

**THE CORPORATION OF THE TOWNSHIP OF ESSA
VIRTUAL COMMITTEE OF THE WHOLE MEETING**

**WEDNESDAY, NOVEMBER 4, 2020
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

p. 1 a. **Delegation – Stevenson Memorial Hospital**
Jody Levac, President and CEO

p. 16 b. **Delegation – Honeywell**
Michael Pringle, Business Development Manager
Crystal Eden, Measurement and Verification Specialist

STAFF REPORTS

4. PLANNING AND DEVELOPMENT

p. 27 a. **Staff Report PD029-20 submitted by the Manager of Planning and Development, re: Official Plan Review Update.**

Recommendation: *Be it resolved that Staff Report PD029-20 be received for information.*

5. PARKS AND RECREATION/ COMMUNITY SERVICES

6. FIRE AND EMERGENCY SERVICES

7. PUBLIC WORKS

8. FINANCE

9. CLERKS / BY-LAW ENFORCEMENT / IT

- p. 34 a. **Staff Report C034-20 submitted by the Clerk, re: Poundkeeping Services Contract.**

Recommendation: *Be it resolved that Staff Report C034-20 be received; and That Council approve an extension to the Poundkeeping Services Contract with the Alliston and District Humane Society for a further three year term; and That Council direct Staff to bring the necessary By-law forward at a future meeting of Council to execute the extension.*

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

- p. 38 a. **Staff Report CAO055-20 submitted by the Chief Administrative Officer, re: Essa Street – Stop Up and Close Road.**

Recommendation: *Be it resolved that Staff Report CAO055-20 be received; and That Council direct staff to proceed with the process to Stop Up and Close the Essa Street road allowance in Angus.*

- p. 42 b. **Staff Report CAO056-20 submitted by the Chief Administrative Officer, re: Thornton Union Cemetry and Staffing.**

Recommendation: *Be it resolved that Staff Report CAO056-20 be received; and That Council accept ownership and maintenance of the Thornton Union Cemetery; and That Council approve hiring an administrative assistant to help offset the required duties as necessary, on a part time basis.*

- p. 50 c. **Staff Report CAO057-20 submitted by the Chief Administrative Officer, re: Job Descriptions.**

Recommendation: *Be it resolved that Staff Report CAO057-20 be received; and That Council approve the job description for the Chief Administrative Officer as attached.*

11. OTHER BUSINESS

12. ADJOURNMENT

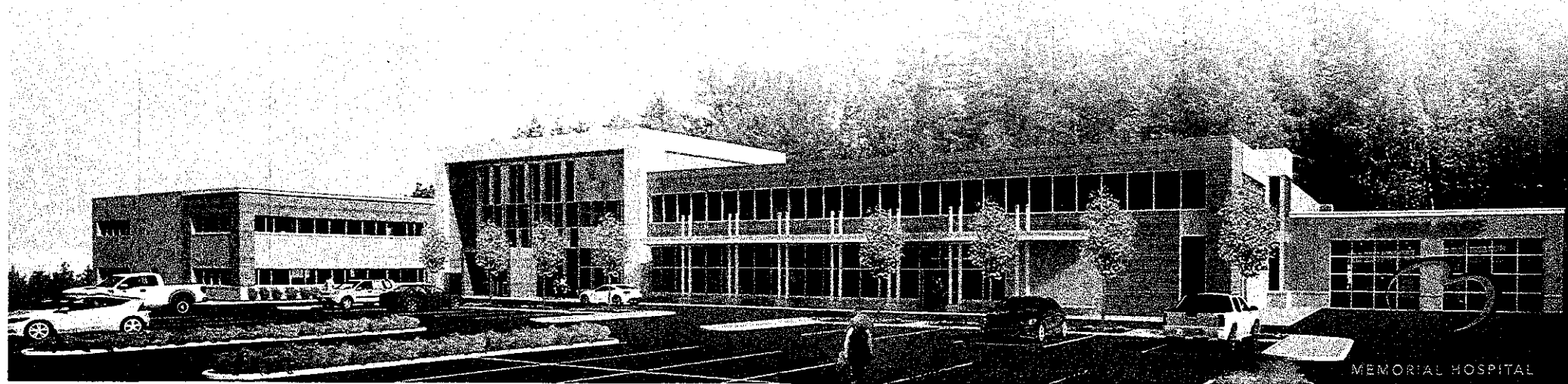
Recommendation: *Be it resolved that this meeting of Committee of the Whole of the Township of Essa adjourn at _____ p.m. to meet again on the 18th day of November, 2020 at 6:00 p.m.*

STEVENSON MEMORIAL HOSPITAL DEPUTATION TO ESSA TOWNSHIP COUNCIL

November 4, 2020

Presented by:

Jody Levac, President and CEO, SMH



MEMORIAL HOSPITAL

A LEVEL 2 ICU AT SMH

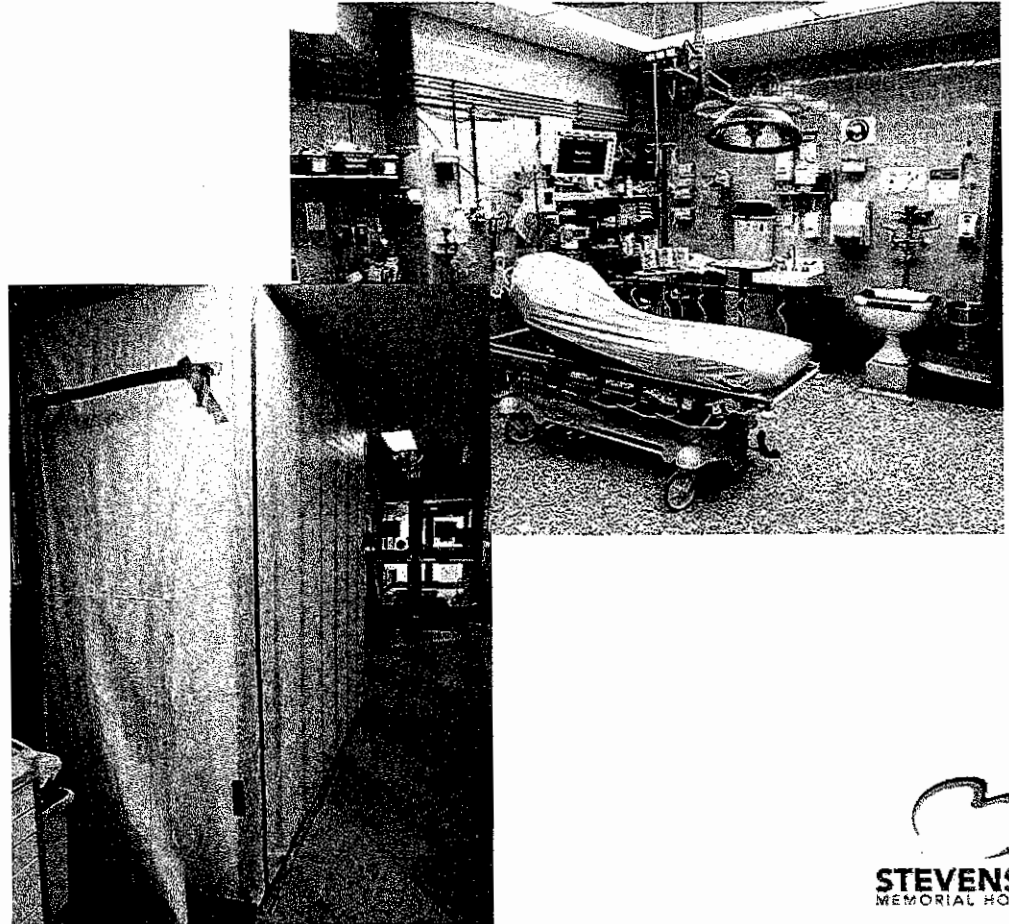
To open January, 2021

- 4 ICU Beds to be available
- Providing care for patients with advanced care needs
- Building critical care space for patients close to home to meet the growing complexity of patient needs at our hospital
- Respiratory Therapists to support – a new role at SMH



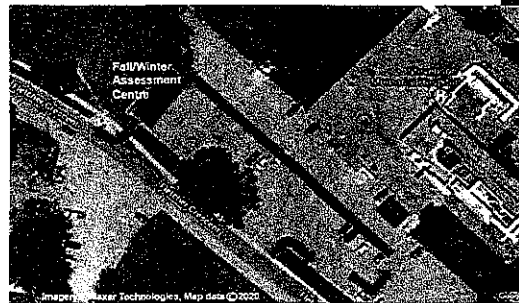
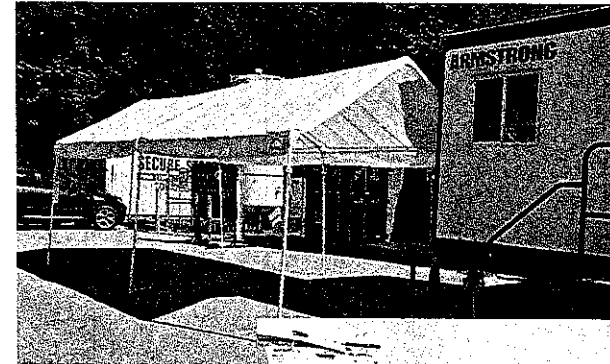
TRAUMA ROOM RENOVATION – EMERGENCY DEPT

- \$75,000 renovation to update our 1964 trauma room in the Emergency Department
- Funds donated by generous community members
- Will feature new flooring, paint, new lighting, fixtures, new glass door entrance, with the ability to turn opaque for patient privacy
- We are updating our facility as we wait for our much-needed redevelopment



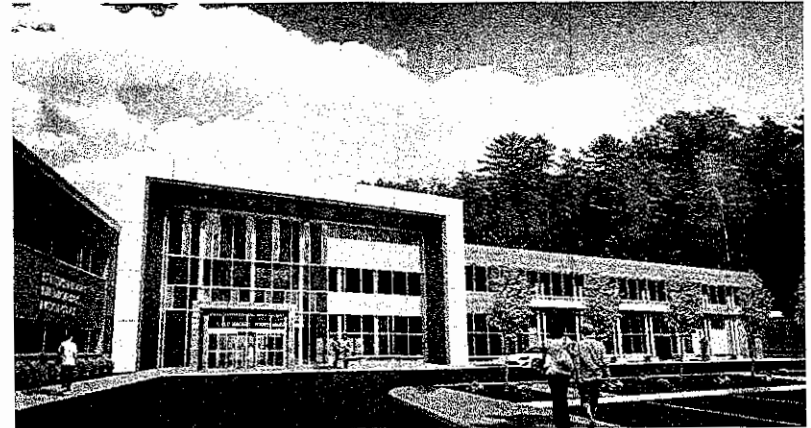
COVID-19 ASSESSMENT CENTRE & FUTURE ILI CLINIC

- Our COVID-19 Assessment Centre runs Mon/Wed/Fri each week in our lower parking lot 9 a.m. to 12 p.m.
- We have shifted to appointment-only system
- Over 8,000 swab tests have been done at the Centre to date
- We are constructing a winterized, heated structure for fall/winter operations
- We are working on plans to open an ILI Clinic (influenza-like illness) to assess patients



SUBMITTING STAGE 2 FOR REDEVELOPMENT

- Stevenson Memorial Hospital (SMH) has updated the Draft Stage 2 Submission to reflect expected Ministry of Health (MOH) planning parameters.
- One last issue has recently been resolved and we are awaiting final approval from our Board of Directors on our Stage 2 Submission.
- MOH requires the bed numbers used in the Stage 2 Submission to be “consistent” with its Health Based Allocation Model (HBAM).



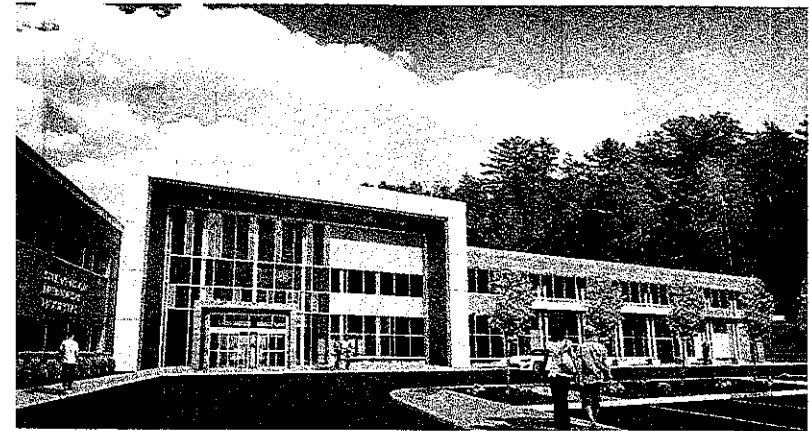
SUBMITTING STAGE 2 FOR REDEVELOPMENT

- SMH planning throughout Stage 1 and Stage 2 has been based on 47 beds.
- In August 2020, the MOH suggested that HBAM indicates the need for only 35 beds (i.e. 3 less beds than SMH is currently funded to operate).
- SMH provided a formal response to the MOH HBAM analysis reinforcing the case for planning based on 47 beds.
- MOH responded on September 28th that it realigned its HBAM planning horizon to match the SMH planning horizon resulting in an increase in HBAM beds from 35 to 42.
- On Wednesday, Oct. 21st the MOH agreed to allow SMH to proceed with 47 beds for the Stage 2 submission.

