



AGENDA
Special Meeting of Council

March 19, 2019

9:00 am

Council Chambers, Town Hall
175 Queen Street East, St. Marys

Pages

1. **CALL TO ORDER**
2. **DECLARATION OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF AGENDA**

RECOMMENDATION

THAT the March 19, 2019 special meeting of Council agenda be accepted as presented.

4. **2019 DRAFT BUDGET: DELIBERATION OF REPORT BACKS**

- 4.1 **DEV 20-2019 Report Back on Capital Project #24: Window Shade Options – Aquatics Centre**

4

RECOMMENDATION

THAT DEV 20-2018 be received; and

THAT council approve an amount not to exceed \$12,000 for the capital project of shading the windows facing south and east at the Aquatics Centre surrounding the pool

4.2 HR-03-2019 Report Back on Council Remuneration COLA Implementation

6

RECOMMENDATION

THAT HR-03-2019 Council Remuneration, COLA Implementation be received; and

THAT Council approve the changes to COR-008 Compensation Policy to formalize the Cost of Living adjustment calculation and include Council in the scope of the policy.

4.3 PW 18-2019 Report Back on Maxwell St. Pedestrian Facility Review

14

RECOMMENDATION

THAT PW 18-2019 Maxwell St. Pedestrian Facility Review be received; and

THAT Council Approve a phased approach with Options 2a, 3b and 5 as presented in the report; and

THAT Council direct staff to prepare the necessary amendments to the Traffic and Parking By-Law and report back to Council in time for physical changes to occur on Maxwell Street during the summer of 2019.

4.4 CAO 26-2019 Report Back on 2019 Budget Changes

21

RECOMMENDATION

THAT CAO 26-2019 be received for discussion and budget direction.

5. CLOSED SESSION

RECOMMENDATION

THAT Council move into a session that is closed to the public at ____am as authorized under the Municipal Act, Section 239(2)(c) a proposed or pending acquisition or disposition of land by the municipality or local board, and (d) labour relations or employee negotiations.

5.1 CAO 27-2019 CONFIDENTIAL Report Back on Proposed Sale of Junction Station

5.2 CAO 28-2019 CONFIDENTIAL Report Back on 2019 Staffing Costs

6. RISE AND REPORT

RECOMMENDATION

THAT Council rise from a closed session at _____pm.

7. UPCOMING MEETINGS

April 2, 2019 - 9:00 am, Council Chambers (2019 Budget meeting #7 if necessary)

8. BY-LAWS

30

RECOMMENDATION

THAT By-law 38-2019, being a by-law to confirm the proceedings of March 19, 2019 special meeting of Council be read a first, second and third time; and be finally passed and signed and sealed by the Mayor and the Clerk.

9. ADJOURNMENT

RECOMMENDATION

THAT this special meeting of Council adjourn at _____pm.



FORMAL REPORT

To:	Mayor Stratthdee and Members of Council
Prepared by:	Doug LaPointe, Pyramid Recreation Centre Operations Supervisor
Date of Meeting:	19 March 2019
Subject:	DEV 20-2019 Report Back on Capital Project #24: Window Shade Options – Aquatics Centre

PURPOSE

The purpose of this report is to provide Council on different options for window shading at the Pyramid Recreation Centre Aquatics Center.

RECOMMENDATION

THAT DEV 20-2018 be received; and

THAT council approve an amount not to exceed \$12,000 for the capital project of shading the windows facing south and east at the Aquatics Centre surrounding the pool

BACKGROUND

A health and safety concern for patrons was brought up by Aquatics Centre lifeguards and the Aquatics Supervisor that the reflection from the sun is significant enough as to impede the lifeguards' ability to safely guard the water at certain times of day. They cannot see below the surface of the water to ensure patron safety for those in the pool who risk going below the surface and drowning if they cannot be seen to be rescued. In the past blinds were installed in some windows which were determined to be the greatest issue, but these blinds are in a state of disrepair due to the environment they are in. Several no longer move up and down because they are seized due to corrosion.

REPORT

A proposed project in the 2019 draft capital budget is \$12,000 to tint the windows of the aquatic centre to resolve the concerns identified above. While deliberating this project, Council requested that staff report back on other options and considerations for window shading.

The windows facing south and east are on curved walls, with 80 windows facing south individually framed and measuring a total size of approximately 40 feet long by 26 feet high. There are a further 28 windows in a similar curved design facing east covering a smaller area.

To replace the blinds on these walls with a shutter system on the outside would be cost prohibitive due to the curve, as the requirement would be to install multiple shutters of a smaller size. Also, to replace the blinds on all of the windows would cost more than \$12,000, and the same result of seized and broken parts would recommence in a short period of time.

Staff maintain the recommendation that that tint be applied to the interior of the windows. There is at least one manufacturer who meets the requested price point, that provides a lifetime warranty on any manufacturer or installation defect which would cover any bubbling, peeling, or cracking of the

material. This product is also graded to reduce the glare from the sun to a level that still allows a good deal of natural light in, but eliminates the severe reflection on the water. The product is rated for all weather conditions (outdoor), which should stand up to the environment, and has been applied in other aquatics facilities with good reviews. An added bonus to tinting the windows facing the sun would be energy savings on HVAC equipment due to a more moderated temperature in the space, reducing the cost to operate the system. The HVAC unit associated with the Aquatics Centre is a critical component as it is responsible for removing the humid air and chemical residue in the air that gas off from the pool water. The specifications of a lifetime warranty and necessary anti-glare properties would be prerequisites when determining a suitable product to move forward with based on cost by an installer.

FINANCIAL IMPLICATIONS

Capital budget expenditure not to exceed \$12,000

SUMMARY

While the Aquatics Centre benefits from users experiencing natural light on two sides, these are also the two sides which cause health and safety issues from sunlight reflecting on the water. The reflection is severe enough to be a risk to the public. Blinds were installed on some windows in an attempt to minimize this risk, but the cost of the blinds prevented installation on all applicable windows due to the design, and these blinds are now in a state of disrepair due to the environment. Replacing the blinds would be expensive and the disrepair would still reoccur. Installing shutters on the outside is not a practical solution as the walls are curved, so the most cost effective solution is to install a quality tint that will withstand the environment and comes with a lifetime warranty. The cost to tint all of the affected windows is the most cost effective option, and will also have the added benefit of energy savings through reduced HVAC operating costs due to moderating the amount of sunlight penetrating the space adding unnecessary heat in the summer months.

STRATEGIC PLAN

☒ Not applicable to this report.

OTHERS CONSULTED

Nil

ATTACHMENTS

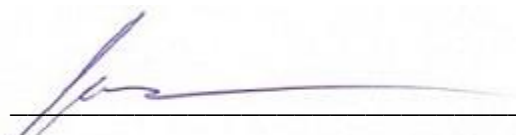
Nil

REVIEWED BY

Recommended by the Department




Doug LaPointe Operations Supervisor
Pyramid Recreation Centre



Grant Brouwer
Director of Building and Development

Recommended by the CAO



Brent Kittmer, CAO / Clerk



FORMAL REPORT

To:	Mayor Strathdee and Members of Council
Prepared by:	Lisa Lawrence, Director of Human Resources
Date of Meeting:	19 March 2019
Subject:	HR-03-2019 Report Back on Council Remuneration COLA Implementation

PURPOSE

This report is provide options to Council on how a Cost of Living Adjustment (COLA) can be calculated and implemented on an annual basis to ensure remuneration rates remain competitive with the external market.

RECOMMENDATION

THAT HR-03-2019 Council Remuneration, COLA Implementation be received; and

THAT Council approve the changes to COR-008 Compensation Policy to formalize the Cost of Living adjustment calculation and include Council in the scope of the policy.

BACKGROUND

For historical context, prior to 2012, St. Marys Council was compensated for their time with an annual stipend plus additional pay for attended meetings. The annual stipend increased at the same rate as staff wages through the application of the annual cost of living adjustment. On November 22, 2011 St. Marys Council passed By-Law 64 of 2011 which approved a straight annual stipend without additional meeting pay. The approved stipend was set at the 50th percentile of the 2011 remuneration. The approved rates have remained in place since implementation and have not been subject to the annual cost of living adjustment.

