



## MINUTES

**DATE:** September 6, 2023

**CLOSED MEETING:** 1:00 PM

**COUNCIL MEETING:** 10:00 A.M.

The September 6, 2023 Council Meeting was held on the above date and called to order at 10:00 a.m. via electronic participation and in-person at 23 Brock Rd S, Puslinch.

### 1. CALL THE MEETING TO ORDER

### 2. ROLL CALL

#### ATTENDANCE:

Councillor Sara Bailey  
Councillor Russel Hurst  
Councillor Jessica Goyda  
Councillor John Sepulis  
Mayor James Seeley

#### STAFF IN ATTENDANCE:

1. Glenn Schwendinger, CAO - absent
2. Mike Fowler, Director of Public Works, Parks and Facilities
3. Mary Hasan, Director of Finance/Treasurer
4. Courtenay Hoytfox, Municipal Clerk
5. Justine Brotherston, Deputy Clerk
6. Mirela Oltean, Deputy Treasurer
7. Tom Mulvey, Fire Chief
8. Andrew Hartholt, CBO

### 3. MOMENT OF REFLECTION

### 4. CONFIRMATION OF THE AGENDA

#### Resolution No. 2023-276:

Moved by Councillor Goyda and  
Seconded by Councillor Sepulis

**That Council approves the September 6, 2023 Agenda and Addendum as circulated; and**

**That Council approves the additions to the agenda as follows:**

**Consent Item 6.1.4 Questions received from Council seeking additional information and the corresponding responses provided by staff regarding the September 6, 2023 Council agenda; and**

**That Council approve a change to the order of business to advance item 9.3.3 Report ADM-2023-047 Township Roads Management Plan Final Draft and item 9.3.2 Report ADM-2023-046 Budget Process and Service Level Review to directly following Disclosure of Pecuniary Interest.**

**CARRIED**

### 5. DISCLOSURE OF PECUNIARY INTEREST & THE GENERAL NATURE THEREOF:

None

### 6. CONSENT AGENDA

- 6.1 Adoption and Receipt of the Minutes of the Previous Council and Committee Meetings:
  - 6.1.1 August 16, 2023 Council Minutes
  - 6.1.2 July 11, 2023 Committee of Adjustment Minutes
  - 6.1.3 July 11, 2023 Planning and Development Advisory Committee Minutes

6.1.4 Council Questions regarding the September 6, 2023 agenda and the corresponding responses provided by staff.

- 6.2 Ministry of Infrastructure - Red Tape Reduction Measures
- 6.3 Ministry of Municipal Affairs and Housing - Building Faster Fund
- 6.4 Ministry of Natural Resources and Forestry - Streamlining of Approvals under the Aggregate Resources Act and Supporting Policy
- 6.5 Ministry of the Environment Conservation and Parks - Moving to a Project List under the Environmental Assessment Act
- 6.6 City of Guelph - Notice of Complete Application Public Meeting Decision - Agency - 585 Hanlon Creek
- 6.7 City of Guelph - Notice of Complete Application - 55 Teal Dr
- 6.8 Village of Merrickville-Wolford - Proposed Provincial Planning Statement
- 6.9 Municipality of St. Charles - Provincial Planning Statement
- 6.10 City of Stratford - Strengthen Municipal Codes of Conduct
- 6.11 Northumberland County - Legislative Amendments to Improve Municipal Codes of Conduct and Enforcement
- 6.12 Municipality of Powassan - Legislative Amendments to Improve Municipal Codes of Conduct and Enforcement
- 6.13 City of Port Colborne - Short Term Rentals
- 6.14 Municipality of Dutton Dunwich - Special Powers and Duties of Heads of Council
- 6.15 Town of Blind River - Special Powers and Duties of Heads of Council
- 6.16 Municipality of St. Charles - Bill 5, Stopping Harassment and Abuse from Local Leaders Act
- 6.17 Municipality of St. Charles – National Housing Strategy
- 6.18 Municipality of St. Charles - Support Municipalities Retaining Surplus from Tax Sales
- 6.19 Town of Amherstburg - Violence Against Women
- 6.20 Township of Emo - Black Ash Tree
- 6.21 Township of Greater Madawaska - The Women of Ontario Say No
- 6.22 Township of Severn - Climate Emergency Just Transition Transfer
- 6.23 Township of the Archipelago - Request to Province to Establish a Regulatory Framework for global technology platforms affecting municipal rentals
- 6.24 Municipality of Shuniah - Changes to Municipal Freedom of Information and Privacy Protection Act
- 6.25 Mill Creek Pit July Monthly Monitoring Report – 5738
- 6.26 Grand River Conservation Authority - August General Meeting

