



AGENDA

Corporation of the Town of Kirkland Lake
Regular Meeting of Council
Electronically via Zoom
May 19, 2020
4:40 p.m.

1. **Call to Order and Moment of Silence**

2. **Approval of the Agenda**

BE IT RESOLVED THAT the Agenda for the Regular Meeting of Council held on May 19, 2020 beginning at 4:40 p.m. be approved as circulated to all Members of Council.

3. **Declaration of Pecuniary Interest**

4. **Petitions and Delegations**

5. **Acceptance of Minutes and Recommendations**

BE IT RESOLVED THAT Council accept the minutes of the following meetings:

- *Minutes of the Regular Meeting of Council held May 5, 2020*
- *Minutes of the Special Meeting of Council held May 12, 2020*

6. **Reports of Municipal Officers and Communications**

6.1 COVID-19 Update, Verbal
Richard McGee, CAO

BE IT RESOLVED THAT the verbal update titled “COVID-19 Update” be received.

6.2 Temporary Working From Home – Policy
Kassandra Young, Human Resources Supervisor

BE IT RESOLVED THAT the policy titled “Temporary Working From Home” be approved as presented.

6.3 Transition Date - Municipal Blue Box Program
Ashley Bilodeau, Manager of Land Development and Planning

BE IT RESOLVED THAT Report Number 2020-DEV-018 entitled “Transition Date - Municipal Blue Box Program”, be received,

PLEASE NOTE: All items on this Agenda are for Council’s consideration and will be voted on at the meeting.

THAT Council hereby resolves to establish September 30, 2023 as the transition date to full producer pay responsibility for the Municipal Blue Box Program,

THAT the Town of Kirkland Lake accepts no responsibility to provide collection services for the Producers, and

THAT staff be directed to forward a copy of the resolution to the Association of Municipalities of Ontario (AMO) and the Ministry of the Environment, Conservation and Parks (MECP).

6.4 Request to Purchase – 65 Government Road West
Ashley Bilodeau, Manager of Land Development and Planning

BE IT RESOLVED THAT Report Number 2020-DEV-021 entitled “Request to Purchase – 65 Government Road West”, be received, and

THAT staff present a By-law to Council to authorize the Corporation of the Town of Kirkland Lake to enter into an agreement of purchase and sale to sell 65 Government Road West to Boudreault Financial Group Inc. for a sale price of \$4,000.00.

6.5 Salvation Army – Request to Waive Tipping Fees
Ashley Bilodeau, Manager of Land Development and Planning

BE IT RESOLVED THAT Report Number 2020-DEV-022 entitled “Salvation Army – Request to Waive Tipping Fees”, be received, and

THAT Council authorizes staff to waive 100% of the tipping fees for the Salvation Army to dispose of clothing at the landfill until the recycling facility resumes operations once the Emergency Orders are lifted.

6.6 Council Strategic Plan – TKL 2020-2024
Ashley Bilodeau, Manager of Land Development and Planning

BE IT RESOLVED THAT Report Number 2020-DEV-020 entitled “Council Strategic Plan – TKL 2020 - 2024”, be received, and

THAT this report be referred to the June 2, 2020 Regular Meeting of Council to allow Council adequate time to review and consider the adoption of the Strategic Plan.

6.7 Award of RFP-555-20: Service Delivery Review
Meagan Elliott, Clerk

BE IT RESOLVED THAT Report Number 2020-CLK-001 entitled “Award of RFP-555-20: Service Delivery Review” be received,

***THAT** Council hereby awards the contract to complete a Service Delivery Review for the Town of Kirkland Lake to WSCS Consulting Inc. in the amount of \$92,998.00 +HST,*

***THAT** staff is hereby authorized to approve additional work as part of the Service Delivery Review to specifically identify cost savings and operational process improvements to a maximum project cost of \$117,000.0 including HST,*

***THAT** the required monies in the amount of \$117,000.00 including HST be allocated from the Municipal Modernization Grant Fund, and*

***THAT** staff be directed to present a bylaw to authorize the execution of an agreement with WSCS Consulting Inc. to conduct a Service Delivery Review for the Corporation of the Town of Kirkland Lake.*

7. Consideration of Notices of Motion

8. Introduction, Reading and Consideration of Bylaws

Bylaw 20-046 Being a Bylaw to Authorize the Mayor and Clerk to Execute a Maintenance Dig Agreement with Enbridge Gas Inc.

***BE IT RESOLVED THAT** the following bylaw be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;*

***Bylaw Number 20-046**, being a Bylaw to Authorize the Mayor and Clerk to Execute a Maintenance Dig Agreements with Enbridge Gas Inc.*

Bylaw 20-047 Being a Bylaw to Authorize the Mayor and Clerk to Execute Documents related to the sale of a property located at 65 Government Road West to Boudreault Financial Group Inc.

***BE IT RESOLVED THAT** the following bylaw be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;*

***Bylaw Number 20-047**, being a Bylaw to Authorize the Mayor and Clerk to Execute Documents related to the sale of a property located at 65 Government Road West to Boudreault Financial Group Inc.*

9. Questions from Council to Staff

10. Notice(s) of Motion

- 10.1 Dump Protocol
Councillor Stacy Wight

BE IT RESOLVED THAT staff be directed to bring forth a formalized protocol/procedure for dump employees to follow, including a system to ensure proper collection of information required at the gate.

11. Councillor's Reports

12. Additional Information

13. Closed Session

BE IT RESOLVED THAT Council move into an In-Camera meeting pursuant to Section 239(2) to discuss 1 labour relations item, 2 proposed land disposition items, and 1 matter about identifiable individuals.

- 13.1 Minutes of the In-Camera Meeting of Council held May 5, 2020

- 13.2 Volunteer Firefighter Memorandum of Understanding
Kassandra Young, Human Resources Supervisor

- 13.3 Request to Purchase Land
Ashley Bilodeau, Manager of Planning and Land Development

- 13.4 Request to Purchase Land
Ashley Bilodeau, Manager of Planning and Land Development

- 13.5 90 Day Update
Ric McGee, CAO

BE IT RESOLVED THAT Council rise from the May 19, 2020 In-Camera Meeting of Council.

14. Matters from Closed Session

15. Confirmation Bylaw

- Bylaw 20-048 Being a bylaw to confirm the proceedings of Council at its meeting held May 19, 2020

BE IT RESOLVED THAT the following bylaw be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

Bylaw Number 20-048, being a bylaw to confirm the proceedings of Council at its meeting held May 19, 2020.

16. Adjournment

BE IT RESOLVED THAT Council adjourn the May 19, 2020 Regular Meeting of Council.



Minutes

Corporation of the Town of Kirkland Lake
Regular Meeting of Council
Electronically via Zoom
May 5, 2020
4:40 p.m.

Attendance – Electronically

Mayor: Pat Kiely
Councillors: Rick Owen
Stacy Wight
Patrick Adams
Dennis Perrier
Eugene Ivanov
Casey Owens
Staff: Chief Administrative Officer: Ric McGee
Municipal Clerk: Meagan Elliott
Finance Manager/Treasurer: Keith Gorman
Director of Planning and Land Development: Ashley Bilodeau
Director of Community Services: Bonnie Sackrider
General Manager of Public Works: Michel Riberdy
Fire Chief: Rob Adair
Director, Economic Development and Tourism: Wilf Hass
Deputy Treasurer: Peter Georgeoff
Director of Care: Nancy Loach
HN Facility Administrator: Scott McDowell

Call to Order and Moment of Silence

Mayor Pat Kiely requested a moment of silence.

Approval of the Agenda

Moved by: Casey Owens
Seconded by: Eugene Ivanov

BE IT RESOLVED THAT the Agenda for the Regular Meeting of Council held on May 5, 2020 beginning at 4:40PM be approved as circulated to all Members of Council.

CARRIED

Declaration of Pecuniary Interest

Mayor Pat Kiely requested those present to declare any pecuniary interest with matters appearing on the agenda. Councillor Ivanov and Councillor Adams declared a pecuniary interest on item 6.6: Heritage North Service Delivery Review, and Councillor Owen declared a pecuniary interest on item 6.7: Proposed 2020 Capital Budget for any discussions relating to water/wastewater.

Petitions and Delegations

There were no petitions or delegations appearing before Council.

Acceptance of Minutes and Recommendations

Moved by: Rick Owen

Seconded by: Patrick Adams

BE IT RESOLVED THAT Council accept the minutes of the following meetings:

- Minutes of the Regular Meeting of Council held April 21, 2020.

CARRIED

Reports of Municipal Officers and Communications

- 6.1 COVID-19 Update, Verbal
Richard McGee, CAO

Moved by: Stacy Wight

Seconded by: Rick Owen

BE IT RESOLVED THAT the verbal update titled “**COVID-19 Update**” be received.

CARRIED

- 6.2 False Alarm By-law
Rob Adair, Fire Chief

Moved by: Dennis Perrier

Seconded by: Patrick Adams

BE IT RESOLVED THAT Memorandum Number 2020-FIR-001 entitled “**False Alarm By-law**”, be received, and

THAT the False Alarm By-law be presented to Council for approval.

CARRIED

- 6.3 Food Market
Bonnie Sackrider, Director of Community Services

Moved by: Eugene Ivanov

Seconded by: Stacy Wight

BE IT RESOLVED THAT Report Number 2020-CS-005 entitled “**Food Market**”, be received, and **THAT** staff be instructed to operate the 2020 Food Market with the appropriate protocols in place from Farmers’ Markets Ontario.

CARRIED

- 6.4 Postponement of Material Hazardous Waste Event
Ashley Bilodeau, Manager of Land Development and Planning

Moved by: Rick Owen

Seconded by: Stacy Wight

BE IT RESOLVED THAT Report Number 2020-DEV-016 entitled “**Postponement of Material Hazardous Waste Event**”, be received, and

THAT staff be directed to postpone the Material Hazardous Waste Event scheduled for Saturday May 23rd, 2020 to Saturday, September 5th, 2020.

CARRIED

6.5 Rescheduling of Team Northern Throttle Drag Races
Ashley Bilodeau, Manager of Land Development and Planning

Moved by: Patrick Adams

Seconded by: Casey Owens

BE IT RESOLVED THAT Report Number 2020-DEV-017 entitled “**Rescheduling of Team Northern Throttle Drag Races**”, be received, and

THAT the Team Northern Throttle Drag Races be rescheduled from the weekend of June 10th to 15th, 2020 to the weekend of August 19th to the 24th, 2020.

CARRIED

6.6 Heritage North Service Delivery Review
Wilf Hass, Director Economic Development and Tourism

Councillor Ivanov and Councillor Adams declared a pecuniary interest and disabled audio/video for discussions on this topic

Moved by: Stacy Wight

Seconded by: Dennis Perrier

BE IT RESOLVED THAT Report Number 2020-ED-003 entitled “**Heritage North Service Delivery Review**” be received, and

THAT staff be directed to begin the process to divest the Municipality of Heritage North and report back to Council, operating the facility until a sale is concluded.

CARRIED

6.7 Proposed 2020 Capital Budget
Keith Gorman, Treasurer

Councillor Owen declared a pecuniary interest for any discussions on water/wastewater but the discussions did not go into this detail allowing Councillor Owen to remain in the discussions.

Moved by: Casey Owens

Seconded by: Eugene Ivanov

BE IT RESOLVED THAT Memorandum Number 2020-FIN-001 entitled “**Proposed 2020 Capital Budget**”, be received, and

THAT the Proposed 2020 Capital Budget be referred to a Special Meeting of Council to be called for May 12th, 2020 beginning at 4:40PM.

CARRIED

Consideration of Notices of Motion

No motions to consider.

Introduction, Reading and Consideration of Bylaws

Moved by: Dennis Perrier

Seconded by: Casey Owens

BE IT RESOLVED THAT the following bylaw be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto; **Bylaw Number 20-043**, being a bylaw to Impose Fees for Automatic Alarms (False).

CARRIED

Questions from Council to Staff

No questions submitted.

Notice(s) of Motion

No notices of motion submitted.

Councillor's Reports

Councillors reported on events over the past 2 weeks.

Additional Information

No additional information submitted.

Closed Session

Moved by: Rick Owen

Seconded by: Stacy Wight

BE IT RESOLVED THAT Council move into an In-Camera meeting pursuant to Section 239(2) to discuss 2 matters about identifiable individuals and 1 matter to discuss a plan and procedure, to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

CARRIED

Council moved into the In-Camera session at 6:08pm

13.1 Minutes of the In-Camera Meeting of Council held April 7, 2020

13.2 Ministry of Labour Field Visit Report
Ashley Bilodeau, Manager of Planning and Land Development

13.3 Cemetery Operations
Ashley Bilodeau, Manager of Planning and Land Development

13.3 Status Update on RFP-555-20 - Service Delivery Review
Meagan Elliott, Municipal Clerk

Council rose from the In-Camera session at 6:43pm

Matters from Closed Session

No matters to address.

Confirmation Bylaw

Moved by: Patrick Adams

Seconded by: Casey Owens

BE IT RESOLVED THAT the following bylaw be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto; **Bylaw Number 20-044**, being a bylaw to confirm the proceedings of Council at its meeting held May 5, 2020.

CARRIED

Adjournment

Moved by: Eugene Ivanov

Seconded by: Stacy Wight

BE IT RESOLVED THAT Council adjourn the May 5, 2020 Regular Meeting of Council

CARRIED

The meeting adjourned at: 6:45 pm

Pat Kiely, Mayor

Meagan Elliott, Clerk



MINUTES

Corporation of the Town of Kirkland Lake
Special Meeting of Council
Electronically via Zoom
May 12, 2020
4:40 p.m.

Attendance – Electronically

Mayor: Pat Kiely
Councillors: Rick Owen
Stacy Wight
Patrick Adams
Dennis Perrier
Eugene Ivanov
Casey Owens
Staff: Chief Administrative Officer: Ric McGee
Municipal Clerk: Meagan Elliott
Finance Manager/Treasurer: Keith Gorman
Director of Planning and Land Development: Ashley Bilodeau
Director of Community Services: Bonnie Sackrider
General Manager of Public Works: Michel Riberdy
Fire Chief: Rob Adair
Director, Economic Development and Tourism: Wilf Hass
Deputy Treasurer: Peter Georgeoff
Director of Care: Nancy Loach
MIS Coordinator: Shawna Ducharme

Call to Order and Moment of Silence

Mayor Pat Kiely requested a moment of silence.

Approval of the Agenda

Moved by: Stacy Wight
Seconded by: Rick Owen

BE IT RESOLVED THAT the Agenda for the Special Meeting of Council held on May 12, 2020 beginning at 4:40PM be approved as circulated to all Members of Council.

CARRIED

Declaration of Pecuniary Interest

Mayor Pat Kiely requested those present to declare any pecuniary interest with matters appearing on the agenda. Councillor Owen declared a pecuniary interest on item 4.2: Proposed 2020 Capital Budget for discussions relating to water/wastewater.

Reports of Municipal Officers and Communications

- 4.1 Spring Free Tipping Event – Extension
Ashley Bilodeau, Manager of Land Development and Planning

Moved by: Dennis Perrier

Seconded by: Patrick Adams

BE IT RESOLVED THAT Memorandum Number 2020-DEV-002 entitled “**Spring Free Tipping Event – Extension**”, be received, and **THAT** the Spring Free Tipping Event be extended from May 17, 2020 to May 23, 2020.

CARRIED

- 4.2 Proposed 2020 Capital Budget - Presentation
Keith Gorman, Treasurer

Councillor Owen disabled his video/audio at 5:06pm

Moved by: Casey Owens

Seconded by: Eugene Ivanov

BE IT RESOLVED THAT Memorandum Number 2020-FIN-002 entitled “**Proposed 2020 Capital Budget - Presentation**”, be received, and **THAT** staff be directed to include the proposed projects as presented in the 2020 Consolidated Budget, save and except for the following projects:

Project Number B2020-0014
Project Number B2020-0016
Project Number B2020-0020
Project Number B2020-0021
Project Number B2020-0023
Project Number B2020-0025
Project Number B2020-0036
Project Number B2020-0044
Project Number B2020-0048
Project Number B2020-0051
Project Number B2020-0056
Project Number B2020-0057
Contingency Fund

CARRIED

Councillor Owen resumed his video/audio at 6:49pm

Moved by: Patrick Adams

Seconded by: Stacy Wight

BE IT RESOLVED THAT Project Number B2020-0014 be moved to the consolidated budget and funded by reserves.

CARRIED

Special Meeting of Council
May 12, 2020

Moved by: Patrick Adams
Seconded by: Stacy Wight

BE IT RESOLVED THAT Project Number B2020-0016 be removed from the proposed 2020 Capital budget

DEFEATED

Moved by: Patrick Adams
Seconded by: Eugene Ivanov

BE IT RESOLVED THAT Project Number B2020-0016 be moved to the consolidated budget and funded by reserves.

CARRIED

Moved by: Stacy Wight
Seconded by: Patrick Adams

BE IT RESOLVED THAT Project Number B2020-0020 be moved to the consolidated budget and funded by reserves.

CARRIED

Councillor Owen disabled his video/audio at 7:04pm

Moved by: Eugene Ivanov
Seconded by: Casey Owens

BE IT RESOLVED THAT Project Number B2020-0021 be moved to the consolidated budget and funded by reserves.

CARRIED

Councillor Owen resumed his video/audio at 7:18pm

Moved by: Rick Owen
Seconded by: Eugene Ivanov

BE IT RESOLVED THAT Project Number B2020-0023 be moved to the consolidated budget and funded by reserves.

CARRIED

Moved by: Eugene Ivanov
Seconded by: Casey Owens

BE IT RESOLVED THAT Project Number B2020-0025 be moved to the consolidated budget and funded by reserves.

CARRIED

Moved by: Eugene Ivanov
Seconded by: Casey Owens

BE IT RESOLVED THAT Project Number B2020-0036 be deferred to the 2021 Proposed Capital Budget.

CARRIED

Special Meeting of Council
May 12, 2020

Moved by: Eugene Ivanov
Seconded by: Casey Owens

BE IT RESOLVED THAT Project Number B2020-0044 be removed from the Proposed 2020 Capital Budget.

CARRIED

Moved by: Patrick Adams
Seconded by: Eugene Ivanov

BE IT RESOLVED THAT Project Number B2020-0048 be moved to the consolidated budget and funded by reserves.

CARRIED

Moved by: Stacy Wight
Seconded by: Eugene Ivanov

BE IT RESOLVED THAT Project Number B2020-0051 be moved to the consolidated budget and funded by reserves.

CARRIED

Moved by: Stacy Wight
Seconded by: Rick Owen

BE IT RESOLVED THAT Council allocate \$50,000 to a contingency fund as part of the 2020 Capital Budget.

CARRIED

Confirmation Bylaw

Moved by: Rick Owen
Seconded by: Dennis Perrier

BE IT RESOLVED THAT the following bylaw be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

Bylaw Number 20-045, being a bylaw to confirm the proceedings of Council at its meeting held May 12, 2020.

CARRIED

Adjournment

Moved by: Patrick Adams
Seconded by: Casey Owens

BE IT RESOLVED THAT Council adjourn the May 12, 2020 Special Meeting of Council

CARRIED

The meeting adjourned at: 8:07 pm

Pat Kiely, Mayor

Meagan Elliott, Clerk



POLICY	
Policy Number:	Date Approved: May 19, 2020
Department: Personnel	Date Reviewed:
TEMPORARY WORK FROM HOME POLICY	

Policy Statement

The Corporation of the Town of Kirkland Lake understands that some employees may benefit from the option to temporarily work from home. Working from home is not a universal privilege, and will be arranged case by case. This policy outlines the process used and expectations for employees working from home.

Purpose

The purpose of this policy is to support and encourage flexibility in employee work arrangements whenever it is possible and practical to do so without compromising the efficiency and effectiveness of the Town. Temporarily working from home is an employee privilege and not a guarantee or an entitlement. All working from home arrangements require the approval of an employee’s supervisor / manager or designate. Due to service delivery needs and the nature of work, working from home cannot be implemented for all positions. Some areas will have greater flexibility to facilitate working from home and as such there will be variation across the Town in the ability to adopt this Policy.

Designate Responsibilities

This policy does not alter or replace the terms of an existing employment contract. Employees must comply with all corporation rules, policies, practices, and instructions that would apply if the employee were working at the regular corporation worksite. Working from home is completely voluntary; Corporation of the Town of Kirkland will not require an employee to work from home.

The normal hours of a working from home employee are the standard business hours of the Town, unless otherwise approved by the supervisor / manager. The standard business hours within Town work locations are 8:30 a.m. to 4:30 p.m. Monday through Friday.

Work hours, compensation, and leave scheduling will continue to conform to applicable policies and agreements. Requests to work overtime or use leave time must be approved by the employee's supervisor / manager in the same manner.

In addition, the Policy is meant to ensure consistent work practices are followed such that working from home employees continue to provide a level of service equal to or better than that provided while at an on-site work location.

Employees scheduled to be working from home on a certain day may occasionally be called to a Town on-site work location on short-notice. Employees must remain flexible to accommodate Town requirements, if called in on short-notice.

When employees are called into work on short notice, they will not be compensated for mileage for their drive to work, nor for their travel time.

Scope

This Policy applies to all non-union Town employees who have successfully completed their probationary period and have been authorized by their supervisor / manager to work from home.

For return-to-work or work accommodation employees with non-occupational or occupational injuries or illnesses, eligibility to work from home will be assessed on a case-by-case basis.

In the event of an investigation, the supervisor / manager would determine whether employee should temporarily work remotely.

In the event of severe weather, the supervisor / manager will decide if the employee is permitted to work from home taking into consideration if the highways are closed or open.

In situations such as a pandemic response where there is limited Information Services capacity to support employees to work from home, working from home positions that provide essential services will take priority.

Responsibilities

Human Resources will:

- Work with supervisors, managers and employees to determine what employee's job duties can be performed from their homes;
- Ensure supervisors / managers are trained and have the resources to manage employee's performance remotely;

- Identify key employees and who their backups are in the event the key employee cannot work;
- Work with supervisors / managers to ensure employees are properly trained to work from home.
- Distribute pamphlet entitled: Working from Home: Ergonomics for Your Body and Mind.

Management Information Systems Coordinator will:

- Work with supervisor / managers to ensure the employees have the necessary hardware, software, and bandwidth needed;
- Promptly provide technical support to employees;
- Ensure proper cyber security dependent on position and sensitivity of documentation.

Employees will:

- Uphold the same strong work ethic and professionalism used at the office;
- Change office phone outgoing message with directions on how to reach them or forward office phone calls to their cell phone;
- Determine what type of home interruptions are acceptable and develop rules for family members regarding interruptions while working from home. Make appropriate dependent care arrangements and manage personal responsibilities in a way that allows successful completion of job responsibilities;
- Determine a work office location within their home that is free of distractions;
- The employee is responsible for providing adequate workspace and furnishings while working from home. Ensure that this workplace meets the standards in the Town's Health and Safety Policy;
- Maintain communication with supervisor / manager on a daily basis;
- Maintain communication and contact with colleagues to ensure other internal employees are aware of designated workspace contact information;
- Set a work schedule and work according to this schedule. Communicate changes to their schedule as they arise;

- Meet deadlines as normal;
- Keep their supervisor / manager updated about the status of their work and communicate difficulties as they arise;
- Attend all scheduled conference calls;
- Use organizational-owned equipment and supplies only for work-related purposes;
- Perform due diligence to protect the security of Town's data, information, client or employee records and confidentiality while working from home or at an off-site location;
- Maintain security of organizational servers, information, and equipment;
- Take all appropriate measures and precautions to prevent the loss, theft, damage and/or unauthorized use of the organizational-owned property;
- Not leave equipment unattended in public or in a vehicle;
- Keep food and drinks away from equipment at all times;
- Lock their accounts when devices are not in use;
- Ensure confidentiality and records management requirements are maintained;
- Transport files and document to be done in compliance with the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA)
- In order to maintain the tracking of records of files that are taken offsite, the employee must complete the [S:\Corporate Administration FORMS\Log of Document Leaving Municipal Premises.pdf](#) and provide this to their supervisor.
- Immediately report any incident or suspicion of unauthorized access to their account and/or disclosure of corporate data or resources;
- Will not open/download/upload any applications, images, videos, files, etc. from networks outside of organization onto an organization-owned device unless for a legitimate work-related purpose and from a source that they know for fact is trusted.
- In the event that the employee has a safety incident in their designated workspace, they are to report it complete the [S:\Corporate Administration FORMS\Incident Investigation Form.pdf](#)

Supervisors / Managers will:

- Ensure the proposed Temporary Work from Home Agreement allows the Department to maintain effective operations and, where necessary, make any schedule adjustment prior to sign-off on the agreement;
- Approve the Temporary Work from Home Agreement, and provide copies of the signed agreement to the Human Resources Supervisor and to the Municipal Information Systems Coordinator;
- Support and manage employee performance remotely;
- Ensure proper distribution of work between employees;
- Set expectations with employees in terms of communicating; determine goals, priorities, and timelines for completion, etc.;
- Schedule regular calls to monitor and review productivity of employee's tasks. Maintain communication with the employees;
- Address performance issues immediately.

Senior Management will:

- Establish Temporary Work from Home Employee Agreements and ensure they are in place for all employees working from home;
- Ensure supervisors / managers are properly supporting and monitoring employee performance;
- Clearly communicate guidelines and requirements on various temporary work from home issues and expectations to supervisors / managers;

Approval Process

Permission to work from home must be pre-approved and will be reviewed regularly by the employee's supervisor / manager. Employees may submit a one-time use work from home request as a return to work or work accommodation option or they may enter into an agreement with Corporation of the Town of Kirkland Lake for an ongoing work from home arrangement. These requests should be submitted in writing to the employee's supervisor / manager at least one pay period in advance and will be either approved or denied at the discretion of Corporation of the Town of Kirkland Lake. If at any time the arrangement no longer meets business or productivity goals, the Corporation of the Town of Kirkland Lake may alter or revoke the agreement.

Each Department must maintain an appropriate number of employees on site at the Town offices in order to function effectively.

Health and Safety

Corporation of the Town of Kirkland Lake is committed to ensuring that the alternate worksite is safe and ergonomic. The Corporation may make onsite visits to the employee's work site at a mutually agreed upon time to ensure that the designated work space is safe and free from hazards. If the workspace is unsafe and cannot be made safe, the Corporation of the Town of Kirkland Lake may refuse or revoke the employee's work from home arrangement.

Employees working from home will be covered by workers' compensation for job-related injuries that occur in the course and scope of employment while working from home. The employee remains liable for injuries to third parties that occur on the employee's premises.

Principles

Temporary working from home must conform to Ontario employment laws (e.g. employment standards related to meal/break times and overtime). The basic terms and conditions of employment between the employee and the Town shall be adhered to. All policies and procedures affecting employment remain in effect during the temporary working from home period except for those determined by the employer to be non-applicable or those which cannot be applied and enforced.

Compliance

Abuse of temporary working from home privilege may result in immediate termination of the privilege; and will result in appropriate disciplinary measures, up to and including dismissal from employment.

Related Documents

The following documents are referenced in this Policy: • Incident Investigation Form • Corporate Health & Safety Policy • Information Systems Security and Usage Policy • Temporary Work from Home Agreement

End of Agreement

At the end of a work from home agreement, employees must promptly return all Corporation property used for working at home. An employee, current or former, may receive notices from Corporation of the Town of Kirkland Lake to return their property.

Failure to do so may result in discipline for current employees or legal action if the employee no longer works for the Corporation. If an agreement is being revoked, employees will receive reasonable notice to make any arrangements necessary to return the Corporation's property to the worksite.

Legislation

- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*

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TEMPORARY WORK FROM HOME AGREEMENT

Work Arrangement

This Agreement between the Town and _____
(Name of Employee)

begins on _____ and establishes the terms and
(Mmm, dd/yyyy)

conditions to temporarily perform work from home. This Agreement is to permit you to work remotely and is a temporary measure only. The Town may alter or end this Agreement at any time at its sole discretion.

Type of temporary work from home option

- Investigation
- Pandemic
- Return to work or work accommodation

While working remotely, you will:

1. Contribute a full day of work for all days worked from home, as agreed upon by you and your Supervisor / Manager;
2. Complete and submit to your Supervisor / Manager a Work from Home log on a weekly basis;
3. Continue to abide by the Town's Corporate Policies and Procedures;
4. Be available for scheduled calls / teleconferences, on an as needed basis during regular business hours;
5. Be available to attend scheduled work meetings physically or virtually as requested by your Supervisor / Manager;
6. Take rest and meal breaks while working remotely in compliance with the *Ontario Employment Standards Act*;
7. Request Supervisor / Manager's approval to use vacation, sick or other leave in the same manner as when working at your regular work location.

Employee's duties, obligations, and conditions of employment with the Town remain unchanged except those obligations and responsibilities specifically addressed in this Agreement. Job responsibilities and standards of performance remain the same as when working at Employee's regular work location.

Information security, Equipment and Safety

You shall protect Town owned equipment, records and materials from unauthorized access, use, modification, destruction or disclosure. The precautions described in this Agreement apply regardless or the media on which information is stored.

You understand that all equipment, records and materials provided by the Town remain the property of the Town. You understand that you may be held financially responsible for lost or damaged property. You understand that failure to return equipment will be considered theft.

You agree to work in a health & safety manner and to maintain a designated and dedicated workspace that meets occupational safety standards for the home office and office ergonomics. All incidents while working remotely should be reported to your Supervisor / Manager immediately.

I have read this Temporary Work from Home Agreement and understand and agree to all of its terms and conditions.

Employee Signature

Date

Supervisor / Manager's Signature

Date

Employee Contact Information

Email Address: _____

Cell phone / Home phone: _____

CC: Employee File
Human Resources Supervisor



CORPORATION OF THE TOWN OF KIRKLAND LAKE

LOG OF DOCUMENTS LEAVING MUNICIPAL PREMISES

In order to maintain the tracking of records of files that are taken offsite, the employee must complete this form and provide a copy to their supervisor.

I, _____ understand that
(Name of Employee)

transporting files and documents must be done in compliance with the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). I will ensure confidentiality and records management requirements are maintained in accordance with the Town of Kirkland Lake policies.