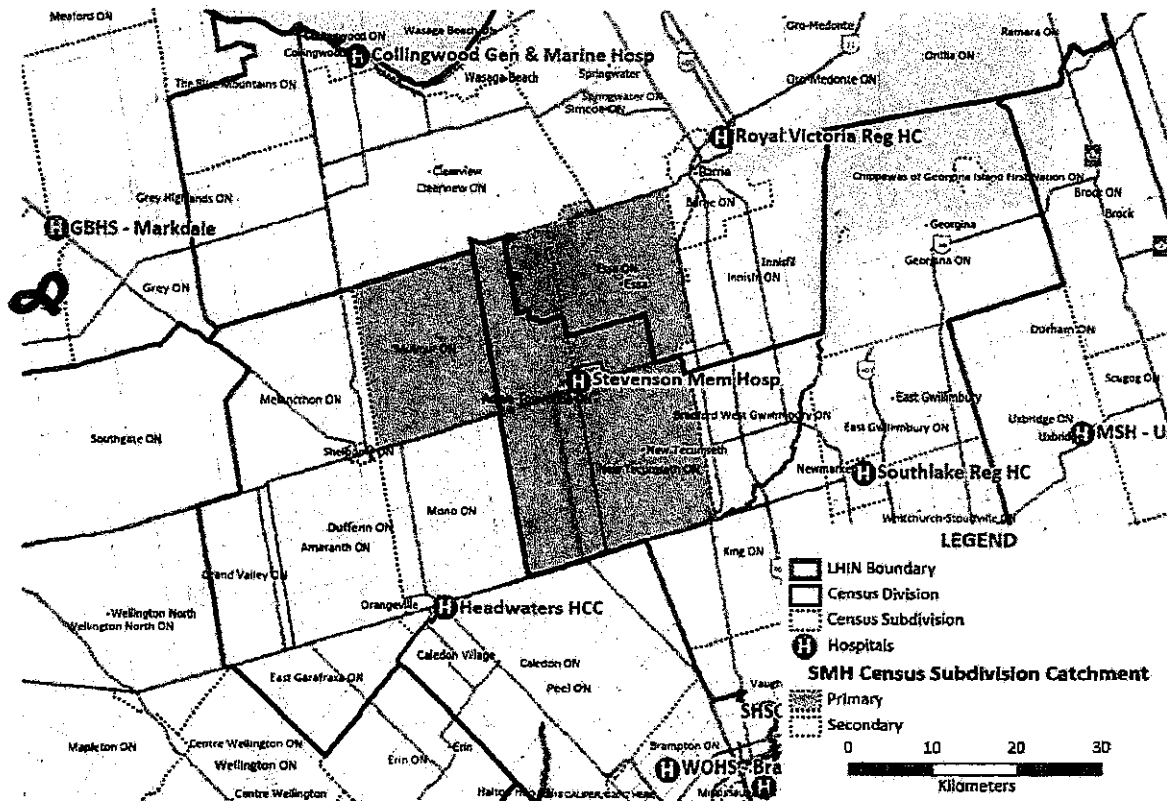


SUBMITTING STAGE 2 FOR REDEVELOPMENT

- Senior management is working to be able to secure Board approval of the Stage 2 Submission at its upcoming November meeting.
- The latest submission will include the finalized planning parameters from the MOH.
- The next focus will be to secure the local share of the project (\$30 million) over the next 18-24 months
- SMH and the SMH Foundation will be engaging the community to participate in supporting their local community hospital



HOSPITAL ED VOLUME BY CATCHMENT AREA



- Based on 2018/19 Emergency Department visits by Census Sub-Division (CSDs)
- CSDs where majority of hospital visits came to SMH are shown as the primary catchment area.
- CSDs where SMH had the 2nd most hospital visits are shown as secondary catchment area.

HOSPITAL ED VOLUME BY CATCHMENT AREA

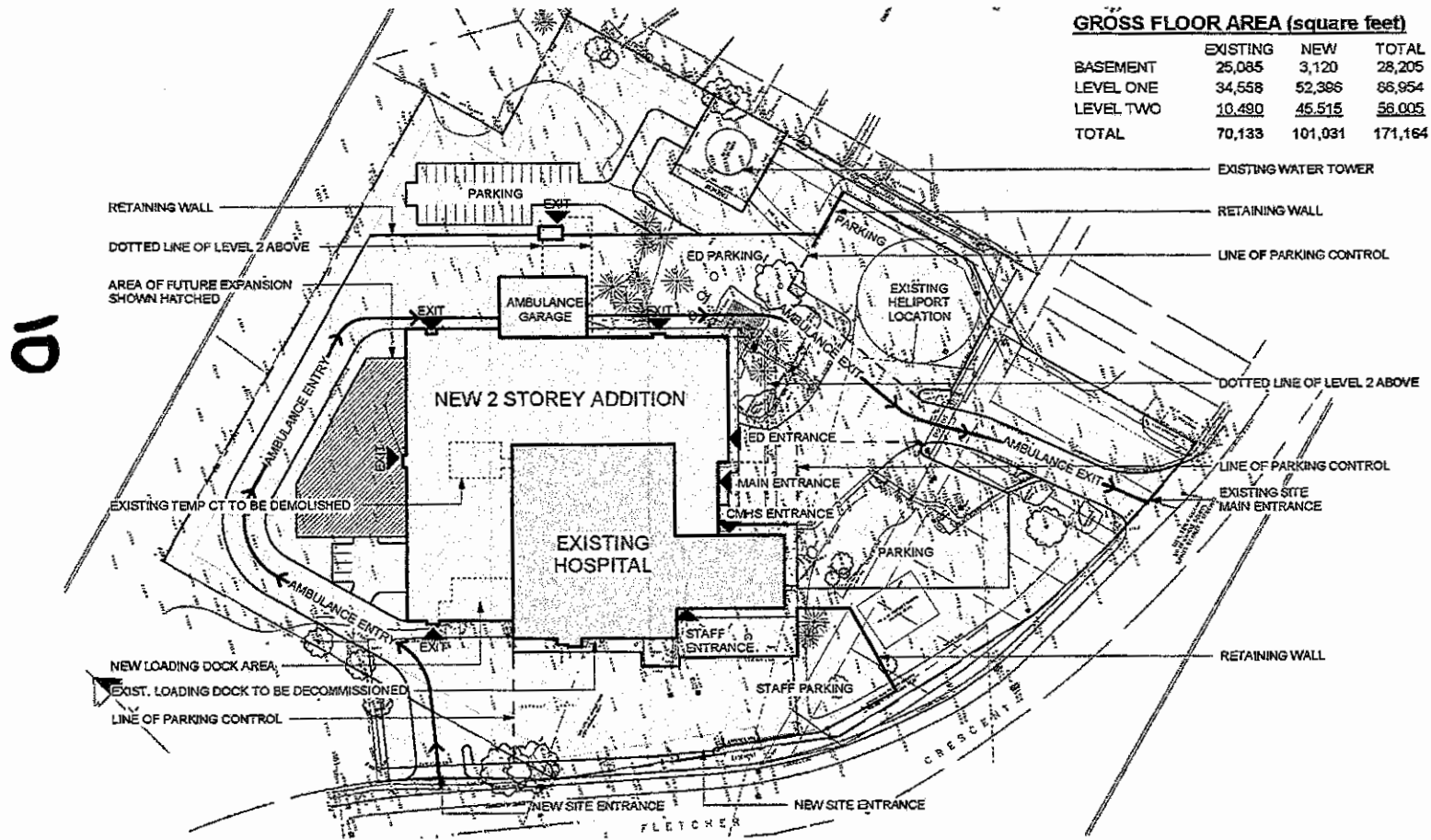
Geography by Municipality	Inpatient Cases		Day Surgery Cases		ED Visits	
	#	%	#	%	#	%
New Tecumseth	1,396	13.2%	1,409	36%	18,376	49.2%
Essa	345	3.3%	424	10.8%	6,048	16.2%
Adjala-Tosorontio	179	1.7%	280	7.2%	3,152	8.4%
Innisfil	140	1.3%	217	5.5%	2,349	6.3%
Mulmur	42	0.4%	61	1.6%	821	2.2%
Mono	12	0.1%	34	0.9%	198	0.5%
Total	2,114		2,425		37,319	

SMH Patient Origin, 2018/19
(Geography ranked by inpatient cases)

- In 2018/19, SMH had
 - **37,319** ED visits in total
 - **10,589** Inpatient days
 - **3,913** surgical procedures



STEVENSON: SITE PLAN FOR THE NEW REVITALIZED HOSPITAL



GROSS FLOOR AREA (square feet)

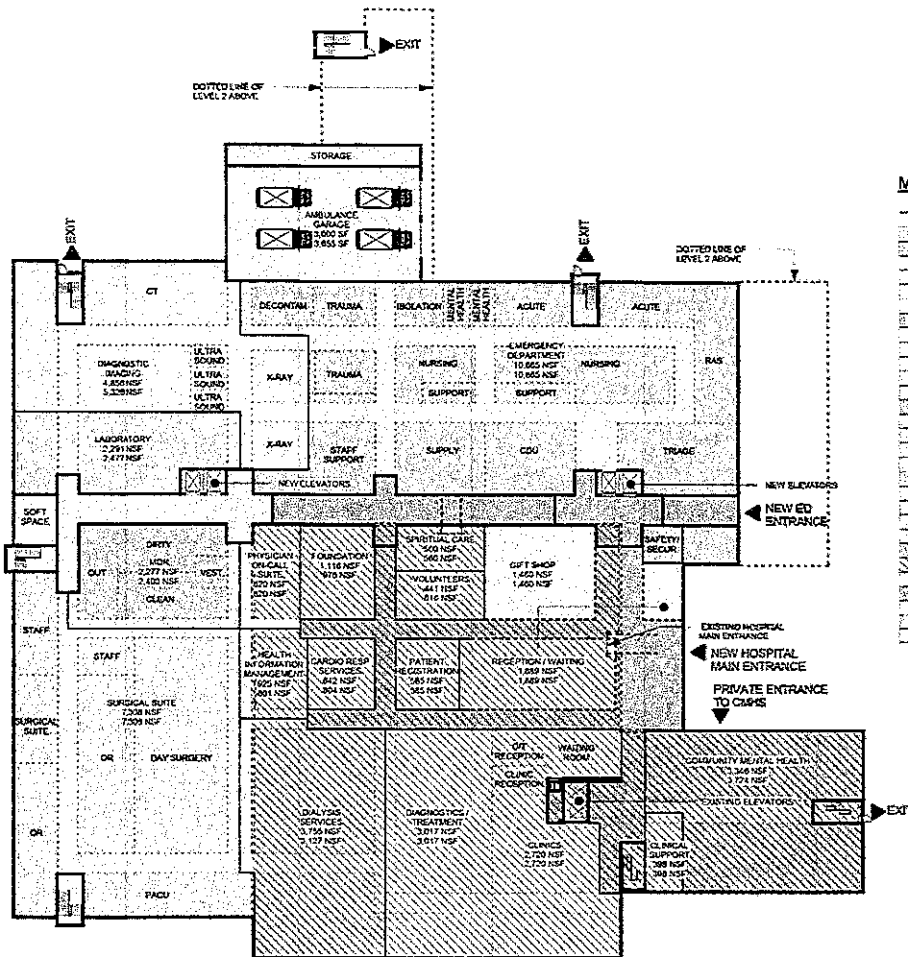
	EXISTING	NEW	TOTAL
BASEMENT	25,085	3,120	28,205
LEVEL ONE	34,558	52,386	86,954
LEVEL TWO	10,490	45,515	56,005
TOTAL	70,133	101,031	171,164

Efficient 2 Storey wrap-around design allows for greater site optimization

SMH - STAGE 2 - FUNCTIONAL PROGRAM

saiteerpilon





MASTER PLAN AREA LEGEND

- 1. AMBULATORY CARE CLINICS
- 2. BIRTHING UNIT
- 3. COMMUNITY MENTAL HEALTH
- 4. CORPORATE LEADERSHIP
- 5. DIAGNOSTIC IMAGING
- 6. DIALYSIS SERVICES
- 7. DIETARY SERVICES
- 8. EDUCATION CENTRE
- 9. EMERGENCY SERVICES, SECURITY
- 10. ENVIRONMENTAL SERVICES
- 11. FACILITIES MAINTENANCE
- 12. FINANCE SERVICES, INFORMATION TECHNOLOGY
- 13. HEALTH INFO. MGMT., PATIENT REG., DECISION SUPPORT
- 14. INPATIENT UNIT, INT. CARE COORD., REHAB. THERAPY
- 15. INFECTION PREVENTION & CONTROL, OCC. HEALTH & SAFETY
- 16. LABORATORY SERVICES
- 17. LOBBY, FOUNDATION, VOLUNTEERS, SPIRITUAL CARE
- 18. MATERIALS MANAGEMENT
- 19. MEDICAL DEVICE REPROCESSING
- 20. PHARMACY SERVICES
- 21. QUALITY / RISK MGMT., PROF. PRAC., PATIENT RELATIONS
- 22. STAFF AND PHYSICIAN SERVICES
- 23. SURGICAL SERVICES
- 24. EXISTING MECHANICAL / ELECTRICAL - (MECH)
- 25. EXISTING HOSPITAL
- 26. HORIZONTAL PRIVATE CIRCULATION
- 27. HORIZONTAL PUBLIC CIRCULATION
- 28. VERTICAL CIRCULATION
- 29. UNASSIGNED SPACE
- 30. SOFT SPACE

FUNCTIONAL PROGRAM NET SQUARE FEET	DESIGNED NET SQUARE FEET	DIFFERENCE
6,977 NSF	6,930 NSF	-38 NSF
0 NSF	0 NSF	0 NSF
3,346 NSF	3,724 NSF	+378 NSF
0 NSF	0 NSF	0 NSF
4,828 NSF	5,328 NSF	+470 NSF
3,756 NSF	3,737 NSF	-19 NSF
0 NSF	0 NSF	0 NSF
0 NSF	0 NSF	0 NSF
10,865 NSF	10,865 NSF	0 NSF
0 NSF	0 NSF	0 NSF
0 NSF	0 NSF	0 NSF
0 NSF	0 NSF	0 NSF
0 NSF	0 NSF	0 NSF
1,510 NSF	1,386 NSF	-124 NSF
0 NSF	0 NSF	0 NSF
0 NSF	0 NSF	0 NSF
2,291 NSF	2,477 NSF	+186 NSF
5,730 NSF	5,503 NSF	-227 NSF
0 NSF	0 NSF	0 NSF
2,227 NSF	2,403 NSF	+176 NSF
0 NSF	0 NSF	0 NSF
0 NSF	0 NSF	0 NSF
826 NSF	826 NSF	0 NSF
7,203 NSF	7,203 NSF	0 NSF
0 NSF	0 NSF	0 NSF
0 NSF	335 NSF	+335 NSF
49,697 NSF	52,215 NSF	+2,518 NSF

TOTAL NSF EXCLUDING M&E, UNASSIGNED AND SOFT SPACE

GROSS FLOOR AREA (square feet)