**Resolution No. 2023-277:**

Moved by Councillor Sepulis and  
Seconded by Councillor Bailey

**That the Consent Agenda items listed for SEPTEMBER 6, 2023 Council meeting be received for information.**

**CARRIED**

**7. DELEGATIONS:**

7.1 Specific Interest (Items Listed on the Meeting Agenda)

7.1.1 None

7.2 General Interest (Items Not Previously Listed on the Meeting Agenda)

7.2.1 None

**8. PUBLIC MEETINGS:**

8.1 September 14, 2023 Open House held at 23 Brock Rd S. in-person and by electronic participation through Zoom regarding the following matter:

Local Business Open House

8.2 September 27, 2023 Public Information Meeting held at 23 Brock Rd S. in-person and by electronic participation through Zoom regarding the following matter:

Proposed 2024 User Fees and Charges

**9. REPORTS:**



**9.1 Puslinch Fire and Rescue Services**

9.1.1 None

**9.2 Finance Department**

9.2.1 Report FIN-2023-026 - 2024 Proposed Cost of Living Adjustment

**Resolution No. 2023-278:**

Moved by Councillor Sepulis and  
Seconded by Councillor Goyda

**That Report FIN-2023-026 entitled 2024 Proposed Cost of Living Adjustment be received; and**

**That Council approve a Cost of Living Adjustment of 4.0% effective January 1, 2024 with the remaining 2.9% Cost of Living Adjustment to be added to the Cost of Living Adjustment approved in the 2025 budget and future year budgets (as needed); and**

**That Council consider, subject to budget consideration, allocating an additional 1% COLA increase to be contributed into a reserve for the 2024 market review process.**

**CARRIED**

**9.3 Administration Department**

9.3.1 Report ADM-2023-045 - Lot 26 & 27 Con. 7 ERO Posting to Permit Sewage System

**Resolution No. 2023-279:**

Moved by Councillor Sepulis and  
Seconded by Councillor Hurst

**That Report ADM-2023-045 entitled ERO Posting 019-7545 - 7475 McLean Road East & ERO Posting 019-7435 – Lot 26 & 27 Concession 7 be received; and**

**That Council direct staff to submit the following comments to the ERO:**

**“The Township has not received a formal Site Plan Control application for this property detailing the proposed use and therefore, objects to approval of an ECA application until such time that the proponent demonstrates the proposed use complies with the Township’s Zoning By-law and specifically the Township definition of dry industrial uses.**

**CARRIED**

**Council recessed from 12:28 pm-12:33 pm**

**Roll Call**

**Councillor Goyda  
Councillor Sepulis  
Councillor Bailey  
Councillor Hurst  
Mayor Seeley**

9.3.2 Report ADM-2023-046- Budget Process and Service Level Review

**Resolution No. 2023-280:**

Moved by Councillor Bailey and  
Seconded by Councillor Hurst

**THAT Report ADM-2023-046 entitled Budget Process and Service Level Review be received for information; and**

**1. That the current Budget Development and Control Policy be utilized as the guiding**



document for the preparation of the 2024 Budget as presented; and

**2. That staff be directed to prepare the 2024 budget and/or report back with more information based on the direction provided by Council in the comment summaries attached as Schedule A to the September 6, 2023 Council meeting minutes.**

**CARRIED**

9.3.3 Report ADM-2023-047- Township Roads Management Plan Final Draft

**Resolution No. 2023-281:**

Moved by Councillor Hurst and  
Seconded by Councillor Goyda

**That Report ADM-2023-047 regarding the Township of Puslinch Road Management Plan (RMP) be received for information; and**

**Whereas the Township RMP has been prepared by the Township Engineering Consultant in consultation with staff; and**

**Whereas Council has thoroughly reviewed and provided input into the RMP; and**

**Whereas the public has been provided opportunity to comment on the RMP during the development process;**

**Therefore, that Council approve the RMP as presented to be used as a key tool regarding maintaining and operating the Township's road network; budgeting for the Township's road network; and responding to concerns and requests regarding the Township's road network; and**

**That the recommendations outlined in the RMP are endorsed by Council subject to budget considerations; and further**

**That Council direct staff to include the RMP on the Township website and that staff develop a tracking database as outlined in the report.**

**CARRIED**

**9.4 Planning and Building Department**

9.4.1 None

**9.5 Emergency Management**

9.5.1 None

**9.6 Roads and Parks Department**

9.6.1 None

**9.7 Recreation Department**

9.7.1 None

10. **CORRESPONDENCE:**

10.1 2022 Ecological Monitoring Report & Annual Monitoring Peer Review

**Resolution No. 2023-282:**

Moved by Councillor Hurst and  
Seconded by Councillor Sepulis

**That Council receive correspondence item 10.1 regarding the 2022 Ecological Monitoring Report for the Mill Creek Pit (5738) and and peer review for information; and**

