

THE CORPORATION OF THE TOWNSHIP OF ESSA  
COMMITTEE OF THE WHOLE

WEDNESDAY, OCTOBER 16, 2019  
6:00 p.m.

AGENDA

1. OPENING OF MEETING BY THE MAYOR
2. DISCLOSURE OF PECUNIARY INTEREST
3. DELEGATIONS / PRESENTATIONS / PUBLIC MEETINGS
  - p. 1 a. **Public Meeting – Proposed Zoning By-law Amendment**  
Re: Z5/19 - 150 to 156 Mill Street and 9 to 11 River Drive, Angus
  - p. 27 b. **Public Meeting – Proposed By-law Amendment to By-law 2013-28**  
Re: Fees and Charges By-law

STAFF REPORTS

4. PLANNING AND DEVELOPMENT
  - p. 30 a. **Staff Report PD049-19 submitted by the Manager of Planning and Development, re: 2019 Update on the Provincial Policy Statement (PPS).**  
  
*Recommendation: Be it resolved that Staff Report PD049-19 be received for information.*
  - p. 37 b. **Staff Report PD050-19 submitted by the Manager of Planning and Development, re: Simcoe County 2019 Economic Development Funding Program.**  
  
*Recommendation: Be it resolved that Staff Report PD050-19 be received; and That Council support the proposed grant application for the Economic Development Funding Program as described in this Report; and That Council authorize Staff to apply for the 2019 Economic Development Funding Program grant offered by Simcoe County for the sum of \$50,000.00.*

5. PARKS AND RECREATION/ COMMUNITY SERVICES
6. FIRE AND EMERGENCY SERVICES

**7. PUBLIC WORKS**

**8. FINANCE**

- p. 41 a. **Staff Report TR018-19 submitted by the Tax Collector, re: Request to Write Off/Adjust 2018 and 2019 Taxes.**

Recommendation: *Be it resolved that Staff Report TR018-19 be received; and That the Tax Collector be authorized to adjust taxes on the accounts listed on Schedules "A" and "B" of this report.*

- p. 45 b. **Staff Report TR019-19 submitted by the Manager of Finance, re: Set 2020 Budget Deliberation Meetings.**

Recommendation: *Be it resolved that Staff Report TR019-19 be received; and That Council approve the schedule for the Special Meetings of Council for the 2020 Budget Deliberations on the following dates:*

- *Wednesday November 20<sup>th</sup>, 2019 from 1:00 p.m. 5:00 p.m.*
- *Wednesday December 4<sup>th</sup>, 2019 from 1:00 p.m. – 5:00 p.m., and*
- *Wednesday December 18<sup>th</sup>, 2019 from 1:00 p.m. – 5:00 p.m.*

**9. CLERKS / BY-LAW ENFORCEMENT / IT**

- p. 47 a. **Staff Report C033-19 submitted by the Clerk, re: Temporary Signs on Municipal Property.**

Recommendation: *Be it resolved that Staff Report C033-19 be received; and That Council authorize staff to only permit the placement of temporary signs on municipal property located in front of municipal facilities and parks whereby the advertisement is for events and programs hosted by and/or on behalf of the municipality and other government agencies, in addition to non-profit/charitable events, for a period of no longer than 6 months.*

- p. 51 b. **Staff Report C034-19 submitted by the Clerk, re: Administration Centre Phone System Upgrade.**

Recommendation: *Be it resolved that Staff Report C034-19 be received; and That Council authorize the Clerk to proceed with the phone system upgrade in 2019 with the one-time up-front and licensing costs to be paid from the Computer Software Maintenance Account in the amounts of \$5,900.00 plus tax and \$631.00 plus tax respectively, both of which together will not exceed the 2019 Approved Budget, and recognizing that Innisfil will not charge to implement the phone system transition in Essa and that going forward monthly savings will be realized.*

- p. 56 c. **Staff Report C035-19 submitted by the Clerk, re: IT Strategic Plan – 2020 Budget Deliberations.**

Recommendation: *Be it resolved that Staff Report C035-19 be received for information; and That Council authorize the Clerk to*

*obtain a quote for the development of an IT Strategic Plan for Council's consideration in the 2020 Budget Deliberations.*

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

- p. 62 a. **Staff Report CAO048-19 submitted by the Chief Administrative Officer, re: Strategic Plan.**

Recommendation: *Be it resolved that Staff Report CAO048-19 be received; and That Council authorize staff to complete the Strategic Plan to be presented to Council at a future meeting for further review and adoption.*

- p. 75 b. **Staff Report CAO049-19 submitted by the Chief Administrative Officer, re: Christmas Office Shutdown.**

Recommendation: *Be it resolved that Staff Report CAO049-19 be received; and That Council authorize the Chief Administrative Officer to:*

- (a) shut down the Administration Centre between Christmas and New Year's to total 2.5 days; and*
- (b) host a reception for staff and families after a family skate, with an upset budget of \$1,000.00, knowing that there is more than \$1,000.00 in savings to be realized in the 2019 approved Council budget.*

**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 6<sup>th</sup> day of November, 2019 at 6:00 p.m.*



**PUBLIC MEETING OUTLINE  
PROPOSED ZONING BY-LAW AMENDMENT RE 150 TO 156 MILL STREET AND 9 TO 11  
RIVER DRIVE, ANGUS  
NOTICE TO ALLOW A CAR WASH AS A PERMITTED USE**

**October 16<sup>th</sup>, 2019**

**MAYOR:**

The purpose of this Public Meeting is to discuss proposed amendments to the Township's Zoning By-law 2003-50, as amended, to hear a presentation from Brain Goodreid from the Goodreid Planning Group, introduced by Township Planning Staff, and to hear all comments from residents of the Township of Essa.

**DESCRIPTION OF THE PROPOSAL – DEPUTY CLERK**

The Township is in receipt of a complete application submission for a Zoning By-law Amendment (ZBA) to permit a car was as an accessory use to an auto service station on lands municipally known as 150 to 156 Mill Street and 9 to 11 River Drive, in the community of Angus. Those additional special provisions to be provided include:

<b>Request</b>	<b>C2 Zone Standard</b>	<b>Required Provisions</b>
An Automatic Car Wash	Not Permitted	To permit a Car Wash as an accessory use to an automobile service station.
Shared Access from Mill Street with 160 Mill Street.	N/A	To permit a shared access from Mill Street, of 9 metres in width, with 160 Mill Street. 4.5 metres provided on either side of the shared lot line.
Waiting Lane (Queueing Lane) for an Automatic Car Wash	No provision	To permit a minimum of 10 waiting spaces (queueing spaces) in a one-way driveway of 6 metres in length and 3 metres in width.
Waiting Lane (Queueing Lane) for a Drive-Through Restaurant	No provision	To permit a minimum of 10 waiting spaces (queueing spaces) in a one-way driveway of 6 metres in length and 3 metres in width.

As outlined in Staff Report PD042-19, the proposed ZBA should be considered together with the previously submitted Site Plan Application SP2/19.

**COMMENTS FROM THE PUBLIC – MAYOR**

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Speakers must state their name and address so that proper records may be kept and notice of future decisions be sent to those persons involved in the review process.

**REPLY – MAYOR**

Council may ask questions for clarification.

Public may respond to points clarified by Council and amendments suggested by Staff.

**FINAL STATEMENT – MAYOR**

If there are no further questions, Council wishes to thank all those in attendance for their participation. The Clerk's Department will be preparing a Staff Report and By-law to be presented to Council at its meeting on November 2<sup>nd</sup>, 2019.

Corporation of the Township of Essa  
5786 County Road 21  
Utopia, Ontario  
L0M 1T0



Telephone: (705) 424-9770  
Fax: (705) 424-2367  
Web Site: [www.essatownship.on.ca](http://www.essatownship.on.ca)

**NOTICE OF PUBLIC MEETING**  
**CONCERNING PROPOSED ZONING BY-LAW AMENDMENT**  
**(Z5/19)**

150 to 156 Mill Street and 9 to 11 River Drive, Angus

**TAKE NOTICE** that the Council of the Corporation of the Township of Essa and the proponent will hold a **Public Meeting on the 16th day of October 2019, at approximately 6:00 pm** at the Township of Essa Administrative Centre, 5786 County Road No. 21, located three (3) kilometres east of Baxter, to consider a Zoning By-law Amendment under the Planning Act, R.S.O. 1990, c.P.13.

**THE PURPOSE** of this Meeting is to review an application for a Zoning By-law Amendment for lands known as Lots 7, 7A and 10, and all of Lots 8 and 9, Registered Plan 1330. The subject lands are currently zoned under the Township's Zoning By-law 2003-50, as amended, as Core Commercial 'C2'. The rezoning of the 1.78 acres of subject lands to Core Commercial Exception 3 'C2-3' will be considered as the applicant is proposing to develop a Gas Station with accessory Car Wash, which will require the exception as it is not currently a permitted use within the 'C2' Zone. A key map is attached.

**THE PROPOSED ZONING BY-LAW AMENDMENT** would affect those lands described as Lots 7, 7A and 10, and all of Lots 8 and 9, Registered Plan 1330 where lands are zoned from Core Commercial (C2) to Core Commercial Exception to permit a Car Wash facility, accessory to a Gas Station here.

**ANY PERSON** may attend the meeting and make representation or present submissions respecting these matters. If a person or public body that files an appeal of decision of the Township of Essa in respect of the proposed Amendment(s) does not make oral submissions at the public meeting or make written submissions to the Township of Essa before the proposal is approved or refused, the Local Planning Appeals Tribunal (LPAT) may dismiss all or part of the appeal.

If you wish to be notified of the decision of the Township of Essa in respect of the proposed Amendment(s), you must make a written request to the Clerk, Township of Essa, Administration Centre, 5786 County Road 21, Utopia, ON, L0M 1T0 (or via [apowell@essatownship.on.ca](mailto:apowell@essatownship.on.ca)).

DATED at the Township of Essa this 10<sup>th</sup> day of September, 2019.

Aimee Powell, BURPI, MPA, MCIP, RPP

Manager of Planning and Development

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## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** PD042-19  
**DATE:** September 4, 2019  
**TO:** Committee of the Whole  
**FROM:** Almee Powell, BURPI., MPA, MCIP, RPP  
Manager of the Planning and Development Department  
**SUBJECT:** Zoning By-law Amendment Application - 150 Mill Street

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### RECOMMENDATION

That Staff Report PD042-19 be received; and

That Council allow staff to proceed with scheduling a public meeting, and the continued processing of the subject Zoning By-law Amendment.

### BACKGROUND

The property located at 150 Mill Street, in the community of Angus (herein referred to as the 'subject lands') is currently zoned as 'Core Commercial (C2)' under the Township's Zoning By-law 2003-50, as amended.

The Township is in receipt of a complete application submission for a Zoning By-law Amendment (ZBA) to permit a car wash as an accessory use to an auto service station on the subject lands, which requires special provisions to the C2 Zone. Additional special provisions for the proposed use, including access and required queuing space, are detailed in Table 1 of this report.



**Table 1: Special Provisions**

Request	C2 Zone Standard	Required Provisions
An Automatic Car Wash	Not Permitted	To permit a Car Wash as an accessory use to an automobile service station.
Shared Access from Mill Street with 160 Mill Street.	N/A	To permit a shared access from Mill Street, of 9 metres in width, with 160 Mill Street. 4.5 metres provided on either side of the shared lot line.
Waiting Lane (Queueing Lane) for an Automatic Car Wash	No provision	To permit a minimum of 10 waiting spaces (queueing spaces) in a one-way driveway of 6 metres in length and 3 metres in width.
Waiting Lane (Queueing Lane) for a Drive-Through Restaurant	No provision	To permit a minimum of 10 waiting spaces (queueing spaces) in a one-way driveway of 6 metres in length and 3 metres in width.

In the Spring of 2019, an application for Site Plan Control was submitted under Township file SP2/19 for 150 Mill Street. This Site Plan continues to be processed by Township Staff and the Site Plan Agreement is in its draft form. This application for a ZBA at 150 Mill Street, is recorded as application no. Z5/19, and was received on July 17, 2019 and deemed a complete submission on July 31, 2019.

**COMMENTS AND CONSIDERATIONS**

This application should be considered together with the previously submitted application SP2/19. It is understood that currently the applicant is revising the previously submitted Site Plan for SP2/19 to better reflect the requested amendment through application Z5/19. Staff have sent the applicant comments with regard to SP2/19, and are currently awaiting the revised Site Plan which should identify the proposed location of the car wash. From Staffs' initial review of both SP2/19 and Z5/19 the following comments should be considered by the Applicant:

- Appropriateness of use, in comparison to the surrounding land uses;
- Site configuration and functionality; and
- Support or request for further consideration of zoning variances.

The revised Zoning By-law Amendment Concept Plan has been submitted to Township Staff to support Z5/19. Attachment 'A' has been included to this report for Council review. Attachment 'B' provides the location of the 150 Mill Street in relation to the community of Angus.



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**FINANCIAL IMPACT**

All costs associated with the subject development are to be borne by the applicant/developer.

**SUMMARY/OPTIONS**

Council may:

1. Take no further action.
2. Allow staff to proceed with scheduling a public meeting, and the continued processing of the subject Zoning By-law Amendment.
3. Direct staff in another manner.

**CONCLUSION**


Option #2 is recommended.

Prepared by:

Respectfully submitted by:

Reviewed by:

  
 \_\_\_\_\_  
 Liam Munnoch BURPI  
 Junior Planner

  
 \_\_\_\_\_  
 Aimee Powell BURPI, MPA, MCIP, RPP  
 Manager of Planning &  
 Development

  
 \_\_\_\_\_  
 Colleen Healey-Dowdall  
 CAO

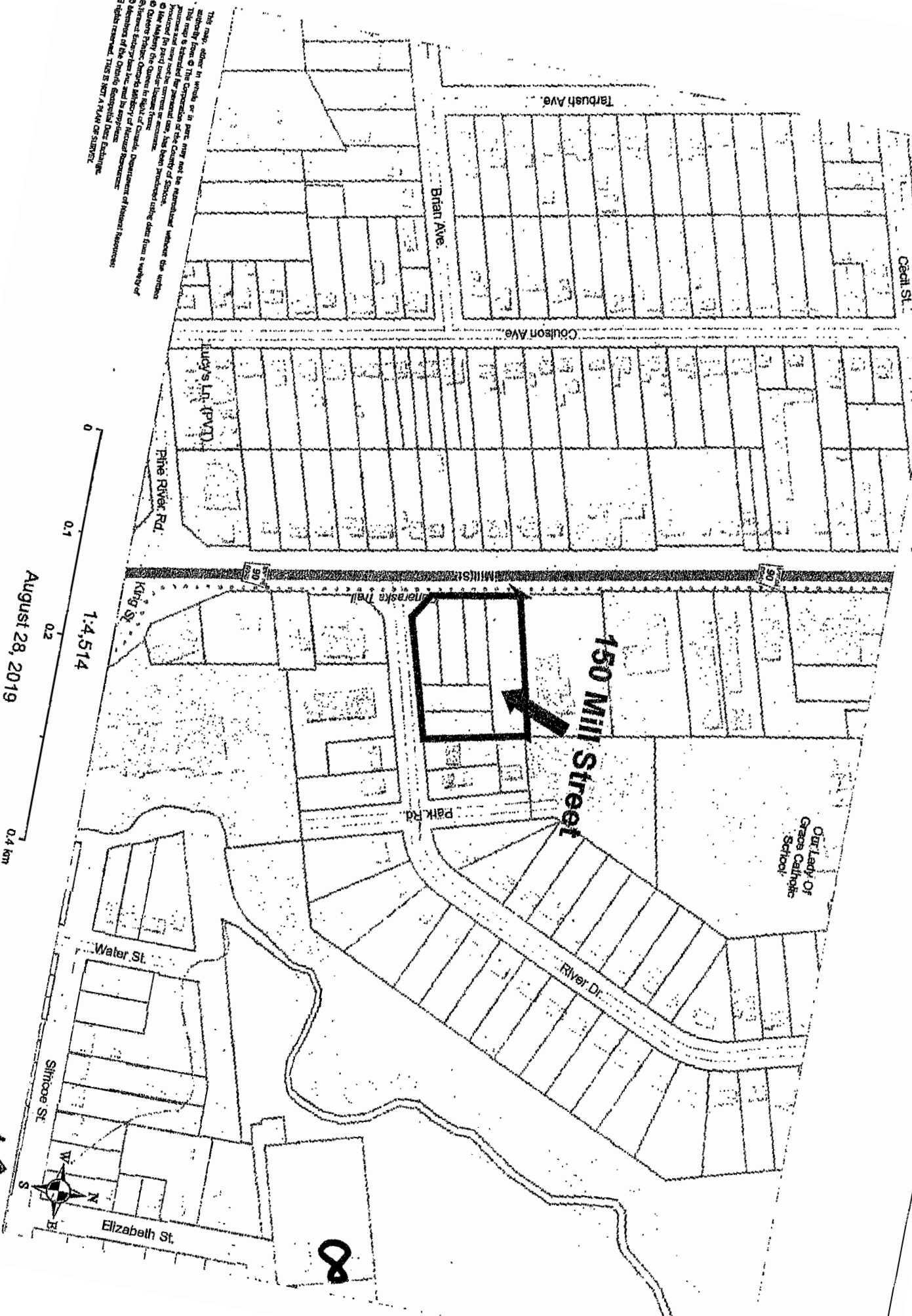
Attachment:

- A. Zoning By-Law Amendment Concept Plan
- B. 150 Mill Street – Key Map



# Document B 150 Mill Street - Key Map

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August 28, 2019

0.4 km

1:4,514



8

**THE CORPORATION OF THE TOWNSHIP OF ESSA**

**BY-LAW NO. 2019-**

Being a By-law to Amend By-Law No. 2003-50, of the Township of Essa

WHEREAS pursuant to Section 34 of the Planning Act, R.S.O., 1990, Chapter P.13, as amended, By-law No. 2003-50, as amended constitutes the Zoning By-law for the Township of Essa and was passed to control the use of lands, buildings and structures;

WHEREAS the Council for the Corporation of the Township of Essa is in support of an application to rezone the subject lands to a Core Commercial Exception (C2-3) Zone to permit a car wash in addition to other permitted uses;

WHEREAS the Council for the Corporation of the Township of Essa deems it appropriate, and in the public interest, to pass an amendment to the aforesaid Zoning By-law No. 2003-50, as amended;

WHEREAS the matters herein as set out conforms to the Official Plan of the Township of Essa.

