

# Township of Hornepayne Service Delivery Review

September 2019



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# Executive Summary

The Process Leading to Long-term Success



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# Executive Summary - Background

The Township of Hornepayne is a small and somewhat remote municipality in northern Ontario, situated in the District of Algoma. Like other small northern communities, Hornepayne has experienced out-migration over the past two decades, from 1480 residents in 1996 to 980 today. This, along with limited commercial and industrial tax base has put increasing financial pressure on residents to compensate for the eroding tax base. Unfortunately, major employers provide little or no contribution to the tax base. Hornepayne's financial strength is mixed. While the median household income at \$100,000 is considerably higher than comparable communities, the financial situation of the Township is less stable.

Reserves, related to Long-term Debt are at a deficit of over \$1,000,000 and the Accumulated Surplus, related to the Net Book Value of the Tangible Capital Assets is at a deficit of close to \$700,000. This, coupled with the fact that residents are paying higher taxes than comparable communities, creates challenges for the Township to balance providing valued services to its rate payers, while keeping taxes affordable. While the challenges are real and significant, they can be overcome with the collective resolve of the community and a disciplined, focused approach to Township decision-making and operations.



# Executive Summary - Background

In April 2019, Municipal Government Wayfinders was retained by the Township to complete a Comprehensive Service Delivery Review. As a starting point we reviewed background documents including plans, policies, by-laws, census data and other pertinent information.

Several telephone interviews were conducted with key Township staff including the CAO, Treasurer, Fire Chief, Public Works Supervisor and office staff, as well as Mayor Cheryl Fort. An online survey was posted from May 15th through June 15th to engage the public. It was promoted on the Township's website and Facebook page. Over 11% of the community's relative population participated, which is an excellent rate of response.

In June, our team visited the Township for two days to conduct live interviews with members of Council, all permanent Township staff and a group of local community stakeholders. Our team also visited several municipal facilities and toured the Township in general. A follow up interview was conducted with Mayor Fort on June 14th.

The document review, comprehensive interviews, online survey results and physical ground truthing performed have helped to inform our recommendations.



# Executive Summary - Observations

Council is progressive in their support for the service delivery review and wants the Township to achieve great things for the community. The decision by Council to undertake a service delivery review, early in the term of Council, demonstrates their commitment to the community.

We observed that Township staff were very cooperative, dedicated and committed to their jobs. Staff universally expressed that they felt that there was considerable room for service delivery improvements. To that end, staff offered tremendously helpful input and ideas. Staff demonstrated a strong desire to make changes to improve services for residents, businesses and visitors. Stakeholders and Council provided excellent insight into the Township's service delivery challenges.

We observed that the Township's administration and essentially all Township forces are experiencing what can be described as "operational paralysis". This paralysis is impeding service delivery and Township operations in significant ways. This phenomena appears to have developed slowly over several decades and is now nearing a tipping point.



# Executive Summary - Observations

Although administrative staffing levels of other municipalities are comparable to Hornepayne's, staff expressed workload issues. Administrative staff also identified that working overtime is a common occurrence. When probed staff suggested and, we concur, that many of the issues they experience with workload are self-imposed and due to avoidable or correctable factors.

During our fact-finding, we were advised that Council meetings can last up to four (4) hours versus a typical average of about two hours. To compare, meetings in the City of Ottawa are typically under two hours, despite its population of 1 million, 24-member Council and annual expenditures of \$3.5 billion. Many who were interviewed suggested that Council agendas are consumed with micro (operational) issues rather than “big picture” policy and strategic matters. Many indicated that Council has a desire to refocus agendas to a more productive strategic format, and we concur that this is needed.

We did note that a few operational staff are essentially on call 24/7, which is not sustainable and will result in burnout as well as other risks.



# Executive Summary - Observations

In our opinion, the paralysis observed is caused by several factors, including but not limited to:

- Absence of strategic planning, master planning and goal setting
- Absence of priority setting through annual departmental work plans
- Absence of long-range financial plans and strategies
- An aversion to change due to a culture of “we have always done it that way”
- Duplication and even triplication of effort on low value tasks with high level of effort
- An organizational structure that inhibits effective and efficient decision making; all Township staff report directly to the CAO, with virtually all daily decisions made by the CAO. This results in a bottle neck, which prevents the CAO from taking a strategic leadership role and staff from making swift operational decisions.
- An organizational structure that does not promote staff empowerment, inhibiting development, growth and succession strategies.





# Executive Summary - Observations

- An absence of a clear Succession Plan to mitigate the impacts of vacancies
- Antiquated practices, policies and procedures
- A general lack of reliance on municipal best practices
- Absence, or ineffective leveraging of technological enhancements
- Regular last minute non-urgent changes to Council agendas
- Ineffective Council agendas creating a focus on micro issues that have already occurred rather than critical strategic issues that need to happen

All the above has resulted in staff exhaustion, a general lack of productivity and in some cases a sense of defeat. However, we are of the opinion that with the proper advice and mentoring Township staff can implement change, which will result in efficiencies and successes. If our recommendations are properly prioritized and implemented, we feel there are significant opportunities to improve service delivery by at least 40%. There would also be opportunities for cost efficiencies or savings.



# Executive Summary – Online Survey Results

A Community Survey was posted online from May 15 to June 15. The survey was promoted on the Township's webpage and Facebook page. It received a response rate of over 11%, which is very good. The full survey analysis is included as an Appendix to this report.

To summarize, there were 108 online responses, 90.74% were residents and 60.19% work in the Township. The highest rate of response came from the 34 to 45-year-old age category at 31.48%. Two-person households represented 42.59% of respondents with four-person at 25.93%.

Around 45% of respondents indicated that they agreed, accessing Township services was easy, while 12.96% strongly agreed. However, 24.07% disagreed and 4.63% strongly disagreed. The remainder neither agreed or disagreed.

81.31% of respondents felt that there is value in continuing to offer the Service Ontario Desk even though there is an additional cost to tax payers.

81.48% of respondents felt it would be somewhat helpful (28.70%), very helpful (16.67%) or extremely helpful (36.11%) for Town Offices to be open to the public in the morning and afternoon.



# Executive Summary – Online Survey Results

A high number of respondents do not appear to go to the Township's website often or at all when looking for information. Some (8.33%) go the website a great deal and 11.11% a lot. With 31.48% visiting moderately, 39.81% a little and 9.26% not at all. This response suggests a concern with the interest or usefulness of the website.

Despite the previous responses, 34.26% of respondents indicated that when they do go to the website it was easy to find what they were looking for.

78.71% of respondents indicated that they would very likely (41.67%) or likely (37.04%) use the website if was more functional for paying bills, submitting service requests or applying for permits.

51.85% and 14.81% of respondents indicated that their overall level of satisfaction with Township services was either satisfied or very satisfied, respectively.



# Executive Summary – Online Survey Results

When asked to rank soft service priorities respondents ranked the options as follows:

- Develop and implement a business retention and attraction strategy – Score 2.33
- Attract more residential growth – Score 2.03
- Offer recreation programming for all ages on a cost recovery basis through a combination of user fees and taxation – Score 1.64

When asked to rank optional service delivery priorities for the Township to accomplish over the next four years, respondents ranked the options as follows:

- Make Township administrative services more accessible through enhanced website or other technological enhancements – Score 2.39
- Implement a Pre-Authorized Debit (PAD) system to pay bills such as taxes and water bills – Score 1.94
- Implement paperless billing for tax and water bills – Score 1.68



# Executive Summary – Online Survey Results

When asked to rank hard service delivery priorities for the Township to accomplish over the next four years, respondents ranked the options as follows:

- Upgrade or repair Township assets such as roads, watermains and sewers – Score 4.62
- Upgrade the arena and other recreation facilities such as parks – Score 3.26
- Enhance winter road clearing operations – Score 2.55
- Implement user pay for water utilities through installation of individual water meters – Score 2.52
- Improve grass cutting in parks, cemeteries and roadside ditches – Score 2.06

When asked if the Township offered live web streaming of Council meetings what the likelihood that respondents would watch Council meetings was 76.85%, being either very likely (42.59%) or likely (34.26%).

# Executive Summary – Online Survey Results

When asked if respondents would support a moderate increase in taxes or user fees of 1 to 2% if it resulted in noticeable improvements to municipal services, 64.81% replied that they either definitely would (31.48%) or probably would (33.33%).

The survey results provide valuable insight to help inform our Service Delivery Review recommendations and will also assist Council in prioritizing options today, and into the future.





# Our Recommendations

Our report contains over 95 recommendations. If implemented, they will help increase efficiencies, improve client experiences, enhance service delivery, mitigate risks, save money and/or protect the long-term interests of the Township and its rate payers. Many come with little to no new costs. Others come with costs or may be more complex to implement. It will be important to recognize that everything cannot be done at once. Actions should be prioritized with highest yield items rising to the top of the list.

The categories of recommendations are as follows:

- Administration: General, Clerks, Finance and Technology
- Asset Management
- Council
- Economic Development
- Fire
- Human Resources



# Our Recommendations

- Public Works
- Recreation
- Risk Management, and
- Strategic, Master and Long-Range Planning

Each Recommendation topic has been given a code and title for ease of reference and includes commentary regarding Issues, Concerns and Risks; Recommendations and Options; Benefits; and Estimated Possible Costs. NOTE: All costs are high level estimates and assumed exclusive of HST and travel where applicable. In some cases experts in specified fields should be consulted (i.e. environmental – landfill closure/recycling).

Our comments have been outlined in a concise slide format. Our recommendations have been itemized in a matrix and included in the Appendices section for ease of reference.





# Our Recommendations

Each topic within the matrix has been given a recommended “Priority Ranking”, ranging from important to critical. A “Recommended Implementation” time frame has also been suggested for Council consideration.

Low cost / high return topics and topics deemed critical have been recommended to be implemented within the first year. Other topics are prioritized to be implemented within the term of Council, and larger higher cost topics are suggested to be worked into longer range forecasts (based on Council priorities).

The estimated possible costs are as follows:

- (1) \$124,500 within the 1st year,
- (2) \$124,500 within this Term of Council,
- (3) \$234,000 per Council priorities, and
- (4) \$52,700 in additional annual costs, which should be offset by anticipated cost benefits and savings.



# Our Recommendations

NOTE: Staff salaries, Council decisions on a potential recycling program and unknown future costs are not included in the listing of possible estimated costs.

SDR goals and objectives should be both achievable and affordable. With the recently received Provincial Service Delivery Grant, the NWMO Enhanced Resources Funding, other potential future grant opportunities and a strong commitment by Council and staff to stick to the recommendations, we are of the opinion that our recommendations meet this test.

We recommend that the management team be directed to develop a list of recommendations for Council consideration to be implemented each year. Ideally, this should occur as part of the budget process to ensure funding is made available as needed. Management should be required to report semi-annually on progress until all recommendations have all been completed. Annual performance reviews for management should include implementation of service delivery recommendations as key deliverables.

## **Submitted by:**

**Michael Wildman**, Principal Consultant & **David Reid**, Senior Consultant

# Administration

The Hub that Drives the Engine



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# Administration - General

**Topic: AG-01** Green (Service Request) Forms

**Issue/Concerns/Risks:** All Green (Service Request) Forms go through the CAO before they are actioned. This consumes a great deal of time/resources with little added value and delays issue resolution. Green (Service Request) Forms, which can include information about identifiable individuals are placed on Council Agendas for discussion, consuming even more staff and Council time and effort. Green (Service Request) Forms are not properly tracked for follow up or prioritized.

**Recommendations/Options:** Develop a Green (Service Request) Form process/checklist for administrative support staff with general timelines for issue resolution. Administrative support staff should triage service requests and send them directly to the appropriate Department Head for handling. Administrative support staff should track service requests using readily available software to ensure issues are resolved. Only rare service requests that cannot be resolved should rise to the CAO or Council. Information about identifiable individuals should not appear on or be discussed at open Council meetings (per section 239 of the *Municipal Act*). Information about identifiable individuals should be redacted in the rare instances where these matters rise to a Council agenda.

# Administration - General

**Topic: AG-01** Green (Service Request) Forms

**Benefits:** Accelerates issue resolution. Helps develop staff knowledge. Frees up significant staff time to direct to other service delivery priorities. More efficient Council meetings. No conflicts with section 239 of the *Municipal Act*.

**Estimated Possible Costs:** None. Lost staff opportunity time will be significantly improved.





# Administration - General

**Topic: AG-02 Senior Management Team Meetings (SMT)**

**Issue/Concerns/Risks:** Senior management does not come together as a team to hold regular meetings in order to leverage their collective wisdom, share information or to discuss corporate or strategic issues and problems. Discussions are ad-hoc and impromptu but occur multiple times a day constantly interrupting the flow of work. Decisions are made on the fly in isolation of potential other corporate issues.

Information is not discussed as a group for consistency of messaging. Problems are not solved collectively to help build a sense of team, increase morale and grow corporate knowledge. Team building is less possible amongst the management team as a result. “We don’t have enough time to meet on a regular schedule” has been offered as the rationale for not coming together as a management team.

**Our opinion is that the Township can ill afford not to implement regular senior management team meetings.**



# Administration - General

**Topic: AG-02** Senior Management Team Meetings (SMT)

**Recommendations/Options:** Implement regular SMT meetings every two weeks to discuss non-time sensitive corporate and strategic issues. **Stick to the meeting schedule.** Use a standardized agenda format that encourages departmental participation and ownership in problem resolution.

**Benefits:** Team building. Imparting corporate knowledge. Employee growth. Satisfaction in resolving issues. Leveraging the wisdom of the team. More efficient use of time. Early problem resolution. Promotes decision making at the department level not the CAO level. Avoids conflict between departments. Promotes succession.

**Estimated Possible Costs:** None.



# Administration - General

**Topic: AG-03** Service Hours – Town Hall

**Issue/Concerns/Risks:** Service hours are currently restricted to half days, which is not a best or common practice. Basic municipal services, such as payments and general enquiries should be convenient and accessible. Concerns about work interruptions of Senior Management can be mitigated with appropriate measures. **Our analysis of comparable municipalities does not support a half day model for office hours.** Survey results indicate that residents want full access to Township administrative services like its comparators.

**Recommendations/Options:** Allow the Public access to both the receptionist and cashier during the full operating hours of the Town Hall for basic municipal services. Reception should triage access to the Senior Management Team, allowing access by appointment only, unless deemed critically important enough to interrupt.



# Administration - General

**Topic: AG-03** Service Hours – Town Hall

**Benefits:** Responds to clear public desire for full-time access. Allows for more convenient access to residents. Also ensures the Town Hall is open for business, with potential business or development opportunities. Should free up management time to be directed to other service delivery opportunities if managed correctly.

**Estimated Possible Costs:** None.





# Administration - General

**Topic: AG-04 Service Hours – Service Ontario**

**Issue/Concerns/Risks:** The municipality is operating the Service Ontario Desk, which is a Provincial responsibility. This service, while important to the Community, impedes the workflow of the front-line administrative staff. Survey results strongly suggest that maintaining some access to Service Ontario is desirable even at a cost to tax payers.

**Recommendations/Options:** Restrict this service to two half days per week (or one full day), allowing staff to concentrate on municipal work at other times. Investigate alternate service delivery models, such as having the Library provide this service during open hours. Request a meeting with the Minister responsible to discuss offsetting provincial funding.

**Benefits:** Allows access to Service Ontario but mitigates the impact on normal municipal operations. Responds to public desire for continued access to Service Ontario locally. Will free up a minimum of 78 person days per year (FTE's) to allocate to other service delivery priorities.