**That Council direct staff to forward the peer review to the pit operator for a response once clarification is provided by Harden Environmental; and**

**That Council direct staff to utilize the report and the rehabilitation of the pit for a wetland going forward as a preferred after use in the Township.**

**CARRIED**

11. **COUNCIL REPORTS:**

11.1 Mayor' Updates

11.1.1 Mayor Seeley gave an update regarding the AMO conference and the TAPMO General Meeting.

11.2 Council Member Reports

11.2.1 None

**Resolution No. 2023-283:**

Moved by Councillor Bailey and  
Seconded by Councillor Sepulis

**That Council receive the Mayors updates for information.**

**CARRIED**

12. **BY-LAWS:**

12.1.1 None

13. **ANNOUNCEMENTS:**

13.1 Councillor Bailey announced the Badenoch BBQ on September 16, 2023 any time after 4pm and mentioned that the Fall Fair is scheduled for this weekend September 8, 9, and 10.

13.2 Councillor Sepulis remarked that an announcement was made by the Province and Federal Government that funding has been made available for fiber internet. The announcement included areas in Puslinch.

14. **CLOSED SESSION:**

Council was in closed session from 1:16 p.m. to 5:01 p.m.

The Clerk stopped the recording and removed all public attendees from the webinar. The webinar was then 'locked' so no new participants are able to join.

**Resolution No. 2023-284:**

Moved by Councillor Goyda and  
Seconded by Councillor Sepulis

**That Council shall go into closed session under Section 239 of the Municipal Act for the purpose of:**

**14.1 Confidential report regarding advise that is subject to solicitor-client privilege, including communications necessary for that purpose – Telecommunications Tower**

**14.2 Confidential verbal report regarding advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Ontario Land Tribunal matter**



**14.3 Confidential verbal report regarding advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Ontario Land Tribunal matter**

**CARRIED**

**Resolution No. 2023-285:** Moved by Councillor Bailey and  
Seconded by Councillor Hurst

**THAT Council moves into open session at 5:01 pm**

**CARRIED**

Council resumed into open session at 5:01 p.m.

**Resolution No. 2023-286:** Moved by Councillor Sepulis and  
Seconded by Councillor Goyda

**That Council receives the:**

**14.1 Confidential report regarding advise that is subject to solicitor-client privilege, including communications necessary for that purpose – Telecommunications Tower**

**14.2 Confidential verbal report regarding advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Ontario Land Tribunal matter**

**14.3 Confidential verbal report regarding advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Ontario Land Tribunal matter; and**

**That staff proceed as directed.**

**CARRIED**

**15. BUSINESS ARISING FROM CLOSED SESSION:**

None

**16. NOTICE OF MOTION:**

None

**17. NEW BUSINESS:**

None

**18. CONFIRMATORY BY-LAW:**

(a) By-Law to confirm the proceedings of Council for the Corporation of the Township of Puslinch

**Resolution No. 2023-287:** Moved by Councillor Sepulis and  
Seconded by Councillor Bailey

**That the following By-law be taken as read three times and finally passed in open Council:**

**By-Law 2023-037 being a by-law to confirm the proceedings of Council for the Corporation of the Township of Puslinch at its meeting held on the 6 day of September 2023.**

**CARRIED**

**19. ADJOURNMENT:**

**Resolution No. 2023-288:** Moved by Councillor Bailey and  
Seconded by Councillor Hurst



THE CORPORATION OF THE TOWNSHIP OF PUSLINCH  
SEPTEMBER 6, 2023 COUNCIL MEETING  
VIRTUAL MEETING BY ELECTRONIC PARTICIPATION  
& IN-PERSON AT 23 BROCK RD S, PUSLINCH

**That Council hereby adjourns at 6:11 p.m.**

**CARRIED**

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James Seeley, Mayor

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Courtenay Hoytfox, Clerk

## Council Input – Budget Content/Service Levels

Compiled Comments received regarding suggested items for consideration for the 2024 Budget

