show that the Township should have more access to GIS.
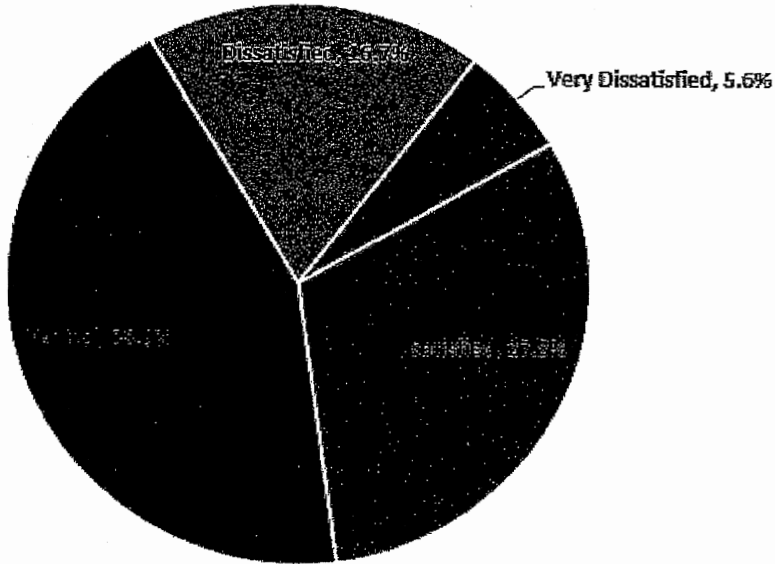
"We need **more readily available layers**. The layers that the county or CA have on the Township are needed for us to map property, as well as NVCA layers. We need all staff in Planning to have access to a desktop version so they can update or use it for their general inquiries and learn the systems. It needs to be updated on all maps!"

"Have more **asset information** available, better imaging, show municipal drains."

"This needs to be more interactive with **more property data**, an official plan layer, a link to our zoning by-law in accordance with the subject zone information, a link to the official plan with the subject designation information and needs to be available through a public facing platform."

Figure 10 - GIS Satisfaction Rating
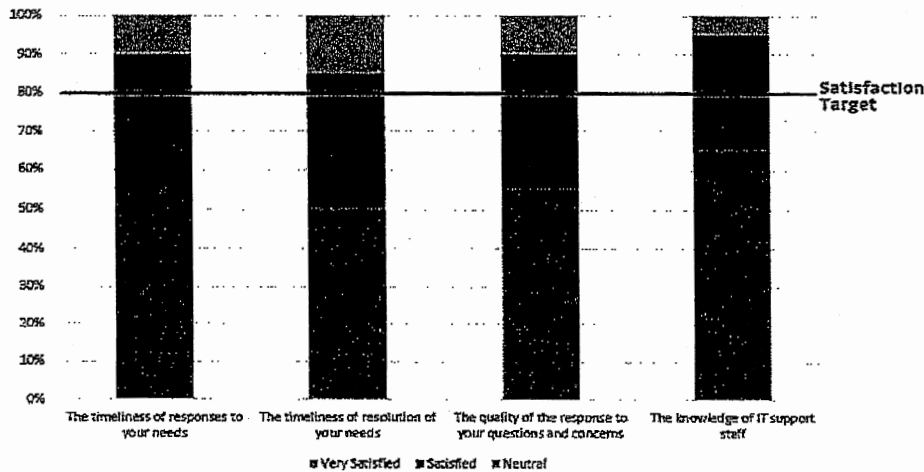
7.5.4. IT Services

Figure 11 - IT Services Satisfaction Rating

Some additional comments have confirmed this rating:

"Essa is very lucky to have the services of the Innisfil IT Department. They are a lot more organized, knowledgeable and efficient versus other IT departments that I have worked with."

"Quality of the work is outstanding; availability is subpar."

"We are very lucky to have IT because we have quite a few issues in this space, and he is always responsive, helpful, personable, and works through the issue until it is resolved."

The service area focusing on technology is the highest rated and is approaching the satisfaction target.

Overall, 75% of the users are satisfied with the reliability of IT Services. A very high rating of the IT department's services is notable.

"Great work is done operationally; but they only have enough time to put out fires; nothing strategic appears to be going on."

The service area focused on GIS and mapping could be examined for improvement. Further comments show that more involvement from Innisfil IT at a strategic level is expected:

"I think IT does well for the core technology needs. The only area of improvement would be more regular meetings to discuss IT needs now and future requirements."

7.5.5. New Requirements

When asked, "What new technologies, or changes to existing technologies, do you feel would be of benefit to the Municipality?" staff had numerous suggestions:

- Expand the use of GIS.
- Expand the use of MOAR.
- ArcGIS AutoCAD.
- Data access.
- Intranet site.
- More laptop availability.

80% of respondents are satisfied or very satisfied with how well IT understands their business and technological needs, while no respondents answered dissatisfied or very dissatisfied.
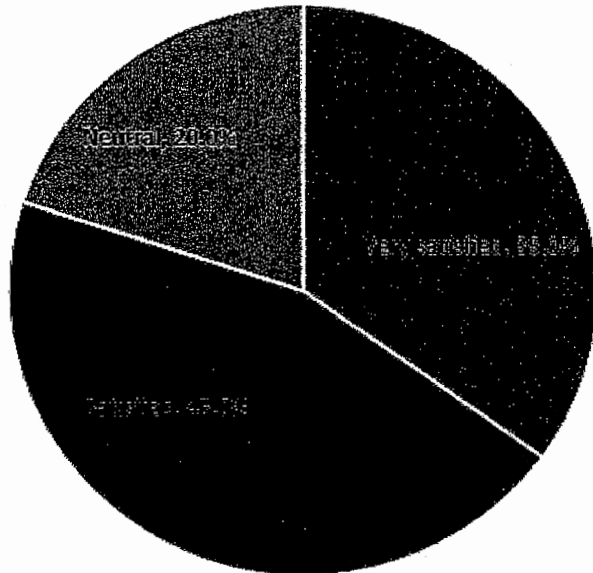
However, only 40% of the respondents are satisfied with the rate of technology change at the Township.
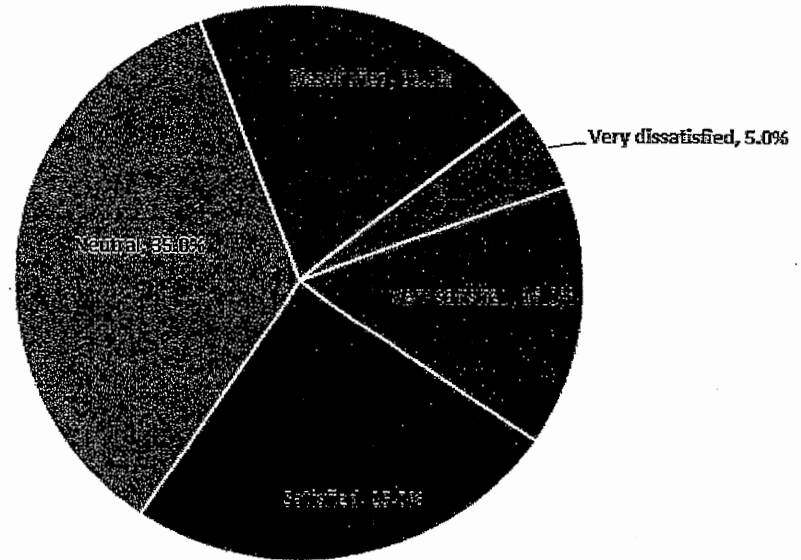
Figure 13 - Satisfaction of the Rate of Technology Change

Some additional comments explain the rating above:

"I think we still need to grow as a Township technologically."

"Very slow to get with current technology."

