

# The Corporation of the Township of Brock

## Special Council Minutes

### Electronically

Session Twelve

Monday, July 27, 2020

The Twelfth Meeting of the Council of the Township of Brock, in the Regional Municipality of Durham, was held on Monday, July 27, 2020, electronically.

Members present: Mayor: Debbie Bath-Hadden  
Regional Councillor: W.E. Ted Smith  
Councillors: Michael Jubb  
Claire Doble at 10:50 a.m.  
Walter Schummer  
Cria Pettingill  
Lynn Campbell

Staff Members present: Deputy Clerk Deena Hunt  
(recording the minutes)  
Acting CAO Ralph Walton  
Treasurer Laura Barta  
Director of Public Works Paul Lagrandeur  
Chief Building Official Richard Ferguson  
Fire Chief Rick Harrison

#### 1. Call to Order and Moment of Silence

Mayor Bath-Hadden called the meeting to order at 9:30 a.m.

#### 2. Disclosure of Pecuniary Interest and Nature Thereof

None

#### 3. Announcements from Council and Staff

Suspended until further notice.

#### 4. Presentations

- (1) Performance Concepts Consulting – Project Overview of the Organizational Review to inform Council of current status, identify common priorities, and next steps

Mr. Todd MacDonald, Mr. Tony Quirk, and Mr. John Prno of Performance Concepts Consulting were in attendance electronically to provide an overview of the organizational review and to inform Council of current status, identify priorities, and next steps.

Mr. MacDonald advised that there would be senior government debt due to the COVID pandemic and the modernization review, which commenced prior to the outbreak, has been affected. He advised that transformational change would be required due to the pandemic and cautioned that the municipality's asset management timelines are tied to Provincial revenue sources. He advised that municipal service delivery would require re-prioritized service levels with emphasis on 'who does what' in the 2 tier municipalities. He advised that process mapping/LEAN streamlining, adopting peer municipality best practices and aligning municipal organizational design with effective service delivery would be required.

Mr. MacDonald advised that the modernization review report to the Province would require measurables to assess process improvements and productivity increases. He advised that his team has met with the CAO and the Clerk, Department Heads, and each Council member and noted that staff and residents would be engaged in an online survey, following which a report of recommendations would be provided to Council.

Mr. MacDonald advised that, while the current Council has no visible set of Strategic Priorities for staff to align their operational priorities to, there have been some Council 'commonalities' identified which have resulted in the following recommended objectives:

1. Generate improved value for money (taxes)
2. Sustainable human resources model (staffing)
3. Timely and accountable customer service response (public and council)
4. Rationalized asset management and facilities model
5. Timely project and results reporting to council and the public

Mr. MacDonald advised that, with clear objectives assigned, Council can then function as a Board of Directors and relinquish operations to the aligned staff team headed by the new CAO with a clear and measurable 'results mandate'.

There was discussion with respect to the future decisions of the Province given the financial impact of the pandemic, future funding for asset management, examples of shared services and the challenges for municipalities, determining future objectives as current ones are met, the geographical size of Brock, and the scope of the RFP which resulted in retaining funds from the Province.

There was discussion with respect to the development of measurable metrics which align with the budget, the challenge of too many objectives given Brock's finite resources (staff), and a suggestion to amalgamate objectives 3 and 5. It was noted that Performance Concepts could provide advice with respect to asset management and delivering appropriate service levels to the public and that their final recommendations would be informed by 'stress testing' feedback from staff and Council.

Councillor Doble advised that she experienced internet difficulties and had been viewing the livestream video up to this point in the meeting.

There was discussion with respect to quarterly Council reviews of the organizational objectives, the Provincial mandate for municipalities to be accountable for their long term assets, and that reserves should fund one-time capital purchase/rehabilitation and not be relied upon to fund the capital program indefinitely. It was noted that deferring tax increases leads to tax rate spikes and that a more viable approach is to operate based on predictable needs inline with realities.

Mr. MacDonald advised that a forthcoming report would be aligned with budget 2021 discussions in October after stress testing in late September 2020.

Resolution Number 1-12

MOVED by Lynn Campbell and SECONDED by W.E. Ted Smith that Council adopt Performance Concepts Strategic Priority objectives 1, 2, 4 and a hybrid/amalgamated version of 3 and 5.

MOTION CARRIED

**5. Public Questions and Clarification**

Suspended until further notice.

**6. Confirmation By-law**

By-law Number 2961-2020 – to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on July 27, 2020

Resolution Number 2-12

MOVED by Michael Jubb and SECONDED by Cria Pettingill that By-law Number 2961-2020, to confirm the proceedings of the Council of the Corporation of the Township of Brock at its meeting held on July 27, 2020, was read three times and passed in open Council. The Mayor and Clerk were authorized to sign the by-law on behalf of the municipality and to have same engrossed in the by-law book.

MOTION CARRIED

**7. Adjournment**

Resolution Number 3-12

MOVED by Michael Jubb and SECONDED by W.E. Ted Smith that we do now adjourn at 11:25 a.m.

MOTION CARRIED

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MAYOR

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CLERK