

**TOWNSHIP OF ESSA  
CONSENT AGENDA  
WEDNESDAY, DECEMBER 4, 2019**

**A – ITEMS RECEIVED AS INFORMATION**

- p. 1 1. County Council Highlights - Committee of the Whole of October 22, 2019 and Council Meeting of November 12, 2019.
- p. 3 2. Correspondence from the Association of Municipalities Ontario (AMO):  
a) November 19, 2019 – Public Health and Emergency Health Services Modernization Consultation
- p. 5 b) November 20, 2019 – Province Launches Consultations on the Blue Box Regulation
- p. 7 3. Correspondence from Goodmans LLP dated November 20, 2019, re: Submissions to the Committee of the Whole for its Consideration of Staff Report CAO055-19.
- p. 12 4. Correspondence from the Simcoe Muskoka District Health Unit dated November 20, 2019, re: Simcoe Muskoka District Health Unit Public Health Modernization Letter.
- p. 16 5. Correspondence from the City of Barrie dated November 21, 2019, re: Service Delivery and Modernization Review – Report – BCRY.
- p. 37 6. Correspondence from the Nottawasaga Valley Conservation Authority (NVCA):  
a) November 22, 2019 - NVCA Board Meeting Highlights
- p. 39 b) November 25, 2019 - Source Protection Committee – Replacement of Municipal Members
- p. 43 7. Press Release from Nottawasaga Futures dated November 26, 2019, re: Martin Kuzma Appointed CEO for Nottawasaga Futures.
- p. 44 8. Correspondence from the Essa Public Library, re: Re-Accreditation.

**C**

**B – ITEMS RECEIVED AND REFERRED TO SERVICE AREA FOR ACTION**

None to be presented.

**C – ITEMS RECEIVED AND REFERRED TO SERVICE AREA FOR REVIEW AND REPORT TO COUNCIL**

None to be presented.



# COUNTY COUNCIL HIGHLIGHTS

## Georgian College Funding Event

On Wednesday, November 6, 2019, Warden George Cornell, Councillors and Economic Development staff members joined Georgian College's students and faculty in celebration as the County presented Georgian College president and CEO MaryLynn West-Moynes with a cheque for \$500,000 – the County's latest installment on a \$5-million commitment to help develop the Peter B. Moore Advanced Technology Centre. Over the past 10 years, the County has invested more than \$9 million in Georgian College to help students develop the skills our County needs to *grow the local economy, boost employment* figures and support successful Simcoe County enterprises.



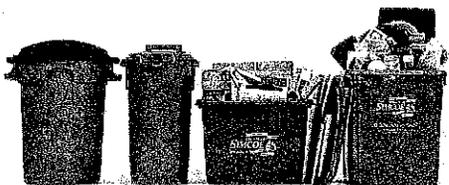
## Remembrance Day



On November 11, 2019, County of Simcoe staff and local residents joined CAO Mark Aitken, Payroll Supervisor and 5-year Royal

Canadian Navy veteran Monique Laporte, Lieutenant Commander Nic St. Louis of CFB Borden, 2LT Patrick Michalski from the Grey-Simcoe Foresters and the County of Simcoe Paramedic Services Honour Guard to pay tribute to the brave men and women who have fought or who currently fight for our freedom. This year marked the 75th anniversary of D-Day (Battle of Normandy) and in recognition of the milestone, the County created a special memorial to recognize the 26 soldiers with connections to Simcoe County who died on or shortly after the D-Day Landings. The County's Remembrance Day ceremony took place outdoors at the Simcoe County Museums' WWI trench.

## Waste Collection RFP



In March, County Council directed staff to seek qualified vendors for the provision of curbside collection services for garbage and organics through one service contract and for the provision of curbside collection of recycling through another contract, both based on a four day collection week (which would allow for an extra day to address any collection delays or impacts among other benefits). A number of service providers have expressed interest in providing garbage/organics for the whole County as one

contract and recycling collection for the whole County as a separate contract.

This week, County Council approved staff to seek proposals on the garbage/organics and recycling contracts, and has allowed staff to explore the value of splitting the County into two sections, so that there could be potentially two contracts for garbage/organics and two contracts for recycling. This decision is to allow smaller collection contractors to compete, who might otherwise have been unable to accommodate a whole-County contract, while aiming to enhance consistent collection services. A decision on the new contractor(s) will be made by March 2020. Based on current contractual timelines, the new contract would commence on November 1, 2021.

### Service Simcoe

Communications and Events  
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**George Cornell, Warden**

**Mark Aitken, Chief Administrative Officer**

The County Clerk's Dept. maintains the official record for all County government proceedings. This publication is intended to identify highlights of Committee and Council meetings.

## Funding Application for Multicultural Centre



As Simcoe County's immigrant population continues to increase and account for a growing percentage of our diverse communities, the County was presented with an opportunity to partner with the Ethnic Mosaic Alliance (EMA) to develop and build a multicultural centre. The EMA is a not-for-profit organization that incorporated in March 2019 with the help of the Simcoe County Local Immigration Partnership. The Alliance envisions establishing a multicultural centre that is safe and welcoming to all who wish to embrace the growing diversity in Simcoe County.

County Council approved direction for staff to submit a funding application to the Ontario Ministry of Infrastructure as the lead applicant, in partnership with the EMA. This decision is in alignment with the County of Simcoe's Community Settlement Strategy, which first recommended the creation of a multicultural centre in 2012.

## Next Generation 911

Following two inquests held in the fall of 2018 that identified several shortcomings in the current 911 system, new Ontario legislation has been introduced to support the implementation of common standards of 911 service across the province. As Ontario is only one of two provinces that does not currently have 911 legislation, moving forward with a standardized approach will ultimately improve the 911 system and enhance public safety.

Council received a report on upcoming changes to the Emergency 911 system that is utilized in Ontario and across Canada. After more than 30 years, the current 911 system has reached end of life. It cannot keep up with evolving technologies or public expectations of a modern 911 system. Next Generation 911 (NG 911) is a replacement of the current Enhanced 911 infrastructure and systems. NG 911 is not just about new technology. This Internet Protocol (IP) based network provides updated infrastructure and operational procedures to capitalize on new capabilities to meet the evolving expectations of citizens and emergency responders. For example, these enhancements will enable texting with 911, improved wireless cell phone tracking, and the transference of images and video during emergencies.



## Regional Government Review

In October, the Government of Ontario announced the results of a review into 82 municipalities including Simcoe County that sought to ensure efficient and effective government at the municipal level. Throughout the review process, the Province heard from a variety of stakeholders including many residents, who indicated that local communities should decide what is best for them in terms of governance, decision-making and service delivery. The Province agreed with municipal and public feedback, but asked municipalities to continue to seek local efficiencies.

Following this announcement, County of Simcoe Warden George Cornell issued a statement on the decision. The County remains committed to delivering high quality, affordable and sustainable services, and working with the Province to find efficiencies wherever possible. Council voted to schedule further Governance Committee and Regional Government Review Task Force meetings to continue discussions related to the recommendations brought forward by the two Committees earlier this year regarding governance and service rationalization.



**From:** AMO Communications [<mailto:Communicate@amo.on.ca>]  
**Sent:** November 19, 2019 9:43 AM  
**To:** Lisa Lehr <[llehr@essatownship.on.ca](mailto:llehr@essatownship.on.ca)>  
**Subject:** Public Health and Emergency Health Services Modernization Consultation

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## POLICY UPDATE

November 19, 2019

### Public Health and Emergency Health Services Modernization Consultation

The Ministry of Health is consulting on Public Health and Emergency Health Services modernization. This will be a broad consultation with municipal governments, Boards of Health, local Public Health agencies, EMS services, and other stakeholders. AMO will work with our members, partner associations, the Ministry of Health and the Municipal Advisor, Jim Pine, throughout the process to bring forward practical solutions for public health and emergency health services that work best for residents, communities, and municipal governments.

The video of the webinar launch and two discussion papers are available on the Ontario government [website](#).

Written submissions and completion of an [online survey](#) will be accepted up until February 10<sup>th</sup>, 2020.

Planning for in-person meetings across the province are underway. Information about the dates and locations will be available soon.

The public can [email](#) the Ministry of Health with any questions about the consultations.

People interested in signing up for the government's "Connected Care Updates" on health in general, can [subscribe](#) to the Ministry of Health.

AMO will continue to keep members aware of relevant developments including the response to the consultation.

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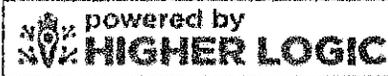
**AMO Contact:** Michael Jacek, Senior Advisor, [mjacek@amo.on.ca](mailto:mjacek@amo.on.ca), 416-971-9856 ext. 329.

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**From:** AMO Communications [<mailto:Communicate@amo.on.ca>]  
**Sent:** November 20, 2019 10:31 AM  
**To:** Lisa Lehr <[llehr@essatowship.on.ca](mailto:llehr@essatowship.on.ca)>  
**Subject:** Province Launches Consultations on the Blue Box Regulation

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November 20, 2019

## **Province Launches Consultations on the Blue Box Regulation**

The Ministry of the Environment, Conservation and Parks has officially launched a multi-stage public consultation process with municipal governments, producers, waste management industries, and non-profit organizations, on the transition of the Blue Box program to full producer responsibility.

The first consultation will be held by webinar on Wednesday, November 27, 2019. The Ministry will be explaining how stakeholders can take part in the development of a new regulation for the Blue Box under the *Resource Recovery and Circular Economy Act, 2016*.

To participate in the Ministry of Environment, Conservation and Parks webinar, register by Friday, November 22, 2019, with Marc Peverini, Senior Policy Analyst, Resource Recovery Policy Branch at [Marc.Peverini@ontario.ca](mailto:Marc.Peverini@ontario.ca) or 416-908-1528.

This is welcomed news for municipal governments as this process will define how the producer-run Blue Box system will work, and determine the regulatory amendments necessary to end municipalities' obligation to provide Blue Box services between 2023 and 2025. A great deal of work has already been done by all stakeholders and this is the opportunity to make progress on moving waste diversion in Ontario into a circular economy once and for all.

It will be important to be engaged in this process, as your input will help inform the key elements and proposed approach for a producer responsibility regulation. This includes maintaining a convenient and accessible collection system, identifying a standardized list of materials to be collected (including considering how best to deal with single use plastics), and setting targets or other performance targets.

AMO is well-positioned for these discussions, as staff just concluded a series of consultations across the Province with municipal staff. We will continue to work with our members and the Ministry throughout the process to advocate for a Blue Box regulation that creates a seamless experience for residents, and ensures that producers are held responsible for managing plastic and other packaging at end-of-life.