Figure 12 - IT's Understanding of Business Needs

7.5.6. Training

Training is an area to focus on. When we asked the respondents about the frequency of technology training, a significant percentage of respondents said they have never received technology training (29%).
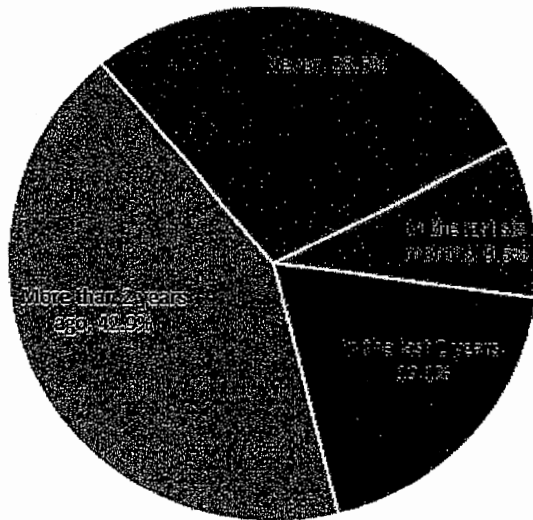
For those who have received formal technology training, the majority received it more than 2 years ago (43%).

Overall, the majority of respondents feel that they are not adequately trained to use all of the technologies available to them.

The comments suggest that more training is required in GIS, MOAR, GP, MSOffice, AutoCAD, MESH, AceInfoBute, MaxEnterprise, RexRoth, SINIRGI.

The following additional comments were provided:

"No training was provided to use technologies; learned on my own."

"Would like more instruction on MOAR and GIS."

Figure 14 - Technology Training Requirements

7.5.7. Readiness for Change

The answers to the question about what the Township could do to improve its use of IT, the respondents reflected on the following themes:

- More training for staff.
- A better website for public with online services; paperless digital processes.
- Providing better equipment to staff.
- Update the technology environment to current industry standards through investing in technology.
- Have more discussions about IT needs.
- Better internet connectivity.

7.6. Financial Analysis

The consultants reviewed the current level of investment in technology in the Township. A common metric is to compare the IT budget to the overall annual budget. Table 3 below shows the 2020 budget data for Essa.

Description	2020 Budget Amount
Innisfil IT Services	$79,000
Corporate Software	$20,000
Corporate Hardware	$30,000
Public Works – Technology	$30,000
Finance – Technology	$51,000
Parks & Recreation – Technology	$7,500
Total IT Budget	$217,500
Total Township Budget	$13,414,774
IT Budget as a Percentage of Total Township Budget	1.62%
1% of the Total Township Budget	$134,000

An interesting finding is that the technology budget is distributed, with each department managing their own IT budgets while the common elements are managed centrally.

The IT budget as a percentage of the total Township's budget is 1.62%.

This is below the recommended range of technology investments in the municipal sector.

Table 3: 2020 Budget Data for Essa

The municipalities who are using technology effectively, are investing between 2.5% - 4.5% of their operating budget in technology. This recommended range is derived based on the years of over 100 municipal engagements by the Perry Group Consulting.

IT Operating Expenditures
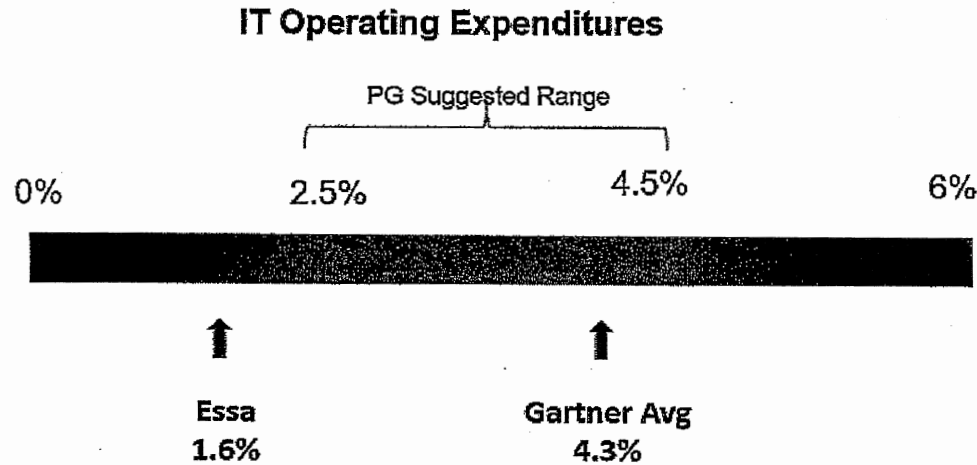

Figure 15 - IT Operating Expenditure Comparison

According to the IT Key Metrics Data 2019 by Gartner Research, public sector organizations in North America spent an average of 4.3% of their total budget in technology. This is an annual shortfall of $360,000 compared to Essa's 2020 IT budget.

The Perry Group recommended range for IT spending in Canadian municipalities is between 2.5% and 4.5%. In order to reach higher levels of customer satisfaction and internal efficiencies, Essa has an opportunity to increase its technology funding to reach the recommended PGC minimum level. An additional $118,000 operating funding could allow the Township to reach the PGC suggested minimum level of 2.5%.

IT Spending as a Percent of Operating Expense

Government - State and Local
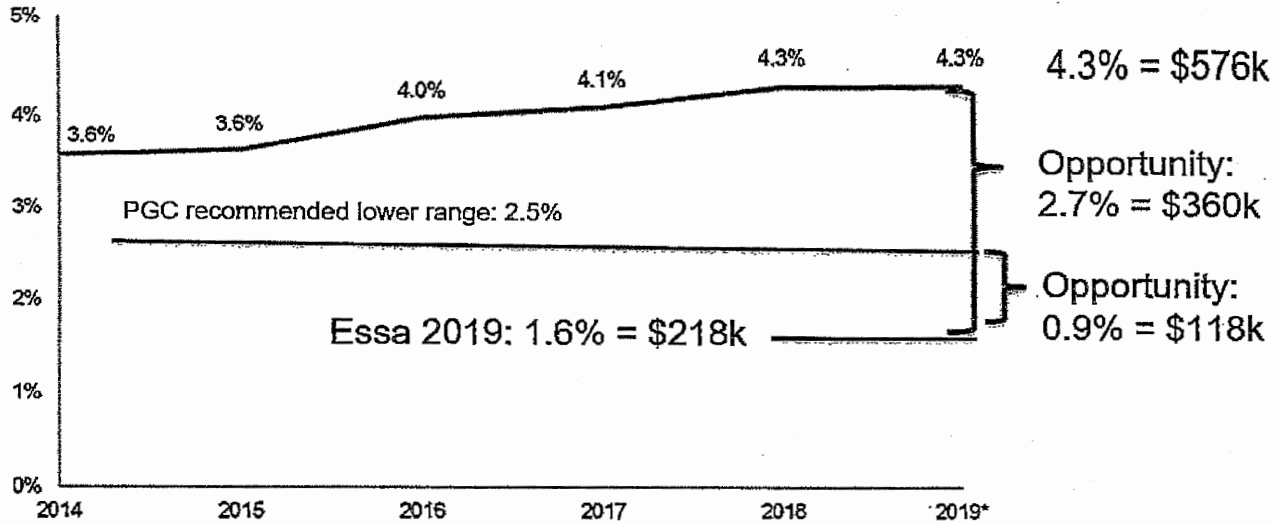
Figure 16 - Gartner 5-year IT Spending Trend

Historically, municipalities that spend more in IT are able to move ahead with more digital services and more savings compared to those who don't. In comparison, the Town of Innisfil's IT budget in 2019 was 3.1% of the Town's total budget. Innisfil is a leader in technology use, among small municipalities.

The Gartner study shows that the trend in IT spending in government agencies over the past 6 years has increased year-over-year.

Government organizations have been increasing their IT budgets consistently over the years and that trend will continue with more and more business processes moving to digital and online. The Township has been increasing its technology budget in the past years, but as illustrated, there is still a gap to be filled.

Table 4 below depicts the budget numbers for the past five years in Essa. The consultants have assumed an annual IT budget percentage of 1.6 as the percentage for all five years. This could be a generous assumption.

