

**TOWNSHIP OF SOUTH FRONTENAC
COUNCIL MEETING
AGENDA**



Online via Teleconference and Broadcast live to the South Frontenac's Facebook Page

<https://www.facebook.com/SouthFrontenacTwp/>

TIME: 7:00 PM,
DATE: Tuesday, May 19, 2020
PLACE: Electronic Participation.

1. Call to Order
- a) **Roll Call - Council Members and Staff**
- b) **Resolution**
2. Declaration of pecuniary interest and the general nature thereof
3. Approval of Agenda
- a) **Resolution**
4. Scheduled Closed Session - not applicable
5. ***Recess*** - not applicable
6. Delegations - not applicable
7. Public Meeting - not applicable
8. Approval of Minutes
- a) **April 14, 2020 Council Meeting** 4 - 11
- b) **May 5, 2020 Council Meeting** 12 - 16
9. Business Arising from the Minutes
- a) **Devil Lake Causeway - Pedestrian Safety (See By-law 2020-25)** 17 - 19
10. Reports Requiring Action
- a) **Support for WTC's Application to CRTC Broadband Fund** 20
- b) **Strategic Plan Action Items & Key Performance Indicators** 21 - 28
- c) **Flag Protocol Policy (Amendment)** 29 - 31
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- e) **Appointment of Acting Deputy Treasurer (See By-law 2020-26)** 39

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g)	Delegation of Consent Authority (See By-law 2020-27)	45 - 48
h)	Chief Administrative Officer - Performance Appraisal Framework	49 - 115
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11.	<u>Committee Meeting Minutes - not applicable</u>	
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d)	Tender PW-2020-22 - Tag Along Float Trailer	147
e)	Tender No. PS-2020-07, 2020 Crack Sealing Program	148
14.	<u>Information Items - not applicable</u>	
15.	<u>Notice of Motions</u>	
16.	<u>Announcements/Statements by Councillors</u>	
17.	<u>Question of Clarity (from the public on outcome of agenda items)</u>	
a)	COVID 19- Comments & Questions received up to and including May 13, 2020	149 - 151
18.	<u>Closed Session (if requested)</u>	
19.	<u>Confirmatory By-law</u>	
a)	By-law 2020-28	152

20. Adjournment

a) **Resolution**

Minutes of Council

April, 14, 2020

Time: 7:00 PM

Location: Electronic Participation



Meeting #9

Present in Council Chambers: Mayor Ron Vandewal

Present via teleconference: Pat Barr, Ray Leonard, Doug Morey, Alan Revill, Norm Roberts, Randy Ruttan, Ron Sleeth, Ross Sutherland

Staff Present in Council Chamber: Angela Maddocks, Clerk

Staff Present via teleconference: Neil Carbone - Chief Administrative Officer, Louise Fragnito - Director of Corporate Services and Treasurer, Claire Dodds - Director of Development Services, Darcy Knott - Director of Fire and Emergency Services, Mark Segsworth - Director of Public Services

1. Roll Call
 - a) Council Members and Staff

The Clerk conducted a roll call of Council and staff members who were joined into the meeting via teleconference.

2. Call to Order
 - a) Resolution

Resolution No. 2020-9-01

Moved by Deputy Mayor Sutherland

Seconded by Councillor Barr

That the Council meeting of April 14, 2020 be called to order at 7:05 pm.

Carried

3. Declaration of pecuniary interest and the general nature thereof
 - a) There were no declarations.
4. Procedural By-law Changes
 - a) **By-law 2020-18**

Deputy Mayor Sutherland questioned the starting time for Council meetings in particular item 2 e) in the attachment stating (or at a time deemed appropriate by the Mayor and the Clerk). A recorded vote was taken for Resolution #2020-9-03 with Councillor Morey and Deputy Mayor Sutherland voting in favour and the remainder of Council members voting against it.

Resolution No. 2020-9-02

Moved by Deputy Mayor Sutherland

Seconded by Councillor Morey

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April, 14, 2020

That By-law 2020-18 be amended to remove the wording "or at a time deemed appropriate by the Mayor and the Clerk" in the attachment regarding convening meetings .

Lost

Resolution No. 2020-9-03

Moved by Councillor Leonard

Seconded by Councillor Roberts

That By-law 2020-18, being a by-law to amend By-law 2017-76, the Procedural By-law be given first and second reading.

Carried

Resolution No. 2020-9-04

Moved by Councillor Revill

Seconded by Councillor Ruttan

That By-law 2020-18, be given third reading, signed and sealed.

Carried

5. Approval of Agenda

a) Resolution

Councillor Revill requested an amendment to the agenda, specifically to amend the procedural by-law and allow for an item to be included for discussion on the agenda without serving the notice of motion process.

Resolution No. 2020-9-05

Moved by Councillor Revill

Seconded by Councillor Sleeth

That Council suspend the rules of the procedural by-law and allow for discussion on concerns related to the Devil Lake Causeway.

Carried

Resolution No. 2020-9-06

Moved by Councillor Morey

Seconded by Councillor Sleeth

That Council approves the agenda for the April 14, 2020 Council meeting as presented with an amendment to add an additional discussion item - Reports Requiring Action - 12 n).

Carried

6. Scheduled Closed Session - not applicable

7. ***Recess*** - not applicable

8. Delegations - not applicable

9. Public Meeting - not applicable

10. Approval of Minutes

a) **March 17, 2020 Council Meeting**

Resolution No. 2020-9-07

Moved by Councillor Leonard

Seconded by Deputy Mayor Sutherland

That the minutes of the March 17, 2020 council meeting be approved.

Carried

11. Business Arising from the Minutes

Minutes of Council
April, 14, 2020

a) **Lake Ecosystem Advisory Committee**

Resolution No. 2020-9-08
Moved by Councillor Ruttan
Seconded by Councillor Revill
That Council approve Terms of Reference for a Lake Ecosystem Advisory Committee attached as Schedule A to this staff report.

Carried

12. Reports Requiring Action

a) **Dispatch Agreement with the City of Kingston**

Resolution No. 2020-9-09
Moved by Councillor Sleeth
Seconded by Councillor Morey
That the Mayor and the Clerk be authorized to sign a new 2020 amended and restated fire dispatch agreement between the Township of South Frontenac and the City of Kingston.

Carried

b) **Frontenac Community Arena Levy and Update on Loan**

Resolution No. 2020-9-10
Moved by Councillor Leonard
Seconded by Councillor Roberts
That Council support moving the due date of the arena loan from January 31, 2020 to December 31, 2020, and;
That an increase to the 2020 arena levy in the amount of \$67,981 be funded out of Working Funds should the overall operating financial position of the Township as of December 31, 2020 not provide a surplus to fund the variance.

Carried

c) **2020 Tax Rate By-law and COVID-19 Financial Measures**

Resolution No. 2020-9-11
Moved by Councillor Barr
Seconded by Deputy Mayor Sutherland
That Council support the deferrals as itemized in Appendix A of the report dated April 14, 2020 from the Director of Corporate Services and Treasurer.

Carried

d) **Site Plan Approval for Right-of-Way for the purpose of parking and docking access for properties on Kennedy Island, Sydenham Lake, 4420 Sills Bay Rd**

See By-law 2020-19.

e) **Jefferies Deeming By-law**

See By-law 2020-20.

f) **Cash-in-Lieu of Parkland for Shield Shores Plan of Condominium, 10CD-2016-001**

Resolution No. 2020-9-12

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Moved by Councillor Revill
Seconded by Councillor Ruttan
That Council accept the amount of \$20,000 as the cash-in-lieu of parkland payment for the Shield Shores Plan of Condominium, 10CD-2016-001.

Carried

g) **Cash- in-Lieu of Parkland for Johnston Point Plan of Condominium, 10T-2014-002**

Resolution No. 2020-9-13
Moved by Councillor Sleeth
Seconded by Councillor Morey
That Council accept the amount of \$84,250 as the cash-in-lieu of parkland payment for the Johnston Point Plan of Condominium, 10CD-2014-002.

Carried

h) **Multi- Purpose Pad - Centennial Park**

Resolution No. 2020-9-14
Moved by Councillor Roberts
Seconded by Deputy Mayor Sutherland
That Council support the motions of both the Recreation and Leisure Facilities Committee and the Community Programming and Events Committee and release the hold on the approved capital funding for a Centennial Park Multipurpose Facility.

That the Recreation and Leisure Facilities Committee support the staff recommendation that that Council release the hold on \$100,000 budgeted for the construction of a Multi-Purpose Surface at Centennial Park subject to the South Frontenac Stocksport Club providing a minimum contribution of \$15,000 towards the project.

And that staff be directed to work on project design specs in preparation to release an RFP with the work commencing spring of 2020, and

That the Programming and Events Committee support the staff recommendation that Council release the hold on \$100,000 budgeted for the construction of a Multi-Purpose Surface at Centennial Park subject to the South Frontenac Stocksport Club providing a minimum contribution of \$15,000 towards the project.

And that staff be directed to work on project design specs in preparation to release an RFP with the work commencing spring of 2020.

Carried

i) **Tender # PS-2020-03 - Sand/Salt Shed Fabric Replacement - Hartington Patrol Yard**

Resolution No. 2020-9-15
Moved by Councillor Revill
Seconded by Councillor Morey
That Council accept the bid from Barrett's Farm & Family Centre in the amount of \$83,152.54, excluding HST, for the fabric membrane replacement on the Hartington Sand/Salt Shed.

Carried

j) **Contract Extension - Cambium Consulting Services, Environmental Monitoring and Reporting**

Resolution No. 2020-9-16

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April, 14, 2020

Moved by Deputy Mayor Sutherland
Seconded by Councillor Barr
That Council approves an extension to the Township's existing contract with Cambium Inc. for the monitoring and reporting of the Township's Waste Disposal Sites subject to the terms and conditions contained in the attachment to the report from the Director of Public Services dated March 3, 2020.

Carried

k) **Replacement Tag Along Trailer**

Resolution No. 2020-9-17
Moved by Councillor Morey
Seconded by Councillor Sleeth
That Council authorize the purchase of a Tag Along trailer in the amount of \$50,000.

Carried

l) **PS-2020-08 New Tires and Tire Repairs**

Resolution No. 2020-9-18
Moved by Councillor Ruttan
Seconded by Councillor Revill
That Council approve the tender submission from Black Dog Tirecraft for the supply and service of the Township's tire and repair needs.

Carried

m) **By-law Enforcement Contract Extension**

Resolution No. 2020-9-19
Moved by Councillor Barr
Seconded by Deputy Mayor Sutherland
That Council extend the contract with Frontenac Municipal Law Enforcement to April 3, 2021.

Carried

n) **Devil Lake Causeway - concerns about parking and fishing**

Councillors Revill, Ruttan and Sleeth attended the Devil Lake Causeway site on April 9 based on a complaint from nearby residents about the continued practice of commercial fishing from this area. Council directed staff to look into options to prohibit fishing from this location either for a specified time or all of the time, for health and safety concerns with vehicle traffic in this area.

Resolution No. 2020-9-20
Moved by Councillor Sleeth
Seconded by Councillor Revill
That Council suspend the rules outlined in the Procedural By-law and direct staff to review the possibility of prohibiting fishing from the Devil Lake Causeway with consideration to the spawning of bass on the east side of the causeway, enforcement and penalties of the same, safety concerns for those standing along the causeway, both pedestrian and vehicle traffic.

Carried

13. **Committee Meeting Minutes**

a) **Verona Community Association Meetings from 2019**

Resolution No. 2020-9-21

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April, 14, 2020

Moved by Councillor Sleeth
Seconded by Councillor Morey
That Council receives for information the minutes from 2019 of the Verona Community Association meetings.

Carried

14. By-laws

a) **First and Second Reading of By-laws**

Resolution No. 2020-9-22

Moved by Deputy Mayor Sutherland
Seconded by Councillor Barr

That the following by-laws be given first and second reading:

- By-law 2020-19
- By-law 2020-20
- By-law 2020-21
- By-law 2020-22

Carried

b) **By-law 2020-19 - Execute a Site Plan Agreement with Michael McLachlan and Jane Farnan**

Resolution No. 2020-9-23

Moved by Councillor Leonard
Seconded by Councillor Roberts

That By-law 2020-19, being a by-law to authorize the Mayor and the Clerk to execute a Site Plan Agreement between the Corporation of the Township of South Frontenac and Michael McLachlan & Jane Farnan, be given third reading, signed and sealed.

Carried

c) **By-law 2020-20 - Deem part of Plan of Subdivision No. 43 not to be a Registered Plan of Subdivision**

Resolution No. 2020-9-24

Moved by Councillor Revill
Seconded by Councillor Ruttan

That By-law 2020-20, being a by-law to deem part of Plan of Subdivision No. 43, not to be a registered Plan of Subdivision: Lot 7, Plan 1937, District of Loughborough and Block 17, Plan 1938, District of Portland be given third reading, signed and sealed.

Carried

d) **By-law 2020-21 - Tax Rate By-law**

Resolution No. 2020-9-25

Moved by Councillor Morey
Seconded by Councillor Sleeth

That By-law 2020-21, being a by-law to levy taxes in the Township of South Frontenac be given third reading, signed and sealed.

Carried

e) **By-law 2020-22 - Amendment to 2020-15 - Interim Tax Levy**

Resolution No. 2020-9-26

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April, 14, 2020

Moved by Councillor Roberts
Seconded by Councillor Leonard

That By-law 2020-22, being a by-law to amend By-law 2020-15, the Interim Tax Levy By-law, be given third reading, signed and sealed.

Carried

15. Reports for Information

- a) Sunbury Village Construction - Sidewalk

16. Information Items

- a) Verbal Update from Directors

Each of the Directors provided Council with a verbal update on the progress and status of their departments including changes to the day to day operations and how they have been effected by the pandemic restrictions and how they relate to essential services as defined by the Province.

Neil Carbone reported that all of the conditions have been met with respect to the land purchase in Verona for the future Seniors Housing project.

17. Notice of Motions - nil

18. Announcements/Statements by Councillors

- a) Each member of Council commended staff on their efforts regarding the continuation of essential services and communicating with the public with daily updates on the COVID-19 pandemic. The majority of comments received from residents have been positive.
- b) Mayor Vandewal noted that the Harrowsmith S & A Club has indicated they are cancelling Canada Day events.

19. Closed Session - not applicable

20. Confirmatory By-law

- a) **By-law 2020-23**

Resolution No. 2020-9-27

Moved by Deputy Mayor Sutherland
Seconded by Councillor Barr

That By-law 2020-23, being a by-law to confirm generally previous actions of the Council of the Township of South Frontenac, be given first and second reading this 14 day of April 2020.

Carried

Resolution No. 2020-9-28

Moved by Councillor Ruttan
Seconded by Councillor Revill

That By-law 2020-23, being a by-law to confirm generally previous actions of the Council of the Township of South Frontenac, be given third reading, signed and sealed this 14 day of April, 2020.

Carried

21. Adjournment

- a) Resolution

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April, 14, 2020

Resolution No. 2020-9-29

Moved by Councillor Sleeth

Seconded by Councillor Morey

That the Council meeting of April 14, 2020 be adjourned at 8:52 p.m.

Carried

Ron Vandewal, Mayor

Angela Maddocks, Clerk

Natural, Vibrant and Growing - A Progressive Rural Leader

Minutes of Council
May, 5, 2020

Time: 7:00 PM

Location: Electronic Participation



Meeting # 10

Present in Council Chambers: Mayor Ron Vandewal,

Present via teleconference: Pat Barr, Ray Leonard, Doug Morey, Alan Revill, Norm Roberts, Randy Ruttan, Ron Sleeth, Ross Sutherland

Staff Present in Council Chambers: Angela Maddocks, Clerk, Neil Carbone - Chief Administrative Officer, Mark Segsworth - Director of Public Services, Louise Fragnito, Director of Corporate Services and Treasurer

Staff Present via teleconference: Claire Dodds - Director of Development Services, Darcy Knott - Director of Fire and Emergency Services.

1. Call to Order

a) Roll Call

The Clerk conducted a roll call of attendees participating both in person or by electronic participation via teleconference.

b) Resolution

Resolution No. 2020-10-01

Moved by Councillor Barr

Seconded by Deputy Mayor Sutherland

That the Council meeting of May 5, 2020 be called to order at 7:02 p.m.

Carried

2. Declaration of pecuniary interest and the general nature thereof

a) There were no declarations reported.

3. Approval of Agenda

a) Resolution

Resolution No. 2020-10-02

Moved by Councillor Leonard

Seconded by Councillor Roberts

That the agenda for the May 5, 2020 Council meeting be approved as presented.

Carried

4. Scheduled Closed Session - not applicable

5. ***Recess**** - n/a

6. Delegations - not applicable

7. Public Meeting - not applicable

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May, 5, 2020

8. Approval of Minutes - not applicable
9. Business Arising from the Minutes - not applicable
10. Reports Requiring Action

a) **Procedural By-law Amendment**

Resolution No. 2020-10-03

Moved by Councillor Leonard

Seconded by Councillor Roberts

That Council approve an amendment to the wording in Schedule A to By-law 2020-18, item 6 d) Motions – Voting, by removing the following language:

“ a recorded vote shall be conducted on all motions/resolutions...”

And replacing it with:

“...the Chair shall ask if any member wishes to oppose the proposed resolution/motion. If a member indicates that they oppose the motion by way of a verbal “no” or other remark, then a recorded vote shall be conducted on the said motion/resolution so that the Clerk can accurately document the way in which each Councillor votes on each matter. If there is no opposition to the proposed motion then the motion will be considered approved and the Chair shall state that is “carried”.”

Carried

b) **Temporary Delegated Authority Amendment**

Deputy Mayor Sutherland was not in support of the motion therefore a recorded vote was conducted.

Councillor Morey and Deputy Mayor Sutherland voted against the motion with the remaining Council members voting in support of the motion.

Resolution No. 2020-10-04

Moved by Councillor Ruttan

Seconded by Councillor Revill

That Council approve an amendment to the wording in By-law 2020-16, item 2 by removing the following language:

“That this by-law shall come into force on March 18, 2020 and remain in effect until such time as Council is reconvened.”

And replacing it with:

“That this by-law shall come into force on March 18, 2020 and remain in effect until such time as the State of Emergency by both South Frontenac and the Province of Ontario is lifted or Council votes to revoke the by-law”.

Carried

c) **Support for Residential Construction - Verbal Report from Mayor Vandewal**

Resolution No. 2020-10-05

Moved by Councillor Leonard

Seconded by Councillor Roberts

WHEREAS on March 17, 2020 the government of Ontario announced that it was declaring a state of emergency under s 7.0.1 (1) of the Emergency Management

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and Civil Protection Act so that the Province could use every power possible to protect the health and safety of all individuals and families during the COVID-19 pandemic;

AND WHEREAS On Friday, April 3, 2020, the government of Ontario gave notice of changes to Ontario Regulation 82/20 being the Order for the temporary closure of places of non-essential business made under subsection 7.0.2 (4) of the Emergency Management and Civil Protection Act, which reduced the list of essential businesses permitted to continue operation during the provincial state of emergency;

AND WHEREAS Section 30 of the new Schedule 2 of Ontario Regulation 82/20 has been generally interpreted to prohibit residential construction where a building permit had not been issued prior to April 4, 2020;

AND WHEREAS residential construction represents a significant number of jobs in rural Ontario and forms an integral part of the rural Ontario economy through considerable direct, indirect and induced impacts;

AND WHEREAS on Monday, April 27, 2020 the government of Ontario released A Framework for Reopening our Province, which outlines the criteria Ontario's Chief Medical Officer of Health and health experts will use to advise the government on the loosening of emergency measures, as well as guiding principles for the safe, gradual reopening of businesses, services and public spaces;

AND WHEREAS Stage 1 of the Framework will consider the opening of workplaces that can immediately meet or modify operations to meet public health guidance and occupational health and safety requirements;

AND WHEREAS residential construction in rural areas is characterized by single-family dwelling types situated on large lots, which are attended by a very limited number of tradespersons and contractors at any given time, and are being constructed for specific clientele with planned occupancy dates;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of South Frontenac requests that the government of Ontario consider lifting the prohibition on residential construction where no building permit had been issued prior to April 4, 2020, in all instances where such construction can take place in accordance with the principles outlined in the government's Framework for Reopening our Province at its earliest opportunity in order to alleviate the economic hardships being experienced by rural Ontario's construction sector and the residents and families which it serves;

AND THAT this resolution be forwarded to the Office of the Honourable Doug Ford, Premier of Ontario and the Honourable Steve Clark, Minister of Municipal Affairs and Housing;

AND FURTHER THAT a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), the Eastern Ontario Warden's Caucus (EOWC), and to all rural Ontario municipalities, requesting their support.

Carried

11. Committee Meeting Minutes - not applicable
12. By-laws - not applicable
13. Reports for Information
- a) **Building Activity Report - First Quarter 2020**

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b) **Capital Works and Essential Services**

c) **Procurement Agreement with the City of Kingston**

Deputy Mayor Sutherland commended Public Services staff for moving forward with this initiative.

Mark Segsworth indicated that David Holliday had been the lead in the procurement agreement with the City and acknowledged his efforts.

d) **COVID-19 Financial Impacts**

14. Information Items

a) **South Frontenac Museum - Strategic Plan 2020-2023 (to be officially presented at a later date)**

15. Notice of Motions

a) There were no "notices of motion" from Council.

16. Announcements/Statements by Councillors

a) Deputy Mayor Sutherland reported that the Lakes and Trails Festival will be cancelled for 2020.

b) Neil Carbone provided an update on the discussion with the Emergency Control Group and the regional approach for return to work, re-opening of offices and programming. The group will be relying on KFL&A Public Health for guidance during this transition.

c) Deputy Mayor Sutherland referred to the Township of Rideau Lakes supporting high speed internet.

The CAO indicated there will be a report coming forward on May 19 regarding broadband.

17. Question of Clarity (from the public on outcome of agenda items)

a) **COVID-19 Pandemic - Questions from the Community**

Council reviewed the questions and answers attached to this report. There were seven questions received prior to the agenda being published with an addition 5 questions of similar nature that will be included in the May 19 agenda.

18. Closed Session - not applicable

19. Confirmatory By-law

a) **By-law 2020-24**

Resolution No. 2020-10-06

Moved by Deputy Mayor Sutherland

Seconded by Councillor Barr

That By-law 2020-24, being a by-law to confirm generally previous actions of the Council of the Township of South Frontenac, be given first and second reading this 5 day of May 2020.

Carried

Minutes of Council
May, 5, 2020

Resolution No. 2020-10-07

Moved by Councillor Revill

Seconded by Councillor Ruttan

That By-law 2020-24, being the confirmatory by-law, be given third reading signed and sealed this 5 day of May 2020.

Carried

20. Adjournment

a) Resolution

Resolution No. 2020-10-08

Moved by Councillor Sleeth

Seconded by Councillor Morey

That the Council meeting of May 5, 2020 be adjourned at 7:35 p.m.

Carried

Ron Vandewal, Mayor

Angela Maddocks, Clerk

Natural, Vibrant and Growing - A Progressive Rural Leader



REPORT TO COUNCIL
Office of the
Chief Administrative Officer



AGENDA DATE: May 19, 2020

SUBJECT: Devil Lake Causeway – Safety Concerns

RECOMMENDATION:

That By-law 2020-25, being a by-law to restrict pedestrians from standing on either side of the Devil Lake Causeway in order to ensure public safety be approved.

BACKGROUND:

In November 2019 Council received delegations regarding overfishing, disturbing the peace, illegal parking and littering along the Devil Lake Causeway. In response to the concerns expressed by local residents Council passed By-law 2019-63 that extended the no parking area along the causeway and encouraged residents to call the OPP when trespassing occurred. The Director of Public Services noted that the Ministry of Natural Resources and Forestry (MNRF) had conducted night patrol and at that time had not witnessed any commercial fishing.

Follow up with OPP and MNRF

The Township has maintained a dialogue with Frontenac OPP and MNRF on this issue, with enforcement officers contacted and attending the site on several occasions. Recently, individuals standing along the causeway were asked to disperse in accordance with current emergency orders prohibiting gatherings of more than five (5) persons; however, the Township is not aware of any charges or fines having been laid with respect to illegal fishing or trespassing.

The MNRF has also expressed concerns to the Asian Anglers Association in the GTA about the pedestrian activity along the causeway because it is thought that at least some of the activity along the causeway is from members of this organization. The Association confirmed that many municipalities have expressed similar concerns to the Association and that they are attempting to educate their membership on the issues associated with this sort of activity (i.e. disturbance from loud voices, flashlights in windows, car doors, garbage, proximity to travelled lanes on public highways in the dark, etc.). The Association representative recommended that greater enforcement by the OPP, Municipal Law Enforcement and the MNRF would help to deter this activity.

The MNRF committed to regular patrols of the location due to ongoing complaints that they were also receiving.

Recent Activity

At the regular Council meeting held April 14, 2020, Councillor Revill reported that he had received concerns again from local residents near the Devil Lake Causeway about potentially illegal and unsafe activities by individuals along the causeway. Councillors Revill, Ruttan and Sleeth attended the site on April 9. Among other concerns about this practice, the overarching concern is for the health and safety of the public, both pedestrian and vehicular traffic along this stretch of roadway.



REPORT TO COUNCIL

Office of the Chief Administrative Officer



DISCUSSION/ANALYSIS:

While residents have expressed a number of concerns with the activities taking place along the causeway, those relating to fishing and trespassing on private property are not within the jurisdiction of the Township and cannot be regulated at the municipal level.

However, littering, parking on a public highway, public safety and nuisance issues can be regulated by the municipality by way of a By-law passed in accordance with various sections of the Municipal Act.

Legal Review

Litter on the public highway can be regulated and applies to any activity where litter is generated. Section 127 of the Municipal Act grants this authority.

Parking on the public highway can be regulated. Section 63 authorizes those restrictions. Fines can be set at the discretion of the municipality. Parking restrictions are already in place along the causeway.

With respect to the pedestrian activity, the Township's authority is limited to either finding that people standing along the causeway or on the culvert is a safety issue, or that it is otherwise appropriate to regulate how that portion of the public highway is used by pedestrians. This cannot be because the Township wants to regulate fishing, but because there is a safety or nuisance created by people standing/loitering along that portion of the public highway – regardless of the use.

Section 35 allows the Township to restrict the common law right of passage over a portion of the public highway. In this case, the Township can enact regulations to prevent any person from standing, fishing, swimming, diving etc. from the culvert.

With respect to illegal fishing activities specifically, the Township can only request that the MNRF enforce provincial laws in that area.

Administrative Penalties

While the Provincial Offences Act would typically be used to levy fines for infractions, fines under that Act must be approved by the Province and are limited to a maximum of \$500 for Part 1 offences. Further, prosecution of those infractions often cost significantly more than the fines they are intended to uphold. For these reasons, the Township explored a new tool, *Administrative Penalties*.

Authority to impose administrative penalties is provided in the Municipal Act, Section 434.1. Without limiting sections 9, 10 and 11, a municipality may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with a by-law of the municipality passed under this Act. 2017, c. 10, Sched. 1, s. 75.

The by-law being proposed includes the language required to implement administrative penalties. While the process may appear lengthy, it actually results in a faster process, reduced cost, greater municipal flexibility, the ability to levy



REPORT TO COUNCIL
Office of the
Chief Administrative Officer



larger fines when appropriate and an ability to transfer unpaid fines to property taxes.

For the purposes of this by-law, the "Screening Officer" shall be identified as the "Clerk" and the "Hearing Officer" shall be an impartial person outside of the organization and shall be appointed by the CAO or his/her designate when required.

Staff has referenced administrative penalties in strategic plan discussions and had intended to bring forward a standalone administrative penalties by-law in the near future to assist in the enforcement of fire code and other infractions. The creation of this by-law advances that process.

Enforcement

As with any by-law, there will be enforcement challenges. Infractions can be reported through the usual channels and Frontenac Municipal Law Enforcement officers would respond, issuing administrative penalties if appropriate. The Township would be delegating the enforcement of this in the same manner as they enforce other municipal by-laws.

FINANCIAL/STAFFING IMPLICATIONS:

While additional costs are negligible, there would be some penalty revenues and staff time allocations associated with each administrative penalty issued.

ATTACHMENTS:

See By-law 2020-25 (under By-laws section of Agenda)

Submitted by:

Angela Maddocks, Clerk

Approved by:

Neil Carbone
Chief Administrative Officer



REPORT TO COUNCIL

Office of the Chief Administrative Officer



AGENDA DATE: May 19, 2020

SUBJECT: WTC Communications – Letter of Support for Broadband
Fiber Expansion

RECOMMENDATION:

THAT the Council of the Township of South Frontenac strongly supports WTC Communication's application to the CRTC Broadband Fund for the expansion of high-speed internet services to our community.

BACKGROUND:

In late April 2020 the Township was contacted by WTC Communications requesting a letter of support for its application to the Canadian Radio Telecommunications Commission (CRTC) Broadband Fund for the expansion of high-speed internet services in the region including areas of South Frontenac.

Canada's vast landscape with varying geography and climate presents unique challenges in providing high-quality broadband Internet access services for all Canadians. In particular, many rural and remote areas do not have services comparable in speed, capacity, quality or price to what is offered in urban centres.

The CRTC Broadband Fund is a \$750 million fund to help provide *all* Canadians with access to broadband Internet and mobile wireless services that meet minimum standards of 50Mbps download/10Mbps upload.

More information about the fund is available at the following link:
<https://crtc.gc.ca/eng/internet/internet.htm>.