**AMO Contacts:**

Dave Gordon, Senior Advisor, [dgordon@amo.on.ca](mailto:dgordon@amo.on.ca), 416-389-4160  
Amber Crawford, Policy Advisor, [acrawford@amo.on.ca](mailto:acrawford@amo.on.ca), 416-971-9856 ext. 353.

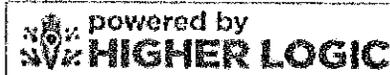
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# Goodmans<sup>LLP</sup>

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November 20, 2019

Our File No.: 192920

**Via Email**

Township of Essa, Mayor and Members of Council  
5786 Simcoe County Rd. 21  
Utopia, ON L0M 1T0

**Attention: Lisa Lehr, Clerk**

Dear Ms. Lehr:

**Re: Submissions to the Committee of Whole For its Consideration of Staff Report  
CAO055-19**

We are the Solicitors for \_\_\_\_\_ with regard to the proposal by the Corporation of the Township of Essa (the "**Township**") to replace its existing *By-Law to Prohibit or Regulate the Placing or Dumping of Fill, Soil Stripping, and/or Alternation to the Grade of Lands in the Areas of the Township of Essa, and to supersede By-Law 2013-01* (the "**Essa Fill By-law**").

We provide written submissions to the Committee of the Whole (the "**Committee**") in its consideration of Staff Report CAO055-19 (the "**Staff Report**"). \_\_\_\_\_ reserves her right to make written and oral submissions regarding the Township's proposed Fill By-law, which has not yet been made available. As we set out below, the Committee should not consider submission to condone the Township's method of consultation.

\_\_\_\_\_ opposes the Staff Report's proposed measures. If the Committee adopts the Staff Report's limits into its proposed Fill By-law, then \_\_\_\_\_ will be unable to develop her property for agricultural uses. In addition, the Staff Report will force \_\_\_\_\_ to leave her property in a state of disarray, exposing her and neighbouring property owners to significant adverse effects.

\_\_\_\_\_ encourages the Committee to consider the Township's Official Plan, Simcoe County's Official Plan and provincial policy statements that encourage agricultural development before it adopts the Staff Report. If the Committee accepts the Staff Report, then \_\_\_\_\_ urges the Committee to adopt transitional provisions to grandfather existing fill permit holders in order to alleviate existing hardship.

Finally, \_\_\_\_\_ expresses her concern that the Township did not provide her with adequate notice to make verbal submissions on the Staff Report.

1. **the Registered Owner and Fill Permit Holder for the Property**

is the registered owner of the "Property"). The Property is 9.07 hectares in size, rectangular in shape. The Property is currently zoned for agricultural use.

holds an exemption from the Essa Fill By-Law (the "Fill Permit"). obtained her permit in November 8, 2016 and renewed the Fill Permit in subsequent years. The Fill Permit allows to place fill on the Property in accordance with the Fill Permit's conditions until May 21, 2020.

obtained the Fill Permit to restore the Property for agricultural use. The Property is currently a vacant lot and requires additional grading to restore the land for agricultural use. requires an additional 27,000 loads, or approximately 2700 cubic metres of fill to restore the Property.

2. **is Concerned that the Township's Proposed Measures will Impact Her Ability to Restore the Property for Agricultural Use**

On October 15, 2019, received a letter from the Township's Solicitor warning her that the Township was considering a new Fill By-law. The Township neither provided her with a copy of the proposed Fill By-law nor provided her with any details about what changes she could expect to the existing Essa Fill By-law.

On November 18, 2019, the Township released its agenda for the Committee meeting scheduled for November 20, 2019 together with the Staff Report. Item 10b of the Agenda calls on the Committee to:

- receive the Staff Report;
- prohibit the placing of fill on property in the Township; and
- provide an exception to the prohibition for "bona fide" farmers provided that they meet the definition of bona fide farmer and are limited to specific quantities of fill.

is concerned that the Staff Report will prevent her from restoring the Property for agricultural use. The Staff Report recommends that the Committee prohibit the placing of fill with an exception for "bona fide farmers". It is unclear whether the Staff Report proposes to maintain the Essa Fill By-law's existing exemptions and fill permitting mechanisms. In particular, the Staff Report recommends that:

- farmers seeking an exemption must demonstrate that they are improving the productivity of their farm operations demonstrated through a business case supported by an Agrolgist, and

- farmers accept a limit on the amount of fill that they can place of 1000 cubic metres per year.

Based on the scant information in the Staff Report, the Township's proposed Fill By-law could prevent \_\_\_\_\_ from optimizing the Property for agricultural use in accordance with the Township's Official Plan, Simcoe County's Official Plan, and the *Provincial Policy Statement, 2014*

- Section 2(2) of the Township's Official Plan recognizes the protection and enhancement of the Township's agricultural resources as important to the Township's economic base. Section 3.1 states that "This Plan has been developed on the principle that agriculture will continue to be an important segment of the economy of the Township and a dominant factor of the rural landscape." Section 6.3.1 states that agricultural uses "shall take precedence over all other uses." The Staff Report's recommended limits on the placement of fill will effectively prevent \_\_\_\_\_ from developing the Property for agricultural use, limiting the objectives of the Township's Official Plan;
- Section 3.6.2 of Simcoe County's Official Plan states that enabling the agricultural industry to function effectively in prime agricultural areas is a primary objective of the Official Plan. As an aspiring farmer, \_\_\_\_\_ would not be able to develop her agricultural practice effectively if the Committee adopts the Staff Report's accepted limits; and
- Section 1.1.5.8 of the *Provincial Policy Statement, 2014* states that "Agricultural uses, agriculturæ-related uses, on-farm diversified uses and normal farm practices should be promoted and protected in accordance with provincial standards." The Staff Report's recommended limits on the placement of fill does not promote or protect agricultural uses for the Property.

3. **The Staff Report's proposed limits to the Placement of Fill Will Require \_\_\_\_\_ to Leave the Property in a State of Disarray**

\_\_\_\_\_ has partially completed the placement of fill at the Property. However, the Staff Report's fill placement limits will leave the Property only partially completed and the lands in disarray.

\_\_\_\_\_ submits that the Committee should not adopt policies that curtail agriculture, which run contrary to the policies of the Township's Official Plan, Simcoe County's Official Plan, and the *Growth Plan for the Greater Horseshoe Area*:

- Section 2(11) of the Township's Official Plan states that the Township should ensure that growth and development "occurs in a manner that will minimize public health and safety issues, including the protection of human life and property from water related hazards such as flooding and erosion." Section 6.3.1 states that the Township should "protect and preserve existing and potential productive agricultural land to the greatest extent possible."

submits that the Staff Report's fill placement limits fails to do so because it would expose the Property to greater levels of flooding and soil erosion;

- Section 3.6.3 of Simcoe County's Official Plan requires the upper-tier municipality "To ensure the availability and sustainability of *prime agricultural areas* for long-term use for agriculture and support a diversified agricultural economy". The Staff Report's limits on fill placement will limit the availability of the Property to be used for agricultural purposes.
- Section 4.2.6(5) of the *Growth Plan for the Greater Horseshoe Area* identifies that the policies should promote "The retention of existing lots of record for *agricultural use*" and discourage the use of these lots for non-agricultural uses. The Staff Report would require the Property to be used for non-agricultural uses and discourage the retention of the Property for agricultural uses.

4. **The Committee Should Adopt a Provision to Grandfather in Existing Fill Permits**

acknowledges that the Township is attempting to balance the negative impacts of fill placement against the promotion of agriculture. To that end, we recommend that the Committee adopt a provision that ensures that existing Fill Permits remain subject only to the existing Essa Fill By-law provisions. We recommend the following provision:

Notwithstanding the passage of this By-law, the provisions of By-law 2015-64 will continue to exclusively apply to all site alteration and fill matters including permits and terms of renewal issued prior to the date of the passage of this By-law.

or similar language to that effect. As noted above, the proposed Fill By-law is not available for review.

5. **Concern with the Township's Procedural Defects in Giving Notice of the Staff Report**

sought to make verbal submissions before the Committee on the Staff Report's proposed impacts, but was advised yesterday she was precluded from making verbal submissions because she missed the deadline to submit a Request for Delegation as set out in section 5.1 of the Township's *Procedural By-law 2017-77* (the "**Procedural By-law**").

We submit that the Township's denial of her opportunity to make verbal submissions about the Staff Report deny her procedural rights to participate in the process. It is the Township's policy to publish the Committee's Agenda on the Monday morning before the Committee is scheduled to meet. Section 5.1 of the *Procedural By-law* requires to have submitted a Request for Delegation one week prior to the Committee Meeting. submits that the Township's rule for posting the Agenda denied the opportunity to submit a Request for Delegation because she could not have known that the Committee was considering the Staff Report before Monday, November 18, 2019.

To be clear, we assert that the Township has denied her procedural rights with respect to making submissions on the Staff Report. fully intends to submit a Request for Delegation to the Township as soon as the Township notifies her that the Committee will be considering the Township's proposed Fill By-law.

We trust that you find these submissions to be useful. Please contact us if you require additional information.

Yours truly,

**Goodmans LLP**



Catherine A. Lyons  
CAL/MLH  
cc: Colleen Healey-Dowdall, Chief Administrative Officer  
client

GOODMANS\7006664.2

**From:** Miller, Christine [<mailto:Christine.Miller@smdhu.org>]  
**Sent:** November 20, 2019 3:06 PM  
**Subject:** For Mayor and Councils - Simcoe Muskoka District Health Unit Public Health Modernization Letter

Hello,

Please see the attached letter from Anita Dubeau, Board Chair for the Simcoe Muskoka District Health Unit regarding Public Health Modernization as a result of the following motion being passed at this morning's Board of Health meeting:

***THAT the Board of Health support the position that the Simcoe Muskoka District Health Unit remain as an independent health unit operating within its current boundaries and under its current governance structure;***

***AND FURTHERMORE THAT the Board of Health write to the Minister of Health and Jim Plne communicating this position and the rationale for it;***

***AND FURTHERMORE THAT the municipal councils, MPs, and MPPs of Simcoe Muskoka, our partner agencies, and the Boards of Health for the northeastern health units and for the York Region public health department receive a copy of this letter.***

***AND FURTHERMORE THAT the Councils of the four obligated municipalities be asked to endorse the motion.***

Please share with Mayor and Council as appropriate.

Thank you,

**Christine Miller**

Executive Assistant to the Medical Officers of Health

t: 705-721-7520 or 1-877-721-7520 x: 7253

f: 705-725-0335

e: [christine.miller@smdhu.org](mailto:christine.miller@smdhu.org)

Simcoe Muskoka District Health Unit, 15 Sperling Dr, Barrie ON L4M 6K9



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Thank you.

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November 20, 2019

The Honourable Christine Elliott  
Deputy Premier and Minister of Health and Long-Term Care  
10th Floor, Hepburn Block  
80 Grosvenor Street  
Toronto, ON M7A 2C4

Mr. Jim Pine  
Special Adviser, Public Health Modernization  
c/o Minister of Health  
10th Flr, 80 Grosvenor St,  
Toronto, ON M7A 2C4

Dear Minister Elliott and Mr. Pine:

**Re: Public Health Modernization**

During the Association of Local Public Health Agencies meetings held November 6 & 7, 2019 in Toronto, representatives from the Ministry of Health indicated that aspects of the original direction provided to health units on April 11, 2019 regarding the creation of 10 regional public health entities have now been paused. Given this, I am writing on behalf of the Board of Health for the Simcoe Muskoka District Health Unit to recommend that the Simcoe Muskoka District Health Unit (SMDHU) remain as an independent health unit operating within its current boundaries and under its current governance structure.

It should be noted that this position for the Board is a change from its previously stated position calling on the province to maintain SMDHU intact as it merges with public health services in York Region. The rationale for the prior position was based on a very strong desire to avoid services in Simcoe and Muskoka being divided, and on the assumption at the time (immediately following the release of the April budget and verbal communication from Ministry of Health staff) that a merger would not be avoidable. However, with the present opportunity to consider our future with a fresh look, this current position is based on what it would deem to be actually best for the provision of public health services in Simcoe Muskoka.

On April 1, 2005 SMDHU was formed through the dissolution of the former Muskoka-Parry Sound Health Unit and the Muskoka District operations merged with the former Simcoe County District Health Unit operations and the Parry Sound District operations merged with the former North Bay & District Health Unit. The Board and staff have worked very hard since the inception of SMDHU (a merger prompted by the province) to create a cohesive public health agency that is highly successful in fulfilling its mandate. Extensive work and extraordinary merger costs were invested in the newly formed health unit.

A strong and stable governance structure currently exists through the Board of Health being represented by 14 members including four elected representatives from the County of Simcoe, two elected representatives from the District of Muskoka, two elected representatives from the

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|--|---|--|---|---|---|---|
| <input type="checkbox"/> <b>Barrie:</b><br>15 Sperling Drive<br>Barrie, ON<br>L4M 6K9<br>705-721-7520<br>FAX: 705-721-1495 | <input type="checkbox"/> <b>Collingwood:</b><br>280 Pretty River Pkwy.<br>Collingwood, ON<br>L9Y 4J5<br>705-445-0804<br>FAX: 705-445-6498 | <input type="checkbox"/> <b>Cookstown:</b><br>2-25 King Street S.<br>Cookstown, ON<br>L0L 1L0<br>705-458-1103<br>FAX: 705-458-0105 | <input type="checkbox"/> <b>Gravenhurst:</b><br>2-5 Pineridge Gate<br>Gravenhurst, ON<br>P1P 1Z3<br>705-684-9090<br>FAX: 705-684-9887 | <input type="checkbox"/> <b>Huntsville:</b><br>34 Chaffey St.<br>Huntsville, ON<br>P1H 1K1<br>705-789-8813<br>FAX: 705-789-7245 | <input type="checkbox"/> <b>Midland:</b><br>A-925 Hugel Ave.<br>Midland, ON<br>L4R 1X8<br>705-526-9324<br>FAX: 705-526-1513 | <input type="checkbox"/> <b>Orillia:</b><br>120-169 Front St. S.<br>Orillia, ON<br>L3V 4S8<br>705-325-9565<br>FAX: 705-325-2091 |
|--|---|--|---|---|---|---|

City of Barrie, one elected representative from the City of Orillia, and currently five appointees made up of citizens appointed by the Lieutenant Governor in Council, through the Provincial Appointments Secretariat. Strong by-laws and policies that clearly articulate the governing, financial, operational, oversight and statutory responsibilities of the Board of Health exists.

SMDHU believes the financial stability currently exists and it is fiscally responsible to keep the health unit in the municipalities that are funding it with the levy received via County of Simcoe, District of Muskoka, City of Barrie and City of Orillia. If SMDHU is required to merge with a smaller health unit that will have implications for the current SMDHU subsidizing the smaller health unit; and merging with a larger health unit will require that health unit to subsidize the current SMDHU. Any cost efficiencies that SMDHU is currently putting in place will need to be spent in order to bring together a new entity.

Currently, the geographic boundary of SMDHU covers 8,800 square kilometers of land area. According to the 2016 Census, 540,249 people, or 61 people per square kilometer, were living in the service area of the Simcoe Muskoka District Health Unit. This included 479,650 living in Simcoe County and 60,599 living in the District of Muskoka. The current geographic area for Simcoe Muskoka is large enough to remain as a distinct entity. This population size is consistent with evidence demonstrating the ideal population size to realize public health outcomes serves a population of about 500,000.

A large, stable and skilled workforce exists within SMDHU. There are currently 370 employees which allows for several disciplines to be working within the health unit and specific expertise to be drawn upon. Recruitment and retention of employees has not been a barrier to having a stable workforce. Employees have access to ongoing skill development.

Extensive work with key partners in the local community including municipalities, school boards, and community agencies regarding the delivery of our public health mandate reflects a key strategic priority.

A strong organizational culture exists and it has taken years to develop a new culture within the current organization that will be impacted if a new entity is created. SMDHU is recognized as a learning organization, supports evidence-informed decision making and ensures accountability and continuous quality improvement initiatives ongoing. There is a history of successful accreditation through the former Ontario Council of Community Health Accreditation (OCCHA) reflecting a strong policy foundation within the health unit.

Overall, across the province in Ontario, there may be smaller health units that may benefit from forming new entities to achieve the public health functions described in the Ontario Public Health Standards and impact positively on population health status. They may be experiencing challenges with recruitment, capacity, financial stability, and governance that can be alleviated by becoming a new public health entity. SMDHU is achieving its mandate very well in its current state.

We look forward to participating in the upcoming consultations. We commend this approach and welcome the opportunity to participate in this engagement. As the province proceeds with its

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modernization of health care and public health, the Board of Health and staff for the Simcoe Muskoka District Health Unit are ready to be a partner, providing our insights and expertise to bring forward all that is essential within public health.

Thank you for considering our recommendations.

Sincerely,

**ORIGINAL Signed By:**

Anita Dubeau  
Chair, Board of Health

AD:CS:cm

cc: Association of Local Public Health Agencies  
Ontario Public Health Association  
Boards of Health for York Region, Sudbury, North Bay, Parry Sound, Algoma,  
Porcupine, Timiskaming, and Renfrew  
Municipal Councils of Simcoe Muskoka  
Members of Parliament in Simcoe Muskoka  
Members of Provincial Parliament in Simcoe Muskoka  
Central Local Health Integration Network  
North Simcoe Muskoka Local Health Integration Network

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**Athena Piskopos**

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**From:** Colleen Healey  
**Sent:** November-21-19 10:02 PM  
**To:** Athena Piskopos  
**Subject:** Fwd: Service Delivery and Modernization Review - Report - BCRY

Please print for BCRY file. Thanks

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**From:** Colleen Healey <chealey@essatownship.on.ca>  
**Sent:** Thursday, November 21, 2019 9:59:33 PM  
**To:** Stephannie Schlichter <Stephannie.Schlichter@barrie.ca>  
**Cc:** Dave Friary <Dave.Friary@barrie.ca>; Susan Rockey <Susan.Rockey@barrie.ca>  
**Subject:** Re: Service Delivery and Modernization Review - Report - BCRY

Thanks for this Stephannie. I look forward to receiving the link.

Colleen

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**From:** Stephannie Schlichter <Stephannie.Schlichter@barrie.ca>  
**Sent:** Thursday, November 21, 2019 9:00:46 AM  
**To:** Colleen Healey <chealey@essatownship.on.ca>  
**Cc:** Dave Friary <Dave.Friary@barrie.ca>; Susan Rockey <Susan.Rockey@barrie.ca>  
**Subject:** Service Delivery and Modernization Review - Report - BCRY

Hello Colleen,

As you are aware the City of Barrie owns, operates and maintains 35 kilometres of active rail within Innisfil, Barrie and Essa Township providing short-line rail service to industrial customers in Barrie and Innisfil. Over the past several years, the line has been underutilized, while the fiscal obligations to the City to maintain the operation continue to increase. As part of the City's review of services and to better understand the fiscal challenges facing this line of business, the City undertook an analysis through the Provinces' Audit and Accountability Fund. To that end, Deloitte has completed a Service Delivery and Modernization Review of four lines of business that the City currently operates.

On November 25<sup>th</sup>, the report will be delivered to Council for their reference. As a key stakeholder of the short-line operation given the location of the Utopia Rail Yard, we wanted to make you aware of the report and advise that we will be reviewing the report and its recommendations/opportunities identified over the following weeks and will be reporting back to Council with a set of recommendations for their consideration. The report will be public via circulations later today and we will send along the link.

The key recommendation of the report is for the City to decrease its responsibility for the short-line service and offers several alternatives to do this. Staff have identified that the impact to stakeholders is critical to assessing as part of the analysis of recommendations and that we are committed to engaging extensively with our key stakeholders and users to fully explore all of the opportunities, associated impacts and alternatives.

To that end, we will be looking to engage with your team to review the opportunities identified in the Service Delivery and Modernization Review.

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As always, we are open to a discussion at any time. We will be reaching out over the coming weeks to begin consultation with you on the recommendations of the report.

Thanks so much,

Stephannie

**Stephannie Schlichter**  
Director, Business Development  
Invest Barrie



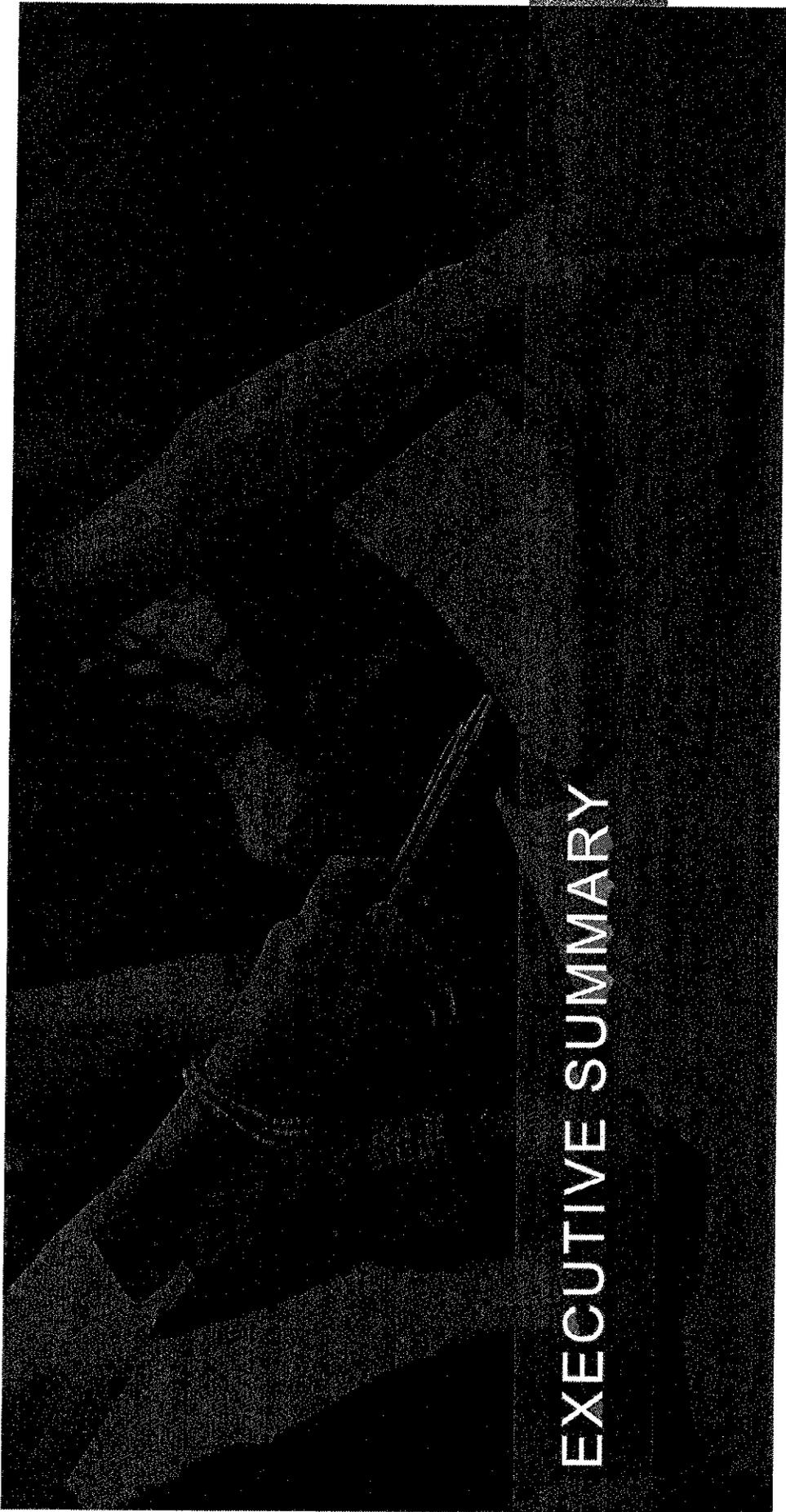
City of Barrie: City Hall, 70 Collier Street, P.O. Box 400, Barrie, ON, L4M 4T5  
Office: 705-739-4220 x5036 | Fax: 705-739-4246  
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# EXECUTIVE SUMMARY

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# Background to the Review

The Corporation of the City of Barrie (the "City") has received approval for funding from the Province of Ontario Audit and Accountability Fund to undertake a review to find service delivery efficiencies and modernization opportunities (the "Review").

Deloitte (hereinafter referred to as "we" or "us") was engaged by the City to review four service areas – Railway Operations, Marina Operations, Venues, and Special Events. We assessed each service area to determine whether services are delivered efficiently and effectively or if alternative service delivery models should be considered.

This report describes 24 actionable recommendations organized by service area. The potential net annualized financial benefit and service or community impact of each recommendation is also described. We also highlight those opportunities that are based on either alternative service delivery models or innovative approaches. Finally, this report provides a summary for the City's consideration on how to proceed with the recommendations associated with each opportunity.

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## Objectives, project principles, and scope

The Review had four key objectives:

1. To determine whether the specific services should be provided directly by the City or whether an alternative model for service delivery should be implemented.
2. To identify cost savings and improved efficiencies for the specified services.
3. To identify innovative opportunities to modernize the delivery of the specified services.
4. To assess the community impact of each of these service areas and balance this against the cost of the operations.

## Approach and program of work

Our work was delivered in three Phases:

1. Phase one began on September 4<sup>th</sup>, 2019 by reviewing City data to develop an understanding of the City's processes and to establish a financial baseline for typical service area operations against which we could provide quantified opportunities for improvement.
2. Through phase two we developed, qualified, and quantified our findings and opportunities by organizing over 20 meetings and two workshops from September 18<sup>th</sup> to October 17<sup>th</sup>, 2019 with members of the Executive Management Team, Directors of each service area, and other key stakeholders. Our internal experts and our project team also applied their extensive Public Sector experience to provide a view of industry leading practices.
3. In phase three, we applied an opportunity characterization framework to develop and shape the opportunities. This framework served as an evaluation tool to compare the financial benefit, citizen impact and overall complexity of each opportunity. From October 18<sup>th</sup> to the release of this report, we validated opportunities with the abovementioned stakeholders to ensure the opportunities present could result in actionable service delivery improvements.

By applying our approach we confirmed 24 opportunities organized under four service areas.

## How to read this Executive Summary

The Executive Summary describes the baseline studied, the opportunities identified, and the potential cost reduction, service efficiency, and service level improvement impacts. The Observations and Opportunities section provides further details of the background, characterizations, annual cost savings, implementation steps and other considerations.

# Expense Baseline

The expenditures of \$3.6 million in the charts below were subject to the Review. These expenditures are from FY18 and were provided by the City's Finance team as being representative of expenses in the four service areas under review.

## Expenses by Service Area

The City subsidizes operating expenditures for Railway Operations, Venues, and Special Events, while the Marina is user-fee funded. Each service area generates user fees and sundry revenues totaling \$2.1 million, which offset a portion of their expenses. Overall, the City provides an operating subsidy within these four service areas of \$1.7 million.

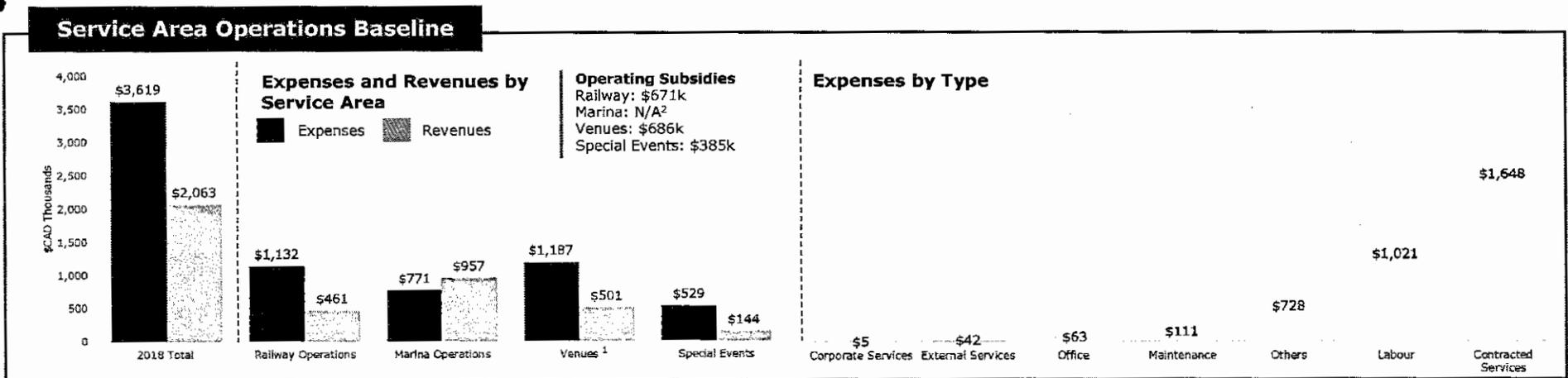
Of the total baseline expenditures, Railway Operations form 31%, Marina Operations form 21%, Venues form 33%, and Special Events form the remaining 15% of the expenditures.

## Expenses by Type

The majority of expenditures are comprised of contracted services, which include contracted security services, contracted general services, and operator agreements. Labour costs are naturally the next highest expense as the City employs full-time and seasonal employees across the aforementioned service areas.

The remaining expenses are divided amongst other expenses (e.g. interdepartmental exchanges and purchases for resale), office, maintenance, and various services.

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<sup>1</sup> Meridian Place is excluded from the Venues baseline expenses as it did not have a full year of operations in 2018. Meridian Square Programming's cost center amounted to ~\$39k in 2019 Jan - Sept with little to no revenues recorded. More details to follow in the Venues section

<sup>2</sup> The Marina experiences an operating surplus of \$186k per year, this is transferred to the marina reserves.

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# Summary of Opportunities

If the City is able to implement all of the opportunities identified, it would expect annualized financial benefits of 15-18% of the baseline expenditures. The following provides a brief synopsis of the 24 opportunities identified across the service areas.

## Railway Operations

With the current financial performance of the Railway, the City would like to better understand the current cost structure and what the next steps should be to decrease the current recurring deficit and minimize risk. Through data collected and presented within this Review, the City should look to decrease its responsibility of the Railway in the longer term.

## Marina Operations

The Marina is a key asset to the Barrie waterfront and the City. While Marina operations are meeting the needs of patrons, the Marina infrastructure is dated, and service delivery is through manual channels. There are opportunities to increase the efficiency and effectiveness of Marina operations resulting in improved user experiences and service level impact, while potentially increasing financial benefits.

## Venues

Venue operations continue to be integral to the City's Strategy of connecting the community and increasing tourism to the City. However, there have been pain points in the development of venues historically. As the City continues to grow this offering, it is looking to capture additional value and adopt operational best practices to improve its service level impact while potentially reducing operational costs.

## Special Events

Special Events add to the quality of life in Barrie and showcase the local culture. While Special Events delivery is satisfactory, there is little attention paid to the strategic planning of city-run and independently-run events. There are opportunities to increase the efficiency and effectiveness of Special Events delivery, improving service level impact while decreasing risk and operating costs.

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Opportunity Characterization				
Financial Benefits <sup>1</sup>	Service Level Impact	Investment <sup>2</sup>	Risk	Time to Implement
<b>H</b> More than \$20,000 direct and indirect benefits	<b>H</b> Direct improvement that increases citizen satisfaction	<b>H</b> More than \$10,000	<b>H</b> Highly impactful and likely obstacle	<b>ST</b> By December 2020
<b>M</b> Between \$10,000-20,000 direct and indirect benefits	<b>M</b> Indirect improvement that increases citizen satisfaction	<b>M</b> \$5,000 - \$10,000	<b>M</b> Moderately impactful and possible obstacle	<b>MT</b> By December 2021
<b>L</b> Less than \$10,000 direct and indirect benefits	<b>L</b> Marginal impact on citizen satisfaction	<b>L</b> Less than \$5,000	<b>L</b> Remote possibility of a low impact obstacle	<b>LT</b> Beyond December 2021

<sup>1</sup> Definition of high, medium, and low financial benefit is consistent for the Marina Operations, Venues and Special Events service areas. The financial benefit categorization definition for Railway Operations are as follows: high – "more than \$400,000 direct and indirect benefits", medium – "between \$100,000 and \$400,000 direct and indirect benefits", and low – "less than \$100,000 direct and indirect benefits".

<sup>2</sup> Definition of high, medium, and low investment is consistent for the Marina Operations, Venues and Special Events services areas. The investment categorization definitions for Railway Operations are as follows: high – "more than \$100,000", medium – "between \$50,000 - \$100,000", and low – "less than \$50,000".

# Summary of Opportunities

Opportunity	Brief description	Financial Benefits <sup>1</sup>	Service Level Impact	Investment	Risk	Time to Implement	
Railway Operations	1. Transfer Responsibility to Private Sector	Decrease financial exposure by transitioning responsibility of Railway to customers	L	M	H	LT	
	2. Continue Operations of Utopia Yard Only	Consider only continuing operations at the Utopia Yard to limit the financial outflows	M	H	H	LT	
	3. Salvage Rail Assets and Explore Alternate Uses for the Railway Land	Salvage rail assets and provide opportunity for alternative use		H	H	LT	
	4. Review Contract Terms with the Operator	Review terms to minimize risk and lower financial outflows	M	L	H	ST	
	5. Centralize City's Decision Authority	Place a dedicated personnel to oversee and manage Railway operations	I	M	M	ST	
	6. Cost Sharing (i.e. County and Customers)	Discuss maintenance fee sharing with stakeholders	L	L	H	ST	
Marina Operations	1. Provide Winter Services	Partner with boating businesses to provide winter services	M	L	L	ST	
	2. Digitize Marina Customer Service	Improve customer service delivery using marina management software		M	M	ST	
	3. Improve Marina Facilities	Update and modernize marina facilities	L	H	M	MT	
	4. Investigate Parking Facilities	Continue involvement in downtown and waterfront paid parking review	L	H	L	ST	
	5. Engage Council in the Creation of a Waterfront Development Plan	Create plan to continue to modernize the Marina as an integrated portion of the Barrie waterfront	L	M	M	MT	
	6. Increase Marina Patron Fees	Increase fees to maintain margins and transfers to the marina reserve fund		M	L	M	ST
Venues	1. Cross Department Collaboration	Share insights and resources across departments responsible for Venues		L	L	ST	
	2. Optimize Staffing – Shared Service Model	Develop a shared services staffing model between municipalities and/or other organizations	M	H	M	LT	
	3. Improve Rental Financials	Standardize and improve rental contracts and fees	M	L	M	ST	
	4. Increase Marketing and Outreach Initiatives	Streamline marketing and outreach efforts	M	M	L	MT	
	5. Partnership with Educational Institutions	Provide work/training opportunities for students at City Venues	L	M	H	MT	
Special Events	1. Initiate Special Events Strategic Planning	Create strategic planning and assessment process to increase impact	L	L	M	ST	
	2. Improve Permit Approval Process	Automate more of the process for the City to move into an events curation role	L	L	L	MT	
	3. Review Permit Fee Schedule	Update the fee schedule to reflect the true cost of events	L	M	M	L	MT
	4. Initiate Private Events Permitting	Be innovative in the initiation of private events permitting		M	L	ST	
	5. Assess Feasibility of Purchasing Event Infrastructure	Review financial benefit of purchasing/ leasing popular events infrastructure	M	H	L	ST	
	6. Assess Potential New Road Closure Partners	Determine more optimal partner for short-term, event road closures	L	M	M	M	ST
	7. Partnership with Private Property Owners	Expand venues for City-run events	L	L	H	ST	

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# Opportunity Prioritization

The matrix on the right depicts the complexity of each opportunity against its service level impact. The size of each circle represents the financial benefit, with the largest circles depicting a high impact (more than \$20,000) while the smallest circles depict a low impact (less than \$10,000)<sup>1</sup>.

The prioritization chart distinguishes all opportunities into those that are:

- Quick wins – opportunities that fall in the upper left quadrant, which may improve service levels and are less complex to implement;
- More effort – opportunities that fall in the upper right quadrant, which may enhance service levels but are more complex to achieve; and
- Re-evaluation areas – opportunities that fall in the lower left and lower right quadrants, which may decrease service levels.

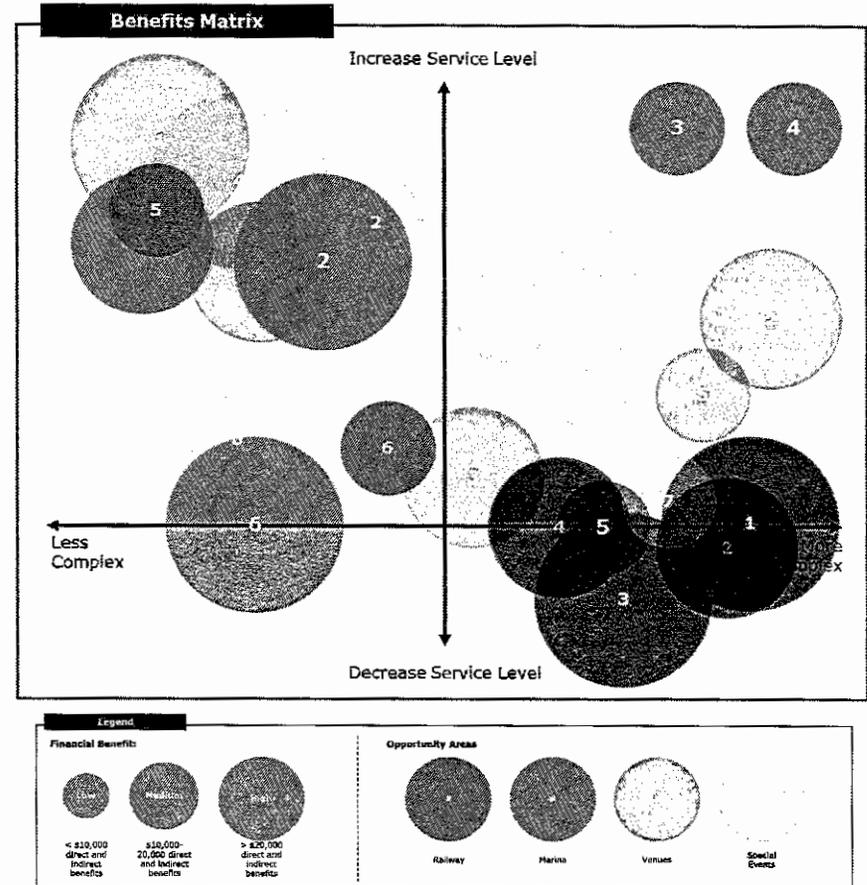
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## Quick Wins

There are nine opportunities in the upper left quadrant of the chart which are defined as quick wins. The most attractive quick wins would be those at the top of the chart. The nine opportunities are:

- Railway Operations** – Centralize City’s Decision Authority (5), and Cost Sharing (i.e. County and Customers) (6)
- Marina** – Provide Winter Services (1), and Digitize Marina Customer Services (2)
- Venues** – Cross Department Collaboration (1), Increase Marketing and Outreach Initiatives (4)
- Special Events** – Improve Permit Approval Process (2), Initiate Private Events Permitting (4), and Assess Potential New Road Closure Partners (6)

Immediate next steps for each opportunity can be found in the “Implementation” section of each detailed opportunity description.



<sup>1</sup> Definition of high, medium, and low financial benefit is consistent for the Marina Operations, Venues and Special Events service areas. The financial benefit categorization definition for Railway Operations are as follows: high – “more than \$400,000 direct and indirect benefits”, medium – “between \$100,000 and \$400,000 direct and indirect benefits”, and low – “less than \$100,000 direct and indirect benefits”.

## Summary of Potential Opportunities – Railway Operations

Considering the current financial performance of the Railway which averaged ~\$700,000 in annual operational deficits in 2017 and 2018, the City should look to decrease their responsibility of the Railway in the longer term. While there are some short term financial gains in rail car storage revenue identified for 2019 and 2020 as well as some new business leads, over the long-term there is no current indication that the financial performance will improve. In the meantime, the City should immediately seek to implement the three financial improvement measures detailed below.

The Railway is an asset purchased by the City of Barrie that is not a core municipal service, nor a legislated service required to be delivered by municipalities. As such, the City should look to implement one of the three opportunities to decrease the City's responsibility of the Railway. The City needs to determine the scenario going forward to ensure all stakeholders are considered in the decision. The City should contact customers to discuss and determine the best outcomes for all parties, which may be: transferring the responsibility of the Railway to the customers (as a shared service or partnership between customers); continuing operations of the Utopia Yard only; or salvage rail assets and explore alternate uses for the railway land. Overall, by decreasing the City's responsibility for the Railway, the City will ultimately remove its fiscal obligations to the Railway, and direct its resources to deliver on its core services and strategic plans going forward.

In the immediate term, the City should look to work with the Operator to review the current contract terms to seek greater efficiencies and reduce operational risk for the City. Furthermore, the City should centralize their decision authority on Rail operations as well as have discussions, where relevant, with the County of Simcoe, Town of Innisfil, Essa Township, and the current customers to determine the best arrangement for cost sharing maintenance and operational fees. As the City works to decrease its responsibilities of the Railway, these immediate opportunities will assist the City to decrease the current recurring deficit and streamline the operations leading to better understanding of the "full picture" of the Railway.

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Longer-Term – Decrease City's Responsibility of the Railway</b>					
<b>Transfer responsibility to private sector</b>	<ul style="list-style-type: none"> <li>Understanding that specific customers have a need for this service and that economic activity is important to the City, the City has the opportunity to bridge the customers with the Operator through transitioning the responsibility of the Railway to the customers (as a shared service or partnership between the customers).</li> <li>By transitioning the responsibility to the customers, the operations could continue to serve the existing customers, without the financial exposure to the City, while still achieving the economic benefit to the customers.</li> </ul>	High	Medium	Little to No Change	High

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## Summary of Potential Opportunities – Railway Operations (continued)

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Longer-Term – Decrease City’s Responsibility of the Railway</b>					
<b>If transitioning to private sector cannot be achieved – Continue Operations of Utopia Yard only</b>	<ul style="list-style-type: none"> <li>The City should consider only continuing operations at the Utopia Yard to limit the financial outflows of the Railway.</li> <li>The Utopia Yard is currently the only common-use facility available to customers for transloading from rail to/from trucks in the County of Simcoe. By continuing operations at the Utopia Yard, the City is able to service some of the existing customers and can pursue the viability of transitioning current raiiside users to transload users.</li> <li>This opportunity can be pursued in two ways: The City could either continue owning 50% of the Utopia Yard or transition this responsibility to the customers.               <ul style="list-style-type: none"> <li>The City should consider having conversations with customers in order to potentially bridge customers with the Operator to transition the responsibility. This will maintain the existing rail while the City phases out of its responsibility for the rail.</li> </ul> </li> </ul>	Medium	High	Decrease	High
<b>If Utopia Yard operations does not become feasible – Salvage Rail Assets and Explore Alternate Uses for the Railway Land</b>	<ul style="list-style-type: none"> <li>The City should consider salvaging their current rail assets such as tracks and ties.</li> <li>The City could assess other uses for the railway land, including eliminating rail set-back requirements to increase utility of existing industrial property, trail use, or other compatible uses.</li> </ul>	High	High	Decrease	High

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## Summary of Potential Opportunities – Railway Operations (continued)

The following three opportunities should be implemented in the immediate term to assist in improving the financial outlook of the Railway operations:

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Immediate – Improve Financial Outlook</b>					
<b>Review Contract Terms with the Operator</b>	<ul style="list-style-type: none"> <li>The Railway's current structure with the Operator is a Public-Private Partnership. While the City owns the railway, it pays the Operator fees which equal revenues up to a monthly base threshold.</li> <li>With this current contract structure, the City takes on the risk of low traffic levels. Due to the low utilization of the Railway, the current terms of the contract are not favorable for the City. Reviewing the contract terms may reveal efficiencies or opportunities to reduce the City's risks and financial outflows. The current term of the contract is soon expiring, providing opportunity to review the contract as part of the renewal process.</li> </ul>	Medium	Low	Little to No Change	High
<b>Centralize the City's Decision Authority</b>	<ul style="list-style-type: none"> <li>Currently, three departments (Business Development Department; Engineering; Roads, Park and Fleet) in the City combine their efforts in managing the asset but employees on average only spend around 5-15% of their time annually on Railway operations. The Railway struggles financially and operationally. Additionally, there is a heavy reliance with the Operator to manage and operate the Railway.</li> <li>The City should consider placing a dedicated personnel to add accountability to oversee and manage this asset.</li> </ul>	Indirect	Medium	Increase	Low

## Summary of Potential Opportunities – Railway Operations (continued)

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Immediate – Improve Financial Outlook</b>					
<p><b>Cost Sharing (i.e., County and Customers)</b></p>	<ul style="list-style-type: none"> <li>• There is an opportunity for the City to negotiate, where relevant, with various stakeholders including the County of Simcoe, Town of Innisfil, Essa Township, and the Railway’s customers to share maintenance and capital improvement costs.</li> <li>• The County owns 50% of the Utopia Yard and a portion of the rail leading up to the Utopia Yard is outside of the City’s limits. There is currently no agreement with the County regarding operating costs, however, in 2019, the County has agreed to share 50% of the fencing costs with the City.</li> <li>• On an ongoing basis, the City should have discussions, where relevant, with the County of Simcoe, the Town of Innisfil, and Essa Township on the support of regular maintenance fees. There is no formal indication of the stakeholders’ positions in this potential arrangement.</li> <li>• As well, customers may need to assist with the railway operating costs through a percentage of maintenance fees.</li> </ul>	Low	Low	Little to No Change	Medium

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## Summary of Potential Opportunities – Marina

The Marina should look to implement all of the recommendations outlined below. In the short term, the Marina should look to provide winter services and digitize customer service to improve the customer experience for marina patrons and transient slip visitors. It should also work with Council and other City departments to improve parking facilities and create a Waterfront Development Plan to benefit the entire waterfront community. Furthermore, the Marina should determine which facility improvement projects should be integrated into the Waterfront Development Plan so that Council, marina patrons, and marina staff can be privy to a longer-term outlook on capital development and anticipated marina facilities improvements. Finally, with these improvements in place, the Marina can then look to increase marina patron fees in line with the increased service level.

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Provide Winter Services</b>	<ul style="list-style-type: none"> <li>The Marina should provide winter services, such as hull bottom washing and engine winterization, to its patrons. The provision of winter services will increase service levels and result in additional customer service benefits to the marina patrons.</li> <li>There is an opportunity for the Marina to partner with boating businesses in the local areas to provide optional winter services to interested marina patrons.</li> <li>The selected partner(s) will benefit from the increased customer base, and winter service revenues will be kept within the local economy.</li> </ul>	Medium	Low	Increase	Low
<b>Digitize Marina Customer Service</b>	<ul style="list-style-type: none"> <li>Currently, all marina services aside from marina slip waitlist applications are offered in person, by phone, or by email. There is a significant manual effort from the Marina Supervisor to service the seasonal marina patrons and transient slip visitors.</li> <li>The City should look to digitize service delivery to improve customer service, modernize marina operations, and increase service efficiencies. Adopting marina management software will streamline service delivery to reduce time spent on business planning and financial management, and customer service and administration. A modular marina management software would be a preferred option.</li> </ul>	High	Medium	Increase	Low

## Summary of Potential Opportunities – Marina (continued)

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Improve Marina Facilities</b>	<ul style="list-style-type: none"> <li>The Marina acts as an entryway to the City for visitors arriving by boat and plays a role in the City's overall image. However, current marina facilities are outdated or lacking. The condition of these facilities reflect poorly on the Barrie waterfront and do not meet the needs of the Marina patrons or efficiency and accessibility standards.</li> <li>The Marina should improve its facilities. Updating marina facilities will result in a substantive increase in service levels. In addition, improvements will allow patrons to see tangible results from increased slip fees and increase the public perception of Barrie to tourists along the waterfront area.</li> </ul>	Low	High	Significant Increase	High
<b>Investigate Parking Facilities</b>	<ul style="list-style-type: none"> <li>The lack of sufficient parking facilities at the waterfront is an acutely-felt problem by marina patrons, especially during peak summer weekends. While marina patrons are especially affected by parking spot scarcity, the lack of waterfront parking is a city-wide problem.</li> <li>The Marina should continue its involvement in the downtown and waterfront paid parking strategic review to ensure that ultimate solutions will address marina-specific parking concerns.</li> </ul>	Low	High	Significant Increase	High

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## Summary of Potential Opportunities – Marina (continued)

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Engage Council in the Creation of a Waterfront Development Plan</b>	<ul style="list-style-type: none"> <li>The 2013 Barrie Waterfront &amp; Marina Strategic Plan identified Barrie's waterfront as the City's greatest asset and tourist attraction. The Marina is an integral part of the Barrie waterfront.</li> <li>The Marina should engage Council and related departments/portfolios (e.g., Tourism Barrie, Invest Barrie, Creative Economy, Corporate Facilities, BIA, and Roads, Parks and Fleet) in the creation of a Waterfront Development Plan to continue to modernize the Marina as an integrated portion of the Barrie waterfront. Stakeholder engagement and consultations are crucial to the development of a holistic and realistic Waterfront Development Plan.</li> </ul>	Low	Medium	Little to No Change	Medium
<b>Increase Marina Patron Fees</b>	<ul style="list-style-type: none"> <li>Slip fees must be increased to continue improving amenities for marina patrons, beautify the marina precinct, protect and upgrade the City's assets, and support the Waterfront Development Plan.</li> <li>In the short term, fees must be increased to maintain margins and transfers to the marina reserve fund. In the long term, the Marina should increase patron fees as service improvements and facilities modernization are realized.</li> </ul>	High	Low	Little to No Change	Low

## Summary of Potential Opportunities – Venues

The Venues team should look to implement all of the recommendations outlined below. In the short term, the team should improve its cross department collaboration as well as improve financials by optimizing contracts and the staffing model. This will help to set a foundation to streamline operations and decrease the current subsidy provided to the venues by the City. It may also lead to improved service levels, while capturing more prospective leads. Furthermore, the Venues team should increase marketing initiatives, conduct more analysis, and have more conversations with various parties, such as educational institutions and other municipalities, to determine possible synergies that will enhance future operational effectiveness and efficiency. With these improvements in place, the City will be more prepared to continue to grow this offering, develop more venues, and offer more programming.

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Cross Department Collaboration</b>	<ul style="list-style-type: none"> <li>Over the years, the City's processes for design, construction and operationalizing venues have not been fully aligned. The opportunity for departments to ensure updated business plans and operational analyses are undertaken with respect to proposed design and build changes, will enable decisions to be made with full understanding of both the short term and the long term implications.</li> <li>The City could benefit from having more interdepartmental collaboration to share insights and resources, as well as to gain a better view of the customer experience.</li> </ul>	High	Low	Significant Increase	Low
<b>Optimize Staffing – Shared Service Model</b>	<ul style="list-style-type: none"> <li>The City is experiencing high turnover for part-time staff, partially as a result of a 24 hour weekly limit on part-time worker hours. This leads to staff searching for other part-time opportunities and eventually looking for other full-time jobs.</li> <li>Recognizing that other municipalities may be faced with the same difficulty for their venues, the City has an opportunity to optimize the staffing mix through developing a shared service model between municipalities and/or other similar organizations.</li> </ul>	Medium	High	Increase	High

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## Summary of Potential Opportunities – Venues (continued)

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Improve Rental Financials</b>	<ul style="list-style-type: none"> <li>The City's venue operations are currently being subsidized, which is partially due to high staffing costs. Through an analysis of rental contracts from 2019, it became evident that some venue rental contracts do not generate revenue sufficient enough to cover the labour cost directly attributable to the event.</li> <li>The City should standardize contracts with regards to the rental fees by the type of organization (not-for-profit vs. corporate renters). In all cases, the labour costs directly attributed to the event should be covered by the rental fees.</li> <li>Additionally, the City should consider developing a costing model to understand the full cost of operating an event at each venue. As many direct costs as possible should be covered by the rental fees.</li> </ul>	Medium	Low	Little to No Change	Medium
<b>Increase Marketing and Outreach Initiatives</b>	<ul style="list-style-type: none"> <li>The City has a desire to use venues as a strategic platform to enable tourism and bring the community together. As such, the City should increase marketing and outreach initiatives for venues to enable more programming and rentals.</li> <li>Specific opportunities include streamlining marketing and communications efforts for City spaces, improving the existing City website and recreation guides to introduce the venues, improving referrals to clients, and outreaching to previous venue customers.</li> </ul>	Medium	Medium	Increase	Low
<b>Partnership with Educational Institutions</b>	<ul style="list-style-type: none"> <li>There is an opportunity for the City to work with educational institutions to provide opportunities for their students to work at City venues (i.e., co-op, internships, apprenticeships, and other training opportunities). This enables students to gain experience at City-owned venues meanwhile fulfilling the City's need to have more staff to run the venues.</li> <li>The City can look to various educational institutions both locally and outside of the City which may bring more diversity into the downtown area. Staff roles may depend on the student's program, certifications and educational background.</li> </ul>	Low	Low	Increase	High

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## Summary of Potential Opportunities – Special Events

The Special Events team should look to implement all of the recommendations outlined below. In the short term, the team should look to devise a more strategic approach to the planning and organization of Special Events and improve the permit approval process to move into an events curation role. The team should also initiate private events permitting to generate additional revenue and assess potential new road closure partners to reduce costs. Finally, the Special Events team should champion a city-wide fee review to update Special Event Permit fees, evaluate the feasibility of purchasing event equipment, and assess partnerships with private properties to increase event space.

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Initiate Special Events Strategic Planning</b>	<ul style="list-style-type: none"> <li>The City currently plans and delivers four large special events annually. For each event, the Community Events Programmer and Community Events Coordinator are responsible for the entire planning process.</li> <li>The City should create a special events strategic planning process to assess which events must be municipally organized and which events may be organized by community partners. In particular, the City can develop a standardized special events review process, including event review criteria and key performance indicators, to ensure that the City remains dedicated to planning and organizing the most impactful events.</li> </ul>	Low	Low	Increase	Medium
<b>Improve Permit Approval Process</b>	<ul style="list-style-type: none"> <li>All public events held on municipal property are required to have Special Event Permits and meet City requirements to ensure safe and successful event delivery. The City remains actively engaged throughout the Special Event Permit approval process. There is an opportunity for the City to review the Special Events Permit approval process to automate more of the application process.</li> <li>The City's capacity to approve new events is limited as returning special events are given first right of refusal. There is an opportunity for the City to update the Special Event Permit evaluation criteria to consider the financial impact and community impact of each event during the event approval process. This way, the Special Events team can move into a special events curation role to bring more value to the City.</li> </ul>	Low	Low	Increase	Medium

## Summary of Potential Opportunities – Special Events (continued)

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Review Permit Fee Schedule</b>	<ul style="list-style-type: none"> <li>The financial cost of events are not reflected in current fees, and Special Event Permit applicants are not charged for the full impact of their events to the City infrastructure. The City then remains ultimately responsible for the additional costs.</li> <li>There is an opportunity to update the Special Event Permit fee schedule to reflect the true cost of events to the City. This may include the inclusion of a capital replacement fee for major events or employing cost recovery pricing.</li> </ul>	Low	Medium	Increase	High
<b>Initiate Private Events Permitting</b>	<ul style="list-style-type: none"> <li>The growth in Barrie's population has been accompanied by increasing demand for permitting private events such as weddings, birthday parties, and family reunions. Barrie is one of the only municipalities in Ontario that does not distribute permits for private events. The lack of outdoor private event permitting is a significant missed opportunity for service delivery and revenue generation.</li> <li>There is an opportunity to be innovative in the delivery of private events permitting by offering online application and payment.</li> </ul>	High	Medium	Significant Increase	Low

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## Summary of Potential Opportunities – Special Events (continued)

Opportunity	Description	Financial Benefit	Investment	Service Level Change	Complexity
<b>Assess Feasibility of Purchasing Event Infrastructure</b>	<ul style="list-style-type: none"> <li>The Special Events team rents event equipment for every event it organizes. Event equipment rental is a significant cost to the City – in 2018, the City spent a total of \$87,000 on event equipment rentals for Canada Day, Celebrate Barrie, Winterfest, Downtown Countdown, Game On, and other municipally-run special events. There is an opportunity to assess the feasibility of purchasing event equipment (i.e., stages, digital screens, tents, tables and chairs). This would significantly reduce spending on event equipment rentals.</li> <li>As well, the City can look to lease event equipment to independent organizers seeking Special Event Permit approval. This creates significant benefits for community organizers.</li> </ul>	Medium	High	Significant Increase	Medium
<b>Assess Potential New Road Closure Partners</b>	<ul style="list-style-type: none"> <li>The current road closure service provider employed by Barrie is Toronto-based. As most special events occur on weekends and statutory holidays, the City must pay a premium for their services. As well, as the company is Toronto-based, its employees do not possess intimate knowledge of the Barrie waterfront and downtown area. They are unable to successfully direct traffic to alternate roads or parking locations across the City. Finally, the current road closure service provider specializes in long-term, construction-related road closures.</li> <li>There is an opportunity for the Special Events team to determine more optimal partners for short-term, event-related road closures.</li> </ul>	Low	Medium	Increase	Low
<b>Partnership with Private Property Owners</b>	<ul style="list-style-type: none"> <li>The City would like to continue to increase the number of events in order to attract tourists to the area. However, expanding programming is constrained by space limitations. For example, the waterfront area is at capacity and cannot sustain more outdoor events.</li> <li>There is an opportunity for the City to partner with private property owners (i.e., shopping centers) to fulfill the need of open area venues – as long as the event does not compete with the private property owners' tenants or businesses.</li> </ul>	Low	Low	Increase	High

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# Impact on the City

## Service Modernization Community Impact

The comprehensive and collaborative approach undertaken through this review ensured that the community impact was considered in each opportunity. We have identified 24 impactful opportunities that not only focus on the financial impact but strive to better position the City to make a greater positive impact to the community.

## Service Modernization Financial Impact

The review has identified the opportunities across all four service areas that will facilitate recurring annualized benefits rather than identifying non-recurring opportunities. If the City is able to implement all opportunities identified, it would expect annualized cost savings of 15-18% of the \$3.6 million baseline expenditures analyzed. In other words, the implementation of all of the opportunities will provide the City with annualized savings of potentially ~30% of the \$1.7 million operating subsidy provided to these four service areas annually. Projecting the net impact of the annual costs savings and one-time implementation costs over 10 years, the City would expect total savings of \$4-6 million.

## Alternative Service Delivery

The delivery of specific opportunities will be by third-party providers. While the City will not be responsible for the delivery of these activities, the City will retain ultimate responsibility and liability, and as such, must carefully select alternate service delivery providers. The City must also periodically review the quality of delivery and the alternative service delivery contract to ensure the maximum financial and community value.

## Implementation

While it is necessary to implement the full suite of recommendations under each service area, prioritization of implementation steps is a key success factor when making changes to each service area. The remainder of this report will provide detailed information on each opportunity with further insight into the challenge addressed, characterization, and other considerations. Next steps for each opportunity can be found in the "Implementation Steps" section of each detailed opportunity.





## NVCA Board Meeting Highlights November 22, 2019

Next Meeting: December 13, 2019, Tiffin Centre for Conservation, Utopia

For the full meeting agenda including documents and reports, visit [nvca.on.ca/about/boardofdirectors](http://nvca.on.ca/about/boardofdirectors)

### Presentation from Conservation Ontario

Bonnie Fox, Manager of Policy and Planning from Conservation Ontario gave a presentation on the recent changes from the Ontario Government regarding conservation authorities (CA). The main topics from the presentation include the proposed mandatory programs and services listed in Bill 108 and updates to conservation authority Board and governance oversight.

Bill 108 proposes that programs and services prescribed by regulation will include:

- Natural Hazards
- Source Protection
- Conservation Lands
- Lake Simcoe Protection Plan
- Other legislation (TBD)

The Bill also proposes if that municipal levy is to be applied to any non-mandatory services, then conservation authorities are required to enter additional agreements with each participating municipality.

The Ministry of Environment, Conservation and Parks (MECP) has given Conservation Ontario one year to list programs and services that were not identified in Bill 108.

Since then, Conservation Ontario has sent a list of programs and services to MECP and is currently waiting for a response. The list of services include data collection, flood

modelling, watershed planning, stewardship and education.

These programs and services will allow NVCA to properly deliver core mandated programs.

Bill 108 also mentions that:

- Every member of an authority shall act honestly and in good faith with a view to furthering the objectives of the authority.
- The Minister of MECP may appoint to conduct an investigation of an authority's operations, including the programs and services it provides and may require the CA to pay all or part of costs of an investigation. Conservation Ontario has asked the Ministry to provide parameters regarding when CAs are required to pay for the investigation.

More information from Conservation Ontario's presentation can be found [at this link](#).

### Oak Ridges Moraine Groundwater Mapping and Data

Steve Holysh, Program Manager for the Oak Ridges Moraine Groundwater Program (ORMGP) presented on the groundwater and water resource data available through the ORMGP, and how municipalities and residents can use this data.

ORMPG provides maps and data about geology and groundwater in and around the Oak Ridges Moraine. This data includes the location of wells, groundwater quality results, groundwater

levels and the geology of the area in addition to surface water and climate data.

The maps and data are available to any municipal staff with water resource inquiries through the website [oakridgeswater.ca](http://oakridgeswater.ca).

For more information or to access data, please contact Steve Holysh at [steve.Holysh@trca.ca](mailto:steve.Holysh@trca.ca) or 416-661-6600 x5588

## **Meeting with Ministry of Environment, Conservation and Parks.**

On October 28, NVCA's Senior Management Team (Doug Hevenor, Sheryl Flannagan, Chris Hibberd, Byron Wesson), Chair Watson and Vice-Chair Keith White met with staff at MECP as part of the pre-consultation meetings that the ministry is holding with all 36 conservation authorities.

NVCA representatives shared information about our how the Nottawasaga Valley watershed is managed, and our services and programs. It was a comfortable dialogue, and the information presented by NVCA was well received by MECP.

## **In Brief**

### **Data Licensing Agreement for Greenland International ISWMS Project**

NVCA Board of Directors received the staff report from Mark Hartley, Senior Engineer, regarding the data licensing agreement for Greenland International's Integrated Science and Watershed Management System project.

The approval of the licensing agreement is subject to Greenland International providing NVCA with free access to the program once it is completed.

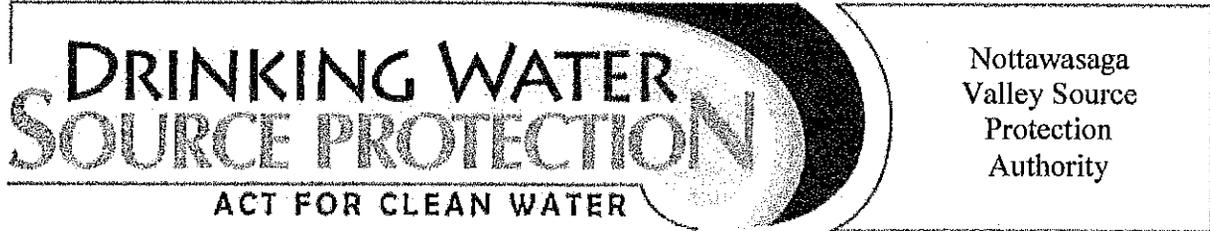
## **Upcoming events**

### **Discussion on enhancing Utopia Conservation Area**

Date: Wed, December 11 6:30 PM – 9:00 PM

Location: Utopia Hall, 8396 6th Line, Utopia ON L0M 1T0





November 25, 2019

**Letter to Nottawasaga Valley Watershed Municipal CAOs:**

- |                           |                                   |
|---------------------------|-----------------------------------|
| Mr. Blaine Parkin         | Town of New Tecumseth             |
| Ms. Collen Healey-Dowdall | Township of Essa                  |
| Ms. Denyse Morrissey      | Town of Shelburne                 |
| Ms. Denise Holmes         | Township of Melancthon            |
| Mr. Fareed Amin           | Town of Collingwood               |
| Mr. Gagan Sandhu          | Township of Adjala-Tosorontio     |
| Mr. Geoff McKnight        | Town of Bradford West Gwillimbury |
| Mr. George Vadeboncouer   | Town of Wasaga Beach              |
| Mr. Jason Raynar          | Town of Innisfil                  |
| Mr. Mark Early            | Town of Mono                      |
| Mr. Michael Prowse        | City of Barrie                    |
| Mr. Rob Adams             | Municipality of Grey Highlands    |
| Mr. Jeff Schmidt          | Township of Springwater           |
| Ms. Robin Dunn            | Township of Oro-Medonte           |
| Mr. Shawn Everitt         | Town of Blue Mountain             |
| Mr. Steve Sage            | Township of Clearview             |
| Ms. Susan Stone           | Township of Amaranth              |
| Ms. Tracey Atkinson       | Township of Mulmur                |

Dear CAOs:

**Subject: Source Protection Committee – Replacement of Municipal Members**

One municipal member on the Source Protection Committee (SPC) representing the Nottawasaga Valley Source Protection Authority term has expired as part of a natural replacement process to allow for new members and new perspectives. The member is from Wasaga Beach and has requested to continue representing Nottawasaga Valley Source Protection Authority watershed on the Source Protection Committee.

A brief description of his Source Water Protection (SWP) experience is provided below for your consideration:

Town of Wasaga Beach- Stan Wells. Stan has over 12 years of SWP experience as a Source Protection Committee Member. Stan holds a Master of Education degree and is retired, having had 30 years' experience in education as a Teacher, Principal and Supervisory Officer with the local school board and the Ministry of Education. Stan is presently a Councillor in the Town of Wasaga Beach. As a resident of Wasaga Beach, Stan has always had a keen interest in source and groundwater protection and

Abb

demonstrates commitment to personal integrity and to a collaborative, cooperative approach to issue resolution and problem solving.

While the continuation of the existing municipal member from Wasaga Beach has been offered, the change in membership provides an opportunity for municipalities in the Nottawasaga Valley Source Protection Area to nominate their own staff or member of council to the position. Please consider this email a request for expressions of interest in nominating a member to the SPC.

Should other nominations be received, the selection of members will be achieved through an election. The process for nominating a candidate and for selection of the one municipal representative is outlined below, along with some background on the role and commitment of SPC members.

### **SPC Member Selection Process**

The *Clean Water Act* stipulates that the process for replacing a member on the SPC must be that which was used to select the member originally. As you may recall, for municipal members representing the Nottawasaga Valley Watershed, the process involved:

1. Notifying all municipalities in the watershed of the membership opportunity (the purpose of this letter).
2. Requesting all 18 municipalities:
  - Put forward the name of a candidate **IF** interested in doing so;
  - Authorize someone to 'vote' for the municipal representatives in the event there are more interested candidates than the one seat available.
3. Holding an 'election' if required;
  - All lower tier municipalities in the watershed receive one vote.
4. Affirming election results at the Nottawasaga Valley Source Protection Authority meeting following the election, and formally appointing the new members to the SPC.

### **Next Steps: What We Need from You:**

By **January 31, 2020**, please email Ryan Post at [rpost@nvca.on.ca](mailto:rpost@nvca.on.ca) indicating the name of the person your municipality wishes to nominate or indicating that you do not wish to seek a seat on the SPC, and the name of the person authorized to vote on behalf of your municipality.

In the event there are more interested municipalities than the one seat available, an election will be held via electronic ballot (email). For the election, quorum will be 50% plus one (9 municipalities).

**Background**

The *Clean Water Act* is legislation put forward by the Ministry of the Environment and Climate Change (MOECC) aimed to prevent the overuse and contamination of municipal drinking water supplies. This legislation divested much of the responsibility to local stakeholder groups, known as SPCs. Locally, the SPC is comprised of 1 first nation, 7 municipal, 7 public, and 7 economic members intended to represent the various interests from across the watershed region, and ensure a balanced and practical approach to drinking water protection.

The SPC has been meeting since December 2007, and was responsible for three deliverables:

- A Terms of Reference describing the work to be done, who was responsible, and the approximate timelines and costs,
- Technical Assessment Reports describing vulnerable areas specific to municipal water quality and quantity, and risks to water supplies, and
- Source Protection Plans that include strategies and policies intended to manage existing risks and prevent new risks from occurring.

The MOECC approved the Source Protection Plan (SPP) on January 26, 2015, at which time the function of the committee transitioned primarily to evaluating the implementation of the SPP policies and conducting periodic updates to ensure the plan is supporting the desired protection to the sources of municipal drinking water.

**Commitment**

Members are asked to make a five year commitment to serve on the SPC. During this period, the committee will meet 2 to 3 times per year in the Barrie area. Meetings are typically held on a weekday afternoon. SPC members are reimbursed for their time (a per diem) and travel (mileage) when attending meetings.

Thank you in advance for your interest in and assistance with the Source Protection program. Should you have any questions, please don't hesitate to contact Ryan Post at 705-424-1479 ext. 249.

Sincerely,



Doug Hevenor  
Chief Administrative Officer  
Nottawasaga Valley Conservation Authority

Abb

Nottawasaga Valley Watershed CAOs  
Re: Replacement of Municipal Members – SPC  
November 25, 2019  
Page 4 of 4

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cc: Councillor George Watson, Town of Wasaga Beach, NVCA/NSPA Chair  
Lynn Dollin, Chair, South Georgian Bay Lake Simcoe Source Protection  
Committee  
Chris Hibberd, Director Watershed Management Services, NVCA  
Ryan Post, Manager Watershed Science, NVCA

**From:** Robin Brown <[robin@nottawasaga.com](mailto:robin@nottawasaga.com)>  
**Sent:** November 26, 2019 10:46 AM  
**Subject:** November 26, 2019 Press Release fyi

***Martin Kuzma Appointed CEO for Nottawasaga Futures***

**Alliston, ON** – November 26, 2019 – Nottawasaga Futures is proud to announce that Martin Kuzma has accepted the position of Chief Executive Officer for Nottawasaga Community Economic Development Corporation, NT Temps Inc. and Nottawasaga Community Futures Development Corporation.

Martin replaces Colleen Gouldson who stepped down from the role this month. He will be responsible for spearheading Nottawasaga Futures efforts to lead small business support programs and community economic development initiatives for the region of South Simcoe.

In his position as Community Economic Development Officer, Martin was instrumental in positioning Nottawasaga Futures to become one of the primary community partners in small business and community support.

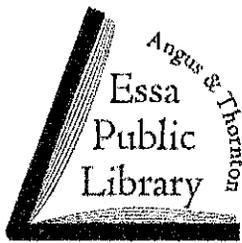
Nottawasaga Futures is a non-profit corporation serving South Simcoe. We were created in July 1996 to identify, develop and coordinate initiatives to support the economic needs of our communities. Presently, we participate in or lead multiple community projects and provide ongoing support to various community organizations.

Our mission is to provide choice and opportunity to the businesses and residents of the region.

--  
Robin Brown  
Corporate Administrator  
Nottawasaga Futures  
705.435.1540 x 108

*Business Lending For Our Community*

*If you no longer wish to receive marketing communication emails, please reply with "UNSUBSCRIBE" in the subject line and you will be removed from our mailing list.*



## Essa Public Library achieves Re-Accreditation.

On November 13<sup>th</sup>, 2019 the **Ontario Public Library Guidelines Monitoring and Accreditation Council** moved *“That the re-accreditation of the Essa Public Library System Branches at Angus and Thornton be approved under the Ontario Public Library Guidelines 7<sup>th</sup> Edition for a period of 5 years expiring December 31<sup>st</sup> 2024”*.

42 of the 380 public libraries in Ontario are presently accredited.

Guidelines for Accreditation involve a comprehensive audit of the entire library system involving policy, procedures, Accessibility, program success and diversity, service delivery, and community spaces. Essa Public Library scored 98% in this evaluation.

### **Some positive comments from the Audit Report:**

*It is quickly obvious that this library is well-run... Strategic Plan progress is reviewed at each Library Board meeting as part of the CEO Report to the Board. The Library Board appoints a Finance Committee that assists the CEO in mapping out budget priorities but then the Library Board as a whole considers the budget going to Council.*

*This library system should be commended for their work to serve its community. There was a French language story time happening during the tour; there were end wall displays for LGBTQ and Indigenous materials; there was a device from translation assistance for newcomers (part of a newcomer and immigration service across Simcoe County libraries); and there was even a new seating area where a person can sit and enjoy tranquil music on a headset.*

*The library has focused attention on creating spaces inside the library and out – adding community gardens outside the library and then running several food literacy programs... they have added a kitchen library so you can borrow equipment such as warming trays and even an Insta-pot. To create space for teens, they marked the area with changeable LED lights running along the shelving unit (certainly stands out) and to create space for ‘tweens’, they added more games, puzzles – and in this area added a banner (meaning, if you are too tall, you might not want to be in this area).*

The Audit Team communicated that *“You should be very proud of your library”*.

Essa Public Library CEO, Laura Wark, commends EPL staff for sharing their talents to deliver innovative services, the Essa Public Library Board for visioning a library system that strives to serve Essa Township to the best of its ability, and Essa Council for their support and interest in making Essa Township a great place to live and work.