This shows that, over the years, the IT deficit has been building up in Essa to a total accumulated shortfall of over $1.3 million over the past 5 years, compared to the Gartner annual average. The same metric compared to the Perry Group lower range is close to $0.5 million. Accordingly, the Township has been continuously spending less in technology.

Description	2015	2016	2017	2018	2019
Essa Annual Budget	$7,800,000	$10,300,000	$10,849,465	$11,688,115	$13,414,774
Gartner IT Spending %	3.6%	4%	4.1%	4.3%	4.3%
*Essa IT Spending %	1.6%	1.6%	1.6%	1.6%	1.6%
Gap with Gartner	2%	2.4%	2.5%	2.7%	2.7%
Annual Shortfall of IT Spending in Essa Compared to Gartner Average	$156,000	$247,200	$271,236	$315,579	$362,198
Perry Group Recommended Lower Level	2.5%	2.5%	2.5%	2.5%	2.5%
Gap with PG Lower Level and Essa	0.9%	0.9%	0.9%	0.9%	0.9%
Annual Shortfall of IT Spending in Essa Compared to PG Lower Range	$70,200	$92,700	$97,645	$105,193	$120,732

Table 4: Essa's Past 5 Years' Budget Numbers

*The current Essa IT budget percentage of 1.6% has been applied to the past 5 years
- The 5-year cumulative deficit compared to the Perry Group lower level: $486,471.

The Strategy

# 8.0   The Strategy and the Digital Focus Areas

8.1.   The Strategy

The IT and Digital Strategy (ITDS) is developed based on the inputs received from various sources. The Discovery Phase of this project was the primary source of information to understand the current state. The departmental interviews, staff survey and the document review helped highlight the current challenges and the needs of the Township. The Corporate Strategic Plan 2019-2022, of the Township has identified the corporate goals set out by Council. A direct link was established between the Corporate Goals and the ITDS.

The following specific focus areas of the Strategic Plan have been used to inform the ITDS:

Strategic Plan

2019-2022
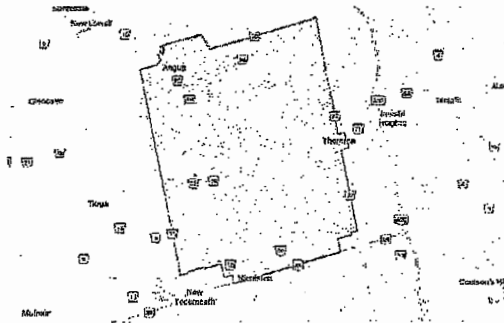
Goal 3: Customer Service Excellence

- Desired Outcomes:
  - To enhance our customer service so that residents feel well-informed.
  - To ensure that we are known to be friendly and helpful.
  - Easy to access information.
  - More/better use of technology.
  - Improved communications with easy-to-read newsletters and publications.

Goal 4: Good Governance

- Desired Outcomes:
  - To find efficiencies in service delivery to ensure optimal effectiveness.
  - To streamline processes.
  - To eliminate duplication.
  - To ensure that the municipality is responsible and accountable to its taxpayers
  - Partnerships to cost share in service delivery.

There is a direct relationship to technology in the strategic plan goals above. The ITDS has addressed the outcomes defined in these goals.

Accordingly, the ITDS is developed to achieve the following objectives:

- To improve customer service and customer experiences.
- To improve process efficiency.

- To provide cost effective services.
- To uplift the level of digitization within the Township.

Effective municipalities rely on the combination of **people, processes** and **technology** working together in a synchronized way to deliver services to customers. Collectively, the **digitized platform** is the set of processes and technologies that work together to enable customers to interact with the Township, and to enable Township staff (customer-facing staff, back-office staff or field crews) to manage processes and deliver Township services to its customers.

The term *digitized* represents a move away from paper-based processes to electronic, online, workflow-managed, real-time processes. The term *platform* represents a common set of shared tools and technologies that connect customers and staff, and link staff that support different parts of processes together.

The digitized platform, shown below in Figure 17, is centered on a powerful central core of business solutions (e.g., Finance, Work Management, Permitting, Licensing and Land, Recreation Management) that drive most of the operation of the Township.

These core systems connect front-office and back-office processes that facilitate services to customers, manage interactions with suppliers and enable collaboration with partners.
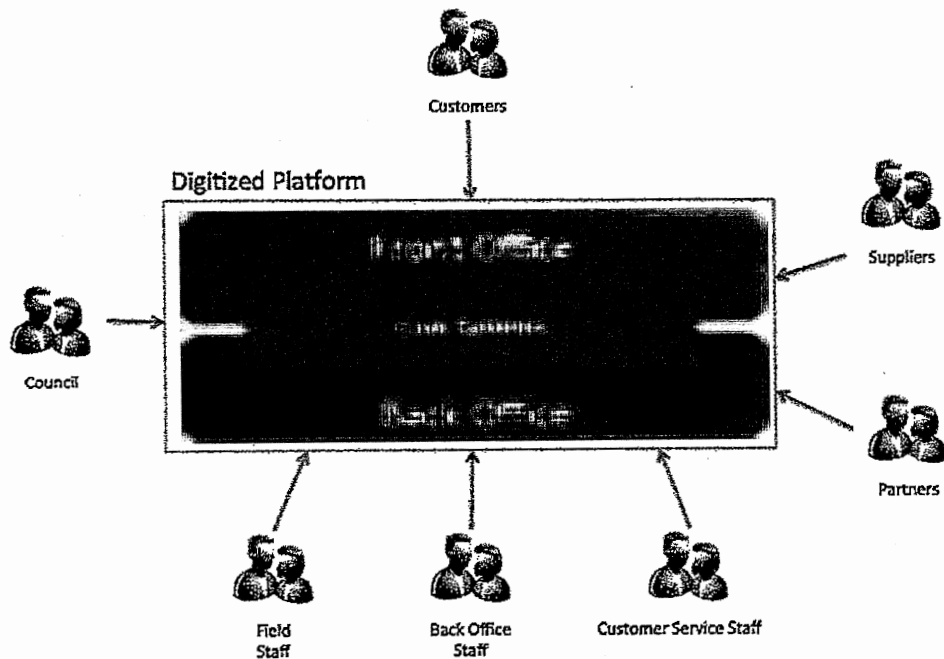

Figure 17: The Digitized Platform

Systems in use should be common and shared across departments / business units so that tasks initiated by one department can be allocated to other departments, such as a change in a permit application status (in Building) triggering the processing of a pre-approved payment (in Finance).

It is the full digitization of processes that is critical to becoming an efficient Township that can deliver end-to-end customer-centered digital services.

When processes are digitized and managed electronically, all transaction processing, workflows, notifications, quality checks and validations can be carried out online, so they can happen anywhere (in the office, at a worksite, in a truck at the side of the road, or at home).

Offline steps (manual interventions such as checking a paper file or getting a physical signature) are reduced or eliminated when all of the processing is handled online. The online chain provides complete visibility of the process throughout the organization.

Systems manage the routing and workflow of the processes, including escalating items to senior staff when challenges are encountered, or performance falls below defined levels of service.

Digitization allows the Township to:

- Track its own processes.
- Share information between staff.
- Track important management metrics that contribute to improved process effectiveness.

Digitization also makes it easy to add new services (such as the introduction of a tree by-law) because changes can be introduced through established business solutions that already support the online applications process, back-office administrative tracking (such as processing payments) and providing data to field crews.

The full digitization of processes and the digitized platform is what makes the Township tick, and it is in this area that the Township must focus over the next few years.

8.2. ITDS Focus Areas

The ITDS will have specific areas to focus on. The delivery workplan is developed based on these focus areas.

Each focus area has a proposed list of deliverables and a mechanism to measure the success. The future workplans and budget allocations will be focusing on delivering specific projects in these areas.

8.2.1.   Digital Services

"There is no difference between digital service delivery and service delivery. Today, everything is digital. If governments do not recognize this evolution, then any service strategy is flawed at the concept stage" – Alex Benay, CIO Canada, 2017-2019

The Township's residents are getting more and more digital friendly. New residents arrive with certain experiences that they expect from the Township as well.

