



General Government Committee Agenda

Date: January 9, 2023
Time: 9:30 a.m.
Location: Council Chambers or Microsoft Teams
Municipal Administrative Centre
40 Temperance Street, 2nd Floor
Bowmanville, Ontario

Inquiries and Accommodations: For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending, please contact: Lindsey Patenaude, Committee Coordinator, at 905-623-3379, ext. 2106 or by email at lpatenaude@clarington.net.

Alternate Format: If this information is required in an alternate format, please contact the Accessibility Coordinator, at 905-623-3379 ext. 2131.

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Noon Recess: Please be advised that, as per the Municipality of Clarington's Procedural By-law, this meeting will recess at 12:00 noon, for a one hour lunch break, unless otherwise determined by the Committee.

Cell Phones: Please ensure all cell phones, mobile and other electronic devices are turned off or placed on non-audible mode during the meeting.

Copies of Reports are available at www.clarington.net/archive

The Revised Agenda will be published on Friday after 3:30 p.m. Late items added or a change to an item will appear with a * beside them.

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| 1. Call to Order | |
| 2. Land Acknowledgement Statement | |
| 3. Declaration of Interest | |
| 4. Announcements | |
| 5. Presentations/Delegations (10 minute time limit) | |
| 5.1 Lorrie Hagen Regarding Request for Funding Support for The Charles H. Best Diabetes Centre - Building on the Best Expansion Campaign | |
| 5.2 Mark Hughey, Canadian Nuclear Laboratories, Regarding Port Granby Project Annual Update | |
| 6. Reports/Correspondence Related to Presentations/Delegations | |
| 7. Communications | |
| 8. Staff Reports, Staff Memos and New Business Consideration | |
| 8.1 Public Works | |
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8.4 CAO Office

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| 8.4.1 | CAO-001-23 Public Works Payroll and Job Allocation Process Modernization Review | 46 |
| 8.4.2 | CAO-002-23 Corporate Risk Assessment – 2022 Findings | 112 |
| 8.4.3 | CAO-003-23 Outstanding Motions from Council Term 2018-2022 | 127 |

9. **Unfinished Business**

- 9.1 Roda Muse, Secretary-General, Coalition of Inclusive Municipalities, Regarding Designation of Member of Council as a Liaison to the Coalition of Inclusive Municipalities (Referred from the November 28, 2022 General Government Committee Meeting)

[Link to Item 7.3 from the November 28, 2022 General Government Committee Agenda](#)

10. **Questions to Department Heads/Request for Staff Report(s)**

11. **Confidential Items**

- 11.1 LGS-002-23 Compensation Review for Non-Affiliated Staff
- 11.2 LGS-005-23 Update - CUPE Collective Bargaining

12. **Adjournment**

Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

| | | |
|-------------------------|--|----------------------------------|
| Report To: | General Government Committee | |
| Date of Meeting: | January 9, 2023 | Report Number: PWD-001-23 |
| Submitted By: | Stephen Brake, Director of Public Works | |
| Reviewed By: | Mary-Anne Dempster, CAO | Resolution#: |
| File Number: | | By-law Number: |
| Report Subject: | Bowmanville and Courtice Leash Free Dog Park Solar Lighting Overexpenditure Report | |

Recommendations:

1. That Report PWD-001-23 and any related delegations or communication items, be received;
2. That Council approve the overexpenditure incurred for the 2022 Bowmanville and Courtice Leash Free Dog Park Solar Lighting project; and
3. That all interested parties listed in Report PWD-001-23 and any delegations be advised of Council's decision.

Report Overview

The purpose of this report is to recommend the approval of \$27,114.32 in additional funds for the installation of solar lighting at the Bowmanville and Courtice Leash Free Dog Parks. This overexpenditure requires Council approval as per Corporate Policy G5 – Capital Project Overexpenditures.

1. Background

- 1.1 At a meeting held on November 1, 2021, the Council of the Municipality of Clarington passed the following Resolution #C-355-21:

That Staff be directed to install solar lighting, as soon as possible, at the Courtice and Bowmanville Leash Free Dog Parks with appropriate funding from the Outdoor Recreation Misc. Upgrade Account.

- 1.2 Solar lighting is still considered new technology. A peer review of other municipalities and market research of lighting suppliers did not yield expected results. As a result, only one vendor provided a quotation for the supply and delivery of solar lighting and poles for the two parks. Installation was coordinated through a separate purchase order and a separate vendor. The initial quotations included \$77,235.54 for the supply of solar lights and poles and \$10,396.00 for the installation.
- 1.3 Due to a misunderstanding between the solar lighting vendor and staff that was created by inconsistent mapping used by each party, the initial purchase order included all solar lights and poles for the Courtice park but only enough for a small portion of the Bowmanville park. Public Works Staff, working with the Purchasing Division, reached out to the same vendors and obtained additional purchase orders to complete the entire Bowmanville park, as initially directed by Council. These purchase orders amounted to \$47,627.24 for the supply of remaining solar lights and poles and \$9,040.00 for the additional installations. This process, carried out in two phases, resulted in the overexpenditure of the original Outdoor Recreation Misc. Upgrade budget by \$27,114.32.
- 1.4 The over expenditure for this project exceeds the limits set by Corporate Policy G5 for staff approval and therefore requires Council approval.

2. Financial Considerations

- 2.1 The overexpenditure of the Outdoor Recreation Misc. Upgrade Account was discussed with the Deputy CAO / Treasurer, and a recommendation was given to offset the amount by using the Rate Stabilization Reserve Fund Account 554-00-000-00000-7418.

- 2.2 The Council approved Capital Over expenditure Policy provides the Treasurer the authority, in this case, to approve up to \$25,000. As the required amount exceeds this threshold, Council approval is required..

3. Concurrence

This report has been reviewed by the Deputy CAO / Treasurer who concurs with the recommendations.

4. Conclusion

All solar lights have now been installed and are operational. Staff have also received positive comments from the park patrons regarding the project. It is respectfully recommended that Council approve the over expenditure as set out above.

Staff Contact: Slav Potrykus, Traffic Engineering Supervisor, 905-623-3379 extension 2315 or spotrykus@clarington.net.

Attachments:

Not Applicable

Interested Parties:

There are no interested parties to be notified of Council's decision.

Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

| | | | |
|-------------------------|---|-----------------------|------------|
| Report To: | General Government Committee | | |
| Date of Meeting: | January 9, 2023 | Report Number: | LGS-003-23 |
| Submitted By: | Rob Maciver, Deputy CAO/Solicitor | | |
| Reviewed By: | Mary-Anne Dempster, CAO | Resolution#: | |
| File Number: | | By-law Number: | |
| Report Subject: | Appointments to Various Boards and Committees | | |

Recommendations:

1. That Report LGS-003-23 and any related communication items, be received;
2. That the Terms of Reference for the Accessibility Advisory Committee, as outlined in Section 1.3 to 1.5, updating the frequency of meetings and selection of a Secretary, be approved;
3. That the appointment of a Municipal Liaison to the Bethesda House Board be discontinued;
4. That Staff be directed to prepare a by-law amendment to By-law 2008-037 to change the Terms of Reference for the Newcastle Memorial Arena Board to change the number of Members of Council from two to one;
5. That Staff be directed to prepare a by-law amendment to By-law 2014-094 to change the Terms of Reference for the Newcastle Village Community Hall Board to change the number of Members of Council from two to one, that being EITHER the Ward 4 Local Councillor or the Regional Councillor for Wards 3 and 4;
6. That Staff be directed to prepare a by-law amendment to By-law 2008-038 to change the Terms of Reference for the Solina Town Hall Board to change the number of Members of Council from two to one;
7. That the Terms of Reference for the Task Force on Affordable Housing be amended to change the minimum Council representation from “two” to “one” and to replace the words “The Task Force will generally meet monthly” to “The Task Force will generally meeting quarterly”;
8. That the Terms of Reference for the Tourism Advisory Committee be amended to remove the Member of Council as part of the composition;

9. That the Committee consider the applications for appointments to the various Boards and Committees, and that the vote be conducted to appoint the citizen representatives, in accordance with the Appointment to Boards and Committees Policy;
10. That Staff be authorized to advertise for any remaining vacancies; and
11. That all interested parties listed in Report LGS-003-23 and any delegations be advised of Council's decision.

Report Overview

This report is intended to provide background information, regarding the vacancies on various boards and committees to assist in the appointment process.

1. Review of Boards & Committees

General

- 1.1 With the start of the new Council term, Staff have evaluated the current Boards and Advisory Committees in an effort to identify opportunities for efficiencies.

Accessibility Advisory Committee Terms of Reference Review

- 1.2 The Accessibility Advisory Committee's Terms of Reference state that the Committee must meet on the first Wednesday of the month or at the call of the Chair. Having the Committee meet monthly was more than the requirement and not providing a lot of value. Changing the frequency of meetings would also reduce the commitment of the Council member. The Site Plan Review Subcommittee will remain unchanged.
- 1.3 Staff are recommending the following amendment to the Terms of Reference:
- “The Committee will meet once per quarter or at the call of the Chair. Exceptions may include:
- July and August
 - During a regular municipal election, where meetings may be cancelled in the last quarter of the year
 - Where a quorum is not reached, and
 - When circumstances warrant special consideration”.
- 1.4 The Committee's Terms of Reference state that they shall select a chair and vice-chair among its members. Currently, there is no selection of a secretary. At each meeting, the Staff Liaison seeks a volunteer each meeting to complete the minutes. The majority of the time, the Staff Liaison completes the duties of the secretary, which makes it challenging to capture the minutes when steering the conversation, answering questions, and/or sharing documents.

1.5 Staff are recommending the following addition to the Terms of Reference:

“The Committee shall select a recording secretary at the first meeting. Duties of the secretary shall include the taking of meeting minutes and providing these minutes to the Staff Liaison for review before submitting the minutes to the Clerk for Council’s information”.

Agricultural Advisory Committee

1.6 Staff have reviewed this Committee and recommend that one Council representative remain. Additionally, the Terms of Reference state that “the Agricultural Advisory Committee shall determine the location and frequency of meetings.” Currently they meet monthly on the second Thursday of every month at 7:30 pm. Staff are recommending that they meet quarterly. No changes are required to the Terms of Reference.

Bethesda House Municipal Liaison Review

1.7 The appointment of the Bethesda House Member of Council arose in 2002 as a request from the Chair for a Municipal Liaison.

1.8 Staff have contacted Bethesda House for their input and found the following:

- The Member of Council is not a Board Director and does not have voting rights.
- The Member is usually invited to attend one board meeting a year but is welcome to ask to attend other meetings if there is information/questions.
- Bethesda House has asked, several times over the years, for a role description. In the absence of a role description, they have informally developed their own. They see the member as a supporter of the organization; someone who will attend their events; will speak up on behalf of the organization if needed; and will check in to see if anything is needed.
- They were under the impression that the appointment of a Municipal Liaison was a municipal program to support charities. In reality this is the only instance of a “Municipal Liaison” with a charity.
- Bethesda House understands that Members of Council have limited time resources and they don’t see an overwhelming problem with not having a Municipal Liaison.
- Bethesda House believes that they currently have a “very good, and open relationship with the Municipality”. Bethesda House would welcome safeguards/processes to ensure a continued good relationship.

- 1.9 Staff are recommending the discontinuation of a Municipal Liaison to Bethesda House. To address Bethesda House' note on a continued relationship, Staff are suggesting:
- That Bethesda House be invited to provide an annual report/update, either in person or in writing, to a General Government Committee meeting. This could be done at any time of the year that is convenient for the Board.
 - Regular communications from Bethesda House to Members of Council to advising of upcoming events. This communication could also include our Communications Division so that they could support the events via social media.
 - Continue to include Bethesda House on the Clarington Connection Newsletter organization group.
 - Proactive check-ins from Clarington's Communications Division with Bethesda House to [in the words of Jaki Mackinnon, Executive Director] "see if there is any way consistent communication linkages can connect the community leaders, the people who work at the Municipality, and the charities that contributed to the community".

Bowmanville Santa Claus Parade Committee

- 1.10 Staff reviewed the Bowmanville Santa Claus Parade Committee from the standpoint of whether it needs to remain a Committee of Council and whether a Member of Council needs to be included. [Report CLD-21-04](#) established this as a Committee of Council arising out of the Committee's need for insurance coverage. The report makes it clear that the insurance carrier would cover them if, among other things, it was a Committee of Council and a Member of Council sits on it. Additionally, this allows the Parade Committee to issue tax receipts.

Staff have confirmed with the insurance company that these conditions need to remain in place, therefore staff are recommending no change at this time.

Clarington Active Transportation

- 1.11 Staff have reviewed this Committee and recommend that one Council representative remain.

Clarington Heritage Committee

- 1.12 Staff have reviewed this Committee and recommend that one Council representative remain. Additionally, the Terms of Reference state that "the Clarington Heritage Committee shall determine the location and frequency of meetings." Currently they meet monthly on the third Tuesday of the month (unless there is a Special Meeting), except July, August or December. Staff are recommending that they meet quarterly. No changes are required to the Terms of Reference.

Committee of Adjustment

- 1.13 The Committee of Adjustment is driven by applications and legislated timeframes, therefore Staff don't recommend any changes at this time.

Diversity Advisory Committee Review

- 1.14 Staff are recommending the continuance of the Diversity Advisory Committee (DAC). Until the Staff team is more representative of our community, the DAC has been invaluable in providing guidance on some key sensitive discrimination/racism and inclusion issues. Some of the Committee's accomplishments include a Land Acknowledgement Statement, contributing to the Inclusive Spaces Policy, developing holidays, and recognition calendars, and assisting in hosting community events to support diverse celebrations. Their future work plan will continue and will provide valuable input to the development of an Anti-Racism/Anti-Discrimination strategy.

Samuel Wilmot Nature Area Management Advisory Committee (SWNAMAC)

- 1.15 Staff recommend the continuation of this SWNAMAC. Members include volunteers, a Member of Council, Clarington Staff, and Conservation authorities and are very engaged with the preservation and enhancement of the Nature Area and the surrounding environment. Naturalist efforts include watershed protection, pollinator plantings, butterfly conservation, and birdhouse installations. Volunteers on the Committee are predominantly local residents that have a mandate of improving access and creating a connection between the lands, the local community, and for visitors to the area. The Samuel Wilmot Nature Area is supported by funding from Municipal Budgets, fundraisers, and grants through Ontario Power Generation (OPG).

Task Force on Affordable Housing

- 1.16 The current composition is:

“a maximum of 14 voting members including at least 2, but not more than 3, members of Council. A maximum of 11 citizen members may be appointed. Citizen appointments should represent a broad range of interests in the community.”

- 1.17 Staff have reviewed the Committee composition and recommend changing the minimum number of Members of Council from “two” to “one”.
- 1.18 Additionally, the Terms of Reference state that “the Task Force will generally meet monthly. Additional meetings may be required based on the work of the Task Force.”. Staff are recommending that they meet quarterly. Therefore a change to the Terms of Reference is required and noted in this report's recommendations.

Tourism Advisory Committee

- 1.19 Staff have reviewed the Committee composition and advised that a Member of Council is not required. As we are moving toward an in-house model for Economic Development, the value of this committee will be reviewed and reconsidered at that time.

Municipal Services Boards (Newcastle Town Hall, Newcastle Arena Board, Solina Community Hall, and Tyrone Community Hall Board)

- 1.20 Staff have reviewed the Member of Council requirements on the boards and advised that the majority of Boards do not have the Council representation. Staff have clear lines of communication and are quick to respond to any concerns that may arise. Most requests received are of a repair and maintenance nature and do not wait to receive the requests through a Member of Council. Staff advised that they would support a reduction in Council representation.
- 1.21 Clarington currently has four “Municipal Services Boards” (MSBs) which were created in 2008 and replaced the former “Community Centre Boards”: Newcastle Memorial Arena Board; Solina Hall Board; Tyrone Hall Board; and Newcastle Community Hall Board.
- 1.22 In the recommendation section of this report, Staff have included recommendations for reductions in the number of Council representatives for the MSBs (excluding Tyrone which only has the single Member of Council). Council will need to choose whether to change the terms of reference to appoint either the Ward 4 Local Councillor or the Regional Councillor for Wards 3 and 4.

2. Background, Advertising, and Applications for Appointments

- 2.1 Most of the Municipality of Clarington Board and Committee members’ terms expire with the term of Council.
- 2.2 Staff placed an advertisement in local papers and on the Municipality’s website, www.clarington.net/Committees.
- 2.3 In an effort to extend the reach of our advertisements for vacancies, Staff created a profile on the www.claringtonvolunteers.ca website. Vacancies for the Boards and Committee’s were listed on the Clarington Volunteers website.
- 2.4 The description of all committees, including terms of reference, history, and minutes are located www.clarington.net/committees.

3. List of Applicants

- 3.1 In accordance with the “Appointment to Boards and Committees Policy”, a confidential application package has been attached at the front of the applications.
- 3.2 Please note that an asterisk after the applicant’s name indicates that the person is presently a member of the Board or Committee.
- 3.3 “Late” following the name indicates the application was received past the deadline of December 2, 2022, at 2:00 p.m.
- 3.4 A space has been left to indicate the necessary Council representative appointments.

3.5 Below is a listing of the various Boards and Committees and applicable information:

a. **Accessibility Advisory Committee**
(7 to 10 citizens of which the majority of the Committee members shall be persons with disabilities; and 1 Council Representative)

- Keith Brettell
- Sheikh Hossain - Late
- Beatrice Kraayenhof
- Hawa Mire
- Lesley Scherer
- Sanja Wirch

NOTE: Only six applications were received, but seven to ten appointments are required.
Council Rep: XX

b. **Agricultural Advisory Committee**
(6 citizens for a four-year term who provide an appropriate representative of various farming interests (dairy, beef, apple, greenhouse, cash crops, hog, poultry, etc.); and 1 Council Representative)

Note: The AAC has staggered terms of members, by appointing half of the membership every two years, for four-year terms. Therefore, the Committee has four members appointed until December 31, 2024, who provide a representation of dairy, eggs, cash crops, on-farm market, greens and vegetables, and lamb/sheep farm commodities.

- Thomas Barrie*
- Eric Bowman*
- John Cartwright*
- Brad Found
- Jennifer Knox*
- Richard Rekker* (as the Durham Region Federation of Agriculture Representative until January 2022 – not a Council-appointed member)
- Craig Rickard

Council Rep: XX

c. **Bowmanville Santa Claus Parade Committee**
(Members are nominated then appointed by Council, 1 Council Representative)

- Katherine Johnson
- Jonathan D. Taylor

- Brenda Rafter
- Lisa Price
- Angela Tasevski
- Andree Theriault
- Carolyn Lunan
- Crystal Logan
- Jennifer Payne
- Ellen Knights

Council Rep: XX

- d. **Clarington Active Transportation and Safe Roads Advisory Committee**
(Minimum 8 up to a maximum 10 citizens; and 1 Council Representative who represent a broad diversity of the community including cyclists, hikers, runner, seniors, etc.)
-

- Bidjinie-Steffy Anglade Coriolan
- Jim Boate*
- David Campbell
- Richard Claxton-Oldfield*
- Debbie Doiron
- Gerrie Goulet
- Bart Hawkins Kreps*
- Christopher Hinbest
- Ron Hooper
- Connor Houston*
- Brad Jakobsen
- David Kopycinski
- Steve Lawson
- Robert Livingstone – Late¹
- Colin Maitland
- Hawa Mire
- Lori Moore
- Bryan Noble
- Steven Parsons
- Bernard Sanchez

- Rick Stockman*
- Bradley Whittle

¹ **Note** – Robert Livingstone did not indicate an active transportation method in accordance with the Term of Reference requirements noted above.

Council Rep: XX

e. **Clarington Heritage Committee**

(Minimum 5 up to a maximum 12 citizens, including a representative from Newcastle Village and District Historical Society and Clarington Museums and Archives; and 1 Council Representative. Committee members shall possess knowledge of cultural heritage issues within Clarington, relevant heritage conservation experience, technical training in a heritage planning field, and/or current involvement in cultural heritage community activities.)

- Glenn Baswick²
- Steve Conway*
- Joseph Dalrymple
- Noel Gamble*
- Heather Graham
- Ron Hooper*
- Steve Lawson²
- Colin Maitland
- Rick McEachern
- Zane Piekenbrock²
- Ron Sproule*
- Victor Suppan*
- Peter Vogel*

² **Note** – these applicants did not indicate a category of expertise in accordance with the Terms of Reference as noted above.

