



**Corporation of the Municipality of South Huron
Committee of the Whole
Agenda**

**Wednesday, August 29, 2018, 6:00 p.m.
Olde Town Hall-Carling Room**

Accessibility of Documents:

Documents are available in alternate formats upon request. If you require an accessible format or communication support, please contact the Clerk's Department at 519-235 -0310 or by email at clerk@southhuron.ca to discuss how best we can meet your needs.

Pages

1. Meeting Called to Order

1.1 Appointment of Chair

Recommendation:

**That _____ is appointed as Chair for the August 29, 2018
Committee of the Whole meeting.**

2. Amendments to the Agenda, as Distributed and Approved by Council

Recommendation:

That South Huron Committee of the Whole approves the Agenda as presented.

3. Disclosure of Pecuniary Interest and the General Nature Thereof

4. Reports

4.1 Committee Reporting Structure

1

4.2 South Huron Fire Service Strategic Direction

4.2.1 2012 Powerpoint Presentation

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4.2.2 GKC and Associates - Summary of Recommendations

30

4.3 Elliott Park Sign Request

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5. Adjournment

Recommendation:

That South Huron Committee of the Whole does now adjourn at _____ p.m.



Staff Report

Report To: Dan Best, Chief Administrative Officer
From: **Rebekah Msuya-Collison, Municipal Clerk**
Date: July 16 2018
Report: 18-2018
Subject: Committee Reporting Structure

Recommendations:

That South Huron Council receives the report of Rebekah Msuya-Collison, Clerk re Council Committee Reporting, for consideration and direction.

Purpose:

Direction.

Background and Analysis:

Presently South Huron Council receives reports, approved minutes and committee recommendations brought forward by the Committee to Council under this section of the Regular Council agenda. Without the review of information from Committees that relate to mandate given by term of references, Council may not receive information in a timely manner.

Draft minutes may be published on an agenda prior to adoption by the Committee. The *Municipal Act*, 2001 section 253 (1)(b) allows access for anyone to have a copy of any of the records under the control of the clerk, including minutes and proceedings of committee meetings of the council or local board, whether the minutes and proceedings have been adopted or not. Section 270 (1)(5) of the *Municipal Act*, 2001 currently states that municipalities shall adopt and maintain policies with respect to the manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public.

All Committees must conform to the rules governing the procedures of a meeting of Council as outlined in the South Huron Procedural By-Law 79-2015, as amended. Section 17 of the Procedural By-Law outlines procedures, establishment, description and terms of references for Committees of Council.

Section 4.2.5.1 of the Procedural By-Law outlines the Agenda for each Regular Council meeting and provides under (g) for "Councillor Board and Committee Reports". Section 17.12 provides that the minutes of all Council Committees shall be forwarded to Council to be received as information and does not specifically refer to Committee reporting structure to Council. The Procedural By-Law provides for minutes to be forwarded to Council as well allows for committee reporting on the agenda.

Section 17.5 under Council Advisory Committees provides that the duty of the Advisory Committees created by Council shall be to report and to make recommendations to Council on all matters relating to their terms of reference or that have been referred to them. Terms of reference for committees also include the requirement for reporting to Council. Presently most committees do their reporting by submitting approved minutes for the agenda package.

A balance that provides consistency, transparency, as well as sufficient flexibility would ensure that members of Council are kept abreast of the issues and concerns dealt with at the Committee. This will ensure that staff are directed to take action as deemed appropriate and necessary without being unduly process-heavy or inflexible.

Option 1: In addition to the requirement of providing approved minutes to Council, a summary or report of the meeting and recommendations of the board or advisory committee shall be prepared by the recording secretary following each meeting and forwarded to Council.

Option 2: The Committee would forward draft minutes to the Council agenda for consideration and the approved minutes will be filed with the Clerk, if no amendments. Amended approved minutes will be presented to Council. The Committee would forward time sensitive recommendations to Council.

Option 3: Providing approved minutes to Council and forwarding time sensitive recommendations to Council.

Option 1 provides for timely summary of the meeting and recommendations but the minutes will not be forwarded until approved. Option 2 provides for timely reporting through the draft minutes but minutes may be amended at

the next meeting as they are not approved by the Committee. Option 3 is the current reporting structure.

