TOWN OF COLLINGWOOD

COUNCIL AGENDA

September 15, 2014

"Inspire confidence, wonder and a sense of possibility – deliver today’s services and realize tomorrow’s promise."

A meeting of Council will be held Monday September 15, 2014 in the Council Chambers, Town Hall, Collingwood commencing at 5:00pm.

ORDER OF BUSINESS

1. CALL OF COUNCIL TO ORDER

2. ADOPTION OF AGENDA
   ▪ THAT the content of the Council Agenda for September 15th, 2014 be adopted as presented.

3. DECLARATIONS OF PECUNIARY INTEREST AND/OR RECEIPT OF GIFT (over $200)

4. a) ADOPTION OF MINUTES, for the regular meeting of Council held September 8th, 2014. (p.3)
   b) BUSINESS ARISING FROM THE PREVIOUS MINUTES

5. COMMUNITY ANNOUNCEMENTS
   ▪ Cheque Presentation to the Collingwood and Area Special Olympic Athletes in the amount of $16,000.00, Ron Mawditt, Coach, Terry Sears, Coach and Robin Shuter, Athlete
   ▪ Congratulations to Collingwood Eagles Basketball Team for Gold Medal win, Special Olympics Canada, Summer Games, Harold Cornish, Coach and Julia Roest Coach

6. DEPUTATION - NIL

7. CONSENT AGENDA

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<tr>
<th>General Consent Items</th>
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<tr>
<td>A.1 K. Taylor, Show Kids You Care re: Programs and services provided to children living in poverty (p.8)</td>
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<tr>
<td>A.2 J-A. St. Godard, Recycling Council of Ontario re: Request for proclamation of October 20 – 26, 2014 as Waste Reduction Week (response from Office of the Mayor attached) (p.9)</td>
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8. MOVE INTO COMMITTEE OF THE WHOLE (Staff Reports/By-laws if deemed expedient)

9. REPORTS/MINUTES OF COMMITTEES/BOARDS

10. STAFF REPORTS

CAO2014-08 Organizational Review – Phase I – Strategic Priority #3 (p.13)

RECOMMENDING THAT Council receive Staff Report CAO2014-08 and authorize the CAO to implement the recommendations as detailed in the staff report.

In-camera required:
  ☑ personal matters about an identifiable individual, including municipal or local board employees;
C2014-11  Parking By-law Amendments (p.28)

RECOMMENDING THAT Council enact and pass an amending By-law to recognize five new additional no parking areas within the Town of Collingwood and to add a provision relating to the parking commercial vehicles.

▪ THAT By-law No. 2014-075, being a by-law to amend By-law No. 2003-62 for the regulation of parking within the Town of Collingwood, be enacted and passed this 15th day of September, 2014. (p.34)

PW2014-25  Award of Tender PW2014-16 for the Supply, Delivery and Mixing of Screened Winter Sand (p.38)

RECOMMENDING THAT Council receive Staff Report PW2014-25 entitled “Award of Tender PW2014-16 for the Supply, Delivery and Mixing of Screened Winter Sand”;

AND THAT Council award the Tender to Dalton Lowe and Sons Construction Ltd. for the tender price of $28,928.00 inclusive to HST;

AND THAT Council authorize the Mayor and Staff to sign all necessary documents to execute the contract.

T2014-17  2014 Council Grants (p.40)

RECOMMENDING THAT Council receive staff report T2014-17 for information and approve the suggested allocation for each program proposal. (or direct otherwise)

11. MOTIONS
   ▪ THAT this Council proceeds in camera in order to address a matter pertaining to:
     - labour relations or employee negotiations;
     - personal matters about an identifiable individual, including municipal or local board employees;

   Items for discussion: a) CUPE negotiations b) Personnel matters

12. BY-LAWS

13. NOTICE OF MOTION

14. OLD or DEFERRED BUSINESS

15. OTHER BUSINESS

16. CONFIRMATORY BY-LAW
   ▪ THAT By-law No. 2014-076, being a by-law to confirm the proceedings of the regular meeting of Council held September 15, 2014 be enacted and passed this 15th day of September, 2014. (p.42)

17. ADJOURNMENT
A meeting of Council was held Monday September 8, 2014 in the Council Chambers, Town Hall, Collingwood commencing at 5:00pm.

MAYOR COOPER CALLED COUNCIL TO ORDER

Members of Council Present:

Mayor Cooper
Deputy Mayor Lloyd
Councillor Edwards
Councillor Lloyd
Councillor Chadwick
Councillor Hull
Councillor West
Councillor Cunningham
Councillor Gardhouse

Staff Present:

John Brown, CAO (regrets)
Sara Almas, Clerk
Marjory Leonard, Treasurer
Nancy Farrer, Director of Planning Services
Dean Collver, Director of Parks, Recreation and Culture
Martin Rydlo, Manager of Business and Marketing
Brian MacDonald, Director of Public Works and Engineering Services
Marcus Firman, Chief Operating Officer (Water/Wastewater)
Larry Irwin, Director of IT Services

ADOPTION OF AGENDA

No. 356 Moved by Deputy Mayor Lloyd
Seconded by Councillor Edwards

THAT the content of the Council Agenda for September 8th, 2014 be adopted as presented.

CARRIED

DECLARATIONS OF PECUNIARY INTEREST AND/OR RECEIPT OF GIFT (over $200) - Nil

ADOPTION OF MINUTES

No. 357 Moved by Councillor Edwards
Seconded by Deputy Mayor Lloyd

THAT the minutes of the regular meeting of Council held August 25th, 2014, be approved as presented.

CARRIED

BUSINESS ARISING FROM THE PREVIOUS MINUTES - Nil
COMMUNITY ANNOUNCEMENTS

- Council reported on various community events they had attended and announced upcoming events.

PUBLIC MEETING
Five Year Review of the Official Plan

Mayor Cooper welcomed those in attendance and introduced the Public Meeting format.

Clerk Sara Almas confirmed notice has been provided with respect to the Official Plan (OP) review being heard this evening, in accordance with the Planning Act. Notice was provided on August 1 and 8, 2014.

Nancy Farrer, Director of Planning Services reviewed the details of the review. The purpose of this special public meeting of Council is to provide an opportunity for public input as to whether revisions to the Town's Official Plan are necessary and if so, allow for input into the nature of the revisions to be considered in 2015. Any proposed amendments to the Official Plan resulting from the Five Year Review will be subject to additional processes under the Planning Act, R.S.O. 1990, c. P. 13, including requirements for a formal public meeting, advanced notice of the public meeting and a publically available copy of the proposed amendment in 2015. It is also noted that the special public meeting provides an additional opportunity for comment on revisions currently being considered as part of the Town's Residential Policy Review and Growth Plan Conformity exercise already underway.

Mayor Cooper called for comments from the public.

Ms. Fiona Proctor, public health nurse with the Simcoe Muskoka District Health Unit, requested that Council and staff ensure to incorporate concepts in the Official Plan that promote healthy communities and active transportation. Ms. Proctor advised that formal comments will be provided to Planning Services.

Mr. Peter Tollefsen, member of the Blue Mountain Watershed Trust Foundation, requested clarification of the Official Plan 5 year review process. He noted that the Foundation would most likely be interested in reviewing changes to the plan prior to final adoption. Director of Planning Services noted that further opportunity and a formal public meeting will be scheduled in 2015, prior to final consideration of the Official Plan.

Mr. Jim Gosnell, addressed Council to reiterate the importance of the Official Plan as vision and guiding document for the municipality. He further requested consideration be given to the integration of other outstanding strategy documents, such as the waterfront masterplan, into the Official Plan and whether development should be limited until the respective studies are completed.

Director of Planning Services Nancy Farrer addressed questions from Council with respect to the provincially significant wetlands, provincial policy statement, affordable housing, public participation, status of the County’s OP review and approval and healthy community planning.

Mayor Cooper called for the final time for comments from the public. No further comments were presented. The public meeting closed at 5:50pm.

