



REPORT

Chief Administrative Officer

TO: Administration, Emergency Services and Economic Development Committee

FROM: Kristi Administration, Emergency Services and Economic Development Committee i Honey, CAO

DATE: January 17, 2022

REPORT: CAO-01/22 **FILE NO.**

SUBJECT: A Year In Review – 2021 Accomplishments by Department

BACKGROUND:

The following highlights 2021 accomplishments by Department whilst navigating another challenging year due to COVID-19.

DISCUSSION:

Animal Control

- Planning for new animal shelter
- Partnership with PAWS continues to drive new revenue
- First annual public adoption event was a tremendous success (adoption rates)
- Significant increase in community outreach, including parade & local partnerships (vets, pet stores)
- Increase in licence sales volumes
- Managed increased volumes of animals, adoptions and calls during a period of higher staff turnover (recruitment, training, retention)
- Online donation forms implemented
- Philanthropy (private donations)

By-Law

- Sign By-Law Amendment to address the enforcement related to symbols of hate
- Implemented new Nuisance By-law and applied for and received approval for Public Nuisance By-law set fines
- DRPS partnership re: illegal grow operations
- Resolved Urban Chicken proposal.
- Assisted with the draft of the proposed Election Sign By-law
- WorkTech upgrade to improve cyber security
- Working through all the rapidly changing legislation and demands of COVID-19, including managing staffing/illnesses/availability, work from home, interpreting and training on evolving regulations, participating in joint enforcement efforts, creating required policy/safety plans, and screening while maintaining service levels.
- By-law is a key contributor in the planning and implementation of the permit parking project. Staff provided valuable feedback, conducted extensive field/market research, made By-law amendments, applied for and received set fine approval from the Regional Senior Justice from the Ontario Court of Justice, providing administrative and field support, and conducting the enforcement for the project.

CAO Department

- Dementia Friendly Community certification & recognition
- International Women's Day & International Men's Day events
- Community Garden policy & program
- New Job Evaluation & Salary Administration Policies with Performance Mgmt
- Downtown Revitalization project in progress
- Complex workplace investigation with satisfactory resolution
- CityStudio Durham partnership
- Financial Planning, Cyber, and Anti-Racism training for all staff
- Presented at Ontario's Municipal Exchange - Locally Driven Digital Transformation
- MFA (Multi-Factor Authentication) enabled to improve cyber security
- Launched Paid Parking @ FOU, and kicked off paid parking at trail heads
- Migration to OneDrive (migrate file servers off premise)
- Onboarded new Director of Development Services
- Kicked off Development Services & By-Law modernization (CloudPermit)

Clerks

- Continued successful remote council/committee meetings
- Established method of voting for 2022 election
- Launched new BIA website
- Launched several new online payment forms and permits (multiple donation forms, road occupancy permit, fire permit, tree and bench dedication, dog park photo contest)
- Launched new website features including an interactive traffic map
- Issuance of marriage licences and conducting civil ceremonies throughout pandemic

- Replacement and implementation of a new Corporate Telephony system
- Research and selection of a contractor for installation of a new AV System for the Council Chambers to facilitate hybrid meetings (Installation to take place in 2022)
- Land Acquisitions
- Land Sale – Second Street preparation
- Land Sale – Brookdale Road property
- Land Sale – Nicholson Drive walkways
- Land Sale – 17 Bascom Street (old Fire Hall) ongoing
- Land Sale – Exchange – Estates of Udora

Communications

- Implemented the Council Highlights Document, distribute on web, social media and to staff
- Facebook – increased reach by 32% for a total of 165,365 impressions approx. 30-45 posts or reposts per week
- Build 145 new social media graphics
- Twitter –received 72,000 impressions in 2021, ave. 280-300 impressions/day
- Added 36 new dates of significance into content calendar for 2021. Built extensive campaigns for Black History Month, Seniors Month and Indigenous People's Month.
- Prepared communications for 7 cabinet minister meetings at AMO – with graphic support material
- 8 proclamations and flag raising events
- Public Engagement campaigns for Cemetery Road, Traffic Calming Plan, Active Transportation Plan and Planks Lane Reconstruction Projects, Permit Parking at Fields of Uxbridge, Climate Adaptation Survey, Downtown Revitalization Project
- Supported Culvert project, developed parking maps for downtown.
- Successful campaign to promote and garner sponsors, volunteers and entries for the Santa Claus parade
- Communications/Event support for Dog Park Tree Planting, Golf Tournament, Canada Day Event (cancelled) and Active Transportation Bicycle Safety Event
- Support Public Education communication initiatives for the Fire Department
- Support departmental communications regarding COVID; printed over 270 posters
- Support website team creating text for 7 new webpage and created 44 banner graphics.
- Added to the photo asset collection for the Fire Department by capturing images during 3 nights of fire training

Community Services

- Parks and Trails

- Onboarded new manager to Parks & Trails
- Multi-Sport Court –completed
- Baseball diamond – substantially completed
- Re-open Parks and Return to Play on Sports fields
- Greenbelt grant – in progress with improved trail signage.