Periodic audits of municipal procedures are undertaken to determine whether they exhibit a commitment to the Transparency and Accountability Policy and to proactively prepare and establish protocols. One of the key themes of Bill 68 is Accountability and Transparency and staff will undertake a review of the policies, procedures and by-laws that are impacted.

Operational Considerations:

Draft minutes if provided in the Agenda should have "Draft" marked to indicate the minutes have not yet been approved by the board/committee and may contain errors.

South Huron's Strategic Plan:

Section 6.2.2 of the Municipality of South Huron 2015- 2019 Strategic Plan identifies key priorities and strategic directions. The following elements are supported by the actions outlined in this report:

- ✓ Administrative Efficiency and Fiscal Responsibility
- ✓ Increased Communications and Municipal Leadership
- ✓ Transparent, Accountable, and Collaborative Governance

Financial Impact:

There are no financial implications outlined in this report.

Legal Impact:

There are no legal implications outlined in this report.

Staffing Impact:

There are no staffing implications outlined in this report.

Policies/Legislation:

Municipal Act, 2001

Modernizing Ontario's Municipal Legislation Act, 2017

Procedural By-Law 79-2015

Accountability and Transparency Policy By-Law 15-2016

Consultation:

D. Best, CAO/Deputy Clerk

Related Documents:

Respectfully submitted,

Rebekah Msuya-Collison, Municipal Clerk



Municipality of South Huron Fire Service Strategic Direction

- ***Kick Off meeting July 2, 2012***
- ***Meeting with Chief and District Chiefs July 30, 2012***
- ***Meeting with Fire Chief and tour of facilities July 31, 2012***



Municipality of South Huron Fire Service Strategic Direction

- ***Individual Meetings with Mayor, Deputy Mayor and three Council members August 13, 2012***
- ***Individual meetings with Chief and District Chiefs August 13, 2012***



Municipality of South Huron Fire Service Strategic Direction

Fire Protection and Prevention Act

Every municipality shall (a) establish a program that includes public education with respect to fire safety and certain components of fire prevention; and (b) provide such other fire protection services as it determines necessary in accordance with its needs and circumstances



Municipality of South Huron Fire Service Strategic Direction

<i><u>Municipality</u></i>	<i><u>Cost per Household</u></i>
<i>North Huron</i>	<i>\$283</i>
<i>East Perth</i>	<i>\$238</i>
<i>North Perth</i>	<i>\$216</i>
<i>Southwold</i>	<i>\$197</i>
<i>Central Huron</i>	<i>\$140</i>
<i>East Huron</i>	<i>\$136</i>
<i><u>South Huron</u></i>	<i><u>\$117</u></i>



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Fire Prevention

- ***Municipality meets minimum requirements under FPPA***
- ***All those interviewed expressed need to enhance Fire Prevention Efforts***



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Training

- ***Need for additional qualified Trainer Facilitators***
- ***Non-existent and/or incomplete training records***
- ***Inconsistent training between stations***
- ***Need for Inter-District training***



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Communication System

- *Deficiencies within the Fire Department's communication system*

Apparatus

- *The equipment varies in age and serviceability from relatively new to in excess of twenty years.*



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Apparatus

- *Some Safety concerns with Rescue Vans*
- *Need for standardized fleet*

Hydrant locations

- *Need for Additional Fire Hydrants*



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Station Repair and Replacement

- *Huron Park requires significant repairs*
- *Dashwood requires replacement*
- *Need for review of station locations*



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Fire Protection Agreements

- ***Review Agreements with Grand Bend and Bluewater
in conjunction with future station locations***



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Internal Communication

- ***Stations operating independently***
- ***Regular senior management meetings***
- ***Coordination with other departments***



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Internal Communication

- ***District Chiefs involvement in long term planning and budgeting***
- ***Updated Job Descriptions***
- ***Annual Goal Setting and Measureable Performance Expectations***



Municipality of South Huron Fire Service Strategic Direction

Summary of Discussions

Human Resources

- ***On Call and Course Preparation Compensation***
- ***Need for Recruitment Protocol***
- ***Residency Requirements***
- ***Physical Capacity and Medical Clearance***
- ***Mandatory Retirement***