DEPUTATION - NIL

CONSENT AGENDA

No. 358 Moved by Councillor Lloyd
Seconded by Councillor Cunningham

THAT the General Consent Agenda, having been given due consideration by Council, be received.
General Consent Items

<table>
<thead>
<tr>
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<th>Description</th>
<th>Direction</th>
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<tr>
<td>A.1</td>
<td>J. M. Brown re: Short Term Accommodation By-law Restrictions – request for review, by-law amendment and public engagement</td>
<td>Direction required</td>
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<tr>
<td>A.2</td>
<td>AMO Policy Update - Highlights of the August 2014 Board Meeting</td>
<td>Received for information</td>
</tr>
<tr>
<td>A.3</td>
<td>A. FitzGerald, My Friend’s House re: Walk a Mile in Her Shoes event October 4, 2014</td>
<td>Received for information</td>
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<tr>
<td>A.4</td>
<td>Town of Oakville re: Response from Prime Minister regarding Advanced Manufacturing and Automotive policy</td>
<td>Received for information</td>
</tr>
<tr>
<td>A.5</td>
<td>J. Strong, Big Brothers Big Sisters re: Request for flag raising September 22(^{nd}), in support of National Big Brothers Big Sisters month (response from Clerk Services attached)</td>
<td>Received for information</td>
</tr>
<tr>
<td>A.6</td>
<td>A. Wong, Minister of State (Seniors) re: Celebrating National Seniors’ Day</td>
<td>Received for information</td>
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CARRIED


No. 359 Moved by Councillor Lloyd
Seconded by Councillor Cunningham

THAT Council direct that Consent Item A.1 with respect to short-term accommodation be forwarded to Planning Services to consider during the next Zoning By-law Review, or suggest the property owner apply for consideration of a site specific zoning by-law amendment.

CARRIED

REPORTS/MINUTES OF COMMITTEES/BOARDS - Nil

STAFF REPORTS

Presentation of 2013 Financial Statements
Marjory Leonard, Treasurer and Jay Anstey, Senior Audit Manager, Gaviller and Company LLP presented the 2013 Financial Statements and addressed questions from Council.

No. 360 Moved by Deputy Mayor Lloyd
Seconded by Councillor Lloyd

THAT Council approve the 2013 Financial Statements as presented.

CARRIED

P2014-36 Lotco II Limited - Mountaintcroft Subdivision; Release of Model Home Agreement and Associated Letter of Credit

No. 361 Moved by Councillor Chadwick
Seconded by Councillor Lloyd

THAT Staff Report P2014-36, recommending Council authorize the release of the Mountaintcroft Model Home Agreement between the Corporation of the Town of Collingwood, Lotco II Limited, and any successors and assigns, registered on title May 5, 2008 as instrument No. SC644269, be approved.

CARRIED
**PRC2014-20 Award Tender for Cenotaph Grounds Improvements**

No. 362 Moved by Councillor West
Seconded by Councillor Hull

**THAT** Council receive Staff Report PRC2014-20 entitled “Award Tender for Cenotaph Improvements”;

**AND THAT** Council award the Cenotaph Improvement project to Rowland Concrete Services Ltd. for the total amount of $78,660 plus applicable taxes;

**AND THAT** Council authorize $23,000 to be withdrawn from the Capital Contingency Reserve to fund the Town’s portion of the project;

**AND THAT** Council authorizes the Mayor and Staff to sign all necessary documents to execute the contract.

**CARRIED**

**PW2014-23 Ontario Community Infrastructure Fund (OCIF) & Small Communities Fund (SCF) Funding Request**

No. 363 Moved by Deputy Mayor Lloyd
Seconded by Councillor Cunningham

**THAT** Council receive Staff Report PW2014-23 entitled Ontario Community Infrastructure Fund (OCIF) & Small Communities Fund (SCF) Funding Request;

**THAT** Council confirm its priority project for the OCIF is Highway 26 West and the priority project for the SCF is Hume Street;

**AND THAT** Council authorize staff to complete and submit the appropriate funding applications.

**CARRIED**

**MOTIONS - Nil**

**BY-LAWS**

No. 364 Moved by Councillor Hull
Seconded by Councillor Lloyd

**THAT** By-law No. 2014-073, being a by-law to execute the Second Amending Agreement pertaining to 80 Madeline Drive, be enacted and passed this 8th day of September, 2014. (80 Madeline Drive parkland exemption)

**CARRIED (recorded vote)**

**NOTICE OF MOTION - Nil**

**COUNTY REPORT**

- Deputy Mayor Lloyd referred to the County Council Update with respect to the County landfill site and waste management matters and awards recently received. Deputy Mayor Lloyd addressed questions of Council with respect to increased use of and improvements to the Collingwood landfill site, and the extended life expectancy of the landfill.

**OLD or DEFERRED BUSINESS - Nil**
OTHER BUSINESS

- Councillor Chadwick inquired if the Municipality has received any comments or updates with respect to the Canada Post proposal to eliminate residential mail delivery. Staff will investigate and respond.

- Councillor Hull requested an update with respect to the new recreation facilities including utilization, scheduling, staffing, and general outreach to residents and stakeholders to obtain their comments on the new facilities and any opportunities for improvement.

- Mayor Cooper provided an update with respect to manufacturing and the auto industry, highlighting advanced industrial policy discussions during a recent meeting with the Premier, and subsequent letter that was provided to all federal parties.

CONFIRMATORY BY-LAW

No. 365 Moved by Councillor Gardhouse
Seconded by Councillor West

THAT By-law No. 2014-074 being a by-law to confirm the proceedings of the regular meeting of Council held September 8, 2014 be enacted and passed this 8th day of September, 2014.

CARRIED

ADJOURNMENT

Moved by Councillor Gardhouse

THAT the meeting of Council be hereby adjourned at 6:32pm.

CARRIED

______________________________
MAYOR

______________________________
CLERK
Her Worship Sandra Cooper  
Mayor of Collingwood  
97 Hurontario St.  
PO Box 157  
Collingwood ON L9Y 3Z5

August 26, 2014

Dear Sir,

As you know, building a sense of community is so important, no matter where you live. It is through the support and care of others that we begin to create meaningful spaces and connections. In order for children to develop into active and engaged members of society, fostering this sense of community is especially important.

This is why Show Kids You Care, is working in over 150 communities in our great country. Indeed, in your community we are helping to make sure that 2375 kids receive 680 breakfasts and 1695 snacks, each week during the school year.

We lead a national network of over 900 programs feeding hungry kids. For several years we have been providing reliable access to nutritious meals for children in your community. These programs rely on parents, volunteers, businesses, schools, churches, and other community-based organizations in order to continue to provide food to hungry children each week.

Sadly, however, there are over 1.1 million children living in poverty in Canada. And unfortunately, even though our federal government unanimously declared in 1981 that they would end child poverty, child poverty rates have actually increased every year.

As we approach the 2014-2015 school year, it is our goal to increase our network of programs as well as increase the awareness of child hunger and poverty in Canada. If you would be able to contribute to our public awareness campaign by providing written words of support, or in addition, add a comment to our Facebook page, we would be truly grateful.

In the meantime we are working on developing a national registry and an online community for breakfast clubs, lunch and snack programs to connect through to share ideas, recipes, volunteer recruitment strategies, needs, challenges and stories of success. This will also provide people like you with a more comprehensive understanding of needs within your community.

We invite you to join us by showing kids you care in any way you can.

Sincerely,

Kristy Taylor  
Executive Director, Show Kids You Care

P.S. If you would like more info about how we are showing kids we care where you live, please contact us and we would be happy to provide you with a list of our program partners.
Dear Council,

In an ongoing effort to educate and engage Ontarians about waste reduction, Recycling Council of Ontario is asking municipalities from across Ontario to demonstrate their commitment to waste reduction and proclaim Oct. 20 – 26, 2014 as Waste Reduction Week.

Waste Reduction Week in Canada is an environmental campaign that builds awareness around issues of sustainable and responsible consumption, encourages choice for more environmentally responsible products/services, and promotes actions that divert more waste from disposal and conserve natural resources.