The following documents will be transported:

Employee's Signature

Supervisor / Manager's Signature

Date



Working from Home: Ergonomics for Your Body and Mind

As part of our COVID-19 pandemic response, some of us are working at home using our Town issued laptops. You likely don't have same adjustability in your body positions as you normally would at work. Here are some tips to help you set up your home and daily routine for a more comfortable and productive workday.



- **It might be called a laptop but take it off your lap or coffee table and get off that couch! This position requires you to slouch down and drop your head forward to see the screen.**
- Sit at desk or kitchen or dining room table.
- Make sure that you are using a chair with a seat back to support proper seating position. Keep your knees at a 90-degree angle.
- You can place a pillow or rolled up towel behind your back for increased lumbar support.
- If you can't plant your feet flat on the ground after setting up your chair, shoe boxes and books make great footrests.
- The ideal working pattern suggests that for every 30 minutes of work, 20 minutes should be spent sitting in neutral postures, 8 minutes should be spent standing in neutral postures, and 2 minutes should be spent moving and stretching.
- Use a higher surface like the kitchen island or counter when you want to stand and work.



- Set a reminder on your phone to take a break from the computer from time to time. Give your eyes a break by focusing on something different.
- If available, use a separate keyboard, mouse and monitor.
- Raise the laptop using a stack of paper, box or books so that the top of the screen is at eye level and lower if you have bifocals.
- Arms and shoulders – Your elbows should be at a 90-degree angle, tucked close to your body, and your wrists should be in a neutral position when typing.

- To avoid eye strain, make sure you work in a well-lit area but don't place your laptop in front of a bright window or in a position that will cause glare on the screen.

Distance your 'work life' from your 'home life'

- Create a workstation away from the space where you would usually relax and wind down. This way, your brain switches to 'work' mode when you are trying to be productive.
- Continue your morning work routine: changing into your work clothes, doing your morning self care routine, eat breakfast, and then report to work.
- When you are done your work for the day, change back into your lounge clothes to help your mind and body adjust to 'relax' mode. It is important to take the time to let your mind and body rest at the end of the day.

Take breaks AWAY from your dedicated workspace

- Make sure you are taking the time to rest and reset during the workday.
- While today's accessibility to the internet can be a great tool, it can also be alarming. Instead of surfing the web for more news on COVID-19, go for a walk or take a stretch away from your workstation when you need to take a break.
- If you don't want to go outside, you can walk or run up the stairs a few times, walk a couple lengths of your house / apartment.

Use your technology wisely

- Use a headset, earbuds or hands-free speaker mode when speaking on the phone to avoid awkward neck and upper extremity postures.
- If you are texting or emailing from your phone, use the dictation feature (speech to text) to reduce repetitive thumb movements and prolonged neck flexion.
- If you need a break from your work, connect with a friend or family member. Just because you might be in physical isolation, it does not mean that you have to be in social isolation.

Movement Strategies

- Not only is movement beneficial to your physical health, but it is also good for your mental health. Exercise releases happy hormones and decreases stress hormones.
- With the addition of stretches, it helps reset your improper or awkward postures while you work.
- You can do simple stretches at home. Visit ergocise.com/combinations.html for stretching routines.



REPORT TO COUNCIL

Meeting Date: 5/19/2020	Report Number: 2020-DEV-018
Presented by: Ashley Bilodeau	Department: Development Services

REPORT TITLE

Transition Date - Municipal Blue Box Program

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2020-DEV-018 entitled “**Transition Date - Municipal Blue Box Program**”, be received,

THAT Council hereby resolves to establish September 30, 2023 as the transition date to full producer pay responsibility for the Municipal Blue Box Program,

THAT the Town of Kirkland Lake accepts no responsibility to provide collection services for the Producers, and

THAT staff be directed to forward a copy of the resolution to the Association of Municipalities of Ontario (AMO) and the Ministry of the Environment, Conservation and Parks (MECP).

BACKGROUND

On January 28, 2020, staff presented a Report to Council summarizing the changes to the Blue Box Program under Bill 151: the *Waste Free Ontario Act*, including the intent of the program to transition to full producer responsibility. At this meeting, it was identified that a resolution would need to be passed prior to June 2020 to detail the Town’s preferred transition date. It was recommended that the Town transition to full producer pay responsibility at the end of the current recycling contract (September 30, 2023) and that the Town take no responsibility to provide collection services for the Producers.

The request for a resolution to be passed by all Ontario municipalities offering Blue Box collection services was brought forward by the Association of Municipalities of Ontario. The resolutions will be used to determine when each municipality should

transition over the three-year period. The intent is to allow AMO and the Province to better understand any conflicts and develop methodology for how the Municipal Blue Box programs will transition. It is important to note that the date selected and stated within the Town's resolution may not be the final date selected by the Province.

RATIONALE

It was suggested during discussions with northern municipalities, CIF and AMO representatives, that the transition date could coincide with the end of any contracts for recycling collection. The contract for waste management with GFL, including collection of blue box materials, was established for a 5-year contract beginning October 1st, 2018. The end date of the contract is September 30th, 2023.

Staff are also recommending that the Producer's become responsible for the collection services within the Town of Kirkland Lake. The rationale being that the municipality does not have any recycling collection assets (i.e. recycling depot, transfer station, collection vehicles, etc.)

OTHER ALTERNATIVES CONSIDERED

Council may decide to transition under an amended period of time; however, staff recommend it would be best to propose a transition date that coincides with the end of the collection contract.

Council may also decide to transition and continue to provide collection services to the Producers; however, it is unclear what terms, including costs and responsibilities, will be established by the Province. Council may choose to remove the third recommendation from the recommendations presented, which reads as follows:

THAT the Town of Kirkland Lake accepts no responsibility to provide collection services for the Producers, and

and replace the third recommendation with the following:

THAT staff be directed to report back to Council with details relating to cost benefit analysis associated with the management of the Blue Box Collection responsibility as part of the Town's solid waste and recycling collection service versus assuming no responsibility whatsoever based upon details of the program when released by the Province of Ontario.

FINANCIAL CONSIDERATIONS

At this time, it is unclear what costs will be associated with recycling once this transition takes place. By transitioning to full producer responsibility, municipal costs should be eliminated entirely, recognizing that the Waste Diversion Ontario revenues will also be lost.

The 2019 cost to collect recycling was approximately \$193,760. The municipality receives funding from Stewardship Ontario relating to the Blue Box Program. The 2017 funding (received in the 2019 operating year) was \$65,572. This funding would cease under a full producer responsibility.

RELATIONSHIP TO STRATEGIC PRIORITIES

Although a Strategic Plan has not yet been adopted, Council has identified the need to remain fiscally responsible. This recommendation is in line with this strategic priority.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Richard Charbonneau, Waste Contract Administrator
Jenna McNaughton, Recycling Coordinator

ATTACHMENTS

Attachment 1 – Sample Resolution from AMO
Attachment 2 - AMO – Recommendations from Jamie McGarvey (AMO President)

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WHEREAS the amount of single-use plastics leaking into our lakes, rivers, waterways is a growing area of public concern;

WHEREAS reducing the waste we generate and reincorporating valuable resources from our waste stream into new goods can reduce greenhouse gases (GHGs) significantly;

WHEREAS the transition to full producer responsibility for packaging, paper and paper products is critical to reducing waste, improving recycling and driving better economic and environmental outcomes;

WHEREAS the move to a circular economy is a global movement, and that the transition of Blue Box programs would go a long way towards this outcome;

WHEREAS the Town of Kirkland Lake is supportive of a timely, seamless and successful transition of Blue Box programs to full financial and operational responsibility by producers of packaging, paper and paper products;

AND WHEREAS the Association of Municipalities of Ontario has requested municipal governments with Blue Box programs to provide an indication of the best date to transition our Blue Box program to full producer responsibility;

THEREFORE BE IT RESOLVED:

THAT The Town of Kirkland Lake would like to transition their Blue Box program to full producer responsibility October 1st, 2023.

AND THAT this decision is based on the following rationale:

The collection contract for Blue Box materials expires September 30th, 2023.

AND THAT The Town of Kirkland Lake would not be interested in providing collection services to Producers.

AND FURTHER THAT any questions regarding this resolution can be directed to (someone – insert title, phone number and email)

AND FURTHER that the resolution be forwarded to the Association of Municipalities of Ontario and the Ontario Ministry of the Environment, Conservation and Parks.

Attachment 2: Sample Resolution

Your Council's stated preference may not be the final determination of your transition date, nor are you obligated in any way by the date that is specified. The resolution will be used to map out an ideal transition timeline, and determine whether there are years that are over or under subscribed, as it has been dictated that a rolling total of up to one-third of Blue Box programs can transition each year. This information will also allow AMO and the Province to better understand whether there are conflicts. If there are too many conflicts, the Province may still need to retain a third-party expert to develop a methodology as to how municipal Blue Box programs will transition.

Resolution on Transition to Full Producer Responsibility

WHEREAS the amount of single-use plastics leaking into our lakes, rivers, waterways is a growing area of public concern;

WHEREAS reducing the waste we generate and reincorporating valuable resources from our waste stream into new goods can reduce GHGs significantly;

WHEREAS the transition to full producer responsibility for packaging, paper and paper products is a critical to reducing waste, improving recycling and driving better economic and environmental outcomes;

WHEREAS the move to a circular economy is a global movement, and that the transition of Blue Box programs would go a long way toward this outcome;

WHEREAS the Municipality of X is supportive of a timely, seamless and successful transition of Blue Box programs to full financial and operational responsibility by producers of packaging, paper and paper products;

AND WHEREAS the Association of Municipalities of Ontario has requested municipal governments with Blue Box programs to provide an indication of the best date to transition our Blue Box program to full producer responsibility;

THEREFORE BE IT RESOLVED:

THAT the Municipality of X would like to transition their Blue Box program to full producer responsibility [month] [date], [year] (between January 1, 2023 and December 31, 2025).

AND THAT this decision is based on the following rationale:

1. Insert rationale based on analysis of contracts, assets, integrated waste management system or other considerations (e.g., our collection contract for Blue Box material expires December 31, 2024 and our processing contract for Blue Box material also expires December 31, 2024.)

AND THAT the Municipality of X would be interested in providing collection services to Producers should we be able to arrive at mutually agreeable commercial terms.

AND FURTHER THAT any questions regarding this resolution can be directed to Jane Doe, City Manager at xxx-xxx-xxxx or jane.doe@municipalityx.ca

AND FURTHER THAT the resolution be forwarded to the Association of Municipalities of Ontario and the Ontario Ministry of the Environment, Conservation and Parks.

EXAMPLE



REPORT TO COUNCIL

Meeting Date: 5/19/2020	Report Number: 2020-DEV-021
Presented by: Ashley Bilodeau	Department: Development Services

REPORT TITLE

Request to Purchase – 65 Government Road West

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2020-DEV-021 entitled “**Request to Purchase – 65 Government Road West**”, be received, and

THAT staff present a By-law to Council to authorize the Corporation of the Town of Kirkland Lake to enter into an agreement of purchase and sale to sell 65 Government Road West to Boudreault Financial Group Inc. for a sale price of \$4,000.00.

BACKGROUND

The property known as 65 Government Road West was vested to the municipality on August 8, 2005. It was declared surplus to the needs of the municipality on August 23, 2005 and demolition of the structure located on the property began on December 5, 2005. The cost to demolish the building was \$12,752.00.

Currently, the property is used as a garden space and has pictures/images along the fence. The purchaser intends to maintain this property and keep it open to the public. They also intend to enhance the curb appeal of the property.

Should Council approve the request to purchase, the applicant will be responsible for the fees associated with transferring the land.

RATIONALE

The property is used for snow storage during the winter months from sidewalk maintenance. This can be re-established on another vacant lot downtown.

The property has been declared surplus for several years. The sale of the property will generate additional annual revenue in the form of taxes for the Town.

OTHER ALTERNATIVES CONSIDERED

Council may choose to deny the land sale or to consider a counter-offer. The purchase price is consistent with similar land sales in the past.

FINANCIAL CONSIDERATIONS

The purchaser has offered \$4,000 for the subject property. The purchaser will be responsible for costs associated with legal transfer costs.

There will be annual revenue in the form of property taxes as a result of this sale.

RELATIONSHIP TO STRATEGIC PRIORITIES

Although Council has not adopted a Strategic Plan, proceeding with the sale of surplus land is fiscally responsible.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Manager of Public Works – Michel Riberdy

ATTACHMENTS

Attachment 1 – Aerial Imagery of Subject Property

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Attachment 1 – Aerial Imagery of Subject Property



REPORT TO COUNCIL

Meeting Date: 5/19/2020	Report Number: 2020-DEV-022
Presented by: Ashley Bilodeau	Department: Development Services

REPORT TITLE

Salvation Army – Request to Waive Tipping Fees

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2020-DEV-022 entitled “**Salvation Army – Request to Waive Tipping Fees**”, be received, and

THAT Council authorizes staff to waive 100% of the tipping fees for the Salvation Army to dispose of clothing at the landfill until the recycling facility resumes operations once the Emergency Orders are lifted.

BACKGROUND

A letter was received on May 4th, 2020 from the local Salvation Army, expressing concern related to the large backlog of clothing in the Salvation Army facility. Unfortunately, the COVID-19 pandemic has reduced the number of volunteers and interrupted the processing of clothing in to the facility. The recycling facility that usually accepts unsold items has stopped operating in accordance with the Provincial Emergency Orders. The Chaplain explains in the letter that they have no more capacity on site to hold the clothing. He is requesting permission to take advantage of the Spring Free Tipping Event and dump the clothing for free. He further requests that this permission be granted until COVID-19 restrictions and emergency orders are lifted.

RATIONALE

The Salvation Army provides a valuable service in Kirkland Lake. It is a not-for-profit organization that assists with delivering social services to the community and providing unprecedented support to society’s most vulnerable.

Unfortunately, the Spring Free Tipping Event is for residential property owners only. Without Council approval, the Salvation Army would be responsible for paying the associated user fees.

The Salvation Army anticipates the disposal of a 20 foot container to remove the existing backlog of clothing. Moving forward, the Salvation Army anticipates the disposal of an 8 cubic yard container as it fills until the Emergency Orders are lifted. The Salvation Army expects the recycling company to resume operations shortly, which will reduce the quantity of material going to the landfill.

OTHER ALTERNATIVES CONSIDERED

Staff have recommended to the Salvation Army that arrangements be made to prohibit donations of clothing until the COVID-19 Emergency Orders are lifted. The Salvation Army has insisted that these measures are already in place. Signs have been posted, notification has been provided on social media and there are advertisements on CJKL and the Northern News. Unfortunately, this has not deterred the public from dropping off clothing at the property.

Council may choose to deny the request and move that staff be directed to advise the Salvation Army that recycled materials will not be accepted to consume usable landfill capacity, and that the Salvation Army should wait until the recycling facility is reopened to properly dispose of the recyclable textile materials.

FINANCIAL CONSIDERATIONS

Staff anticipate the disposal of the 20-foot container to cost approximately \$400.00. The 8 cubic yard container thereafter will be approximately \$85.00 per disposal.

According to the Chaplain, many residents have used the Salvation Army as an alternative to taking materials to the landfill, which incurs costs related to proper disposal that the Salvation Army cannot afford. Currently, the Thrift Store is closed and not generating income.

RELATIONSHIP TO STRATEGIC PRIORITIES

Although a Strategic Plan has not yet been adopted, Council has expressed support for the local business community. This becomes even more prominent given the unprecedented times associated with the COVID-19 pandemic. Assisting the Salvation Army with resolving this issue is consistent with strategic priorities that Council have previously identified.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Robbie Donaldson, Chaplain – Salvation Army

ATTACHMENTS

Attachment 1 – Letter received from the Salvation Army

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Giving Hope Today

The Salvation Army

Canada and Bermuda Territory
Ontario Great Lakes Divisio

Kirkland Lake and Timmins
Community Ministries
6 Sylvanite Ave, Kirkland Lake, ON P2N 2C7
261 3rd Ave., Timmins, ON P4N 1E2
Tel: (705) 567-5877

The Town of Kirkland Lake Town Council

May 4, 2020

RE: SALVATION ARMY FREE TIPPING FEES

Dear Sir/Madam,

We are requesting free tipping for the contents of a twenty-foot container that contains clothing items we would typically be able to dispose of to recycling companies. These companies have shut down and have not indicated a date for reopening.

We have checked with your Waste Division who indicated we would be treated as a commercial operation, even though we are not-for-profit, and would not qualify for the free tipping the first week in May this was only available to residents.

We have a large backlog of clothing in our facility, from residents of Kirkland Lake, that we are unable to process due to lack of volunteers and we have no more storage capacity.

Throughout the year many residents use us as an alternative to taking items to the dump, this incurs a cost to us that we can not afford, especially while the Thrift Store is closed and not generating income.

Your consideration in granting The Salvation Army free tipping during Covid shut down will be immensely appreciated.

Sincerely,

Robbie Donaldson, Chaplain
Community and Spiritual Care Coordinator
Kirkland Lake and Timmins Community Ministries
Robbie_donaldson@can.salvationarmy.org
Tel: 705-267-3422 Cell: 705-962-0695



REPORT TO COUNCIL

Meeting Date: 5/19/2020	Report Number: 2020-DEV-020
Presented by: Ashley Bilodeau	Department: Development Services

REPORT TITLE

Council Strategic Plan – TKL 2020 - 2024

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2020-DEV-020 entitled “**Council Strategic Plan – TKL 2020 - 2024**”, be received, and

THAT this report be referred to the June 2, 2020 Regular Meeting of Council to allow Council adequate time to review and consider the adoption of the Strategic Plan.

BACKGROUND

In 2018, the elected Council made it clear that they wanted to review existing municipal functions to create an environment that will help the Town achieve its aspiration of sustainable service delivery. The pressure to provide exceptional service delivery with limited revenue sources available to municipalities adds to the complexity of this goal. To alleviate this pressure, a Strategic Plan is proposed to clearly define the path forward for Council, staff and the public. The Strategic Plan is a roadmap to the future.

In 2019, Council initiated the process to develop a Strategic Plan and Organizational Review. StrategyCorp presented a draft report in December of 2019; however, no formal document was finalized. Staff were directed to continue with the development of a Strategic Plan and to bring the draft to Council for consideration once complete.

The draft Strategic Plan has been prepared and is attached to this report. Staff propose that this report be referred to the June 2, 2020 Regular Meeting of Council to allow Council adequate time to review and consider the adoption of the Strategic Plan.

RATIONALE

Council's Strategic Plan represents the results of a year-long collaborative process to develop a collective vision and strategic direction for the municipality over the next four years. It articulates the work Council wishes to achieve and how staff will work toward these goals. Furthermore, the Strategic Plan provides a new framework for establishing and reviewing identified priorities to assist with managing the allocation of limited resources to the initiatives with the greatest impact and benefit.

OTHER ALTERNATIVES CONSIDERED

No other alternatives were considered. Council may choose to add, delete and/or amend any of the Strategic Priorities listed within the attached Strategic Plan.

FINANCIAL CONSIDERATIONS

There are no direct financial implications associated with the presenting of the proposed Strategic Plan. Financial considerations will be presented for each Strategic Priority as part of the annual budget process or through a specific report to Council.

RELATIONSHIP TO STRATEGIC PRIORITIES

This Plan proposes Council's strategic priorities and provides staff with the necessary framework to implement the Vision, Mission and Values identified by Council within the Strategic Plan.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Meagan Elliott – Clerk
Keith Gorman – Treasurer
Wilfred Hass – Economic Development Officer
Michel Riberdy – Manager of Public Works
Bonnie Sackrider – Manager of Community Services
Richard McGee – Chief Administrative Officer

ATTACHMENTS

Attachment 1 – Proposed Strategic Plan

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Council's

Strategic Plan

TKL 2020 - 2024

TKL 5050 - 5054

Kirkland Lake Town Council



Councillor – Eugene Ivanov



Mayor – Patrick Kiely



Councillor – Rick Owen



Councillor – Stacy Wight



Councillor – Patrick Adams



Councillor – Dennis Perrier



Councillor – Casey Owens

Introduction

Demonstrating a commitment to effective and fiscally-responsible management, Council of the Town of Kirkland Lake has developed a Strategic Plan. This guiding document has been crafted using the information compiled by Strategy Corp and KPMG, with input from municipal staff and members of Council. This Plan enunciates Council's vision for the Town of Kirkland Lake, and establishes the priorities Council has set for the Corporation over the next four years. It will serve as a framework to guide staff in setting operational priorities; allocating the required human, financial, technological and intellectual resources; and measuring the results to effect continuous improvement for the Corporation and the community.

Purpose of the Strategic Plan

The purpose of this Strategic Plan is two-fold; first, to clearly define a common vision for the Municipality that will define the success of Kirkland Lake; and second, to provide Council and staff with a framework, or roadmap for decision making.

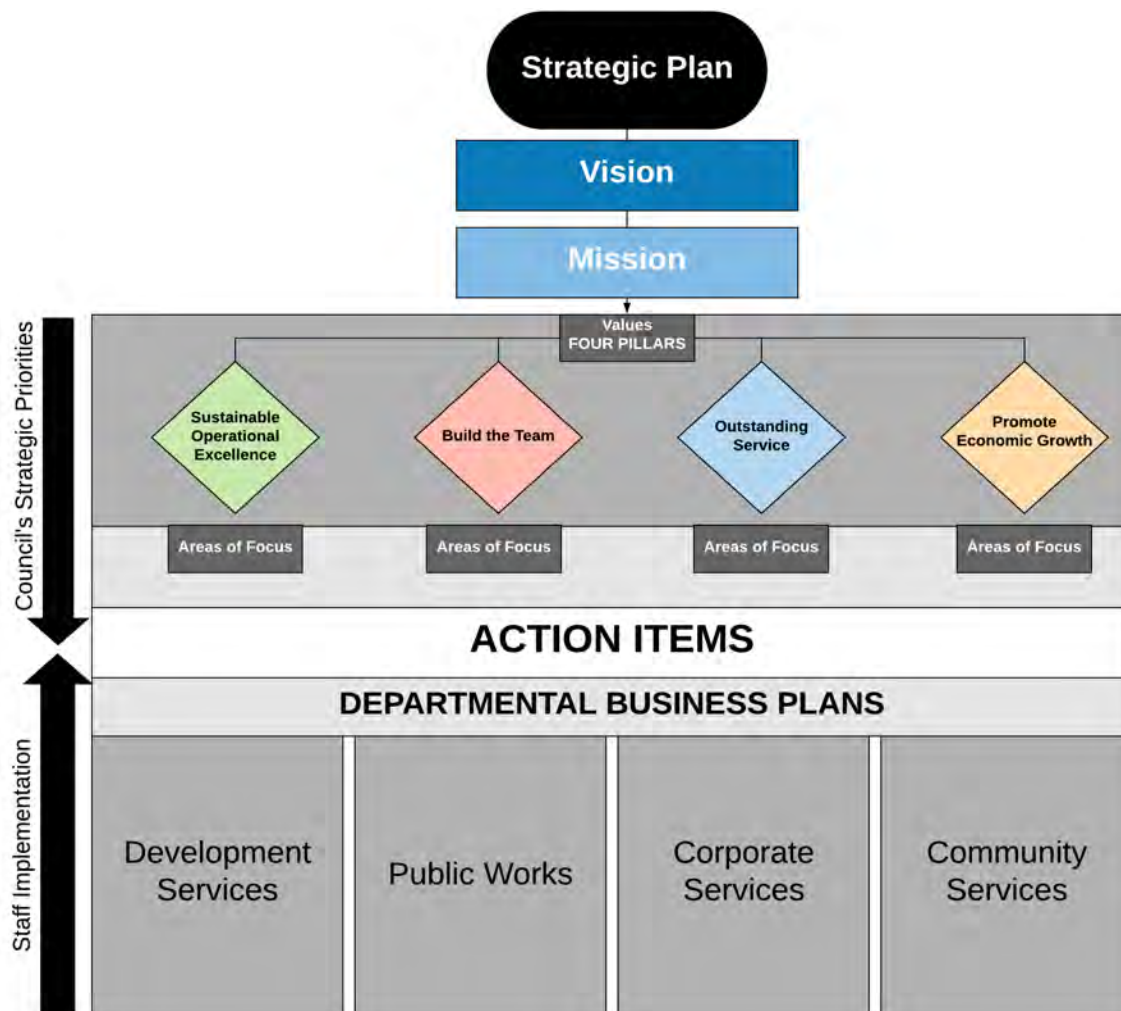
This Plan is designed by Council to prioritize the key programs, services and initiatives based on the needs, values and aspirations of the community and the service delivery realities of the Municipality.

A detailed Action Plan will provide direction for staff over the next 4 years and a set of performance indicators that will assist the Municipality in the implementation and evaluation of activities, to ensure that the vision and mission are achieved.

Finally, Council's Strategic Plan is a continual work in progress. Over time, new priorities, new opportunities, new demands and new challenges will emerge, and incorporating annual business plans into the Town's strategic planning process ensures us the flexibility to respond quickly and effectively to these changing directions.

Council's 2020 - 2024 Strategic Plan

For the Town of Kirkland Lake's mission, vision and values to succeed, these guiding principles have to be accompanied by deliberate plans of action to move the organization toward a prosperous future. Council's Plan outlines the goals, actions and measures that will help us to achieve Council's strategic directions. It also provides the framework to help guide decision-making and resource allocation. The application of this Plan is on the Areas of Focus, the Actions Items and measures to achieve the four pillars for 2024. The actions and strategies to achieve all of Council's goals will be addressed and monitored through annual Departmental Business Plans. This process can be visualized in the following flow chart:



Corporate Mission, Vision and Values

As local government, the Town of Kirkland Lake provides a wide range of services to residents and businesses. Decisions must be balanced considering current and future service level demands. As a result, the following Corporate Mission, Vision and Values have been developed.

Vision

A vision statement represents the future desired state of the Municipality.

“Pride of the North!”

“Kirkland Lake is a proud, prosperous and sustainable community and the hub of the North. People are happy to live and put down roots in Kirkland Lake.”

Mission

A mission statement captures the reason that the Municipality exists and guides the actions of the Municipality.

“Local government services supporting residential and entrepreneurial prosperity and gold mining in the North!”

“Operate, maintain and grow KL, its services and assets, with a focus on sustainability, affordability and customer service.”

“Our Corporation is a model of public service done right, and taxpayers have the confidence in what we do and the value they are getting for their taxes.”

Values

The following Values emerged during the Strategic Planning process and were selected as the “Four Pillars” of the Strategic Plan. The Pillars guide corporate actions. Specific Areas of Focus are highlighted under each Pillar, and are explained in greater detail in the following pages.