EXISTING	34,558
NEW	52,396

SMH - STAGE 2 - FUNCTIONAL PROGRAM
Level 1

salterpilon

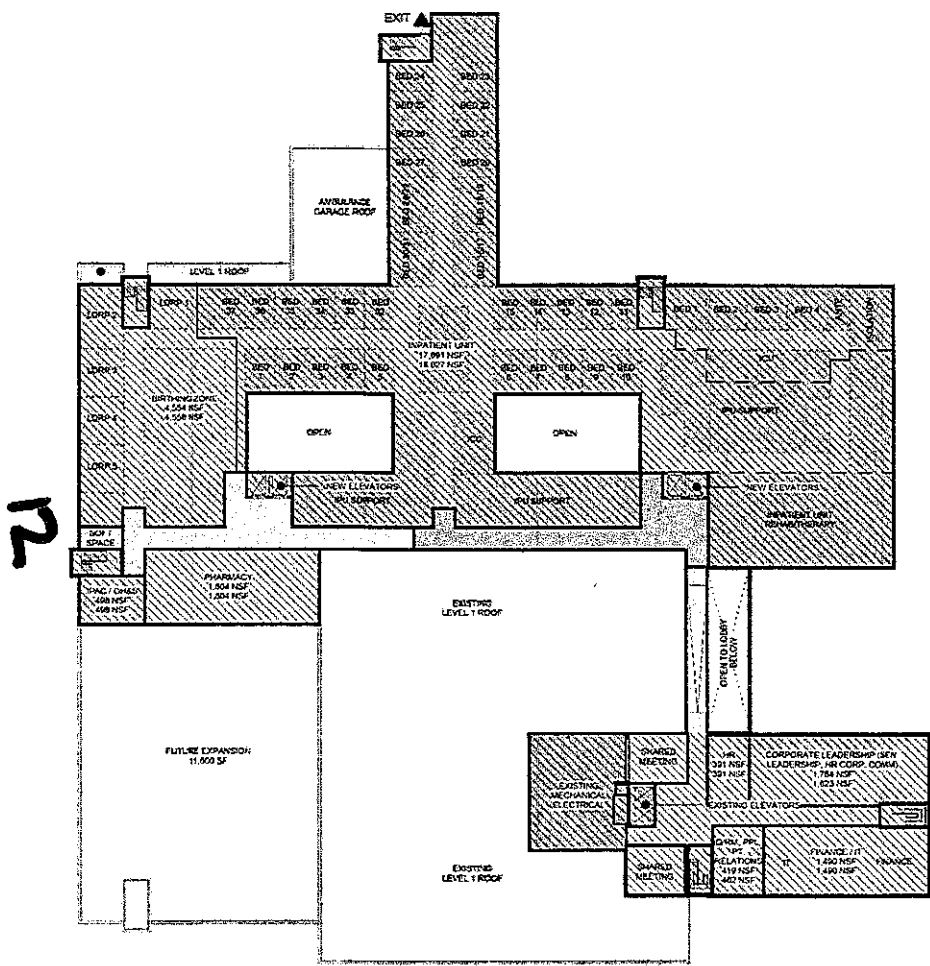
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November 11, 2018

salterpilon.com



SA



MASTER PLAN AREA LEGEND

- 1. AMBULATORY CARE CLINICS
- 2. BIRTHING UNIT
- 3. COMMUNITY MENTAL HEALTH
- 4. CORPORATE LEADERSHIP
- 5. DIAGNOSTIC IMAGING
- 6. DIALYSIS SERVICES
- 7. DIETARY SERVICES
- 8. EDUCATION CENTRE
- 9. EMERGENCY SERVICES, SECURITY
- 10. ENVIRONMENTAL SERVICES
- 11. FACILITIES MAINTENANCE
- 12. FINANCE SERVICES, INFORMATION TECHNOLOGY
- 13. HEALTH INFO, MGMT., PATIENT REG., DECISION SUPPORT
- 14. INPATIENT UNIT, INT. CARE COORD., REHAB, THERAPY
- 15. INFECTION PREVENTION & CONTROL, OCC. HEALTH & SAETY
- 16. LABORATORY SERVICES
- 17. LOBBY, FOUNDATION, VOLUNTEERS, SPIRITUAL CARE
- 18. MATERIALS MANAGEMENT
- 19. MEDICAL DEVICE REPROCESSING
- 20. PHARMACY SERVICES
- 21. QUALITY / RISK MGMT., PROF. PRAC., PATIENT RELATIONS
- 22. STAFF AND PHYSICIAN SERVICES
- 23. SURGICAL SERVICES
- 24. EXISTING MECHANICAL / ELECTRICAL - (MECH)
- 25. EXISTING HOSPITAL
- 26. HORIZONTAL PRIVATE CIRCULATION
- 27. HORIZONTAL PUBLIC CIRCULATION
- 28. VERTICAL CIRCULATION
- 29. UNASSIGNED SPACE
- 30. SOFT SPACE

FUNCTIONAL PROGRAM	DESIGNED NET SQUARE FEET	DIFFERENCE
1. AMBULATORY CARE CLINICS	0 NSF	0 NSF
2. BIRTHING UNIT	4,554 NSF	+4 NSF
3. COMMUNITY MENTAL HEALTH	0 NSF	0 NSF
4. CORPORATE LEADERSHIP	2,175 NSF	-181 NSF
5. DIAGNOSTIC IMAGING	0 NSF	0 NSF
6. DIALYSIS SERVICES	0 NSF	0 NSF
7. DIETARY SERVICES	0 NSF	0 NSF
8. EDUCATION CENTRE	0 NSF	0 NSF
9. EMERGENCY SERVICES, SECURITY	0 NSF	0 NSF
10. ENVIRONMENTAL SERVICES	0 NSF	0 NSF
11. FACILITIES MAINTENANCE	0 NSF	0 NSF
12. FINANCE SERVICES, INFORMATION TECHNOLOGY	1,490 NSF	1,490 NSF
13. HEALTH INFO, MGMT., PATIENT REG., DECISION SUPPORT	0 NSF	0 NSF
14. INPATIENT UNIT, INT. CARE COORD., REHAB, THERAPY	17,861 NSF	+659 NSF
15. INFECTION PREVENTION & CONTROL, OCC. HEALTH & SAETY	498 NSF	0 NSF
16. LABORATORY SERVICES	0 NSF	0 NSF
17. LOBBY, FOUNDATION, VOLUNTEERS, SPIRITUAL CARE	0 NSF	0 NSF
18. MATERIALS MANAGEMENT	0 NSF	0 NSF
19. MEDICAL DEVICE REPROCESSING	0 NSF	0 NSF
20. PHARMACY SERVICES	1,804 NSF	0 NSF
21. QUALITY / RISK MGMT., PROF. PRAC., PATIENT RELATIONS	419 NSF	+43 NSF
22. STAFF AND PHYSICIAN SERVICES	0 NSF	0 NSF
23. SURGICAL SERVICES	0 NSF	0 NSF
24. EXISTING MECHANICAL / ELECTRICAL - (MECH)	N/A	N/A
25. EXISTING HOSPITAL	N/A	N/A
26. HORIZONTAL PRIVATE CIRCULATION	0 NSF	0 NSF
27. HORIZONTAL PUBLIC CIRCULATION	1,093 NSF	N/A
28. VERTICAL CIRCULATION	0 NSF	0 NSF
29. UNASSIGNED SPACE	0 NSF	0 NSF
30. SOFT SPACE	0 NSF	0 NSF
TOTAL NSF EXCLUDING M&E, UNASSIGNED AND SOFT SPACE	28,901 SF	+445 SF

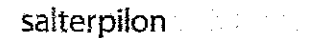
EXISTING	10,490
NEW	45,515
TOTAL	56,005

SMH - STAGE 2 - FUNCTIONAL PROGRAM

Level 2

1 : 500

November 11, 2018



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STEVENSON MEMORIAL HOSPITAL

200 Fletcher Crescent
P.O. Box 4000
Alliston, Ontario, L9R 1W7



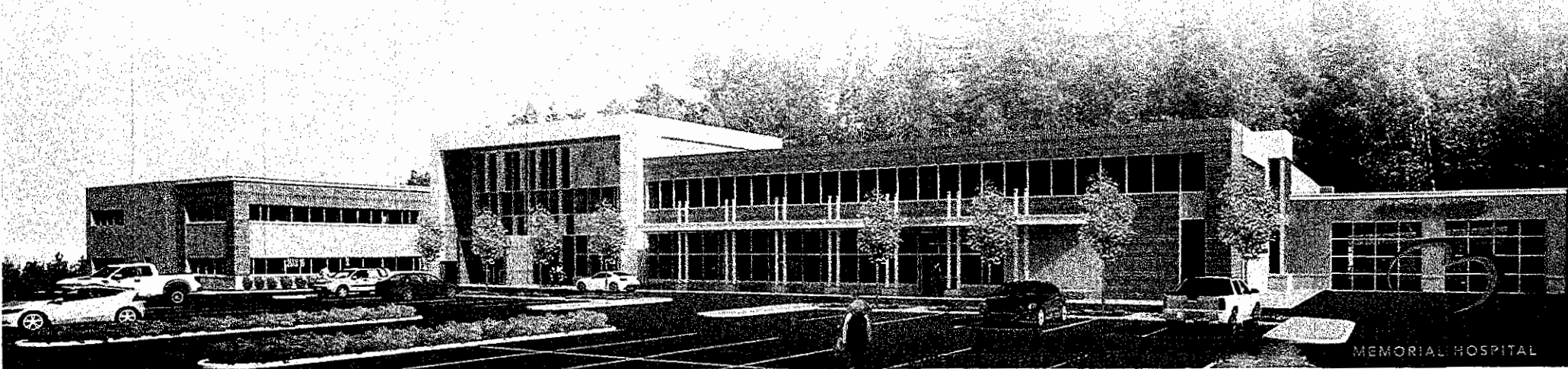
www.transformingstevenson.ca

foundation@smhosp.on.ca



www.stevensonhospital.ca

communications@smhosp.on.ca



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October 29, 2020

***Township of ESSA
Energy Performance Contract
Review***

Honeywell

20

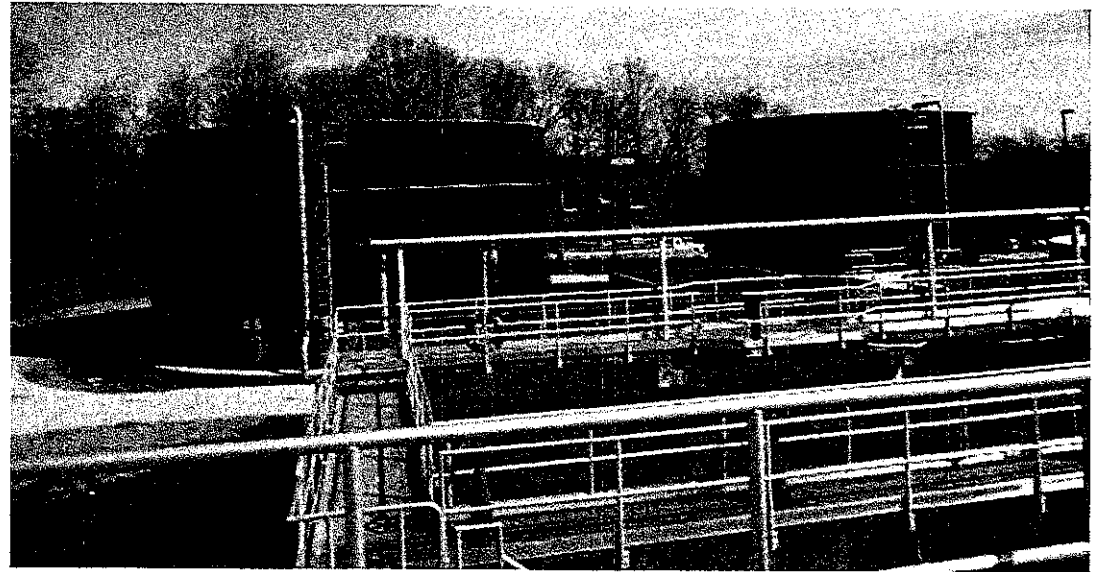
Agenda

Overview

Goals + Performance of Project

Grant opportunity

17



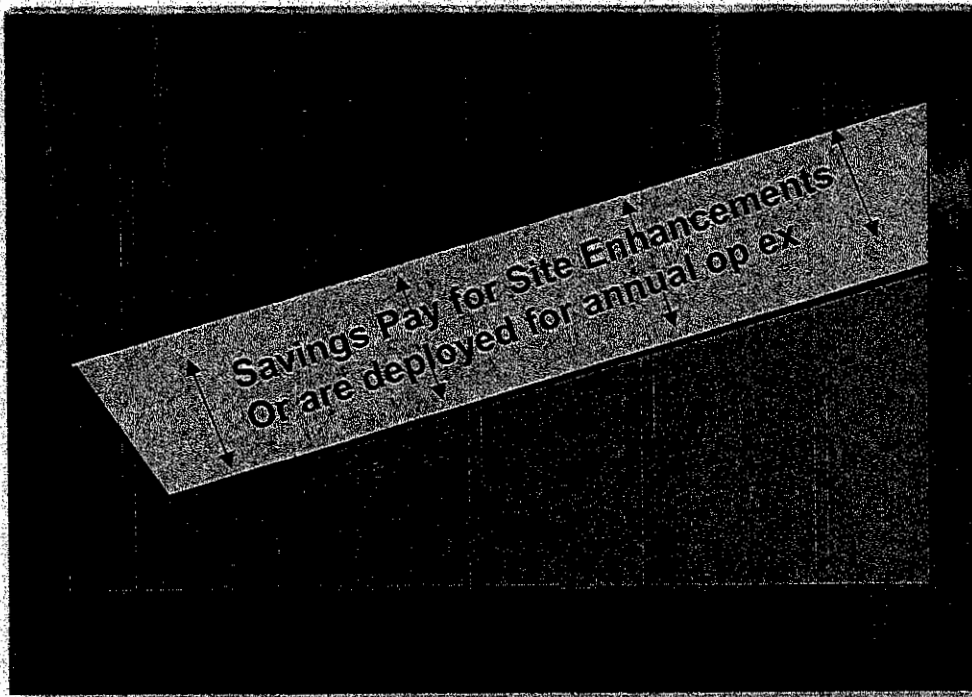


Energy Performance Contract Overview



Honeywell Energy Performance Self-funded, Guaranteed

R



A comprehensive, bundled
“self-funded” project
whereby the equipment and
technology Honeywell installs
to modernize buildings and
facilities is **paid by revenue,
grants, guaranteed energy
savings and operational
savings.**

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Goals and Performance of Project