**Estimated Possible Costs:** Reduced Township funds directed to provincial responsibilities.



# Administration - General

**Topic: AG-05** Delegation of Authority By-law

**Issue/Concerns/Risks:** Section 270 (1) of the *Municipal Act* requires that municipalities “adopt and maintain policies” with respect to the “delegation of its powers and duties”. The Township’s Delegation of Authority By-law is vague and not best practice based. It leaves a great deal of uncertainty about what staff can do to ensure uninterrupted service delivery and maintain business continuity. It further creates potential additional unnecessary tasks, which results in lost staff opportunity that could be redirected to service delivery priorities.

**Recommendations/Options:** Complete a best practice review in order to develop a clear set of authorities allocated by Council to staff. Update the by-law regularly as conditions warrant.

**Benefits:** Clear lines of accountabilities. More efficient service delivery. Streamlining of Council meetings.

**Estimated Possible Costs:** None. High rate of return related to staff efficiencies. Approximately one to two weeks of the CAO’s time to prepare.



# Administration - General

**Topic: AG-06** General Communication Between Internal Stakeholders

**Issue/Concerns/Risks:** Several staff indicated that internal communication is lacking at times between departments. One department may be undertaking an activity that impacts another department, but this information is not always shared creating confusion and issues of credibility when residents cannot get consistent answers. This requires staff to go backwards to find out what is going on and then report back to residents. This results in lost staff time that could be directed to service delivery priorities.

**Recommendations/Options:** Adopt a culture and procedures for sharing pertinent information across departments. Ensure information is shared between department heads during Senior Management Team meetings.

**Benefits:** Better credibility with the community when all staff respond with up to date information. More efficient use of staff time by not having to double back to find out information that could have otherwise been shared.

**Estimated Possible Costs:** None. High rate of return related to staff efficiencies.



# Administration - Clerks

**Topic: AC-01** Procedure By-law

**Issue/Concerns/Risks:** The *Municipal Act* states “Every municipality and local board shall pass a procedure by-law for **governing the calling, place and proceedings of meetings.**” The current Procedure By-law goes beyond the scope of Council meetings making the by-law unnecessarily large, difficult to navigate and beyond the intended scope of the by-law. Meetings are intended to be efficient and effective. A cumbersome Procedure By-law will encourage cumbersome Council meetings.

**Recommendations/Options:** Complete a best practices review of streamlined Procedure By-laws and develop an efficient “made for Hornepayne” Procedure By-law.

**Benefits:** A streamlined best practice-based Procedure By-law will assist in making Council meetings more efficient.

**Estimated Possible Costs:** Approximately one week of staff time for Deputy Clerk.



# Administration - Clerks

**Topic: AC-02** iCompass Software Use

**Issue/Concerns/Risks:** The Township purchased iCompass software at a cost of approximately \$3400/yr. to aid in the preparation of Council meeting agenda packages. It is an industry accepted municipal software package aimed at making municipalities more efficient with their time. The Township prefers the old Hornepayne agenda format over the iCompass agenda format. Staff therefore reformat the agendas back to the historical Hornepayne format, after inputting the agendas into iCompass. This is not necessary or required. Doing so causes considerable lost staff time, which could be redirected to more important service delivery priorities. It also requires staff to work overtime, costing the Township and adding to staff stress levels.

**Recommendations/Options:** Utilize the iCompass format.

**Benefits:** The Town could reallocate up to 70 person hours per year of staff time to other service delivery priorities and will save in overtime expenditures.

**Estimated Possible Costs:** Variable year to year but conservatively \$1200/yr. or more in overtime savings, not including lost opportunity costs.



# Administration - Clerks

**Topic: AC-03** Council Agenda Preparation

**Issue/Concerns/Risks:** There is a pattern of last minute non-urgent changes to Council agendas after the agendas have been finalized. This results in staff having to amend and reformat Council agendas often after hours leading into the weekend. This often causes a need for overtime to be worked and stress for staff who identified work/life balance as lacking. Amendments to agendas should be very rare and should only occur when there is an urgent time sensitive matter that cannot wait until the next Council meeting.

**Recommendations/Options:** Develop a clear and firm procedure with cut off dates for the preparation of the agendas. **Stick to the procedure and cut off dates** except under rare time sensitive conditions.

**Benefits:** The Town could reallocate up to 70 person hours per year of staff time to other service delivery priorities and will save in overtime expenditures.

**Estimated Possible Costs:** Variable year to year but conservatively \$1200/yr. or more in overtime savings, not including lost opportunity costs.



# Administration - Clerks

**Topic: AC-04** Council Agenda Size and Format

**Issue/Concerns/Risks:** Council Agendas are abnormally large in terms of the number of pages and general content. There is considerable low value content included on the agendas, which takes staff time to consolidate and Council to review. Each department head spends a great deal of time recounting the past weeks' day to day micro level operational happenings at Council meetings. This takes Council into the weeds and away from critical decision making. As a result, Council meetings can go up to 4 hours with little added value. Typical Council meeting should be about 2 hours in duration or less. Council agendas should be concise and succinct with a focus on future forward major decision-making items for Council. **Formal reports should be presented by staff to Council in writing.**

**Recommendations/Options:** Amend the Procedure By-law and Delegation of Authority Bylaw to make clear what decisions staff will make versus which decisions Council will focus on. Provide an annual statistical report to Council on workload volume as part of an annual Strategic Plan update rather than every Council meeting. Attend or host AMCTO's Report Writing for Municipalities Course.



# Administration - Clerks

**Topic: AC-04** Council Agenda Size and Format

**Benefits:** A considerable amount of staff and Council time is directed to the preparation and dispositioning of agendas causing lost opportunities that could otherwise focus on big picture, high value initiatives by both staff and Council.

**Estimated Possible Costs:** Lost staff and Council opportunity time could be reallocated. Difficult to estimate cost to the rate payers. Cost for training is about \$500/employee.





# Administration - Clerks

**Topic: AC-05** Council Agenda Items

**Issue/Concerns/Risks:** Items are appearing on Council agendas, which do not need to be approved by Council. One such example is approval of training for staff. Council has already approved the funding for training; therefore, it should be up to the Department Head to recommend the training to the CAO for approval. A considerable amount of staff and Council time is directed to the preparation and dispositioning of agendas causing lost opportunities to focus on big picture high value initiatives by both staff and Council.

**Recommendations/Options:** Amend the Delegation of Approval By-law such that when Council has approved the training budget (or other items), the CAO can approve provided it is relevant to the employee's job requirements or within Delegated Authority. Ensure that a Staff Training Policy is developed, clear and best practice based. Ensure other similar policies are in place to avoid low value time consuming agenda items.

# Administration - Clerks

**Topic: AC-05** Council Agenda Items

**Benefits:** The Township could reallocate staff lost opportunity time to other service delivery priorities and may save in overtime expenditures. Council will be able to focus on big picture high value strategic initiatives such as business attraction and retention.

**Estimated Possible Costs:** Lost staff and Council opportunity time could be reallocated. Difficult to estimate cost to the rate payers. Approximately one to two weeks of Deputy Clerk time to review policies.





# Administration - Clerks

**Topic:** AC-06 Council Minutes

**Issue/Concerns/Risks:** The *Municipal Act* states that a clerk shall “record, **without note or comment**, all resolutions, decisions and other proceedings of the council.” There is no requirement to maintain verbatim minutes. In fact, doing so can pose legal concerns, adds considerable work and possibly creates an unnecessary permanent record. The Township maintains two sets of minutes. One in accordance with the requirements of the *Municipal Act* and one verbatim. This consumes additional staff time that could be directed to other service delivery priorities.

**Recommendations/Options:** Maintain one set of minutes in accordance with statutory requirements. Ensure that the Township’s Record Retention By-law is up to date and based on best-practice. Consult an MFIPPA expert to dispose of old verbatim minutes.

**Benefits:** The Township could reallocate up to 70 person hours per year of staff time to other service delivery priorities and will save in overtime expenditures.

**Estimated Possible Costs:** Variable year to year but conservatively \$1000/yr. or more in overtime savings, not including lost opportunity costs. MFIPPA advice \$500.



# Administration - Clerks

**Topic: AC-07** Duplicate Records

**Issue/Concerns/Risks:** The Township maintains duplicate and triplicate records of files. Duplication absorbs staff time that could be directed to other service delivery priorities. Maintaining duplicate records risks document integrity and that files are not being properly disposed of in accordance with MFIPPA and Retention By-law requirements. It also results in an added expenditure to print and file multiple copies of the same record.

**Recommendations/Options:** Cease duplication of records **immediately**. Implement Proper Records Management practices including Electronic Records.

**Benefits:** Eliminates several MFIPPA concerns, saves on hard and soft expenditures, and allows lost staff time opportunities to be directed to other service delivery priorities.

**Estimated Possible Costs:** Difficult to estimate; however, conservatively 5% of administrative staff time (5 person weeks/yr.) could be lost due to duplication of effort and other complications resulting for this practice. Electronic Records Management Software is discussed in the Administration - Technology Section of this report.



# Administration - Clerks

**Topic: AC-08** Identifiable Individuals

**Issue/Concerns/Risks:** There has been a historical practice involving the discussion of personal matters about identifiable individuals such as employment matters in open session of Council. Section 239 of the *Municipal Act* states that personal matters about an identifiable individuals should be discussed in closed session of Council. This poses a potential liability to the Township.

**Recommendations/Options:** Abide by Section 239 of the *Municipal Act* and further only discuss personal matters about identifiable individuals when there is a bona fide “need to know” in order to advance the business of the municipality.

**Benefits:** Mitigates against potential liabilities pertaining to breach of personal privacy. More efficient use of staff and Council time.

**Estimated Possible Costs:** None.



# Administration - Clerks

**Topic: AC-09** Records Retention By-law

**Issue/Concerns/Risks:** Management advises that the last update to the Township's Records Retention By-law was in 1994, making the by-law essentially obsolete. **All operational by-laws should be reviewed and updated at least once every five (5) years** to ensure they comply with applicable law and best practices.

**Recommendations/Options:** Establish a rotating list of critical by-law reviews to ensure all critical by-laws are updated at least every five (5) years or as legislation is amended. In the case of records retention, some electronic records management software suppliers provide a standard by-law in compliance with applicable law and annual updates at no extra cost.

**Benefits:** Ensures that the Township is compliant with applicable law and best practices.

**Estimated Possible Costs:** None if completed in house; or as part of the annual fee for electronic records management software.



# Administration - Clerks

**Topic: AC-10** Council Agenda Forecasts (Advance Radar)

**Issue/Concerns/Risks:** Management advises that there is no mechanism in place to provide advance warning of future legislative agenda items. Therefore, Council may not be aware of upcoming agenda items and staff does not plan ahead to ensure balanced agendas, or to keep all staff aware of upcoming agenda topics which may impact their mandates.

**Recommendations/Options:** Develop a standard “Advance Radar” list of all planned or known upcoming Council and committee agenda items for approximately three (3) to four (4) months into the future. Discuss and plan the list at regular Senior Management Team meetings to strategize as a team and share critical information. Produce updates to the Advance Radar every two weeks after each Senior Management Team meeting.

**Benefits:** Avoids last minute surprises. Ensures Council is aware of upcoming issues. Ensures coordination amongst internal stakeholders. Helps create balanced agendas. Useful for annual statistical reporting.

**Estimated Possible Costs:** None. Our firm can provide an example.





# Administration - Clerks

**Topic: AC-11** Routine Disclosure/Active Dissemination (RD/AD)

**Issue/Concerns/Risks:** Access to information pursuant to the *Municipal Freedom of Information and Protection of Privacy Act* requests can be draining on municipal resources. The Information and Privacy Commissioner (IPC) recommends development of a routine disclosure policy, as well as active dissemination. **The Township has none.** The IPC states, and we agree: *“When general records are classified for RD/AD, and front-line staff are aware of the RD/AD classification, the result should be less work for institutions when responding to requests for information, and better customer service.”* [https://www.ipc.on.ca/wp-content/uploads/resources/up-num\\_22.pdf](https://www.ipc.on.ca/wp-content/uploads/resources/up-num_22.pdf)

**Recommendations/Options:** Develop an RD/AD Policy. There are many best practice examples available to rely upon.

**Benefits:** Accelerates release of information. More efficient use of staff time. Client satisfaction.

**Estimated Possible Costs:** None. Approximately one week of Deputy Clerk time to research.



# Administration - Clerks

**Topic: AC-12** Bulk Agenda Items – Carrying on Consent

**Issue/Concerns/Risks:** There is a pattern and practice of consuming considerable time at Council on standard actions items such as resolutions of support or by-laws. The practice is to have the mayor read aloud certain items verbatim, which can take up to 30 minutes. This is not necessary or best practice.

**Recommendations/Options:** Update the Procedure By-law to clarify that standardized action items such as resolutions of support and by-laws can be carried in bulk on consent. Should a member of Council wish to discuss an item on the bulk consent agenda they need only request that the item be removed from the bulk consent agenda. Staff will need to ensure that items are included in the agenda packages to allow Council time to review them in advance. Council can then seek clarification if needed in advance of the meeting. There should be **no walk-on agenda items** unless critically urgent and time sensitive.

**Benefits:** Streamlines Council meetings allowing for greater focus on big picture policy items.

**Estimated Possible Costs:** None.



# Administration - Finance

**Topic: AF-01** Procurement By-law

**Issue/Concerns/Risks:** The Procurement By-law has not been updated to comply with International and Interprovincial Trade Agreements. Procurement is generally focused on initial cost, not “Total Cost of Ownership” over the life of the asset. Cheaper up-front purchases frequently cost more to maintain over the life of the asset, adding burden on rate payers over the longer term.

**Recommendations/Options:** Complete a review and update the Procurement By-law to address Trade requirements and other best practices. Attend AMCTO’s “Contract Tendering and Legal Requirements for Municipalities”. Amend the Procurement By-law to require bidders to provide information on Total Cost of Ownership over the life of larger assets, so that Council can consider the upfront costs versus Total Cost of Ownership of the asset over its life. Update the Procurement By-law when conditions warrant and complete a comprehensive review at least every five years.

**Benefits:** Compliance with International and Interprovincial Trade laws and agreements. Better long-term use of Township funds for major purchases.

**Estimated Possible Costs:** About two weeks of time for the Treasurer. Training is about \$500/employee excluding travel.



# Administration - Finance

**Topic: AF-02** Bundle Capital Projects

**Issue/Concerns/Risks:** Hornepayne is a relatively remote community, with very few local contractors or consultants to draw on for municipal capital projects. This results in higher capital costs related to travel, accommodation, mobilization and lack of competition.

**Recommendations/Options:** Consider bundling smaller annual capital projects into a larger project done on a two-year cycle. For example, rather than two smaller road infrastructure projects done in successive years, combine two (2) projects into a single larger project done every other year.

**Benefits:** The same work priorities are still completed, with several cost benefits related to increased interest, competition, reduced travel, accommodation and mobilization costs. Will also significantly reduce both the administrative and supervising time requirements of municipal staff to oversee these projects.

**Estimated Possible Costs:** No cost to implement, but with measurable cost and time savings for the municipality.



# Administration - Finance

**Topic: AF-03** Budget Information

**Issue/Concerns/Risks:** One of the most important roles of Council is to make major financial decisions on behalf of its constituents. Budget information provided to Council is generally brief and lacking comprehensive supporting/back up information and analysis to allow for transparent, informed and speedier decision making.

**Recommendations/Options:** Budget approval is critical “big picture” future forward decision making for Council and perhaps Council’s most important role. Augment information provided to Council to allow for more informed decisions during budget deliberations.

**Benefits:** Allows Council to properly fulfill its statutory role. Will accelerate decision making. Will bring greater credibility to major decision making of Council within the community.

**Estimated Possible Costs:** Staff time will increase initially; however, once formats have been developed it will aid in speedier budget preparation and approval.



# Administration - Finance

**Topic: AF-04** Budget Preparation and Approval Timelines

**Issue/Concerns/Risks:** Approval of a budget establishes work plans and priorities for a given year. Absent of an approved budget, there is no Council direction on priorities. Further it calls into questions authority to spend. Budgets are rising to Council far too late into the budget calendar year. This impacts service delivery, may give rise to expenditures that Council no longer feels are priorities, budget exceedances, and increased costs of tendered works due to late tendering.