Today, everything we do has a digital component to it, be it ordering a pizza or renewing your vehicle plate. These are regular activities that our residents do online using digital service offerings. Essa should focus on providing access to municipal services through digital means to its customers.

Transforming over-the-counter or over-the-phone services to digital, means enhancing your customer experience. Instead of taking time off work and driving to a Township office to receive a service, customers can now do it online from anywhere, any time. E.g., Online submission of Building Permit applications, making an online payment for a Parking Ticket.

The benefits are not only to the customer. After implementing these services, the Township would be operating the service with less human interaction, reducing the cost of the service delivery. Following are some benefits of digital services:

- Improve customer service and customer experience.
  - o The customer does not need to visit a Township facility, the service is available 24/7.
- Reduce processing times.
  - o The time it takes for the internal staff to process, approve, review etc.
- Improve process efficiency
  - o Through self-service, the customer is inputting the data which would otherwise be entered by a staff member.
- Enable data analytics
  - o Allow the Township to gather real-time data that help make better decisions.

The following Key Performance Indicators (KPI)s are recommended to measure the success of this Focus Area:

- Number of online services available on the Essa website.
- The percentage increase of online service requests compared to non-online service requests for the same service. For example, in 2022, there are x% more online parking ticket payments compared to 2021.
- The percentage of digital service offerings to non-digital service offerings in the Township. E.g., out of all public-facing services, x% are available online.
- Annual increase to the number of online services processed.
- Annual increase to the number of customers using online services.

- Customer satisfaction rating based on annual online survey results.

8.2.2. Digital Communications and Community Engagement

The area of communications and engagement has seen a significant change with the expansion of the internet, social media and mobile tools.

Residents expect real-time information on their smartphone. The Township needs to focus on expanding the use of online channels to communicate with its residents and to engage them. Digital engagement could be used for public meetings, public surveys, receiving public inputs on municipal projects, development, community planning, etc.

The digital channel is not only cost effective, but it also has a wide range. The social media platforms are multipliers that allow a message to be spread to large numbers of residents in a short time.

Here are some benefits of digital communications and community engagement:

- Cost effective channel of communication and engagement.
- Low setup time – a message could be prepared and sent out in a matter of minutes, unlike the print channel.
- Bi-directional – the online channel allows recipients to respond and provide feedback.
- A message can be replicated, shared, and multiplied through various networks and share features.
- The data collected from the digital channel can help improve the message and its attributes, e.g., the number of recipients, the amount of time spent by the recipient to read the message, demographic details of the message recipients, etc. are available for analysis.

The following Key Performance Indicators (KPI)s are recommended to measure the success of this Focus Area:

- The annual increase in the number of visitors to the Township's website.
- The annual increase in social media followers.
- The number of online feedback messages received annually.
- The number of re-tweets and shares of social media messages by recipients.

8.2.3. Digital Business Processes

Digital business processes are enabled through business solutions. Business solutions are a mandatory requirement to provide digital services online, therefore, this Focus Area is a prerequisite to providing digital services to residents.

A business process defines the sequential steps that are required to provide a service. Most times, business processes are cross-functional, meaning, they touch many internal departments. It is important to note that prior to digitizing a business process, the Township should review the current process and optimize it. Two of the common practices used for process

optimization are Lean Six Sigma and Business Process Re-Engineering. When a business process is defined, a clear start and an end point must be identified, e.g., making a payment is not a process – it is an activity within a larger process.

Following is an example of an end-to-end business process:

A customer requesting a marriage license to the point where the license is provided to the customer. This process includes, filling a form with all the required information, making the payment, providing the proof of identity to the point where a printed provincial license is provided to the customer.

A fully digitized marriage license process would look like:

- A customer visits the Essa website and searches for "marriage license".
- The customer is taken to a webpage that explains the steps required to obtaining a marriage license.
  - The prerequisites, payment amount, identification requirements, mandatory information needed in the form, how long it takes, how to pick it up, etc. are all available on the webpage.
- When the customer is ready to apply, they fill an online application form with all the information required to process the application, attach digital copies of identification, make an online payment using a credit card and submits the application.
- The system performs a mandatory data check to ensure that all required information fields are complete.
- The website provides a reference number and a receipt for the payment via email.
- A link is provided to check the status of the application.
- The payment has been deposited to the Township's bank account automatically.
- In the Clerk's department in Essa, the administrative staff receive a digital alert about the new request.
- The staff review the application and approve to proceed.
- The Township Clerk is alerted through a digital workflow.
- The Clerk reviews the application and add any changes and, with the click of a button, creates and prints the marriage license onto the provincial form.
- The digital workflow emails a digital copy of the license to the customer and the physical marriage license is mailed to the customer.
- The system tracks the license number and the details of the applicant for future processing.

The above example shows how a business process could be digitized from start to end. Some tangible benefits of such a digitized process are summarized below:

- Increased process efficiency – systems perform repetitive complex functions.

- Less manual work for internal staff.
- Staff time is saved providing additional capacity and cost avoidance.
- Quick turnaround due to increased process efficiency.
- Data tracking is available due to end-to-end digitized processing, e.g., the ability to track how long it takes for the administrative staff to review and confirm a request, ability to benchmark the cycle time from the submission of the application to the issuance of the license.

The following Key Performance Indicators (KPI)s are recommended to measure the success of this Focus Area:

- Percentage of end-to-end digitized business processes.
- Number of paper forms eliminated annually.
- Annual reduction in paper use and the print budget.
- Manual activities eliminated annually, due to digital business processes.
- Number of staff hours saved annually due to digital business processes.
- The cost of staff hours saved annually due to digital business processes.

8.2.4.   Digital Awareness

To develop digital services and digital business processes, it is also important to focus on improving the digital awareness of the staff, management and Township leadership. These skills and enhanced digital knowledge should be extended to the residents as well.

The digital awareness improvement allows the staff to look for digitization opportunities. A continuous pipeline of ideas should be built and encouraged among the staff. Digital skills should be a mandatory skill in new recruits. Continuous education opportunities and sharing of digital experiences among peers should be encouraged.

The digital awareness program should influence the corporate culture of the Township. The leaders in the organization should be equipped with sufficient digital skills to question every manual form, manual activity, duplication of effort, etc. The management team should be able to identify the most valuable digital ideas from the rest. "Digital" should be embedded into the DNA of the organization. Some key benefits of enhanced digital awareness are below:

- Ability to identify digital opportunities.
- Ability to lead digital transformation from the top.
- Ability to realize the benefits of data analysis.
- Evidence based decision-making.

The following Key Performance Indicators (KPI)s are recommended to measure the success of this Focus Area:

- Number of digital awareness initiatives implemented per year.
- Number of staff members who have taken a digital course annually.
- Number of digital ideas generated within a year.
- Number of digital ideas approved to be implemented annually.
- Number of successful digitization initiatives completed annually.
- Rating of digital awareness based on an annual internal staff survey.

8.2.5. Broadband Internet Access and Connectivity

The Digital Divide is real, especially in rural communities. Some areas do not have access to high-speed internet.

It is recommended that the Township work with partners to enhance the access to high-speed internet in the Township. With expanded online services to residents, the need for internet coverage increases. Multiple rural municipalities have partnered with private and not-for-profit organizations to resolve this issue.

There are challenges in connectivity between municipal buildings. A consistent high-speed network access is needed to connect all Township buildings in order to provide consistent access to the staff to carry out their activities.

Here are some of the benefits of providing broadband high-speed internet access and connectivity:

- All residents are connected to the internet.
- Ability to expand online services, communications, and engagement platforms to all residents.
- Ability to enforce certain services to be online only.
- Improved and consistent computing experience to staff.

The following Key Performance Indicators (KPI)s are recommended to measure the success of this Focus Area:

- Percentage of high-speed internet coverage within the Township.
- Percentage of Township buildings connected to the main network at the same speed and consistency as the main building.