Council Rep: XX

f. **Clarington Task Force on Affordable Housing**
(11 members and 1-3 Council Representative. Citizen appointments must represent a broad range of interests in the community)

- Sally Barrie
- Glenn Baswick
- Janice Conroy
- Benjamin Earle - Late
- Laura Edmonson - Late
- Gerrie Goulet
- Ron Hooper*
- Robert Livingstone – Late
- Hawa Mire
- Wendy Partner* – Late
- David Prashad
- Debra Rose
- Nakul Roy
- Mary Taylor
- Henry Wildeboer – Late*
- Paul Wirch

Council Rep: XX

Council Rep: XX

Council Rep: XX

g. **Committee of Adjustment**
(6 citizens)

- Funmi (Elizabeth) Adedeji
- John Bate*
- Dave Brandreth
- Dave Eastman*
- Noel Gamble*
- Gerrie Goulet
- Emilia Gruyters
- Sebastien Hersco – Late
- Robert Livingstone – Late

- Wendy Partner - Late
- Shelley Pohjola
- David Prashad
- Mohana Priya
- Bernard Sanchez
- Todd Taylor*
- Kevin Thompson
- Jim Vinson
- Gord Wallace*
- Bradley Whittle

h. Diversity Advisory Committee

(4 citizens, including 2 youth (ages 16 to 24); and 1 Council Representative)

Note: The Committee consists of 8 members, with four members appointed until December 31, 2024, or until a successor is appointed.

- Andaleeb Amir Shafi
- Krystal Christopher
- Pranay Gunti
- Keaton Hellinga – Late
- Ron Hooper*
- Sheikh Hossain
- Shea-Lea Latchford
- Miranda McCormack
- Tarah McMaster
- Hawa Mire
- Beverly Neblett
- Lauren Reyes-Grange
- Aaliyah Ruddock – Late
- Tenzin Shomar - Late
- Nyasha Smith-Ruddock
- Joe Solway
- Loranda Stenton
- Rochelle Thomas

Council Rep: XX

i. **Ganaraska Forest Recreational User Committee**
(1 member appointed annually by the Municipality of Clarington)

- Susan Aitken
- Sheikh Hossain - Late
- Peter King
- Marven Whidden*
- Ed Worona

j. **Livestock Valuer**
(2 citizens for a four-year term)

- John Bate
- Brad Found*

k. **Newcastle Arena Board**
(7 citizens; 1 Council Representative)

- David Bouma - Late
- Jim Vinson
- Omar Patel
- Shea-Lea Latchford
- Sue White
- Todd Taylor

NOTE: Only six applications were received, but seven appointments are required.

Council Rep: XX

I. **Newcastle Village Community Hall Board**
(3 citizens for a two-year term; 1 Council Representative)

- Barry Carmichael
- Michael E. Marlowe – Late
- Sharon L. Grant-Young
- Peter Martin
- Omar Patel

Council Rep: XX

m. Property Standards Committee
(6 citizens)

- Funmi (Elizabeth) Adedeji
- John Bate*
- Michael E Marlowe – Late
- Dave Eastman*
- Anthony Edmonson
- Sebastien Hersco
- Kim Hunter
- Michael McCarthy
- Wendy Partner - Late
- Shelley Pohjola*
- Marven Whidden

n. Public Library Board
(7 citizens; 2 Council Representatives)

- Linda Ainsworth
- Tracey Ali
- Glenn Baswick
- Nancy Brandon
- Lori Causey
- Steven Cooke
- Krysta Dudley
- Emily Dugas – Late
- Pranay Gunti
- Kate Harrison
- Christopher Hinbest
- Ron Hooper
- Sheikh Hossain
- Jennifer Jack – Late
- Alec King
- David Kopycinski
- Rick McEachern
- Donald McKenzie

- Hawa Mire
- Laura Nicholls
- Jessica Renzella
- Marina Ross
- Nicole Schoonderbeek
- Tenzin Shomar
- Peter Vogel
- Katharine Warren
- Sarah White

Council Rep: XX

Council Rep: XX

o. **Samuel Wilmot Nature Area Management Advisory Committee**
(Minimum 8 up to 10 citizens; 1 Council Representative)

- Carme Aiello*
- Leo Blindenbach*
- Leah Bourgeois*
- Leanne Fernandes
- Samantha Hansen
- Christopher Hinbest
- Thomas Hossie*
- David Kopycinski
- Rod McArthur*
- Kate Potter*
- Patrick R. Bothwell*
- Brian Reid*

Council Rep: XX

p. **Tourism Advisory Committee**
(8 citizens who must be a tourism stakeholder with a tourism market-ready business in Clarington)

- Jeff Allbon – Late
- Kathryn Almeida³
- Glenn Baswick³
- Aine Belton
- Marsha Carbon*³
- Daniela Cowden³
- Barry Edmondson³
- Laura Holmes*
- Ron Hooper
- Christian Iozzo – Late
- David Kopycinski³
- Petra Schwirtz*
- Jake Vanhaverbeke³
- Ellen Vickery – Late
- Pina Visconti McLeod³

³**Note:** These applicants did not indicate they are a tourism stakeholder with a tourism market-ready business in Clarington, in accordance with the Terms of Reference as noted above.

q. **Durham Active Transportation Committee**
(1 member nominated by the Municipality of Clarington)

- Connor Houston
- Keaton Hellinga

r. **Energy from Waste – Waste Management Advisory Committee**
(4 members appointed by the Municipality of Clarington, 2 year term)

- Glenn Baswick
- Cara Des Granges
- Philip Haylock
- Mark D. Holmes
- Robert Livingstone – Late
- Tenzin Shomar - Late
- Jim Vinson

4. Appointments of Councillor Representatives

- 4.1 The following Boards/Committees of Council require Council representatives only (no citizens are appointed from the Municipality of Clarington). NOTE: Resident members of the CIP are appointed by the Director of Planning and Development Services.

| Board/Committee | # of Council Representatives Required |
|-----------------|---------------------------------------|
| Bowmanville CIP | 1 |
| Newcastle CIP | 2 |
| Orono CIP | 1 |

- 4.2 The following are not Boards/Committees of Council but require Council representatives only (no citizens are appointed from the Municipality of Clarington):

| Board/Committee | # of Council Representatives Required |
|---|---------------------------------------|
| Visual Arts Centre | 1 |
| St. Marys Community Relations Committee | 1 |

5. Financial Considerations

Not applicable

6. Concurrence

Not Applicable.

7. Conclusion

It is respectfully recommended that Committee consider the vote to make the appointments to the various boards and committees. Regarding the lack of applicants to some of the boards and committees, it is recommended that Staff be authorized to advertise for any remaining vacancies.

Staff Contact: Lindsey Patenaude, Committee Coordinator, 905-623-3379 ext. 2106 or lpatenaude@clarington.net.

Attachments:

Attachment 1 – Confidential Application Package (Distributed Under Separate Cover)

Interested Parties:

All Applicants

All Board/Committee Appointment Contacts

Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

| | | |
|-------------------------|---|----------------------------------|
| Report To: | General Government Committee | |
| Date of Meeting: | January 9, 2023 | Report Number: LGS-004-23 |
| Submitted By: | Rob Maciver, Deputy CAO / Municipal Solicitor | |
| Reviewed By: | Mary-Anne Dempster, CAO | By-law Number: |
| File Number: | | Resolution#: |
| Report Subject: | 2022 Municipal Elections – Post-Election Accessibility Report | |

Recommendation:

1. That Report LGS-004-23, and any related delegations or communication items, be received; and
2. That a copy of Report LGS-004-23 be placed on the municipal website.

Report Overview

This report is intended to provide information regarding Clarington's 2022 Municipal Elections, specifically as it pertains to initiatives that were incorporated into the electoral process to provide greater accessibility and inclusivity for Clarington electors.

1. Background

- 1.1 In February 2022, Council received Report [LGS-003-22](#), which outlined Clarington's 2022 Municipal Elections accessibility plan in accordance with the Municipal Elections Act, 1996 (MEA). The following is an excerpt from the MEA:
 - 12.1 (1) A clerk who is responsible for conducting an election shall have regard to the needs of electors and candidates with disabilities.
 - 12.1 (2) The clerk shall prepare a plan regarding the identification, removal and prevention of barriers that affect electors and candidates with disabilities and shall make the plan available to the public before voting day in a regular election.
 - 12.1 (3) Within 90 days after voting day in a regular election, the clerk shall prepare a report about the identification, removal and prevention of barriers that affect electors and candidates with disabilities and shall make the report available to the public.
- 1.2 Staff provide the following report as information only, in accordance with the MEA.
- 1.3 Clarington's 2022 Municipal Elections were conducted via internet and telephone voting. Ten Election Assistance Centres (EACs) were open on Voting Day (October 24), with a combination of those EACs and other locations being open on varying dates from Tuesday, October 18 until Saturday, October 22. Although EACs were spread out throughout the Municipality, voters were able to attend any EAC to receive the assistance they needed or to vote. Clarington Municipal Library Staff were also trained on how to assist voters, which provided additional locations and hours for voters to seek assistance, and to vote. Clarington Election Officials also attended six Special Voting Locations (retirement / nursing homes and the hospital).

2. Election

Accessibility Review

- 2.1 To ensure dignity, integration, independence, and fairness, and provide an equal opportunity for all Clarington voters, the Clerk’s Division undertook several initiatives during the 2022 Clarington Municipal Elections.
- 2.2 Clarington’s 2022 Municipal Election permitted voters to vote from home, allowing people to use their own assistive devices, as needed.
- 2.3 Clarington had 1,928 more votes cast in 2022 than in the 2018 Municipal Elections. The voter turnout percentage was slightly lower in 2022 (28% in 2022, 28.5% in 2018) because Clarington had 8,098 more voters on the Voters’ List in 2022, compared to 2018.
- 2.4 The Clerk’s Division were able to meet, or exceed, the suggestions made in the 2022 Clarington Municipal Elections Accessibility Plan and all items in the 2022 Plan will be considered for the 2026 Plan. The highlights include the following:

| Action number from Plan | Action | Details |
|--------------------------------|--|---|
| 3.2 | Accessibility Advisory Committee will review and provide input on the accessibility initiatives. | The Committee reviewed, and endorsed, the 2022 Clarington Municipal Elections Accessibility Plan and members attended the internet / telephone voting demonstration in June 2022. |
| 3.3 | Use an accessibility checklist for reviewing potential EACs. | The checklist ensured that all features of the EACs were inspected. |

| Action number from Plan | Action | Details |
|-------------------------|--|--|
| 4.5 | Ensure communication material was available in alternate formats and free of charge. | <p>All election forms and materials were created in accessible formats.</p> <p>Each candidate was provided with a hardcopy of the candidate information package. Additionally, these materials were also posted on the website and offered in electronic format.</p> <p>Communications were distributed via all methods, including, print, the website, via video, email, community signs, etc. See below for a full list of advertisements.</p> |
| 4.8 | Promote the election through various engagement opportunities. | <p>Clerk’s Division Staff attended, daytime and weekend community events and conducted revision days at the Special Voting Locations and at Wilmot Creek.</p> <p>Clerk’s Division Staff also conducted mock elections (allowing residents to try the internet voting system)</p> |
| 4.12 | Post all election information on the Municipality’s Election website. | All election information was posted and maintained on the election website Clarington.net/votes and met the WCAG 2.0 requirements. |
| 4.15 | Municipal election website will have a dedicated accessibility section. | The website had a designated “Accessibility” button at the top right of each page, which took people directly to the Accessibility information. |

| Action number from Plan | Action | Details |
|-------------------------|--|--|
| 4.28 | Internet / telephone voting allows voters to cast their ballot from anywhere with an internet connection or touch-tone telephone, whether the voter is ill, works days or nights, has a disability, or has trouble travelling. | Allowing voters to vote from anywhere allowed them to vote using their systems and devices that they use for everyday life. See below for some examples of how this helped voters. |
| 4.32 | Telephone voting was an option for voters who could not use the internet for any reason, including bad eyesight. | 791 voters (4%) voted via the telephone. |
| 4.46 | A minimum of one voting booth per EAC shall be wheelchair or scooter accessible. | Scooters were observed using these voting booths with some voters commenting that they appreciated the access. |
| 4.56 | Note pads and pens will be available at all EACs to assist in communicating with voters who are deaf, deafened, or hard of hearing. | Election Officials did assist a couple of voters who were deaf or deafened and used the note pads and pens provided to communicate with them. They were provided the assistance they needed and voted without issue. |

- 2.5 The Clerk’s Division will continue to learn, develop, and adjust our approaches to meet the needs of voters with disabilities.

Communication / Advertising Activities

- 2.6 As this was the first internet / telephone voting election for the Municipality of Clarington, the Election Team decided to increase the number, and method, of communications about the election. As a result, Election Officials, working with Clarington’s Communications Division, released or conducted the following communication activities.

- Newspaper Advertisements
 - 33 advertisements were run from March to October 2022 in the Clarington This Week and Orono Times (the Orono Times shuts down for two weeks during the summer, which is why the total number of advertisements is odd). These included several legislated advertisements about the nomination period and the positions to be elected.
- Clarington also conducted a Metroland Website Takeover on October 19 (sample included in Attachment 1), which was a full digital takeover of durhamregion.com, where the Clarington Election information was included on all the webpages. This resulted in 93,184 Impressions and 206 clicks.
- Tax insert advertisement (Attachment 2)
 - 35,512 packages containing the tax insert with the election information were sent.
- Portable Banners – 8 banners were created, displaying 3 different messages. These banners were rotated between the following municipal facilities:
 - Municipal Administrative Centre,
 - Bowmanville Library Branch,
 - Garnet B. Rickard,
 - South Courtice Arena,
 - Courtice Community Complex,
 - Courtice Library Branch,
 - Newcastle Library Branch,
 - Diane Hamre Recreation Centre,
 - Orono Library Branch, and
 - Bowmanville Indoor Soccer.

- Portal Banners were taken to community events that Clerk's Division Staff attended, including the:
 - Clarington Farmers Market,
 - Newcastle Harvest Festival and
 - Apple Festival and Craft Sale.
- Portable Banners were taken to the Special Voting Locations.
- 5 Arena (rink) Boards were placed in each ice pad:
 - Garnet B. Rickard x 2
 - South Courtice Arena x 2
 - Darlington Sports Centre
- Electronic (Scala TV screens) Signs
 - 3 messages were created and displayed at different times (total time was from July 1 to October 24) on the TV screens within municipal facilities.
- Park / Road Billboards were placed at 4 locations from August 25 to October 25 (picture within Attachment 1):
 - Garnet B. Rickard on Bowmanville Avenue
 - Courtice, Highway 2 and Trulls Road Parkette
 - Newcastle – Highway 2 at the Library
 - Orono – Mill Street South
- Bus shelter advertisements were placed in 3 bus shelters from September 12 to October 24 at (picture within Attachment 1):
 - the Courtice Parkette / Highway 2 Westbound,
 - Bowmanville – Highway 2 Eastbound, and
 - the Newcastle Library.
- Election Assistance Centres all had roadside signs.

- An election hotline shortcut was created for Clarington's automated telephone system.
- Magnet Vehicle Signs were placed on 41 municipal vehicles.
- Postcards and election-branded flying discs and pens were handed out at every event the Clerk's Division Staff attended.
- Posters were placed in community hall boards, municipal facilities, community centres and libraries.
- All outgoing mail had the Election logo and website on the envelope.
 - This began following the Provincial Election in June.
- Election information was provided to long-term care homes in Clarington for inclusion in their newsletters.
- Radio Advertisements
 - CKDO (107.7 FM, 1580 AM) – has 42,000 listeners tune in weekly and 63.9% of those listeners are aged between 55 and 74.

20 commercials between August 8 to August 12, advising voters to get ready to vote online or by telephone and to check if they are on the Voters' List.

10 commercials between October 18 to October 22, advising voters that the voting period was now open.
 - 94.9 The Rock – has 121,900 listeners tune in weekly and 53% of those listeners are aged between 35 and 54.

20 commercials between August 8 to August 12, advising voters to get ready to vote online or by telephone and to check if they are on the Voters' List.

10 commercials between October 18 to October 22, advising voters that the voting period was now open.

- KX96 – has 184,800 listeners tune in weekly and 27% of those listeners are aged between 25 and 34.

20 commercials between August 8 to August 12, advising voters to get ready to vote online or by telephone and to check if they are on the Voters' List.

10 commercials between October 18 to October 22, advising voters that the voting period was now open.

- Advertisements on Rogers TV in collaboration with Durham Region and the Durham municipalities (September 11 to October 23):
 - TV commercial – 15 seconds
 - Web commercial – 30 seconds
- Created a dedicated website at Clarington.net/votes, which housed all the election information, including Candidate information.
- Clarington Website banners:
 - 5 website alert banners were displayed at the top of the Clarington website. Banners were changed depending on the information being promoted at that time.
 - Homepage banners (5 key messages throughout the election period).
 - 6 news items were sent to subscribers regarding the municipal election information from the Region of Durham.
- Social Media – 106 messages between March 1 and October 31, 2022
 - Facebook – 60 posts (8 paid Facebook advertisements targeted to people 18+ located in Clarington)
 - Twitter – 44 posts
 - LinkedIn – 2 posts
- Participation in Durham Region's Smart Home Device initiative – communications about municipal elections could be obtained through a smart home device.
- Clarington Staff corporate email signatures included Election information and the Election logo – beginning in early July

- Booths at Community Events – Clerk’s Division Staff attended the:
 - Clarington Farmers’ Market on four separate weekends,
 - Newcastle Harvest Festival, and
 - Apple Festival and Craft Sale
 - A Candidate Information Session was held in August, which was advertised Durham wide.
 - Clarington held an internet / telephone voting demonstration night with Clarington’s vendor Simply Voting on June 8, 2022.
 - Revision Days were held at each of the Special Voting Locations, along with one at Wilmot Creek and the Older Adults Fall lunch at the Courtice Community Complex.
 - Mock Elections were held at the:
 - Beech Centre during a Bowmanville Older Adults Association lunch,
 - Courtice Community Complex during an Older Adults lunch, and
 - Wheelhouse at Wilmot Creek.
- 2.7 Further to the communications activities described above, everyone on the Voters’ List was sent a Voter Information Letter through the mail, which included information on how to vote, how to get assistance and the list of Election Assistance Centres.
- 2.8 A dedicated election phone line and email were also established and was available for extended hours during the voting period.

Survey Results

- 2.9 Clarington’s Election Team also conducted a survey (available online and in paper form at the EACs) to gauge the voter experience with the internet / telephone voting system. Lots of feedback was received that was very positive.
- 2.10 2,859 people responded to the survey with 2,850 responding that they voted online, 3 responded via telephone and 6 responded that they didn’t vote.
- 2.11 85% of respondents liked how easy, fast, and convenient the voting process was, with 5% responding that they didn’t like anything about the process.

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- 2.12 82% of respondents stated that they did not receive any assistance during the voting process, 8% responding that they received the information they needed from the Clarington Elections website.
- 2.13 80% of respondents heard about the Clarington online election via the Voter Information Letter.
- 2.14 84% of respondents stated that they are very likely to vote online or by telephone in future elections, with 4% responding that they are very unlikely.
- 2.15 The final question asked if respondents had any other comments, or concerns, about the voting process. These comments varied wildly from people requesting a paper ballot, not trusting online voting or concerned about the security and privacy of online voting, to people expressing how much they loved it, how easy it was and requesting that online voting be an option in every election.
- 2.16 Some comments expressed concerns about the ability for senior citizens to vote. At the Election Assistance Centres, some senior citizens came in a little nervous, having not participated in online voting before, but almost every one left expressing how easy the system was. Election Officials also attended Special Voting Locations where senior citizens live and an EAC was also setup at Wilmot Creek. One senior citizen commented that “it was just like signing up for a recreation program.”
- 2.17 There were also comments that advertising and promotion was not sufficient and people had no idea you could vote online. With the number and varying methods of advertising that was undertaken (as described in section 2.6 above), the election team is unsure of what other advertising that could have been done.
- 2.18 Some commented that they would like to be able to vote in person, but the EACs were available, and setup, for people to vote in person.
- 2.19 Some respondents described their specific circumstances related to the accessibility of the voting process. Here is a sample:
- “Soooo thankful for this opportunity online!!!! Had planned to vote in person – but unexpected demands filled my day. Couldn’t have done it any other way and would have been sooo disappointed as I believe in my right/duty to vote. Thank you!”
 - “Thank you. This service is fantastic and much appreciated as I am elderly and have mobility issues.”
 - “I am a senior with mobility issues and this made it so much easier for me.”