Achieve Sustainable Operational Excellence
<i>Aim for Financial Sustainability Policy Development & Implementation Better Management of Capital Assets Improved Communications Find & Implement Efficiencies</i>
Build the Team
<i>Improving Staff Accountability to Council & Residents Improving Council Accountability to Staff & Residents Improving Staff Accountability to Each Other Eliminate the Gaps</i>
Outstanding Service
<i>Implement Sustainable Service Delivery Develop Better Communications & Enhanced Openness and Transparency Improving Health and Safety for Staff & the Public</i>
Promote Economic Growth
<i>Invest in KL Reduce Competition with Private Sector</i>

ACHIEVE SUSTAINABLE OPERATIONAL EXCELLENCE

Area of Focus	Action Item Number	Action Item	Department Responsible	Specific Task to Achieve the Action Item	Target			
					2020	2021	2022	2023
Aim for Financial Sustainability	OE-1	Establish Standard Procurement Guidelines and Practices	Corporate Services	Approve new Procurement By-law & Policy	Q3			
	OE-2		Corporate Services	Review functions within the Finance Department	Q4			
	OE-3		Development Services	Review functions within the Development Services Department	Q4			
	OE-4		Community Services	Review functions within the Community Services Department		Q1		
	OE-5		Public Works	Review functions within the Public Works Department		Q2		
	OE-6	Analyze competitiveness of KL taxes, rates and fees in comparison to other nearby and similar sized municipalities	Corporate Services	Establishing a benchmark of where we sit in comparison to other municipalities	Q4			
	OE-7	Evaluate opportunities to enhance competitiveness with other municipalities, in relation to KL taxes, rates and fees	Development Services	Find opportunities to modify the KL taxes, rates and fees to become competitive with other nearby and similar sized municipalities		Q4		
	OE-8	Prepare and evaluate a long-term capital spend/replacement strategy	Corporate Services	Work with managers to build and update database	Q4	Ongoing		
	OE-9	Assess whether townwide purchasing is justified	Corporate Services	Analyze whether there would be cost savings if there was a centralized purchasing agent		Q1		
	OE-10	Review affordability of legacy assets	Public Works	Review equipment		Q1		
	OE-11	Evaluate opportunities for disposal/monetization	Development Services	Review property stock		Q2		
	OE-12		Community Services	Review building stock				
	OE-13	Introduce a gradual increase in capital levy to build reserves/reserve funds	Corporate Services			Q2		
	OE-14	Review and establish dedicated reserves/reserve funds	Corporate Services	Recommendations for Reserve Funds Policy to Council	Q4			
	OE-15	Link Reports to Council to the Strategic Plan	Corporate Services	Modify Report to Council template to identify link with Strategic Plan	Complete & Ongoing			
	OE-16	Link budget to the Strategic Plan	Corporate Services		Q4			
	OE-17	Introduce and approve budgets for coming year in Q4	Corporate Services	Budget process for next year to begin in September	Q4			
	OE-18	Investigate the ability to reduce liabilities on balance sheet	Corporate Services	Review vacation carry overs Review opportunities for funding on all upcoming capital projects to make best and most efficient use of taxpayers dollars	Q4	Ongoing		
	OE-19	Complete Energy Audits	Public Works	Streetlights			Q2	
	OE-20	Implement Energy Conservation and Demand Plan	Community Services	All vehicles, buildings and equipment (heating/lighting)			Q1	
Policy Development & Implementation	OE-21	Review Overtime Policy and make necessary changes to reduce personnel costs	Corporate Services		Q4			
	OE-22	Develop a Standard Operating Procedures Policy	Development Services	Develop SOPs for common tasks to ensure: health and safety, efficiency and reduced liability.		Q4		
	OE-23		Corporate Services			Q2		
	OE-24		Corporate Services			Q1		
	OE-25		Public Works			Q4		
	OE-26		Community Services			Q1		
	OE-27		Community Services			Q1		
	OE-28	Develop and implement an Information Technology Policy	Corporate Services		Q4			
	OE-29	Develop and implement a Tax Collection Policy	Corporate Services			Q2		
	OE-30	Develop and implement a Reserves/Reserve Fund Policy	Corporate Services		Q4			
	OE-31	Develop and implement a Debt Management Policy	Corporate Services		Q4			
	OE-32	Develop and implement a Surplus Management and Investment Policy	Corporate Services		Q4			
Better Management of Capital Assets	OE-33	Create a capital asset management plan for Public Works (roads, water, sewer)	Public Works			Q2		
	OE-34	Develop and implement a Fleet Management Plan (equipment retrofit execution)	Public Works		Q4			
	OE-35	Analyze benefit of introducing a Facilities Management Department	Community Services		Q4			
	OE-36	Create a capital asset management plan for buildings and facilities	Community Services			Q2		
Improved Communications	OE-37	Share summary of Council outcomes after each meeting	Corporate Services		Complete & Ongoing			
	OE-38	Develop and implement a Communications Policy Establish and monitor communication processes	Corporate Services		Q4			
	OE-39	Review software opportunities to assist with document management Populate the databases (By-law Database, Roll Files, Work Orders, etc.)	Corporate Services			Q4		
	OE-40	Analyze whether a more robust Intranet would be helpful	Corporate Services			Q1		
	OE-41	Arrange for weekly meetings with directors	All		Complete & Ongoing			
	OE-42		Community Services	Daycare Lease				
	OE-43		Development Services	Waste Contract		Q2		
	OE-44		Public Works	OCWA Contract		Q2		

ACHIEVE SUSTAINABLE OPERATIONAL EXCELLENCE

Area of Focus	Action Item Number	Action Item	Department Responsible	Specific Task to Achieve the Action Item	Target			
					2020	2021	2022	2023
Find & Implement Efficiencies	OE-45	Assess Contracted Services/Leases/Rentals Prior to Expiry to Ensure Maximum Efficiency and Best Use of Taxpayers Dollars	TPR	Relationship with Hospital		Q4		
	OE-46		Corporate Services	Hospital Contract with IT	Q4			
	OE-47		Corporate Services	OPP Building			Q2	
	OE-48		Corporate Services	Family Health Team	Q3			
	OE-49	Analyse best use for Efficiency Funding (Provincial Funding)	Development Services		Q4			
	OE-50	Review opportunities to eliminate paper-based records	Corporate Services	Review software opportunities to assist with time cards, gas slips, etc.) Implement the appropriate software, once reviewed		Q1		
	OE-51	Review and implement software to assist with Work Schedule Management that will work for all departments	Corporate Services			Q1		
	OE-52	Enhance controls and review process for Vendor Management	Corporate Services	Create Vendor Management Policy	Q4			
	OE-53	Create and Monitor Annual Business Plans for each department	All	Introduce and monitor an Annual Business Plan for each department	Q4			
	OE-54	Look at opportunities to reduce mailouts of tax & utility bills to save on postage	Corporate Services	Review benefits of mailing tax and utility bills together Offer contest to encourage payment by EFT	Q4			
	OE-55	Review software choices for facility booking software	Community Services	Analyze whether there are cost savings or efficiencies to merge all departments to one platform	Q4			
	OE-56	Assess benefits and efficiencies associated with software upgrades	Corporate Services		Q4	*	*	*
	OE-57	Assess benefits associated with purchasing cards	Corporate Services			Q2		
	OE-58	Review and implement software to assist with formulating Council agenda	Corporate Services		Q4			
	OE-59		Fire	Create a Plan to reduce fires - education, prevention efforts	Q4	*	*	*
	OE-60	Complete recommendations from Fire Master Plan	Fire + Development Services	Create a Plan to reduce fires - see OS-22		Q4		
	OE-61		Fire	Realign department responsibilities with Property Standards and Social Services		Q4		
	OE-62		Fire	Conduct Risk Assessment on Town building stock	Q4			
	OE-63	Reduce waste and mitigate need for additional landfill capacity	Development Services	Assess benefits of a weighted scale at the landfill				
	OE-64		Development Services	Assess potential impact on eliminating commercial waste	Q4			
OE-65	Centralized information technology budget for all departments	Corporate Services	Create centralized information technology line items in the 2020 budget				Complete	

Area of Focus	Action Item Number	Action Item	Department Responsible	Specific Task to Achieve the Action Item	Target			
					2020	2021	2022	2023
Improve Accountability	BT-1	Develop KPIs template and report on quarterly basis	Corporate Services	Continue to improve the quality of quarterly reporting to Council	Complete & Ongoing			
	BT-2	Enhance and improve functionality of CGIS	Development Services	Expand CGIS activity request system to all departments Work towards enhancing use of CGIS by introducing new layers and/or activities Have certain layers available to the public	Q3	*	*	*
			Public Works	Digitize water and sewer Public Works			Q4	
	BT-4	Establish process to report financials on a Quarterly basis	Corporate Services	Continue to improve the quality of quarterly reporting to Council	Complete & Ongoing			
	OE-16	Introduce and approve budgets for coming year in Q4	Corporate Services	Budget process for next year to begin in September	Q4			
	BT-5	Develop and report variance reporting for staff	Corporate Services	Establish a process for reporting variances to directors in a timely manner	Q3			
Improving Council Accountability to Staff & Residents	BT-6	Engage constituents in decision-making	Council	In conjunction with staff, develop a Public Consultation Strategy		Q2		
	BT-7	Promote economic growth	Council	Encourage opportunities and standby developers who are promoting economic growth in Kirkland Lake	Ongoing			
	BT-8	Put KL on the map: Improve regional and provincial knowledge of KL	Development Services	Update and implement the ED Strategic Plan	Q4	Ongoing		
	BT-9	Advocate regionally and provincially at conferences, meetings, etc.	Council + CAO	Identify conferences in budget that Council will attend	Q4	Ongoing		
Improving Staff Accountability to Each Other	BT-10	Establish opportunities for cross training staff to reduce gaps in service when individuals are away from office.	Corporate Services		Q4			
	BT-11	Develop and implement Training Plan and Policy	Corporate Services		Q4			
	BT-12	Establish an Attraction and Retention Plan of qualified and professional staff	Corporate Services	Develop and implement an Employee Well Being Program		Q2		
	BT-13	Review purpose & best approach for Health & Safety Committee structure	Corporate Services		Q3			
	BT-14	Review Sick Time Policy, Part-Time Benefits	Corporate Services		Q3			
	BT-15	Review Performance Management process and develop and implement policy	Corporate Services	Arrange for staff training		Q2		
	OE-41	Arrange for weekly meetings with Directors	All		Complete			
	BT-16	Coordinate Volunteer Efforts	Community Services	Trails, Museum, Library, Horticultural		Q4		
	BT-17	Look at developing a policy to maximize efficiency of volunteers	Development Services	PAC, C of A, Age Friendly, EDC		Q1		
BT-18	Recruit Volunteers, create volunteer recruitment strategy	Corporate Services	PSB, DTSABB		Q1			
Eliminate the Gaps	BT-19	Finalize Organizational Review	CAO		Q3			
	BT-20	Update Job Descriptions, Evaluations, Pay Equity, Updated Salary Grid	Corporate Services			Q3	Ongoing	
	BT-21	Develop Professional Development Plan	Corporate Services		Complete			
	BT-22	Develop Training Plan	Corporate Services		Q4			
	BT-23	Develop Succession Plan	Corporate Services		Q4			
	BT-24	Recruit Vacant Positions and Attract Qualified Staff	Corporate Services	Ongoing initiative as positions become vacant	Ongoing			
	BT-25	Analyze need for Facilities Management position	Community Services		Q3			
	BT-26	Analyze need for Contract Manager position	Public Works		Q3			
BT-27	Analyze need or purpose of an AODA Committee	Corporate Services + Community Services		Q4				

BUILD THE TEAM

OUTSTANDING SERVICE	Area of Focus	Action Item Number	Action Item	Department Responsible	Specific Task to Achieve the Action Item	Target			
						2020	2021	2022	2023
Implement Sustainable Service Delivery	OS-1	Conduct a cost analysis on the use of credit cards and other payment options throughout all TKL buildings	Corporate Services	Review opportunities and cost benefits of offering electric fund transfer, e-mail money transfer, credit card options at all facilities	Q4				
	OS-2	Managing Expectations. Develop Service Delivery Standards.	Public Works	Winter Maintenance Manual	Q4				
	OS-3		Fire Services	Implement Recommendations in Fire Master Plan		Q4			
	OS-4		Public Works	Water Financial Plan	Q4				
	OS-5		Public Works	Determine need for Water Rate Study		Q2			
	OS-6		Public Works	Waterworks Service Delivery Review		Q1			
	OS-7		Development Services	Timeframe for Inspections, Planning Applications	Q4				
	OS-8		Development Services	Heritage North Service Delivery Review	Complete				
	OS-9		Development Services	Explore opportunities to divest Heritage North, complete appraisal, profile perspective buyers, define most effective outreach methods, create general listing for opportunistic sale		Q2			
	OS-10		Community Services	Museum & Library Service Delivery Review	Q4				
	OS-11		Community Services	Determine needs of service groups, find efficiencies	Q4				
	OS-12	Community Services	Update to Parks and Trails Plan		Q4				
	OS-13	Development Services	Waste Service Delivery Review		Q2				
	OS-14	Improving Accessibility	Community Services	Review Facilities & Programs with an aim toward barrier-free		Q4			
	OS-15		Development Services	Age-Friendly Plan Implementation	Q4	*	*	*	
Develop Better Communications & Enhanced Openness and Transparency	OS-16	Implement Customer Relations Management System	Development Services	Implement CGIS Activity Request system town-wide	Q3				
	OS-17	Establish a Communications Policy for communication with Council, staff and the public	Corporate Services	Policy to include measuring techniques, such as customer satisfaction surveys	Q3				
	OS-18		Corporate Services	Policy to include direction on public engagement on high profile sensitive topics	Q3				
	OS-19		Corporate Services	Use of social media, website and TKL alerts	Q3				
	OS-20		Corporate Services	Use of standardized templates for letters, memos, etc.	Q3				
	OS-21	Establish a customer satisfaction survey to use as a benchmark	Corporate Services + Development Services	Establish effectiveness of our communication via surveys	Q4	Ongoing			
	BT-1	Develop KPIs template and present on a Quarterly Basis	Corporate Services	Continue to improve the quality of quarterly reporting to Council	Complete & Ongoing				
OS-22	Launch new website	Corporate Services	Continue to update and bring relevant information forward on the website.	Q3	Ongoing				
Improving Health and Safety for Staff & Public	OS-21	Education and Prevention	Fire Services	Develop and implement Home and Business Inspections Program Establish fees for false alarms/avoidable calls	Q4				
	OS-22		Development Services	Establish and implement Property Standards Plan to resolve derelict building issue (see OE-60)		Q4	Ongoing		
	OS-23		Development Services	Establish and implement an education and enforcement plan		Q4	Ongoing		

	Area of Focus	Action Item Number	Action Item	Department Responsible	Specific Task to Achieve the Action Item	Target			
						2020	2021	2022	2023
PROMOTE ECONOMIC GROWTH	Invest in KL	ED-1	Build Capacity & the Ability to Execute Economic Development in Kirkland Lake	Development Services	Develop and implement the mandate of the Economic Development Committee	Complete & Ongoing			
		ED-2		Development Services	Completing a market research and analyzing competitiveness of Kirkland Lake's market	Q4	Ongoing		
		ED-3		Development Services	Enhance skills by increasing training and professional development of staff	Q4	Ongoing		
		ED-4		Development Services	Assess, Evaluate and Report - KPIs	Complete & Ongoing			
		ED-5	Promote Kirkland Lake	Development Services & Council	Establish and participate in regional partnerships and projects	Q4	Ongoing		
		ED-6		Development Services	Develop multi-dimensional marketing strategy		Q2		
		ED-7		Development Services	Identify venues and messaging for advocacy	Q4	Ongoing		
		ED-8	Support Local Business Encourage retention and attraction of businesses in Kirkland Lake	Development Services	Create support mechanisms to assist businesses and organizations (CIP, Community Grants, MAT)	Q4	Ongoing		
		ED-9		Development Services	Identify growth potential sectors	Q4	Ongoing		
		ED-10		Development Services	Support local SME's through capacity building	Q4	Ongoing		
		ED-11	Leverage Existing Strengths	Community Services	Recreational Master Plan Ensuring affordable access to recreational programs		Q4		
		ED-12		Development Services	Work with mines on municipal supports, import replacement and workforce attraction and retention	Ongoing			
		ED-13		Development Services	Support tourism through event creation (sport tourism, speakers, etc.) support and marketing assistance	Q4			
		ED-14		Development Services	Develop an Events Webpage	Q4	Ongoing		
		ED-15	Make Kirkland Lake presentable	Development Services + Corporate Services	Develop a plan for demolishing or resolving property standards issues (see OS-22)		Q4	Ongoing	
		ED-16		Development Services	Target enforcement towards property and community standards	Q2	Ongoing		
	Reduce Competition with Private Sector	ED-17	Analyze existing areas where TKL may be competing, find efficient ways to reduce or eliminate competition with private sector.	Public Works	Cost Analysis for Load/Haul, Review Heavy Equipment Rental Rates, Review Contracted Winter Maintenance Agreements, Review Sewer Blockage Rates	Q4			
		ED-18		Community Services	Review rates for fitness and events at Complex		Q2		

Measurability

Departmental Business Plans

Implementation of this Plan will be strengthened by aligned Business Plans across all municipal Departments. An annual review of these Business Plans will clearly identify actions and activities initiated and/or completed. Measuring performance is a critical step in the strategic planning process to confirm with evidence based data that the Strategic Planning efforts have moved from development to execution. Collectively, the presentation of an Annual Report Card to communicate the progress of priority actions to Council and the public will serve to report on progress and support future budgeting processes.

The recommended content for each Departmental Business Plan's Annual Report Card consists of the following sections:

- Department mandate and core values;
- Key department priorities/main service areas;
- Alignment with the goals and objectives of Council's Strategic Plan and other relevant community strategic plans;
- A list of major initiatives for the report timeframe;
- A matrix outlining the progress or completion of initiatives/actions; and
- The use of allocated resources in that year and resource requirements for major initiatives.

Council's Strategic Plan - Annual Report

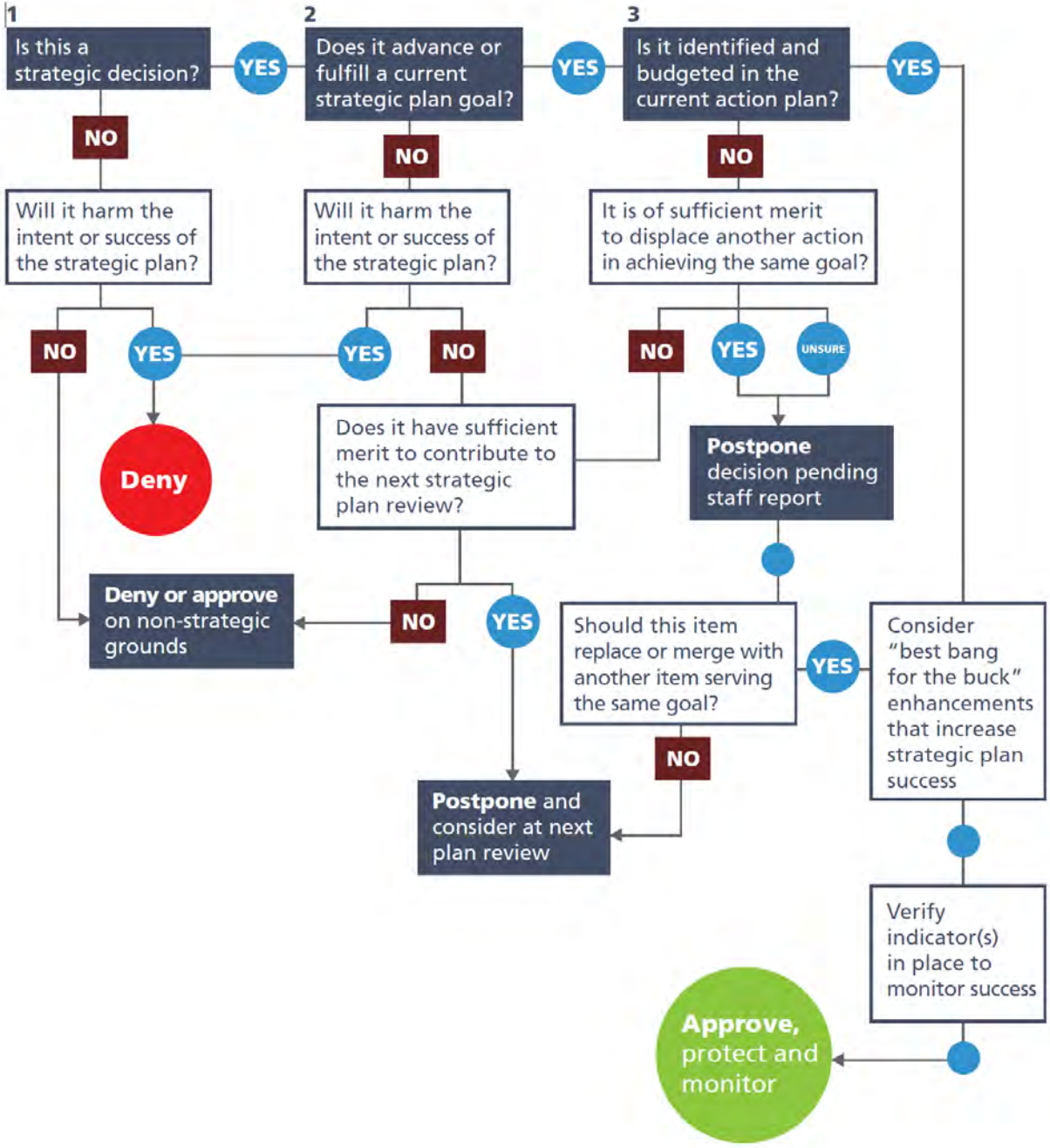
In addition to internal communication of progress, it is equally important to ensure that residents are kept informed. Departmental Report Cards will combine to support the creation of a Corporate Annual Report for the Municipality's Corporate Strategic Plan, reporting on the status of priority actions, identify changes in priorities and providing accompanying rationale and relating the story of success that has positively impacted Kirkland Lake. This annual reporting will ensure that Kirkland Lake is fulfilling and communicating its ongoing commitment to ***openness, transparency and accountability***.

The recommended content for the Corporate Strategic Plan Annual Report consists of the following sections:

- Key areas of focus for the Town of Kirkland Lake;
- Major community initiatives and events during the report year;
- From vision to action: a matrix of accomplishments based on the Action Items in the Strategic Plan and Departmental Business Plans;
- Case studies of successful implementation (profiling major accomplishments);
and
- Maintaining momentum: initiatives and actions for the upcoming year.

Decision Making and Strategic Planning

Strategic planning assists Council and staff in prioritizing fundamental decisions and choices regarding what is most important to achieve organizational success. The following chart outlines how Council and staff can integrate strategic planning into daily activities and decision-making responsibilities.





REPORT TO COUNCIL

Meeting Date: 5/19/2020	Report Number: 2020-CLK-001
Presented by: Meagan Elliott	Department: Administration

REPORT TITLE

Award of RFP-555-20: Service Delivery Review

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2020-CLK-001 entitled “**Award of RFP-555-20: Service Delivery Review**” be received,

THAT Council hereby awards the contract to complete a Service Delivery Review for the Town of Kirkland Lake to WSCS Consulting Inc. in the amount of \$92,998.00 +HST,

THAT staff is hereby authorized to approve additional work as part of the Service Delivery Review to specifically identify cost savings and operational process improvements to a maximum project cost of \$117,000.0 including HST,

THAT the required monies in the amount of \$117,000.00 including HST be allocated from the Municipal Modernization Grant Fund, and

THAT staff be directed to present a bylaw to authorize the execution of an agreement with WSCS Consulting Inc. to conduct a Service Delivery Review for the Corporation of the Town of Kirkland Lake.

BACKGROUND

Staff prepared and released a Request for Proposal (RFP) to conduct a Service Delivery Review that closed on April 23, 2020. Nine (9) submissions were received in accordance with the published instructions. A tenth submission was received in contravention of the published instructions and was disqualified. The Service Delivery Review project is fully funded by the Province of Ontario through the Municipal Modernization Program from the Ministry of Municipal Affairs and Housing. The maximum allocated dollars are \$117,000 and must be completed by September 30,

2020 unless an extension is provided due to the COVID-19 Pandemic.

R A T I O N A L E

Staff reviewed all submissions and identified two (2) preferred consultants. In accordance with the Town of Kirkland Lake's Purchasing Policy, Staff interviewed two preferred candidates as these candidates were not the highest scoring submission based upon the evaluation criteria. These candidates were the second and third highest scoring candidates. The following motion was passed by Council at the May 5, 2020 Regular Meeting of Council:

BE IT RESOLVED THAT Memorandum Number 2020-CLK-001 entitled "Status Update on RFP-555-20 - Service Delivery Review" be received, and

THAT staff be directed to interview the high scoring submissions to identify a preferred consultant for recommendation to Council at the May 19, 2020 Regular Meeting of Council.

WSCS Consulting Inc. is a boutique consulting firm based in Perth, Ontario that has partnered with BMA Consulting, OMLI, and 4 Roads. Staff believe the knowledge and experience that WSCS Consulting Inc. and their partners bring to the project will be extremely beneficial in completing the Service Delivery Review for the Town of Kirkland Lake. WSCS Consulting Inc. has assured staff that COVID-19 restrictions will not delay or affect the quality of the work to be performed. WSCS will utilize Lean Six Sigma (LSS) methodology to identify operational process improvements, project specific analysis, cost savings and train Kirkland Lake personnel to a desired level of Lean Six Sigma certification, most likely Green Belt certification.

O T H E R A L T E R N A T I V E S C O N S I D E R E D

No other alternatives were considered. Staff are confident that the recommendations presented will result in the most efficient and effective utilization of the Municipal Modernization Grant Funds awarded by the Ministry of Municipal Affairs and Housing.

F I N A N C I A L C O N S I D E R A T I O N S

The Service Delivery Review project is fully funded by the Province of Ontario through the Municipal Modernization Program from the Ministry of Municipal Affairs and Housing. The maximum allocated dollars are \$117,000.00. WSCS Consulting Inc.'s proposal is within the \$117,000.00 that was budgeted for this project. With Council approval, staff will increase the scope of work to maximize the grant funds awarded by the Province of Ontario. The 2020 Operating Budget will include the Municipal

Modernization Grant revenues and a corresponding expenditure resulting in a net zero impact to the 2020 Operating Budget.

RELATIONSHIP TO STRATEGIC PRIORITIES

Although Council has not yet implemented a Strategic Plan, Council has stressed the importance of demonstrating effectiveness and fiscal accountability to residents. The Service Delivery Review project intends to review and create service delivery standards, clarify roles and responsibilities and bring efficiencies to the municipality that will result in positive long-term financial results. This project is consistent with previously identified strategic priorities.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Ashley Bilodeau, Manager of Land Development and Planning
Keith Gorman, Treasurer
Shawna Ducharme, MIS Coordinator
Richard McGee, Chief Administrative Officer

ATTACHMENTS

Attachment 1 – RFP Opening Minutes
Attachment 2 – WSCS Inc. Proposal Submission
Attachment 3 – Scoring

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Minutes

Corporation of the Town of Kirkland Lake
Tender Opening
Electronic Opening via ZOOM
April 23, 2020
2:00 p.m.

Attendance – electronically

Meagan Elliott, Clerk
Ashley Bilodeau, Manager of Planning and Lake Development

J Chartrand
Vishi Kumaran
Desaisa
Anthea Pinto
Dorian Wandzura

The purpose of this meeting was to open electronically submitted proposals for a Service Delivery Review of the Corporation of the Town of Kirkland Lake, RFP 555-20.

The proposals received were as follows:

Think Best Practice – 83,140.00 +HST
KPMG – 84,995.00 +HST
Watson & Associates Economists Ltd – 109,900.00 +HST
Strategy Corp – 103,500.00 +HST
DPRA Canada – 113,787.50 +HST
Optimus SBR – 98,750.00 +HST
Munro Strategic Perspective – 81,500.00 +HST
Grant Thornton – 51,250.00 +HST
WSCS Consulting in Partnership with BMA 4 Roads and OMLI – 92,998.00 +HST

The packages were forwarded to the modernization committee staff members for review. The staff members within the committee are: Ashley Bilodeau, Meagan Elliott, Keith Gorman and Shawna Ducharme.

Meeting adjourned at 2:05 p.m.

Meagan Elliott, Clerk

Ashley Bilodeau, Manager of Planning

April 23, 2020

The Corporation of the Town of Kirkland Lake
P.O. Box 1757, 3 Kirkland Street
Kirkland Lake, Ontario
P2N 2P4

Attention: Ms. Meagan Elliot

RE: Request for Proposal – Service Delivery Review RFP -555-20

We are pleased to provide a response to the Request for Proposal for Service Delivery for the Town of Kirkland Lake.

Enclosed, you will find the proposal along with resumes of the diverse team that WSCS Consulting Incorporated has assembled for this opportunity. We acknowledge the receipt of Addendums #1, 2 3 and 4. We have attached the Schedule “A” Form of Quotation to this letter as required by the RFP.

WSCS and its partners, BMA Consulting, 4Roads Management Services, DFA Infrastructure and the Ontario Municipal Leadership Institute, are extremely interested in working with the Town of Kirkland Lake and are confident that our proposal meets your requirements.

In light of the COVID-19 situation, you can be assured that WSCS will take every precaution as set out by the Town, provincial and federal governments in this project. We have a vast set of remote meeting and collaboration tools that we can utilize to undertake this project should we be unable to meet staff, Council and management in person. It is our hope that changes will happen over the summer and we are able to visit your wonderful Town and undertake some of our review onsite. Our proposal cost includes estimated travel costs as required in Schedule A. We have identified the total travel costs to be \$7,000 assuming that we would undertake our typical consultation process. However, if no onsite work is possible, these funds will be left unspent.

Should you have any questions or concerns regarding this proposal, please do not hesitate to contact the undersigned.

Yours truly,



Tammy Carruthers BA CPA CGA CFE CICA PMP CLSSBB CCA MCITP CISA CCP
Principal and CEO
WSCS Consulting Inc.
Email: tcarruthers@wscsconsulting.com

Schedule "A" Form of Quotation

Each **FORM OF QUOTATION** should contain the legal name under which the Bidder carries on business, telephone number and fax number, as well the name or names of appropriate contact personnel which the Town may consult regarding the Quotation.

All prices shall be inclusive of all costs such as but not limited to the cost of the goods/ services, overhead and profit, shipping and any other costs but net of taxes. Taxes on the total costs should be shown separately.

I/We, the undersigned, have carefully examined the attached documents and conditions of the Quotation. I/We understand and accept those specifications, conditions, and details as described herein, and, for these rates/prices offer to furnish all equipment, labour, apparatus and documentation as are required to satisfy this Quotation.

NOTE: All portions of "Form of Quotation" must be accurately and completely filled out.


ITEM	PROJECT SCOPE	LUMP SUM
1	Kick Off and Work Plan <ul style="list-style-type: none"> - Kick off meeting - Create work plan; and - Development project charter 	\$ 3,569
2	Business Planning and Performance Management <ul style="list-style-type: none"> - Current state review per department - Create Business Plans per department 	\$20,327
3	Service Level Standards <ul style="list-style-type: none"> - Current service level review - Service level prioritization - Service Level Standards Framework creation - Priority Service Level Standardization 	\$22,432
4	Organizational Design Implementation <ul style="list-style-type: none"> - Change Plan creation - Change Plan implementation - Priority job description creation 	\$10,577
5	Technology Adoption and Implementation <ul style="list-style-type: none"> - Supporting infrastructure evaluation - Technology identification - Process redesign 	\$20,783
6	Project Close Out <ul style="list-style-type: none"> - Final report creation - Final report presentations 	\$15,310
	Total Project	
		SUB-TOTAL:
		\$92,998
		HST:
		\$12,090
		TOTAL
		\$105,088

I/We Tammy Carruthers, WSCS Consulting Inc. offer to supply the requirements stated within.

the corresponding total cost of \$ _____ Tax included.

I/We hold the prices valid for 30 (thirty) days from submission date.

The specifications have been read over and agreed to this 23rd day of April 2020.

Company Name WSCS Consulting Incorporated	Contact name (please print) Tammy Carruthers
Mailing Address RR3, Perth, Ontario	Title CEO & Principal
Postal Code K7H 3C5	Authorizing signature  "I have the authority to bind the company/corporation/partnership."
Telephone 613-267-7521	Fax 613-267-7826
Cell Phone (if applicable) 613-812-0776	E-mail tcarruthers@wscsconsulting.com

Page 2 of 5 to be submitted

Non-Collusion Affidavit

I/ We Tammy Carruthers, WSCS Consulting Inc. the undersigned, am fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Bid.

Such Bid is genuine and is not a collusive or sham Bid.

Neither the Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham Bid in connection with the work for which the attached Bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the price of any Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Town of Kirkland Lake or any person interested in the proposed Bid.

The price or prices quoted in the attached Bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The Bid, Quotation or Proposal of any person, company, corporation or organization that does attempt to influence the outcome of any Town purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at Perth, Ontario this 23rd day of April, 2020

Signed



Company Name

WSCS CONSULTING INCORPORATED

Title

CEO & Principal

Page 3 of 5 to be submitted

Conflict of Interest Declaration

Please check appropriate response:

- I/we hereby confirm that there is not nor was there any actual or perceived conflict of interest in our quotation submission or performing/providing the Goods/Services required by the Agreement.
- The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's quotation submission or the contractual obligations under the Agreement.

