

Special Committee of the Whole Minutes

Friday, October 04, 2024

9:00 a.m.

COUNCIL PRESENT: Linda Seccaspina, Toby Randell, Andrew Tennant, Jeff Atkinson, Dena Comley, Sarah Cavanagh, Mark Hinton

STAFF PRESENT: Diane Smithson, CAO, Trisa McConkey, Treasurer, Blake Cram, IT Coordinator

1. CALL TO ORDER

Councillor Cavanagh called the meeting to order at 9:10 a.m.

2. LAND ACKNOWLEDGEMENT

Councillor Cavanagh read the Town's Land Acknowledgement Statement.

3. APPROVAL OF AGENDA

Moved by: Dena Comley

Seconded by: Mark Hinton

THAT the agenda be accepted as presented.

CARRIED

3. DECLARATION OF PECUNIARY/CONFLICT OF INTEREST AND GENERAL NATURE THEREOF

None.

4. BUSINESS

1. Recreation and Culture Service Delivery and Fee Review
(Communication 135174)

The members discussed at length the 10 opportunities presented by the Town's consultant, KPMG, on the Recreation and Culture Service Delivery and Fee Review. The following is a summary of the discussion:

1. Operationalize the Parks, Recreation and Culture Master Plan (PRCMP)

The Manager of Recreation and Culture is to prepare a report to Council on the status of the short-term priority areas identified in the PRCMP and identify staff's priorities of the short-term items. A meeting will be scheduled by the end of November to review the report.

As part of the Department's budget presentation, Staff are to identify if capital projects relate to the Master Plan and if so, to which recommendation.

Following a decision by Council on Staff's report, the confirmed priority areas will be presented to the Recreation and Culture Committee for their feedback.

2. Establish a formal performance management framework

As a starting point, Council requested a report from Staff on facility rentals (both hall/facility and ice rentals) i.e. who using / when / how are they using / peak times / off-peak times, etc. Council will then assess this information to determine if we continue to invest in facilities and decide on next steps.

It was acknowledged that this will take staff resources to stay focussed on following up on key performance indicators (KPIs) and reporting on them regularly.

3. Update the current organizational structure

4. Centralize or outsource service delivery of shared tasks

Items 3. And 4. Were discussed together.

These are Council's #1 priority opportunities. A motion to appoint working group members was passed later in the meeting.

Staff are to schedule a meeting of the working group between mid to end of November to begin discussions on the capacity other departments have i.e. Public Works, Property Management, etc. and to discuss where there are opportunities for outsourcing of certain activities i.e. Arena and Riverside Park canteen operations.

Other suggestions included the potential of minimizing the use of student, providing longer, more consistent scheduling for staff and receiving data on student turnover within the Department.

5. Explore digitization options

Blake Cram, Town's IT Manager/Business Analyst was in attendance to update the Committee on the work his Department has undertaken and are currently undertaking to allow residents to sign up for Recreation and Culture programs and events as easily as possible and through one account with the Town. He advised that this is an ongoing project that will take many years to complete.

Council requested that more information be included on the Town's website regarding the Town's facilities that can be rented i.e. capacity, cost to rent, etc. to allow people to conduct their own research regarding facilities/halls.

Blake is to provide his process maps to Council.

6. Develop a user fee framework

Council advised that they required more information on the cost of operating our facilities and how much they are being used, by who, and peak/off peak usage, etc.. This item related to Opportunity 2. related to Key Performance Indicators (KPIs). Once Council receives this information, they will be in a better position to determine where they may wish to increase the subsidization of some fees in order to attract increased usage.

Trisa will look at completing a 10-year plan for facilities to aid in this discussion similar to what was done for water and sewer rates.

Staff are to investigate how Arnprior are able to achieve a 93% cost recovery on their facilities.

7. Improve overall external communications

The members agreed that significant progress has been made with communications in the past few years. The one area that now needs to be focussed on is combining communications for the Town's operations under one individual to ensure consistency in language, be more efficient and effective, etc.

8. Implement a structured approach to manage client feedback

Blake Cram advised the members that there is a survey tool which forms part of the Town's web portal which can be used to seek feedback on various programs/events operated by the municipality with

different collection options available i.e. email a link, provide a QR code, etc.

Council agreed they want to gather feedback whenever / wherever possible.

9. Consider timesheet best practices

Trisa McConkey, Treasurer reported to the Committee that significant progress had been made with respect to this item as follows:

Reduced payroll cost centres by 76%

Reduced General Ledger accounts by 46%

Redistributed signing authority / responsibility of 96% of accounts to other individuals.

10. Develop a strategy for professional development and training

It was agreed that now that we have an HR Manager, this is an item that is appropriately addressed by them. Council believes in providing opportunities for staff to grow and develop.

Moved by: Jeff Atkinson

Seconded by: Dena Comley

THAT the following Council members be appointed to the Service Delivery Review working group to address opportunities 3 and 4:

Mayor Toby Randell

Deputy Mayor Andrew Tennant

Councillor Mark Hinton

CARRIED, CONSENT

5. CLOSED SESSION

1. Personnel Matter

Moved by: Jeff Atkinson

Seconded by: Linda Seccaspina

THAT the Committee move into closed session at 11:42 a.m. to discuss a matter subject to the *Municipal Act* Section 239 (2):

(b) personal matters about an identifiable individual, including municipal or local board employees;

AND THAT the following persons be permitted to participate in the meeting:

- Diane Smithson, CAO
- Trisa McConkey

CARRIED

Moved by: Toby Randell

Seconded by: Mark Hinton

THAT the Committee return to regular session at 12:33 p.m.

CARRIED

6. RISE AND REPORT

CAO Diane Smithson reported that during the closed session, staff direction was provided.

7. ADJOURNMENT

Moved by: Jeff Atkinson

Seconded by: Toby Randell

THAT the meeting be adjourned at 12:34 p.m.

CARRIED

Councillor Sarah Cavanagh

Diane Smithson, CAO/Deputy
Clerk