Mobilizing the Strategy

9.0   Mobilizing the Strategy

This section speaks about how the Township should prepare for the implementation of ITDS. There are a handful of important changes required in order to help achieve a true digital transformation.

The following key areas require special attention.

9.1. Repositioning IT

The current IT services are provided by the Town of Innisfil IT department. The staff survey shows that the Township staff are very satisfied with the current level of service. This shared service model should continue. The current IT services are mostly related to hardware, network and some software products and mostly focused on break-fixes.

The Essa staff consider Innisfil IT as a contracted service. This needs to change.

The IT services must be repositioned as a full-service IT partner. Essa staff should feel that IT is an internal service that is always connected and available to them. The services should change from break-fix to strategic. Township leadership should be able to work cohesively with the IT Manager in digital decision-making and receiving advice. More focus should be placed in automation and digitization than break-fixes.

The following recommendations should be implemented to mobilize the repositioning of IT.

- A seat at the table – IT Manager should be invited to Township management team meetings in a regular manner.
- The physical presence of IT staff at the Township should be more frequent.
- IT staff should be accessible to the staff more regularly.
- IT advisory services should be utilized by the Township where staff are able to bring forward challenges and expect IT advice for the best suitable solution.
- IT should be available to plan strategic technology investments and projects.
- IT should provide more busines systems-related services such as process automation, workflow design, expanding existing systems across the Township, project management, etc.

The overall objective is to position Innisfil IT as a partner rather than a service provider.

9.2. Governance

The Township has a formalized cohesive decision-making process for technology decisions. A cohesive decision-making process allows the Township to invest in the most important aspects of the business with the highest return on investment. It reduces the likeliness of implementing duplicate and siloed business solutions.

The following recommendations should be considered:

- The Senior Management Team to act as the Digital Steering Committee (DSC). The detail responsibilities of the DCS are provided in Appendix 2.
- The IT Manager should chair the Digital Steering Committee with formalized agenda and frequent meetings, e.g., IT Manager is invited to the SMT meetings once every two months and the DSC agenda item of the SMT will be led by the IT Manager
- DSC should be responsible for the implementation and monitoring of the ITDS.
- The DSC should develop a set of KPIs to monitor the progress of the ITDS.
- The Township must develop a set of principles:
  - All new services must be digital.
  - All digital decisions must be made at the DSC.
  - Major digital investment decisions must be made by the DSC.
- The ideas and projects pipeline should be managed by the DSC.
- A project prioritization metric should be developed and applied to all new project ideas.

9.3. Funding

As explained in the Financial Analysis section, Essa has an opportunity to increase the technology use through increasing the technology funding.

In order to realize the benefits identified in the ITDS, it is vital to increase the investment in technology. The proposed funding increase could help meet the high levels of customer expectations and continue to provide additional improvements through annual budget considerations as given below:

- Increase the current technology investment level from 1.6% of the total annual operating budget to 2.5%. This is an increase of $118,000.
- Setup an IT capital budget through the budget process starting from 2022.
- Consistently increase the annual IT budget at a rate of 20% ($23,600) each year for the next 5 years. This infusion is recommended to gradually catch up with the historical accumulated under-funding of technology.
- It is recommended that the Township apply for the Municipal Modernization Program funding and other grant programs available through the Province and other organizations, as one of the avenues to fund the recommended budget increases.

Key Opportunities

10.0 Key Opportunities

The key opportunities identified as a result of the Discovery Phase have been categorized into the Focus Areas identified in the ITDS Focus Areas section. Specific projects and initiatives within these Focus Areas are listed below.

10.1. Digital Services

The primary focus of the Digital Services Focus Area is to improve customer service. These initiatives will enhance the customer experience and allow the Township residents to interact with the Township through the digital services from anywhere and at any time. The following digital services have been identified:

- Online Billing (eBills) functionality for tax bills, accounts receivable bills and water/wastewater bills. This functionality should provide residents the ability to receive their bills digitally and check their accounts' statuses online.
- Online payments (ePayments) functionality for residents to make payments through the Township website. Residents should be able to pay their bills, tickets, invoices, and other application fees through the website.
- Online applications with the ability to apply for permits, inspections, licenses, etc. through online forms. The following application types have been identified: Development Applications, Building Permits, Roads Permits, Service Orders and By-law Complaints.
- Convert the rest of the static non-fillable forms to fillable online forms with workflow. The Township website contains over 40 non-fillable forms that are used less frequently. These forms should be converted to online forms with automatic routing to the internal staff. New forms should be setup as online forms.
- Upgrade or replace the current website with a more modern and feature-rich website.
- Increase online map inquiries and self-service for residents. Specifically, property-related information should be integrated with GIS and made available to the public via the Township's website, e.g., zoning designations and property reports, etc.

10.2. Digital Communications and Community Engagement

The initiatives in this Focus Area are mostly aligned toward external customers. The main focus is to improve two-way communication between the Township and its stakeholders using digital channels. The following specific projects have been identified:

- Implement a public engagement feature on the external website. This should allow the Township to publish ideas and initiatives and receive feedback from residents. Residents should be able to sign up for certain types of items and be notified when new items are added.

- Increase the use of social media through Facebook, Instagram, YouTube, etc. to reach the customers who are more familiar with social media channels.
- Implement an intranet for the internal staff through Office365 SharePoint.

10.3. Digital Business Processes

Digitizing business processes will allow the Township to increase its efficiency, creating extra capacity and reducing the need for additional staff time to process customer requests. Especially in business areas with growth, digital processes allow the Township to handle the extra demand through automation.

The following business processes have been identified for digitizing:

- Potential expansion of the use of MOAR system to digitize the following business processes:
  - Parking ticket lifecycle management.
  - Animal licensing management.
  - Burn permits issuance and tracking.
  - Road permits such as Road Occupancy, Oversize Vehicles, etc.
  - Business license management.
  - Enable mobile inspections and end-to-end digitization of By-law complaints and building permits processes.
  - Automate the calculation of Development Charges (DC).
  - Implement a Customer Relationship Management (CRM) system where all requests (other than asset-related service requests) are entered, tracked, assigned until fulfillment.
- Implement the following business solutions:
  - An integrated asset and work order management system. Consolidating the MSAccess database, MESH system, Excel tracking systems and manual tracking of assets to include all aspects of asset management and work management within a comprehensive integrated system. The system should track the entire physical asset inventory, financial information, asset replacement, condition tracking, work orders, complaints and service requests, and capital planning and should be integrated with GIS.
  - A Council and Committee agenda management system.
  - Replacement of the MaxGalaxy online recreation program registration system.
  - Implement an electronic plan review system, e.g., BlueBeam
  - Implement the Interactive Ontario Building Code software for inspectors.

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- o Provide self-service to staff (e.g., HRISMyWay). This should allow consistent digital tracking of staff vacation requests and time entry.
- o Digitize internal staff forms including mobile forms, e.g., mobile forms for the Fire department. Investigate O365 Forms and Flow tools.
- Enhance the use of GIS through the following initiatives:
  - o Build an integrated view of property-related information for staff and the public. This map-based inquiry should allow a user to navigate a map of Essa, find a property and view and report on all activities and information related to that property. Information should include data from MOAR, FireHouse, GP Tax, GP Utility billing, etc.
  - o Geo reference physical assets. The physical asset inventory should be available on a GIS map and allow staff to perform geography-based asset-related inquiries.
  - o Map historical fire incidents and provide spatial analysis capabilities to the Fire department.
  - o Provide location-based collector apps for asset-related data collection in the field.
  - o Provide self-service GIS data entry and update capabilities to Township staff.
- Financial process automation in Great Plains (GP):
  - o Digitize the Accounts Payable process using the digital workflow functionality of GP.
  - o Automate the capital project reporting with PO commitments and true account balances.
  - o Enable eBilling and ePay features of GP.
- Implement a document management system. Investigate the opportunities within Office365 SharePoint platform.

10.4. Digital Awareness

The digital awareness Focus Area should improve the digital knowledge within the Township. The goal is to educate the staff, management, Council and residents about digital capabilities.