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

1. **THAT** Schedule "A" and "B" of By-law No. 2003-50, as amended, are hereby further amended by changing the zoning in Part of Lot 33, Concession III of the Township of Essa from Core Commercial (C2) Zone to Core Commercial Exception (C2-3) Zone, as shown on the Schedule "A" attached hereto.
2. **THAT** Section 20.4, Special Provisions of By-law 2003-50, as amended is further amended by adding Section 20.4.3 as follows:

"20.4.3 C2-3: Part of Lot 33 Concession III

Notwithstanding the permitted uses in Section 20.2, Permitted Uses of the C2 Zone within the C2-3 Zone a car was accessory to an auto service station shall be permitted. All other applicable provisions of the C2 Zone contained in Section 30 shall apply.

Notwithstanding Section 4.0 General Provisions on lands zoned C2-3 Zone a shared entrance with a minimum width of 9 m to access Mill Street is permitted together with a minimum entrance width on either side of the shared lot line of 4.5 m and the minimum number of waiting spaces for the car wash on a one-way driveway shall be 10 each being 6 m in length and 3 m in width. All other General Provisions shall apply."

3. **THAT** Schedule "A" is hereby declared to form part of this By-law.

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4. **THAT** this By-law shall come into force on the date of passage and take effect after the last date for filing a notice of appeal where no notice of appeal is filed, or, where a notice of appeal is received, upon approval of the Local Planning Appeals Tribunal, and, in either case, in accordance with the provisions of Section 34 of the Planning Act, R.S.O. 1990, Ch. P.13, as amended.

**READ A FIRST, AND TAKEN AS READ A SECOND AND THIRD TIME AND FINALLY PASSED** on this the 2<sup>nd</sup> day of November 2019.

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Sandie Macdonald, Mayor

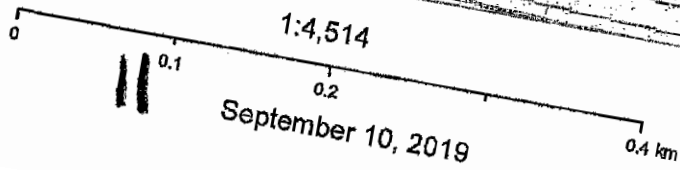
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Lisa Lehr, Clerk

# Z5/19 - Key Map



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September 10, 2019



# Rezoning Proposal

150 Mill Street, Angus

Public Meeting-October 16, 2019

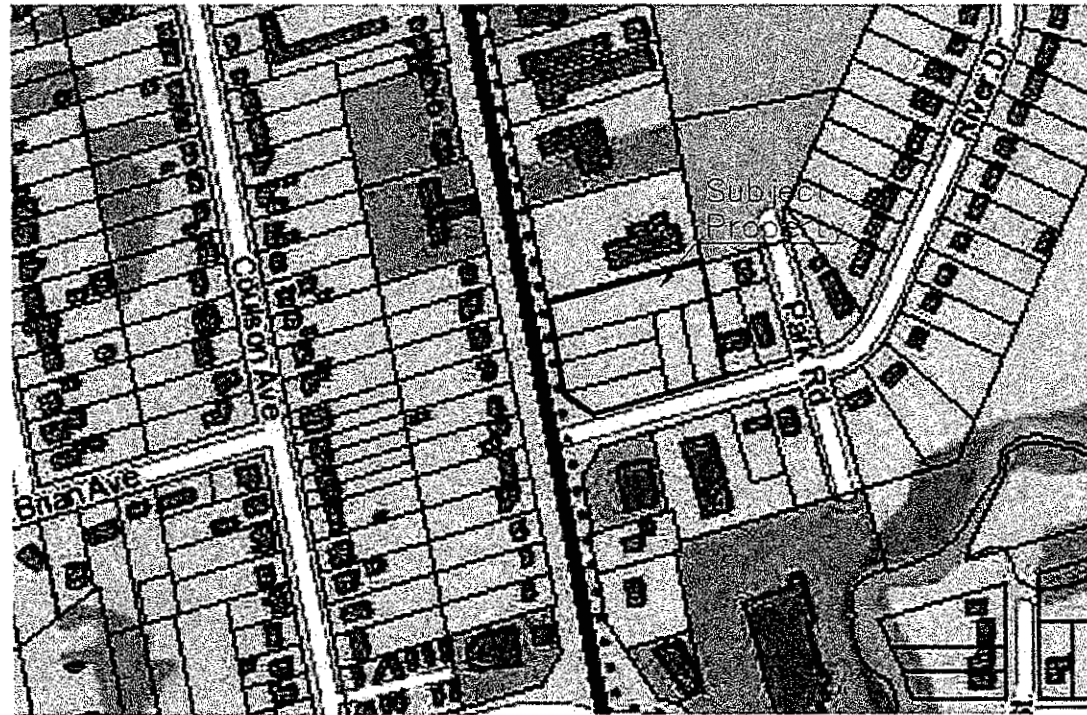
Township of Essa

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# Location Plan

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Location Plan  
150-156 Mill Street  
and  
9-11 River Drive,  
Angus, Township  
of Essa



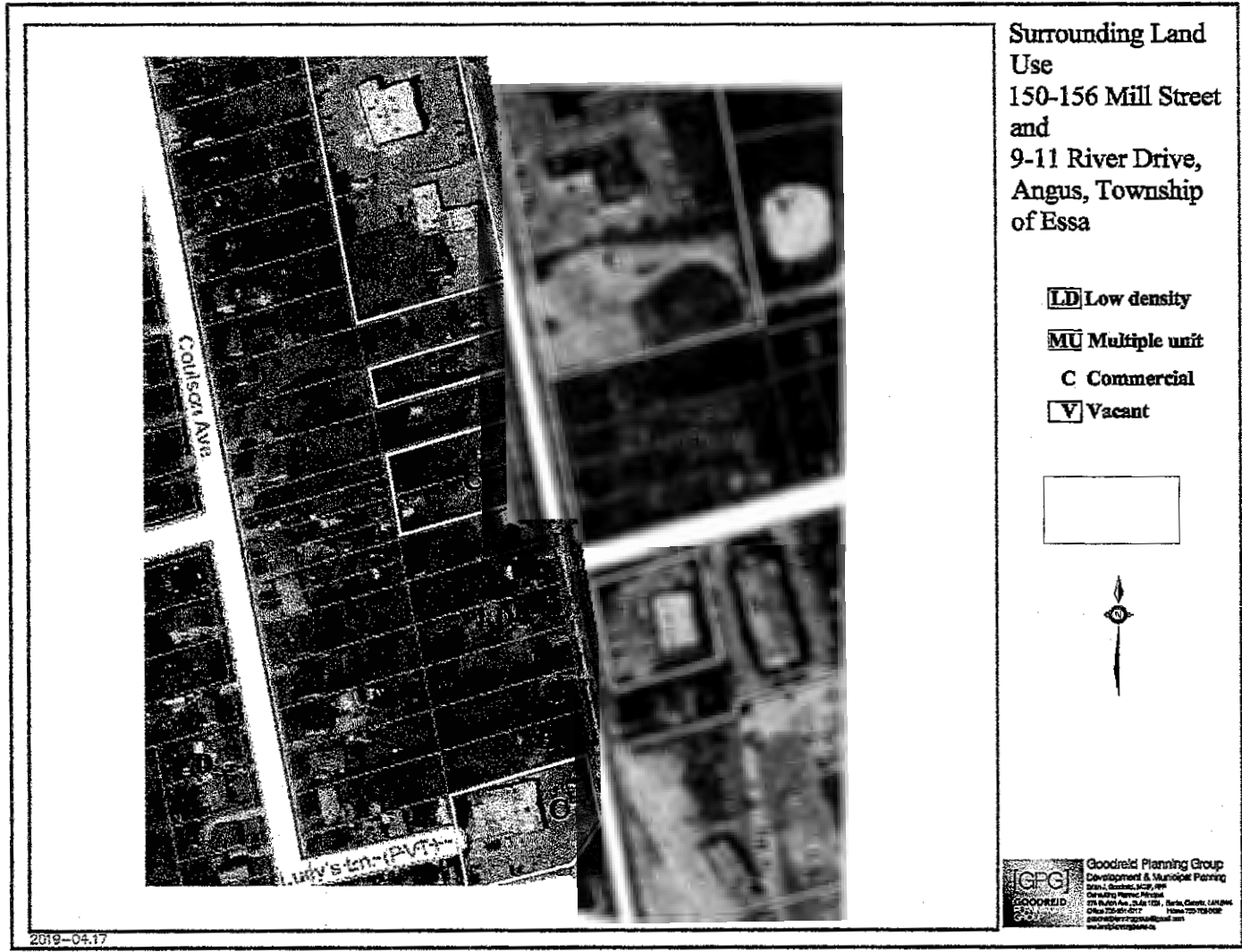
2019-04.17

**GPG** Goodreid Planning Group  
Development & Municipal Planning  
Cora Goodreid, MCP, PMP  
Goodreid Planning, Inc.  
174 Eastview, Suite 1211, Kemptville, Ontario, K0A 1S0  
Office: 755-251-5742 Home: 255-725-2322  
goodreidplanninggroup.com  
info@goodreidplanning.com

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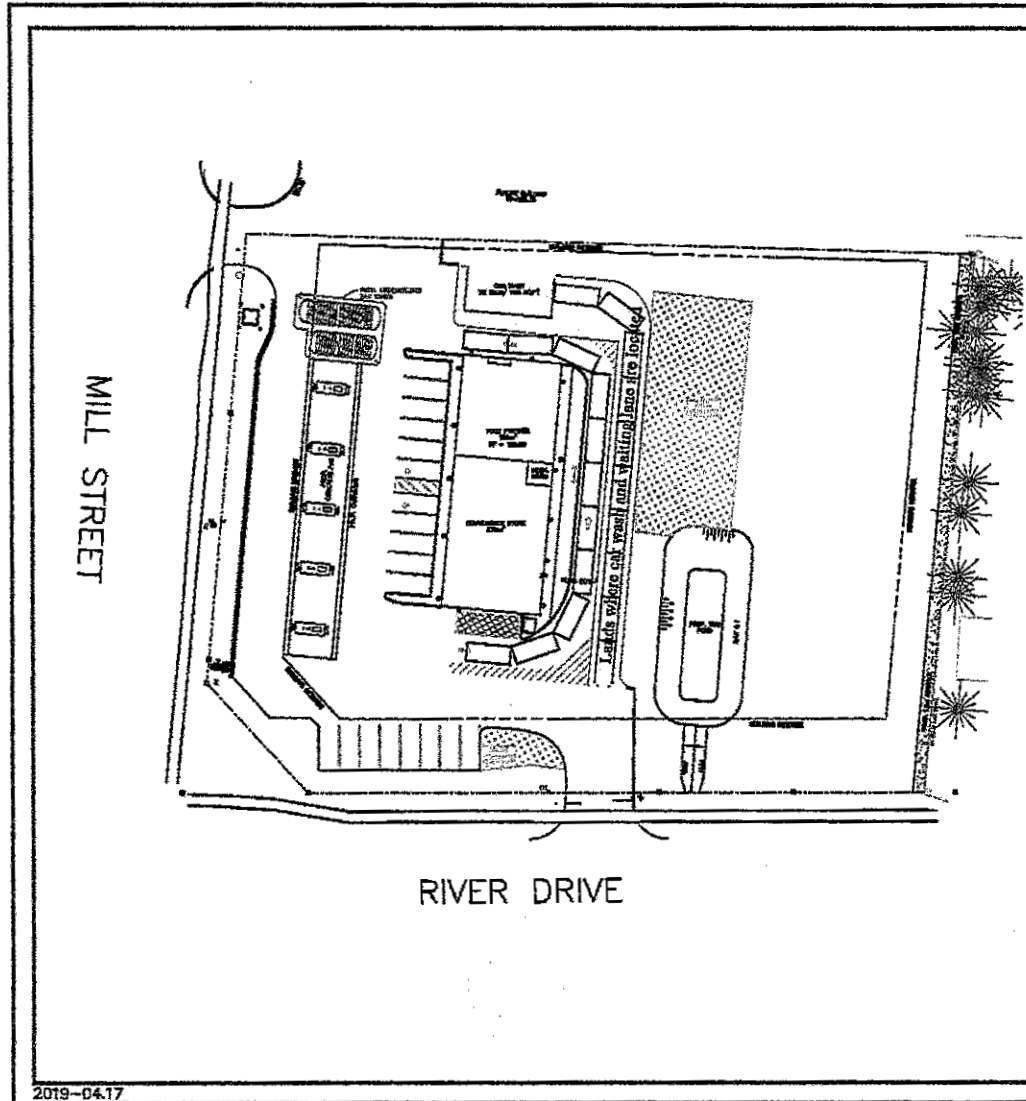
# Surrounding Land Use



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# Site Plan



Site Plan for 150-156  
Mill Street and  
9-11 River Drive, Angus,  
Township of Essa

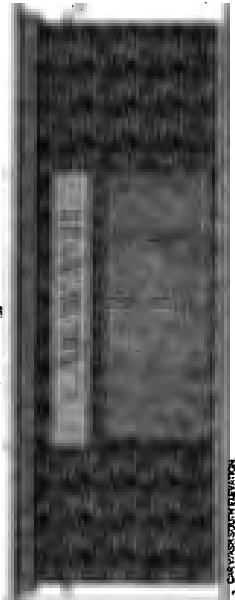


DEVELOPMENT INFORMATION			
DEVELOPMENT PROJECT NAME	ANGUS MILLS DEVELOPMENT		
DEVELOPER	ANGUS MILLS DEVELOPMENT LTD.		
CLIENT	ANGUS MILLS DEVELOPMENT LTD.		
PROJECT LOCATION	150-156 MILL STREET AND 9-11 RIVER DRIVE, ANGUS, ONTARIO		
PROJECT TYPE	COMMERCIAL / INDUSTRIAL		
PROJECT PHASE	PRELIMINARY / CONCEPTUAL		
DATE OF PREPARATION	2019-04-17		
SCALE	AS SHOWN		
DESIGNED BY	ANGUS MILLS DEVELOPMENT LTD.		
DRAWN BY	ANGUS MILLS DEVELOPMENT LTD.		
CHECKED BY	ANGUS MILLS DEVELOPMENT LTD.		
DATE OF REVISION	2019-04-17		
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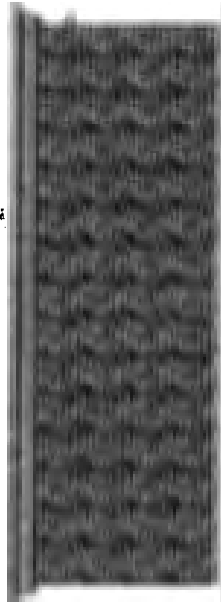


# Car Wash Building Elevations

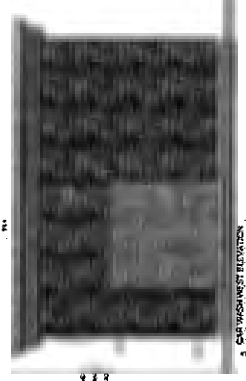
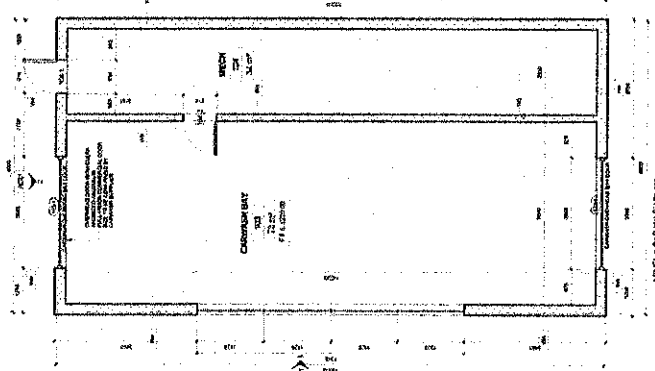
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AND 9, 11 RIVER DR,  
ANGUS, ON.