List Situations:

In making this quotation submission, our Company has / has no (strike out inapplicable portion) knowledge of or the ability to avail ourselves of confidential information of the Town (other than confidential information which may have been disclosed by the Town in the normal course of the quotation process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at Perth, Ontario this 23rd day of April, 2020.

Firm Name **WSCS CONSULTING INCORPORATED**

Bidder's Authorization Official **Tammy Carruthers**

Title **CEO & Principal**

Signature



Accessibility for Ontarians with Disabilities Act, 2005

Compliance Agreement

I/We, by our signature below, certify that we are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service made under the Accessibility for Ontarians with Disabilities Act, 2005. If requested, we are able to provide written proof that all employees have been trained as required under the act.

This regulation establishes accessibility standards for customer service as it applies to every designated public sector organization and to every person or organization that provides goods or services to members of the public or other third parties and that have at least one employee in Ontario.

Name: Tammy Carruthers Company Name: WSCS Consulting Incorporated

Phone Number: 613-267-7521 Address: RR3,Perth, Ontario K7H3C5

I, Tammy Carruthers, declare that I, or my company, are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the Accessibility for Ontarians with Disabilities Act, 2005.

I, _____, declare that I, or my company, are not in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the Accessibility for Ontarians with Disabilities Act, 2005, yet fully agree to meet the required compliance training standards on or before the delivery of the required goods and/or services. In an effort to assist non-compliant vendors, a link to a free e-learning course module called Serve-Ability, Transforming Ontario's Customer Service is available at www.gov.on.ca/mcss/serveability/splash.html.

Date: April 23, 2020

PROPOSAL FOR CONSULTING SERVICES TO UNDERTAKE A SERVICE DELIVERY REVIEW FOR THE **TOWN OF KIRKLAND LAKE**

Guided by strategy and experience,
WE SEE CLIENTS SUCCEED



KIRKLAND LAKE
THE RIGHT ENVIRONMENT

RESPONDENT: WSCS CONSULTING INCORPORATED

Tammy Carruthers BA CGA CFE CICA PMP CLSSBB CCA MCITP CISA CCP

Principal & CEO, WSCS Consulting Inc.

RR3, Perth, Ontario, K7H 3C5

Telephone (613) 267-7521

Email: tcarruthers@wscsconsulting.com

Website: www.wscsconsulting.com

HST Number: 89751 2919 RT0001

**Overcoming
Challenges**

3-5

**We Understand
Your
Requirements**

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**Why Us -
Company
Profile &
Experience**

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Our Team

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**Our
Approach
Meets Your
Goals**

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Workplan

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**Appendix A -
Value Added
Services**

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**Appendix B -
Resumes**



Challenges

Our municipalities have faced many challenges over the years but the last few weeks have elevated the need for resilient, sustainable communities.

We understand the Town of Kirkland Lake's reality. As with many municipalities that are struggling with infrastructure deficits and a lack of capacity for long term planning. This year could be particularly challenging as new risks emerge and we "try to get back to normal". We will undertake this review with these issues in mind.

We know that this Service Delivery Review must be undertaken with innovative approaches.

We know that the City wants results. Cost savings and efficiencies, improved customer service while retaining front-line staff.

We understand this and We WILL Deliver..

Overcoming Challenges

We will work with the Town to overcome the current COVID 19 challenges by using modern technology collaboration tools to meet with stakeholders remotely.

We will develop a Business Planning and Performance Management Framework that will help the Town modernize, deliver better services and manage risk now and into the future.

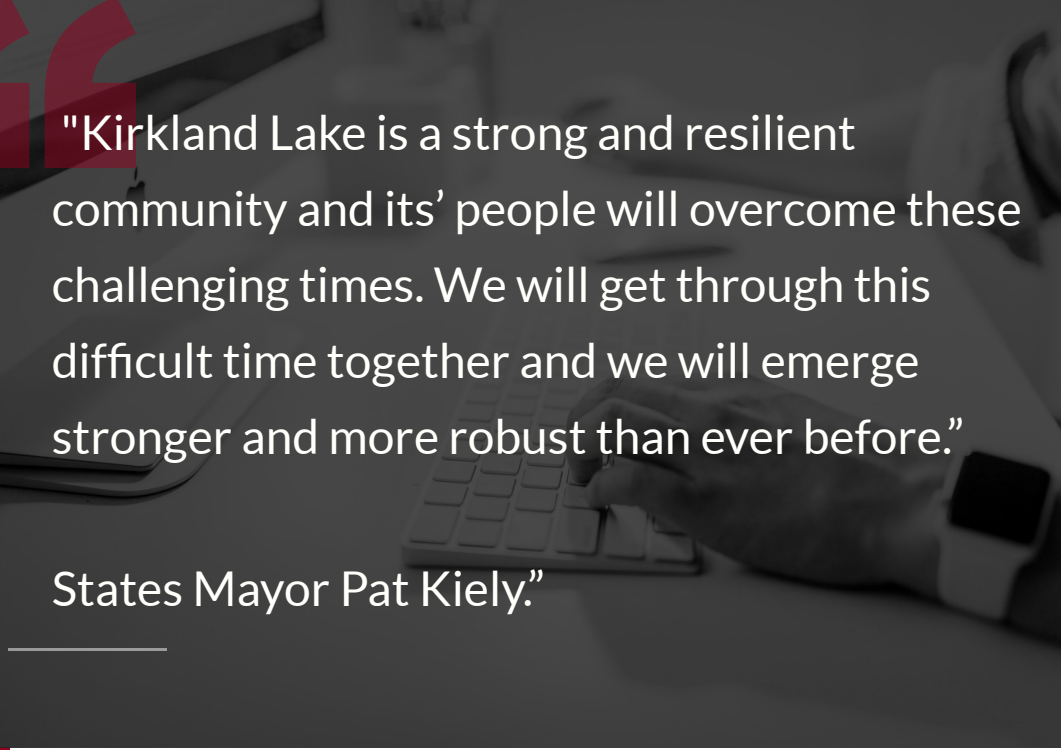
We will teach LEAN Six Sigma methodologies to so Town staff can continuously improve Service Delivery and processes long after the current project.

We will provide a Change Management Strategy so the improvements can "stick"!



"Kirkland Lake is a strong and resilient community and its' people will overcome these challenging times. We will get through this difficult time together and we will emerge stronger and more robust than ever before."

States Mayor Pat Kiely."



Our approach to this Service Delivery Review requires that we start with remote consultation with the hope that we will be able to connect in a variety of ways. Regardless of how we connect, the Town of Kirkland Lake can be assured that WSCS Consulting and its partners will:



DELIVER

A report with recommendations that will assist the Town to deliver services that are sustainable and meet the needs of the customers.



IMPROVE

Improve business planning, service delivery mechanisms, processes and organization structures to better meet the needs of the citizens and businesses in the Town for in the short and long term.



MODERNIZE

Transform the way the Town makes organizational and service delivery changes by using LEAN Six Sigma methodologies and proven Change Management Practices.

1.0 Introduction - Understand Your Requirements

WSCS Consulting Inc. and its partners, BMA Consulting, 4 Roads Management Services and the Ontario Municipal Leadership Institute (herein referred to as WSCS) is pleased to provide a proposal for Consulting Services to Undertake a Service Delivery Review (SDR) for the Town of Kirkland Lake (the Town).

WSCS has thorough understanding of the objectives and scope of this project. WSCS understands that the Town is seeking a qualified firm to assist in the development of a business planning and performance management framework that will support the Town's strategic priorities. In doing so, the Town needs a comprehensive inventory of services it provides, understanding of customer demand and expectations and key performance indicators that will allow it to monitor its success. We have extensive experience developing such frameworks at the federal, provincial and municipal level. In fact, our consultants redesigned the performance management framework at Treasury Board Secretariat for all federal agencies which has been utilized for the past 17 years. Because we are seen as leaders in this area, we revamped Performance Management and Service Improvement program for the Executive Diploma in Municipal Management for the Association of Clerks and Treasurers of Ontario and teach this program to municipal leaders across the province. BMA and WSCS partnered to develop an integrated long term strategic and long term planning framework for the Municipal Finance Officers Association in 2009. We were among the first consultants to develop multi-year and long term financial plans in the municipal sector.

All municipalities are struggling with COVID 19, climate change, new regulatory requirements, increased risks and demands for services are stretching the limited resources. Daily activities and processes take up most of municipal staff time leaving few resources to focus on long term planning and making improvements. That is why we integrate the concepts of LEAN Six Sigma (focus on the customer and elimination of non-value added activities) and Change Management into service delivery reviews.



We understand that the Town requires an objective approach to recommended organization changes which encompasses a change management strategy as per the Strategic/Operational Review. As Certified Change Management Practitioners, we will not only assist the Town in developing a strategy for change but provide your staff with the training to manage change over the long term. As proven project managers and change professionals, we know that improvement initiatives are only successful if the **"PEOPLE SIDE OF CHANGE"** is contemplated as well as technical innovation. This is where WSCS is different from most consulting firms. We have done the work and we know that municipalities are often challenged to make changes.

We know that the current COVID 19 circumstances have impacted every municipality and the Town is no different. These are challenging times. We understand that we need to undertake this project, remotely, at least at the beginning and maybe into the summer. As a firm, WSCS has been operating with appropriate protocols in place to ensure compliance with relevant directives and guidance from the appropriate authorities and to minimize risks to the health and safety of its employees. We have been working virtually on our existing Service Delivery Reviews and are proceeding with little delay. We bring extensive experience in facilitating virtual engagement across all sizes and audiences and will establish the proper approach to ensure that, in the event of requiring all-virtual engagement, there is no negative impact on deliverable timing and quality. In fact, we have virtual "whiteboarding" technology that allows us to undertake worldwide collaboration and focus groups.

2.0 Why Us?

WSCS Consulting is unique.

We are a boutique consulting firm has partnered with the BEST OF THE BEST municipal consultants to provide the Town with unprecedented experience for this project.

Hiring a company like WSCS eliminates the need to teach us about the municipal sector. Because we are municipal experts who have done the work, we can concentrate on understanding the Town's organization, structure and the way it delivers its services.

We have an inventory of over 3,200 municipal processes that we have mapped and studied which provide the best analytics for your project.

BMA Consulting's Study of over 110 municipalities provides additional analytical firepower that no other consulting team offers. Should we be successful, the Town of Kirkland Lake will be added to this study at no charge, should the Town desire.

This study provides excellent benchmarks, which are updated annually. They provide municipalities with ongoing benchmarks and best practices.

Through our partnership with the Ontario Municipal Leadership Institute, we will provide LEAN Six Sigma White Belt Training to Town management and staff at no charge.

Our Partners



2.1 Company Profile

WSCS is an innovative, boutique consulting firm focused on promoting excellence and innovation in the public sector. Our focus is public sector with the majority of client base in municipal and provincial governments. Through its work with municipalities and other public sector organizations, WSCS has gained extensive experience in transforming municipalities through similar projects under consideration. Our approach encompasses a change management strategy that integrates best business practices while recognizing the fiscal and human resource challenges. WSCS believes that the key to success in these types of reviews must include all levels of the organization supported by a strong communication strategy.



**Service
Delivery/Business
Process Reviews**



**Asset
Management**



**Process Redesign,
Policy & Procedure
Development**



**Fraud Prevention,
Risk Management
& Internal Control
Assessments**



**Long Term
Financial Planning**



**ERP & Technology
Procurement,
Assessments**



**Value for Money
Audits**



**Training
Development
and Delivery**

With over 200 years combined experience managing human resources and administering public sector programs with similar client base as the Town, In fact, WSCS's consultants have worked in municipalities and we understand the challenges faced in rural and northern Ontario. The rural nature of the municipalities are what draw people to live and work in the North but also adds to the challenges. As a former Ministry of Labour senior manager, our project manager is keenly aware of the benefits and challenges faced by mining towns. We also know that Canadians rely on these natural resources.

As sought after speakers and experts, we are very familiar with the role (and changing role) of municipalities in Ontario and across Canada as well as the regulatory environment. Having experience in all levels of government, it is clear that it is the municipal sector that delivers direct value to citizens. We need to better demonstrate that value through performance measures, outcome reporting and communication strategies.

We believe we have assembled the BEST of the municipal consultants in Ontario for this project and we are confident that we will deliver the results that you seek.

Our partnerships allow for a comprehensive range of services to clients in all levels of government and the private sector across Canada. Seen as a leader in improving service delivery through business process redesign, LEAN Six Sigma, Change Management, training, enterprise resource planning system implementations, strategic planning and program reviews. WSCS has undertaken several similar projects described in this RFP. Some innovative approaches in these engagements could be considered by the Town.

Appendix A provides a more detailed company profile and value added services that WSCS and its partners provide.

We see opportunities....our clients see results.

2.2 Our Value Proposition

We Are Certified Change Management Specialists



From our service delivery/process reviews experience, we know that change management and sustainability is the key to success. That is why we incorporate a change management strategy to support our recommendations. Four of our consultants are trained PROSCI Change Management Practitioners and will develop your managers to be see the people side of change.

We show you how to make changes **STICK!**

We use LEAN Six Sigma Methodologies

We also believe that public services are for the public. So we use LEAN Six Sigma methodology with a focus on the voice of the customer (VOC) to improve function while reducing cost. Outcome based service standards are key to any assessment of services. Our approach focuses on the customer and service delivery outcomes.

We are not only LEAN Six Sigma trained, our Project Manager is a Master Black Belt who has partnered with OMLI to create the ONLY municipal LEAN Six Sigma Program. So your staff will gain the knowledge to develop a continuous process improvement program.



3.0 WSCS Experience and Qualifications

WSCS is a focused firm that relies on partnerships to deliver quality, committed to delivering, clear, actionable results and the ideal candidate to partner with the Town for this important project. Our company slogan, WE SEE CLIENTS SUCCEED, typifies our belief that we are partners in the journey towards excellence and innovation in the public sector. We do not do what big firms do. You will see our senior consultants throughout the project. You will not get a "TEMPLATE" type of report. Rather, we will customize our findings based upon the Town's reality. While we use benchmarks with other municipalities and organizations to compare the Town to others, we also look for new ideas based upon what we see, hear and reveal through our comprehensive approach to Service Delivery Reviews. Because we use LEAN Six Sigma methodologies coupled with change management strategies, we provide a standardized way in which your staff can implement recommendations. We do not make generic recommendations that do not allow the municipality to implement. We deliver practical solutions that deliver actionable results.

WSCS's has put together a Diverse team of Experts in the Municipal Sector for this project:

Tammy Carruthers, Project Manager with over 25 years of experience in the public sector and 13 years as a consultant. Tammy is a former Director of Finance and IT/Treasurer of the County of Lanark, responsible for the financial management and program evaluation, business process reviews of public works, long term care, social services, emergency services, economic development, infrastructure and corporate services.

Kelly Stilling, IT Consultant is a former municipal councillor and municipal system administrator. With Stardyne Software, he implemented several Enterprise Resource Planning Systems in municipalities across the country.

John Skorobohacz, Chartered Director, Ontario Municipal Leadership Institute (OMLI) is the former City Manager/CAO with several municipalities including Windsor, Burlington and Midland. John has a strong financial management background and a sought after speaker with several municipal associations.

Angela Gravelle, Change Management Consultant is the Executive Director of the Ontario Municipal Leadership Institute with significant management experience at the City of Burlington and Town of Milton.

Jawad Kassab, our legal and governance consultant, has extensive non-profit and government experience at the provincial level.

David Anderson, President, 4Roads Management Services has over 30 years experience in operations and asset management and will serve as our infrastructure, public works and water/wastewater consultant.

Jim Bruzzese, CGA, PMM, Partner, BMA Management Consulting Inc with over 35 combined consulting and municipal experience and has led numerous service delivery and operational reviews and a former City Manager with the City of Hamilton.

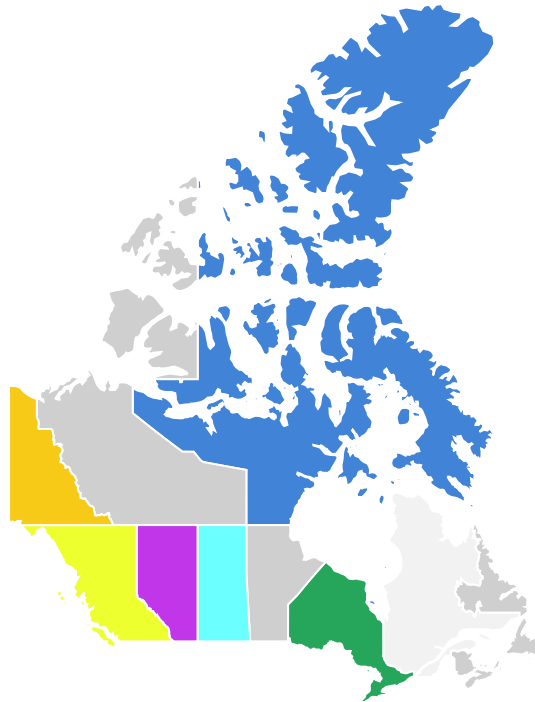
Catherine Minshull, B.Comm., M.B.A., Partner, BMA Management Consulting with over 35 years experience in municipal consulting and operations and a former Director of Management Studies at the Region of Hamilton Wentworth.

Otilia E. Grec Senior Financial Analyst, B. Math, BMA Management Consulting is an experienced dedicated professional with 10+ years of experience in the municipal sector.

Derek Ali, MBA, P. Eng., President of DFA Infrastructure International Inc. is a Professional Engineer and has a Masters of Business Administration (MBA) with over 35 years of professional experience with a strong track record in operations and infrastructure.

Our Clients

Client
Beaumont
Grande Prairie County
Leduc
Saddle Hills County
Abbotsford
Vernon
Iqaluit
Alnwick/Haldimand
Brantford
Brockville
Clarence-Rockland
Clarington
Douro-Dummer
Drummond/North Elmsley
Edwardsburgh/Cardinal
Elliot Lake
Havelock-Belmont-Methuen
Head, Clara and Maria
Innisfil
Lanark County
Leeds/Grenville
Midland
North Kawartha
Northumberland
Perth
Peterborough County
Prescott
Prescott/Russell
Russell
Smiths Falls
South Frontenac
South Stormont
Thunder Bay
Whitewater
Whitehorse



Client
Aurora
Brampton
Brant County
Burlington
Cambridge
Guelph
Halton Region
Hamilton
Kenora
King
London
Middlesex Centre
Mississauga
Newmarket
Niagara Falls
Niagara Region
Peel Region
Pickering
Richmond Hill
Simcoe County
Stratford
Strathroy-Caradoc
Sudbury
Toronto
Vaughan
Waterloo
Waterloo Region
York Region
Regina
Saskatoon

Common Clients

Client
Barrie
Chatham-Kent
Halton Hills
Kitchener
Markham
Oakville
Ottawa
Whitby
Whitchurch-Stouffville

4.0 Relevant Experience

WSCS and its partners have undertaken more than 200 conducting municipal service delivery, business process redesign and operational reviews, helping our clients to better deliver services to its customers by using LEAN Six Sigma methodologies. Ultimately, municipalities have realized cost savings, increased revenue opportunities and improved employee morale. Because our approach involves front line staff and change management strategies, our reports do not sit on a shelf once delivered. The recommendations become a roadmap for improvement and the results are sustainable.

That is why our clients are often repeat clients. We pride ourselves on the fact that, because we have done the work, our recommendations are practical and plausible based upon the client's reality. Not "cookie cutter" approaches that will not work in the Town of Kirkland Lake.

WSCS and its partners have experiences in similar projects to the current RFP.

Some of our selected projects include:

4.1 Service Delivery and Operational Reviews

Town of Midland
Municipality of Clarington
Township of Douro Dummer
Township of South Stormont
Township of Whitewater Region
Township of Edwardsburgh Cardinal
Town of Welland
Town of Collingwood
City of Hamilton
City of Guelph
City of Kenora

4.2 Business Process Reviews/Redesign

Town of Caledon
City of Markham
City of Whitehorse
Legal Aid Ontario
City of Ottawa
Town of Midland
Town of Whitby

4.3 Technology Assessments

Township of Whitewater Region
City of Markham
City of Whitehorse
Legal Aid Ontario
Town of Midland

4.1 WSCS References



1. Town of Midland - Several Projects commencing with a Service Delivery Review of all services. which included community and council consultations. The resultant report contained 68 recommendations for change which has formulated the Town's strategic plan for the next four years. Recommendations included shared service opportunities as well as information technology innovations. Following the adoption of the recommendations, WSCS was engaged in two follow-up business process review projects for payroll and building permit These projects involved the analysis of the organization, job profiles, policies, processes, service delivery, facilities and technology as well as regulatory processes, primarily to address changing legislation and customer service.

Amanpreet Sidhu, asidhu@midland.ca



2. Municipality of Clarington - Four service delivery review projects all of which included large scale consultation: Animal Shelter Services—Service Delivery Review –Overall, savings in time and estimated at \$50k annually. Tourism Services—Service Delivery Review - Resultant recommendations included a strategic plan with community input and “refocus” for the tourism department. Performance Management—WSCS was engaged to consult widely to develop a new performance management system for non- union staff. Forestry Services—Service Delivery Review—This project is and the report to Council is due at end of January 2020. All completed projects were delivered on time and on budget.

Catherine Carr, Manager of Internal Audit, ccarr@clarington.net



3. City of Markham - Three projects (Building/Planning, Counter Customer Services, Human Resources/Payroll) all of which included training on LEAN Six Sigma at the outset and the application of LSS tools throughout the project. Focus groups, interviews and walkthroughs were undertaken to validate current state processes. Focus groups with all staff yielded potential improvements. Significant savings, over \$6 million annually was identified with a roadmap for implementation including electronic plan/application submissions and elimination of paper based processes. Innovative technology solutions allowed for business transformation and new processes.

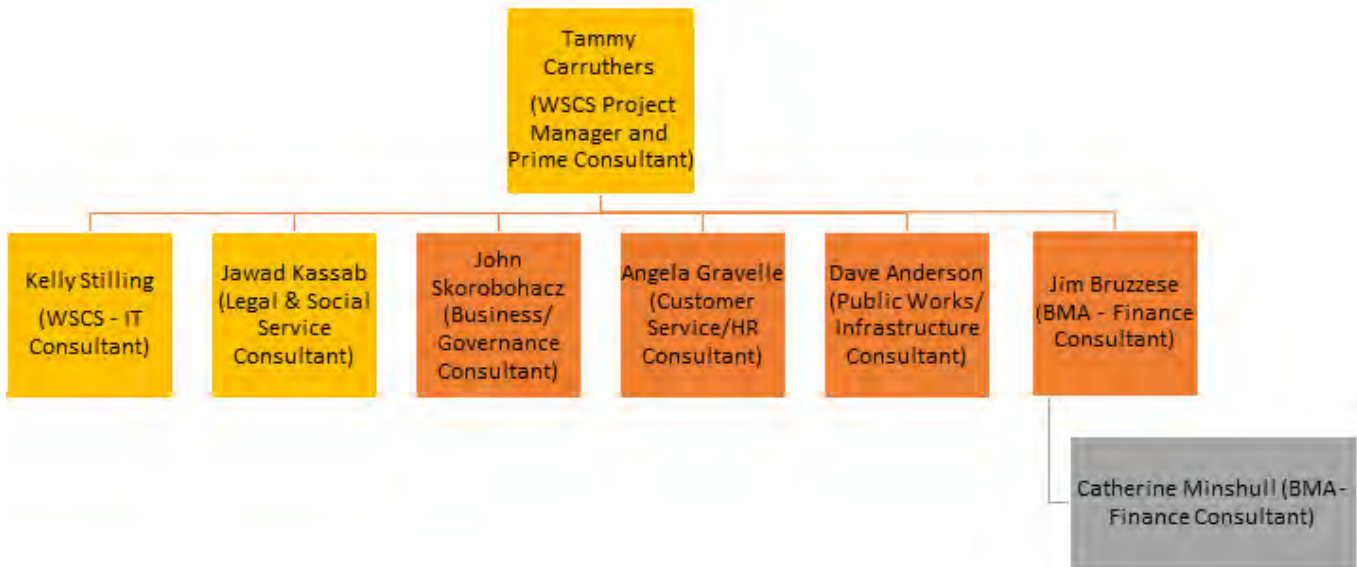
Trinela Cane, Commissioner of Corporate Services, tcane@markham.ca



4. Township of Whitewater Region - This Financial and Technology Services Review included a review of all services across the Township as well as systems, organizational structure, policies and procedures. Through focus groups and walkthroughs, we mapped all financial processes in their current state and developed future state recommendations. Significant organizational changes were made following this review which have resulted in highly effective teams. We trained staff and management on LEAN Six Sigma concepts which has allowed the Township to transform its service delivery mechanisms and improve customer outcomes.

Robert Tremblay, CAO, rtremblay@whitewaterregion.ca

5.0 Our Team



5.1 Experience and Qualifications of Key Personnel



Project Manager and Lead Consultant—Appendix B1

Tammy Carruthers, BA CPA CGA CFE CICA PMP CLSSMBB CCA MCITP CISA CCP, Principal and CEO, WSCS, is an award winning public sector leader who has been recognized internationally for her innovative approaches to implementing change by leveraging technology as a catalyst for change. Tammy is a **LEAN Six Sigma Master Blackbelt** promoting service improvement in the municipal sector using LEAN for more than a decade. As a **PROSCI Certified Change Management Practitioner**, Tammy integrates change management strategies in all her projects to help make change stick.

Tammy has several certifications including Project Management Professional, Chartered Professional Accountant and Microsoft Certified IT Professional, Certified Construction Auditor, Certified Information Systems Auditor among others.

With over 25 years executive experience includes municipal, provincial, quasi-judicial and Treasury Board Secretariat, Tammy provides a broad perspective and fresh approaches. Over the last 13 years, Tammy has served as the Project Manager for several service delivery reviews in both small and large municipalities including the Townships of Whitewater Region, South Stormont, Douro-Dummer, Towns of Midland, Caledon and Whitby, Municipality of Clarington, Cities of Markham, Ottawa and Whitehorse to name a few.

Tammy is a sought after facilitator, trainer and speaker for municipal associations and redeveloped the Municipal Accounting and Finance Program and elements of the Executive Diploma for Municipal Management. Tammy continues to develop and deliver leadership, LEAN Six Sigma, asset management training programs. Tammy will be the main contact and Project Manager and Lead Consultant and alternate for all consultants on this engagement.

5.1 Experience and Qualifications of Key Personnel Cont'd

IT Consultant—Appendix B2



Kelly Stilling MCSE, MCDBA, OCP, A+ CCP is a former municipal councilor from the City of Rossland, BC and Regional Director of the Region of Kootenay Boundary. Kelly was instrumental in bringing new approaches to tourism and economic development to the mountain town. He spearheaded the Rural Summit attended by 150 municipalities promoting economic development and inter-municipal cooperation. Kelly is a municipal services systems expert who previously worked for StarDyne (Diamond/Vadim) and the City of Whitehorse where he led the implementation of the implementation of their ERP.

Kelly is an Information Systems professional, **PROSCI Certified Change Management Practitioner** and will provide IT expertise as well as the elected official perspective to this project.

Legal and Change Management Consultant—Appendix B3



Jawad A. Kassab M.B.A., LL.B., M.Div has spent much of his career with Legal Aid Ontario in variety of senior management roles including the Executive Director of Immigration and Refugee Services Transformation. He is a lawyer with a Masters in Business Administration with extensive knowledge of governance and change management. Jawad will serve as the change management lead as well as focus on fire services, inter-municipal agreements, bylaw enforcement and accountability.

Business/Governance Consultant—Appendix B4



John Skorobohacz, Chartered Director, PROSCI Change Management Practitioner of the Ontario Municipal Leadership Institute (OMLI) is the former City Manager/CAO with several municipalities including Windsor, Burlington and Midland. John has a strong financial management background and a sought after speaker with several municipal associations. He is a seasoned professional with strategic leadership experience. John has significant Board Member experience and founding member and chair of several municipal services corporations and continues to provide advisory services to municipalities on improved governance and modernization efforts. John will focus on organization, business/governance and alternative service delivery mechanisms.

Development/Clerk's Consultant—Appendix B5



Angela Gravelle, CLSSYB CCP is the Executive Director of the Ontario Municipal Leadership Institute (OMLI) has over 30 years of public and private-sector experience complimented by direct experience in strategic planning, project management and community economic development. Angela has held a variety of municipal leadership roles which has enabled her to successfully advance key initiatives. She is a Certified LEAN Six Sigma Yellow Belt and is also a PROSCI Certified Change Practitioner.

Angela will serve as the Clerk/Economic Development/Legislative Services, Human Resources/Training resource in this project.

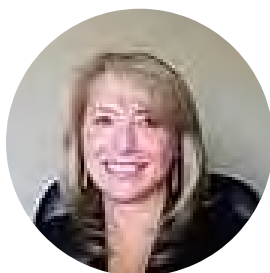
5.1 Experience and Qualifications of Key Personnel Cont'd



Strategic Planning/Finance Consultant—Appendix B7

Jim Bruzzese, CGA, PMM, Partner, BMA Management Consulting Inc. has over 35 combined consulting and municipal experience and has led numerous service delivery and operational reviews for Kenora, Greenstone, Welland, Halton Hills, Hamilton, Sarnia, Lanark County, Cambridge, Parry Sound, Brampton, Halifax, and Guelph to name but a few. His senior level experience in municipal government includes Commissioner of Finance, General Manager of Corporate Services, Region of Hamilton-Wentworth and Hamilton City Manager.

Jim will focus on finance, strategic and long term planning on this project..



Finance and Benchmarking Consultant—Appendix B8

Catherine Minshull, B.Comm., M.B.A., Partner, BMA Management Consulting has over 35 years experience in municipal consulting and operations. Catherine was the Director of Management Studies, an internal consulting division for the Region of Hamilton-Wentworth, advising senior staff on change management, alternative service delivery, best practices, continuous improvement processes and business re-engineering initiatives. This included operational reviews of every municipal service . Over the past 20 years of consulting, Catherine has played a critical role on the preparation of corporate wide service delivery reviews across Ontario.