Funding Commitment

Need for enhance funding to meet objectives



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Training

- 1. That a training analysis be conducted to determine a quantitative measurement of the current level of training in each District.***
- 2. That all South Huron firefighters achieve a minimum of completion of Module A and Module B of the OFM curriculum within two years of joining the force.***
- 3. That all Company Officers and Acting Officers in the department complete the Company Officer training within one year of assuming their position.***



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Training (cont'd)

- 4. That the Chief acquire at least the minimum level of training for a Fire Prevention Officer in order to meet the requirements of the OFM, FPO certification.*
- 5. That a training program be introduced to increase the number of Trainer Facilitators at each District Station where required and provide additional training skills for current and future Trainer Facilitators.*
- 6. That an Inter-District training program be established and overseen by the Chief as part of the ongoing practical training program of the Fire Department.*



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Apparatus

- 7. That a review be undertaken to re-evaluate appropriate future apparatus requirements of each District.*
- 8. That the vehicle replacement program be continued and the proposed purchasing for the next four years continues to be given priority in the budgeting process.*
- 9. That a decision be made with respect to the renovation and/or relocation of stations prior to the delivery of new vehicles for that District.*



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Hydrants

- 10. That an expedited implementation schedule be established for the installation of fire hydrants where deemed appropriate.***
- 11. That all hydrants attached to water systems in the Municipality be identified for main size and water flow in accordance with the Ontario Fire Code and NFPA 291.***



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Communication System

12. That the implementation of the new communication system be expedited as soon as possible.

Station Locations

13. That the Municipality consider the purchase of an appropriate computer program in order to analyse deployment and response times from existing and potential station locations and that no decisions on repairs or replacement of existing stations occur until a full analysis of station locations and response times is completed.



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Station Location (cont'd)

14. That in conjunction with the analysis of station locations, station coverage areas should be reviewed with respect to the areas covered by the South Huron Fire Department and the area covered by the Bluewater Fire Department.



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Human Resources

15. That a succession Plan be developed in anticipation of the impending retirement of the Fire Chief.

16. That a hiring protocol be established for the recruitment of volunteer firefighters and a formal residency and a response to calls policy be established and implemented immediately.



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Human Resources (cont'd)

- 17. That physical capacity testing for all firefighters be phased in and that mandatory retirement for suppression firefighters be implemented.*

- 18. That on call compensation be reviewed to become more equitable with other on-call municipal employees.*



Municipality of South Huron Fire Service Strategic Direction

Summary of Recommendations

Human Resources (cont'd)

19. That training time compensation be considered for the preparation time firefighters are required to incur prior to taking courses mandated by the department.

Fire Department Funding

20. That additional funding be considered during 2013 budget deliberations in order to meet the agreed upon objectives.



Municipality of South Huron Fire Service Strategic Direction

Next Steps

- ***2013 Budget discussions regarding funding***
- ***Formalize Management System and Performance Measurement***
- ***2013 Goals and Objectives for Chief and District Chiefs***
- ***Complete Baseline Training Analysis***
- ***Finalize Implementation of Communication System***
- ***Establish Hydrant Installation Schedule***



Municipality of South Huron Fire Service Strategic Direction

Next Steps

- ***Human Resource Policies***
 - ***Succession Plan for Chief's position***
 - ***Recruitment Policy and Protocol***
 - ***Residency Policy***
 - ***Physical Testing and Medical Clearance Policy***
 - ***Mandatory Retirement Policy***
- ***Station Location Analysis***
 - ***Computer Modeling***
 - ***Response Times***



Municipality of South Huron Fire Service Strategic Direction

Next Steps

- *Commitment from Officers and Volunteers*
- *Commitment from Council and the CAO*

THANK YOU

GKC And Associates

**Fire Department Strategic Direction
Summary of Recommendations presented to Council
October 24, 2012**

1. That a training analysis be conducted to determine a quantitative measurement of the current level of training in each District.
2. That all South Huron firefighters achieve a minimum of completion of Module A and Module B of the OFM curriculum within two years of joining the force.
3. That all Company Officers and Acting Officers in the department complete the Company Officer training within one year of assuming their position.
4. That the Chief acquire at least the minimum level of training for a Fire Prevention Officer in order to meet the requirements of the OFM, FPO certification.
5. That a training program be introduced to increase the number of Trainer Facilitators at each District Station where required and provide additional training skills for current and future Trainer Facilitators.
6. That an Inter-District training program be established and overseen by the Chief as part of the ongoing practical training program of the Fire Department.
7. That the implementation of the new communication system be expedited as soon as possible.
8. That a review be undertaken to re-evaluate appropriate future apparatus requirements of each District.
9. That the vehicle replacement program be continued and the proposed purchasing for the next four years continues to be given priority in the budgeting process.
10. That a decision be made with respect to the renovation and/or relocation of stations prior to the delivery of new vehicles for that District.
11. That an expedited implementation schedule be established for the installation of fire hydrants where deemed appropriate.