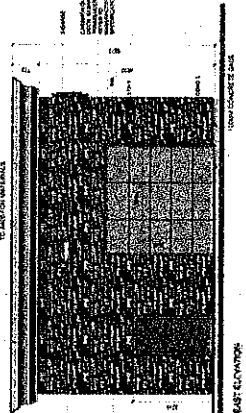
3. CAR WASH SOUTH ELEVATION  
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4. CAR WASH NORTH ELEVATION  
1:1/20



5. CAR WASH EAST ELEVATION  
1:1/20



6. CAR WASH WEST ELEVATION  
1:1/20

**blueprintbuild**

**CAR WASH PLAN & ELEVATIONS**

156, 154, 152, 150 MILL ST  
AND 9, 11 RIVER DR,  
ANGUS, ON.

**REVISIONS**

NO.	DATE	DESCRIPTION
1	10/10/20	ISSUE FOR PERMIT

**CLIENT**

NAME	MR. & MRS. J. & K. SMITH
ADDRESS	156, 154, 152, 150 MILL ST AND 9, 11 RIVER DR, ANGUS, ON.
PHONE	(416) 123-4567
EMAIL	jsmith@blueprintbuild.com
DESIGNER	J. SMITH
DRAWN	K. SMITH
CHECKED	J. SMITH
DATE	10/10/20

**PROJECT**

NO.	156, 154, 152, 150 MILL ST AND 9, 11 RIVER DR, ANGUS, ON.
DATE	10/10/20
SCALE	1:1/20
PROJECT	CAR WASH PLAN & ELEVATIONS
CLIENT	MR. & MRS. J. & K. SMITH
ADDRESS	156, 154, 152, 150 MILL ST AND 9, 11 RIVER DR, ANGUS, ON.
PHONE	(416) 123-4567
EMAIL	jsmith@blueprintbuild.com
DESIGNER	J. SMITH
DRAWN	K. SMITH
CHECKED	J. SMITH
DATE	10/10/20

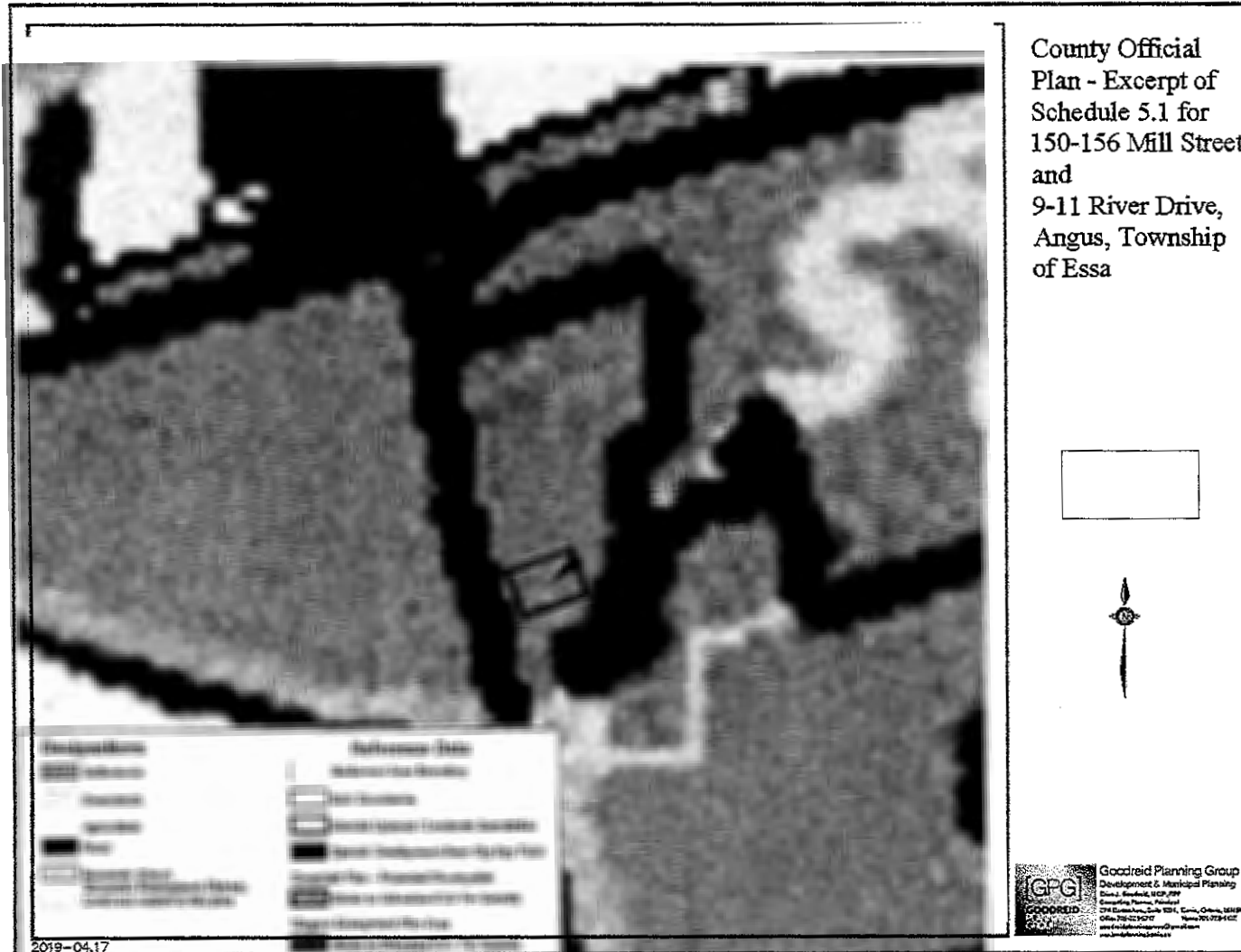


# Planning Policy Framework

- Provincial Plans and Policies - The application for rezoning must be consistent with the Provincial Policy Statement (PPS) and conform to The Growth Plan.
- County of Simcoe and Township of Essa Official Plans - The planning application for rezoning must conform with both Official Plans.
- Rezoning is consistent with PPS and is in conformity with the Growth Plan and the County and Township Official Plans.



# County Official Plan



81



# County of Simcoe Official Plan

- The rezoning is applicable to lands within a Settlement designation.
- S 3.5.7 of County Plan states that settlement areas are to be the focus of population and employment growth and regeneration shall be promoted.
- S 3.5.7 also states “Residential, commercial, industrial, institutional and recreational land uses shall be developed within settlement area boundaries on lands appropriately designated in a local municipal official plan for that purpose.”

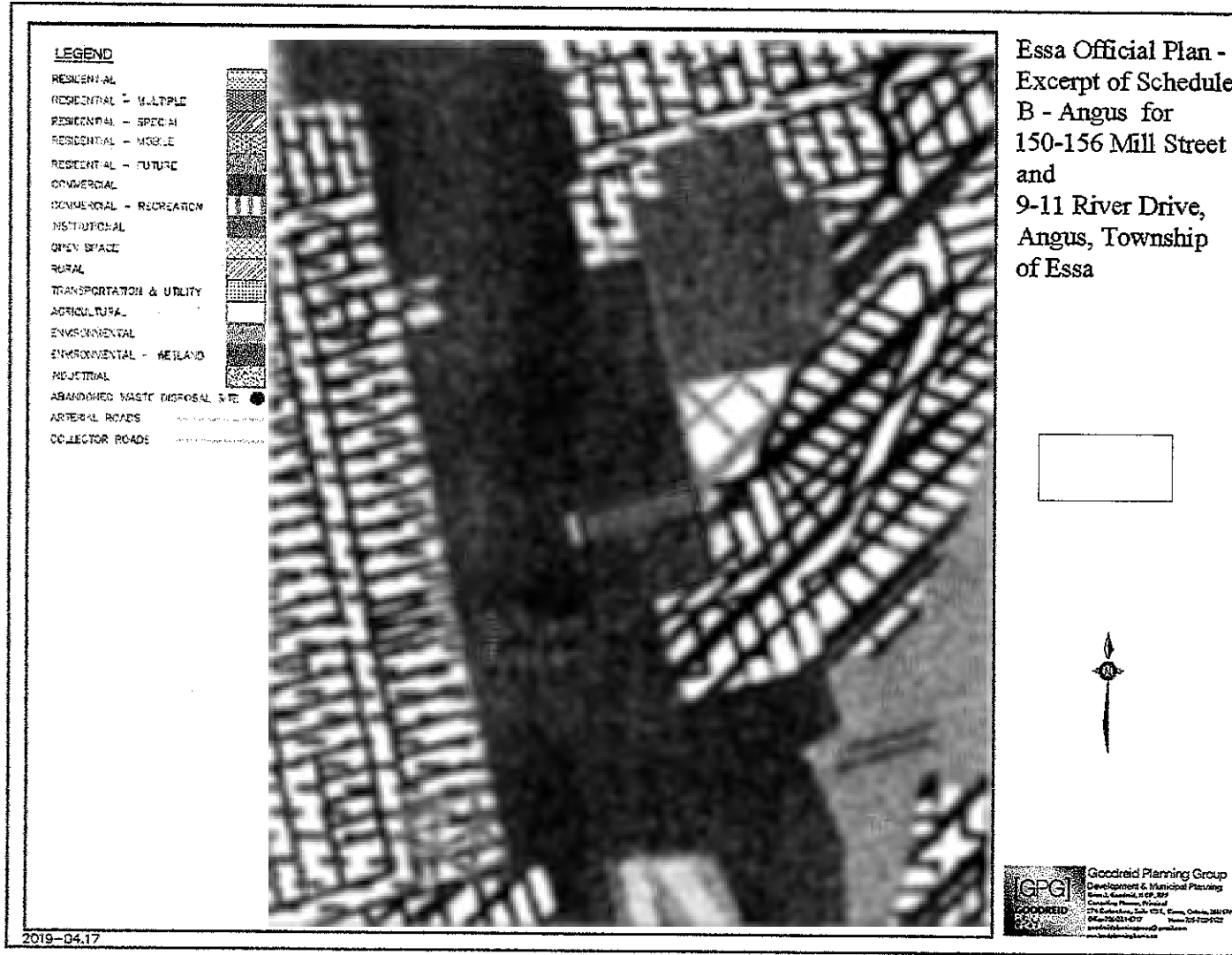


19

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# Essa Official Plan

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Goodreid Planning Group  
 Development & Municipal Planning  
 275 Lakeshore, Suite 101, Essex, Ontario, N2G 1Y4  
 519-825-1517 Fax: 519-825-1512  
 goodreidplanninggroup.com  
 www.goodreidplanninggroup.com

# Township of Essa Official Plan

- Two types of commercial uses are permitted by S14.2 of the OP, General Commercial and Highway Commercial and this is a General versus Highway Commercial location.
- S14.2 a) General Commercial policies which are applicable to the subject property permit commercial uses predominantly for buying and selling of goods and services or business offices.
- The proposal to add a car wash conforms to the Commercial Policies of the Plan.

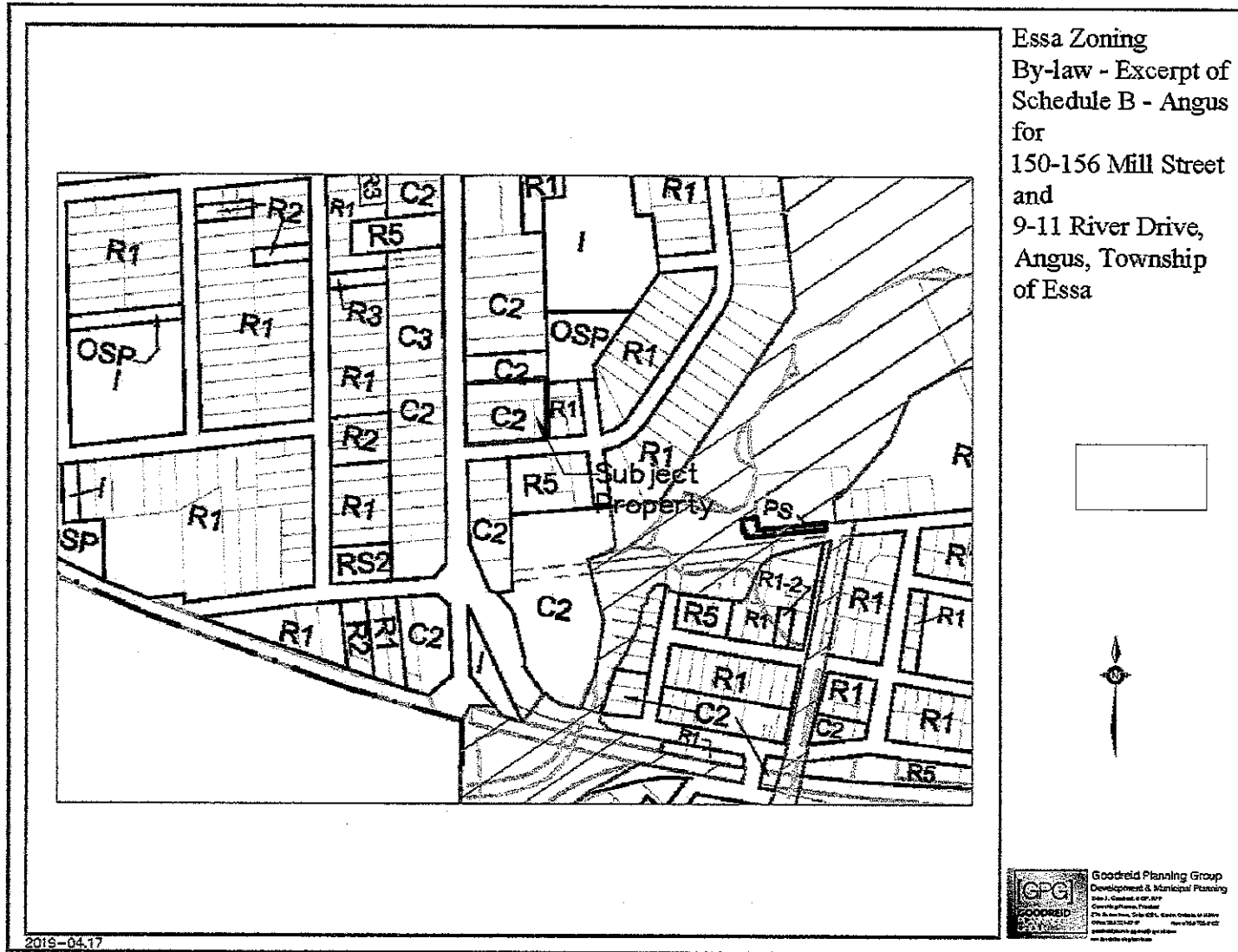
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# Zoning Amendment Schedule

22



# Essa Zoning By-law

- The C2 Zone permits retail stores, personal service shops, restaurants, nursery or commercial schools, parking lots or structures, theatres, hotels/motels, antique dealers, auto service stations, auto sales, places of amusement, business or professional offices, artist studios, funeral parlours, vet clinics, call centres/offices and upper floor apartments.
- Proposed auto service station, restaurant & convenience store are permitted in C2 Zone, but not the car wash.

