

## Report to Council

<b>Report Title:</b>	Municipal Modernization Grant Project Scope		
<b>Prepared By:</b>	Sonya Watson, Chief Administrative Officer, Fiona Hamilton, Clerk and Mark Coleman, Director of Community Services		
<b>Department:</b>	Administration		
<b>Date:</b>	June 9, 2020		
<b>Report Number:</b>	CAO2020-10	<b>File Number:</b>	C11AD
<b>Attachments:</b>	Project Scope – Facility Review, Project Scope – Development and Planning Review		

### Recommendation:

That the Council of the Municipality of Brockton hereby approves Report Number CAO2020-10 - Municipal Modernization Grant Project Scope, prepared by Sonya Watson, Chief Administrative Officer, Fiona Hamilton Clerk and Mark Coleman, Director of Community Services and in doing so approves the proposed Project Scope for the Facilities Review and the Development and Planning Review.

### Report:

#### Background:

In December 2019, Council approved proceeding with an application under the Municipal Modernization Grant funding stream announced by the Province of Ontario (the “MMGF”). The stated purpose of the MMGF was to provide funding for municipalities to hire an external consultant to perform a review and make recommendations to improve and modernize service delivery. The application Council approved in December, 2019 was for the following:

“Brockton Municipal Facilities Modernization and Efficiencies” Review. This review would encompass all Municipal Facilities including Public Works Facilities (Workshops), Community Services (Parks and Recreation Facilities), Protective Services Facilities (Fire Department), and the Corporate Administration Facility (Municipal Office). The Review would be scoped to include customer and employee accessibility, security, energy audit recommendations, and resource and space audits, with the goal of getting concrete third party recommendations for the modernization of our departmental service delivery to tax payers for a culture of continuous improvement and to further the direction of Council to identify any and all associated cost savings. A cost saving analysis would be an important tangible project outcome.

The next grant intake will be to help fund the implementation of these tangible and actionable recommendations. Additionally, it is very likely that some of these actionable recommendations can be

implemented, coming from the review, by future grant/loan opportunities, some of which we have already seen in 2019 including the FCM and ICIP grants.”

On March 10, 2020, Council authorized by By-Law and entered into an agreement with the Ministry the MMGF for the amount of \$175,000 but raised concerns with the scope of the project and asked for the RFP to be brought to Council prior to release. The pandemic then hit and resulted in this project being delayed. As time permitted staff continued to discuss the parameters, consult with third party providers and determined that the scope was quite large to proceed with under one third party consultant and a more narrow focus would be required to ensure success. Additionally, with the increase in development proposals in Brockton and our continued desire to provide exceptional customer service in this growing community staff have re-evaluated the use of these funds to ensure we can continue to serve the community in the most efficient manner in this time of growth and expansion. The drastic increase in human resources needed to attend to these recent developments have brought this item to the forefront as well as the ability to connect to reviews currently being done by the County of Bruce in relation to the planning process and how we can streamline to create process improvements.

We are now proposing two separate RFP’s. Time is now of the essence as the current deadline to complete both projects is September 14<sup>th</sup>, 2020. I understand from my discussion with MMAH there are many municipalities that also have not started their reviews due to the pandemic and the Minister may be considering an extension to this deadline. This extension will be desirable to ensure high value from both of these reviews. Discussions have occurred with MMAH and the review team is in support of this change and has concluded that the new proposal still meets the grant criteria of the draft RFP’s.

### **Analysis:**

#### **Facilities Review**

At the meeting on March 10, 2020, Council requested that a report come forward outlining the scope of the review, partly due to concerns that Brockton had already obtained other plans and studies related to some municipal facilities, such as the Needs Assessment for the Walkerton Community Center/Arena and the Centennial Pool.

The attached Project Scope for the facilities review has been attached for Council’s reference. The facilities review will be different from the Needs Assessment and other studies in the following ways:

- The Needs Assessment only considered the capital repairs needed to maintain the Walkerton Community Centre and Centennial Pool in their current condition for an additional ten (10) year period. The Needs Assessment did not consider or address whether these facilities were fulfilling their intended function in the community, or whether they would be able to accommodate future growth. The Needs Assessment also did not consider whether the existing facilities could be altered or used in different ways to realize greater energy –efficiency, cost-savings, streamlined human resources or improved customer services or user experience for residents. All of these elements have been included in the proposed Project Scope.
- There has also been some consideration in the past about the best plan for the municipal administration office, potentially in the form of a municipal complex. Unfortunately, these plans are

quite dated at this point, and the extent to which the municipal office can continue to function and support Brockton's growth remains an unresolved issue.