ANALYSIS/DISCUSSION:

WTC Communications provides telecommunications services across parts of Eastern Ontario including South Frontenac.

WTC's proposed expansion project would generally result in increased speeds and some new services in various parts of the Township.

The lack of or unreliability of rural high-speed internet is a significant deterrent to rural economic development. In discussion with Frontenac County Economic Development and Frontenac CFDC, high-speed internet is frequently cited as a high priority need for rural business growth. Further, as South Frontenac is anticipated to grow in the coming years, adequate high-speed internet access is essential to ensure rural development remains attractive to prospective residents and developers.

Staff recommends that Council supports WTC's application.

FINANCIAL IMPLICATIONS:

None.

Submitted/Approved by:
Neil Carbone, CAO



REPORT TO COUNCIL

Office of the Chief Administrative Officer



AGENDA DATE: May 19, 2020

SUBJECT: Strategic Plan Action Items & Key Performance Indicators

RECOMMENDATION:

That Council approves the list of 2020-2021 Strategic Plan Action Items requiring Council endorsement, attached to this report as Schedule A; and,

That Council approves the list of 2020-2021 Strategic Plan activity-based key performance indicators attached to this report as Schedule ; and,

That Council approves the list of 2020-2021 Strategic Plan Broad Economic and Community Indicators attached to this report as Schedule C.

BACKGROUND:

At its December 17, 2019 meeting, Council approved a new Strategic Plan for the Township and directed staff to develop associated action items and key performance indicators (KPIs) for that plan.

In January of 2020, a set of draft action items was presented to Council for initial feedback. An updated list was presented to Committee of the Whole on March 10, 2020 for final feedback specifically related to those items which required Council endorsement prior to being initiated by staff.

Other items have either already been endorsed by Council or are operational in nature and are being provided for information.

ANALYSIS/DISCUSSION:

Some minor amendments have been made to the action items based on feedback received on March 10. Attached for approval are 1) a list of items requiring Council endorsement, 2) Activity-based KPIs for, and 3) a list of Broad Indicators related to each of our four (4) Strategic Priorities.

Activity-based KPIs

Activity-based KPIs are associated with specific projects or activities included in the Township's Strategic Action Plan. These metrics are directly attributable to the Township's actions and intended to measure the effectiveness of those specific initiatives so that programs can be updated/modified over time to improve results and achieve desired outcomes, or as an indication of a need to change paths or even cancel activities.

Broad Economic and Community Indicators

These indicators are not directly attributable to any one activity and are affected by environmental and other factors outside of the Township's control (e.g. recession, pandemic, climate change, industry-related challenges, international trade issues, labour shortages). Broad indicators are intended to measure the



REPORT TO COUNCIL

Office of the Chief Administrative Officer



Township's movement towards its strategic priorities and its vision and to identify trends that the Township may wish to respond to.

In other words, our actions and activities consist of numerous small steps intended to move us towards our long-term goals. The broad indicators let us know the overall direction the Township is headed.

Reporting

The two types of Performance Indicators which will be used to report at least annually on the outcomes and impacts of Council's strategic priorities and actions and will be considered leading into budget discussions each year.

FINANCIAL/STAFFING IMPLICATIONS:

The strategic plan and related action items will drive Township budgeting in 2021 and into the future. The action plan will serve as a means of evaluating the effectiveness of proposed initiatives and will inform performance management.

ATTACHMENTS:

1. Action Items Requiring Council Approval
2. Activity-based Key Performance Indicators
3. Broad Economic and Community Indicators
4. Full Action Item Listing

Submitted/Approved by:

Neil Carbone, CAO

Strategic Priority Action Items	
	TASK NAME
	DIRECTION

Priority #1 - Position South Frontenac as a Regional Leader

A	3	Assess opportunities to collaborate with regional partners	Council
A	3b	Develop 1:1 relationships with senior governments and City of Kingston	Council
A	3c	Regional Roads leadership & explore partnership opportunities	Council
A	3d	Champion Eastern Ontario or regional waste/recycling approach	Council
A	5	Increased lobbying of Province through delegations and briefing notes	Council
A	8	Council/Dept. planning capacity to assume delegated authority	Council
A	9	Enhance and Formalize Communications Role	Council
A	10	Major Planning Activities	
A	10a	Develop Communal Servicing standards and financial model	Council
A	10c	Update SFFR asset management plan; medical call considerations	Council
A	10d	Transportation Master Plan	Council
A	10e	Township branding exercise	Council

Priority #2 - Promote and support growth that meets the community’s needs while maintaining the integrity


















B	2	Climate Change Adaptation and Mitigation Strategy	Council
B	5a	Establish Lake Study grant program	Council
B	5b	Develop cost-effective approach to septic tank concerns	Council
B	6a	Develop Village Revitalization Standards	Council
B	6b	Establish policies for Roads reconstruction - complete streets (OP)	Council
B	10	Develop multi-year plan for code compliance inspections	Council
B	11	Implement electronic burn permit program	Council

Priority #3 - Ensure the organizational capacity to deliver cost-effective services in a changing world

C	5a	Update procedural by-law including review of standing committees	Council
C	5c	Review and update procurement by-law	Council
C	5d	Consolidated and updated fees & charges by-law with annual indexing	Council
C	5e	Burn By-Law updated re: new permitting system	Council
C	5f	Building By-Law updates re: Septic Inspection	Council

C	6b	Assess opportunities to utilize Administrative Penalties; develop by-law	Council
C	6c	Begin code infraction enforcement and institute related penalties	Council
Priority #4 - Be a catalyst for the creation of vibrant, complete communities			
D	3	OP supports complete communities and innovative rural development	Council
D	3a	Prioritize public amenities and seniors needs in capital works	Council
D	3b	Develop revitalization plans for Verona (assoc. with seniors housing)	Council
D	4	Create sign pollution by-law (determine nature of by-law)	Council
D	5	Consider wayfinding signage plan (following branding)	Council
Other Action Items			
E	11	Determine direction for licensing of docks on public land	Council

SOUTH FRONTENAC STRATEGIC PLAN ACTION ITEMS 2020 - 2021

Strategic Priority Action Items						
		TASK NAME	% COMPLETE	PRIORITY	Metric?	INDIVIDUAL SUCCESS INDICATOR (KPIs)
A	1	Share South Frontenac's successes regionally and provincially	 10	Ongoing	Yes	# of events/engagements/recognition
A	2	Regional Service Delivery Review	 15	Increased	Yes	quantified savings or efficiencies (\$)
A	3	Assess opportunities to collaborate with regional partners	 0	Ongoing	Yes	quantifiable benefits (\$)
A	5	Increased lobbying of Province through delegations and briefing notes	 0	Ongoing	Yes	At least 1 x delegation at FCM or AMO annually;
A	10c	Update SFFR asset management plan; medical call considerations	 15	Increased	Yes	cost savings from SDR recommendations and reduced fleet size (\$)
B	1	Implement Land Management software/technology solutions	 25	High	Yes	reduced permit timelines;
B	5a	Establish Lake Study grant program	 0	Increased	Yes	\$ leveraged; studies completed
B	5b	Develop cost-effective approach to septic tank concerns	 0	Increased	Yes	# tanks inspected; tank inventory; # septic repaired/improved/new
B	7	Develop Community Benefit Charge policy	 0	High	Yes	\$ generated through charge
B	8	Begin tracking timeframes for application processing	 0	Increased	Yes	Establish baseline timeframes
B	10	Develop multi-year plan for code compliance inspections	 0	Ongoing	Yes	# of inspections; reduced code infractions
B	11	Implement electronic burn permit program	 0	High	Yes	# permits sold; \$ generated; reduction in incidents responded to
C	5d	Consolidated and updated fees & charges by-law with annual indexing	 20	Increased	Yes	Additional revenue generated;
C	6c	Begin code infraction enforcement and institute related penalties	 25	Regular	Yes	fine revenues/% cost recovery; deterrence/reduced incidents
C	7	Revise permit and other application forms and processes	 30	Regular	Yes	Customer satisfaction survey improvements
D	1c	Pursue grant funding opportunities where aligned with priorities	 100	Ongoing	Yes	grant \$ secured; # projects supported
D	2	Implement complaint/service request tracking for customer service	 0	Regular	Yes	Establish base line data; track resolution timeframes

Schedule C

BROAD INDICATORS	BROAD INDICATORS	BROAD INDICATORS	BROAD INDICATORS
Priority 1	Priority 2	Priority 3	Priority 4
# Leadership roles assumed # Regional policy initiatives supported Brand/Profile Awareness measurement	# New home building permits/other applications # New business growth Quantifiable environmental improvements Employment growth Population growth & demographics Current and new assessment growth Real estate data	Vacancy Rates Service delivery questionnaires qualitative feedback Permit processing timelines Employee satisfaction surveys Succession planning per department New revenue tools, policies in place	Business growth Employment growth Housing affordability Volunteer survey qualitative feedback Location of growth Community programming growth

SOUTH FRONTENAC STRATEGIC PLAN ACTION ITEMS 2020 - 2021

Strategic Priority Action Items

		TASK NAME	% COMPLETE	PRIORITY
Priority #1 - Position South Frontenac as a Regional Leader				
A	1	Share South Frontenac's successes regionally and provincially	10	Ongoing
A	2	Regional Service Delivery Review	15	Increased
A	3	Assess opportunities to collaborate with regional partners		Ongoing
A	3a	Fire Hall Location Study (w/regional considerations)	5	Regular
A	3b	Develop 1:1 relationships with senior governments and City of Kingston	20	Ongoing
A	3c	Regional Roads leadership & explore partnership opportunities	20	Increased
A	3d	Champion Eastern Ontario or regional waste/recycling approach	10	Regular
A	4	Plan annual senior staff/council strategy & team building activity	25	Regular
A	5	Increased lobbying of Province through delegations and briefing notes	0	Ongoing
A	6	Implement service level standards stage of Asset Management	0	Increased
A	7	Integrate Strategic and other Plans with 2020+ Budget Processes	0	Regular
A	8	Council/Dept. planning capacity to assume delegated authority	35	Regular
A	9	Enhance and Formalize Communications Role	25	Regular
A	9a	Sydenham Water consultation and outreach	5	Increased
A	10	Major Planning Activities	0	
A	10a	Develop Communal Servicing standards and financial model	25	High
A	10b	Initiate Recreation Master Plan	0	High
A	10c	Update SFFR asset management plan; medical call considerations	15	Increased
A	10d	Transportation Master Plan	0	Regular
A	10e	Township branding exercise	10	Increased
Priority #2 - Promote and support growth that meets the community's needs while maintaining the integrity of our natural environment				
B	1	Implement Land Management software/technology solutions	25	High
B	2	Climate Change Adaptation and Mitigation Strategy	15	High
B	3	Get seniors housing development in Verona underway	10	High
B	4	Review and Update Roads By-Law	0	Regular
B	5	Establish formal committee with Lake Associations/residents	100	High
B	5a	Establish Lake Study grant program	0	Increased
B	5b	Develop cost-effective approach to septic tank concerns	0	Increased
B	6	Finalize subdivision standards	75	Increased
B	6a	Develop Village Revitalization Standards	0	Regular
B	6b	Establish policies for Roads reconstruction - complete streets (OP)	0	Regular
B	7	Develop Community Benefit Charge policy	0	High
B	8	Begin tracking timeframes for application processing	0	Increased
B	9	Pursue recruitment and other options to address volunteer FF deficiencies	0	Regular
B	10	Develop multi-year plan for code compliance inspections	0	Ongoing

B	11	Implement electronic burn permit program	0	High
Priority #3 - Ensure the organizational capacity to deliver cost-effective services in a changing world				
C	1	Succession-planning; establish training and development plans	15	Ongoing
C	2	Establish strategic plan implementation plan & comms strategy/rollout	75	High
C	3	Review of Administrative and other office/facility needs	5	Regular
C	3a	Review Township lands and other land opportunities to identify highest/best uses	5	Regular
C	4	Initiate records management update; initial phase (electronic) in 2020	5	Increased
C	5	Identify required by-law updates and initiate their review	5	Ongoing
C	5a	Update procedural by-law including review of standing committees	10	Increased
C	5b	Prioritize and update HR policies	25	Increased
C	5c	Review and update procurement by-law	0	Regular
C	5d	Consolidated and updated fees & charges by-law with annual indexing	20	Increased
C	5e	Burn By-Law updated re: new permitting system	0	Increased
C	5f	Building By-Law updates re: Septic Inspection	0	Increased
C	6	Transition By-law enforcement administration from DS to CLERK	40	Increased
C	6a	Review By-law enforcement and animal control contracts in 2020	25	Increased
C	6b	Assess opportunities to utilize Administrative Penalties; develop by-law	0	Increased
C	6c	Begin code infraction enforcement and institute related penalties	25	Regular
C	7	Revise permit and other application forms and processes	30	Regular
C	8	Renovate Development Services Offices to accommodate growth	80	High
C	9	Recruit for Planners & Project management position	75	High
C	10	Update/create standard operating procedures for SFFR	10	Ongoing
Priority #4 - Be a catalyst for the creation of vibrant, complete communities				
D	1	Enhance our Economic Development Activities		Ongoing
D	1a	Work with Executive Assistant to develop community profile	0	Regular
D	1b	Support updated EcDev strategy at County level w/greater SF input	5	Regular
D	1c	Pursue grant funding opportunities where aligned with priorities	100	Ongoing
D	2	Implement complaint/service request tracking for customer service	0	Regular
D	3	OP supports complete communities and innovative rural development	10	High
D	3a	Prioritize public amenities and seniors needs in capital works	0	Regular
D	3b	Develop revitalization plans for Verona (assoc. with seniors housing)	5	Increased
D	4	Create sign pollution by-law (determine nature of by-law)	0	Regular
D	5	Consider wayfinding signage plan (following branding)		Regular
D	6	Ensure success of new Recreation Committee structures and input	15	High



REPORT TO COUNCIL CLERKS DEPARTMENT



AGENDA DATE: May 19, 2020

SUBJECT: Amendment to Flag Protocol Policy

RECOMMENDATION:

That Council approve the amendment to the Flag Protocol Policy, attached.

BACKGROUND:

In September 2017, Council approved a “Flag Protocol Policy” to establish a consistent protocol for the flying of flags at all municipal buildings, properties and facilities.

In light of the recent tragedy in Portapique, Nova Scotia and the including loss of over 23 people, Mayor Vandewal in a show of support for those lives lost and those live affected by this tragedy, requested that all township flags be flown at half-mast to honour and remember the lives lost.

The existing policy did not provide for the recognition of such events therefore staff are proposing an additional clause to allow for flags to be lowered in recognition of other tragedies or significant events which may not necessarily fall under other Provincial or Federal protocols or be associated with local municipal officials.

The additional clause is highlighted in the attached policy.

FINANCIAL/STAFFING IMPLICATIONS:

Not applicable.

ATTACHMENTS:

Flag Protocol Policy (with amendments highlighted)

Submitted/approved by:

Angela Maddocks, Clerk

Approved by:

Neil Carbone



South Frontenac Township

Flag Protocol Policy

Purpose

The purpose of this policy is to establish a consistent protocol for the flying of flags at all municipal buildings, properties, and facilities.

Scope

This policy applies to the half-masting of flags in South Frontenac Township.

1. Definitions

- **The Canadian Flag** means the Canadian Flag of Canada as approved by Parliament and proclaimed by Her Majesty Queen Elizabeth II, Queen of Canada, on February 15, 1965
- **Half-mast** is placing the centre of the flag exactly halfway down the staff.

2. Protocol

Flags are symbols that identify people belonging to a group. The National Flag of Canada and the flags of the provinces and territories are symbols of honour and pride for all Canadians. The Canadian flag (when flown in Canada) always takes precedence over all other national flags and shall not have any other flag flown at the same time, on the same flag pole.

3. Half-Masting

- a) In accordance with Federal and Provincial protocol, flags shall be flown at half-mast on:
 - the death of the Sovereign or a member of the Royal Family related to the Sovereign (spouse, son or daughter, father, mother, brother, sister), the Governor General, the Prime Minister, a former Governor General, a former Prime Minister, or a Federal Cabinet Minister;
 - the death of the Lieutenant Governor, the Premier of Ontario or another person similarly honoured by the Province of Ontario; and
 - the death of the local Member of Parliament or local Member of Provincial Parliament.
- b) As a sign of respect and condolence the flags flown at Township properties shall also be flown at half-mast on:
 - the death of current/former Mayor;
 - the death of a current Member of Council;
 - the death of a current Township of South Frontenac employee or volunteer fire fighter;
 - the death of a County of Frontenac councillor;
 - a current School Board Trustee
- c) At the discretion of the Mayor or his/her designate, as a sign of respect and condolence the flags flown at township properties may be flown at half-mast for local, provincial, national or international tragedies and/or recognition or acknowledgement of anniversaries or significant events.

4. Process for Half-masting

- a) For circumstances identified in the criteria outlined in the Half-masting section, the Office of the Clerk shall notify all departments regarding the half-masting of flags with respect to the location, the reason and the duration that the flag will be

flown at half-mast. Department contacts responsible for facilities and Township properties shall lower and raise the flags upon receipt of the appropriate notification.

- b) Where not specified under federal or provincial protocol a flag shall not stay at half-mast for more than a maximum of three business days from the date of death, and not beyond the day of the funeral.

5. Township Properties

- a) Half-masting of flags shall be in effect at all municipal facilities that have flagpoles.
- b) It is recognized that there are multiple locations throughout the township and best efforts will be taken to ensure synchronizing the half-masting of flags at all municipal facilities.
- c) Best efforts will be given to ensure flags are free from excessive wear and damage. New flags will be kept in stock to replace flags that are identified as in need of replacement.

ADOPTED BY COUNCIL _____



REPORT TO COUNCIL

Office of the Chief Administrative Officer



AGENDA DATE: May 19, 2020

SUBJECT: Climate Change Adaptation & Mitigation Strategy

RECOMMENDATION:

That Council approve a limited scope approach to the creation of a climate Change Adaptation and Mitigation Strategy as outlined in Option 2 under the Analysis/Discussion section of this report.

BACKGROUND:

At the Council meeting of October 15, 2019, Council passed the following motion:

*Resolution No. 2019-28-09
Moved by Councillor Revill
Seconded by Councillor Sutherland*

That Council direct staff to bring forward a report and recommendations in early 2020 regarding the development of a Climate Change Adaptation and Mitigation Strategy for the Township.

Carried

Prior and Current Activities

The development approvals process, through the policies in our Official Plan and zoning By-law, and through the regulations applied by local Conservation Authorities (e.g. Source Water Protection, watercourse/wetland buffers, etc.), provide for certain environmental protections and incorporate adaptation measures (e.g. 100 year flood plains/setbacks).

Also, despite the lack of a formal strategy the Township has considered environmental sustainability, energy conservation and greenhouse gas emissions through various initiatives and in regular operations; although in fairness, some of these activities are precipitated on cost-savings or efficiencies. The environmental impacts of these activities have not been measured.

Some examples of these initiatives include:

- LED lighting replacements, new installations and other energy retrofits
- Support for active transportation through sidewalks and paved shoulders
- Light-duty vehicle engine fuel efficiency
- Gasoline octane additive to improve fuel efficiency
- Salt management at patrol yards
- Support electric/hybrid vehicle use through budgeted charging station
- Emphasize lake ecosystem protection through new committee and budgeted grant program
- Council direction for shoreline vegetation buffer policy
- Fish spawning culvert replacement
- Staff recommended bulk water filling station (drought adaptation)
- More efficient boilers at Keeley Garage for heating
- Council directed septic issues mitigation program



REPORT TO COUNCIL

Office of the Chief Administrative Officer



These existing activities should form a baseline for the types of Climate Change Adaptation and Mitigation strategies Council may wish to undertake under some form of formalized strategy.

Best Practices

Many local government across Ontario and the rest of Canada have established Climate Change action plans of varying sizes and scopes. A fairly standard practice involves a risk-based approach which targets the local implications of climate change.

Below are some examples of risk-assessment models used to develop climate change adaptation plans:

Vulnerability Assessment
STEP 1. Engage affected parties Engage and retain decision-makers and those affected by future climate change
STEP 2. Assess current vulnerability Use experience to assess impact and potential damage. Understanding adaptive capacity, critical thresholds and coping ranges is helpful
STEP 3. Estimate future conditions Use climate, environmental and socio-economic scenarios to determine future policy and development.
STEP 4. Estimate future vulnerability and identify adaptation strategies Use the two previous steps (current vulnerability and future conditions) to identify future vulnerability and adaptation strategies
STEP 5. Decisions and implementation Incorporate results into risk-management strategies and follow through with these.

Source: *Adapting to Climate Change (Canadian Climate Impacts and Adaptation Research Network)*

GUIDELINES FOR LOCAL GOVERNMENTS

The following guidelines promote the development of adaptation responses with mitigation co-benefits and are tailored to local long-term priorities aiming to help build resiliency within communities. The guidelines include the following major steps:

- STEP 1** Identify the focus and objectives of a SAM initiative
- STEP 2** Assess present status and trends. Where are we heading now?
 - a. Examine current development challenges, planning principles and capacities
 - b. Estimate impacts of climate change
- STEP 3** Develop a vision of the future. Where do we want to be in the coming decades?
 - a. Identify future development priorities based on the principles of local sustainability and community planning
 - b. Assess impacts of climate change and the potential for adaptation and mitigation within community goals
- STEP 4** Set trajectories to meet priorities. How can we get there?
 - a. Identify actions to achieve the vision of the future
 - b. Develop capacities and institutional linkages to support implementation
- STEP 5** Monitor, reassess and adjust. Reexamining the identified actions in a project or addressing new challenges

Source: *Canadian Communities' Guidebook for Adapting to Climate Change (Environment Canada and University of British Columbia)*



REPORT TO COUNCIL

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A risk-based approach is based upon local climate data and future projections. The impacts of which must be addressed on a priority basis. Below is an excerpt from an inventory of anticipated changes from the City of Thunder Bay, ON:

PRECIPITATION

- Increase of average annual precipitation of 50 mm by 2050 and close to 80 mm by 2080²⁸
- Increase in precipitation during the fall, winter, and spring²⁹
- Decrease in summer precipitation³⁰
- Increased potential for severe freezing rain events³¹

EXTREME WEATHER EVENTS

- More frequent heat extremes³²
- More frequent heavy precipitation with an associated increased risk of flooding³³
- Historically rare extreme precipitation events are projected to become about twice as frequent³⁴

Source: City of Thunder Bay Climate Adaptation Strategy

Once local risks are identified, those risks are scored based on various criteria through some form of matrix evaluation. Below are examples of this sort of assessment and priority matrix from Surrey, BC:

Potential Resulting Impact from Climate Change Condition	Likelihood	Consequence	Risk
Increase in Temperature			
Increased tree mortality rate and change in urban forest composition due to increase in hot weather, decreased summer precipitation, and increased winter precipitation leading to more saturated soils in lowlands	5	16	80 (medium-high)
Change in streams' ecological composition due to increased summer temperatures and changing precipitation regimes altering stream base flow and water quality	5	14	70 (medium-high)
Increased risk of Fraser River freshet flooding due to changing temperature and precipitation regime in the Fraser River Basin, and sea level rise raising Fraser river water levels	4	16	64 (medium)
Agricultural irrigation (river & well) demand exceeds supply due to increased temperatures, decreased summer rainfall, and increased agricultural growing due to increased growing degree days	5	12	60 (medium)
Increased human health impacts including greater spread of pathogens due to warmer, wetter winter climate	4	15	56 (medium)
Increasing energy costs and energy insecurity due to the combination of an increased cooling load and changing temperature and precipitation regimes affecting the seasonal availability of hydroelectric power in BC	4	14	56 (medium)
Increased risk of urban interface fires (e.g. forest fires and fires in other natural areas) due to increased temperature and drier summers	3	13	39 (medium-low)
Increased heat stress and other health ailments due to increase in heat advisory days	5	10	50 (medium-low)
Domestic water demand exceeds supply due to increased temperatures and decreased summer rainfall	2	11	22 (low)

Source: City of Surrey Climate Adaptation Plan

		Risk Rating				
		Low Risk	Medium-Low Risk	Medium Risk	Medium-High Risk	High Risk
Feasibility Rating	1	Low Priority	Low Priority	Low Priority	Medium Priority	Medium Priority
	2	Low Priority	Medium Priority	Medium Priority	Medium Priority	High Priority
	3	Medium Priority	Medium Priority	High Priority	High Priority	High Priority

Source: City of Surrey Climate Adaptation Plan



REPORT TO COUNCIL

Office of the Chief Administrative Officer



Once priorities have been established, mitigation activities can be identified as in the example below from the Township of Selwyn, ON in Peterborough County:

Township of Selwyn Corporate Action Plan	Timeframe			
	Underway or Complete	Short (1-4 years)	Med (5-9 years)	Long (10+ years)
Buildings				
Strategy 1: Institutionalize energy efficiency and low carbon thinking into the organization				
Implement employee training for energy efficiency		X	X	X
Implement staff behaviour change programs to reduce usage of electricity and heating in day-to-day activities		X	X	X
Establish a policy to consider highest energy efficiency as part of procurement requirements and evaluation		X		
Monitor incentive programs offered through electricity providers and other sources to be leveraged for implementing energy efficiency improvements		X	X	X
GHG Emission Reduction Potential: In-direct GHG reductions				
Strategy 2: Enhance operational efficiency of existing buildings				
Formalize and continue to deliver an equipment preventative maintenance program on an ongoing basis	X	X	X	X
Explore installation of building automation systems to optimize building operations where feasible			X	X
GHG Emission Reduction Potential: 36 tonnes of CO₂e/per year				

Source: Greater Peterborough Area Climate Change Action Plan

As part of some municipal climate adaptation strategies, inventories are conducted on greenhouse gas emissions (GHG) and targets set for their reduction. For small or rural municipalities, this activity may have little direct or attributable impact on local conditions and be too costly to implement; however, it does embrace the principle of all communities doing their part and can support organizational culture change.

Below is an example of a GHG Inventory from the township of Selwyn:

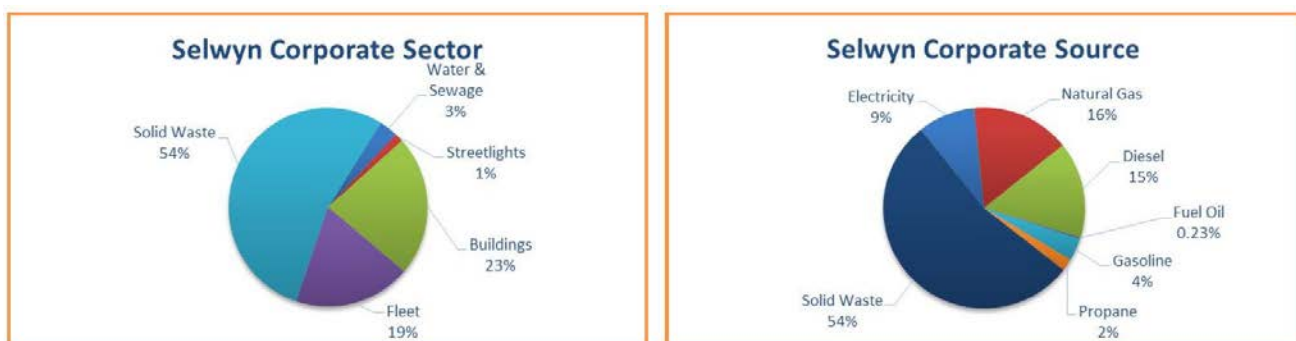


Fig 2. Township of Selwyn Corporate Tonnes CO₂e by Sector and Source

Sector	Emissions (tCO ₂ e)	Source	Emissions (tCO ₂ e)
Buildings	710	Natural Gas	493
Fleet	593	Electricity	288
Water & Sewage	96	Gasoline	113
Streetlighting	42	Diesel	480
Solid Waste	1,668	Propane	61
Total	3,109	Fuel Oil	7
		Solid Waste	1,668
		Total	3,110

(Note: totals are not equal due to rounding)

Source: Greater Peterborough Area Climate Change Action Plan



REPORT TO COUNCIL

Office of the Chief Administrative Officer



Numerous national and provincial guidelines, toolkits and samples of climate change adaptation and mitigation strategies exist, some of which are referenced at the end of this report.

ANALYSIS/DISCUSSION:

For South Frontenac, Council needs to determine the scope and scale of our Climate Change Adaptation and Mitigation strategy. Three general approaches are outlined below, each of which could incorporate the principles represented by the best practices above.

Option 1: Climate Policy Approach

This option would involve formalizing the consideration of climate change implications in our regular activities. A policy would be developed and staff reports would regularly assess the climate change impacts of recommendations. This may result in new approaches to ongoing or required activities; however, it may not establish significant new actions dedicated to climate change mitigation or adaptation.

- Minimal incremental cost
- In-house policy development
- Little if any additional public consultation
- Regular reporting on climate change and environmental implications of operational activities and staff recommendations
- Timeframe to implement: 3-6 months
- Functions as a lens for future actions but may not establish dedicated action items; activities continue to be driven by operational or service delivery requirements.

Option 2: Limited Scope In-house Strategy and Action Plan

This option involves a limited scope strategy document with actions being developed in-house for approval by Council. A small internal task team (staff) would undertake a tabletop risk-assessment resulting in a number of resource-conscious, locally-focused actions. Public consultation could take place through electronic means or in combination with Official Plan consultations.