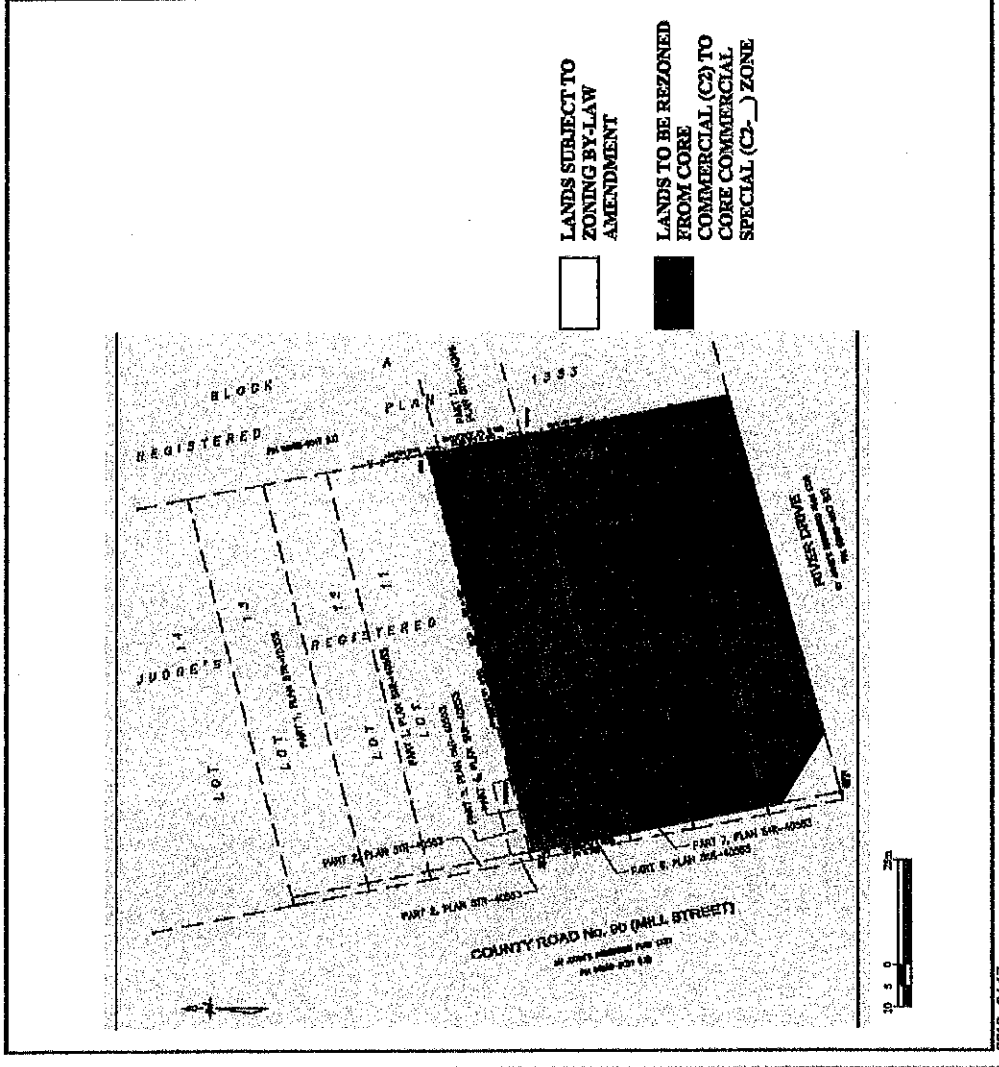


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# Zoning Amendment Schedule

Schedule "A" to  
By-law  
Part of Lot 33,  
Concession 3  
Township of Essa



# Exception Provisions to C2 Zone

- Include exception to make a car wash a permitted accessory use to an auto service station.
- Include exceptions to make the regulations more specific by setting the minimum width of the shared entrance at 9 m, the minimum entrance width on each side of a shared lot line at 4.5 m and the minimum number of waiting spaces for the car wash at 10 spaces which are 3 m wide and 6 m long.

25



25

# Summary & Conclusions

In conclusion it is our opinion as planners that:

- The proposed C2 exception rezoning to add a car wash as a permitted use meets Provincial Policies and Plans.
- The rezoning also conforms to the County and Township Official Plans.
- The rezoning is appropriate and contributes to the optimal and best land use of land at this location.
- This proposed rezoning represents good planning.

26





**PUBLIC MEETING OUTLINE  
PROPOSED BY-LAW AMENDMENT TO BY-LAW 2013-28  
FEES AND CHARGES BY-LAW  
October 16, 2019**

**MAYOR:**

The purpose of this Public Meeting is to discuss proposed amendments to the Township's Fees and Charges By-law specifically in relation to recommended increases and/or new fees that were outlined in Staff Report Nos. PD041-19, PD047-19 and C032-19, and to hear all comments from the public in regards to the proposed amendments.

In accordance with section 391 of the *Municipal Act*, 2001, as amended, a municipality is permitted to impose fees or charges on persons,

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided; and
- (c) for the use of its property including property under its control".

Additionally, Section 69(1) the *Planning Act* allows a municipality to pass a By-law to establish fees for the processing of applications made in respect of planning matters in which the fee shall be designed to meet only the anticipated cost to the municipality.

**DESCRIPTION OF THE PROPOSAL – CLERK AND PLANNER**

At its meeting of September 4, 2019, Council received Staff Report PD041-19 which was specific to proposed increases in fees for the Planning and Development Department. Additionally at its meeting of October 2, 2019, Council received Staff Reports PD047-19 and C032-19 which outlined proposed increases for Building Department and Clerk's Department Fees. These reports provided Council with an overview of the recommended increases in addition to justification as to why staff felt that these increases and/or new fees were necessary. As was outlined in the staff reports, the following is a summary of the proposed recommendations:

<b>PLANNING DEPARTMENT FEES</b>				
<b>Staff Report No.</b>	<b>Description of Item</b>	<b>Current Fee</b>	<b>Proposed Fee</b>	<b>Comments</b>
PD041-19	Pre-Consultation	\$200.00	\$750.00	Recovery of cost for staff time and consulting fees in respect of the administration and facilitation of processing proposed developments. Large amount of staff time is spent on consultations.
PD041-19	Chargeback Technicians (Planning Staff)	Hourly Rate (undefined)	\$75.00/hour	Rate would reflect potential staff time of any of the 3 planning staff members
PD041-19	Inspections/Site Visits conducted by Planning Staff	N/A	\$100.00	Would account for staff time and mileage spent on additional required inspections
PD041-19	Notice Signs	N/A	\$75.00	Would be charged to applicant to assist in replacement of signs and materials
PD041-19	Zoning Compliance	\$50.00	\$75.00	Fee increase based on correspondence and research associated with zoning verification
PD041-19	Rush Compliance	\$80.00	\$100.00	Fee increase based on correspondence and expedited research associated with zoning verification
PD041-19	Lift Holding Zone	\$1,000.00	\$1,200.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Zoning By-law Amendment	\$3,000.00	\$5,000.00	Increase in fee based on comparables from surrounding municipalities

PLANNING DEPARTMENT FEES (Continued)				
Staff Report No.	Description of Item	Current Fee	Proposed Fee	Comments
PD041-19	Zoning By-law Amendment Minor	\$1,500.00	\$2,000.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Official Plan Amendment	\$3,000.00	\$5,000.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Official Plan Amendment Minor	\$1,500.00	\$2,500.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	General Amendment	N/A	\$1,000.00	Addition fee based on comparables from surrounding municipalities
PD041-19	Temporary Use By-law	\$3,000.00	\$4,000.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Subdivision /Condo Applications	\$5,000.00	\$7,000.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Subdivision / per lot	n/a	\$50.00 / lot	Addition of fee based on comparables from surrounding municipalities
PD041-19	Condo Application	\$5,000.00	\$6,000.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Draft Plan Conditions Extension	\$2,000.00	\$2,200.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Draft Plan Red-Line Revisions	\$2,000.00	\$2,200.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Reactivation Fee	\$1,000.00	\$1,200.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Site Plan or Development Agreement	\$2,000.00	\$3,000.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Site Plan Agreement Minor	N/A	\$1,000.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Site Plan Amendment Minor	\$200.00	\$500.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Site Plan Amendment Major	\$2,000.00	\$2,500.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Minor Variance	\$750.00	\$900.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Minor Variance Complex	N/A	\$2,500.00	Addition of fee based on comparables from surrounding municipalities
PD041-19	Consent	\$2,000.00	\$2,500.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Copy of Official Plan (Hard Copy)	\$50.00	\$100.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Copy of Zoning By-law	\$50.00	\$100.00	Increase in fee based on comparables from surrounding municipalities
PD041-19	Subdivision -- Per Lot Charge	n/a	\$150.00	Addition of fee based on comparables from surrounding municipalities
BUILDING DEPARTMENT FEES				
Section 10 "Additional Charges for ALL Occupancies"				
Staff Report No.	Description of Item	Current Fee	Proposed Fee	Comments
PD047-19	10.6 - Signs attached to Building (each)	\$40.00	\$100.00	Increase in fee based on comparables from surrounding municipalities
PD047-19	10.7 - Signs Freestanding / Billboard	\$50.00	\$100.00	Increase in fee based on comparables from surrounding municipalities

<b>ADMINISTRATION FEES</b>				
<b>Vital Statistics – Marriage Licenses &amp; Civil Ceremonies</b>				
<b>Staff Report No.</b>	<b>Description of Item</b>	<b>Current Fee</b>	<b>Proposed Fee</b>	<b>Comments</b>
C032-19	Civil Ceremony (On Site during Regular Business Hours)	\$250.00	n/a	Language Clarification to distinguish b/w on-site and off-site ceremonies in the Township of Essa during regular business hours
C032-19	Civil Ceremony (Off site during regular business hours)	n/a	\$350.00	New Service to accommodate civil ceremonies off-site during regular business hours Proposed Fee comparable to surrounding municipalities
<b>License Fees</b>				
C032-19	Recreational Facilities – Recreational Activities	\$50.00 PLUS \$50.00 Fire Inspection Fee	n/a	Amendment to wording to provide distinction b/w new category "Recreational Facilities-Event Venues", per Staff Report C025-19
C032-19	Recreational Facilities – Event Venues	n/a	\$50.00 PLUS \$50.00 Fire Inspection Fee	New Category to license Wedding Barns/Conference Centres, etc. Per Staff Report C025-19, fee in line with Recreational Facilities-Recreational Activities
<b>Canine Control Fees</b>				
C032-19	Pick-up / Transport Fee	\$40.00	\$50.00	Change wording to better describe the charge. Increase covers staff time/gas for transporting a dog found running-at-large; Comparable to surrounding municipalities
<b>Sign Permit Fees</b>				
C032-19	Permanent Signs- Measuring less than 4 ft x 4ft	\$60.00	n/a	Modification to description of item; provides clarity to staff/applicants Allows for distinction in sign parameters. No inspection required by Building Department
C032-19	Permanent Signs- Measuring larger than 4 ft x 4ft	\$60.00	Refer to Building Department Fees (10.6 & 10.7)	Building Department is responsible for inspecting these signs. Fees should be in accordance with the Building Department Fees.

### **COMMENTS FROM THE PUBLIC - MAYOR**

Speakers must state their name and address so that proper records may be kept and notice of future decisions be sent to those persons involved in the review process.

### **REPLY – MAYOR**

Council may ask questions for clarification.

Public may respond to points clarified by Council and amendments suggested by Staff.

### **FINAL STATEMENT – MAYOR**

If there are no further questions, Council wishes to thank all those in attendance for their participation. The Clerk's Department will be preparing a By-law to be presented to Council concerning this matter at the next meeting of Council on November 6, 2019.





## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** PD049-19

**DATE:** October 16<sup>th</sup>, 2019

**TO:** Committee of the Whole

**FROM:** Aimee Powell, BURPI., MPA, MCIP, RPP  
Manager of the Planning and Development Department

**SUBJECT:** 2019 Update on the Provincial Policy Statement (PPS)

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### RECOMMENDATION

That Staff Report PD049-19 be received.

### BACKGROUND

On May 2, 2019, the Provincial Government released the "More Homes, More Choice: Ontario's Housing Supply Action Plan" ("Housing Supply Action Plan") and introduced Bill 108, More Homes, More Choice Act ("Bill 108"), which received Royal Assent on June 6, 2019. The Housing Supply Action Plan identifies the Province's goals and objectives to increase housing supply and affordability, where Bill 108 enforces policy change through its legislation.

Bill 108's legislation has made key changes to the following Acts:

- Cannabis Control Act, 2017;
- Conservation Authorities Act;
- Development Charges Act;
- Education Act;
- Endangered Species Act;
- Environmental Assessment Act;
- Environmental Protection Act;
- Labour Relations Act, 1995;
- Local Planning Appeal Tribunal Act, 2017;
- Municipal Act, 2001;
- Occupational Health and Safety Act;
- Ontario Heritage Act;
- Ontario Water Resources Act;
- The Planning Act; and
- Workplace Safety and Insurance Act, 1997.

The Provincial Policy Statement (PPS) is a consolidated statement of the vision for land use within the Province of Ontario. Through Bill 108, and the Housing Supply Action Plan, the vision for land use throughout Ontario has changed. The PPS requires an update, in order to achieve the goals and objectives of the Housing Supply Action Plan, and in order to incorporate changes made by Bill 108 to the aforementioned Acts.

The Province is currently seeking feedback on the proposed changes to the PPS. The deadline for written feedback is October 21, 2019.

## COMMENTS AND CONSIDERATIONS

Township of Essa Staff have reviewed the proposed changes, and attended an information session on September 19<sup>th</sup>, 2019, conducted by the Ministry of Municipal Affairs and Housing (MMAH).

The Province is proposing to change the PPS across five key areas. These are:

1. Increasing Housing Supply and Mix;
2. Protecting the Environment;
3. Reducing Barriers and Costs;
4. Supporting Rural, Northern and Indigenous Communities; and
5. Supporting Certainty and Economic Growth.

Proposed policy changes, as they relate to the above key areas, were reviewed during the September 19<sup>th</sup>, 2019 information session. Attachment 'A' reflects a summary of the changes to the PPS, provided by the MMAH.

Staff have conducted a review of the proposed changes and provide a summary of the areas of interest that are most applicable to Essa from a long-range planning perspective. The subject changes have been identified in accordance with their respective section of the PPS.

### 1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns

The PPS will continue to direct that healthy, liveable and safe communities are sustained throughout Ontario. The term *secondary unit* has been removed and replaced with *additional residential units*, and housing-specific policy directs that municipalities accommodate for a range and mix of market-based residential types. The PPS now directs that land use planning should address barriers to persons with disabilities and older people. The planning horizon has changed from 20 years to 25 years, and land use planning should be conducted in such a way that prepares for the impacts of a changing climate.

4a

### 1.1.3 Settlement Areas

The PPS continues to focus growth and development to identified Settlement Areas. New changes will permit municipalities to make adjustments to Settlement Area boundaries outside of a *Municipal Comprehensive Review*, as long as there is no net increase in land within the settlement area. Policy directs that new development within Settlement Areas should have a compact form, mix of uses and densities that allow for the efficient use of land, infrastructure and public service facilities. Opportunities for transit-supportive development should be identified within Settlement Areas, and land use patterns within settlement areas should prepare for the impacts of a changing climate.

### 1.2 Coordination

Section 1.2 Coordination refers to the coordination of planning matters across government bodies, lower, upper, and single-tier municipalities, within municipalities themselves, and with other orders of government, agencies and boards. The PPS states that coordination should be managed, and promote growth and development that is integrated with infrastructure planning. Also, planning authorities should engage and coordinate with Indigenous communities.

### 1.3 Employment

The PPS directs planning authorities to identify strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment.

### 1.4 Housing

The PPS continues to direct planning authorities to provide for an appropriate range and mix of housing options. A notable change is that the projected housing needs are to be based on the market-based needs of current and future residents. Residential intensification is promoted, and all services planned or provided must be integrated with infrastructure planning. Sewer, water and stormwater services must be planned in accordance with growth, and prepare for the impacts of a changing climate. The long-term impacts of individual on-site sewage services and individual on-site water services should be assessed at the time of an Official Plan review or update. Finally, stormwater management is to be integrated with planning for sewage and water services in order to optimize those systems.

### 1.7 Long-Term Economic Prosperity

The PPS directs planning authorities to encourage residential uses to create a mix in housing types in order to accommodate and provide housing for a diverse workforce.

4a

### 3.0 Protecting Public Health and Safety

Section 3.0 of the PPS are still under review by the Province's Special Advisor on flooding. These policies may be subject to change in the future.

### 4.0 Implementation and Interpretation

The majority of this section has been revised. Section 4.7 has been revised to state:

*"Planning authorities shall take action to support increased housing supply and facilitate a timely and streamlined process for local development by, a) identifying and fast-tracking priority applications which support housing and job-related growth and development, and b) reduce the time needed to process residential and priority applications to the extent practical."*

It was stressed during the September 19<sup>th</sup>, 2019 information session that this PPS change was not prescriptive, but to become a goal municipalities work towards.

Key points from throughout the document include:

- Consultation, engagement and consideration of Indigenous communities is required;
- Throughout the PPS when the projected need for residential housing options is spoken to, it has been replaced with market-based needs for residential housing options; and
- Section 4.0 Implementation and Interpretation has been revised to direct planning authorities to become more efficient and streamline its processes for local development, in order to increase the housing supply.

### **FINANCIAL IMPACT**

Long-term financial impacts that would result from changes to the PPS are unclear. The Township may incur additional consultant costs associated with updating Township documents and for the completion studies or public consultations that require conformity with the new PPS, and to assist with the goal of expediting Planning Act Applications, as necessary.

### **SUMMARY/OPTIONS**

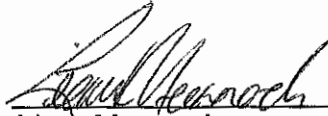
Council may:

1. Take no further action.
2. Receive this report for information.
3. Direct staff in another manner as Council might see fit.

**CONCLUSION**

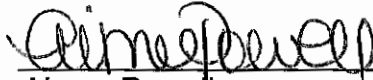
Option #2 is recommended.