Your community’s commitment and participation in Waste Reduction Week in Canada communicates the importance of waste reduction, and encourages residents to contribute to environmental protection.

There are three ways for council to proclaim Waste Reduction Week.

1. Online at www.wrrcanada.com/proclamations

2. Incorporate the following into a formal municipal resolution and email your resolution/proclamation to wwr@rco.on.ca:

WHEREAS the generation of solid waste and the needless waste of water and energy resources are recognized as global environmental problems and,

WHEREAS municipal and provincial governments have an important role to play in promoting waste reduction, reuse, recycling, composting and other conservation measures and,

WHEREAS communities, businesses and organizations across Canada have committed to working together to raise awareness of these issues during Waste Reduction Week in Canada, and,

NOW KNOW YE THAT We do by these presents proclaim and declare that Oct. 20 - 26, 2014, inclusive, shall be known as Waste Reduction Week.

continued
3. Utilize the attached certificate and include your municipality's logo or seal on the bottom right. An electronic version of the certificate is also available at www.rco.on.ca/wrw_ontario. Email your completed certificate to wrw@rco.on.ca.

Please join municipalities across Canada by proclaiming Oct. 20 - 26, as Waste Reduction Week. Alternatively, if your community does not offer official proclamations, have your Waste Reduction Week activities and events profiled online. For more information, visit www.wrwcanada.com.

Thank you for your commitment to waste reduction.

Kind regards,

Jo-Anne St. Godard
Executive Director
Recycling Council of Ontario
416.657.2797, ext. 3
wrw@rco.on.ca
Municipality

hereby recognizes

**Waste Reduction Week in Canada**
**Oct. 20-26, 2014**

As a municipality, we are committed to reducing our waste, conserving resources, and educating the community about sustainable living.

We recognize the generation of solid waste and the needless waste of resources as global environmental problems and endeavor to take the lead in our community toward environmental sustainability.

We have declared Oct. 20-26, 2014, Waste Reduction Week in

__________________________
Municipality

__________________________
Signed  

__________________________
Date

__________________________
Name and Position

[Logo: Recycling Council of Ontario]

[Logo: Too Good to Waste]  [Logo: Réduire c'est agir]

Waste Reduction Week in Canada
Semaine canadienne de réduction des déchets

11 of 42
September 5, 2014

Recycling Council of Ontario
Attention: Ms. Jo-anne St. Godard, Executive Director
225-215 Spadina Avenue
Toronto, ON
M5T 2C7

Subject: Proclaiming October 20 - 26, 2014, as Waste Reduction Week

Dear Ms. St. Godard:

Thank you for your letter received by the Office of the Mayor requesting that the Town of Collingwood proclaim October 20-26, 2014, as Waste Reduction Week in our community.

Please be advised the Town of Collingwood has adopted a policy, in fairness and consistency, that request for proclamations or declarations not be endorsed. The Municipality receives numerous requests making it very difficult for Council to respectfully choose which organization/agency campaign to endorse or deny. For that reason, please be advised the proclamation request will be included under General Consent Items in an upcoming Council Meeting Agenda for information purposes.

On behalf of the Municipality, we thank you and Recycling Council of Ontario for the continued dedication and support in the efforts to educated and engage Ontarians about waste reduction.

Yours truly,

CORPORATION OF THE
TOWN OF COLLINGWOOD

Shelley Fuhré

Executive Assistant to the Mayor
Administrative Assistant to Council
EXECUTIVE SUMMARY

The current organizational structure in Collingwood has been in place for many years and has never been comprehensively reviewed. As a result of the 2012 – 2014 Strategic Priorities, Council mandated that a review be undertaken to analyze the current structure and identify opportunities for change / adaption with an overall goal to “ensure efficient and effective Town operations.”

Phase 1: It is critical to note that this Phase 1 review has its primary focus at the Corporate level, specifically the corporate management structure and senior level reporting responsibilities, including span of managerial control. This Phase 1 report should be seen as the start of an ongoing strategic management process of adaptive change to the organization and its practices as circumstances now, and in the future, suggest necessary. As new opportunities for structural and reporting realignment are identified they will be advanced to Council for consideration.

Phase 2: The Phase 2 review will occur within the context of a more detailed and departmentally focused operational review process, as approved by Council in response to the BMA report received by Council in February, 2014. The primary focus of Phase 2 will be a review of the organization to ensure the provision of efficient and effective services as well as look for opportunities to streamline service provision within a strong customer service focus.

PURPOSE

The purpose of this report is to present the conclusions arising from an organizational review undertaken of the Town’s administrative functions and identify opportunities for positive change, reflective of municipal management ‘best practices’.

RECOMMENDATION:

THAT Council receive Staff Report CAO 2014-08 and authorize the CAO to implement the recommendations as detailed in the staff report.
1. BACKGROUND

The KPMG Phase One Report: CAO – EMT Alignment was presented to Council May 13, 2013 and was received May 27, 2013 by resolution No. 220. Council approved the Town of Collingwood continuing the use of the Chief Administrative Officer (CAO) structure with the support of an Executive Management Team (EMT) and approved the CAO profile and job description as presented.

Some of the key characteristics of the CAO structure as detailed in the report include:

- The CAO is hired by Council to carry out its policies and strategic direction
- The CAO serves as Council’s chief advisor
- Leadership of the organization is entrusted to the CAO and his/her management team
- The CAO’s role is to horizontally integrate the diverse departments of the municipality into one corporate entity.

In January, Council provided direction to the CAO to lead and facilitate an Organizational Review which had been on hold since August, 2013. Council confirmed through their Strategic Priority setting session held in December 2013, that the organizational review was Council’s third highest priority. With the review process utilizing internal resources, the KPMG contract was terminated resulting in a total cost savings of $75,705 (Phase 2: $55,935) No external consulting services were used in the preparation of this report.

Undertaking an internal review process provided the ability to utilize existing capacity, experience and expertise of staff and stakeholders to ensure a thorough understanding of the existing organizational structure and issues arising. It also builds competence within the organization to deal with complex organizational and management issues. It should be appreciated that there have been fundamental changes in municipal government responsibilities which have led to a highly complex organization delivering a broad range of services to a growing community, with increasing financial pressures. The review provided the opportunity to re-think the organizational structure, particularly at the senior management level, taking into account the current challenges and where appropriate, realign it to be more responsive to the highly complex operating environment now characteristic of municipalities in general.

As previously noted, a fully comprehensive review of such a highly complex organization cannot be accomplished within a single report. Rather, organizational review and renewal should be viewed as a necessary corporate managerial responsibility and competence, with adaptations and change being identified and recommended on an ongoing basis, as determined necessary.

The scope of the organizational assessment undertaken for Phase 1 included the following:

1. A ‘gap’ analysis taking into account the opportunity for managerial and operational efficiencies together with the consideration of municipal management and operational ‘best practices’.
2. Examination of issues related to CAO direct reports, departmental staffing, managerial span of control, organizational design principles, work load balance, managerial capability and the potential for efficiency opportunities from change.
3. Opportunities to create a more cohesive, coordinated senior management team reflecting consolidated, complementary responsibilities with enhanced competencies.

4. Matters related to succession planning at the senior level of management.

Organizational Review Methodology

Objectives:

- Interview all senior staff and perform an organizational diagnostic to determine if, and to what extent, change was considered necessary.
- Determine opportunities for departmental realignment and consolidation.
- Identification of an organizational structure capable of providing efficient and effective service delivery and the implementation of Council’s strategic priorities.
- Review and consider the re-alignment of departments to ensure manageable span of control within departmental structures, strengthen accountability and enhance corporate management capability.
- Understand and assess departmental connectivity, cooperation and teamwork by addressing perceptions related to ‘silo’ issues typical in many large multi faceted organizations.
- Address the need to implement succession planning for all senior management and other critical positions.
- To enhance communications at both the corporate and departmental levels.
- To heighten appreciation and capability to pursue opportunities for enhanced cost efficiency, cost reduction, cost containment and cost control on a ‘go forward’ basis within all areas and at all levels, within the corporation.