Catherine will provide benchmarking and assist with financial and administrative processes.



Public Works/Asset Management Consultant - Appendix B6

David Anderson CET, 4 Roads Management Services Inc. is an Public Works and Asset Management Specialist has over 30 years of experience in municipal government and 12 years consulting. Dave’s municipal work experience includes municipalities at the upper-tier, lower-tier, and single tiers. His range of experience includes public works engineering and operations, engineering studies for all types of infrastructure. As a consultant, Dave has lead over 100 projects, is a key speaker at a variety of conferences and teaches at the Guelph Road School and has been the chair of OGRA’s Academy for Municipal Asset Management, Program Advisory and Certification.

Dave will serve as the public works/asset management specialist on this project.

6.0 Our Approach Meets Your Goals

WSCS has thorough understanding of the objectives and scope of this project. WSCS understands that the Town is seeking a qualified firm to assist in the evaluation of all municipal services with the view to develop departmental business plans. Operating structures also need to be assessed in order to determine if it is serving its customers in the most effective and efficient manner now and into the future. In order to do that, the Town needs assistance to develop a strategic framework to improve its planning and service delivery. We also understand that the Town wants to implement new processes based upon technological improvements and organizational redesign.

Municipal services are often challenged to define the desired outcomes and, most municipalities struggle with competing priorities and shrinking resources. Service delivery reviews allow a municipality to focus its resources towards the services that provide balance. However, it is difficult to make change and it is imperative that the Town be strategic in its approaches to municipal services.

Municipal servicing challenges are heightened even more when municipalities, such as the Town, see population fluctuation and reliance on one sector. We are keenly aware of the challenges of the North. Not only has WSCS and BMA undertaken several reviews in areas such as Sudbury, Kenora, Thunder Bay and Elliot Lake, WSCS's Project Manager, is a former Ministry of Labour manager, responsible for health and safety. We are located in rural Eastern Ontario who sees challenges servicing clients.

Kirkland Lake is unique. Your relationship with the mining industry has served you well. Your location presents challenges and opportunities, as shown in your SWOT analysis recently undertaken. WSCS commends the Town for taking on this project. You have passed the hurdle of planning your strategy, now it is time to integrate the plan into your departmental and staff performance plans.

We are the consultants that can make this reality. All too often, strategic plans remain at the purview of senior management and Council. We have always purported that this needs to be incorporated at the worker level or the strategy will not see operational changes.



As shown above, WSCS developed the recommended Integrated Planning Cycle for the AMCTO/MFOA and has been teaching the concepts and framework to municipal leaders for the last several years.

Not only that, we have implemented this cycle in past roles at the County of Lanark, Ministry of Labour and Treasury Board Secretariat. We know it works. We know how to teach you how it works.

6.1 What is Integrated Planning?

Integrated planning does not have one definition we can point to but all research points to the concept that plans do not stand on their own.

“To integrate is to combine one thing with another so that they form a connected whole. While strategic planning focuses on the future and how to adapt and operational planning focuses on resourcing actions in the short term, integrated planning looks at how an organization can plan across multiple functions, levels, locations, and other natural or artificial divisions. Integrated planning is not solely an effort internal to an organization as it also has the objective of examining external economic, social, political, and environmental costs and benefits. Combining internal and external integration provides the ability to evaluate the best courses of all options and to plan suitable courses of action. It also has multiple social dimensions and depends on the engaged participation of all stakeholders and affected entities.”

One of the biggest challenges for the municipality is to develop financially sustainable programs to meet the needs of the citizens over the long term. An integrated planning approach offers the best possibility of long-term success.

We do know that it should have these key steps:

1. Evaluate and Set Direction

Developing a Strategic Plan and communicating the municipal vision, values and guiding principles is paramount to excellence in planning. A strong management framework that supports clearly defined accountabilities throughout the organization needs to be aligned with the strategic plan. The strategic vision should have a horizon of at least 20 years with a supporting strategic plan of 5-10 years. The Town has started this process.

2. Plan and Allocate

From the strategic plan, departmental business plans are developed in line with the strategic directions. The business plans need to be of sufficient detail to develop key performance indicators to measure results and develop individual performance agreements with staff. The annual and multi-year budgeting and business process is integrated into the business planning process in order to allocate resources to a particular outcome.

3. Program Design & Delivery

Following the development of the departmental business plans and allocation of resources, the development of program objectives, design, policies and procedures needs to be undertaken. Whether this is a new or existing program, establishing the objectives of the program or services in any particular period needs to be undertaken.

These must be reflected in individual performance plans to make them work!

4. Monitor, Maintain & Improve

Monitoring and analyzing results are key to sustained improvement. Municipal leaders need to provide timely, relevant performance results to managers in order for them to make informed decisions. Program evaluation, internal and external audits provide valuable information to managers to assess the effectiveness of the programs. Variance analysis should be undertaken to assess in-year challenges and results. Corrective action to meet budgetary requirements and accountabilities need to occur throughout the year and over the planning horizon.

Where Does it Fit?

Once Kirkland Lake has finalized its strategic plan, it will become a critical part of the Town's Strategic Planning Framework.

The Framework provides three important things:

- 1) Provides context for annual and multi-year business plans
- 2) Integrates long-term thinking with achievable, planned change
- 3) Integrates staff individual contribution to ongoing delivery of services to residents

This graphic shows the flow of the Strategic Framework and its elements. Each element builds on the previous and provides increasing detail on how the Town can achieve the Vision.



6.2 How does a Strategy Map Help the Town implement its Strategic Priorities and Goals?

Achieve Financial Sustainability	Achieve Sustainable Operational Excellence	Build the Kirkland Lake Team	Promote Growth and Economic Development	Improve our Communications
<p>Goal: Achieve financial sustainability for the Corporation while maintaining competitive and affordable taxation rates</p>	<p>Goal: Achieve operational excellence and appropriately high levels of customer service</p>	<p>Goal: Maintain an adequate team known for its culture of professionalism and excellence</p>	<p>Goal: Support the current boom in mining activity and diversify the local economy</p>	<p>Goal: Enhance the reputation of the Corporation of Kirkland Lake</p>
<p>Ensure KL has adequate reserves</p>	<p>Update departmental operating plans</p> <ul style="list-style-type: none"> • Improve performance measurement • Embrace continuous improvement • Evaluate service levels 	<p>Create and Implement an overall HR and Succession Plan to ensure KL has the people it needs.</p>	<p>Update KL's Economic Development strategy</p> <ul style="list-style-type: none"> • Be a great partner to the mining industry • Seek to convert new mining jobs into new permanent residents • Support opportunities to diversify the economy • Review the Official Plan to assess if it adequately supports current economic opportunities 	<p>Engage the community through proactive communication</p> <ul style="list-style-type: none"> • create a culture of transparency
<p>Create & commit to implement asset management plan, including lifecycle buildings/structures & fleet</p>	<p>Improve the procurement process:</p> <ul style="list-style-type: none"> • deliver better service, achieve cost efficiencies & increase internal controls 	<p>Make KL an employer of choice:</p> <ul style="list-style-type: none"> • Promote opportunities for training and professional development • Create a culture of safety compliance • Commit to a culture of professional Council-Staff Relations • Address organizational structure and workload issues 	<p>Evaluate opportunities to recruit residential investment</p>	<p>Improve our capacity for inter-governmental relations to maximize senior government support</p>
<p>Review competitiveness of KL taxes, rates, and fees, and evaluate opportunities to enhance competitiveness, including:</p> <ul style="list-style-type: none"> • C and I rates • Building fees and charges 	<p>Improve Fire Services</p> <ul style="list-style-type: none"> • Address deficiencies in fire service capital plan • Evaluate opportunities for increased efficiency in operations 		<p>Evaluate opportunities to recruit residential investment</p>	<p>Improve communications - internal & external</p>
<p>Evaluate opportunities for new or enhanced revenue, such as an accommodation tax</p>	<p>Improve By-law Enforcement:</p> <ul style="list-style-type: none"> • Improve Process to Address Derelict Buildings 		<p>Evaluate supply of serviced lands and evaluate business case for development of more serviced lands</p>	<p>Communicate genuine progress on the improvements in this plan to recreate a culture of confidence</p>
<p>Review Affordability of Legacy Assets</p> <ul style="list-style-type: none"> • Evaluate opportunities for disposal / monetization 				

Guiding Direction

The direction for this strategic plan is guided by our Vision, Mission, Principles and Values.

Vision

Kirkland Lake will be a model of public service done right. People have confidence in what we do and in the value they get for their taxes.

Goals

1. Achieve Financial Sustainability
2. Achieve Sustainable Operational Excellence
3. Build the Kirkland Lake Team
4. Promote Growth and Economic Development
5. Improve our Capacity to Communicate

Mission

We operate, maintain and grow Kirkland Lake, its services and assets as it should be done, with a focus on sustainability, affordability and customer service.

Values – 3 Pillars

Community Culture
 Organization Culture
 Public Service



6.3 How does a Strategy Map Help?

The strategy map is a visual depiction of everything discussed in the Strategic Plan. We suggest this approach to ensure that performance measures are balanced and in line with outcomes identified in the plan. How does the Town create value?

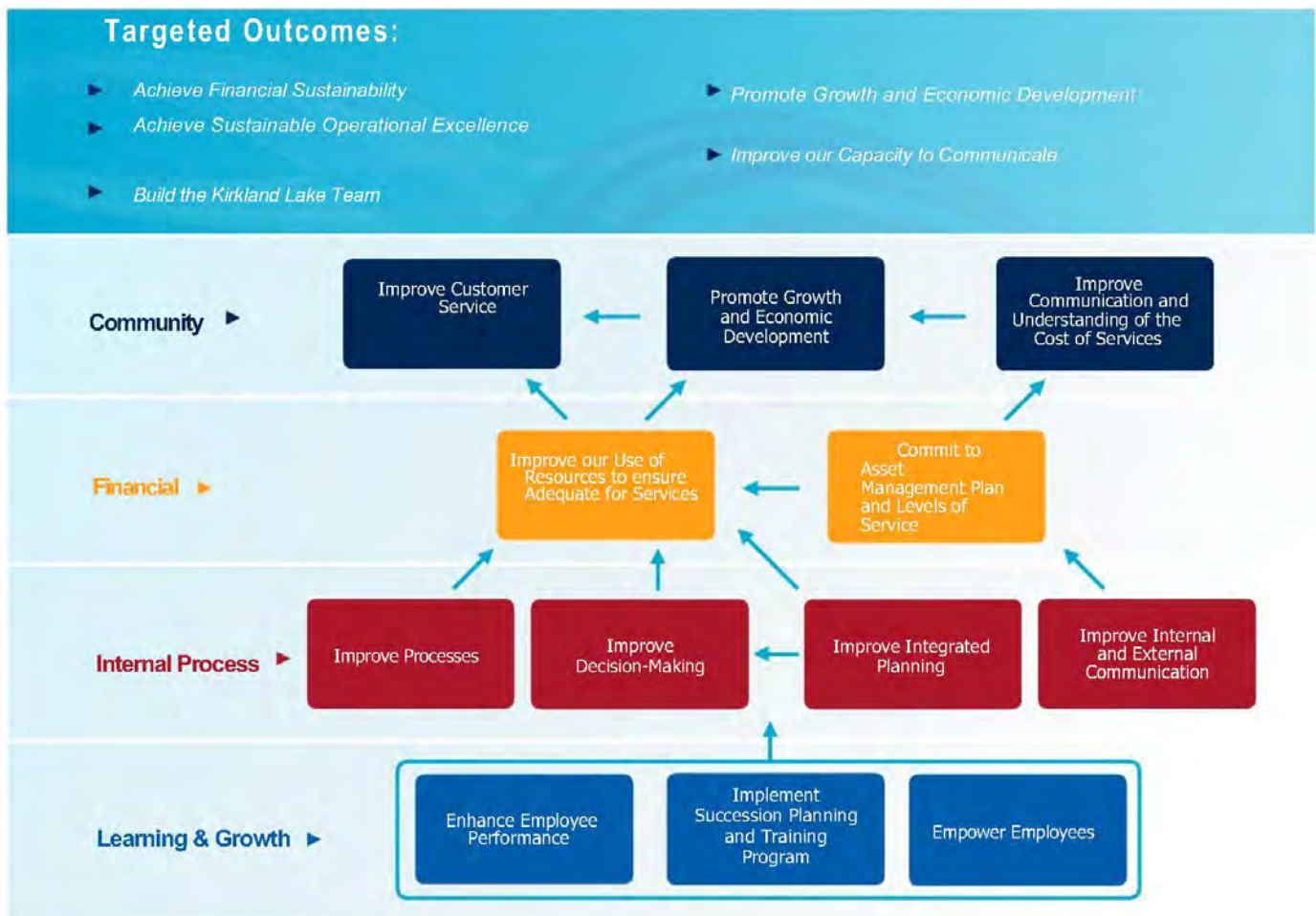
By establishing cause-and-effect relationships between the 18 Objectives across five perspectives.

This strategy map is helpful in understanding:

- The story of how the Town creates value for residents
- How the 18 Objectives lead to 5 Targeted Outcomes
- The upward flow of value creation
- Predominant links between objectives, but not every connection

Strategy Map

This Strategy Map is a tool for visualizing and following the strategic plan.



6.4 The 10 Crucial Questions

We understand that the objective of this review is to provide an assessment of services delivered, explore opportunities for alternatives and make recommendations for improvements. The key focus of service delivery reviews are as follows:

- a. improve service results and outcomes;
- b. meet new or increased demand from customers for services;
- c. improve how services are delivered, and processes;
- d. maintain existing service levels in the face of competing priorities or decreasing revenues;
- e. reduce costs; and/or improve revenues.

In order to develop the service profiles and key performance indicators, we will use the 10 crucial questions in each service and process profile:

2. What do citizens expect of the service and what outcomes does council want for the service?

This would typically require consultation on levels of service and expectations.

3. How does current performance compare to expected performance?

Benchmarks and the City's performance results and standards will be used or recommended to be collected and monitored in the future.

4. Do the activities logically lead to the expected outcomes?

The review of each service will include an assessment of the processes and practices utilized to deliver the services.

5. How is demand for the service being managed?

This question points to the management practices and systems to anticipate workload demand, assign resources and report on results.

6. What are the full costs and benefits of the service?

Full cost entails the assessment to deliver the service including the utilizing assets. Benefits points to the determination of "who is better off" as a result of the services provided.

7. How can benefits and outputs of the service be increased?

By looking at how the services are delivered, we can assess opportunities for increased benefits, perhaps through improved service delivery mechanisms to reach more people or added results.

8. How can the number and cost of inputs be decreased?

This is the assessment of inputs such as staff time, equipment utilization and materials (cost and quantity).

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: orange; padding: 10px; border-radius: 50%; width: 40px; text-align: center; font-size: 24px; font-weight: bold;">10</div> <div style="text-align: right;"> <h1 style="margin: 0;">CRUCIAL</h1> <h2 style="margin: 0;">Questions</h2> </div> </div>	
Service Delivery Review	
01	 <p>Do we REALLY need to be in this business?</p>
02	 <p>What Do Citizens Expect of the Services? How Do We Balance the Need of Today While Planning for Tomorrow?</p>
03	 <p>How Does Current Performance Compare to Expected Performance?</p>
04	 <p>Do the Things we are doing (activities) Lead to the Results we are Trying to Achieve?</p>
05	 <p>How is the DEMAND for services being managed?</p>
06	 <p>Are services and the required assets sustainable in the long term?</p>
07	 <p>Can the Benefits or Outcomes be Increased?</p>
08	 <p>Can services be delivered more efficiently through lower costs or resources?</p>
09	 <p>Are there Alternative Ways to Deliver the Service?</p>
10	 <p>How can a service change best be managed, implemented and communicated?</p>

9. What are the alternative ways of delivering the service?

Alternative service delivery is the process of looking to other ways to provide services including outsourcing, private/public partnerships.

10. How can a service change best be managed, implemented and communicated?

This will be part of the recommended change management strategy.

6.5 We use LEAN Six Sigma Tools and Methodologies

When looking at the activities and processes as well as understanding the customer demand, we utilize the concepts of LEAN Six Sigma to assess the degree to which the services meet customer requirements. By focusing on the voice of the customer (VOC), we can identify the "non-value added" activities that are performed that could be eliminated. The time spent on these non-value added activities can be recaptured so staff can gain capacity to focus on the services most important to the customer.

As trained LEAN Six Sigma Master Black Belts and Yellow Belts, we will start with delivering training to own Tstaff.

Given the current COVID -19 environment, this would likely be delivered via GOTO Training, our platform of choice.

WSCS with OMLI will certify, all Town staff who are interested, as LEAN Six Sigma White Belts as part of this project.

LEAN Six Sigma is a proven methodology and we know it works as we use it to assess your processes and make recommended improvements.

As mentioned, we have an inventory of 3,200 processes that we have seen and documented in municipalities of all sizes, single, upper and lower tier. This allows us to start with a preliminary view for benchmarking and process analysis.

We will employ a variety of tools to assist in this assessment including, but not limited to:

1. Process mapping
2. Value Stream mapping
3. Pareto charts
4. Voice of the Customer - Data gathering
5. Fishbone Diagrams - Root Cause Analysis

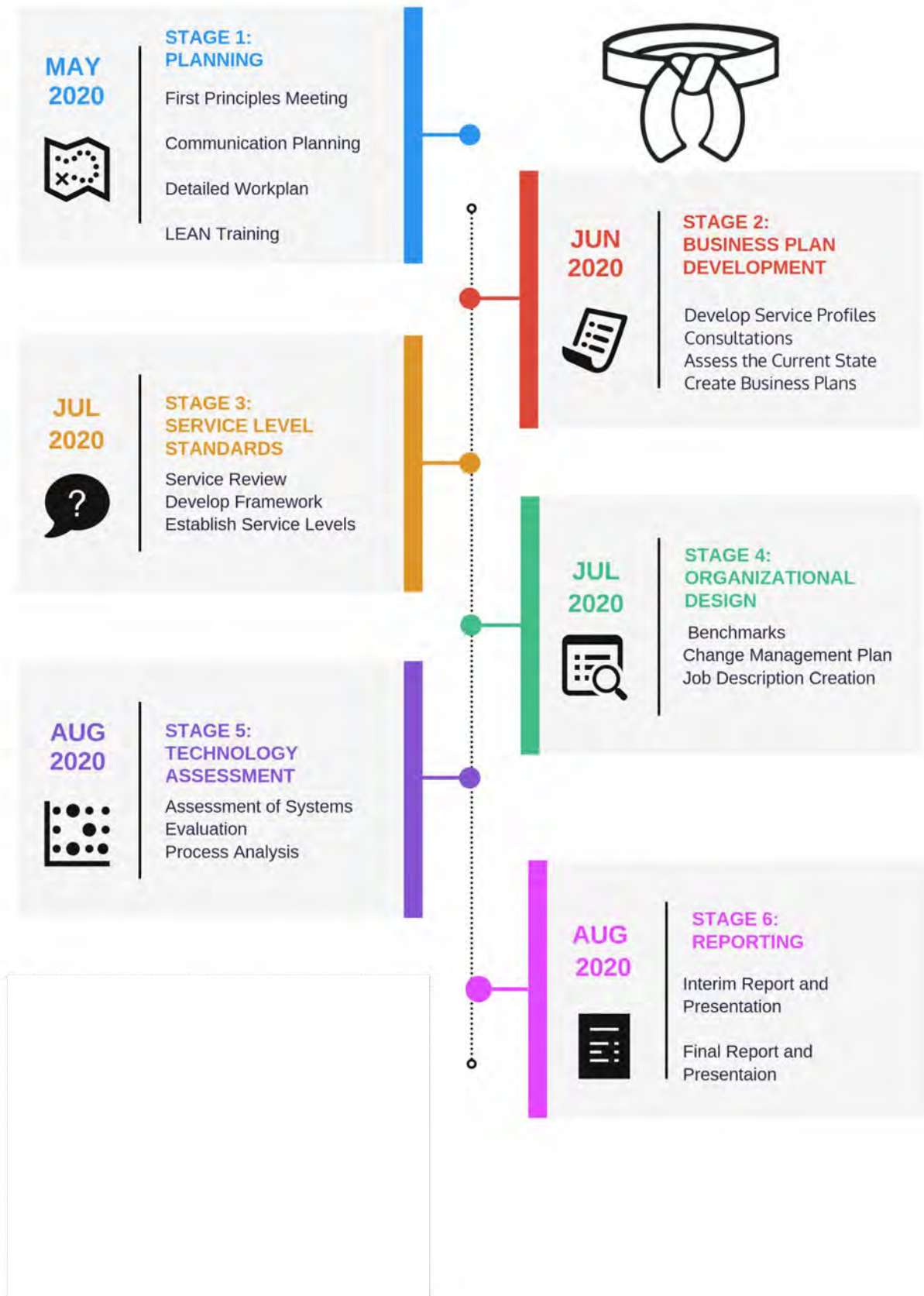
Through a variety of consultation techniques, such as focus groups and walkthroughs, we can define your processes, map and measure the process and its ability to meet customer requirements.



By visualizing the steps in each major process, we will be able to SEE the possible ROOT CAUSES to problems meeting the customer expectations.

Once root causes are identified, we are able to provide recommendations to eliminate the root cause so that you can improve the service. Change management through "control" plans and key performance indicators are key for sustaining any changes. We will provide those recommendations.

7.0 Project Approach and Methodology



MAY
2020



STAGE 1: PLANNING

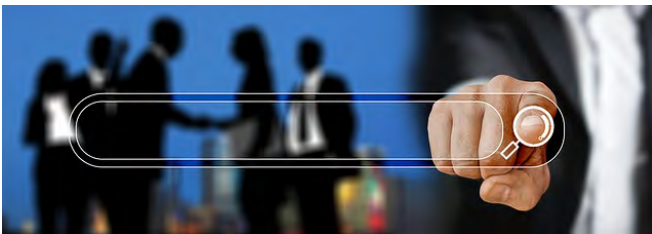
- First Principles Meeting
- Communication Planning
- Detailed Workplan
- LEAN Training

Stage 1 will involve finalizing and documenting these objectives and scope of the engagement and producing the Project Plan and Stakeholder Register.

Deliverables:

- Detailed Workplan
- Communications Plan
- LEAN WhiteBelt Certifications

7.1.1 First Principles Meeting



The project will start from a “first principles” basis to confirm the desired outcomes prior to developing the final work plan. We will organize a GOTO meeting with the Town’s project team to:

- Review the key objectives and confirm that our interpretation of these objectives is consistent with the municipal position
- Review and confirm the methodology
- Review and confirm the final services list
- Review staff and management consultation approach
- Develop the Stakeholder Register Review the proposed work plan prepared by our team and the time line for project completion, staff involvement and reporting requirements

7.1.2 Communication Planning

Following the First Principles Meeting, WSCS will develop a recommended Communications Plan outlining the approach for consultations and updates with the following key elements:

Service Delivery Review Communication Plan

Project Name: SDR

Project Manager: Tammy Carruthers (WSCS)

Beginning Date: May 1, 2020

Completion Date: September , 2020

PROJECT OBJECTIVES: Assess All Services in the Town with the view to find opportunities for improvement and alternative service delivery mechanisms. Develop business plans, new technology opportunities and process redesign. Create a change management strategy for organizational change.

COMMUNICATION
GOAL

COMMUNICATION
TOOL

AUDIENCE

FREQUENCY

Stage 2 will involve documentation gathering and review in order to gain an understanding of the services provided by the Town. As part of this stage, we will develop the draft Service Inventory and business plan templates.

Deliverables:

- Business Plan Template
- Service Inventory Template



7.2.1 Documentation Review and Consultations

We will review all services provided by the municipality and any existing collaboration, agreements and studies.



WSCS will review policies, procedures, bylaws, committee structure, meeting packages and minutes. Performance reports and indicators will be gathered to gain an understanding of the Town's operations and customer service demand. The consultants will use a multifaceted approach to reviewing the existing services to ensure that there are opportunities for confidential feedback as well as to meet with groups of staff, management.

Given the COVID-19 scenario, these could be held utilizing GOTO meeting and collaboration tools. All interviews and engagement sessions will be conducted by at least two (2) experienced WSCS facilitators using proven techniques that will fully engage participants in generating ideas and hearing all voices.

This would include, but not limited to, Council, senior management and staff in each department.

It is anticipated that the consultation process will include: 1. Individual meetings— Council, Senior Management, Subject Experts, Staff. 2. Focus group sessions, surveys—staff, follow up sessions for management to develop service profiles. 3. Stakeholders as per the register (to be determined with the Project Team).

7.2.2 Analysis of Municipal Service and Master Plans

All significant master plans will be reviewed in order to understand the strategic direction of the municipality and service provision. The intention here is to ensure that we understand all services and plans in place.



7.2.3 Review Current Performance Management Framework

In order to understand the environment, we will review the current method used for performance management and attempt to incorporate any best practices.



7.2.4 Service Inventory Template

At the end of this process, we will develop the Service Profile Template which will include, at minimum, the following elements:

- Description of the service and how the service is provided (in non-technical terms)
- Identification of the processes utilized to deliver the service.
- What is the current level of service?
- What are best practices?
- Is the service legislated/discretionary/voluntary?
- Are there bylaws/policies affecting the service?
- Is it an external or internal service?
- Who is the customer?
- Is the service provided by municipal forces/contractor/volunteers?
- Is the service critical/non-critical?
- Link to strategic plan (goal and objective)
- Inputs (funds, staffing)
- Outputs (products/services produced)
- Outcomes (what does the City want this service to accomplish?)

The template will provide the basis for the business plans and performance indicators.



The image displays six examples of service profile templates for Environmental Services, each with a different focus area highlighted in yellow:

- Service Overview:** Shows service level (e.g., Mandatory, Essential, Routine, Discretionary), related sub-services, customers, and performance/assessment metrics.
- Performance Measures:** Includes a table of profile components and a bar chart showing various metrics.
- Key Challenges:** Features a complex flowchart and icons representing issues like Defects, Transportation, Overproduction, Inventory, Waiting, Motion, and Non-utilized Talent.
- Findings/Opportunities:** Lists specific findings and opportunities for improvement.

7.2.5 Business Plan Template

At the end of this process, we will develop the business plan template with with have the following:

- Overview of the Department
- Staffing/Organizational Structure
- Services from the Service Inventory
- Processes
- Objectives
- Emerging Issues
- Budgets
- Plans
- Activities
- Desired Outcomes
- Actions
- Cost
- FTEs
- Timelines
- Resources
- Linkages to Strategic Plan

2 Implement parking technology requires to incorporate enhanced payment options (pay by phone, credit cards), enhanced enforcement capabilities, and on-line permitting issuance/renewals				
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity and Growth</p>  <p>People and Performance</p>	<p>Economic Development Smart-Park</p>	2017	2019	<p>Planning and Economic Development Transportation Public Works</p>



Stage 3 is intended to provide a service baseline and framework. As mentioned in the introduction, we will use a Balanced Scorecard approach.

Deliverables:

Service Standards Framework
KPIs

7.3.1 Analysis, Benchmarking and Best Practice - Service Baseline

This part of the review will involve benchmarking the desired outcomes of each service and find comparable municipalities.

Benchmarking can be grouped into distinctive types:

Process benchmarking: This focuses on discrete processes and operating systems. This form seeks to identify the most effective operating practices from other businesses or business units that perform same or similar work functions.

Performance benchmarking: This focuses on elements of technical quality, product or service features, speed, reliability and other performance characteristics.

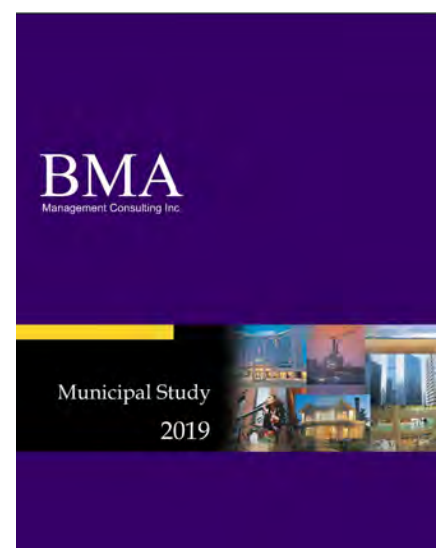
Project benchmarking: This focuses on new services that are common to most organizations. Although the objectives may differ, projects share the same constraint factors of time, cost resources and performance. This is especially useful in selecting new techniques for selecting, planning, scheduling and controlling projects.

Strategic benchmarking: This focuses on examining how the organization compares to others or against a set of desired outcomes.

Benchmarking activities usually follow the following sequence:

1. Determine current practices approaches;
2. Identify key performance factors;
3. Develop a clear understanding of municipal processes and the processes of others;
4. Identify best practices by measuring the performance within the organization;
5. Determine the criteria to benchmark against;
6. Follow with analysis of best practices through the collection of data and evaluating and comparing process areas and noting potential improvements; and
7. Model best practices to drive improvement changes and advance performance levels.

WSCS will select benchmarks based upon similar size municipalities, structure as the City as well as different approaches. We will solicit feedback from the Project Team as to appropriate benchmarks that have been typically used.



7.3.2 Focus Groups and Interviews - Service Standards Exploration

The consultants will use a multifaceted approach to reviewing the existing services to ensure that there are opportunities for confidential feedback as well as to meet with groups of staff, management. Given the COVID-19 scenario, these could be held utilizing GOTO meeting and collaboration tools. All interviews and engagement sessions will be conducted by at least two (2) experienced WSCS facilitators using proven techniques that will fully engage participants in generating ideas and hearing all voices.

This would include, but not limited to, Council, senior management and staff in each department.

It is anticipated that the consultation process will include:

1. Individual meetings— Council, Senior Management, Subject Experts, Staff.
2. Focus group sessions, surveys—staff, follow up sessions for management to develop service profiles.
3. Stakeholders as per the register (to be determined with the Project Team).

7.3.3 Assess Current “As is” Services

Service Description / Delivery Model

- Service/organization mandate
- Description of the service relative to clients served and how they access the service
- Roles and responsibilities of service providers Service delivery process or model;
- Relevant policies, plans and direction
- Service level
- Capital and operating costs
- Manager and staff numbers
- Use of contractors
- Assets / technology / systems used.

