WELCOME

Council Orientation

December 2, 2022

DAY 1 AGENDA

- Welcome & Introductions
- Team Building with Teresa
- Strategic Plan
- City Manager’s Office
- Community Services Department
- Corporate Services Department
- Public Works & Engineering Department
- Municipal Finance, Budget & Procurement
- Council By-laws, Policies, MFIPAA & Commissioners for Taking Affidavits Act

STRATEGIC PLAN

Refresh 2021-2023

“Why” Strategic Planning

Creating a refreshed strategic plan started with a profound desire to do things well, to create a road map that effectively aligns effort and resources in a way that supports Owen Sound to be the best city it can be.

Foundation

Mission

Strengthening our community through sound leadership

Vision

The City of Owen Sound Where You Want to Live

Objective Key Results (OKRs)

An Objective is what we want to do, it is the why it matters

Key Results (KRs) are how we measure progress

- Focus and Alignment
- Transparency
- Communication

Values

Caring

Creativity

Integrity

Sustainability

Pillars of 2015-2020 Strategic Plan

Economy

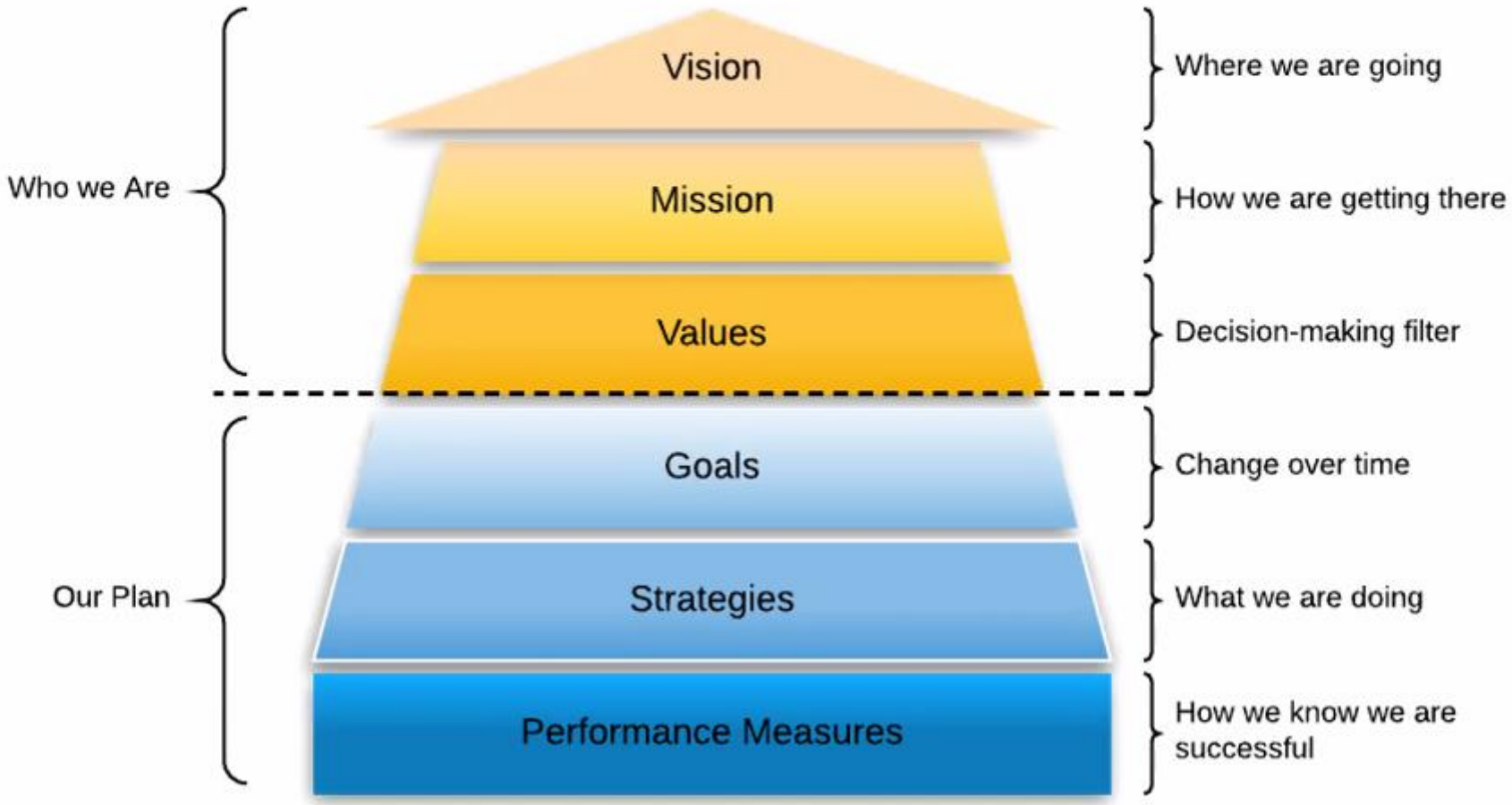
Environment

Finance

Society and Culture

FROM VISION TO MEASURES

Leading the Municipality



Timeline for Development of Strategic Plan Refresh

2020 November	2021 January	2021 February	2021 March	2021 April
All Standing committees complete a Strengths, Opportunities, Aspirations and Results (SOAR) exercise of the current 2015-2020 Strategic Plan	*Strategic Leadership Team reviews analysis from SOAR exercise and creates themes which are identified as priorities.*	*Strategic Leadership work with Staff develop actions with measures*	*All standing committees review the draft Strategic Plan Refresh and provide feedback*	*Strategic Plan Refresh has feedback incorporated and is is brought forward to Council for approval*

Strategic Plan Priorities

Corporate Priorities

SERVICE EXCELLENCE CLEAR DIRECTION

SAFE CITY

OBJECTIVE:

Supporting inclusivity, diversity, and accessibility in our community and recognizing the importance of a safe and secure community.

- KR1 – Police Services will respond to Priority 0, 1, and 2 emergency calls within 7.5 minutes
- KR2 – Build or replace 1% of non-conforming sidewalks with accessible design guidelines
- KR3 - Conduct fire safety inspections on 95% of all commercial occupancies throughout the City each year (including apartment buildings with five or more units)
- KR4 - Create a comprehensive Corporate Equity, Diversity and Inclusion Strategy by December 2022
- KR5 - Measure Owen Sound's progress toward becoming a more sustainable, safe, and resilient City by adopting a globally recognized municipal benchmark (e.g., United Nations Sustainable Development Goals, World Council on City Data) in the 2023 Term of Council Priorities

PROSPEROUS CITY

OBJECTIVE:

Working towards a positive business environment and support initiatives that increase our competitive economic advantages.

- KR1 – Reduce commercial vacancy in the River District by 10%
- KR2 – Develop a framework to attract key industry sector(s) for economic growth and investment that are matched to Owen Sound's economic strengths
- KR3 - Commit spending 90% of the community improvement program grant funding allocation through the façade, business start-up, landscape and accessibility programs each fiscal year

GREEN CITY

OBJECTIVE:

Enhancing the City's resiliency and capacity for mitigating and adapting to the impacts of climate change. Supporting and promoting healthy lifestyles.

- KR1 - Offset 100 tonnes of CO2 per year by annually planting 100 hardwood tree species
- KR2 - Protect, repair, remediate 90% of the City's impacted shoreline from wave action and high water
- KR3 - Increase tonnage collected at household hazardous waste days by 10%
- KR4 - Develop a waste management strategy by June 2022
- KR5 - Develop a climate mitigation plan as part of a Climate Action Strategy that incorporates the 2021 Corporate Climate Change Adaptation Plan

A CITY THAT GROWS

OBJECTIVE:

Achieving the population target for Owen Sound as set out in the Grey County Growth Management Plan.

- KR1 - Undertake an Owen Sound 2050 Vision by July 2023
- KR2 - Implement assessment based management
- KR3 - Increase active employment gross floor area by 25,000 square feet each fiscal year
- KR4 - 95% of site plan applications reviewed within four weeks

A CITY THAT MOVES

OBJECTIVE:

Facilitating sustainable transportation options and creating community connectivity.

- KR1 - Complete transit study by September 2021
- KR2 - Develop and implement an active transportation plan by June 2022
- KR3 - Increase the number of roads with a Pavement Condition Index (PCI) rating greater than 70 by 10%
- KR4 - Develop cross-sections for the various road types that integrates active transportation, landscape, benches, with core infrastructure – road, utilities and lighting by December 2021

CITY BUILDING

OBJECTIVE:

Planning community amenities that create great places and spaces for community living. Cultivating a vibrant and diverse arts, culture, and heritage environment throughout the city.

- KR1 - Phase 2 of Downtown River Precinct 100% complete by December 2022
- KR2 - Increase pedestrian counts in the River District by 10%
- KR3 - Undertake a city-wide public art strategy by June 2022
- KR4 - Complete adaptive re-uses of two heritage buildings that serve the public interest by April 2023

COLLABORATIVE CITY

OBJECTIVE:

Maintaining and improving relationships through engagement.

- KR1 - Leverage partnerships to improve or maintain delivery of targeted services without increasing tax levy
- KR2 - Hold two meetings per year between Council and the Police Services Board to identify service levels and priorities
- KR3 - Increase competitive grant funding dollars received annually
- KR4 - Develop and implement an engagement framework policy and tool to increase public input on projects/initiatives by June 2022

SERVICE EXCELLENCE

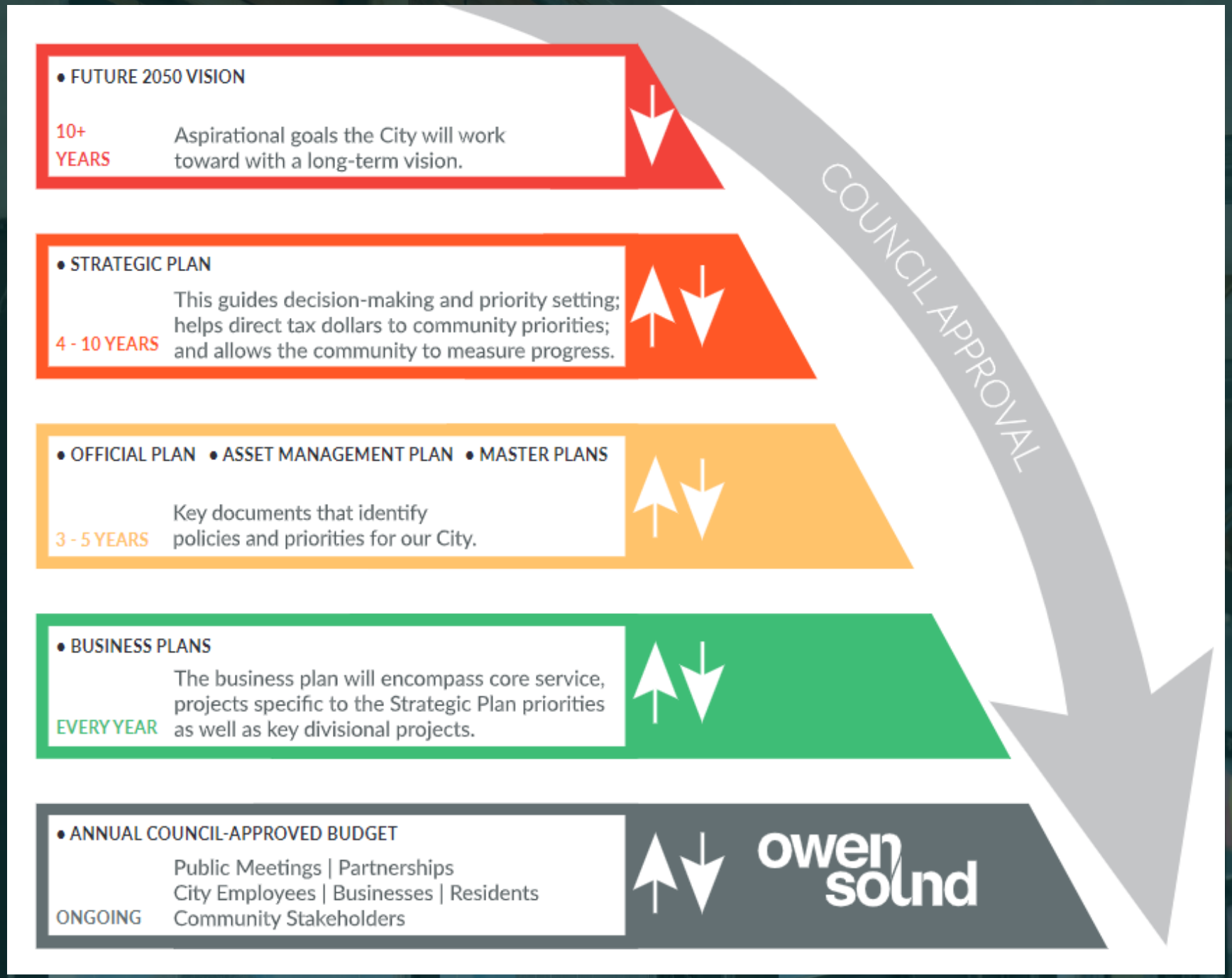
OBJECTIVE:

Being a modern and efficient municipal government that makes citizens' lives better every day.

- KR1 - Further develop a culture of learning, development, and well-being and embrace new approaches to service provision
- KR2 - Enhance our information, technology and digital capabilities to allow residents, businesses and visitors to interact with the City where, when and how they choose
- KR3 Optimize organizational structure

COMMITMENT TO ACCOUNTABILITY

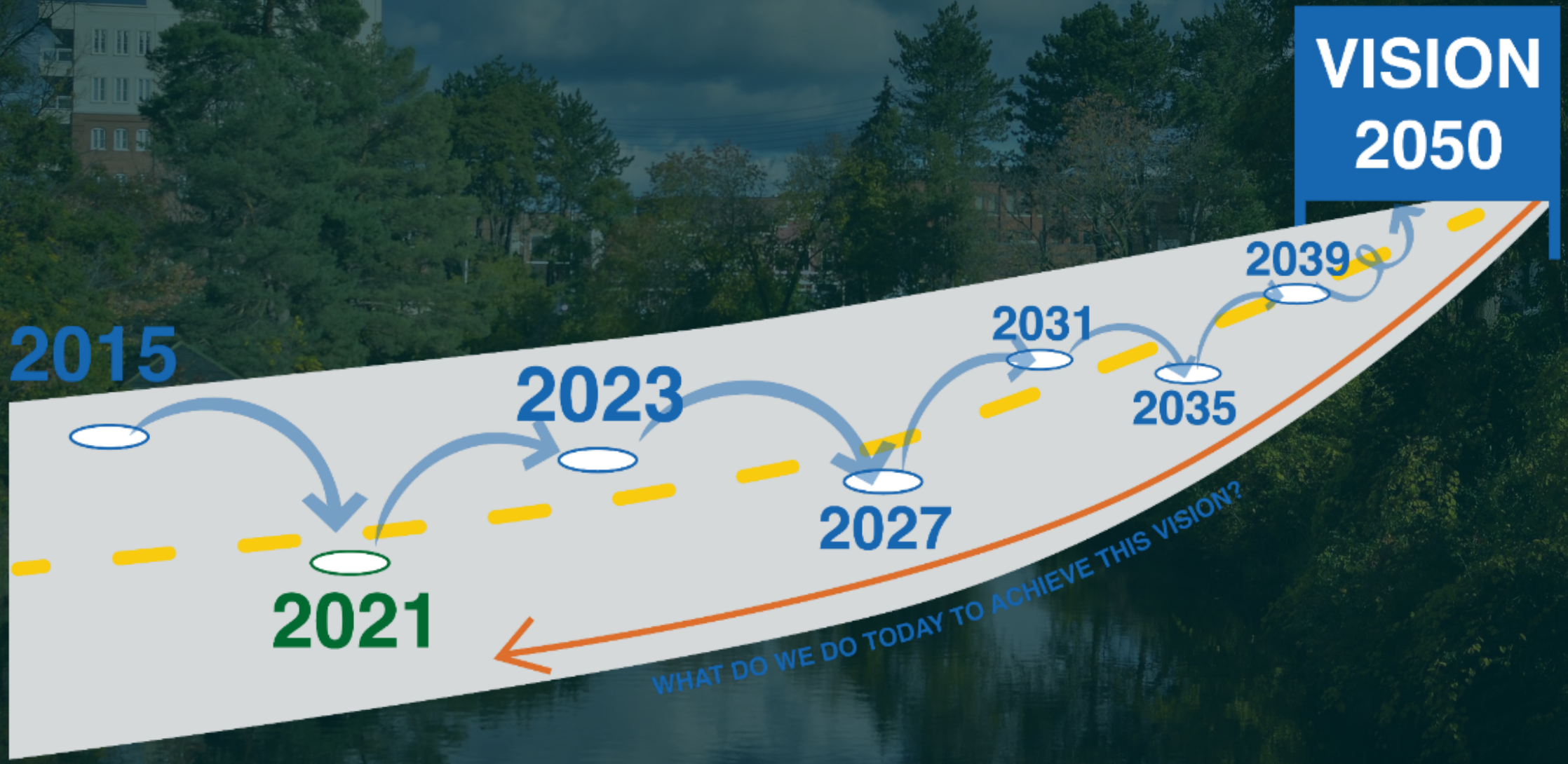
- We are committed to being accountable to the community we serve
- We share results (both our successes and challenges) with Council and citizens every six months
- We use a public dashboard to provide a visual metric of our progress on the key results to ensure transparency