- Some incremental cost; staff time reallocation
- Annual budget implications for identified actions
- Small internal task team (staff) formed
- In-house risk assessment
- Public consultation through Official Plan process or online
- Timeframe to implement: 6-12 months
- A limited number of dedicated actions established
- Periodic review of the strategy with Township Strategic Plan
- Council can identify whether or not to allocate dedicated funding

Option 3: Large Scope, consultant-supported Strategy & Action Plan

This option is the most comprehensive and would have the greatest impact, but requires assistance from an experienced consultant to facilitate the process, conduct the research, undertake public consultation and data analysis, and author a final document for Council approval. Outcomes and priorities may require new staff resources and/or dedicated budgetary allocations. Monitoring of



REPORT TO COUNCIL

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greenhouse gas emissions (GHG) and/or environmental impacts/benefits of Township activities could be regularly reported and ongoing committee involvement may be required or beneficial. There may be an opportunity to engage the other Frontenac Townships and the County in this process.

- Cost for consultant (\$15,000-\$50,000)
- Steering committee formed including stakeholder representation
 - Conservation Authorities; public
- Dedicated public consultation
- Extensive research and regional climate data analysis
- Robust strategy document, action plan and metrics developed
- Timeframe to implement: 12-18 months+
- Funding allocation for many actions likely required
- Potential for significant staff allocation

Example: See Reference [Barrie Climate Change Adaptation Strategy](#)

Recommendation

Despite being a small, rural municipality with a low population density and relatively low GHG emissions, there are still some areas where Township activity could have an adaptive or mitigating effect on local climate change implications.

Staff anticipates that risks associated with precipitation and flooding, ground water, extreme weather events, temperature and weather effects on agriculture, health and sensitivity of our lakes and forests, and impacts of climate change on township infrastructure to be most pressing in the South Frontenac context.

In an effort to balance the desired positive impacts of a climate change strategy with resources available to the Township, staff recommends a limited scope approach as generally outlined in Option 2 of this section. This would result in a formal strategy with action items that are achievable based on the resources available to the Township.

STRATEGIC PLAN ALIGNMENT:

This report considers the following elements of the Strategic Plan, and aligns with Priority #2: ***Promote and support growth that meets the community's needs while maintaining the integrity of our natural environment***

Mission

- Planning for the future, being proactive and having the capacity to adapt to change;
- Preserving and leveraging the community's natural assets, history and rural lifestyle.
- Recognizing the Township's role in the stewardship of our environment; seeking and taking advantage of practical opportunities to improve and sustain it.

Values

- Environmental Sustainability



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FINANCIAL/STAFFING IMPLICATIONS:

The scope of the Climate Change Adaptation and Mitigation Strategy will impact the financial and human resource requirements for this project and future resource requirements for implementation. These two areas are highlighted below under the recommended Option 2 approach.

Option	Scope/Change	Timeframe	Costs (Plan; Outcomes)	Consultation /Research	Staff Implications	Impact/Benefit
1 Policy Approach	Small; Negligible if any	3-6 months	None; outcomes could impact costs of regular activities	To occur when reviewing regular activities	Negligible	Limited new services or activities; improvements to existing activities likely
2 Limited Scope Strategy and Actions	Limited scope of plan; some new activities possible	6-12 months	Negligible cost associated with public consultation; outcomes will have costs associated, to be considered during budget discussions	Limited; existing data used; in-house risk assessment; small task team; some public feedback through OP process	Reallocation of some existing staff time; reprioritization of certain activities	Some activity changes/new actions; some measurable results
3 Large Scope Strategy and Actions	Large scope; would result in significant additional activities	12-18+ Months	Consultant fees \$15,000-\$50,000; unknown costs for new programs – TBD during budget discussions	Dedicated community consultation facilitated by consultant; Steering Cttee formed and may maintain ongoing involvement	Likely need to reassign staff or bring on new staff resources to oversee projects or new activities	New activities and programs; target-setting and ongoing measurement and reporting on environmental impacts

REFERENCES:

Guides

- [Adapting to Climate Change: A Risk-based Guide for Ontario Municipalities](#)
- [Adapting to Climate Change for Municipalities – Government of Canada](#)
- [Municipal Climate Change Action Plan Guidebook](#)
- [Canadian Communities' Guidebook for Adaptation to Climate Change](#)
- [Climate Change Adaptation Planning: A Handbook for Small Canadian Communities \(Canadian Institute of Planners\)](#)

Municipal Plans

- [City of Barrie Climate Change Adaptation Strategy](#)
- [City of Surrey: Climate Adaptation Strategy](#)
- [City of Thunder Bay Climate Adaptation Strategy](#)
- [City of Waterloo Corporate Climate Change Adaptation Plan](#)
- [Greater Peterborough Area Climate Change Action Plan](#)
- [Kingston Climate Action Plan](#)
- [Town of Canmore Climate Action Plan](#)

Submitted/Approved by:

Neil Carbone, CAO



REPORT TO COUNCIL TREASURY DEPARTMENT



AGENDA DATE: May 19th, 2020

SUBJECT: Appointment of Acting Deputy Treasurer

RECOMMENDATION:

That By-law 2020-26 be approved by Council.

BACKGROUND:

Our current Acting Deputy Treasurer will be leaving us as of May 22nd and it is anticipated that Stephanie Kuca will be returning in January 2021. Emily Caird, our current Executive Assistant to the CAO, will be starting as Acting Deputy Treasurer as of May 25th sharing her time between the two positions. She comes with a strong educational background as well as years of experience in the tasks assigned to her. Procedurally a by-law is required to appoint her to that position in order to grant her the powers of the Treasurer during an absence or illness.

ATTACHMENTS:

None

Prepared by:

Louise Fragnito
Director of Corporate Services & Treasurer

Submitted/approved by:

Neil Carbone
CAO



REPORT TO COUNCIL TREASURY DEPARTMENT



AGENDA DATE: May 19th, 2020

SUBJECT: Sydenham Water Financial Plan 2020-2026

RECOMMENDATION:

That Council approve the attached 2020-2026 Financial Plan for the Sydenham Water system.

BACKGROUND:

In 2014, an updated financial plan for the Sydenham Water system was developed following the introduction of revised rates and to meet the requirements of our license renewal.

Utilities Kingston is preparing our renewal for Drinking Water Works Permit and Municipal Drinking Water License. This renewal requires an updated financial plan which is stipulated under section 3.(1)1 of O.Reg. 453/07.

Under the regulation, the financial plans must:

- Be approved by a resolution that is passed by the council of the municipality
- Be for a period of at least six years
- Make the plan available to the public, including those served by the drinking water system

The attachment labelled Schedule A meets all the requirements for the license renewal and follows a similar format to our annual financial statements that includes amortization and presents transactions related to capital in a different format under tangible capital assets. A second attachment labelled Schedule B presents the operating plan in a format similar to the budget presentation for your reference.

Revenues are being forecasted using the 5 year history as well as the current language in the fee by-law which speaks to a 2% yearly increase.

Expenses have been adjusted based on the 5 year history as well as using the same parameters as our long range financial plan which applies a 2% increase except for insurance and utilities which are applied at 5% and 4% respectively.

This report is presented to meet our license renewal requirements. An open house was originally planned in April to start public discussions on the water system. Although timelines have shifted, it is still our intent to have these discussions.

ATTACHMENTS:

- Schedule A_2020 Sydenham Water Financial Plan - accrual
- Schedule B_2020 Sydenham Water Financial Plan - cash

Prepared by:

Louise Fragnito
Director of Corporate Services & Treasurer

Submitted/approved by:

Neil Carbone
CAO

"Natural, Vibrant and Growing – a Progressive Rural Leader"

**Township of South Frontenac
Statement of Financial Operations - Water**

	2020	2021	2022	2023	2024	2025	2026
Rate revenues	386,809	394,529	402,402	410,429	418,657	426,870	435,247
Rent	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Debt payment from users	14,049	12,773	11,422	9,992	8,479	6,878	5,184
Miscellaneous revenues	18,186	18,549	18,920	19,299	19,685	20,078	20,480
Total Revenues	421,443	428,251	435,144	442,120	449,221	456,227	463,311
Labour/Benefits	6,100	6,222	6,346	6,473	6,603	6,735	6,870
Materials/Supplies	777	793	809	825	841	858	875
Communications	5,544	5,711	5,882	6,059	6,240	6,428	6,620
Utilities	33,428	34,765	36,155	37,602	39,106	40,670	42,297
Professional and Consulting	2,243	2,288	2,334	2,380	2,428	2,476	2,526
Contracted Services	170,200	173,604	177,076	180,618	184,230	187,915	191,673
Insurance	19,136	20,093	21,098	22,153	23,260	24,423	25,644
Total Operating Expenses	237,429	243,476	249,700	256,109	262,709	269,505	276,505
Debt Charges-interest payments	14,049	12,773	11,422	9,992	8,479	6,878	5,184
Amortization Expense	167,423	169,978	172,262	174,662	177,842	179,218	180,254
Total Expenses	418,901	426,226	433,384	440,763	449,030	455,601	461,943
Annual Surplus/(Deficit)	2,542	2,026	1,760	1,357	191	626	1,367

**Township of South Frontenac
Statement of Cash Flow/Cash Receipts - Water**

	2020	2021	2022	2023	2024	2025	2026
Total Revenues	421,443	428,251	435,144	442,120	449,221	456,227	463,311
Cash Paid For							
Operating Costs	237,429	243,476	249,700	256,109	262,709	269,505	276,505
Debt Repayment - interest	14,049	12,773	11,422	9,992	8,479	6,878	5,184
Cash Provided From Operating Transactions	169,965	172,003	174,022	176,018	178,033	179,843	181,622
Capital Transactions							
Acquisition of TCA	10,000	17,000	14,500	120,000	159,000	7,500	7,500
Increase/(Decrease) in Cash Equivalents	159,965	155,003	159,522	56,018	19,033	172,343	174,122
Cash and Cash Equivalents at Beginning Balance	328,487	488,452	643,455	802,977	858,996	878,029	1,050,372
Cash and Cash Equivalents at Ending Balance	488,452	643,455	802,977	858,996	878,029	1,050,372	1,224,494

**Township of South Frontenac
Statement of Financial Position - Water**

	2020	2021	2022	2023	2024	2025	2026
Financial Assets							
Cash	488,452	643,455	802,977	858,996	878,029	1,050,372	1,224,494
Accounts Receivable	342,322	325,840	308,397	289,937	270,400	249,724	227,841
Liabilities							
Debt- Principal Outstanding	342,322	325,840	308,397	289,937	270,400	249,724	227,841
Net Financial Assets	488,452	643,455	802,977	858,996	878,029	1,050,372	1,224,494
Non-Financial Assets							
Tangible Capital Assets	7,454,404	7,301,426	8,135,078	8,238,178	8,273,998	8,121,122	8,120,086
Accumulated Surplus/Deficit	7,942,856	7,944,882	8,938,055	9,097,174	9,152,027	9,171,495	9,344,580
Cash as a % of Net Fixed Assets	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Debt as a % of Net Fixed Assets	70.1%	50.6%	38.4%	33.8%	30.8%	23.8%	18.6%

Sydenham Water Financial Plan 2020-2026

	2019	2020	2021	2022	2023	2024	2025	2026
Rate revenues	378,351	386,809	394,529	402,402	410,429	418,657	426,870	435,247
Government grants	0	0	0	0	0	0	0	0
Rent	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Miscellaneous revenues	17,829	18,186	18,549	18,920	19,299	19,685	20,078	20,480
Transfer from Reserve	140,903	10,000	17,000	14,500	120,000	159,000	7,500	7,500
Total Revenues	539,483	417,394	432,479	438,222	552,128	599,742	456,848	465,627
Labour/Benefits	7,281	6,100	6,222	6,346	6,473	6,603	6,735	6,870
Materials/Supplies	762	777	793	809	825	841	858	875
Communications	5,383	5,544	5,711	5,882	6,059	6,240	6,428	6,620
Utilities	32,142	33,428	34,765	36,155	37,602	39,106	40,670	42,297
Professional and Consulting	2,199	2,243	2,288	2,334	2,380	2,428	2,476	2,526
Contracted Services	166,863	170,200	173,604	177,076	180,618	184,230	187,915	191,673
Insurance	18,225	19,136	20,093	21,098	22,153	23,260	24,423	25,644
Capital Expenses	140,903	10,000	17,000	14,500	120,000	159,000	7,500	7,500
Total Expenses	373,758	247,429	260,476	264,200	376,109	421,709	277,005	284,005
Annual Surplus/(Deficit) to/from reserve	165,725	169,965	172,003	174,022	176,018	178,033	179,843	181,622
Reserve Balance	1,026,314	1,186,280	1,341,283	1,500,805	1,556,823	1,575,856	1,748,200	1,922,321
Accumulated Depreciation	1,956,483	2,121,906	2,287,329	2,452,752	2,618,175	2,783,598	2,949,021	3,114,444



REPORT TO COUNCIL DEVELOPMENT SERVICES DEPARTMENT



AGENDA DATE: May 19, 2020

REPORT DATE: May 12, 2020

SUBJECT: Delegation of Authority for Undisputed Consent Approval to Staff

RECOMMENDATION:

THAT Council pass By-law 2020-27 delegating consent granting approval authority to staff for undisputed consents and validation certificates.

BACKGROUND:

Restrictions such as limiting the size of public gatherings and physical distancing during the COVID 19 Emergency mean that traditional public meetings under the *Planning Act* cannot occur.

There has been an evolving body of legislation and regulations that have applied to applications submitted under the *Planning Act* during the provincial COVID19 state of emergency. The Province issued [O.Reg 149/20](#) on April 15th, 2020. This regulation clarified that for the duration of the Provincial Emergency:

- Municipalities could postpone making decisions on planning applications for the duration of the Provincial Emergency without concern of receiving appeals of non-decisions.
- Virtual public meetings (using software such as Zoom or Webex) are required to be held for planning applications where regulations in the *Planning Act* require a public meeting or hearing; and
- For those municipalities who wish to move applications ahead, the decisions made on planning applications after April 15th, 2020 could take effect following the standard 20 day appeal period.

With the current volume of planning applications received by the Department, staff are actively seeking new ways to move applications ahead.

While it has been Township practice to hold a public meeting for consent (severance) applications, under the *Planning Act* there is no requirement to hold a public meeting for a consent (severance) application. The *Planning Act* requires a notice of application to be circulated to neighbours and agencies, but does not require a public meeting.

Many municipalities across Ontario have delegated the authority for making decisions on straight-forward consent applications to staff. These are applications that meet all applicable policies and have no objections from agencies or the public. This approach is called delegating authority on “undisputed” consents. With this, public meetings are not held for “undisputed” consents and decisions on these applications are made by the Director of Development Services, or the Senior Planner in their absence.

Several municipalities in the Kingston area, including the City of Kingston, the City of Belleville, Loyalist Township and Stone Mill Township follow this practice, meaning they have delegated authority to staff in order to make decisions on straightforward consent applications.

With the volume of applications that will need to be considered by Committee of Adjustment in the coming months, delegating approval to staff for simple, straight-forward applications will allow Committee members to focus on more complex



REPORT TO COUNCIL DEVELOPMENT SERVICES DEPARTMENT



applications that require public meetings under the *Planning Act* (e.g. minor variances) and those which would benefit from a public meeting (disputed consents) once virtual Committee of Adjustment meetings are able to be held.

ANALYSIS/DISCUSSION:

Planning staff have prepared a by-law that Council can consider under Section 54 of the *Planning Act* that proposes to delegate the authority for “undisputed” consent approval and validation certificates.

For the purposes of the by-law a “consent” means:

- An application for the creation of a new lot;
- An application along a common party wall of an existing building provided no minor variances are required;
- An application to create or extend a right-of-way or easement;
- An application to adjust a lot boundary or facilitate a lot addition;
- An application for consent to a power of sale or mortgage;
- An application for consent to a lease in excess of 21 years; and
- An application for validation of title (also known as a validation certificate to confirm ownership).

An “undisputed consent” and “undisputed validation certificate” is a consent/validation certificate application that satisfies all of the following criteria:

- Is consistent with the Provincial Policy Statement (s. 3(5) *Planning Act*);
- Does not require a plan of subdivision for the proper and orderly development of the municipality (s. 53(1) *Planning Act*);
- Conforms with section 51(24) of the *Planning Act*;
- Conforms with the Frontenac County Official Plan;
- Conforms with the South Frontenac Official Plan;
- Complies with the South Frontenac Zoning By-law (or will comply subject to a standard condition of rezoning or minor variance); and
- Has no unresolved objections/concerns raised from agencies or the public.

Undisputed applications are those applications where the application complies with the policy framework, and about which no concerns from technical agencies, the public, a public body or Township staff have been raised that could not be addressed through conditions. “Disputed” consent applications would be forwarded to the Committee of Adjustment for a decision in the regular manner.

Delegation of Consent Authority is ONLY for making a decision on undisputed applications. The delegation does not affect any of the provisions of the *Planning Act* regarding the requirements to provide notice of application, distribution of the decision and appeal rights. Decisions made by staff are still subject to an appeal to LPAT, just the same as the decisions made by the Committee of Adjustment.

Consistent with current Township practice, staff would continue to circulate a notice of application to neighbours and require signs to be posted on the property for 14 days. The notice of application would indicate that comments must be provided in writing or by contacting staff. If an application generates concerns by members of the public or agencies that cannot be addressed by standard conditions, staff will refer the application on to the Committee of Adjustment for a decision. A public



REPORT TO COUNCIL DEVELOPMENT SERVICES DEPARTMENT



meeting will be scheduled and anyone who provided comment on an application would be advised of the date/time of the public meeting.

Development approval processing time can be reduced through the delegation of approval authority to staff for undisputed consents. Delegation of these types of approvals can eliminate two to three weeks from approval timelines, since these applications and associated documentation and presentations no longer have to be prepared and scheduled through the Committee process. Delegating authority to staff can result in improved customer service and lead to internal efficiencies in processing time.

FINANCIAL/STAFFING IMPLICATIONS:

The by-law proposes to delegate the authority to make decisions on “undisputed” consents to the Director of Development Services, and in the Director's absence, to the Senior Planner in the Development Services Department.

Delegating consents to staff would allow for on-going approvals of applications rather than waiting for approvals to occur at one meeting per month. Delegating the authority to staff for straight-forward, undisputed applications also allows the Committee additional time to focus on more complex applications that truly benefit from broader consideration by Committee members.

ATTACHMENTS:

Attachment 1 – Undisputed and Disputed Consent (Severance) Processes

Attachment 2 – By-law 2020-27 - Delegation of Authority for Undisputed Consents (under By-law section of agenda)

Prepared by:

Claire Dodds, Director of Development Services

Submitted/approved by:

Neil Carbone, CAO

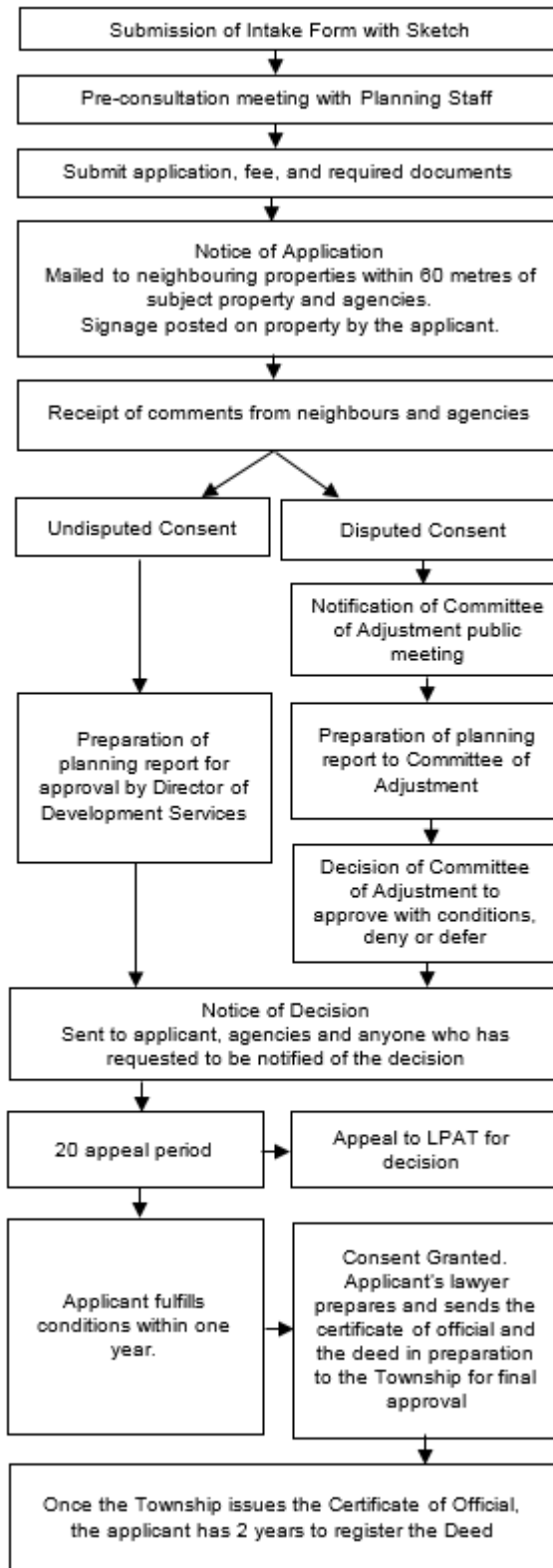


REPORT TO COUNCIL DEVELOPMENT SERVICES DEPARTMENT



Attachment 1:

Undisputed and Disputed Consent (Severance) Processes





REPORT TO COUNCIL

Office of the Chief Administrative Officer



AGENDA DATE: May 19, 2020

SUBJECT: CAO Performance Evaluation Process

RECOMMENDATION:

THAT Council adopt an approach to the CAO's performance appraisal based upon the CAO Performance Evaluation Tool Kit created by the Canadian Association of Municipal Administrators (CAMA), attached as schedule A to this report; and,

THAT Council approve the modified CAO appraisal framework and timeline for 2020 as outlined in this report; and

THAT Council adopt the list of core competencies attached as Schedule B to this report; and,

THAT Council adopt the CAO Performance Appraisal Template attached as Schedule C to this report.

THAT Council appoints Mayor Vandewal and Councillors _____ and _____ to a CAO performance review committee for 2020; and,

BACKGROUND:

For many municipalities, the annual performance evaluation is the key performance indicator of the effectiveness of the CAO's strategic management decisions. While performance monitoring should be an ongoing process involving open communication between a Council and CAO, the annual appraisal provides a formal record of that feedback and evaluation, and documents the CAO's achievement of agreed-upon goals.

The Canadian Association of Municipal Administrators (CAMA) CAO Performance Review Toolkit was developed in collaboration with the Federation of Canadian Municipalities (FCM) and released in 2017. It was designed as a "pick and choose" tool to support municipalities in developing a meaningful CAO evaluation process.

Goal-setting occurs at the start of an evaluation cycle through a conversation between the CAO, Mayor and Council. The conversation gives the CAO an opportunity to identify goals that align with the municipality's strategic priorities and supports the CAO's and organization's success.

The Township's current performance evaluation process is dated and would benefit from a more formal process and timeline, as well as the inclusion of annual performance objectives and core competencies that are relevant to the CAO position.



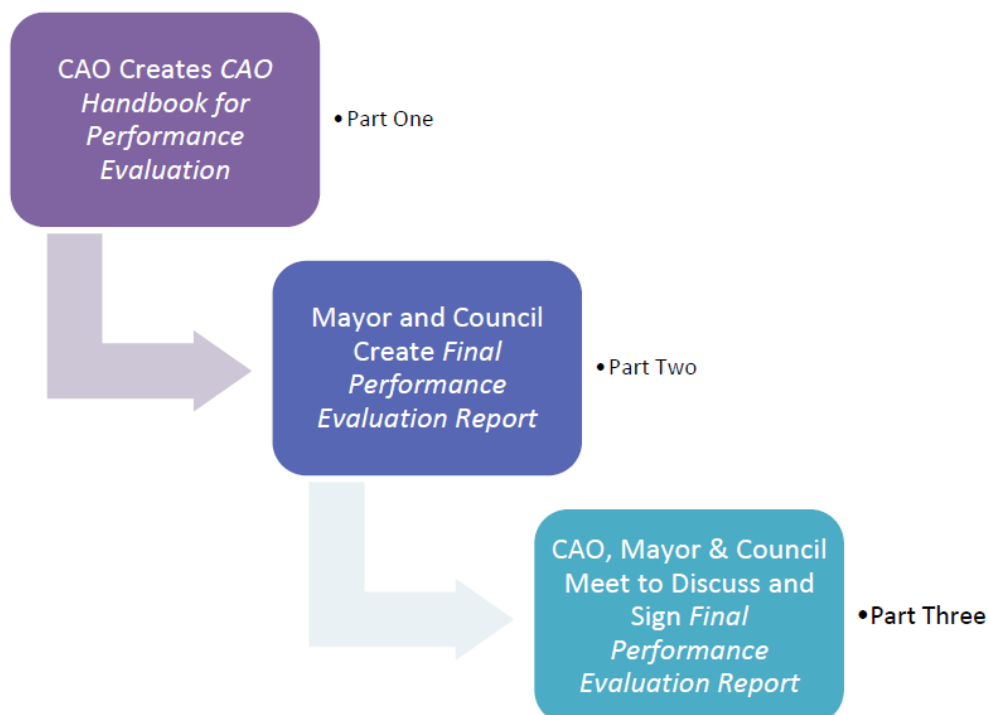
REPORT TO COUNCIL

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DISCUSSION/ANALYSIS:

The CAO is recommending that Council adopt the process outlined in CAMA's tool. On its surface, the CAMA tool kit appears onerous with numerous steps and documentation. Practically speaking however, the process only involves the following three (3) steps:



Current Review Year (2020)

A limited number of short-term objectives were established for the new CAO following his hiring in July of 2019. This was due in part to the start of a new Strategic Plan which would form the basis of future goals and objectives.

Since no formal objectives exist, the first annual performance evaluation for the CAO must be modified somewhat from the CAMA-based process recommended for subsequent years.

In keeping with the principles outlined in the CAMA CAO Performance Review Tool Kit, the CAO recommends the following steps for the upcoming 2020 review:

1. That Council appoint a small committee of between 3 and 5 members of Council including the Mayor to conduct the assessment – (May 19, 2020);
2. The CAO will complete a self-evaluation and create a presentation/package for Council including progress towards established priorities. In the absence of agreed upon objectives, this self-evaluation will be based on short-term objectives from this past year and efforts towards achieving the Township's strategic priorities – (Early June 2020);
3. The CAO Review Committee will meet to conduct its own evaluation based on the same template used by the CAO, and in consideration of the presentation and other information provided by the CAO – (June 2020);



REPORT TO COUNCIL

Office of the Chief Administrative Officer



4. The CAO Review Committee will meet with the rest of Council to review and discuss their evaluation, make adjustments if required, and obtain Council's approval – (Early July 2020);
5. The Committee (or all of Council) will meet with the CAO to provide the review and related feedback before goal setting for the following year – (Mid-July 2020).

PA Template and Core Competencies

For 2020, the CAO is recommending that a version of the performance appraisal template from the CAMA tool kit be used in conducting the evaluation.

The CAMA tool kit recommends that municipalities select a number of core competencies they feel are relevant to the position. Based on the current job description and Council's strategic priorities, the CAO has recommended 13 of the 18 competencies be included (attached).

Future Evaluations

Future evaluations will follow a similar structure as outlined above; however, at the beginning of the year, the CAO shall develop and submit a recommended list of SMART goals and objectives for approval by Council. Progress on these objectives as well as Council's assessment of the CAO's core competencies will form the regular annual review.

FINANCIAL/STAFFING IMPLICATIONS:

None for the purposes of this report. The CAO PA Framework is administered by the CAO and Council directly.

Progression through the steps in the non-union salary grid is contingent upon an annual satisfactory performance appraisal.

ATTACHMENTS:

- Schedule A: CAMA CAO Performance Evaluation Tool Kit
- Schedule B: Recommended Core Competencies for the CAO evaluation
- Schedule C: Example CAO PA Template

Submitted/Approved by:

Neil Carbone
Chief Administrative Officer



CAMA  ACAM

CAO Performance Evaluation Toolkit

A Free Resource Benefiting
Canadian Municipalities.

VERSION 1.0

To access templates and best practices documents related to this Toolkit, please use the links included or visit the CAMA [website](#).

Please note that the reference to “Mayor and Council” in this document also includes Reeves, Chairs, Heads of Council and elected officials.

Please contact us with your questions and comments. CAMA will help connect you with other colleagues.

Contact

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MESSAGE FROM THE CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

It seems like a given, but regular performance evaluation is not always a forethought for CAO and Mayor and Council. Feedback suggests that when it is happening, it is not always used effectively. The Canadian Association of Municipal Administrators (CAMA) recognizes that performance evaluation is a process and not an event. To facilitate the process, CAMA has pulled together performance evaluation practices from municipalities across Canada.

It wouldn't have been possible to create the Toolkit without the support of our members, or the support of the Federation of Canadian Municipalities, and the elected officials who completed our surveys. What we heard was that a CAO Performance Evaluation Toolkit could improve the effectiveness of CAO Performance Management. Survey responders asked us to include standardized templates and sample wording that could easily be adapted to local demographics. They asked us for instructions and guiding principles on proper performance management and evaluation of the CAO.