	Budget Content	James Seeley A	Sara Bailey B	Russel Hurst C	Jessica Goyda D	John Sepulis E	Council Direction
C-1	Are there any service levels you would like to see increased?	<p>a. More frequent cleaning of facilities. A thorough full cleaning/maintenance of all facilities every spring.</p> <p>b. More frequent cleaning of washrooms at ball diamonds.</p> <p>c. Regular re-grading of diamonds to ensure proper drainage.</p>	<p>a. Parks maintenance service levels to meet the current upkeep needs and the needs of the changes with the parks revitalization upgrades. Would like to see an increase where the millennial garden has a one time spring landscape clean up at the beginning of the season – this will allow volunteers to maintain it in a reasonable capacity.</p> <p>b. Assessment of our bookings program that services staff use. Need to improve the</p>	<p>a. Ash tree removal, speed enforcement, snow removal (but I would defer to public works on setting realistic expectations).</p>	<p>a. Road Speed Mitigation/Enforcement throughout the township.</p>	<p>a. Removal of dead trees</p>	<p>Tree removal: increase forestry budget by 10k (current budget is approximately 22k which provides 2 weeks of forestry services)</p> <p>Road speed mitigation: staff reporting back on speed indicator signs and costing</p> <p>Millennial garden: no action (subject to the discussion regarding additional staffing resources or outsourcing)</p> <p>Facility booking system: no action; staff to review the possibility of a flexible rental approval process where a rental request is made during a time where public drop-in programming is typically scheduled.</p>



			<p>process for adding insurance to a booking and paying online via credit card or e-transfer. Make bookings easy. Can reservations be done without services staff?</p> <p>c. Once the Site Alteration by-law is in place, want to ensure we have enough staff support to fulfill the monitoring obligations.</p>				<p>Site alteration by-law: that staff investigate after hours by-law enforcement support through contact neighbouring municipalities with 24/7 service delivery for budget deliberations and investigate cost recovery options related to enforcement; and that staff report back through the budget process on added admin support for technical reviews for site alteration applications.</p> <p>Park cleaning and maintenance: subject to the discussion regarding additional staffing resources</p> <p>Base budget increase for gravel roads reserve included in the first draft of the budget which equals a 1% tax increase (this is in addition to the base amount already being allocated to the reserve) – include the possibility of utilizing the aggregate tax assessment or</p>
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							the anticipated new growth percentage to account for the 1% increase; and that this additional increase be add to the 10 year plan.
C-2	Are there any service levels that you would like to see decreased?			a. Not that I am aware of or have been given feedback on.			
C-3	Are there any service levels you would like to see added?		a. Would like to see an increase in recreation programming options for Puslinch residents. Adding a liaison person to sport organizations, community partners, local residents to run programs out of our facilities for our community kids (in conjunction with running programs for kids from	a. I think engage Puslinch/social media is a forum that could see future growth b. I think we should have a discussion about supporting Township staff professional development. We have a fairly new/younger staff that we need to invest in.			Recreation programming & liaison person: refer this initiative to the Youth Advisory Committee & Recreation Committee to increase awareness in addition to utilizing Township communication tools. Staff to bring back a revised TOR for the Recreation Committee to increase the meeting frequency to 6-8 meetings per year (including 1-2 combined meetings with Rec & Youth for project building and brainstorming) and adjust the per diem through the 2024 budget process;

			<p>outside Puslinch) and help with the registration process (and board advertising).</p> <p>b. Would like to see speed mitigation options proposed when roadwork is in design stage and added into the road work projects (similar for wildlife mitigation work).</p> <p>c. Adding lighting to Millennial garden.</p> <p>d. Follow up on delegation from Ken DeHart regarding pit tax assessments – helicopter fly over.</p> <p>e. Starting a Heritage Fund similar to the County’s CIP but for private homes on the heritage registry (“Heritage</p>				<p>and that this be presented to the Rec Committee at an upcoming meeting. Staff to look into software capabilities to include the program name on the online calendar and the privacy limitations.</p> <p>Speed mitigation: staff to provide Council the opportunity to comment prior to road design is completed in order to consider speed mitigation, wildlife mitigation, road widening, etc. and that staff include any public feedback received for the road or road section.</p> <p>Millennial garden lighting: staff to request a quote from an electrician in order to provide lighting options and report back through budget process.</p> <p>Air photos for pit operations with drones: subject to</p>
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			Improvement Program”).				<p>discussions in staff comment summary.</p> <p>Heritage fund (CIP): staff to report back on the possibility of a policy to modify the statutory requirement to advertise Heritage Designations; and the possibility to establish a Heritage Fund or Heritage CIP.</p> <p>Engage Puslinch: staff will present budget request for advertising related to communications tool during budget process.</p> <p>Staff development: the Township has a professional development budget that is reviewed annually by staff. We are currently working with Centre Wellington to take advantage of training opportunities outside of courses and seminars typically offered.</p>
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							Township meeting refreshments: include \$750 as a base budget increase.
C-4	Are there any service levels you would like to see removed?		a. Would like to know if any current services are inefficient for discussion,	a. Not that I am aware of or have been given feedback on.			
C-5	Are there any potential legislative or policy directions or initiatives that may be coming that you are concerned about?		a. Bill 99 Garrett's Legacy Act (Requirements for Movable Soccer Goals)	a. Soil management regulations, aggregate licencing, rural internet.	a. Continuation of rising costs associated with labour, construction, fuel, insurance etc. and it's impact not only on current budget year but also future capital forecast costs - for example – are we forecasting adequate replacement values in our Asset Management Plan? Do we need to	a. Bill 23 b. Bill 97 c. Unbridled growth of gravel pits d. Ensuring all residents have access to at least consistent 50/10 internet service	No specific action.