29

Project Scope

Project scope and completion dates

Table 2 – Measure List and Completion Dates

Building	Measure ID	Description	Completion Date
Angus WWTP	CSM P1	Retrofit Fine Bubble Aeration System with New Blower, Aeration Heads	07-May-2019
Angus WWTP	CSM P2	Retrofit Sludge Storage and Handling Systems including repair of Aerobic Digester	05-Jun-2019
Angus WWTP	CSM P3	Headworks and Screening Improvements	30-Jun-2017
Angus WWTP	CSM P4a	UV System	28-Feb-2016
Angus WWTP	CSM P4b	Disk Filter Addition	8-Mar-2018
McGeorge, Brownley and Mill Street	CSM P7	Water Pumping Measures	31-Aug-2016

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Project Guarantee

From Honeywell Annual Energy and Operational Savings Sept 2020 Report

Table 1 – Total Guaranteed Project Cost Savings

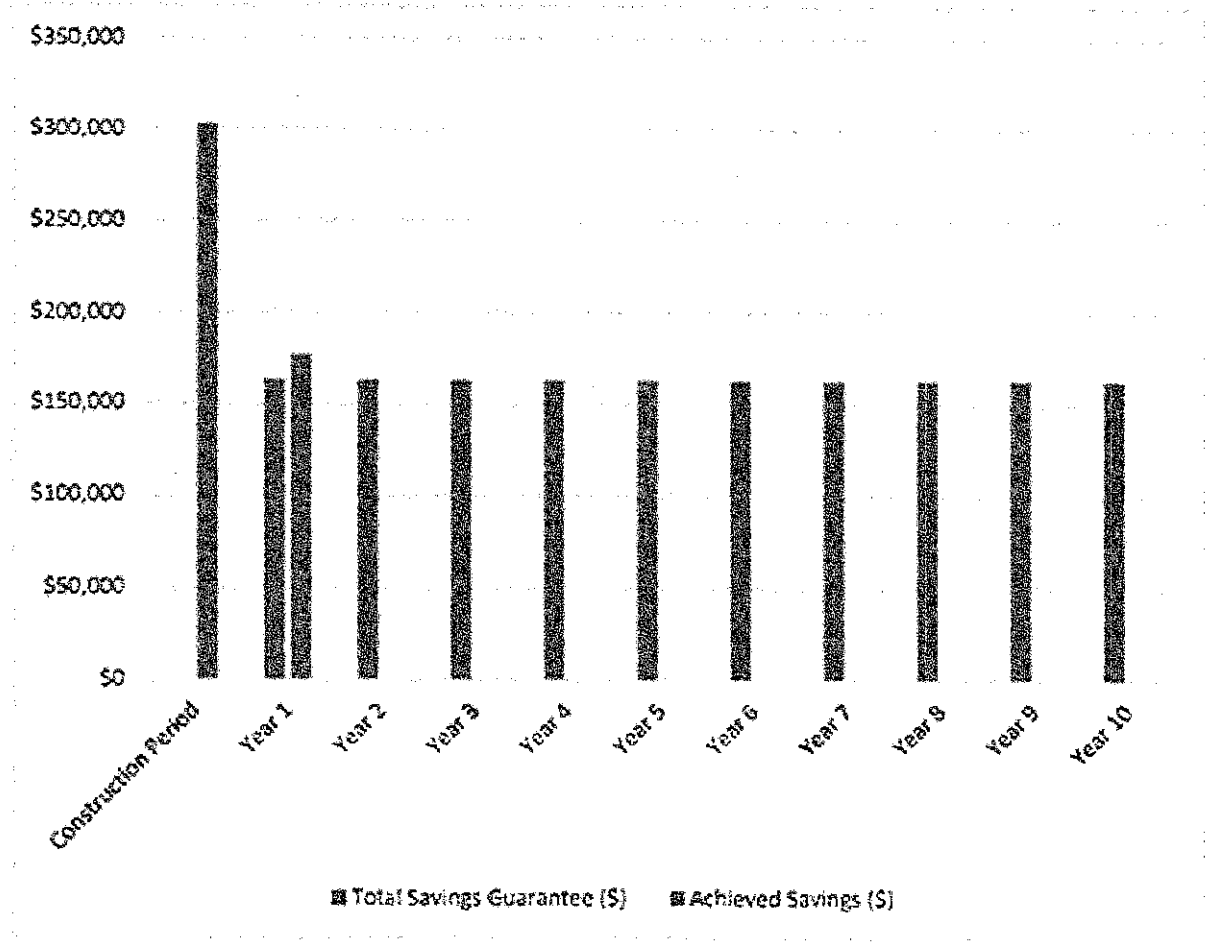
	Guarantee year	Utility Savings Guarantee (\$)	Operational Savings (\$)	Total Savings Guarantee (\$)	Cumulative Savings Guarantee (\$)	Achieved Savings (\$)
Construction	January 2016 to June 2019	n/a	n/a	n/a	n/a	302,109
Year 1	July 2019 to June 2020	112,576	50,282	162,858	162,858	176,305
Year 2	July 2020 to June 2021	112,576	50,282	162,858	325,716	n/a
Year 3	July 2021 to June 2022	112,576	50,282	162,858	488,574	n/a
Year 4	July 2022 to June 2023	112,576	50,282	162,858	651,432	n/a
Year 5	July 2023 to June 2024	112,576	50,282	162,858	814,290	n/a
Year 6	July 2024 to June 2025	112,576	50,282	162,858	977,148	n/a
Year 7	July 2025 to June 2026	112,576	50,282	162,858	1,140,006	n/a
Year 8	July 2026 to June 2027	112,576	50,282	162,858	1,302,864	n/a
Year 9	July 2027 to June 2028	112,576	50,282	162,858	1,465,722	n/a
Year 10	July 2028 to June 2029	112,576	50,282	162,858	1,628,580	n/a
					Cumulative Total	478,414

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Project Performance

Figure 1 – Comparison of Achieved vs. Guaranteed Cost Savings



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***M+V Service:
Grant identification***

24

CVRIS

Covid-19 Resilience Infrastructure Stream

Municipal economic stimulus grant now available

- Takes 10% of existing Investing in Canada Infrastructure Program (ICIP) federal funding
- To create long-term economic growth, inclusive, sustainable and resilient communities and in a low-carbon economy.
- Now released for funding

NEW: Covid-19 Resilience Infrastructure Stream

- \$3 billion in infrastructure money
- Intent: addressing the current health and socio-economic crisis and supporting economic stability
- Up to 80% federal cost share, maximum \$10M per project
- Eligible projects:
 - *Retrofits, repairs and upgrades for municipal and provincial buildings, health infrastructure and schools;*
 - *COVID-19 related infrastructure, including measures to support physical distancing;*
- Application intake expected fall 2020
- Substantial completion deadline expected December 2021

Feds unveil new COVID-19 stream for provincial infrastructure program



***M+V Service:
Grant identification***

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: PD029-20

DATE: November 4th, 2020

TO: Committee of the Whole

FROM: Aimee Powell, B.URPI., MPA, MCIP, RPP

SUBJECT: Official Plan Review Update

RECOMMENDATION

That Staff Report PD024-20 be received for information.

BACKGROUND

Through the 2020 Budget Planning process, Council approved Staff's request to undertake an Official Plan Review to begin in 2020. The current Official Plan dates to 2001, whereas Official Plans are meant to be updated on a 5-year cycle.

In the Spring of 2020, Staff posted a Request for Proposal to retain a Planning Consulting Firm to complete the Official Plan Review and its' update, and were successful in hiring MHBC in the summer of 2020 for the project to begin in the Fall of 2020.

Beginning in September 2020, Staff undertook an extensive advertising campaign, within the community, in efforts of achieving notable outreach on the Official Plan Review to residents, landowners, and community stakeholders. Outreach undertaken by Staff included:

- A radio advertising campaign on 92.1 MyFM Radio Station that ran two times a day for 30 days
- A Newspaper Ad that ran in the Borden Citizen
- 'A Frame' Signs located in Thornton, Baxter and Angus for 30 days
- An Ad on the Angus BIA electronic sign
- A billboard sign in Angus
- A news feature interview clip on 92.1 MyFM Radio Station
- A Social Media Post on the Township's Twitter and Facebook Accounts
- A Notice sent to all Committees of Council
- A Letter to all School Administrators within Essa
- Online Ad on Simcoe.com (Alliston Herald)

- Emails to all interested parties catalogued throughout the years on this topic; and
- Updating all email signature blocks with a link to our Official Plan Review webpage

The aim of this outreach strategy was to ensure that all interested parties would have the opportunity to participate in shaping Essa's future, through providing their input into the creation of the pending Official Plan. The total cost for this advertising campaign was \$1,850.94 which began in September 2020 and will continue into November 2020.

This outreach was essential to introduce the Official Plan Review project as it provided a medium to direct interested parties to the Township's Official Plan Review Webpage where the means to participate in the process in an on-going manner is provided.

At this initial stage of the project, Key Questions have been posted on the Township's website and a commenting window was open from September 22nd 2020 to October 6th 2020 to help inform the content of the two Visioning Sessions that were held on Tuesday October 27th, 2020. These Visioning Sessions were hosted by Township Staff and facilitated by the Township's consultant, MHBC. The subject Visioning Sessions took place with both virtual and in-person attendees at the Angus Arena, where there was a total of 17 attendees at a 2:30pm session and 13 attendees at a 6:30 pm session.

The next step in the Official Plan Review is for MHBC to provide Staff with a Draft Discussion Paper on the results of all the work completed to date, including the content presented and collected at the Visioning Session to prepare for the Drafting of the Official Plan Update. Attachment A of this Report is an updated Project Schedule for the Official Plan Review Project.

COMMENTS AND CONSIDERATIONS

The eleven Key Questions posed during the commenting window, and further discussed during the Visioning Sessions, are included as Attachment B to this Report. In summary, the responses to these questions identify that the Township has notable opportunities to better deliver on the needs and wants of the Community at large. Participants demonstrated a strong desire to belong to a community that has, but is not limited to, the following attributes:

- Value for culture and the Arts
- Preservation of natural resources
- Connectivity and access to services based on community needs
- Celebrated tourism
- Economic prosperity and identity; and
- Complete, walkable and healthy communities

The success in being able to deliver these community attributes is reliant on having organizational resources in place to transition these desires, into tangible assets. The

rapidly increasing level of development activity currently facing the Township is indicative that the Township of Essa is at a turning point in terms of transitioning into a more heavily populated centre in the County. Migrant populations are interested in living in Essa and looking for the quality of life and services that they received in the municipalities they are moving from. To provide these services and have Essa meet the demands before the corporation, overall resources will have to be expanded.

The next step in the Official Plan Review process is for is Staff to be in receipt of a Discussion Paper that will provide information on how upper-tier policy direction, on-going land use planning issues that face Essa, and newfound issues raised by the Community through the work completed to date, will inform the creation of the Official Plan. Staff anticipate being in receipt of this Discussion Paper prior to the end of 2020.

FINANCIAL IMPACT

None in the immediate future, as the funds spent on the Advertising campaign came out of the pre-approved 2020 Planning and Development Department's Budget for 'Advertising' not from the pre-approved 'Consulting Fee' line item of \$75,000 to support this project.



SUMMARY/OPTIONS

Council May:

- 1. Take no further action.
- 2. Receive this Report for Information.
- 3. Direct Staff in another manner that Council deems appropriate.

CONCLUSION

Option # 2 is recommended.

Respectfully Prepared By:

Reviewed By:

Aimee Powell

Colleen Healey-Dowdall

Aimee Powell, B.URPl., MPA, MCIP, RPP
Manager of Planning and Development

Colleen Healey-Dowdall
CAO

- Attachment A: Official Plan Review Project Schedule
- Attachment B: Key Questions Addressing Community Needs and Wants to Support the Official Plan Review

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ATTACHMENT A



Updated Work Plan (October 20, 2020) Township of Essa - Official Plan

#	Task	2020					2021											
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Phase 1 - Background Research																		
1	Start-up Meeting with Township Staff																	
2	Review of Background Information, Provincial Legislation and Plans																	
3	Project Initiation Meeting with Council																	
4	Visioning Workshop																	
5	Discussion Paper #1																	
6	Open House #1																	
7	Stakeholders Breakfast																	
8	Project Team Meeting/Council Meeting																	
Phase 2 - Draft Official Plan																		
9	Preparation of Draft Official Plan																	
10	Discussion Paper #2																	
11	Meeting with County Staff																	
12	Project Team Meeting/Council Meeting																	
13	Open House #2																	
14	Discussion Paper #3																	
15	Project Team Meeting/Council Meeting																	
16	Finalize Draft Official Plan																	
17	Statutory Public Meeting																	
Phase 3 - Final Official Plan																		
18	Discussion Paper #4																	
19	Project Team Meeting/Council Meeting																	
20	Preparation of Final Official Plan																	
21	Adoption of New Official Plan																	

8

ATTACHMENT B:

Key Questions Addressing Community Needs and Wants to Support the Official Plan Review

Question 1: What are the top 5 important things you value most about your community?

- Emphasis on valuing cultural arts, entertainment, green space, recreational trails,
- Accessing the green space, the town has to offer
- Celebrating the natural resources and heritage of the Town
- Protecting biodiversity and wildlife
- Creating a system of connectivity regarding greenspace trails and public transport
- Greater access to recreational trails
- Protecting the natural environment and public areas, specifically the larger bodies of water (river)
- Having good internet servicing especially beneficial for small businesses and the increase in work at home population
- Access to active transportation: bike paths, walking trails, transit options

Question 2: Please identify the top 5 planning issues the township will face in 5 to 20 years?

- School: addressing issues of overcapacity, limited school lands available
- Need for more recreational services, as population is increasing with younger families
- Lack of infrastructure to cater to the younger population (skate parks/rec centers/etc.), especially due to Covid-19 more people are stuck inside
- Public transportation to larger cities (a lot more commuters over the past few years)
- Lack of a municipal servicing (water/hydro/electric) or lack of community sanitation facilities especially in dense settlement areas as well as projected growth areas and rural areas
- Lack of additional housing styles, need additional opportunity for mixed use living which in turn decreases commute times and creates complete communities
- Having transit connect the communities inside the Township as well as larger surrounding cities
- Need for recreational arts and community spaces protection and implementation to meet the needs of the community
- Increase the emphasis on tourism and culture within the communities

Question 3: Where should residential and non-residential growth be focused?

- Need to add Utopia to non-residential growth/expansion for Angus settlement area

- If Angus is to expand there needs to be criteria and plans and policies in place to monitor and protect the environmental aspects of it

Question 4: Where should residential and non-residential growth not occur?