The Toolkit at your fingertips gives CAOs, Town Managers, and City Managers tools to facilitate discussions with their Mayor and Council so that performance management is fair and effective. Using this Toolkit, the CAO and Mayor and Council can hold open conversations to set clear goals for the successes of the organization and community. For both parties, the Toolkit fosters:

- a foundation for good communication;
- an approach to dialogue and conversation that reduces misunderstandings;
- a process for setting annual work-related goals;
- a shared understanding of performance measures;
- a recognition of the CAO's achievements and assessment of what is being accomplished;
- an identification of performance gaps and proactive measures;
- a focus on aligning the CAO's goals with the strategic plan for the organization.

In addition to our review of sample documents and survey data, a draft of the Toolkit was piloted in early 2016 by members and elected officials. We learned from the pilot project that this compendium of tools assists CAOs to work more effectively with Mayors and Council members to set and reach strategic goals. We think it's a valuable Toolkit, one that will shift Canadian practice to a higher level of professionalism.

It's been an honour to work on this project with the members of the Task Force, our consultants, and our Executive Director. It gave us the opportunity to reflect on the challenges the leaders of Canadian municipalities wrestle with on a daily basis. It gave us an appreciation for the collective wisdom of our membership and for the unique working relationships members have to maintain with elected officials. It is our hope that this Toolkit will assist all of us to achieve our local vision, and create stronger municipalities and communities.



Janice Baker

CAMA CAO Performance Evaluation Project Task Force Chair

CAMA Representative for Ontario

CAO/City Manager for the City of Mississauga, ON

INTRODUCTION

CAMA produced this Toolkit in recognition of the importance of the relationship between the City Manager, Town Manager, or Chief Administrative Officer (CAO) and Mayor and Council. The CAO is the administrative head of the municipality who ensures policies and programs are implemented; advises and informs Mayor and Council about the operation and affairs of the municipality; and carries out the duties described in legislation.¹ The Mayor and Council rely on the CAO to be the connecting link between Council and municipal operations; and to implement the municipality's policies.

For many municipalities, the annual performance evaluation is the key performance indicator of the effectiveness of the CAO's strategic management decisions and actions. CAMA encourages a broader, more holistic understanding of performance conversations, which form part of a process, not an annual event (see [Appendix 1: Principles](#)).

CAMA's CAO Performance Evaluation Project Task Force reviewed input from Canadian municipalities to identify effective sample documents being used across the country today (see [Appendix 2: Survey Results](#)). From these, the Task Force created templates that will assist you in applying your hard work to agreed-upon strategic, operational, and individual goals. CAMA's Toolkit promotes appropriate, positive discussions between the CAO and Mayor and Council that result in better decision-making for the municipality. You'll find that CAMA's recommended performance review process incorporates many of the practices already used throughout municipalities in Canada; but packaged in an easy-to-use kit.

MOST COUNCILS RELY ON THE CAO TO:

- be the connecting link between Council and municipal operations;
- assist Council in arriving at decisions and manage the efficient execution of those decisions by municipal staff;
- develop and use an appropriate decision making process;
- regularly review staff performance;
- maintain organizational health; and
- take all reasonable steps to run the organization professionally and within approved Council policies and the limits of government legislation.

THE VALUE OF PERFORMANCE DISCUSSIONS

Effective performance management and performance evaluation should improve communication and the employment relationship between CAOs and their Councils. This is a unique relationship in that there are a number of people involved in evaluating the performance of the CAO even though Council as a body sets direction. The relationship is significantly more complex than a traditional one-to-one of supervisor to employee. While there may be similarities to Board of Director/Chief Executive Officer relationships, the municipal context has these differences:

- In many cases, provincial legislation sets the basis for the Council/CAO relationship.

¹ City of Grande Prairie. 2011. City Manager Job Description. Grande Prairie: City of Grande Prairie.

- Elected Officials may or may not have prior experience and training in the oversight and performance evaluation of a professional senior executive.
- Municipal compensation systems may provide financial incentives (i.e., an annual bonus) to drive/reward performance.

Both elected officials and municipal CAOs operate under daily scrutiny of the public and the media. Regular performance evaluations promote “a high-performance organization”² that is better able to withstand that scrutiny.

A written performance evaluation provides the CAO, the Mayor and Council with a formal record of their performance conversation and appraisals of the CAO’s achievement of agreed-upon goals, and of the organization’s performance in achieving its goals.

Goal-setting occurs at the start of an evaluation cycle through a conversation between the CAO, Mayor and Council. The conversation gives the CAO an opportunity to identify goals that support his or her career objectives. Aligning the municipality’s strategic goals with the CAO’s goals supports the CAO’s and the organization’s excellence. The review of goals and key results is an important component at the end of the annual evaluation cycle.

THE INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA) STATES THAT THE KEY VALUE OF CONDUCTING CAO PERFORMANCE EVALUATION IS:

... to increase communication between the members of the elected body and the manager concerning the manager’s performance in the accomplishment of their assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year.
ICMA 2013 4

Performance evaluations show appreciation for and feedback on the work of the CAO. Through performance evaluation the CAO better understands the roles and responsibilities of the position. Evaluations:

- offer a prime opportunity for organizational feedback;
- recognize the challenges the CAO faces;
- allow officials to hear about the CAO’s managerial style;
- encourage appreciation for the need for succession planning; and discuss/clarify the future.³

FOR CAOS

This Toolkit empowers CAOs with a process that uses strategies and templates they can share with the Mayor and Council to ensure goals, key results, core competencies, and performance measures are mutually understood.

FOR MAYOR AND COUNCIL

This Toolkit serves to inform Mayor and Council of the value of CAO performance conversations, and to offer a process for them to fairly conduct the performance evaluations.

² ICMA. 2013. Manager Evaluations Handbook. Washington, DC: ICMA. 2.

³ Cuff 2013a. 3

HOW TO USE THIS TOOLKIT

The Toolkit provides a Quick Reference section where you can see at a glance the steps for each of CAMA’s three-part process. The philosophical approach of the narrative and the foundational set of Principles ([Appendix 1](#)) emphasize “positive intent, mutual agreement, quality conversations, and long-term framing” – leading practices for conducting performance evaluations.⁴

The Toolkit is designed as “pick and choose” with a process that includes foundational steps as well as optional steps. You may choose elements to start a process in your organization or pick additional pieces to add to your existing process. The Toolkit provides suggestions on how and when to start the process, and can help organizations build a simple process or a more complex discussion process to suit their local needs. We offer a single performance evaluation template of core competencies (Template 1.6A). You may choose to alter or add to it from Template 1.6B: Alternative Competencies.

The Toolkit can be viewed as a “start to finish how-to guide” or can be used as a quick reference allowing a CAO or Mayor and Council to consider improved practices in any one step in the performance evaluation process.

To facilitate performance conversations, the Toolkit tasks CAOs and Mayor and Council to pick and choose from tools and templates to create deliverables. In the CAO’s case, the deliverable is a handbook for Mayor and Council’s response. In the Mayor and Council’s case, the deliverable is the *Final Performance Evaluation Report*.

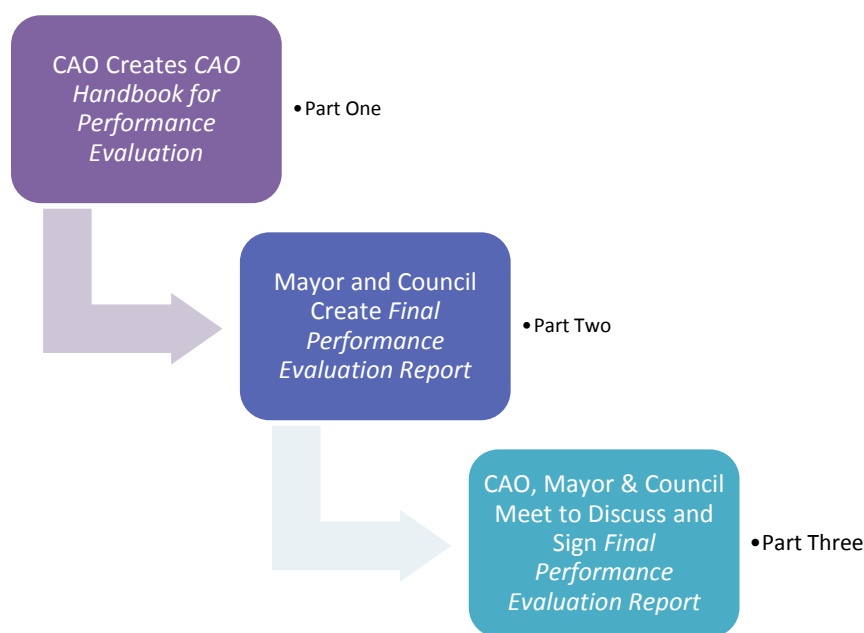


Figure 1: CAMA’s Three-part Performance Evaluation System

⁴ Syme, Gord. 2014 (b) of Conroy Ross describes these four evaluation requirements that promote the long-term success of the municipality.

1. CAO BUILDS A *CAO HANDBOOK FOR PERFORMANCE EVALUATION* TO PRESENT TO MAYOR AND COUNCIL



CAMA recommends that the CAO first read through the Toolkit, templates, and sample documents to determine which tools would work in their municipality. CAOs build a handbook by gathering select elements from the Toolkit and completing templates for Mayor and Council's response. The CAMA Toolkit may be appended as an appendix; and some Council members may choose to add additional elements for the performance evaluation.

[Appendix 3: CAO Process Checklist](#) provides a way for CAOs to identify the chosen elements of this Toolkit and to gather them together into the *CAO Handbook for Performance Evaluation*.

[Handbook Cover Template](#) provides this title page.

MAYOR AND COUNCIL BUILD A *FINAL PERFORMANCE EVALUATION REPORT* TO SHARE WITH THE CAO

During Part 2, the Mayor and Council work through the *CAO Handbook for Performance Evaluation* to prepare a *Final Performance Evaluation Report*.

The Mayor and each Council member complete Template 1.6A: CAO Performance Evaluation. All of the ratings are tallied and comments are grouped into a thematic narrative. All of this information is merged into a single, final document. In many cases, a consultant is hired to prepare the *Final Performance Evaluation Report*. (The fee varies for consultants who are sometimes hired to produce the report).

The [Final Performance Evaluation Report Cover Template](#) provides this title page.

THE CAO, MAYOR AND COUNCIL MEET TO DISCUSS AND SIGN THE *FINAL PERFORMANCE EVALUATION REPORT*

Part 3 involves a joint performance conversation between the CAO, Mayor and Council. The goals are set for the coming year, and each participant signs off on the *Final Performance Evaluation Report*.



1. THE CAO'S PROCESS

CREATING THE *CAO HANDBOOK FOR PERFORMANCE EVALUATION*

Note that your municipality may not have all the elements described in the process, but because this Toolkit is a “pick and choose” model, that is completely fine. Use the elements that you do have, and consider, as you read through, whether you’d like to investigate additional elements for next year. As you work through Part 1, you will collect information into a handbook to give to Mayor and Council for their work in preparing the *Final Performance Evaluation Report* in Part 2. A checklist for your information gathering is provided in [Appendix 3: CAO Process Checklist](#).



1.1 Review Governance Requirements: The CAO gathers and reviews all policies, bylaws, regulations, and acts that relate to or clarify the role of the CAO, or that Council must follow in regard to performance evaluations of their CAO.

1.2 Review Hiring Documents: The CAO gathers and reviews the CAO job description, contract, and covenants (if any).

1.3 Review Goals & Key Results: The CAO gathers and reviews previously agreed-upon strategic goals, key result areas, the strategic plan, and/or Council priorities.

Figure 2: Annual CAMA Performance Evaluation Cycle, Part 1

1.4 Review Core Competencies & Performance Metrics: The CAO gathers and reviews previously agreed-upon core competencies and the performance metrics that are used to rate performance.

1.5 Pull the Data Together: The CAO has completed a review of relevant documents, including any quarterly or periodic reviews.

1.6 Conduct the Self-Assessment: The CAO uses Template 1.6A: Performance Evaluation template to conduct his or her self-assessment prior to the Mayor and Council using the same assessment template for their assessment of the CAO.

2. MAYOR AND COUNCIL'S PROCESS

CREATING THE *FINAL PERFORMANCE EVALUATION REPORT*

Part 2 of the performance evaluation cycle occurs when Mayor and Council have the CAO's *Handbook for Performance Evaluation* in hand.



2.1 Council Receives the CAO's Information Package: The *Handbook for Performance Evaluation* includes all the background/foundational data the CAO gathered as part of the package as well as the CAO's Self-assessment.

2.2 Mayor and Council Organize their Review: The task of gathering and assessing the data involves agreeing on how to get input from all members, whether to designate a committee of Council to lead the exercise and, whether assistance is required from Human Resources or a consultant.

2.3 Using a Template for Performance Evaluation: This is the traditional step of the process wherein Mayor and Council rate the CAO's performance using Template 1.6A: Performance Evaluation.

Figure 3: Annual CAMA Performance Evaluation Cycle, Part 2

2.4: Mayor and Council Discuss their Review of the CAO's Self-assessment – In this step Mayor and Council need to agree on the process for capturing (note taking) agreement on their feedback and developing the *Final Performance Evaluation Report* (rolled up feedback).

2.5: Council Prepares for the Discussion with the CAO – Things to be considered include: the rules of feedback, the purpose and desired outcome of the performance evaluation discussion, and who is chairing the discussion.

2.6: Council Shares the Final Performance Evaluation Report with the CAO – A date is set for discussion.

3. CAO, MAYOR AND COUNCIL MEET TO DISCUSS THE PERFORMANCE EVALUATION REPORT



Figure 4: Annual CAMA Performance Evaluation Cycle, Part 3

3.1: Joint Review of the Final Performance Evaluation Report – The conversation uses constructive feedback to present and discuss the *Final Performance Evaluation Report*. Discussion revolves around the key elements of the Toolkit.

- How well did the CAO's performance align with Council's Strategic Goals?
- What were the overall ratings?
- What discussion arises from the final notes? Are there any themes that emerged?

3.2: Final Review of Proposed New Goals for the CAO - A final review of the proposed Strategic Goals and Key Results for the coming year links the CAO's goals with the municipality's strategic plan/priorities.

3.3: Meet to Sign off on the Final Performance Evaluation Report – The CAO, Mayor and Council sign off on the document.

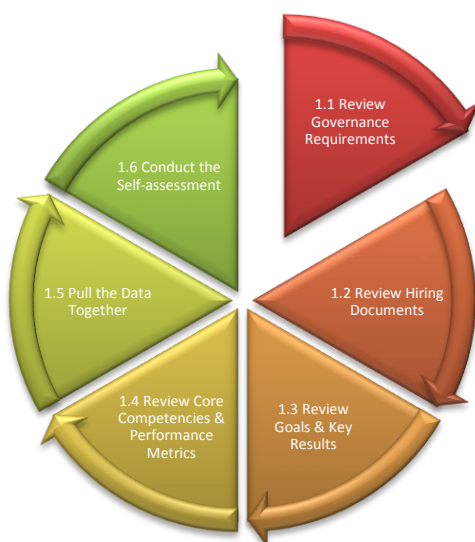
3.4: A New Year – Begin the performance evaluation cycle again.

PART 1: THE CAO'S PROCESS

Creating the *CAO Handbook for Performance Evaluation*

1.1 REVIEW GOVERNANCE REQUIREMENTS

[SAMPLE DOCUMENTS #1: GOVERNANCE DOCUMENTS](#)



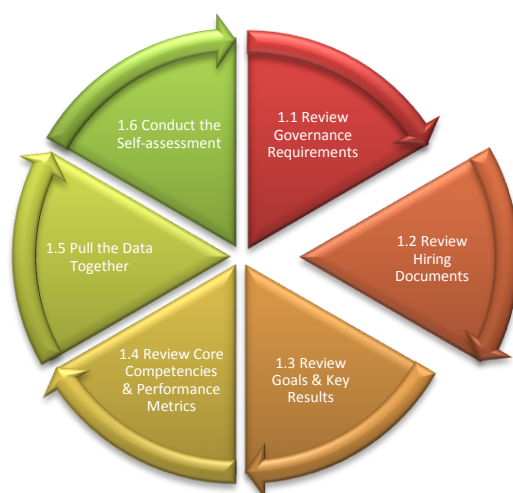
The CAO and Mayor and Council need to become familiar with the existing documents that give the CAO his/her authority and guidance in regard to his/her role. These documents include legislation, municipal policies, and by-laws. Within the *Municipal Government Act* in some provinces, there are Sections variously describing CAO job descriptions, duties, powers, and/or the purpose of performance evaluation and the processes, including timelines, to be used. These are all very important inputs that inform the performance evaluation process.

Some municipalities have created municipal policies that require evaluation of job performance, set the standards by which it will occur, and outline the procedures for how it should occur. For those wishing to formalize the process in policy, *Best Practices Governance Documents* includes a policy that is in place in Alberta.

Some municipalities have created by-laws that establish and define the powers and duties of the CAO. These typically provide clarity as to the corporation's view of the CAO's role and responsibilities. For those municipalities wishing to formalize the powers and duties of the CAO in by-law, *Best Practices Governance Documents* includes a municipal manager by-law that is in place in Alberta.

Some municipalities have identified, through a by-law, that responsibilities and authorities may be delegated by Council to a Municipal Manager. *Best Practices Governance Documents* includes a manager delegations by-law that is in place in Alberta.

1.2 REVIEW HIRING DOCUMENTS



[TEMPLATE 1.2A: JOB DESCRIPTION](#)

[SAMPLE DOCUMENTS #2: FOR HIRING A CAO](#)

One of our survey respondents noted that he/she thought the purpose of the CAO performance evaluation was “To define the true role of the CAO as opposed to the job description.” It is no simple task to recruit and hire a municipal manager who will help take the municipality where it wants to be in five to ten years. For this reason, Template 1.2A: Job Description advocates for the inclusion of strategic roles such as capacity-building, cultivating economic prosperity, building an historic and active community, and other abilities related to providing strong futuristic leadership. The job description should clearly state the CAO’s:

- responsibilities and roles;
- degree of authority;
- general responsibilities to Mayor and Council;
- responsibilities linked to the Strategic Plan; and
- qualifications.

Include a copy of your job description in the *CAO Handbook for Performance Evaluation* you are creating. The job description is a foundational document and will provide topics of conversation between you and Mayor and Council, particularly if it needs to be updated.

Another document to add to the handbook is the employment agreement signed by the CAO, Mayor and Council. You may refer to CAMA’s Model Employee Agreement found in [Sample Documents #2: for Hiring a CAO](#).

“...elected and appointed leadership [need to] strategically work together in an anticipatory fashion to align the municipal organization for success.”

—SURVEY RESPONSES (CAO)

1.3 REVIEW GOALS AND KEY RESULTS



[SAMPLE DOCUMENTS #3: FOR ORGANIZATIONAL IMPROVEMENT](#)

[TEMPLATE 1.3: STRATEGIC PLANNING CHECKLIST](#)

[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE](#)

ADD THE STRATEGIC PLAN/COUNCIL PRIORITIES TO THE HANDBOOK

A municipality's strategic plan is another foundation document the CAO needs to gather and review. If your municipality does not have a strategic plan, then gather information about Council priorities and add these to your handbook.

If you decide to develop a strategic plan, [Template 1.3: Strategic Planning Checklist](#) can provide some assistance, but developing a full three to five year strategic plan is beyond the scope of this Toolkit.

ESTABLISH THE CAO'S GOALS AND KEY RESULTS

At the start of the evaluation cycle, it is important to establish the CAO's goals in a way that aligns them with the strategic goals for Mayor and Council. At the end of the evaluation cycle, the goals are reviewed and revised as necessary. This is true whether a CAO is brand new or has been with the municipality for twenty years. The goals should be achievable within the evaluation cycle.

The Performance Evaluation Template (1.6A) contains space to record a suggested three to five CAO Goals and Key Results. One effective way of setting them is to use the S.M.A.R.T goal concept. A variety of interpretations of the SMART acronym have been used since the 1960s. George T. Doran's interpretation (1981) is often considered to be the foundational one. It is described below.

S	Specific: target a specific area for improvement.
M	Measurable: quantify, or at least suggest, an indicator of progress.
A	Assignable: specify who will do it.
R	Realistic: state what results can realistically be achieved given available resources.
T	Time-related: specify when the result can be achieved. ⁵

⁵ <https://www.projectsmart.co.uk/brief-history-of-smart-goals.php>

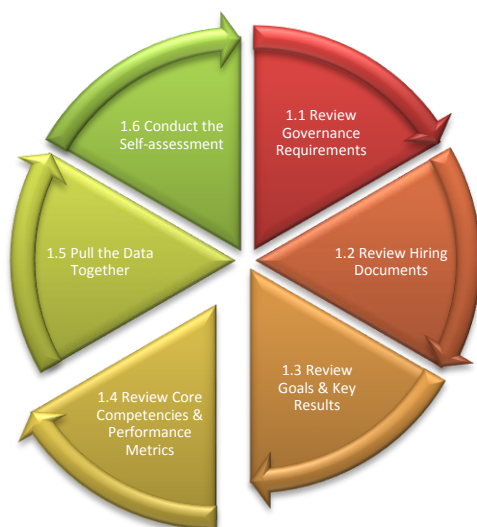
Doran wrote that it was important to note that not every goal needs to have all of the five criteria, and further, that not every goal is measurable. In the example below, you will find definitions and a proposed SMART goal.

	Council's Strategic Goal	CAO's Goals for the Evaluation Year	Key Results for the CAO (SMART Goal)	Performance Metric	Target Completion Date
Definition	Use this space to identify each of the Council's priorities that align with the CAO's goals	Align each goal with Council's priorities.	Each result statement should directly support a strategic priority	Measure the success of results achieved against the goal	
Example	Continue to be an Employer of Choice (focus on leadership)	Build Trust through Council and Staff Relations	<p>Specific target area: trust;</p> <p>Measurable: flow of communication between CAO and Council and between Council and its Committees;</p> <p>Assignable: to the CAO;</p> <p>Realistic results: coordinate and facilitate the flow of information between Council and its Committees;</p> <p>Time-related: one year timeframe/ the fiscal year.</p>	1-5 as noted in Table 2	Fiscal Year

The material provided in the toolkit will go a long way to addressing a number of the challenges that I identified in our process. It is imperative that CAOs and Councils are using a process that everyone sees the value of, and has confidence in.

— SURVEY RESPONSES (CAO)

1.4 REVIEW CORE COMPETENCIES AND PERFORMANCE METRICS



[SAMPLE DOCUMENTS #4: FOR THE ANNUAL PERFORMANCE EVALUATION SCHEDULE](#)

[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE](#)

CORE COMPETENCIES

The core competencies that CAMA is using for its performance evaluation come from ICMA's Practices for Effective Local Government Management (Table 1)⁶. These core management areas form the foundation for Template 1.6A: Performance Evaluation Template. We note, however, that in addition to these core areas, our survey findings and review of member's performance evaluation documents, that there are other competencies used across Canada. These examples are found in Template 1.6B: Alternative Competency Areas. As you build your Performance Evaluation Template, you may consider substituting or adding from Template 1.6B.

Table 1: ICMA's Practices for Effective Local Government Management

CORE MANAGEMENT AREA	DEFINITION
Staff effectiveness	Promoting the development and performance of staff and employees throughout the organization.
Policy facilitation	Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives.
Functional and operational expertise and planning	Ensuring efficient organizational structure and operations.
Citizen service	Determining citizen needs and providing responsive, equitable services to the community.
Performance measurement/management and quality assurance	Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.

⁶ modified from http://icma.org/en/university/about/management_practices

Initiative, risk taking, vision, creativity, and innovation	Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action.
Technological literacy	Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access.
Democratic advocacy and public engagement	Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community.
Inclusion	Creates an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community.
Budgeting	Preparing and administering the budget.
Financial analysis	Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies.
Human resources management	Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives.
Strategic planning	Positioning the organization and the community for events and circumstances that are anticipated in the future.
Advocacy and interpersonal communication	Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest.
Presentation skills	Conveying ideas or information effectively to others
Media relations	Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the media.
Integrity	Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities.
Personal development	Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity.

PERFORMANCE METRICS

Just as each Goal includes a statement about the Key Result that will be achieved if the goal is met, so too does each competency include statements about standards of behaviour for that competency.

For each key result and competency statement, the performance metric scale is from one to five where one is poor and five is excellent. Each CAO (for self-assessment) and elected official (for the final report) will complete this form and all evaluations will be consolidated and shared with Council and with the CAO. Note that for each statement you leave without a score, a value of “3 = Average” will be awarded.

Table 2: Rating Instrument⁷

- 5 = Excellent** (almost always exceeds the performance standard)
4 = Above average (generally exceeds the performance standard)
3 = Average (generally meets the performance standard)
2 = Below average (generally does not meet the performance standard)
1 = Poor (rarely meets the performance standard)

Rank answers from 1 to 5

Any item left blank will be interpreted as a score of “3 = Average”

1.5 PULL THE DATA TOGETHER

[HANDBOOK COVER TEMPLATE](#)



All of the data you have gathered into the *CAO Handbook for Performance Evaluation* will support your final task of completing the Self-assessment. You should gather together any periodic or quarterly reviews and read them over prior to your self-assessment.

⁷ ICMA's City Manager Performance Evaluation Criteria

The same form – Template 1.6A: Performance Evaluation Template – should be used for:

- the CAO Self-assessment;
- the Mayor and Council individual CAO performance evaluations; and
- the *Final Performance Evaluation Report*.

You will need to include your completed Template 1.6A as Self-assessment, and a blank Template 1.6A for the Mayor and Council members to complete.

You can also make the blank Template 1.6A for the Final Evaluation Report available to the consultant or Council sub-committee that will compile all of the evaluations into the final report.

Copy the Handbook Cover Template and all of your gathered information to provide the Mayor and each Council member with the *CAO Handbook for Performance Evaluation*.

“To ensure the organization is moving forward and meeting the expectations of Council from both an operational and strategic perspective. Specifically that the organization is focusing on the right things, Council has confidence in the financial management of the City, service delivery is meeting the needs of the community and customer service is seen as meeting or exceeding community expectations.

— SURVEY RESPONSES (CAO)

1.6 CONDUCT THE SELF-ASSESSMENT



[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE](#)

[TEMPLATE 1.6B: ALTERNATIVE COMPETENCY AREAS](#)

[SAMPLE DOCUMENTS #5: FOR LINKING THE CAO'S EVALUATION TO THE STRATEGIC PLAN](#)

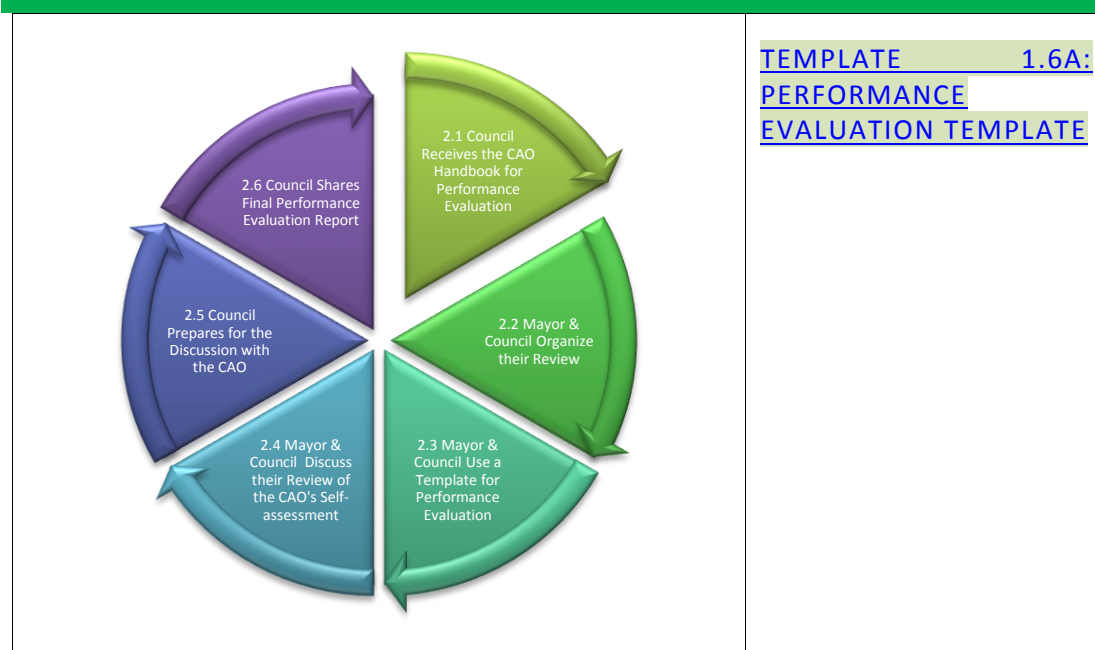
Use Template 1.6A: Performance Evaluation Template for the CAO Self-assessment. If appropriate, use Template 1.6B: Alternative Competency Areas to augment the evaluation components in the evaluation. Sample Documents #5: For Linking the CAO's Evaluation to the Strategic Plan can be used as a way to assess goals and key results.

At the end of the process, when the CAO receives the *Final Performance Evaluation Report* for review, the CAO can extend the self-assessment by comparing personal ratings against those provided by the Mayor and Council.

PART 2: MAYOR AND COUNCIL'S PROCESS

CREATING THE *FINAL PERFORMANCE EVALUATION REPORT*

2.1 COUNCIL RECEIVES THE CAO HANDBOOK FOR PERFORMANCE EVALUATION



The Mayor and each Council member receive the *CAO Handbook for Performance Evaluation*. It includes all of the information gathered by the CAO as pertinent for their evaluation. A copy of this Toolkit is appended. In addition, the CAO's Self-assessment is provided for review, and a blank Template 1.6A: Performance Evaluation Template is provided for completion.