Prepared by:



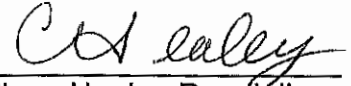
Liam Munnoch BURPI  
Junior Planner

Respectfully submitted by:



Aimee Powell BURPI, MPA, MCIP, RPP  
Manager of Planning &  
Development

Reviewed by:



Colleen Healey-Dowdall  
CAO

Attachment:

A. Provincial Policy Statement (PPS) Review - MMAH



# PROVINCIAL POLICY STATEMENT (PPS) REVIEW

## ONTARIO'S LAND USE PLANNING SYSTEM

### WHAT IS THE PPS?

- The Provincial Policy Statement (PPS) is the primary provincial land use policy document that sets out minimum requirements that apply across Ontario
- The Planning Act requires that all land use planning decisions "shall be consistent with" the PPS
- Municipalities are the primary decision-makers for local communities and implement provincial policies, including the PPS, through official plans and other planning decisions
- Municipalities may build on, but not conflict with, PPS policies to reflect local context
- PPS policies are intended to help protect what matters most by providing policy direction related to growth and development, the use and management of resources, and the protection of the environment and public health and safety

### GOVERNMENT COMMITMENT TO REVIEW THE PPS

- In early 2019, engagement on the PPS was undertaken as part of the Increasing Housing Supply Consultations
- Input received helped to inform the development of the **More Homes, More Choice: Ontario's Housing Supply Action Plan**, released in May 2019
- Through the Action Plan, the government signaled its intention to review the PPS

### HOW CAN I LEARN MORE & PROVIDE FEEDBACK?

For details on specific policy changes, the draft PPS is available online at: [ero.ontario.ca/notice/019-0279](http://ero.ontario.ca/notice/019-0279)

If you are interested in providing written feedback during the 90-day consultation period (July 22, 2019 – Oct 21, 2019), you may do so by either:

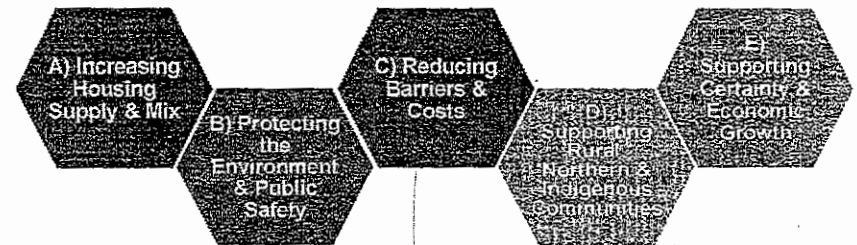
Submitting comments through the Environmental Registry of Ontario at: [ero.ontario.ca/notice/019-0279](http://ero.ontario.ca/notice/019-0279)

Or emailing: [planningconsultation@ontario.ca](mailto:planningconsultation@ontario.ca)

Attachment A

## PROPOSED PPS POLICY AREAS

The government is proposing PPS changes to reflect Ontario's changing needs across 5 key areas:



### QUESTIONS FOR CONSIDERATION

The government wants your feedback on the PPS draft policies and would like your views on the following questions:

- Do the proposed policies effectively support goals related to increasing housing supply, creating and maintaining jobs, and red tape reduction while continuing to protect the environment, farmland, and public health and safety?
- Do the proposed policies strike the right balance? Why or why not?
- How do these policies take into consideration the views of Ontario communities?
- Are there any other policy changes that are needed to support key priorities for housing, job creation, and streamlining of development approvals?
- Are there other tools that are needed to help implement the proposed policies?



# PROVINCIAL POLICY STATEMENT (PPS) REVIEW

**A**

## Increasing Housing Supply & Mix

The PPS draft policies would:

- Increase land supply requirements that municipalities must meet:
  - Increase planning horizon from 20 to 25 years (1.1.2)
  - Increase housing land supply from 10 to 12 years (1.4.1(a))
  - Allow higher minimum requirement for serviced residential land (5 years) for upper- and single-tier municipalities (1.4.1)
- Update provincial guidance to support land budgeting (i.e. Projection Methodology) (1.1.2, 1.2.4(a))
- Increase flexibility for municipalities related to the phasing of development (1.1.3.7) and compact form (1.1.3.6)
- Add flexibility to the process for settlement area boundary expansions (e.g. allow minor adjustments subject to specific tests, highlight that study requirements should be proportionate to the size/scale of development) (1.1.3.8, 1.1.3.9)
- Support the development of housing to meet current and future housing needs, and add reference to housing options and market-based needs (Vision, 1.4.1, 1.4.3, Definitions: "Housing options")
- Require transit-supportive development and prioritize intensification, including potential air rights development, in proximity to transit, including corridors and stations (1.4.3(a))
- Support municipalities in achieving affordable housing targets by requiring alignment with Housing and Homelessness Plans (1.4.3(a))
- Broaden PPS policies to enhance support for development of long-term care homes (1.4.3(b)(1), Definitions: "Special needs" & "Public service facilities")

**B**

## Protecting the Environment & Public Safety

The Made-in-Ontario Environment Plan includes a commitment to review land use policies that are critical to managing the impacts of a changing climate. Planning for extreme weather events helps protect people and property and makes financial sense.

The PPS draft policies would:

- Enhance direction to prepare for impacts of a changing climate (Vision, 1.1.1(f), 1.1.3.2(d), 1.6.1, 1.6.6.1(b)(2), 1.6.6.7(c), 1.8.1, 2.2.1(c), 3.1.3, Definitions: "Impacts of a changing climate",)
- Enhance stormwater management policies to protect water and support climate resiliency (1.6.6.7(a), 1.6.6.7(c), 1.6.6.7(d))
- Promote the on-site local reuse of excess soil (3.2.3)
- Maintain current policies related to natural and human made hazards which directs development away from hazardous areas including flood-prone areas in order to protect public health and safety, while work by the Special Advisor on flooding is underway (3.1)
- Maintain current policies that require municipalities in southern Ontario to identify natural heritage systems, and provide flexibility as to how to achieve this outcome (2.1.3)
- Provide a new, voluntary management approach for managing local or regionally-significant wetlands (2.1.10)
- Maintain protections for the Greenbelt

**C**

## Reducing Barriers & Costs

A streamlined land use planning and development process which protects what is important – while reducing barriers and costs – supports economic growth and investment and the continued prosperity of Ontarians.

The PPS draft policies would:

- Require municipalities to take action to fast-track development applications for certain proposals (e.g. housing) (4.7)
- Allow mineral aggregate operations to use rehabilitation plans to demonstrate that extraction will have no negative impacts (2.5.2.2)
- Align policies and definition of cultural heritage with recent changes to the Ontario Heritage Act (Definitions: "Cultural heritage landscape", various other definitions)
- Refocus PPS energy policies to support a broad range of energy types and opportunities for increased energy supply (1.9.11.1)
- Ground mounted solar would be permitted in prime agricultural and specialty crop areas as an on-farm diversified use (Definitions: "On-farm diversified uses")
- Make minor changes to streamline development approvals and support burden reduction

**D**

## Supporting Rural, Northern & Indigenous Communities

Rural, northern and Indigenous communities are vital to Ontario's continued prosperity and overall well-being.

The PPS draft policies would:

- Allow flexibility for communities by clarifying perceived barriers to sewage and water servicing policies for lot creation and development in rural settlement areas (1.8.6)
- Enhance municipal engagement with Indigenous communities on land use planning to help inform decision-making, build relationships and address issues upfront in the approvals process (1.2.2, 2.6.5, Vision)
- Promote an agricultural systems approach to enhance agricultural protections to support critical food production and the agricultural sector as a significant economic driver (1.7.1(f), 2.3.2, 2.3.9.2, Definitions: "Agricultural system", "Agri-food network")

**E**

## Supporting Certainty & Economic Growth

Economic opportunities and continued investment are vital to supporting jobs and the continued economic well-being of all Ontarians. Supporting jobs is a key priority of Ontario's Open for Business agenda.

The PPS draft policies would:

- Encourage municipalities to facilitate conditions for economic investment (1.3.1(c))
- At the time of official plan review or update, encourage municipalities to assess locally-identified employment areas to ensure designations are appropriate (1.3.2.2)
- Provide municipalities with greater control over employment area conversions to support the forms of development and job creation that suit the local context (current and future) (1.3.2.5)
- Provide enhanced direction for land use compatibility and stronger protection for major facilities such as manufacturing and industrial uses where non-employment uses are planned nearby (i.e. buffering uses from new sensitive uses) (1.2.6.1, 1.2.6.2, 1.3.2.3, Definitions: "Major facilities")

57



## TOWNSHIP OF ESSA STAFF REPORT

40

**STAFF REPORT NO.:** PD050-19

**DATE:** October 16, 2019

**TO:** Committee of the Whole

**FROM:** Aimee Powell BURPI, MPA, MCIP, RPP  
Manager of Planning & Development

**SUBJECT:** Simcoe County 2019 Economic Development Funding Program

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### RECOMMENDATION

That Staff Report PD050-19 be received; and

That Council consider passing a resolution indicating support for the proposed 2019 Economic Development Funding Program grant application, as described in this Report; and

That Council authorize Staff to apply for the 2019 Economic Development Funding Program grant offered by Simcoe County for the sum of \$50,000.

### BACKGROUND

The County of Simcoe has established a one-time fund which provides \$50,000 to member municipalities to advance economic development activities and projects that meet local and county economic development objectives.

Examples of projects eligible for funding include:

#### Community Improvement Plans (CIP)

- Development of new CIP
- Funding for current programs

#### Downtown Revitalization

- Streetscape design
- Wayfinding signage
- Downtown revitalization strategies



Items Not Eligible for Funding include:

- Normal operating costs such as salaries and benefits for staff (e.g. full-time and part-time staff), office space, equipment and machinery, utilities, phone, materials, labour, board, committee and annual meetings
- International travel
- No infrastructure or capital projects
- Projects whose sole purpose is compliance with current Requirements of Law that pertain to the current operations of a municipality (i.e. planning, building code, etc.)
- New construction of buildings, structures (moveable and non-moveable) and other major infrastructure
- Additions to buildings, teardowns or rebuilds
- Purchase or lease of land, buildings and facilities
- Community aesthetics and functionality (e.g. streetscaping, green space development, murals, street lights, paved surfaces, tree islands)
- Sponsorship of conferences and events
- Honorariums, membership costs

The application requirements include:

- A description of the intended project and an outline of how it will support the approved local economic development strategy or objectives, and how it will help support or complement the activities outlines in the County's annual Economic Development Work Plan
- Description of how the project will be monitored and how success will be measured
- Evidence of local support for the project from Council in a Council Resolution
- A detailed budget for the project
- Anticipated completion date for the project

The application is due to the County on November 5<sup>th</sup> 2019 which must include a resolution including Council's support for the municipalities' pending application.

## **COMMENTS AND CONSIDERATIONS**

The key objective of the 2019 Economic Development Funding Program is to provide one-time funding for specific economic development initiatives in member municipalities.

The Township of Essa believes the funds received from this grant would be best applied to the development of a Community Improvement Plan (CIP) for the Mill Street Corridor in Angus. Mill Street is regarded as our main commercial avenue and our aim will be to develop this corridor to its full potential as a destination place within the Township.

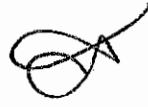
This CIP would initiate the revitalization of the Mill Street Corridor to:

- Identify opportunities, gaps, key features and barriers within the Corridor
- Create a distinguished sense of place and define the boundaries of the study area
- Attract diversified land uses
- Enhance the pedestrian environment while identifying opportunities for Corridor beautification
- Better support existing, while attracting new, businesses to stimulate economic development; and
- Celebrate the Corridor's built and cultural heritage

This Grant presents an opportunity for the Township to develop a long-range Planning strategy for a key Corridor within the municipality.

### FINANCIAL IMPACT

The grant will contribute \$50,000 to the municipality to cover 100% of eligible costs associated with Corridor Study. In the event that the municipality is not successful in receiving these funds, the cost of the CIP would have to be planned for in subsequent budget years, in accordance with Council's direction.



### SUMMARY/OPTIONS

Council may:

1. Take no further action.
2. Pass a resolution indicating support for the proposed 2019 Economic Development Funding Program grant application, as described in this Report and authorize Staff to apply for the 2019 Economic Development Funding Program grant offered by Simcoe County for the sum of \$50,000
3. Direct staff in another manner as Council might see fit.

### CONCLUSION

Option #2 is recommended.

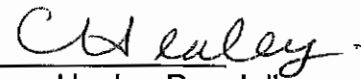
Respectfully submitted by: Reviewed by:



Elizabeth Davis  
Building and Planning  
Coordinator



Aimee Powell BURPL, MPA, MCIP, RPP  
Manager of Planning  
& Development



Colleen Healey-Dowdall  
CAO

Attachments:

- A. Application form for the 2019 Simcoe County Economic Development Funding program

4b

**2019 ECONOMIC DEVELOPMENT FUNDING PROGRAM  
Application Form**

**1. Applicant Information**

Municipality: \_\_\_\_\_

Primary Contact Name: \_\_\_\_\_

Position: \_\_\_\_\_

Phone: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_

Alternate Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_

**2. Project Information**

On a separate attachment:

- Please describe the intended project(s) and outline how it will support your approved local economic development strategy or objectives and how it will help support or complement the activities outlined in the County's annual Economic Development Work Plan.
- Describe how the project(s) will be monitored and how success will be measured.
- Include evidence of local support for the project(s) from your Council (e.g. Council Resolution).
- Include a detailed budget for the listed project(s).
- Anticipated completion date of the project(s).

**Deadline for Submission: November 5, 2019**

**County of Simcoe Economic Development Office**  
1110 Highway 26, Midhurst, Ontario L9X 1N6  
Tel: 705 726-9300 ext. 1686  
Email [edo@simcoe.ca](mailto:edo@simcoe.ca)

40



84

## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** TR018-2019  
**DATE:** October 16<sup>th</sup>, 2019  
**TO:** Committee of the Whole  
**FROM:** Vera Vieira, Tax Collector  
**SUBJECT:** Request to Write Off/Adjust 2018 and 2019 Taxes

---

### RECOMMENDATION

That Staff Report TR018-2019 be received; and

THAT the Tax Collector be authorized to adjust taxes on the accounts listed on Schedules "A" and "B" of this report.

### BACKGROUND

Under Section 357/358 of the Municipal Act, upon application to the Treasurer, the Municipality may cancel, reduce or refund all or part of taxes levied on land during the taxation year, as a result of a change event. Also, if land has become vacant land or excess land, exempt, a mobile home was removed, or a building was razed by fire, damaged by fire, or demolished so as to render it unusable for the purposes for which it was used immediately prior to the damage during the year or during the preceding year.

### COMMENTS AND CONSIDERATIONS

Due to the circumstances under which the applications were made, the properties have met the criteria to qualify for the adjustments of taxes in accordance with Sec 357/358 of the Municipal Act.

The Tax Collector does not conduct site inspections regarding these applications; however, the Tax Collector may use internal resources, such as the Fire Department and Building Department to confirm the write offs are warranted.

### FINANCIAL IMPACT

#### Property taxes to be adjusted equal:

Municipal Taxes	\$ 992.14
County Taxes	\$ 1,154.87
English Public Education Taxes	\$ 666.95
<b>TOTAL</b>	<b><u>\$ 2,813.96</u></b>

41

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**SUMMARY/OPTIONS**

Council may:

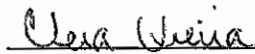
1. Take no action
2. Direct the Tax Collector to adjust the taxes as per Schedules "A" and "B" of this report

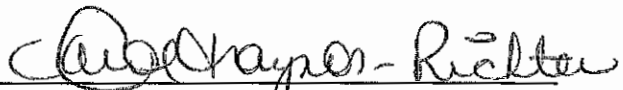
**CONCLUSION**

Option no 2 is recommended

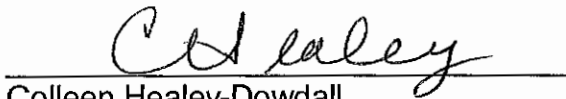
Respectfully submitted:

Reviewed by:

  
Vera Vieira  
Tax Collector

  
Carol Traynor-Richter  
Manager of Finance

Reviewed by:

  
Colleen Healey-Dowdall  
CAO

Attachments:

**Schedule "A"**  
**Schedule "B"**







## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** TR019-19  
**DATE:** October 16, 2019  
**TO:** Committee of the Whole  
**FROM:** Carol Traynor-Richter, Manager of Finance  
**SUBJECT:** Set 2020 Budget Deliberation Meetings

---

### RECOMMENDATION

That Staff Report TR019-19 be received; and

That Council will schedule the Special meetings of Council for 2020 budget deliberation on Wednesday November 20<sup>th</sup>, 2019 from 1:00pm to 5:00pm and Wednesday December 4<sup>th</sup>, 2019 from 1:00 pm to 5:00pm and Wednesday December 18<sup>th</sup>, 2019 from 1:00pm to 5:00pm.

### BACKGROUND

The Manager of Finance distributed the 2020 budget working papers to Department Heads and Supervisors. The CAO, Manager of Finance and Deputy Treasurer will review the preliminary budgets with Department Heads and Supervisors. The completed budget working papers will be circulated to Council before the first budget meeting.