- Not in wetland area
- Not in natural features
- Nothing East and South of 5th Street

Question 5: Should second units be permitted and if so where?

- Not everyone should be allowed to have a secondary unit, needs process in place to monitor and review it over certain criteria put forth by the Town
- Make sure adequate services and infrastructure are in the area to support the increase in areas that may have an increase in future secondary units
- Create a fast lane application process for families that just want to create it for aging parents or their direct family, opposed to those who are predominantly using it for personal economic growth

Question 6: Any housing styles missing or required?

- Higher density is missing
- Including combined town houses and bungalows as it provides a more affordable opportunity as opposed to condominium living (maintenance fees)
- Creating more housing for seniors as the population ages

Question 7: What can OP do to facilitate business opportunities?

- Include municipal servicing in areas what are future employment/commercial/ industrial lands
- Policies that look at Agri-tourism and Ecotourism (wetlands/county forest/conservation areas/NVCA)
- Creating technological connectivity is important to businesses (servicing)
- Not to sell out our heritage and green space to increase our economic capital
- Within residential grow areas to allow for small commercial properties for neighborhood stores (again touching on complete community idea, mixed use areas)

Question 8: What are key economic attributes of community that are not realized?

- Not capitalizing on agricultural wealthy communities and linking it with commercial enterprise (farm to table grow ideas discussed)
- Want us to bring experts in to look at our economic vision to capitalize on the natural environment and make them financially relevant in turn raising economic

- viability, do not want it all to be farmland converting into housing, having diversity in options for agricultural lands

Question 9: Does OP do enough to protect features

Answer: No public input

Question 10: Does OP sufficiently protect Agri-lands?

- To many restrictions currently to retrofit the lands or part of lands to be suitable for other venues (places where people can gather) as long as it does not have an increase impact on the environmental community
- Regarding trails, if they open them to public the concerns raised are who pays for maintaining them and there should be policies in place to have financial gain from the tourist population using the towns greenspace
- To not allow major commercialization of existing Agri Land (large standardization factories)
- To have a policy that can permit the use of accessory structures or secondary suites within the dwelling on Agri-lands

Question 11: Any other comments on what should be considered?

- More parks and outdoor spaces.
- Add some kind of future highway (Passover) to control the increase in traffic and movement coming in from Innisfil (or coordinate with the Innisfail to keep up with their major growth as it impacts the town)



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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: C034-20
DATE: November 4, 2020
TO: Committee of the Whole
FROM: Lisa Lehr, Clerk
SUBJECT: Poundkeeping Services Contract

RECOMMENDATION

That Staff Report C034-20 be received; and
That Council consider approving an extension to the Poundkeeping Services Contract with the Alliston and District Humane Society for a further three year term; and
That Council consider directing Staff to bring the necessary By-law forward to a future meeting of Council to execute the extension.

BACKGROUND

The Township of Essa originally entered into a Poundkeeping Services Contract with the Alliston and District Humane Society (ADHS) for a three-year term commencing in 2011, and has since extended the term of the contract twice for two additional three year terms. The extension to the contract is set to expire on December 31, 2020.

The ADHS has approached this municipality and expressed their interest in renewing the Poundkeeping Services Contract for an additional three years, to run from January 1, 2021 to December 31, 2023. The Clerk has reached out to representatives of the Alliston and District Humane Society to discuss changes to the contract (specific to costs) should the contract be renewed for a further three years.

The Township of Essa Procurement Policy A05-01 contains a section that deals specifically with "Non-Competitive Procurement". This section allows the municipality to acquire goods or services from a particular source through single sourcing/sole sourcing, where a Department Head deems it in the best interests of the Township. Essa's Procurement Policy A05-01 states the following respecting Non-Competitive Procurement:

- 7.1 *Any provision in this Policy may be excepted where a Department Head deems it necessary or in the best interests of the Township to acquire goods or services from a particular source through the use of non-competitive procurement such as single sourcing or sole sourcing. Due to the potential public perception regarding favouritism or conflict of interest, it is important to be transparent when using the non-competitive method.*
- 7.2 *The approval of Council may be sought to acquire goods or services through a non-competitive process.*

Additionally, the Procurement Policy states the following in respect of Single or Sole Source Procurement:

- 9.1 *Purchase by negotiation may be adopted, if, in the judgement of the Department Head, any of the following conditions apply:*

- j) *When there is documented evidence to support the extension, enhancement or takeover of an existing contract (that may include existing subcontractors) would prove more cost-effective or otherwise beneficial as defined by the requester and agreed to by the Chief Administrative Officer and the involved Department Head.*

COMMENTS AND CONSIDERATIONS

It is the Clerk's opinion that the provisions contained in the Township's Procurement Policy (as stated above) are warranted to allow for an extension on the existing contract by an additional three-years for Poundkeeping Services with the Alliston and District Humane Society, and that said extension would be in the best interests of the municipality for the following reasons:

Mutually Beneficial Relationship

This municipality has received excellent service over the course of the contract with the Alliston and District Humane Society (ADHS), and has not received any complaints from the residents of Essa Township with respect to the care of canine(s) brought to their facility. The ADHS has had an extremely high rate of return of domestic animals having been brought into their facility that have been returned to their owners. This has resulted in no additional charges to the municipality over the course of the past two terms of the contract other than the monthly fees.

Cost Effectiveness of Contract with ADHS

Currently, when an Essa owner of a canine picks up their dog, the Alliston and District Humane Society remits monies to the Township for the sale of Dog Tags at \$20.00 per tag sold (ADHS keeps \$5.00 as commission for the sale of the dog tag), as well as \$50.00 for the municipal transfer/pickup fee per canine (per the Township of Essa's current Schedule of Fees).

With the return of every dog to an Essa owner, the Alliston and District Humane Society ADHS has generated revenue for the municipality over the past term as follows:

- 2018 – \$2,340.00
- 2019 – \$1,125.00
- 2020 (as of August 31, 2020) – \$720.00

As such, the following is a breakdown of the actual costs paid by the municipality to ADHS for the contract over the past term, based on the fees for the contract having been as \$400.00 per month for 2018 and 2019, and \$425.00 per month in 2020:

Year	Annual Fee for Contract	Revenue Returned to municipality		Total Cost to Municipality for Contract
		Transfer/Pickup Fee	Dog Tag Sales	
Year 1 (2018)	\$4,800.00	\$1,900.00	\$440.00	\$2,460.00
Year 2 (2019)	\$4,800.00	\$885.00	\$240.00	\$3,675.00
Year 3 (Jan 1 to Sept 30, 2020)	\$3,825.00	\$520.00	\$200.00	\$3,105.00

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Based on discussions with the ADHS, they have advised that they will keep their boarding fees (payable by dog owners) set at what they have been for the past three years for residents

retrieving their canines from their facility, which will work to keep costs associated with re-homing and/or return of canines affordable for Essa residents.

FINANCIAL IMPACT

In the event that Council directs staff to go through the tendering process to obtain quotes for Poundkeeping Services, the monthly contract price obtained through a non-competitive quote from the Alliston and District Humane Society will be attached to this Report as a Confidential Attachment (Attachment No. 1).

At present the ADHS charges the following to the owners for each canine brought in to their facility:

Fee Description	2020	
Daily Boarding Fee	\$35.00 per day, per canine	ADHS Fee-payable by owner upon pickup of canine. If owner doesn't pick up canine, payable by municipality for up to a maximum of 5 days.
Dog Tag Fee	\$25.00	\$20.00 remitted to municipality upon sale of dog tag (They keep \$5.00 commission)
Transfer/Pickup Fee	\$50.00	\$50.00 remitted to municipality upon pickup of canine
Euthanasia Fee	\$300.00	ADHS Fee-if required

ADHS has advised that the rates listed above will remain the same for 2021 and 2022, however there would be a slight increase in 2023 to \$40.00 for their Boarding Fees (payable by dog owner).

Outside of the monthly contract fee payable to ADHS, the municipality would only be responsible to pay for euthanasia and veterinary care (if required) ONLY when the owners have not come forward to claim the dog and/or the dog cannot be re-homed. As ADHS is a no-kill shelter, a dog would only be euthanized under dire circumstances. [To note: Essa has not had to pay any additional fees for the past two terms of this contract outside of the monthly fees.]

If we were to go to the tendering process, there is the possibility that a different organization could provide the service(s) for lower fees but they could possibly be a further distance away for residents to travel to retrieve their dogs as well as for the After Hours Canine Control and Municipal Law Enforcement Officer to deliver stray dogs.

SUMMARY/OPTIONS


Council may:

1. Take no further action.
2. **Authorize the Clerk to extend the contract with the Alliston & District Humane Society for a further three years, and direct Staff to bring the necessary By-law forward to a future meeting of Council to execute the extension.**
3. Direct Staff to tender out for Quotations to be submitted for Poundkeeping Services.
4. Extend the contract with the Alliston & District Humane Society for a period of time as approved by Council.

CONCLUSION


It is recommended that Council approve Option No. 2 and authorize the Clerk to proceed with extending the Poundkeeping Services Contract with the Alliston and District Humane Society for a further three years, and to direct staff to bring the necessary By-law forward authorizing execution of the extension.

Respectfully submitted:



per, Lisa Lehr
Clerk

Reviewed by:



Colleen Healey-Dowdall
Chief Administrative Officer

Attachments:

1. CONFIDENTIAL - Email from Alliston and District Humane Society, re: Poundkeeping Services – Rates for Extension on Poundkeeping Services Contract

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: CAO055-20

DATE: November 4, 2020

TO: Committee of the Whole

FROM: Colleen Healey-Dowdall, Chief Administrative Officer

SUBJECT: Essa Street – Stop Up and Close Road

RECOMMENDATION

That Staff Report CAO055-20 be received; and

That Council direct staff to proceed with the process to Stop Up and Close the Essa Street road allowance in Angus.

BACKGROUND

The Township has previously determined that it does not require to keep Essa Street in Angus open. This short portion of public roadway serves no public purpose as it is used by 2 homeowners for private purpose only. It could save the Township money to stop up and close this road to thereby alleviate the municipality of any maintenance obligations.

To move this process forward, the Township should follow the requirements of the Municipal Act, Highway Traffic Act and its Sale of Surplus Land Policy.

At this point, staff recommends that Council adopt a resolution and have it made public that it intends to stop up and close Essa Street and declare the land as surplus with the intent to sell Essa Street.

COMMENTS AND CONSIDERATIONS

Following the adoption of a resolution to stop up and close Essa Street, a letter should be sent to landowners at:

- 84 Jonas Street
- 2 Essa Street

to provide personal notice of Council's intent to sell Essa Street. These landowners are to be provided an opportunity to submit a formal intent (offer) to purchase along with a




10a

10% deposit. The sale price should be based on market value and include administrative, legal and survey costs. Typically, if one abutting landowner does not wish to purchase their share, then the other landowner may purchase both parts for the value of each.

Following, the Township should obtain a Reference Plan and once the Reference Plan is complete, the municipal Solicitor should be authorized to proceed with the preparation of the legal work.

FINANCIAL IMPACT

The municipality will gain some funds from the sale of the road and as well will be relieved of future maintenance costs.

Manager of Finance or Deputy Treasurer Approval: _____ 

SUMMARY/OPTIONS

Council may:

1. Take no further action.
2. Carry forward with the process to stop up and close the Essa Street road allowance as previously decided by Council this year.

CONCLUSION

Option #2 is recommended.

Respectfully submitted:

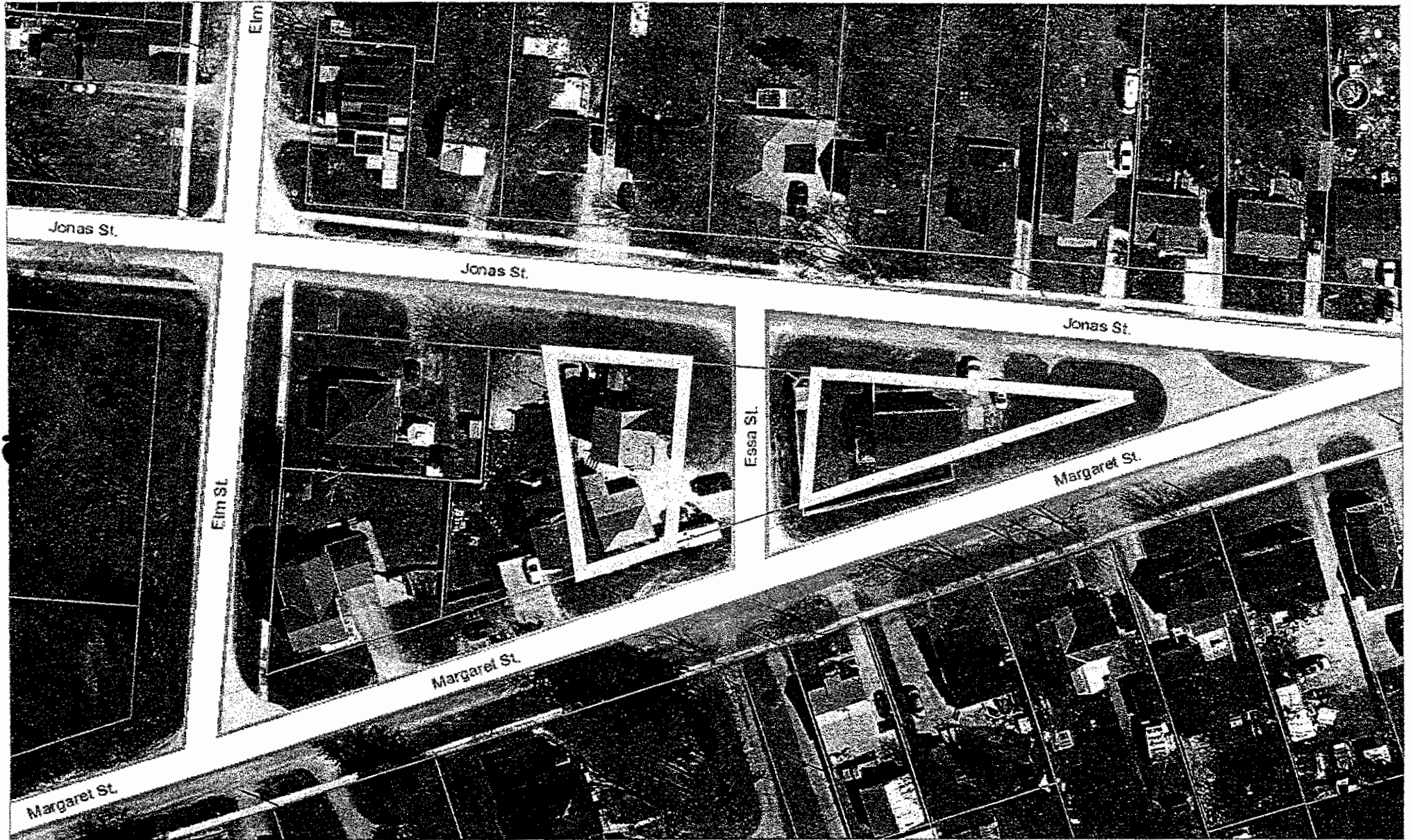


Colleen Healey-Dowdall
CAO

Attachments:
Map

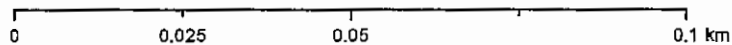
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2 Essa St. and 84 Jonas Street, Angus