During the February 5, 2019 budget meeting, Council deliberated various aspects of their remuneration and approved Resolution 2019-02-05-07:

THAT Council proceed with option 4 as presented in staff report HR 01-2019 Operating Budget - Council Remuneration, OMERS Participation and Councillor Expenses as a onetime adjustment to maintain current net pay and implement a system for annual council increase.

This report seeks to provide information to Council on common practices for implementing an annual COLA for Council.

REPORT

Standardized Calculation?

When staff started researching current Council remuneration practices at local municipalities, it became clear that most have predefined calculations set out in either a by-law or compensation policy. Of the 10 municipalities that responded to an inquiry regarding how Council remuneration is updated, 9

reported having the same percentage increase for both staff and Council. The remaining municipality has Council remuneration tied indirectly to their staff's wages.

A common practice for determining a cost of living increase is to base it on the Consumer Price Index over a predetermined period of time. It is staff's recommendation to use the Total CPI rates from the Bank of Canada for the twelve months ending August 31st of the previous year. This timeline allows staff to bring forward a report to Council in the fall with the recommended COLA in time for inclusion in the draft budget. Approved cost of living adjustments are applied to wages on pay period 14 (mid-June) of each year.

Conflict of Interest?

It was indicated in the Feb 5, 2019, HR 01-2019 Operating Budget – Council Remuneration and OMERS Participation, that implementing a council increase equivalent to the council approved adjustment for staff may appear to be a conflict of interest. However, upon further review of Ontario's *Municipal Conflict of Interest Act*, R.S.O. 1990, Section 4 (i), outlines exceptions to situations of conflict of interests:

- (i) in respect of an allowance for attendance at meetings, or any other allowance, honorarium, remuneration, salary or benefit to which the member may be entitled by reason of being a member or as a member of a volunteer fire brigade, as the case may be;

As a result, it is not a conflict of interest for Council to approve a COLA which will increase their personal remuneration.

By-law or Policy?

In 2012, Council approved a compensation policy outlining the purpose of and procedure for compensating Town Staff. This policy was revised and approved by Council in early 2015 after significant changes to the job evaluation process. Since this policy outlines the remuneration practices for staff, it is fitting to expand the scope of this policy to include Council. Calculating cost of living was not previously included in this policy. To add clarity to the process moving forward, Staff have updated this policy to include the above proposed COLA calculation.

Alternatively, Council may wish to amend by-law 2011-64 which outlines Council's remuneration to include the process for calculating and applying the annual cost of living adjustment.

FINANCIAL IMPLICATIONS

There are no financial implications for formalizing a system for calculating how a cost of living adjustment is calculated and implemented. As previously reported, the cost impact of the option selected by Council is that for 2019 Council's base pay would be increased by 13% for the Mayor and 3% for each Councillor to offset the one-third tax free allowance.

This would increase the 2019 budget by approximately \$8,300. For 2020 and beyond, Council's remuneration would be increased on an annual basis. Assuming a 1.5% increase, the 2020 budget impact would be an additional \$2,000 over the 2019 budget.

SUMMARY

This report is to provide additional information regarding the calculation and implementation of an annual system for cost of living adjustments for Council. It is Staff's recommendation that the:

- the current compensation policy (COR-P-008 Compensation Policy) be revised to include how the COLA recommendation is calculated (using the Total CPI rates from the Bank of Canada for the twelve months ending August 31st of the previous year) and brought forward to Council for approval
- Add Council to the scope of the compensation policy

STRATEGIC PLAN

☒ Not applicable to this report.

OTHERS CONSULTED

Jim Brown, Director of Finance/Treasurer

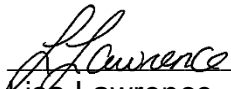
Municipal Conflict of Interest Act, R.S.O. 1990

ATTACHMENTS

COR-P-008 Compensation Policy

REVIEWED BY

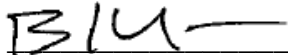
Recommended by the Department



Lisa Lawrence

Director of Human Resources

Recommended by the CAO



Brent Kittmer

CAO / Clerk

Compensation Policy

Policy Statement

The Town of St. Marys will strive to maintain externally competitive and internally equitable levels of compensation.

Purpose

To provide reasonable compensation that is in line with the 50th percentile of the external marketplace while meeting legislative requirements. With this compensation philosophy, the Town will seek to attract and retain the competent and qualified people to meet the needs of the community.

Scope

This policy applies to all current Town of St. Marys Team Members and Members of Council.

Background

Job Descriptions

Job descriptions are to be reviewed:

- Annually by the Team Member and their Supervisor during the performance appraisal;
- Whenever there are permanent, substantial changes to a job;
- Whenever a new position is created.

All changes are to be sent to Human Resources and must be approved by the supervisor.

Job Evaluation/Pay Equity

Internal Equity is maintained at the Town through the process of Job Evaluation. Job Evaluation is a process that provides a consistent measure of job value by determining and maintaining the value of a job within the organization, relative to all other jobs within the organization.

The following principles will guide the Job Evaluation process:

- Positions shall be evaluated by a third party compensation consultant and approved by senior administration;
- Positions shall be evaluated when they are new or have undergone a change that has resulted in a significant change to the positions' accountability and responsibilities.

Positions are evaluated using a point factor job evaluation system based on the relative level of skill, effort, responsibility and working conditions under which the work is performed. The Town's Job Evaluation Plan meets the requirements of the *Pay Equity Act*.

A position shall be evaluated when it is newly created or when there is a permanent, substantial change to the responsibilities of the position. A substantial change is defined as a change to the job content that affects the overall value of the job class in terms of skill,

effort, responsibility and working conditions. A position shall be forwarded for evaluation upon recommendation by Human Resources, CAO/Clerk or designate.

All positions will be described, evaluated and assigned levels. This is an ongoing program to ensure that Pay Equity is maintained and that both new positions and existing positions maintain an equitable relationship to each other.

A formal review of the Job Evaluation Process will be conducted every five years to ensure compliance with the *Pay Equity Act*.

External Market Competitiveness

Comparator markets – markets against which the elements of compensation will be compared – will be identified on the basis of criteria that includes similar positions; knowledge and skills required to perform the work; areas for recruitment; the nature and size of the comparator organizations; and location.

A formal market survey shall be conducted every two to three years, or as deemed necessary by senior management, utilizing existing market data, compensation network data, and other bona fide compensation studies. Key positions across the organization will be identified and used as benchmarks for the review. The information obtained will be used to determine the Town's competitiveness and may provide the basis for any adjustments to the pay rates.

Wage and Salary Grids

All non-management, hourly positions will be assigned to the wage grid. Management, salary positions will be assigned to the salary grid. Each are based on market comparisons, both the wage and salary grids shall consist of levels. Each level shall include jobs of similar value. All levels are comprised of pre-determined steps within the range.

All Team Members are eligible for an annual performance based increase (step increase) up to the maximum step of the assigned level for their position.

Cost of Living Adjustments

The wage and salary grids shall be reviewed each year to ensure the compensation objectives of this policy are achieved. This review will consist of an analysis of the Consumer Price Index (CPI). In situations where the CPI indicates inflation, a recommendation will be brought forward to Council based on the calculated average total CPI for the twelve month period ending August 31st of the previous year. The Total CPI rates will be derived from the Bank of Canada CPI index.

Approved COLA will be applied to both the wage and salary grids as well as Council's remuneration.

Team Members with a static rate of pay (red-circled), and satisfactory performance, shall receive the Council approved cost of living adjustment applied to the grids as a lump sum

payment. The lump sum payment will be based on the previous twelve months regular hours worked prior to pay period 14.

Guidelines

Job Descriptions

All new and revised job descriptions must be reviewed by Human Resources, to ensure consistent formatting, meeting of corporate standards and legislative compliance, and approved by the Director and/or CAO/Clerk.