### COMMENTS AND CONSIDERATIONS

It is a requirement under the Municipal Act to provide notice to the public of all Special meetings of Council. Council may wish to review the optional meeting dates, as listed below, to accommodate their individual schedules.

### FINANCIAL IMPACT

There is no financial impact at this time.

### SUMMARY/OPTIONS

Council may:

1. Take no action
2. Schedule the Special meetings of Council for 2020 budget deliberation as follows:



8b

Wednesday November 20<sup>th</sup>, 2019 from 1:00 pm to 5:00pm and Wednesday, December 4<sup>th</sup>, 2019 from 1:00 pm to 5:00pm and Wednesday December 18<sup>th</sup>, 2019 from 1:00 pm to 5:00pm.

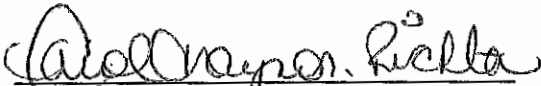
3. Schedule the Special meetings of Council for 2020 budget deliberation at the choice of Council.

**CONCLUSION**

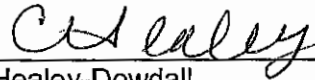
Option # 2 is recommended

Respectfully submitted:

Reviewed by:



Carol Traynor-Richter  
Manager of Finance



Colleen Healey-Dowdall  
CAO

46



## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** C033-19

**DATE:** October 16, 2019

**TO:** Committee of the Whole

**FROM:** Lisa Lehr, Clerk

**SUBJECT:** Temporary Signs on Municipal Property

### RECOMMENDATION

That Staff Report C033-19 be received; and

That Council authorize staff to only permit the placement of temporary signs on municipal property located in front of municipal facilities and parks whereby the advertisement is for events and programs hosted by and/or on behalf of the municipality and other government agencies, in addition to non-profit/charitable events, for a period of no longer than 6 months.

### BACKGROUND

At its meeting of February 20, 2008, Council passed Sign By-law 2008-15 specific to the control and regulation of signs or other advertising devices and the posting of notices in and around the municipality. It includes provisions for signs that are permanent or temporary in nature that are posted on public (municipally owned) and private property. One mandatory condition that is required on every application is the express written consent of the property owner.

Historically when the municipality is in receipt of an application whereby the applicant is requesting permission to post a temporary sign on municipally-owned property, the Clerk obtains the permission of the Chief Administrative Officer. Typically, these requests are for temporary signs to be posted in front of municipal facilities and/or parks (ie: Angus Arena, Libraries, Baxter Ball Diamond, etc.) which advertise for parks and recreation programs, the farmers' market, or the like. The term for temporary signs range anywhere from two to six to twelve months.

[It should be noted that signs are not permitted to be posted at Peacekeepers Park per an Agreement currently in place, other than temporary signs advertising for a municipal event/program at the corner of Commerce Road/Mill Street in Angus].

### COMMENTS AND CONSIDERATIONS

Currently, the Clerk's Department is in receipt of two applications from a sports organization seeking permission to post temporary magnetic signs (5' x 8') on municipal property fronting the Angus Arena for a 12 month term (one fronting on Mill Street and one fronting on County Road 10 which would require County of Simcoe approval in addition to the approval of the municipality).

As Council is aware, temporary signs contribute to visual pollution in and around the municipality (especially in the downtown core of Angus and Thornton), and they also serve as a distraction to drivers using the road system.

The Parks and Recreation Department currently offers other forms of advertising (for a fee) to businesses and organizations who wish to advertise. (Attachment No. 1 contains an email from the Recreation Programmer/Booking Clerk of which outlines the methods available for advertising).

Given that this is a new term of Council, the author of this Report is seeking direction from Council in respect of the granting of permission by the municipality, to allow applicants to post temporary signs on properties fronting municipal facilities. Specifically the properties fronting Arenas, Libraries, parks, etc.

The Clerk is of the opinion that the municipality should only entertain granting permission for the placement of such temporary signs on properties fronting municipal facilities/parks that are advertising specifically for municipal programs and events that the municipality is sponsoring/hosting (ie: Essa Recreation Programs, Farmers' Market, Annual Wrestling Events for the South Simcoe Special Olympics, Annual Salmon Derby, etc.) as well as applications submitted by other government agencies (ie: SMDHU Blood Donor Clinics, etc.), in addition to advertising for non-profit/charitable events only (ie: not registration for their league). The approval granted for these applications is usually for a short term (generally from 2 to 6 months).

If Council were to agree to only permit advertising for non-profit/charitable events and municipal programs/events on municipal properties fronting municipal facilities, it should be noted that some sports organizations/affiliations would not fall within the granted permission (specifically those that are not run by volunteers and/or are in place to make a profit). They would be required to seek approval for other locations from other businesses and/or private property owners, or to advertise through other outlets available.

[Note: The Clerk's Department is currently working on a report to amend the current Sign By-law which will be presented to Council for their consideration at a later date. This decision of Council will be incorporated into the By-law to provide for clarity to future applicants and the affected departments that receive/approve sign applications.]

## FINANCIAL IMPACT

Loss in potential revenue – current applications filed with the Clerk are requesting permission for 12 months, resulting in the potential loss of revenue in the amount of \$150.00 in application fees, should Council decide to approve the recommendation of the Clerk.

Historical Revenue for Signs Posted on Municipal Properties:

2017 – \$300.00 [4 signs permits issued; all permits were for 12 months]

2018 – \$150.00 [3 signs permits issued; 1 was for 6 mos.; 2 were for 12 mos.]

2019 (to date) – \$35.00 [2 sign permits issued - 1 was for 6 mos.; 1 was for 2 mos.]

## SUMMARY/OPTIONS

Council may:

1. Take no further action.
2. **Authorize staff to only permit the placement of temporary signs on properties located in front of municipal facilities and parks whereby the advertisement is for events and programs hosted by and/or on behalf of the municipality and other government agencies, in addition to non-profit/charitable events, for a period of no longer than 6 months.**

- 3. Authorize staff to permit the placement of temporary signs on only those municipal properties as deemed appropriate by Council for a period of time as deemed appropriate by Council (ie: 2 mos., 6 mos. or 12 mos.).
- 4. Authorize staff to permit the placement of temporary signs on all municipal properties fronting municipal facilities and parks, for a period of time as deemed appropriate by Council (2 mos., 6 mos. or 12 mos.).

**CONCLUSION**

Staff recommends that Council approve Option No. 2.

Respectfully submitted:

Reviewed by:



Lisa Lehr  
Clerk



Colleen Healey-Dowdall  
Chief Administrative Officer

Attachments:

- 1. Email from the Recreation Programmer/Booking Clerk dated September 27, 2019.

9a

Attachment #1

**Lisa Lehr**

**From:** Sueanne Archibald  
**Sent:** September 27, 2019 10:56 AM  
**To:** Lisa Lehr  
**Subject:** advertising and signage opportunities with parks and recreation

Good morning; as per your request please find the following methods that are available supporting our community messages that are available within our Township facilities:

As per our Schedule of Fees; Available, are Advertising rates at arenas/parks (signs on walls, boards or fences) per annum.

- 4x4 signage at arenas \$135.88 ea arena
- 4x8 signage at arenas \$229.31 ea arena
- In excess of 4x8 \$7.24/sq ft. ea arena

Signs/wraps on ice machines:

- Angus \$2,825.00
- Thornton \$1,695.00

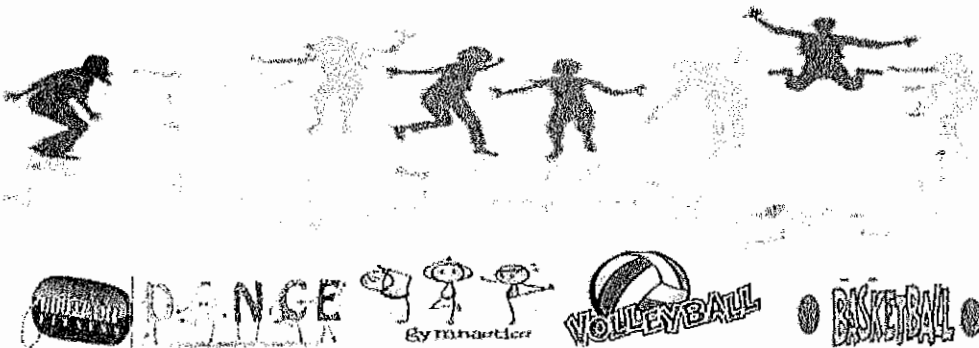
Our dept; currently utilizes our digital arena signs for programs, camps, public skates etc., leaving not much room for extra community messages without convolution.

This past summer my magnetic signage on Township properties were victim of another camp posting their advertising over our signage or directly in front of in which staff diligently removed on a regular basis. I am in support of signage not being on Township properties for this reason.

Hope this helps,

Regards;  
 Sueanne Archibald, Programmer/Bookings  
 Essa Administration Centre, Utopia  
 5786 County Rd 21 - 705-424-9770 ext 107

**REGISTER ONLINE STARTING AUGUST 1<sup>ST</sup> FOR OUR NEW PARKS AND REC CHILDRENS - YOUTH - AND ADULT PROGRAMS!**





# TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** C034-19

**DATE:** October 16, 2019

**TO:** Committee of the Whole

**FROM:** Lisa Lehr, Clerk

**SUBJECT:** Administration Centre Phone System Upgrade

## RECOMMENDATION

That Staff Report C034-19 be received for information; and

That Council authorize the Clerk to proceed with the phone system upgrade in 2019 with the one-time up-front and licensing costs to be paid from the Computer Software Maintenance Account in the amounts of \$5,900.00 plus tax and \$631.00 plus tax respectively, both of which together will not exceed the 2019 Approved Budget, and recognizing that Innisfil will not charge to implement the phone system transition in Essa and that going forward monthly savings will be realized.

## BACKGROUND

In the early months of this term of Council, Department Heads were tasked with identifying cost savings and creating efficiencies within their Departments to assist in smoother and more effective operations for staff.

## COMMENTS AND CONSIDERATIONS

The Township's Administration Centre currently uses an analogue phone system (Nortel Networks) with wires running underground through a service provider (Bell owns all of the underground lines in our case). The external service provider utilized by the Administration Centre, for coordination and billing purposes, is Telizon.

The current analogue phone system (Nortel Networks) has certain limitations that are imposed on both staff and callers, creating frustrations for persons calling in as well as staff calling out. While the system was good at the time of installation quite some time ago, it now poses frustrations and limitations to those calling in and out of the Administration Centre. Some of the limitations experienced utilizing the current analogue system are:

- Limited auto-attendant and truncating capabilities (leads to very long greetings)
- No queuing capabilities - Callers only have the option to speak to somebody directly or to leave a message
- Staff are required to be at their desk to receive phone calls and/or retrieve messages
- When emergency situations arise after hours or on weekends (ie: broken glass in park; stop sign down; no staff show up to bookings at arenas) staff can't respond until their first day back in the office; this chances increased liability to the Township in the event that an accident were to occur whereby somebody got hurt
- Phone lines periodically go "dead" due to an accident that occurred many years ago on County Road 21 that cut all of the Bell lines [Bell fixed the lines at that time, however it is my understanding that they have never worked properly since (if Essa places a "service call" to Bell when this occurs, they are subject to a fee in the amount of \$500.00; the lines usually come back up on their own within 15-45 minutes)]

- VERY strong “buzzing” sound occurs frequently dependent on the weather outside (due to the lines underground in addition to our setting in a wet environment/high groundwater). The buzzing is sometimes so strong that you cannot hear what the caller is saying. Other times, the caller gets disconnected from the weak connection
- Periodically outside callers are not able to leave messages (phone keeps ringing on caller's end or caller gets the message “invalid extension”) when all lines are in use
- The phones are antiquated and hard to find, so replacement can be expensive if the phone stops working – (usually can only find refurbished phones). If the phone breaks, we could not replace it with a brand new phone
- System does not allow for statistical reports to be run (ie: to look for efficiencies in staffing)
- The current system only allows for 9 usable lines plus one fax line

In anticipation of preparing for the 2020 Budget, the Clerk has been in contact with Innisfil IT inquiring as to the capabilities of updating the current analogue phone system to a more modern and efficient digital (VoIP) phone system which transmits calls utilizing the internet. This type of system runs through the County of Simcoe's SCAN network and does not utilize the traditional and antiquated underground wires. Coincidentally in discussions, it was revealed that the Town of Innisfil recently updated their own phone system to a digital 3CX phone system and has provided the Clerk and the Chief Administrative Officer with a brief presentation on the system outlining the many benefits, capabilities and estimated costs associated with this type of upgrade. [Note: The Town of Innisfil employs staff who are certified technicians/installers of the 3CX Phone System.]

Some of the many benefits of upgrading to the more efficient 3CX Digital Phone System, to name a few, are as follows:

- Utilizes internet connection through the County of Simcoe SCAN network, so the system would not be dependent on the damaged ground wires
  - Results in elimination of buzzing sound and dropped phone calls
  - Better sound quality - clearer sound with no background (“gray”) noise
- Cellular backup would be in place through the service provider (Telus) which allows the phone system to still be used in the event that the internet went down, resulting in the elimination of “copper” lines
- Digital Receptionist and better truncating abilities in respect of general messages to better direct callers with shorter greetings
- Call forwarding - allows staff to forward live phonecalls received at their phone extensions in the Administration Centre to their Township issued cell phones in addition to their email account (ie: Callers don't know that the staff member is not in the building)
- Call Queues - Callers wishing to wait to speak to staff that are currently on the phone would have the option to leave a message or to be put in queue.
- 3CX Chat capability for internal staff to utilize
- Capable of Live Web Chat – could eliminate the need for the TTY
- Great opportunity to educate callers where they are waiting “in queue” to speak to staff – ie: Call queuing feature allows for different messages to be recited to callers while they are waiting in queue (on hold) to speak to staff – those waiting for water billing could hear about water saving tips, etc.
- Compatible with Office 365 - Allows staff to select a contact in 3CX app (from their computer) and the phone will automatically dial the number to the desk-phone
- Ring Groups - if Clerk is away from desk momentarily and her phone rings three times, it could be set to automatically ring through to another member of staff. If that member is away from her desk, it could ring to another member of staff, or to a “group” of staff; etc.

9b

- Teleconferencing is extremely easy with this system – this system offers audio and video teleconferencing
- Support would be covered under our Innisfil IT Services Agreement
- System would be installed by Innisfil IT staff who are extremely familiar with the IT infrastructure currently in place and are certified technicians/installers of the 3CX Phone System
- Utilizing this digital system will allow for Essa to use 12 phone lines (current system only allows for use of 9 lines)
- Full backup of phone system would include call history, messages, etc.
- Allows for statistical reports to be run by Administrator

### FINANCIAL IMPACT

#### Administration Budget - Computer Software Maintenance

2019 Approved Budget Amount	\$ 50,000.00
Actual (to September 30, 2019)	\$ 22,300.00**

\*\*The Clerk is currently waiting for the migration to Office 365 to be completed (expected to be complete mid-October). Expenses for migration to Office 365 were projected to be \$18,000.00 for 2019 which included the migration and the monthly licensing fees, and were calculated for the full twelve months in 2019. Since the project will not be completed until the middle of October 2019, it is expected that there will be a favourable variance due to lower licensing fees, of which could be used towards the phone system upgrade. Migration expenses will be between \$4,000.00 - \$5,000.00 plus \$1,500.00 in licensing fees (for October-December 2019).

If Council were to authorize staff to proceed with this phone system upgrade, the following is a breakdown of the projected expenses:

#### **Up-Front [One Time Expenses] - \$5,900.00 (plus HST) [to be paid in 2019]**

\$ 5,700.00 plus taxes (includes purchase of phones and installation of system)  
\$ 200.00 plus taxes – Fees for porting phone numbers

#### **Monthly Fees - \$308.00 (plus HST)**

[Note: Innisfil received quotes from Comwave (owner of Telizon), Rogers and Thinkel]  
\$273.00 per month plus tax (includes 12 lines with cellular backup, 2,000 long distance minutes)  
\$35.00 for fax line

\*Note: Comwave is the only company that offered service with Cellular Backup which allows the phones to be used if the internet were to go down

\*\*Note: Currently the municipality pays approximately \$500.00 per month (plus tax)

#### **Annual Fees - \$631.00 (plus HST)**

Licensing - \$631.00

Phone Maintenance/Updates – covered under IT Support Service contract at no additional fee

On average, the municipality has historically paid approximately \$500.00 per month (plus tax) to Telizon for 9 phone lines, 1 TTY line, plus 1 fax line:

2017 - \$5,897.91 plus taxes \$765.75, totalling \$6,663.66

2018 - \$5,888.21 plus taxes \$765.65, totalling \$6,653.86

2019 - \$4,453.80 plus taxes \$578.88, totalling \$5,032.68 (as of August 31, 2019)



9b

Additionally, the municipality has paid for service (Voiceline) on the analogue phone system as follows:

- 2017 - \$200.00 plus taxes \$26.00, totalling \$226.00
- 2018 - \$180.00 plus taxes \$23.40, totalling \$203.40
- 2019 - \$680.00 plus taxes \$88.40, totalling \$768.40 (as of August 31, 2019)

Attachment No. 1 contains a chart which outlines historical costs associated with the current phone system (payable to Telizon and Voiceline) in addition to the projected costs associated with upgrading to the digital phone system.