- “Thank you for moving this online. As a mom who works full time and had a sick toddler and was sick myself on voting day, I’m sure I wouldn’t have made it in person to vote. This allowed me to vote online and double check my research on candidates before casting a vote. I loved it! Thanks for making this happen.”
- “I prefer to vote in person, because it is nice to see other members of the community at our rural community centre. I also like to bring my children (one who is now old enough to vote himself) to create a sense of excitement about voting. However, due to a family hospitalization, I was glad to have the option to vote online today. In future though, I will resume voting in person.”
- “This was very easy for a mom with a new baby and toddler, I was able to vote and not worry about figuring out how to corral my children to wait in line with Mom so she could participate in the election.”
- “Voting was so easy, I have a computer and iPad. I keep up with the technology even though I’m a senior. Love to learn keeps my brain functioning. Keep up this good work online, as I cannot walk as good as I used to.”
- “This was a great addition to the voting process. I really appreciated being able to vote online and also my 90-year mother was able to participate with the help of a family member to log her into the site. Without this ability, it would have been very difficult getting her out to the voting location due to covid and her medical issues. Awesome job Clarington!”
- “My husband is disabled, and it was so much easier to voter this way. Not having to drive there, get him in his wheelchair, hope it is accessible! and deal with bad weather is much easier and I wish we could vote this way always! Also being older and having other physical problems is also sometimes difficult to get out.”
- “I am a senior citizen (age 70) and this process was one of the easiest websites I had to maneuver through. A super great idea to continue this way of voting.”
- “As someone who is housebound due to medical disability this was wonderful.”
- “Online voting is fantastic! Thank you, Clarington!!! I hope it encourages more votes being cast – it can’t get any more convenient and accessible than this. I am disabled and so grateful for truly barrier-free voting.”

3. Financial Consideration

Not Applicable.

4. Concurrence

Not Applicable.

5. Conclusion

We are confident that the accessibility initiatives undertaken by the Clerk's Division for Clarington's 2022 Municipal Elections met, and exceeded, the needs within our community. Staff will continue to monitor the technologies and processes of conducting elections and will continue to receive feedback from our voters, to ensure that our 2026 Municipal Elections process will ensure dignity, integration, independence, and fairness, and provide an equal opportunity for all of Clarington's voters.

Staff Contact: John Paul Newman, Deputy Clerk, 905-623-3379 ext. 2103 or
jnewman@clarington.net.

Attachments:

Attachment 1 – Various Advertisements

Attachment 2 – 2022 Final Tax Bill Insert – Page 1

Interested Parties:

The following interested parties will be notified of Council's decision:

Clarington Accessibility Advisory Committee

Attachment 1 to Report LGS-004-23

Various Advertisements

Metroland Takeover

The image shows a screenshot of a website takeover advertisement for the Clarington municipal election. The takeover is presented as a news article on the Clarington website. At the top, there is a banner with the Clarington Votes logo and the text "Vote online or by telephone until October 24." and the URL "www.clarington.net/votes". Below this, the Clarington website header is visible, including the "VOTE NOW!" call to action and the Clarington logo. The main content area features a "LOCAL NEWS" section with a headline "MISSING Oshawa man found safe" and a sub-headline "Man went missing Oct. 14". A large red "FOUND" stamp is overlaid on the "MISSING PERSON" text in the article's image. The takeover also includes a "DurhamRegion.com" logo and a "Sign In" button. The overall design uses a green and white color scheme with illustrations of hands holding devices displaying the voting interface.

Bus Shelter Advertisement



On-street Billboards



Paying your Taxes:

Pre-Authorized Payment Plan Types

- **Monthly Plan:** Payments are withdrawn RTSYMTSYMJWTJFHMRTSYMWR December to November.
- **Instalment Plan:** Instalment amounts are withdrawn from your account on the due dates.
- **Supplementary Plan:** A monthly plan to prepare for supplementary taxes on newly-constructed homes.
- **Arrears Plan:** A monthly payment arrangement plan. Penalty and interest charges will apply.

Through your Bank

- **RRRT** institutions, including online and telephone banking.
- Your account number is the 15-digit roll number shown on your tax bill.

Mortgage Company

- If your mortgage company is responsible for paying your taxes and is correctly indicated on your tax bill, this tax bill is for your records only.
- If your mortgage company is responsible for paying your taxes and is not indicated on your tax bill, contact them immediately.

In Person

- Taxes may be paid at the Municipal Administrative Centre.
40 Temperance Street, Bowmanville.
- Interac/Debit, cheque or cash are accepted.
- An accessible entrance and a 24-hour drop box is available from Church Street.

By Mail

- Send cheque(s) and your bill payment stub to Municipality of Clarington,
40 Temperance Street, Bowmanville,
ON L1C 3A6.
- Post-dated cheques are accepted.



Clarington Votes

2022 Clarington Municipal Elections

**Vote anywhere, anytime
October 18 to 24, 2022**

Cast your vote online or by telephone for your local Council and School Boards. It's easy, safe, and convenient. For help, Election Assistance Centres will be available.

Are you on the voters' list?

Visit www.clarington.net/votes or call 905-697-4747 and make sure your name is on the list to vote!

Watch for your voter information letter in October

The letter will give you detailed instructions on how to vote.

If you don't receive a voter information letter in October, you may not be on the voters' list. Visit www.clarington.net/votes or call 905-697-4747 to learn more.

To obtain this information in an alternate format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131, TTY: 1-844-790-1599

2022 Final Tax Bill



Clarington

tax@clarington.net
905-623-3379 ext. 2650

www.clarington.net/taxes

Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

| | | | |
|-------------------------|-------------------------------------|-----------------------|------------|
| Report To: | General Government Committee | | |
| Date of Meeting: | January 9, 2023 | Report Number: | FSD-001-23 |
| Submitted By: | Trevor Pinn, Deputy CAO/Treasurer | | |
| Reviewed By: | Mary-Anne Dempster, CAO | Resolution#: | |
| File Number: | | By-law Number: | |
| Report Subject: | 2023 Interim Financing | | |

Recommendations:

1. That Report FSD-001-23 and any related delegations or communication items, be received;
2. That the By-law attached to Report FSD-001-23, as attachment 1, be approved; and
3. That all interested parties listed in Report FSD-001-23 and any delegations be advised of Council's decision.

Report Overview

The Municipality of Clarington is required to provide a by-law authorizing temporary borrowing as part of its banking arrangements with TD Bank. This by-law is an annual requirement and remains unchanged from prior years. Staff do not anticipate that the Municipality will draw on this credit facility.

1. Background

- 1.1 Annually, Council is requested to grant authority to the Mayor and Treasurer to borrow, temporarily, funds that may be required to meet current expenditures and liabilities of the Municipality before the receipt of the Municipality's property taxes and other revenues. These borrowings may be in the form of external or internal sources, including inter-fund transactions.
- 1.2 The legal authority for these borrowings is under Section 407 of the Municipal Act, 2001. It allows municipalities to borrow amounts between January 1 and September 30 not to exceed 50 per cent of total estimated annual revenues and to borrow amounts between October 1 and December 31 not to exceed 25 per cent of total estimated annual revenues.
- 1.3 Consistent with prior years, the request for authority is \$15,000,000. Under current regulations, the upper limit would be more than \$25,000,000.
- 1.4 Historically, it has not been necessary for the Mayor and the Treasurer to exercise this authority. Staff do not anticipate utilizing the funds in 2023; however, the adoption of the by-law is a requirement of our banking agreements.

2. Concurrence

Not Applicable.

3. Financial Considerations

- 3.1 The Municipality only pays interest expenses on the amount of funds that are borrowed at any given time. If the Municipality does not borrow funds, there will be no interest expense occurred.

4. Conclusion

It is respectfully recommended that the temporary borrowing by-law be approved and authority be provided. This authority provides the Municipality with contingency borrowing capacity in the event of unknown circumstances related to collecting the Municipality's revenues. The proposed 2023 limit remains unchanged from 2022.

Staff Contact: Trevor Pinn, Deputy CAO/Treasurer, 905-623-3379 x2602 or tpinn@clarington.net.

Attachments:

Attachment 1 – Draft By-law to authorize temporary borrowing for the year 2023

Interested Parties:

The following interested parties will be notified of Council's decision:

- TD Bank

If this information is required in an alternate format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

The Corporation of the Municipality of Clarington
By-law 2023-XXX

Being a by-law to authorize the borrowing of \$15,000,000 to meet, until taxes are collected, the current expenditures of the Municipality for the year 2023.

Whereas under Section 407 of the *Municipal Act, 2001*, the Municipality is empowered to borrow for current expenditures from January 1 to September 30, up to 50 per cent and from October 1 to December 31 up to 25 per cent, of the estimate revenues for the year;

Now therefore the Council of the Municipality of Clarington enacts as follows:

1. That the Deputy CAO/Treasurer be hereby authorized on behalf of the Municipality to borrow from time to time by way of operating line of credit/overdraft facility, from the Bank holding the Municipality's banking contract, (hereinafter called the "Bank"), a sum or sums not exceeding in the aggregate \$15,000,000 to meet until the taxes are collected the current expenditures of the Municipality for the year, including the amounts required for the purposes mentioned in Subsection (1) of Section 407 of the *Municipal Act, 2001*, with interest at such rate as may be agreed upon from time to time with the Bank under the banking contract.
2. That all sums borrowed pursuant to the authority of this by-law as well as all other sums borrowed in this year and in previous years from the Bank for any or all of the purposes mentioned in the said Section 407, shall with interest thereon, be a charge upon the whole of the revenues of the Municipality for the current year and for all preceding years as and when such revenues are received.
3. That the Deputy CAO/Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the monies hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.

4. That the Deputy CAO/Treasurer is hereby authorized to furnish to the Bank a statement showing the nature and amount of the estimated revenues of the Municipality not yet collected and also showing the total of any amounts borrowed under Section 407 of the *Municipal Act, 2001*, that have not been repaid.
5. That this by-law shall become effective on the date of passage.

Passed in Open Council this ____th day of January, 2023.

Adrian Foster, Mayor

June Gallagher, Municipal Clerk

Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

Report To: General Government Committee

Date of Meeting: January 9, 2023

Report Number:

CAO-001-23

Reviewed By: Mary-Anne Dempster, CAO

Resolution#:

File Number:

By-law Number:

Report Subject: Public Works Payroll and Job Allocation Process Modernization Review

Recommendations:

1. That Report CAO-001-23 be received;
2. That staff be directed to review the recommendations contained in the WSCS report (Attachment 1) and prepare a scheduled plan to implement the recommendations to create more efficient processes;
3. That staff, as per the provincial funding agreement, post a PDF copy of the final report on the Clarington website;
4. That staff submit the required documentation to the Province of Ontario, as per the funding agreement; and
5. That staff report back to Council with regular updates on the status of the implementation of the improvements.

Report Overview

At the end of 2021, the Province of Ontario announced a third intake of the Audit and Accountability Fund (AAF#3). Clarington applied for the Public Works Payroll and Job Allocation Process Review. This funding requires the project to be completed by a third-party consultant. WSCS Consulting Inc. was awarded the contract for the work. Findings were bucketed into the following six categories:

- Governance, Planning and Performance, Measures and Reporting, People and Organization, Policies and Materials, Equipment and Technology, and Methods and Process.

The recommendations, upon full implementation could allow the Municipality to realize significant efficiencies in Public Works, particularly from an administrative perspective.

This report seeks Council's endorsement for staff to review the recommendations and build an implementation plan, to be presented to Council later in 2023.

1. Background

- 1.1 In the first intake of the Province of Ontario's Audit and Accountability Fund, the Municipality applied for and were successful in obtaining funds to undertake an organizational structure review, as conducted by Grant Thornton LLP. Staff applied for the second intake to undertake a centralized customer service review, which was completed in 2021 by CSPN.
- 1.2 For this intake, a meeting was held with the former CAO along with several directors to review a potential pipeline of projects through which we could get immediate value. It was decided that undertaking a review in Public Works, focused on payroll and job costing allocation would be a viable exercise to apply for.
- 1.3 Eventually, the work was single sourced to WSCS Consulting Inc. who have completed the attached review.

2. Summary of Findings

- 2.1 The report summarizes the findings into six main buckets, which include –

Governance, Planning and Performance, Measures and Reporting, People and Organization, Policies and Materials, Equipment and Technology, and Methods and Process. The high-level "opportunities" provided under each section have been abbreviated and included below for reference.

Governance, Planning and Performance

- 2.2 Develop a new business plan with performance plans and documented processes. Managers and supervisors should be managing work, not performing manual transactions.
- 2.3 Public Works facilities and locations should be part of a longer-term vision to become more aligned with service needs. IT to review internet connectivity and impacts in different locations, inclusive of need for additional mobile solutions.
- 2.4 Modernize processes to move towards “no paper” and enter “one time, one place” with a view to capture information at source.
- 2.5 Develop a change management strategy and assign a champion to oversee and monitor.
- 2.6 Develop a LEAN Continuous Improvement program in Public Works, focused on progress reporting against recommendations in report and ongoing modernizations efforts (inclusive of tracking of results and changes).

Reporting and Measuring

- 2.7 CityWide to house all data against jobs/activities and ensure that General Ledger information reflects only that needed for annual Provincial Financial Information Return. Currently unnecessary data is collected and not used, thereby creating inefficiencies.
- 2.8 Develop regular reporting and access for supervisors to access workload and costs.
- 2.9 Establish and track against KPIs with associated service levels for work management, payroll, and fleet management.
- 2.10 Develop performance measures based upon standard costing of jobs.
- 2.11 Utilizing CityWide for lifecycle costing of capital assets and explore extending the process to Infrastructure division to capture in-house engineering costs on capital projects.

People and Organization

- 2.12 Redefine roles with a responsibility matrix that reflects process changes.
- 2.13 Develop a comprehensive training program that is supported by standard operating procedures for all Public Works staff and supporting departments. Health and Safety and other related trainings are currently in-place – this is specific to items such as software utilization.
- 2.14 Implement performance management framework that is aligned with annual/multi-year business plans (specific to entire corporation – not PW alone).

Policies and Materials

- 2.15 Develop policy frameworks and accompanying policies for payroll, job costing, fleet management and inventory.
- 2.16 Develop standard operating procedures to support policies and controls.

Technology

- 2.17 Work with CityWide to develop solution to drive information (at general ledger level) to Great Plains and ADP for timesheet information.
- 2.18 Explore moving from tablets to hybrid laptops (e.g., Microsoft Surface) to allow for both desktop and mobile application or inspectors.
- 2.19 Work with CityWide to address fleet management deficiencies.
- 2.20 Work with CityWide, GPS and fuel systems to download information into CityWide against fleet and export to Great Plains.
- 2.21 Consider procurement card processing and Great Plains inventory (then push to CityWide inventory).
- 2.22 Create two-way integration between CityWide and AMANADA for access permits and complaints (work currently underway for Q1 2023).
- 2.23 Purchase and implement CityWide Asset Collector module, to improve mobile collection efforts.

Methods and Process

- 2.24 Utilize Timesheet module within CityWide.
- 2.25 Staff to utilize ADP, inclusive of attendance component.
- 2.26 Meal tickets to be tracked through CityWide and pushed to ADP for payment.
- 2.27 Eliminate General Ledger accounts for fleet and utilize simple account based on the Financial Information Return.
- 2.28 Undertake an Equipment Rate Study (currently charging out at 1995 rates).

3. Implementation Considerations

- 3.1 There are several recommendations in the report, which will require the utilization of LEAN and continuous improvement principles in an on-going manner. Staff will need to work through the items, prioritizing projects through a project management framework, which will require the coordinated effort of multiple departments. It is expected that the CAO's Office will take the lead.
- 3.2 As part of the change management efforts, attention will have to be given to the redefining of roles and responsibilities as well as implementing annual and multi-year business planning. This will be a corporate wide effort throughout 2023 and beyond.
- 3.3 The report provides a roadmap for modernizing the Public Works payroll and job costing process. This project has highlighted other areas and processes that should be reviewed and revamped to create efficiencies and improve data collection.
- 3.4 The priority will be streamlining and simplifying the payroll process where the greatest efficiency can be gained. There may be several iterations as software systems are expanded and integrated. This would include the Timesheets module in CityWide. The goal would be to export data from Timesheets into to ADP. Currently supervisors submit timesheets on behalf of their staff. It would be a major efficiency gain to simply have staff enter their own hours into ADP and have the supervisor review and approve.
- 3.5 All costs should be captured in CityWide against assets including both project and work order options to provide data and lifecycle costs. This would eliminate the numerous general ledger accounts in Great Plains and simplify the process and duplication of work. It is recommended that staff work with the fuel vendor and the new GPS service provider to integrate fuel and usage into CityWide.

- 3.6 Currently CityWide does not have an efficient inventory module. It is recommended that fleet utilize the Great Plains inventory system that has barcoding ability and work with CityWide to integrate inventory from Great Plains. CityWide software is widely used within the municipal sector. They have been advancing the functionality over the past few years. Staff should continue to work with them to resolve some of the workorder issues.

4. Financial Considerations

- 4.1 There are implementation cost considerations proposed in the report that would have to be further reviewed. The total estimated amount is \$300,000 which is inclusive of direct and indirect costs (savings are listed at up to \$695,000). Staff are submitting a 2023 budget request for a business analyst position to support the implementation of these efforts and the broader modernization efforts required across the Public Works department.
- 4.2 The real value of these changes lies beyond the numbers listed above. It is also in the consistency and standardization of the payroll and job allocation process and the reduction of opportunity for error. Most critically, the quality and timeliness of the data for managing work, capturing lifecycle costs and future financial planning.

5. Concurrence

This report has been reviewed by the Director of Public Works and the Deputy CAO/Treasurer who concur with the recommendations.

6. Conclusion

It is respectfully recommended that Council receive the WSCS Consulting report and direct staff to begin implementation planning.

Staff Contact: Catherine Carr, Project Manger, Audit and Risk, ccarr@clarington.net or Justin MacLean, Manager, Strategic Initiatives, jmaclean@clarington.net

Attachments:

Attachment 1 – Public Works Payroll and Job Allocation Process Modernization, WSCS Consulting Inc.

Interested Parties:

There are no interested parties to be notified of Council's decision.



PROCESS MODERNIZATION OF PUBLIC WORKS PAYROLL AND JOB ALLOCATION

DECEMBER 20, 2022

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EXECUTIVE SUMMARY

The Municipality of Clarington's Public Works (PW) Department is responsible for maintenance of roads, bridges, culverts, sidewalks, parks, cemeteries, trails, stormwater management ponds, forestry services among other services, some of which are contracted out. To pay its employees and understand its activities and costs, PW has put in place, a complex set of processes, of which are time consuming and manual.

These legacy processes can be traced to former funding requirements by the provincial government and have not been reviewed or modernized. The true value of many of these processes is not apparent. Most processes require duplicate entry into multiple systems which is both costly to operating and risky to manage. As with any process, change is difficult and typically requires a burning issue to initiate something different. Departures of seasoned staff who had put these processes in place many years ago heightened the need for a more streamlined, documented approach to payroll and job allocation. With the help of the province's Audit and Accountability Fund, the Municipality of Clarington was able to secure funding and launch this service delivery review project as a way to modernize these processes. WSCS Consulting Incorporated was engaged to undertake a review of all PW payroll and job allocation processes, including fleet and asset management.

The recommendations contained in this report are intended to eliminate non-value added activities, reduce risk by adopting the LEAN principles of "one is best" with processes that create flow, have limited 'handoffs' and are 'error proofed' to prevent and detect defects.

That is, information should be entered ***one time, in one place*** with system controls to minimize risk of over/underpayment or incorrect allocations. This can only be achieved through a modernized work management system whereby staff enter their time and activities against assigned work orders which are fully integrated with payroll. By today's standards, this is not new. Many organizations, including those in the municipal sector, have had staff responsible and accountable for their time for decades. In our world, where technology rests in small portable smartphones, it is no longer acceptable to waste employee time and time spent tracking employee time for employees to get paid.

Accountability should rest with the individual employee to ensure that their work is captured and reported accordingly. Supervisors should be there to oversee the work, ensure the assigned work is completed in a timely, accurate manner and as expected by the municipality's customers. This, however, is not the current state in Clarington's PW department. Supervisors are bogged down with outdated, antiquated processes with no mechanism to capture work information. They are saddled

with a complex set of manual timesheet, required daily for every employee which is intended to capture what staff accomplished during the day. Some supervisors enter the time in spreadsheets, others, fill out paper versions, all of which are re-entered into several other spreadsheets by the administrative staff with the ultimate goal of getting staff paid. This process is estimated to take about 45 hours, or the equivalent of approximately \$55k per year in time. It is clear that this is not only a waste of employee talent, but it also does not add any value to the service.