**Recommendations/Options:** Adopt a Strategic Plan. Budget recommendations should be based on strategic priorities which have been approved by Council. **Staff should recommend budget items** based on historical trending, Council priorities and approved master plans. Staff should commence budget preparations in June of the preceding year. A comprehensive budget document with a full budget presentation should be tabled with Council at the first meeting of January. Council should review the budget document and approve the budget within one month.

# Administration - Finance

**Topic: AF-04** Budget Preparation and Approval Timelines

**Benefits:** Establishes clear Council priorities for the year, at the beginning of the year. Ensures expenditures match Council priorities. Ensures staff work plans will be developed based on Council budget priorities. Avoids last minute panicked decision making. Allows for comprehensive thought and decision making. Sets the stage for better tender pricing.

**Estimated Possible Costs:** Additional staff time directed to developing important enhanced budget format.





# Administration - Finance

**Topic: AF-05** Long Range Capital Forecasts

**Issue/Concerns/Risks:** Apart from the Township's 2013 Asset Management Plan (AMP), which is not being kept up to date, there is an absence of strategic and/or master plans to guide long term allocation of human, physical and financial resources. As such, there are no formal long-range financial plans or strategies in place to life cycle or replace critical assets be it rolling stock, buildings, properties or linear assets. As a result, the infrastructure funding gap grows annually with no end in sight. This will place significant financial burdens on Hornepayne rate payers if not addressed soon.

**Recommendations/Options:** Refer to the Strategic, Master and Long-Range Planning section of this report for further guidance. Prepare a Long-Range Capital Forecast (LRCF) of at least ten (10) Years into the future based on the Strategic Plan, Asset Management Plan/Policy and Master Plans. Build annual budgets based on the LRCF.



# Administration - Finance

**Topic: AF-05** Long Range Capital Forecasts

**Benefits:** Helps mitigate against the need for sharp tax or rate increases, allowing for incremental increases instead. Allows for balanced prioritization of capital expenditures. Informs the annual budget process. Helps avoid last minute crisis' due to failure of aged assets.

**Estimated Possible Costs:** Additional time for the Treasurer and Department Heads to prepare LRCF format. Our firm can provide examples.





# Administration - Finance

**Topic: AF-06 80% Discretionary Spending Rule**

**Issue/Concerns/Risks:** Operating expenditures have exceeded budget authority. There is no apparent strategy to mitigate against overages for discretionary spending. Therefore, surpluses at the end of a budget year may not be realized or maximized in order that they can be returned to source or applied to other critical reserves.

**Recommendations/Options:** Ensure that all Department Heads receive monthly variance reports throughout the year. Adopt an 80% spending cap for all discretionary spending. Once an account has reached 80% expenditure levels, all discretionary spending requires approval of the CAO. The intent is to ensure that only critical discretionary expenditures are incurred, thereby setting the stage for greater surpluses to be returned to source or reallocate by Council at year end. This does not apply to mission critical expenditures such as Fire or Winter Control.

**Benefits:** Change in approach ensures greater accountability for discretionary expenses and sets the stage for year end surpluses to be allocated to reserves.

**Estimated Possible Costs:** None but a high rate of return if followed.



# Administration - Finance

**Topic: AF-07** Financial Information Returns (FIR)

**Issue/Concerns/Risks:** Financial Information Returns (FIR) are submitted annually to the province and are a condition to receiving provincial grants. The FIR submission process is standardized, straight forward and can be completed with minimal effort. The Township pays the Auditor to perform this function on an annual basis. This function should be performed internally by the Township Treasurer.

**Recommendations/Options:** Cease paying the Auditor to perform this function. Have the Treasurer submit annual FIRs on behalf of the Township. Make timely and accurate submission of the FIRs a key deliverable of the Treasurer's annual review.

**Benefits:** Costs savings and greater internal accountability.

**Estimated Possible Costs:** Estimate an annual savings of approximately \$1000 to \$1500.



# Administration - Finance

**Topic: AF-08** Comprehensive Reserve and Reserve Fund Policy

**Issue/Concerns/Risks:** The Township recently adopted a few policies regarding contributions to certain reserves. However, the Township has encountered challenges making the minimum contributions as set out in the policies. As discussed, there are no financial strategies in place to rehabilitate or replace critical assets. The water reserve does not appear to be a segregated fund. There are too many reserves and other critical ones are missing. There is no comprehensive policy on how to handle surplus funds and reserve contributions.

**Recommendations/Options:** Develop a best practice-based Reserve and Reserve Fund Policy that outlines minimum and maximum balances, allocation of funds and spending requirements. It should be linked to the Long-Range Capital Forecast and master plans. Ensure that the annual budget plans for direct contributions into reserves as well as surpluses. **Follow the policy.** This is first step towards a sustainable pay-as-you-go financial model.

**Benefits:** Funds expenses from savings rather than having to increase taxes, fees or borrow.

**Estimated Possible Costs:** None.



# Administration - Finance

**Topic:** AF-09 Levy Stabilization Reserve

**Issue/Concerns/Risks:** The Township does not have a Levy Stabilization Reserve to be used in the event of an unplanned expenditure, which could require sudden or sharp tax or fee increases.

**Recommendations/Options:** Research and develop a best practice-based Reserve and Reserve Fund Policy. Include a Levy Stabilization Reserve. Fund the reserve from unplanned surpluses up to acceptable minimum and maximum balances.

**Benefits:** Mitigates against sudden or sharp tax or fee increases.

**Estimated Possible Costs:** None.



# Administration - Finance

**Topic: AF-10** Electronic Payment of Vendors (Accounts Payable)

**Issue/Concerns/Risks:** Paper administration of accounts payable is time consuming and more costly than electronic payment due to processing time, postage and office supplies. The Township only pays one vendor using the electronic payment method.

**Recommendations/Options:** Consult with the Township's financial institution to arrange for electronic payment of all eligible vendors. Ensure that proper controls are in place to guard against misuse by ensuring adequate segregation of duties. Consult with the Township's auditor for administrative controls.

**Benefits:** Will save lost staff opportunity time which can be reallocated to other service delivery priorities. Save on administrative costs.

**Estimated Possible Costs:** Should result in some minor cost savings as noted as well as increased residual staff time to allocate to other service delivery priorities.



# Administration - Finance

**Topic: AF-11** Pre-Authorized Debit (PAD) Accounts Receivable

**Issue/Concerns/Risks:** Paper administration of accounts receivable is time consuming and more costly than Pre-Authorized Debit (PAD) plans due to processing time, postage and office supplies. People are busy and want enhanced options when doing business or paying bills. The online survey indicates that there is interest in a PAD payment solution as well as other online solutions.

**Recommendations/Options:** Consult with the Township's financial institution to arrange for Pre-Authorized Debit (PAD). Test a pilot program of a few users at first. Promote the program.

**Benefits:** Will save lost staff opportunity time which can be reallocated to other service delivery priorities. Save on administrative costs.

**Estimated Possible Costs:** Should result in some minor cost savings as noted as well as increased residual staff time to allocate to other service delivery priorities.



# Administration - Finance

**Topic:** AF-12 Water & Wastewater Rates

**Issue/Concerns/Risks:** The current cost recovery model for water and wastewater, does not recover the costs equitably, nor does it provide for the full cost recovery of the expenses. There is no long-term water and wastewater infrastructure life cycling strategy with the funding gap growing every year.

**Recommendations/Options:** 1) Undertake an updated Water/Wastewater Rate Study to determine best practices for the full cost recovery of Water and Wastewater expenses. Expenses should be recovered in an open, transparent and equitable manner. 2) While the installation of water meters is likely cost prohibitive for households, consideration should be given to meters for large institutional and commercial users.

**Benefits:** Should help provide full cost recovery, ensuring it is distributed equitably among all users.

**Estimated Possible Costs:** The Water/Wastewater Rate study would be about \$20,000 (excluding HST and travel). The cost of the rate study and water meters could be amortized into the newly established water rates.





# Administration - Finance

**Topic: AF-13** Comprehensive User Fee Study

**Issue/Concerns/Risks:** It is best practice for municipalities to rely on User Fees to help offset the costs of variety of municipal services. This transfers some or all the financial burden from the ratepayers to the actual users of services. Although fees have been updated, they do not appear to have been studied in a comprehensive manner. User Fee Studies should include an analysis of the operational and capital costs, hours of operation or number of events, user information, municipal comparators and Council policy. Council should adopt policy that will determine the amount of cost recovery for various services between user fees and the tax levy. The goal is to transfer as much cost as possible to the users of the services, while still encouraging participation and affordability.

**Recommendations/Options:** Undertake a comprehensive user fee study of the following municipal services: 1) Recreation. 2) Garbage and Landfill. 3) Airport. Best practice would usually see full cost recovery for most services except recreation, with the tax levy subsidizing recreation user fees, particularly for youth and seniors.

# Administration - Finance

**Topic: AF-13** Comprehensive User Fee Study

**Benefits:** This provides better accountability and transparency of the actual cost of providing municipal services. This brings better focus to those municipal services, which are very important to the actual users. It shifts some of the cost recovery from the tax levy to the users of the services.

**Estimated Possible Costs:** If done internally would require some staff time, across all departments. Costs would be based on amount of staff time allocated.





# Administration - Technology

**Topic: AT-01** Electronic Records Management

**Issue/Concerns/Risks:** The Township has no Records Management System. It could take hours or even days to locate records. There are duplicate and even triplicate records being kept, which poses MFIPPA concerns. Every record held by the Township is a potential liability; however, files are not being disposed of when retention periods have expired. For example, employee records date back decades and should have been disposed of.

**Recommendations/Options:** Purchase a municipal electronic records management system. Update the Township's Records Retention By-law. Hire a student to assist in disposing of expired records under the supervision of the Deputy Clerk. Develop a strategy to scan critical records by priority. Leverage paperless workflow capabilities of a municipal electronic records management system to increase efficiencies.

# Administration - Technology

**Topic: AT-01** Electronic Records Management

**Benefits:** Compliance with privacy laws. Speedy access to records. Staff who use records/electronic records will increase productivity from 5 to 10% **freeing up as much as 100 to 150 person days per year**. Frees up staff time for other service delivery priorities. Optical character recognition ensures records are AODA compliant.

**Estimated Possible Costs:** \$17,000 to purchase and \$1,800/yr. license/maintenance (includes training, set up - excludes HST, cloud storage and travel). Student \$10,000.





# Administration - Technology

## **Topic: AT-02** Township Website

**Issue/Concerns/Risks:** Although the Township's website was rolled out in 2019, it offers limited user functionality. Survey results indicate that the website is not heavily used, and users want greater functionality for things such as submitting service requests, paying bills, applying for permits, etc.

**Recommendations/Options:** Consult financial payment providers to develop online bill payment options. Retain a web content development expert to develop forms for greater functionality.

**Benefits:** Responds to rate payers' desire for enhanced access to bill payments and services. Makes services offered accessible 24/7. Will free up staff time by reducing counter time. Gained staff opportunity time can be redirected to new or other service delivery priorities. Will accelerate and better document services offered through the website.

**Estimated Possible Costs:** Online financial payment providers offer significantly variable plans and rates. Web content development will vary based on the services developed; however, \$3500 (excluding HST and travel) would be a good starting estimate.



# Administration - Technology

**Topic: AT-03** IT Support

**Issue/Concerns/Risks:** Technical support for the municipality's IT Systems are critically linked to service delivery. Current IT support is several hours away, which makes it inconvenient, expensive and exposes the municipality to significant risk of extended loss of service. Management and support staff have advised that there has been a decline in the level of service from the current IT service provider, which is already impacting service delivery. **Staff report waiting weeks for service.**

**Recommendations/Options:** Approach local institutions or businesses, such as the School or Hospital Boards, to see if there is an opportunity to share IT support services. If not, re-tender the Township's IT services.

**Benefits:** This should provide more convenient, regular access to IT support services, speedier issue resolution, probable reduced costs and less risk to the Municipality.

**Estimated Possible Costs:** Anticipate potential for minor cost savings with a partnership arrangement and enhanced service.



# Administration - Technology

**Topic: AT-04** Ontario 211

**Issue/Concerns/Risks:** During a declared or non-declared emergency small municipalities with limited resources quickly become stressed and overwhelmed causing gaps in service levels and employee exhaustion. Small municipalities are often the face of general community inquiries about other services, which also places additional burdens on administrative staff. Ontario 211 is a not-for-profit award-winning information service (telephone and web) gateway which connects people to community, social, non-clinical health and related government services.

<https://211ontario.ca/about-211-ontario/what-is-211-ontario/> Ontario 211 also offers emergency service support during an emergency to lessen the burden on municipalities and enhance service levels during these crisis'. The Township has not availed itself of this service.

**Recommendations/Options:** Engage Ontario 211 in discussions to promote their service offerings. Post information about 211 on the Township's website to redirect general inquiries. Enter into an agreement with Ontario 211 for emergency support services.

# Administration - Technology

**Topic: AT-04** Ontario 211

**Benefits:** Enhanced community access to critical services. Enhanced communication and support during an emergency. Allows for gained staff opportunity time to be redirected to other service delivery priorities.

**Estimated Possible Costs:** None. High rate of return.







# Administration - Technology

**Topic: AT-05** Streaming Council Meetings

**Issue/Concerns/Risks:** Current Council Chambers are not accessible and have limited floor space. Over 75% of respondents to the online survey indicated that they were interested in viewing Council Meetings online.

**Recommendations/Options:** Investigate and implement streaming services for Council meetings.

**Benefits:** Greater community access to Council Meetings.

**Estimated Possible Costs:** There are multiple options available which range in cost. Hard costs could range up to \$10,000 (excluding HST and travel). Soft costs could be in the order of \$3000/year for licensing and streaming related services.



# Administration - Technology

**Topic: AT-06** Tele/Video Conference Capabilities

**Issue/Concerns/Risks:** Hornepayne's remote location, results in significant travel expenses related to training and professional services. Training, networking and outside expert advice are impacted as a result, with significant related costs to the municipality.

**Recommendations/Options:** Investigate installing Tele/Video Conference capabilities into the Council Chambers to be utilized for training and professional services, both for staff and Council.

**Benefits:** This would help ensure both staff and Council are getting the best training and expert advice needed to make informed decisions. The online survey indicated a high rate of support to offering web streaming of Council meetings. This option may be able to leverage the technology required to live stream council meetings and to allow council members the opportunity to video conference in from remote locations to Council meetings.

**Estimated Possible Costs:** Hard costs could range up to \$10,000 but could be combined with technology for Council Meeting streaming. Would realize a quick return of investment related to savings with travel expenses.

# Asset Management

A Strategic Approach to Sustainable Life  
Cycling



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# Asset Management

**Topic: AM-01** Asset Management Plan (AMP)

**Issue/Concerns/Risks:** In 2013, the Ontario Government mandated that all municipalities develop “up to date” Asset Management Plans. The Township has not updated the AMP since 2013 or cross referenced the AMP with the Township’s Tangible Capital Assets (TCA).

**Recommendations/Options:** Complete a review of the AMP with cross reference to TCA’s on an annual basis. Link AMP data to Long Range Capital Forecasts to guide budgeting and prioritize life cycling.

**Benefits:** An up to date AMP will position the Township to plan strategically for asset life cycling, to budget accordingly and to be eligible for Provincial Grants. Grant amounts may increase if data is kept current.

**Estimated Possible Costs:** Approximately two weeks of staff time for the Treasurer and Public Works Supervisor on an annual basis.