• FUTURE 2050 VISION
10+ YEARS
Aspirational goals the City will work toward with a long-term vision.
• STRATEGIC PLAN
4 - 10 YEARS
This guides decision-making and priority setting; helps direct tax dollars to community priorities; and allows the community to measure progress.
• OFFICIAL PLAN • ASSET MANAGEMENT PLAN • MASTER PLANS
3 - 5 YEARS
Key documents that identify policies and priorities for our City.
• BUSINESS PLANS
EVERY YEAR
The business plan will encompass core service, projects specific to the Strategic Plan priorities as well as key divisional projects.
• ANNUAL COUNCIL-APPROVED BUDGET
ONGOING
Public Meetings | Partnerships
City Employees | Businesses | Residents
Community Stakeholders
owen sound
COUNCIL APPROVAL

Timeline for Development of 2050 Strategic Plan

2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3
Planning	*We Listen*	*We survey*	*We learn*	*We Aspire*
Development of Terms of Reference	*Community Engagement*	*Community Engagement*	*Community Engagement*	*2050 Vision to be Brought Forward to Council*

Development of Strategic Plan – Vision 2050



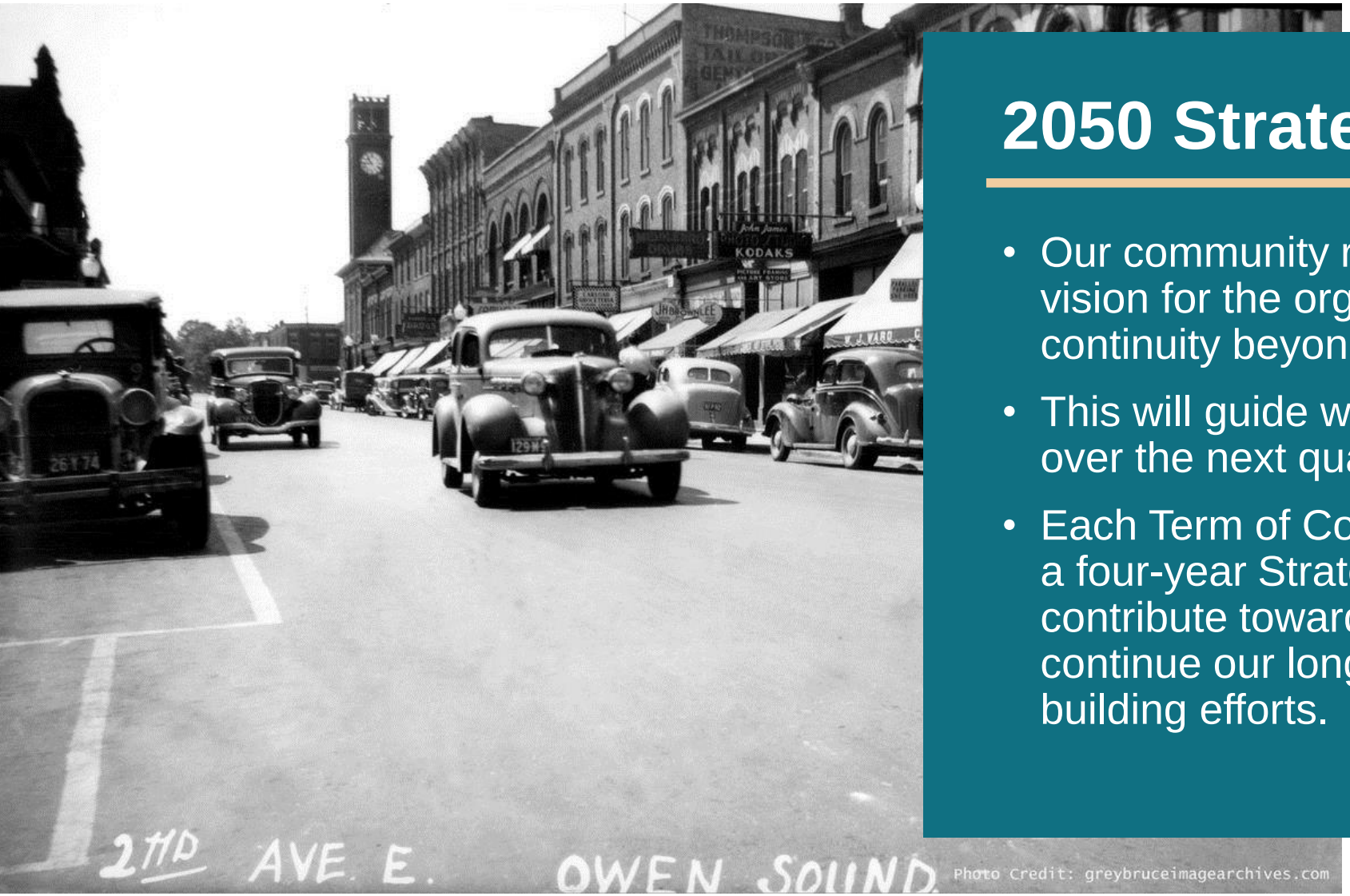


Photo Credit: greybruceimagearchives.com

2050 Strategic Plan

- Our community requires a long-term strategic vision for the organization, which will provide continuity beyond each Term of Council.
- This will guide what Owen Sound will become over the next quarter-century.
- Each Term of Council, priorities will be identified in a four-year Strategic Plan to incrementally contribute towards the long-term vision and continue our long-term City and community-building efforts.

THANK YOU

DEPARTMENT

City Manager's Office

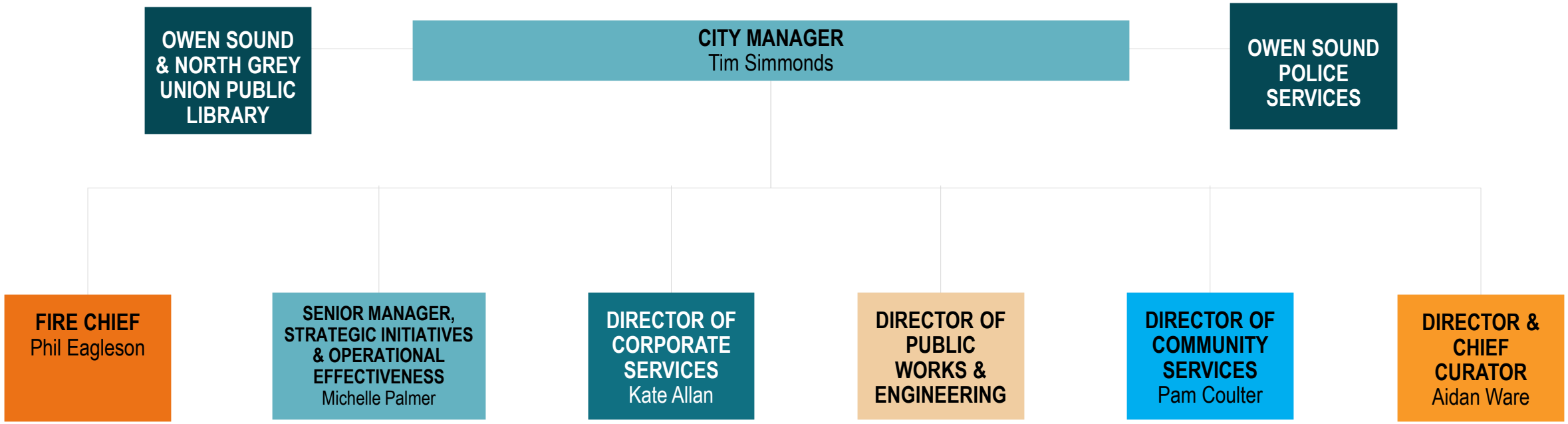
‘THE WHY’

The City Manager (CM) is the organizational liaison between the administration and Council as a Whole, ensuring Council’s vision and priorities are acted upon. The City Manager is responsible for the overall administration of the City, ensuring organizational effectiveness and efficiency.

The Office provides leadership for the organization by championing a culture of leadership, performance, and accountability for results through the Strategic Leadership Team; supporting and delivering corporate transformation and change initiatives, direction-setting and planning; and sponsorship of key corporate projects.

Organization Chart

City of Owen Sound



City Manager | Separate Board | Fire | Corporate Services | Public Works & Engineering | Community Services | Tom Thomson Art Gallery

STRATEGIC INITIATIVES

Business Planning

Leads and supports the development of an integrated and coordinated annual work plans to guide delivery of core services, Council priorities and Strategic Plan implementation

Special Projects

Leads, develops and assists with corporate initiatives and special projects that support achievement of the City's strategic priorities and the CM's and Strategic Leadership Team's priorities

Strategic Planning and Strategic Plan Implementation

Leads a highly collaborative process to develop the Strategic Plan that sets out guiding goals and strategic actions to realize the strategic plan vision and then supports, monitors and publicly reports on progress of these strategic actions

Communications

Inform, engage and consult the public on key programs, events, services, policies, and decisions; maintain a consistent identity for the corporation; as well as share information with City staff and council on corporate-wide policies, issues, initiatives and decisions.

SENIOR MANAGER, STRATEGIC INITIATIVES & OPERATIONAL EFFECTIVENESS
Michelle Palmer

- COMMUNICATIONS ADVISOR
- EXECUTIVE ASSISTANT & PUBLIC RELATIONS COORDINATOR Vacancy
- CLIMATE CHANGE

DEPARTMENT FUNDING SOURCE

TAX LEVY

$1,144,228

DEPARTMENT OPERATIONAL BUDGET

Transfers to Third Parties

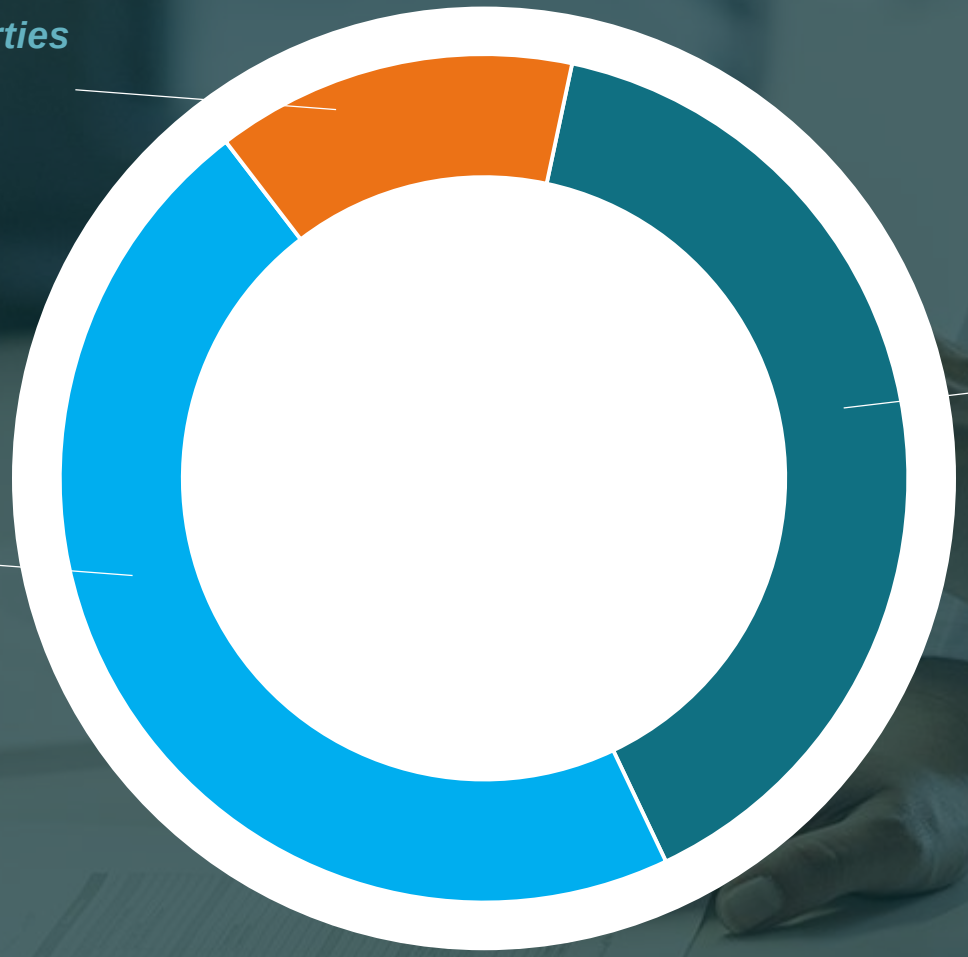
$157,283

City Manager, Strategic Initiatives and Communications and Emergency Management

$453,246

Non Department Expenses

$533,700



STRATEGIC PLAN TIE-IN

KEY RESULT #1

- *Safe City – KR1 –*

Police Services will respond to Priority 0, 1 and emergency calls within 7.5 minutes

KEY RESULT #2

- *Safe City – KR5 –*

Measure Owen Sound's progress toward becoming a more sustainable, safe, and resilient City by adopting a globally recognized municipal benchmark (e.g., United Nations Sustainable Development Goals, World Council on City Data) in the 2023 Term of Council Priorities

STRATEGIC PLAN TIE-IN

KEY RESULT #3

- *Collaborative City – KR1 - Leverage partnerships to improve or maintain delivery of targeted services without increasing tax levy*

KEY RESULT #4

- *Collaborative City – KR2 - Hold two meetings per year between Council and the Police Services Board to identify service levels and priorities*

STRATEGIC PLAN TIE-IN

KEY RESULT #5

- *Collaborative City – KR4 - Develop and implement an engagement framework policy and tool to increase public input on projects / initiatives by June 2022*

KEY RESULT #6

- *Clear Direction – KR1 – Implement a government relations plan by December 2021*

STRATEGIC PLAN TIE-IN

KEY RESULT #7

- *Service Excellence – KR3 - Optimize organizational structure*

KEY RESULT #8

- *A City that Grows – KR1 – Undertake an Owen Sound 2050 Vision by July 2023*

5 HIGHLIGHTS FROM FULL PORTFOLIO

2020	2021	2022
Strategic Plan Refresh *Strategic Leadership Team Playbook*	*Citizen Satisfaction Survey* *Employee Engagement Survey* *COVID*	*Inter-Governmental Relations Plan developed* *'Our City' Engagement Platform*

WHAT GOVERNS OUR WORK

STRATEGIC PLAN

The priorities identified by Council set the overall direction for the City.

INTERGOVERNMENTAL RELATIONS ACTION PLAN

COUNCIL APPROVED POLICIES

Council - Staff Relations (CrS-HR67)

Code of Conduct for Members of Council, Local Boards and Committees (CrS-C42)

QUESTIONS?

DEPARTMENT

Community Services

‘THE WHY’

Community Services exists to help the City in achieving the Vision for Owen Sound, *where you want to live!*

Community Services Department strives to create a complete community that values the natural environment, cultural diversity, historic streetscapes, vibrant waterfront and provides a sense of belonging by welcoming residents and visitors in events and recreation programming. The department strives to grow the community as the regional centre providing opportunities for collaboration, innovation and partnerships.