					increase the target balance in that reserve?		
C-6	Are there any potential legislative or policy directions or initiatives that you would like to see implemented?		a. Follow up on discussion around increased community safety zones within the Township and implementation of speed cameras, etc.	a. Not at this time.	<ul style="list-style-type: none"> <li>a. Implementation of Asset Management Software.</li> <li>b. Improved Public Access to Puslinch Lake.</li> <li>c. Implementation of Roads Management Plan including speed mitigation.</li> <li>d. Movement toward a solution for permanent council chambers.</li> </ul>	<ul style="list-style-type: none"> <li>a. See 7.1 below.</li> <li>b. Actively move on providing natural gas service to residents.</li> <li>c. Work toward removing rail storage tracks at Arkell.</li> <li>d. Improved accessibility to Puslinch Lake.</li> <li>e. Implementation of Road Master Plan including signage and cameras at Aberfoyle and Lake Road.</li> <li>f. Implementation of software to manage asset management reserve.</li> </ul>	<p>Puslinch Lake Access: Travelled Road lake access to be presented to Council at an upcoming meeting; Staff continue to work with the GRCA and City of Cambridge on the opportunity for lake access on GRCA lands.</p> <p>Staff continue discussions regarding highway 6 by-pass and will request a meeting with the Minister Transportation and Minister of Finance to identify the urgency of the by-pass going forward as planned.</p>
						g. More movement on County KPMG	Planning revitalization of Aberfoyle between the two roundabouts: staff to

						<p>study efficiency recommendations.</p> <p>h. Finalization of Fill by-law.</p> <p>i. Economic sustainability of the Township.</p> <p>j. Pressure to reprioritize Morriston Bypass.</p> <p>k. Planning revitalization of Aberfoyle between the two roundabouts.</p> <p>l.</p>	<p>prepare an RFP for Urban Design concepts for the Aberfoyle and Morriston area to include the Township banners; pole lighting, sidewalks, crosswalk.</p>
C-7	Are there any new projects you would like to see added for consideration?	a. New lights at Morriston meadows and Badenoch soccer field.	a. Lighting for Badenoch soccer pitch and for Morriston Meadows ball diamond.	a. Reasonable Puslinch lake access (vis GRCA), speed enforcement (via camera), Hwy 6 bypass push.	a. Expanding our Community Improvement Plan in partnership with County Economic Development Department. Currently, the Puslinch Community Improvement Plan applies only to Aberfoyle and Morriston but all of Puslinch could benefit	<p>a. Study and consultation with Province to look at limiting the area of Township land actively used for gravel extraction to a fixed percentage at any point in time.</p> <p>b. Public docks at Puslinch Lake.</p> <p>c. High Level Study to provide order of magnitude</p>	<p>Speed enforcement: staff to request that the County representative of the Police Services Board (Councillor Campbell and the Inspector) to delegate to Council regarding level of service, breakdown of the member municipality (i.e. tickets issued in each municipality, km of road per each municipality).</p> <p>Expanding CIP area: report back on the process to</p>

					<p>from the goals and objectives of the CIP.</p> <p>b. Consideration of updating Parks Master Plan.</p>	<p>costs and the viability of train whistle cessation agreement at all Township crossings.</p>	<p>amend the CIP area and the potential for grant funding through the County. Investigate including the CIP expansion into the already funded CIP project for 2023.</p> <p>Parks Master Plan: the next review is scheduled for 2032; given that the current PMP is nearing completion by end of 2024 that staff report back on what the costing is to be considered during the budget process to start the process in 2024.</p> <p>Gravel extraction study: 25k is currently funded in the 2023 budget – carry forward to 2024 to undertake this work.</p>
					<p>d. Technical support for review of Morrison Bypass components.</p> <p>e. Technical support for creation of economic area</p>		<p>Morrison By-pass: review is currently being completed by Township Traffic Engineer related to 'hotspots'. Total amount 25k with 5k being used in 2023 and 20k carry forward to 2024</p>



