

If it Ain't Broke – Don't Fix it!



The Clarington Older Adult Association (COAA) is a success story that needs to be acknowledged.

Credit for this success must be given to the COAA Board of Directors, their Executive Director Angie

by **Jim Abernethy**, Publisher
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Darlison and private sector staff who co-ordinate the countless volunteers required to provide the diverse variety of programs to our growing senior population.

The role of Council is to deliver services to the public in a cost effective manner.

In 1988 the Clarington Council of that day identified the

future needs of the seniors in our community and helped to establish the current model of delivering and managing senior recreation programs.

Everyone acknowledges that this model works very well and is extremely cost effective.

For example, the COAA increased total membership by 57% (2011-2014) while reducing the cost to Clarington taxpayers by -4.6% on a per member basis during that same period. (\$120.39 per member in 2011, now down to \$114.86 per member in 2014).

Some Municipal Departments cannot claim the same success. For example during that same period the Community Services Department experienced a 15.6% increase on its 7.5 million dollar 2011 actual budget with a population

increase of only 9.4% during those same 4 years. Clarington Council approved the 2014 actual budget of \$255,000 for the COAA annually.

The concerns expressed by the COAA are genuine. The Community Services Department would be challenged to provide these same COAA services to our seniors as cost effectively as what the COAA is now providing.

Replacing current employees with additional and much higher paid unionized municipal employees will result in the unnecessary uploading of extra costs to all Clarington property taxpayers.

However the greater risk may be in tampering with the culture of cooperation which exists between current employees and the countless volunteers that are needed to provide the current programs to our growing senior population.

Rotary Ribfest is Back!

If you are new to town, don't miss this!

Rockin' Rotary Ribs & Brews is a family friendly event with the reputation of being the "must-attend" event of the summer. Last year saw more than 65,000 people attend this 3 day weekend event.

This reputation is the result of months of planning by all Members of the Rotary Club of Bowmanville, their financial sponsors, police and other municipal service employees, vendors and entertainers, and the more than 400 dedicated volunteers who spend countless hours making this event the success that it is.

Admission is free! However you may choose to make a donation when you enter the admissions gate. Please know that 50% of your donation goes directly to the COAA to help off-set the costs of providing programs to our seniors.

Starting with the food, from the beginning Ribfest has been bringing together some of the best professional Ribbers from North and South of the border. Ribbers don't just serve food, they put on a show with massive mobile cooking rigs

and huge wood fired bbq's.

Ribfest has always been and always will be a family event - bringing together some of the best midway rides in the GTA with roller coasters, games and even a Ferris wheel for a great view of Bowmanville.

In short, Ribfest is a festival featuring great food and drink, musical entertainment, fun activities for the kids, all rolled up into a festive atmosphere that highlights Clarington's unique urban - rural community mix.

It is the perfect event for people seeking that small town event experience with a flare of urban sophistication.

Special thanks to Liberty Church for offering their property for extra parking - anytime except Sunday morning during regular Church Service. Please respect that request.

Rotary Club event organizers have made special arrangements with First Student Canada to operate continual Shuttle Buses all weekend between the Garnet B. Rickard Com-

plex and Watson Farms where you will find FREE parking for up to 600 cars. (see transit & parking map on page 7)

Remember Durham Transit and Go Transit offer bus services linked to the Hwy 2 corridor, and stop at right the front door of this ever more popular event.

Make use of the Kiss 'n Ride and Taxi Stands located at the main gate, and note Accessible Parking Permits are required for the 30+ Accessible Parking spaces designated at the main gate.

I am proud to say that I am one of those many Members of the Rotary Club of Bowmanville who give meaning to the old saying "many hands make light work."

Check out our new Ribs & Brews logo! This year we have expanded the event to include a selection of more than 40 Craft Beers to complement our wide variety of world famous ribs, great concert music venues, vendor booths and midway rides for children.

Hope to see you there!



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NOT INTENDED TO SOLICIT Buyers or Sellers currently under contract with a brokerage.

6720 Leskard Rd. - Orono



52 Acre Hobby Farm - water, mature bush, 20 acres workable land. Wilmot Creek famous for glorious salmon & trout runs traverses 30 acres mature forest of Maple (Syrup), Ash, Hemlock, Cedar & Pine. Complete With Renovated Farmhouse, Original Bank Barn (5-Box Stalls/Hydro). South Of Concession 7 Road, less than 5 min. to Hwy 407 Inter-Change (scheduled for 2020 completion).

2132 Highway 35 South - Lindsay



91 Acres with good highway exposure. Zoned HI & As-3 which permits peat harvesting & processing operation in a restricted area of the property & other uses. Located 5-10 minutes south of Lindsay on Kings Highway 35 South (north of Mt. Horeb Road). 5,000 S.F. block building w/200 amp service, 16' clear ceiling & poured concrete floor, was built to process peat. Many lagoons ideal for private fishing.

1654 Green Rd. - Bowmanville



Attention Builders - 1 Acre Designated Residential In Clarington Official Plan. Plan of Subdivision shows 4-40' lots on Bonathan and 5-20' lots on Green Road. Land Value Only. Municipality requires 33' dedication to complete connection of Bonathan Cres. Located immediately west of Loblaw/Box Store Plaza, and designated Bowmanville Go Rail Transit Station. Buyer to complete due diligence with Clarington Planning Department.