GKC And Associates

12. That all hydrants attached to water systems in the Municipality be identified for main size and water flow in accordance with the Ontario Fire Code and NFPA 291.
13. That the Municipality consider the purchase of an appropriate computer program in order to analyse deployment and response times from existing and potential station locations and that no decisions on repairs or replacement of existing stations occur until a full analysis of station locations and response times is completed.
14. That in conjunction with the analysis of station locations, station coverage areas should be reviewed with respect to the areas covered by the South Huron Fire Department and the area covered by the Grand Bend Fire Department.
15. That a hiring protocol be established for the future recruitment of volunteer firefighters and a formal residency and a response to calls policy be established and implemented immediately.
16. That physical capacity testing for all firefighters be phased in over time and that mandatory retirement for suppression firefighters be implemented.
17. That on call compensation be reviewed to become more equitable with other on-call municipal employees.
18. That training time compensation be considered for the preparation time firefighters are required to incur prior to taking courses mandated by the department.
19. Strong senior management is critical in any organization and sets the tone for how others in the organization will manage. The management of an organization is characterized by the planning, coordination, goal setting and day to day communication throughout the department. A clear set of measureable performance expectations should be established for Chief and Senior Fire Personnel (i.e. job descriptions, weekly management meetings, recruiting protocol, training schedules and records etc.).

From: Lori & Brent [<mailto:realclarkefamily@rogers.com>]

Sent: Thursday, June 14, 2018 8:16 AM

To: Dan Best <cao@southhuron.ca>

Subject: ELLIOTT PARK.pdf

I am writing this letter on behalf of the Elliott family. We are hoping that the municipality would assist us in purchasing a newer, updated sign for Elliott Park in Exeter.

This park is enjoyed by many area residents as a peaceful spot for lunch or for campers who have visited our town.

The sign was originally purchased by Jennie (Elliott) Rowe and the family has continued to maintain the garden around it. There have also been memorial trees for Alva (Elliott) Heywood and Lila (Elliott) Smith who were both raised there.

The reason why we are so involved with this particular park is that it is where our parents were raised by Jack and Mary Elliott. They were the only family to ever live on this piece of property. They purchased the land from Jack's mother, Eliza Jane (Ford) Elliott who lived across the street. They dug a foundation and then Jack and Mary each purchased a building that they moved unto the site and melded together to form their home. A tool shed and barn were later added to the property. Avid gardeners, they grew raspberries, gooseberries and vegetables abound as well as raising livestock which made them very self sufficient and able to raise their family of 6 children during the depression. They remained on the property for over 60 years, watching their family grow to include grandchildren who were able to experience what life was like in simpler times. On a sad note, Jack and Mary lost their youngest child, Freddie, when he was struck by a truck on the very bridge that spanned the river that flowed beside their property.

The property was sold to the town of Exeter in 1977 after Jack passed away and Mary had to be moved to assisted care.

Our proposal would be to work together with the municipality to have a new sign purchased and erected where the old sign now stands. Changing the garden below with easy care stones and shrubbery would add to the new look for the sign.

We are also hoping to add a brief history of the park on a separate plaque that would be attached to the sign or on a separate podium.

I have spoken to Mike Britnell, who has made many signs in the area and he has quoted a double sided sign with posts would be approximately \$2500.00. Installation of the signs and the gardens would be another approximate \$500.00. We would ask for the assistance of the town works department for removal of the old sign and to help install the new one.

Please see the attached photos of the proposed sign. The bottom picture shows the area that a plaque could be mounted if we chose to go that way.

I hope that the council feels that moving ahead with this project will highlight Elliott Park as an interesting piece of Exeter's history.

Thank you for your time,

Lori Clarke (granddaughter of Jack and Mary)

Sent from my iPad