Job Evaluation / Pay Equity

The Director and/or CAO/Clerk will make a request to Human Resources for a new or revised position to be evaluated. Upon approval from Human Resources, a Job Information Questionnaire is to be completed by the incumbent and the supervisor and approved by the Director and/or CAO/Clerk. The Job Information Questionnaire is then reviewed by Human Resources to ensure consistency and forwarded to the Consultant for evaluation. The evaluation is approved by senior administration before it is finalized.

Job Evaluation/Pay Equity Appeal Process

The incumbent Team Member may appeal the job evaluation results. Such request for appeal must be made in writing and submitted to Human Resources, the Director and/or CAO/Clerk no later than 2 weeks from the date of notification to the Team Member of the evaluation results.

The Consultant will meet with the Team Member, Director and/or CAO/Clerk and Human Resources to discuss the appeal. Following further review of the position and taking into consideration the Team Member's input, the Consultant shall either confirm the original evaluation results or determine a new evaluation outcome. The results will be communicated to the Team Member. The decision shall then become final.

Placement on the Wage/Salary Grids

a) Time of Hiring

As a general practice, the Town will start new Team Members at the starting rate (step 1) of the assigned wage or salary level of the appropriate grid for the position. When necessary to attract qualified candidates, the Town may recognize and take into consideration an individual's experience and education when it is directly related to the work to be performed.

Human Resources, in partnership with the Director and/or CAO/Clerk, shall determine a starting wage/salary for the new Team Member.

Seasonal workers shall be given consideration for previous service with the Town when establishing the starting rate of pay.

b) Change of Position

When a Team Member moves into a position that is at a higher classification than the Team Member's current position, the Team Member will be placed on the grid appropriate to the new position at a step that will provide a wage/salary increase.

If a Team Member has obtained a position with a lower classification or occupies a position that has been subject to a downward reclassification, the Team Member's wage/salary may be reduced subject to the following condition:

- The wage/salary reduction shall be sufficient to ensure that the new wage/salary is not greater than the maximum of the new level.

Note: A Team Member's current compensation may be grandfathered under special circumstances, as approved by Human Resources and CAO/Clerk.

Progression on the Wage/ Salary Grids

Team Members will progress through the applicable grid based on the Team Member's performance, contributions and length of service. Team Members that do not have satisfactory performance will not move to the next step on the grid. Performance appraisals must be completed and received by Human Resources before progression on the grid takes place.

Team Members will be eligible to receive a step increase when they have:

- Passed the probationary period;
- Completed an annual performance appraisal;
- Satisfactorily met the requirements of the role; and
- Is below the top step of the grid.

Approved increases will be applied annually, effective pay period 14.

Pay Rates above the Wage/Salary Grids

A result of the internal pay equity process is that some Team Members' current rate of pay may be more than the top rate of the assigned level for their position. When this occurs, the Team Member's rate of pay will be static until the grid encapsulates their current rate of pay (red-circled).

Market Supplements and Market Driven Extraordinary Wage/Salary Increases

In demonstrated circumstances of special recruitment and retention difficulties, the CAO/Clerk may approve a market supplement or extraordinary wage/salary increase be applied to the wage/salary of the candidate or Team Member in question which shall remain in effect as long as the market conditions warrant it.

Documentation

All changes to wages/salaries shall be documented and filed in the Team Member's personnel folder within the Human Resources Department.

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	May 22, 2012	Inception	K. Richardson	K. McIlwain	S. Grose
1	Jan 17, 2013	New accessible and policy format			
2	Jan 1, 2015	Policy describes new plan and process	HR/Pesce & Associates	B. Grant	A. Strathdee
3	Feb 25, 2019	Added COLA			

FORMAL REPORT

To:	Mayor Strathdee and Members of Council
Prepared by:	Jeff Wolfe, Asset Management and Engineer Specialist
Date of Meeting:	19 March 2019
Subject:	PW 18-2019 Report Back on Maxwell St. Pedestrian Facility Review

PURPOSE

The purpose of this report is to review the pedestrian and vehicular traffic patterns and volumes at the intersection of Maxwell St. and Lindsay Atkinson Dr. and evaluate options for pedestrian facility improvements. The information contained in the report will help Council determine whether they wish to proceed with pedestrian facility improvements on Maxwell St. as part of the 2019 Capital Plan.

RECOMMENDATION

THAT PW 18-2019 Maxwell St. Pedestrian Facility Review be received; and

THAT Council Approve a phased approach with Options 2a, 3b and 5 as presented in the report; and

THAT Council direct staff to prepare the necessary amendments to the Traffic and Parking By-Law and report back to Council in time for physical changes to occur on Maxwell Street during the summer of 2019.

BACKGROUND

During the capital budget deliberations on February 5, 2019 Council passed the following resolution requesting that staff consider pedestrian safety conditions and potential solutions on Maxwell Street, specifically at the intersection of Lindsay Atkinson Drive:

Resolution 2019-02-05-03

Moved By Councillor Pridham

Seconded By Councillor Hainer

THAT Council direct staff to report back options for sidewalk extensions and the creation of pedestrian crossovers on Maxwell Street.

Pedestrian facility improvements on Maxwell Street have not previously been included in the Town's long range capital plan.

REPORT

Vehicular and pedestrian traffic patterns on Maxwell Street from James Street South to Huron Street South have been subject to changing influences since it was built to its current state in the late 1970's. The Meadowridge subdivision has resulted in roughly 350 residential lots developed to the south and east of Maxwell Street since 1990. The Pyramid Recreation Centre was upgraded in 2006 and sees more patronage with increasing user programs. The Little Falls Public School was relocated to Lindsay Atkinson Drive in 2010, which significantly altered peak pedestrian and vehicular traffic volumes as parents and students make their way to and from school. Even with these changing conditions, very few physical alterations to vehicular and pedestrian facilities have occurred over the past 40 years. The

most significant change was the introduction of a three way stop at Huron Street South and Maxwell Street in 2010 as a response to the need for a safe north-south crossing on Maxwell Street for Little Falls Public School students.

Maxwell Street is an east-west corridor classified as a “Collector” road in the Town of St. Marys Official Plan. The Town’s standard cross section for Collector Roads includes sidewalk on both sides of the road. Presetnly, the street does not fully meet this standard. There is a sidewalk along the south side of the entire length of Maxwell Street from James Street South to Southvale Road. There is sidewalk along the north side of Maxwell Street from Huron Street South to Southvale Road, but there is no sidewalk along the north side of Maxwell Street from James Street South to Huron Street South. The speed limit is 40km/hr and traffic counts in 2018 showed that Maxwell Street sees an annual average daily traffic volume of 1900 vehicles per day with an observed average speed of 41km/hr. A review of OPP and Stratford Police records from 2014 to 2019 showed two motor vehicle accidents on Maxwell Street in the area of Lindsay Atkinson Drive during that time; one at the intersection of Lindsay Atkinson Drive and the other at the intersection of Dunsford Crescent. No pedestrians were involved in those accidents.

Staff have received calls over the past two years from residents on Dunsford Crescent regarding concern for pedestrian safety in the area. The concerns revolve around traffic speed in the area, driver awareness, and parked cars near Lindsay Atkinson Drive that impede pedestrian’s sight lines and therefore impact their ability to properly judge when the road is safe to cross. Staff carried out a review of the area and confirmed that vehicles are parking on the south side of Maxwell Street close to Lindsay Atkinson Drive and that these vehicles impede pedestrian’s ability to see oncoming traffic. Pedestrian traffic counts found that there were less than 20 pedestrian crossings per day in the area of Maxwell Street and Lindsay Atkinson Drive. Pedestrian crossings at the Huron Street South and Maxwell Street intersection are estimated between 100-200 crossings per day. A map showing the existing conditions and pedestrian traffic patterns is shown in Attachment 1.

Based on the existing vehicular and pedestrian traffic counts, the conditions do not meet traffic engineering warrants for the installation of an additional pedestrian crossing across Maxwell Street. A second crossing would negatively affect vehicular movements and could create an unsafe condition where drivers might not anticipate the unwarranted stop condition. The existing east-west stop signs on Maxwell only exist to provide a location for a pedestrian crossing, and it is staff’s position that Council should not consider the introduction of a second stop condition for east-west vehicular traffic.