**Approximate Savings to be appreciated by municipality by upgrading to Digital Phone System 3CX is \$200.00 (plus HST) per month, or \$2,400.00 (plus HST) per year.**

**SUMMARY/OPTIONS**

Council may:

1. Take no further action.
2. Defer Council's consideration to the 2020 Budget Deliberations.
3. **Authorize the Clerk to proceed with the phone system upgrade in 2019 with the up-front and licensing costs to be paid from the Administration Computer Software Maintenance account.**

**CONCLUSION**

It is recommended that Council authorize the Clerk to proceed with the phone system upgrade in 2019, recognizing that there is a monthly cost-savings to be appreciated by the municipality, in addition to a favourable variance in the 2019 Computer Software Maintenance due to lower licensing costs associated with migration to Office 365.

Respectfully submitted:

Reviewed by:

\_\_\_\_\_  
Lisa Lehr  
Clerk

\_\_\_\_\_  
Colleen Healey-Dowdall  
Chief Administrative Officer

Attachments:

1. Chart of Historical Expenses vs. Projected Expenses per month.

**HISTORICAL EXPENSES (2017, 2018, 2019 YTD) to Telizon**

Year	Annual Phone Fees Paid to Telizon (excl. taxes) 9 Phone Lines, 1 Fax and 1 TTY Line	Service Fees Paid to Voiceline (excl. taxes)	Total Paid (excl. taxes)	Annual Costs Paid (Including Taxes)
2017	\$5,897.91	\$200.00	\$6,097.91	\$6,890.64
2018	\$5,888.21	\$180.00	\$6,068.21	\$6,857.08
2019	\$4,453.80 (YTD)	\$680.00 (YTD)	\$5,133.80 (YTD)	\$5,801.19 (YTD)

**If Council approved Phone System Upgrade – PROJECTED EXPENSES (2020) payable to Comwave**

Monthly Costs for Lines (Comwave Package) - 2020				Estimated Annual to be paid to Comwave	
12 Phone Lines (Comwave)	1 Fax Line	Service/Maintenance on Digital System	Total to be paid to Comwave Monthly (excl. taxes)	Annually (Excl. HST)	Annually, Incl. HST
\$273.00 (plus HST)	\$35.00 (plus HST)	n/a * Included in Innisfil IT Contract	\$308.00 (plus HST)	\$3,696.00 (plus HST)	\$4,176.48 (incl. HST)

**PROJECTED SAVINGS**

**Approximately \$2,400.00 per year (PLUS HST)**

Required - Annual Licensing of Phone System = \$631.00 plus HST per annum

Required - One-time Up-Front Costs - \$5,900.00 plus HST

25

Attachment #1

910

9c



## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** C035-19

**DATE:** October 16, 2019

**TO:** Committee of the Whole

**FROM:** Lisa Lehr, Clerk

**SUBJECT:** IT Strategic Plan – 2020 Budget Deliberations

### RECOMMENDATION

That Staff Report C035-19 be received for information; and

That the Clerk be directed to obtain a quote for the development of an IT Strategic Plan for Council's consideration in the 2020 Budget Deliberations.

### BACKGROUND

The Town of Innisfil and the Township of Essa have a history exceeding ten (10) years of sharing IT services mostly through the hosting of corporate databases, in addition to the extension of their IT Support Help Desk. As a result of this relationship, Essa has benefitted from a broad variety of experiences and specialties to meet IT requirements in Essa that Innisfil has offered through the execution of their combined service agreement for Hosting and IT Support Services. The IT Support portion of the current contract with Innisfil provides Support Help Desk services, specialty IT services such as vendor upgrades, network cabling, maintenance to hardware/software, and project planning support.

As Council is aware, Department Heads have been working diligently to identify cost-savings to be realized by the municipality, in addition to creating efficiencies within their Departments to assist in smoother, more efficient and effective operations for staff and the public.

### COMMENTS AND CONSIDERATIONS

In anticipation of preparing for the 2020 Budget, the Clerk and Chief Administrative Officer recently met with the Town of Innisfil's Manager of Information Technology to discuss efficiencies with respect to Essa's current information technology systems and infrastructure. It was identified in the meeting that the best way to effectively achieve efficiencies in respect of information technology is to implement an Information Technology Strategic Plan.

The rapid pace of change within the IT industry, in addition to the increasing reliance by staff on technology to efficiently deliver services in a busy and steadily growing environment, is providing the catalyst for the Township of Essa to implement an IT Strategic Plan.

An IT Strategic Plan would work to:

- Set out a Plan to clearly identify realistic key steps, goals and measurable results to ensure that the Township can successfully manage the Plan
- Articulate the state of the Township's current technology and its infrastructure vision 5 years into the future
- Connect technology initiatives to the Township's existing Community and Corporate Strategic Plans

56

- Contain measurable objectives and hardware, software, and other resource requirements
- Position the Township to leverage its current and forecasted concepts, tools, techniques and approaches to municipal technology
- Identify costs and funding strategies
- Set the vision and direction for the Township in respect of IT Technology, and become the guiding document that shapes how the Township delivers technology services through the organization and to the community
- Set the framework for hardware, software, and service procurements
- Set the framework for staff development
- Drive operational efficiencies, to ultimately improve work productivity for staff
- Identify cost-effective electronic service channels

In following with the vision of Council with respect to efficiency, it is recommended that the Township of Essa proceed with the development an IT Strategic Plan as was suggested by the Township's current IT Service Provider (Town of Innisfil). The proposed Plan would provide the following deliverables to assist Essa:

- Comprehensive assessment of the existing information and communications technologies in Essa, and provide a five-year roadmap for future direction of core corporate systems
- Perform an analysis and review of the current IT environment through an interview process with current IT staff (Innisfil), Department Managers and service areas
- Make recommendations of innovative practices/policies to effectively manage/deliver IT functions/services with a focus on staff complements and competencies, operational procedures and policies, and identifying areas of opportunity for improvements
- A comprehensive written Plan which would be presented at a working session with staff, with the final version to include discussion points
- Provide provisions for detailed management tools such as a technology portfolio and key performance indicator reporting (metrics)
- Can be used to assist in Capital Budget Plans for 2021 through 2025 (the Plan would take into account the current IT staffing level and budgetary considerations)
- Recommendations for cost-savings and efficiencies with respect to available partnerships and collaboration strategies
- Provisions for recommendations for technology strategies relating to system and data security, disaster prevention and recovery, IT service delivery model, mobile technology and operational infrastructure and applications
- Provisions of methodologies for staff to be able to update the plan to address changing economic, technological and social circumstances as they occur.
- An overview of the Strategy and which activities should be undertaken to implement the Plan, along with the priority of each activity and the consequences of not executing the said activity (including cost and funding analysis for each activity)

Discussions with the Town of Innisfil's Manager of Information Technology revealed that Innisfil has recently completed the competitive bidding process to hire an external contractor to draft an IT Strategic Plan for implementation at the Town of Innisfil. As the Town of Innisfil provides IT Support to the Township of Essa, and Innisfil has already completed the competitive bidding process, the Clerk is of the opinion that Essa's Procurement Policy would allow Essa to "piggyback" onto the successful proponent that is selected by the Town of Innisfil without having to re-tender, under the provision of Cooperative or Joint Purchasing:

92

**18. Cooperative or Joint Purchasing**

18.1 *The Township of Essa may participate in cooperative or joint purchasing with other public sector organizations such as municipalities....where it is in the best interest of the Township to do so and where the purposes, goals and objectives of this Policy are complied with by such organization.*

Additionally, the Clerk is of the opinion that Section 9.1 (Single or Sole Source Procurement, Parts c, e, g, h, j and m) further supports that there is no need to go out to tender again to ask for consideration under Innisfil's contract, in addition to Item 5 (b) of Appendix A of the Policy (Attachment No. 1 contains a copy of the stated sections listed above in Essa's Procurement Policy No. A17-01)

**FINANCIAL IMPACT**

Should Council wish for staff to proceed with the development of an IT Strategic Plan, the Clerk will obtain a quote to include in the 2020 Budget Deliberations.

**SUMMARY/OPTIONS**

Council may:

1. Take no further action.
2. **Direct staff to obtain a quote for the development of an IT Strategic Plan for Council's consideration in the 2020 Budget Deliberations.**
3. Direct staff as Council deems appropriate in this matter.

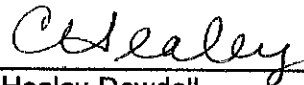
**CONCLUSION**

It is recommended that Council proceed with Option No. 2, directing the Clerk to obtain a quote for the development of an IT Strategic Plan and include in the 2020 Budget Deliberations.

Respectfully submitted:

Reviewed by:

  
 \_\_\_\_\_  
 Lisa Lehr  
 Clerk

  
 \_\_\_\_\_  
 Colleen Healey-Dowdall  
 Chief Administrative Officer

Attachments:

1. Policy A17-01 "Procurement Policy" (section 9.1 and Appendix A of the Policy)

created or customized based on the municipality's request. The evaluation criteria and process shall be approved by the Chief Administrative Officer prior to the issuance of the RFP.

- 17.2 The specifications for an RFP may be developed and prepared by the Department Head or by an outside consultant.
- 17.3 If accessibility criteria and features were not incorporated into the request for proposal by the Department Head responsible for the procurement, then the Department Head will provide an explanation as to why it was not practicable to do so, upon request.
- 17.4 All RFP's will be advertised on the Township website. As well, local media and/or electronic advertising devices and/or social media sites (ie: biddingo.com, kijiji.com, Ontario Tenders Portal, etc.) may be utilized. Known vendors may be notified directly.
- 17.5 The closing date should be 15 calendar days after the date of issue; however, an RFP may be closed in a shorter or longer period of time depending on the urgency or complexity of the item.
- 17.6 The Department Head responsible for the proposal shall submit a summary of results containing a recommendation to award to Council for approval.

**18.0 Cooperative or Joint Purchasing**

- 18.1 The Township of Essa may participate in Cooperative or Joint Purchasing with other public sector organizations such as municipalities, school boards, hospitals, etc., where it is in the best interest of the Township to do so and where the purposes, goals and objectives of this Policy are complied with by such organizations (ie: Ministry of Government Services Vendor of Record Program, and the Georgian Bay Public Purchasing Co-operative "GBAPPC").

**19.0 Direct Purchase**

- 19.1 The direct purchase method may be used when the dollar value of an item does not exceed \$5,000.00, if the item (such as parts) can only be purchased through a sole source, or in the case of an emergency.

**20.0 Unsolicited Proposals**

- 20.1 Unsolicited proposals received by the Township shall be reviewed at the discretion of the Department Head. Any procurement activity resulting from the receipt of an unsolicited proposal shall comply with the provisions of this Policy.
- 20.2 A contract or award resulting from an unsolicited proposal shall be awarded on a non-competitive basis only, when the process complies with the non-competitive procurement procedures outlined in Section 8 of this Policy.

**21.0 Authorization and Responsibilities**

- 21.1 The Department Head shall be responsible for approval of accounts or invoices within the approved budget or any amendment to same. Resolutions approving

9c

specifications, requirements, terms of reference, and scope of work to be used in the procurement of such goods and services. Department Heads responsible for the preparation and approval of such specifications shall incorporate accessibility criteria and features into their preparation for procurement of goods and services. If it is not practicable to incorporate such criteria and features into the procurement process, then an explanation shall be provided (upon request).

7.2 Vendors should not be requested to spend time, money or effort on design or developing specifications, or to help define a requirement beyond the normal level of service expected as it may provide them unfair advantage in a competitive bidding process.

7.3 When such services are required:

- a) the vendor will be considered a Consultant and will be prohibited from bidding on the supply of the good or service;
- b) a fee may be paid for the development of the specifications; and
- c) the detailed specifications shall become the property of The Township of Essa for use in obtaining competitive bids.

**8.0 Non-Competitive Procurement**

8.1 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.

8.2 The approval of Council may be sought to acquire goods or services through a non-competitive process.

**9.0 Single or Sole Source Procurement**

\*

9.1 Purchase by negotiation (see Section 14.1 of this Policy) may be adopted, if, in the judgement of the Department Head, any of the following conditions apply:

- a) Goods and services are in short supply due to market conditions;
- b) The sources of supply are restricted to the extent that there is not effective price competition, or, consideration of substitutes is precluded due to any of the following:
  - i. Components or replacement parts for which there is no substitute;
  - ii. Compatibility with an existing product, facility or service is required;
  - iii. Specific standards are adopted by Council
  - iv. Warranty, maintenance, or service will be affected if a substitute is used, and it is therefore not in the Township's best interest(s) to use the substitute.

c) Work is required on a project where a contractor has already been secured through a tender process, with established unit prices by another party and it is considered to be beneficial and cost effective to extend the unit prices for the work to be completed for the Township;

- d) When only one bid/proposal is received through the procurement process and it is impractical to recall the requirements of the request for quotations/proposals;
- e) When the expertise or product of an individual organization or individual is deemed to be specifically required by the Corporation;
- f) Where the procurement is a prototype of a first good or service to be developed in the course of and for a particular contract for research experiment, study, or original development, but not for any subsequent purchases;
- g) Ensure continuity of critical processes or to avoid technical or environmental risk or violation of warranty/guarantee requirements when service is required;
- h) Where there is an absence of competition for technical reasons and the goods and/or services can be supplied only by a particular supplier and no alternative or substitute exists, or where in depth knowledge of a specific consultant (ie: where one vendor or their product is far more advanced and/or experienced than others in the field and has historically outperformed all others in terms of value);
- i) Where construction materials are to be purchased and it can be demonstrated that transportation costs or technical considerations must be considered;
- 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.
- k) When there is statutory or market-based monopoly on the item;
- l) Where the required item is covered by an exclusive right such as a brand name, patent, copyright or exclusive license or to maintain specialized products that must be maintained by the manufacturer or its representative;
- m) A good or service is of a confidential condition or matter, and where the disclosure of such in an open competition could compromise confidentiality of the Vendor or the Township, or be contrary to public interest; or
- n) When the Township has a lease with a purchase option and exercising the purchase option would benefit the Township.

9.2 All purchases made through sole source procurement are subject to approvals by the Chief Administrative Officer and the Manager of Finance.

9.3 Department Head(s) responsible for the single or sole source procurement of a good/service greater than \$10,001.00 shall submit a report to Council for information outlining what occurred and the reasons for such procurement.

Subject to Section 4 of this Policy, if the single or sole source purchase item has not been included in the current year's budget, regardless of the purchase amount, the Department Head shall submit a report to Council seeking approval prior to procuring the good/service.

**10.0 In-House Bids**

10.1 In-house bids by employees will not be considered during the public procurement process. Volunteer members of the Essa Fire Department are excluded from this provision.



9c

Township of Essa Purchasing Policy

Schedule "A"

GOODS AND SERVICES EXEMPT FROM PURCHASING METHOD PROVISIONS OF THE  
PROCUREMENT AND ACQUISITION POLICY

1. **Petty Cash Items for Small Cost Invoices or Low Cost Items - up to \$250.00**
2. **Training and Education Expenses**
  - a) Conferences, Conventions and Seminars
  - b) Professional Association Memberships
  - c) Periodicals or Magazines
  - d) Continuing Education, Professional Development, Training, and Courses
  - e) Subscriptions
  - f) Periodicals
3. **Employee Expenses**
  - a) Payroll or Expense Advances
  - b) Meal allowances
  - c) Travel & Hotel accommodation
  - d) Entertainment
  - e) Miscellaneous – Non-Travel
  - f) Mileage
  - g) Advances from Petty Cash
4. **Employer's General Expenses**
  - a) Payroll deduction remittances
  - b) Licenses (vehicles, elevators, other permit fees, radios, etc.)
  - c) Debenture payments
  - d) Grants to agencies / donations
  - e) Payments of damages/ Insurance claims
  - f) Tax remittances and Write-offs
  - g) Charges to/from other Government or Crown Corporations
  - h) Employee income and benefits
  - i) Deposit returns, refunds and rebates
  - j) Miscellaneous (eg: Township Recognition)
  - k) Freight charges
  - l) Purchase of Real Property
  - m) Maintenance and licensing software for systems previously acquired
  - n) Those expenditures that will be wholly recovered from outside sources (ie: Developers)
  - o) Lease payments
- \* 5. **Professional and Special Services**
  - a) Legal settlements
  - b) Computer services and software
  - c) Legal fees and arbitrator's fees
  - d) Witness or court reporters' fees
  - e) Courier charges
  - f) Temporary help
  - g) Banking services
  - h) Real estate appraisals

61



## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** CAO048-19

**DATE:** October 16, 2019

**TO:** Committee of the Whole

**FROM:** Colleen Healey-Dowdall, Chief Administrative Officer

**SUBJECT:** Strategic Plan

### RECOMMENDATION

That Staff Report CAO048-19 be received; and

That Council consider directing staff to complete the Strategic Plan to be presented to Council at a future meeting for further review and adoption.