In addition a review was undertaken of the current organizational structure, related job descriptions, reporting relationships and detailed departmental service inventory of current programs. There was also an evaluation of various comparable municipal organizational structures together with a review of several municipal “organizational review” reports from various consultants as background information.

2. INPUT FROM OTHER SOURCES

i) An informal discussion package was developed and provided a structure to the questions and concepts that were reviewed and explored through reflection and brainstorming. (Attached as Appendix A) Consultation sessions were facilitated with elected officials, department heads, and various partners / stakeholders. A number of staff across the organization were interviewed one-on-one to avoid skewed input reflecting upper management concerns.

ii) Staff completed a detailed service inventory in 2013 that provided a comprehensive review of the services and programs provided by each department.
3. APPLICABLE POLICY OR LEGISLATION

- Council has approved goals based on the strategic plan and priorities established throughout this Council term. This report addresses Council’s third strategic priority for the last year of their term.

- The *Municipal Act, 2001*, as amended (and applicable legislation) establishes and defines the functions/regulations of services as well as identifying statutory officers and role of the Chief Administrative Officer.

4. ANALYSIS

The approach taken was to provide an open opportunity for all those interviewed to comment on the many positives which exist within the organization, but also to focus on areas where opportunities for positive change were believed to exist. All comments were noted however they were consolidated into specific themes and key findings for analytical and reporting purposes.

Many organizational strengths were identified during the review including, but not limited to: commitment by staff to the administration and residents of the Town of Collingwood (expressed by virtually all of those interviewed), the very positive and supportive relationships between staff and departments which exist (repeatedly noted) and an atmosphere where people work together as staff and volunteers in the best interests of the community. Morale was generally found to be high with many comments acknowledging enjoyment working for the Town. As would be expected, many suggestions were made as to how the organization could be improved. These were noted and validated in terms of their inclusion within this Phase 1 report with its primary focus being at the corporate level. The many comments dealing with operational issues within departments were noted and will be incorporated within the Phase 2 and subsequent reports (explained earlier).

It was concluded that the organization requires change and adaption to operate more efficiently and effectively. Within the context of this Phase 1 report, the changes include recommendations impacting the structure of the organization, (focus at the senior management level) change in reporting responsibilities to the CAO, change in reporting responsibilities at the departmental level and change in program responsibilities within certain departments.

Certain interim reporting responsibilities are also suggested. It was also acknowledged by many that greater strategic direction and policy guidance would be of significant benefit to the advancement of the many highly positive facets of the organization, its staff and for the Town generally. Further organizational review is required and Phase 2 will provide Council with the opportunity to consider further changes and adaptations to the organization and business processes at the operational level.
5. RECOMMENDATIONS

It was heavily commented on that the lack of a constant and consistent CAO presence had been a difficult experience for staff and that a lack of administrative and policy development direction from this position was a significant impediment to various departmental and corporate responsibilities. With respect to the reporting responsibilities to this position, significant change is recommended.

There are currently twelve direct reports. This is well beyond commonly accepted management theory which suggests that the span of control be not more than six direct reports to be effective. It should be noted that lower ratios pertaining to span of control are typical in the municipal sector as compared with the private sector as local government must provide and manage a diverse variety of functions and services relying on vastly differing management skill-sets.

Further it was identified that there is a lack of strong “corporate” management presence and that action to address this should remain a high level priority of the CAO position.

It was very clear that the span of control was too wide for the role of Chief Administrative Officer. Historically a number of stand-alone functions were assigned to report to the CAO in addition to departmental direct reports. In terms of reducing the number of direct reports to the CAO the following recommendations are made:

- It is recommended that Planning Services and Building Services be consolidated into a single department with the CBO being a direct report to the Director of Planning, reflective of the logical grouping of services being combined.
- It is recommended that the corporate function and position of Manager, Fleet, Facilities and Purchasing be transferred to the Public Works and Engineering Department and be a direct report to the Director of Public Works and Engineering.
- It is recommended that the position of Communications Officer be transferred to the Clerk’s department, with direct access to Council and all corporate functions, and particularly to the Marketing / Economic Development function.
- It is recommended that the vacant role of Manager, Planning & Infrastructure Projects not be resourced and the role made redundant.

The corporation requires a succession planning program that identifies and fosters the next leaders through mentoring, training and stretch assignments in preparation for larger leadership roles, and particularly for the CAO position. This has been and should remain a high level priority for senior management and will be reported back on in terms of the options available to enhance stability when this most senior position is being renewed.

As a final note, the CAO position does not have administrative support relying on assistance from the Clerk Services for limited support functions, essentially arranging meetings. This lack of support resource adds to the challenge of a heavy mandate of direct reports and contributes to the limiting of time available for corporate directional and managerial policy initiatives.
The KPMG work undertaken in 2013 commented on the EMT and endorsed its existence. Further to this report, it is recommended that the membership of this team not be rigidly defined allowing for fluid participation reflective of corporate managerial needs, policy review considerations and operational issues requiring the involvement of senior management. Communications between the senior level of management and the rest of the administration is central to the organization’s operational success and should become a priority for the level of senior management.

### Clerk Services

The Clerk’s statutory role is to act as Council’s secretariat, manage corporate records and perform other legislative responsibilities. Most Clerks’ departments have responsibilities beyond this core mandate as is the case in Collingwood.

As a result of Council’s recent decision to adopt a Standing Committee governance structure with focus on public engagement, Clerk Services will have an enhanced responsibility for the implementation of the new system and ensure all necessary procedures and protocols are in place and adhered to. In addition, there were functions within Clerk Services that were identified as shared services with other departments. Consolidating responsibilities and aligning them under one department will streamline processes, eliminate duplication, create efficiencies and enhance accountability.

It is recommended that the following responsibilities currently positioned within the Clerk’s department be transferred as follows:

- Land Management policy matters/agreements including the registration of easements etc. be transferred to the Planning Department with real estate processes and transactions remaining with Clerk Services.
- Custodial services of Town Hall to Fleet, Facilities Maintenance and Purchasing
- Insurance to Treasury Department
- Clerk’s purchasing functions to Treasury and Fleet, Facilities and Purchasing

These initial changes are recommended prior to the operational review however, each function will be closely reviewed and monitored and may require further change or adaption.

### Human Resources

A recommendation was identified for the Payroll/Benefits staff person to assist the purchasing function and has been deferred with alternate resources having been identified for assistance on a temporary basis. The role of HR in terms of its specific program responsibilities and staffing will be an outcome of the Phase 2 operational review. Resourcing for the purchasing function will also be added within Phase 2.
Council has mandated that a strategic financial plan be developed and approved a new position to undertake this critical function (position now filled). One of the priorities for this position will be the need to review the budget format/process consistent with the development of more informed financial decision making. This represents a major increase in responsibility for the Treasury Department. Other than the transfer in of the new responsibilities related to payroll, insurance and purchasing on an interim basis, no further changes are contemplated in advance of an operational review of the department.

Information Technology

Information Technology services are provided to the Town by Collingwood PowerStream Utility Services Corporation exclusively. As a result there is no potential for duplication in the delivery of these services or in the cost of provision. It is noted however that there is no current service delivery agreement between the Town and Collus Solutions Inc. and it is recommended that one be developed.

Legal Services

The Town has no in-house legal staff with all such advice being contracted out. An RFP for legal services is currently being developed. When this is completed, it is recommended that consideration be given as to whether some level of in-house legal service might be more cost effective.

Parks, Recreation & Culture

It is recommended that a review be undertaken of the department’s responsibility for Arts and Culture the Manager of Marketing / Economic Development and the new Director of Parks, Recreation and Culture have transitioned into their respective roles. Additionally, as a result of the recent Council approval of the a Governance Review (CAO Staff Report #2014-05), the role of Manager, Elvis Festival (contract) should be transferred to the Town within Parks, Recreation and Events under the purview of the Manager, Culture & Events. Further, the role be re-titled Coordinator, Elvis Festival and other assigned events (contract).