Fleet management also needs an overhaul with proper controls and system solutions to reflect the total lifecycle costs of each unit. This includes preventative maintenance programs with the view to ensure that the equipment is available to deliver services, is safe and lasts its intended useful life at the lowest possible cost. Costing and utilization need to reflect real costs so that management can make evidence-based decisions about fleet and its replacement.

Complexities in these processes as well as the job allocations have grown over time without a critical view because 'we have always done it this way'. It would appear that there is job information overkill, likely as a result of old provincial funding models. While job/activity information is important for decision-making, particularly the critical analysis of insourcing versus outsourcing, the way in which data is collected at the municipality would

never yield the appropriate information or allow for critical analysis. It would be extremely time consuming to gather the information in a way that would allow for evidence-based decision-making. Further, the charge out rates for fleet are so outdated (dating back to the mid 1990's) and therefore, the costs are not reflective of modern day reality. Consequently, the municipality is not in a position to adequately assess lease/buy, insource/outsource options.

Even though the municipality has implemented systems to capture information, it has continued to operate as it did more than twenty years ago. For Clarington, there needs to be a recognition that staff time is money and it cannot be wasted on non-value added activities. The time is now for change so that staff talent can be utilized to better serve the customers.

This all means that PW staff need to have the tools and training to capture the information needed to be paid in a timely, efficient and accurate manner. Managers and Finance need to have the evidence and data to be efficient and effective asset managers. The recommendations in this report provide the roadmap to make this happen. These recommendations require investment in technology and training, but most importantly, a change management strategy. Change is only successful if the Municipality manages the 'people side' of change.

PROJECT OBJECTIVE

The primary objectives of this project were identified in the Request for Proposal (RFP) as follows:

1. Create process to reduce and streamline the administrative work for preparing payroll data submitted by-weekly to Payroll. This applies to employees who work under the Outside CUPE contract.
2. Improve and streamline payroll allocation to various service areas.
3. Create a system that improves the quality of data for better reporting and data analytics.
4. Look at process for items above that can expand on the utilization of existing software including Citywide, Microsoft Dynamics GP (GP), ADP Workforce (ADP).
5. Create a process that establishes stable contributions to Public Works reserve funds for replacement fleet equipment. The objective would be to utilize existing software such as Citywide software for job costing and eliminate duplication of details in financial reporting system. Review Fleet allocation process and develop an improved process for allocating fleet costs.
6. Provide a prioritized action plan to be implemented in stages complete with staffing resources.
7. If it is determined that additional software is recommended, a summary business case should be included with the reasons, cost and benefits.

8. There must be a summary of cost savings and/or value of efficiencies found through the recommendations of this review process.

9. Include suggested KPIs within this service area.

PROJECT SCOPE

The scope of the project included the analysis of significant payroll/job allocation and fleet processes in the PW Department. Excluded from this Process Review are the capital infrastructure and development projects managed by the infrastructure division. However, some recommendations are applicable to this group.

METHODOLOGY

WSCS utilized LEAN Six Sigma (LSS) tools and methodologies to assess the municipality's PW payroll/job allocation and fleet management processes. LEAN SS focuses on the customer to yield better, faster services by identifying and eliminating waste and defects in processes. In order to assess the current state and formulate our recommendations for an improved future state, we undertook included the following steps:

1. Documentation reviews including policies, procedures, project information, procedures, systems, procedures and reports.

2. Interviews, focus group session with all PW supervisors and managers.
3. Interviews and focus groups were facilitated to develop first round of process maps. These included Finance, Information Technology, Infrastructure Services (Asset Management) as well as Public Works staff.
4. System and process walkthroughs to illustrate system functionality.
5. Develop future state recommended processes.
6. Interim report and presentation to management.
7. Draft and final reports presentation to management and municipal Council.

Process mapping provides opportunities to increase efficiency and effectiveness, assessment of controls, risk identification with the view to develop response plans and make improvements. To this end, we have mapped the processes from work management to employee payroll as well as fleet management and inventory.



This report contains 27 recommendations that we believe will allow the Municipality to better leverage system functionality, mitigate risks and eliminate non-value-added activities.

1 DEFINE: THE PROBLEM

The RFP outlined the problem that PW and the Municipality was facing as follows:

“The current tracking of Public Work staff for payroll purposes is done with a complex set of Excel spreadsheets. The complexity of the union contract and the numerous service areas provided by Public Works compounds the process. The process is extremely administratively time consuming. This involves Public Works, Payroll and Financial Services staff. As well, the process increases the risk of human error and corrupt spreadsheets. The current system does not provide easily accessible data. The objective would be to improve payroll reporting and allocation processes.

Another component is the use of a Fleet Allocation process as a method for allocating fleet equipment costs over the various services in Public Works. The larger purpose of the Fleet Allocation is a method of funding further fleet and equipment replacement through a net year-end transfer to reserve fund. These details are currently posted per pay period in the financial reporting system and are rolled up at year end.”

2 MEASURE: MAP THE CURRENT STATE PROCESSES

The Municipality currently uses Microsoft Dynamics GP for its Enterprise Resource Planning System (GP) for its financial services such as payables and receivables. This is a powerful product but many of its features appears to be underutilized (such as inventory, purchasing card integration as well as reporting).

Public Sector Digest (PSD) Citywide is utilized for Asset, Work Management, FMW for Budgeting, Capital Planning and Fixed Assets. The Municipality has made great strides over the last few years in leveraging this technology by implementing work orders for forestry, fleet, park inspections, patrolling, patching among others. Work orders allow for the response to service requests as well as assigned work. CityWide allows for time and other costs to be tracked against an asset, but this feature is only utilized by fleet at the moment. It is important to note that not all PW staff utilize Citywide, nor have they been trained. In fact, many staff do not have access to technology at all. However, those staff that do have access and are utilizing the software, have generally been receptive to the automation, even though the software has some shortcomings.

The Municipality recently launched AMANDA as its Customer Relationship Management system and portal. This allows for the tracking of land management information and permits as well as customer requests and complaints. While not fully integrated at this time, AMANDA does 'push' information to CityWide and creates a service request. These requests are analyzed by PW staff and, if necessary, a work order is created in CityWide and transferred to the appropriate staff. There are also road occupancy/entrance permits that are housed in AMANDA, that are not reflected in CityWide. There is no 'two way' integration between these two products. Consequently, the feedback loop may not be there to ensure that the service request is dealt with. We are aware that, without integration, the customer could be left hanging without a resolution and no mechanism to track their request. With a focus on the customer, the municipality may wish to resolve this in the near future to avoid these issues.

Since the beginning of the review, the municipality also purchased City Wide's Decision Support module which will allow for the capture of condition assessment data which is currently housed in WorkTech, an asset management software that is being decommissioned. The Asset Collector module would allow for mobile assessment and capture of assets. This was in the Municipality's budget for 2022 but not yet purchased. This would be of great assistance to the municipality for updates to its asset management plan in real time using mobile technology.

Payroll is processed through ADP Workforce which allows for self service, approvals, time off requests. However, PW does not utilize ADP like the majority of departments. This is primarily due to the fact that PW charges its time (both staff and machine) to 'jobs' for each hour. In any day, this could involve several different jobs, particularly in the summer months where staff could be doing a variety of activities to maintain the municipality's roads, bridges, culverts, sidewalks, parks, cemeteries, trails, stormwater management ponds, forestry services. To some extent, Municipal staff work on capital projects but most of this is managed by the Infrastructure Division. In winter, most of the staff are assigned to plow routes, patrolling and snow removal.

In PW, the payroll/job allocation process involves manual/excel based timesheets, with a multitude of collective agreement provisions for various rates, all of which are entered into a complex set of excel spreadsheets. The steps can be summarized as follows:

1. Each supervisor enters the staff time into a daily timesheet with hours, jobs and machine time as well as any premium pay. .
2. These are then sent to the PW Administrative Assistant (either by email or paper) who then re-enters every transaction in several spreadsheets including but not limited to the following:

- a. Timesheets – a line for every date is entered in a spreadsheet with codes and the individual rates, adjusted for any premium plus hours and all of which are then totalled. While the formulas are used, they are in each cell.
 - b. These are then copied and summarized on another spreadsheet which are entered in the pay summary.
 - c. Sick time and attendance are entered in another spreadsheets.
3. Pay Summary – is manually entered from the time sheets into another spreadsheet including rates and hours sent to payroll.
 4. Payroll reviews and uploads the payroll to ADP and adjusts for sick time and returns the information to the PW Administrative Assistant who adjusts the labour distributions in another spreadsheet.
 5. Pay Period Journal Entry – entered manually – all transactions to be posted to the general ledger by account for salaries and transformed to an upload document that is sent to Finance for GP upload.

Spreadsheets are also used to track rosters, employee attendance, schedules, hours of work¹, time off in lieu of overtime etc. In total, each biweekly payroll for the PW involves twenty or more independent spreadsheets which take approximately 45 hours to complete each pay which

¹ <https://www.ontario.ca/laws/regulation/060555>

is \$55k per year or \$772 per employee. This is staggering but the true costs are not reflective. Every manual entry represents a chance of error and risk. Consequently, the hidden costs of this process is much higher but not easily measurable.

During the winter months, staff are entitled to an overtime meal ticket of either \$15 or \$25 depending upon the time/day that the overtime is worked. For each staff member that is claiming these tickets, a new spreadsheet is created for each month, it is signed/approved by the supervisor and sent to Finance for payment. There were 21 separate spreadsheets for January 2021 for example.

PW also tracks 'machine time' against jobs in spreadsheets based upon charge out rates for every hour that equipment is used. These are also tracked manually (spreadsheets) which are sent to Finance after payroll to upload to GP which, captures every piece of equipment in a series of four accounts. In 2022, for example, we noted that over 350 general ledger accounts are 'active' for fleet. These capture individual costs during the year but, these are 'reversed' at the end of the year which renders the accounts basically useless for life cycle costing. We are not sure why the Municipality has implemented this process and no one we consulted with really had an explanation other than it was the municipality's practice. This is unique as we have not seen this in any other municipality and

does not appear to add value. In fact, it is hindering the municipalities' ability to effectively analyze its fleet costs.

In terms of fuel, the Municipality utilizes Petrovend software for its fuel management systems. We understand that it is not set up to accurately record the vehicle hours/kilometers nor is it integrated with CityWide or GP. Consequently, the data from the system is manually entered/uploaded into GP on a quarterly basis against the equipment general ledger account as opposed to real time. This is problematic as it does not allow the Fleet staff to set up preventative maintenance schedules based upon odometer readings or hour milestones. This represents risk that the fleet will not be effectively managed to ensure that the associated work is done on the vehicle at the appropriate time, leading to downtime or safety issues. We do note, however, that the Municipality recently purchase Telus – Focus GPS software which would offer some additional functionality in terms of the location of the vehicles as well as the odometer readings. At present, this software is not integrated with CityWide but the opportunity is one to explore.

With respect to fleet, we also note that parts are purchased utilizing purchasing (credit) cards and then manually entered into CityWide inventory module. When a part is used on a piece of equipment, it is charged to materials/repairs and maintenance. The challenge is that the inventory is not integrated with GP, and therefore,

must be counted at year end. As it is not truly an inventory system, there is no bar coding and it is not clear if the accounting policy is built into the system (eg. FIFO or perpetual inventory). A robust inventory module would include 'reorder points' with integration to purchase orders and automation. All that being said, the process is quite manual and time consuming.

We estimate this process to cost the organization is approximately \$7k per year between PW and finance staff time.

Of particular concern is that the fleet rates have not been updated since the late 1990s, prior to the elimination of funding from the province. This has had far reaching implications as the charge out rates are intended to reflect the 'true cost' of service and allow for comparison between insourcing and outsourcing. Clearly, rates in the late 1990s are not reflective of costs in 2022 and therefore, any business case to outsource service would not be comparing appropriate costs. Further, because the rates are significantly below actual cost, the reserves for fleet are undervalued and is not sufficient to fund replacement. We understand that the municipality had to levy additional funds to 'top up' the reserve for fleet. We have calculated the rates to be at least 300% below the current rates in the market place. For example, the current rate charged for a tandem truck is \$34 per hour and the Ontario Provincial

Standard Specification (OPSS) 127² rates range from \$130 and \$425 per hour depending upon the type and weight of the truck. On a conservative basis, this represents about \$2.8 million per year or \$14 million over 5 years.

| Year | Fleet Revenue | Estimate Revenue at Current Rates | Sum of Estimate Revenue/Reserve difference |
|--------------------|------------------|-----------------------------------|--|
| 2017 | 1,346,235 | 4,038,706 | 2,692,470 |
| 2018 | 1,349,593 | 4,048,779 | 2,699,186 |
| 2019 | 1,475,070 | 4,425,209 | 2,950,140 |
| 2020 | 1,559,677 | 4,679,030 | 3,119,353 |
| 2021 | 1,419,615 | 4,258,844 | 2,839,229 |
| Grand Total | 7,150,189 | 21,450,568 | 14,300,379 |

According to the Municipality’s Finance Department, the current reserve balance has since 2017 (

Table 1) and has had to rely on levy in recent years to build the fund. It a best practice to update equipment charges on a regular basis to keep the rates current, charge out to all jobs, allow the Municipality to assess whether it should lease or buy. It also provides for the reserve to be replenished so that there is ‘money in the bank’ to replace assets when they are at the end of the useful life. This minimizes the tax levy ‘shock’. As can be seen in

² <file:///C:/Users/tcarr/Downloads/OPSS.PROV%20127%20-%20Apr%202022.pdf>

Table 1, 2021 saw a loss in ‘revenues’ and a reduction to the reserve fund. The year end balance or \$574k represent less than three replacements of fleet. Current costs are approximately \$200-250k per tandem truck or loaders. This puts the Municipality in a very tenuous position as it will likely have to levy to cover its purchases in the next few years.

Table 1:Clarington's Operations Equipment Reserve Fund Balances - Source: Clarington Finance

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|-----------|---------|---------|---------|-----------|
| Budget Transfers from the General Fund | 134,500 | 134,500 | 159,500 | 185,000 | 1,085,000 |
| Fleet Close Out | 209,047 | 170,038 | 239,391 | 472,752 | (127,795) |
| Net | 343,547 | 304,538 | 398,891 | 657,752 | 957,205 |
| Budget Capital Expenditures | 1,015,000 | 630,000 | 680,000 | 790,000 | 1,150,000 |
| Reserve Balance @ Year End | 1,207,715 | 987,821 | 879,926 | 734,517 | 574,679 |

The current age of the equipment is 8.4 years but there are 18 units over the age of 13 (Table 2. In general, the useful life of heavy equipment is generally between 12 and 15 years. Therefore, it is important that the Municipality act

now to replenish its reserves through more appropriate equipment charge out rates.

Table 2: Equipment Units and Average Age - Provided by Clarington Finance

| Type | Number of Units | Average Age |
|--------------------|-----------------|-------------|
| HEAVY | 12 | 7.5 |
| SA | 2 | 9.5 |
| SINGLE | 13 | 6.7 |
| TANDEM | 18 | 10.1 |
| Grand Total | 45 | 8.4 |

The pandemic was a kick start to many changes in the workplace whereby organizations have shifted to ‘reimagining or re-architecting work’ means more than automating tasks and activities. It’s about configuring work to capitalize on what humans can accomplish when work is designed around their strengths. Research suggest that transforming work requires reskilling and technological capability in order to establish new practices and processes. Clarington is no different. It needs to do things differently, it needs to invest in technology, its people to make change.

3 ANALYZE: ROOT CAUSES OF THE PROBLEM

Our review revealed that PW payroll/job allocation and fleet management processes have significant non-value added activities but there are opportunities for improvement.

In general, the staff recognize that change is needed, they just do not know how to proceed. The fact that processes have been in place for a very long time make it difficult for existing staff to identify opportunities for improvement. But, despite the fact that there is much to be done, much has been done. In fact, WSCS had the opportunity to undertake the Forestry Service Delivery Review in 2019 where we made recommendations with respect to the implementation of work orders and implementation of mobile technology. These recommendations were implemented and the rewards are being realized.

During our consultations, it became evident that staff have made change but it is challenging. There has not been an overall plan or direction but with new leadership and motivated staff, there is a sense that things can and should change. CityWide has been recently implemented for park inspections, road patching, patrolling and fleet and the benefits are being realized. This creates some momentum for further changes that we have recommended in this report.

We have identified the following root causes of these issues:

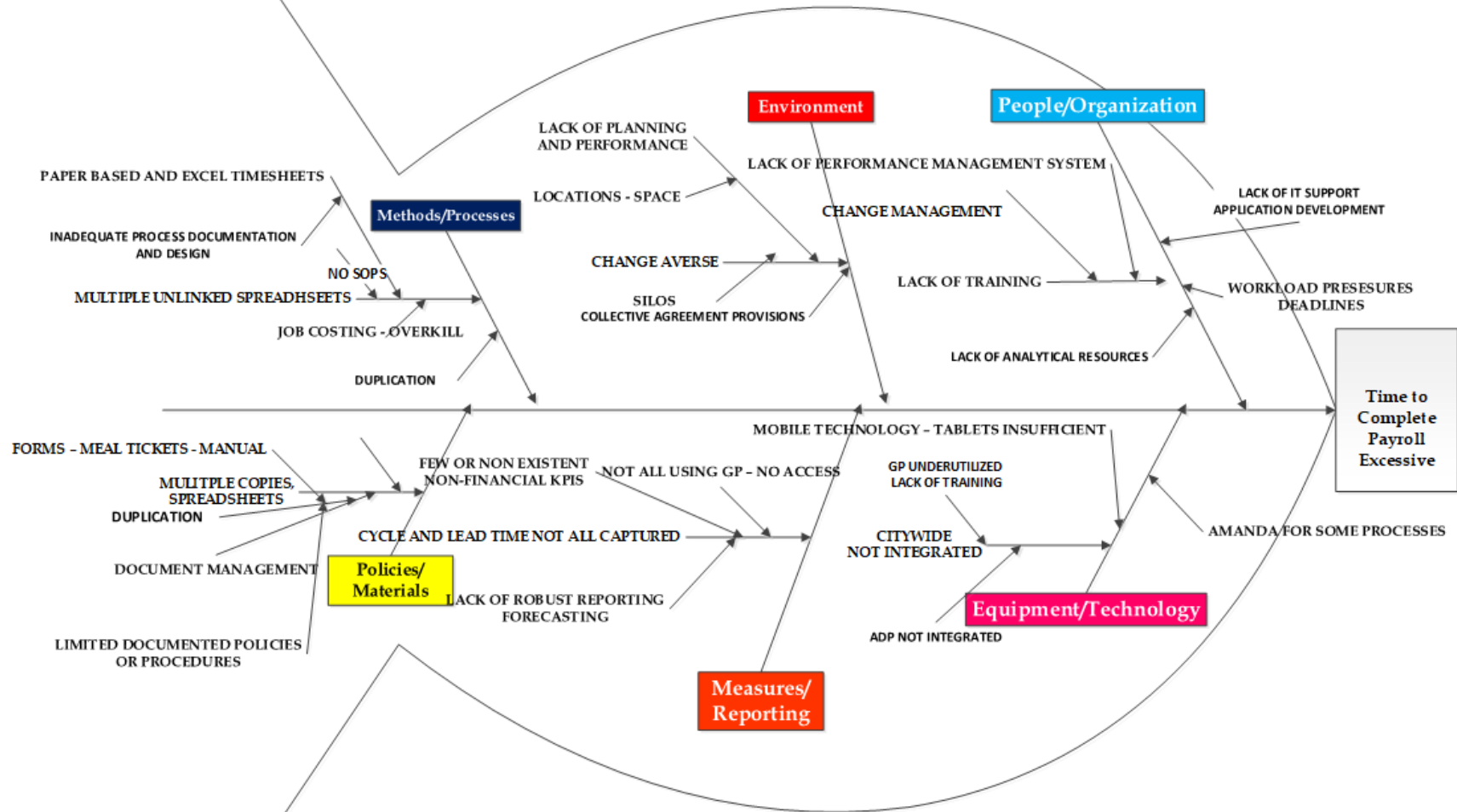


FIGURE 1:ROOT CAUSE ANALYSIS

1. Methods – Duplication of effort and a lack of supporting documentation is evident. Most processes continue to be paper based and/or captured outside corporate systems. PW payroll processes are overly complex and not supported with technology. There has been no documentation to support the processes and the chance of error is very high.

Many spreadsheets are used to track information including outstanding work as opposed to a work planning system resulting in duplication of effort when systems can provide consistent, accessible information. Part of this is due to a lack of knowledge of the systems or their potential functionality but also “because it has always been done that way”. Until this duplication of effort is reduced, the Municipality will continue to spend unnecessary time on non-value added activities and be unable to focus on important customer service strategies that are currently lacking.