						<p>(being undertaken by County).</p> <p>f. Expansion of Township Offices to accommodate staff and new Council Chambers.</p>	<p>Regionally Significant Economic Employment Study area: 30k included in the 2024 budget. Further discussion at the September 27 Council meeting.</p> <p>Municipal Office Expansion: detailed design options to be presented to Council during the budget process including costing for the 2024 budget. Staff to investigate the potential to sever a parcel of land from the Township owned Watson property for the purpose of sale to fund the Municipal Office renovation and report back. Staff report back to Council on the costing associated with returning to Council Chambers for Council and Committee meetings.</p>
C-8	Are there any projects you would like to see considered for removal			a. Not at this time.			

	from past plans?						
C-9	Are there any new programs you would like to see considered?			<ul style="list-style-type: none"> <li>a. Working with County economic development more closely.</li> <li>b. Further collaboration with conservation authorities to foster access to conservation areas.</li> </ul>	<ul style="list-style-type: none"> <li>a. Implementation of a Seniors Committee</li> </ul>	<ul style="list-style-type: none"> <li>a. See items under 6 and 7 above.</li> </ul>	Seniors Committee: staff to prepare communications to the public to gauge interest in a seniors committee and report back for potential to add in the next term of Council.
C-10	What would the overall big picture direction to staff be that you would like considered?		<ul style="list-style-type: none"> <li>a. Our budget should reflect Council's goals.</li> </ul>	<ul style="list-style-type: none"> <li>a. Keep to a long term vision for the Township, sustainable tax increases that are comparable to other regions.</li> </ul>		<ul style="list-style-type: none"> <li>a. Fair tax rate increase to residents and businesses.</li> </ul>	

C-11	Given the current situation what would your target increase be in terms of a percentage?					a. I would support a 3.5% increase or higher as long as the blended tax rate with County is at 3.5%.	
C-12	In one sentence, what would you like the theme of the next budget to be?			a. "Puslinch Township: focused on being a safe community, fostering connectivity and ensuring a vibrant quality of life for our residents and businesses"		a. Managing Inflation Equitably for All	

## Leadership Team Input – Budget Content/Service Levels

Compiled Comments received regarding suggested items for consideration for the 2024 Budget

	Budget Content	Glenn Schwendinger CAO	Mary Hassan Director of Finance	Andrew Hartholt CBO	Courtenay Hoytfox Clerk (Interim CAO)	Mike Fowler Director of Public Works, Parks, and Facilities	Tom Mulvey Fire Chief	Council Direction
		A	B	C	D	E	F	
L-1	Are there any service levels you would like to see increased?				<p>a. Bill 23 introduced legislative changes affecting the Heritage Act. In response, Council has initiated the work to designate priority properties through consultation with the Heritage Committee and the property owners. Staff are developing a Heritage Permit and Screening process which will include a delegated authority by-law. This will enable staff to screen out projects that meet specific criteria and therefore not be required to come before Council/Committee for approval.</p> <p>b. Bill 23 introduced legislative changes affecting the Planning Act. In response, the Township has passed a mandatory pre-consultation by-law that increased the requirement to consult with the Township. Staff recommend that</p>	<p>a. The Puslinch Community Centre is currently not staffed during weekend rentals. Part time facility staff are scheduled to clean and 'turn over' the facility in between rentals. It is becoming increasingly difficult to manage large scale events with no staffing presence. The facility is being damaged on a more regular basis, as well as rentals are exceeding occupant loads. This is being communicated to full time facility staff by the students working at the ORC. Often renters are not fulfilling their contract obligations in respect to cleaning of the facility upon departure. It is also being reported that some large scale rentals are avoiding the Alcohol Risk Management Policy by drinking in the PCC</p>	<p>a. Puslinch Fire &amp; Rescue Department continues to increase the amount of Public Education and Fire Prevention, however the number of preventable fire deaths in Ontario continue to increase. We need to continue increasing the amount of Public Education &amp; Fire Prevention.</p>	<p>PCC rentals: staff report back on the costing of the addition of a full time facility operator; investigating an occupant maximum for facility rentals at the PCC.</p> <p>Parks pick-up truck: staff prepare costing for consideration during the budget process for the addition of a pick-up truck in the parks department and also include a leasing option in the costing analysis. Include the life cycle of the existing trucks in the analysis.</p>