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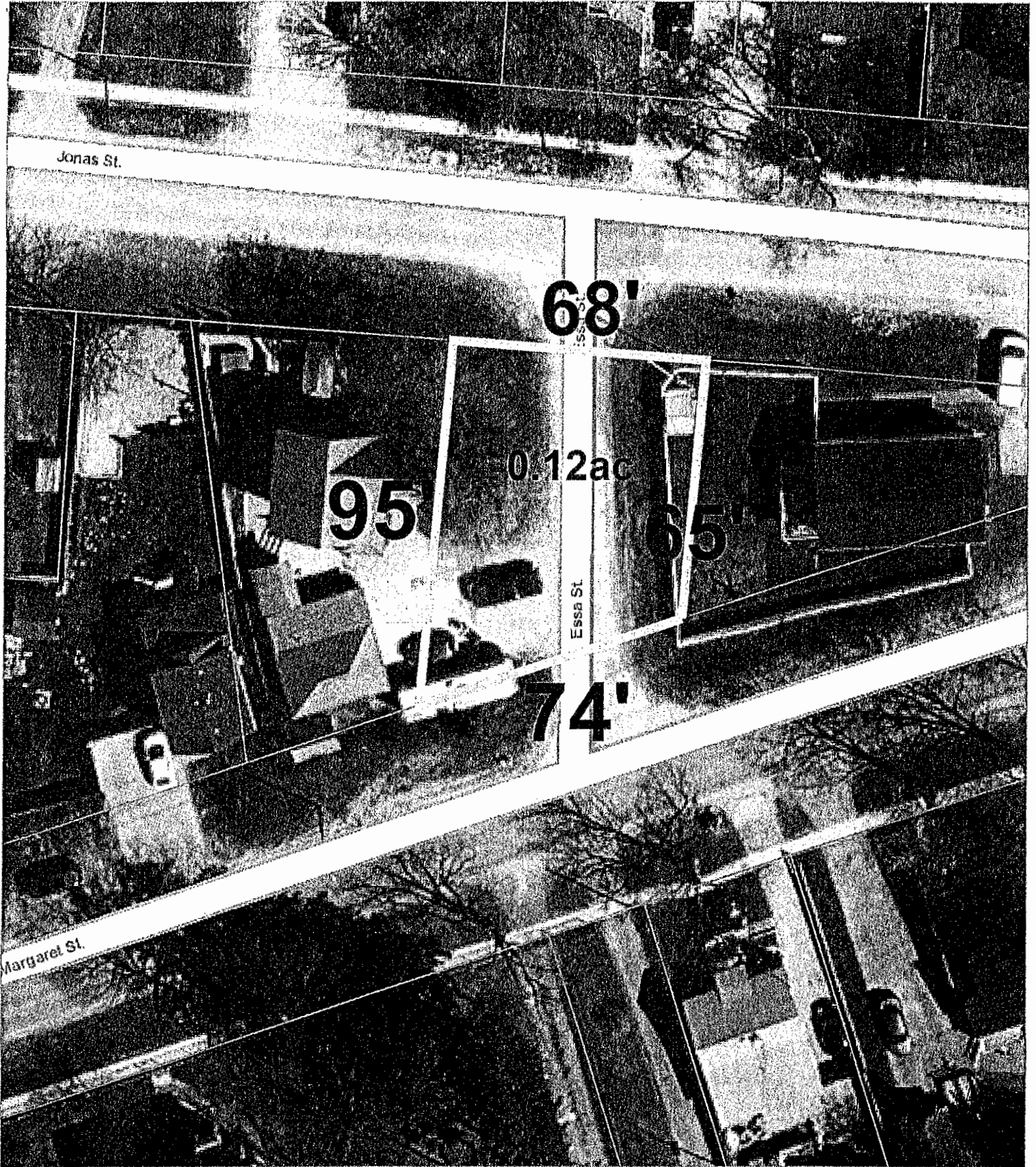


August 25, 2020



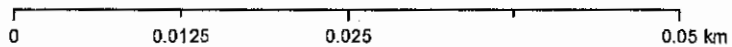
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100
Essa Street



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41 September 21, 2020





TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: CAO056-20

DATE: November 4, 2020

TO: Committee of the Whole

FROM: Colleen Healey-Dowdall, Chief Administrative Officer

SUBJECT: Thornton Union Cemetery and Staffing

RECOMMENDATION

That Staff Report CAO056-20 be received; and

That Council consider to accept ownership and maintenance of the Thornton Union Cemetery and hire an administrative assistant to help to offset required duties as necessary, on a part time basis.

BACKGROUND

As Council is aware, the Thornton Union Cemetery (TUC) has run into difficulty and it is public knowledge that there is an on-going criminal court proceeding.

The Township has now just learned by way of a letter from the Bereavement Authority of Ontario (BAO) dated October 15, 2020, that the TUC can no longer continue to maintain the cemetery. As such, it seems imminent that the municipality will have to take over ownership and maintenance of this cemetery along with Nicolston.

The attached letter from the BAO explains the legislated authority of this agency and the municipal obligations. The annual cost of maintenance of the cemetery is estimated to be \$300/week for grass cutting plus the cost of maintenance, bookkeeping and coordination of burials, etc.

The TUC is 5.18 acres in size and has approximately 1.24 acres remaining as available.

COMMENTS AND CONSIDERATIONS

It would seem that the municipality would have no option but to take over ownership (and maintenance of this cemetery). This office strongly suggests that an office administrative assistant should be hired to coordinate not only maintenance of this cemetery but all of Essa's cemeteries (Angus excluded at this time), all grass cutting and porta-potty coordination and other similar duties but which are currently handled through the Parks

and Recreation department. The Parks and Recreation staff have already reached their tipping point and cannot handle any further tasks such as that required for this or any cemetery. Part time staff assistance would also be of benefit. The current Cemetery Operator has explained that the operation and maintenance of the cemetery is very demanding. This has also been verified through a conversation with the Registrar for the BAO.

- Essa cemeteries under our care and control: Nicolston, West Essa, Burns United, Egbert United, St. Peter's Anglican
- Other duties which an administrative assistant could assist with:
 - Sales of plots, cemetery maintenance, grass cutting, porta-potty, lands and grounds landscaping, fundraising events such as Council's annual golf tournament and fishing derby and general support and assistance for camps.

Council will know that volunteers are becoming scarce as they age and there is little take-up in today's society/culture for volunteerism. The other cemeteries and other associations in the municipality are at or near to needing assistance by the municipality. Council is reminded that the municipality stepped up to assist with the Nicolston cemetery this past year.

FINANCIAL IMPACT

An administrative assistant salary is \$39,000 plus benefits (a part time salary would be half). This position is not only needed but would greatly assist the Parks and Recreation department. If it is not created, then the maintenance of the cemetery and other functions will very likely fall through the cracks creating additional stress and strain on everyone as the public emails to complain about service levels. Council is already aware of an unprecedented amount of email complaints being received relating to grass, trees and porta-potties. It is anticipated that such continue and as well increase as Essa's population and the demands of residents increase.

The annual cost of cemetery operation/maintenance at another nearby municipality is approximately \$75,000 including staff expenses (salary and benefits).

The TUC has no funds to transfer to the municipality. To the contrary, they seem to owe money and are also involved in a legal proceeding. The municipality is the end result in the event of a failure of an independent governing board.

Manager of Finance or Deputy Treasurer Approval:  _____

SUMMARY/OPTIONS

Council may:

1. Take no further action and recognize that staff cannot keep up to requirements let alone additional duties but accept that complaints will be received.

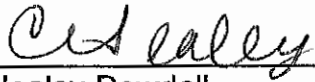
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2. Pursue acceptance of the Thornton Union Cemetery and hire an administrative assistant to help to offset required duties as necessary, on a part time basis.
3. Pursue acceptance of the Thornton Union Cemetery and do not hire any additional staff, again recognizing the strain on staff.
4. Direct staff in another course of action such as seeking out new volunteers although staff is not hopeful with this prospect.

CONCLUSION

Option #2 is recommended.

Respectfully submitted:



Colleen Healey-Dowdall
CAO

Attachments:

By-law No. 2018-83 for information purposes

Cemeterian Operations and Management for information purposes

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THE CORPORATION OF THE TOWNSHIP OF ESSA

BY-LAW 2018 - 83

A By-law to authorize a loan to Thornton Union Cemetery.

WHEREAS The Council of the Corporation of the Township of Essa is empowered to make grants or loans to individuals or organizations pursuant to the *Municipal Act*, S.O. 2001, c. 25, Sections 9 and 107(1); and

WHEREAS Thornton Union Cemetery has requested a loan in the amount of \$10,000.00 for a term of one (1) year at the rate of zero percent (0%) interest with an option to extend the loan for an additional one (1) year period at zero percent (0%) interest, to allow Thornton Union Cemetery to cover their operating costs for the time period between October 1, 2018 and October 1, 2019; and

WHEREAS the loan is being requested due to the fact that the majority of the funds of Thornton Union Cemetery were misappropriated and therefore Thornton Union Cemetery has no funds to cover maintenance and other operating costs; and

WHEREAS Thornton Union Cemetery is the owner of property described as:

Pt E Pt Lot 17, Con 11, Essa Township as in ES11602; Essa, being PIN 58115-0167(LT)
Registered Owner: The Wardens of St. Jude's Anglican Church

Pt E Pt Lot 17, Con 11, Essa Township as in ES3692 Except RO12370; Essa, being PIN 58115-0168(LT)
Registered Owner: The Trustees of The Thornton Congregation of the Methodist Church

Pt E Pt Lot 17, Con 11, Essa Township as in OS13470 Except RO12370; Description May Not Be Acceptable in Future as in OS13470; Essa, being PIN 58115-0169(LT)
Registered Owner: The Church Society of the Diocese of Toronto

Pt E Pt Lot 18, Con 11, Essa Township, Essa, being PIN 58115-0082(R)
No Registered Owner

Pt E Pt Lot 17, Con 11, Essa Township, being Part 1 on 51R 14065, being PIN 58115-0083(LT)
Registered Owner: The Trustees of Thornton Union Cemetery;

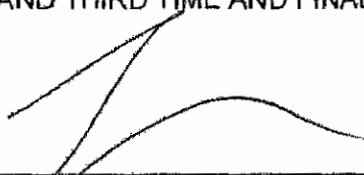
and

WHEREAS Doreen Wilton is the Operations Manager for Thornton Union Cemetery, Jules Fortier is the President of Thornton Union Cemetery, and Ron Wild is the Vice-President of Thornton Union Cemetery.

NOW THEREFORE BE IT RESOLVED THAT Council of The Corporation of the Township of Essa hereby enacts as follows:

1. That Council agrees to lend Thornton Union Cemetery \$10,000.00 for a period of one (1) year with an option to extend the term for an additional one (1) year at a rate of zero percent (0%) interest for the entire term, in exchange for a Promissory Note to be executed by the signing officers of Thornton Union Cemetery in the form attached.
2. The Promissory Note attached hereto is approved by Council, and Council agrees to the terms of the aforesaid Promissory Note.
3. The Mayor and Clerk are hereby authorized to execute the Promissory Note and all other documentation necessary to give effect to this By-law.
4. This By-law comes into force and effect on the day it is finally passed.

READ A FIRST, AND TAKEN AS READ A SECOND AND THIRD TIME AND FINALLY PASSED on this the 3rd day of October, 2018.



Terry Dowdall - Mayor



Lisa Lehr - Clerk

DATE: October 1, 2018

VALUE: \$10,000.00

PROMISSORY NOTE

For value received Thornton Union Cemetery (Promisor) promises to pay to The Corporation of the Township of Essa (Promisee) the sum of Ten Thousand ~~00~~/100 (\$10,000.00) in Canadian funds together with interest at the rate of Prime Rate of the Royal Bank of Canada with the provision that interest will be waived if the principal balance is repaid on the Maturity Date or the extended Maturity Date, if applicable, subject to the following provisions:

Payment amount: \$10,000.00

Interest adjustment date: October 1, 2018

Payment date: September 31, 2019

Maturity date: September 31, 2019

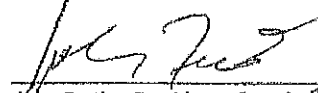
Term: 1 year with a 1 year extension at the request of the Promisor

1. Provided that the Promisor when not in default hereunder, shall have the privilege of paying the whole or any part of the principal sum at any time or times together without interest penalty, provided the amount of such prepayment is a minimum of \$5,000.00.
2. If default is made in the payment of any principal installment due hereunder for more than fifteen (15) days after the due date or the extended due date, if applicable, the Promisee may at its option by notice in writing to the Promisor, sent by registered mail addressed to the Promisor, declare the whole of the principal and interest hereby secured to be forthwith due and payable on demand and the Promisee may exercise any right, power or remedy at law.
3. This Promissory Note shall be binding upon and enure to the benefit of the parties hereto and their administrators, successors and assigns.
4. This Promissory Note may only be amended in writing signed by the Promisee and the Promisor.

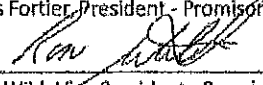
The Promisor's address is: Thornton Union Cemetery
 7016 Simcoe County Road
 Thornton, Ontario L0L 2N0

DATED at *Thornton* this *27th* day of *September*, 2018.