Service Linkage to the Strategic/Business Plan(s)

A description of the extent to which the service is consistent with and makes reference to the Strategic Plan's Vision and Goals of the municipality.

Service Demand Factors & Issues—Data Analysis

Identify factors affecting costs / service level; fees and charges including impact of service level change on marginal costs and revenues.

How are these service demand factors being managed; are they likely to change in the future?

Unit Based Costing Analysis

From the cost factors, develop unit costs based upon the appropriate measurement and demand elements.

Public Use of Service / Customer Profile

Identify and describe profile of the Town's residents and public who benefit from this service, e.g. demographics, user organizations, etc.

7.3.4 Create Service Outcomes and Measures

At the conclusion of this stage, we will produce a dashboard:

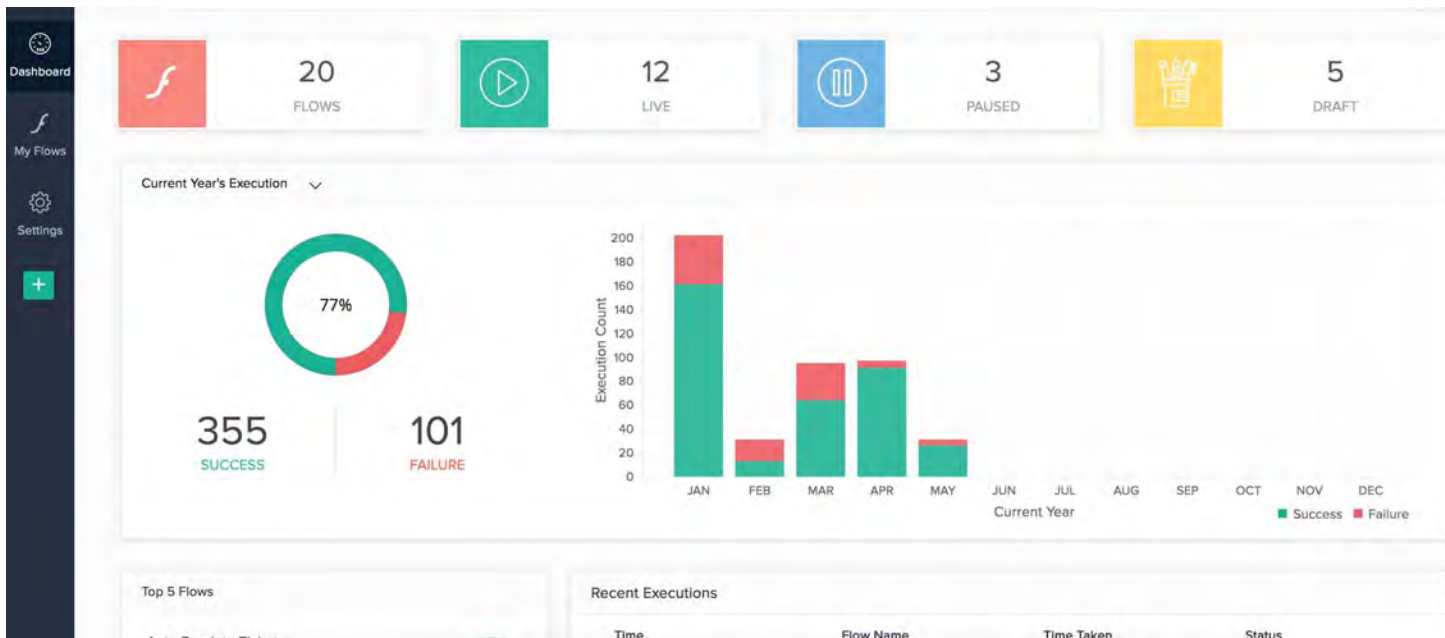
Service Levels, Outcomes & Performance Measures

- Describe the service level(s) of each service,
- How was this service level established?
- Are these service levels published?
- What are the expected outcomes and how were they determined?
- What are the actual outcomes and how do the expected/actual outcomes against desired service level?
- What performance measures have been established for this service, if any;
- Is there multiyear data relative to this performance measure which can demonstrate trends?

Purpose of the Service & Objectives

Does this service provide information which is used to support one or more of the following Corporate processes:

- Strategic planning, business planning, long term financial plan and budgeting
- Capital projects planning and development,
- Asset management
- Project and Performance measurement



Stage 4 includes the development of a change management plan organizational review against services.

Deliverable:

Change management plan
New Position profiles as required



7.4.1 Review Organization Structure and Roles

Following the technology assessment and the service review, we will undertake a review of all job profiles and organizational structure. We will make recommendations for transformation as well as any role changes.



7.4.2 Change Management Strategy

Perhaps more than ever, our world is changing at such breakneck speed it is becoming difficult to keep up, let alone to adapt and thrive. That is why any changes must understand the people side of change.

Change is coming at us in so many ways it is unquestionable that it can become overwhelming. Given the fact that the “disruptive” nature of the world around us can cause us some stress and anxiety, it is important that we consider some of the key principles of change to help us make the journey a little easier.

At WSCS Consulting, our team recognizes that as human beings we find comfort in consistency and regularity in the way we operate. Be it our personal lives at home with family members, at work with our colleagues, or in a social setting with our friends, having that rhythm and comfort provides us with a confidence in our interactions.

Introduce something new or unusual, or being challenged to think or act differently, sets off a whole host of reactions that make us feel uncomfortable. So to counteract that initial feeling of “what’s next”, “where’s this going”, “why me”, “why now” we have put together this short article to help you better understand change and how to adapt to it and benefit from it.

What is Change Management? The application of a structured process and set of tools for leading the people side of change to achieve a desired business outcome.

As change management practitioners we embrace the Prosci ADKAR® Model, with the focus on individual change in order to achieve the broader organizational change objectives.

The Prosci model for individual change is referred to as the ADKAR® Model

A = Awareness of the need for change

D = Desire to participate and support the change

K = Knowledge on how to change

A = Ability to demonstrate new skills and behaviors

R = Reinforcement to sustain the change

7.4.3 We will Perform an ADKAR on all staff and groups.

It has been well researched by Prosci, that organizational change will only materialize when individuals change. Therefore, our emphasis remains on providing you as an organization with the tools to support individual change in order to achieve organizational success.

Change management is both a process and a competency:

Effective change management should follow a repeatable process and use a holistic set of tools to drive successful change.

As a competency for leaders, change management is a set of skills that enables change and creates a strategic capability for increasing organizational effectiveness.

While we acknowledge that change occurs one person at a time, project-level change management can help facilitate advance this change across larger groups. The 3-Phase Change Management Process outlined below helps guide those in leadership roles through the phases of change management activity during any particular project.

PREPARING FOR CHANGE, MANAGING CHANGE & RE-INFORCING CHANGE

Phase 1. Preparing for Change

In the first phase of the Prosci methodology we focus on helping the team prepare by asking the following questions:

- “Why are we making this change?”
- “Who is impacted by this initiative and in what ways?”
- “Who are the sponsors we need to involve to make this successful?”

Phase 2. Managing Change

The second phase advances individuals through change as described by:

- Creating the communication plans (sponsor, training, coaching) and resistance management plans
- Integrating change management and project management
- Executing the plans to drive adoption and usage

Phase 3. Reinforcing Change

The third phase focuses on sustaining the change over time:

- Developing and Measuring performance indicators and celebrating success
- Identifying and addressing root causes of resistance
- Transitioning the project to day-to-day operations

In summary, for an organization to be successful in an environment of rapid, concurrent and continual change, the organization must learn to enhance their capacity to change. Successful organizations continue to embrace change and test their resilience. These organizations demonstrate that change management practices are the norm. They utilize change management processes and tools on a consistent basis throughout the organization. It is very evident that people from across the organization from the very top to the front lines understand and adopt the tools for successful change management into their roles.



AUG
2020



STAGE 5: TECHNOLOGY ASSESSMENT

Assessment of Systems
Evaluation
Process Analysis

Stage 5 is the most intense part of the review. We will assess the current services, technology utilized. This will include analysis against the benchmarks as well as best practice.

Deliverable:

Current State Assessment
Technology Assessment and recommendations

7.5.1 Assess Current “As is” Processes

Business Process Analysis

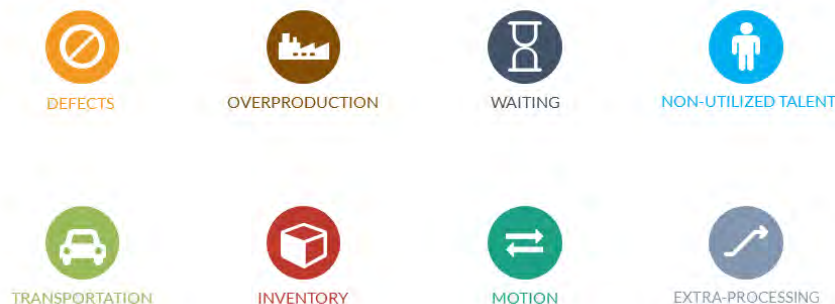
WSCS will review each service to determine the processes utilized for delivery. As WSCS has a repository of over 3200 processes, this will provide a starting inventory for the Town. We will then map each major process in its current state. This will start with brainstorming through focus groups (which could be done remotely). Then we will map each process using MS Visio. We will then want to “view” the process, should we be able to be onsite. If we cannot, we will do it with remote collaboration. These maps will then be provided to staff for validation by walking through the process themselves. We will then assess the risks in the process and make final changes. The time to complete each step will then be estimated in the value stream map in order to determine the areas where there are opportunities for improvements from both the efficiency and effectiveness perspectives. WSCS will also gather and analyze data at this point in order to illustrate the “voice of the process” and ensure that the problem statement reflects the “real” issues based upon actual data.

PROCESS MAPPING



WSCS will also identify any “non-value added” or “wastes” that could be eliminated from the processes provided that controls are in place to ensure that assets are safeguarded.

WSCS will identify the activities that do not add value to the customer and would collectively be called waste. There are eight broad categories of waste as follows:



7.5.2 Walkthroughs

In order to understand processes and to validate findings from documentation reviews and focus groups, we will map the processes in VISIO format at a high level in order to visualize where the bottlenecks and non-value added activities are being performed.

A process walkthrough involves posing as the customer, internal or external, from the start of the process to the end. It is intended to see the HIDDEN FACTORY of non-value added steps. From this walkthrough, we will also see areas where there are system integration issues, inspections that are unnecessary and challenges that staff face in daily work.

From a LEAN Six Sigma perspective, it is known as a GEMBA walk. The term "gemba" comes from Japanese and it means "the real place". In Lean management, "gemba" is the most important place for a team as it is the place where the real work happens.



7.5.3 Current State Assessment

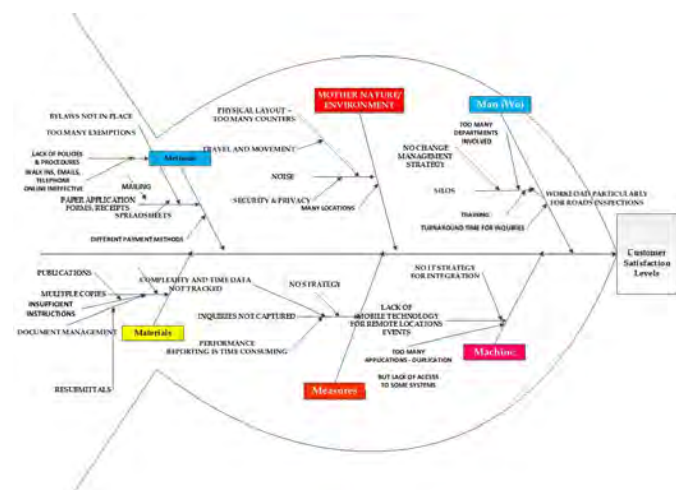
Technology Assessment

The assessment of the current financial systems will be undertaken which will include a review of cost, functionality and the ability to meet the current and future needs of the Town. As we have undertaken several system analyses in the past, we have a matrix of all the current municipal system functionality and cost. We are very familiar with municipal systems including Vadim, Microsoft Dynamics/Diamond, USTI, Munisoft, Keystone, CityWide, AMANDA, SAP, Peoplesoft, AVOLVE, E-plan, MESH, Worktech and off the shelf software. We are also very familiar with networks, security and structure. We will also address the other requirements for the Town into the future for asset management, long term financial planning and other applications for municipal services. Integration is the key to success for the Township. There is nothing more wasteful than having systems that do not talk to each other.

The assessment will not only look at the functionality but also the cost to of any new systems but also the implementation challenges.

Prepare Root Cause and Risk Assessment

Once a significant form of waste is identified, WSCS will undertake consultations to address the root cause rather than its symptoms. A method of identifying root cause, known as the “five Whys”, is very helpful for “drilling down” to root cause. A cause and effect diagram will be utilized to identify each cause under the primary headings (adjusted based upon individual processes). Based upon the assessment of currently processes, consultations and analysis of the procedures, WSCS will develop the findings and undertake a root cause analysis of any issues in the form of a fishbone diagram. This will allow for recommendations of the “should be” or future state organization, service levels and vision for the Township. This will also show the areas where the Township provides service at or in excess of expectations.



7.5.4 Prepare the Future State "Should Be" Business Processes

WSCS will provide the updated “as is” processes with a recommended “should be” Future State Ideal.

This will serve as the “vision” for the changes that the Town may wish to undertake either immediately to address control weaknesses or in the future for improvements to human resource and payroll services. These recommendations will provide options for change based upon differing fiscal realities. Further, this will include recommendations for specific and general business practices, service delivery model, and potential technology strategies.

At this point, if the Town requires procedures to be written in support of processes, WSCS will do so. It is not clear the number or extent that these will be required at this point but it is likely to be the case for some detailed processes that cannot be depicted adequately with process maps.

Stage 6 involves the development of opportunities for improvement. We will analyze options and develop modernization opportunities. We will hold a working session to gain reaction from the Town on the possible opportunities. Develop report

Deliverable:

**Opportunity Matrix with Assessment
Interim and Final Report**

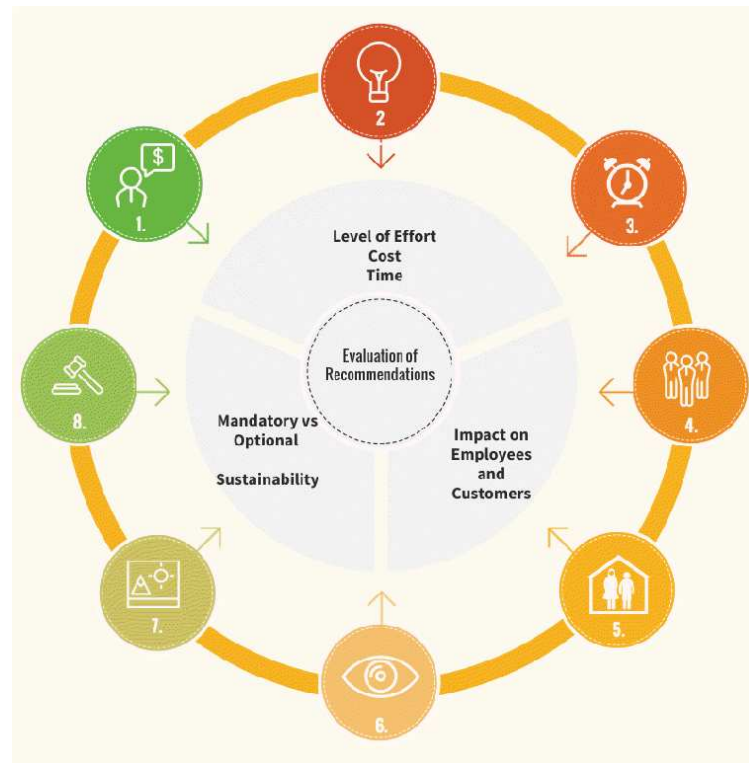


7.6.1 Analyze and Develop Improvement Opportunities

We will Investigate inefficiencies/opportunities for cost savings now and looking to the future. and evaluate processes for further review. In order to do so, we will answer the 10 Crucial Questions for service delivery reviews.

We will assess each on the basis of the following criteria:

1. Level of Effort in terms of Time and Cost
2. Mandatory versus Optional - This will include a risk assessment - What would be the outcome for the Town if it did not implement the recommendation?
3. Sustainability of the current situation and the recommended solution.
4. impact on Employees - This would include requirement for training, organizational changes.
5. Impact on Customers - Positive and/or negative changes for customers.



7.6.2 Working Session to Validate Possible Opportunities



Following the development of the Improvement Opportunities, we will hold a validation session with the Town's Project Team. This session would be intended to get initial reaction to any recommendations. Further, the Town will be able to raise any other opportunities that they believe is viable.

This will provide WSCS with the next steps for the Interim Report and address any issues with the possible opportunities.

7.6.2 Interim Report and Presentation

Prepare Draft Report and Working Session

Based on the analysis undertaken, the consultants will develop an interim report for consultation. We suggest that this be presented in a working session with the Project Team to allow for validation, identification of any areas for further evaluation and recommendations.

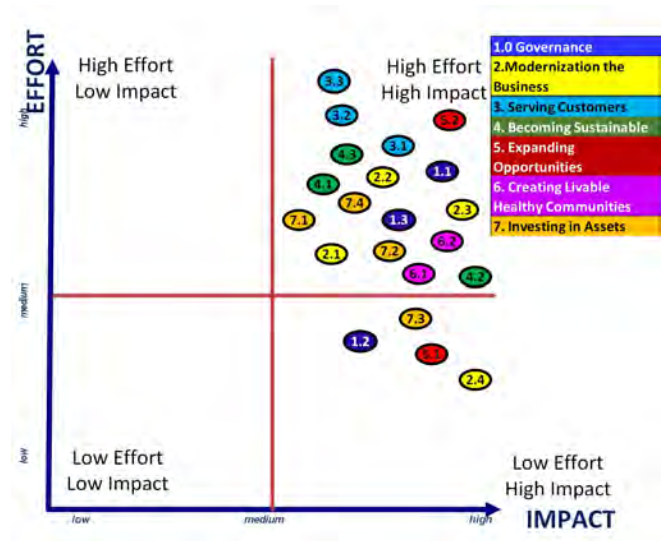
- Desired state of services.
- Present opportunities for further improvements.

The actions will also include an identification of the benefits of implementing the recommendations as well as the risk of not acting.

The recommendations will address such issues as:

- Services to be recommended, reduced, increased, integrated with others or partnerships and associated costs/savings;
- Technology changes
- Business plans
- Business processes against best practices;
- Re-aligning staff resources and areas of responsibility or organizational structures;
- Clarifying roles, responsibilities to ensure the delivery of timely and quality services;
- Implementing policy/process and/or technology improvements;
- Streamlining operations, productivity improvements and customer impacts analysis;
- Financial and information management including cost avoidance;
- New potential revenues;
- Alternatives to Service Delivery and Modernization opportunities
- Staff Impacts Plan;
- Implementation Recommendation Plan and
- Change Management Strategy.

The implementation plan will presented in a prioritization format (similar to the image below) with an associated estimated roadmap and cost/savings:



7.6.3 Final Report and Presentation

WSCS will aggregate all findings, recommendations, summary of consultations and surveys into the Final Report.

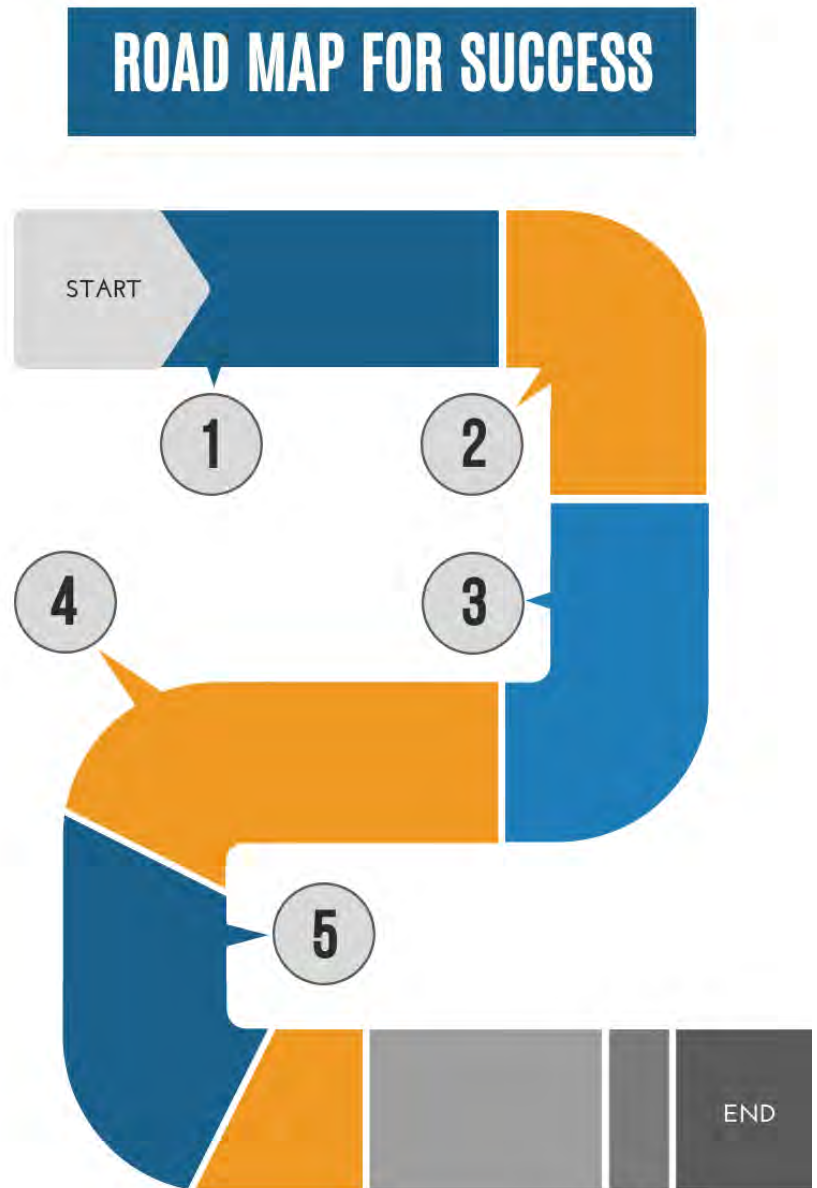
The Final Report will be developed in accordance with AODA and is expected to include:

- Executive Summary;
- Purpose of the report;
- Summary and statement of the total costs and potential savings;
- Engagement methodology;
- Benchmarking findings;
- Service Profiles including process maps;
- Business Plans;
- Change Management Strategy;
- Recommendations;
- Implementation/phasing plan;
- Appendices of relevant survey results, stakeholder engagement summaries; and,
- Other sections as appropriate

As required by the Municipal Modernization Program requirements, WSCS will also summarize the cumulative engagement into a 250-word abstract, including key findings.

WSCS will lead an in-person presentation (or remote if unable to do so given COVID-19) of the Final Report to Town leadership and key stakeholders to ensure a complete understanding of the findings and recommendations roadmap.

Following the presentation, we will make final changes as appropriate and delivery the final report by September 2020 as required.



Workplan

PROJECT PLAN																	
Task Name	Start	Finish	May	June	July	August	Septem	Octobe	Novem	Decemb							
			B	M	E	B	M	E	B	M	E	B	M	E	B	M	E
Stage 1:Planning	Tue 28/04/20	Fri 09/10/20															
Kick off Meetings with Working Group	Wed 29/04/20	Wed 29/04/20										TC,KS,JK,DA,AG,JS,JB,CM,DFA					
Project Management and Biweekly Meetings	Tue 12/05/20	Fri 02/10/20										TC					
Detailed Project Plan and Communication Plan	Fri 01/05/20	Fri 01/05/20										01/05					
LEAN TRAINING	Tue 05/05/20	Tue 05/05/20										05/05					
Stage 1:Planning																	
Stage 2:Business Planning and Performance Management	Thu 07/05/20	Mon 18/05/20										JS,TC					
Documentation Review	Mon 04/05/20	Fri 12/06/20										TC,JS,AG,CM,DA,JB,JK,DFA					
Business Planning Framework	Mon 04/05/20	Fri 22/05/20										TC,AG,DA,JS,JK,KS					
Development of Service Profiles and Current State Analysis	Wed 29/04/20	Tue 19/05/20										DA,TC,JS					
Deliver Service Profiles and Current State Analysis	Fri 15/05/20	Fri 15/05/20										15/05					
Create Business Plans for Each department	Mon 18/05/20	Fri 10/07/20															
Stage 2:Business Planning and Performance Management	Mon 18/05/20	Fri 10/07/20										TC,CM,OG					
Stage 3:Service Level Standards	Tue 19/05/20	Fri 02/10/20															
Benchmarking and Current service analysis	Mon 18/05/20	Thu 09/07/20															
Service Standard Framework	Mon 15/06/20	Thu 09/07/20															
Service Level standards	Mon 18/05/20	Wed 27/05/20										JS,TC					
Working Sessions Service Inventory - Validation	Thu 21/05/20	Mon 15/06/20										AG,CM,DA,JK,JB,JS,DFA,TC					
Stage 3:Service Level Standards	Fri 26/06/20	Fri 26/06/20															
Stage 4:Organizational Design	Mon 15/06/20	Fri 10/07/20															
Change Management plan																	
Job description analysis and creation	Mon 06/07/20	Fri 14/08/20															
Stage 4:Organizational Design	Thu 09/07/20	Fri 10/07/20															
Stage 5:Technology Adoption and Implementation	Wed 15/07/20	Fri 07/08/20															
Current State Analysis	Fri 07/08/20	Fri 07/08/20										07/08					
Techonology evaluation and identification	Mon 06/07/20	Fri 31/07/20										07/08					
Deliver Service Profiles and Current State Analysis	Mon 06/07/20	Fri 31/07/20										JS,AG,CM,JB					
Stage 5:Technology Adoption and Implementation	Mon 10/08/20	Fri 21/08/20															
Stage 6: Project Close Out - Reporting	Wed 12/08/20	Wed 12/08/20										12/08					
Development of Recommendations	Tue 18/08/20	Tue 18/08/20										TC,AG,JS,JB					
Draft Interim Report	Mon 24/08/20	Fri 28/08/20										TC					
Presentation (Final Draft Report)	Mon 05/10/20	Fri 13/11/20															
Review of Draft Final Report by Project Management Team	Wed 26/08/20	Wed 26/08/20										26/08					
Final Report to Council/Working Group	Thu 27/08/20	Thu 27/08/20										KS,TC,AG,JK,DA,JS,JB,CI					
Development of Presentation and updates	Thu 27/08/20	Thu 27/08/20															
Delivery of Presentation	Mon 31/08/20	Fri 04/09/20										04/09					

Appendix A: Company Profile and Value Added Services

WSCS Consulting Inc. (WSCS) is a Canadian controlled private corporation incorporated in the Province of Ontario. WSCS is an innovative financial, technology and health and safety consulting firm. Established in 2000, WSCS offers a comprehensive range of services to clients in all levels of government and the private sector across Canada.

Seen as a leader in service delivery reviews, value for money auditing, business process reengineering, enterprise resource planning, program reviews, implementer of new accounting standards changes across the country, WSCS fulfills a wide range of consulting requirements. WSCS's consultants have effectively executed over 150 evaluations, financial projects, business process reviews in large and small, urban and rural municipalities. WSCS offers comprehensive and practical solutions covering all areas of business including operational and process reviews, risk assessments, long term financial and human resource plans, internal control frameworks, and performance reporting.

Our unique and dynamic team of specialists have varied public sector backgrounds. We have a unique cross section of experience covering all aspects of municipal, federal and provincial public services including upper and lower tier, municipal associations, quasi-judicial boards, not-for-profits/social service agencies.

The key to the success of the team has been its ability to build relationships and find innovative solutions for its clients.

Our Vision: *To be the choice of government for innovative solutions, learning opportunities and business process transformation.*

Our Mission: *We See Customers Succeed* by thinking beyond what has been done before to what is possible.

We believe that every customer, small or large, can realize their full potential by leveraging their technology and resources. By utilizing proven business process improvement techniques, best practice and solutions, we facilitate the achievement of strategic goals of organizations and ultimately increase quality service for their customers. Our goal is to inspire excellence and innovation across the organization through knowledge transfer and modern learning approaches.

We seize opportunities; our customers see results.

Our Values:

Communication
Unparalleled
Service
Teamwork
Opportunity
Motivate
Excellence
Results

Through communication, unparalleled service and teamwork, we seek out opportunity for customers and motivate through excellence and results.