- Any of the plans that were obtained in the past did not consider the Public Works Shops in their review, despite the central role of this department for residents in all areas of Brockton. Brockton currently has three (3) Public Works Shops Walkerton being the most dated, and there are likely opportunities to improve energy efficiency, address alternatives and consider more efficient human resource opportunities.
- The Cargill Community Centre and the Elmwood Community Centre have seen some planning and improvements related to accessibility and capital expenditures, but there may still be opportunities to consider shared programming or improved customer service in terms of bookings, procedures, etc.

The overall goal of the facilities review will be to complete a comprehensive study of municipal facilities to improve customer service, consider cost-saving measures in terms of energy-efficiency and overall use and plan for the sustainability of service levels as Brockton continues to grow.

### **Development and Planning**

Since the meeting on March 10, 2020, staff have finalized a number of development and planning related matters. Council has also emphasized the need to be competitive with other municipalities when encouraging various types of development. While staff have done an exceptional job of working through development agreements during the pandemic the desire to have the best possible process, visual presence and access to information is key to efficiencies and continued interest in Brockton. The proposal at this time is to allocate some of the MMGF that Brockton received to a development and planning review in addition to the facilities review described above. While this proposal is a departure from the original scope of the project, Sonya Watson, Chief Administrative Officer has sought guidance from the Ministry of Municipal Affairs and Housing about whether this change would be permitted. The proposed scope for the development and planning review has been attached, and it is proposed that the consultant would review the following:

- Identify ways to streamline the process for applicants with one point of contact and assistance in navigating the dual processes occurring at the municipal and county levels;
- Assistance in developing procedures and checklists to ensure fairness and consistency for developers and the public;
- Ensure fees and charges are fair and comparable to municipalities of a similar size;
- Create a greater web presence and central location for the public to access documents related to planning and development matters;
- Undertake long-term succession planning to ensure that Brockton can continue to maintain the high level of customer service being provided to planning and development applicants;
- Review internal processes and procedures and identify opportunities for streamlined communication, including recommendations for any software that may result in greater customer service.
- This review will also focus on the East Ridge Business Park and ensure that development guidelines, fees and process are clear as the Municipality transitions to Phase II lots being available for sale.

- A review of affordable housing programs that would provide value added propositions to proposed developments and offer a partnership that would support more attainable housing alternatives for local residents within new developments and provide a clear source of options in this regard.

The goal of the development and planning review is to have the consultant make recommendations to ensure the Municipality of Brockton has the tools to support and encourages growth in a fair, transparent manner that is competitive with surrounding communities.

## Sustainability Checklist:

What aspect of the Brockton Sustainable Strategic Plan does the content/recommendations in this report help advance?

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| • Do the recommendations help move the Municipality closer to its Vision? | Yes |
| • Do the recommendations contribute to achieving Cultural Vibrancy?       | Yes |
| • Do the recommendations contribute to achieving Economic Prosperity?     | Yes |
| • Do the recommendations contribute to Environmental Integrity?           | Yes |
| • Do the recommendations contribute to the Social Equity?                 | Yes |

## Financial Impacts/Source of Funding:

- Do the recommendations represent a sound financial investment from a sustainability perspective? Yes

The Municipality has received, \$131,250 of the MMGF funds, which represents 75% of the total funding. The paramount goal of both reviews will be to identify opportunities to improve efficiencies and reduce costs. The MMGF is intended to cover the entire cost of these reviews. Both projects will ensure Brockton is strategical planning to be ready to serve the community now and in the future.

## Reviewed By:



Trish Serratore, Chief Financial Officer

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## Respectfully Submitted by:



Sonya Watson, Chief Administrative Officer



Fiona Hamilton, Clerk



Mark Coleman, Director of Community Services