# Asset Management

**Topic: AM-02** Asset Management Policy

**Issue/Concerns/Risks:** The Ontario Government required that municipalities adopt an Asset Management Policy on or by July 1, 2019. The Township recently adopted an Asset Management Policy. An accurate and up to date Asset Management Policy ensures that the Township is eligible to receive Provincial Grants. It is essential that the Township keeps its policy current to guide decision making and get the highest amount of eligible grants. The Township has not maintained an up to date AMP since it was adopted in 2013.

**Recommendations/Options:** Review the Asset Management Policy annually in association with the annual AMP update.

**Benefits:** An accurate and up to date Asset Management Policy will position the Township to plan strategically for asset life cycling, to budget accordingly and to be eligible for Provincial Grants. Grant amounts may increase if data is kept current.

**Estimated Possible Costs:** Approximately one week of staff time for the Treasurer and Public Works Supervisor on annual basis.



# Asset Management

## **Topic: AM-03** Vehicles and Equipment Replacement Policy

**Issue/Concerns/Risks:** The Township does not have a vehicle replacement policy or a financial strategy to fund vehicle replacement. The Township owns several vehicles which have long exceeded their useful life. The cost of keeping these vehicles on the road exceeds the cost of replacement over time. Therefore, **ratepayers are paying more** to keep older less efficient and less reliable vehicles on the road. The lost opportunity costs associated with staff being diverted to repair vehicles or transporting the vehicles for repairs are impacting service delivery. Out of service vehicles are also impacting service delivery. At least one vehicle may pose an environmental concern.

**Recommendations/Options:** Adopt a Vehicles and Equipment Replacement Policy and follow it. Develop a long-term financial strategy to fund vehicle replacement before they begin to outlive their useful life and cost more to own than replace.

**Benefits:** Long term cost savings. Mitigate against interruptions in service delivery. Improved employee morale. Improved community morale.

**Estimated Possible Costs:** Variable depending on vehicles.



# Asset Management

**Topic: AM-04** Buildings and Properties

**Issue/Concerns/Risks:** Several of the Township's buildings and properties do not appear to be subjected to robust life cycle maintenance programs and as a result are in a state of significant disrepair. Some facilities may pose potentially serious Health and Safety Risks to Township employees or visitors. The cost of bringing some facilities to an acceptable standard may no longer be financially feasible and may exceed the cost of replacement. Many buildings are not accessible or functional. EDO's office is remote of the CAO's office which is inefficient.

**Recommendations/Options:** **Have an environmental expert review the water damage to the Fire Hall immediately without delay.** Have all Township buildings and properties inspected by a qualified building and property condition expert. Develop a strategy to bring salvageable buildings up to a state of proper repair. Implement regular building and property life cycle maintenance programs and fund accordingly. **Consider consolidating Township buildings.** Investigate a lease or purchase of the MTO Yard with a lease back to MTO Contractors. Investigate consolidating the Library, Town Hall, Council Chambers at the Arena fitness area and relocate the fitness area to the mezzanine. Consider a similar consolidation at the Hallmark Center.

# Asset Management

**Topic: AM-04** Buildings and Properties

**Benefits:** Cost efficiencies and greater financial stability. Consolidated facilities. Safe working conditions. Improved image. Generate lease income from MTO Yard. Accessible facilities.

**Estimated Possible Costs:** \$20,000 Condition Assessment and \$3000 Environmental Review (excluding HST and travel). Savings due to closure and consolidation of Township buildings. Possible grant eligibility.







# Fire Hall



# Public Works Garage

# Council

Strategic Leadership and Decision Making



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# Council

**Topic: C-01** Public Advisory Committees

**Issue/Concerns/Risks:** Public Advisory Committees play an important role by providing local expertise and knowledge for important issues to both Council and staff. However, too many Committees significantly increases administrative burden for staff and Council members, with limited value added. We learned that Advisory Committee members are assigned tasks such as research, etc.

**Recommendations/Options:** Reduce the number of Committees down to 1 or 2 Advisory Committees, at the most. If it is decided to have more than one Advisory Committee as a whole, then align the Committee responsibilities with the Municipal Corporate Organization. Focus of the Committees, should be aligned with Council priorities. It should be clear that these Committees are advisory only in order that they do not undermine the decision-making authority of elected officials. We do not recommend assigning work to committee members as it runs contrary to the role of advisory committees and staff. Staff should conduct research and advisory committees should recommend courses of action based on staff advice.

# Council

**Topic: C-01** Public Advisory Committees

**Benefits:** This should free up considerable staff time (up to six (6) person hours per meeting) and Council members. This will allow lost staff opportunity time to be directed to other service delivery priorities. Allows for focus on the more important strategic goals of the Municipality.

**Estimated Possible Costs:** None, but probable cost savings in overtime, production costs, etc.





# Council

## **Topic: C-02** Effective Council-Staff Relations

**Issue/Concerns/Risks:** The *Municipal Act* was amended to require all municipalities to adopt Council-Staff Relations Policies. To be an effective team, Council and staff must go beyond adopting a policy by **adopting a culture of cooperation to ensure effective Council-Staff Relations**. Overall our investigation did not identify major concerns; however, a few specific instances were identified as areas requiring adjustment.

**Recommendations/Options:** Adopt both a policy **and culture** of trust, effective communication and cooperation between Council and staff. Ensure annual training to help promote best practices as it relates to the distinct roles of municipal governance versus management. Follow the “one employee of Council” model.

**Benefits:** Promotes clarity with respect to the roles of governance versus management. Promotes clarity with respect to accountabilities and ethical behavior. Encourages healthy, respectful and productive interactions between Council and staff. Improved morale. Helps improve public image. Enhanced service delivery.

**Estimated Possible Costs:** None.



# Council

## **Topic: C-03 Council Training**

**Issue/Concerns/Risks:** Local government is ever-changing with new legislation, regulations and provincial downloading. It is important that staff are well trained; however it is equally essential that Council, as the final decision makers, are also fully informed and trained to address the complexities of local governance. Armed with up to date information through training opportunities, Council will be prepared to meet these challenges.

**Recommendations/Options:** AMO offers several excellent On Demand eLearning Courses and Webinars, which would be beneficial for Council to stay current. These courses are affordable, about 2 to 3 hours long and can be taken from home.

**Benefits:** Helps develop a strong understanding of the local government context, the importance of the long-term view, governance versus management responsibilities, what to look for in staff reports and much more. These topics are available through AMO.

**Estimated Possible Costs:** Courses range in price from \$100 to \$200 or \$3,000/yr.

# Economic Development

Building Opportunities



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# Economic Development

**Topic: ED-01** Economic Development Officer (EDO)

**Issue/Concerns/Risks:** Attracting new development opportunities, especially in a rather isolated community such as Hornepayne requires special skills and ongoing effort. EDO priorities should include developing a Community Improvement Plan, a Market Gap Analysis and a Branding exercise. These will all contribute to successfully marketing Hornepayne, as a place to work, live and invest.

**Recommendations/Options:** Hire an EDO with the necessary people, planning, marketing and event organizing skills to fully leverage Hornepayne's opportunities for new investment.

**Benefits:** New development and enhanced local services provides new employment opportunities, contributes to a stronger local economy, provides convenience for the community and expands the local tax base. EDO's also organize local markets and festivals, which not only promote the community, but also enhance the quality of life for local residents.

**Estimated Possible Costs:** The cost of an EDO would be that of an FTE, within the Municipal Pay Grid. This position has been funded for a period of time through external assistance.



# Economic Development

**Topic: ED-02** MPAC Property Valuations

**Issue/Concerns/Risks:** MPAC does not have good data to properly value Hornepayne properties. MPAC uses comparables from outlying municipalities, such as Hearst. High property valuations for new construction acts as a disincentive for new investors to build in Hornepayne. It also is a disincentive for local businesses and residents to improve their properties, as the resulting property tax increase often becomes a barrier.

**Recommendations/Options:** Invite MPAC as delegation to Council. Ask MPAC to work with the municipality to look at options to address this issue. Lowering the current tax ratios for new commercial and residential construction, as one example.

**Benefits:** It is vital for the prosperity of Hornepayne that new development and/or the improvement of existing homes and businesses be affordable.

**Estimated Possible Costs:** There is little cost. Potential recommendations from this undertaking may have future costs. This can be prioritized based on the benefit to the municipality, as finances permit.



# Economic Development

**Topic: ED-03** Community Improvement Plan (CIP)

**Issue/Concerns/Risks:** New development and community renewal was a common theme expressed by stakeholders. The Township needs to leverage tools that offer better incentives for development. This will help attract outside investors and encourage existing property owners to maintain, upgrade and/or expand.

**Recommendations/Options:** CIP's are a planning tool under Section 28 of the *Planning Act*, which provides options for municipalities to incentivize new development by allowing for Municipal Grants, Realty Tax Reductions and/or Building Fee Reductions. Retain a qualified consultant to prepare a Township CIP. Provisions are required in the Township's Official Plan to support a CIP and should be managed internally by an EDO.

**Benefits:** New development and community renewal has several benefits, including new and expanded local services, an increased tax base and the potential renewal of older buildings and brownfield sites.

**Estimated Possible Costs:** The CIP does not need to be an elaborate document. It should be concise and meet the requirements of the *Planning Act*. Cost would be approximately \$15,000 to \$20,000 (plus HST & travel). Eligible for grants such as the RED program.



# Economic Development

**Topic: ED-04** Community Improvements/First Impressions

**Issue/Concerns/Risks:** In general, many properties within the Township are not well maintained, including Township properties. We observed limited effort directed to cleaning and improving properties to make the community more attractive to potential investors, as well as residents. Major employers are also limiting the level of effort towards maintaining their own properties.

**Recommendations/Options:** The municipality should lead by example by cleaning up of the Public Works yard and buildings at the gateway to the community as a high priority. Well maintained public facilities and parks set the example for other community partners to do the same. A good Property Standards By-Law should be in place to help enforce non-compliance. Consider organizing bi-annual community wide cleanup days.

**Benefits:** Potential **investors have choices** and **first impressions are critical** for them to consider Hornepayne as a place to do business. Just as important is the positive impact this will have on local business and residents' sense of pride in their community.

**Estimated Possible Costs:** Use existing municipal resources, supplemented with necessary expenditures for small repairs, painting, barrier fencing and landscaping. Larger improvements can be implemented over time, as finances permit.



# Properties/Buildings



# Economic Development

**Topic: ED-05** Market Gap Survey

**Issue/Concerns/Risks:** Enhanced and expanded local services was a common stakeholder concern. Like Council, new investors require good information to make sound, informed decisions. Undertaking market surveys for individual projects is often cost prohibitive, which usually leads to lost opportunity.

**Recommendations/Options:** A Market Gap Survey, undertaken by a qualified firm, will identify service gaps in the community and provide the required market analysis to remove some of the risks for new development.

**Benefits:** The study would be a marketing tool to strategically attract the type of new investment that has the best chance at success. This strategic approach helps mitigate against “chasing everything” whether it has a good chance to succeed or not. A Market Gap Study is recommended over an Economic Development Study at this time. Enhanced and expanded local services provide employment opportunities. It keeps spending in the local economy and provides convenience for the residents. It also expands the local tax base.

# Economic Development

**Topic: ED-05** Market Gap Survey

**Estimated Possible Costs:** A Market Gap Survey does not need to be an elaborate document. It must be undertaken by a reputable firm, who would garner the trust of investors. Cost would be approximately \$20,000 (plus HST & Travel). Eligible for grants such as the RED program.





# Economic Development

**Topic: ED-06** Branding Exercise

**Issue/Concerns/Risks:** The Township does not appear to have a discernable brand for business attraction, tourism strategies and investment strategies. It will be important not to fall into the trap of hiring a person or friend who can “do it cheaply” but does not have extensive experience and expertise in creating brand and marketing strategies.

**Recommendations/Options:** Retain a qualified marketing firm with extensive expertise in corporate, municipal and not for profit branding, marketing and communications strategies to complete a Township Brand.

**Benefits:** A clear Township Brand will aid in attracting business, new investment into the community and tourism.

**Estimated Possible Costs:** \$8,500 to \$10,000 (excluding HST and travel). Eligible for grants such as the RED program.





# Economic Development

**Topic: ED-07** Official Plan (OP) Update

**Issue/Concerns/Risks:** Although there is a statutory requirement to update municipal official plans regularly, the Township has not updated its Official Plan in many decades. This is a disincentive to investors who are looking for investment readiness through a community that keeps its planning regime current with both industry best practices and statutory requirements.

**Recommendations/Options:** Retain a qualified consultant to draft a new Hornepayne centric Official Plan. There will be a need to update the comprehensive zoning by-law upon adoption of the OP.

**Benefits:** OP is based on current planning regulatory regime. Demonstrates investment readiness. Helps attract new investment.

**Estimated Possible Costs:** \$25,000 -\$40,000 (excluding HST and travel). Potentially eligible for grants such as the RED program. Zoning by-law update would be a similar cost.



# Economic Development

**Topic: ED-08** Online Business and Available Properties Registry

**Issue/Concerns/Risks:** Investors require information to make decisions. They look for municipalities that demonstrate readiness and assistance in offering critical decision-making information. Investors want specific information on the local business environment and available properties. Local businesses and residents have no easy way of finding information about other local businesses or available properties. This is a disincentive to doing business locally.

**Recommendations/Options:** Offer a free searchable online business registry on the Township's website with key contact and other information. Offer a similar database of available property listing on the Township's website with contact and property information. Promote these free offerings. This should be managed by the EDO.

**Benefits:** Enhanced access for outside investors and residents. Helps demonstrate investment readiness. Helps support local economy and businesses and provides better resident access to businesses.

**Estimated Possible Costs:** Approximately \$2500 - \$3000 (excluding HST and travel) to develop modules for the Township's website.



# Economic Development

**Topic: ED-09** Social Media – Marketing the Township Locally and Beyond

**Issue/Concerns/Risks:** The Township does have a Social Media presence. Economic Development and Marketing are tightly linked with many synergies. EDO's must possess excellent communications and marketing skills. With the new EDO arriving, it is the opportune time to take the Township's Social Media to the next level. There is a greater ability to market the Township using readily available Social Media tools.

**Recommendations/Options:** Social Media should be managed by the EDO. Twitter should be promoted as a local communication vehicle. Facebook adds are an affordable way to target specific audiences.

**Benefits:** Local community stays informed. Investors can see what Hornepayne is all about. Helps sell the community.

**Estimated Possible Costs:** None for most Social Media efforts.

# Fire

When Everyone is Running Away,  
Township Volunteers are Running in



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# Fire

**Topic: FD-01** Fire Underwriters Survey (FUS)

**Issue/Concerns/Risks:** The Fire Chief was unaware if there has ever been a Fire Underwriters Survey (FUS) completed for the Township. The FUS is a critical tool which will analyze and grade the Township's fire related risks. The FUS will focus on Risk Assessment, Water Supply, Fire Department and Fire Safety Control. **Absent of a strategic analysis of these factors, there is limited guidance on areas requiring improvements to mitigate against fire related risks to the community.**

**Recommendations/Options:** Consult with FUS to develop a strategy to have an FUS completed.

**Benefits:** The FUS will identify areas of risk and areas for improvement which will help guide critical decision making for the Township's Fire Department. The findings will also help guide the preparation of Fire Master Plan which will set Council's strategic and financial priorities for the Fire Department into the future. This will in turn inform the annual budget process.

**Estimated Possible Costs:** No immediate costs. Outcome of the survey may dictate future costs.



# Fire

## **Topic: FD-02** Fire Master Plan

**Issue/Concerns/Risks:** The Township does not have a Fire Master Plan (FMP) to guide decision making for the department into the future. A proper FMP will provide guidance to Council about how to fund and resource the department's training programs, equipment acquisition and disposal, apparatus requirements, water for fire fighting, and much more. Absent of a proper FMP, the Township cannot properly determine what the Fire Department requires to be sustainable and effective into the future.

**Recommendations/Options:** Retain the services of a qualified consultant to undertake a Fire Master Plan for the department.