The following initiatives have been identified:

- Develop and implement a Digital Awareness Program for internal staff.
- Increase staff knowledge in the capabilities of existing business solutions: MOAR, GIS, GP, O365, etc.
- Develop and implement a public digital awareness campaign.

10.5. Broadband Internet Access and Connectivity

This Focus Area is a basic requirement in expanding digital services. Township staff should have consistent connectivity while the public should have access to high-speed internet. The following initiatives have been identified:

- The network and internet connectivity of all Township offices should be improved. Staff should have consistent access to the Township network and systems from all Township buildings.
- Expand Broadband high-speed internet access to residents
    - Review options to partner with and expand the existing Innisfil broadband initiative.
    - Opportunity to work with the County of Simcoe to expand the SWIFT funding options to enable expansion of connectivity options to rural areas
    - Identify options in the planning process to include fibre lines as part of the subdivision process

11.0   Conclusion

The citizen demands for convenient digital services are increasing. The residents are able to perform many day-to-day transactions via the internet from anywhere, anytime in a convenient and user-friendly manner. They expect and demand that the Township also adhere to this new normal. At the current stage, Essa's business processes are mostly dependent on antiquated paper-based systems.

The Information Technology and Digital Strategy (ITDS) is developed with the help of the staff and the leadership to enable such transformation. The Township should focus on the following five areas:

1. Digital Services
2. Digital Communications and Community Engagement
3. Digital Business Processes
4. Digital Awareness
5. Broadband Internet Access and Connectivity

By focusing on the above areas, the Township could expect the following benefits:

- Enables excellent customer service
- Improves customer engagement
- Improves the service delivery timelines
- Less duplicate data entry dues to integrated systems
- Addresses resident concerns in a timely manner
- Helps the environment
- Reduces the service delivery cost
- Creates capacity
- Increases Transparency
- Reduces the number of complaints received by the Council
- Helps make informed decisions
- Increases the accessibility and availability of services
- Helps deliver the Essa Corporate Strategic Plan 2019-2022

The ITDS has identified various initiatives in Section 10. The execution of these specific projects require that the Township build an environment with the appropriate leadership, resources and monitoring mechanisms. The following recommendations should be considered in order to mobilize the strategy successfully.

- Expand the existing shared service arrangements
- Reposition Information Technology with increased digital advice at the management level
- Implement technology governance through the Digital Steering Committee at the Senior Management level
- Increase technology investment

The Township has a unique opportunity with the Covid-19 pandemic at this point. Like most other municipalities, Essa could use this opportunity to take a leap into modernizing the service delivery model through technology. The investment in digital service today, could save staff time, cost of service delivery and enhance the customer experience in the future.

Appendices

12.0   Appendix 1 – Tables and Figures

13.0   Appendix 2 – Role of the Digital Steering Committee (DSC)

13.1. Introduction

A Digital Steering Committee (DSC) can take many different forms. For Essa, it is recommended that the Senior Leadership Team take on this role as these are important business decisions that the leaders of the organization must address.

With this new vision and plan, there is the opportunity to enhance the organizational understanding about what it takes to deliver successful technology solutions.

By having the leadership team make the critical decisions, they can be sure that all technology projects align with corporate goals and that solutions can be fully leveraged by multiple departments, reducing the need for many department-only solutions. Furthermore, the Municipality will work to ensure that selected initiatives are delivered successfully – using industry best practices around project management, business process design, and change management frameworks.

The Steering Committee should be responsible for three core functions:

- Priority setting, resource allocation, policy development and review, and approval of recommendations for key initiatives and strategic decisions
- Holding IT and the Departments accountable for service delivery, both operationally and for projects
- Annual review of the ITDS, IT program and assessment of value delivered to the organization

Terms of Reference (TOR) should be developed by the committee as one of its first tasks.

13.2. More specific DSC responsibilities:

- IT policy and IT standards review, approval, exceptions and enforcement
- Expenditure review and trends analysis
- Approval of major initiatives
- Major projects updates (top 5 projects) at defined milestones
- Approval of any project change above 25% (time, money, resources)

- Review the progress of the ITDS and make necessary adjustments based on organizational priorities

13.3. Mandate

- The committee shall meet at least six times per year.
- The committee shall review all proposals for IT investments with projected costs over $50,000.
- All proposals must be pre-reviewed for technological merit by IT.
- All proposals must be complete, according to the standard business case/project charter, to include clear definitions of business measures and benchmarks of progress. This will include cost/benefit analysis and clear calculation of Return on Investment (ROI).
- All proposals must align with the ITDS
- DSC has the authority to reject or defer any proposal which it deems not to have made a sufficient business case or which does not significantly contribute to the strategic goals of the Township.
- At each meeting, the committee will receive progress reports on all approved proposals. The committee can recommend the termination of any project which is not meeting its projected goals.
- Each year the committee will provide the CAO and Council with a report that will review project progress of the previous fiscal year and set a priority list of projects for the coming fiscal year.

Produced by

Perry Group Consulting Ltd.

www.perrygroupconsulting.ca

-- Trademarks acknowledged --

Attachment No. 2

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Ontario ▽

Municipal Modernization Program

Intake 2 Program Guidelines

WHAT YOU NEED TO KNOW

Ontario is continuing to help municipalities become more efficient and modernize service delivery.

Ontario's 405 small and rural municipalities can now apply to Intake 2 of the *Municipal Modernization Program* for funding under two streams. The **review stream** will provide funding for municipalities to undertake expenditure reviews with the goal of finding efficiencies and lowering costs in the longer term. The **implementation stream** will provide provincial cost-sharing for municipalities to undertake projects that increase municipal efficiency and effectiveness. Municipalities can apply under this stream for projects that implement the findings of previous reviews or other evidence-based reports.

Under both streams, municipalities can apply individually or jointly with other eligible municipalities.

ELIGIBILITY CRITERIA – REVIEW STREAM

To be eligible under Intake 2, a review stream project must:

1. Be a review of municipal service delivery or administrative expenditures by an independent third-party reviewer for the purpose of finding savings and efficiencies. The review project could take a number of forms including:

   - a line-by-line review of the municipality's entire budget; or

   - a review of service delivery and modernization opportunities; or

   - a review of administrative processes to reduce costs.

2. Result in a report by the independent third-party reviewer that provides specific and actionable recommendations for cost savings and improved efficiencies.

3. Begin field work no earlier than January 26, 2021, with a final report completed and posted publicly on the municipal website by November 30, 2021.

To be eligible for funding, the municipality must confirm that it has fully spent or allocated the unconditional modernization funding provided by the province in March 2019.

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It is anticipated that most review projects will cost between $20,000 and $150,000. Higher funding amounts may be available for joint projects. Proposals will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation.

Priority may be given to projects that address one or more of the following priorities:

- Digital modernization
- Service integration
- Streamlined development approvals
- Shared services/alternative service delivery models

Municipalities will be eligible to receive funding up to the full amount of the third-party service provider's fees for the review. Municipal administrative costs, such as staff time, are not eligible.

The program will not cover review projects where:

- the goal is to identify opportunities for revenue generation or reductions in front line services; or
- the review does not result in a formal report prepared by a third party that the municipality is prepared to make publicly available online; or
- the object of the review extends beyond municipal accountability; or
- the review is related to requirements under the asset management regulation.

ELIGIBILITY CRITERIA – IMPLEMENTATION STREAM

To be eligible under Intake 2, an implementation project proposal must:

1. Be based on demonstrated evidence of savings the municipality intends to realize through the project;

2. Begin no earlier than January 26, 2021 and be completed by September 30, 2022;

3. Include a high level workplan with project milestones;

4. Include a commitment to providing a final report that forecasts annual savings and other efficiency and effectiveness outcomes for at least three years as a result of project completion

5. Include a commitment to reporting back one-year post project completion with actual savings over the course of the year and a revised forecast of annual savings and other efficiency and effectiveness outcomes for the following two years.

To be eligible for funding, the municipality must confirm that it has fully spent or allocated the unconditional modernization funding provided by the province in March 2019.