Our Services

Service Delivery Reviews

- City of Markham
- Town of Midland
- Legal Aid Ontario
- Whitewater Region
- Town of Prescott



- City of Whitehorse
- County of Lanark
- City of Leduc
- Town of Whitby
- Municipality of Clarington

**Financial/
Economic Analysis**



**Value for Money
Audits**

**Asset
Management**



**Fraud Prevention,
Risk Management
& Internal Control
Assessments**

**ERP & Technology
Procurement,
Assessments**



**Business Process
Redesign
LEAN Six Sigma**



Training Development and Delivery

Appendix A: Company Profile and Value Added Services

Complementary Services

- **WSCS provides a wide range of services. In fact, most organizations we have worked with have retained us to implement the recommendations. This includes but not limited to:**
 - **Policy and Procedure Development**
 - **Process redesign**
 - **Procurement**
 - Job Description/Staff Profile Development
 - Organizational Structure changes, labour negotiations
 - Change Management Strategies and Assistance
 - Technology Specifications, Procurement, Implementation,
 - Training Development, Documentation and Delivery
 - Council Orientation, Governance and Training
 - Asset Management and Financial Plans
 - Provincial and Federal Representation, White Papers
- **Ministry of Municipal Affairs and Housing ~ OEMC & NEMC Conference Trainer on PSAB and Long Term Financial Planning**
- **Municipal Finance Officers Association and Various municipalities across Canada ~ Training of thousands of municipal leaders with respect to PSAB changes, Municipal Budgeting, Financial Sustainability, Risk Management, Financial Statements , Fraud Awareness and Prevention, LEAN Six Sigma, 3Ps, ASD and Long Range Financial Planning, Ethics, Role of the Municipal Treasurer/CFO.**
- *Published Papers with respect to Municipal Budgeting in the new PSAB World, The Roadmap to Financial Sustainability, The Municipal Financial Sustainability Maturity Model, Long Term Financial Planning, Evolving Role of the Municipal Treasurer/CFO.*

Seminars and Research Papers

- **Ontario Municipal Leadership Institute: New Councillor Training—LEAN Six Sigma Program, Municipal Finance Seminar to New Councillors, Ethics Training,**
- **Ontario Municipal Administrators Association—The Changing Role of the Municipal Treasurer**
- **Association of Municipal Clerks and Treasurers of Ontario ~ Design and delivery of the Municipal Finance and Accounting Program, Executive Diploma in Municipal Management, Busting the Budget Myth, Finance for Everyone, PSAB, LEAN Six Sigma, Long Term Financial Planning, Procurement Fraud, Municipal Sustainability and The Changing Role of the Municipal Treasurer.**
- **Residential and Civil Construction Association of Ontario ~ Joint Research project with UMA Engineering Inc, University of Toronto and WSCS with respect to infrastructure funding.**
- **Metrolinx ~ Joint project with PB World Inc. from New York City to develop Capital Programming for the Toronto/Hamilton Transit Authority**
- **Institute for Fraud Prevention ~ University of West Virginia—Research paper being developed with respect to fraud prevention and culture in local governments**
- **Treasury Board Secretariat ~ Joint paper with Auditor General of Canada that provides the evaluation framework for modern management practices in government**

PROFILE



BA, CPA CGA, CFE, CICA, PMP, CLSSMBB, CCA, MCITP CISA CCP

For the past 13 years, Tammy has been the CEO and Principal of WSCS Consulting Inc, a growing, boutique consulting firm who leverages partnerships with associations and consultants to drive excellence and innovation in municipal government and government agencies. Tammy brings a wealth of experience to this project from leading over 200 consulting engagements ranging from asset management plans to extensive service delivery reviews in municipalities, provincial and federal departments as well as private sector. Tammy is keenly interested in "thinking beyond" what is the norm and challenging public sector organizations to adopt innovative practices to better serve their clients. Tammy's extensive facilitation skills have been gained by managing complex stakeholder groups through strategic planning activities, process improvement initiatives and the implementation of business process transforms. As a change management professional, Tammy assists organizations develop strategies to help make transformation "stick" by focusing on the **PEOPLE** side of change and not just the technical requirements.

Prior to entering the consulting world, Tammy spent over 20 years serving the public sector in the federal, provincial and municipal governments in senior management roles including Lanark County, Treasury Board Secretariat, CRTC, CMHC, Ontario Ministries of Labour, Municipal Affairs and Housing. This experience makes Tammy unique. She has seen the public sector from every level and has done the work and received international recognition for her achievements.

Tammy is a sought after speaker and a published author on many emerging issues affecting public sector today.

EDUCATION

ECONOMICS & LAW, B.A Honours
Carleton University

Chartered Professional Accountant (CPA)

LEAN SIX SIGMA MASTER BLACKBELT
Villanova University

PROFESSIONAL AFFILIATIONS

- Project Management Professional (PMP)
- Certified Fraud Examiner (CFE)
- Certified Internal Controls Auditor (CICA)
- Certified Construction Auditor (CCA)
- Chartered Professional Accountant, Certified General Accountant (CPA)
- Certified Information Systems Auditor (CISA) - ISACA
- Certified Change Practitioner (CCP)-PROSCI
- Microsoft Certified IT Professional (MCITP)
- National Quality Institute – Quality Service Assessor,

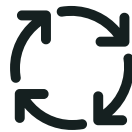
AREAS OF EXPERTISE AND KEY SKILLS



Project Management



Service Delivery & Operational Reviews



LEAN Six Sigma Process Improvement & Training



Stakeholder Consultation & Facilitation



Strategic & Financial Planning, Analysis & Training



Asset Management



Risk Management, Fraud Detection & Prevention



Technology Innovation & Assessment Page 44

RELEVANT PROJECT EXPERIENCE

	<p>Project Management</p>	<p>As a Project Management Professional (PMP), utilized proven techniques to successfully manage for over 150 projects over 13 years. Created project charters, plans and status reports. Chaired meetings with consultants and client representatives. Prepared regular status reports and presentations.</p>
	<p>Service Delivery & Operational Reviews</p>	<p>Led the Service Delivery Reviews for the Town of Midland, Townships of Douro-Dummer, Edwardsburgh-Cardinal and South Stormont which involves all services. Previously conducted several service delivery review of specific services such as Tourism, Forestry and Animal Services for the Municipality of Clarington, assessment of municipal long-term care homes, social services and housing in Northumberland County and City of Ottawa to name a few. The service reviews included a current state assessment, benchmarking, gap analysis, technology assessments and future state recommendations.</p>
	<p>LEAN Six Sigma Process Improvement & Training</p>	<p>Led several business process reviews and redesign including several projects for Legal Aid Ontario, Payroll/HR and Finance for the Township of Whitewater Region, the Town of Midland and City of Markham. Recently complete the business process review of corporate payments, securities, haul and fill permit processes for the Town of Caledon. The business process review of the building/planning approvals process for the City of Markham resulted in fundamental changes to their operations including fully electronic plan submissions and annual savings of \$6 million annually. In partnership with the Ontario Municipal Leadership Institute, developed and delivered the Municipal LEAN Six Sigma Certification Program.</p>
	<p>Stakeholder Consultation & Facilitation</p>	<p>Experience facilitating and managing complex stakeholder groups through changes at the federal, provincial and municipal levels. Facilitated the development of Lanark County, Legal Aid Ontario's strategic plan. Undertook community wide, Council and departmental consultations for the Town of Midland, City of Markham, Municipality of Clarington for service delivery reviews. Developed, administered and analyzed surveys for the public, Council and staff on a variety of issues including planning and building development, tourism, animal services and corporate services. Facilitated several SWOT sessions for strategic planning and service delivery assessments.</p>
	<p>Strategic & Financial Planning, Analysis & Training</p>	<p>Developed Strategic and Long term plans for Legal Aid Ontario, Lanark County, MFOA. Developed Financial Management Training for the Department of Finance, Government of Nunavut, Association of Municipal Clerks and Treasurers of Ontario among others. Developed the "Role of the Municipal Treasurer" and "Long Term Financial Planning" Monograph for the Municipal Finance Officers Association.</p>
	<p>Asset Management</p>	<p>Led a team of infrastructure/engineering specialists to develop asset valuation for Public Sector Accounting Board requirements as well as asset management plans for several municipalities including the City of Clarence-Rockland, United Counties of Prescott-Russell and Northumberland County. Undertook a Business Process Review and assessment of asset management practices for the Cities of Thunder Bay and Whitehorse. Developed and delivered training on new Asset Management regulations.</p>
	<p>Technology Innovation & Assessment</p>	<p>Led the assessment, procurement and implementation of several technology solutions, such as e-plan software, permitting, enterprise resource planning systems (Microsoft Dynamics, Vadim, USTI, Worktech. Undertook several IT assessments for municipalities including the Town of Midland, Township of Whitewater Region. Developed and delivered cybersecurity training for Municipality of Chatham-Kent and others.</p>
	<p>Risk Management, Fraud Detection & Prevention</p>	<p>Assessed Internal Control Frameworks for the Town of Whitby. Developed Fraud Prevention Policies and delivered training on risk management, fraud prevention for municipal associations.</p>

SELECTED CLIENTS WORKED FOR



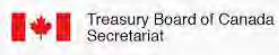
WORK EXPERIENCE



CEO and Principal Consultant
2000 – Present



Director of Finance/IT and Treasurer
2003 – 2007



Portfolio Manager, Policy & Innovation, Modern Comptrollership



Professor of Accounting, CGA Program



Senior Telecom Analyst, Contributions



Manager, Corporate Services
District Manager, Kingston



Coordinator, Financial Advisory Services, Rent Review Hearings Board



Program Evaluator, Public Housing

PROFILE

A+CompTIA, OCP, MCSE, MCDBA, CCP



Kelly is an accomplished Certified Change Practitioner who has been developing and implementing change management strategies for large scale/enterprise information technology projects with WSCS Consulting Incorporated over the past 8 years, a growing consulting firm specializing in business process redesign, service delivery reviews, change management and strategic planning. Kelly has been instrumental in providing clients with guidance on network security, infrastructure, applications, and IT policies.

Kelly has over 22 years of professional Information Technology experience in highly regulated sectors, public and private, with responsibilities for network architectural designs, support system methodologies, enterprise resource planning (ERP) implementations, configurations and training as well as documentation, policies and procedures. Kelly has successfully managed over 200-enterprise resource planning systems implementations. These projects including technical design and installation, configuration and training. Kelly has the unique ability to see how systems support business lines and garners support for change. He acts as a key liaison between third party vendors and departments to ensure that the business lines access the solutions they need.

As a previously elected official for the City of Rossland, BC, Kelly provides the unique Council perspective to our projects.

EDUCATION

Diploma in Systems Administration- Network Computing

The Institute for Computer Studies, Calgary, AB

Project Management Tools & Techniques – National Project Management Inc.

Microsoft SharePoint Yukon College

PROFESSIONAL AFFILIATIONS

- Certified Change Practitioner – PROSCI
- A+ Certified Computer Technician (CompTIA A+)
- Microsoft Certified Systems Engineer (MCSE)
- Oracle Certified Professional (OCP)
- Microsoft Certified Database Administrator (MCDBA)

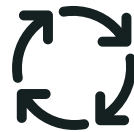
AREAS OF EXPERTISE AND KEY SKILLS



Project Management



Service Delivery & Operational Reviews



LEAN Six Sigma Process Improvement



Technology Innovation & Assessment



Change Management

RELEVANT PROJECT EXPERIENCE



Project Management

As a project manager for many enterprise resource planning system implementations, Kelly developed project plans, charters and status reports. Of particular interest, Kelly managed a shared ERP software implementation for seven municipalities in Muskoka.



Service Delivery & Operational Reviews

Kelly was the IT lead for several Service Delivery Reviews including the Town of Midland, Townships of Douro-Dummer, Edwardsburgh-Cardinal, Whitewater Region and South Stormont.

As a team member, Kelly provided specifications and recommendations for electronic plan submission software for the City of Markham.



LEAN Six Sigma Process Improvement & Training

As a LEAN Six Sigma trained consultant, Kelly provided insight into new processes for the Township of Whitewater Region, the Town of Midland and City of Markham as part of large scale business process reviews. Kelly also provided recommendations for new processes following the implementation of new software solutions for the City of Whitehorse



Technology Innovation & Assessment

Led the IT and risk assessments for municipalities including the Townships of Edwardsburgh Cardinal, Douro-Dummer, South Stormont and Whitewater Region. Acted as technical lead for the upgrade to Microsoft Dynamics and WorkTech for the Town of Midland.



Change Management

Developed a change management strategy for several organizations including the City of Whitehorse.

SELECTED CLIENTS WORKED FOR

- City of Whitehorse
- City of Markham
- Township of Whitewater Region
- Legal Aid Ontario
- Township of South Stormont
- Township of Douro-Dummer
- Township of Edwardsburgh-Cardinal
- Municipality of Clarington

WORK EXPERIENCE



IT/Change Management Consultant
2012 – Present



Technical Consultant



Municipal Systems Administrator



Senior Technical Consultant

Jawad A. Kassab M.B.A., LL.B., M.Div.

Telephone: (416) 606-2753
E-mail: kassabja@rogers.com

[linkedin.com/in/jawadkassab](https://www.linkedin.com/in/jawadkassab)

703-383 Ellis Park Road
Toronto, ON, M6S 5B2

A mission driven, fiscally responsible, strategic thinker committed to social justice and healthy communities, who leads change with compassion and strength. Jawad has spent most of his career ensuring access to justice for refugees and immigrants, transforming business operations, building productive relationships, and improving governance in the legal and health sector.

Summary of Experience

Executive management	5 years
Litigation	6 years
Quality & operations management	4 years
Corporate services planning	2 years
Pastoral management	10 years
Board governance	10 years

Core Competencies

Activity: Modernized Legal Aid Ontario's (LAO's) Lawyer Services and Payments department by;

- Restructuring 40 staff along regional lines
- Simplifying payment policies and processes
- Automating payment systems in PeopleSoft application
- Implementing payment portal risk strategies

Outcome: A more efficient department with improved timelines for payment of lawyer accounts—95% of accounts paid within 60 days. Ease of billing and payment through block fees rather than hourly tariff. A reduction in staffing costs by 6 FTEs. A reduction in improper billing and payments.

Activity: Transformed LAO's Refugee and Immigration Program by;

- Enhancing and expanding services across the Province
- Creating refugee lawyer panel oversight and quality standards department, policies and processes

Outcome: Refugees have access to high quality staff services in Ottawa, Hamilton, and Toronto and 350 lawyers across the province ensuring better outcomes for over 10,000 clients. Legal coverage areas expanded and tariff hours allowed for legal proceedings increased.

Activity: Set strategic direction and business objectives and managed risk to achieve outcomes on three health sector boards with a focus on client service.

Outcome: Increased funding by 20% at West Toronto Services for Seniors, laid the foundation for merging four senior services agencies in the West end, led marketing transformation to create a "Silver Circle" brand of west end providers, and received funding from City of Toronto to build seniors housing. Promoted best practice excellence in governance policy and process to meet *Imagine Canada* board governance standards at Parkinson Canada.

CHANGE MANAGEMENT

GOVERNANCE

Activity: Managed relationships with legal aid lawyers during implementation of Legal Aid Ontario’s quality standards for refugee lawyers by;

- Ongoing transparent communication
- Consultation

Outcome: LAO’s refugee lawyer panel reduced from 700 members to 350 and quality improved following implementation of new standards with the support of lawyer associations and lawyers.

Activity: Led advocacy efforts with the Federal and Provincial governments to secure much needed additional refugee funding.

Outcome: Government contributed a total of \$13M of additional refugee funding to serve over 6000 clients over two successive years averting a crisis.

Activity: Led the implementation of LAO’s employee engagement survey recommendations affecting the work environment of 500 staff.

Outcome: Greater staff engagement, low turnover and increased productivity as a result of improvements to staff learning and development, compensation and communication.

Activity: Managed departments and programs with budgets ranging from \$1M to \$30M, and with staffing from 10 to 50 employees. Led a number of program evaluations and implemented recommendations to improve policy, process, accountability, staffing and use of technology.

Outcome: Exceeded LAO business plan objectives through effective budgetary management, delivery of high quality services to clients and transformed departments and programs.

OPERATIONS MANAGEMENT

Employment

Legal Aid Ontario (LAO)—Toronto

- Executive Lead, Refugee and Immigration Program GTA *2013 and ongoing*
- Director, Corporate Planning & Strategic Initiatives *2011-2013*
- Director, Lawyer Services & Payments *2007-2011*
- Bilingual Staff Lawyer, Quality Service Office *2000-2007*
- Bilingual Staff Lawyer, Refugee Law Office *1994-1999*

Board Governance

- Director, Four Villages Community Health Centre, Toronto *2005-2008*
- President, West Toronto Support Services for Seniors, Toronto *2006-2009*
- Regional Director, Ontario, Parkinson Society Canada *2010-2015*

Education

- Master’s of Business Administration (*M.B.A.*), Richard Ivey School of Business *2004*
- Master’s of Divinity (*M.Div.*), University of Toronto *1990*
- Bachelor of Laws (*LL.B.*), Dalhousie University, Halifax *1985*
- Bachelor of Arts, St. Mary’s University, Halifax *1982*
- Governance Essentials for Directors of Non-Profits, Institute of Corporate Directors & Rotman School of Management *2010*

Other Interests

- Piano (*Royal Conservatory of Music, Toronto*)
- Languages (*French*)



JOHN SKOROBOHACZ

Consultant/ Facilitator/ Coach

CONTACT

PHONE: 705.796.6611
WEBSITE: omli.ca
EMAIL:
jskorobohacz@omli.ca

PROFILE

A seasoned professional with strategic leadership experience.

A creative problem solver and an accomplished team builder with strong interpersonal and communication skills.

Above average governance and significant range of practical board experience. Enjoy the challenge and opportunity helping organizations to maximize their potential and enhance their ability to deliver effective municipal services.

EXPERIENCE

CITY MANAGER & CHIEF ADMINISTRATIVE OFFICER (CAO) – 16 years

– City of Windsor, Town of Innisfil & Town of Midland

- Responsible for overall strategic direction and administrative leadership ensuring effective and efficient delivery of municipal services.
- Provided advice, guidance and support to Mayor and Members of Council.
- Instituted and implemented a Municipal Services Corporation in order to leverage community vision for premier 40-acre waterfront property.
- Mentor and Coach to successor CAO.
- Identified and executed a strategic and creative framework to advance critical infrastructure into un-serviced employment lands. (Municipal Services Corporation water and wastewater).
- Introduced numerous efficiencies including – “Council Delegated Authority” – resulting in greater efficiency at Council Meetings and effectively re-directing routine authorization via an administrative process. Reduced Council agenda by +400 staff reports in the first full year of implementation.
- Represented municipality on the Board of Directors of the Regional Economic Development Commission (private sector board)
- Led Service Delivery Programs in two municipal organizations

PROFESSIONAL ASSOCIATIONS

Canadian Association of Municipal Administrators (CAMA)

Ontario Municipal Administrators Association (OMAA)

International City Management Association (ICMA)

Association of Municipal Managers Clerks & Treasurers of Ontario (AMCTO)

Institute of Corporate Directors (ICD)

EDUCATION

Chartered Director Certificate – McMaster University and The Conference Board of Canada

Diploma in Public Administration, University of Western Ontario, London

Business Diploma, Centennial College, Toronto

Bachelor of Arts Degree, McMaster University, Hamilton

PROSCI International – Change Management Practitioner

MUNICIPAL CLERK – COMMISSIONER OF COUNCIL SERVICES - 9 years

City of Windsor & City of Burlington

- Council Secretariat Role – Municipal Freedom of Information Records Management – Council Agenda and Meeting Management
- Introduced revamped Council Procedural By-law, revised Council Agenda and Administrative staff reports
- Introduced new records management program and municipal election technology

MANAGER REVENUE & TAXATION - FINANCIAL COORDINATOR – 7 years

City of Burlington & City of Stoney Creek

- Accountable for the accurate and timely billing and collection of a full range of municipal financial revenues (including property, business taxes, grants and accounts receivables, fines & penalties, etc.)
- Developed and oversaw the implementation of Policies related to the effective enforcement and collection of municipal revenues – including Municipal Tax Sales procedure.
- Managed property assessment function to ensure municipality recovered appropriate level of revenues

OTHER MUNICIPAL ROLES INCLUDED:

GENERAL MANAGER OF CORPORATE SERVICES – 1 year City of Windsor

- Under new organizational structure appointed to role of GM of Corporate Services with oversight for: **Finance, Clerk's**, Legal Services, Information Technology, Purchasing and Human Resources

MANAGER OF MUNICIPAL LICENSING AND ANIMAL CONTROL – 4 years City of Burlington

- Led and expanded an active Municipal Licensing Function (net \$750k in annual revenue).

- Oversaw new Construction/project management of a new Animal Control Shelter Facility. Delivered within the approved budget and on-time.

ASSISTANT CLERK TREASURER & TAX COLLECTOR – 1.5 years Edwardsburgh Township

- Supported the Clerk/Treasurer and Tax Collector in execution of the statutory duties of these positions

BOARD EXPERIENCE

Current

- Board Member 3 yrs. - Municipal Employers Pension Centre Ontario (AMO) recently re-appointed for second 3-year term.
- Member of the CAMA Awards Review Panel 2019-2020

Previous

- Board Chair 5 yrs. – INNPOWER (Innisfil LDC)
- Board Chair 5 yrs. – Innisfil Energy Services
- Founding Board Member – INNSERVICES –
 - o Water & Wastewater municipal services corporation
- Board (transition) Member YQG 1.5 yrs. – Windsor Regional Airport
- Board Member Windsor Regional Economic Development Commission 3 yrs.
- Ex-officio Member of the Midland Bay Landing Development Corporation 1.5 yrs.
- Board Member – (MPAC) Municipal Property Assessment Corporation 3 years.
- Board and Campaign Cabinet Member for the United Way of Simcoe and Muskoka 5 years
- Member of the ICMA Awards panel from 2016 - 2018

Angela Gravelle

Summary of Qualifications



- **Over 30 years** of public and private-sector experience, in municipal governments, various community boards & committees and successfully launched a “start-up” business for a previously ranked number one educational institution in the GTA
- Has an expansive network of business and government contacts and is active with several professional associations and organizations; including member of the Project Management Institute and long-standing judge for the Economic Developers Council of Ontario Awards of Excellence; a well-established program in which organizations from across the province have their economic development initiatives judged by industry expert leaders
- Designed, developed and has successfully launched several; local, national & international award-winning leadership and executive training programs for public-private sector organizations including the launch of new councillor training for newly appointed members of council
- Direct experience in community economic development and has excellent project management, organizational and time management skills
- Has held a variety of leadership roles and has successfully advanced key initiatives and strategic priorities in numerous private-public sector projects; i.e. community strategic planning, jobs prosperity collaborative, community-based economic development initiatives
- Has authored/co-authored several leadership posts in relation to the advancement of various leadership development programs
- Is enterprising; has designed & developed websites and familiar with various social media platforms
- Has a motivational management style and is a passionate community builder with the ability to seek out and capitalize on emerging opportunities while forging new private-public partnerships that propel organizations forward

PROFESSIONAL EXPERIENCE

ONTARIO MUNICIPAL LEADERSHIP INSTITUTE (OMLI)
Executive Director (June 2013 - current)

MOHAWK COLLEGE ENTERPRISE CORPORATION (MCE)
Vice President, Business Development & Marketing (July 2009 - May, 2013)

BURLINGTON ECONOMIC DEVELOPMENT CORPORATION (BEDC)
Senior Economic Development Officer (2005 - 2009)

CORPORATION OF THE CITY OF BURLINGTON 1987 -2005
Assistant to the City Manager (2004 -2005)

CORPORATION OF THE CITY OF BURLINGTON 1987 -2005
Supervisor of Public & Legislated Services & Elections Coordinator (2000 - 2004)

Assistant City Clerk (1996 -2000)

Vital Statistics Clerk (1987 - 1996)

CORPORATION OF THE TOWN OF MILTON 1985 -1987
Town Clerk's Department

EDUCATION

Economic Development Officer, University of Waterloo (Years 1 & 2 - EcDev. Certificate Program)

Project Management, Schulich School of Business -York University

Public Administration - University of Western (Year 1)

Municipal Administration Program (AMCTO)

Business Management & Marketing, Sheridan College

HTML & CSS (Limited Coding)

LEAN Six Sigma - Yellow Belt

VOLUNTEERISM

- Served as Board Director for the Threshold School of Building that provides employable skills to **“at-risk”** youth.
- Dedicated advocate and former 6-year Board Member for Halton **Women’s** Place - (Chairman of the Board - 3 years, Board Member - 3 years).
- Volunteer for the CNIB fundraising sub-committee
- Advocate/Funder for Threads of Life in support of families who has suffered a loss due to workplace accident
- Advocate/Funder, CdLS Foundation

David Anderson, CET, President

Organizational
and Service
Delivery
Review

David Anderson is an Asset Management Specialist with over 30 years of experience as a municipal employee, and 12 years as a consultant. Dave's municipal career began in surveys and inspection and advanced to spend the last 20 years of his municipal career at the senior manager or department head level. Dave's municipal work experience includes municipalities at the upper-tier, lower-tier, and single-tier levels. His responsibilities have included all infrastructure types and road systems of up to 1,425 centreline-kilometers.

Project and
Program
Management

His range of experience includes public works engineering and operations, engineering studies for all types of infrastructure, including Class Environmental Assessments, Master Plans, Road Needs Studies (State of the Infrastructure), and capital planning and program implementation.

State of the
Infrastructure

Dave became the first Manager of Engineering and Infrastructure for the newly formed Haldimand County in the fall of 2000 and was tasked with creating an engineering department for a single tier municipality, responsible for capital planning and implementation for all assets including roads, structures, water and waste water treatment, water and waste water linear, Municipal Drains, and development review.

Strategic Asset
Management
Policy

During his municipal career, and then as a consultant, Dave has completed a combined total of over 250 Road Needs Studies / State of the Infrastructure, data collection or asset management projects. Most data collection projects followed the MTO *Inventory Manual* methodology.

Of particular relevance, in 2010, Dave developed a 2-day course now offered bi-annually by OGRA entitled 'Managing the Risk', that focuses on the MTO *Inventory Manual*, Pavement/Asset Management, Pavement defects, and municipal risk management. Dave has also given conference presentations on Gravel Road Conversions.

Asset
Management
Reg. 588/17

Dave has also delivered a number of presentations at various conferences, workshops, and seminars on Asset Management. He has been involved with Ontario Good Roads Association's (OGRA) Municipal Infrastructure Training Bituminous Technology Course and the Guelph Road School since 1997. Dave was presented with the Volunteer of the Year Award at the 2011 OGRA Annual Conference.

Training

More recently, Dave was the chair of OGRA's Academy for Municipal Asset Management, Program Advisory and Certification Board from April 2013 to January 2018.

MMS
Compliance
Audits
Reg. 239/02

Career / Work History Summary

01/13 to present	<i>President,</i>	4 Roads Management Services Inc.
06/11 to 01/13	<i>Associate, Senior Project Manager, Asset Management Specialist</i>	Stantec Consulting Ltd.
03/07 to 06/11	<i>Project Manager, Asset Management</i>	AECOM (Totten Sims Hubicki)
11/05 to 03/07	<i>Manager, Transportation Operations,</i>	Region of Waterloo
11/00 to 11/05	<i>Manager of Engineering and Infrastructure</i>	Haldimand County
08/97 to 11/00	<i>Manager, Roads Division</i>	Region of Haldimand-Norfolk
09/90 to 08/97	<i>Director of Public Works</i>	Township of Delhi
04/88 to 09/90	<i>Construction Manager</i>	Town of Ajax
05/75 to 04/88	<i>Progressively more responsible positions from surveys and inspection, through to development review and project management</i>	

David Anderson, CET, President

Professional Associations:

- **OACETT** - Ontario Association of Certified Engineering Technicians and Technologists; since 1984.
- **CTAA** – Canadian Technical Asphalt Association, since 2008
- **OPSS** - Ontario Provincial Standards and Specifications, Sub -Committee for Aggregate Standards 1998- 2003
- **OSSGA** - Ontario Stone Sand and Gravel Association -Specifications Committee, MEA/ OGRA Representative, 2003 to December 2017

Conference and Workshop Presentations and Career Highlights

- Ontario Good Roads Association 2019 Conference, **Gravel Road Conversions**, February 2019
- St. Lawrence College, Guest Lecture, **Asset Management**, October 2018
- University of Waterloo, Guest Lecture, **Performance Modeling**, March 2016, March 2017, February 2018,
- OGRA Academy for Municipal Asset Management, Asset Management of Road Networks, **The Inventory Manual** , October 2016, November 2017, October 2018
- University of Waterloo, Guest Lecture(s) and Database Project, Post Graduate Class, Fall 2016, **Performance Modeling**
- WorkTech ‘Leverage’ User Conference, **Asset Management Plan Development, Performance Modeling for Bridge and Culvert Structures, The Inventory Manual and WorkTech**, June 2016
- OGRA Academy for Municipal Asset Management, Asset Data Collection and Condition Evaluation, **Performance Modeling**, April 2015, May 2016, April 2017, April 2018
- University of Waterloo, Guest Lecture, **The Inventory Manual and WorkTech** – December 2014
- WorkTech ‘Leverage’ User Conference –, **Best Practices and Performance Modeling and Estimating Condition of Water and Waste Water Linear Assets** - June 2015
- OGRA / ROMA Combined Conference - **Asset Management –Establishing Needs and Priorities**, February 2015
- WorkTech ‘Leverage’ User Conference – **Asset Management for Low Volume Roads and Inspection Analysis** – June 2014
- OGRA Municipal Road Technologies Workshop– **Asset Management for Low Volume Roads** - January 2014
- Centre for Transportation Engineering and Planning (Calgary, Alberta)- **Cost Benefits of Converting a Gravel Road to Hardtop** - February 2013
- WorkTech ‘Leverage’ User Conference – **Inspection, Analysis and Roads Management and Asset Management Plan Development’** – June 2013
- WorkTech ‘Leverage’ User Conference – **Roads Management Inspection and Analysis** – June 2012

David Anderson, CET, President

Conference and Workshop Presentations and Career Highlights (cont'd)

- OGRA – 2011 Conference – **2010 Volunteer of the Year Award**, - February 2011
- OGRA – 2011 Municipal Roads Technologies Workshop –**When Do You Convert a Gravel Road to hardtop?** – February 2011
- AEMA –Asphalt Emulsion Manufacturers Association –**Software, Emulsions and the Pavement Management Life Cycle** – November 2010
- OGRA – **Managing Road System Risk and Performance** – May 2010 Developed a 2 day course based on the Inventory Manual 1991, including Pavement Management and Pavement Defects(2011, 2012, 2013, 2015,2017, 2018)
- OGRA / MDW- Making Data Work for You –**Priority Planning and Budgeting** (November 2009)
- Pavement Rehabilitation and Preservation Workshop-2008 – **Rural Road System Management - A Case Study** (January 2008)
- OGRA Regulation 239/02 review -**Minimum Maintenance Standards** – Committee member 2007-2013
- **Superpave** Specification Development Committee (2002/3)
- 6th Annual Ontario Emulsion Workshop on “**Surface Treating Gravel Roads as an Alternative to Traditional Gravel Road Maintenance**” (January 2002)
- 4th Annual Ontario Emulsion Workshop on “**Surface Treatment Selection in Haldimand-Norfolk**” (February 2000) (A pavement preservation strategy)
- OGRA/ROMA Conference 1998, **Challenges Facing Public Works Dept.'s.**
- URISA meeting February 1998 on **GIS Pilot Project in Haldimand-Norfolk**
- **OGRA / MEA Scott McKay, Bituminous Technology Course**, Course Co-Coordinator of program from1997 to 2006 inclusive; presenter in 2007 to 2019 programs inclusive.
- Course Director and Instructor at the **OGRA C.S. Anderson** series of courses; **Metric and Estimating**, 1997, 1998, and 1999;
- Course Director and Instructor of the **Soils and Pavements** Course 2000 to 2018 inclusive.
- Notable mentions in The **Legal Edge** newsletter and **Modern Purchasing** magazine for on the job performance in the purchase of aggregates.
- Participated in the production of the video **The New Standard for Excellence** (circa 1991), Joint Committee on OPSS, Standards for Roads and Municipal Services.