					<p>Council consider amending this by-law to include</p>	<p>parking lot and grounds and not in the facility. Full time staff are aware of this activity as they often clean the PCC grounds the following Monday and are finding bottles. Staff strongly suggest that a lower occupant maximum be set for the facility as the cleaning associated with large groups (250+) is not feasible with current staffing levels. In addition, staff suggest that Facility staff work on a rotational basis in order to have a full time staff person present at all times when the PCC is being rented. Staff are preparing an information report with detailed costing for Council's consideration. This would include reducing the number of part time hours and adding a third facility operator in order to develop a rotational shift schedule.</p> <p>b. The Parks department has one (1) truck for three (3) employees; Within the Parks</p>		
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						department, there is one crew cab pick-up responsible for transporting staff and mowers to the various sites in the Township. In addition to parks duties Parks staff are required to complete garbage removal from parks;		
	<b>Budget Content</b>	<b>Glenn Schwendinger CAO</b>	<b>Mary Hassan Director of Finance</b>	<b>Andrew Hartholt CBO</b>	<b>Courtenay Hoytfox Clerk (Interim CAO)</b>	<b>Mike Fowler Director of Public Works, Parks, and Facilities</b>	<b>Tom Mulvey Fire Chief</b>	
		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	
					<p>c. severance applications, condominium and subdivision applications, and applications that include official plan amendments. Council has approved the addition of a Township Planner and this position would be responsible for the increased service levels associated with planning and development.</p> <p>d. Staff are currently developing detailed user guides for all planning applications to assist the public. In addition, staff are developing a detailed guide for applicants that pre-consult with the Township on</p>	<p>daily baseball diamond dragging; washroom cleanings; part and supplies pick-ups during the week. With the addition of a second truck, the three parks workers could more efficiently complete tasks. Currently all three staff must travel together in the one truck. The Township has two mowers and so it would be much more efficient if a second truck was added to parks in order for the third park's employee to complete additional tasks at a different site. The addition of the second truck for</p>		

					proposed developments. The aim is to include funding opportunities in the guide to attract new businesses and promote existing business expansion in the Township.	Parks would be beneficial in advance of the new PCC grounds being completed as this site will require additional maintenance and up-keep.		
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	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>		
					<p>e. Staff have developed an online webpage dedicated to roads and public works service requests. This includes requests for service regarding road maintenance, trees, dead animals, sidewalks, etc. This is an improved service level that aims to streamline the process and is being supported with existing staff resources in the Public Works department and Clerks department.</p> <p>f. The Township continues to improve its communication programs with existing resources. Staff aim to</p>			

					focus more in 2024 on ways the Township can support its local community groups and external committees through the Communication Policy. In addition, the Township is developing its video and image assets relating to media advertising and promotions. This would allow the Township to limit the use of stock images.			
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	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>		
					g. As a result of the pandemic and shifting the majority of Township services to be available online in addition to in-person, staff have identified a need to audit the Township's existing IT infrastructure. Given the Township's currently service delivery model, staff recommend Council consider engaging an IT specialist to develop an IT strategy to outline the Township's current state, its targeted future state, the gaps to be resolved, and a			IT infrastructure gap analysis: staff are able to have this study funded through the modernization grant funding and the total cost is approximately \$9750. The results of this analysis can be provided back to Council for consideration during the budget process. The analysis would identify the budget requirements associated with IT infrastructure upgrades or recommended changes to the managed services.



					detailed plan outlining how to proactively manage and support the Township's technology needs. The County of Wellington completed a County-wide IT Service Delivery Review in November 2020 which would be included in the Township specific IT infrastructure review.			
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		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	
L-2	Are there any service levels that you would like to see decreased?							
L-3	Are there any service levels you would like to see added?			a. Consider the addition of a dedicated position in the Building Department to help process building permits. The new position would fall between our current Building Official position and Customer Service Coordinator. The position would be a technical role responsible to closely	a. Continue to develop a local Economic Development program. b. Increase social media presence with the addition of a Township LinkedIn account to improved Township recruitment. c. Develop a Corporate-wide Health and Safety and wellness program to be led by HR in consultation with department heads and		a. Puslinch Fire & Rescue provide a great service to the community, Puslinch is one of the busiest departments in the county. It would be difficult to add any more services if we stay as a Volunteer Department.	Economic Development program: staff are submitting for County grant funding for 2024 and suggest that funds are budgeted for in future years. Staff will report to Council on detailed costing during the budget process.  LinkedIn: incremental budget increase to support this new platform.  Corporate wide H&S program: no budget impacts in 2024 as