Although the introduction of an additional pedestrian crossing is not warranted, staff recognize that there is concern for pedestrian safety and Council wishes to review the options for addressing the concern. There are various options that Council could consider to address the public’s concern without introducing a second stop condition for east-west vehicular traffic:

Option 1: Do Nothing

The do nothing approach would leave the existing conditions for vehicular and pedestrian traffic as-is. It has been established that the introduction of a new pedestrian crossing at Lindsay Atkinson is not warranted. This approach would have no impact to the Town’s operating or capital budget. This approach would not address the public’s concern regarding the perceived issue.

Option 2a: Restrict Parking/No Stopping and Increase Enforcement

The Town currently restricts parking along the north side of Maxwell Street. The Town could restrict parking on the south side of Maxwell Street in the area adjacent to Lindsay Atkinson Drive. The introduction of a timed “No Parking/No Stopping” area on Maxwell Street 70m either side of Lindsay Atkinson Drive would give students crossing to Dunsford Crescent a better line of sight to see oncoming traffic as well as provide motorists with more visibility and time to stop in the event that a pedestrian attempted to cross when traffic was not clear. The No Parking/No Stopping condition is only necessary during school hours so the condition would be limited to 8:00am to 4:00pm, Monday to Friday, September to June. This option may impact residents on Maxwell Street that utilize on-street parking. However, the houses in the area all have driveways with room for at least 2 parking spaces so this may

not be as much of a concern as other areas of Town where driveways have less parking capacity. Limiting the No Parking/No Stopping to school hours will reduce the impact to home owners in the area. This option would require an amendment to the Town's Traffic and Parking Bylaw.

In order to address resident's concerns about vehicular speed and attentiveness, Council could identify the location as an area of concern and inform the Stratford Police of the concern so that they may consider the area for focussed traffic enforcement.

The cost of this option would be roughly \$200 for signage materials.

Option 2b: Restrict Parking, Install Sidewalk from Dunsford Cresc. to Dunsford Cresc.

Option 2a does not change the physical pedestrian facilities in any way. The option of installing sidewalk on the north side of Maxwell Street between the two legs of Dunsford Crescent with a new curb drop was reviewed. This option would not create a controlled intersection for pedestrians. Pedestrians would still need to yield the right of way to traffic. With this intersection being so close to the school, staff have concern that children may mistakenly identify this condition as a controlled crossing.

Costs associated with this option involve installing roughly 80m of sidewalk and the capital budget would be \$9,000. Parking restrictions consistent with Option 2a would be necessary. Staff do not believe that this option creates a safer condition than what currently exists and therefore do not recommend it.

Option 3a: Move 3-Way Stop from Huron St. to Lindsay Atkinson Dr., Install Sidewalk

Council could consider moving the existing 3-way stop on Maxwell Street from the Huron St. intersection to the Lindsay Atkinson Dr. intersection. This would move the vehicular control from its current location so that it would service more pedestrians and directly link to the school entrance.

From a traffic network perspective, the existing 3-way stop is not necessary. The vehicle counts at the intersection do not warrant an east-west stop condition, resulting in unwarranted stops for Maxwell St. traffic. The stop exists only to provide a vehicular control and give north-south pedestrians the right of way to cross the road. This stop condition therefore could theoretically be moved anywhere along Maxwell St. to maximize the number of pedestrians that are able to utilize the stop to cross the road. The movement of this sign is anticipated to have a net neutral impact to the number of vehicular stops in the area. It would result in fewer stops for westbound vehicles on Maxwell Street that are turning right onto Huron St. but would result in more stops for southbound vehicles on Huron Street that are turning right onto Maxwell Street. Moving an established stop condition to a new location will require a significant communication campaign through the Town's various media platforms as well as signage in the area to warn motorists of the change.

This option would require the installation of sidewalk on the north side of Maxwell Street. For this Option 3a, installation of sidewalk was considered on the north side of Maxwell Street from James Street to Huron Street. The installation of sidewalk will potentially have a perceived negative impact to the home owners on the north side of Maxwell St. as the sidewalk would cut through their driveways, potentially limiting the parking capacity of their driveways. Staff have confirmed that all driveways are long enough that a sidewalk would not limit their ability to park a longer vehicle such as a pickup truck. The sidewalk would also result in the need to remove 9 trees, 2 gardens and 3 retaining walls (all retaining walls are short, modular and can easily be modified without damaging).

The estimated cost of this option is \$60,000. A map showing how pedestrian traffic patterns would be impacted by this option is shown in Attachment 2.

Option 3b: Move 3-Way Stop from Huron St. to Lindsay Atkinson Dr., Partial Installation of Sidewalk from Dunsford Cres. to Huron St.

The cost of Option 3a may hinder the Town's ability to carry out the entirety of the work in 2019. Council could consider phasing the installation of sidewalk on Maxwell Street so that sidewalk is only installed from Dunsford Crescent to Huron Street in 2019. Council could then consider using Development

Charges (further explained in Option 5) to help finance the cost of the remaining sidewalk on Maxwell Street from James Street S. to Dunsford Crescent.

The cost of Option 3a is inflated due to the driveway restoration and tree removal costs required for installing sidewalk from James Street S to Dunsford Crescent. The cost to do the partial sidewalk installation from Dunsford Crescent to Huron Street is \$19,000.

Option 4: Remove 3-Way stop and introduce a Level 2 Class B Pedestrian Crossing on Maxwell St. at Lindsay Atkinson

This approach is similar to Option 3 in that it relocates the primary north-south crossing for students across Maxwell St. from Huron Street to Lindsay Atkinson. Like Option 3, it removes the 3-way stop at Huron Street as the primary crossing for students is no longer in that location. This option also requires the installation of sidewalk on the north side of Maxwell St. The benefit this option has over Option 3 is that it would improve traffic flow outside of peak pedestrian traffic times while maintain a yield condition for motorists as activated by pedestrians. The three way stop impacts traffic movements 24 hours/day, 365 days/year. A pedestrian crossing would not have the same negative impact to vehicular traffic as a stop sign because it would only impact traffic movements when the need to move pedestrians across Maxwell St. exists. This option would have the same risks as Option 3 regarding the need to warn motorists of the new conditions. This option would also have the potential perceived negative impact to the residents on the north side of Maxwell St. as a result of the new sidewalk.

Option 4 would have all the same costs associated with the sidewalk as Option 3 but would also have the additional cost of a new Level 2 Class B crossing which is estimated at \$25,000. The total cost of Option 4 is estimated at \$85,000.

Option 5: Phasing with the Intent to Utilize Development Charges

Regardless of Council's preferred option, if Council decides there is a need for improvements, the need for improvements would be a result of development in the surrounding area and the project could utilize development charges to help fund the cost. The current Development Charges (DC) Bylaw was passed in 2017 and none of the projects in this report were identified at that time. Projects that were not identified at the time of the current DC Bylaw can utilize Development Charges to help fund the project. However, the ideal scenario is to look at all DC funded projects at the same time when developing the DC Bylaw so that Council has a holistic understanding of what the impact on the DC rate will be.

The current DC bylaw expires in 2022. Council could implement either Option 1, 2, or 3b in the short term and then plan to include the remaining cost of either Option 3a or 4 in the next DC bylaw. DC funds would pay for approximately 30% of the project cost.

FINANCIAL IMPLICATIONS

The options discussed in this report represent varying implementation and ongoing operational costs. These costs are outlined below:

Option 1: No Cost

Option 2: \$200 Capital, \$0 change to future Operating Budgets

Option 2b: \$9,000 Capital, \$415 change to future Operating Budgets

Option 3a: \$60,000 Capital, \$2,155 increase to future Operating Budgets

Option 3b: \$19,000 Capital, \$780 increase to future Operating Budgets

Option 4: \$85,000 Capital, \$ 2,905 increase to future Operating Budgets

Option 5: DC funding to pay for 30% of capital cost, future operating costs not impacted by DC funding.