Public Works & Engineering

Beyond the transfer in of Fleet, Facilities & Purchasing including Town Hall custodial and a change in reporting of the Administrative Assistance Engineering to the Director, Public Works & Engineering to assist with temporarily resourcing the purchasing function, no additional changes are recommended until an operational review is undertaken.
The Collingwood Public Utilities Services Board (CPUSB) was reported on in 2011. An independent operational review of the services agreement has been directed by Council at its meeting of July 21, 2014. The CAO and the CPUSB COO are implementing Council's direction for this review which is anticipated to be presented to Council for consideration before the end of September by the CAO and COO (CPUSB).

**Marketing / Economic Development**

This updated function should be a direct report to the CAO.

It has been suggested that the title for this position should be that of Director, as opposed to Manager as was originally intended. Based on the nature of this post, this change in title is recommended.

Further, the position of Small Business Enterprise Centre Consultant for administrative purposes, currently reports to the Director of Planning. It is recommended that this position be transferred and become an administrative direct report to the Director* of Marketing / Economic Development.

*Subject to Council approval

**Corporate Communications**

It is fully appreciated that the Communications Officer must be highly engaged with the marketing function however as earlier noted, it is recommended that this function be transferred to the Clerk’s Department from the CAO, as it has both corporate internal and external responsibility.

It is most important to appreciate that being a direct report to a position does allow control however in smaller municipalities, where cost efficiency is becoming a driving force, collegiality and a commitment to a team ethic enables optimum effectiveness through staff cooperation, without necessarily relying on direct reporting. The CAO has ultimate authority over all staff and is fully aware of the need for close cooperation between these functions and is fully accountable to Council for the success of this relationship.

**Fire Services**

It is recommended that the Fire Department undertake a Fire Master Plan and an operational review prior to any change being contemplated.
Conclusion

Organizational restructuring is long overdue and necessary. The process of identifying and recommending change in both the structure and processes of the organization should become an integral part of the corporate management responsibility vested within the CAO, Department Heads and management generally. Program audits, operational reviews, variance reporting, compliance auditing, value for money audits and customer service feedback, together with best practices and benchmarking comparisons are some of the ways to maintain organizational relevance, effectiveness, cost efficiency and ultimately value for money spent (taxes).

Implementation

It is recommended that all of the changes referenced including reporting responsibility recommended, occur at the discretion of the CAO in light of the need to ensure seamless transition. This will occur as soon as is feasible. It is expected that the changes will be completed with a phased in approach and the CAO will keep Council updated as to the progress achieved. Phase 2 timing is indeterminate at this point.

It is further recommended that should Council approve the revised Organizational structure that the number of ‘established’ positions, as funded through the 2014 budget process not be changed without the approval of council through recommendation by the CAO.

Notations:

- It is to be noted that this report does not deal with the Town and Collus PowerStream interface. This is a matrix of multiple service provision outside the scope of this report. However, as with all business arrangements this interface should be considered to ensure that it remains in the best interests of all committed parties.

- As noted within the report, the operational review process is crucial to the next iteration of organizational change required and will address potential cost efficiencies through a review of the service responsibilities at the operational level. Council approved and funded an operational review process to identify all opportunities for cost reduction, cost avoidance, cost control and cost elimination on February 24, 2014.

6. EFFECT ON TOWN FINANCES

There would be no immediate costs resulting from Council’s approval of the recommendations in this report.

In 2013, Council budgeted $100,000 for the completion of (i) a review of the CAO and senior management team responsibilities, (ii) a governance review and (iii) an organizational review. As a result of Phase 2 & 3 being completed internally, there was a total cost savings of $75,705.00, for the town’s taxpayers.
## 7. APPENDICES & OTHER RESOURCES

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<tr>
<td>Appendix A</td>
<td>Discussion package <em>(includes Interview Guide and Internal Audit Questionnaire)</em></td>
</tr>
<tr>
<td>Appendix B</td>
<td>Current Organizational Chart</td>
</tr>
<tr>
<td>Appendix C</td>
<td>Proposed Organizational Chart</td>
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</table>

### SIGNATURES

#### Prepared by:

*John Brown, CAO*

Town of Collingwood

#### With assistance of:

*Marianne Nero, Human Resources Manager*

Town of Collingwood
Town of Collingwood
Audit Check Questionnaire
Interview Guide

Introduction

The interview guide contained herein provides an approach to obtaining the information needed to administer the Town’s of Collingwood’s Internal Audit Questionnaire.

Key Questions

• **Teamwork:** Does the organization have a clear vision of service delivery, and is this vision supported through the organization’s strategies, plans and adequate resources? Is there senior management awareness of, and support for, change involved in providing our services? Do we have the people, tools and knowledge necessary to provide traditional and future government service delivery? Are the mechanisms in place to ensure staff acquire the skills and competencies necessary to deliver services?

• **Corporate Management / Corporate Culture & Corporate Direction:** Are service delivery processes sufficiently well defined and understood to support the strategic direction of the Town of Collingwood? Is the infrastructure in place to manage current and future demands? Has the organization adequately addressed the key risks in current and future service delivery at the organization, project, and service program levels? Are we meeting the expectations of our residents and partners? Are there opportunities to integrate services or to build partnerships in the delivery of our services? Is our organization measuring, monitoring service metrics and resident satisfaction and adjusting accordingly?

• **Budget:** One of Council’s greatest responsibilities is approving and regularly monitoring a municipality’s budget that provides money to implement the Towns vision. In turn, the delivery of these services affects the Town of Collingwood residents’ lives every day. Effective financial management ensures that there are funds available to implement council policies. Financial Management includes budgeting, safeguarding, monitoring and auditing primarily two types of budgets. The operating budget and the capital budget. Has a long-term strategy been developed to fund future budgets, projects and initiatives? Does the organization have the organizational and strategic capabilities to manage proactively, monitor and plan for risks on an ongoing basis?

**Capital Planning:** Council as good stewards oversees the capital planning processes in order that the Town’s infrastructure provides the services needed today and in the decades ahead through proper asset management which includes investment in infrastructure repairs, rehabilitation and replacement. This includes managing infrastructure through the development of framework inclusive of financial and environmental sustainability processes. Does the organization have the capabilities to manage proactively, monitor and plan for capital expenditures and risks on an ongoing basis?
### CRITERIA

**1. Team Work**

| a) Are you aware of any performance standards? |
| b) What is the role of the CAO in overseeing the transformation of the organization? |

- **Probes**
  - To what extent has the senior management team addressed the organization’s issues?
  - Is there a management structure in place to support the Town of Collingwood?
  - To what extent are management and staff involved in the organization’s decision-making processes?
  - Are roles, responsibilities, and accountabilities clear?
  - Most staff are cooperative and work as part of a team?

---

**2. Corporate Management / Corporate Culture**

**Challenges:**

- What do you feel are the MOST significant issues facing the Town of Collingwood today? Please be specific and note your top 5 issues you consider to be important.

**Strategic Plan:**

- With respect to the Town of Collingwood’s Strategic Plan, is it clear to you as a Dept. Head? Are you guided by the strategic Plan? Do you believe we are meeting the strategic objectives outlined in the plan?
- Do you believe the Town has one set of strategic priorities?
- Do Committees provide guidance to Council – are they aware of our Strategic Plan?

- **Probes**
  - Are you aware of the strategic plan and comfortable the vision been communicated across the organization?
  - Are partners and members of the public involved in shaping the town’s vision?
  - Is the strategic plan being implemented in a cohesive manner across the organization?
  - Is the strategic plan continually refined to address taxpayer needs and evolution?
  - Are our strategies and plans closely linked to the organization’s strategic plan?
  - Are we able to meet short-term demands without compromising our long-term vision?

---

**Services:**

- What would you consider the five most important services provided by the Town of Collingwood?

- **Probes**
  - How well do you think the Town’s services are meeting expectations of the citizens of the Town of Collingwood?
  - How would you rate the services being provided by the Town?
  - There is good alignment of services across the organization and levels of the organization?