There has not been a critical review of job activities in some time. It would appear that jobs have been tracked but never analyzed. As well, some are ‘one time projects’ that would be better reflected in CityWide only. The general ledger is overly complex for no apparent value. Capturing information on each piece of equipment has value but only if it is based upon lifecycle and is easily accessible to be analyzed. We suspect that the approach to capture information in the general ledger and jobs

stems from a prior practice for provincial funding. But, if the information is not utilized to make decisions, then it is simply an exercise because ‘it was always done that way’. However, it is imperative that the Municipality have sufficient information available to demonstrate that it meets Minimum Maintenance Standards, Hours of Service, Asset Management Plans to name a few. This can be achieved through activities in CityWide as opposed to the general ledger, which is simply a financial reporting mechanism, not for what was done, but more ‘how much it cost’. Consequently, the general ledger should be useful but also not so detailed that it loses its validity. At minimum, the Municipality needs to respect the requirements of the Provincial Financial Information Return requirements as follows:

1. Roads - Paved
2. Roads - Unpaved
3. Roads - Bridges and Culverts
4. Roads - Traffic Operations & Roadside
5. Winter Control - Except sidewalks, Parking Lots
6. Winter Control - Sidewalks, Parking Lots Only
7. Transit - Conventional
8. Transit - Disabled & special needs
9. Parking
10. Street Lighting
11. Air Transportation
12. Urban Storm Sewer System
13. Rural Storm Sewer System

2. Materials – There is a lack of formalized documentation, policies are outdated or non-existent. What is in place is not readily available to the managers and staff. This appears to be a theme across the Municipality based upon our other reviews. Policies are needed to reduce risk and variation in services and provide the support that managers need to measure performance. Document management is problematic in the payroll/job allocation processes as information is gathered in spreadsheets that are not locked down nor are they audited for proper calculations or adherence to the contracts. It is true that staff are keenly aware of their own pay but the other information captured, such as machine time is clearly just captured for ‘the sake of capturing it’. It is no longer driving decisions nor funding the replacement of the assets. Consequently, it needs to change or not done at all.

Policies communicate an organization’s culture, values, and philosophy. They cover what employees can expect from the Municipality (work management, responsibilities and accountabilities), what the Municipality expects from employees (code of conduct, confidentiality agreements), and what customers and the community can expect from the Municipality (customer service). Policies provide consistency throughout the organization, improving employee performance, accountability, morale, service and reduce risk to both the organization and the employee. However, no matter how terrific policies are,

they are no substitute for adequate employee training and supervision, topped off with a deeply ingrained culture of ethics and compliance. Because the Municipality does not have a comprehensive set of policies, managers and employees do their best and for work management, payroll or job allocation, staff are relied upon for the simplest of queries, all of which take time and likely result in variation of responses.

It is also important to review policies and practices for continued relevance and assess unintended consequences. For example, the meal ticket ‘policy’ that requires a monthly spreadsheet falls within the travel and expense policy. But, for the amount of money that is paid, it would appear to be overkill. Particularly since the much larger expense, payroll, has limited oversight. In fact, meal allowances account for an average of \$22k per year (or 0.1% of the annual budget) but salaries are \$8.4million (53%). The policy and procedure for meals should be revisited and simplified.

3. Measurement – While PW does monitor its requests and workload, there are no specific performance measures or expectations with respect to managing workload, except that it is bound to meet Minimum Maintenance Standards and be able to measure its response time. Other areas, however, there are no performance measures to track cycle time, errors, with respect to payroll, fleet and requests. In these areas, there

are no specific performance expectations, nor are they measured.

We note that, because there is no one source of information, managers are unable to assess the effectiveness of work management practices without a significant amount of manual effort.

Appendix D and E provide for some recommended Key Performance Indicators for payroll and fleet respectively.

4. Machinery/Technology – Underutilized technology (GP and CityWide) and multitude of systems without effective implementation and integrations. Some technology is a complete duplication without any added value (GP fleet). Lack of strategy nor expectations, training of system utilization. The tendency is to utilize spreadsheets outside of systems instead of exploring corporate solutions. Managers/staff do not have access to their own employee data because ADP and CityWide is not used for PW.

Assessment of the current systems indicate that there is a need for a long term strategy for integration and many opportunities to reduce duplication and create one source of truth (as articulated by Clarington’s IT).

In some cases, that source of truth should be GP as it is the corporate financial system and ultimately, it is utilized for

financial statements and audit purposes. However, it does not need to be the gatekeeper in all areas provided that there is true integration and access to ‘subledgers’ needed by departments. As explored in the prior section, there are several systems that do not integrate such as Petrovend, Focus GPS with CityWide or GP. There is a need to develop an integration strategy to ensure that staff are not entering information in multiple places or spreadsheets and reconciling.

5. Environment – The culture has been one of reactive approach as opposed to a more proactive one with long-term integrated plans. Departments have made decisions regarding information technology needs without full consultation. To some degree, PW is an ‘island’ and that has meant that the Information technology department has not been as supportive as it could have been. It is apparent that this is changing and the result is positive. We also note that, the PW culture has generally been change averse for many years and it has been difficult to move things forward, particularly with respect to technology.

6. Organization – The PW department has seen changes in both structure and services with the recent move of Engineering to the Infrastructure Division and departure of several staff. This has presented both challenges and opportunities. On the one hand, processes were not adequately documented leaving staff to learn

their new roles quickly. On the other hand, new technologies and leadership provide for new ways of doing things.

In terms of the developing a culture of learning and development, the Municipality has undertaken many initiatives that are moving in this direction. The LEAN Six Sigma training demonstrates recent commitment to professional development and continuous improvement. Some PW staff have taken this training and is eager to apply what they are learning. There is not, however, a comprehensive training plan or program that aligns with a performance management framework in place. This will need to be a key focus over the next few years in order to advance the recommendations in this report.

In summary, there is a need to develop a Change Management/Training Strategy to ensure that the Municipality is successful. The strategy should be to always opt for the 'source of truth' in systems. In some instances, GP should be the 'keeper' of the information such as inventory, in other cases, CityWide should capture 'subledger' information. However, it is of utmost importance that everyone understands the source of truth and the processes are well documented through a clear accountability framework and responsibility matrix that all agree upon.

4 IMPROVE: RECOMMENDATIONS

1 Governance, Planning and Performance

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|--|---|---|---------------------------------|-------|
| 1.1 | Develop a new business plan with performance plans and documented processes. Managers and supervisors should be managing work not performing manual transactions. | Business plans with performance expectations are not in place and reactive work planning. The focus is on transactions not long term plans or strategies. The unionized environment seems to be the crux but we are personally aware that unionized staff can be held accountable through appropriate workplans and performance agreements. | As part of the long term strategic plan, PW should develop a business plan with goals and expected outcomes. This should drive the jobs/activities that it tracks as opposed to being focused on the past. Asset management should be the underlying driver with the goal to capture lifecycle costs for better long-term planning. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 1.2 | PW facilities and locations should be part of a longer-term vision to become more aligned with service needs. IT to review internet connectivity and impacts in different locations. There is limited space available for technology. Additional mobile solutions may help. | We note that PW is to some degree 'an island' and often lacks support of corporate services. There is a need to review how services are provided. As well, the facilities are aging and not conducive for growth. We understand that a facility strategy is underway. Internet connectivity at depots is problematic to the point that the staff at Orono often physically bring their payroll information to the Hampton garage. | There is a need to better service PW including IT, finance. In future, facilities should be better developed to handle inventory, systems. | HIGH EFFORT, HIGH IMPACT | 2023 |

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|--|--|--|---------------------------------|-------|
| 1.3 | Modernize – processes to ‘no paper’ and enter ‘one time, one place’ with the view to capture information at source. | There is a culture of manual processes, paper and spreadsheets. This represents waste, duplication, and risk of errors. | PW should move to the concept of entering information one time, one place, right the first time in 'corporate' systems. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 1.4 | Develop a change management strategy – PROSCI ADKAR evaluation. Assign a Change Management Champion to oversee and monitor. | Old school approaches – change averse. Staff have had little training in technology with a few exceptions. Recent organizational changes provide some opportunities. | Change management strategy is needed to ensure that the people side of change is managed. With 50-95 potential full time and part time staff involved, the Municipality must ensure that all are involved and have the knowledge and ability to make the change. | LOW EFFORT, LOW IMPACT | 2023 |
| 1.5 | Develop a LEAN Continuous Improvement Program in PW focused on progress of the recommendations in this report and ongoing modernization with tracking of results and changes. | Currently there is a CityWide working group to identify ongoing changes. This doesn't necessarily reflect the entire set of recommendations in this report. | Continuous improvement program should start with the initiatives in this report. The Team should involve IT, Finance, Payroll, Asset Management, PW supervisors and staff. Goal should be to reduce process costs by 1% annually (for example). Suggest additional front line PW staff enrol in Lean Six Sigma Training. | HIGH EFFORT, HIGH IMPACT | 2023 |

2 Reporting

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|--|--|--|---------------------------------|-------|
| 2.1 | Once all data in CityWide, prepare monthly reports against plans (budgets in CityWide). Work with FMW to reflect jobs and fleet. Develop regular reporting and access for supervisors to assess workload and costs. | Currently, all tracking of activities and progress is contained in spreadsheets that are not accessible to the supervisors. There is no follow-up to ensure that the data sent in timesheets are properly captured and costed. | Provide regular reporting and access to information in CityWide based upon KPIs to supervisors. Require a review and 'sign off' that the data is accurate. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 2.2 | Reduce number of jobs to 'real needs'. Change GL to reflect only that needed for Financial Information Return. All detail to reside in CityWide against jobs/activities – will require a revamped set up. | There are too many jobs that are not required and are not used. | Move to eliminate jobs that are 'one time' in the General ledger such as fleet, projects in favour or capture in CityWide. This will require a change to CityWide and GP. Move GP to the Financial Information Return lines. | LOW EFFORT, HIGH IMPACT | 2023 |

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|---|--|---|---------------------------------|-------|
| 2.3 | Set up and Track KPIs with service levels for work management, Payroll and Fleet Management. This may require work orders and activity changes (e.g. Downtime which is currently not captured) | There are currently no metrics utilized for these processes nor expectations. | Suggested KPIs contained in the Appendix - include: Response time between request/resolution, Payroll Cost per Employee, Number of errors per employee, Hours assigned to Work Orders/Number of available staff hours, Number of outstanding service requests/FTE, Downtime per unit, Cost per Unit, Number of hours utilized/available hours | LOW EFFORT, HIGH IMPACT | 2023 |
| 2.4 | Performance measures should be developed based upon standard costing of jobs. | Once all data is captured in CityWide, information on standard activity costs would be available which will allow for better work planning and performance metrics. | In 2025, undertake a standard costing analysis to determine how much typical jobs cost on an hourly or per request basis. This should then formulate the performance plans and reporting. Regular variance analysis should be undertaken to understand impacts and sources of variation. | HIGH EFFORT, HIGH IMPACT | 2025 |
| 2.1 | Once CityWide is utilized for work management and payroll, explore lifecycle costing approach with Infrastructure Division. | With the implementation of AMANDA, there does not seem to be a strategy to reflect lifecycle costs of assets. Recent acquisition of Citywide decision, support seems to indicated that Engineering will be using CityWide for asset condition assessments but the actual capturing of costs and reporting has not been determined. | As required by O.Reg 588/17, Asset Management Planning regulation, there is a need to capture lifecycle costing, associated levels of service and financing strategies for proposed levels of service. Both Engineering and PW contribute to the lifecycle costs. Engineering is responsible for most capital costs whereby PW is responsible for maintenance. There is a need to ensure that a strategy is in place to gather all information for decision making. | HIGH EFFORT, HIGH IMPACT | 2024 |

3 Organization

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|---|---|--|---------------------------------|-------|
| 3.2 | Develop a comprehensive training program supported by standard operating procedures for all PW staff and supports. | There has been some training provided to staff utilizing CityWide but the expansion will require a comprehensive set of training guides. | Create a training program for CityWide, time entry with short videos to support. Identify the key contact for any questions as changes are introduced. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 3.3 | Implement performance management framework aligned with an annual/multi-year business plan with reduced jobs/activities. | Performance management should be implemented with goals, objectives in line with the performance metrics. | Performance plans with workplans are needed with metrics and expectations. It is important to streamline jobs and activities before rolling this out for simplicity. | HIGH EFFORT, HIGH IMPACT | 2024 |
| 3.4 | Assign IT Staff to facilitate integrations and testing. | IT has been very effective in implementing AMANDA and other priorities over the last year. The recommendations in this report will require significant resources. | There may be a need for additional resources to support this project in IT. This will need to be assessed based upon other priorities. Additional outside support may be required. | HIGH EFFORT, HIGH IMPACT | 2023 |

4 Policies and Materials

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|--|---|---|---------------------------------|-------|
| 4.1 | Develop a Payroll/Job Costing/Fleet Management/Inventory Policy Framework with accompanying policies. | Payroll/Job Costing and Fleet/Asset Management/Inventory policies do not exist. We noted that interpretation of collective agreements and job allocations is left with staff and no guidance. | A policy framework should be put in place and, to build new skills in the PW department, assign policy development to staff with associated consultations. Delegation of authority for Payroll should also be developed (see Appendix B for suggested list of policies). As they are completed and adopted, all policies should be posted on the website for easy access. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 4.2 | Develop standard operating procedures to support policies and controls. | The only documentation we received were individual notes on 'how to do' things in GP. These do not have business rules or associated policies to support what is being done. | Documentation is needed to support policies and reduce variation in service delivery. Easy access will be essential for front line staff | HIGH EFFORT, HIGH IMPACT | 2024 |

5 Technology

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|---|---|---|--|-------|
| 5.1 | <p>Work with CityWide to export information at GL level to GP and ADP for timesheet information.</p> | <p>Currently, all tracking of activities and progress is contained in a multitude of duplicate spreadsheets. Time and rate information for staff is sent to payroll for upload into ADP which then creates a journal entry for GP. This is also adjusted by PW to reflect sick time. No hours are reflected in GP. Similarly, for machine time, the hours and rates are captured in spreadsheets only. The General Journal simply is the total. Consequently, there is no easy way to determine how many hours are spent on each job or equipment utilized. All of these processes are disjointed, duplicated and run the risk of error. Rates are manually entered each pay period including all 'odd' situations contained in the collective agreement. ADP has limited ability for job costing which is apparently why it is not utilized. The challenge is that staff are not responsible for their own time in ADP as other departments are.</p> | <p>CityWide has the ability to capture time (through Timesheets) and costs (Parts and Materials) as well as machine time. This would allow for one entry, against a work order (which can include assets) and push to ADP. There will be a need for use of an API to achieve this push but the savings are significant. The integration is one element, but set up in CityWide would also be required (pay codes, rates, machines etc.). As well, training will be required as will smartphone/tablet technology.</p> | <p>HIGH EFFORT, HIGH IMPACT</p> | 2023 |

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|--|---|--|---------------------------------|-------|
| 5.2 | Consider moving from ‘tablets’ to hybrid laptops (2 in 1s e.g. Microsoft Surface) to allow for both desktop and mobile applications for inspectors. Operations staff simply need smartphones or tablets for work orders and time capture. | In some situations, staff have the need to download a significant number of work orders when they go on the road. The tablets do not allow for the numbers needed for staff and therefore, they must go back to the office to work on their computers in these cases. The Fleet staff currently utilized desktops but have tablets for some items. It would be more efficient to be able to access information at the location. Other staff, currently not using CityWide will also need technology to capture their work and time. | By moving from tablets + a desktop/laptop to a 2in1 tablet such as Microsoft Surface, the Municipality will save on multiple devices while improving service and reducing the need to go to the office. While a Surface is more expensive than a tablet, it is cheaper than having two devices to manage and purchase. Some of these tablets can be repurposed to staff currently not utilizing CityWide but all staff would need access in order to update their work orders and add time, machine utilized in the field. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 5.3 | Work with CityWide to address Fleet Management deficiencies. | Fleet has identified several issues the CityWide including the ability to have more than one work order item per vehicle. Preventative Maintenance is also an issue as the system does not have an easy way to collect the hours/odometer readings. Inventory is manually entered into the system and there is no parts scanner. | Work with CityWide to address the issues with respect to Fleet Management. We understand that CityWide is aware of these issues as other municipalities have raised these. | LOW EFFORT, HIGH IMPACT | 2023 |
| 5.4 | Work with CityWide, GPS (Focus Telus) and Fuel (Petrovend) systems to download information into Citywide against fleet – export to GP. | Currently, the fuel management system is not integrated with CityWide or GP and fuel is reflected in GP for each piece of equipment through a journal entry every quarter. The system has issues in that the odometer reading can be overridden and therefore, is risky. The new GPS system may provide some options. | Work with CityWide and PetroVend to provide for a download to CityWide against each vehicle. There will likely require a mapping of each field. | LOW EFFORT, HIGH IMPACT | 2023 |

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|--|--|--|---------------------------------|-------|
| 5.5 | Consider procurement card processing and GP inventory – push to CityWide inventory. | Inventory and parts are currently purchased, mostly via purchasing cards and then manually entered into CityWide. When used the item is attached to the equipment. However, there is no inventory captured in GP and therefore, there is a year end process to reconcile the inventory. The purchasing card process requires intervention as well. | Purchase the procurement card processing module which allows for the download of the transactions from the bank without intervention. The coding occurs in the module - it is 'smart' in that it recognizes the card number and typical general ledger codes associated with the card and auto populates for ease of coding. For inventory items, these could be transferred into GP inventory which allows for property inventory policies (FIFO or perpetual) and its costs. This will solve the year end issue as the value of the inventory will always be available. This would require a 'push' to CityWide and then, as push to GP when utilized. The Municipality would have to work with CityWide to identify the appropriate tables. GP also has many options for bar coding but would have to be explored with CityWide. See Appendix G for Future State. | HIGH EFFORT, HIGH IMPACT | 2023 |

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|---|---|--|---------------------------------|-------|
| 5.6 | Work with CityWide and AMANDA to integrate work orders (two way). | Currently there is only one way integration between AMANDA and CityWide whereby service requests and permits are pushed to the service request module in CityWide. This means that those accessing AMANDA, including Service Clarington, will not have access to the request. Public Works would have to close the request in AMANDA. | Work with AMANDA and CityWide to incorporate two way integration and reduce duplication of effort. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 5.7 | Purchase and implement Asset Collector to improve mobile collection efforts. | Asset Collector is an asset management tool available on the CityWide mobile app, that enables users to download and visualize assets in the field, collect new assets, update asset attribute data, and record condition assessments to optimize lifecycle event strategies in CityWide Asset Manager (AM) | We understand that Asset Collector was in the 2022 budget but not purchased or implemented. This will benefit the entire organization as assets will be captured at source and update the asset inventory. | LOW EFFORT, HIGH IMPACT | 2023 |

6 Processes

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|---|--|--|---------------------------------|-------|
| 6.1 | Implement Timesheets with CityWide. Will require set up and integrations. Jobs to be captured in CityWide and sent to GP. Possible use of Timesheets for schedules and hours of work. Work with ADP to capture exported time data. Staff to finalize and submit timesheets for approvals by supervisors. | As discussed above, CityWide Timesheets will eliminate approximately 130 spreadsheets per pay and approximately 45 hours per pay. It will free up supervisors to manage work and analyze results. | Timesheets in CityWide would be populated by the information in the work order as well as machine time against the equipment. Time would be entered, then approved by supervisors. Additional approvals are possible through workflow but all information would pass directly to payroll. The GL should only reflect what is needed for the Financial Information Return lines. All other job information and fleet can reside in CityWide. See Appendix H for Future State. | HIGH EFFORT, HIGH IMPACT | 2023 |
| 6.2 | Provide self service for ADP to all staff – attendance to be updated in ADP. | PW is the only department that does not have self service to ADP. We understand that there may be vacation entitlement challenges in ADP. These likely should be addressed before going live. | Provide access to ADP for PW staff and work with ADP to resolve entitlements. | LOW EFFORT, HIGH IMPACT | 2023 |
| 6.3 | Move meal tickets to CityWide Timesheets and paid through ADP payroll. | Meal 'tickets' is a time consuming manual process for staff to claim overtime meals. The process appears to be a legacy issue requiring many unnecessary steps with individual spreadsheets. In one payroll, there was 21 separate spreadsheets that are signed off for \$15 and \$25 items. | Create a paycode for meal tickets in CityWide and push to ADP for payment. Ensure that the paycode is set up to capture the HST rebate. | LOW EFFORT, LOW IMPACT | 2023 |

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|---|--|---|--|-------------|
| 6.4 | <p>Eliminate General Ledger accounts per fleet in favour of CityWide – currently reversed so information is ‘gone’ anyway! Simplify all job codes to those actually used and needed.</p> | <p>Currently, there are 4 general ledger accounts for each piece of equipment to charge salaries, materials, maintenance and machine rentals to each. In 2022, there were over 350 accounts created for this purpose. For reasons unknown to everyone, these charges are 'reversed' at the end of the year in favour of an overhead account. This basically means that all transactions made are no longer in the balance and are 'credited'. Therefore, the information about the equipment is essentially 'gone' without going to the individual account. We also noted that many GL accounts created for jobs are for one time projects and jobs.</p> | <p>Eliminate the individual general ledger accounts for fleet and opt for simple accounts based upon the Financial Information Return (FIR). All other information can be reflected in CityWide and accessed by PW.</p> | <p>HIGH EFFORT, HIGH IMPACT</p> | <p>2023</p> |

| Rec # | Opportunity | Findings | Opportunity Detailed Description | Effort, Impact | Start |
|-------|--|---|---|--|-------------|
| 6.5 | <p>Undertake an Equipment Rate study and compare Equipment rates to OPSS 127 standards where available. Others to 2022 rates. This will require a phase in as this would be a significant impact on the budget. At minimum, an increase by an inflationary amount should be built into the rates.</p> | <p>The current equipment rates utilized by PW are from the mid 1990s. These rates are approximately 300 to 800% below the current Ontario Provincial Standards for fleet (e.g. Clarington's rate for a dump truck is \$27 per hour and the OPSS rate is \$251). This means that the expenses charged to each job is significantly lower than real cost. That is reflective of the fact that the reserve funds are insufficient for replacement.</p> | <p>By moving to new fleet rates, there will be an impact on the budgets. Consequently, there should be a rate study based upon lifecycle cost of fleet. This was not possible based upon the manner in which fleet information is captured and reversed. In the interim, increase rates by 20% per year for then next five years to increase the reserve.</p> | <p>HIGH EFFORT, HIGH IMPACT</p> | <p>2023</p> |

5 CONTROL: SUSTAIN THE CHANGE

In order to provide the Municipality with priorities, anticipated investment and savings, we have provided our estimate of the investment required and anticipated capacity savings over a three-year period. We recognize that the Municipality has limited capacity to make change and therefore, recommend a staged approach to transformation.