Priority may be given to projects that address one or more of the following priorities:

- Digital modernization

- Service integration

- Streamlined development approvals

- Shared services/alternative service delivery models

The program will not cover projects where:

- the expected outcome is a reduction in front line services; or

- the expected outcome would not result in efficiencies or cost savings; or

- the municipality would not be prepared to support any ongoing maintenance costs resulting from the project.

COST SHARING AND ELIGIBLE COSTS – IMPLEMENTATION STREAM

The cost of implementation projects will be shared between the province and the municipality. The province will contribute a greater portion for projects within municipalities with fewer households according to the following thresholds.

Number of households in the municipality (2020 MPAC data)	Maximum provincial share of project costs	Minimum municipal share of project costs
0 - 5,000	75%	25%
>5,000	65%	35%

It is anticipated that the provincial share of most projects will be between $20,000 and $250,000. Higher funding amounts may be available for joint projects. Proposals will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation.

Major capital expenditures are not eligible for funding as project costs. Regular municipal staff costs that are part of the municipality's annual budget are not eligible for provincial funding as project costs. However, additional temporary hiring (including internships) for an implementation project could be considered as an eligible cost.

Other eligible costs could include amounts paid to fee-for-service providers, software licenses, systems development and training.

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HOW TO APPLY

1. Log onto the Transfer Payment Ontario (TPON) system (Ontario.ca/getfunding) and select the program stream you wish to apply for (review stream, implementation stream);

2. Complete an Expression of Interest form for the appropriate stream of the program.

3. Ensure that you have uploaded the required attachments and completed the municipal attestation in the Expression of Interest Form.

4. Submit your completed application through TPON **by March 15, 2021**

HOW IT WORKS

The ministry expects to advise municipalities of the outcomes of their applications in May 2021. If your application is approved, a proposed transfer payment agreement with the ministry will be sent to confirm the funding amount and set out the terms, including reporting requirements and a payment schedule. Municipalities can expect to receive an initial payment following execution of a transfer payment agreement.

PROGRAM TIMELINE

March 15, 2021	• Submit your Expression of Interest and any supporting documentation to Transfer Payment Ontario (TPON) at **www.ontario.ca/getfunding**
May 2021	• Learn whether your application is approved. If it is approved, enter into a **transfer payment agreement** for project funding, and receive an **initial payment** once the agreement is executed.
August 2021	• **Review Stream:** Submit an interim project status report
Quarterly starting October 2021	• **Implementation Stream:** Submit quarterly project status and expenditure reports
November 2021	• **Review Stream:** Post the **third-party reviewer's final report** online and submit your **final project status report.** This report will include: a hyperlink to the publicly posted third-party reviewer's report; the amount paid to the third-party reviewer and a copy of the invoice; a statement of the total amount of expenditures reviewed and the total amount identified as potential savings; and a 250-word abstract of the project and its findings.
By Fall 2022	• **Implementation Stream:** All implementation stream projects are completed. Submit final reports including copies of invoices.

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FOR MORE INFORMATION

Please direct program questions to your Municipal Services Office Municipal Advisor or Municipal.Programs@ontario.ca.

For support with the Transfer Payment Ontario (TPON) system contact the Transfer Payment Ontario Client Care from Monday to Friday 8:30 a.m. to 5:00 pm, except for statutory holidays:

- Tel: 416-325-6691
- Toll-free: 1-855-216-3090
- TTY: 416-325-3408
- Toll-free TTY: 1-800-268-7095
- Email: TPONCC@ontario.ca

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:	**C025-21**
DATE:	**October 6, 2021**
TO:	**Committee of the Whole**
FROM:	**Krista Pascoe, Deputy Clerk**
SUBJECT:	**Update on Broadband and High-Speed Internet Access**

RECOMMENDATION

That Staff Report C025-21 be received for information.

BACKGROUND

As Council is aware, there is a high demand for reliable highspeed internet access now more than ever. Ontario is improving connectivity and digital supports across the province through various funding opportunities with the goal for everyone in Ontario to have access to reliable highspeed internet and cellular connections by the end of 2025.

COMMENTS AND CONSIDERATIONS

At its meeting of September 15, 2021, Council requested that staff reach out to Southwestern Integrated Fibre Technology (SWIFT) and look into the possibility of expanding the current installation of fibre optic along Highway 90 and County Road 56 within Essa Township in order to serve the roadways running parallel to County Road 56 in the area (for example, 8th Line, 9th Line 10th Line etc).

The question was brought forth to SWIFT and unfortunately, they have indicated that SWIFT has utilized all of its available funding and as a result is unable to add or extend any additional projects at this time through the program. They did suggest reaching out to the Ministry of Infrastructure for more information on other projects that will benefit the Township in the near future. Attachment No. 1 shows the response received from the Ministry. They have noted that maps showing specific approved areas will become available once projects are approved.

FINANCIAL IMPACT

None.

Manager of Finance Approval:
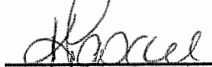
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SUMMARY/OPTIONS

Council may:

1.   Take no further action.
2.   Receive the report for information.
3.   Direct staff as they may decide appropriate.

CONCLUSION

Staff recommends that Council approve Option No. 2.

Respectfully submitted by: Reviewed by: Reviewed by:

Krista Pascoe   Lisa Lehr   Colleen Healey-Dowdall
Deputy Clerk   Manager of Legislative Services   Chief Administrative Officer

Attachments:
1. E-mail from the Ministry of Infrastructure

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Krista Pascoe

From:	Sousa-Dias, Sofia (MOI) <Sofia.Sousa-Dias@ontario.ca>
Sent:	September 22, 2021 2:25 PM
To:	Krista Pascoe
Cc:	Cooper, Hayley (MOI)
Subject:	RE: AASWIFT Update

Hello, Krista, thank you for reaching out to us.

We are moving forward with our ambitious plan to bring high-speed internet to all communities across the province.

As part of the Spring 2021 Ontario budget, we committed a new historic investment of $2.8 billion for high-speed internet infrastructure to connect every region in Ontario to reliable, high-speed internet by the end of 2025. Combined with previous investments, this brings Ontario's total commitment to nearly $4 billion, which is the largest single investment in high-speed internet, in any province, by any government in Canadian history.

As part of that plan, in July 2021, we announced a new innovative procurement process to help connect underserved and unserved communities to high-speed internet. This delivery model will be led by Infrastructure Ontario, with procurement beginning this fall.

On July 29, 2021, we also announced that Ontario along with the federal government are investing over $1.2 billion in 58 new projects through the province's Improving Connectivity for Ontario program and the federal government's Universal Broadband Fund. This builds on our earlier announcement in July of Ontario's investment of up to $14.7 million for 13 projects through the Improving Connectivity for Ontario program.

These projects are in addition to Ontario's existing initiatives to expand high-speed internet in communities across the province, many of which are already connecting homes and businesses today. This includes the commitment of more than $63 million to the $255 million Southwestern Integrated Fibre Technology (SWIFT) project.

We know that strong and reliable high-speed internet services are critical to help rural communities take part in the digital economy, create jobs and improve public safety.

With regard to your specific request for a map, we will have that information as agreements are signed and projects are announced.

Our government has always demonstrated leadership in partnering with local and regional governments and the federal government to address connectivity needs. We are continuing to make progress towards connecting every region in Ontario to reliable, high-speed internet by the end of 2025. We assure you that the Township of Essa will not be left out.

Once again, thank you for reaching out to us.

Best regards.
Sofia

TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.:   C026-21

DATE: October 6, 2021

TO: Committee of the Whole

FROM: Lisa Lehr, Manager of Legislative Services

SUBJECT: ATV / ORV By-law

RECOMMENDATION

That Staff Report C026-21 be received; and

That Council direct staff to extend the ATV Pilot Program into 2022, thereby allowing ATVs to drive on municipal roads only during the designated season of May 1st to November 1st, 2022; and

That a further Staff Report be brought forward in 2022 prior to the end of the designated season for Council to re-evaluate the merits of the ATV Pilot Program.