You Cannot Manage What You Don't Measure



by Peter Hobb

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In a previous article I wrote about using ratios to monitor your business. Ratios or key performance indicators are used to measure key business activities so you can tell whether the business is heading in the direction you had planned.

When you start a business you may be able to manage the business effectively by taking control of everything the business does. As the business grows however, this becomes a very ineffective way of managing. There are not enough hours in the day to do every-

thing that needs to be done to continue successfully growing the business. The growth of the business is restricted to what you, as the owner, are capable of doing. This is not healthy for the business or for the owner. You need to delegate responsibility and control and think more strategically. However, you need to know that the responsibilities you have delegated are being done in a manner that will successfully grow the business. You also need good information to make the correct strategic decisions. The use of key performance indicators will help you do this.

Key performance indicators can track your company's daily inputs, outputs and activities, such as the average sale value for each customer, sales leads, conversion ratio of sales leads to sales, and inventory turnover. What you measure depends on what the key drivers are for your business. What does your

business have to do absolutely correctly to ensure its success? On the other hand if you are trying to measure too much there is a danger that you will spend time focusing on areas which are not as important to your business' success, therefore, you will not achieve your objectives. It is likely best that you use eight or less key performance indicators.

Understanding your business model is important when developing your key performance indicators. What products or services do you sell, who buys them, why do they buy them, and how do you make a profit on the transaction. The two most important aspects of your business model is why do people buy from you and how do you make a profit from the transaction. If excellent customer service is key to your success, you may want to measure customer satisfaction (this can be

done by periodic customer surveys); the number of customer complaints compared to the number of items sold or predetermined goals or history, or the number and percentage of customer complaints that are resolved satisfactorily. If product quality is important you may want to measure product defect rate, percentage of no-damage shipments to all shipments, warranty costs or order processing time. Cash flow is important for all businesses. Measuring the average number of days to collect accounts receivable, the number of days you take to pay your accounts payable, and the number of times your inventory turns in a year can all help you determine whether changes are necessary to improve cash flow management.

If you are not measuring you are not managing. You are steering your business based on gut feel and hope.

This is not a recipe for long term success. The primary purpose of key performance indicators is to give you information about your business that will help you make the best decisions about how to run it. Additional benefits include helping your team understand what is important to the business' success which will help ensure your employees are working together to make your business successful. For example, setting up a system for recording customer complaints and the reasons for them immediately focuses your team's attention on improving customer service. The use of key performance indicators also helps to break business objectives or goals down into smaller more manageable parts. You can set milestones or short-term targets that will be less overwhelming than the objective itself. As the team successfully completes each

short-term target the project picks up momentum and the chances for success increase.

Using key performance indicators helps you be proactive in identifying problems or potential problems before they become bigger problems and threaten the success of your business. While it is important to measure activities it is just as important to take action based on the information you are receiving if it is required. You need a system to ensure that you take action based on what your key performance indicators are telling you. You also need to continually assess the usefulness of the key performance indicators you are using. If the information is no longer useful stop gathering it. As we all know no business remains static. The environment is always changing and you need to change with it. The use of key performance indicators helps you stay in front.



A Question For All Members of Council

by Alan Tibbles

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In February 2014, the Municipality commissioned a consultant to undertake a comprehensive review of the short, medium and long-term social, fitness and recreational needs of older adults in our community. The cost of the review was \$53,792.88. The Municipality's rationale was that it is unprepared for a projected fifteen year growth in the senior's population, by as many as 15,000 people. The consultant's report, "The Clarington Older

Adult Strategy" was published in March 2015. Clarington Older Adult Association is the main provider of senior's programming in the Municipality and, as a result, the report is focused primarily on this organization and its ability to accommodate the future needs of Clarington seniors. Despite being highly complementary of COAA, and what the member-driven organization has achieved on a comparative shoe-string over the past 17 years, the Strategy's bottom line is that the Municipality assumes full control of COAA and passes control to the Community Services

Department(CSD). The report proposes that all COAA staff be blended into Community Services Department (CSD). Both Mayor Foster and CSD Director, Joe Caruana have given weak assurances that "every attempt" will be made to ensure that existing staff retain their positions. The report further recommends that the existing Board of Directors (currently voted in by the membership) be disbanded, to be replaced by a committee reporting to the Community Services Department management. Finally, the report stresses the need for increased penetration especially in under-

represented areas of the Municipality. COAA is already pioneering this process by implementing programs in Newcastle and Courtice and our plan is to further expand to several under-utilized community halls throughout the Municipality. It is doubtful whether Community Services Department could achieve the same, without significant increases in costs to the taxpayers. Now that the dust has settled on the Clarington Older Adult Strategy, the only question which still begs an answer is "Why?" Why does the Municipality want to take over something that everyone agrees, is doing

a fine job? Why does the Municipality want to hand over the extremely specialized job of providing senior's social, fitness and recreational programs to a bureaucratic department that specializes in running pools, arenas and gymnasiums? And then there is the cost. Community Services Department staff are unionized. COAA staff are not. The two pay scales are vastly different. Many activities currently undertaken by COAA volunteers (reception desk, program coordination, for example) will have to be replaced by unionized staff at union rates. Why does the Municipality want to add such unnecessary costs to an already

over-stretched tax base? Perhaps you should contact your Member of Council and ask that question. Telephone them @ 905-623-3379.

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