SUMMARY

The vehicular and pedestrian traffic counts on Maxwell Street at Lindsay Atkinson do not warrant a new pedestrian crossing. However, Council has expressed an interest to address parental concerns about

child pedestrian safety at the intersection of Lindsay Atkinson Drive and Maxwell Street. The existing north-south pedestrian crossing at the Huron Street intersection was installed in that location in 2010 because it was convenient and cost effective as no infrastructure improvements were required to accommodate it. That crossing could be moved west to accommodate more pedestrians.

The ideal solution would be Option 4 as it would provide a 24 hour operational pedestrian crossing but would have limited impact to vehicular traffic during off-peak pedestrian times. However, the cost of that approach makes it prohibitive to implement in the short term.

Staff recommend combining and phasing several of the options currently available to address the concern.

- Pursuing timed parking restrictions on the south side of Maxwell Street, 70m either side of Lindsay Atkinson as outlined in Option 2a.
- Staff also recommend Option 3b to move the 3-Way stop from Huron St. to Lindsay Atkinson Dr. and partially install sidewalk from Dunsford Cres. to Huron St. during the summer of 2019.
- Staff further recommend that Option 5 be considered during the next iteration of the Development Charges By-law so that costs associated with connecting the sidewalk from James St. S. to Dunsford Cres. and replacement of the stop condition with a Level 2 Class B PXO can be partially funded by Development Charges.

STRATEGIC PLAN

☒ Not applicable to this report.

