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**MINUTES  
COMMITTEE OF THE WHOLE  
ADMINISTRATION & FINANCE  
MONDAY, JANUARY 6, 2020  
SPENCERVILLE MUNICIPAL OFFICE  
6:30 PM**

**Present:** Mayor Sayeau, Chair  
Deputy Mayor Deschamps  
Councillor Cameron  
Councillor Hunter  
Jack Bradley, Advisory Member  
Dave Robertson, Advisory Member

**Regrets:** Councillor Dillabough

**Staff:** Dave Grant, CAO  
Debra McKinstry, Clerk  
Rebecca Williams, Deputy Clerk  
Melanie Stubbs, Treasurer  
Gord Shaw, Director of Operations  
Brian Moore, Fire Chief  
Jim Guest, Roads Superintendent (left at 8:47pm)  
Eric Wemerman, Chief Water/Sewer Operator

1. Call to Order

Mayor Sayeau called the meeting to order at 6:30 pm.

2. Approval of Agenda

**Moved** by: J. Hunter seconded by: H. Cameron that the agenda be approved as presented.

Carried

3. Disclosure of Pecuniary Interest & the General Nature Thereof – None

4. Delegations and Presentations

a) Service Delivery Review Results – WSCS Consulting Inc. – Tammy Carruthers

Ms. Carruthers and Mr. Stilling with WSCS Consulting provided Committee with a detailed presentation summarizing the draft service delivery review (SDR) report. The following areas were highlighted and discussed:

- SDR objectives and context

- Council's top priorities
- Township's ability to continue delivering services in its current state or if a different approach should be considered
- WSCS's review methodology and project schedule
- How WSCS approached the SDR and basic questions that were considered
- Outlined WSCS's keys to success when preparing a SDR
- Council and staff survey results and the themes that were realized as a result of the surveys
- Benchmarking comparison charts in the following areas: taxes per household, municipal taxes per household, expenses by function and object, operating and capital costs, reserve, debt burden, asset sustainability, and asset consumption
- Discussed whether lower reserves affect a municipality's position when applying for provincial/federal grants
- Discussion took place with respect to whether other municipalities in Ontario are taxing to address the possible replacement cost for the amortization of municipality assets
- The SDR key findings were outlined in great detail and included the following:
  - Website in need of updating, limited online services, need one customer database, still using paper based processes, reactive work mode, need to update certain policies, need a long-term financial plan, current financial reporting is hindered by system functionality, limited performance measures established/monitored, need to integrate technology, more training need in IT and health and safety, limited mobile technology, need dedicated resources for the economic development strategy, focus more on residential opportunities, and there is no community/recreation services plan in place
- There was a general discussion with respect to the Township preparing and approving a multi-year budget plan
- Members debated if the Township should be using taxpayer money to attract additional residential development
- Noted that the current level of recreation services is beginning to impact municipal taxes
- Outlined the transformation roadmap broken down by year from 2020 to 2025
- The recommendations which highlighted potential opportunities for improvement were summarized
- Outlined potential cost savings broken down per year
- Discussed potential opportunities to upgrade and integrate IT software

There was a general debate with respect to if staff could select 3-5 items from the recommendations to prepare reports for the January 13 Committee of the

Whole meeting. It was noted that Council should receive the final SDR report at the January 27 Council meeting before staff review and select recommendations. Members noted that staff would need to review the report and gather a more fulsome timeframe and costs, that may affect the budget, before items are brought forward for discussion at Committee/Council.

It was noted that all Committee Members should review and select their top two priorities from the recommendations to be discussed at the January 13 Committee of the Whole meeting.

5. Councillor Inquiries/Notices of Motion

Mayor Sayeau reported the following:

- Will be seeking engineer's assistance in completing the Ontario Job Site Application
- Review of hydro availability at the Industrial Park

6. Question Period

Questions/comments were raised with respect to the following:

- WSCS Consulting's level of involvement with the implementation of the recommendations

7. Closed Session – None

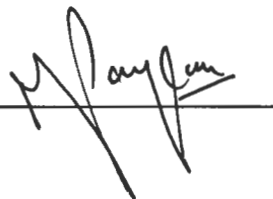
8. Adjournment

**Moved** by: J. Bradley seconded by: D. Robertson that Committee does now adjourn at 9:05 pm.

Carried

These minutes were approved in open Council this 27<sup>th</sup> day of January, 2020.

Chair



Deputy Clerk