---

**Culture:**

- Adaptability – Are we listening to our environment and our taxpayers?
- Communication – We have good communication? Council, CAO, Dept. Heads, staff, Union, Public.
- Consistency – Do we have proper systems and procedures in place?
- Involvement – Is staff in alignment with the

- **Probes**
  - We respond well to taxpayers and other changes in the municipal environment?
  - Learning is an important objective in our day-to-day work? There is continuous investment in the skills of staff?
  - We have good communication between Council & Staff at all levels?
  - We make certain that the “right hand knows what the left hand is doing”?
  - Our approach to conducting our business is very consistent and predictable?
  - It is easy to coordinate projects across different parts of the organization?
  - Authority is delegated so that staff can act on their own?
<table>
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<tr>
<th>CRITERIA</th>
<th>GENERAL QUESTIONS</th>
<th>PROBES</th>
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| direction of the corporation? |                                                                                  | • Our “bench strength” (capability of people) is constantly improving?  
• We effectively manage our staff? We have capable Department Heads?  
• Problems seldom arise because we have the skills and resources necessary to do the job. |
| 3. Budget       | a) Is funding adequate to achieve the goals of the Town’s strategic plan?         | • Is there sufficient funding for development as well as ongoing operational support?  
• Has an investment strategy been developed to fund future Town initiatives?  
• Are there performance metrics in place?                                                                                           |
|                 | b) Are resource commitments (human and financial) reviewed in light of changing priorities and new opportunities? | • Have funding re-allocations been made to support Town initiatives?  
• Are models in place to assess government funding requirements?  
• Are there cost-benefit analyses and client satisfaction surveys to determine the impact on service levels and cost of service? |
| 4. Capital Planning | a) What two things you would change?                                              | • Cost-Effective Management Strategies – We have a plan for doing the right things at the right time in terms of maintenance, rehabilitation, renewal of infrastructure to minimize ongoing costs (proactive vs. reactive management).  
• We have defined the current level of service and possibly the optimal level of service, that is or should be provided to the community. This includes indications of how infrastructure performance is or will be measured.  
• Demand Management – we recognize future changes that are anticipated within the municipality and how these might impact the services we provide (i.e. population changes, demographic changes, regulations change, etc.)  
• Risk Management – we have a plan for managing the risks associated with providing services, including those that can result for failure of infrastructure.  
• Continuous Improvement – we understand asset management is an every changing area and all plans & documents need to be current to support decision making. Ongoing review and improvements are considered a critical part of our asset management planning. |
|                 | b) Do you know infrastructure assets the Town owns? (Quantity, year of construction, remaining life?) |                                                                                  |
|                 | c) Do you know the financial state of our municipality? (value of infrastructure, current operating & maintenance costs for various asset classes, cost & timing of upcoming infrastructure work over next 10 years, full costs of providing current services?) |                                                                                  |
| 5. Corporate Direction | a) There is a clear mission that gives meaning and direction to our work?         | • Are you aware of the Town’s various strategic plans? Financial, Capital Plan, I.T., Economic Development, Waterfront, HR Strategy, etc.?  
• Areas that may need development – a. Direction & context, b. Programs & Services, c. Community Building, c. Organizational culture, Systems & Processes |
|                 | b) There is a clear strategy for the future?                                      |                                                                                  |
|                 | c) Are you aware of the level of services that the Town is current providing?     |                                                                                  |
|                 | d) Are you aware of service delivery strategies?                                   |                                                                                  |
|                 | e) For our corporate to improve, what areas most needs work?                      |                                                                                  |
Full-time Headcount = 143
STAFF REPORT
Report #C2014-11
September 15, 2014

Submitted to: Mayor and Council
Submitted by: Sara Almas, Clerk
Brian MacDonald, Director of Public Works & Engineering
Trent Elyea, Fire Chief
Subject: Parking By-law Amendments

PURPOSE
- The purpose of this report is to amend Schedule “A” of Parking By-law No. 2003-062 to include five new additional no parking areas and to add a provision relating to parking of commercial motor vehicles.

RECOMMENDATION:
THAT Council enact and pass an amending By-law to recognize five new additional no parking areas within the Town of Collingwood and to add a provision relating to the parking of commercial vehicles.

1. BACKGROUND

On July 28th, 2003, the Town of Collingwood enacted and passed By-law No. 2003-062, a By-law for the regulation of parking within the Corporation of the Town of Collingwood. Since that time, the Town of Collingwood has enacted and passed several Parking By-law amendments as necessitated. A number of concerns have been expressed by members of the public and staff that have been monitored and are being recommended for change.

There are several reasons for these proposed restrictions, including, public safety, accessibility, and to ensure traffic flow.

2. INPUT FROM OTHER SOURCES

By-law, Public Works and Fire Services reviewed and recommend the proposed changes. The Staff Report was reviewed by Department Heads at their regular meeting of September 9, 2014 and recommended to proceed to Council.
Commercial Vehicles: A review of several municipal by-laws was conducted and a majority of those municipalities surveyed had provisions relating to the parking of commercial vehicles / heavy vehicles within their respective municipalities.

3. APPLICABLE POLICY OR LEGISLATION

The Municipal Act allows for a local municipality to pass a By-law relating to Highways, including parking and traffic on those highways.

The Municipal Act also provides that a local municipality may prohibit and regulate with respect to health & safety and public nuisances, including matters that, in the opinion of council, are or could become or cause public nuisances or impact the health and welfare of the public.

4. ANALYSIS

As previously indicated, there have been several requests come in from members of the public and Town Staff since the enactment of By-Law No. 2012-128 on December 12, 2012; these concerns and recommendations are highlighted below.

PARKING RESTRICTIONS

- A concern was received by Georgian College who requested that no parking signs be installed on Raglan Street as a number of students have started parking in that area to avoid paying to park at the College. The increased traffic on Raglan Street not only causes a potential traffic hazard but may also lead to ingress/egress concerns for emergency vehicles.

**Recommendation:** Regulate no parking on both sides of Raglan Street from Poplar Sideroad north for approx. 350 meters.

***Proposed Parking Restriction – Raglan Street***
A request was made by Major-General Richard Rohmer in the form of a letter that was received on the consent agenda on May 26, 2014; Major-General Rohmer requested that parking be prohibited on both sides of Callary Crescent between house numbers 30 – 36 from 8:00 a.m. to 11:30 a.m. Monday to Friday. The Municipal Law Enforcement Department monitored traffic in the area of Callary Crescent June and July, 2014. During that time approximately 2 – 8 vehicles were observed parked on Callary Crescent at any one given time; usually at the Southerly intersection of St. Paul Street & Callary Crescent on the South side of the Callary Crescent between the hours of 8:30 a.m. – 2 p.m. The road width of that area is approximately 8 meters. There is significant concern with access along the narrow roadway. If vehicles are parked on both sides access by emergency vehicles is obstructed.

**Recommendation:** South side of Callary Crescent (southerly access) be regulated no parking from St. Paul street to approximately 60 meters east, Monday to Friday 8:00am to 4:00pm, to ensure accessibility for residents and emergency vehicles.

A complaint was received by the Municipal Law Enforcement Department regarding the area of Krista Court. Krista Court is currently signed “no parking” on the North side between Lockhart Road & Dey Drive. This was done to help limit the number of vehicles in this area however, a number of vehicles have recently been observed parking on the South side of Krista Court near the intersection of Dey Drive. Vehicles parking in that area of Krista Court pose a safety concern for pedestrians as well as Crossing Guard staff as traffic cannot clearly be observed along Krista Court.

**Recommendation:** South side of Krista Court from Dey Drive to approx. 25 meters east, be regulated no parking, Monday to Friday 8:00pm to 4:00pm, to ensure appropriate visibility, access and safety during school hours.
A concern was reported and noted by the Public Works and the Municipal Law Enforcement Department regarding the area of St. Paul Street. St. Paul Street is currently signed “no parking” on the east of St. Paul Street from Huron Street to a point 100 meters South of Ontario Street. Due to the increased traffic in this area, several vehicles have been observed parked near the corner of Simcoe Street & St. Paul Street causing a visual obstruction for vehicle operators pulling onto St. Paul Street from Simcoe Street as well as vehicle operators pulling onto St. Paul Street from the Library/Tremont Café parking lot area.