THORNTON UNION CEMETERY



 Jules Fortier, President - Promisor



 Don Wild, Vice President - Promisee

Cemeterian™ Operations and Management



Barnes Cemetery Training
and Consulting Services

A cemetery is defined as “land that has been set aside for the interment of human remains.” The reality is that cemeteries are also workplaces. Cemetery workers are general ground maintenance workers with priority being the tending to graves and memorial sites.

Additional duties include interments, assessing stability of memorials, maintaining cemetery furniture and other related infrastructure. What places them apart from traditional grounds workers is the sensitivity required to provide a compassionate and professional environment. The grieving process must be understood when dealing with persons especially those not wanting to comply with cemetery rules of conduct and proper operation of the cemetery. Additionally, working near heavy equipment, use and care of specialty tools associated with cemetery operations in all types of weather conditions can be high risk if not performed correctly.

Cemetery workers are covered under the Occupational Health and Safety Act and as such must meet the obligation of “competent person” as defined in the Act. The Act further requires that burial authorities provide a safe workplace and systems of work that will protect the employees, persons attending and officiating at funerals, visitors and any other person that may use a cemetery. The training course has been designed to showcase proven safe work practices and to encourage a process of thought that will assist with accident prevention while ensuring professional conduct by those responsible for daily cemetery operations.

Training will include presentations by industry leaders such as funeral directors, government officials, monument builders and cemetery designers. A site visit will allow participants to gain firsthand experience on general grounds and buildings, operational activities while understanding the role and importance of historical infrastructure such as chapels and mausoleums.

Module One Topics

- A history of cemeteries
- Cemetery regulatory compliance – The Funeral, Burial and Cremation Services Act
- Understanding Cemetery By-laws – what can and cannot be controlled
- Cemetery worker safety
- Reducing risks and hazards
- Grave preparation protocols – ground layout, opening and closings procedures
- Marker installations – proper foundation preparation and safe placement
- Understanding cremation interment options
- Importance of proper record keeping
- The significance of compassion and professionalism when dealing with bereaved persons

Module Two Topics

- Understanding burial options – traditional grave, cremation scattering, placement and storage choices
- Burial trends – bio-cremation, natural burials etc.
- Effective communication and documentation systems that control and record information associated with interment
- Cemetery equipment and safe work practices
- Reviewing the role and opportunities associated with memorial trees and furniture
- Dealing with cemetery vandalism
- Preparing for special events – mother and father’s day preparations
- Effectively handling on-site complaints

Site Visit

Participants will view:

- Proper grave layout
- Grave opening, set-up, and closing

10b

- Proper marker installation
- Cremation layout
- Cremation opening, set-up, and closing
- Columbarium layout
- Columbarium opening, set-up, and closing
- Conduct a cemetery risk assessment
- On-site equipment and specialty tools of the trade

Workplace-Specific Training: A reminder is given to facility supervisory staff that to complete the educational process successful participants must return to work and be provided with workplace-specific training.

Personal Protective Equipment: Participants attending this course are required to supply and wear their own CSA-approved footwear suitable for a cemetery work environment. No exceptions.

Instructor: George Barnes, ADA, Director of Parks and Outside Services, City of Cambridge (Retired)



TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: CAO057-20

DATE: November 4, 2020

TO: Committee of the Whole

FROM: Colleen Healey-Dowdall, Chief Administrative Officer

SUBJECT: Job Descriptions

RECOMMENDATION

That Staff Report CAO057-20 be received; and

That Council approve the job description for the Chief Administrative Officer as attached.

BACKGROUND

Council hired Ward & Uptigrove to carry out a pay administration project in Essa with the objective to ensure that pay equity is achieved. This would apply to permanent staff in Essa as well as staff of the Essa Library Board.

At a presentation in February 2020, Ward & Uptigrove discussed the different types of pay equity. The Human Resources Consultant is expecting to wrap up the project very soon and is planning to present to Council early in December.

COMMENTS AND CONSIDERATIONS

The CAO's job description has been attached for Council's review and approval. All of the previous job duties have been cut and paste into the new format (the previous job description has also been attached). With some positions, duties were updated.


The checkboxes of requirements are intended to show the level of different skills required for all positions in a quick-reference format. Ward & Uptigrove believes that this format will make job postings easy to prepare, and it will also make comparing jobs easier.

It is intended that the CAO will now begin to create Key Performance Indicators (KPI) for each position, to be listed in the right-hand column under the heading 'Success Indicators'.

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FINANCIAL IMPACT

The cost of the pay administration project was included in the 2020 budget.

Manager of Finance or Deputy Treasurer Approval: 

SUMMARY/OPTIONS

Council may:

1. Accept the CAO job description as presented.
2. Modify the CAO job description.

CONCLUSION

Option #1 is recommended.

Respectfully submitted:



Colleen Healey-Dowdall
CAO

Attachments:

- New CAO Job Description
- Existing CAO Job Description



Township of Essa Job Description May 2020

Position Title: Chief Administrative Officer (CAO) May 2020

Reports to:	Council	Last Revision Date:	May 2020
Department:	CAO	Supervise staff or assign work (lead hand) or no HR responsibility?	Yes
Location:	Municipal Office	List all positions directly supervised:	All department heads
Standard weekly hours per employment agreement:	35	List of all position indirectly supervised:	All other staff below department heads
Position Status (FT, PT, Seasonal, Student, Contract, Volunteer)	Full time	Pay Band #:	
Pay Method: (Salary or Hourly)	Salary	On Call (Yes reference to details)	No (unless emergency situation arises)
Overtime (Eligible? Weekly Threshold?):	Not eligible	Eligible for all staff group benefits? (yes/no)	Yes
		Eligible for OMERS? (yes/no)	Yes

Scope (Purpose) of Position:

Responsible for overseeing all aspects of the municipal business, including effective planning, administration and operations, and ensuring all legal requirements are met. Responsible for leadership of the Corporation, acting as key advisor and liaison to Council, to develop a shared vision and strategy. Directly administers the Human Resources service area. To develop relationships with Senior Management, all staff and the public to enhance collaboration.

Important Responsibilities Common to all positions (Leave as is, do not add.)

- Have a good understanding of standard Township operating procedures.
- Be familiar and comply with the provisions of the *Occupational Health and Safety Act* and its regulations, and the Township's Health and Safety Policies and Procedures.
- Take every possible precaution to protect themselves and fellow workers from health and safety hazards and unsafe situations.
- Report unsafe acts or conditions to their supervisor or the Health and Safety Committee Representative.
- Report any occupational injury or illness immediately to their supervisor.
- Use personal protective equipment where required.
- Demonstrate team work and a strong sense of customer service.
- Perform other duties as assigned.



Key Result Areas (specific to position)	Duties (specific to each Key Results Area) (If list of tasks appropriate refer & attach)	Success Indicators (Key Performance Indicators)
<p>Human Resources</p> <p>53</p>	<ul style="list-style-type: none"> • Responsible for all full time and part time employees and all aspects of Human Resources. • Provides leadership and motivation for work performance – develops policies re: all aspects. • Directly supervises all Department Heads and Managers, plus the Executive Assistant/HR Coordinator. • Motivates change and continuous improvement with respect to accountable policies. • Reviews regularly the municipality’s organization and departmental structure and recommends any changes that would improve the effectiveness, efficiency or economy of the structure. • Spearheads and supervises performance management/review, coaching/mentoring, and health and safety. • Approves recruitment for all positions and recommends to Council hiring outside of established policy. • Appoints, promotes, demotes, suspends or dismisses staff, subject to the provisions of any personnel policies adopted by Council. • Has the authority to make changes to position descriptions within the organization for housekeeping, improved efficiencies, legislative compliance or service delivery purposes. • Directs and controls all employees of the Corporation including such officials as are appointed by statute in respect to their duties and responsibilities and, in particular: <ul style="list-style-type: none"> a) Recommends to Council the appointment, employment, suspension or dismissal of Department Heads; and 	<ul style="list-style-type: none"> • Good staff morale • Low staff turnover • Longevity of employment • Staff engagement considered high



Township of Essa Job Description May 2020

<p>ST</p>	<ul style="list-style-type: none"> b) Directly appoints, employs, suspends or dismisses all other employees within the Corporation. c) Ensures that Health and Safety is a priority within the municipality and that all requirements under the Occupational Health and Safety Act are met. • Recommends to Council with respect to the pay, fringe benefits and working conditions of all employees. • Makes recommendations on the hiring of consultants to assist with/undertake major corporate projects/studies, as required; monitors their work and administers/oversees the administration of the agreements in accordance with Township policies/procedures. • Oversees the development of Key Performance Indicators (KPI) across the organization and communicating KPI to Council, staff and the public. 	
<p>General Management of the Corporation</p>	<ul style="list-style-type: none"> • Oversees and coordinates the day-to-day administration of the Township and all departments. • Implements Council decisions directing staff accordingly. • Monitors the activities of local boards/committees/volunteers. • Ensures legislative compliance. 	<ul style="list-style-type: none"> • Community engagement • Good feedback from citizens • Strong partnerships • Compliance with legislation
<p>Council Liaison</p>	<ul style="list-style-type: none"> • Attends Council meetings. • Reports to Council creating policy affecting service levels. • Champions the programs and policies of Council. • Provides advice and opinions to Council on policy/programs and sensitive and controversial issues affecting service levels. • Provides day-to-day advice/support to the Mayor and Council in their governance roles. • Ensures policy and plans are implemented and reviewed on a regular basis with a mind to develop innovative policy which ensures excellence. • Continuous review of policies. 	<ul style="list-style-type: none"> • A strong team atmosphere with members supportive of one another

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<p>Budget</p>	<ul style="list-style-type: none"> • Oversees budget expenditures and monitors to ensure sound fiscal management of the Corporation. • Directs and oversees the exercise of budget preparation and general financial control of all departments with the assistance of the Treasurer. • Ultimate responsibility for all aspects of the municipality including financial business (Treasurer performs function – reports to CAO); responsible for ensuring that the Treasurer has the tools to perform the function. • Oversees the preparation of and recommends, in collaboration with the Treasurer, annual operating and capital budgets and longer-range financial forecasts for the Corporation plus Asset Management Plan. 	<ul style="list-style-type: none"> • Minimal over-spending • Responsible tax increases and cost control • A solid Asset Management Plan
<p>Emergency Management</p>	<ul style="list-style-type: none"> • Can become the leader in charge of the Municipality in a Declared Emergency as the Emergency calls for. 	<ul style="list-style-type: none"> • Effective emergency management • Business continuity
<p>Leadership</p>	<ul style="list-style-type: none"> • Recommends long term corporate plans having financial implications. • Recommends decisions to Council. • Communicates Council direction to staff and the public. • Represents the Municipality to external agencies on behalf of Council. • Monitors the County and service partners of the Corporation. • Fosters an environment of positive public relations both internally and externally to instill confidence in the Corporation. • Coordinates and directs the management team. • Promotes economic development in the Municipality. 	<ul style="list-style-type: none"> • Instils confidence in the Municipality • Widespread awareness of a shared vision and goals

Other details of the position

1. Describe the type of problems this position may have to solve.

Responsible for the operational performance of the municipality; ultimate responsibility for strategic planning/coordination; sets operational policies and procedures; develops and administers municipal programs – delegates delivery of programs to department heads.



2. Describe the type of decisions this position may have to make.

General governance matters and sensitive/controversial issues including around employment. Decisions may involve laying off staff or decreasing a level of service or impacting on the terms of employment. Creativity and ingenuity required; extensive research required to develop new approaches. Responsible to ensure effectiveness and efficiency.

3. List the non-supervisory business relationships that come with the position.

Business relationships with CAOs of other municipalities, frequent contact with politicians, CFB Borden Commander, Medical Officer of Health for the County; government officials, Township lawyers, engineers, public and residents. Excellent interpersonal, oral and written, communication skills required to ensure strong relationships.

4. Any responsibility for material resources required by the position? If so list.

Ultimate authority for material resources; responsible for setting and enforcing strategies, policies and procedures related to material resources.

5. Any responsibility for information resources required by the position? If so list.

Confidential employee data – hard copy and digital. Stats on municipal records. Ultimate authority for info resources as directed by Council; responsible for setting and enforcing strategies and policies related to info on behalf of Council.

6. What is the spending limit for purchases of the position?

Ultimate responsibility for spending, budgets and internal financial controls; implements strategic plans as directed by Council. Municipal budget \$15 M. Authorized signing authority for the Corporation.

7. Any budget involvement? If so explain

Ultimately responsible for the municipal budget (\$15,000,000). Oversees the preparation of and recommends annual operating budget and 5 year capital plan. Oversees the preparation of the Asset Management Plan and all spending. Continual monitoring of spending.

Expected Behaviours of the position (same for all positions)

	Requirement for Position			
	Not Required	Basic Level	Intermediate Level	Advanced Level
1. Communication				
(a) Written communications				X
(b) Oral communications one-on-one or in small groups				X
(c) Large group presentation				X
(d) Positive demeanor				X
(e) Negotiation/Mediation				X



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2. Stakeholder Contact				
(a) Knowledge of the services provided				X
(b) Professional manner in dealing with stakeholders				X
(c) Customer focused orientation (can do)				X
(d) Build strong relationships				X
(e) Continually improve service				X
3. Leadership				
(a) Develop a business or strategic plan (planning)				X
(b) Convince others to buy into our vision or a change				X
(c) Translate the strategy & plan into action & results				X
(d) Flexible & adaptive (open to new ideas)				X
(e) Innovate				X
(f) Think critically – Think independently				X
(g) Tolerant (diversity)				X
(h) Empathy				X
(i) Confidence				X
(j) Active listening				X
4. Supervisory				
(a) Coach & mentor				X
(b) Empower & delegate				X
(c) Manage job performance (give continuous corrective feedback)				X
(d) Discipline and tough decisions as appropriate				X
(e) Manage succession planning				X
(f) Create and manage personal development plans for reports				X
5. Teamwork				
(a) Work effectively with team members who have a variety of skill levels				X
(b) Build & sustain internal relationships				X
(c) Champion collaboration within the team				X
(d) Accept all feedback (superiors, peers & subordinates)				X
(e) Respect authority				X
(f) Resolve conflict & difficult people				X
6. Working Skills				
(a) Manage workload and meet deadlines (time management)				X



(b) Deliver results (work ethic)				X
(c) Manage stress				X
(d) Manage quality of own work (attention to detail)				X
(e) Ethics & integrity				X
(f) Autonomy (independent action)				X
(g) Creativity (originality and independent thinking)				X
(h) Organization including project management				X

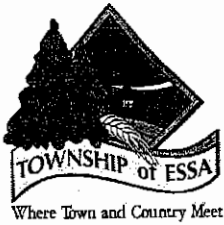
Qualifications

Formal Education & Training:
 University degree in business, public administration or a related or relevant field plus Professional Designation as a Certified Leader from a recognized Management Program.