Organization Chart

Community Services

COMMUNITY & BUSINESS DEVELOPMENT

Community Programs

- *Relationships and Partnerships*
- *Soccer, Power Skating, Skills*
- *Facility Booking - Recreation Facilities, Parks & Open Spaces*

Community Development

- *Downtown Revitalization*
- *River District Action Plan*
- *Small Business Support*
- *Investment Attraction*

Tourism

- *Visitor Services*
- *Marketing and Promotion*
- *Product Development*

Events and Activations

- *Scotiabank Hockey Day in Canada*
- *Music at the Market – 16 concerts*
- *TD Harbour Nights – 12 concerts*
- *Canada Day/Waterfront Festival*
- *New Year's Eve Family Celebration*
- *Art & Culture Awards*

COMMUNITY DEVELOPMENT COORDINATOR

EVENTS & ACTIVATIONS

FACILITIES BOOKING & PROGRAMS COORDINATOR

TOURISM MARKETING COORDINATOR

BUILDING

Building Code Act of Ontario

The Act states that the municipality is responsible for the enforcement of the Act in the municipality. Each municipality shall appoint a Chief Building Official.

Customer Service

The Building Division meets with owners, builders or contractors on site or at the counter. Advice is provided at the level of comfort of the customer. Staff redline drawings (within reason) provided by customers to ensure compliance with the Ontario Building Code

Inspections

There are 7-9 mandatory inspections required for most permits issued

Inspections must be completed within mandated timelines

Development Team

Key members of the Development Team. This team meets weekly to support the current and future development needs in the City

CHIEF BUILDING OFFICIAL
Kevin Linthorne

- **DEVELOPMENT COORDINATOR & PLANNING**
- **DEPUTY CHIEF BUILDING OFFICER**
- **BUILDING INSPECTOR & PLANS EXAMINER**

PARKS & OPEN SPACE

Parks, Sportsfields, Trails

45 parks, including 22 play structures

11 Ball Diamonds, Outdoor rink, Splash pad

8 Natural Turf Sports fields

30km of trails

Invasive Species Management

Forestry & Arboriculture

Up to 400 service calls annually

2 ISA certified Arborists, bucket truck

22 Formal planting beds

Tree inventory

Commemorative Forest Program – Tree City and Boulevard Tree Program

Greenwood Cemetery

170-190 Interment/Inurnment Services delivered annually

High Level Groundskeeping

3 Significant Heritage Buildings

Natural burial, Muslim and Jewish Sections

River District

Beautification- Flowers, Banners and Gardens

Litter and waste management

River District Action Plan

PARKS & OPEN SPACE
Adam Parsons

- PARKS & CEMETERY SUPERVISOR
  - PARKS & CEMETERY ADMIN COORDINATOR
  - CEMETERY ATTENDANT (2)
  - PARKS HORTICULTURALIST
  - PARKS ARBORIST (2)
  - PARKS ATTENDANT (2)
  - SEASONAL PARKS ATTENDANTS (14 + 6 STUDENTS)

ARENA OPERATIONS

Harry Lumley Bayshore Community Centre

1 NHL Sized Ice Surface

2 Large Banquet Halls

Over 1900 Hours of ice booked

Over 2800 Hours booked in Banquet Halls

Julie McArthur Regional Recreation Centre

2 NHL Sized Ice Surfaces

Over 2400 Hours of Ice Booked on West Pad

Over 1400 Hours of ice Booked on East Pad

User Groups

Owen Sound Minor Hockey Group & Owen Sound Girls Hockey Group

Minor, Junior, and Senior B Lacrosse.

Owen Sound Skating Club

Owen Sound Attack

Seniors Active Lifestyle Groups

Facility Maintenance

Refrigeration plant checks.

Weekly ice re-surfacer blade changes and ice depth checks

Over 15 hours of scheduled ice maintenance weekly

Asset Management approach to maintenance and capital works

BAYSHORE FACILITY OPERATORS (4 FT)

REC CENTRE FACILITY OPERATORS (3 FT)

FACILITIES HOUSEKEEPING & MAINTENANCE (5 PT)

FACILITIES LABOURER (6 PT)

PLANNING & HERITAGE
Currently Vacant – recruitment underway

PLANNING & HERITAGE

Policy

Draft, maintain and implement the City's Planning policy framework:

- *Official Plan*
- *Community Improvement Plan*
- *Zoning By-law*

Monitor and make recommendations on changes to Upper-tier plans

Development

Process Planning Act Applications

Advisory to Committee of Adjustment & Community Services Committee

Review of Building Permit Applications & Capital Projects

Staff delegated approval (Bill 109)

Heritage

Maintain the City's Heritage Register, including Designation By-laws and Heritage Conservation & Maintenance Agreements

Process Heritage Permits for alterations to designated properties

Interpretive plaque program

Community Improvement Plan

Maintain and update the CIP document and associated program guidelines

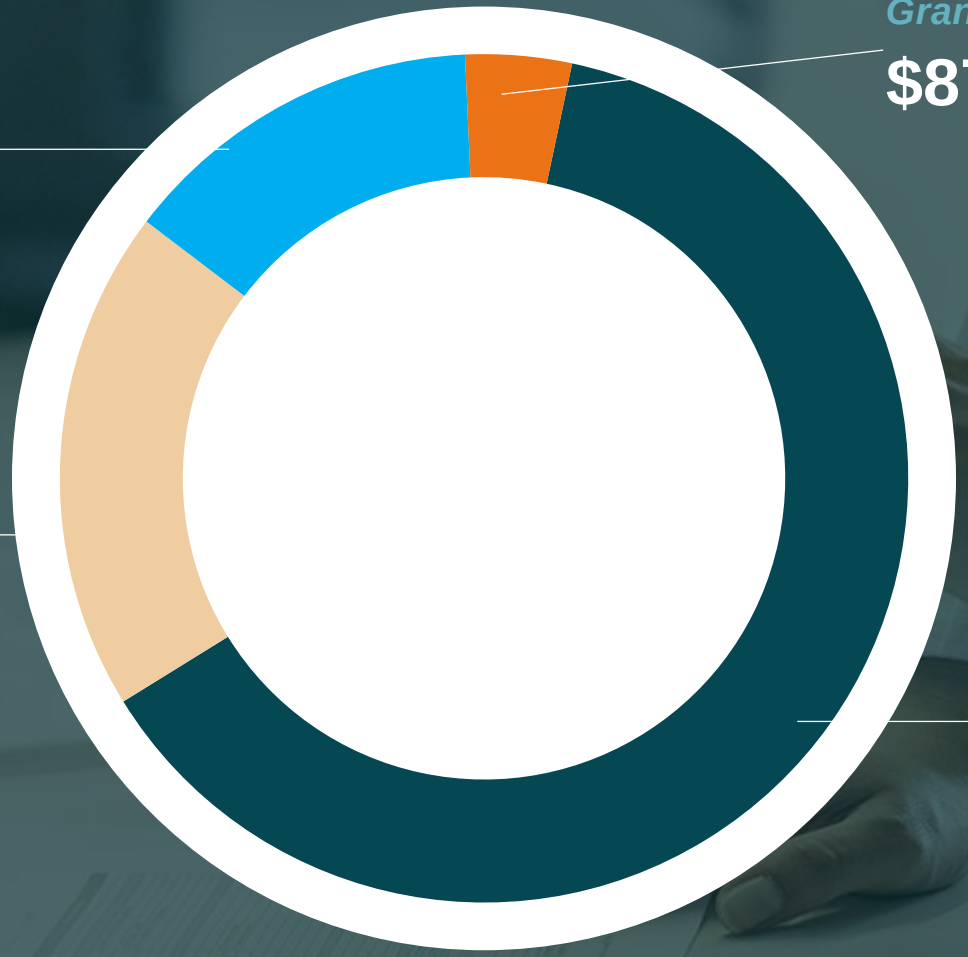
Intake, review and make recommendations for the grant programs under the CIP

Monitor and manage the annual CIP operating budget

SENIOR PLANNER

JUNIOR PLANNER

DEPARTMENT FUNDING SOURCE



Grants and Sponsorships

$87,500

Other Revenue

$511,700

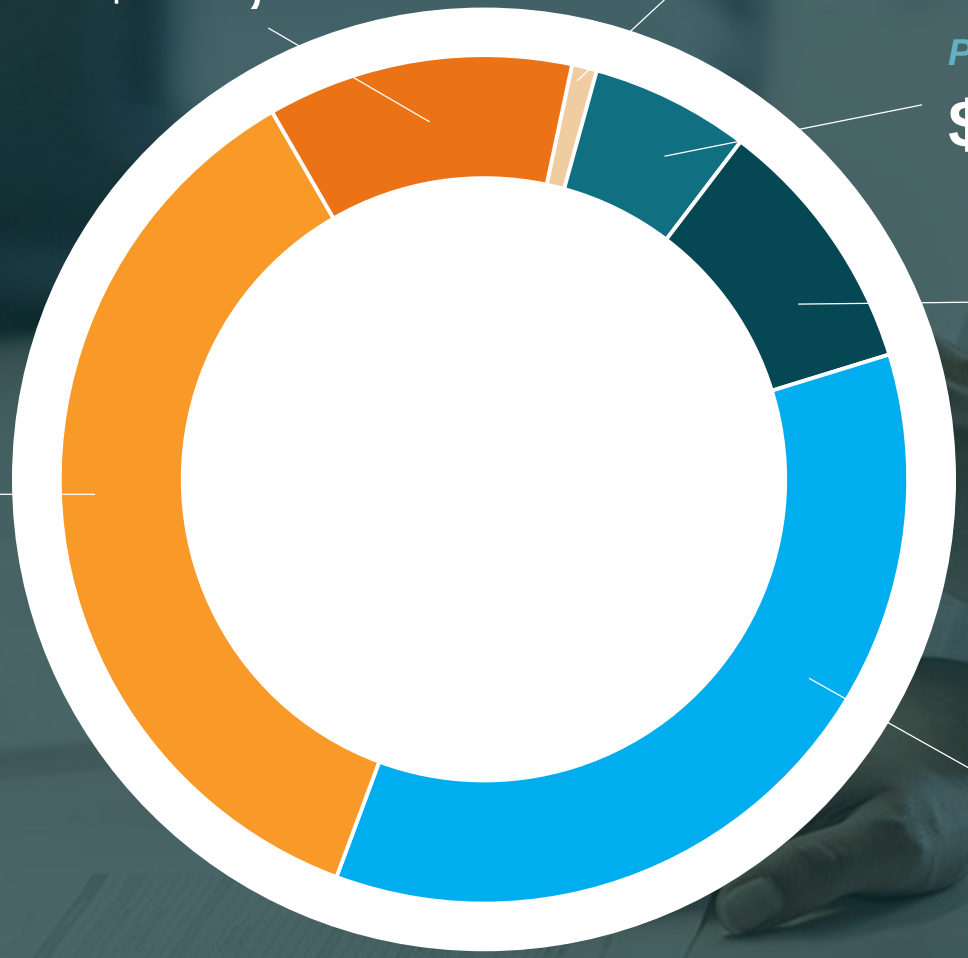
Permits and Rental Fees

$1,519,315

Tax Levy

$4,784,166

DEPARTMENT OPERATIONAL BUDGET



Building

$649,184

Community Services Administration

$53,026

Planning and Heritage

$567,315

Community and Business Development

$746,222

Arena Operations

$2,370,429

Parks and Open Space

$2,516,505

STRATEGIC PLAN TIE-IN

KEY RESULT #1

- *KR 1 – Green City: Offset 100 tonnes of C02 per year by annually planting 100 hardwood tree species*

KEY RESULT #2

- *KR 3 – Prosperous City: Commit spending 90% of the community improvement program grant funding allocation to the façade, business start-up, landscape and accessibility programs each fiscal year.*

STRATEGIC PLAN TIE-IN

KEY RESULT #3

- *KR 3 – A City that Grows: Increase active employment gross floor area by 25,000 square feet each fiscal year*

KEY RESULT #4

- *KR 4 – A City that Grows: 95% of site plan applications reviewed within 4 weeks*

STRATEGIC PLAN TIE-IN

KEY RESULT #5

- *KR1 – Prosperous City: Reduce commercial vacancy in the River District by 10%*

KEY RESULT #6

- *KR2 – Prosperous City: Develop a framework to attract key industry sector(s) for economic growth and investment that are matched to Owen Sound's economic strengths*

STRATEGIC PLAN TIE-IN

KEY RESULT #7

- *KR3 - City Building: Undertake a city-wide public art strategy by June 2022*

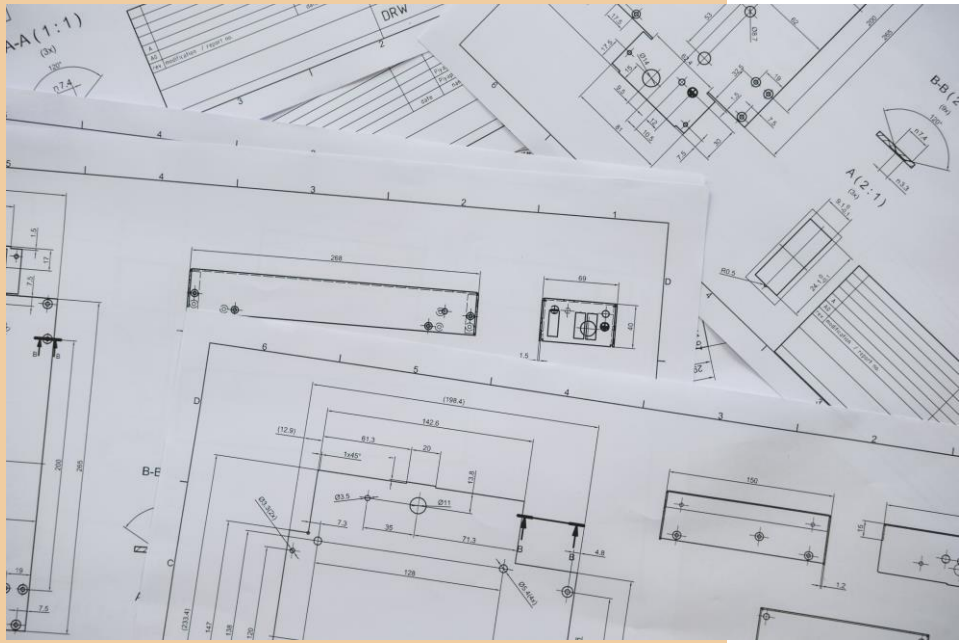
KEY RESULT #8

- *KR4 – City Building: Complete two adaptive re-uses of heritage buildings that serve the public interest by April 2023*

5 HIGHLIGHTS FROM FULL PORTFOLIO

2018	2019	2020	2021	2022
• *Harrison Park Pool Refurbishment* • *Harrison Park Campground Electrical and Water Upgrades*	*New Partnership with the DIA*	*Field Hospital at the Harry Lumley Bayshore Community Centre*	*New Community Improvement Plan*	• *Bayshore Refrigeration Plan Upgrades* • *LED Light Retrofits at Bayshore and JMRRC*

WHAT GOVERNS OUR WORK



PROVINCIAL LEGISLATION

Planning Act, Provincial Policy Statement, Ontario Building Code, Accessibility for Ontarians with Disabilities, Ontario Heritage Act, Funeral, Burial and Cremation Services Act, Technical Standards and Safety Authority

LOCAL PLANS

Official Plan, Trails Master Plan, Recreation, Parks & Facilities Master Plan, Parks Master Plans, Community Improvement Plan and Program Guidelines, Sidewalk Patio & Street Furniture, Community Gardens, Ice Allocation Policy, Municipal Alcohol Policy, River District Action Plan, Grey County Investment Attraction Strategy

IMPLEMENTING BY-LAWS

Zoning By-law, Building By-law, Parks By-law, Greenwood Cemetery By-law, Development Charges By-law, Site Plan Control By-law

QUESTIONS?

