

**MUNICIPALITY OF HURON EAST COUNCIL MEETING MINUTES**  
**HELD IN THE COUNCIL CHAMBERS, SEAFORTH, ONTARIO**  
**TUESDAY, SEPTEMBER 24<sup>th</sup>, 2013 – 7:00 P.M.**

**Members Present:** Mayor Bernie MacLellan, Deputy Mayor Joseph Steffler  
 Councillors Frank Stretton, David Blaney, Dianne Diehl,  
 Alvin McLellan, Andrew Flowers, Allison Dekroon,  
 Robert Fisher, Nathan Marshall, Larry McGrath and Les Falconer

**Members Absent:** nil

**Staff Present:** CAO/Clerk, Brad Knight  
 Finance Manager-Treasurer/Deputy Clerk, Paula Michiels  
 Public Works Coordinator, Barry Mills  
 Chief Building Official, Paul Josling  
 Economic Development Officer, Jan Hawley  
 Day Care Supervisor, Tammy Martene  
 Fire Chief/CEMC, Marty Bedard  
 VRC Facility Manger, Lissa Berard  
 Executive Assistant, Janice Andrews

**CALL TO ORDER**

Mayor MacLellan called the meeting to order at 7:00 p.m.

**DISCLOSURE OF ELECTED OFFICIALS – PECUNIARY INTEREST**

**SERVICE DELIVERY REVIEW**

The special meeting of Council was called to conduct a service delivery review for the municipality. The CAO/Clerk advised that Huron East Council had authorized a service delivery review in 2013 and the desire for a review was primarily initiated from concerns that provincial transfers would continue to decline. He noted that a service delivery review is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it. Council were provided with a report including a description of the service provided, the legislative requirements (if any) for the service and financial comparisons available. Historical information was also provided showing how services were provided pre-amalgamation and comparisons to their present level. CAO/Clerk Brad Knight advised that during the review of information and comparative statistics, Council and staff should ask 10 key questions with respect to the service being reviewed:

1. Does the municipality really need to continue to be in this business/service?
2. What do citizens expect of the service and what outcomes does council want for the service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the service?
10. How can a service change be best managed, implemented and communicated?

Within the Service Delivery Review 2013 report, services were grouped into their functions as shown in the Financial Information Return under the following categories:

1. General Government
  - a) Council
  - b) Administration
2. Protection to Persons & Property
  - a) Fire
  - b) Policing
  - c) Chief Building Official & By-Law Enforcement
  - d) Animal Control
  - e) Crossing Guards
3. Transportation Services
4. Environmental Services
  - a) Water & Sanitary Sewers
  - b) Waste Management

5. Health & Social Services
  - a) Medical Facilities
  - b) Cemeteries
  - c) Day Care
6. Parks & Recreation, Cultural Services
  - a) Major Facilities
  - b) Minor Facilities
  - c) Libraries & Cultural Services
7. Planning & Development
  - a) Planning
  - b) Economic Development
  - c) Drainage Superintendent and Maintenance

CAO/Clerk Brad Knight reviewed the report in detail. Council discussed each category and general observations were as follows:

- Administrative structure maintained since 2001, Deputy Clerk-Treasurer position was never filled
- Comparison to other municipalities difficult, in that even though the municipalities may be close to the same population, some municipalities had inherited significantly different services through amalgamation, there were different services because of geographical differences, etc
- Parking and By-law enforcement is complaint driven process, although staff have an understanding of the support from Council to be pro-active on chronic property standards issues on specific properties
- Building & Property Maintenance Coordinator position was a new position and considered as an additional service, but he was also receiving training towards a certification as a building inspector to provide additional in-house support to the Chief Building Official's position.
- Fire departments – while some consolidation and rationalization of services had occurred since amalgamation, there were likely still opportunities for future consolidation of services
- Streetlighting –an acknowledgment that with 13 systems across the Municipality that there was not a consistent level of service, but that all systems should be updated in terms of energy efficiency
- Road services were required to meet certain provincial minimum standards, but some thought given that more information needed to be provided in certain areas to justify current levels of service.
- Day care services were receiving a similar level of support in 2003 compared to 2013, but as a percentage of the overall municipal budget, the service was less of an impact in 2013 than it was in 2003 but there was still a concern with the limited number of families from Huron East (Tuckersmith) receiving the benefit of the service
- The Municipality was more involved in providing health services, although most of the involvement being provided by municipality is the provision of facilities
- Cemetery management is municipal service that is expected to be more involved over time as smaller non-municipal cemeteries have to consider options with respect to providing services or turning responsibilities over to municipalities
- Recreation facilities continue to face increased demands, although non-municipal revenues have for the most part not maintained pace with expenditures. Some questions with respect to the management structures of the Committees
- Both the Official Plan and Zoning By-Law are due for five year reviews, although it was noted that a number of municipalities in the County had not yet consolidated their pre-amalgamation documents.
- Economic development activities were noted with a strong emphasis on promoting the BR & E studies in urban areas and completing some of the recommendations from these studies

During the course of the service delivery review, Councillors raised a number of questions/concerns that they requested additional information on;

- comparison to a municipality with similar facilities
- list of mandatory compliances for emergency services
- energy efficient streetlighting
- bridge maintenance completed with savings from Tuckersmith culvert project
- equipment levels from 2003 to 2013
- contracting grass cutting for Brussels ball/soccer fields
- meeting structure for organizational charts from Central Huron, South Huron and West Perth

Mayor MacLellan suggested Council review the 10 key questions provided by the CAO/Clerk with respect to the service being reviewed. Council indicated their desire to continue a review of service levels by individual categories at future council meetings, once the additional information was available.

**ADJOURNMENT**

*Moved* by Joseph Steffler and seconded by Dianne Diehl:

Adjournment

The time now being 10:40 p.m.

That the meeting do now adjourn until October 1<sup>st</sup>, 2013 at 7:00 p.m. Carried.

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Bernie MacLellan, Mayor

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Brad Knight, CAO/Clerk