Table 3 below shows that, our recommendations will require approximately \$308k in investment with a payback period of 2 years and resulting capacity and direct savings. The savings will extend past this period, particularly once the recommendations are fully functional. It is important to note that the savings are shown for the full three years based upon the start date for implementation, not expected to be saved in the year of implementation. Appendices E and F provide the details by recommendation and the spreadsheet has been provided to the Municipality to develop its own workplan.

Table 3: Summary of Investments and Savings

| Category | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total with Savings |
|---------------------------|----------------|--|---|--------------------|
| 1 Governance, Environment | 30,000 | -121,250 | -121,244 | -212,494 |
| 2 Measures, Reporting | 10,000 | 1,104 | 3,312 | 13,312 |
| 3 People, Organization | 125,000 | -25,000 | | 125,000 |
| 4 Policies and Materials | 15,000 | | | 15,000 |
| 5 Equipment, Technology | 123,000 | -119,900 | -249,800 | -246,700 |
| 6 Methods, Processes | 5,000 | -21,000 | -42,000 | -58,000 |
| Grand Total | 308,000 | -286,046 | -409,732 | -363,882 |

CONCLUSION

In conclusion, the PW department has seen many changes over the years with new leadership, staff and organizational change. This, however, was not supported with the required policies and documentation nor system integrations. As a result, the department suffers for processes that do not utilize their talents in the best way.

These processes have been in place for decades without review. While it is true that the Municipality must adhere to its collective agreements and regulatory environment, systems can help. Integrations and new approaches are needed to eliminate duplication and risk in favor of one source of truth. Data needs to be entered in one place, one time and any requirement for data in subsidiary systems need to be technologically driven as opposed to staff driven.

The next step is a strategy to fully utilize the functionality in CityWide to collect data that reflects work undertaken by staff, provide real time access to managers/supervisors so that PW can better plan work and make evidence-based decisions. There will need to be a concerted effort to work with the vendors to get the appropriate integrations in place and working effectively and efficiently. This needs to be a partnership with the IT and Finance departments so that everyone is moving in the same direction and understand responsibilities and accountabilities.

The Municipality should consider a comprehensive training program in CityWide to leverage its functionality with the view to eliminate all outside tracking. Perhaps forming a working group with all partners is important to build and monitor the plan. We are confident the Clarington has the leadership and commitment to make the changes that are required to improve these processes.

ACKNOWLEDGEMENT

We wish to express our appreciation for the cooperation and assistance afforded WSCS Consulting Inc. by staff and management at the Municipality during this review.

APPENDIX A: MINIMUM MAINTENANCE STANDARDS O.REG 239/02

| Column 1 Average Daily Traffic (number of motor vehicles) | Column 2 91 - 100 km/h speed limit | Column 3 81 - 90 km/h speed limit | Column 4 71 - 80 km/h speed limit | Column 5 61 - 70 km/h speed limit | Column 6 51 - 60 km/h speed limit | Column 7 41 - 50 km/h speed limit | Column 8 1 - 40 km/h speed limit |
|--|--|---|---|---|---|---|--|
| 53,000 or more | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 23,000 - 52,999 | 1 | 1 | 1 | 2 | 2 | 2 | 2 |
| 15,000 - 22,999 | 1 | 1 | 2 | 2 | 2 | 3 | 3 |
| 12,000 - 14,999 | 1 | 1 | 2 | 2 | 2 | 3 | 3 |
| 10,000 - 11,999 | 1 | 1 | 2 | 2 | 3 | 3 | 3 |
| 8,000 - 9,999 | 1 | 1 | 2 | 3 | 3 | 3 | 3 |
| 6,000 - 7,999 | 1 | 2 | 2 | 3 | 3 | 4 | 4 |
| 5,000 - 5,999 | 1 | 2 | 2 | 3 | 3 | 4 | 4 |
| 4,000 - 4,999 | 1 | 2 | 3 | 3 | 3 | 4 | 4 |
| 3,000 - 3,999 | 1 | 2 | 3 | 3 | 3 | 4 | 4 |
| 2,000 - 2,999 | 1 | 2 | 3 | 3 | 4 | 5 | 5 |
| 1,000 - 1,999 | 1 | 3 | 3 | 3 | 4 | 5 | 5 |
| 500 - 999 | 1 | 3 | 4 | 4 | 4 | 5 | 5 |
| 200 - 499 | 1 | 3 | 4 | 4 | 5 | 5 | 6 |
| 50 - 199 | 1 | 3 | 4 | 5 | 5 | 6 | 6 |
| 0 - 49 | 1 | 3 | 6 | 6 | 6 | 6 | 6 |

**As amended May 3, 2018*

FIGURE 2:CLASSIFICATION OF HIGHWAYS

MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – PATROLLING & WINTER CONTROL

| CLASS OF HIGHWAY | PATROLLING FREQUENCY | SNOW ACCUMULATION - ROADWAYS (CM) | SNOW ACCUMULATION RESPONSE TIME - ROADWAYS (HOURS) | ICE FORMATION PREVENTION RESPONSE TIME (HOURS) | TREATMENT OF ICY ROADWAYS RESPONSE TIME (HOURS) |
|-------------------------|-----------------------------|--|---|---|--|
| 1 | 3 TIMES EVERY 7 DAYS | 2.5 | 4 | 6 | 3 |
| 2 | 2 TIMES EVERY 7 DAYS | 5 | 6 | 8 | 4 |
| 3 | ONCE EVERY 7 DAYS | 8 | 12 | 16 | 8 |
| 4 | ONCE EVERY 14 DAYS | 8 | 16 | 24 | 12 |
| 5 | ONCE EVERY 30 DAYS | 10 | 24 | 24 | 16 |

MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – POTHOLES

| | PAVED SURFACE | PAVED SURFACE | PAVED SURFACE | NON-PAVED SURFACES | NON-PAVED SURFACES | NON-PAVED SURFACES | SURFACE OF SHOULDER | SURFACE OF SHOULDER | SURFACE OF SHOULDER |
|------------------|---------------------------------|---------------|----------------------|---------------------------------|--------------------|----------------------|---------------------------------|---------------------|----------------------|
| CLASS OF HIGHWAY | SURFACE AREA (CM ²) | DEPTH (CM) | RESPONSE TIME (DAYS) | SURFACE AREA (CM ²) | DEPTH (CM) | RESPONSE TIME (DAYS) | SURFACE AREA (CM ²) | DEPTH (CM) | RESPONSE TIME (DAYS) |
| 1 | 600 | 8 | 4 | | | | | 8 | 7 |
| 2 | 800 | 8 | 4 | | | | 1,500 | 8 | 7 |
| 3 | 1,000 | 8 | 7 | 1,500 | 8 | 7 | 1,500 | 8 | 14 |
| 4 | 1,000 | 8 | 14 | 1,500 | 10 | 14 | 1,500 | 10 | 30 |
| 5 | 1,000 | 8 | 30 | 1,500 | 12 | 30 | 1,500 | 12 | 60 |

**MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – SHOULDER
DROP OFFS, CRACKS, LUMINAIRES AND SIGNS**

| | SHOULDER DROP-OFFS | CRACKS > 5CM WIDE AND 5CM DEEP > 3 METRES | LUMINAIRES - INSPECT EVERY 12 MONTHS - NO MORE THAN 16 MONTHS | REGULATORY AND WARNING SIGNS |
|------------------|-------------------------|---|--|---------------------------------|
| CLASS OF HIGHWAY | RESPONSE TIME (DAYS) | RESPONSE TIME (DAYS) | RESPONSE TIME (DAYS) | RESPONSE TIME (DAYS) |
| 1 | 4 | 30 | 7 | 7 |
| 2 | 4 | 30 | 7 | 14 |
| 3 | 7 | 60 | 14 | 21 |
| 4 | 14 | 180 | 14 | 30 |
| 5 | 30 | 180 | 14 | 30 |

MINIMUM MAINTENACE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – BRIDGES

| | BRIDGE DECK SPALLS | BRIDGE DECK SPALLS | BRIDGE DECK SPALLS | SURFACE DISCONTINUITIES | SURFACE DISCONTINUITIES |
|------------------|---------------------------------|--------------------|----------------------|-------------------------|-------------------------|
| CLASS OF HIGHWAY | SURFACE AREA (CM ²) | DEPTH (CM) | RESPONSE TIME (DAYS) | HEIGHT (CM) | RESPONSE TIME (DAYS) |
| 1 | 600 | 8 | 4 | 5 | 2 |
| 2 | 800 | 8 | 4 | 5 | 2 |
| 3 | 1,000 | 8 | 7 | 5 | 7 |
| 4 | 1,000 | 8 | 7 | 5 | 21 |
| 5 | 1,000 | 8 | 7 | 5 | 21 |

APPENDIX B: SUGGESTED POLICY FRAMEWORK

| Area | Policy |
|-----------------------|--|
| Asset/Work Management | Asset Inventory |
| Asset/Work Management | Patrolling |
| Asset/Work Management | Work Order Management |
| Asset/Work Management | Service Levels/Performance |
| Asset/Work Management | Proactive Maintenance |
| Asset/Work Management | Fleet Management |
| Asset/Work Management | Inventory |
| Asset/Work Management | Fleet Replacement Policy |
| Asset/Work Management | Equipment Charge Out Policy and Reserves |
| Asset/Work Management | Service Levels and Priorities |
| Payroll | Scheduling |
| Payroll | Timesheets and Machine Time Policy |
| Payroll | Payroll Processing |
| Payroll | Vacation Requests |
| Payroll | Meals and Travel |
| Payroll | Personal Information |
| Administration | IT Policies |
| Administration | CityWide Security Profiles |
| Administration | ADP Security Profiles |
| Administration | Purchasing Cards |

APPENDIX C: PAYROLL KEY PERFORMANCE INDICATORS

- Absenteeism Rate: Evaluate the engagement of your employees
- Cost of Absenteeism: Cost per employee
- Overtime Hours: Monitor your employees' workload in detail
- Training Costs: Analyze the investments in your employees
- Employee Productivity: Track the overall effectiveness of your workforce
- Talent Satisfaction: Ensure your employees are satisfied in the long run
- Time to Recruit: Monitor how long you need to find a new employee
- Employee Turnover Rate: See how your retention efforts work
- Talent Turnover Rate: Evaluate how many talents you continually change
- Turnover Rate By Group: Monitor if your diversity groups are satisfied
- Part-Time Employees: Watch the evolution of part-time workers over time
- Average Time Stay: See how long your employees stay
- Cost of Turnover: Total cost of hiring + training
- Payroll Performance Metrics: Number of Errors/Accuracy Rate
- Payroll Performance Metric: Time to Run Payroll
- Payroll Performance Metric: Cost of Payroll/Cost per Payroll Payment
- The number of payments processed outside of the normal payroll cycle.
- The number of retroactive payments/employee.
- The time it takes to resolve input that contains unclean data.
- Accuracy of time tracking for hourly compensation.

APPENDIX D: FLEET KEY PERFORMANCE INDICATORS

- Fleet asset utilization rate
- Vehicle availability/total availability
- Preventative maintenance frequency
- Maintenance technician productivity and efficiency scores
- Repeat repairs percentage
- Scheduled maintenance and repair work
- Reduce EV breakdowns and reduce cost and waste
- Parts availability
- Idling time
- Vehicle maintenance completion rate
- Customer and employee satisfaction
- Cost per km operations and maintenance
- Downtime per year
- Fuel economy – litres/100 kms or per hour
- Total cost of ownership

APPENDIX E: DETAILED IMPLEMENTATION COSTS

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|--|-------|----------------|--|---|-------------------------|---|
| 1.1 | Develop a new business plan with performance plans and documented processes. Managers and supervisors should be managing work not performing manual transactions. | 2023 | | | \$0 | \$0 | Internal |
| 1.2 | PW facilities and locations should be part of a longer term vision to become more aligned with service needs. IT to review internet connectivity and impacts in different locations. There is limited space available for technology. Additional mobile solutions may help. | 2023 | | | \$0 | \$0 | Internal |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|--|-------|----------------|--|---|-------------------------|--|
| 1.3 | Modernize – processes to ‘no paper’ and enter ‘one time, one place’ with the view to capture information at source. | 2023 | | -\$31,250 | -\$31,248 | -\$62,498 | Document management options already available. Savings estimated at 1/2 hour per day per supervisor, administrative staff. |
| 1.4 | Develop a change management strategy – PROSCI ADKAR evaluation. Assign a Change Management Champion to oversee and monitor. | 2023 | | | \$2 | \$2 | Internal resources are required to oversee the change. |
| 1.5 | Develop a LEAN Continuous Improvement Program in PW focused on progress of the recommendations in this report and ongoing modernization with tracking of results and changes. | 2023 | \$30,000 | -\$90,000 | -\$89,998 | -\$149,998 | Assuming that 1% of staff time could be saved each year which will allow for increased capacity to fulfill other roles and improve service response. |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|---|-------|----------------|--|---|-------------------------|---|
| 2.1 | Once all data in CityWide, prepare monthly reports against plans (budgets in CityWide). Work with FMW to reflect jobs and fleet. Develop regular reporting and access for supervisors to assess workload and costs. | 2023 | \$5,000 | | \$0 | \$5,000 | Training will be required but savings will be realized annually - Payback of 2 years. |
| 2.2 | Reduce number of jobs to 'real needs'. Change GL to reflect only that needed for Financial Information Return. All detail to reside in CityWide against jobs/activities – will require a revamped set up. | 2023 | \$5,000 | | \$0 | \$5,000 | Training will be required but savings will be realized annually - Payback of 2 years. |
| 2.3 | Set up and Track KPIs with service levels for work management, Payroll and Fleet Management. This may require work orders and activity changes (eg. Downtime which is currently not captured) | 2023 | | \$1,104 | \$3,312 | \$3,312 | 2 hours per month to set up and capture. |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|---|-------|----------------|--|---|-------------------------|--|
| 2.4 | Performance measures should be developed based upon standard costing of jobs. | 2025 | | | \$0 | \$0 | Internal analytics required. |
| 2.1 | Once CityWide is utilized for work management and payroll, explore lifecycle costing approach with Infrastructure Division. | 2024 | | | \$0 | \$0 | |
| 3.1 | Redefine roles with a responsibility matrix – reflect changes in processes. | 2024 | | | | \$0 | Internal |
| 3.2 | Develop a comprehensive training program supported by standard operating procedures for all PW staff and supports. | 2023 | \$25,000 | -\$25,000 | | \$25,000 | Internal cost but savings in improved services and processes will offset |
| 3.3 | Implement performance management framework aligned with an annual/multi-year business plan with reduced jobs/activities. | 2024 | | | | \$0 | Internal |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|--|-------|----------------|--|---|-------------------------|--|
| 3.4 | Assign IT Staff to facilitate integrations and testing. | 2023 | \$100,000 | | | \$100,000 | Support for this project is estimated at 1 FTE for a one year period. |
| 4.1 | Develop a Payroll/Job Costing/Fleet Management/Inventory Policy Framework with accompanying policies. | 2023 | \$15,000 | | | \$15,000 | Internal costs to develop policies and consultation with staff managers (5 days work x 5 staff and council time) - Likely need external consulting assistance. |
| 4.2 | Develop standard operating procedures to support policies and controls. | 2024 | | | | \$0 | Documentation will reduce errors, and speed up processes. |
| 5.1 | Work with CityWide to export information at GL level to GP and ADP for timesheet information. | 2023 | \$30,000 | -\$113,500 | -\$227,000 | -\$310,500 | An investment of \$30k is likely required for integration costs. Savings is estimated at 1 hour per supervisor plus 45 hours per payroll cycle. |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|---|-------|----------------|--|---|-------------------------|--|
| 5.2 | Consider moving from 'tablets' to hybrid laptops (2 in 1s eg. Microsoft Surface) to allow for both desktop and mobile applications for inspectors. Operations staff simply need smartphones or tablets for work orders and time capture. | 2023 | \$50,000 | \$5,000 | \$10,000 | \$65,000 | Investment in technology will not only allow for better real time information, it will allow for enter in one time one place. It is estimated that 50 devices will be required plus ongoing services. The savings are reflected above. |
| 5.3 | Work with CityWide to address Fleet Management deficiencies. | 2023 | | | -\$10,000 | -\$10,000 | Improved ability to report and utilize work orders. |
| 5.4 | Work with CityWide, GPS (Focus Telus) and Fuel (Petrovend) systems to download information into Citywide against fleet – export to GP. | 2023 | | -\$1,200 | -\$2,400 | -\$3,600 | Currently this is a manual process done quarterly in GP only. |
| 5.5 | Consider procurement card processing and GP inventory – push to CityWide inventory. | 2023 | \$20,000 | -\$5,200 | -\$10,400 | \$4,400 | There will be some configuration and possible vendor assistance with this implementation but it will result in significant savings over time. |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|---|-------|----------------|--|---|-------------------------|--|
| 5.6 | Work with CityWide and AMANDA to integrate work orders (two way). | 2023 | \$10,000 | | \$0 | \$10,000 | Likely requires some consulting assistance to resolve but will result in cost avoidance (duplication). |
| 5.7 | Purchase and implement Asset Collector to improve mobile collection efforts. | 2023 | \$13,000 | -\$5,000 | -\$10,000 | -\$2,000 | Anticipated that asset collection currently takes about 100 hours per year manually updated. |
| 6.1 | Implement Timesheets with CityWide. Will require set up and integrations. Jobs to be captured in CityWide and sent to GP. Possible use of Timesheets for schedules and hours of work. Work with ADP to capture exported time data. Staff to finalize and submit timesheets for approvals by supervisors. | 2023 | | | | \$0 | Savings contained above. |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|--|-------|----------------|--|---|-------------------------|---|
| 6.2 | Provide self service for ADP to all staff – attendance to be updated in ADP. | 2023 | \$5,000 | | | \$5,000 | May require some vendor costs to address entitlements. |
| 6.3 | Move meal tickets to CityWide Timesheets and paid through ADP payroll. | 2023 | | -\$8,400 | -\$16,800 | -\$25,200 | This is not a large item but is time consuming for very little value - Likely 30 minutes per person per pay during the winter for small amount of expenses. |
| 6.4 | Eliminate General Ledger accounts per fleet in favour of CityWide – currently reversed so information is ‘gone’ anyway! Simplify all job codes to those actually used and needed. | 2023 | | -\$12,600 | -\$25,200 | -\$37,800 | Estimated that 3 days per month are saved through a reduced job costing approach. |

| Rec # | Opportunity | Start | One Time Costs | Estimated Net Operating Costs (Savings) Year of Implementation | Estimated Net Productivity/ Capacity Costs (Savings) - Year 2 and 3 | Total including savings | Comments/ Assumptions regarding costs and savings |
|-------|--|-------|----------------|--|---|-------------------------|---|
| 6.5 | <p>Undertake an Equipment Rate study and compare Equipment rates to OPSS 127 standards where available. Others to 2022 rates. This will require a phase in as this would be a significant impact on the budget. At minimum, an increase by an inflationary amount should be built into the rates.</p> | 2023 | | | | \$0 | |