DEPARTMENT

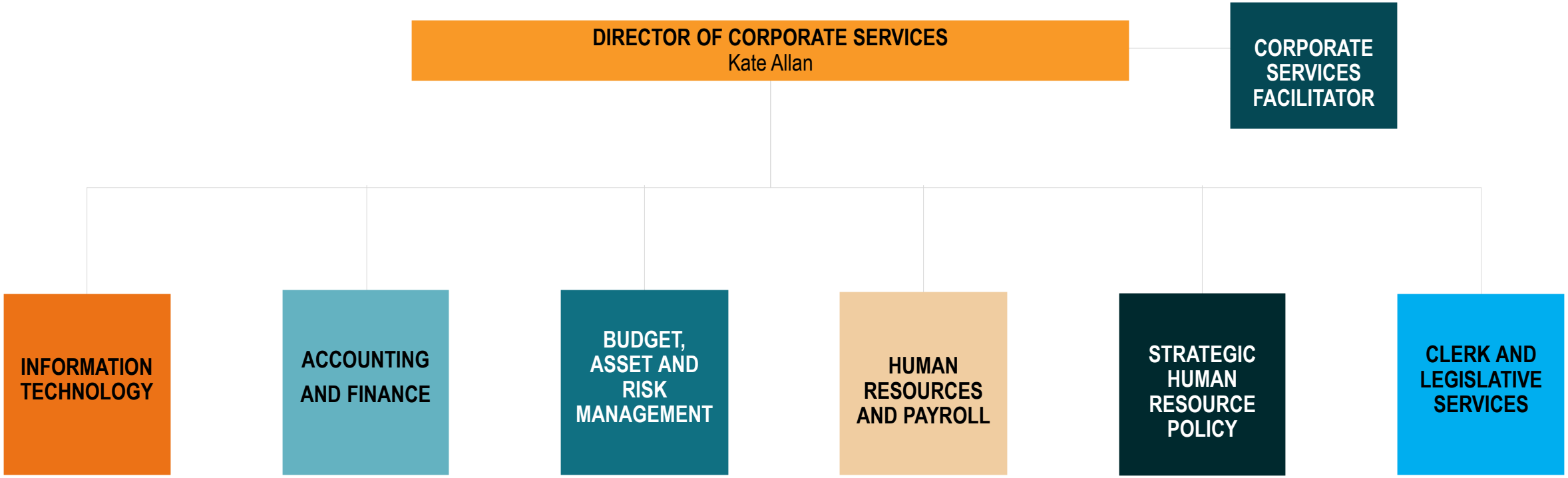
Corporate Services

‘THE WHY’

Where Operations, Community and Cultural Services, Development Planning and Emergency Protection are focused on service delivery, Corporate Services are busy allocating the resources required to ensure optimal delivery of those services.

Organization Chart

Corporate Services



CLERKS

Committee and Council Administration

Minutes and Agendas

Action Tracking

Bylaw and Legislative Services

Drafting and updating corporate By-laws

Licenses including Marriage, Lottery and business licensing

User Fees and Charges Administration

Electronic Document Retention and Management

- *Document Retention*
- *SHARE administrator*
- *MFIPPA coordination and requests*

Bylaw Enforcement

- *Property Standards*
- *Animal Control*
- *Parking Enforcement*

School Crossing Guards

CITY CLERK
Briana Bloomfield

DEPUTY CLERK

MANAGER OF LEGISLATIVE SERVICES

RECORDS MANAGEMENT COORDINATOR

LICENSING & MARRIAGE COORDINATOR

BY-LAW OFFICERS (2)

ACCOUNTING AND FINANCE

Revenue and Payment Processing

- *Tax, Water and General Billing and Collection*
- *Facility Booking and collection*
- *Electronic Payment Processing*
- *Tax Policy and Assessment Based Management*

Accounts Payable

- *Weekly accounts payable*
- *Paperless invoice and payment database administration*
- *Vendor Management*
- *EFT Administration*

Service Owen Sound

Cash Receipting

First contact resolution (switchboard)

Transit and Parking Passes

Donations Tracking

Financial Reporting

Year End Audit

Financial Information Return

Weekly and Monthly financial reporting

Generation of customized department reports

Administration of financial information systems including Great Plains, WorkTech and PerfectMind

CORPORATE SERVICES

Capital and Budget

- *Financial support for all things related to capital including:*
  - *Capital Budget*
  - *Development Charges*
  - *Developer deposits and capital contributions*
  - *PSAB 3150 TCA Reporting*
  - *Statistics Canada Reporting.*

Procurement

Purchasing Bylaw Administration

Coordination of EFT's and Tenders

Annual Procurement Plan

Contract Management

GIS, Asset and Risk Management

- *Asset Management Plan and Policy*
- *Risk Management including Insurance Policies and Claims administration*
- *GIS spatial database and related services*

Property and Projects

Lead on Corporate Facility Capital projects

Facility Maintenance

Contract management as it relates to facilities

Project Management for corporate facilities

ASSET & RISK MANAGEMENT COORDINATOR

PROCUREMENT COORDINATOR

GEOMATICS SPECIALIST

PROJECTS AND PROPERTY COORINATOR

BUILDING & MAINTENANCE

MAINTENANCE LABOURER

INFORMATION TECHNOLOGY

Provision of Technology

Computer hardware including laptops, tablets and monitors

Printers and Scanners

Meeting room and Council Chambers technology

Core Systems Management

Helpdesk

*Workflow and Process Integration **NEW*

M365 Administration

Custom Reporting and Dashboards

Data and Network Security

Cyber security

Network Protection

Virtual Private Network

User and Group Level Security

*Multiple Factor Identification **NEW*

Communications Infrastructure

Email Server and application management

City-wide phone systems

Mobile Device Management

Wi-Fi

Connectivity and Internet Management

IT SYSTEMS SPECIALIST

NETWORK ADMINISTRATOR

ENTERPRISE APPLICATION ANALYST

HUMAN RESOURCES

People Plan

- *HR Strategy*
- *Diversity, Equity and Inclusion*
- *Indigenous Relations*
- *Performance Management*
- *Corporate Training*
- *Labour Negotiations*

Recruitment and Retention

- *Job Postings*
- *Job Descriptions*
- *Job Evaluations*
- *Recruitment*
- *Exit Interviews*
- *Succession Planning*
- *Orientation*

Corporate Health and Safety

- *Corporate Wellness Program*
- *WSIB Administration*
- *Disability and Return to Work*
- *Workplace Harassment*
- *Training*

Payroll and Benefits Administration

- *Bi-weekly Payroll Administration*
- *Sun Life Benefits Administration*
- *OMERS administration*
- *Withholding taxes and payroll related remittances*

HUMAN RESOURCES
Annie Reed

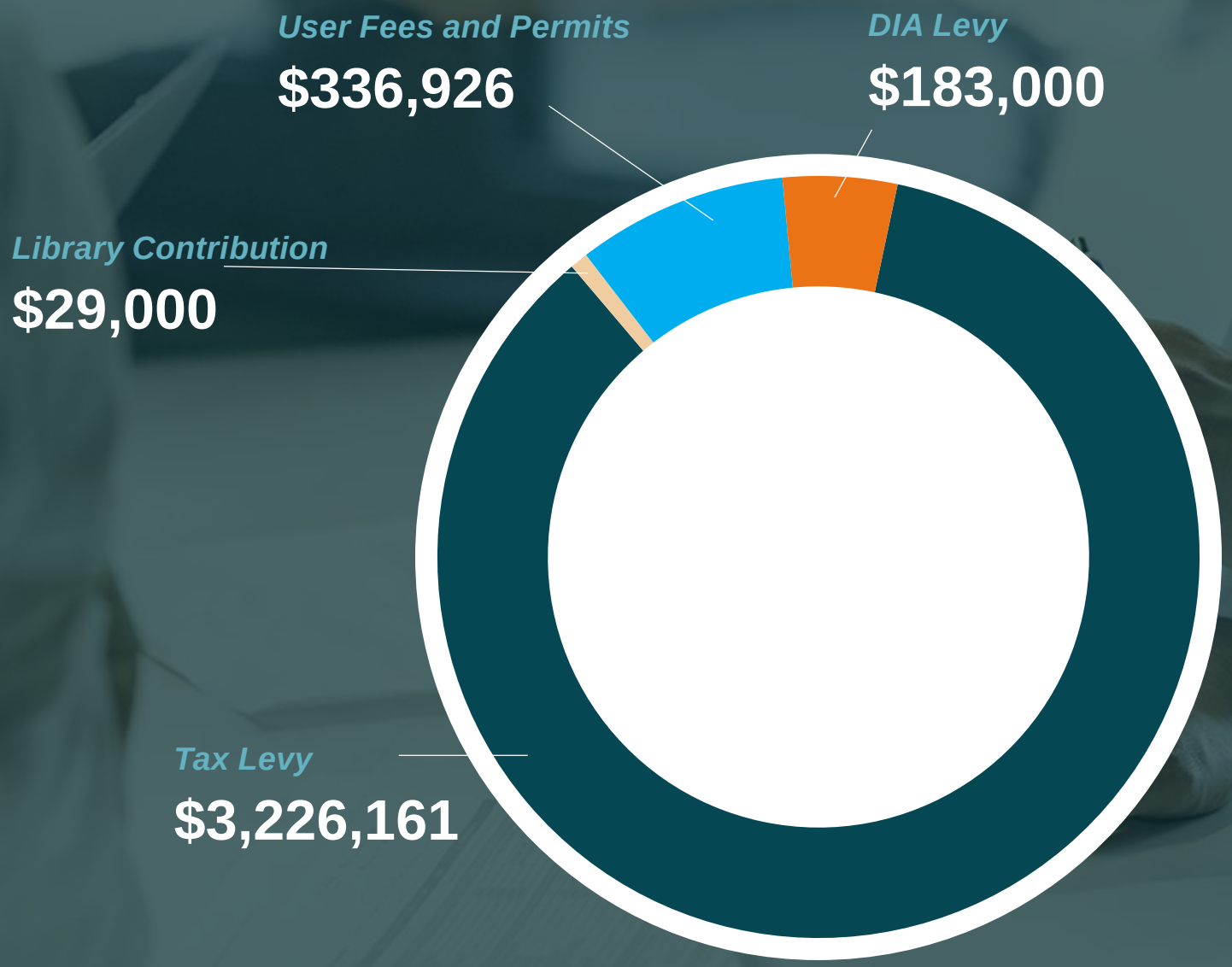
HEALTH & SAFETY COORDINATOR

PAYROLL ADMINSTRATOR

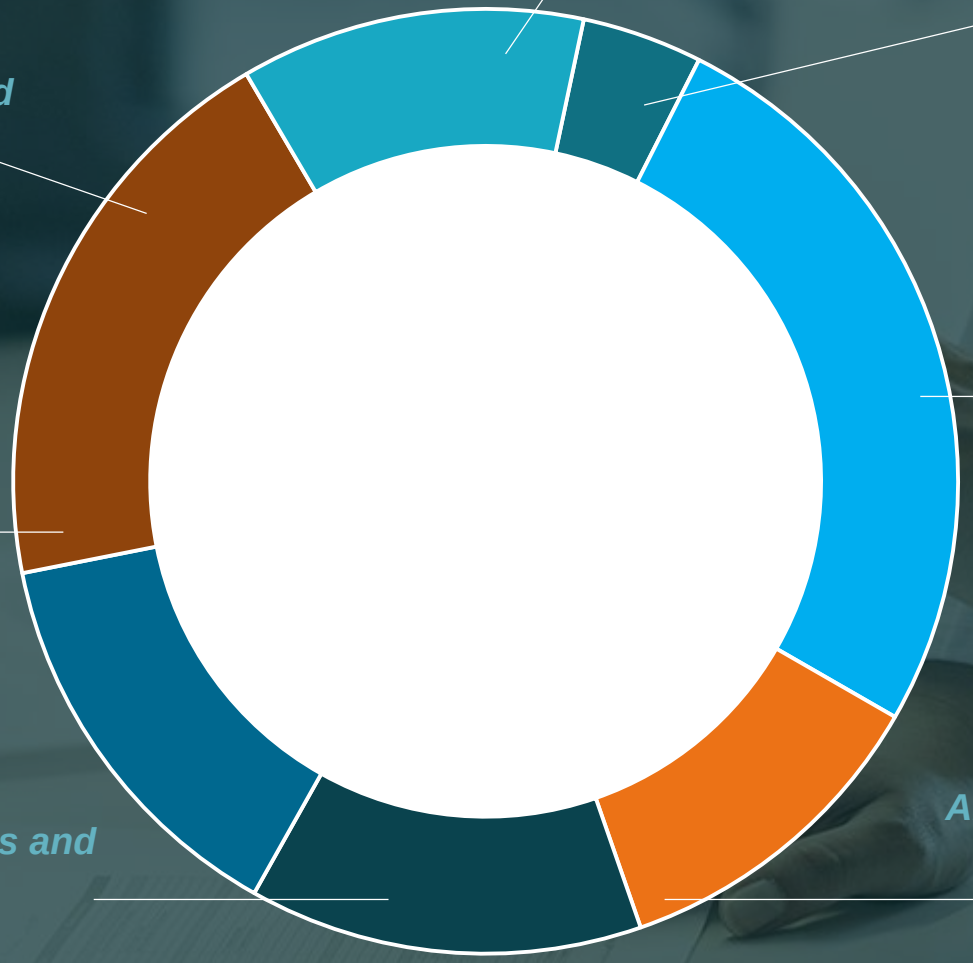
STRATEGIC HUMAN RESOURCES
Melissa Clancy

FIRE & HR ASSISTANT

DEPARTMENT FUNDING SOURCE



DEPARTMENT OPERATIONAL BUDGET



STRATEGIC PLAN TIE-IN – SAFE CITY

KEY RESULT #4

- *Create a comprehensive Corporate Equity, Diversity and Inclusion Strategy*

STRATEGIC PLAN TIE-IN – A CITY THAT GROWS

KEY RESULT #2

- ***Implement Assessment Based Management***

STRATEGIC PLAN TIE-IN – COLLABORATIVE CITY

KEY RESULT #3

- *Increase Competitive Grant dollars received annually*

STRATEGIC PLAN TIE-IN – CLEAR DIRECTION

KEY RESULT #2

- ***Align total Municipal levy to Council's directed threshold while maintaining a dedicated 1% annual increase to capital***

KEY RESULT #3

- *Develop an HR Strategy that fosters a skilled, engaged and diverse workforce that is grounded in the city's core values*

STRATEGIC PLAN TIE-IN – SERVICE EXCELLENCE

KEY RESULT #1

- ***Further develop a culture of learning, development, well being and embrace new approaches to service provision***

KEY RESULT #2

- *Enhance our information, technology and digital capabilities to allow residents, businesses and visitors to interact with the city where, when and how they choose.*

5 HIGHLIGHTS FROM FULL PORTFOLIO

2018	2019	2020	2021	2022
2018 Election *City Hall Renovation*	*Development Charges By-law,* *Asset Management Policy*	*Corporate Climate Change Adaptation Plan, EDRMS (SHARE), Council Chambers Technology update and eSCRIBE*	*IT Needs Assessment*	*Asset Management Plan,* *Human Resources Strategy,* *2022 Election*

WHAT GOVERNS OUR WORK

Municipal Act, 2001

The municipal Act is the main statue governing the creation, administration and government of municipalities in Ontario.