OTHERS CONSULTED

Green Light Consulting

Jim Brown, Treasurer

ATTACHMENTS

Attachment 1: Existing Traffic Patterns Map

Attachment 2: Option 3 Traffic Patterns Map

REVIEWED BY

Recommended by the Department



Jeff Wolfe

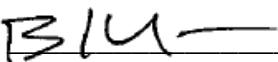
Asset Management/Engineering Specialist



Jed Kelly

Director of Public Works

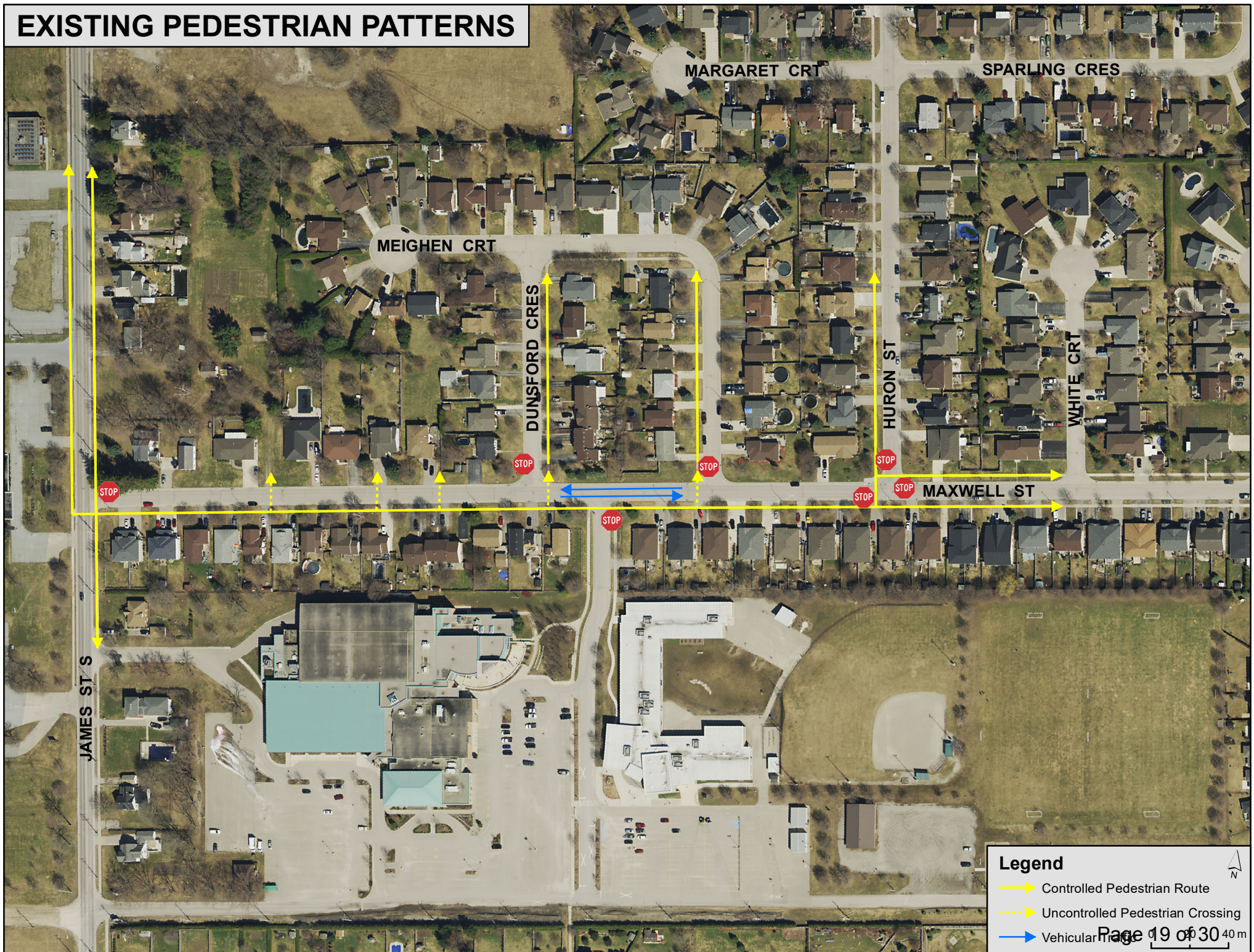
Recommended by the CAO



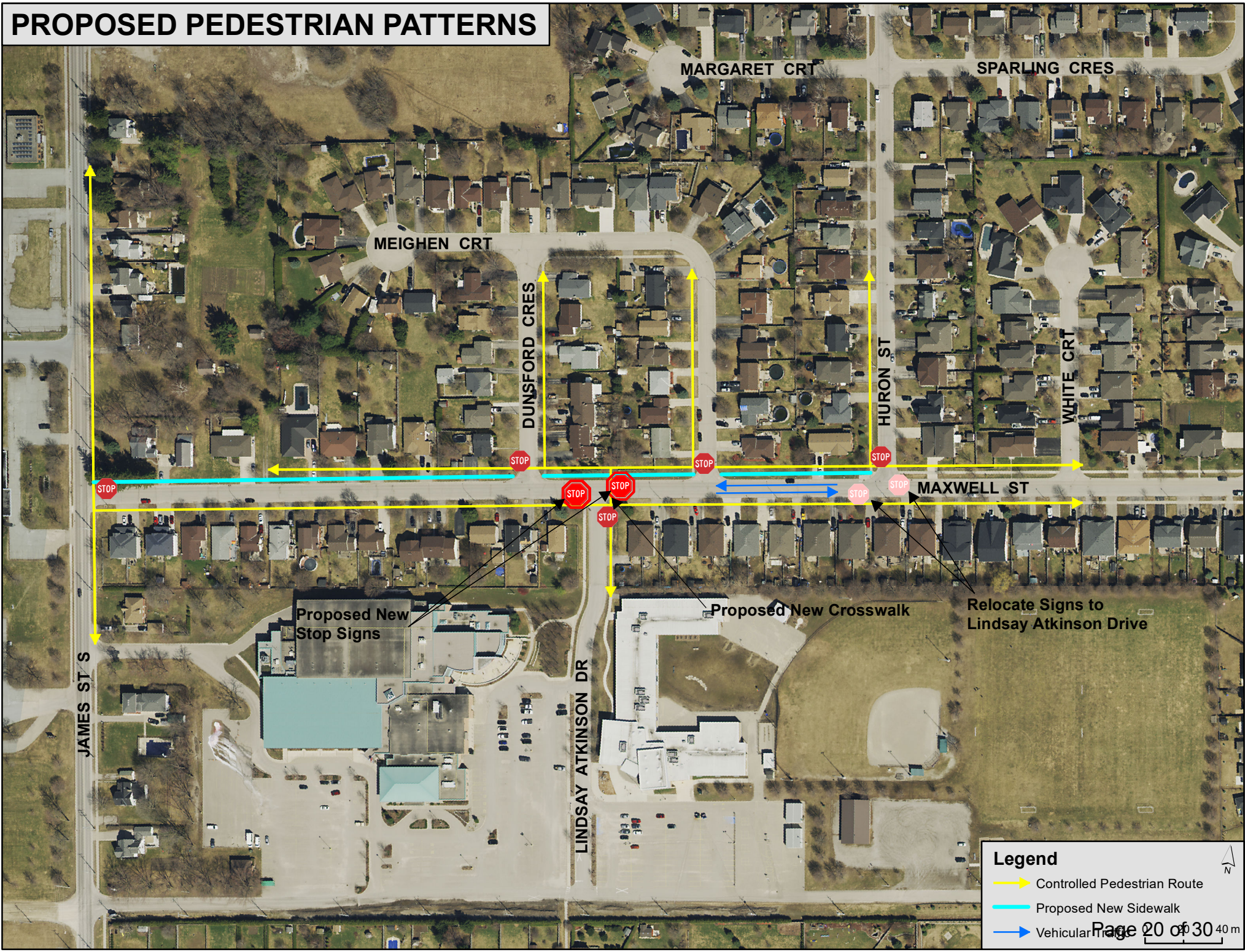
Brent Kittmer

CAO / Clerk

EXISTING PEDESTRIAN PATTERNS



PROPOSED PEDESTRIAN PATTERNS



Legend

- Controlled Pedestrian Route
- Proposed New Sidewalk
- Vehicular Traffic

FORMAL REPORT

To:	Mayor Strathdee and Members of Council
Prepared by:	Brent Kittmer, CAO/Clerk
Date of Meeting:	3/19/2019
Subject:	CAO 26-2019 Report Back on 2019 Budget Changes

PURPOSE

The purpose of this report is to present information to Council on a number of budget follow-up requests, including possible budget adjustments. Staff is seeking Council's direction on if they would like to make the adjustments as presented in this report, or leave the budget as originally presented for each of the areas identified.

This report is being considered after the other budget report backs because Council's decisions on those items may dictate an adjustment to the budget changes proposed by staff to balance the budget.

RECOMMENDATION

THAT CAO 26-2019 be received for discussion and budget direction.

BACKGROUND

To date Council has held five budget meetings and has been through the budget binder once. Through the process Council has provided staff with two key directives:

Resolution 2019-01-29-04

THAT staff be directed to verify and report back to Council on the numbers presented by Councillor Craigmile in his prepared statement to Council regarding fire hall financing; and

THAT staff make recommendations on how to set up special charges for health and safety infrastructure projects and include any other cost saving or revenue generating options discussed during staff's preparation of the report.

Resolution 2019-02-19-05

THAT Council direct staff to target a 2.5% increase for the 2019 year.

This budget serves as a report back on the information requested by Council.

REPORT

Attached to this report is a chart presenting proposed budget changes to achieve both directives. The two directives passed by Council set out to achieve two different things:

- The strategy proposed by the Councillor Craigmile resolution is to leave existing funds in the draft budget, levy the required taxes, and direct those funds to financing the firehall upgrades rather than their originally intended purpose. These budget amendments proposed by the Councillor Craigmile resolution will not assist in achieving the target of a 2.5% tax rate.

- The goal of the second directive is for staff to find budget changes in terms of new revenues and cost reductions that will directly reduce the tax rate in the draft budget.

Because the end goal of both of these directives is different, the chart attached to this report presents the budget changes independently of each other. This does not mean that Council cannot move the proposed budget changes from one pile to another. The style of presentation was chosen to ensure that a proposed change was not double counted in either category.

The CAO, assisted by senior staff, will review each proposed change and seek Council's approval if the budget should be amended to reflect the change. For some changes, like proposed fee increases, those budget changes will need to return to a Council meeting in the near future to have the associated fee by-law passed. At this time, staff is simply seeking Council's concurrence that the fee increase should occur.

To assist Council in their review of the attached chart, a few brief notes are included below:

Budget Changes Proposed by Councillor Craigmile

The Director of Finance and the senior staff of the affected department have reviewed and verified the changes proposed by Councillor Craigmile. The total of the budget changes proposed by Councillor Craigmile is **\$300,205**. For each change, the impact of deferring the initially proposed budget figure is included in the chart for Council's consideration.

Two specific items related to these changes are:

- Proposal to include a fixed charge on all tax bills to recoup a portion of the costs of the firehall project: The ability for municipalities to tax residents and impose fees is set out in the Municipal Act and taxation Laws. The Director of Finance has reviewed this proposal and has discussed it with the Town's staff liaison at the Ministry of Municipal Affairs and Housing. Through research, staff have found that this revenue generation idea is not available to the Town. The report on the proposal is as follows:

Municipalities have no jurisdiction to levy a tax other than property tax. The levying of property tax is based on property assessment and therefore cannot include a fixed fee by property. A fee can be collected with the tax billing as long as it qualifies as a user fee. One of the requirements is that the fee be reasonable in relationship with the cost to deliver the service. If the purpose is to raise revenue rather than defray costs it is a tax and must be collected as such.

- Proposal to reduce the 2019 staff Cost of Living Adjustment: the Director of Finance has verified the budget that would be available under this proposal and it is less than initially proposed in the resolution. The calculation is shown in the attached spreadsheet, and the primary reason for the lower value is that COLA is applied to wages during the first pay period in July. This means only 6 months of savings would be achieved in 2019 if staff COLA is reduced.

Typically the staff COLA adjustment is reviewed and draft approved by Council prior to budget deliberations. For 2019, the draft budget included a proposed 1.5% increase based on past practice. To allow Council the liberty to fully review this proposed change and its implications, closed session report CAO 28-2019 is attached to this agenda.

Budget Changes Proposed by Staff to Achieve the 2.5% Tax Rate Target

Staff has completed their review as directed by Council. Through staff's review, two categories of changes were identified:

1. Immediate, or "low hanging fruit" changes that consist of cost reductions and new revenues that will have no impact to existing services levels or how administration delivers services.

Appended to this report is a summary of all of the immediate/low hanging fruit changes for Council to consider. Council will see that staff have found a number of areas where the budget can be adjusted, and staff have identified what the impact of the adjustment may be. The overall result of the adjustments is a net reduction to the tax levy of **\$281,368**. These budget adjustments are primarily the result of:

- Adjusting the second draft of the budget based on updated “budget actuals” from year end 2018 that is now available.
- New revenues achieved through fee increases for services that have not had recent increases. As noted, at this time, staff is simply seeking Council’s concurrence that the proposed fee increase should occur. In short order, the necessary fee by-law will come forward for fee increases that are receive preliminary approval today.

Through this report, staff is seeking Council’s direction on if they would like to make the adjustments as presented in this report, or leave the budget as originally presented for each of the areas identified.

2. Medium to long term changes that will reduce costs, but also may affect services levels and the way the Town delivers services. These tactics were brought forward by senior staff to the CAO as a way to start planning for ways to reduce the taxation impact of expected long term cuts to Provincial transfer payments. These types of changes include, but are not limited to:

- Reducing or changing the hours of various recreation and leisure programs;
- Eliminating various student or seasonal staff positions;
- Reducing the levels of Town operating support provided for various recreation and leisure programs;
- Eliminating some seasonal events and programs;
- Introducing new taxes and licensing schemes;
- Selling property.

These medium to long term changes will take time to review and consult with affected stakeholders. The review and consideration of these changes will be completed ahead of the 2020 budget with specific “pre-budget” reports presented as required so that the Council can consider and approve a change to be included in the 2020 budget. This timing works well because staff expect to have a better understanding of the impact of provincial transfers ahead of the 2020 budget.

FINANCIAL IMPLICATIONS

As noted in the body of this report and its attachments.