**Benefits:** A Fire Master Plan will inform all go forward strategies for the department. An FMP will aid in addressing any FUS deficiencies. An FMP will inform Council's long-term financial strategies and annual budget process.

**Estimated Possible Costs:** Variable depending on the level of complexity chosen. A range of \$25,000 to \$50,000 (excluding HST and travel) could be expected. May be eligible for various grants.



# Fire

**Topic: FD-03** Firefighter Bunker Gear

**Issue/Concerns/Risks:** Firefighter bunker gear is antiquated and has long exceeded NFPA standards for replacement, potentially placing the Township's first responders at risk. This exposes the Township to increased liabilities.

**Recommendations/Options:** Purchase new bunker gear for all firefighters and develop a long-term financial strategy to replace bunker gear every 10 years. Ensure all firefighter PPE gear is subjected to regular rigorous inspection and maintenance.

**Benefits:** Increases safety and reduces risks to the Township's first responders. Demonstrates corporate commitment to the Township's Volunteers. Increased morale. Mitigates against liabilities.

**Estimated Possible Costs:** \$2000/member – Approximately \$50,000 for the department. May be eligible for various grants.



# Fire

**Topic: FD-04** Fire Chief Inclusion with Senior Management (& Township)

**Issue/Concerns/Risks:** The Fire Chief is a Department Head with considerable responsibility to Council and the CAO. However, albeit a volunteer position, it is not included in management activities, leading to a sense of isolation. He has not had regular meetings with senior management. The position is so isolated from the Township's administration that he is required to use a personal email account. This poses several MFIPPA privacy concerns, integrity/ownership of records, etc.

**Recommendations/Options:** Include the Fire Chief in all group management discussions, including a newly established Senior Management Team. Build stronger ties with all members of the management team. Share information with the Fire Chief. Arrange for a proper Township email account for the Chief.

**Benefits:** Team building. Imparting corporate knowledge. Employee growth. Satisfaction in resolving issues. Leveraging the wisdom of the team. More efficient use of time. Early problem resolution. Promotes decision making at the department level not the CAO level. Avoids conflict between departments. Promotes succession.

**Estimated Possible Costs:** None.





# Fire

**Topic: FD-05** Fire documentation and specialize records (software and support)

**Issue/Concerns/Risks:** Documenting all aspects of a Fire Department are considered absolutely essential for many reasons. This includes training, inspections, incident reports, etc. The Township is not properly documenting most of its activities. This would pose serious risks. For example, in the event of a work related injury the Ministry of Labour would require production of all training records, unfortunately, these do not exist.

**Recommendations/Options:** Acquire specialized Fire Department software such as Fire Pro 2 or Crisis. This will help achieve proper record keeping in accordance with statutory requirements. Consider increasing secretarial hours in order help catch up on back log of records.

**Benefits:** Ensures proper record keeping practices. Mitigates against liabilities. Ensures documents are acceptable to the Ontario Fire Marshall's requirements.

**Estimated Possible Costs:** \$9000 for software purchase and setup. \$1900 for annual license and maintenance. May be eligible for various grants. Add \$5000/yr. for secretarial catch up hours.



# Fire

**Topic: FD-06** Member participation

**Issue/Concerns/Risks:** The Fire Chief identified several members who have not participated in training, responses or other duties in several years. The Chief is in the process of attempting to deal with these members.

**Recommendations/Options:** Develop a policy to support the Chief's efforts to require minimum participation levels.

**Benefits:** Regular training is essential in providing safe working conditions for the members and for protecting the public. Sets an example for all members.

**Estimated Possible Costs:** None. Approximately 2 weeks of research by Chief and CAO.



# Fire

**Topic: FD-07** NFPA Training and Training Records

**Issue/Concerns/Risks:** Fire Department members are currently not trained to NFPA standards. This poses a potentially serious risk to members and the public. The Fire Department is not maintaining proper training records. This poses a serious liability to the Township in the event of a work-related injury. The Township may be exposed to potential penalties from the Ministry of Labour.

**Recommendations/Options:** The Fire Chief requires proper training and guidance to implement an NFPA Training program and adequate resources are required to properly document training (refer to our comments under “FD-05: Fire documentation and specialize records”). Ensure that members are fully trained to NFPA standards over a reasonable period. Provide adequate funding for member training opportunities. Consider online training opportunities wherever possible. Consult with other Fire Departments to develop strategies to implement cost effective training.

**Benefits:** Mitigates against work related injury risks. Provides a safer environment for the community.

**Estimated Possible Costs:** Fire College Training Costs Including Travel is \$5000 to \$7500/member (excluding HST but includes travel).



# Fire

**Topic: FD-08** Establishing and Regulating By-law

**Issue/Concerns/Risks:** The Fire Chief advises that the Township's Establishing and Regulating By-law (E&R By-law) is in the order of ten (10) years old and requires updating as it **does not reflect the current services offered by Fire Department** to the community. This exposes the Township to liabilities and sets false expectations.

**Recommendations/Options:** Complete a best practices review of comparator E&R By-laws to develop and adopt a by-law which is reflective of the department's current services.

**Benefits:** Clarifies the department's mandate for the public and fire personnel. Helps to ensure that Council provides resources for training, personnel and equipment to ensure that they are all reflective of the department's mandate.

**Estimated Possible Costs:** No cost to undertake a best practices review. Approximately one to two weeks effort by Fire Chief and Deputy Chief.



# Fire

**Topic: FD-09** Inspection Program

**Issue/Concerns/Risks:** Fire inspections are essential in order to assist in ensuring that fire related risks are mitigated within the community. The Fire Chief is afforded inspection powers pursuant to the *Fire Prevention and Protection Act*. The Fire Department does not have an inspection program. This poses unnecessary risks to the community.

**Recommendations/Options:** Consult with the Ontario Fire Marshall's Office and local Fire Chiefs to develop a best practice-based inspection program for the Township.

**Benefits:** Inspections mitigate against serious risks to life and property.

**Estimated Possible Costs:** No initial costs to research inspection programs. Resources will need to be applied to inspection and enforcement on an as required basis.



# Fire

**Topic:** FD-10 Education Program

**Issue/Concerns/Risks:** The *Fire Protection and Prevention Act* requires that all municipalities “establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention.” Education is an essential element of fire prevention and protection of life and/or property. The Fire Department has a limited education program.

**Recommendations/Options:** Strike a committee of motivated members to develop a best practice-based education program and implement it. There are ample resources to draw upon for education programming.

**Benefits:** Proper education can save lives and protect property. Proper education can limit the calls to the Fire Department creating cost savings to the Township and keeping Fire Department members safer.

**Estimated Possible Costs:** Recommend a small bonus be established for members who volunteer to develop and actively assist in delivering the program. May be eligible for various grants.



# Fire

**Topic: FD-11** Fire Apparatus and Equipment

**Issue/Concerns/Risks:** Fire Department apparatus and equipment is at, or nearing its useful life expectancy; however, there are no financial strategies in place to replace critical apparatus and equipment. It is questionable whether all apparatus and equipment are being inspected and maintained to industry standards although recent activities appear to have increased. The pumper is within a few years of exceeding NFPA standards for replacement, although this may be able to be extended with implementation of a rigorous inspection and maintenance program.

**Recommendations/Options:** Undertake a Fire Underwriters Survey followed by a Fire Master Plan. Develop a best practice-based Fire Apparatus and Equipment Maintenance and Replacement Policy. Develop a long-term funding strategy for apparatus and equipment replacement.

**Benefits:** Member and community safety. Proper financial planning. Possibility of extending the life of apparatus.

**Estimated Possible Costs:** Refer to FUS and FMP topics. Vehicle inspection, maintenance and replacement will be determined through an FMP. May be eligible for various grants.



# Fire

**Topic:** FD-12 Standard Operating Procedures (SOP) and Standard Operating Guidelines (SOG)

**Issue/Concerns/Risks:** Standard Operating Procedures (SOP) and Standard Operating Guidelines (SOG) are absolutely critical to ensure the safest working conditions possible for first responders as well as the public. They guide virtually all aspects necessary to properly run a Fire Department. Absent of up to date SOPs and SOGs, the members and community are at risk and the Township risks serious liabilities. The Fire Chief indicated he has never seen any SOPs or SOGs for the department.

**Recommendations/Options:** As a **very high priority**, consult other comparator departments to acquire best practice-based SOPs and SOGs for immediate implementation. Ensure the Fire Chief has full authority through Delegation of Authority to implement and amend them as required for the betterment of the department.

**Benefits:** Sets critically important procedures and guidelines in place for the protection of life and property.

**Estimated Possible Costs:** One month of research and development by Fire Chief, Deputy Chief and Officers.





# Fire

## **Topic: FD-13 Fire Flows**

**Issue/Concerns/Risks:** The Fire Chief identified an area of the Township where adequate fire flows cannot be achieved without contacting the water and sewer operator contractor to boost output. This delay poses a risk to the community. There does not appear to be any comprehensive knowledge of the hydrant fire flow capabilities within the Township, **including by the water and sewer operator contractor**. Further, the water and sewer operator contractor **does not test hydrants for fire flows** or have the capacity to do so. Hydrants do not appear to be colour coded to inform fire fighters of the expected capacity of hydrants. This lack of knowledge is a serious deficit from a fire fighting perspective and an engineering stand point. There is no knowledge of where to begin to fix the problem in the long term and therefore no financial plans in place to do so.

**Recommendations/Options:** Establish a **hydrant fire flow testing program asap**. Undertake a Fire Underwriters Survey followed by a Fire Master Plan. Undertake a Water and Wastewater Master Plan to strategically plan for upgrades and develop funding strategies to do so.

# Fire

## **Topic: FD-13 Fire Flows**

**Benefits:** Informs fire fighting efforts, informs water supply life cycle replacement plans, informs long term budgetary requirements.

**Estimated Possible Costs:** Fire flow testing \$10,000 and Water and Wastewater Master Plan \$50,000 (excluding HST and travel). Colour coding of hydrants – the cost of paint, materials and PW staff time.





# Fire

## **Topic: FD-14 Fire Chief**

**Issue/Concerns/Risks:** The Fire Department has a considerable amount of catch up work to bring the department to a satisfactory state. Fire Departments are complex to administer in order to meet all statutory requirements. The Fire Chief is relatively new in the role and wants to bring the department to where it needs to go; however, the volunteer role will not likely be enough to get the department on track. He requires assistance.

**Recommendations/Options:** Consider making the Fire Chief a part-time paid position of 15 to 20 hours per week to help compensate for the high level of effort required over the next few years. Ensure key priorities and deliverables are established by Council and the CAO for the Chief to achieve.

**Benefits:** A properly organized, trained and planned fire department can protect and save lives within the community, and of its members. It can also protect public and private property.

**Estimated Possible Costs:** \$15,000 to \$19,000/yr. for two years.



# Fire

## **Topic: FD-15** Fire Risk Assessments

**Issue/Concerns/Risks:** Risk assessment of high risk or vulnerable facilities is an essential task of any Fire Department to help inform firefighters, to plan for risks and to better protect the community. Hornepayne has high risk facilities. There are no current risk assessments in Hornepayne.

**Recommendations/Options:** Consult with the Ontario Fire Marshall's office and local Fire Chiefs to develop a plan to conduct timely risk assessments. Ensure that risk assessments are kept current through regular updates.

**Benefits:** Allows the department and its members to assess and train for high risk facilities. Helps mitigate against high risk losses.

**Estimated Possible Costs:** None. Several months of effort by Fire Chief, Deputy Chief and FPO.

# Human Resources

The Most Important Township Assets



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# Human Resources

## **Topic: HR-01** Organizational Design

**Issue/Concerns/Risks:** The current organizational design channels virtually all decision making through the CAO. This creates a **bottle neck in workflow**, delays swift decision making and service delivery as well as inhibits employee growth for succession. Further, the current arrangement keeps the CAO from taking on leadership roles in big picture future forward strategic initiatives such as attracting business investment opportunities.

**Recommendations/Options:** Adopt a revised organizational design which promotes employee empowerment to make swift decisions. At least 80% of day to day decisions should be made by department heads and only the few challenging issues should rise to the CAO. Make a conscious decision to alter the culture of top down decision making for day to day issues to develop employees into problem solvers. Details to be discussed in Closed Session pursuant to Section 239 of the *Municipal Act*.

**Benefits:** Problem resolution and service delivery will be vastly accelerated. Staff will grow and develop, leading to greater opportunities for staff succession.

**Estimated Possible Costs:** None but has a high rate of return.



# Human Resources

## **Topic: HR-02** Succession Plan

**Issue/Concerns/Risks:** The Town has no clear Succession Plan Policy or strategy for key personnel. This poses a significant risk of service delivery and business continuity disruption in the event of a permanent or temporary staff vacancy. It also prevents staff from growing into more skilled employees.

**Recommendations/Options:** Adopt and follow a municipal Succession Plan Policy. Leverage the policy to develop a pool of highly skilled and talented employees. Invest in cross training employees. Monitor the plan regularly for effectiveness.

**Benefits:** Mitigates against service delivery deficits created by temporary or permanent vacancies. Contributes to better business continuity and broader corporate knowledge base. Improves morale of staff who observe Township investment in their employees.

**Estimated Possible Costs:** We have provided an example of a municipal Succession Plan to management. Developing a policy to fit Hornepayne will be minimal investment with a high rate of return if it is followed.



# Human Resources

**Topic: HR-03** Cross Training

**Issue/Concerns/Risks:** Cross training is lacking. Consistent with Succession Plan best practices, there should be an employee for every position who can cover off in the event of an increase in work load or absence of staff.

**Recommendations/Options:** Develop a cross training strategy for all staff per Succession Planning best practices.

**Benefits:** Mitigates against disruptions in service delivery or business continuity, staff burnout, as well as improves staff morale.

**Estimated Possible Costs:** None.





# Human Resources

**Topic: HR-04** Deputy Treasurer

**Issue/Concerns/Risks:** There is no Deputy Treasurer. The Treasurer is a statutory position. Should there be an absence of the Treasurer, the Township will not be able to fulfill the duties of the Treasurer. This poses a very real risk to service delivery.

**Recommendations/Options:** Appoint a member of staff as the Deputy Treasurer and begin training the staff member in critical Treasurer duties. Details will be discussed in Closed Session pursuant to Section 239 of the *Municipal Act*.

**Benefits:** Mitigates against disruptions in service delivery or business continuity. Allows an employee to develop and contribute to the organization in an increased way. Prepares an employee for future succession opportunities.

**Estimated Possible Costs:** There may be some additional training required of approximately \$1500/yr. and the employee's salary will need to be reviewed and may likely increase. Any salary increase would be incremental and minimal but would generate high rates of return.



# Human Resources

## **Topic: HR-05 Overtime**

**Issue/Concerns/Risks:** Overtime seems to be a standard practice, be it paid or not paid, for administrative personnel (about \$5000/yr. paid), the Arena Lead Hand (about \$9000/yr. paid) and Public Works Supervisor (not paid OT). The Arena Lead Hand and the Public Works Supervisor are on-call 24/7. All of this is resulting in employee burnout. In the case of the administration most of the overtime is avoidable should the recommendations included in this report be adopted. **In the event of a work-related injury, hours worked will be reviewed by the Ministry of Labour.** This poses a potential liability to the Township.

**Recommendations/Options:** Implement the service delivery enhancements recommended herein. Reallocate current administrative overtime funding to expand the Deputy Clerk hours to full-time. Reallocate the Arena Lead Hand overtime to retain a part-time permanent weekend employee with skills to cover off for the Lead Hand. Distribute some of the Public Works Supervisor duties amongst Public Works personnel. Overtime is unavoidable in some cases. A smaller overtime budget should still be kept for occasional overtime.