O. Reg. 588/17 Asset Management Planning for Ontario Municipalities

Under the Infrastructure for Jobs and Prosperity Act, 2015, principles are set out the provincial government to regulate asset management planning for municipalities. On December 27, 2017, O. Reg. 588/17 was released which regulates asset management planning for municipal infrastructure

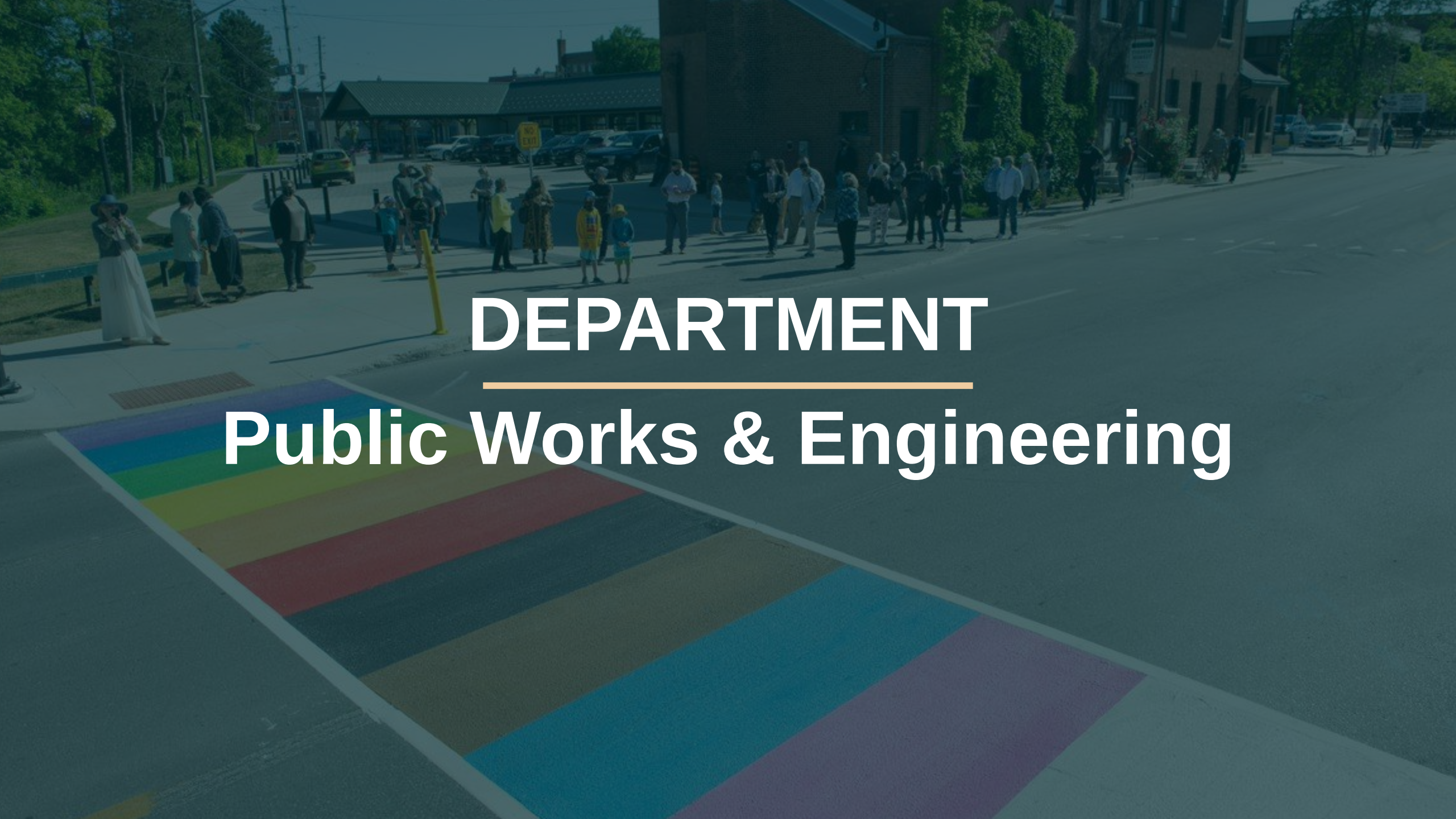
Employment Standards and Health and Safety

specifies the minimum requirements for the majority of employees who work in Ontario. These "minimum requirements" are known as employment standards and are the rights and responsibilities of employees and employers in Ontario. The purpose of the ESA is to protect employees from receiving less than the minimum that is required.

Municipal Freedom of Information and Protection of Privacy Act

The Act requires that local government institutions protect the privacy of an individual's personal information existing in government records. It also gives individuals the right to request access to municipal government information, including most general records and records containing their own personal information.

QUESTIONS?



DEPARTMENT

Public Works & Engineering

‘THE WHY’

As required by Legislation and City Policy to ensure the safety of users and the preservation of City Assets, the Department provides the following services;

- Roadway Maintenance
- Wastewater Treatment and Collection
- Water Treatment and Distribution
- Waste Management and Environmental Programs
- Transit Management
- Capital Infrastructure Management
- Right of Way Management
- and many other Roadway / Infrastructure Services

Organization Chart

public works & engineering

DIRECTOR OF PUBLIC WORKS & ENGINEERING

ENGINEERING SERVICES

Chris Webb

PUBLIC WORKS

Matt Prentice

ENGINEERING SERVICES

Manage 10 Year Capital Plan

Identify, plan, and manage roadway, linear infrastructure, and storm water Capital Reconstruction Projects

Manage on-going smaller capital items- roadway resurfacing, streetlighting, traffic signalization upgrading, etc.

Development Services Support

Review and comment on all development applications

Participate actively with all Community Services Development Team activities

Prepare and administer Servicing and Subdivision Agreements related to development

Solid Waste Management

Administer the City's 3rd Party Recycling and Waste Collection contracts.

Administer the City's Bag Tag Program

Manage the City's Environmental Programs; Leaf and Yard Waste Site, Household Hazardous Waste, Goods Exchange Days, Solar Farms, etc.

Transit, Traffic & Streetlights Management

Administer the City's 3rd Party Conventional and Specialized Transit contract.

Provide oversight for the City's Signalized Traffic Control and Streetlights maintenance and operation

Manage traffic related issues in conjunction with OSPS through Engineering, Enforcement & Education

Corridor Control and Utility Coordination

Manage non-City use of road allowances and lanes

Issue Street Occupation Permits and processing Special Services Applications for contractors and utility companies

Provide review, guidance and approval for energy utilities and telecommunication companies to place their infrastructure in City road allowances

ENGINEERING SERVICES
Chris Webb

- ENGINEERING SERVICES ADMINISTRATOR
- ENGINEERING TECH (4)
- SUPERVISOR OF ENVIRONMENTAL SERVICES
  - HOUSEHOLD HAZARDOUS WASTE (22 PT)
  - TRANSIT TERMINAL SPECIALIST (1 FT, 2 PT, 2 CASUAL)

PUBLIC WORKS

Winter Control Maintenance

24/7 Coverage from November to April and full compliance with O. Reg 239 Minimum Maintenance Standards

Roadway and Sidewalk plowing, deicing, and snow removal services

Fleet Maintenance

Maintenance of Public Works fleet. Support other repairs as time and resources permit.

Prepare specs for vehicle tendering

Establish vehicle replacement cycles and other fleet management tasks

Summer Roads Maintenance

Asphalt patching, concrete repairs, culvert repairs, roadway and sidewalk sweeping, shouldering, brush trimming, storm water maintenance, etc.

General Support Group

Provide general support as required;

Leaf and Yard Waste Site

River District Maintenance

Tree Removals

Special Events Support, etc.

PUBLIC WORKS

Matt Prentice

PUBLIC WORKS SUPERINTENDENT

- ADMIN ASSISTANT
- EQUIPMENT OPERATOR II LEAD HAND
- EQUIPMENT OPERATOR II (9)
- EQUIPMENT OPERATOR I (8)
- SEASONAL LABOURERS (8)
- MECHANIC
- MECHANIC LEAD HAND
- PATROL COORDINATOR

WATER & WASTEWATER

Water Treatment and Distribution

Complete Operation-
Collected from Owen Sound Bay and fully treated enroute to the tap in our customers' homes

Wastewater Treatment and Collection

Complete Operation-
Collected from our customers' homes and fully treated prior to discharge to Owen Sound Bay

Utility Locating

Location of city owned water and wastewater utilities.

ICI Backflow Prevention Program

To enhance water safety by reducing the risk of system / cross contamination.

WATER & WASTEWATER
Matt Prentice

- ADMIN ASSISTANT
- WATER TREATMENT SUPERINTENDENT
  - WATER TREATMENT OPERATOR (2)
- WASTEWATER SUPERVISOR
  - WASTEWATER TREATMENT OPERATOR (3)
  - WASTEWATER COLLECTION OPERATOR (2)
- WATER DISTRIBUTION SUPERINTENDENT
  - WATER DISTRIBUTION OPERATOR (6)
  - WATER DISTRIBUTION COORDINATOR
  - BACKFLOW PREVENTION COORDINATOR

DEPARTMENT FUNDING SOURCE

Other Revenues

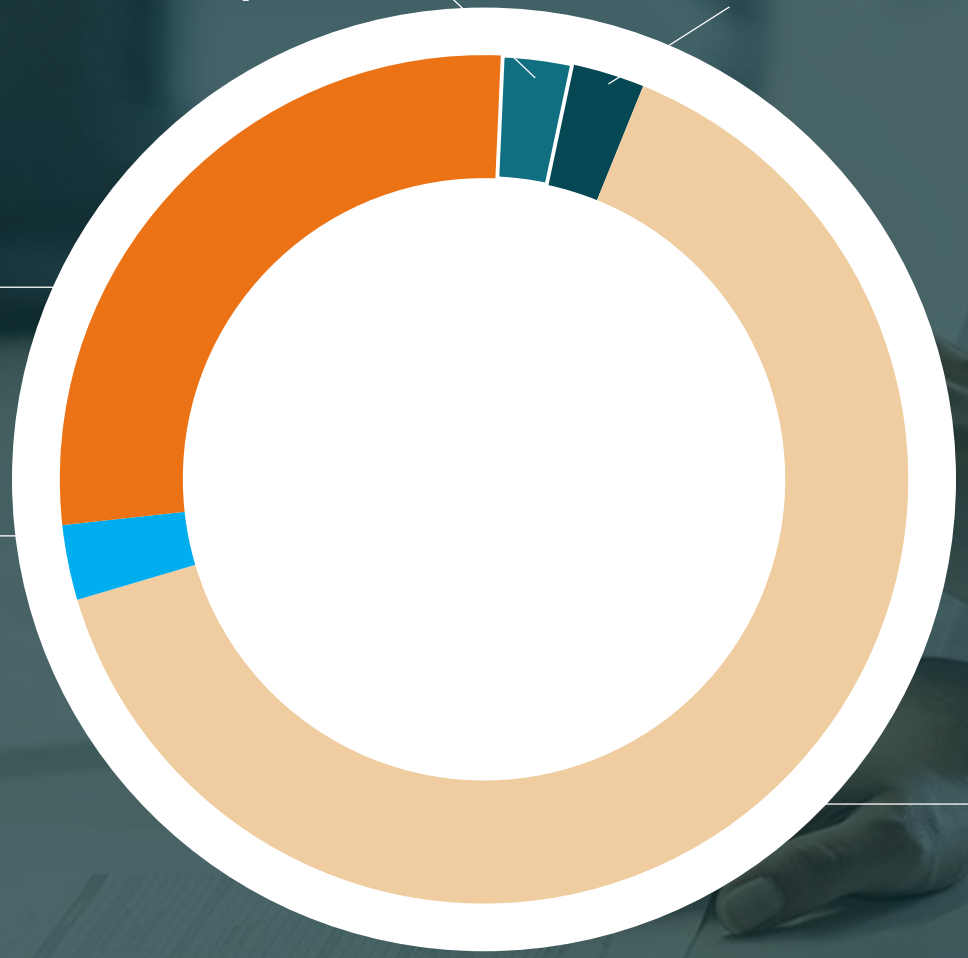
$565,200

Grants

$599,500

Tax Levy

$5,894,235



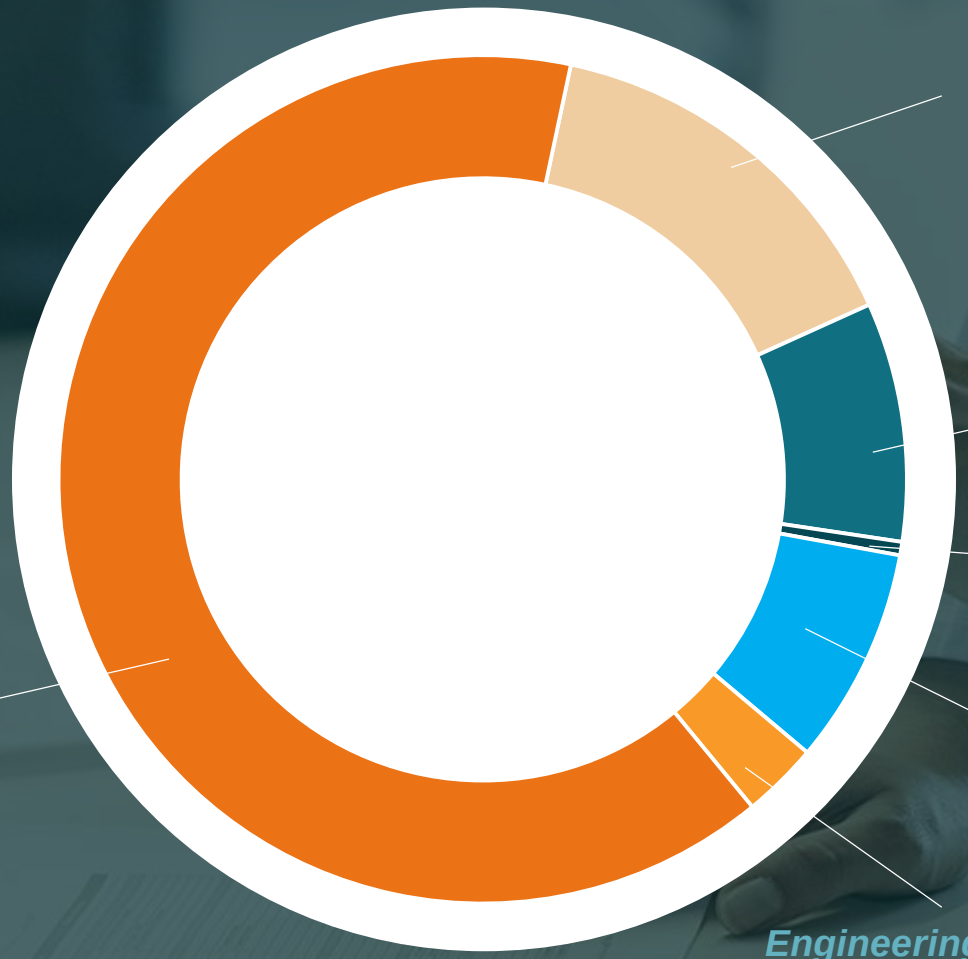
User Fees

$615,000

Water & Sewer Rates

$13,818,270

DEPARTMENT OPERATIONAL BUDGET



Roads Maintenance and Winter Control

$3,204,330

Transit

$1,958,944

Administration

$109,969

Waste Management

$1,776,826

Engineering Services

$623,866

Water and Wastewater

$13,818,270

STRATEGIC PLAN TIE-IN

KEY RESULT #1

- *A City That Moves- KR1*

  Transit Study completed Sept 2021

KEY RESULT #2

- *A City That Moves- KR3*

Increase the number of roads with PCI rating greater than 70%

STRATEGIC PLAN TIE-IN

KEY RESULT #3

- *Green City- KR5*

Develop a Climate Change Mitigation Plan- Presented to OAC Sept 13, 2022

KEY RESULT #4

- *Safe City- KR2*

Build or replace sidewalks to AODA Standards

2022- Replaced sidewalks on 6th St E Service Road and 700 block of 7th Street 'A' East

STRATEGIC PLAN TIE-IN

KEY RESULT #5

- *KR4- Green City*
- Develop a Waste Management Strategy
- Consultant is in the process of this. TCD December 2022

5 HIGHLIGHTS FROM FULL PORTFOLIO

2018	2019	2020	2021	2022
WWTP Fully Operational after a $48 million upgrade	*Phase 1 DRP Upgrades Market Area*	*10th Street Bridge Reconstruction* *Bell FTTH Support*	*East Bayshore SPS Replacement*	*East Bayshore Roadway Reconstruction-Phase 3*

WHAT GOVERNS OUR WORK

City Policy

Official Plan

Strategic Plan

Winter Control Level of Service

Engineering Standards

OPSS

City of Owen Sound

MECP Minimum Design Standards

AWWA Standards

Provincial Acts & Regulations

O Reg 239 Minimum Maintenance Standards

O Reg 170- Ontario Drinking Water Standards

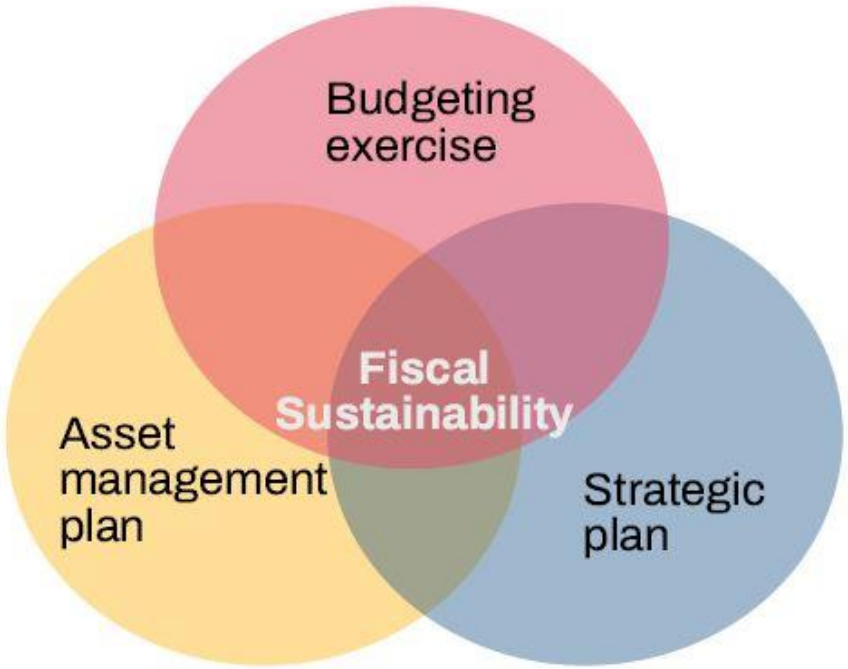
O Reg 128 / 129- Water / Wastewater Certification

Environmental Protection Act

QUESTIONS?