				monitor current and issued permit applications, complete plans review and inspections (as needed) on smaller projects. This position would also provide coverage for the Building Official position and would be available in the office to provide technical support to the public as needed.	CAO to increase awareness of Township support programs, policies, and other resources available to staff. d. Aerial survey work related to aggregate industrial lands for compliance and taxation purposes			the program will be developed and analyzed for funding in 2025.  Aerial survey work: staff to report back on detailed costing including quotes.  Addition of Building Official position: staff to provide funding for 75-25% split building and by-law
L-4	Are there any service levels you would like to see removed?							
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		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	
L-5	Are there any potential legislative or policy directions or initiatives that may be coming that you are concerned about?		a. The implications associated with Bill 23 and the results of the Province's third party audit process of municipal finances and development fees (ie. audits of Toronto, Peel Region, Mississauga, Caledon, Brampton and Newmarket).  b. Increasing insurance premium costs due to		a. Proposed changes to the Aggregate resources Act b. Bill 190 refund and timeline implications continues to be a concern and are being monitoring by Township staff in accordance with Township procedures related to Planning Act applications.			Increase in fuel costs: investigate opportunities to reduce costs by buying bulk or utilizing LAS

			<p>Ontario's joint and several liability system.</p> <p>c. Increasing cost of fuel - many of the Township's suppliers have implemented a fuel surcharge on their invoices.</p> <p>d. Due to the COVID-19 pandemic, the Ontario government had postponed the 2020 Assessment Update. Property assessments for the 2023 property tax years continued to be based on the January 1, 2016 values. Property assessment for the 2023 property tax year were the same as the 2021 and 2022 tax year, unless there had been changes to the property.</p>		<p>c. Proposed changes to the PPS.</p> <p>d. Bill 23 and the changes to the Heritage Act are in place and the Township is implementing a number of changes related to this legislation.</p>			
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		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	
			<p>As of August 8, 2023, there has been no update from the Province on the reassessment for the 2024 property tax year.</p> <p>e. Ontario's increases to the minimum wage rate effective October</p>					

			<p>1, 2023. There will likely be further increases announced in 2024.</p> <p>f. The increasing retirement workforce has an impact on attracting and retaining staff.</p>					
L-6	Are there any potential legislative or policy directions or initiatives that you would like to see implemented?				<p>a. Delegated Authority By-law related to Heritage Permitting Process</p> <p>b. Amending the Township Pre-Consultation By-law to include County planning applications</p>		<p>a. I would like to see the township enter an agreement with Fire Marque. Fire Marque is a great source of revenue and cost recovery that has no financial impact on Insurance policy holders</p>	Fire Marque: staff to report back with report and draft agreement during the budget process
L-7	Are there any new projects you would like to see added for consideration?		<p>a. Further information technology enhancements to assist with modernization and digitization efforts</p>		<p>a. Present building concept designs related to the Municipal Facility for Council consideration</p> <p>b. Policy and By-law audit to develop a schedule for regular review and updates.</p>	<p>a. The back senior soccer field turf unfortunately did not take with many efforts taken by Township staff.</p>	<p>a. All-terrain vehicle to assist with grass fires</p>	All-terrain vehicle for grass-fires: staff to investigate opportunities to continued support from the City of Guelph.
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			<p>b. Further opportunities for working collaboratively with the Township's municipal partners (ie. implementation</p>			<p>b. The Puslinch Soccer Club has identified concerns with the turf playing conditions as well and has highlighted this</p>		Senior soccer field re-sodding: staff to provide a report back to Council on the feasibility of this request.

			<p>of shared service delivery agreements, etc.)</p> <p>c. Continued updates to the Capital Budget and Forecast and Asset Management Plan based on more current information being available (ie. the results of the Roads Management Plan, 2023 OSIM inspection results, etc.)</p> <p>d. Cost estimate and funding strategy for the Public Administration and Operations Facilities after the detailed design is complete.</p> <p>e. Operating budget implications associated with the parks revitalization projects that are currently underway.</p>			<p>concern in advance of the 2024 playing season. The Fall Fair is utilizing the field for their 2023 events including tents and animal exhibits. Staff recommend that Council consider re-sodding the field in late fall after the Fall Fair while the current contractor is on site and available to do the work. Staff can provide detailed costing for consideration should Council give that direction.</p>		
L-8	Are there any projects you would like to see considered for removal from past plans?							
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		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	
L-9	Are there any new programs you would like to see considered?				a. Program related to the Township Economic Development initiative			

					b. Corporate-wide Health and Safety and wellness program to be lead by HR to increase awareness of Township support programs, policies, and other resources available to staff.			
L-10	What would the overall big picture direction to staff be that you would like considered?						a. To continue to see value in our staff while they provide a cost effective service to Residents and visitors to the Township of Puslinch	
L-11	Given the current situation what would your target increase be in terms of a percentage?							
L-12	In one sentence, what would you like the theme of the next budget to be?				a. Focus on sustainable growth	a. Ensure the budget reflects the pressures from inflation while ensuring resources are available to support the expected service levels.	a. Cost effective high quality service to the residents and visitors of the Township of Puslinch.	