# Human Resources

## **Topic: HR-05 Overtime**

**Benefits:** Mitigate against employee burnout and injury risks. Better allocation and use of wages.

**Estimated Possible Costs:** An additional \$6000 (plus benefits) to fund an additional arena staff combined with existing overtime funds. Plus \$2000 for unavoidable overtime at the arena. An additional \$5000 (plus benefits) to fund a full-time Deputy Clerk plus \$1200 for unavoidable overtime.





# Human Resources

**Topic: HR-06** Senior Management Mentoring

**Issue/Concerns/Risks:** Lack of continuous improvement and implementation of best practices have resulted in inefficiencies, statutory non-compliance issues, staff burnout and added costs to the Township.

**Recommendations/Options:** **Management personnel all want to do better and all are capable.** All members of the management team should be paired with an experienced municipal mentor in their respective fields to help guide and grow management's knowledge to deliver more efficient services and better position the Township for success.

**Benefits:** Increased knowledge of and compliance with statutory requirements, best practices, efficiency opportunities, cost savings opportunities. Guidance during times of uncertainty. Leverage other successful experiences.

**Estimated Possible Costs:** Some mentorships are free of charge such as the program offered by AMCTO for new managers. However, we do recommend an initial more engaged mentorship for managers initially. Specifics will be discussed in closed session with Council pursuant to Section 239 of the *Municipal Act*.



# Human Resources

**Topic: HR-07** Client Services Training

**Issue/Concerns/Risks:** There is evidence to suggest that regular client services training can result in an enhanced client experience and greater administrative efficiencies. We have noted areas of the Township, which would benefit from client service training.

**Recommendations/Options:** Organize a client service training day for all Township staff. Consider AMCTO training options. Invite other municipalities to help recover some of the costs and to encourage networking amongst peers.

**Benefits:** Stronger awareness and importance of client service best practices. Enhanced client experience. Investment in staff training will help motivate staff.

**Estimated Possible Costs:** \$3500 (excluding HST and travel). Potential to recover costs if the Township hosts the event.



# Human Resources

**Topic: HR-08** Employee Training

**Issue/Concerns/Risks:** Employee training requests appear on Council agendas even though Council has already approved training budgets. This results in adding low value items to Council agendas and consumes staff time preparing agenda items and Council time dealing with micro issues.

**Recommendations/Options:** Ensure that best practice Employee Training Policies and Delegation of Authority By-laws are in place to establish clear administrative processes to approve relevant employee training within Council approved budgets.

**Benefits:** Lost staff opportunity time could be redirected to service delivery priorities and Council time can be focused on “big picture” strategic matters.

**Estimated Possible Costs:** None.



# Human Resources

**Topic: HR-09** Annual and Regular Employee Reviews

**Issue/Concerns/Risks:** Annual employee reviews combined with informal employee coaching play a critical role in employee growth and development. They are a best practice for all employers. They help employees to stay on track with deliverables and help deal with performance issues in a positive and reinforcing way. They also help prepare and position the Township for employee succession. We were advised that employee reviews do not occur. This is a significant deficit in managing human resources and should be rectified as soon as possible.

**Recommendations/Options:** Conduct a best practice review and develop a proactive Employee Review Policy and Process. Ensure that all employees are reviewed annually including the CAO by Council. Make annual reviews of all personnel a key deliverable for all managers in their own employee reviews.

**Benefits:** Helps with employee growth. Keeps employees focused on key deliverables. Helps inform staff when corrections may be needed. Helps prepare for employee succession. Promotes good morale and relationships.

**Estimated Possible Costs:** None.



# Human Resources

**Topic: HR-10** Public Works Supervisor # 1

**Issue/Concerns/Risks:** The PW Supervisor plays a critical role in overseeing vital municipal operational matters within statutory requirements, such as Minimum Maintenance Standards. The PW Supervisor conducts mandatory road patrol during winter control operations, oversee facilities such as the arena and manages the airport. The PW Supervisor is a 24/7 employee, which is not sustainable and presents concerns with ability to be in multiple places at once. In the 1990's, the Township had a dedicated airport manager.

**Recommendations/Options:** Consider moving to a fob or card system for refueling at the airport or train multiple staff to be able to respond to airport administrative matters and develop a rotating schedule. Train PW personnel in road patrol.

**Benefits:** Better use of PW Supervisor's limited time. Less opportunity for employee burn out. Increased productivity. Cross training provides greater flexibility and prepares for succession. Automation is more efficient.

**Estimated Possible Costs:** Potential for minor increases in Overtime (\$1000/yr.). Fob and card systems vary depending on options. Estimate in the order to \$5000 to \$10,000 (excluding HST and travel). May be eligible for a grant.





# Human Resources

**Topic: HR-11** Public Works Supervisor # 2

**Issue/Concerns/Risks:** Public works operations has become a complex environment. This requires a skilled manager who possesses both hands-on operational experience as well as sound engineering, budgeting and administrative skills. The current PW Supervisor will be retiring in the fall of 2019. Currently, the CAO manages the day to day interface with the Township's water and sewer operator contractor, which interferes with the CAO's main leadership and strategic roles and contributes to operational paralysis.

**Recommendations/Options:** The PW Supervisor should manage the Township's water and sewer operator contractor, manage day to day PW decisions, prepare budget estimates and handle engineering inquiries/matters. Revise the PW Supervisor's job description to require experience in water and sewer operations (ideally with Level 1 or higher water and sewer operators' credentials), accreditation as a C.Tech, CET, or A.Sc.T and desirable credentials as Road Construction Senior Inspector (rcsi).

# Human Resources

**Topic: HR-11** Public Works Supervisor # 2

**Benefits:** Places core PW responsibilities duties with a skilled manager and in traditional role/department. Frees up considerable CAO time to focus on service delivery, leadership and strategic roles.

**Estimated Possible Costs:** May result in a salary rate increase after completing Job Evaluation; however, increases would be minor/incremental. High rate of return.





# Human Resources

**Topic: HR-12** Public Works Supervisor # 3

**Issue/Concerns/Risks:** As discussed in HR-10 above, the PW Supervisor plays a critical role in overseeing vital municipal operational matters within statutory requirements. The PW Supervisor is a member of the management team. The PW Supervisor is also the Township's animal control officer. Considering the PW Supervisor's scope of duties and mandate it is ineffective use of a manager's limited time to be personally responsible for animal control.

**Recommendations/Options:** Option 1) Hire a local resident on retainer with skills in animal control and offer a monthly standby retainer. Option 2) Assign duties to a staff member with less workload or responsibilities. Option 3) Cease offering this service.

**Benefits:** Frees up time of a vital management position to be directed to more mission critical operational matters.

**Estimated Possible Costs:** Option 1 - \$300/month.

# Public Works

Managing the Township's Physical Assets  
Efficiently



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# Public Works

## **Topic: PW-01** Landfill Site

**Issue/Concerns/Risks:** There is an **urgent** need to extend the life of the current Landfill Site, with an estimated life of approximately 5 - 6 years, until an alternate site is found and operational. There does not appear to be any strategy to either consider recycling or to take appropriate measures to reduce the amount of garbage going into the Landfill, which is **rapidly consuming landfill capacity**.

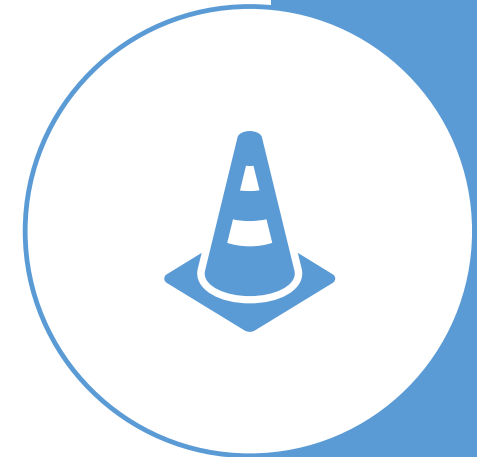
**Recommendations/Options:** 1) The cost of Garbage/Recycling should be taken out of the General Levy and put into a fully Self Funded Special Levy, which would distribute the cost and bring more awareness to the significance of this issue. 2) Undertake a cost/benefit analysis of introducing a robust recycling program, with pickup of garbage and recycling on alternate weeks. 3) Consider a more drastic measure of accepting only household domestic garbage at the Landfill or increase the user fees to induce a similar affect. 4) Commence funding a Reserve to decommission the old landfill site and open a new one.

# Public Works

## **Topic: PW-01** Landfill Site

**Benefits:** Decommissioning and monitoring the closed landfill site and opening a new one could be in excess of \$1 million dollars. This cost needs to be deferred as long as possible. Recycling, together with reduced garbage will increase the life expectancy of the current Landfill, while reducing environmental impacts. Will allow more time to build reserves for decommissioning.

**Estimated Possible Costs:** The additional cost of recycling, could be in the range of \$100 per household. Consider offsetting some of the added costs by moving to bi-weekly garbage pickup.





# Public Works

**Topic: PW-02** Garbage Transfer Station

**Issue/Concerns/Risks:** There appears to be significant and unnecessary expense operating the current garbage transfer station. Running both absorbs significant additional Public Works staff time.

**Recommendations/Options:** Undertake a cost/benefit analysis of the current contractual arrangement of both picking up the household garbage and operating the current transfer station. Give consideration to having all garbage taken directly to the current landfill site.

**Benefits:** This would free up both the time and expense of one to two days currently needed for a Public Works Operator to transfer the garbage, with no cost recovery of those expenses. This freed up staff opportunity time could be redirected to other service delivery priorities.

**Estimated Possible Costs:** The cost of running the garbage transfer station, combined with garbage collection is approximately \$50,000/yr. The estimated annual cost savings would have to be verified by a qualified environmental expert and consideration given to the cost to improve the current landfill site to accept the garbage directly.



# Public Works

**Topic: PW-03** Public Works Administrative Trailer

**Issue/Concerns/Risks:** The Township purchased a trailer at a cost of \$25,000 to house the Public Works Supervisor at the PW Garage. The Trailer does not meet Health and Safety requirements and has never been used with the asset depreciating. As a result, the Public Works Supervisor is working administratively at the Airport. This poses issues with respect to work force supervision and direction.

**Recommendations/Options:** 1) Upgrade the trailer to meet Health and Safety requirements so that the PW Supervisor can return to the PW Garage. 2) Sell the Trailer while there is still value in the unused asset.

**Benefits:** 1) Utilizes an unused asset. Ensures greater daily supervision of PW staff. 2) Allows for recovering value while it still exists of an unused asset.

**Estimated Possible Costs:** Approximately \$5000 to upgrade the trailer depending on the extend of the desired upgrades.





# Public Works Trailer |



# Public Works

**Topic: PW-04** Asphalt Hot Box

**Issue/Concerns/Risks:** Roads were observed to be in poor condition. Respondents to the online survey identified upgrades or repair to Township assets such as roads as a **Top Priority for Council during this term of Council**. Limited resources have been applied to road surface maintenance. Cold patch is an ineffective short-term solution.

**Recommendations/Options:** Consider purchasing an Asphalt Hot Box, with asphalt recycling capabilities. Develop a weekly program of repairing potholes and conducting patch work throughout the Township using the Hot Box to mitigate against rapid degradation of the Township roadways and extend the life of the road assets.

**Benefits:** More permanent repairs of potholes and patch work. Extend life of the road asset. Ability to reallocate savings to other road rehab needs. Resident satisfaction resulting from a higher quality product.

**Estimated Possible Costs:** Approximately \$30,000 to \$40,000 (excluding HST and delivery if applicable) to purchase a Hot Box. Significant long-term cost savings due to a higher quality of repair.



# Public Works

**Topic: PW-05** Coordination of road surface rehabilitation with underground rehabilitation

**Issue/Concerns/Risks:** The Township has undertaken road surfacing projects on roads in which the underground linear assets are well beyond their expected life. As a result, shortly following investment of funds into road resurfacing, the underground infrastructure has failed requiring multiple road cuts into newly rehabilitated roads. These road cuts immediately degrade the road, road base and shorten the life of the recent road resurfacing project. The result being the investment into the road resurfacing is lost much sooner.

**Recommendations/Options:** Make decisions based on an up to date Asset Management Plan, Master Plans and Road Surface Study. Coordinate road surface rehabilitation projects with underground rehabilitation projects.

**Benefits:** Highest return on investment. Avoid early degradation of roadways. Limit long term financial losses. Resident satisfaction resulting from a higher quality product.

**Estimated Possible Costs:** No or limited net additional costs if strategic approach is utilized to select projects, but definite long-term cost savings to the municipality.



# Public Works

## **Topic: PW-06 Shovel Excavator**

**Issue/Concerns/Risks:** Currently the Municipality does not have a shovel excavator capable of deep excavations for underground utility installation and repairs. This requires that a shovel be rented from a significant distance as required, resulting in considerable delays and expense related to mobilization of the equipment and operator. Timely repairs of underground utilities are often critical, especially for water main breaks. Failure to make quick repairs of watermain breaks, could potentially affect the quality and safety of the municipal water supply, as well as fire fighting abilities. Average costs of renting an excavator over the last 3 years is in the range of \$30,000 to \$40,000/yr. (NOTE: Further review is required as information available was limited.)

**Recommendations/Options:** Undertake a cost/benefit analysis of purchasing, either a new or used shovel excavator, together with float capabilities.

# Public Works

**Topic: PW-06** Shovel Excavator

**Benefits:** This would provide for timelier repair of municipal services, while potentially providing a cost savings to the municipality over the expected life cycle of the equipment. The excavator could also be 365 days/yr. for a multitude of other municipal operations, such as landfill compaction.

**Estimated Possible Costs:** Up to \$300,000 (plus HST and delivery). The cost/benefit analysis will determine if the rate of return on the investment will warrant the cost.





# Public Works

## **Topic: PW-07** Airport Operations

**Issue/Concerns/Risks:** Hornepayne currently operates and maintains a small municipal airport. The operational costs of the airport are heavily subsidized by the tax levy at approximately \$100,000/year. This does not include life cycle depreciation of the airport and expected future capital costs to life cycle the asset. Airport operations are not usually a core municipal service, but local stakeholders expressed concern that closing the airport will impact Medivac services, which are considered very important for Hornepayne given its remote location.

**Recommendations/Options:** Undertake a cost/benefit analysis of continuing to operate and maintain the airport, with consideration given to either closing the airport, scaling back operations or increasing user fees to mitigate the cost impact to the tax levy. Simultaneously, investigate other options to maintain Medivac services for the community.

**Benefits:** Closing the airport would provide considerable cost savings to the municipality, while also freeing up considerable staff time for other public works priorities.

**Estimated Possible Costs:** Potential savings of \$100,000 annually.



# Public Works

**Topic: PW-08** Water & Waste Water Master Plan

**Issue/Concerns/Risks:** We have identified the criticality of master planning throughout the SDR. The Township does not have a Water & Waste Water Master Plan (WWWMP) to guide decision making for the municipality into the future. Water and waste water infrastructure are critical components of the municipality's TCA's and one of the most important services provided. We have been informed of issues with fire flows. The operator does not test for fire flows. Absent of a WWWWMP, the Township will not know how to address fire flow or other issues.

**Recommendations/Options:** Retain a qualified consultant to undertake a WWWWMP.

**Benefits:** Will inform infrastructure planning for the municipality. Will aid in addressing operational issues or deficiencies. Will inform Council's long-term financial strategies and annual budget process.

**Estimated Possible Costs:** Variable depending on complexity. A range of \$40,000 to \$50,000 (excluding HST and travel) could be expected for a municipality this size. May be eligible for various grants.

# Recreation

Active, Healthy Lifestyle Options for the  
Entire Community



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# Recreation

**Topic: RD-01** Reciprocal Agreements

**Issue/Concerns/Risks:** Providing parks, recreation (and Library) services to the community are vitally important, however, the costs are highly subsidized through the tax levy. The municipality currently does not have any agreements in place to share the cost of recreation and library facilities/programs with other community partners.