BACKGROUND

At its meeting of May 5, 2021, Council passed By-law 2021-16, that being *a By-law to permit all-terrain, multi-purpose off highway utility and recreational off-highway vehicles (off-road vehicles) on the shoulder of all municipal roads.*

The current By-law allows for off-road vehicles (ATVs) to travel on the paved or unpaved vehicular driving surface of all urban and/or rural roads under municipal jurisdiction between the hours of 7:00 a.m. to 11:00 p.m. from May 1st to November 1st in each calendar year. The "season", that being May 1st to November 1st, was proposed in an effort to allow for a Pilot Program to run in 2021, whereby Council could re-evaluate the merits of the Program upon the end of the first "season".

Upon passage of the By-law, Council requested that Staff provide a follow-up report of which would summarize complaints/concerns/requests for service that the municipality and OPP received during the Pilot Program, of which would assist Council in their consideration of allowing for road access to ATVs on a permanent basis as opposed to restricting access to the "season" of May 1st to November 1st each calendar year.

COMMENTS AND CONSIDERATIONS

The Clerk has consulted with Municipal Law Enforcement Officers (MLEO), the Manager of Public Works and the Nottawasaga OPP and can confirm that there has been a decrease in the number of calls requesting assistance and/or complaints received by the municipality and the OPP about ATVs/ORVs on municipal roads.

Of the 3 complaints that were officially filed with MLEOs and Council between May 1st and September 27, 2021, the following is the breakdown in the nature of the complaints:
- Noise
- ATVs trespassing on private property   **142**

**Please Note: The above complaints were not in regards to ATVs on municipal roads, but rather ATVs riding on private property.

In respect of enforcement, Section 17 of the *Off Road Vehicles Act* (ORVA) authorizes the following individuals to stop persons who are driving an off-road vehicle:

(1) A peace officer may stop any person driving an off-road vehicle;
(2) The owner or occupier of land may stop any person driving an off-road vehicle on the land;

As Municipal Law Enforcement Officers are not authorized to stop persons driving off-road vehicles under the ORVA, the municipality refers ATV complaints and activities to the Nottawasaga Detachment of the OPP.

The following is a breakdown of ATV Traffic Calls and MVCs (Motor Vehicle Collisions) that were received and attended to by the OPP during the specified timeframes indicated in the chart, with a comparative to the same timeframes in 2020:

2021 TRAFFIC COMPLAINTS			
Timeframe	Request(s) for Assistance filed with OPP	Charges / Warnings	Trespass to Property Act (TPA) or Off Road Vehicles Act (ORVA)
May 1 – Sept 27 2021	6	3 warnings	3 warnings under TPA
Jan 1 – Sept 27 2021	9	6 warnings	4 warnings under TPA 2 warnings under ORVA
2020 TRAFFIC COMPLAINTS			
May 1 – Sept 27 2020	7	3 warnings	2 charges under ORVA 1 warning under ORVA
Jan 1 to Dec 31 2020	14	2 charges 2 warnings	2 charges under ORVA 1 warning under ORVA 1 warning TPA

2021 MVC CALLS			
Timeframe	Request(s) for Assistance filed with OPP	Charges / Warnings	Trespass to Property Act (TPA) or Off Road Vehicles Act (ORVA)
May 1 – Sept 27 2021	0	0	0
Jan 1 – Sept 27 2021	1	1 charge	1 charge under TPA
2020 MVC CALLS			
May 1 – Sept 27 2020	1	2 charges	1 charge under TPA 1 charge under ORVA
Jan 1 to Dec 31 2020	2	4 charges	3 charges under TPA 1 charge under ORVA

As can be seen in the charts above, there has been a decrease in the requests for service from the OPP since the passage of Essa's ATV By-law (May 2021). In respect of Traffic Complaints, warnings that were issued to riders appear to be for trespassing on private property; not for ATV riders not following the rules of the road. No charges were laid under the *Off Road Vehicles Act* or the *Trespass to Property Act* in respect to traffic complaints. As well, it appears as though there has been a decrease in OPP assistance for MVCs involving ATVs.

In respect of allowing ATVs access to roads under municipal jurisdiction on a permanent basis (12 months/year), Council may want to consider mirroring that which is permitted by our municipal partners (Town of New Tecumseth and the Township of Adjala-Tosorontio). As the Nottawasaga Detachment of the OPP enforces ATV By-laws for the three municipalities that participate in the Tri-Municipal Policing Agreement, having the same "rules" in our By-law as that which is in New Tecumseth and Adjala-Tosorontio will allow for ease of enforcement by the OPP. It will also ensure that communications are clear and concise to residents and visitors of Essa. Uniform rules between the three municipalities for ATV By-laws will secure consistent

communication and enforcement by the OPP, which will assist not only Essa ATV riders, but riders travelling Essa roads from New Tecumseth as well as Adjala-Tosorontio.

In regards to allowing for ATVs/ORVs on municipal roads all year round, the following should also be considered by Council prior to extending the "season" to allow for road-riding in winter months:

- Public safety concerns during winter months due to unfavorable driving conditions, reduced visibility and wet soft shoulder that may promote accidents especially on rural roads
- Potential interference with the snow removal operations during winter months which may result into the need to increase the level of service with respect to the MTO minimum standards for snow removal operations (potential higher cost)
- Off Road Vehicles do not offer the same protection as cars/trucks (windshield for visibility, enclosed interior, seatbelts, etc.)
- ATVs lack lateral stability and crush protection for riders – the accumulation of snow and dips on roads can greatly reduce traction and stability especially on wet granular shoulders (rural roads) which may lead to collisions / injuries and potential liability exposure for future civil claims

Having taken everything into consideration, the author of this Report is of the opinion that it would be in Council's best interest to extend the Pilot Program into 2022, thereby limiting ATV riders from accessing roads under municipal jurisdiction to a designated "season" (that being May 1st to November 1st, 2022; if Council wishes they could consider lengthening the "season" to start April 1st instead of May 1st). It is felt that the data gathered and submitted to Council in respect of ATV complaints and requests for assistance analyzes issues for too short a period of time (only 5 months) for changes to be recommended at this stage. The Clerk believes that, at this time, it would be premature for Council to consider allowing ATVs on roads under municipal jurisdiction on a permanent basis, or removing the dedicated "season". Extending the Pilot Program into 2022 will allow for staff to gather more information that could assist Council in making a more informed decision, in addition to allowing for staff to organize and launch a public education session for ATV riders. This public education session could be coordinated by staff with the OPP and ATV groups (ie: OFATV and/or COATV), and would work towards ensuring that ATV motorists are safe on our roads.

FINANCIAL IMPACT

None.

SUMMARY/OPTIONS

Council may:
1. Take no further action.
2. **Direct staff to extend the ATV Pilot Program into 2022, thereby allowing ATVs to drive on municipal roads during the designated season of May 1st to November 1st, 2022, and that a further Staff Report be brought forward in 2022 prior to the end of the designated season for Council to re-evaluate the merits of the ATV Pilot Program.**
3. Direct staff to extend the Pilot Program into 2022 and amend the designated season as outlined in By-law 2021-16 to run from April 1st to November 1st, 2022.
4. Direct staff to amend Essa's ATV By-law 2021-16 to allow for ATVs and ORVs to drive on roads under municipal jurisdiction on a permanent basis going forward, twelve months per year.
5. Direct staff to rescind Essa's ATV By-law 2021-16 and draft a By-law to prohibit all ATVs and ORVs from driving on roads under municipal jurisdiction.
6. Direct staff as Council deems appropriate.

CONCLUSION

It is recommended that Council approve Option No. 2.
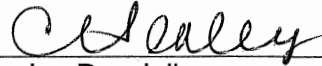
Recommendation Supported by:

Michael Mikael
Manager of Public Works

Respectfully submitted:

Lisa Lehr
Manager of Legislative Services

Reviewed by:

Colleen Healey-Dowdall
Chief Administrative Officer

Attachments:
None.

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