APPENDIX F: DETAILED IMPLEMENTATION PLAN/TIMELINE

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|---|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 1.1 | Develop a new business plan with performance plans and documented processes. Managers and supervisors should be managing work not performing manual transactions. | 2023 | | | X | X | | | | | | | | | |
| 1.2 | PW facilities and locations should be part of a longer term vision to become more aligned with service needs. IT to review internet connectivity and impacts in different locations. There is limited space available for technology. Additional mobile solutions may help. | 2023 | | | X | X | | | | | | | | | |
| 1.3 | Modernize – processes to ‘no paper’ and enter ‘one time, one place’ with the view to capture information at source. | 2023 | | | X | X | | | | | | | | | |

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|--|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 1.4 | Develop a change management strategy – PROSCI ADKAR evaluation. Assign a Change Management Champion to oversee and monitor. | 2023 | X | X | X | X | | | | | | | | | |
| 1.5 | Develop a LEAN Continuous Improvement Program in PW focused on progress of the recommendations in this report and ongoing modernization with tracking of results and changes. | 2023 | | | X | X | | | | | | | | | |
| 2.1 | Once all data in CityWide, prepare monthly reports against plans (budgets in CityWide). Work with FMW to reflect jobs and fleet. Develop regular reporting and access for supervisors to assess workload and costs. | 2023 | | | X | X | X | X | | | | | | | |

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|--|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 2.2 | Reduce number of jobs to 'real needs'. Change GL to reflect only that needed for Financial Information Return. All detail to reside in CityWide against jobs/activities – will require a revamped set up. | 2023 | | | X | X | X | X | | | | | | | |
| 2.3 | Set up and Track KPIs with service levels for work management, Payroll and Fleet Management. This may require work orders and activity changes (eg. Downtime which is currently not captured) | 2023 | X | X | X | X | | | | | | | | | |
| 2.4 | Performance measures should be developed based upon standard costing of jobs. | 2025 | | | X | X | X | X | | | | | | | |

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|---|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 2.1 | Once CityWide is utilized for work management and payroll, explore lifecycle costing approach with Infrastructure Division. | 2024 | | | X | X | X | X | | | | | | | |
| 3.1 | Redefine roles with a responsibility matrix – reflect changes in processes. | 2024 | | | | | X | X | X | | | | | | |
| 3.2 | Develop a comprehensive training program supported by standard operating procedures for all PW staff and supports. | 2023 | | | | | X | X | X | | | | | | |
| 3.3 | Implement performance management framework aligned with an annual/multi-year business plan with reduced jobs/activities. | 2024 | | | | | X | X | X | | | | | | |

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|--|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 3.4 | Assign IT Staff to facilitate integrations and testing. | 2023 | | | | | X | X | X | | | | | | |
| 4.1 | Develop a Payroll/Job Costing/Fleet Management/Inventory Policy Framework with accompanying policies. | 2023 | | | | X | X | | | | | | | | |
| 4.2 | Develop standard operating procedures to support policies and controls. | 2024 | | | | | X | X | X | X | X | X | X | X | X |
| 5.1 | Work with CityWide to export information at GL level to GP and ADP for timesheet information. | 2023 | | X | X | X | X | X | X | | | | | | |

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|--|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 5.2 | Consider moving from ‘tablets’ to hybrid laptops (2 in 1s eg. Microsoft Surface) to allow for both desktop and mobile applications for inspectors. Operations staff simply need smartphones or tables for work orders and time capture. | 2023 | | | X | X | X | X | X | X | | | | | |
| 5.3 | Work with CityWide to address Fleet Management deficiencies. | 2023 | X | X | X | | | | | | | | | | |
| 5.4 | Work with CityWide, GPS (Focus Telus) and Fuel (Petrovend) systems to download information into Citywide against fleet – export to GP. | 2023 | | X | X | X | | | | | | | | | |
| 5.5 | Consider procurement card processing and GP inventory – push to CityWide inventory. | 2023 | X | X | X | | | | | | | | | | |

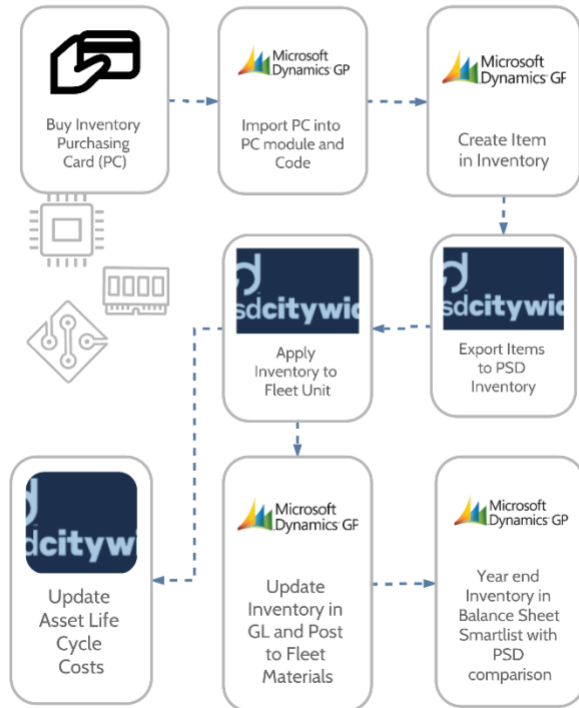
| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|---|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 5.6 | Work with CityWide and AMANDA to integrate work orders (two way). | 2023 | | | X | | | | | | | | | | |
| 5.7 | Purchase and implement Asset Collector to improve mobile collection efforts. | 2023 | X | X | X | | | | | | | | | | |
| 6.1 | Implement Timesheets with CityWide. Will require set up and integrations. Jobs to be captured in CityWide and sent to GP. Possible use of Timesheets for schedules and hours of work. Work with ADP to capture exported time data. Staff to finalize and submit timesheets for approvals by supervisors. | 2023 | | | | X | | | | | | | | | |

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|---|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 6.2 | Provide self service for ADP to all staff – attendance to be updated in ADP. | 2023 | | | X | | | | | | | | | | |
| 6.3 | Move meal tickets to CityWide Timesheets and paid through ADP payroll. | 2023 | | | X | | | | | | | | | | |
| 6.4 | Eliminate General Ledger accounts per fleet in favour of CityWide – currently reversed so information is ‘gone’ anyway! Simplify all job codes to those actually used and needed. | 2023 | | X | | | | | | | | | | | |

| Rec # | Opportunity | Start | 2023 1Q | 2023 2Q | 2023 3Q | 2023 4Q | 2024 1Q | 2024 2Q | 2024 3Q | 2024 4Q | 2025 1Q | 2025 2Q | 2025 3Q | 2025 4Q | 2026+ |
|-------|---|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| 6.5 | Undertake an Equipment Rate study and compare Equipment rates to OPSS 127 standards where available. Others to 2022 rates. This will require a phase in as this would be a significant impact on the budget. At minimum, an increase by an inflationary amount should be built into the rates. | 2023 | | X | X | X | | | | | | | | | |

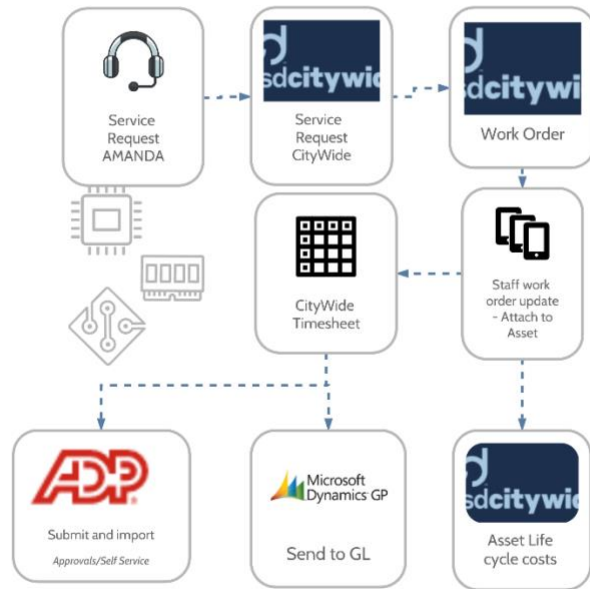
APPENDIX G: PW INVENTORY FUTURE STATE

PW Purchasing and Fleet Inventory Future State



APPENDIX H: PW PAYROLL FUTURE STATE

PW Payroll Future State



Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

Report To: Select a Meeting

Date of Meeting: January 9, 2023

Report Number: CAO-002-23

Reviewed By: Mary-Anne Dempster, CAO

By-law Number:

File Number:

Resolution#:

Report Subject: Corporate Risk Assessment – 2022 Findings

Recommendation:

1. That Report CAO-002-23 be received for information; and
2. That staff initiate the workplan and report back to Council as projects are completed.

Report Overview

Staff have undertaken a high-level corporate risk assessment, having met with staff in all departments over the course of several months.

The aggregated findings are included in this report under the following categories:

- Cyber
- Growth
- Human Capital
- Communication – Internal & External
- Economic & Financial
- Legislative & Political

Based on the findings, a repository of projects has been provided, and it is expected to grow. The Project Manager – Audit and Risk will pull from this repository throughout the year to deliver on the workplan associated with the position. It is expected that other staff will also work on projects within this repository.

1. Background

- 1.1 In May 2022, the Internal Audit function moved from Financial Services to the Office of the CAO, where an amended workplan was created that saw the traditional scope of the internal audit function expanded.
- 1.2 The amended workplan, as endorsed by the former Audit and Accountability Committee, has been structured as follows (further explanation can be found in Report CAO-008-22, listed as Attachment 1):
 - 1.2.1. Risk Assessment – Annually
 - 1.2.2. Internal Audits – Twice per year
 - 1.2.3. Value for money Audit – Once per year
 - 1.2.4. Service Delivery Reviews – Twice per year
 - 1.2.5. Undertake LEAN Initiatives across the organization – ongoing
- 1.3 To build a program that can deliver results for the Municipality, it is critical that a comprehensive corporate risk assessment be undertaken. The risk assessment will provide a baseline through which insights can be gained as to where resources should be allocated to make the most efficient use of the workplan. Essentially the risk

assessment will drive the work. Due to the critical nature of the risk assessment, it will be completed annually to ensure that it provides as accurate of a picture as possible. It is expected that as the program develops over time, the outputs of the subsequent pieces (audits, service reviews, etc.) will drive efficiencies for the corporation.

1.3.1. Undertake an annual corporate risk assessment, through which the following set of initiatives would be the move of Internal Audit to the office of the CAO, there is now a requirement for an annual corporate risk assessment. This assessment would look at various layers within the municipality and not be exclusively financial risks.

2. Risk Assessment

Overview

- 2.1 The risk assessment involved confidential one-on-one interviews with all departments – inclusive of both senior leadership and other critical staff. The interviews were conducted over several months and culminated in a significant amount of insightful material, which has been aggregated for the purposes of this report.
- 2.2 It is important to note that Health and Safety risks were not included in the scope of this assessment. The municipality has a dedication of resources to health and safety as well as a Joint Health and Safety Committee that meets regularly.
- 2.3 In reviewing the responses, risks were reviewed and classified into broad categories, which can be found below. Reputational risk was not included as a category as it is impacted by each listed. The categories are:
 - Cyber
 - Growth
 - Human Capital
 - Communication – Internal & External
 - Economic & Financial
 - Legislative & Political
- 2.4 Each of these segments is expanded with some specific examples and the potential impact of the risks. Each segment will lend itself to projects that can be undertaken by staff (project types listed in Section 1.3). Staff have pulled out critical projects from this risk assessment and populated a table at the end of this document to showcase items that will inform the Project Manager – Audit and Risk’s workplan for 2023. It is expected that this list will continue to grow and act as a repository of work for other staff members

to pull from as well (e.g. Manager of Corporate Performance and Innovation, Business Performance Specialist [in 2023 budget], staff trained with Lean Green Belt certification, etc.).

Cyber

- 2.5 With the increased reliance on the Internet, online platforms and software solutions, cyber risk is a critical component of any municipal risk assessment. Cybercrime continues to increase and become more sophisticated, inclusive of ransomware attacks. In 2022 there were several cyber attacks at public sector organizations across Durham Region, most notably in November at the Durham District School Board which severely impacted critical operations.
- 2.6 Our IT division has initiated sourcing software to manage business continuity and disaster recovery, but further coordination outside of IT, stretching to managing physical, staffing, and cyber business operations more broadly is critical. This requires continued focus on coordination between all departments.
- 2.7 As part of business continuity planning, IT is looking to increase redundancies in terms of cellular service providers. For example, when the Rogers outage took place, several staff were obviously unable to connect to the network. There are technology solutions to allow for the ability to switch between networks (e.g., Rogers and Bell). This would ensure the ability to provide continuity in service delivery in several areas. This will be seriously pursued in 2023.
- 2.8 The overall staffing compliment in IT is quite lean. According to the IT Strategic Plan (completed in 2017), it had a built-out staffing plan that should see us at a structure of 17 positions. We are at 11 as of the end of 2022.
- 2.9 The utilization of an IT Steering Committee was identified several years ago through the IT Strategic Plan and was formed in 2018. Upon reflection it became increasingly clear that further consideration had to be given to membership. Having Senior Leadership Team members on it, simply because of title was not necessarily the most effective approach. Earlier this year the structure was revamped, inclusive of implementing a more robust intake for IT related initiatives through this Committee. The Committee and its effectiveness will be monitored throughout 2023 and reported back on through the next annual risk assessment.

Growth

- 2.10 Growth in the Municipality can be viewed as a double-edged sword, bringing with it both opportunity and risk. Clarington has been undergoing relatively significant growth for a number of years and is preparing itself for an even greater growth rate. This is compounded by the housing targets, and fee claw-back provisions included in recent

Provincial legislation. There is considerable pressure on the Planning and Infrastructure Department as they work through the flurry of changes, many of which have not been fully fleshed out by the government.

- 2.11 Beyond the immediate pressures on planning services, increased growth creates demands and pressures on existing municipal services. More growth increases traffic and demands on infrastructure, demand for recreation services, and increased in resident inquiries and complaints. This will force staff to look at our processes, particularly related to how we accept, track, and execute against inquiries and complaints. Our previous processes may no longer be viable due to the sheer volume we are currently experiencing, let alone against the projected growth.
- 2.12 Aging infrastructure limits our ability to meet increased demand. A key example of this would be the Hampton Operations Centre. The facilities available are significantly constrained. The structure is aging, there is not enough space to store equipment (reducing useful life), internet connectivity is weak, limited washing facilities (garden hose used for outdoor washing), lack of potable water, and lack of space to undertake larger training efforts. The list is quite long, but not comprehensive, and ultimately underscores a need to match growth with investment in services. Any net level of growth would create a significant strain. Seriously consideration needs to be given to the long-term viability of the Centre, and potential future options.
- 2.13 The population growth and changing demographics have and will continue to have an impact on any customer facing service we provide. Ranging from the type of services residents are interested in, to the level of service expected.

Human Capital

- 2.14 The challenges related to the recruitment and retention of staff is a commonplace across the province. Clarington, like other municipalities, is feeling this and it has impacted our ability to provide the level of service in certain areas that we would hope to. For example, the limited ability to recruit lifeguards has resulted in a reduction in the amount of aquatic programming that can be offered.
- 2.15 More broadly, hiring managers have found themselves in situations where they receive no applications or those who do apply are severely underqualified – leading them to have to re-tool and eventually go back to market. Sometimes still with no success. All of these delays in the filling of positions puts additional pressure on existing staff. There are some cases where this dynamic has led to those existing staff then leaving. Hiring managers often seem not build in overlap, particularly with known retirements, whereby the new employee could shadow the former one for a period, providing invaluable on-the-job training.

- 2.16 The aging workforce has brought with it a wave of senior retirements, leading to the loss of a considerable amount of institutional knowledge. This happens in any industry, but in our case, there is limited succession planning in place, which further amplifies the issue.
- 2.17 When hiring new staff or promoting others, despite candidate skillset and experience, there is increased pressure on hiring managers, and direct supervisors to ensure the quality of the work. This requires dedicated time to train and in some-cases up-skill. This can be true even in cases when experienced staff are moving into a new position, time must be dedicated to appropriately onboard and set expectations. In some areas this causes re-work or corrective action.
- 2.18 Consideration should be given on significant projects, particularly things like an IT system roll-out where existing staff, often subject matter experts, are utilized to test and validate new systems/programs. This can create gaps when staff are essentially seconded to these projects but there is no one to back fill their existing responsibilities. Project management of such initiatives should take these resourcing challenges into account.
- 2.19 The pandemic has had a significant impact on employee mental health. There were efforts to roll-out a comprehensive program corporate-wide but anecdotally the uptake was there at the beginning, but the momentum was not sustained. References were made generally around mental health and supports. Further consideration could be given to enhance or shift resources within the employee benefit plan to better support access to mental health services.
- 2.20 Staff have been involved in several corporate initiatives that adjust how and where services are offered (customer-centric ground floor, shared offices, online service offerings). This changing environment has left an impact on some people as the changes are over and above their current workload, leaving them with limited capacity to adapt.
- 2.21 The pandemic did affect many departments and their service delivery. The Municipality did adapt frequently, and many staff were able to work from home. Increased staff absences due to illness was also a factor. In some departments, training programs slowed or were delayed. Some training is still constrained as external training services are working on meeting the backlog and increased demand. Departments are working towards increasing their training, but this is an ongoing challenge. Fire Services has a software solution that is used to track and document staff's training and compliance with new policies. Due to the nature of Fire Services work they have an established system in place. They are working at having staff meet new certification requirements. The other departments would benefit from a learning management system to better document staff training, certification and awareness of new policies. This would certainly be an asset for Health and Safety systems as well.

2.22 Overall, Clarington is a lean organization. Using data from 2021 Financial Information Return comparing the full-time staff per capita and full-time staff per household Clarington is one of the lowest. Fire staff numbers are excluded as Clarington has a composite fire service model. See the chart below (*Pickering 2021 data unavailable).

| Municipality* | Population | Households | FT | Fire FT | Fire PT | FT Staff per capita (excluding Fire) | FT Staff per household (excluding Fire) |
|----------------------|-------------------|-------------------|-----------|----------------|----------------|---|--|
| Clarington | 105,000 | 38,000 | 359 | 74 | 125 | 0.27% | 0.75% |
| Ajax | 131,700 | 39,310 | 422 | 113 | 1 | 0.23% | 0.79% |
| Oshawa | 183,800 | 66,847 | 768 | 208 | 0 | 0.30% | 0.84% |
| Whitby | 138,500 | 46,628 | 580 | 141 | 1 | 0.32% | 0.94% |

Communications – Internal and External

2.23 Communication is an integral part of adapting to change and ensuring there is a clear understanding of expectations. While there have been some changes within the Communications division, communication is part of everyone’s job. There is a need to have a clearly articulated internal communications protocol on key issues – utilizing a variety of mediums. This is particularly true in terms of the reliance on filter down communications from senior leaders to staff. It was apparent that staff in different departments were not privy to the same information, particularly as it related to strategic corporate initiatives. This can leave staff feeling overwhelmed and not appropriately engaged in change. There were also considerations related to the delay in bringing key staff or services into projects early on, at a point where potential problems could be identified before they happen.

2.24 External communication is an important part of informing and managing expectations related to municipal services and their delivery. New residents may not understand the large geographical area of Clarington. Often the Municipality is the first choice for inquiries, despite the request potentially not being within our jurisdiction (e.g., school bussing issues, information on easements, insurance inquiries, etc.). Communication with the public on the services that we do (and don’t) offer should be looked at in the future.

Economic and Financial

2.25 Inflation has been significant in the last year. This impacts both operating and capital budgets. For municipal capital budgets the non-residential building consumer price index (NRBCPI) is a relevant guide. From Statistics Canada the NRBCPI shows significant increases. The base year is 2017 at 100 and the third quarter of 2022 for

Toronto area at 180.2, an 80 per cent increase. These inflationary pressures make it challenging to complete existing capital projects.