SUMMARY

As directed by Council, staff has completed a review of the 2019 budget and found a number of immediately available budget adjustments based on: Council suggestions, updated three year trend analyses, and the potential for new revenue found.

Staff is seeking Council’s direction on if they would like to make the adjustments as presented in this report, or leave the budget as originally presented for each of the adjustments identified. I

In the case of the budget changes to get to Council’s target of 2.5% tax rate increase, approximately \$100,000 in budget changes are required. The changes identified by staff total \$281,368. Staff recommend that each of these changes proceed because they are justified amendments to the budget. The decision facing Council is:

- Should the additional \$181,368 identified by staff be levied and directed to a reserve and/or the firehall financing.
- Should the base budget be adjusted by the \$181,368 identified to further reduce the tax rate. This could be a good strategy to offset the transfer funding cuts the Town may see from the province in the future.

STRATEGIC PLAN

☒ Not applicable to this report.

OTHERS CONSULTED

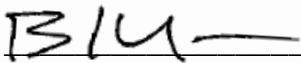
Senior Management Team

ATTACHMENTS

1. Proposed 2019 Budget Changes

REVIEWED BY

Recommended by the CAO



Brent Kittmer
CAO / Clerk

Town of St. Marys
2019 Operating Budget - Proposed Changes

<u>Budget Item</u>	<u>Rationale for Inclusion</u>	<u>Savings / Revenue Increase</u>	<u>Impact of Change</u>
<i>Councillor Craigmile Suggestions to be Redirected to Firehall Financing</i>			
Reduce payroll through a COLA reduction from 1.5% to 1 %		\$17,205	COLA increases are applied July 1, so 2019 only has 1/2 a year of savings. The cost calculation is as follows: \$7,000,000 in wages x (0.5% COLA Reduction) x 0.5 of the year See closed session report CAO 28-2019 so that Council can formally debate this change.
Reduce CIP programs, façade improvement grant and Designated Heritage Property Grant, by 50% (from \$60,000 total budgeted to \$30,000)		\$30,000	Over the past several years there has been a strong update in these programs. The funding is typically fully spent on an annual basis, with a waiting list for the next year. The impact of this reduction is fewer property owners will complete work in the core. This funding program supports the Town's strategic goals for cultural positioning of the downtown core.
Reduce total budgeted for Community Grant Program from \$46,000 to \$21,000		\$25,000	The Community Grant program includes an automatic prorating of grant requests if Council decides to reduce the funding available. If this directive is approved all a draft approved grant requests would still receive funding, just a smaller amount than what was requested. If this is approved Council will need to reconsider all grants to give direction to staff if all draft approved grants funded through this line will be reduced (i.e. United Way, Lincolns, etc.)
Eliminate Heritage Tax Rebate Program		\$25,000	There has been a moderate uptake in this program by downtown property owners, with 26 applications for a 2019 rebate. This program was put in place to provide property owners in the HCD with a tax break with a goal that it would allow them to reinvest in their building. This program leverages Provincial dollars as the education portion of taxes is eligible for a rebate. The impact of this reduction is that property owners who use this tax break to reinvest in their business will not be able to. This funding program supports the Town's strategic goals for cultural positioning of the downtown core.
Reduce corporate budget for conferences, seminars, and training from \$125,000 budgeted to \$90,000		\$35,000	In 2018 the corporate budget for training, professional development was \$124,471 with \$98,460 actual spent. For 2019 the corporate budget is \$133,993. A reduction of \$35,000 to this budget item would have the effect of fixing the 2019 budget to the 2018 actual spent, or a corporate budget of \$98,993. Staff have review their individual budget lines and have identified \$24,100 in reductions which reduces budget line to \$102,393.
Reduce grant to St. Marys Healthcare Foundation from \$50,000 to \$25,000		\$25,000	This is a discretionary grant that is provided. Reducing the grant has no direct impact on the Corporation's Service levels.

<u>Budget Item</u>	<u>Rationale for Inclusion</u>	<u>Savings / Revenue Increase</u>	<u>Impact of Change</u>
Eliminate \$50,000 in general capital spending and reduce contribution to reserve in the equivalent amount (to then be directed to fire hall financing).		\$143,000	<p>Council has approved a number of deferrals to date which include:</p> <ul style="list-style-type: none"> - PRC Sign (\$40,000) - Municipal Tree Inventory (\$22,500) - GTT Repairs (\$15,000) - Dam Spillway Repairs (\$43,000) <p>The impact of these deferrals is that the work is pushed to a later year and the costs will be incurred in a future year. Costs are likely to increase in the future due to inflation.</p> <p>Other capital funds that are included in the budget that could be redirected to the Firehall financing include:</p>
Total Cost Reductions and Deferrals Resulting from Coun. Craigmile Resolution		\$300,205	

Budget Changes Identified by Staff to Achieve 2.5% Target

Corporate Services

Reduce Corporate Services Office equipment line	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$2,000	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Corporate Communications Advertising	It is possible to advertise more through social media channels, leverage our relationship with the St. Marys Independent, and cut ads that aren't vital.	\$2,500	The Corporate Communications Plan recommends the Town focus on more advertising through media releases and other channels, and reduce print advertising. This strategy has been implemented, and this represents a further reduction in print advertising, and may result in certain Town advertisements not being seen by individuals who rely on the newspaper for all their information.
Corporate Communications Computer Software	This change represents fixing the suite of software used by Corporate Communications to what they have today. The Corporate Communications team has Adobe Creative Cloud, which includes a full suite of design, photography and video editing programs, and was determined to be sufficient for today.	\$2,000	No immediate impact. If a new or more improved program becomes available outside of Adobe Creative Cloud, the department wouldn't be able to add it and remain under budget.
Corporate Communications Memberships	This change represents eliminating the purchase of new memberships planned in 2019 by Corporate Communications	\$500	The Corporate Communications team was looking into the idea of joining other groups, such as the International Association of Business Communicators. The impact is slightly less of an ability to network with other communicators and learn from seminars or online learning modules.
Board Remuneration - Economic Development	This change represents eliminating remuneration for the Economic Development Committee. This was included in the budget but the committee no longer exists.	\$1,200	None.
Tourism - Membership	This change represents fixing the Tourism related memberships to the 2018 budget amount.	\$2,000	None. The Town will remain a member of the Stratford Tourism Alliance and will not pursue any other memberships.
Museum - increase children's programming rate	<p>This budget change is being put forward as a new revenue generating item. Currently children's rates are \$2.00/child. Staff have identified two options to consider:</p> <p>Option A - Increase rates for children's program by 25%. Increase programming rate to \$2.50 per child.</p> <p>Option B - increase rates for children's program by 50%. Increase programming rate to \$3.00 per child.</p>	\$850	<p>The budget change shown reflects option B, a \$1.00 increase to rates. This change will bring in new revenue for the museum, but may result in less participation in programs if rates are a barrier.</p> <p>For information, the revenue Increase for Option A is \$425</p>

<u>Budget Item</u>	<u>Rationale for Inclusion</u>	<u>Savings / Revenue Increase</u>	<u>Impact of Change</u>
Reduce Museum - Archival Supply	This change is brought forward because the museum is caught up on accessioning and storage re-organization. As a result, the museum does not need to buy as many supplies.	\$1,000	No service delivery impact. Remaining budget will be sufficient to purchase necessary archival supplies and materials.
Museum - seek sponsorship for Melodies at the Museum event	This change represents a new revenue by seeking out new sponsorship for the event. Staff have begun this process and are confident that this target can be achieved.	\$1,000	This budget change reflects \$1,000 in new sponsorship to offset expense costs of event.
IT - centralize to 1 fax line for the corporation	This proposed change represents an operating efficiency that is easily implemented. There are currently 7 fax lines in the corporation. These lines are rarely used meaning the Town can go down to one line.	\$400	No service delivery impact. After this change, the Town will have one fax line for the Corporation. Fax numbers in publications (website, print, etc.) will need to be updated to reflect one number.