### BACKGROUND

Council and staff held a strategic planning session on April 2<sup>nd</sup> which was open to the public. The agenda from this meeting is attached.

At the strategic planning session, a SWOT analysis of the municipality was carried out by Council and staff together (a review of strengths, weaknesses, opportunities and threats). The results of this are also attached, as attachment 2.

### COMMENTS AND CONSIDERATIONS

Based on comments and ideas received, the CAO would like to summarize the day through a short and simple strategic plan to be followed up on. The attachment called, "Going Forward" contains the proposed plan, as suggested by this CAO.

Various headings are listed for Council's review, with a recommendation for Essa. The recommended action areas for Essa are tied to objectives which are colour-coded by category, and associated with action items on pages to follow. A few vision statements are suggested for Council's adoption.

Once Council provides direction on this matter to staff, the CAO will finalize the strategic plan by organizing the objectives, proposing metrics and measurements to be followed up on, and setting target dates for completion. It is furthermore proposed that the strategic

plan be followed up on with Council and staff, on an annual basis, likely to be tied in with budgeting.

**FINANCIAL IMPACT**

None.



**SUMMARY/OPTIONS**

Council may:

- 1. Take no further action.
- 2. Adopt a strategic plan based on information presented with this report.
- 3. Direct staff in another direction.

**CONCLUSION**

Option #2 is recommended.

Respectfully submitted:

A handwritten signature in black ink, appearing to read "Colleen Healey-Dowdall".

Colleen Healey-Dowdall, MCIP, RPP  
CAO

Attachments:

- Summary of public strategic session held April 2, 2019
- Proposed shell of a strategic plan

**Essa Township**  
**Council and Senior Management**  
**Strategic Planning Day**  
**April 2<sup>nd</sup>, 2019**

**CAO's message**

- Want to think about the future of Essa and where we are going
- Want to listen to all ideas and be respectful, regardless of who is speaking
- Purpose of today is not to judge
- Be honest and say what you really think because there is no right answer
- Encourage everyone to participate
- Success of session depends on maximum input from all
- Work to achieve consensus at the end of the day, reach agreement on priorities
- Team building exercise to develop a vision, mission and goals for the Township for the next 4 years

**List of Strengths:**

**Those positive conditions and initiatives that we have created – what we value about Essa:**

**List of Weaknesses:**

**Those areas where the municipality could be doing a better job – within our control – concerns:**

**Opportunities:**

**Trends beyond our control – future opportunities:**

**Threats:**

**What are the trends suggesting in terms of potential negative impacts on Essa? Trends that are beyond our control:**

**Key Strategic Issues:**

**The municipality deals with a number of issues ranging from operational concerns through to high level concerns involving advocating for change by other levels of gov't. What is of greatest importance to you?**

**What issues do we have the most influence over?**

**Vision – who are we?**

**Mission – what is our purpose?**

**Objectives – what results do we want to achieve by 2022?**

**Next Steps.....**

- CAO will summarize comments and consolidate into a document which is short and objective-type rather than lengthy
- To be presented at a future meeting of Council
- Reviewed annually to update accomplishments and to identify priorities to undertake in the coming year

## Essa Township SWOT Analysis

### Strengths

#### What do we Value Most about Essa; and

#### What are the Positive Conditions and Initiatives that have been Created in Essa?

##### 1. Taxes

- Safe community with low taxes .... low taxes mentioned often (6 times)

- Good value for taxes

##### 2. Parks (6 clear responses that parks/green spaces valued)

- Gets families out at no cost
- Trail improvements welcome and used
- Nottawasaga River can be focus, unique and beautiful
- Green spaces, parks, trails, gardens.... All add to the municipality, people enjoy/they bring pride
- Splash pads well used and enjoyed
- Dog parks well used and enjoyed

##### 3. Roads (4)

- Good roads, road safety and improvements

##### 4. Service

- Burn permits are popular (2)
- Level of service considered good (2), staff friendly and helpful
- Council values staff
- Public happy with medical clinic
- Public transportation helping with isolation

- Events i.e. Essalicious/Farmer's Market growing in popularity

- Increases in number of businesses is valued (2)

##### 5. Community Feel

- Small town feel, know your neighbours
- Small community feel and quality of life

##### 6. Attitude (3)

- We value working together/cooperation

66

108

Weakness

What can we be Doing Better – within our Control?

- 1. **Investing in Capital**
  - Invest more and more consistently; adhere to a standard
  - Prepare realistic long range plans
  - Measure results and report on metrics
  - Ensure financial sustainability
- 2. **Service**
  - Rely on technology more
  - Reduce duplication in planning
  - Look for efficiencies within
  - Look for partnership opportunities with neighbours
  - Increase recreation programs
  - Streamline process
- 3. **Communication**
  - Spread news about events
  - Improve on broadband/internet
  - Develop a community brand
  - Improve on media releases/increase ads/spread the word
  - Ensure that website and Council pages are easily accessible and informative
  - Develop a different newsletter
- 4. **Take responsibility for County Roads to ensure safety and consistency**
  - Request more control over County Roads and impose local improvements to these roads to reduce complaints from the public, ie install pedestrian crossings in Thornton along County Roads
- 5. **Parks**
  - Plant more trees

67

6. **Staffing**

- Listen to the ideas of staff
- Undertake a pay review/comparison
- Recognize staff contributions, achievements and milestones
- Celebrate holidays/social events
- Provide training including on opportunities and cross-training
- Ask staff to suggest redundancy

Opportunities

Trends beyond our Control?

- 1. **River and trail opportunities**
  - Nottawasaga River
  - Rail trail leading to Collingwood, County assessing
  - Public seeking green space
- 2. **Transit**
  - Regional bus system
- 3. **Funding**
  - Other levels of government looking for savings
  - Need to find efficiencies
  - Change to development charges (community benefits)
  - Need to develop Asset Management Plans, Climate Action Plans, Community Safety Plans, Sourcewater Protection Plans
  - We work well with neighbours
- 4. **Second Suites**
  - Required to provide for apartments/second suites

## Threats

### Trends beyond our Control?

1. Costly housing/ daily affordability
2. Senior housing and affordability
3. Aging population and health care
4. Ontario government regionalization
5. Loss of autonomy
6. Climate change- dramatic weather events
7. Reduction in base funding
8. Funding services shrinking
9. River erosion
10. NVCA out of planning – keep in watershed
11. Cost of services to reside

88



## Going Forward.....

Listed below are the action areas listed by some other municipalities, in their strategic plans. Future actions are categorized under these headings. It is suggested that Essa focus its actions into similar headings and Council is being asked to select and agree on 5 headings (refer to the summarization of the SWOT analysis to be reminded of the current issues). *While there are numerous challenges which Council must face, the 5 action areas are intended to be the most important to Council, with action items to be grouped under each heading.*

1. Economic Development
2. Recreation
3. Transportation
4. Infrastructure
5. Growth of Downtown
6. Communication
7. Employment – How to Grow
8. Growth – How to Manage
9. Servicing
10. Natural, Cultural and Built Heritage
11. Financial Management
12. Governance/Public Accountability – Roles and Responsibilities

Staff recommends that Council select 5 action areas for the CAO to group actions under, to finalize the Essa Strategic Plan. The action areas that this CAO believes that Essa is interested in, after listening to ideas collected at a strategic exercise conducted in the spring of 2019, are the following (no particular order):

1. **Roads and Transportation**
  - Action items to address speeding, road safety, public transit (also helping reduce our carbon footprint)
2. **Recreation and Green Development**
  - Action items to address parks, trails, green/open space, public space enhancement and green initiatives assisting with climate change
3. **Customer service**
  - Action items to address communications and a communication strategy, ease of getting answers, using technology better
4. **Governance**
  - Action items to address looking for efficiencies and partnership opportunities
5. **Finances and Funding**
  - Action items to address asset management, capital and long term planning and seeking out funding opportunities; and developing a clear plan going forward

**Draft Strategic Plan 2019**

**Roads and Transportation**

- Look at traffic calming
- OPP enforcement
- Traffic Advisory Committee
- Speed Policy
- Education
- Cameras
- Large stop signs or other signage, use solar
- Review stop sign placement
- Road improvements
- County Road improvements
- Paint crosswalks/improve on pedestrian safety in Thornton and at Peacekeepers Park
- Repair sidewalks
- Provide amenities at the Commerce St Bus Stop
- Install bike racks in varying places
- Encourage electric vehicle charging stations
- Encourage public transit

**Recreation and Green Development**

- Improve on existing parks
- Build kayak/canoe/stand up paddleboard launches
- Map trails
- Improve on park signage
- Develop open space areas with more greenery and planned amenities, ie plant trees, clear areas near to the Nottawasaga River in the Angus Community Park and install benches, etc
- Develop public spaces so that people can relax and enjoy these areas with amenities, ie benches, shade trees, etc – this can refer to small public spaces such as parkettes
- Community gardens
- Dog parks
- Recreation programs – increase and/or adapt
- Hold open house to learn what the public is interested in
- Plant trees
- Develop the Ecopark
- Support the Collingwood Trail along the former BCRY corridor
- Address river erosion
- Address flooding/risk of flooding

### Customer service

- Better communications to spread messaging
- Send out press releases on a more regular basis
- Designated communications staff member
- Increase use of social media
- Create communications strategy
- Designated newspaper page
- User-friendly newsletter including pie charts on tax info
- User-friendly website
- User-friendly agendas and minutes, ie agendas with links
- User-friendly phone system
- Better use of technology
- Use of technology to purchase licensing, program enrollment and permits
- Use of technology to track staff activity, ie snow plowing operations
- Trained staff
- Friendly staff
- Streamlined processes with instructions and guides that are easy to understand
- Promote staff working together

### Governance

- **Seek efficiencies within from staff suggestions**
- **Seek efficiencies from an efficiency audit by consultant**
- **Seek out partnership opportunities with neighbours**
- **Seek out partnerships with agencies, not necessarily traditional partners, and private partners**
- **Invest in equipment to facilitate staff doing a good job, ie computers and other pieces of equipment**
- **Research grant opportunities**
- **Search for new opportunities to fund affordable housing**
- **Search for new opportunities to fund healthcare/continue with support for hospitals and hospice but also offer support for new healthcare offices in Angus**

### Finances and Funding

- Continue to keep taxes low – ensure good value
- Invest in infrastructure consistently
- Adhere to a designated standard, ie 3% each year for asset management
- Formulate long range plans and refer to these on a regular basis
- Develop metrics and measure results with follow up
- Ensure financial sustainability, ensure the plan is clear to everyone
- Look for savings
- Review the Asset Management Plan
- Apply for funding
- Monitor provincial funding
- Apply for student grants
- Purchase equipment and programs to assist staff
- Conversion to LED

### Proposed Vision Options:

- a) Working together for a safe, green and financially sustainable future
- b) Customer-driven with a friendly future
- c) Where town and country meet in a safe and healthy environment to serve you with a responsible plan going forward

## Essa Township SWOT Analysis with Suggested Groupings by CAO

### Strengths

#### What do we Value Most about Essa; and

#### What are the Positive Conditions and Initiatives that have been Created in Essa?

1. Taxes
  - Safe community with low taxes .... low taxes mentioned often (6 times)
  - Good value for taxes
2. Parks (6 clear responses that parks/green spaces valued)
  - Gets families out at no cost
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  - Nottawasaga River can be focus, unique and beautiful
  - Green spaces, parks, trails, gardens.... All add to the municipality, people enjoy/they bring pride
  - Splash pads well used and enjoyed
  - Dog parks well used and enjoyed
3. Roads (4)
  - Good roads, road safety and improvements
4. Service
  - Burn permits are popular (2)
  - Level of service considered good (2), staff friendly and helpful
  - Council values staff
  - Public happy with medical clinic

- Public transportation helping with isolation
  - Events i.e. Essalicious/Farmer's Market growing in popularity
  - Increases in number of businesses is valued (2)
5. **Community Feel**
    - Small town feel, know your neighbours
    - Small community feel and quality of life
  6. **Attitude (3)**
    - We value working together/cooperation

### Weakness

#### What can we be Doing Better – within our Control?

1. **Investing in Capital**
  - Invest more and more consistently; adhere to a standard
  - Prepare realistic long range plans
  - Measure results and report on metrics
  - Ensure financial sustainability
2. **Service**
  - Rely on technology more
  - Reduce duplication in planning
  - Look for efficiencies within
  - Look for partnership opportunities with neighbours
  - Increase recreation programs
  - Streamline process
3. **Communication**
  - Spread news about events
  - Improve on broadband/Internet
  - Develop a community brand

73

- Improve on media releases/increase ads/spread the word
- Ensure that website and Council pages are easily accessible and informative
- Develop a different newsletter
- 4. **Take responsibility for County Roads to ensure safety and consistency**
- Request more control over County Roads and impose local improvements to these roads to reduce complaints from the public, ie install pedestrian crossings in Thornton along County Roads

**5. Parks**

- Plant more trees

**6. Staffing**

- Listen to the ideas of staff
- Undertake a pay review/comparison
- Recognize staff contributions, achievements and milestones
- Celebrate holidays/social events
- Provide training including on opportunities and cross-training
- Ask staff to suggest redundancy

**Opportunities**

**Trends beyond our Control?**

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1. **River and trail opportunities**
  - Nottawasaga River
  - Rail trail leading to Collingwood, County assessing
  - Public seeking green space
2. **Transit**
  - Regional bus system
3. **Funding**
  - Other levels of government looking for savings
  - Need to find efficiencies
  - Change to development charges (community benefits)
  - Need to develop Asset Management Plans, Climate Action Plans, Community Safety Plans, Sourcewater Protection Plans
  - We work well with neighbours
4. **Second Suites**
  - Required to provide for apartments/second suites

**Threats**

**Trends beyond our Control?**

1. Costly housing/ daily affordability
2. Senior housing and affordability
3. Aging population and health care
4. Ontario government regionalization
5. Loss of autonomy
6. Climate change- dramatic weather events
7. Reduction in base funding
8. Funding services shrinking
9. River erosion
10. NVCA out of planning – keep in watershed
11. Cost of services to resident

102



## TOWNSHIP OF ESSA STAFF REPORT

**STAFF REPORT NO.:** CAO049-19

**DATE:** October 16, 2019

**TO:** Committee of the Whole

**FROM:** Colleen Healey-Dowdall, Chief Administrative Officer

**SUBJECT:** Christmas Office Shutdown

### RECOMMENDATION

That Staff Report CAO049-19 be received; and

That Council consider to (a) shut down the administration centre between Christmas and New Year's to total 2.5 days; and (b) host a reception for staff and families after a family skate, with an upset budget of \$1,000, knowing that there is more than \$1,000 in savings to be realized in the 2019 approved Council budget.

### BACKGROUND

The administration centre is very quiet between Christmas and New Year's and many other offices close down during this period. Essa staff would also like to close down. Staff would accommodate for the shut-down by (a) taking vacation, or, (b) if vacation has not yet been accumulated, or has been expended, then staff could be allowed to work additional hours to trade in straight time for the 2.5 days (17.5 hours) required for the shut-down. If a staff member opted, they may also take time off without pay but only affecting the pay period(s) during which the shutdown days fall.

### COMMENTS AND CONSIDERATIONS


The Terms and Conditions of Employment By-law could be amended to allow for the change and other instances where it may be very specific.

Staff seem to be supportive of the idea of their fellow staff member for a family skate and this CAO is suggesting that the event be further supported with some refreshments.

### FINANCIAL IMPACT

The 2019 approved Council budget already contains a line item including \$3,000 for \$30 food gift cards (in lieu of a traditional holiday turkey) for all staff and fire fighters. It is proposed that Council support a staff initiative for a holiday family skate and with a

reception at the arena to follow the skate wherein refreshments are to be served at an upset cost of \$1,000.

The 2019 Council budget should be under by at least \$5,000. The CAO is asking Council to spend an additional \$1,000 (upset limit) on a reception for staff and their families following a staff-requested family skate near to Christmas and the holiday season. Last year in November, Council approved \$455 for a weekday staff luncheon for administration employees (25 employees). Nothing was included in the 2019 budget for any other staff holiday (as Council has traditionally provided the \$30 food gift cards). 

### SUMMARY/OPTIONS

Council may:

1. Take no further action.
2. Shut down the administration centre between Christmas and New Year's to total 2.5 days.
3. Host a Christmas reception for staff and families after a family skate with an upset budget of \$1,000.
4. Direct staff in another direction.

### CONCLUSION

Options #2 and #3 are recommended.

Respectfully submitted:



Colleen Healey-Dowdall, MCIP, RPP  
CAO

Attachments: None