**Recommendations/Options:** Investigate reciprocal agreements with local schools to share parks, playgrounds, recreation and library facilities and programs.

**Benefits:** This would provide the opportunity to continue to provide or improve these vital services at a reduced cost to both the municipality and the local schools.

**Estimated Possible Costs:** No cost to implement with potential longer-term savings.



# Recreation

**Topic: RD-02** Fewer Parks, Done Better.

**Issue/Concerns/Risks:** The cost of providing and maintaining parks and playgrounds is almost entirely funded through the tax base. It is important that these public spaces are both well equipped and maintained, to ensure they are both used and appreciated by residents. Some park equipment is dated and does not appear to be actively utilized.

**Recommendations/Options:** Reduce the number of parks, while ensuring that they are both equipped and maintained to the best of the municipality's ability.

**Benefits:** While fewer in number, residents will appreciate that the parks are better equipped and maintained.

**Estimated Possible Costs:** No anticipated additional cost with opportunities for savings operational cost savings. Surplus parks could be sold with funds allocated to park improvements or conveyed.



# Recreation

## **Topic: RD-03** Fitness Room Memberships

**Issue/Concerns/Risks:** The Township issues Fitness Memberships for a fee. Keys are provided to members. In the event of a default in payment or cancelation of membership, the Township has no way of recovering the keys. This poses a potential financial loss and security risks. Staff estimate that only 50% of users come in to settle accounts, the rest is lost. It takes considerable administrative staff time attempting to recover keys and outstanding fees.

**Recommendations/Options:** Revise the Township's Policy and Fitness Center contracts such that a deposit for unreturned keys or fobs is taken up front or utilize a credit card to better guaranty returns or payments. Investigate fobs or access cards, which can be cancelled in the event of a default.

**Benefits:** Better return for accounts receivable during default or failure to return keys or fobs. Improved security. Gained administrative staff opportunity time that can be redirected to service delivery priorities.

**Estimated Possible Costs:** More potential revenue and collection of penalties in case of default. Less wasted accounts receivable time. Fob or card systems can vary based on options (\$2500-\$4000 plus HST and travel for one door).

# Risk Management

Mitigating Risk, Safer Communities



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# Risk Management

**Topic: RM-01** Risk Management Training

**Issue/Concerns/Risks:** Joint and Several Liability claims can result in a municipality paying a full claim even if the municipality is found only 1% liable. Risk management practices do not appear to be prominent and regular risk management training has not been a priority.

**Recommendations/Options:** Most reputable municipal insurance providers offer free risk management training complete with specialized contract wording and best practice examples.

**Request annual risk management training asap.**

**Benefits:** Mitigates against risks and liabilities.

**Estimated Possible Costs:** None.



# Risk Management

**Topic: RM-02** Driver's Abstracts

**Issue/Concerns/Risks:** It is best practice to review drivers abstracts on an annual basis or for new hires to ensure that there are no active suspensions, or serious charges against drivers of municipal vehicles and equipment. The Township has never conducted a driver's abstract review of its drivers.

**Recommendations/Options:** Conduct a best practice review and adopt a Driver's Abstract Policy. Ensure reviews are conducted upon first hire and every year thereafter for all employees and volunteer firefighters who drive municipal vehicles.

**Benefits:** Helps ensure that drivers are properly licensed, not under suspension or have other serious driving concerns. Mitigates against risk. Provides assurances to the public.

**Estimated Possible Costs:** \$12/driver.



# Risk Management

**Topic: RM-03** GPS for Vehicles

**Issue/Concerns/Risks:** Claims regarding minimum maintenance standards are on the rise in Ontario. Joint and Several Liability claims pose significant financial risks on municipalities. Township Operator safety is also an important consideration.

**Recommendations/Options:** Implement GPS tracking for PW maintenance vehicles to help mitigate against insurance claims regarding poor maintenance standards.

**Benefits:** Effective method of defending against insurance claims. Enhanced Township Operator safety.

**Estimated Possible Costs:** Variable based on the type, functionality and number of vehicles selected. Approximately \$1500 per vehicle (excluding HST and travel).



# Risk Management

**Topic: RM-04** Access to Arena

**Issue/Concerns/Risks:** Our team visited the arena before regular office hours. We were able enter the building and access several areas of the arena without encountering any Township staff. This poses a risk to municipal property, employees and/or patrons.

**Recommendations/Options:** Doors should be locked when the facility is not yet open for use. Consider a sensor on the doors to alert employees or a doorbell or intercom at the main doors. Review this issue as part of the statutory Annual Occupational Health and Safety Risk Assessments.

**Benefits:** Mitigate against trespass, vandalism, or other nefarious activities. Better security for staff who may be working alone.

**Estimated Possible Costs:** None or limited.





# Risk Management

**Topic: RM-05** IT Disaster Recovery Plan

**Issue/Concerns/Risks:** Municipalities rely on IT for virtually all facets of service delivery. IT infrastructure are susceptible to unplanned or catastrophic shutdowns and/or losses of critical data due to power outages or surges, a fire, a natural disaster, vandalism or cyber-terrorism. The losses and impact to the community during a prolonged IT outage could be significant if not disastrous. Imagine a municipality without ability to pay bills or collect funds. Knowing how to restore critical IT hard and soft services and in what priority is critical.

**Recommendations/Options:** Develop an IT Disaster Recovery Plan **with a sense of urgency.**

**Benefits:** Will help restore service delivery as fast as possible in the event of a partial or full IT shutdown, crisis or an emergency.

**Estimated Possible Costs:** Approximately \$5000 - \$7500 (excluding HST and travel). Could be rolled into a new tender for IT Support Services.

# Strategic, Master and Long-Range Planning

Putting your Best Foot Forward and  
Sticking to the Plan



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# Strategic, Master and Long-Range Planning

## OUR ADAPTIVE MUNICIPAL STRATEGIC PLANNING PROCESS



EXPERT CONSULTANTS FOR LOCAL GOVERNMENT



# Master Planning Hierarchy Leading to Success

Strategic Plan

Official Plan

Master Plans (AMP, FMP, W&WWP)

Long Range Financial Plans

Budget

Work Plan



# Strategic, Master and Long-Range Planning

**Topic: SP-01** Term of Council Strategic Plan

**Issue/Concerns/Risks:** The Township does not have a Term of Council Strategic Plan (SP) to guide decision making and allocate its limited resources. Absent of a SP the Township makes decisions on the fly, living in the moment, which creates an environment of instability and lack of sense of direction. This results in an inability to develop annual work plans based on Council priorities and further results in constantly shifting priorities where tasks are talked about but not completed.

**Recommendations/Options:** As a **Number One Priority** undertake a Term of Council Strategic Planning exercise with **high urgency**.

**Benefits:** Executed well, a Strategic Plan informs decisions about the allocation of human, physical and financial resources. It will provide clarity to Council and staff about what the municipality will do, and equally about what it may choose not to do. Strategic priorities will inform the budget and long-term financial plans.

**Estimated Possible Costs:** Approximately \$10,000 - \$15,000 (excluding HST and travel).



# Strategic, Master and Long-Range Planning

**Topic: SP-02** Master Plan Approach

**Issue/Concerns/Risks:** Master Plans get direction from the Strategic and Official Plans. Master Plans inform the annual budget process, long range financial plans and annual departmental work plans. When followed, they are a critical tool in keeping municipal priorities on track and top of mind. Absent of master plans, there is no planned future to focus on. The only true master plan developed by the Township is the Asset Management Plan; however, it has not been updated since it was made a requirement by the province six (6) years ago. This causes the Township to make decisions on the fly, living in the moment, which creates an environment of instability and lack of sense of direction. This results in an inability to develop annual work plans based on Council priorities and further results in constantly shifting priorities where tasks are of not completed.

**Recommendations/Options:** Undertake critical master plans noted herein including a Fire Master Plan and Master Water and Sewer Plan. Refer to Topic AF-05 Long Range Capital Forecasts.

**Benefits:** Leads to a strategic long-term approach to meeting the Township's challenges in a sustainable manner.

**Estimated Possible Costs:** Variable depending on terms of reference.



# Strategic, Master and Long-Range Planning

**Topic: SP-03** Annual Department Work Plans

**Issue/Concerns/Risks:** Master Plans inform annual budgets and annual budgets set priorities for the year. Departmental Work Plans operationalize Council's budget priorities and set measurable deliverables. The Township's absence of Strategic, Master and Long-Range Planning is negatively impacting service delivery and financial sustainability. As noted herein, the Township makes decisions on the fly, living in the moment, which creates an environment of instability and lack of sense of direction. This results in an inability to develop and deliver Council priorities and further results in constantly shifting priorities where tasks are not completed.

**Recommendations/Options:** Undertake a Term of Council Strategic Plan along with critical master plans noted herein including a Fire Master Plan and Master Water and Sewer Plan. Refer to Topic AF-05 Long Range Capital Forecasts. Develop Annual Departmental Work Plans and make their deliverables part of each department head's annual performance review key deliverables. Monitor and report on Work Plans annually.

# Strategic, Master and Long-Range Planning

**Topic: SP-03** Annual Department Work Plans

**Benefits:** Leads to a strategic long-term approach to meeting the Township's challenges in a sustainable manner. Provides clarity to Council and staff on annual priorities and deliverables.

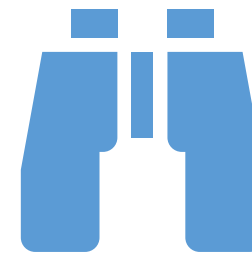
**Estimated Possible Costs:** No cost to prepare annual work plans.



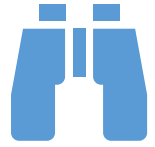


# A Mayor's Perspective

By David Reid, Retired Two Term Mayor



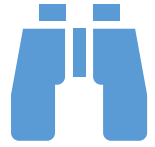
153



# A Mayor's Perspective

As I was giving thought to the Mayor's Perspective section of this report, my father-in-law was given the news that his cancer had become considerably worse. As the doctor explained the options and gave his recommendations, my father-in-law expressed some regrets on past decisions and asked the doctor if there was anything he could have done differently. The doctor replied, "In situations like this, I always tell my patients to concentrate on what is ahead and not on what was in the past." I believe in the case of Hornepayne's service delivery review, that the good doctor's advice is also very relevant. Let's not look back at the "what if's" or try to attach blame to each of the recommendations to any one person or past decision. Instead let's focus all our attention and energy on what we can do collectively as a Council and staff to improve service delivery for the rate payers of Hornepayne.

Looking at the considerably long list of recommendations, I am sure there are many thoughts going through Council and staff minds, particularly, "How can we possibly undertake all of these recommendations? We just don't have the time or the resources". In the past, when I was Mayor and we were undertaking similar planning exercises, I always expressed the same comments to our consultants and staff:



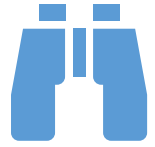
# A Mayor's Perspective

“1) Let the facts lead you to your conclusions and recommendations, 2) Your recommendations should be ambitious, but 3) They must be achievable, and 4) They must be affordable”.

I am hopeful that in terms of this Service Delivery Review, with the proper approach and teamwork, that these same conditions apply to our recommendations.

How do you get started? How do you address the lengthy list of recommendations and goals highlighted in this report? My best advice, is to break the recommendations out into manageable sections, prioritizing what needs to be undertaken first, while acknowledging that it may take several years to get where you want to be.

Looking at the list of recommendations, well over half are related to policy and procedure. Almost all those recommendations have little or no cost, but should result in significant improvement to service delivery, when implemented. These fundamental changes to policy and procedure will set the foundation to be able to tackle some of the more challenging goals.



# A Mayor's Perspective

From my perspective, aside from matters related to policy and procedure, the most important exercise is the undertaking of a Strategic Planning exercise. This is where Hornepayne, including Council, staff and ratepayers, will prioritize what is important to the community and how each of the recommendations in this service delivery review fits into a longer-term plan for success. There must be an understanding that some goals can only be realized when the necessary resources are in place. In the appendices, you can refer to a matrix summarizing all the recommendations, which includes a high-level cost estimate (where applicable) and prioritization.

When it comes to the implementation of these recommendations, remember that Hornepayne as a community, is driving the bus. Decide what is most important to you and how each of these recommendations fits into your strategic goals, service delivery expectations and long-term capital budgets. Good luck. I know you have a team that are both committed and capable of accomplishing great things for the residents of Hornepayne.

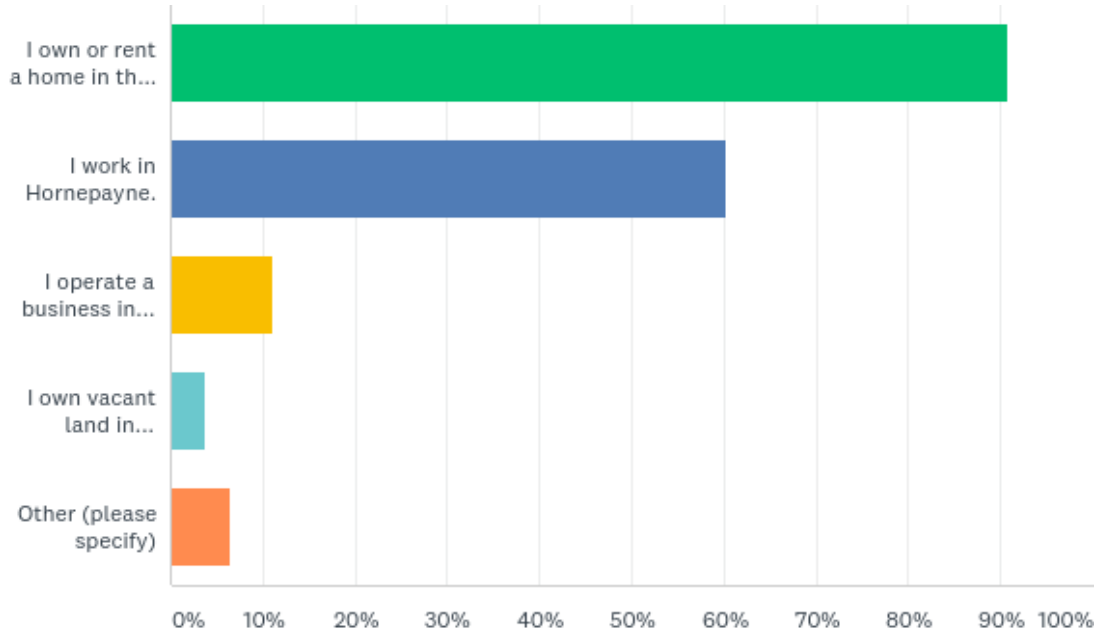
David Reid

# Appendices

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# Appendix 1

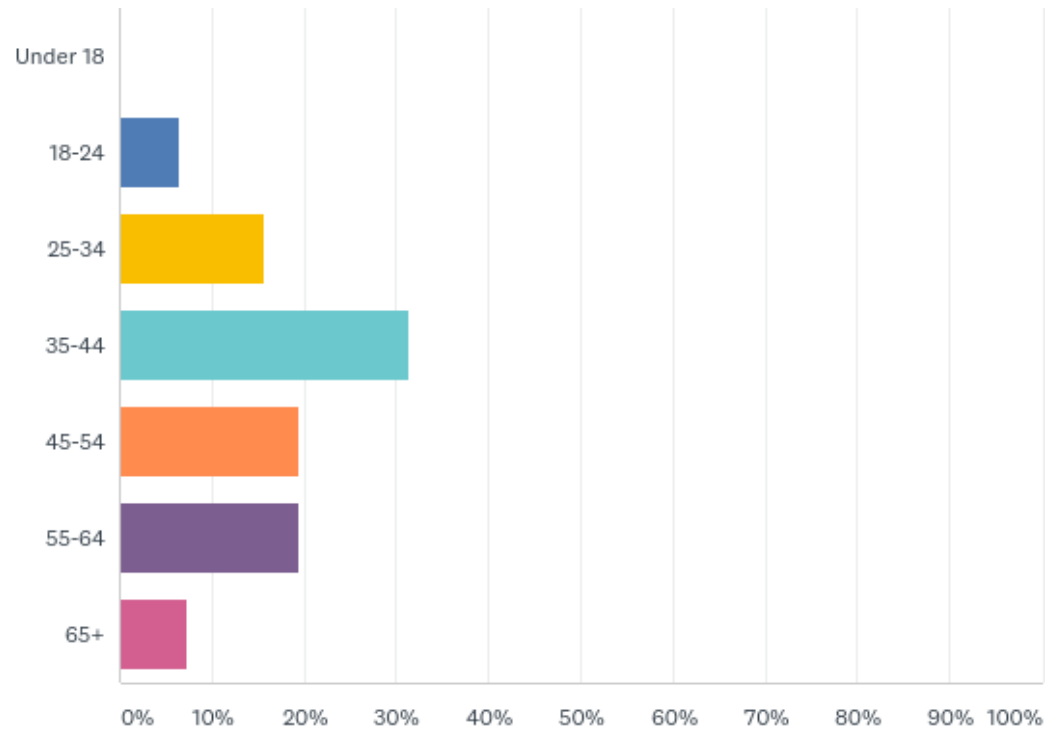
## Online Survey Results



| ANSWER CHOICES                                      | RESPONSES |
|---|-----------|
| I own or rent a home in the Township of Hornepayne. | 90.74% 98 |
| I work in Hornepayne.                               | 60.19% 65 |
| I operate a business in Hornepayne.                 | 11.11% 12 |
| I own vacant land in Hornepayne.                    | 3.70% 4   |
| Other (please specify)                              | 6.48% 7   |
| Total Respondents: 108                              |           |

# Question 1

Please select the answer that best describes your situation. Check as many boxes as are applicable.