MUNICIPAL FINANCE, BUDGET AND PROCUREMENT

Council Orientation



“Why” Budget and Financial Planning

Fiscal Sustainability is a municipality’s ability to meet financial and service obligations now and in the future. It looks at the relationship between levels of expenditure requirements and revenues at a point in time as well as the relationship between growth rates in expenditures and revenues.

Fiscal Sustainability is achieved when municipal budgets, asset management plans and strategic planning works holistically together.

Municipal Finance Hot Topics

- Infrastructure Gap
- Asset Management Planning
- Levels of Service
- Long Term Financial Planning
- Revenue Tools

INFRASTRUCTURE GAP

DEFINITION:

The difference between investment needs and actual expenditures.

- Historically presented to Council as an abstract concept. The dollar value of the space between what the current replacement and maintenance needs are relative to our actual annual investment.
- Generated from years of capital investment often funding 2/3 from other sources of government that is now in need of replacement…but the 2/3 funding is not as readily available.
- Takes into account operating and maintenance costs…we are often guilty of adding to our assets without taking into account the associated costs of ownership beyond that initial capital investment.
- Growth related assets may be funded from DC's (to be continued…) but the operating costs are not. Does growth require a new transit route? While the bus and bus stops may be funded, the annual costs of operating them are not, maintenance and winter control.

ASSET MANAGEMENT PLANNING

OBJECTIVE:

Asset Management Planning is an ongoing and long-term process that allows Municipalities to make the best possible investment decisions for their infrastructure assets. Investing in the right assets, at the right time within a risk-based decision matrix.

- To manage the infrastructure gap, municipalities have to manage their assets.
- To manage service delivery, municipalities have to manage their assets.
- To manage risk, municipalities have to manage their assets.
  - What do you have? - Inventory
  - What state is it in? - Condition Assessments
  - What do you need it to do for you? - Service Levels
  - What actions are required for it to perform those services? - Lifecycle Activities
  - What will it cost and more importantly, HOW will you pay for it? - Financing

LEVELS OF SERVICE

DEFINITION:

Levels of service are indicators or measurements that quantify delivery of service

- Levels of service may be measured in a variety of qualitative and quantitative ways
  - Total hectares of park per household
  - Maximum snow accumulation on sidewalks
  - Frequency of public transit
  - Citizen Satisfaction
  - Acceptable number of watermain breaks
  - Total available hours of ice surface rental
  - Frequency of Waste Pickup
  - Hours of availability of staff on switchboard
- Levels of Service may be discretionary or legislated
  - Consider hectares of parks per person vs minimum maintenance standards for roads maintenance vs drinking water quality.
- Levels of service drive service delivery, resource requirements and budgets. Not the other way around

LONG TERM FINANCIAL PLANNING

OBJECTIVE:

Understanding long term trends and potential risk factors that may impact overall financial sustainability allows for proactive strategies to address the issues.

- Long term financial planning relates to strategic planning, development of policies, capital planning and budgeting
- Several Risk Factors
  - Changing Assessment Base
  - Infrastructure Gap
  - External Markets
  - Legislation
  - Insurance and unfunded liabilities
  - Stability of revenue tools
- Actions
  - Asset Management
  - Assessment Base Management
  - Debt Management
  - Multi Year Capital Plans
  - Setting utility rates and user fees
  - Setting Service Levels

REVENUE TOOLS

OBJECTIVE:

Municipalities rely on traditional municipal revenue tools that are regulated by the Municipal Act, 2001. These include property taxes, hotel accommodation tax, fees and charges, investment income, special services/area ratings, local improvement charges and development charges.

- In 2022 the tax levy funded 71% of operating costs
- Other Revenue Tools
  - User Fees – registrations, bag tags, transit fares, parking, water and waste water rates
  - MAT – Municipal Accommodation Tax – NEW – background underway for implementation in 2024
  - Development Charges – Impacts of Bill 23
  - Investment Income – Majority of investment income is earned on reserves. With increasing rates, we may realize some general income that can offset the tax levy
  - Special Services and area ratings – essentially another form of taxation however on a specific service area
  - Local Improvement Charges

DEVELOPMENT CHARGES

OBJECTIVE:

Under the legislation of the Development Charges Act, DCs allow Municipalities to recover Capital Costs associated with growth through a charge paid by developers.

- Historically, the City of Owen Sound has capped or waived the full collection of DCs on residential development and fully exempted DCs on Non-Profit Housing and Industrial Development.
- In 2020 development charges on purpose built rental developments were exempt from collection of DCs
- The City is currently undergoing an update to the background study in advance of an updated DC By-law
- Bill 23 proposes significant changes to the collection of DCs and is likely more “generous” than the City’s existing bylaw
- The changes will impact how we fund growth related capital and debt on past capital investments.

BUDGET

Setting the Tax Levy

BUDGET – SETTING THE TAX LEVY

OBJECTIVE:

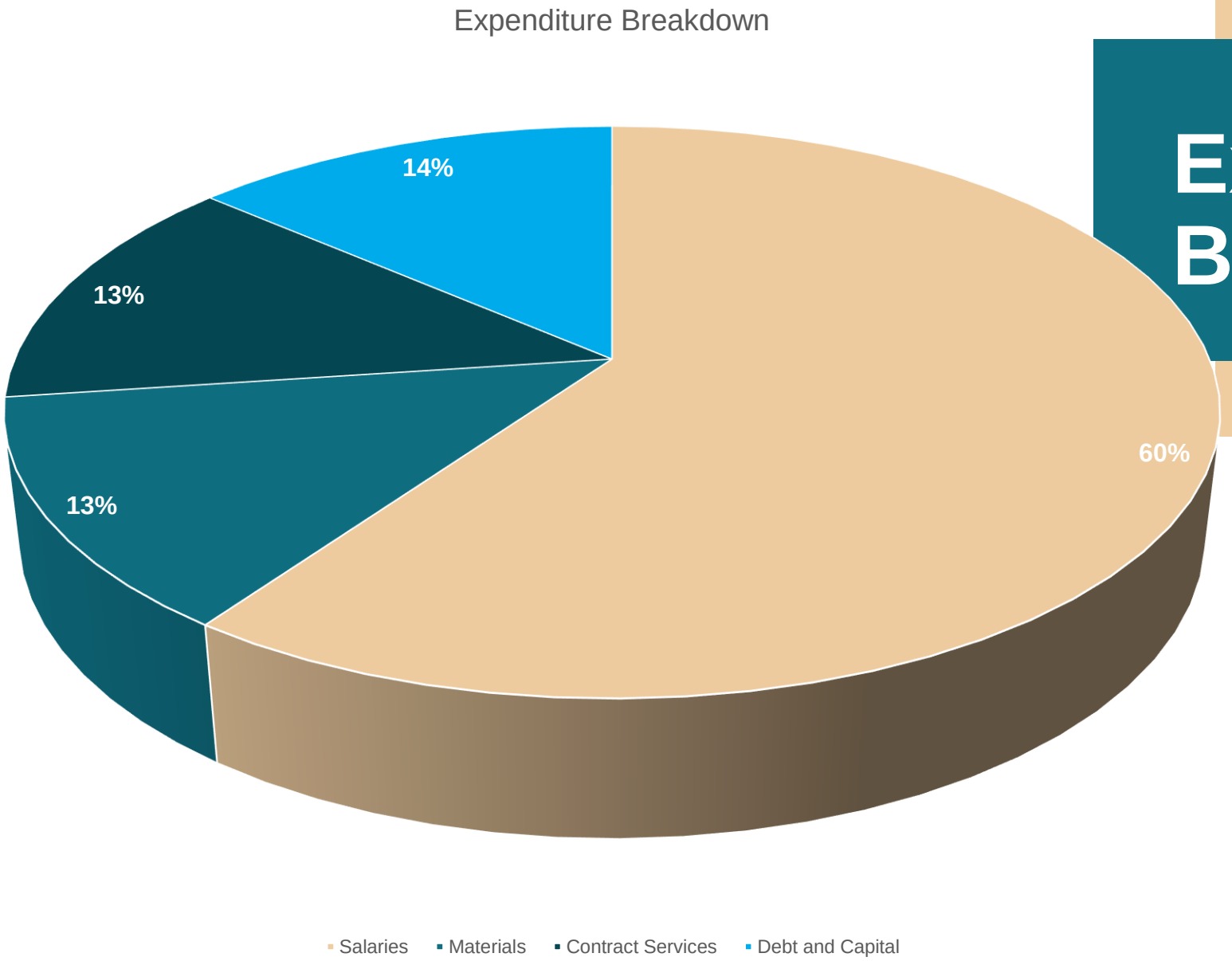
The municipality has one opportunity to set the tax rate for the collection of that fiscal year's tax revenue. The calculation of the tax levy is done as part of the Municipal Operating Budget.

- 2022 Tax Levy is $32,550,000
- This includes funding for City Operating Expenses as well as a dedicated Capital levy of $3,050,000.
- Capital Budget policy sets the annual increase of the capital levy at 1% of the prior year total levy. The capital levy is geared to reducing the infrastructure gap. In the absence of DCs, the capital levy also pays for growth related capital.
- When water and waste water are outside of the calculation, wages account for 64% of total operating expenses. 56% of the wages paid are to employees in police and fire protection.
- Segmented Budget is provided.

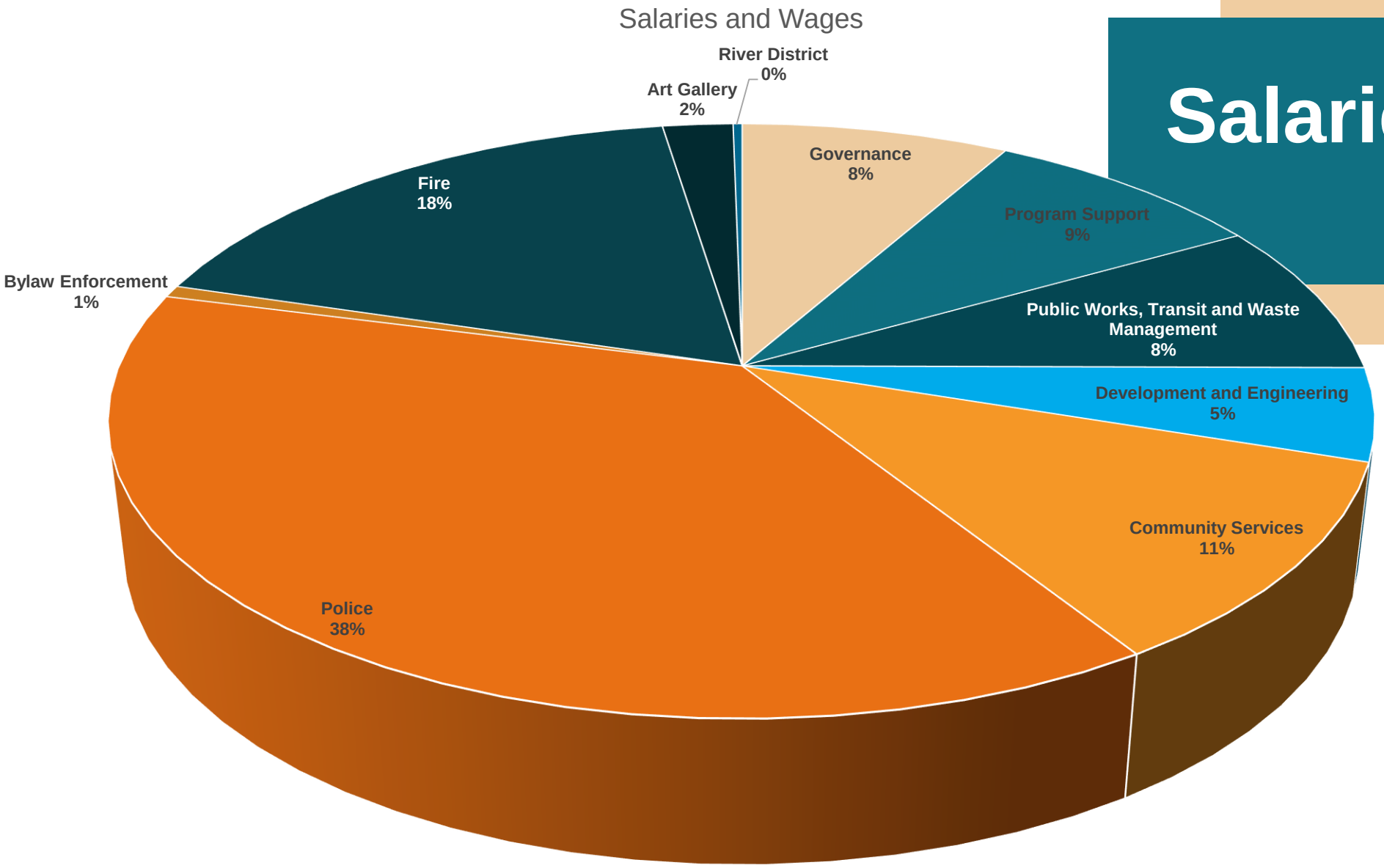
	SALARIES AND BENFITS	MATS AND SUPPLIES INCLUDES INSLURANCE AND UTILITY COSTS	CONTRACT SERVICES, FINANCE AND RENTS	DEBT PAYMENTS AND CAPITAL RESERVE TRANSFERS	TRANSFER TO OPERATING RESERVES	INTERNAL ALLOCATIONS	TOTAL EXPENSES	GRANTS & MUNICIPAL CONTRIBUTIONS	USER FEES, RENTALS AND OTHER REVENUE	TAX LEVY	% of total Tax Burden	% funde by Taxatior
GOVERNANCE INCLUDING DIRECTOR SALARIES	2,168,895	655,600	232,440	712,384	30,000	(799,571)	**2,999,748**		83,450	**2,916,298**	9%	97%
PROGRAM SUPPORT (CORPORATE SERVICES)	2,279,275	456,336	305,500	177,631	(2,000)	(1,004,390)	**2,212,353**		163,516	**2,048,837**	7%	93%
PUBLIC WORKS AND WASTE MANAGEMENT	2,104,019	1,567,088	1,403,124	709,334	12,500	41,024	**5,837,089**	354,500	976,500	**4,506,089**	14%	77%
TRANSIT	113,049	196,100	1,549,569			100,225	**1,958,944**	245,000	203,700	**1,510,244**	5%	77%
WATER AND WASTE WATER						1,317,680	**1,317,680**		1,317,680	**0**	0%	0%
DEVELOPMENT SUPPORT AND ENGINEERING	1,333,967	61,150	160,050		(175,000)	(186,167)	**1,194,000**	20,000	680,000	**494,000**	2%	41%
COMMUNITY SERVICES	2,902,080	1,539,395	680,851	491,110	(32,500)	295,743	**5,876,679**	40,000	2,024,665	**3,812,014**	12%	65%
POLICE	10,096,962	594,212	331,249	476,347	(32,500)	25,000	**11,491,270**	606,618	2,124,105	**8,760,547**	28%	76%
BYLAW ENFORCEMENT	171,503	124,525	151,950	89,575		176,456	**714,009**		299,960	**414,049**	1%	58%
FIRE	4,744,237	242,705	112,435	399,000		32,000	**5,530,377**		11,500	**5,518,877**	18%	100%
ART GALLERY	570,003	127,120	34,200		50,000	2,000	**783,323**	133,171	171,700	**478,452**	2%	61%
LIBRARY (CITY DIRECT COSTS ONLY)	4,928		1,015,294				**1,020,222**	42,102		**978,120**	3%	96%
RIVER DISTRICT	73,542	240,300	28,500		8,354	0	**350,696**	250,104	18,550	**82,042**	0%	23%
	26,562,461	**5,804,531**	**6,005,162**	**3,055,381**	**(141,146)**	**0**	**41,286,390**	**1,691,495**	**8,075,326**	**31,519,569**		
	64%								OMPF FUNDING	**(1,909,800)**		
									PIL'S	**(78,696)**		
									CAPITAL LEVY	**3,047,086**		
									SUPPS AND MISC TAX CHANGES	**(22,659)**		
									NET TAX LEVY	**32,555,500**		

owen sound
where you want to live

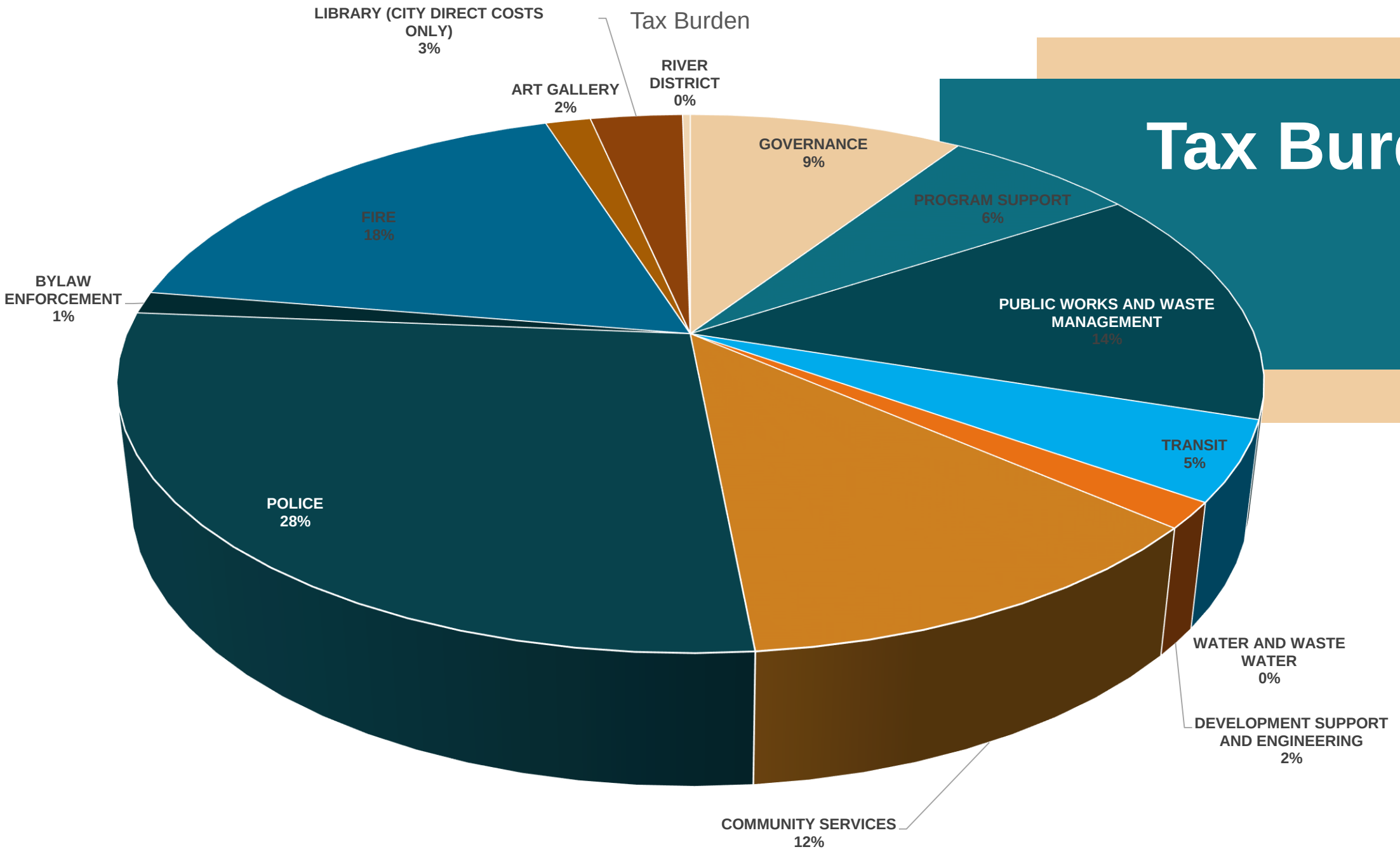
Expenditure Breakdown



Salaries & Wages



Tax Burden


Tax Burden
LIBRARY (CITY DIRECT COSTS ONLY) 3%
ART GALLERY 2%
RIVER DISTRICT 0%
GOVERNANCE 9%
PROGRAM SUPPORT 6%
PUBLIC WORKS AND WASTE MANAGEMENT 14%
TRANSIT 5%
WATER AND WASTE WATER 0%
DEVELOPMENT SUPPORT AND ENGINEERING 2%
COMMUNITY SERVICES 12%
POLICE 28%
BYLAW ENFORCEMENT 1%
FIRE 18%

Setting the Tax Levy – The Municipal Budget

Assessment

Determined by MPAC

Currently based on 2016 CVA

Budget – Tax Levy

Set by Municipal Council

Tax Rates

Calculated by dividing the total levy (the budget) by total weighted assessment

Tax Policy

Adjusting tax ratios and tax class discounts to impact the relative weight of assessment

Timeline for Budget Development

January	Q2	April, July, October, Year End	Q3	Q4
Final Budget Approval	*Service Level Review and Public Engagement*	*Periodic and Timely Financial Reporting*	*Budget Development*	*Budget Presentaitons*

BUDGET – CALL TO BUDGET

OBJECTIVE:

Obtain Council input during budget preparation

- Call to Budget survey will go out to Council shortly following orientation sessions
- Seek Council input into the capital matrix; the basis on which we prioritize capital projects
- Seek Council input into service levels
- Seek a preliminary threshold for a total levy increase
- Precursor to the more fulsome discussion at the Budget presentation meetings

PURCHASING

PURCHASING BY-LAW

By-law 2020-002 - Purchasing Policy

Policy is approved by Council and includes the following elements:

Authority and Responsibility

Conduct and Conflict of Interest

Standard Procurement

Non-Standard Procurement

Purchasing Program Administration

Purchasing Roles

Council's Role:

- Approve expenditures through the adoption of Operating and Capital Budgets.
- Delegate to staff the authority to incur expenditures within approved budgets and adopted policies.
- Direct staff to seek approval from Council to initiate special procurements, projects of high significance, or project with high risk, security concerns, or significant community interest.
- Avoid potential appearance of bias or political influence in contract award decisions by having no involvement in the competitive procurement process once the procurement document has been issued up until it has been awarded by staff or discussed by Council.

Purchasing Roles

Purchasing Staff's Role

- Develop, update, maintain, and enforce City's purchasing policies and procedures.
- Provide procurement advice and documents in accordance with approved policies and procedures.
- Develop, update, and maintain procurement strategies to identified strategic sourcing options (i.e. joint bidding)
- Address and resolve concerns resulting from the procurement process.
- Provide appropriate training and tools to City employees involved in purchasing.

Purchasing Roles

User Department's Role

- Exercise their approval authority for all activities within approved policies and procedures
- Ensure that all expenditures have been approved by Council prior to issuing purchasing documents
- Develop all project requirements and specifications to be entered into approved purchasing documents
- Recommend award of successful Bidder's based on compliance to desired specifications and within approved budgets
- Monitor all contract expenditures and performance to ensure compliance with purchasing requirements

STANDARD PROCUREMENT THRESHOLDS

Procurement Value (excluding taxes)	Procurement Process	Approval Authority
Up to $9,999	Non-Competitive	Department Director
$10,000 to $24,999	Invitational Process facilitated by User Department	Purchasing Agent
$25,000 to $49,999	Invitational Process facilitated by Purchasing Staff	Purchasing Agent
$50,000 to $249,999	Open Competition	Director of Corporate Services*
Greater than $250,000	Open Competition	Council**

* Purchasing staff, twice per year, shall provide Council with a report where purchasing approvals between $50,000 and $249,999 have been approved by the Director of Corporate Services.

** Council approval is also required for purchases that exceed approved budgets by $25,000, not within the approved budget, or are required by order of upper-tier government.

Non-Standard Procurement Thresholds

Procurement Value (excluding taxes)	Procurement Process	Approval Authority
Up to $99,999	Non-Standard	Purchasing Agent
Greater than $100,000	Non-Standard	Council

Example of Non-Standard Procurement:

- No Bids
- Single Source
- Sole Source
- Collaborative / Vendor of Record
- Emergency Purchase

MISCELLANEOUS PROCUREMENT TOPICS

- Bid Posting Site
- Local Preference
- Cooperative / Group Purchasing
- Green Procurement
- Social Procurement

ASSET MANAGEMENT

O. Reg 588/17 & Next Steps

What is Asset Management?

Asset management is the **coordinated activity** in place to manage the way in which the City **realizes value** from its **assets.**

The goals of asset management are to achieve **financial sustainability**, **provide value** to the customer, and improve the **accountability** of the municipality.

Provincial Requirements: Ontario Regulation 588/17

Strategic Asset Management Policy	Asset Management Plan – Core Assets	Asset Management Plan – All Assets	Proposed Levels Of Service And Financial Strategy
July 2019 *Complete*	*Road Network, Bridge Network, Water, Wastewater, Stormwater* *July 2022* *Complete*	*Road Network, Bridge Network, Water, Wastewater, Stormwater* *July 2024*	*July 2025*

Core Assets
State Of Local Infrastructure

Asset Category	Replacement Value	Avg Annual Requirement	Avg Annual Deficit	Overall Rating
Road Network	$ 156,238,101	$9,675,315	$ 390,129	B +
Bridge Network	$ 27,697,414	$185,906	$ 126,951	C -
Stormwater	$ 188,901,888	$3,284,057	$ 2,519,184	D +
Water	$ 422,062,133	$19,209,466	$ 11,407,780	D -
Wastewater	$ 394,643,371	$13,296,354	$ 7,902,857	D +
Total Core Assets	**$ 1,189,542,907**	**$45,651,099**	**$ 22,346,901**	**C –**

Sources of Data

Inventory

- *Citywide*
- *WorkTech*
- *GIS*
- *Studies/Reports*
  (i.e. Bridge and Culvert Report, Water/WW Facility Assessments)
- *Professional Judgment*

Replacement Cost

- *Citywide*
- *GIS*
- *Studies/Reports*
  (i.e. Bridge and Culvert Report, Water/WW Facility Assessments)
- *Professional Judgment*

Condition

- *Citywide*
- *Professional Judgment*

Age

- *Studies/Reports*
  (i.e. Bridge and Culvert Report, Water/WW Facility Assessments)
- *Professional Judgment*

Implement A Comprehensive Asset Management System

Currently, the City uses several systems to house components of asset management and work orders, but we do not have a formal, dedicated asset management system.

The City will need to go to market for a new asset management system.

This will require some preparation work before an RFP is issued, including:

- *reviewing/validating current data*
- *formalizing processes*
- *developing a plan to transition out WorkTech/Citywide*
- *understanding software requirements*

2023-2026 Work Plan

- ***Looking ahead***

1. Understand current processes
2. Review, validate, and update data
3. Acquire asset management software
4. Work towards 2024 & 2025 deadlines and operationalize AM program

THANK YOU!

CLERKS PRESENTATION

Council Orientation

BY-LAWS

- Procedural By-law
- Board and Committee By-law
- Acting Mayor By-law
- Delegation of Powers and Duties By-law
- Fees and Charges By-law
- Notice By-law

Procedural By-law

The Procedural By-law is the by-law that governs the proceedings of Council and Committees

PART I – SHORT TITLE, DEFINITIONS, AND INTERPRETATION

- Meeting Definitions

- Regular, Special, and Emergency

- Committee Definitions

- Robert’s Rules used for additional guidelines

PART II – APPLICATION AND SUSPENSION OF RULES

- Applies to all meetings of Council and Committee except Emergency Meetings

- Local boards use where a separate by-law is not adopted

- No provision suspended without a 2/3 vote of the whole members of Council

PART III – LOCATION AND SCHEDULE OF MEETINGS

- Council Chambers at 7 pm
- Closed Session prior to the Regular Meeting
- Annual Schedule
- Special and Emergency Meetings
  - Call of the Chair; or
  - Petition signed by a majority of Members

PART IV – NOTICE OF MEETINGS

Minimum requirements for agenda:

- 72 hours Regular Meetings	- 48 hours Special Meetings

Emergency meetings may be held without notice to public

PART V - AGENDAS

- Deputy Clerk sends notification email advising when agenda has been published
- Supporting material can be distributed after agenda is posted
- Additional material included in a republish of agenda

PART VI - MEETINGS

- Items of business not listed on the agenda can be added during the ‘Call for Additional Business’
- If action required = Notice of Motion
- Immediate action (time sensitive), Notice of Motion provision can be waived by a 2/3 vote
- Only where urgent, can items be added to Closed Session by Chair

PART VI - MEETINGS

- No additional business for Special or Emergency Meetings

- During Committee of the Whole: motions do not need to be in writing or seconded and a member may speak to a matter more than once

PART VI - MEETINGS

A meeting or part of a meeting may be closed to the public if the subject matter is permitted to be addressed in closed session as per *Municipal Act*

All information, documentation, or deliberation undertaken in Closed Session is confidential

PART VI - MEETINGS

- Prior to a matter being addressed, Members shall declare aloud any interests they have and the general nature of the interest
- If declaration made in closed it must be made in open as well without the general nature being provided
- Must declare at next meeting when absent
- If interest declared, Member precluded from participating in any way

PART VI - MEETINGS

Public Meetings

Deputations

Public Question Period

Correspondence

PART VI - MEETINGS

- Consent Agenda contains items that do not require separate discussion e.g., routine staff reports, minutes for receipt, and the information package
- Consent agenda approved as one motion unless requested
- Clerk records minutes
- Electronic devices cannot be used as a recording device or to take photos without approval from the Chair and Clerk
- All Regular Meetings live-streamed

PART VI - MEETINGS

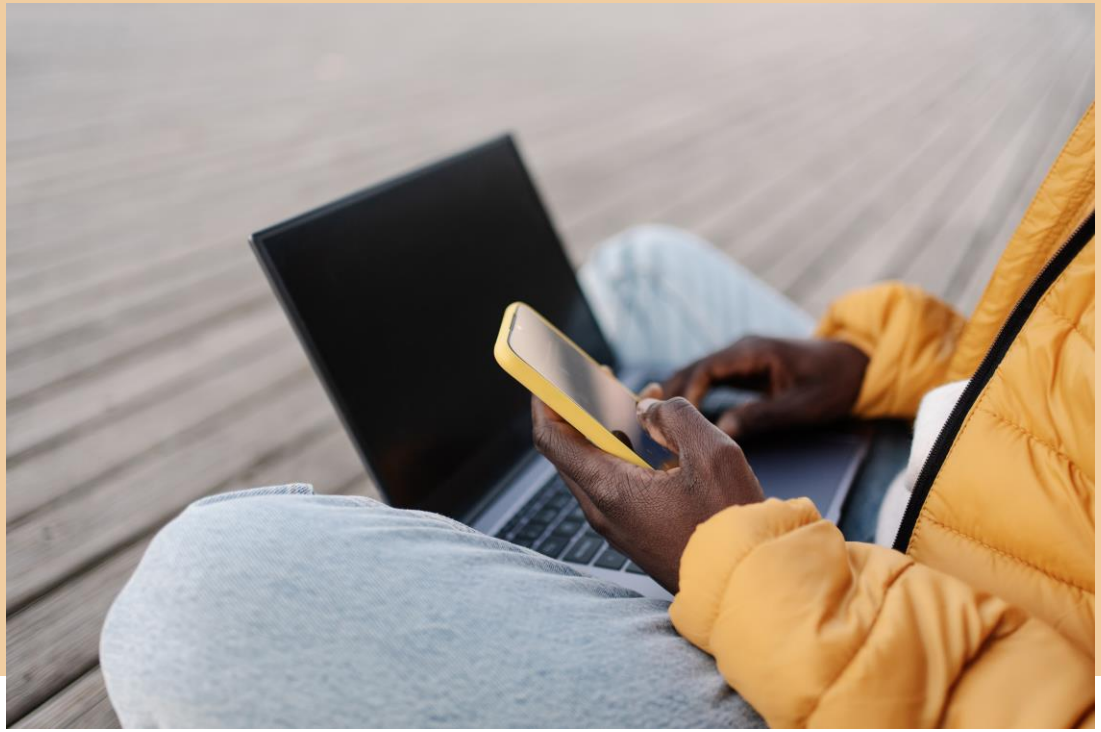
- Members may participate by electronic means
- Requests need to be made 4 hours before meeting starts
- If less than 4 hours, at discretion of Clerk
- Requests cannot be made less than 1 hour prior to meeting

PART VI - MEETINGS

2 Regular Meetings electronically per year

Requests can be made to the Chair to attend additional meetings electronically

The Chair must attend in person



PART VI - MEETINGS

- Members participating electronically:
  - Join 15 minutes early to ensure no connectivity issues
  - Mute device when not speaking
  - Chair to canvass members of intention to speak and for the vote
  - Notify Chair if leaving the meeting

PART VII – COMMENCEMENT AND ADJOURNMENT OF MEETINGS

Quorum = Majority of whole members

- Required for every meeting
- Required for entire meeting
- 15 minutes provided to reach quorum

Regular Council Meetings shall be no longer than 3.5 hours unless unanimous consent of members

PART VIII – PRESIDING OVER MEETINGS

Duties of the Chair are outlined

- Mayor, Deputy Mayor, Acting Mayor
- Chair or Vice Chair of Committees

PART IX – CONDUCT AT MEETINGS

Conduct of Council

- Act in accordance with the Code of Conduct
- Electronic devices set to silent mode
- Indicate desire to speak (raise hand)
- Speak through the Chair

PART IX – CONDUCT AT MEETINGS

No Member shall:

- Speak to a matter for more than 10 minutes
- Speak on a subject other than subject under consideration
- Use offensive words or speak disrespectfully
- Criticize any decision of the Members
- Speak without being recognized by Chair or cause disturbance while another Member is speaking or while a vote is being taken

PART X – RULES OF DEBATE

Request to Speak

Chair designates order of speakers

No Member shall interrupt another Member except to raise a Point of Order or Point of Privilege

PART X – RULES OF DEBATE

Point of Order = concern regarding conformity to Procedural By-law or the rules of order; improper, offensive or abusive language; discussion is outside scope of motion; or irregularities of proceedings

Point of Privilege = concern about integrity, dignity, character, rights or professionalism of the Mayor, Members, staff or public

PART XI - MOTIONS

- Motion to Table used to get rid of a matter
- Motion to Postpone used to defer a matter
  - Pending receipt of further information or the happening of an event
- Motion to Reconsider requires 2/3 vote of the whole of Council
- Notice of Motion provided in writing and must be supported by another Member
- Chair can make motions or speak to motions by designating an alternate to take the chair

PART XII - VOTING

One vote per Member	Every Member present shall vote on every motion unless an interest has been declared	If there is a tie vote it is deemed defeated
	• If abstaining from voting it is deemed Member is voting against motion	

PART XII - VOTING

Votes completed by a show of hands unless a recorded vote is called

For a recorded vote, the Clerk calls out the names and announces the results which are noted in the minutes

PART XIII – BY-LAWS

By-laws require previous consideration of a matter

- Report must go to Committee or Council before a by-law is brought forward

The Confirmatory By-law confirms all actions taken by Council at each meeting

PART XIV – COMMITTEES AND LOCAL BOARDS

Members not on Committees may attend Committee/Board meetings

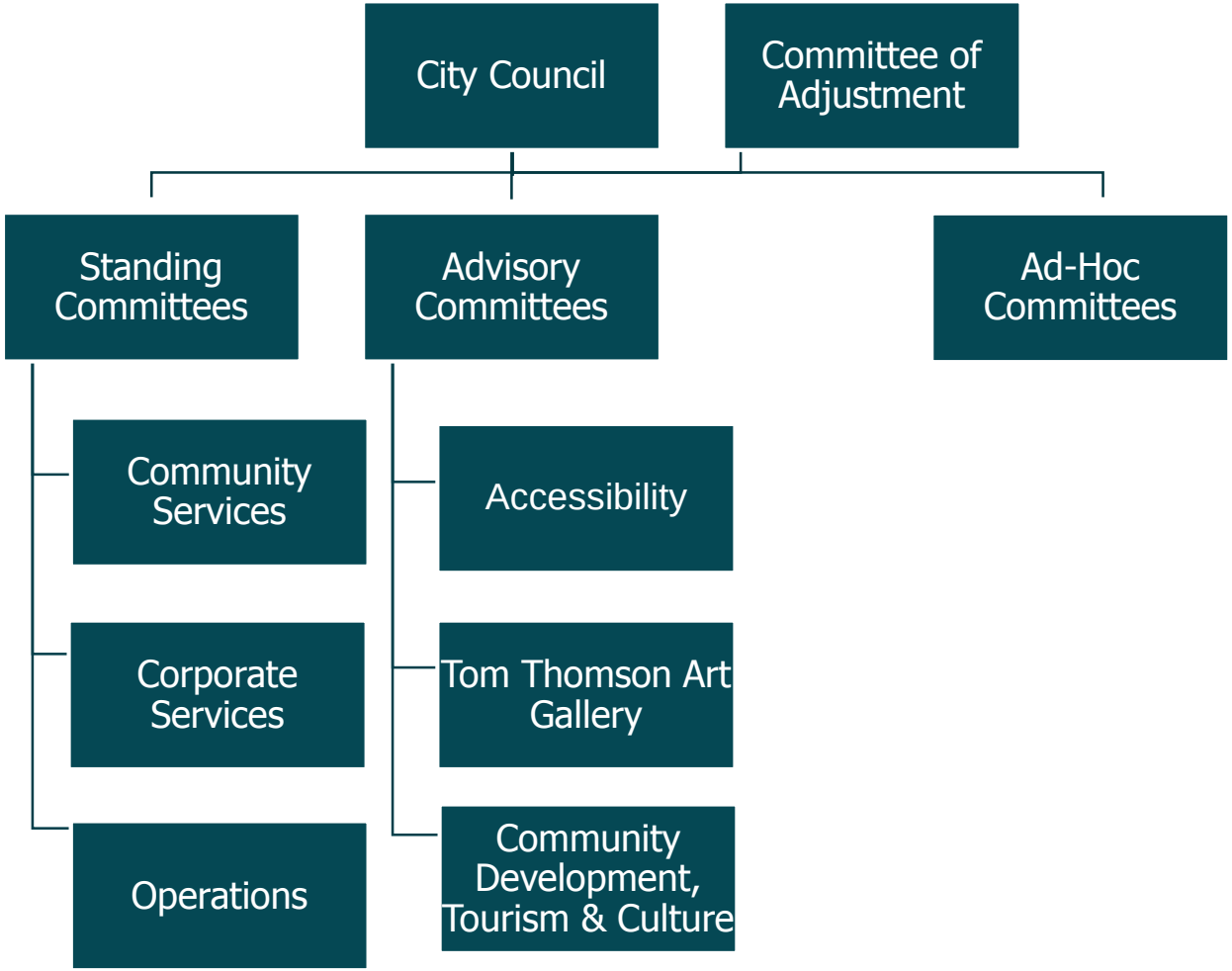
- With consent of the Chair may take part in discussion
- Not counted towards quorum
- Not entitled to make motions or vote

BOARD & COMMITTEE BY-LAW

The Board and Committee By-law is the by-law that governs boards and committees

- Terms of Reference
- Appointments
- Chair and Vice Chair
- Resignation and Termination
- Establishment of Committees

COMMITTEE STRUCTURE



PART I – SHORT TITLE, DEFINITIONS AND INTERPRETATION

Standing

- A committee representing one of the departments
- Corporate Services Committee is an example

Advisory

- A committee with a specific mandate of an ongoing nature
- Accessibility Advisory Committee is an example

Ad Hoc

- A committee with a specific mandate of a limited nature
- City Hall Ad Hoc Committee is an example

PART I – SHORT TITLE, DEFINITIONS AND INTERPRETATION

Community Organization

- Independent organization that has requested a member or members of Council participate by sitting on board/committee
- Request approved by Council

Quasi-Judicial

- A committee that has partly judicial character with the right to hold hearings on and conduct investigations into disputed claims and alleged infractions of rules and regulations and to make decisions in the general manner of courts
- Independent from Council
- Committee of Adjustment (CofA)

PART II - GENERAL

Council appointments

- Members select their boards and committees bi-annually in accordance with Policy No. CrS-C37

Terms begin February 1

PART II - GENERAL

Public Appointments

- Any member of the public may apply for a board or committee
- Appointments and terminations are at discretion of Council
- Terms begin February 1
- Terms are for:
  - the term of Council;
  - a 1-year term; or
  - a 3-year staggered term

PART II - GENERAL

A public member can only sit on one committee unless provision is waived by Council
Public members may serve for a maximum of 6 years unless provision is waived by Council
- not applicable to Boards or Committee of Adjustment

PART II – GENERAL

Chair and Vice Chair

- Each year a Chair and Vice Chair are elected to all Committees (except C of A)
- A Council member must serve as Chair and Vice Chair on all Standing Committees
- Two (2) consecutive year maximum for Chairs

PART II - GENERAL

Each committee has a recording secretary who acts as the Clerk for the meeting

Recording Secretary is main contact

- Generally, the admin person for the respective department
- Works with Clerk’s team if any procedural questions arise

PART III - BOARDS

Council and public members are also appointed to sit on a variety of independent boards

Examples include River District, Grey Sauble Conservation Authority (GSCA), Library, Owen Sound Municipal Non-Profit Housing Corporation & Owen Sound Housing Company, Police

Some of these boards are established under legislation other than the *Municipal Act* e.g. *Conservation Authorities Act, Police Services Act, Public Libraries Act*

ACTING MAYOR BY-LAW

The *Municipal Act* provides that Council may appoint a member of Council to act in place of the head of Council:

- When the head of Council is absent
- When the head of Council refuses to act
- When the office is vacant

DELEGATION OF POWERS AND DUTIES BY-LAW

This by-law applies to City staff or persons acting on behalf of the City

The schedules in the by-law outline:

- Delegated powers and duties	- Who the delegate is	- Delegation limits

FEES & CHARGES BY-LAW

The City’s fees and charges are listed in one by-law for ease of use for the public and staff

This by-law is reviewed annually

NOTICE BY-LAW

This by-law provides that the notice provisions in the *Municipal Act* will be followed

It outlines how notice will be provided for:

- Public meetings or intention to pass a by-law when required by the *Municipal Act*
- Public utility restrictions or shut-offs
- Schedule in the by-law provides information on notice for matters in the *Municipal Act* where notice is not required

POLICIES

- Code of Conduct
- Council-Staff Relations
- Council Seating and Board and Committee Selection
- Alternate Member of County Council
- Records and Information Management Policy
- By-law Enforcement

CODE OF CONDUCT

The Code of Conduct is available on the City's website

- Provides a common basis and understanding for acceptable conduct
- Council members are held to a higher standard as leaders in the community
- Enhance public confidence

Disclosure forms

- Available in eSCRIBE in the forms library; or
- By asking the Clerk/Recording Secretary

CODE OF CONDUCT

Integrity Commissioner is the main contact

Principles Integrity
Jeffrey Abrams and
Janice Atwood-Petkovski

postoffice@principlesintegrity.org

1-647-259-8697

CODE OF CONDUCT

Members cannot participate in the decision-making process if:

- Direct (Member)
- Indirect (Shareholder)
- Deemed pecuniary interest (Family Member)
- Disqualifying interest (Greater than pecuniary interest)

Non-disqualifying interest – Members can still participate

CODE OF CONDUCT

DO NOT:

- Accept gifts unless expressly permitted
- Disclose confidential information
- Use City resources or information for personal purposes

CODE OF CONDUCT

DO:

- Encourage public respect for City and its by-laws
- Treat the public and staff appropriately and without abuse, bullying or intimidation
- Read agenda prior to meeting
- Refer complaints to Integrity Commissioner
  - Complaint process outlined in Code of Conduct

COUNCIL-STAFF RELATIONS

Available in SHaRE Council

General obligations:

- Be courteous, respectful, and professional
- Understand roles and responsibilities
- Work together to produce the best results
- Act in a manner that enhances public confidence

COUNCIL-STAFF RELATIONS

General obligations continued:

- Committee as a whole directs staff
- Use staff time effectively
- Where possible, discuss issues with staff and advise of questions prior to meetings
- Questions or criticism done with courtesy, respect, and professionalism
- Show respect for professional capacities of staff

COUNCIL SEATING & BOARD & COMMITTEE SELECTION

Council Seating

- First year after election seating determined by Mayor
- Random number draw process for all other years

Board and Committee Selection

- Numbers are drawn for selections
- Selections are made in sequence from 1 to 8 then 8 to 1 and so on until all positions have been filled
- Councillors may take a pass for each continuing appointment

ALTERNATE MEMBER OF COUNTY COUNCIL

A municipality may appoint an alternate member to the upper-tier Council

Only 1 alternate

Appointed for term of Council

January 16 nominations made and each nominee voted on

January 30 by-law brought forward for approval

RECORDS & INFORMATION MANAGEMENT

Provides parameters to manage the life cycle of corporate records

Outlines individual responsibilities

Applies to all records regardless of media

BY-LAW ENFORCEMENT

Foster compliance through:	Complaint-based
• Education, awareness, promotion, advice; and • Enforcement using a warning, order, or laying a charge	• Unless it has been observed by an officer as part of their patrol or is a health or safety concern

BY-LAW ENFORCEMENT

Officers do not respond to complaints that are:

- Hypothetical
- Overly general
- Anonymous
- Publicly posted or published
- Lack sufficient detail to investigate
- Private dispute

BY-LAW ENFORCEMENT

Complaints or inquiries can be submitted to by-law enforcement through the following ways:

- Complete a complaint/inquiry form on the City's website or at the City Hall service counter
- Email enforcement@owensound.ca
- Telephone at 519-376-4440 ext. 1905

LEGISLATION

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

Commissioners for Taking Affidavits Act

MFIPPA

Purpose of MFIPPA:

- Provide a right of access to information under control of institutions in accordance with certain principles; and
- Protect the privacy of individuals

MFIPPA

Every person has a right of access to a record or part of a record in the custody or under the control of the institution unless:

- The record or part of the record falls within one of the exceptions under MFIPPA
- The request for access is frivolous or vexatious

MFIPPA

Records of a Council member may be subject to MFIPPA where:

- The Council member is acting as an officer of the municipality or performs a duty assigned by Council
- The records are in the custody or control of the municipality

MFIPPA

1

Request must be:

- In writing
- Application fee paid ($5)

2

Clerk's Division has 30 days to:

- Collect applicable records
- Review records
- Provide decision

3

Requester can appeal decision

COMMISSIONER OF OATHS

The *Commissioners for Taking Affidavits Act* provides that by virtue of the office, members of Council are a Commissioner for taking affidavits

Clerk’s Division offers this service for a fee of $40 plus HST

QUESTIONS?