Review the CAO's job description, and any signed agreements between the CAO and Mayor and Council. Do any aspects of these documents need to be changed? Are there any new pieces of legislation or municipal by-laws that have triggered the need for change? In the Self-assessment, how well has the CAO met the Goals and Key Results defined in Table 1: CAO Goals and Key Results Areas for [year] (from Template 1.6A: Performance Evaluation Template)?

Upon review of the handbook, a decision should be reached about whether to go ahead with using Template 1.6A: Performance Evaluation Template as is, or whether to add in or substitute out some other competencies from Template 1.6B: Alternative Competency Areas.

The CAO may wish to meet with the Mayor or the HR Director/consultant to review the *CAO Handbook for Performance Evaluation*.

2.2 MAYOR AND COUNCIL ORGANIZE THEIR REVIEW



[SAMPLE DOCUMENTS #4: FOR THE ANNUAL PERFORMANCE EVALUATION SCHEDULE](#)

Mayor and Council need to determine how to manage the information provided in the *CAO Handbook for Performance Evaluation* and to determine a timeline for all meetings and review periods going forward.

The Mayor and all Council members should be involved in the review. Steps taken at this stage include:

- setting timelines for the completion of Template 1.6A: Performance Evaluation; and
- deciding who will create the Final Evaluation Report;

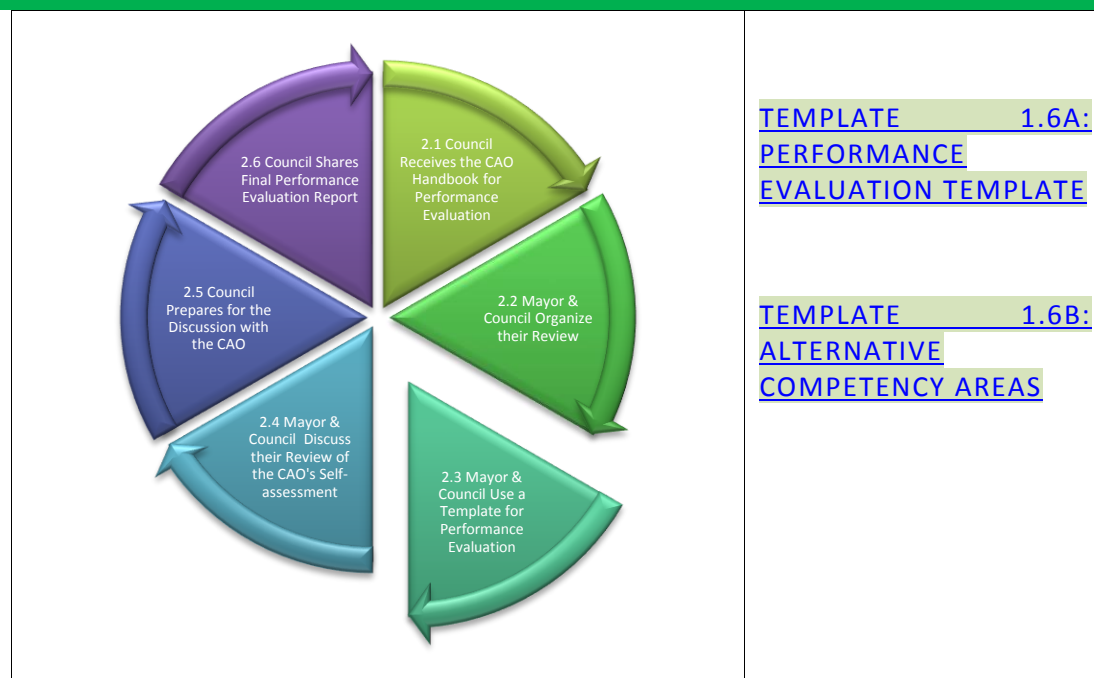
Options that could be considered for those responsible for completing the Final Evaluation Report include:

- the Mayor;
- Council;
- a committee of Council;
- a consultant;
- senior management; or
- a combination of the above.

Council often leans on the HR director because of their expertise. However, because the CAO is an employee of the Mayor and Council, the role of the CAO is unique. The HR department reports to the CAO and would therefore be in an awkward position if asked to manage the CAO's performance evaluation. What seems most appropriate is that the HR director could facilitate the performance evaluation and manage the process, but would not take a role in the content that is developed. Certainly the use of a consultant is widely accepted for facilitating the process. (Note that consultant fees vary.) Performance evaluations take place in executive/closed session.

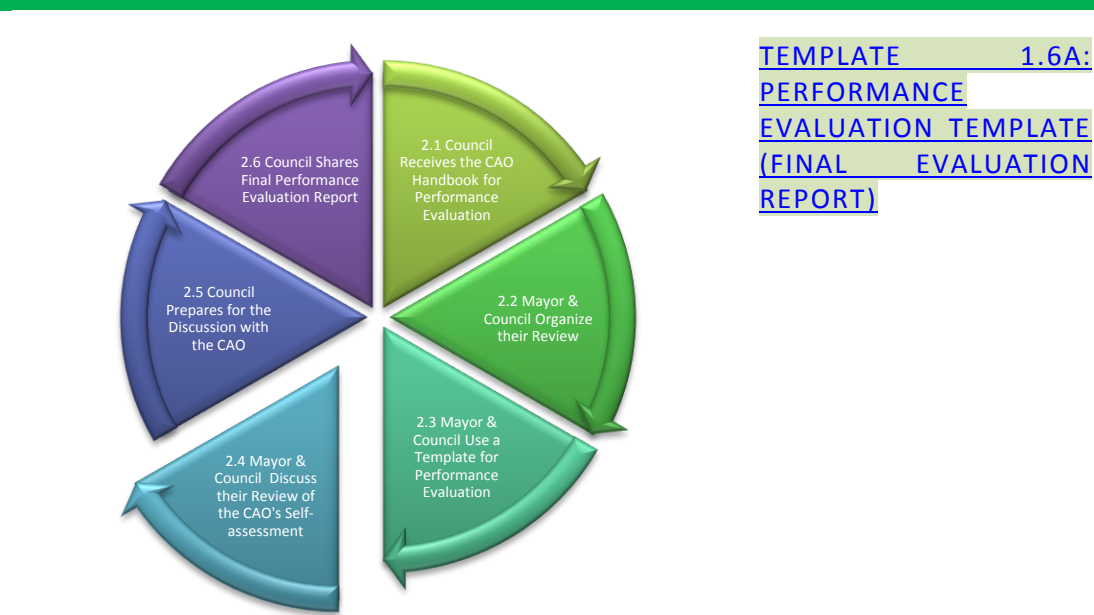
Optional Steps in the Evaluation Cycle (page 26) provides tips for setting up a 360 survey of the CAO, which would include those who report directly to the CAO, and other stakeholders identified by the CAO, and confirmed by Mayor and Council.

2.3 MAYOR AND COUNCIL USE A TEMPLATE FOR PERFORMANCE EVALUATION



This is the traditional step in the performance evaluation process. In addition to reviewing the CAO's Self-assessment, the Mayor and each Council member completes their own copy of Template 1.6A: Performance Evaluation. Each copy is turned over to the committee or consultant responsible for compiling the information into the Final Evaluation Report.

2.4 MAYOR AND COUNCIL DISCUSS THEIR REVIEW OF THE CAO'S SELF-ASSESSMENT



Using Template 1.6A, Council, a Council committee, or a consultant gathers all of the written comments about and ratings for the CAO's Goals, Key Results, and Core Competencies; provides a final score for each category; and ranks the findings. The rankings will show areas of excellence as well as areas for improvement. The written comments are grouped into thematic areas, and appended to the end of the *Final Evaluation Performance Report*.

The Draft Final Evaluation Report and the CAO's Self-assessment are discussed. Any final changes are noted and a few days to a week are allowed for preparation of the *Final Performance Evaluation Report*.

2.5 COUNCIL PREPARES FOR THE DISCUSSION WITH THE CAO



[TEMPLATE 1.6A:
PERFORMANCE
EVALUATION
TEMPLATE \(FINAL
EVALUATION REPORT\)](#)

[SAMPLE DOCUMENTS
#4: FOR THE ANNUAL
PERFORMANCE
EVALUATION SCHEDULE](#)

Mayor and Council decide how feedback will be discussed, how one of a kind comments will be handled, who will chair the performance evaluation conversation, and the purpose and desired outcome of the meeting. The *Final Performance Evaluation Report* is received from the consultant or sub-committee that prepared it.

"Our philosophy is to help him succeed, if he succeeds then staff succeeds; if admin succeeds then Council succeeds."

— Survey Response (Elected Official)

DELIVERING POSITIVE AND CONSTRUCTIVE FEEDBACK IN THE WRITTEN NARRATIVE AND DISCUSSION

It has been said of performance evaluations that when ‘an atmosphere of trust, respect and transparency characterizes the relationship between CAO, Mayor and Council, the CAO’s performance can have a direct and lasting impact on the ability of Council to carry out its mandate.’ That being said, sometimes constructive feedback is necessary, and there are tips to do this effectively. The earlier the better is a good rule. If the feedback did not come with the actual event, and has accrued through the performance evaluation period, then there are some suggestions to keep in mind.

- Don’t use the delivery of the constructive feedback to vent.
- Accentuate the positive. If there is a constructive comment, there must be a positive outcome that is being sought. What is it?
- Ask how the problem originated—it helps to get to the root of the problem.
- Involve the CAO and Mayor and Council in the solution.

For positive feedback, it is equally important to be fair and realistic. As noted in the quote below, too much positive feedback can be deceiving. A better approach is to coach the CAO on the type of appropriate and effective behaviour that could be exercised more often.

A CONSULTANT DESCRIBES AN AVOIDABLE FEEDBACK SCENARIO

[There are a] number of instances wherein I have been called by a Council concerned about its deteriorating relationship to the CAO and yet having just polished off another performance assessment proclaiming that the CAO is soon to walk on water. The CAO is of course stunned by one result/sentiment or the other and most likely both. It is akin to the hockey coach receiving a very positive endorsement just prior to the fateful call (sometimes by the same fellow) announcing that the team in its wisdom felt that a change was needed, hard to fire the team, need a different voice ...

(Cuff, George. FCMC. 2015. Governance Zone: What Results? p. 1)

Maintaining an open communication is important to the success of the municipality. The evaluation should be a conversation between Council and the CAO, not just Council offering their opinions.

— Survey Response (Elected Official)

2.6 COUNCIL SHARES FINAL PERFORMANCE EVALUATION REPORT



[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE \(FINAL EVALUATION REPORT\)](#)

[SAMPLE DOCUMENTS #4: FOR THE ANNUAL PERFORMANCE EVALUATION SCHEDULE](#)

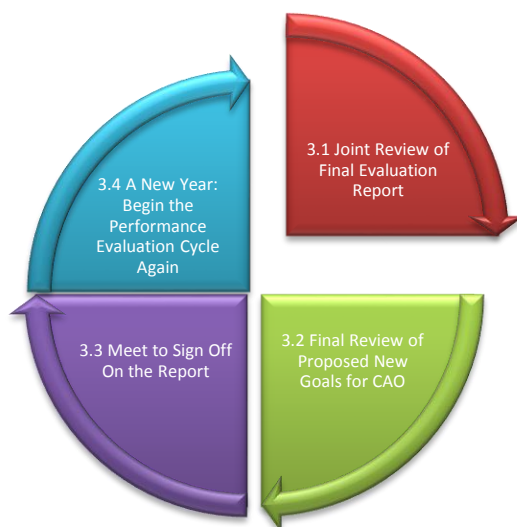
The *Final Performance Evaluation Report* is circulated to all participants. The CAO, Mayor and Council should have time to review the Final Evaluation Report prior to the meeting to discuss it. Some CAOs share the results of the report with their teams, thereby building trust and driving change.

As Mayor (and Chair) of the performance committee, the process was discussed ahead of time with councilors and the CAO. The results of the formal process survey were aggregated and shared with the CAO so that the range of results could be seen. Results where there was significant agreement as well as those areas with a wide range of response were discussed. A cumulative report was filed with opportunity to further discussion.

— SURVEY RESPONSES (MAYOR ON FEEDBACK FOR PERFORMANCE EVALUATIONS)

PART 3: CAO, MAYOR AND COUNCIL MEET TO DISCUSS THE PERFORMANCE EVALUATION

3.1 JOINT REVIEW OF THE *FINAL PERFORMANCE EVALUATION REPORT*



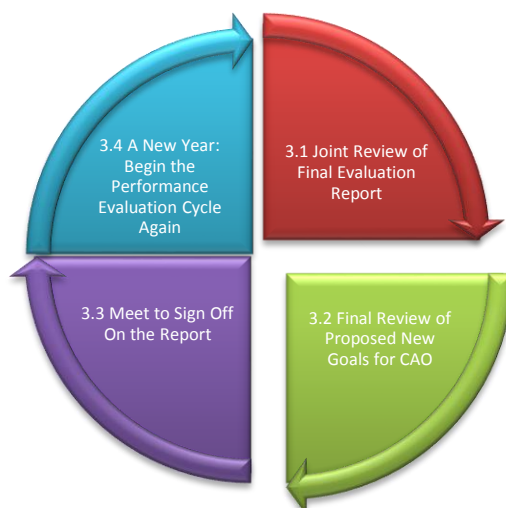
The meeting is essentially a conversation that presents and discusses the *Final Performance Evaluation Report*. Discussion revolves around the key elements of the Toolkit.

- How well did the CAO's performance align with Council's Strategic Goals?
- What were the overall ratings?
- What discussion arises from the final notes? Are there any themes that emerged?

Maintaining an open communication is important to the success of the municipality. The evaluation should be a conversation between Council and the CAO, not just Council offering their opinions.

— SURVEY RESPONSES (ELECTED OFFICIAL)

3.2 MEET TO FINALIZE THE *FINAL PERFORMANCE EVALUATION REPORT*



PROPOSE OTHER GOALS FOR THE COMING YEAR

Template 1.6A: *Final Performance Evaluation Report* leaves room for up to eight strategic goals that are set in Table 1 at the start of the evaluation cycle, and in Table 2 for the close of the evaluation cycle.

Council's Strategic Goal	CAO's Goals for the Evaluation Year	Key Results for the CAO (SMART Goal)	Performance Metric	Target Completion Date
--------------------------	-------------------------------------	---	--------------------	------------------------

Setting Achievable Goals

... a good performance review would [include a] discussion regarding whether or not those goals [from last year] were set in a moment of euphoria (i.e., filling all the potholes) or actually achievable.

(Cuff, George B. 2015 *Governance Zone: What Results?* p. 2)

Certain goals set last year may remain unchanged, as they are ongoing strategic goals for the municipality and therefore the CAO. Other goals may be new, so this is the time to discuss all of the chosen goals for the coming year in light of their:

- appropriateness for the municipality;
- advancing the CAO's professional goals and interests; and
- potential for enhancing the relationships between the CAO, Mayor and Council, staff, stakeholders, and the community.

I have never had a performance evaluation from Council. I have to base my actions going forward on day to day successes I can see myself and staff attain and by trying to determine what goals and actions Council would like to see achieved by listening during their discussions.

— SURVEY RESPONSES (CAO)

3.3 MEET TO SIGN OFF ON THE FINAL PERFORMANCE EVALUATION REPORT

[SAMPLE DOCUMENTS #5:
TOOLS FOR LINKING THE
CAO'S EVALUATION TO THE
STRATEGIC PLAN](#)



- The CAO, Mayor and Council sign off on the document.
- A final review of the proposed Strategic Goals and Key Result Areas for the coming year links the CAO's goals with the municipality's strategic plan/priorities.

3.4 A NEW YEAR



Begin the performance evaluation cycle again.

OPTIONAL STEPS IN THE EVALUATION CYCLE

DEVELOPING A COMPENSATION FRAMEWORK

During discussions about job descriptions, hiring, and performance evaluation, a compensation framework can be developed. Use the [Compensation Options Template](#), which provides options from ICMA's Employment Agreement.

When the Mayor and Council meet to discuss the Final Evaluation Report, they may use the time to decide upon compensation. The Final Evaluation Report identifies the level of performance satisfaction for the entire performance period. In addition to the ratings and executive summary of the Final Evaluation Report, compensation decisions may be based on:

- the economic climate of the municipality and community;
- the general status of comparable compensation in the private sector of the community;
- compensation decisions for other employees of the local government; and
- a comparative salary review.

SETTING UP QUARTERLY REVIEWS

The importance of regular conversations or “check-ins” cannot be overstated. Building solid, respectful working relationships will advance everyone's interests and avoid having surprises arise over the course of the year and specifically at year-end. Regular performance conversations make it easier to link compensation to performance at the year-end performance evaluation.

Some municipalities set up quarterly reviews for a more formal approach to “checking in,” which gives the opportunity to review/change goal that is no longer achievable due to new circumstances.

SURVEYING STAKEHOLDERS

Whether the municipality is small, medium, or large, there are components of performance evaluations that can elevate their effectiveness, such as a survey of stakeholders. Stakeholders include executive officers who report directly to the CAO and stakeholders identified by the CAO, and confirmed by Mayor and Council.

The review provides valuable information on how results are achieved and how the community perceives both the CAO and the municipality. Some evaluations call for a 30-minute interview with all stakeholders except for those stakeholders who provide feedback online. Conducting performance evaluations holds all those involved to professional standards and builds a community within the organization because all stakeholders involved are asked for input. This includes staff who report to the CAO, stakeholders who work with the CAO, and Mayor and Council. All participants in the Survey of Stakeholders must be assured that their input is confidential and that the results of interviews and surveys will be scrubbed to be non-attributable.

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APPENDIX 1: PRINCIPLES

ACHIEVING STANDARDS OF EXCELLENCE

PROFESSIONAL CHIEF ADMINISTRATIVE OFFICERS ARE ESSENTIAL FOR EFFECTIVE LOCAL GOVERNMENT TO OPERATE WITH STANDARDS OF EXCELLENCE.

VALUING EMPLOYEE RELATIONS

CAO PERFORMANCE EVALUATIONS ARE A WAY FOR MAYOR AND COUNCIL TO RECOGNIZE, APPRECIATE, AND EVALUATE THEIR RELATIONSHIP WITH THEIR EMPLOYEE.

Mayor and Council may change more often than the CAO, so the performance evaluations offer a way to ensure all involved have clearly outlined understandings and expectations for the CAO. The best time to make those expectations known is during the annual evaluation.

Performance evaluations, when there is a good relationship between the CAO and the Mayor and Council, allow for a discussion about the performance of the whole organization. The performance evaluations are a tool to better inform and engage Mayor and Council with the CAO's work, and to recognize the challenges the CAO faces. In gaining such an understanding, Mayor and Council can better appreciate the effectiveness of the CAO's work, and determine ways to strengthen their support of this work.

The relationship between Mayor and Council and the CAO ought to be front and centre in any performance evaluation. Positive relationships, marked by respect, trust, and transparency will advance the achievement of organizational goals.

CONTINUOUS IMPROVEMENT TOWARD ACHIEVING ORGANIZATIONAL GOALS

THE FOUNDATION OF A PERFORMANCE MANAGEMENT SYSTEM ALIGNS GOALS AND EXPECTATIONS FOR THE CAO WITH OVERALL ORGANIZATIONAL STRATEGIES.

High performance organizations promote continuous improvement for the CAO and the organization, empowering both to achieve success. As long-term outcomes come within reach, standards of excellence can be redefined.

In some provinces the first goal is to meet legislative requirements that Council conduct regular CAO performance evaluations. Many jurisdictions have policies and bylaws in place that describe responsibilities and expectations towards performance evaluation of CAOs. Performance evaluation is a tool for organizational excellence. Legislative context enriches the process and provides additional tools in the toolbox that are specific to provincial and civic jurisdictions.

EFFECTIVE, ONGOING COMMUNICATION

POSITIVE WORKING RELATIONSHIPS ARE BUILT AND MAINTAINED WITH EFFECTIVE, ONGOING COMMUNICATION.

Communication is one tool in the working relationship between manager and elected officials and is NOT a report card that is an end in itself. With ongoing communication between the manager and officials, nothing in the performance evaluation should come as a surprise; it should be a summary of previously held conversations.

The performance evaluation is also an opportunity for the Mayor and Council to better define their vision and their expectations.

PERFORMANCE EVALUATION IS A PROCESS

PERFORMANCE EVALUATION IS A PROCESS THAT BEGINS WITH A JOB DESCRIPTION.

CAMA's Toolkit divides the process into three cycles. Part 1 involves six steps of gathering information and preparing the *CAO Handbook for Performance Evaluation*. Part 2 involves six steps for creating the *Final Performance Evaluation Report*, and Part 3 has four steps for reviewing the *Final Performance Evaluation Report*.

APPENDIX 2: SURVEY RESULTS

In the Fall of 2014, CAMA distributed a survey to its membership to better understand the current state of performance management. Responses were received from 82 CAOs. Survey highlights are as follows.

- 79% of CAOs have a formal performance management process.
- 61% of CAOs have annual goals and objectives.
- Only 5% of newly hired CAOs had clear performance expectations when they were hired.
- 95% said the main purpose of the performance evaluation was to identify areas for improvement, followed by 87% for positive feedback.

Only 30% of CAOs strongly agreed that they are rated on actual results. After the CAMA task force completed the CAO survey and analysis of the results, a similar survey was distributed to Elected Officials with the support and co-operation of the Federation of Canadian Municipalities (FCM). The survey was sent to the FCM members and there were 114 random responses. The survey highlights from Elected Officials are as follows.

- 89% conduct CAO performance evaluations.
- 76% report that all members of Council participate.
- 67% have a formal process however, less than half completely follow their own process.
- Only 43% felt well prepared for the process.
- 44% had templates that were described as very helpful.
- 69% set goals and objectives for CAO performance however, 42% say Council and the CAO don't have to agree to the performance indicators.
- 65% responded that CAO goals are linked or strongly linked to Councils strategic plan, goals and priorities.
- 76% indicate that feedback is provided in a constructive manner.

Based on the responses received, it was clear there was an opportunity for CAMA to take a lead role in this matter and establish a performance evaluation system for CAOs and Mayor and Council. Survey responses indicated this system should include standardized templates and sample wording that could easily be adapted to local demographics as well as instructions and guiding principles on proper performance management and performance evaluation of the CAO.

APPENDIX 3: CAO PROCESS CHECKLIST

Recommendations for CAO Performance Evaluation

Initial where appropriate, Complete with Dates as Required, and Circle as Necessary.

For the Year:		Date:
Part 1: CAO Gathers information to create the CAO Handbook for Performance Evaluation		
Review Governance Requirements	Located at: [url]	Attached
Relevant Documents:		
Review Job Description & Employment Agreement	Located at: [url]	Attached
Relevant Documents:		
Set Goals:		
Do the Goals align with the Strategic Plan?	Yes	No
List of Goals:		

Set Date for Strategic Plan Review	Date and time: Place:	Attendees:
CAO Self-assessment and Mayor and Council Performance Evaluation is based on Template 1.6A: Performance Evaluation	Yes	No
Alternative Competencies to be added from Template 1.6B:		
Confirm the rating instrument meets our needs	Yes	No
Action to take:		
Self-assessment To be completed by: (date)	Yes	No
Mayor and Council Evaluation Timelines are set These timelines are as follows:	Yes	No

Part 2: Mayor and Council Compile the <i>Final Performance Evaluation Report</i>		
The following people will form the sub-committee to compile the evaluations into a single <i>Final Performance Evaluation Report</i> :		
<i>Final Performance Evaluation Report</i> is compiled	Date:	By:
CAO, Mayor and Council review Final Evaluation Report	Date from:	End Date:
Part 3: CAO, Mayor and Council meet to Discuss the Performance Evaluation		
Joint review of the Final Report	Date and Time: Place:	Attended by:
Joint Setting of Goals	Date and Time: Place:	Attended by:
Goals Set for [Year]		

ACKNOWLEDGEMENTS

CAMA CAO Performance Evaluation Project Task Force

Chair

Janice Baker (CAMA Representative for Ontario and CAO/City Manager for the City of Mississauga, ON)

Members

Don MacLellan, CAMA Past President, General Manager of Community Safety Services, City of Moncton, NB

Robert Hughes, CAMA Past President & CAO for the Town of Stratford, PEI

Scott Barton, CAMA Member/CAO for the Town of Raymond, AB

Patrick Draper, Retired Member

Jason Gariepy (Retired Member)

Donald Hrynyk (Retired Member)

Administration

Project Supervisor, Jennifer Goodine, Executive Director, CAMA

Writer, Nancy Mackenzie, Bronze Horse Communications

PERMISSIONS

CAMA gratefully acknowledges support and permissions from the following municipalities and association for use of sample forms and templates used for performance evaluation purposes.

City of Calgary (Alberta Government)	County of Grande Prairie
City of Grande Prairie	Municipality of Jasper
City of Mississauga	Town of Beaumont
City of Moose Jaw	Town of Canmore
City of St. Albert	Town of Essex
City of Summerside	Town of Olds
Comox Valley Regional District	Town of Torbay
Conroy Ross	Town of White City
County of Elgin	International City/Council Management Association (ICMA)

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Every effort has been made to provide proper acknowledgement of original sources. If errors or omissions are identified, please notify CAMA so appropriate action can be taken.



SAMPLE FINAL EVALUATION REPORT

FOLLOWING IS A SAMPLE FINAL EVALUATION REPORT FOR THE ELECTED OFFICIALS WHEN COMPLETING THE CAO'S PERFORMANCE EVALUATION. THE CAO WILL ALSO COMPLETE THE SAME FORM SEPARATELY AND SUBMIT IT TO COUNCIL PRIOR TO THEM COMPLETING THEIR EVALUATION. THE HEAD OF COUNCIL AND COUNCILLORS WILL ALSO COMPLETE THIS TEMPLATE SEPARATELY AND THEN THE FINAL EVALUATION REPORT IS COMPLETED AND PRESENTED TO THE CAO.

THIS TEMPLATE ALSO INCLUDES THE CAO'S COMMENTS IN RESPONSE TO COUNCIL'S EVALUATION. OTHER COMPETENCIES ARE AVAILABLE ON TEMPLATE 1.6B AND SHOULD BE AGREED UPON PRIOR TO THE BEGINNING OF THE EVALUATION PROCESS.

PLEASE MODIFY IT TO SUIT YOUR MUNICIPALITY'S REQUIREMENTS.

TEMPLATE 1.6A PERFORMANCE EVALUATION TEMPLATE FOR:

- CAO SELF-ASSESSMENT;
- MAYOR AND COUNCIL; OR (PLEASE CIRCLE USAGE)
- **FINAL PERFORMANCE EVALUATION REPORT**

CAO PERFORMANCE EVALUATION

Municipality of:

Name of CAO:

Evaluation Period: to .

Name of Elected Official:

This form is to be completed by the Mayor and each member of the Council and returned to: _____

The CAO may also complete the form as self-evaluation.

Due date: _____ Evaluations will be consolidated with any other gathered evaluation data and included on the agenda for discussion on [date of working session].

Mayor's signature

CAO's signature

Date

Date

Elected Official's Signature

Date

Instructions for using the Rating Instrument:

This Performance Evaluation contains sixteen performance competency areas. Each competency includes statements about standards of behaviour for that competency. For each statement, use the scale below to show your rating of the CAO's performance. Each elected official will complete this form and all evaluations will be consolidated into a final report, which will be shared with Council and with the CAO. Note that for each statement you leave without a score, a value of "3: Average" will be awarded.

In addition to the ranking sections, there is space for written comments. If using handwriting, please ensure that handwriting is legible.

Rating Instrument¹

Rank answers from 1 to 5 (Any item left blank will be interpreted as a score of “3 = Average”)

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (generally does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

¹ ICMA's City Manager Performance Evaluation Criteria

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

LINKING COUNCIL'S STRATEGIC GOALS WITH THE CAO'S GOALS

As noted in the Toolkit, goal-setting occurs at the start of an evaluation cycle through a conversation between the CAO, Mayor and Council. The conversation gives the CAO an opportunity to identify goals that support his or her career objectives. Aligning the municipality's strategic goals with the CAO's goals supports the CAO's and the organization's excellence. The review of goals and key results is an important component at the end of the annual evaluation cycle. You should identify these goals (Council and CAO) and performance metrics below.

At the beginning of this term-year, the following Goals and Key Results Areas were identified by the CAO, Mayor and Council for the evaluation year. At the end of this form, there is space to note the new goals and results areas for the coming year.