Building and Development

- No immediate budget changes have been identified.
- A number of operating efficiencies have been identified in the Facilities department. These efficiencies need to be reviewed before implementation. Those that can be implemented seamlessly will be.
- Those that require Council's review and approval will be brought forward as required.
- Building and Development fees are under review for 2019 and will be brought forward during the year.

Public Works

Approve Trackless Stumper in Capital	This change was approved by Council. Purchasing the stumper requirement removes the need to contract this service.	\$5,000	No service delivery impact. Reduction represents the removal of contract services. Service will now be delivered internally within the existing staffing and equipment budget.
Swans	This change eliminates the budget to "rent" swans in the summer time.	\$400	There does not appear to be an impact of this change. The Town has not had swans for the last two years due to the water levels in the Thames River. Staff are not aware of these complaints. The last time the swans were "rented" there was little value gained. The pair did not get along and were frequently upriver and not in the public view. This program has historically been difficult for staff as handling the animals can become quite dangerous for staff, leading to bites and scratches.
Cemetery Rates - Move to Self funded structure within 5 years	Presently, the tax base is supporting Cemetery Operations by \$23,000 annually. This change would see a series of fee increases through to 2023 to have the Cemetery become a self funding operation. These fee increases would start in June of 2019, and the revenue projection is prorated for the year.	\$4,000	The impact of this change is that the Cemetery becomes self funding. The annual fee increases recommended are: - 10% increase in June of 2019 should drive about 4K in additional revenue as there was no rate adjustment in 2018, last increase was 2017, bit of catch-up required. - 5% increases to the rates annually until 2023. Post 2023 should be able to adjust rates annually based on CPI increase and sustain self-funding.

Finance

IT Charges (PW Accts) adjusted	This change represents a correction to the draft budget as presented.	\$13,200	No impact to services. This adjustment corrects a double counting in the budget.
Spruce Lodge	This change reflects a reduction now that final budgets have been received for Shared Services.	\$3,077	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Perth District Health Unit	This change reflects a reduction now that final budgets have been received for Shared Services.	\$6,213	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
EMS	This change reflects a reduction now that final budgets have been received for Shared Services.	\$31,633	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Cannabis Funding	This change reflects new revenue introduced into the 2019 budget because the Cannabis provincial funding not accounted for in the original budget.	\$18,332	None. This is new funding has for 2019.

<u>Budget Item</u>	<u>Rationale for Inclusion</u>	<u>Savings / Revenue Increase</u>	<u>Impact of Change</u>
Perth South Fire Agreement	This change reflects an increase to the Town's costs determined through trend analysis now that 2018 actuals are available.	(\$14,862)	None. This adjustment is a trend analysis now that 2018 actuals are available.
Insurance	This change eliminates an annual contribution to the insurance reserve. The reserve is used to fund the costs of large claims	\$20,000	None at this time. The reserve is topped up.
Rebudget of 2019 Utilities Costs	This change reflects a corporate wide reduction determined through trend analysis now that 2018 actuals are available. Individual budget accounts will be adjusted as necessary if this change is approved.	\$54,000	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Rebudget of 2019 Mileage Costs	This change reflects a corporate wide reduction determined through trend analysis now that 2018 actuals are available. Individual budget accounts will be adjusted as necessary if this change is approved.	\$7,250	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.

Community Services

Reduce office supplies pool	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$250	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Increase revenue--PRC Canteen	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$5,000	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Increase revenue--PRC room rentals	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$17,000	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Increase revenue--PRC pool	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$5,000	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Recreation Program Expense	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$500	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Recreation Transportation	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$500	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Recreation office supplies	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$75	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Youth Services uniforms	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$50	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Rec services uniforms	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$200	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Rec programs food costs	This change reflects a line item reduction determined through trend analysis now that 2018 actuals are available.	\$500	No impact to services. This adjustment is a trend analysis now that 2018 actuals are available.
Child care fee increase	This change represents the estimate of new revenue from the 2019 increase approved by Council	\$44,000	Council approved increase.
Increase Friendship Centre program rates	This would be FC programs and not memberships at this time as the 2019 memberships are already on sale. Will look to increase memberships in 2020.	\$3,000	minimal impact--as per trend analysis. This increase is for programs not the memberships that will be a 2020 initiative.

<u>Budget Item</u>	<u>Rationale for Inclusion</u>	<u>Savings / Revenue Increase</u>	<u>Impact of Change</u>
<i>Human Resources</i>			
Eliminate or scale back Christmas party	This change reflects a full elimination of the Town Christmas party. Many public sector organizations do not have a fully paid dinner and dance Christmas party. Alternatives to consider could include keeping the program, but making it a workday lunch for existing employees only. Other organizations make their Christmas party a paid ticket event.	\$11,500	\$11,500 represents cancelling the party. The party has been in place for many years and promoted as a recognition event for staff. In the 2015 staff engagement survey, staff identified recognition as an area to improve. Cancelling the entire party may have an internal impact to staff morale, and Council may receive negative feedback from retirees.
Eliminate Mayor/CAO BBQ	This change reflects an elimination of the annual Mayor/CAO BBQ for staff. This annual event is a component of the employee recognition program.	\$1,000	In the 2015 staff engagement survey, staff identified recognition as an area to improve. Cancelling the event may have an internal impact to staff morale.
Eliminate Milestone Lunches	This change reflects eliminating staff lunches to celebrate milestones. Milestone gifts are already provided, and lunches were started in 2015/2016 as an added way for staff to get together and celebrate their work milestones.	\$600	This represents cancelling the lunches for staff, their Director and the CAO when they reach specified milestones. In the 2015 staff engagement survey, staff identified recognition as an area to improve. This change was brought forward as a result of staff recommendations as a way to increase staff increase recognition and communication with front line staff and management. Cancelling the program may have an internal impact to staff morale.
ID Badges	Currently the Corporation issues staff a name tag, and an identification badge. In practice, most staff prefer the name tag. This change would end the practice of providing ID badges for staff.	\$500	No impact. Most staff are issued name tags, badges are redundant for many positions.
<i>Fire</i>			
False Alarm By-Law	Historically By-Law that was not enforced. For 2019, the plan is to start actively enforcing the by-law. This change represent new revenue generated through fines. The revenue is based on the historical fall alarm experience.	\$15,000	Complaints from the public. Repeat offenders who have not be charged in the past will now begin to receive bills.
<i>Library</i>			
Strategic Plan(still to be approved by Board)	To assist Library Board in developing a comprehensive and efficient plan for Library service implementation for the next 5 years (providing trend analysis and future planning)	\$20,000	The strategic plan will have to be developed in-house. The challenges with this include the staff time to develop the plan, strategic plan education, the Board is comprised of many new members who have not been part of the Library world, and there is a chance of pigeon-holing the Library/Library Board and missing some of the larger trends other Libraries are seeing/participating in. There is a likelihood the staff hours would incur more costs. This also might not be completed until 2020 or 2021
Contracted Services Line	To offset any changes to the 2019 contract for managing our Public Access Computers. As well, to ensure there is enough funds to cover the overall printing costs	(\$5,000)	This will permanently increase out contracted services line to \$18,000 and ensure there is enough funding to cover all contracted services of the Library
Total Cost Reductions and Revenue Increases		\$281,368	

BY-LAW 38-2019

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to confirm all actions and proceedings of the Council of The Corporation of the Town of St. Marys at its special meeting held on March 19, 2019.

WHEREAS: The *Municipal Act, 2001*, S.O. 2001, c.25, as amended, Section 5(3), provides that the jurisdiction of every council is confined to the municipality that it represents and its powers shall be exercised by by-law;

AND WHEREAS: The Council of the Corporation of the Town of St. Marys deems it expedient to confirm its actions and proceedings;

THEREFORE: The Council of The Corporation of the Town of St. Marys hereby enacts as follows:

1. That all actions and proceedings of the Council of the Corporation of the Town of St. Marys taken at its special meeting held on the 19th day of March, 2019 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
2. This by-law comes into force on the final passing thereof.

Read a first and second time this 19th day of March, 2019.

Read a third and final time and passed this 19th day of March, 2019.

Mayor Al Strathdee

Brent Kittmer, CAO / Clerk