- **Uxbridge Public Library**
 - Tower repairs – completed
 - Gutter repairs – completed
 - Summer Camps and TD reading program
 - Re-open in COVID-19 environment
 - Indigenous programming
 - A variety of new on-line programming
- **Uxbridge Historical Centre**
 - Reopened August 7 and have welcomed more than 1200 visitors
 - Summer projects restored Gould-Carmody House & increased digital offerings
 - Quilt Exhibition & tours
 - Truth & Reconciliation display
 - Fall Programs return: Fright at the Museum, Paranormal Q&A, Medium readings, and more”
 - Educational programs & participants return
- **Recreation, Arena, Uxpool**
 - Vaccination Centre – Arena
 - Re-open in COVID environment
 - Vaccination Policy roll-out for patrons
 - Uxpool building audit – in progress
 - Camps – modified programing - 591 kids
 - Seniors Commu-E-Tea and Seniors Centre Without Walls programs
 - Relationship with Elexicon & Envision project
 - Support for VaxBus Vaccination Clinics
- **2021 Tourism Initiatives**
 - New Discover Uxbridge visitors guide (digital and paper)
 - New trails map (with business advertising)
 - Tourism Ambassador forum
 - Beer & Cider Trail promotion
 - Maud self-guided driving trail (partnership)
 - Holiday trail
- **FOU Paid Parking pilot**

Development Services Department (Building & Planning)

- Implemented Weekly Dashboard reporting
- Modernization of building permit process
- Installation of Bluebeam software – assist with plans review process
- Introduced Inspection calendar to assist with inspections
- Review of building permits fees – building permit fee study 2022
- Modernization of planning processes
- Implemented weekly status with consulting engineers to monitor development
- Launched Development Services modernization project (CloudPermit)

Fire Department

- Completion of First-Class Firefighter promotional procedures (4)
- Completion of recruit class probationary procedures (5)

- Completion of purchase of SCBA, training and firefighter survival training
- Completion of OFMEM (Office of the Fire Marshal and Emergency Management) COVID grant (remote terminal in fire prevention vehicle and recording equipment for Public Education)
- Completion of Uxbridge Fire Department Emergency Vehicle Operator Manual
- Completion of EVO I (light vehicles and rescue) driver/operator class (5)
- Completion of EVO II (pumpers) driver/operator qualification (5)
- Award of aerial apparatus to Safetek (Spartan/Smeal)
- Completion of 2020 annual report
- Award of Fire Master Plan
- Completion of probationary firefighter exams (5)
- Annual equipment certifications – pumping apparatus, ground ladders, fire hose
- Completion of on-line training program for COVID and return to in-person training (small groups)
- Completion of DriveWise program
- Completion of annual Base Hospital certifications
- Completion of Online fire permitting program with integration to Fire Pro (investigation)
- Recruitment of Assistant Fire Chief and transition planning
- By-Law updates (fees, Emergency Planning Program, Fire Department Establishing and Regulating)
- Procurement of low angle (trail) rescue equipment, Grant from Firehouse Subs
- Completed all required Evacuation Drills and Inspection of all Vulnerable Occupancies
- Completed Inspections of all Business and Personal services
- Completed Inspections of all industrial Occupancies in the Industrial Park
- Assisted businesses and Personal Services with determining Occupant loads (COVID) of their Buildings
- Completed inspections of all Schools and Daycares
- Health and Safety committee (H&S) members were very proactive with an increased abundance of information to process and deliver with the safety of the members first and foremost.
- H&S at its finest with another year of no injuries/accidents which is always a success when responding to the unknown.

Public Works

- Culvert project (very complex, difficult technical issues, communications, legal)
- Traffic Calming Measures to be implemented
- Active Transportation Plan approve
- Public Works Staff worked through COVID this past year, following the proper protocols and safety plans ensuring no positive cases
- Fibre installation across the Township
- South Balsam Storm Water Management Pond grant and upgrades
- Planks Lane re-construction with sanitary sewer and storm infiltration trench (environmentally friendly)
- Mill Street rehabilitation (paving with lane narrowing)

Treasury

- Compensation and Stakeholder Relations analysis
 - Amend DC Bylaw
 - Investigate Community Benefits Charges
 - Changes to Development Charges – report to Council and establish related policies
 - Monitor and review grants for Township eligibility and assist other Departments with grants applications and reporting thereof
 - Work with Region and Elexicon – for joint application for Electrical Vehicle Chargers
 - OMPF – discussions with the Province – re: Formula
- Payroll Modernization research & investigation
- Ruralware – Deposit program with the Township
- Electronic payments of accounts payable invoices (planning)
- Fall 2021 – OMERS/Retirement Session for Staff nearing retirement.
- 2021 Operating and Capital Budgets with COVID Impacts and Savings
- Monthly reporting to Department Heads, including Financials & Time Bank Balances
- Update Council – Legislative Changes to Property taxes/assessment
- Staff attend Cowan Cyber Seminar – June 24, 2021
- Cyber and Fraud for Finance Staff (Deloitte) in Fall 2021
- Gravel Pit Properties – as a result of the Wellington County ARB decision – the Township filed a “Notice of Higher Increase” on 11 properties which were currently under appeal by owner for the years 2017 to 2021 and filed 33 appeals for the year 2021 on the remaining gravel pit properties in Uxbridge – reason to increase assessment value – ie. higher acre dollar values and change in assessment classification
- CPP/EI Ruling for Volunteer Fire Fighters
- Efficiencies found using Diamond for payroll, accounts payable
- Entered into group buying agreement with Purolator for reduced rates for shipping
- Entered into group building agreement with Global payments for reduced fees for credit card charges
- Onboarding package for new employees and checklists for supervisors/managers
- FOU Pilot project with integration into Treasury
- By Law/Development Services – Planning phase with treasury integration

RECOMMENDATION

THAT Report CAO-01/22 be received for information;

Respectfully Submitted by:

Kristi Honey
Chief Administrative Officer