Table 1: CAO Goals and Key Results Areas for [year]

Council's Strategic Goal	CAO's Goals for the Evaluation Year	Key Results Area for the CAO	Performance Metric	Target Completion Date
Use this space to identify each of the Council's priorities that align with the CAO's goals	Align each goal with the Council's priorities.	Each result statement should directly support a strategic priority	Measure the success of results achieved against the goal	
Maintain roads in top condition.	Develop an Asset Management Plan which includes road infrastructure.	Council adopts strict financial policies for the Capital Budget to ensure a % go to existing assets before.	Investment in roads is consistent with Council adopted policy in Capital budget and results in "X" lane km of roads paved during construction season.	Fall
Invest in Neighbourhood Parks.	Complete inventory of Neighbourhood Parks and required upgrades.	Council adopts Neighbourhood Park Plans.	"X" number of Neighbourhood Parks are upgraded each year.	Fall
Reduce worker compensation costs.	Safety will be a priority of each Department.	CAO and Directors attend every safety meeting and discuss safety at every Directors meeting.	A % reduction in loss time injuries and property damage.	Fall
Seek funding from other levels of Government for City priorities.	Government relations will become a function of the CAO's Office	CAO's office will hire a Government Relations specialist and develop a strategy to lobby other levels of Government.	Funding from other levels of Government will increase by 10% annually.	Fall
Our community will be an affordable place to live.	The annual budget will be capped at its current level.	Every Department will participate in a Corporate LEAN Program.	There will be no increase in the annual Operating Budget.	Fall

5 = Excellent
4 = Above average
3 = Average
2 = Below average
1 = Poor

Citizen satisfaction will increase.	The City will conduct quarterly surveys of citizens to measure satisfaction.	All staff will undertake customer service training including senior management and survey results will be shared with all staff.	Each quarterly survey will improve.	Quarterly
The City will have a vibrant downtown.	The City will create a downtown revitalization plan.	A joint committee of stakeholders will be created to oversee a new downtown plan.	Funds will be allotted in the capital budget for downtown projects.	Fall
The City will have better air service at the airport.	The CAO's office will appoint a senior Director to be a liaison to the Airport General Manager and Board of Directors.	Staff will personally assist the Airport General Manager in lobby efforts for better air service and be a partner in bringing new air service to our community.	New air carriers and/or new routes will be added to the airport.	Ongoing

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

STAFF EFFECTIVENESS

PROMOTES THE DEVELOPMENT AND PERFORMANCE OF STAFF AND EMPLOYEES THROUGHOUT THE ORGANIZATION

- | | | |
|---|----------------------------|---|
| 4 | Coaching/Mentoring: | Provides direction, support, and feedback to enable others to meet their full potential. |
| 4 | Coaching/Mentoring: | Exercises knowledge of feedback techniques, ability to assess performance and identify others' developmental needs to coach and mentor staff and employees throughout the organization. |
| 5 | Team Leadership: | Facilitates and leads teamwork by demonstrating ability to direct and coordinate group efforts. |
| 5 | Empowerment: | Creates a work environment that encourages responsibility and decision-making at all organizational levels by sharing authority and removing barriers to creativity. |
| 4 | Delegating: | Assigns responsibility to others by defining expectations, providing direction and support, and evaluating results. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

CAO is viewed as a strong leader who delegates tasks appropriately. We do have a few concerns in some areas that we will discuss with you privately.

Rating: Add the ratings and enter subtotal $22 \div 5 = 4.4$ score for this component.

CAO's Comments:

I appreciate the positive endorsement of my staff. I look forward to discussing specifics as I too have some concerns in some Departments.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

POLICY FACILITATION

HELPS ELECTED OFFICIALS AND OTHER COMMUNITY ACTORS IDENTIFY, WORK TOWARD,
 AND ACHIEVE COMMON GOALS

- | | | |
|---|--|--|
| 3 | Facilitative Leadership: | Builds cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them. |
| 3 | Facilitative Leadership: | Recognizes interdependent relationships and multiple causes of community issues and anticipates the consequences of policy decisions. |
| 4 | Facilitating Council Effectiveness: | Helps elected officials develop a policy agenda that can be implemented effectively and that serves the best interest of the community (requires knowledge of role/authority relationships between elected and appointed officials). |
| 4 | Facilitating Council Effectiveness: | Demonstrates skill in responsibly following the lead of others when appropriate, and communicating sound information and recommendations when appropriate. |
| 3 | Mediation/Negotiation: | Acts as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques). |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We feel you should develop more and better relationships with the leaders of various community organizations. You have good facilitation skills and once you have strengthened these relationships we feel good results will occur.

Rating: Add the ratings and enter subtotal $17 \div 5 = 3.4$ score for this component.

CAO's Comments:

I recognize the value in building relationships with various community leaders and I will make this one of my personal goals for the coming year.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING

(REQUIRES KNOWLEDGE OF SERVICE AREAS AND DELIVERY OPTIONS)

- | | | |
|---|--|---|
| 4 | Functional/Operational Expertise: | Understands the basic principles of service delivery in functional areas such as public safety, community and economic development, human and social services, administrative services, and public works. |
| 4 | Operational Planning: | Anticipates future needs. |
| 4 | Operational Planning: | Organizes work operations and establishes timetables for work units or projects |
| 4 | Operational Planning: | Demonstrates knowledge of technological advances, trends, and changing standards. |
| 4 | Operational Planning: | Predicts the impact of service delivery decisions. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council feels you have a good feel for all aspects of municipal operations. We are satisfied with the efforts to have a well-run organization.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

I am fortunate to have many experiences in various aspects of municipal organizations. These have served me well.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

SERVICE DELIVERY MANAGEMENT

MAINTAINS A CONSISTENTLY HIGH LEVEL OF QUALITY IN STAFF WORK, OPERATIONAL PROCEDURES, AND SERVICE DELIVERY

3	Citizen Services	Is an effective ambassador for the municipality by speaking at conferences and community events as requested.
3	Citizen Services	Supports Council in developing plans and initiatives to promote and serve community interests.
3	Performance Measurement	Enhance performance measurement and improve the overall quality and accuracy of performance measures in the business plan.
3	Performance Management	Develops leaders through regular coaching, career planning and proactive performance management.
3	Quality Assurance	Ensures actions taken and results achieved are consistent with the values and environment desired by municipal residents.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council feels you would be an effective ambassador for the municipality if you were more visible in the community and among your colleagues. We feel the organization should have better metrics to measure our performance against comparable communities. Unfortunately, we are not aware of your personal efforts to develop your staff and perhaps we should be.

Rating: Add the ratings and enter subtotal $15 \div 5 = 3$ score for this component.

CAO's Comments:

These are all fair comments. I will work to develop my relationships in the community, and I know this will help me be more effective in developing plans for our community. As always, I work to help my staff grow and develop and I will share my efforts with Council in the future.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

STRATEGIC LEADERSHIP

SETS AN EXAMPLE THAT URGES THE ORGANIZATION AND THE COMMUNITY TOWARD EXPERIMENTATION, CHANGE, CREATIVE PROBLEM SOLVING, AND PROMPT ACTION

- | | | |
|---|--------------------------------|--|
| 4 | Initiative/Risk Taking: | Demonstrates a personal orientation toward action and accepting responsibility for the results; resists the status quo and removes stumbling blocks that delay progress toward goals. |
| 3 | Vision: | Conceptualizes an ideal future state and communicates it to the organization and the community. |
| 4 | Creativity: | Applies existing ideas and practices to new situations. |
| 4 | Innovation: | Develops new ideas or practices. |
| 4 | Technological Literacy: | Demonstrates an understanding of information technology and ensures that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We like your forward thinking style and encourage you to bring your ideas to Council more often. As you grow and develop your community relationships, we expect more ideas to come forth. We like to think we are a supportive group and open to new ideas and the risks that go with them.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

I like to encourage risk taking and innovation in what we do but it's important that Council support our staff even when things don't go well. One bad experience with Council can shut down staff ideas in a hurry.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

DEMOCRATIC ADVOCACY AND CITIZEN PARTICIPATION

DEMONSTRATES A COMMITMENT TO DEMOCRATIC PRINCIPLES BY RESPECTING ELECTED OFFICIALS, COMMUNITY INTEREST GROUPS, AND THE DECISION-MAKING PROCESS

- | | | |
|---|-------------------------------|--|
| 5 | Democratic Advocacy: | Fosters the values and integrity of representative government and local democracy through action and example. |
| 4 | Democratic Advocacy: | Ensures the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations). |
| 4 | Citizen Participation: | Recognizes the right of citizens to influence local decisions and promote active citizen involvement in local governance. |
| 3 | Citizen Participation: | Acquires knowledge of the social, economic, and political history of the community. |
| 3 | Citizen Participation: | Educates citizens about local government. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council believes you project a very positive and respectful demeanor towards City Council and officials of Provincial and Federal Government. We believe we have much to do on City engagement and strategic communications. We would like you to focus some of your time in these areas.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

I will undertake a review of our communications and citizen engagement. I realize the traditional methods of engagement and communication no longer work.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

DIVERSITY

UNDERSTANDS AND VALUES THE DIFFERENCES AMONG INDIVIDUALS AND FOSTERS THESE VALUES THROUGHOUT THE ORGANIZATION AND COMMUNITY

3	Mutual Respect:	Attracts, retains and develops a talented and diverse labour pool
5	Mutual Respect:	Sustains a respectful workplace
4	Mutual Respect:	Build alignment and engagement among employees and teams
5	Adaptability:	Strategically plans and initiates long term goals and changes to ensure the organization is responsive to a diverse range of needs and situations.
3	Communications:	Effectively exchanges (obtains and transmits) information, in a variety of mediums, for diverse audiences

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We do not believe our workforce reflects the diversity of our community. We believe we require a recruitment strategy that targets underrepresented groups in our workforce. We would also like to see more use of social media tools in our communications.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

I agree changes are required if we want to diversify our workforce. This will not happen overnight but we can make changes now for the future. I have to admit I am not up to speed on our latest technology, but I will ask Communications to assist me and Council in the use of all of the new tools that are available.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

BUDGETING

PREPARES AND ADMINISTERS THE BUDGET

- | | | |
|---|-------------------------------|---|
| 5 | Fiscal Management: | Prepares a balanced budget to provide services at a level directed by council. |
| 5 | Fiscal Management: | Promotes fiscal discipline and accountability. |
| 5 | Fiscal Management: | Protects organizational funds and assets. |
| 5 | Implements the Budget: | Ensures proper processes are in place for capital budget priority setting, the maintenance and funding of critical infrastructure, and identification of funding gaps |
| 5 | Fiscal Management: | Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We give you and your staff top marks for financial management. While we sometimes get frustrated with the limited flexibility in our budgets, we will continue to support staff and our policies for spending.

Rating: Add the ratings and enter subtotal $25 \div 5 = 5$ score for this component.

CAO's Comments:

I applaud Council for adhering to our strict financial policies. I believe our community also supports strong financial management.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

FINANCIAL ANALYSIS

INTERPRETS FINANCIAL INFORMATION TO ASSESS THE SHORT-TERM AND LONG-TERM FISCAL CONDITION OF THE COMMUNITY.

5	Fiscal Management:	Determines the cost-effectiveness of programs, and compares alternative strategies.
5	Fiscal Analysis:	Analyzes whether municipal resources are linked, integrated, and appropriated allocated.
5	Fiscal Analysis:	Uses sound/viable/realistic research and analysis of available financial data in decision-making processes.
5	Fiscal Discipline:	Promotes fiscal discipline and accountability
3	Funding Opportunities:	Ensures the municipality is positioned to access all funding programs for which it is eligible from senior levels of government.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

While the City is sound financially, it is clear to us more must be done to get our fair share of money from Provincial and Federal funding programs.

Rating: Add the ratings and enter subtotal $23 \div 5 = 4.6$ score for this component.

CAO's Comments:

I share Council's concerns about our lack of success in getting Provincial and Federal funds from their programs. I believe we need to focus on a Government Relations strategy that includes senior staff and our elected officials.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

HUMAN RESOURCES MANAGEMENT

ENSURES THE POLICIES AND PROCEDURES FOR EMPLOYEE HIRING, PROMOTION, PERFORMANCE APPRAISAL, AND DISCIPLINE ARE EQUITABLE, LEGAL, AND CURRENT

4	Decision-making and Performance:	Ensures that human resources are adequate to accomplish programmatic objectives
4	Ethics/Integrity:	Promotes ethical behaviour and holds individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards
4	Awareness of Morale:	Effectively responds to any issues of staff morale and satisfaction.
4	Hiring:	Recruits and retains competent personnel for staff positions
3	Performance Appraisal:	Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We believe we have excellent staff and quality services. We also believe the majority of our staff are engaged and happy. Some of us have heard that there is favoritism in some areas of the organization but it's just hearsay. We are not sure if performance appraisals of staff are conducted across the organization but if they aren't, they probably should be.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

I am unaware of any issues in how we hire but you can be assured I will deal with any unfair hiring practices. I support performance appraisals for all employees, and I do know that some Managers are uncomfortable giving them.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

STRATEGIC PLANNING

POSITIONS THE ORGANIZATION AND THE COMMUNITY FOR EVENTS AND CIRCUMSTANCES THAT ARE ANTICIPATED IN THE FUTURE

4	Accomplishment Goals:	of	Participates in the development of annual priorities with Council and senior management; identifies new initiatives for Council to consider
4	Adaptability:		Establishes direction based on continual assessment of environment and emerging trends, issues, and opportunities.
4	Accountable Results:	for	Leads the municipality and articulates a clear plan for the municipality that reflects Council's vision, mission and strategic plan, and is well understood, widely supported, consistently applied, and effectively implemented
4	Anticipates Change:		Anticipates the effects of change and develops plans to manage impacts, and possesses the strategic skills to anticipate opportunities and overcome challenges.
4	Succession Planning:		Prepares for employees eligible for retirement by focusing on talent management and succession planning.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We are pleased that you pay attention to Council's priority items and we see them represented in the various departmental plans and budgets. It's important that you encourage and support Council and staff working as one.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

I always take my lead from City Council and make sure our staff are aware of your priorities and work towards accomplishing them.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

ADVOCACY AND INTERPERSONAL COMMUNICATION

FACILITATES THE FLOW OF IDEAS, INFORMATION, AND UNDERSTANDING BETWEEN AND AMONG INDIVIDUALS.

3	Advocacy:	Advocates effectively in the community interest.
4	Advocacy:	Communicates personal support for policies, programs, or ideals that serve the best interests of the community.
4	Interpersonal Communication:	Exchanges verbal and nonverbal messages with others in a way that demonstrates respect for the individual.
4	Interpersonal Communication:	Exchanges verbal and nonverbal messages in a way that furthers organizational and community objectives
4	Interpersonal Communication:	Demonstrates skill in selecting the most effective communication method for each interchange.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council feels you do a good job in advocating for policies and programs that serve the best interests of the community. Council has expressed some concern that staff sometimes express opinions that reflect their biases, but they are not frequent.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

You can never do enough when it comes to communications and I do as much as I can to keep Council up to date. I believe in a "no surprises" philosophy and want all staff reports to reflect what's best for our community.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

PRESENTATION SKILLS

CONVEYS IDEAS OR INFORMATION EFFECTIVELY TO OTHERS

- | | | |
|---|--------------------------------|--|
| 4 | Effective Presentation: | Possesses strong verbal, written and presentation skills demonstrating a clear, concise and positive style |
| 5 | Ethics/Integrity: | Ensures public processes are transparent and accountability is clear when dealing with issues. |
| 4 | Effective Presentation: | Effectively exchanges (obtains and transmits) information, in a variety of mediums, for diverse audiences. |
| 4 | Effective Presentation: | Disseminates complete and accurate information equally to all Council members in a timely manner. |
| 4 | Leadership: | Builds trust through presenting ideas clearly and effectively listening to others, even when not in agreement. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:
 You are an effective communicator. Council appreciates your efforts to keep us informed on all issues.

Rating: Add the ratings and enter subtotal $21 \div 5 = 4.2$ score for this component.

CAO's Comments:

I am fortunate to have many years of experience. I hope to have more junior staff to make more presentations in the future as a way for them to grow and develop.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

MEDIA RELATIONS

COMMUNICATES INFORMATION TO THE MEDIA IN A WAY THAT INCREASES PUBLIC UNDERSTANDING OF LOCAL GOVERNMENT ISSUES AND ACTIVITIES

3	Media Relations:	Builds a positive relationship with the press.
3	Media Relations:	Demonstrates no bias when working with all news media.
3	Networking:	Maintains a robust network of mutually beneficial professional contacts
4	Responsiveness:	Actively responds to inquiries and communicates municipal policies, procedures and processes.
4	Media Relations:	Communicates the strategic direction and priorities of the organization in a clear and compelling manner

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We didn't score you high on this area as we do not feel you should be in the media frequently. We feel, except for technical issues, the Mayor/Head of Council should speak for the City.

Rating: Add the ratings and enter subtotal $17 \div 5 = 3.4$ score for this component.

CAO's Comments:

I try my best to stay out of the news and I tell staff the same. Technical issues are the exception.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

INTEGRITY

DEMONSTRATES FAIRNESS, HONESTY, AND ETHICAL AND LEGAL AWARENESS IN PERSONAL AND PROFESSIONAL RELATIONSHIPS AND ACTIVITIES

5	Personal Integrity:	Demonstrates accountability for personal actions.
5	Personal Integrity:	Conducts personal relationships and activities fairly and honestly.
5	Professional Integrity:	Conducts professional relationships and activities fairly, honestly, legally and with knowledge of administrative ethics.
5	Organizational Integrity:	Fosters ethical behaviour throughout the organization through personal example, management practices, and training.
5	Organizational Integrity:	Instills accountability into operations and communicates ethical standards and guidelines to others.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council respects your professionalism in all that you do.

Rating: Add the ratings and enter subtotal $25 \div 5 = 5$ score for this component.

CAO's Comments:

Thank you – I try my best.

5 = Excellent
 4 = Above average
 3 = Average
 2 = Below average
 1 = Poor

PERSONAL DEVELOPMENT

DEMONSTRATES A COMMITMENT TO A BALANCED LIFE

4	Professional Proficiency:	Attends to personal professional development and training.
4	Professional Development	Ensures personal growth and competence through his / her own education and training.
4	Work Habits	Conveys a clean, safe, and professional image through personal hygiene, grooming, and appearance.
4	Learning:	Values lifelong learning in oneself and others.
2	Personal Development	Demonstrates ongoing self-renewal and development to increase personal capacity.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We know you work hard and continually try to improve your knowledge and skills. We give you low marks on work-life balance. You need to use your vacation and not continually be "on".

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

My staff and family make similar comments. Now that I have my senior management team hired and operating well, I feel I will be in a better position to be able to enjoy some down time.

OVERALL RATING AND FINAL NOTES

5 = Excellent (almost always exceeds the performance standard)	
4 = Above average (generally exceeds the performance standard)	The overall rating of your performance is 4.2.
3 = Average (generally meets the performance standard)	
2 = Below average (generally does not meet the performance standard)	
1 = Poor (rarely meets the performance standard)	

Any item left blank will be interpreted as a score of "3 = Average"

Overall Council Rating:

We feel you are an above average CAO and are very pleased with your performance.

Overall CAO Comments

I appreciate Council taking the time to provide me with feedback on my performance. I look forward to the year ahead with enthusiasm.

COMPENSATION

It is our intention that this Performance Evaluation allows for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the CAO's overall performance. To ensure the review is balanced and fair, the Linking of the Council's Strategic Goals with the CAO's Goals, at the outset of this form, and at the close of this form, make the expectations clear.

Quarterly and mid-term reviews *without any consideration of compensation* ensure that expectations and performance are on track and openly communicated.

This full-term evaluation has been used to evaluate the level of performance satisfaction for the entire performance period. In addition to this full-term evaluation, compensation decisions may be based on:

- the economic climate of the municipality and community;
- the general status of compensation decisions in the private sector of the community;
- compensation decisions for other employees of the local government;
- a review of the competitive position of the local government in the local government's market area; and
- a comparative salary review.

Please refer to Template 1.3B for Compensation Options.

SETTING GOALS FOR THE COMING PERIOD

Copy any ongoing goals from Table 1 and include any new Goals and Key Results for the coming evaluation cycle in Table 2.

Table 2: CAO Goals and Key Results Areas for [year]

Council's Strategic Goal	CAO's Goals for the Evaluation Year	Key Results Area for the CAO	Performance Metric	Target Completion Date
Reduce worker compensation costs.	Safety will be a priority of each Department.	CAO and Directors attend every safety meeting and discuss safety at every Directors meeting.	A % reduction in loss time injuries and property damage.	Fall
Seek funding from other levels of Government for City priorities.	Government relations will become a function of the CAO's Office	CAO's office will hire a Government Relations specialist and develop a strategy to lobby other levels of Government.	Funding from other levels of Government will increase by 10% annually.	Fall
Citizen satisfaction will increase.	The City will conduct quarterly surveys of citizens to measure satisfaction.	All staff will undertake customer service training including senior management and survey results will be shared with all staff.	Each quarterly survey will improve.	Quarterly
The City will have a vibrant downtown.	The City will create a downtown revitalization plan.	A joint committee of stakeholders will be created to oversee a new downtown plan.	Funds will be allotted in the capital budget for downtown projects.	Fall
The City will develop strong community affiliation.	CAO will meet regularly with community leaders.	Improved communication new policies, plans for the community.	Interviews with community leaders on CAO relationships	Fall

SOURCES:

Main Source: Based on the International City/Council Management Association (ICMA) Practices for Effective Local Government Management. Used with Permission.

Other Sources: City of Mississauga Performance Evaluation: Senior Management 2015

City of Moose Jaw Competency-Based Performance Review

County of Elgin Performance Development and Review Program

International City/Council Management Association City Manager Performance Evaluation

Town of Canmore Annual Performance Review for the Chief Administrative Officer

Town of Essex Chief Administrative Officer Performance Evaluation

Town of Olds Performance Evaluation of the Chief Administrative Officer

Town of Torbay Staff Evaluation: Chief Administrative Officer

Town of White City Town Manager's Performance Evaluation

CAO Core Competencies

☑	CORE COMPETENCY AREA	DEFINITION
✓	Staff effectiveness	Promoting the development and performance of staff and employees throughout the organization.
	Policy facilitation	Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives.
✓	Functional and operational expertise and planning	Ensuring efficient organizational structure and operations.
	Citizen service	Determining citizen needs and providing responsive, equitable services to the community.
✓	Performance measurement/management and quality assurance	Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.
✓	Initiative, risk taking, vision, creativity, and innovation	Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action.
	Technological literacy	Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access.
✓	Democratic advocacy and public engagement	Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community.
✓	Inclusion	Creates an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community.
✓	Budgeting	Preparing and administering the budget.
✓	Financial analysis	Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies.
✓	Human resources management	Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives.
✓	Strategic planning	Positioning the organization and the community for events and circumstances that are anticipated in the future.
	Advocacy and interpersonal communication	Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest.
✓	Presentation skills	Conveying ideas or information effectively to others
✓	Media relations	Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the media.
✓	Integrity	Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities.
	Personal development	Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity.



REPORT TO COUNCIL CLERKS DEPARTMENT



AGENDA DATE: May 19, 2020

SUBJECT: Proclamation – Youth Month

RECOMMENDATION:

That Council proclaim May as being Youth Month in South Frontenac.

BACKGROUND:

A request has been received from Sarah McCullough, Youth Program Coordinator for the Rural Frontenac Community Services.

“Traditionally the first week of May is Youth Week and is hosted by Youth2KFLA. This year due to the Covid-19 outbreak Youth Week has been extended to be the whole month of May. Many organizations across KFL&A are working to provide online programming and content for youth to participate in over Youth Month. This includes organizations such as Maltby, Youth Diversion, Pathways to Education etc. The programing for Youth Month or #YouthWeeks2020 is being offered through various social media platforms including Facebook, Instagram and Zoom. Youth Month is about highlighting and celebrating youth for everything they offer and do in their communities while providing fun and engaging activities for youth.

Youth Month has already been declared in the City of Kingston, North Frontenac Township, and Central Frontenac Township.

It would be an honour to our youth if May could be officially stated as being Youth Month in the Township of South Frontenac, so that we as a community may recognize the importance of supporting our youth as they are our future. “

Council is being asked to proclaim May as “Youth Month” in South Frontenac.

FINANCIAL/STAFFING IMPLICATIONS:

Not applicable.

ATTACHMENTS:

Not applicable.

Submitted/approved by:

Angela Maddocks, Clerk

Approved by:

Neil Carbone
CAO

“Natural, Vibrant and Growing – a Progressive Rural Leader”



REPORT TO COUNCIL PUBLIC SERVICES DEPARTMENT



AGENDA DATE: May 19, 2020
SUBJECT: PW-RFQ1- 2020 Request for Contracted Equipment,
 Materials & Trades

RECOMMENDATION:

THAT Council authorizes the purchase of materials and culverts, the contracting of trades and the rental of equipment all within set budgets as per the attachments to the 2018 Request for Quote, Equipment and Materials report dated May 19, 2020.

BACKGROUND:

Each year an RFQ is initiated for prices on equipment rental, construction materials and trades in order to comply with audit requirements. The results of this RFQ are attached.

ANALYSIS:

It should be noted that price is only one consideration when purchasing material and renting equipment listed in the attachments. Staff must also take into account proximity to our various worksites, availability and suitability of the material; testing of material if necessary and/or type of equipment needed for the job at hand.

In all circumstances, staff are diligent in ensuring value for money when renting equipment or acquiring materials and trades. There were no bids submitted for culverts, however, we will be using Hubbles for steel culverts and Armttec for plastic culverts. Hubbles are a vendor of record and Armttec has the profile of the pipe the Township requires to match up with existing stock.

FINANCIAL CONSIDERATIONS:

Sufficient funds have been budgeted for the purchase of materials, the rental of equipment and the hiring of trades for our various projects.

ATTACHMENTS:

- 2020 Contractor Rental Rates, Material Prices & Trade Rates

Submitted/approved by:

Mark Segsworth P. Eng.
 Director of Public Services

Prepared by:

Brian Kirk, CRS-I
 Operations Supervisor

Jamie Brash
 Supervisor, SWM/Facilities

Approved by:

Neil Carbone
 CAO

2020 CONTRACTORS EQUIPMENT PRICES

Contractor	Sweets Sand & Gravel	Gossage Excav.	Lynn Bros.	McNichols	Morven Const.	Percy Snider	Tom Mcllroy	Dig n Dirt	Pleasant View	Bettschen Const.	Better Lawns & Landscaping	Johns Grading	Zomer Corp.	Gilbert & Sons	Robinson Excav.	Larmons	Battlefield Equip.	True Electric
Equipment																		
1/2 Ton Truck						\$35.00		\$10.00					\$65.00			\$65.00		
3/4 Ton Truck							\$35.00				\$55.00							
1 Ton Truck										\$68.00						\$85.00		\$135.00
Single Axle			\$70.00		\$75.00			\$75.00			\$70.00		\$72.99					
Tandem	\$77.00	\$83.00	\$78.00	\$85.00		\$76.00		\$85.00		\$80.00	\$72.50		\$72.99	\$85.00				
Tandem w Dump Trailer										\$120.00								\$135.00
Tandem Bellydump	\$130.00																	
Tandem Excavator Truck	\$95.00							\$125.00										
Tri-Axle	\$90.00			\$95.00	\$95.00	\$80.00		\$90.00	\$80.00	\$90.00		\$90.00			\$85.00			
Tri-Axle w Pup					\$130.00			\$95.00										
Tri-Axle Bellydump	\$135.00																	
Water Truck	\$100.00				\$95.00								\$94.00					
Flusher Truck	\$120.00																	
Broom Truck	\$100.00																	
Contractor	Sweets Sand & Gravel	Gossage Excav.	Lynn Bros.	McNichols	Morven Const.	Percy Snider	Tom Mcllroy	Dig n Dirt	Pleasant View	Bettschen Const.	Better Lawns & Landscaping	Johns Grading	Zomer Corp.	Gilbert & Sons	Robinson Excav.	Larmons	Battlefield Equip.	True Electric
Excavators																		
KX080 Kubota																		\$85.00
KX080 Kubota with hoe ram																		
Kubota 121 with Hoe Ram						\$120.00												
Kubota -121						\$80.00												
Auger						\$65.00												
2 ton Excavator											\$74.00							
2 ton Excavator w Hoe Ram											\$99.00							
4 Ton Excavator					\$90.00						\$89.00							
4 ton Excavator w Hoe Ram					\$125.00						\$134.00							
6 Ton Mini Excavator													\$95.00		\$95.00			
12 Ton Excavator													\$124.00					
315 Excavator								\$120.00		\$125.00								
305 Excavator			\$90.00					\$95.00		\$100.00								
308 Cat Excavator	\$105.00							\$105.00	\$100.00									
308 Cat Excavator w Hoe Ram	\$200.00							\$160.00										
311 Cat Excavator	\$125.00								\$125.00									
326 Cat Excavator					\$145.00													
326 Cat Excavator w Hoe Ram					\$290.00													