**Recommendation:** Regulate no parking on the west side of St. Paul Street from Simcoe Street south past the entrance of the municipal parking lot (approx. 50 meters), to ensure adequate visibility. Eliminate the one parking spot on St. Paul Street north of the intersection at Simcoe Street for site line / visibility purposes and regulate no parking on the west side of St. Paul Street approx. 25 meters north from the intersection of Simcoe Street.
A parking concern was brought forward concerning parking on Second Street between Pine Street & Maple Street. Parking is currently prohibited on the North side of Second Street between Pine Street & Oak Street however, with the recent construction renovations located at the property known municipally as, 100 Second Street, several boulevard parking spaces were eliminated. To ensure vehicles do not park on the boulevard in this area.

Recommendation: Regulate no parking on the south side of Second Street between Pine Street & Maple Street.

***Proposed Parking Restriction – Second Street***

COMMERCIAL VEHICLES

The Town of Collingwood Zoning By-law currently restricts certain Commercial Vehicles from being parked in residential lots. However, the municipality does not currently prohibit Commercial Vehicles from being parked on a highway within the Town of Collingwood, and therefore, any person may park a Commercial Vehicle (transport truck, dump truck, bus etc.) in a residential neighbourhood; several complaints have recently been received about Commercial Vehicles being parked in residential neighbourhoods. This causes somewhat of a contradiction to the Town’s Zoning By-law as the purpose of restricting commercial vehicles in residential lots was to maintain the aesthetics of a residential neighbourhood and to ensure certain types of businesses were not being operated out of a residential dwelling. Allowing Commercial Vehicles to park on a highway within the Town of Collingwood not only contradicts the purpose of the provision relating to commercial vehicles in the Zoning By-law but also frustrates many residents. If passed, this section would not apply to Commercial Vehicles parked on a highway while in the course of its basic function.

Restricting / prohibiting parking in certain areas of the Town will help to ensure and improve road safety for all users, allow emergency vehicle access and ensure traffic flow / accessibility for residents and visitors. Therefore, it is recommended that Council enact and pass an amending By-law to recognize the new additional no parking areas within the Town of Collingwood and to add a provision relating to the parking of commercial vehicles within the Town of Collingwood.
5. EFFECT ON TOWN FINANCES

Minimal impact with respect to signage and installation, and enforcement as required.

6. APPENDICES & OTHER RESOURCES

| Appendix A | By-law 2014 – XXX, A By-law to amend the Parking Regulations |
| Appendix B | Letter from Georgian College – Collingwood Campus |

SIGNATURES

<table>
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<tr>
<th>Prepared by:</th>
<th>Department heads:</th>
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<tr>
<td>Adam Harrod &amp; Scott Gordon</td>
<td>Sara Almas, Clerk, Trent Elyea, Fire Chief</td>
</tr>
<tr>
<td>Municipal By-law Enforcement Officers</td>
<td>Brian MacDonald, Director PWorks &amp; Engineering</td>
</tr>
<tr>
<td>Town of Collingwood</td>
<td>Town of Collingwood</td>
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WHEREAS Section 11(3)(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended, provides Council the authority to enact by-laws to regulate parking and traffic subject to the *Highway Traffic Act*;

AND WHEREAS Council of the Corporation of the Town of Collingwood deems it desirable and expedient to pass a by-law to regulate parking in the Town of Collingwood;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD HEREBY ENACTS AS FOLLOWS:

1. THAT Schedule “A” of By-law No. 2003-62, be amended by adding the following:

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<thead>
<tr>
<th>STREET</th>
<th>BETWEEN</th>
<th>SIDE</th>
<th>PERIOD</th>
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<tr>
<td>CALLARY CRESCENT</td>
<td>FROM THE SOUTHERLY INTERSECTION OF ST. PAUL STREET &amp; CALLARY CRESCENT TO A POINT OF APPROXIMATELY 60 METERS EAST ON CALLARY CRES.</td>
<td>SOUTH</td>
<td>MONDAY TO FRIDAY 8:00AM TO 4:00PM</td>
</tr>
<tr>
<td>KRISTA COURT</td>
<td>FROM DEY DRIVE TO A POINT OF APPROXIMATELY 25 METERS EAST</td>
<td>SOUTH</td>
<td>MONDAY TO FRIDAY 8:00AM TO 4:00PM</td>
</tr>
<tr>
<td>RAGLAN STREET</td>
<td>FROM POPLAR SIDE ROAD TO A POINT OF APPROXIMATELY 350 METERS NORTH</td>
<td>BOTH</td>
<td>ANYTIME</td>
</tr>
<tr>
<td>SECOND STREET</td>
<td>PINE STREET &amp; MAPLE STREET</td>
<td>SOUTH</td>
<td>ANYTIME</td>
</tr>
<tr>
<td>ST. PAUL STREET</td>
<td>FROM SIMCOE STREET TO A POINT OF APPROXIMATELY 50 METERS SOUTH</td>
<td>WEST</td>
<td>ANYTIME</td>
</tr>
<tr>
<td>ST. PAUL STREET</td>
<td>FROM SIMCOE STREET TO A POINT APPROXIMATELY 25 METERS NORTH</td>
<td>WEST</td>
<td>ANYTIME</td>
</tr>
<tr>
<td>ST. PAUL STREET</td>
<td>FROM HURON STREET TO SIMCOE STREET</td>
<td>EAST</td>
<td>ANYTIME</td>
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2. THAT Schedule “A” of By-law No. 2003-62, be amended by deleting the following:
3. THAT the following be added to Part I – Definitions of By-law No. 2003-62:

“commercial vehicle” means a motor vehicle, used or intended to be used for commercial purposes, with a gross vehicle weight rating of more than 4,500 kg and having permanently attached thereto a truck or delivery body and may include, without limiting the foregoing, catering or canteen trucks, buses, cube vans, tow trucks, tilt and load trucks, dump trucks, transport tractors, hearses, fire apparatus, taxis and limousines.

“gross vehicle weight rating (GVWR)” means the maximum weight a vehicle is designed to carry including the net weight of the vehicle with accessories, plus the weight of passengers, fuel and cargo;

4. THAT the following be deleted from Part I - Definitions of By-law No. 2003-62:

“commercial motor vehicle” means any motor vehicle having permanently attached thereto a truck or delivery body and includes an ambulance, hearse, casket wagon, fire apparatus, police patrol, motor bus and tractor used for hauling purposes on the highways;

5. THAT the following be added to Part III – Parking Prohibited

(A) In Specified Places

(1) No person shall

(oo) park a commercial vehicle on any highway. This section shall not apply to a commercial vehicle parked on a highway while in the course of its basic function.

6. THAT this By-law shall come into full force and effect on the date of final passage hereof at which time all By-laws and/or resolutions that are inconsistent with the provisions of this By-law and the same are hereby repealed or rescinded insofar as it is necessary to give effect to the provisions of this By-law.

ENACTED AND PASSED this 15th day of September, 2014.

____________________________________
MAYOR

____________________________________
CLERK
Georgian College  
499 Raglan Street  
Collingwood, Ontario  
L9Y 3Z1  

September 3, 2014  

Town of Collingwood  
97 Hurontario St.  
Collingwood Ontario  
L9Y 2L9  

Attention: Mayor and Council  

Dear Mayor Cooper and Council:  

We are submitting this written request for assistance at the recommendation of Bylaw Officer Scott Gordon. We are formally requesting that the Town of Collingwood create a no-parking zone near the entrances to Georgian College's South Georgian Bay Campus, located at 499 Raglan St., at the corner of Raglan and Poplar Sideroad.  

We are requesting that signs be placed on both sides of Raglan Street, close to our campus entrances. Submitted with this letter is a diagram showing Georgian’s boundaries on Raglan Street. If possible, we would like to have the no-parking zone created this fall.  