- 2.26 There has been challenges in securing consultants for several projects. The Provincial funding and short timelines have created shortages for some consulting services. Also, there has been a consolidation of firms in some industries that reduces the pool of vendors.
- 2.27 Contract management has been a challenging in some areas, where the contractor does not meet all of the terms of their obligation, but due to the limited number of firms, staff feel they have reduced leverage in addressing poor workmanship, or lack thereof.
- 2.28 Ontario One Call, who are responsible for proving clearance before any digging can begin on a project, are often slow in their turnaround. These delays cascade into extended municipal led project timelines. This can be particularly problematic when it delays initiation of work.

Legislative and Political

- 2.29 The Province has introduced significant legislative changes with shortened transition times. Certainly, this is evident with respect to Planning Services. These changes place immense pressure on the staff and resources of the municipality.
- 2.30 Other areas have also been affected by legislative and regulatory changes. Changes to the Building Code previously occurred every few years. Building officials are now seeing changes in the Building Code several times a year. These changes must all be understood and put into practice, despite overall challenges on the recruitment of qualified building inspectors.
- 2.31 Many of the legislative and regulatory changes are happening fast and come out with limited detail, making it hard to plan and then interpret what is expected of us.
- 2.32 There are several significant changes to Public Sector Accounting Standards (PSAB) coming into place over the next few years. This puts additional demand on staff to set up new processes to meet these new reporting requirements.

3. Workplan – Audits and Reviews

- 3.1 As discussed, the finding from the risk assessment will inform the audit workplan through 2023, as well as provide an ongoing repository or projects that can be completed by other municipal staff members.

3.2 The chart below summarizes some of the proposed projects in the three categories:

| Internal Audit | Value for Money Audit | Service Delivery Reviews & LEAN Projects. |
|--|---|---|
| <p>Inventory Review (Public Works)</p> <p>Includes fleet parts, fuel, salt and sand, paper and Community Services products for sale.</p> <p>As follow up from Audit and Accountability Intake #3 and Purchasing Card internal audit</p> | <p>Corporate Cell Phone Usage</p> <p>Compliance with corporate policy, usage and appropriate staff allocation.</p> | <p>Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP).</p> <p>CAO office to oversee this project as it a corporate wide scope.</p> <p>As determined by risk assessment.</p> |
| <p>Letters of Credit – Securities held for development and other projects.</p> <p>Due to the value of securities held, the recent implementation of AMANDA and the number of new staff handling Letters of Credit.</p> | <p>Capital Project Process</p> <p>Specifically change orders and overages, process for project management.</p> | <p>Municipal Law Enforcement Service Delivery (Customer Journey)</p> <p>This would be a follow up on Animal Services service delivery review 2017 and the transfer of all enforcement to MLE. Also, implementation of AMANDA</p> |
| <p>Review of a completed capital project. Include compliance with municipal policies and contracts.</p> <p>Form the value of large infrastructure projects.</p> | | <p>Building Inspection Services Service Delivery (Customer Journey)</p> <p>Due to staff turnover, introduction of AMANDA system, rapid growth and the potential risks.</p> |
| | | <p>Corporate Succession Planning Program</p> <p>As per risk assessment – critical to long-term human capital planning.</p> |

3.3 Staff will report back to Council on projects as they are completed.

4. Financial Considerations

Not Applicable.

5. Concurrence

Not Applicable.

6. Conclusion

It is respectfully recommended that Report CAO-002-23 be received for information and that staff begin implementing the workplan.

Staff Contact: Catherine Carr, Project Manager – Audit and Risk, ccarr@clarington.net or Justin MacLean, Manager – Strategic Initiatives, jmaclean@clarington.net

Attachments:

Attachment 1 – Report CAO-008-22 (Strategy, Intergovernmental Affairs, Transformation (SIT) Division

Interested Parties:

There are no interested parties to be notified of Council's decision.

Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

| | | |
|-------------------------|---|----------------------------------|
| Report To: | Audit and Accountability Committee | |
| Date of Meeting: | August 3, 2022 | Report Number: CAO-008-22 |
| Reviewed By: | Mary-Anne Dempster, CAO | By-law Number: |
| File Number: | n/a | Resolution#: |
| Report Subject: | Strategy, Intergovernmental Affairs and Transformation (SIT) Division | |

Recommendation:

1. That Report CAO-008-22 be received for information.

Report Overview

In May 2022, the Strategy, Intergovernmental Affairs and Transformation Division was created within the CAO Office. Internal Audit has moved from Financial Services to this new division. The Internal Audit Manager is now the Project Manager, Audit and Risk. This report highlights the general workplan of this position with a focus on internal audit, service delivery reviews, value for money audits and LEAN initiatives.

1. Background

- 1.1 In May 2022, there were some staffing changes to the Office of the CAO with the creation of the Strategy, Intergovernmental Affairs and Transformation (SIT) Division. The Internal Audit Manager, Catherine Carr, has moved from Financial Services to the new division as the Project Manager, Audit and Risk. Samantha Gray is the Project Manager, Strategic Priorities, one of the key responsibilities of this new division.

2. Work Plan

- 2.1 The Project Manager, Audit and Risk has been working with the CAO and Manager of SIT to develop an amended workplan that will see the traditional scope of the internal auditor function expanded. The contents of the workplan will still fit within the original Terms of Reference of the Audit and Accountability Committee (AAC) and report to the Committee accordingly.
- 2.2 It is the intention of the revised workplan to provide the following outputs, which will be discussed below in greater detail.
- Risk Assessment – Annually
 - Internal Audits – Twice per year
 - Value for money Audit – Once per year
 - Service Delivery Reviews – Twice per year
 - Undertake LEAN Initiatives across the organization



- 2.3 To build a program that can deliver results for the Municipality, it is critical that a comprehensive corporate risk assessment be undertaken. The risk assessment will provide a baseline through which insights can be gained as to where resources should be allocated to make the most efficient use of the workplan. Essentially the risk assessment will drive the work. Due to the critical nature of the risk assessment, it will be completed annually to ensure that it provides as accurate of a picture as possible. It is expected that as the program develops over time, the outputs of the subsequent pieces (audits, service reviews, etc.) will drive efficiencies for the corporation.
- 2.4 There will then be two internal audits conducted per year, the intention of which is to ensure that said processes have the proper controls in place to mitigate risk. The results of these assessments will provide important insights in determining the area(s) of focus for future internal audits. An example of these compliance style audits would be the recent purchasing card audit, which looked at transactions and compliance with municipal policies.
- 2.5 Value-for-money audits are evidence-based exercises that examine and report on fund expenditures and if they are being done in an effective and efficient manner. One of these audits will be done annually. An example of this would be reviewing the corporate cell phone program and gaining an understanding of things like usage, which positions have access to a phone, etc.

- 2.6 Service delivery reviews have been undertaken in the past, and that will continue under this new program. These reviews are a systematic evaluation of a municipal service with the intention to find efficiencies within the current delivery model and make recommendations for change. The current provincial government has provided three intakes to its Audit and Accountability Fund (AAF), which provides municipalities like Clarington the opportunity to apply with specific efficiency style projects to obtain financial support. We have successfully applied to this fund three times.
- Organizational Structure Review (completed)
 - Centralized Customer Service Review (completed)
 - Process Modernization of Public Works – Payroll and Job Allocations (currently underway)
- 2.7 The current project (Process Modernization of Public Works) as listed above, is focused on reviewing the administrative process of managing payroll and then being able to determine how wage cost can be attributed to services. Having an accurate picture of this will allow management to be able to clearly articulate and understand costing per service area. The results of this work will be presented to the Audit and Accountability Committee in early 2023. As per the terms of the funding, this project must be conducted by a third-party provider and a final report must be posted by February 1, 2023. Due to the tight timeline, the municipality has single sourced a consultant to start the project this July. The Project Manager, Audit and Risk will oversee the project. To date, Clarington has received approximately \$336,000 in funding to support these projects plus a commitment for additional funds to be received upon the completion of the current project.
- 2.8 It is also important to note that in the past, after a service delivery review was undertaken, the responsible department did not always report the implementation results/status. It is the intention of the new program that as these reviews are completed that the implementing department(s) provide appropriate updates that can be taken back to this committee. This will allow for better tracking of results including appropriate metrics.
- 2.9 As a final component of this new program, there will be a renewed focus on LEAN initiatives. LEAN initiatives are the identification, reduction, and elimination of waste within suboptimal processes - thereby creating efficiencies. In July of this year, seven municipal staff have begun working towards obtaining their LEAN Green Belt certification. This initiative will have two expected outcomes. The first being a greater bench of staff who have formal LEAN training, which can be utilized in the future. The second being that as part of obtaining the certification, each participant must be involved in a real-world LEAN project at their workplace. It is expected that once these

projects are completed later this year, that the results will be reported to this committee in early 2023.

3. Concurrence

Not Applicable.

4. Financial Considerations

Not Applicable.

5. Conclusion

It is expected that this updated program will play a critical role in the transformation and modernization of municipal services into the future. It is respectfully recommended that the committee receive this report for information.

Staff Contact: Justin Maclean, Manager, Strategy, Intergovernmental Affairs and Transformation, 905-623-3379 ext 2017 or jmaclean@clarington.net.

Attachments:

Not Applicable

Interested Parties:

There are no interested parties to be notified of Council's decision.

Staff Report

If this information is required in an alternate accessible format, please contact the Accessibility Coordinator at 905-623-3379 ext. 2131.

Report To: General Government Committee

Date of Meeting: January 9, 2023

Report Number: CAO-003-23

Reviewed By: Mary-Anne Dempster, CAO

Resolution#:

File Number:

By-law Number:

Report Subject: Outstanding Motions from Council Term 2018-2022

Recommendations:

1. That Report CAO-003-23 and any related delegations or communication items, be received;
2. That Council support continued resources to fulfill Resolution # GG-426-21, # GG-254-21, #C-344-21, # JC-073-21, # GG-023-22, # GG-018-22, # GG-227-22;
3. That Council direct staff to close Resolution # GG-066-21 and # GG-112-22 with no further action;
4. That the CAO report semi-annually a status update on outstanding Resolutions of Council; and
5. That all interested parties listed in Report CAO-003-23 and any delegations be advised of Council's decision.

Report Overview

At the end of the 2018-2022, staff had received 632 resolutions of Council on various matters to action; 9 resolutions remained outstanding. This report provides a complete list of the outstanding resolutions with recommendations on moving forward. Many of the outstanding resolutions are in progress and are recommended to remain. Two are recommended to be closed with no further action due to the rationale provided within this report. With staff work plans for 2023 in draft with some capacity remaining for items identified as part of the 2022-2026 strategic plan, it is important to ensure that the current Council wants to dedicate staff resources whether human, financial or both to these items.

1. Background

- 1.1 Over the 2018-2022 Council Term 632 Council resolutions were passed providing direction to Council.
- 1.2 At the end of the 2018-2022 Council Term, 9 (1.4%) outstanding resolutions remain outstanding.
- 1.3 This report identifies the outstanding resolutions of the previous Council term, a status update for each, scheduled timeframe for completion and recommendations for Council consideration.
- 1.4 In addition to the motions/resolutions passed by Council that require action by staff in the form of reports and meetings, we also receive daily requests from individual Councillors on different topics raised by their constituents that require a formal reply. Council motions/resolutions and requests from citizens through Councillors are given a priority; given the increasing number of requests, staff may need to delay work on other projects and applications.

2. Outstanding Motions, Status Updates and Recommendations

2.1 CAO-001-21 Strategic Plan Update

At the January 25, 2021 General Government Committee, the following motion was carried:

Resolution # GG-066-21

That Report CAO-001-21 be received;

That the Municipality of Clarington advertise for a Steering Committee regarding municipal branding strategies;

That the Steering Committee be composed of local individuals who have a connection to branding and marketing;

That the Steering Committee work in conjunction with the Tourism Advisory Committee, Clarington Board of Trade, and Business Improvement Areas, to assist in achieving a branding identity.

This initiative was commenced, but consensus was not achieved, as such it was put on hold. Council will develop a four-year strategic plan during the first half of 2023, it may be prudent to remove this motion and determine if it is a priority of the current Council which would be identified in the 2022-2026 Strategic Plan.

Recommendation: That Council direct staff to close the outstanding motion with no further action.

2.2 Memo from Stephen Brake, Director of Public Works - Signalization of Highway 401 ramps at Duke Street and Baseline Road

At the March 29, 2021 General Government Committee, the following motion was carried:

Resolution # GG-254-21

That the status quo be maintained at this time; and

That Staff continue to review and consider other options that may help improve traffic flow and vehicular safety at the Highway 401, Baseline Road and Duke Street intersection.

The matter is still under review, but options are limited until such time that the Highway 401 Westbound on-ramp is permanently closed. Recent concerns for short-cut traffic from Baseline onto Duke Street are being investigated.

Recommendation: That Council support the resolution to continue conducting the review and report back to Council in 2023.

2.3 Memo from Stephen Brake, Director of Public Works Regarding Granville Dr. / William Ingles Dr. – Courtice – Three Way Stop Control Investigation

At the June 21, 2021, General Government Committee, the following motion was carried:

Resolution # GG-426-21

That Unfinished Business Item 19.1, Memo from Stephen Brake, Director of Public Works, Regarding Granville Dr./William Ingles Dr. - Courtice - Three Way Stop Control Investigation, be received; and

That the speed limit on Granville Drive be reduced to 40 km/hour.

The investigation has not been actioned at this time. The traffic volumes were different during COVID and the reduction in speed to 40km would also impact traffic patterns. The investigation is scheduled to be completed spring 2023 as traffic is expected to normalize by then. A GGC report to Council will be provided following the investigation.

Recommendation: That Council support the resolution to conduct the investigation and report back to Council by the end of the second quarter 2023.

2.4 Council Request for Staff Report - Toolbox to Address Traffic Issues

At the October 18, 2021, General Government Committee, the following motion was carried:

Resolution #C-344-21

That Staff be requested to prepare a report on a toolbox to address traffic issues, based on Mr. Brake's report he had previously prepared for the City of Pickering.

A Policy is currently under development with a report expected to be submitted to the General Government Committee in early Spring 2023.

Recommendation: That Council support the development of a policy to address traffic issues with a report back to Council by the end of second quarter 2023.

2.5 FSD-049-21 Roadmap for Community Board Sustainability

At the October 25, 2021, General Government Committee, the following motion was carried:

Resolution # JC-073-21

That Report FSD-049-21 and any related communication items, be received;

That Staff work with the hall and arena boards to determine the preferred structure of a Municipal Services Board or a Municipal Facility and bring back to Council the appropriate by-laws;

That Staff include in the 2022 budget for consideration the costs to fund, and if necessary, procure, winter control, grass-cutting/garden maintenance, pest control and waste management services at the hall and arena boards;

That Council approves in principle the four-step roadmap for Community Board Sustainability; and

That all interested parties listed in Report FSD-049-21 and any delegations be advised of Council's decision.

Staff have worked with the Community Hall boards to obtain information on current operations, conducted benchmarking and assessment, but some necessary information remains outstanding and must be collected prior to moving to the next phase. A status report to Council for further direction is scheduled to be provided by the end of first quarter 2023.

Recommendation: That Council support maintaining the existing motion with a status update provided to Council by the end of first quarter 2023.

2.6 Council Request for Staff Report - Exploring Paid Parking at Waterfront Municipal Lots

At the January 10, 2022, General Government Committee, the following motion was carried:

Resolution # GG-023-22

That the Director of Public Works report back on the possibility of installing paid parking meters at the municipal waterfront parking lots.

This resolution has been transferred to Legislative Services (Municipal Law Enforcement) to conduct a review of costs and benefits, as well as the overall feasibility of paid parking in our waterfront lots. The review is underway and preliminary results should be available by the end of the second quarter 2023.

Recommendation: That Council support the resolution and Staff report back to Council in 2023.

2.7 FSD-003-22 Obtaining Valuation of Elexicon Investment

At the January 10, 2022, General Government Committee, the following motion was carried:

Resolution # GG-018-22

That Report FSD-003-22 and any related communication items, be received;

That Staff be directed to procure the services of a business valuator for the purposes of determining an En Bloc Fair Market Value of the equity of Elexicon Corporation provided that the cost is equally shared between the Town of Ajax, Town of Whitby and the City of Belleville; and

That all interested parties listed in Report FSD-003-22 and any delegations be advised of Council's decision.

Baker Tilly has been contracted to conduct the valuation as a cost shared initiative with the other municipal shareholders of Elexicon.

Recommendation: That Council support the resolution and Staff report back to Council in 2023.

2.8 Council Request for Staff Report - Trudeau Drive Walkway

At the February 28, 2022, General Government Committee, the following motion was carried:

Resolution # GG-112-22

That Item 8.1.6, regarding New Business - Trudeau Walkway, be referred to Staff to report back at the April 11, 2022, General Government Committee meeting, for options on how to proceed on addressing the issues with the Trudeau Drive Walkway.

The following is the referred motion, Resolution# GG-106-22: That Report PWD-013-22, and any related communication items, be received;

That Staff prepare a written notice, with input from the Ward 3 Local Councillor and Regional Councillor for Wards 3 and 4, for delivery to all residents who live on Trudeau Drive, Marchwood Crescent, and surrounding areas, advising of a public meeting to be held via Microsoft Teams to address long-term solutions for the issues arising from the Trudeau Drive Walkway;

That based on the outcome of the Public Meeting, Clarington Staff including Public Works and By-Law, the Local Councillor for Ward 3, the Regional Councillor for Wards 3 and 4 and the Local Councillor for Ward 2 meet with the Bowmanville High School Principal to discuss future steps and report back to Council before the summer recess; and

That all interested parties listed in Report PWD-013-22, and any delegations, be advised of Council's decision.

Staff provided Report PWD-013-22 included in GGC April 11, 2022 meeting, the following Resolution #GG-192-22 was carried:

That Report PWD-013-22, and any related communication items, be received;

That Staff prepare a written notice, with input from the Ward 3 Local Councillor and Regional Councillor for Wards 3 and 4, for delivery to all residents who live on Trudeau Drive, Marchwood Crescent, and surrounding areas, advising of a public meeting to be held via Microsoft Teams to address long-term solutions for the issues arising from the Trudeau Drive Walkway;

That based on the outcome of the Public Meeting, Clarington Staff including Public Works and By-Law, the Local Councillor for Ward 3, the Regional Councillor for Wards 3 and 4 and the Local Councillor for Ward 2 meet with the Bowmanville High School Principal to discuss future steps and report back to Council before the summer recess; and

That all interested parties listed in Report PWD-013-22, and any delegations, be advised of Council's decision.

Staff were not able to schedule a meeting with the schools due to timing constraints and the Municipal Election in the fall. The motion left questions concerning what would be in the written notice and communicated as part of the public meeting, it was decided that the meetings should occur prior to any public communication on the matter. In addition, Council did not provide a budget to have this work conducted, which is required to do the public consultation piece. Staff continue to not support closing this pedestrian walkway between Trudeau Drive and the Bowmanville High School. The Municipality has not received any complaints in recent years and due diligence would require a public consultation and meetings with the schools, police, and other interested parties. This would put a strain on our limited financial and human resources in multiple areas. At this time, staff would prefer to track any complaints/concerns identified to the municipality from residents to evaluate the extent of the issue and address accordingly.

Recommendation: That Council direct staff to close the outstanding resolution.

2.9 New Business - Newcastle Service Club Sign (Councillor Zwart)

At the June 6, 2022, General Government Committee meeting, the following motion was carried:

Resolution # GG-227-22

Whereas the four Newcastle "service club" main signs are in need of replacement;

And whereas the main part of the sign is municipally-owned, but the individual service club signs are the responsibility of each service club;

And whereas the replacements were not part of the Clarington 2022 budget;

And whereas the Council of the Municipality of Clarington wishes to present Newcastle at its best;

Now therefore be it resolved that Staff be authorized to replace, in 2022, the four municipally-owned Newcastle "service club" main signs at an approximate total cost of \$15,000 to be funded from the Tax Rate Stabilization Reserve Fund account.

Vendor is currently mobilizing to install the new Service Club Signs. Work is expected to be completed by the end of 2022.

Recommendation: That Council support the original motion as this is expected to be complete prior to January 9, 2023 but remains outstanding at the timing of drafting this report.

3. Financial Considerations

No additional financial resources are being requested.

4. Concurrence

This report has been reviewed by the applicable Directors who concur with the recommendations.

5. Conclusion

It is respectfully recommended that staff recommendations contained within this report are supported by Council to provide direction on these matters as we begin the new term of Council.

Staff Contact: Mary-Anne Dempster, CAO, mdempster@clarington.net.

Attachments:

Not Applicable

Interested Parties:

There are no interested parties to be notified of Council's decision.