David Anderson, CET, President

Work History and Representative Projects

Municipal Management and Administration

Region of Waterloo, ON, 2005-2007 (Manager, Transportation Operations)

Dave was responsible for the management of operational activities for an upper tier road system which had a budget of approximately \$18 - \$20 million. As part of the responsibilities, Dave provided recommendations concerning the planning, design, reconstruction, maintenance, and operation of the transportation network. He also directed the development of vehicle and equipment replacement specifications. He managed a centralized 24-hour emergency response dispatch system that supported after hours calls for other departments and agencies. Dave also directed/managed an updated budget document and interface development with the financial records.

Haldimand County, ON, 2001-2005(Manager of Engineering and Infrastructure)

The Region of Haldimand-Norfolk was restructured into two new single tier municipalities which came into being January 1, 2001. Dave was selected to be the first Manager of the Engineering and Infrastructure Department and was tasked with developing a department that was responsible for all Public Works Capital Programming and Implementation for all infrastructure types, Municipal Drains, Development Review and Acceptance. Being the first staff person in the department, an organization chart and job description were developed for review and approval by the Transition Board, and subsequent recruitment of staff.

Dave managed an annual budget of over \$15 million annually. Responsibilities for capital planning and implementation of all County Infrastructure under the Physical Services Department's jurisdiction included water and waste water treatment facilities, water mains, storm and sanitary sewers, roads, culverts, bridges, and municipal drains (under the Drainage Act RSO 1990), and associated engineering studies in a single tier setting. He also provided technical support to Operating Divisions. In addition, Dave was responsible for development review and acceptance of all County Infrastructure under the Physical Services Department's jurisdiction. He initiated Master Servicing Studies for the largest urban area and a major industrial park (5000 acres). He managed the development of an aggressive structures improvement program based on Ontario Structural Inspection Manual that were undertaken on the complete inventory (260 Structures). From 2001 to the end of 2005, nearly 50 structure projects were completed. He also developed pavement and asset management strategies and recommended the same to Council.

Regional Municipality of Haldimand-Norfolk, ON, 1997-2001 (Manager, Roads Division)

Dave was responsible for the overall direction, management and supervision of all engineering and operations of the Regional Roads Division. He prepared an annual budget of approximately \$10 to \$13 million. He provided fleet management for the Engineering Department (Public Works). In addition, he implemented a GIS system and produced a major road needs study in house. The Road Needs Study of the Roads Division's Infrastructure, analyzed needs and expenditure levels and recommended an "Infrastructure Preservation Strategy" to Regional Council, which was adopted and implemented. Dave also managed a Winter Control Optimization Study that included both the Region and local municipalities. The study produced computer generated winter control routes using the Single Line Road Network, the existing winter control equipment, and the proposed provincial minimum service standards. Dave also developed long-term capital, maintenance, and equipment replacement programs.

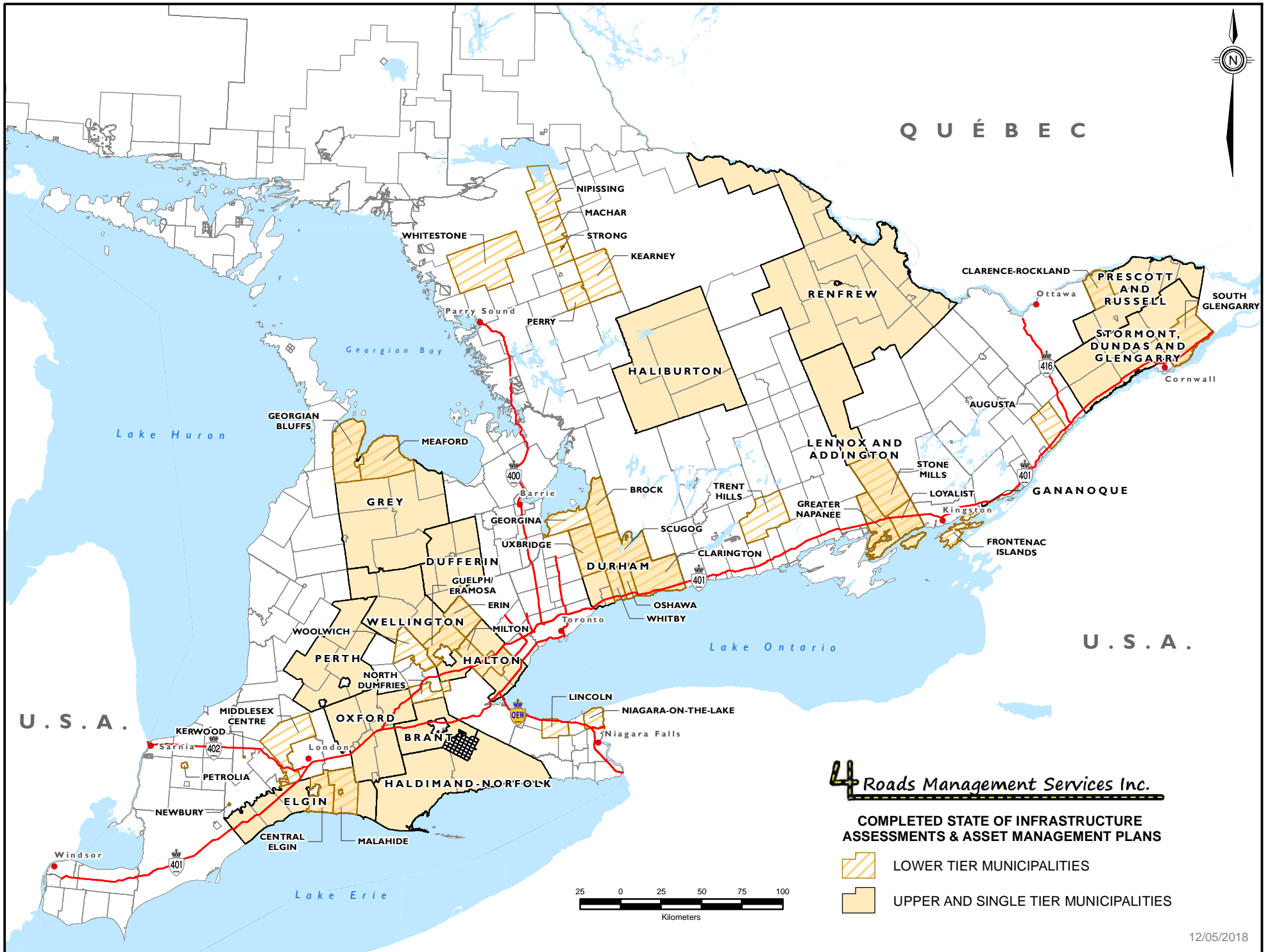
Township of Delhi, ON , 1990-1997 (Director of Public Works)

Dave managed and directed the overall activities, including engineering and operations of the Public Works Department, which included, but was not limited to the management of the road system, municipal drains, waste collection, street lights in both urban and rural areas, and storm water sewer system. Dave handled the preparation of and was accountable for budgets for the areas of responsibility. He introduced computers into the Public Works Department; initiated usage of the Road Inventory Management System (RIMS) software in Delhi, for reporting to MTO. Dave also facilitated the installation of a GIS program in the Public Works Department that was related to the RIMS data.

* Denotes projects completed with other firms

David Anderson, CET, President

Dave's primary functions were managing the capital program and development. At the time, the Town of Ajax was one of the fastest growing municipalities in Canada. Dave provided direction to the Town's consultants' field staff regarding Town standards and construction practices during the construction of subdivision infrastructure through subdivision agreements. During this time frame, 1,000 to 1,500 serviced building lots were being created annually. He managed the Town's Road Reconstruction Program; developing a 5-year reconstruction program using the Road Needs Study to estimate long-term capital spending and better manage the Town's consultants. He also developed and implemented Town standards for inspection and testing requirements for new subdivisions and capital works.



James P Bruzzese

Partner, C.P.A., C.G.A., P.M.M.



BMA Management Consulting Inc.

139 Markland St.,
Hamilton, ON, L8P 2K3
(905) 528-3206
bma@on.aibn.com

Education

Certified Professional
Accountant

Advanced Government
Finance, University of
Berkeley, California

Public Administration,
Western University

Professional Municipal
Manager
Certified General
Accountant

Employment

Jim, President of BMA Management Consulting is an experienced professional with over 35 years' experience in the municipal sector. BMA offers specialized expertise in developing financial and strategic plans, carrying out comprehensive public and stakeholder consultation sessions, undertaking organizational and operational reviews, completing fee and rate studies and long-range financial policies. BMA has worked with over 110+ Canadian municipalities and municipal associations.

Financial Management & Policy Development

- Long term financial plans and strategic plans for all municipal programs and services
- Capital and operating budgets and forecasts
- Asset management long range financial plans
- Financial policy development (reserves, debt, cash management, investments, user fees)
- Comprehensive water/sewer/storm rate studies including cost of service, rate studies and long range financial plans, O.Reg. 453/07
- Financial condition assessments and financial performance metrics
- Annual municipal comparative study for 110+ Ontario municipalities
- Development Charges background studies, front-end financing studies, feasibility studies and risk analysis
- Corporate cost allocation studies
- Financial forecasting tools
- User fee studies for all municipal services including building, engineering and planning permit fees and recreation user fees
- Financial policies and programs to support economic development initiatives
- Economic impact analysis, competitive positioning and options to support municipal growth-related policies
- Economic development strategies which identify specific strategic directions, actions and implementation issues, competitive positioning and options to support municipal growth-related policies

James P Bruzzese

Partner, C.P.A., C.G.A., P.M.M.



Client Sample List

Town of Aurora
City of Barrie
City of Burlington
City of Brampton
Brant County
City of Cambridge
Chatham-Kent
City of Greater Sudbury
City of Guelph
Town of Halton Hills
Region of Halton
City of Hamilton
City of Kenora
Township of King
City of Kitchener
City of London
City of Markham
Middlesex Centre
City of Mississauga
Town of Newmarket
Niagara Region
City of Niagara Falls
Town of Oakville
City of Ottawa
Region of Peel
City of Pickering
City of Regina
Town of Richmond Hill
City of Saskatoon
County of Simcoe
City of Stratford
Strathroy-Caradoc
City of Toronto
City of Vaughan
Region of York
City of Waterloo
Region of Waterloo
Town of Whitby
Town of Whitchurch-Stouffville

Organizational, Operational Reviews and Change Management

- Organizational and operational reviews for all municipal services
- Realigning an organization's/department's goals and objectives to improve the effectiveness and efficiency of the organization. These engagements include working directly with all levels of staff within an organization, major organizational realignment/restructuring and process redesign and mapping
- Efficiency and effectiveness reviews of an operation/organization to meet demands and provide superior customer service through extensive qualitative and quantitative analysis, research on best practices, establishment of performance measures and benchmarking.
- Strategic planning to develop and implement corporate vision, mission and values; developing comprehensive performance measures for strategic measurement.

Public/Stakeholder Consultation

Public and stakeholder consultation sessions which included open house sessions, focus groups, online and phone surveys, formal presentations in the following subject areas:

- Strategic plans and Tax policies
- Long Range Financial Plans
- Water/Wastewater rates and plans
- Financial Policy Development
- Development Charge public meetings
- Building and Planning Permit Fee public meetings
- Economic development working groups
- Parks and Recreation services
- Taxicab industry studies

Previous Employment

- Region of Hamilton-Wentworth/City of Hamilton - City Manager
- Region of Hamilton-Wentworth/City of Hamilton - General Manager of Corporate Services
- Region of Hamilton-Wentworth - Treasurer & Commissioner of Finance
- Director of Revenues Financial Planning, Region of Hamilton-Wentworth
- Director of Revenues, Region of Hamilton-Wentworth
- Internal Auditor, Region of Hamilton-Wentworth Budget Supervisor & other internal positions, Region of H-W/Hamilton
- Internal Auditor, McMaster University

Catherine A. Minshull

Vice President, MBA, B. Comm



BMA Management Consulting Inc.

139 Markland St.,
Hamilton, ON, L8P 2K3
(905) 528-3206
bma@on.aibn.com

Education

Masters of Business
Administration,
McMaster University,
Major: Management
Science/Statistics

Honours Bachelor of
Commerce, McMaster
University, Major:
Finance, Economics

Employment

Catherine, Vice President of BMA Management Consulting is an experienced professional with over 25 years' experience in the municipal sector, focusing on financial management, business process re-engineering, and project management and benchmarking. BMA offers specialized expertise in developing financial and strategic plans, carrying out comprehensive public and stakeholder consultation sessions, undertaking organizational and operational reviews, completing fee and rate studies and long-range financial policies. BMA has worked with over 110+ Canadian municipalities and municipal associations.

Financial Management & Policy Development

- Long term financial plans and strategic plans for all municipal programs and services
- Capital and operating budgets and forecasts
- Asset management long range financial plans
- Financial policy development (reserves, debt, cash management, investments, user fees)
- Comprehensive water/sewer/storm rate studies including cost of service, rate studies and long range financial plans, O.Reg. 453/07
- Financial condition assessments and financial performance metrics
- Annual municipal comparative study for 110+ Ontario municipalities
- Development Charges background studies, front-end financing studies, feasibility studies and risk analysis
- Corporate cost allocation studies
- Financial forecasting tools
- User fee studies for all municipal services including building, engineering and planning permit fees and recreation user fees
- Financial policies and programs to support economic development initiatives
- Economic impact analysis, competitive positioning and options to support municipal growth-related policies
- Economic development strategies which identify specific strategic directions, actions and implementation issues, competitive positioning and options to support municipal growth-related policies

Catherine A. Minshull

Vice President, MBA, B. Comm



Client Sample List

Town of Aurora
City of Barrie
City of Burlington
City of Brampton
Brant County
City of Cambridge
Chatham-Kent
City of Greater Sudbury
City of Guelph
Town of Halton Hills
Region of Halton
City of Hamilton
City of Kenora
Township of King
City of Kitchener
City of London
City of Markham
Middlesex Centre
City of Mississauga
Town of Newmarket
Niagara Region
City of Niagara Falls
Town of Oakville
City of Ottawa
Region of Peel
City of Pickering
City of Regina
Town of Richmond Hill
City of Saskatoon
County of Simcoe
City of Stratford
Strathroy-Caradoc
City of Toronto
City of Vaughan
Region of York
City of Waterloo
Region of Waterloo
Town of Whitby
Town of Whitchurch-
Stouffville

Organizational, Operational Reviews and Change Management

- Organizational and operational reviews for all municipal services
- Realigning an organization's/department's goals and objectives to improve the effectiveness and efficiency of the organization. These engagements include working directly with all levels of staff within an organization, major organizational realignment/restructuring and process redesign and mapping
- Efficiency and effectiveness reviews of an operation/organization to meet demands and provide superior customer service through extensive qualitative and quantitative analysis, research on best practices, establishment of performance measures and benchmarking.
- Strategic planning to develop and implement corporate vision, mission and values; developing comprehensive performance measures for strategic measurement.
- Process mapping of all planning, building and engineering fees to identify the steps involved, the time involved, the staff involved and identify opportunities for improvements. This includes consultation with stakeholders and all staff involved in the processes. The objective of these studies is to identify opportunities to streamline processes and align the cost of service with the fees.

Public/Stakeholder Consultation

Public and stakeholder consultation sessions which included open house sessions, focus groups, online and phone surveys, formal presentations in the following subject areas:

- Strategic plans
- Long Range Financial Plans
- Water/Wastewater rates and plans
- Financial Policy Development
- Development Charge public meetings
- Building and Planning Permit Fee public meetings
- Tax policies
- Economic development working groups
- Parks and Recreation services
- Taxicab industry studies

Previous Employment

- Region of Hamilton-Wentworth/City of Hamilton – Director of Management Studies
- Region of Hamilton-Wentworth/City of Hamilton – Senior Financial Policy Analyst

	DPRA	GT	KPMG	Munro	Optimus	StratC	Think Best	Watson	WSCS
EVAL 1	82.6	89.0	76.8	88.3	88.0	77.5	60.1	68.9	89.7
EVAL 2	74.6	73.0	65.8	66.3	74.0	79.5	62.1	72.9	76.7
EVAL 3	71.5	82.0	80.0	57.0	76.5	78.5	52.0	67.5	73.2
AVG	76.2	81.3	74.2	70.5	79.5	78.5	58.1	69.8	79.9



THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

BY-LAW NUMBER 20-046

BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE A MAINTENANCE DIG AGREEMENT WITH ENBRIDGE GAS INC.

WHEREAS Enbridge Gas Inc. will be completing work across the easement on Town of Kirkland Lake property;

AND WHEREAS Enbridge Gas Inc. requires access to the pipeline to undertake various maintenance activities;

AND WHEREAS in order to carry out these activities, Enbridge Gas Inc. requires temporary land rights above and beyond what is specified in the existing easement;

AND WHEREAS Enbridge Gas Inc. has requested a Maintenance Dig Agreement with the Town of Kirkland Lake;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:

The Mayor and Clerk be and they are hereby authorized to execute a Maintenance Dig Agreement with Enbridge Gas Inc. for the temporary use of lands on property as outlined in the agreement, a copy of which is attached as Schedule 'A';

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 19th DAY OF MAY, 2020.

Patrick Kiely, Mayor

Meagan Elliott, Clerk

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MAINTENANCE DIG AGREEMENT

(hereinafter called the "Agreement")

BETWEEN **THE CORPORATION OF THE TOWN OF KIRKLAND LAKE**
(hereinafter called the "Owner")

and

ENBRIDGE GAS INC.
(hereinafter called the "Company")

WHEREAS The Owner is the owner in fee simple of those lands and premises more particularly described as follows:

PIN: 61228-0810(LT)

Legal Description: PCL 8849 SEC CST; MINING CLAIM L4325 TECK SRO EXCEPT PT 1 TER310; RESERVING CERTAIN INTERESTS TO THE TIMISKAMING AND NORTHERN ONTARIO RAILWAY COMMISSION AS SET OUT IN THE ORIGINAL PATENT FROM THE CROWN; S/T LT44781 TRANSFERRED BY LT82309; S/T LT147544, LT271355; KIRKLAND LAKE ; DISTRICT OF TIMISKAMING

PIN: 61228-0476(LT)

Legal Description: PCL 1634 SEC CST; MINING CLAIM HR735 TECK EXCEPT LT122743 EXCEPT MINING RIGHTS AS IN DT7708; RESERVING CERTAIN INTERESTS TO THE TIMISKAMING AND NORTHERN ONTARIO RAILWAY COMMISSION AS SET OUT IN THE ORIGINAL PATENT FROM THE CROWN; S/T LT45859 TRANSFERRED BY LT82309; S/T LT273080, LT; KIRKLAND LAKE; DISTRICT OF TIMISKAMING

PIN: 61228-1697(LT)

Legal Description: PCL 8286 SEC CST; MINING CLAIM L6866 TECK SRO; RESERVING CERTAIN INTERESTS TO THE TIMISKAMING AND NORTHERN ONTARIO RAILWAY COMMISSION AS SET OUT IN THE ORIGINAL PATENT FROM THE CROWN: S/T LT44739 TRANSFERRED BY LT82309; S/T LT121475, LT271366; KIRKLAND LAKE ; DISTRICT OF TIMISKAMING

as per the Owners Land's attached hereto as **APPENDIX 'A'**.

The Owner, or their predecessor in title, had previously granted an easement to the Company over a portion of the Lands, registered as Instrument Number LT147544 and LT273080 (hereinafter called the "Easement") for the purpose of, including but not limited to, the installation and ongoing maintenance of a natural gas pipeline (hereinafter called the "Pipeline");

The Company requires access to the Pipeline to undertake various maintenance activities and in order to carry out these activities requires temporary land rights in addition to the land rights set out in the Easement over the Lands;

The Owner has agreed to grant the Company these additional rights upon the following terms and conditions:

In consideration of the sum of One Thousand Five Hundred ...XX/100 Dollars (\$1,500.00) (hereinafter called the "Consideration") payable by the Company to the Owner within thirty (30) days of signing this Agreement, the Owner hereby grants to the Company its servants, agents, employees, contractors and sub-contractors and those engaged in its and their business, the right on foot and/or with vehicles, supplies, machinery and equipment at any time and from time to time during the term of this Agreement to enter upon, use and occupy a portion of the lands, more particularly shown on the sketch attached hereto as **APPENDIX 'B'** (hereinafter called the "Land") and forming part of this Agreement, for any purpose incidental to, or that the Company may require in conjunction with, the maintenance activities of the Pipeline, and appurtenances on the Easement including, without limiting the generality of the foregoing, the right to make temporary openings in any fence, to remove any other object therein or thereon interfering with the free and full enjoyment of the right hereby granted and further including the right of surveying and placing, storing, levelling and removing earth, dirt, fill, stone, debris of all kinds, pipe, supplies, equipment, vehicles and machinery and of movement of vehicles, machinery and equipment of all kinds.

The Owner and the Company agree as follows:

1. The rights hereby granted, terminate on the 31st day of December, 2021.
2. The Company shall make to the person entitled thereto due compensation for any damages resulting from the exercise of the right hereby granted, more specifically attached hereto as **APPENDIX 'C'**.

3. As soon as reasonably possible after the construction, the Company at its own expense will level the said Land, remove all debris there from and in all respects, restore the Land to its former state so far as is reasonably possible, save and except for items in respect of which compensation is due under **APPENDIX 'C'**.
4. It is further agreed that the Company shall assume all liability and obligations for any and all loss, damage or injury, (including death) to persons or property that would not have happened but for this Agreement or anything done or maintained by the Company hereunder or intended so to be and the Company shall at all times indemnify and save harmless the Owner from and against all such loss, damage or injury and all actions, suits, proceedings, costs, charges, damages, expenses, claims or demands arising therefrom or connected therewith provided that the Company shall not be liable under this clause, to the extent to which such loss, damage or injury is caused or contributed to by the gross negligence or wilful misconduct of the Owner.
5. (a) The Company represents that it is registered for the purposes of the Harmonized Goods and Services Tax (hereinafter called "HST") in accordance with the applicable provisions in that regard and pursuant to the Excise Tax Act, (R.S.C., 1985, c. E-15), (hereinafter called "Excise Tax Act"), as amended.

(b) The Company covenants to deliver a Statutory Declaration, Undertaking and Indemnity confirming its HST registration number, which shall be conclusive evidence of such HST registration, and shall preclude the Owner from collection of HST from the Company.

(c) The Company shall undertake to self-assess the HST payable in respect of this transaction pursuant to subparagraphs 221(2) and 228(4) of the Excise Tax Act, and to remit and file a return in respect of HST owing as required under the said Act for the reporting period in which the HST in this transaction became payable.

(d) The Company shall indemnify and save harmless the Owner from and against any and all claims, liabilities, penalties, interest, costs and other legal expenses incurred, directly or indirectly, in connection with the assessment of HST payable in respect of the transaction contemplated by this Option. The Company's obligations under this Clause shall survive this Option.

Dated this _____ day of _____ 2020.

THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

Signature (Owner)

Print Name(s) (and position held if applicable)
 I have authority to bind the Corporation.

 Postal Bag 1757, 3 Kirkland Street
 Kirkland Lake, ON P2N 3P4
Address (Owner)

Signature (Owner)

Print Name(s) (and position held if applicable)
 I have authority to bind the Corporation.

 Postal Bag 1757, 3 Kirkland Street
 Kirkland Lake, ON P2N 3P4
Address (Owner)

ENBRIDGE GAS INC.

Signature (Company)

 Cheryl Chauvin-Fryscok, Team Lead Land Support

 I have authority to bind the Corporation.

 519-436-4673
Telephone Number (Enbridge Gas Inc.)

Additional Information: (if applicable):

Property Address:

HST Registration Number:

Site Specific Comments/Notes:

APPENDIX "A"

Owner's Lands



Legal Description

PCL 8849 SEC CST; MINING CLAIM L4325 TECK SRO EXCEPT PT 1 TER310; RESERVING CERTAIN INTERESTS TO THE TIMISKAMING AND NORTHERN ONTARIO RAILWAY COMMISSION AS SET OUT IN THE ORIGINAL PATENT FROM THE CROWN; S/T LT44781 TRANSFERRED BY LT82309; S/T LT147544, LT271355; KIRKLAND LAKE ; DISTRICT OF TIMISKAMING [less](#)

Legal Description

PCL 1634 SEC CST; MINING CLAIM HR735 TECK EXCEPT LT122743 EXCEPT MINING RIGHTS AS IN DT7708; RESERVING CERTAIN INTERESTS TO THE TIMISKAMING AND NORTHERN ONTARIO RAILWAY COMMISSION AS SET OUT IN THE ORIGINAL PATENT FROM THE CROWN; S/T LT45859 TRANSFERRED BY LT82309; S/T LT273080; KIRKLAND LAKE; DISTRICT OF TIMISKAMING; [less](#)



Legal Description

PCL 8286 SEC CST; MINING CLAIM L6866 TECK SRO; RESERVING CERTAIN INTERESTS TO THE TIMISKAMING AND NORTHERN ONTARIO RAILWAY COMMISSION AS SET OUT IN THE ORIGINAL PATENT FROM THE CROWN; S/T LT44739 TRANSFERRED BY LT82309; S/T LT121475, LT271366; KIRKLAND LAKE ; DISTRICT OF TIMISKAMING [less](#)

APPENDIX "B"

Sketch



APPENDIX "C"

MAINTENANCE DIG AGREEMENT COMPENSATION

AGRICULTURAL LANDS:

On Easement Activities -

One time Crop Loss Payment Per Acre

*Note: Disturbed crop area will be measured following maintenance clean-up activities.
(Damage payment will be based upon the actual disturbed crop area)*

Minimum half acre payment will be applied (Actual is 0 acres)

\$

Off Easement Activities –

Base fee of \$ per acre and First Year Crop Loss per acre

Minimum half acre payment will be applied (Actual is 0 acres)

\$

SUBTOTAL

\$

EXPLANATION OF CROP LOSS PAYMENTS

One-time Crop Loss Payment per Acre

First Year Crop Loss @ 100%

\$

Second Year Crop Loss @ 75%

\$

Third Year Crop Loss @ 50%

\$

SUB TOTAL

One-Time Crop Loss is based upon a gross annual average return of \$ /acre, with the value determined taking into account a three year crop rotation of wheat, soya beans & corn.

NOTE: Specialty crops assessed independently

Allowance of additional fertilizer; stone picking, disturbance and inconvenience

\$

Total One-Time Crop Loss Payment Per Acre

\$

NON-AGRICULTURAL LANDS:

On Easement Activities –

Area will be returned to its pre-existing condition as reasonably possible.

Damages only:

\$

Off Easement Activities – Access, Temporary Land Use

Base fee of \$ per month x term

\$

SUBTOTAL

\$

TOTAL PAYMENT DUE:

\$

Current/Proposed Crop:



THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

BY-LAW NUMBER 20-047

BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE DOCUMENTS RELATED TO THE SALE OF A PROPERTY LOCATED AT 65 GOVERNMENT ROAD WEST TO BOUDREAUULT FINANCIAL GROUP INC

WHEREAS the Municipality passed By-law 09-064; a procedural by-law for the purposes of the sale or other disposition of real property, on August 10, 2009;

WHEREAS the procedural by-law was in force on the date of the sale or disposition of the property described as Plan M98T, Pt Lot 262, Pcl 7729CST (65 Government Road West);

WHEREAS the Municipality declared Plan M98T, Pt Lot 262, Pcl 7729CST (65 Government Road West) as surplus land on August 23, 2005.

WHEREAS the Municipality provided a public notice of the Town's intent to sell or dispose of the property on May 13, 2020;

WHEREAS the Municipality has received an offer to purchase land described as Plan M98T, Pt Lot 262, Pcl 7729CST (65 Government Road West);

AND WHEREAS the Purchaser is not in arrears on property taxes or been in tax registration in the last 10 years, and has no outstanding accounts owed to the Town of Kirkland Lake;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:

The Mayor and Clerk be and they are hereby authorized to execute all documents related to the sale of the land described as Plan M98T, Pt Lot 262, Pcl 7729CST (65 Government Road West) to Boudreauult Financial Group Inc. for \$4,000, plus legal costs.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 19th DAY OF MAY, 2020.

Patrick Kiely, Mayor

Meagan Elliott, Clerk

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THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

BY-LAW NUMBER 20-048

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL
AT ITS MEETING HELD MAY 19, 2020**

The Council of the Corporation of the Town of Kirkland Lake hereby enacts as follows:

1. The actions of the Council at its meeting held on the 19th day of May, 2020, in respect to each recommendation contained in the Reports of:

Minutes of the Regular Meeting of Council held May 5, 2020
Minutes of the Special Meeting of Council held May 12, 2020

and in the reports of the other Committees forwarded therewith, and in respect to each motion, resolution, and other action passed and taken by the Council at its said meeting, is, except where the prior approval of the Ontario Municipal Board or its successors is required, hereby adopted, and ratified and confirmed.

2. The Mayor or if absent the Acting Mayor of Council and the proper officials of the Municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required and except where otherwise provided, the Mayor or if absent the Acting Mayor, and the Clerk, or if absent the Deputy Clerk, are hereby directed to execute all documents required by Statute to be executed by them, as may be necessary in that behalf and to affix the Corporate Seal of the Municipality to all such documents.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 19th DAY OF MAY, 2020.

Pat Kiely, Mayor

Meagan Elliott, Clerk

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