336 Cat Excavator									\$150.00									\$195.00	
336 Cat Excavator w Hoe Ram									\$310.00									\$325.00	
320 Excavator (CAT)	\$135.00				\$140.00				\$130.00		\$135.00							\$125.00	
320 Excavator C/W Hoe Ram					\$285.00				\$265.00		\$290.00							\$245.00	
330 Excavator	\$155.00					\$170.00			\$150.00										
330 With Hoe Ram	\$285.00								\$310.00										
Cat 345-352 with Hoe Ram	\$445.00																		
Cat 345/352	\$230.00																		
14 Ton Excavator		\$120.00				\$125.00													
14 Ton Excavator w Hoe Ram						\$210.00													
140 Doosan 16 ton				\$130.00														\$140.00	
140 Doosan w hoe ram				\$260.00														\$240.00	
180 Doosan																		\$160.00	
180 Doosan w Hoe Ram																		\$260.00	
235 Doosan					\$140.00														
235 Doosan w Hoe Ram					\$285.00														
Kubota 8 ton																		\$110.00	
8 Ton Hoe Ram												\$164.00							
322 Cat								\$155.00											
Volvo 180 Wheel Excavator	\$145.00																		
Volvo 180 Wheel w Hoe Ram	\$255.00																		
Contractor	Sweets Sand & Gravel	Gossage Excav.	Lynn Bros.	McNichols	Morven Const.	Percy Snider	Tom Mcllroy	Dig n Dirt	Pleasant View	Bettschen Const.	Better Lawns & Lanscaping	Johns Grading	Zomer Corp.	Gilbert & Sons	Robinson Excav.	Larmons	Battlefield Equip.	True Electric	
Dozers																			
D3 Dozer or Equivalent	\$82.00									\$105.00			\$79.25						
D5 Dozer or Equivalent	\$92.00				\$110.00														
Cat D5M	\$110.00																		
Cat D5N	\$110.00				\$130.00														
Cat D5K	\$110.00																		
Cat D6 Dozer or Equivalent								\$120.00		\$140.00							\$135.00		
Cat D6T	\$187.00																		
Cat D8R	\$157.00																		
850B Case															\$130.00				
Case						\$80.00													
Contractor	Sweets Sand & Gravel	Gossage Excav.	Lynn Bros.	McNichols	Morven Const.	Percy Snider	Tom Mcllroy	Dig n Dirt	Pleasant View	Bettschen Const.	Better Lawns & Lanscaping	Johns Grading	Zomer Corp.	Gilbert & Sons	Robinson Excav.	Larmons	Battlefield Equip.	True Electric	
Graders																			
Kubota and Blade						\$75.00													
GEHL Grader or equivalent														\$110.00	\$105.00				
Cat 140 or equivalent	\$128.00				\$145.00							\$155.00							
Tractor w 6way blade				\$105.00															

Contractor	Sweets Sand & Gravel	Gossage Excav.	Lynn Bros.	McNichols	Morven Const.	Percy Snider	Tom Mcllroy	Dig n Dirt	Pleasant View	Bettschen Const.	Better Lawns & Lanscaping	Johns Grading	Zomer Corp.	Gilbert & Sons	Robinson Excav.	Larmons	Battlefield Equip.	True Electric
Backhoes																		
Case 580 Backhoe 4X4		\$90.00		\$105.00		\$80.00								\$100.00				\$85.00
John Deere 310													\$89.00					
416 Backhoe with Hoe Ram										\$190.00								
420 Backhoe	\$87.00							\$95.00	\$85.00	\$90.00		\$90.00						
Contractor																		
Loaders																		
3 Yard Bucket				\$140.00	\$110.00			\$110.00	\$100.00	\$110.00					\$135.00			
4 Yard Bucket					\$160.00					\$140.00			\$109.00		\$155.00			
Cat 257 Loader																		
Kobota 100 Gmax											\$85.00							
Contractor																		
Floats																		
3 Ton Float						\$65.00												
7 Ton Float											\$89.00							
12 ton Float											\$100.00							
16 Ton Float													\$125.00					
20 Ton Float					\$130.00													
30 Ton Float				\$150.00					\$125.00									
55 Ton Float					\$145.00			\$125.00		\$125.00								
65 Ton Float															\$165.00			
Contractor																		
Miscellaneous																		
Flag Person						\$24.75	\$25.00										\$25.00	
Hot Box w 2 Person Crew						\$90.00	\$110.00										\$125.00	
Track Skid Steer			\$90.00		\$75.00			\$95.00		\$95.00	\$80.00			\$110.00	\$95.00			\$85.00
56" Drum Roller								\$85.00		\$85.00								
84" Drum Roller	\$110.00																	3600.0/month
Skid Steer w Brushcutter														\$120.00				
Brushcutter					\$250.00			\$220.00						\$240.00	\$190.00			
Tri-Axle Truck w 320 Cat Excavator				\$225.00														
Tandem w 17 Ton Excavator			\$205.00															
Gradall	\$170.00																	
Tractor & Mower															\$115.00			
Sidewalk Sweeper						\$45.00												
Street Sweeper						\$75.00												

JCB Packer													500/day				
Stone Slinger					\$115.00												
Dump Trailer										\$70.00							
1 Ton Roller										\$75.00							
HydroSeeding												.85/sq. m					
Service Truck														\$145.00			
Power Screen														\$145.00			
Sand Stacker														\$55.00			
Jaw Crusher														\$325.00			

2020 Culvert Pricing (No Bids Submitted)				
HDPE Pipe Per Metre	Pipe	Coupler		
200 MM				
300 MM				
375 MM				
450 MM				
525 MM				
600 MM				
750 MM				
900 MM				
Galvanized Per Metre	Pipe	Coupler		
300 MM				
400 MM				
450 MM				
500 MM				
600 MM				
700 MM				
750 MM				
800 MM				
900 MM				

2020 CONTRACTED TRADES RATES						
Contractor	True Electric	RW Electric	Wylie Electric	Simmons Plumbing	Impact Property Solutions	
PLUMBING						
Journeyman				\$75.00		
Journeyman After hours				\$112.50		
Apprentice				\$40.00		
Apprentice After hours				\$60.00		
Service Call Rate						
ELECTRICAL						
Locate & Technician		\$98.00				
Locate & Technician - after hours		\$147.00				
Material charge for Locates		\$14.00				
Electrician & Service Van	\$65.00	\$90.00	\$85.00		\$70.00	
Electrician & Service Van- after hours	\$90.00	\$135.00	\$127.50		\$70.00	
Electrician & Service Van - Weekends & holidays	120/min 2 hrs	\$180.00				
2 Electricians & Service Van		\$155.00	\$170.00			
2 Electricians & Service Van- after hours		\$232.50	\$255.00			
2 Electricians & Service Van - Weekends & holidays		\$310.00	\$285.00			
Apprentice		\$75.00	\$65.00			
Apprentice - after hours		\$112.50	\$97.50			
Apprentice-Weekends & holidays		\$150.00	\$125.00			
Bucket Truck & 1 person	\$110.00	\$135.00	\$135.00			
Bucket Truck & 2 people		\$195.00	\$185.00			
Streetlight Crew & truck		\$144.00				
Bucket Truck & 1 person after hours	\$150.00	\$202.50	\$200.00			
Bucket Truck & 2 people after hours		\$292.50	\$285.00			
Streetlight Crew & truck after hours		\$215.00				
Bucket Truck & 1 person weekend & holidays		\$270.00				
Bucket Truck & 2 people weekend & holidays		\$390.00	\$365.00			
Streetlight Crew & truck weekend & holidays		\$288.00				
Fire Alarm Technician		\$96.00				
Fire Alarm Technician-after hours		\$144.00				
Fire Alarm Technician-Weekends & holidays		\$192.00				
Fire Alarm Technician & Assistant		\$153.00				
Fire Alarm Technician & Assistant - after hours		\$229.50				
Fire Alarm Technician & Assistant - Weekend & holidays		\$306.00				

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2020-25**

**BEING A BY-LAW TO PROHIBIT PEDESTRIANS FROM STANDING AND/OR
LOITERING AT ALL TIMES ALONG MUNICIPAL HIGHWAYS WITHIN THE
CONFINES OF THE DEVIL LAKE CAUSEWAY ON PERTH ROAD**

WHEREAS the Municipal Act, 2001, as amended, permits municipalities to enact by-laws under the category of “broad powers’ relating to the health, safety and well-being of residents of South Frontenac, and under the category of “spheres of jurisdiction” namely highways, including parking and traffic on municipal highways,

AND WHEREAS the Council of the Corporation of the Township of South Frontenac deems it necessary and expedient to prohibit the stopping and/or standing on the Devil Lake Causeway to protect the health and safety of pedestrians and vehicular travel,

AND WHEREAS Section 434.1 (1) of the Municipal Act, 2001, provides that without limiting sections 9, 10 and 11, a municipality may require a person to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any by-laws respecting the parking, standing or stopping of vehicles. 2006, c. 32, Sched. A, s. 45.

DEFINITIONS:

Director - shall mean the Chief Administrative Officer or his/her designate.

Screening Officer - shall mean the “Clerk”

Hearing Officer - shall be an impartial person outside of the organization and shall be appointed by the Director when required

NOW THEREFORE BE IT RESOLVED THAT

1. No Standing or Loitering

- 1.1. No person shall stand or loiter at any time on either side of the Devil Lake Causeway, located on Perth Road 1200 metres south of Tett Crescent southerly 150 metres and further defined in Schedule A attached to this by-law.
- 1.2. Any person who contravenes this By-law is guilty of an offence and upon conviction is liable to a minimum fine of \$300 and a maximum fine of \$5,000.
- 1.3. Any person who contravenes this By-law is liable to pay an Administrative Monetary Penalty in an amount not to exceed \$500, in accordance with this By-law, provided that an offence notice has not been issued for the same person for the same offence on the same day.

2. Administrative Monetary Penalty Notice

- 2.1. Each Person who contravenes this By-law shall, if given an Administrative Monetary Penalty Notice (hereinafter referred to as “Penalty Notice”) in accordance with section 3, be liable to pay to the Township of South Frontenac (hereinafter the “Township”) an Administrative Penalty in an amount not to exceed \$500, for each day or part of a day on which the contravention continues.

- 2.2. Any person designated to enforce this By-law (hereinafter an “Officer”) who has reasonable grounds to believe that a person has contravened any provision of this By-law may give to the person a Penalty Notice.
- 2.3. The Penalty Notice shall be given to the person as soon as is reasonably practicable after the contravention has occurred and shall include the following information:
 - a. the date the Penalty Notice is given;
 - b. a reference number that is unique to that Penalty Notice;
 - c. particulars of the contravention, including the date and location of the contravention, and the person(s) to whom the Penalty Notice is being given;
 - d. the monetary amount of the Administrative Penalty;
 - e. such information as the Director determines is appropriate respecting the process by which the Person may exercise the Person’s right to request a review of the Administrative Penalty; and
 - f. a statement advising that an Administrative Penalty will, unless cancelled or reduced pursuant to the review and appeal processes, constitute a debt of the Person to the Township.
- 2.4. A person who is given a Penalty Notice may request that the Administrative Penalty be reviewed by a Screening Officer pursuant to section 3.

3. Review by Screening Officer

- 3.1. Section 3 applies to reviews of an Administrative Penalty by a Screening Officer.
- 3.2. A person’s right to request a review expires if it has not been exercised in the manner prescribed in section 3.4 before 4:30 p.m. on the fifteenth (15th) day after the Penalty Notice is deemed to have been received pursuant to section 5.
- 3.3. A person’s right to request an extension of the time to request a review expires if it has not been exercised in the manner prescribed in section 3.4 before 4:30 p.m on the tenth (10th) day after the date the Penalty Notice is deemed to have been received pursuant to section 5, at which time:
 - a. the person shall be deemed to have waived the right to request a review;
 - b. the Administrative Penalty shall be deemed to be affirmed; and
 - c. the Administrative Penalty shall not be subject to review, including review by any Court.

No extension granted under this section will extend beyond the forty-second (42nd) day after the date receipt of the Penalty Notice is deemed to have occurred pursuant to section 5.
- 3.4. A person’s rights to request a review and to request an extension of time to request a review are exercised by giving to the Township written notice of the request to review that includes:
 - a. the Penalty Notice Number;

- b. the person's mailing address and, if applicable, facsimile transmission number and/or e-mail address;
 - c. in the case of a request to extend the time to request a review, the reasons, if any, for having failed to exercise the right to request a review within the time limited by section 3.2; and
 - d. particulars of all grounds upon which the request to review is based.
- 3.5. The Screening Officer shall undertake the review in writing upon receipt of the request for review and may request further information from the person requesting the review as needed, and any time limit for the review may be adjusted in the Screening Officer's sole discretion.
- 3.6. The Screening Officer may
- a. receive submissions from the Officer who issued the Penalty Notice under review; and
 - b. cancel, reduce or extend the time for payment of the Administrative Penalty where the Screening Officer is satisfied that doing so would maintain the general intent and purpose of this By-law and that:
 - (i) there is reason to doubt that the person contravened this By-law; or that
 - (ii) the person took all reasonable steps to prevent the contravention; or that
 - (iii) the cancellation, reduction or extension of the time for payment is necessary to relieve undue financial hardship.
- 3.7. The Screening Decision shall be given to the person in writing as soon as is reasonably practicable.
- 3.8. The person may appeal to a Hearings Officer against the Screening Decision pursuant to section 4.

4. Appeal to Hearings Officer

- 4.1. Section 4 applies to appeals to a Hearings Officer against Screening Decisions:
- 4.2. The right to appeal is limited to the following:
- a. a person who has been given a Screening Decision; and
 - b. the Director.
- 4.3. A Person's right to appeal expires if it has not been exercised in the manner prescribed in section 4.5 before 4:30 p.m. on the fifteenth (15th) day after the Screening Decision Date.
- 4.4. A person's right to request an extension of the time to appeal expires if it has not been exercised in the manner prescribed in section 4.5 before 4:30 p.m. on the tenth (10th) day after the Screening Decision Date at which time:
- a. the person shall be deemed to have waived the right to appeal;
 - b. the Screening Decision and the Administrative Penalty as it may have been affected by the Screening Decision shall be deemed to be affirmed; and

- c. the Screening Decision and the Administrative Penalty as it may have been affected by the Screening Decision shall not be subject to review, including review by any Court.

No extension granted under this section will extend beyond the forty-second (42nd) day after the Screening date.

- 4.5. A right to appeal is exercised by giving to the Township written notice of the appeal that includes:
 - a. the Penalty Notice Number;
 - b. the person's mailing address and, if applicable, facsimile transmission number and/or e-mail address;
 - c. in the case of a request to extend the time to appeal, the reasons, if any, for having failed to exercise the right to appeal within the time limited by section 4.3; and
 - d. particulars of all grounds upon which the appeal is made.
- 4.6. The person shall be given no fewer than seven (7) days' notice of the date, time and place of the hearing of the appeal.
- 4.7. Where the Person fails to appear at the time and place scheduled for a hearing of the appeal:
 - a. the Person shall be deemed to have abandoned the appeal;
 - b. the Screening Decision and the Administrative Penalty as it may have been affected by the Screening Decision shall be deemed to be affirmed;
 - c. the Screening Decision and the Administrative Penalty as it may have been affected by the Screening Decision shall not be subject to review, including review by any Court; and
 - d. the person shall pay to the Township an additional Fee for failure to appear in the amount of \$100.
- 4.8. Except in the case of a person who is deemed to have abandoned their appeal, a Hearings Officer shall not make any decision respecting an appeal unless the Hearings Officer has given each of the person, the Director and the Officer who gave the Penalty Notice an opportunity to be heard at the time and place scheduled for the hearing of the appeal.
- 4.9. Subject to sections 4.4, 4.7 and 4.8, a Hearings Officer may:
 - a. extend the time to request an appeal; and may
 - b. make any decision that the Screening Officer could have made pursuant to this By-law.
- 4.10. The decision of a Hearings Officer is final and not subject to review including review by any Court.

5. Notice

- 5.1. Subject to section 5.3, any notice or document respecting this By-law, including the Penalty Notice, may be given in writing in any of the following ways and is effective:

- a. when a copy is placed on or affixed in any manner to a Person's vehicle;
 - b. when a copy is delivered to the person to whom it is addressed;
 - c. on the third (3rd) day after a copy is sent by registered mail or by regular lettermail to the person's last known address;
 - d. upon the conclusion of the transmission of a copy by facsimile transmission to the person's last known facsimile transmission number; or
 - e. upon the sending of the notice or document or a copy thereof by e-mail transmission to the person's last known e-mail address.
- 5.2. For the purpose of section 5.1, a person's last known address, last known facsimile transmission number and last known e-mail address are deemed to include those provided by the person pursuant to paragraphs 3.4(b) and 4.5(b).
- 5.3. Any notice or document respecting this By-law to be given to the Township shall be in writing, shall be given in any of the following ways, and is effective:
- a. when a copy is delivered to the Clerk of the Township during regular business hours at its reception area, at 4432 George Street, Sydenham, Ontario;
 - b. on the third (3rd) day after a copy is sent by registered mail or by regular lettermail to "Administrative Penalties, Township of South Frontenac, c/o Township Clerk, 4432 George Street, Sydenham, Ontario, K0H 2T0"; or
 - c. upon the conclusion of the transmission of a copy by facsimile transmission to 613-376-6657.

6. Financial Administration

- 6.1. No Officer who gives a Penalty Notice may accept payment of the Administrative Penalty respecting that Penalty Notice.
- 6.2. An Administrative Penalty that is affirmed or reduced or in respect of which the time for payment has been extended pursuant to this By-law is due and payable and constitutes a debt to the Township of each person to whom or to which the Penalty Notice was given.
- 6.3. Where a person has paid an Administrative Penalty or an administrative fee that is then cancelled or reduced pursuant to this By-law, the Township shall refund the amount cancelled or reduced.
- 6.4. Where an Administrative Penalty or any administrative fees respecting that Administrative Penalty are not paid within fifteen (15) days after the date that they become due and payable, each person to whom the Penalty Notice was given shall pay to the Township an additional Fee for late payment in an amount of \$25.

7. General

- 7.1. The Director may appoint as Screening Officers and Hearings Officers such individuals and on such terms as the Director considers appropriate.

- 7.2. Nothing in this By-law limits the Township's right to enforce this By-law by any other legal means or to use any other process of enforcement available under law.

That this by-law shall come into force and take effect on the date of its passing.

Read a first and second time this 19 day of May, 2020.

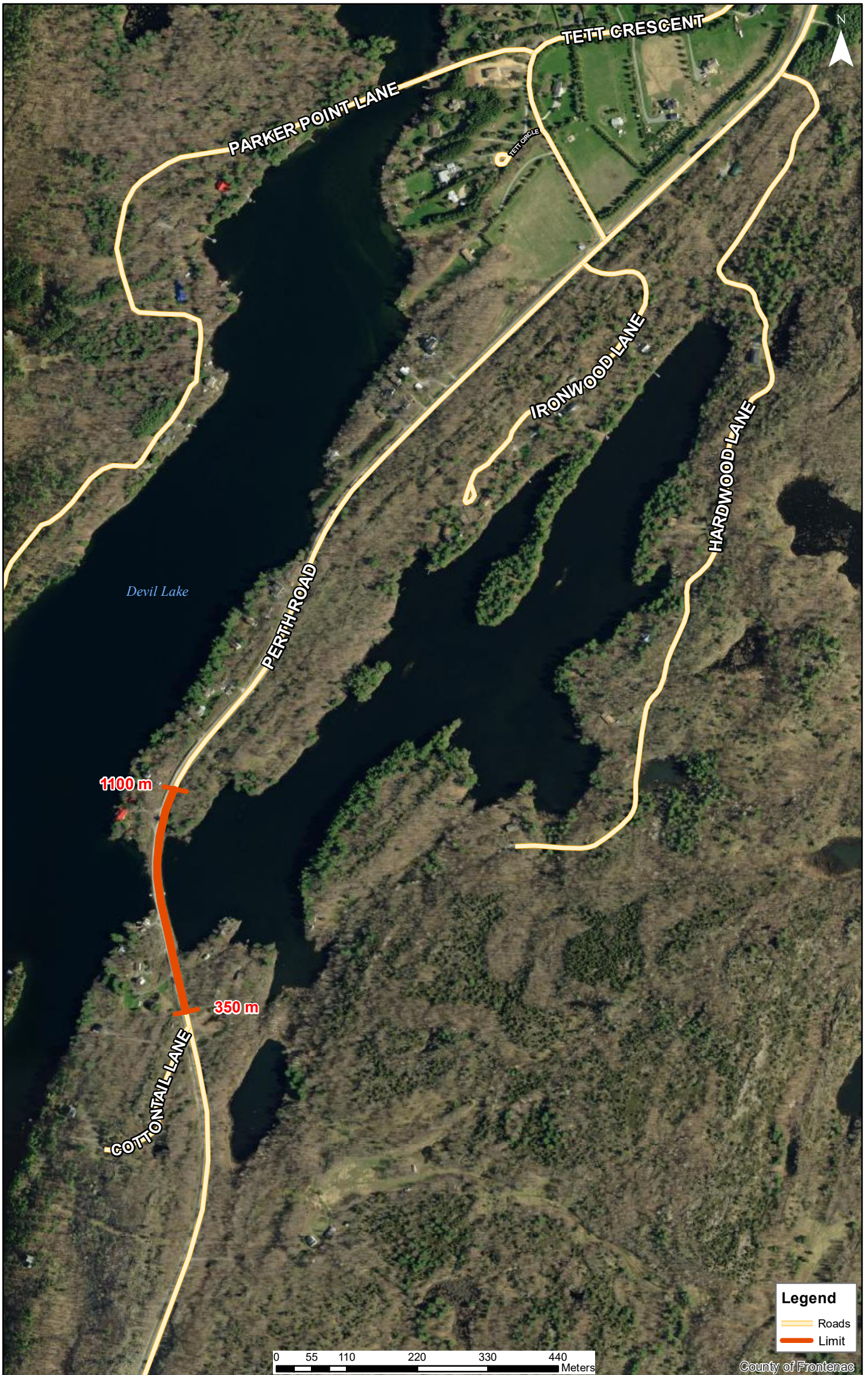
Read a third time, signed and sealed this 19day of May, 2020.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk

By-law 2020-25 Schedule A Devil Lake Causeway – Perth Road



**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2020-26**

**A BY-LAW TO PROVIDE FOR THE APPOINTMENT OF A DEPUTY
TREASURER**

WHEREAS it is necessary for the Council of the Corporation of the Township of South Frontenac, to enact a by-law to provide for the appointment of a Deputy Treasurer, who in the absence of the Treasurer would carry out the duties of the Treasurer and,

WHEREAS subsection 286(2) of the Municipal Act, 2001, c.25 as amended provides for by-laws to appoint a Deputy Treasurer to have all the powers and duties of the Treasurer under that and any other act,

NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC, BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. That Emily Caird be appointed as Deputy Treasurer for the Corporation of the Township of South Frontenac effective May 25th, 2020.
2. That the duties, roles and responsibilities will be according to the revised Job Description approved by the Chief Administrative Officer.
3. That Emily Caird be added as signing authority for banking purposes.
4. That By-law 2019-34 be repealed.
5. This by-law shall come into force and take effect on the date of its passage.

Dated at the Township of South Frontenac this 19th day of May 2020.

Read a first and second time this 19th day of May 2020.

Read a third time and finally passed this 19th day of May 2020.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2020-27**

**A BY-LAW OF THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC
TO DELEGATE THE AUTHORITY TO GRANT CONSENTS AND VALIDATION
CERTIFICATES TO STAFF.**

WHEREAS Section 54(2) of the *Planning Act, RSO 1990*, as amended, empowers the Council of a municipality to delegate the authority to grant consents and validation certificates to a Committee of Council or to an appointed officer by name or position occupied;

AND WHEREAS the Council of the Corporation of the Township of South Frontenac deems it advisable to delegate the authority to grant consents and validation certificates for undisputed applications to an appointed officer;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF
SOUTH FRONTENAC ENACTS AS FOLLOWS:**

1. THAT the authority to grant undisputed consents and undisputed validation certificates, as defined in this by-law, under Sections 53 and 57 of the *Planning Act, RSO 1990*, as amended, including the authority to change conditions of a provisional undisputed consent and validation certificates, is hereby delegated to the Director of Development Services, and in the Director's absence, to the Senior Planner in the Development Services Department.

3. An "undisputed consent" and "undisputed validation certificate" is a consent/certificate application that satisfies all of the following criteria:
 - Is consistent with the Provincial Policy Statement (s. 3(5) *Planning Act*);
 - Does not require a plan of subdivision for the proper and orderly development of the municipality (s. 53(1) *Planning Act*);
 - Conforms with section 51(24) of the *Planning Act*;
 - Conforms with the Frontenac County Official Plan;
 - Conforms with the South Frontenac Official Plan;
 - Complies with the South Frontenac Zoning By-law (or will comply subject to a standard condition of rezoning or minor variance); and
 - Has no unresolved objections/concerns raised from agencies or the public.

4. THAT the authority to change the conditions of undisputed consents and undisputed validation certificates as per subsection 53(23) of the *Planning Act* at any time before a consent is given, and to determine if a change to conditions is minor or not as per subsection 53(26) of the *Planning Act* for the purpose of giving notice, is hereby delegated to the Director of Development Services, and in the Director's absence, to the Senior Planner in the Development Services Department.

5. **This By-law** shall come into force and take effect on May 19th, 2020.

Dated at the Township of South Frontenac this 19th day of May, 2020.

Read a first and second time this 19th day of May, 2020.

Read a third time and finally passed this 19th day of May, 2020.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk



REPORT TO COUNCIL DEVELOPMENT SERVICES DEPARTMENT



AGENDA DATE: May 19, 2020

REPORT DATE: May 12, 2020

SUBJECT: County Extension of Draft Plan Approval for Plans of Subdivision and Condominiums

RECOMMENDATION:

THAT Council receive this report for information.

BACKGROUND:

There has been an evolving body of legislation and legal interpretation about the Province's recent Emergency Regulations and how they impact Planning applications over the past six weeks.

While the Province has given municipalities the option to "push pause" on many of the timelines relating to Planning applications – they did not extend the authority to pause lapsing provisions that apply to plans of subdivisions and condominiums. The rationale for this is that the Province has granted the County the authority to extend draft plan approval without the need for any further legislative change.

Consistent with legal advice received by both the Township and County, the County chose to expressly extend draft plan approval for the files set to lapse within the next four (4) months.

ANALYSIS/DISCUSSION:

The Township received correspondence from the County of Frontenac that draft plan approval has been extended for all plans of subdivision and condominiums that were set to expire within the next four (4) months.

For South Frontenac – this includes:

- Johnston Point Plan of Condominium
- Cranberry Cove Plan of Condominium
- 2292 Sands Road (Ouellette) Plan of Subdivision

Draft Plan Approval on these files has been extended to January 29, 2021.

Both Township and County staff are aware that there are limitations on applicants being able to fulfill conditions of draft plan approval due to the COVID19 Emergency.

Township staff are assessing what severance applications may also be in this same situation. Township Planning staff will be taking steps to extend draft plan approval for severance applications set to expire within the next four (4) months in order to ensure these applications do not lapse as a result of the COVID19 Emergency.

FINANCIAL/STAFFING IMPLICATIONS:

None

ATTACHMENTS:

Attachment 1 – April 15, 2020 Letter from the County of Frontenac



REPORT TO COUNCIL DEVELOPMENT SERVICES DEPARTMENT



Prepared by:

Claire Dodds, Director of Development Services

Submitted/approved by:

Neil Carbone, CAO

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal
(8)

Nays: (0)

Should you have any questions or concerns, please do not hesitate to contact me at 613-548-9400, ext. 302 or via email at jamini@frontenacounty.ca.

Yours truly,

Jannette Amini, Dipl.M.A., M.M., CMO
Manager of Legislative Services/Clerk

Copy: Joe Gallivan, Director of Planning and Economic Development
Megan Rueckwald, Manager of Community Planning
File



REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT



- PLANNING -

AGENDA DATE: May 19, 2020

SUBJECT: 1st Quarter – 2020 Planning Services Activity Report

The below tables reports the activity in the delivery of Planning Services within the Development Services Department between January 1, 2020 and March 31, 2020.

1st Quarter Activity Summary

This section of the report summarizes the activities that occurred in the 1st Quarter (January – March 2020) in Planning Services.

The activities outlined below have been completed by the Planning Assistant, Planner (Contract – 3 days a week) and Director of Development Services.

Inquiries

Phone Inquiries

	Inquiries	Clearing Conditions & Existing Applications	Other Development Services Matters	Totals
January	158	8	10	176
February	188	12	12	212
March	148	4	10	162
2020 – Year to Date Total	494	24	32	550
2019 – 1 st Quarter Total	392	25	14	431
2019 – Annual Total	2156	310	113	2579

Email Inquiries

	Inquiries	Clearing Conditions & Existing Applications	Other Development Services Matters	Totals
January	329	46	56	431
February	335	42	46	423
March	429	66	48	543
2020 – Year to Date Total	1093	154	150	1397
2019 – 1 st Quarter Total	917	375	131	1423
2019 – Annual Total	4849	1381	561	6791



REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT



- PLANNING -

Walk-in Inquiries

	New Inquiries	Inquiry about Existing Application	Other Inquiries	Total Walk-in Inquiries
January	24	3	7	34
February	20	2	2	24
March	n/a	n/a	n/a	n/a
1st Quarter 2020 Total	44	5	9	58
2020 Year to Date Total	44	5	9	58
2019 – 1 st Quarter Total	No data collected	No data collected	No data collected	No data collected
2019 – Annual Total (May to December)	608	284	226	1,118

*no data was collected in March 2020 due to renovations in the Development Services Department and the COVID19 office closure to the public.

Pre-consultation Meetings

	Number of Meetings this Quarter
January	14
February	15
March	19
2020 – Year to Date Total	48
2019 – 1 st Quarter Total	59
2019 – Annual Total	261

Consent Applications

	Complete Applications Submitted
January	1
February	2
March	4
2020 – Year to Date Total	7
2019 – 1 st Quarter Total	5
2019 – Annual Total	35

Minor Variance Applications

	Complete Applications Submitted
January	1
February	4
March	5
2020 – Year to Date Total	10
2019 – 1 st Quarter Total	6
2019 – Annual Total	47



REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT



- PLANNING -

Zoning By-law Amendment Applications

	Complete Applications Submitted
January	1
February	2
March	0
2020 – Year to Date Total	3
2019 – 1 st Quarter Total	6
2019 – Annual Total	13

Site Plan Control Applications

- One site plan control application was submitted in the 1st quarter of 2020.
- A total of six site plan control applications were submitted in 2019.