Required in house training:
 Must become familiar with Council priorities specific to Essa, i.e. through Essa's Official Plan and Strategic Plan, and also through unwritten documents. Must become familiar with Essa's departments and operations, including service models and deliverables. Must become familiar with Essa's workplace policies and procedures. Recommended membership in a municipal management organization.

Work Experience:
 Significant executive experience in a municipality and high-growth environment, and extensive experience working with elected officials and managing 50+ employees for a minimum of 7 years. Thorough knowledge of municipal and employer-related legislation, budgeting and negotiation.

Specific Technical & Sector Skills required:
 Excellent conceptual, interpersonal, general project management, analytical, communication, presentation, problem solving, facilitation, negotiations and staff leadership skills.




Physical Skill & Effort and Working Conditions

Work is performed in a standard office environment with minimal exposure to hazards. Work generally has a low risk of injury. Use of one physical skill with some time pressure to complete a task; little physical exertion, has ability to vary task to alleviate fatigue factors usually.

Mental Skill & Effort and Working Conditions

High mental skill, effort and judgement required; decisions or judgements required are complex and strategic. Error will have significant financial losses or embarrassment to the organization.

SIGNATURES / APPROVALS	Date	Signature
Incumbent: 		
Department Head:		
Chief Administrative Officer:		

THE CORPORATION OF THE TOWNSHIP OF ESSA



POSITION DESCRIPTION

CHIEF ADMINISTRATIVE OFFICER (CAO)

POSITION: Chief Administrative Officer

DEPARTMENTS: Lead, coordinate, manage and oversee the work of all municipal departments

REPORTS TO: Council

POSITION DETAILS:

Position Status: Full Time

Pay Method: Salary

Normal Work Week: 35 hours

Overtime Status: Paid; plus 2 floater days if attends at least 75% of Council meetings

PURPOSE and SCOPE:

The CAO, as the most senior staff position, reports directly to Council and is responsible for managing all aspects of the municipal business, including effective planning, administration and operation and ensuring all legal requirements are met.

The CAO is responsible for leadership and general management of the Corporation, acting as key advisor and liaison to Council. As the senior appointed official, the major responsibilities include overseeing and coordinating the day-to-day administration of the Township, attending Council/Committee meetings and making policy, service level, and long-range/strategic/business planning recommendations; communicating and facilitating the implementation of Council decisions. Directly administers the Human Resources service area. Represents the Township with external agencies and on behalf of Council as required; monitors the activities of local Boards/Agencies, the County, and service partners of the Corporation. Oversees and monitors legislative compliance and sound fiscal management of the Corporation; fosters an environment of positive public relations, both internally and externally such that the public respects and has confidence in the administration of the business of the Township of Essa; acting as an ambassador within the local and larger municipal community and championing the programs/policies of Council.

SPECIFIC DUTIES:

1. Coordinates and directs the Management Team and Department Heads in the efficient administration of the municipality in accordance with the policies and plans approved and established by the Council.
2. Provides advice and opinion to Council on policy/program plans, service levels, legislative, corporate and general governance matters, and sensitive/controversial issues; makes recommendations to Council attends Council/Committee and other/related meetings; communicates, champions and coordinates/directs the implementation of Council decisions/directives; provides day-to-day advice/support to the Mayor and Members of Council in their governance roles.

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TOWNSHIP OF ESSA – POSITION DESCRIPTION

Chief Administrative Officer

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3. Develops a process for maintaining long term corporate development plans, including financial implications and ensures that such plans are developed, approved, implemented and reviewed on a regular basis.
4. Establishes and is the Chair of Senior Management Team of Department Heads for corporate purposes, including strategic and operational planning meetings.
5. Coordinates and directs the implementation of the approved policies and programs of Council and deals with any matter, including complaints from citizens arising there from, in accordance with the policies of Council, without further reference to Council subject to regularly reporting to Council upon actions taken.
6. Reviews regularly the municipality's organization and departmental structure, in conjunction with Department Heads and recommends any changes that would improve the effectiveness, efficiency or economy of the structure.
7. Assess future staffing needs, and reviews and recommends complement amendments and organizational structure changes within the authority granted by Council.
8. Directly supervises staff of the Office of the CAO, including all Department Heads. Responsible for all aspects of Human Resources service areas, and oversees the effective supervision of all the other staff within the Corporation including staff development, performance management/review, coaching/mentoring, and health and safety within the parameters established by Council. Approves recruitment for all positions and recommends to Council the appointment of all full time staff. Appoints, promotes, demotes, suspends or dismisses staff, subject to the provisions of any personnel policies adopted by Council applicable to the employees of the Township. Has the authority to make changes to position descriptions within the organization for housekeeping, improved efficiencies, legislative compliance or service delivery purposes.
9. Coordinates, primarily through Department Heads, the compilation, consideration and presentation to Council of recommendations of Department Heads arising from departmental operations, and comments thereon as appropriate and, with the advice and assistance of the Department Heads, proposes by-laws and resolutions to give effect to such recommendations as are adopted by Council.
10. Directs the codification of the policies and procedures of Council and its Committees and Departments.
11. Ensures the implementation of and oversees and monitors programs/practices that assure the integrity, security and on-going maintenance/rehabilitation of Township assets, infrastructure/buildings and other physical/financial resources; and regularly reports to Council on same; oversees the development of long-range infrastructure planning.
12. Ensures that information and reports requested by Council or that could be of assistance to Council are obtained and submitted to Council in a timely fashion.
13. Directs and controls all employees of the Corporation including such officials as are appointed by statute in respect to their duties and responsibilities and, in particular:
 - a) Recommends to Council the appointment, employment, suspension or dismissal of Department Heads; and,

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TOWNSHIP OF ESSA – POSITION DESCRIPTION

Chief Administrative Officer

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- b) Directly appoints, employs, suspends or dismisses all other employees within the Corporation in conjunction with Department Heads in accordance with the procedures approved by Council.
 - c) Ensures that Health and Safety is a priority within the municipality and that all requirements under the Occupational Health and Safety Act are met. Ensures that all senior management staff are evaluated on safety issues. Reviews minutes of safety meetings and ensures that issues are dealt with in an appropriate manner.
14. Recommends to Council with respect to the pay, fringe benefits and working conditions of all employees and coordinates and directs Department Heads in the efficient administration of the approved Council agreements and policies relating to same.
 15. Directs and oversees the exercise of budget preparation and a general financial control of all departments with the assistance of the Treasurer.
 16. Represents the municipality in assigned matters involving the Federal and Provincial Governments, issues respecting the County of Simcoe, and other intergovernmental affairs.
 17. Responds to inquiries from and/or liaises with elected officials, internal departments, the development and business communities, other governments/agencies, residents, citizens' and special interest groups, the media, etc. on corporate initiatives, business/development proposals, Council activities/decisions, and other business of the Corporation; monitors and follows-up on complaints received, directing/taking remedial action where necessary.
 18. Monitors activities and agreements with Local Boards/Agencies, Simcoe County and service partners affiliated with the Township to promote and protect the Township's financial and other interests in these organizations; undertakes representative and/or inter-board/agency relations activities to foster cooperative working relationships; apprises Council of pertinent issues and strategies to address.
 19. Ensures the Township's compliance with applicable Provincial legislation/regulations and Township by-laws and policies. Oversees, monitors and provides direction in the preparation of the Township's position on major or sensitive/controversial litigation, arbitrations, mediations, Ontario Municipal Board, Provincial Court and other tribunals/hearings; consults with appropriate internal/external resources; keeps Council apprised of status and progress.
 20. Attends all meetings of Council. Attends meetings of Committees of the Corporation and other events as required.
 21. Makes recommendations on the hiring of consultants to assist with/undertake major corporate projects/studies, as required; monitors their work and administers/oversees the administration of the agreements in accordance with Township policies/procedures.
 22. Undertakes special projects and performs other duties as assigned, in accordance with corporate objectives and Council direction.
 23. Oversees the development of Key Performance Indicators (KPI) across the organization and communicating KPI to Council, staff and the public.
 24. Initiates and assists in the development and implementation of Council's strategic plan, to be used as the guiding document for municipal operations.

TOWNSHIP OF ESSA – POSITION DESCRIPTION

Chief Administrative Officer

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25. Collaborating with the Manager of Planning and Development and/or other Leaders, the CAO shall promote economic growth opportunities in the Municipality.
26. Carries out and performs such other duties and responsibilities assigned by Council or exercises any power from time to time lawfully granted by Council, or as set out in the Municipal Act, as may be amended from time to time.

HEALTH AND SAFETY:

Health and safety responsibilities include the following:

- Complies with all responsibilities as outlined in the Corporate Health and Safety Policy, and the Occupational Health and Safety Act (OHSA);
- Ensures accountability and compliance with Corporate Health and Safety Policy and the OHSA for all Department Heads, Managers, Supervisors, Assistant Supervisors and staff;
- Takes corrective actions as necessary to ensure compliance with the Health and Safety rules.

HUMAN RESOURCES:

- Responsible for all full time and part time employees and all aspects of Human Resources. Provides leadership and motivation for work performance – develops policies re: all aspects.
- Directly supervises all Department Heads, Managers and Parks and Recreation Supervisors, plus the Executive Assistant.
- Conducts annual performance reviews for Senior Management in accordance with the methodology approved by Council and the CAO shall be subject to an annual performance review by Council or a Committee appointed by Council.

FINANCIAL RESOURCES

- Ultimate responsibility for all aspects of municipality including financial business (Treasurer performs function – reports to CAO); responsible for ensuring that the Treasurer has the tools to perform the function.
- Oversees the preparation of and recommends, in collaboration with the Treasurer, annual operating and capital budgets and longer-range financial forecasts for the Corporation; monitors the administration of the approved budget including authorization of expenditures in accordance with Township policy.
- Oversees the Township's Asset Management and Five (5) Year Capital Forecast plans for presentation to Council each year for consideration.

MATERIAL RESOURCES

- All types of information, business tools – computer, phones; confidentiality critical to position – provides and receives closed session information.

SKILL & EFFORT - Knowledge

- University degree in a relevant professional discipline accompanied by post-graduate studies in Business and/or Public Administration and Management studies is preferred.
- Significant executive experience (minimum 5 to 10 years) in a corporate portfolio including municipal experience in a high-growth environment, extensive experience working with elected officials and general management experience is preferred.

TOWNSHIP OF ESSA – POSITION DESCRIPTION

Chief Administrative Officer

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- Excellent conceptual, interpersonal, general/project management, analytical, communication, presentation, problem-solving, facilitation, negotiation, and staff leadership and supervisory skills.
- Ability to think and act strategically and appropriately in a political and community service environment; to build strong and enthusiastic staff teams and external alliances/partnerships; to align departmental programs/services with corporate goals/objectives; and to foster a positive, productive, and healthy/safe work environment that is committed to service excellence.
- Thorough working knowledge of Municipal and Employer-related legislation/regulations and contemporary issues, municipal government organizations and structures, municipal operations, municipal financial and reporting processes, employee/labour relations principles, contract administration, and contemporary leadership and management practices.
- Computer literacy and knowledge of technology and its uses/opportunities in a municipal environment.
- Class G Driver's License, in good standing and reliable vehicle to use on corporate business.
- Availability to attend evening and/or weekend meetings or other events as required.
- Managerial and administrative skills to plan, direct, supervise and coordinate the functions of the CAO's office.
- Analytical skills to initiate and execute programs, to identify and resolve problems and to formulate policies and procedures relevant to same.
- Negotiating skills to resolve organizational and inter-departmental conflicts.
- Excellent verbal and written communication skills to prepare reports, make presentations to Council and Committees, and to coordinate policy advice to present sound, practical recommendations to Council.
- Strong supervisory and administrative skills.
- Good understanding of and ability to interpret policies, regulations, acts and guidelines.

SKILL & EFFORT - Physical

- Leadership, business management, people skills, facilitation/coordination/communication.
- Large volume of work, sensory requirements – listening skills, attends all meetings of Council, Committees, staff – busy schedule creates physical fatigue.
- Good physical condition required to conduct inspections.

DECISION MAKING AND JUDGEMENT:

- Work is performed under the direction of Council
- Responsible for all high level decision making – responsible for unusual problems, high degree of independent action available, full authority for resolving problems.

Judgement is Exercised In:

- Monitoring Township projects when required to ensure that acceptable standards of quality and efficiency are being met.
- Supervising direct reporting employees, implementing appropriate training and development programs and evaluating performance of subordinates.
- To resolve staffing and operational conflicts.
- Deciding actions necessary to deal with complaints, requests from Departments and any other situation which may arise.

INTERPERSONAL SKILLS

Internal

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TOWNSHIP OF ESSA – POSITION DESCRIPTION

Chief Administrative Officer

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- All levels of staff, Council, consultants.
- Interpersonal skills required to clarify facts, give information, respond to issues and to monitor and motivate subordinates.

External

- Public (re inquiries, complaints, comments), press, consultants, government agencies. Will deal with various levels and groups of people and government officials.

WORKING CONDITIONS

Physical Environment (nature of physical environment, exposure to hazards/risk of injury):

- Works in an office environment approximately 95% of regular work week.
- May be required to travel to work sites in order to monitor the progress of projects, and may be exposed to inclement weather conditions.
- Out of office meetings, driving, after hours social functions.

Mental Environment (frequency of interruptions, contact with public, deadlines, control of work schedule):

- Mental effort required to analyze information to interpret trends of results. A high degree of accuracy and concentration is required.
- Many interruptions, constant contact with public, constant deadlines.
- Contact with the public can include conflict and verbal abuse.
- Occasionally deals with evening and weekend emergencies.
- Attends all meetings of Council and Committees which convene outside of normal working hours.

The foregoing is intended to outline the general description of the duties and responsibilities for this position. It is not intended nor should it be interpreted as a complete description. The Township of Essa reserves the right to amend this position description at any time provided that such changes do not represent a substantial change in the purpose or nature of the position.

Revised: January 2019

ACKNOWLEDGEMENT:

I hereby acknowledge and confirm that the above duties and responsibilities are generally the main duties and responsibilities that are performed in this position and that I shall comply with these requirements.

Signature:

Print name

Date: _____

APPROVED by Council Resolution # _____

Mayor

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