Students, staff, and visitors all pay for parking at our campus. Georgian College is private property and parking a vehicle on campus constitutes an agreement on the part of motorists to abide by college rules and regulations. Safety of our students and staff and visitors is extremely important to the college.  

We are concerned by the increased number of drivers parking their cars on Raglan Street to avoid having to pay to park on Georgian property. The increased volume of vehicles parked on Raglan Street obstructs campus entrances. These vehicles block the view of motorists attempting to pull onto Raglan Street from the college, creating a dangerous situation. We have photographs on file to support this claim.  

We are also concerned about difficulties posed for Collingwood Public Transit bus drivers whose route takes them to and from the campus hourly. Also, cars parked along Raglan Street will, no doubt, pose problems for snow plows in the winter.
If not addressed now, this problem will worsen as our campus continues to grow. We very much wish to be proactive in ensuring safety in and around our campus. Currently, we have no authority to stop drivers from parking on Raglan Street.

If you have any questions or concerns regarding this request, we would be happy to meet with a representative from the Town of Collingwood to further explain the situation. Thank you for taking the time to review this request.

Sincerely,

Lynn Hynd
Campus Manager
lynn.hynd@georgiancollege.ca
Submitted to: Mayor and Council
Submitted by: Brian Macdonald, Director Public Works and Engineering
Subject: Award of Tender PW2014-16 for the Supply, Delivery and Mixing of Screened Winter Sand

PURPOSE

The purpose of this report is to provide Council with the necessary information to approve the execution of a contract for supply, delivery and mixing of screened winter sand.

RECOMMENDATION:

THAT Council receive Staff Report PW2014-25 entitled “Award of Tender PW2014-16 for the Supply, Delivery and Mixing of Screened Winter Sand”; and,

THAT Council award the Tender to Dalton Lowe and Sons Construction Ltd. for the tender price of $28,928.00 inclusive to HST; and,

THAT Council authorizes Staff and the Mayor to sign all necessary documents to execute the contract.

1. BACKGROUND

The Tender closed on Friday, September 5th 2014 at 3:00pm and was publicly opened by Becky Dahl, Deputy Clerk, Kristofer Wiszniak, Engineering Technician, and Amanda Norris, Administrative Assistant. The Engineering Department called for qualified contractors to submit tenders for the Supply, Delivery and Mixing of Screened Winter Sand. The Tender was advertised on the Town page of the Enterprise Bulletin and the Town website. There were six (6) bidders who registered and picked up the tender package and the Town received 1 bid at the closing.

The bid received was from Dalton Lowe and Sons Construction Ltd. of Stayner for the tender price of $28,928.00 inclusive to HST. Dalton Lowe and Sons Construction Ltd. are fully qualified and experienced in this type of work. They have suitable equipment and qualified staff to meet the requirements of the Town of Collingwood.
2. INPUT FROM OTHER SOURCES

This report was reviewed by Department heads on September 9, 2014.

3. APPLICABLE POLICY OR LEGISLATION

N/A

4. ANALYSIS

Dalton Lowe and Sons Construction Ltd has been the successful bidder for our winter sand in the past and we have had no issues with their material or service. We have no concerns in recommending them for this tender.

Although we only received one bid for this tender the bid received represented a modest increase over last year’s bid. This increase is as would be expected and in our view represent a fare market price.

5. EFFECT ON TOWN FINANCES

The low tender is within budget.

6. APPENDICES & OTHER RESOURCES

N/A

SIGNATURES

Department Head:

Brian MacDonald
Director of Public Works & Engineering
Town of Collingwood
Submitted to: Mayor and Council  
Submitted by: Marjory Leonard, Treasurer  
Subject: 2014 Council Grants  

PURPOSE

- The purpose of this report is to provide Council with background on the council grant program as well as providing the 2014 requests for Council consideration.

RECOMMENDATION:

THAT Council receive staff report T2014-17 for information and approve the suggested allocation for each program proposal (or direct otherwise).

1. BACKGROUND

As has been the practice in the past, staff included an allocation of $20,000 in the 2014 budget to accommodate Council grants to organizations that provide valuable services which improve the quality, health and well being of Collingwood citizens.

2. INPUT FROM OTHER SOURCES

This report was forwarded to Department Heads for review on September 9, 2014 and it was recommended to proceed to Council.

3. APPLICABLE POLICY OR LEGISLATION

2014 Budget and Business Plan

4. ANALYSIS

We have received five applications totaling $31,900 that require Council direction:

1. Breaking Down Barriers requesting $5,000 for Peer Support, Independent Living Skills and Information Referral Programs that empower people with disabilities, enabling them to live independently in our community.
2. Environment Network requesting $7,500 for their “Depave Paradise” program. This program removes hard surfaces such as driveways, parking lots and buildings which interrupt the natural water cycle and replaces them with native plants, trees and shrubs which allows for an increased water infiltration rate, recharging of the groundwater supply and cooling our neighborhoods.

3. Home Horizon requesting $12,000 to support additional staffing to assist with client assessment and life skills while on the wait list for a Home Horizon Transitional Housing Unit.

4. Junior Achievement of Peterborough Lakeland Muskoka requesting $2,400 to assist with the presentation of Junior Achievement programs in the areas of financial literacy, work readiness and entrepreneurship to grade 7 and 8 classes in the Collingwood area.

5. My Friend’s House requesting $5,000 to assist with the “Walk a Mile in Her Shoes” awareness raising event.

If Council is considering funding for each request, staff suggest a 37.3% to all requests so that the total allocated is within the amount budgeted. The requestors would receive:

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breaking Down Barriers</td>
<td>$3,135</td>
</tr>
<tr>
<td>Environment Network</td>
<td>$4,702</td>
</tr>
<tr>
<td>Home Horizon</td>
<td>$7,524</td>
</tr>
<tr>
<td>Junior Achievement</td>
<td>$1,504</td>
</tr>
<tr>
<td>My Friend’s House</td>
<td>$3,135</td>
</tr>
</tbody>
</table>

5. EFFECT ON TOWN FINANCES

The 2014 budget contains an allocation of $20,000 for Council grants and there is no further effect on Town finances.

6. APPENDICES & OTHER RESOURCES

Nil

SIGNATURES

Prepared by:

Marjory Leonard MBA, CPA, CMA, CFP
Treasurer

Town of Collingwood
BY-LAW No. 2014-076
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD

BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD

WHEREAS the Municipal Act 2001, S.O. 2001, c 25, Section 5(1), provides that the powers of a municipality shall be exercised by its council;

AND WHEREAS the Municipal Act 2001, S.O. 2001, c 25, Section 5(3), provides a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the actions of all meetings of Council of The Corporation of the Town of Collingwood be confirmed and adopted by by-law;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. THAT the actions of the Council of The Corporation of the Town of Collingwood in respect of:
   a) each recommendation in the reports of the Committees;
   b) each motion, resolution or other action passed, taken or adopted at the meetings listed below are hereby adopted, ratified, and confirmed as if same were expressly included in this by-law, provided that such adoption and confirmation shall not be deemed to include the final passing of a by-law the requires the prior approval of a Minister, a Ministry, to the Ontario Municipal Board or any other governmental body:
   - Regular Meeting of Council held September 15, 2014

2. THAT the Mayor and the proper officials of The Corporation of the Town of Collingwood are hereby authorized and directed to do all things necessary to give effect to the action of the Council referred to in Section 1.

3. THAT the Mayor, or in the absence of the Mayor, the Deputy Mayor, and the Clerk, or in the absence of the Clerk, the Chief Administrative Officer;
   a) are authorized and directed to execute all documents to the action taken by Council as described in Section 1;
   b) are authorized and directed to affix the seal of The Corporation of the Town of Collingwood to all such documents referred to in Section 1.

4. THAT this by-law shall come into effect upon the passing thereof.

ENACTED AND PASSED this 15th day of September, 2014.

________________________________________
MAYOR

________________________________________
CLERK