Development Agreements

- No development agreements were prepared by Township Planning Staff in the 1st Quarter of 2020.
- A total of 59 development agreements have been prepared in 2019.

Certificates of Official Issued (Finalizing Consent Applications)

- 3 severance applications were finalized by the Planning Assistant clearing all conditions of the consent and issuing the certificate of official in the 1st Quarter of 2020.
- A total of 42 consent applications were finalized in 2019.
- Certificates of Official are forwarded to the applicant's lawyer to register the severance and finalize the transfer of land.

Other Applications & Planning Activities

- No Road Closing applications were received in the 1st Quarter of 2020. Six road closing applications were received in 2019.
- Shield Shores Plan of Condominium Application was recommended with conditions to the County for draft plan approval in April 2019. The County granted draft plan approval in May 2019. No appeals were received. The developer has begun working towards clearing conditions of draft plan approval.
- Draft Plan Extension for Cranberry Cove and Johnston Point Plans of Condominium were considered by Township Council. County Council granted an extension in draft plan approval for both condominiums until January 29, 2021. Staff are working with the developer to clear conditions on both these condominiums.

Submitted/approved by: Claire Dodds, Director of Development Services

Prepared by: Michelle Hannah, Planning Assistant
& Tess Gilchrist, Contract Planner

Approved by: Neil Carbone, CAO



REPORT TO COUNCIL TREASURY DEPARTMENT



AGENDA DATE: May 19th, 2020

SUBJECT: 2019 Draft Financials

RECOMMENDATION:

The report is for information only.

BACKGROUND:

Attached are the year to date financials to December 31st with a comparison to the total 2018 budget. This includes the majority of the anticipated year end adjusting entries for audit. The financials have been separated under two reports to reflect operating versus capital.

Under operating, most departments were under budget.

Police was over budget due to the 2018 year end reconciliation which resulted in an unbudgeted expense of \$44,728.

A few departments such as general government, fire and building initially look over budget.

For general government and fire, transfers to reserves were processed which creates an unbudgeted expense but they are offset by matching unbudgeted revenues as follows:

- General Government includes the sale of road allowances and the receipt of the modernization grant which has been transferred into the working fund reserve.
- Fire includes the sale of equipment, additional revenues through Fire Marque, and the transfer from volunteer firefighter wages. These were transferred to the fire equipment reserve, facilities reserve and volunteer firefighter wage stabilization reserve respectively.

For the building department, a reserve transfer of \$112,327 was processed due to higher revenues and lower expenses (including wages) than was budgeted. Any surplus from building is allocated to a separate building reserve as it is legislated to be self-funded.

For Sydenham water, a transfer to reserve of \$117,684 was processed.

Winter Control Expenses are over budget by \$620,527. Winter Control was previously budgeted on a 5 year rolling average and starting with 2019 was changed to a 3 year rolling average plus 2% for inflation. Although winter control has a dedicated reserve to smooth out yearly fluctuations, this reserve was depleted in 2017. The majority of the overage can be attributed to winter sand and salt. The 2019 deficit will be absorbed within the overall Township surplus for 2019. The new formula for winter control budgeting will be re-evaluated on a regular basis through the long range financial planning.

The overall surplus, once finalized, would be transferred to the Working Funds reserve.



REPORT TO COUNCIL TREASURY DEPARTMENT



Under Capital, expenditures were overall under budget creating a surplus of \$5,265,015. Of this amount \$4,647,311 is being carried over to 2020 to finalize projects leaving a surplus of \$617,704 remaining for 2019. The expenses from this surplus were primarily funded from various reserves and these funds will remain within their original reserves.

ATTACHMENTS:

- 2019 draft operating financials
- 2019 draft capital financials

Prepared by:

Louise Fragnito
Director of Corporate Services & Treasurer

Submitted/approved by:

Neil Carbone
CAO

	2019 Year Budget	2019 YTD Actuals	YTD Actual vs YTD Budget Variance	
REVENUE				
Property Taxation	16,231,703	16,226,831	(4,872)	
User Charges	1,094,043	1,091,636	(2,407)	
Licenses, Permits and Rents	742,134	955,221	213,087	Building Permits/Aggregate Licensing
Government Grants	1,759,190	2,326,759	567,569	Modernization Grant
Grants from Other Municipalities	14,000	10,553	(3,447)	
Investment Income	282,500	704,378	421,878	197K Unrealized Market Gains
Penalties and Interest on taxes	372,300	322,581	(49,719)	
Donations	6,500	72,459	65,959	Committees of Council
Other	0	133,383	133,383	Sale of Road Allowance and Equipment
Transfer from Reserves/Reserve Funds	279,152	193,365	(85,787)	
Total Revenues	20,781,523	22,037,165	1,255,642	
OPERATING EXPENSE				
General Government	4,360,882.1	4,346,791	(14,091)	
<i>Transfer to Reserve - non budgeted</i>	0	583,373	583,373	Sale of Road Allowance & Modernization Grant
Protection to Persons and Property				
Fire	1,746,012	1,667,303	(78,709)	
<i>Transfer to Reserve - non budgeted</i>	0	95,432	95,432	Sold equipment, additional Fire Marque Revenue, VF wages
Police	3,069,022	3,110,095	41,073	2018 year end reconciliation - \$44,728
Conservation Authorities	242,017	232,053	(9,964)	
Protective Inspections and Control	102,679	82,015	(20,664)	
Emergency Measures	1,550	864	(686)	
Building Department	524,099	506,425	(17,675)	
<i>Transfer to Reserve - Year End</i>		112,327	112,327	
Transportation Services				
Roadway Maintenance	4,329,932	4,205,039	(124,893)	
Capital Projects	0	0	(0)	
Winter Control	2,148,603	2,769,130	620,527	End of 2018-19 season and beginning of 2019-20 season with many winter events
Environmental Services				
Water System	380,300	293,480	(86,820)	
<i>Transfer to Reserve - Year End</i>		117,684	117,684	
Solid Waste Management	2,531,214.41	2,523,573	(7,642)	
Parks, Recreation and Cemeteries	918,481	918,278	(203)	
Planning and Development	426,731	370,942	(55,789)	
Total Expenses	20,781,522	21,934,803	1,153,280	
TOTAL	(0)	(102,362)	(102,362)	

	Project Number	PROJECT YEAR(S)	TOTAL	2019		2019	2019	VARIANCE
			PROJECT	ORIGINAL BUDGET	REVISED BUDGET	ACTUALS TO Dec 31		
GENERAL GOVERNMENT								
Corporate Services								
New Projects								
1	Financial Software Update	19-03	2019	12,000	12,000	12,000	11,861	-139
2	Server Upgrade	19-04	2019	27,000	27,000	27,000	0	-27,000
3	Website Redesign	19-05	2019	23,000	23,000	23,000	19,538	-3,462
4	Asset Management Software & Document Update	19-06	2019	72,500	72,500	72,500	0	-72,500
5	Total - Corporate Services			134,500	134,500	134,500	31,399	-103,101
PROTECTIVE SERVICES								
Fire								
New Projects								
6	Bunker gear (25 sets)	19-07	2019	55,000	55,000	55,000	52,915	-2,085
7	Tanker 331 replacement (1994)	19-08	2019	391,845	391,845	391,845	0	-391,845
8	Firefighter recruitment (25) - related equipment (excluding pagers)	19-09	2019	89,000	89,000	89,000	81,101	-7,899
9	SCBA Masks - spares (12)	19-10	2019	5,400	5,400	5,400	5,495	95
10	Hose replacement	19-11	2019	19,200	19,200	19,200	13,603	-5,597
11	Firehall Study	19-12	2019	15,000	15,000	15,000	0	-15,000
12	Gated Wye (2)- Stn 2-Burridge Pumper 321 & Stn 3-Verona Pumper 331	19-13	2019	5,400	5,400	5,400	5,354	-46
13	New Items - advance approval in 2018							
14	Mobile Compressor	19-02	2019	35,000	35,000	35,000	33,825	-1,175
15	Pagers (49) - Spares for Halls (24) & VF recruitment (25)	19-01	2019	31,360	31,360	31,360	24,880	-6,480
16	Sub-total			647,205	647,205	647,205	217,173	-430,032
17	Total - Protection Services			647,205	647,205	647,205	217,173	-430,032
TRANSPORTATION DEPARTMENT								
Carryovers								
18	Asset Management customizations/document update	16-03	2019	10,000	10,000	10,000	0	-10,000
19	Radio Communication (Fire and PW)	16-09	2019	300,000	300,000	300,000	0	-300,000
20	Tandem Truck - Replace F27 (2002, 300,000 kms at Hartington Yard)	18-13	2018	0	0	0	4,885	4,885
21	LED Streetlights - 3 New	18-17	2018-19	40,000	35,542	35,542	5,749	-29,793
New Projects								
22	LED Streetlights	19-14	2019	30,000	30,000	30,000	1,223	-28,777
23	Storrington Pit Fencing	19-17	2019	40,000	40,000	40,000	0	-40,000
24	Storrington Centre - Fuel System - Gas, Clear and Coloured for PW & Fire	19-18	2019	100,000	100,000	100,000	0	-100,000
25	Hartington Fuel System - Addition of gas for PW & Fire	19-19	2019	40,000	40,000	40,000	233	-39,767
26	1/2 Ton Truck - replace F54 (2013 with 230,000 kms at Bedford Yard)	19-20	2019	40,000	40,000	40,000	39,471	-529
27	1 Ton Truck - Truck for parks - replace F55-3 Ton (2013 with 210,000 kms)	19-21	2019	100,000	100,000	100,000	0	-100,000
28	Tandem Truck - Replace F27 (2002, 300,000 kms at Hartington Yard)	19-22	2019	330,000	330,000	330,000	274,211	-55,789
	Linear Asset Construction-Villages/Local Roads/Arterial Roads (separate Listing)			11,244,620	7,070,467	7,647,383	5,246,493	-2,400,890
29								
30	Total			12,274,620	8,096,009	8,672,925	5,572,265	-3,100,660
SYDENHAM WATER								
Carryovers								
31	Water Tower	17-18	2017	45,000	44,761	44,761	40,266	-4,495
32	Water Hauling Station	18-18	2018	55,000	54,267	54,267	0	-54,267
New Projects								
33	Water Plant Equipment Replacement (as per UK recommendations)	19-24	2019	70,000	70,000	70,000	45,157	-24,843
34	Water Meter Replacement	18-19	2018/2019	115,000	65,000	65,000	55,480	-9,520
35	Total			285,000	234,028	234,028	140,903	-93,125
ENVIRONMENTAL SERVICES								
Carryovers								
36	Loughborough Site - Finish partial capping Phase 1	18-20	2018	410,000	410,000	190,337	173,767	-16,570
38	Salem Site - Environmental Study	18-21	2018	11,000	5,225	5,225	0	-5,225
39	Crow Lake Site - Background Well	18-22	2018	8,000	4,133	4,133	0	-4,133
40	Garbage Truck	18-52	2018	250,000	250,000	250,000	241,833	-8,167
New Projects								
41	Loughborough Waste Site - Ground Penetrating radar - Required for MOE approval	19-25	2019	45,000	45,000	45,000	38,600	-6,400
42	Portland Waste Site - Bedrock Wells - Required for MOE approval	19-26	2019	28,000	28,000	28,000	15,798	-12,202
43	Sub-total			752,000	742,358	522,695	469,998	-52,697
44	Total			1,037,000	976,386	756,723	610,901	-145,822
TOWNSHIP FACILITIES MANAGEMENT								
Carryovers								
45	OPP - garage floor drains	14-04		20,000	2,099	2,099	254	-1,845
46	Bradshaw - station 1-paving (per study)	14-18		8,000	8,000	8,000	0	-8,000
47	Perth Road-Station 6-Trees	15-06		2,000,000	63,656	63,656	3,781	-59,875
48	Facility Signage	15-33		17,786	17,786	17,786	0	-17,786
49	Paving - station 7 - Latimer	16-31		10,000	10,000	10,000	0	-10,000
50	Keeley Admin renovations	17-08		35,000	3,833	3,833	2,017	-1,816
51	Town Hall - Front Door replacement	18-25		6,000	1,319	1,319	668	-651

2019 CAPITAL BUDGET - Budget vs Actuals

	Project Number	PROJECT	TOTAL	2019		2019	2019	VARIANCE
				PROJECT	ORIGINAL BUDGET	REVISED BUDGET	ACTUALS TO Dec 31	
New Projects								
52	Energy Retrofits	18-23	2018-2020	75,000	64,005	64,005	44,682	-19,323
53	Keeley Road Garage- Office/washroom/lunchroom upgrades	19-27	2019	250,000	250,000	250,000	4,493	-245,507
54	Keeley Road Garage - boiler replacement	19-28	2019	50,000	50,000	50,000	38,470	-11,530
55	Keeley Road Garage - Communications tower relocation	19-29	2019	50,000	50,000	50,000	0	-50,000
56	Hartington Sand/Salt Storage Building - Replace building cover	19-30	2019	100,000	100,000	100,000	0	-100,000
57	Sydenham Library - Replace plastic fencing on roof	19-31	2019	5,000	5,000	5,000	0	-5,000
58	Town Hall - air conditioning in server room	19-32	2019	15,000	15,000	15,000	0	-15,000
59	Town Hall - Front step repair	19-33	2019	10,000	10,000	10,000	0	-10,000
60	Town Hall - Main Floor washroom upgrades	19-34	2019	5,000	5,000	5,000	0	-5,000
61	Verona Medical Centre - roof shingles	19-35	2019	15,000	15,000	15,000	588	-14,412
62	Verona Medical Centre - Stretcher accessibility	19-36	2019	15,000	15,000	15,000	1,259	-13,741
63	OPP Station - Asphalt repairs	19-37	2019	10,000	10,000	10,000	0	-10,000
64	OPP Station - Generator	18-24	2018-19	180,000	180,000	180,000	0	-180,000
65	Burridge Station 2 - Lighting retrofit	19-38	2019	10,000	10,000	10,000	4,971	-5,029
66	Sunbury - Station 8 - Front Step	19-39	2019	5,000	5,000	5,000	0	-5,000
67	Sydenham - Station 5 - Front Eavesthrough/ asbestos tile removal and replacement	19-40	2019	8,500	8,500	8,500	0	-8,500
68	Old Station 6 - Decommissioning	19-41	2019	25,000	25,000	25,000	2,191	-22,809
69	Total			2,925,286	924,198	924,198	103,374	-820,824
RECREATION								
Carryovers								
70	Recreation buildings - re-keying	14-39		11,000	11,000	11,000	8,913	-2,087
71	Centennial Park - Pad & Gazebo	14-41					-1,842	-1,842
72	Museum Windows	15-41		20,000	20,000	878	509	-369
73	Fermoy Hall - Building Upgrades -Structural Integrity - Walls/Chimney/Foundation	16-39		80,000	76,537	76,537	17,528	-59,009
74	Storrington Centre- washrooms, septic, parking lot, retrofitting	17-22		317,292	49,911	49,911	1,884	-48,027
75	Battersea Playground Upgrades	17-27					5,658	fundraising funds
76	Park Gates	18-35		15,000	862	862	987	125
77	Point Park - Paint Bunker & Pavillion	18-39		5,000	4,272	4,272	4,783	511
78	Wilmer Ball Park - Pump/Storage Building Wall Repair	18-43		6,000	6,000	6,000	0	-6,000
79	Gerald Ball Park - Resurface Tennis Court & 1 new court	18-45		10,000	5,573	5,573	0	-5,573
New Projects								
80	Boat Launch Upgrades - Various	18-34	2018-2022	75,000	27,269	27,269	18,811	-8,458
81	Gilmour Point -Washrooms	18-37/17-26	2017-19	450,000	443,274	443,274	201,503	-241,771
82	Bradshaw Schoolhouse- Accessible entrance/restore foundation	18-41	2018-19	30,000	28,405	28,405	24,993	-3,412
83	Recreation software - programs & facility booking	19-42	2019	6,000	6,000	6,000	5,706	-294
84	Davidson Beach - Floating Dock (swimming lessons back up location)	19-43	2019	10,000	10,000	10,000	0	-10,000
85	Glendower Hall - Painting, misc repairs	19-44	2019	10,000	10,000	10,000	0	-10,000
86	Canteens- assesment of canteen use & appliance purchase Bowes/Point	19-45	2019	5,000	5,000	5,000	2,137	-2,863
87	Sydenham Point - Bunker roof replacement	19-46	2019	20,000	20,000	20,000	0	-20,000
88	Sydenham Point - Multi-purpose pad work incl painiting, basketball/tennis posts/netting	19-47	2019	8,000	8,000	33,000	0	-33,000
89	Sydenham Point - Beach dock - geared towards paddlers	19-48	2019	10,000	10,000	10,000	7,417	-2,583
90	Wilmer Ball Park - foundation repairs pumphouse building	19-49	2019	6,000	6,000	6,000	0	-6,000
91	Centennial Park & Gerald Ball Park - securing movable soccer nets	19-50	2019	5,000	5,000	5,000	0	-5,000
92	Harris Park - painting, trim work & decommissioning outbuilding	19-51	2019	20,000	20,000	20,000	7,764	-12,236
93	Centennial Dog Park - walkway	19-52	2019	10,000	10,000	10,000	5,651	-4,349
94	Storrington Centre - Heat exchanger replacement	19-53	2019	8,000	8,000	8,000	7,426	-574
95	Storrington Centre - Design work for hall expansion	19-54	2019-2020	50,000	50,000	50,000	0	-50,000
96	Gerald Ball Park -Resurface courts & new basketball posts	19-55	2019	30,000	30,000	30,000	0	-30,000
97	Gerald Ball Park - Playground structure near soccer field	19-56	2019	35,000	35,000	35,000	0	-35,000
98	Skateboard Park - Feasibility Study	19-57	2019	15,000	15,000	15,000	13,702	-1,298
99	Boat Launch Fencing	19-58	2019	5,000	5,000	5,000	0	-5,000
	Total - Recreation			1,272,292	926,103	931,982	333,529	-604,111
PLANNING								
Carryovers								
100	Development Charges Study	18-50	2018-19	40,000	40,000	40,000	30,346	-9,654
New Projects								
101	Growth Management (in advance of Official Plan)	19-59	2019	50,000	50,000	50,000	4,421	-45,579
102	Official Plan - Study/Consultation/Open Houses	19-60	2019/20	75,000	6,000	6,000	768	-5,232
103	Total - Planning			165,000	96,000	96,000	35,535	-60,465
104	TOTALS			18,455,903	11,800,401	12,163,533	6,904,176	-5,265,015
Project on hold pending follow up report to, and approval by Council							Carryovers	-4,647,311

Year 2019

Linear Asset Construction Schedule - with Council approved changes								
New Projects			Project	Total	2019	2019	2019	
			Year(s)	Project	Original	Revised	Actuals to	Variance
					Budget	Budget	Dec 31	
19-15	Old Boy Commuter Parking Lot		2019	50,000	50,000	0	0	0
19-16	Guide Rail - New installation		2019	50,000	50,000	50,000	0	-50,000
19-23	Upgrading Intersections - Latimer and Round Lake Road		2019	100,000	100,000	100,000	196,919	96,919
15-R01	Yarker Road		2017				-41,271	-41,271
17-R01	Sunbury		2017				1,262	1,262
17-R02	Stars Corner		2017	50,000	25,808	25,808	2,485	-23,323
17-R06	Green Bay Bridge		2017	299,247	261,572	275,133	294,881	19,748
17-R09/19-R11	Hard Surface Preservation	Seal coating & microsurfacing	2019	1,100,000	1,100,000	1,100,000	1,057,055	-42,945
17-R10	Bedford Road		2018				4,305	4,305
17-R13	York Road		2017				337	337
17-R15	Deer Creek Subd		2017				337	337
18-R02	Rutledge/Harrowsmith Road		2018				5,510	5,510
18-R03	Desert Lake Causeway	2018 original budget of 100k reallocated to other project	2018-19	501,018	500,000	600,000	543,686	-56,314
18-R04	Petworth Culvert	2018 original budget of 250k reallocated to other project	2019	500,000	500,000	301,384	14,465	-286,919
18-R05	Sydenham Dam Bridge		2018	50,000	50,000	50,000	0	-50,000
18-R08	Amey Road	2018 original budget of 125k reallocated to other project	2019	300,000	300,000	244,000	242,285	-1,715
18-R09	Arena Boundary Road		2018				142	142
18-R13	Masonville Road		2018	50,000	31,835	31,835	0	-31,835
18-R14	Carrying Place Road		2018-19	700,000	551,384	350,000	282,589	-67,411
18-R15	Deyos/Bunker Hill Roads		2018	350,000	174,868	174,868	91,158	-83,710
18-R16	Bellrock Road Culvert		2018				1,783	1,783
19-R01	Round Lake Road	Duff Road to Lower Round Lake Road	2019	700,000	700,000	581,000	580,990	-10
19-R02	Devils Saddle Culvert	Burnt Hills Road	2019	700,000	700,000	425,000	400,206	-24,794
19-R03	Sunbury Village		2019-20	2,880,000	1,000,000	1,000,000	192,745	-807,255
19-R05	Bridge Design	Bedford Mills, Fish Creek, Hinchinbrooke Road North	2019	50,000	50,000	50,000	3,043	-46,957
19-R08	Scanlan Road		2019	281,800	325,000	281,800	281,820	20
19-R09	Murvale Boundary Road		2019	576,916	0	534,916	535,166	250
19-R10	Various Repairs		2019	500,000	0	471,000	475,439	4,439
19-R13	Perth Road Intersection	Design work - @ Northway Hardware	2019			50,000	4,157	-45,843
19-R14	Perth Road Preservation		2019			520,000	0	-520,000
	Arterial Reserve	to be used for Road 38	2019-2022	1,100,000	75,000	75,000	75,000	0
	Contingency	Any unspent to be reallocated to Arterial Reserve	2019	355,639	525,000	355,639	0	-355,639
	Total			11,244,620	7,070,467	7,647,383	5,246,493	-2,400,890

Removed but funds originally held for report back re: turnaround for Township Trucks

2020 Carryovers -2,400,000



**INFORMATION REPORT TO
COUNCIL**
PUBLIC SERVICES DEPARTMENT



AGENDA DATE: May 19, 2020

SUBJECT: Tender No. PS-2020-22, Tag Along Float Trailer

RECOMMENDATION:

For information only

BACKGROUND:

In April, council approved a budget addition of \$50,000 for the acquisition of a Tag Along Float Trailer. This addition was to replace an existing trailer that was deemed unsafe for the road. As a result a tender was released and advertised on the internet, and in the local paper. This tender closed on May 6th, 2020 and two bids were received.

The results, in ascending order, are as follows:

Supplier	Price (Incl. HST)
Loadstar Trailers Inc.	\$45,087.00
Via Trailers	\$53,367.64

The submission of the low bidder has been evaluated and was found to be accurate and complete. Loadstar Trailers Inc. is a reputable supplier of trailers who has provided trailers to the Township and to local contractors in the past.

For this reason, and because their tendered price was \$8,280.64 lower than the bid from Via Trailers, the Public Services Department has awarded the tender, through delegated authority, to Loadstar Trailers Inc., for \$45,087.00 including HST.

FINANCIAL/STAFFING IMPLICATIONS:

Earlier this year Council approved a budget revision of \$50,000 to advance the purchase of the trailer to 2020 due to the condition of the tag along trailer it is replacing.

Submitted/approved by:

Mark Segsworth, P. Eng.
Public Works Manager

Prepared by:

David Holliday, CET
Technical Supervisor

Approved by:

Neil Carbone
CAO



**INFORMATION REPORT TO
COUNCIL**
PUBLIC SERVICES DEPARTMENT



AGENDA DATE: May 19, 2020

SUBJECT: Tender No. PS-2020-07, 2020 Crack Sealing Program

RECOMMENDATION:

This report is for information only.

BACKGROUND:

This year's Crack Sealing Tender was prepared and advertised on the Municipal website, on Biddingo, and in the local newspaper. The tender closed on May 6th, 2020.

The results, in ascending order, were as follows:

Supplier	Price (Incl. HST)
Roadlast Asphalt and Sealing Maintenance	\$65,088.00
Cornell Construction Limited	\$92,343.60

The submission of the low bidder has been evaluated and was found to be accurate and complete. Roadlast Asphalt and Sealing Maintenance is a reputable contractor and has provided crack sealing in and around the Township of South Frontenac.

For these reasons, and because their price was \$27,255.60 lower than the bid from Cornell Construction Ltd., the Public Services Department, under delegated authority, has awarded the tender to Roadlast Asphalt and Sealing Maintenance, for \$65,088.00, including HST.

For comparison purposes, listed below are the approved lowest bid unit prices from the past 5 years and the current lowest bid unit price.

Item	2015	2016	2017	2018	2019	2020 Low Bid
Unit Price-\$/ per metre	\$0.90	\$1.05	\$1.24	\$1.03	\$0.899	\$1.05

FINANCIAL and STAFFING CONSIDERATIONS

Sufficient funds have been budgeted in 2020 for this project.

Submitted/approved by:
Mark Segsworth, P. Eng.
Director of Public Services

Prepared by:
David Holliday, CET
Technical Supervisor

Approved by:
Neil Carbone, CAO



Questions for Council from the Public regarding COVID-19 and Township Services

MAY 19, 2020



Do you have a pandemic related question for Council?

1. Submitted at Sunday May 3rd2020 8:26 PM

What is the current state of closures/stay away policies for people from away coming to their cottages in South Frontenac?

Township Response:

The Township has not restricted access to seasonal properties or cottages - this is outside the jurisdiction of local governments, even under the state of emergency.

The Township's earlier media release regarding seasonal properties was a request from the Township only and was made in the interest of preventing further spread of COVID-19. That request echoed the same statements made by Kingston Frontenac Lennox & Addington Public Health (KFLAPH) Medical Officer of Health Dr. Kieran Moore and by Dr. Teresa Tam, Canada's Chief Public Health Officer despite the province not putting any formal restrictions in place.

While access to private cottages or seasonal properties is legally permitted, we continue to suggest that only necessary travel to these properties be made and that those travellers observe all public health protocols and recommendations. We also remind seasonal residents and visitors that the Province HAS restricted the use of Short-Term Rental properties, which can only be used for residential/housing purposes and NOT for vacation/transient accommodations.

2. Submitted at Monday May 4th 2020 10:03 PM

When would cottagers be welcomed back as in previous news releases the date was May 1, 2020 but was not rescinded? Thank you

Township Response:

The Township has not restricted access to seasonal properties or cottages - this is outside the jurisdiction of local governments, even under the state of emergency.

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3. Submitted at Tuesday, May 5th, 2020 7:57 AM

More of a comment than a question, I try to follow all guidelines, but the mail out April 14 said to not place garbage bags in bins and I tried doing this, but the crows pick it apart as soon as it is unattended, so I had to go back out to clean up the mess

Natural, Vibrant and Growing – A Progressive Rural Leader



Questions for Council from the Public regarding COVID-19 and Township Services



MAY 19, 2020

and then put the bag in a bin. Was this recommendation made in consultation with the garbage collection staff?

Township Response:

Unfortunately, the statement in the mail about not placing garbage bags in bins was incorrect. We do recommend some type of can/bin or covering the bag with some type of blanket/tarp to prevent the birds from picking the bags apart. We apologize for this inconvenience.

4. Submitted at Friday, May 8th, 2020 2:01 PM

When do you anticipate that you will welcome cottagers this year? We stay until late October.

Township Response:

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5. Submitted on Friday, May 8th 2020 12:43 PM

With the opening of the Portland and Loughborough landfill hoping you will soon reopen the other locations for residents that do not have curbside collection. Unfortunately dumping has been an issue at the Green Bay site. The site and area around could use some cleaning due to the dumping, animals and wind. Please help keep our area clean.

Township Response:

The Township of South Frontenac provides household garbage and blue box collection on every public road on a weekly basis. Bin collection at the end of private lanes is also provided weekly. The northern waste sites receive a very low volume of waste annually, making their operation relatively inefficient – particularly when experiencing staff shortages due to COVID-19 impacts and when residential collection is widely available. The Township has made this decision in the interest of all ratepayers and in prioritizing other important services while also limiting exposure of staff to patrons at more than the most necessary waste sites.

Unfortunately illegal dumping is an ongoing issue in the Township which is not directly associated with waste site closure. The Township does undertake roadside



Questions for Council from the Public regarding COVID-19 and Township Services



MAY 19, 2020

cleaning periodically when resources permit. We appreciate your understanding of our intention of providing the most value for all our ratepayers and we strongly encourage you to make use of the garbage and recycling services that are currently available.

6. Submitted at May 13, 2020 5:05 PM

Are cottagers allowed to come and go?

Township Response:

The Township has not restricted access to seasonal properties or cottages - this is outside the jurisdiction of local governments, even under the state of emergency.

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**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2020-28**

**A BY-LAW TO CONFIRM GENERALLY PREVIOUS ACTIONS OF THE
COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH
FRONTENAC.**

THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC, BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. The actions of the Council of the Corporation of the Township of South Frontenac at its Council Meeting of May 19, 2020 be confirmed.
2. Execution by the Mayor and the Clerk of all Deeds, Instruments and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal to any such Deed, Instruments or other Documents is hereby authorized and confirmed.
3. This By-law shall come into force and take effect on the date of its passage.

Dated at the Township of South Frontenac this 19 day of May, 2020.

Read a first and second time this 19 day of May, 2020.

Read a third time and finally passed this 19 day of May, 2020.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk