



Minutes

Service Review Implementation Ad Hoc Committee

December 11, 2024, 9:00 a.m.

City Hall - 808 2nd Avenue East - Council Chambers

MEMBERS PRESENT: Chair Ian Boddy
Vice Chair Marion Koepke
Councillor Carol Merton
Councillor Melanie Middlebro'

STAFF PRESENT: Tim Simmonds, City Manager
Kate Allan, Director of Corporate Services
Pam Coulter, Director of Community Services
Lara Widdifield, Director of Engineering and Public Works
Aidan Ware, Director and Chief Curator – Art Gallery, Culture, Tourism
Briana Bloomfield, City Clerk
Janet Ashfield, Manager of Human Resources
Christine Gilbert, Deputy Treasurer
Eckhard Pastrik, Manager of Parks and Open Space
Rebecca Ellerdiem, Community and Business Development Advisor
Allison Penner, Deputy Clerk

1. CALL TO ORDER

Mayor Boddy called the meeting to order at 9:00 a.m.

2. CALL FOR ADDITIONAL BUSINESS

There was no additional business.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. CONFIRMATION OF MINUTES

- 4.a Minutes of the Service Review Implementation Ad Hoc Committee meeting held on October 9, 2024

SR-241211-001

Moved by Councillor Middlebro'

"THAT the Service Review Implementation Ad Hoc Committee approves the minutes of the meeting held on October 9, 2024."

Carried.

5. DEPUTATIONS AND PRESENTATIONS

There were no deputations or presentations.

6. PUBLIC QUESTION PERIOD

There were no questions from the public.

7. CORRESPONDENCE RECEIVED FOR WHICH DIRECTION IS REQUIRED

There were no correspondence items presented for consideration.

8. REPORTS OF CITY STAFF

- 8.a Report CR-24-130 from the Deputy Treasurer Re: Project 1b4 - Customer Service Strategy

The Deputy Treasurer provided an overview of the report.

In response to a question from Council, Ms. Gilbert noted that the project team is reaching out to staff across the City to seek suggestions for process improvements and advised that the City Manager has implemented a staff suggestion box. Ms. Gilbert advised that the initial project focus is documenting current processes.

SR-241211-002

Moved by Councillor Middlebro'

"THAT in consideration of Staff Report CR-24-130 respecting Project 1b4 – Customer Service Strategy, the Service Review Implementation Ad Hoc Committee recommends that City Council receive the report for information purposes."

Carried.

- 8.b Report CR-24-144 from the Manager of Human Resources Re: Project 1c1 - Succession Plan

The Manager of Human Resources provided an overview of the report.

In response to a question from Committee, Ms. Ashfield advised that the proposed policy would apply to all City departments, but not to Library or Police.

In response to question from Committee, Ms. Ashfield noted that the proposed policy allows for situation-specific response to cases where employees in a reporting relationship become immediate family members.

SR-241211-003

Moved by Vice Chair Koepke

"THAT in consideration of Staff Report CR-24-144 respecting Service Review 1c1 – Succession Plan, the Service Review Implementation Ad Hoc Committee recommends that City Council direct staff to bring forward a by-law to adopt the revised Recruitment and Selection Policy HR-011."

Carried.

8.c Report CR-24-145 from the City Clerk Re: Project 1c5 - Provision of By-law Services Update

The City Clerk provided an overview of the report.

In response to a question from Committee, the City Clerk advised that the project does not relate to security contracts.

In response to questions from Committee, Ms. Bloomfield noted that the follow-up report will include information about by-law tasks currently undertaken by police and will present options to increase presence of by-law officers in the downtown area.

In response to a question from Committee, the City Manager advised that funding for enhanced by-law officer visibility in the downtown core was not included in the 2025 draft budget because implementation of this potential action item is not anticipated in 2025.

In response to a question from Committee, Ms. Bloomfield noted that the project team will consider opportunities for collaboration with Grey County, and that any consultation with the River District Board of Management would follow direction from Council through Committee respecting next steps.

In response to a question from Committee, Ms. Bloomfield noted education is one part of the by-law role, and that different models of providing education are under consideration.

SR-241211-004

Moved by Councillor Merton

"THAT in consideration of Staff Report CR-24-145 respecting Service Review Project 1c5 – Provision of By-law Services Update, the Service Review Implementation Ad Hoc Committee recommends that City Council receive the report for information purposes."

Carried.

The City Clerk left the meeting.

- 8.d Report CS-24-104 from the Manager of Parks and Open Space Re: Project 3a2 - Review of Park Classification System, Service Levels and Associated Operating Costs

The Manager of Parks and Open Space provided a presentation and overview of the report.

In response to questions from Committee, Mr. Pastrik advised that only the arterial roads that are an actual impediment to parks access were included in the mapping as limiting access to parks.

In response to questions from Committee, Mr. Pastrik noted that the distinction between a community park and a City park is related to the number of people drawn to use them. The Director of Community Services noted that Mr. Pastrik is a member of the City's Development Team and that access to parkland is considered in development applications. Ms. Coulter further noted the policy frameworks that guide development of parks and green space.

In response to a question from Committee, Mr. Pastrik noted that some data that will inform the redevelopment of underutilized sports fields has been reviewed by staff, however this work cannot be undertaken until upcoming capital works on more popular fields are completed.

In response to a question from Committee, Mr. Pastrik noted the way the land use designations for various parcels were determined.

In response to a question from Committee, Mr. Pastrik noted that a range of opportunities exist for the redevelopment of J. Irvine Park. The City Manager noted that staff are considering ways to ensure park and playground spaces serve people of all ages.

In response to a question from Council, the Director of Community Services noted various developments in progress and whether the developers will be providing either parkland or cash-in-lieu of parkland.

In response to a question from Committee, Mr. Pastrik advised that the Canadian Standards Association standard for playgrounds includes a minimum requirement for number of accessible components.

In response to a question from Committee, Mr. Pastrik noted that an effort was made to capture all hazard lands in the mapping but that smaller parcels may have been missed.

SR-241211-005

Moved by Councillor Middlebro'

"THAT in consideration of Staff Report CS-24-107 respecting Project 3a2 – Review of Park Classification System, Service Levels and Associated Operating Costs, the Service Review Implementation Ad Hoc Committee recommends that City Council:

- 1. Approve the updated inventory and composition of the park classification system as outlined in the report; and**
- 2. Direct staff to:**
 - a. Include the updated classification system in the next update to the Recreation, Parks and Facilities Master Plan;**
 - b. Utilize a 10-minute walking distance of 800 metres as the target offset distance standard to establish the coverage area for neighbourhood parks and community parks;**
 - c. Utilize a 10-minute walking distance of 800 metres as the target offset distance standard to establish the coverage area for playgrounds and that publicly accessible school site playgrounds be included for the purpose of this analysis;**
 - d. Initiate the next steps as outlined in the report; and**
 - e. Provide an update report to Council before the end of 2025."**

Carried.

- 8.e Report CM-24-043 from the Senior Manager of Strategic Initiatives and Operational Effectiveness Re: Project 3b2 - Document Partner Agreements for Services that are Used by Non-Residents

The City Manager provided an overview of the report.

In response to a question from Committee, Mr. Simmonds advised that a list of agreements with other organizations will be shared with the Committee in a subsequent report.

In response to a question from Committee, Mr. Simmonds noted that City services used by non-residents will be captured in work with the County on inter-municipal collaboration and also through various service review projects.

SR-241211-006

Moved by Councillor Merton

"THAT in consideration of Staff Report CM-24-043 respecting Project 3b2 – Document Partner Agreements for Services that are Used by Non-Residents, the Service Review Implementation Ad Hoc Committee recommends that City Council receive the report for information purposes."

Carried.

8.f Report OP-24-046 from the Director of Public Works and Engineering Re: Project 5b1 - Winter Maintenance Review

The Director of Public Works and Engineering provided an overview of the report.

In response to a question from Committee, Ms. Widdifield advised that a by-law requiring residents to shovel the sidewalk in front of their properties is only useful if it is rigorously enforced, and that staff do not have capacity to take on that enforcement at this time. Ms. Widdifield provided an overview of areas that receive the highest level of service for sidewalk clearing and noted options to reduce liability related to unmaintained sidewalks.

In response to a question from Committee, Ms. Widdifield advised that a sidewalk working group had not been contemplated by staff and noted the importance of adhering to the Vision 2050 document once it becomes available.

In response to a question from Committee, Ms. Widdifield advised that any change to speed limits should be made once as opposed to incrementally.

In response to question from Committee, Ms. Widdifield noted that there is an approved item in the multi-year capital plan to purchase traffic counting devices and that data collected on main roads can be used as a calibration tool to determine the accuracy of existing traffic count estimates.

SR-241211-007

Moved by Vice Chair Koepke

"THAT in consideration of Staff Report OP-24-046 respecting Project 5b1 – Winter Maintenance Review, the Service Review Implementation Ad Hoc Committee recommends that City Council:

- 1. Approve the winter-maintained width of a multi-use path to one pass of a sidewalk plow (approximately 1.45m); and**

2. **Direct staff to proceed with further phases of the Winter Maintenance Review project, including the following initiatives:**
 - a. **Defer changes to the Winter Maintenance Level of Service Policy for Roads until new traffic count data can be collected to confirm appropriate road maintenance classifications;**
 - b. **Review the sidewalk winter maintenance level of service to balance meeting the Vision 2050 targets for non-vehicular mobility with cost-effectiveness;**
 - c. **Once the desired level of Sidewalk Maintenance is established, assess the sidewalk plowing program in detail to determine if changes to the fleet units, routes, and satellite refill locations could improve efficiency and response times;**
 - d. **Develop Council-endorsed Corporate Priorities related to winter maintenance and expand the Winter Maintenance Level of Service Policy to include all other City properties (e.g., parking lots, parks);**
 - e. **Investigate whether a business case exists to increase the plow fleet by one unit;**
 - f. **Explore the potential application of alternative materials to the current abrasive and salt products used;**
 - g. **Continue to compile annual Environment Canada snowfall data to amass a long-term record of snow event patterns;**
 - h. **Invest staff resources to program the AVL management software with the City's snow removal routes to enable better tracking of route completion statistics; and**
 - i. **Investigate and embrace opportunities to enhance service delivery using advanced technology, such as remote condition monitoring, public-facing software like "Where's my Plow," and Artificial Intelligence for route optimization."**

Carried.

- 8.g Report CM-24-042 from the City Manager Re: Year End Review and Recap

The City Manager provided an overview of the report.

In response to a question from Committee, the City Manager advised that communications to promote public awareness of progress toward completing this Service Review will take place early in 2025.

"THAT in consideration of Staff Report CM-24-042 respecting Year-End Review and Recap, the Service Review Implementation Ad Hoc Committee recommends that City Council receive the report for information purposes."

Carried.

9. MATTERS POSTPONED

There were no matters postponed.

10. MOTIONS FOR WHICH NOTICE WAS PREVIOUSLY GIVEN

There were no motions for which notice was previously given.

11. CORRESPONDENCE PROVIDED FOR INFORMATION

There were no correspondence items presented for information.

12. DISCUSSION OF ADDITIONAL BUSINESS

There was no additional business.

13. NOTICES OF MOTION

There were no notices of motion.

14. ADJOURNMENT

The business contained on the agenda having been completed, Mayor Boddy adjourned the meeting at 10:41 a.m.