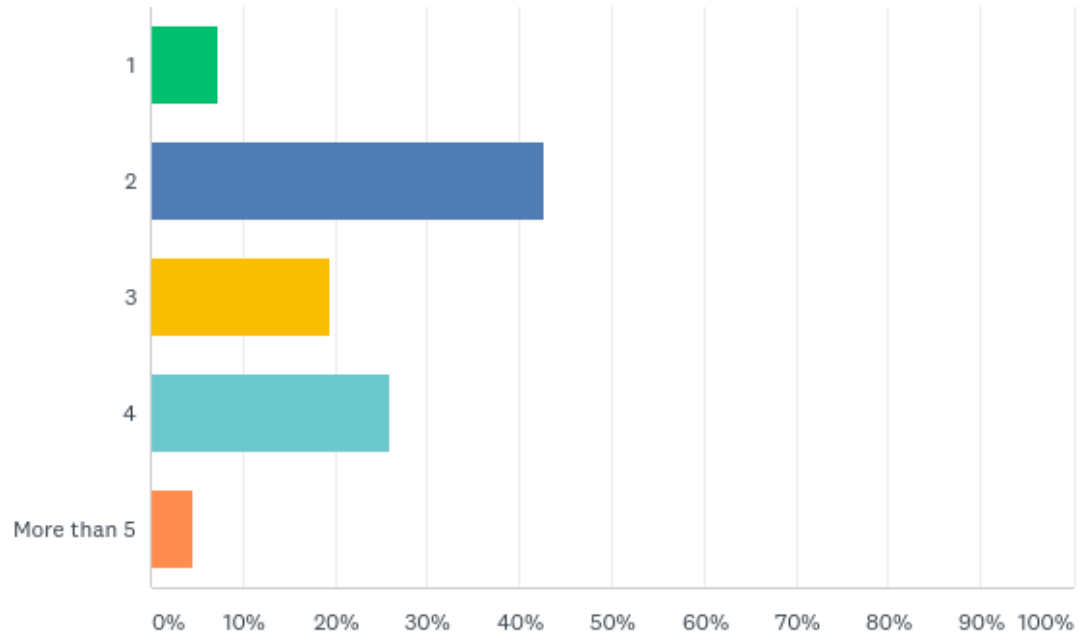


| ANSWER CHOICES | RESPONSES |            |
|----------------|-----------|------------|
| Under 18       | 0.00%     | 0          |
| 18-24          | 6.48%     | 7          |
| 25-34          | 15.74%    | 17         |
| 35-44          | 31.48%    | 34         |
| 45-54          | 19.44%    | 21         |
| 55-64          | 19.44%    | 21         |
| 65+            | 7.41%     | 8          |
| <b>TOTAL</b>   |           | <b>108</b> |

# Question 2

My age is.

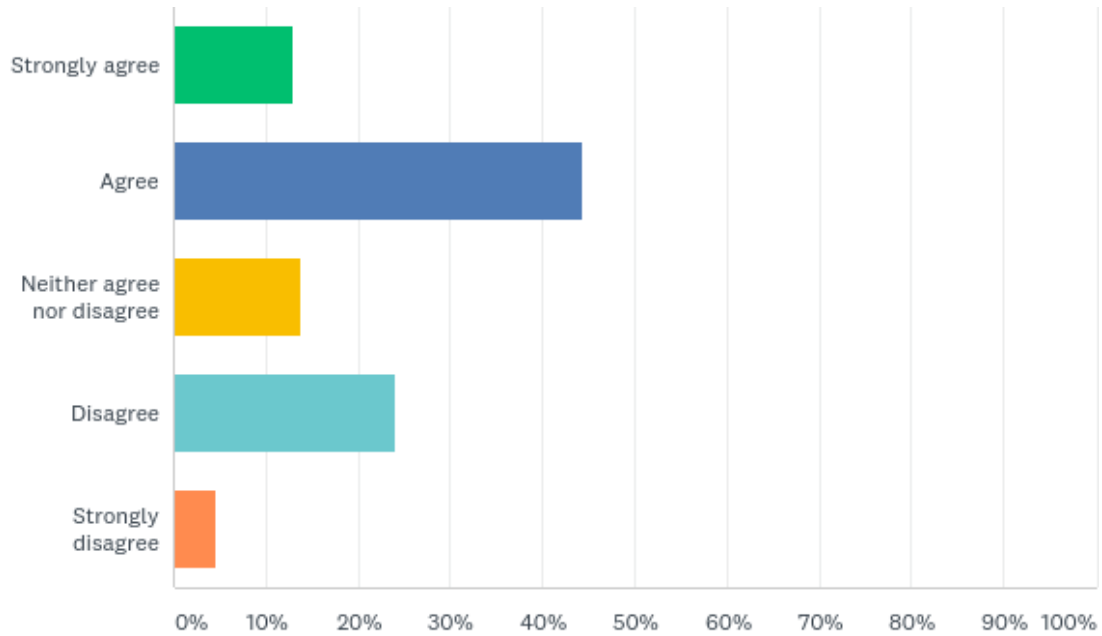




| ANSWER CHOICES         | RESPONSES |
|------------------------|-----------|
| 1                      | 7.41% 8   |
| 2                      | 42.59% 46 |
| 3                      | 19.44% 21 |
| 4                      | 25.93% 28 |
| More than 5            | 4.63% 5   |
| Total Respondents: 108 |           |

# Question 3

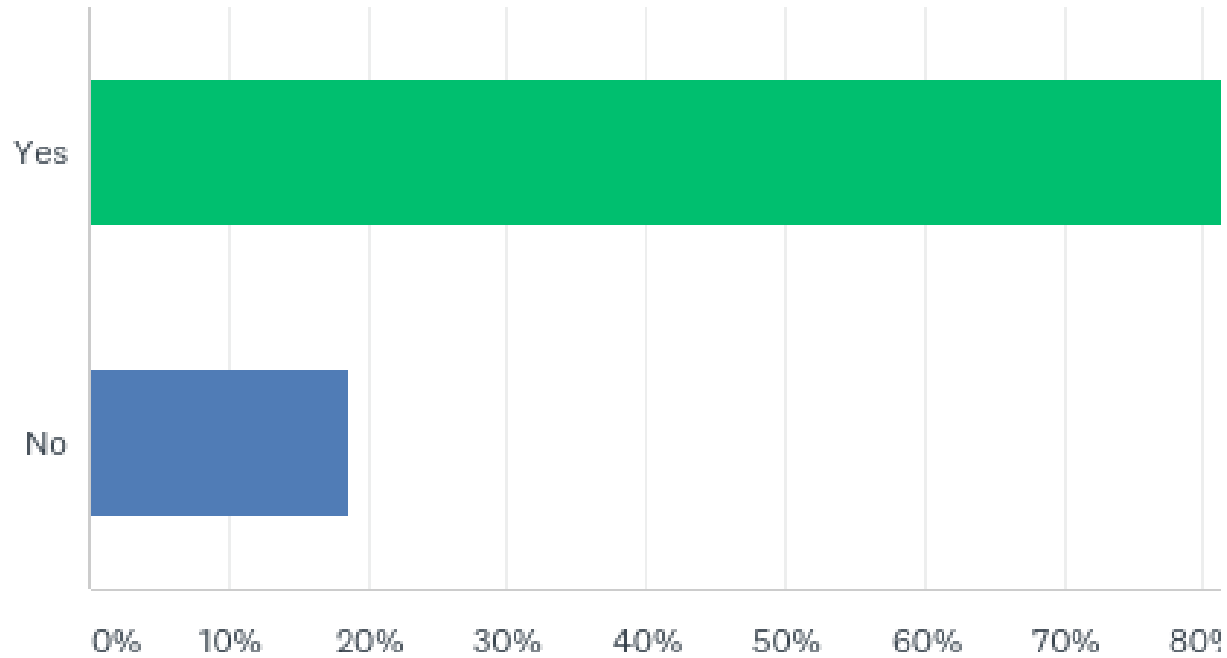
The number of people in my household is.



| ANSWER CHOICES             | RESPONSES |            |
|----------------------------|-----------|------------|
| Strongly agree             | 12.96%    | 14         |
| Agree                      | 44.44%    | 48         |
| Neither agree nor disagree | 13.89%    | 15         |
| Disagree                   | 24.07%    | 26         |
| Strongly disagree          | 4.63%     | 5          |
| <b>TOTAL</b>               |           | <b>108</b> |

# Question 4

It is easy to access the Township's administrative services.



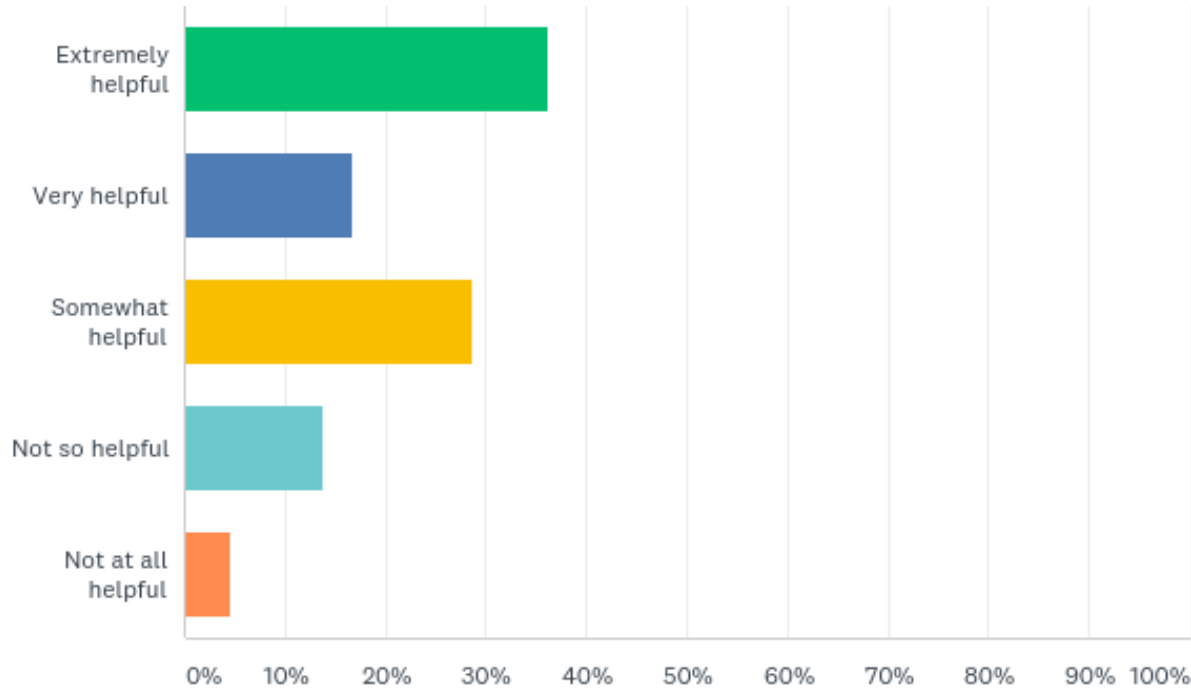
The Township operates a Service Ontario service desk at a cost to local tax payers. Do you feel there is value in continuing to offer this service in light of an additional cost to tax payers?

# Question 5

| ANSWER CHOICES | RESPONSES |     |
|----------------|-----------|-----|
| Yes            | 81.31%    | 87  |
| No             | 18.69%    | 20  |
| TOTAL          |           | 107 |

The Township operates a Service Ontario service desk at a cost to local tax payers. Do you feel there is value in continuing to offer this service in light of an additional cost to tax payers?

# Question 5



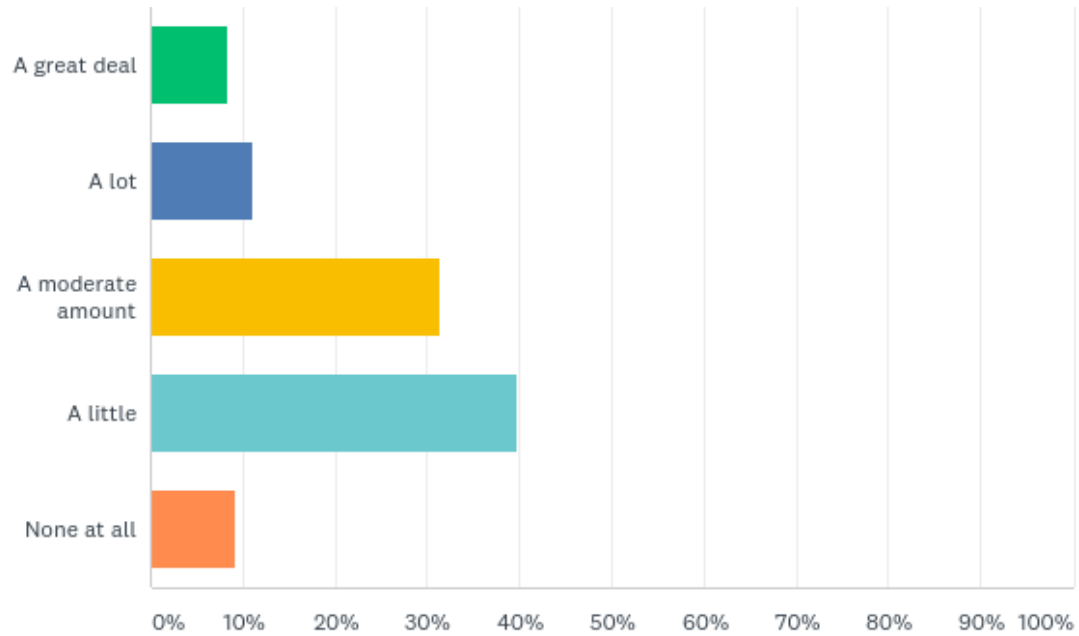
Township offices are currently open to the public between noon and 4pm Monday to Friday. How helpful to you would it be for the Township offices to be open to the public in the mornings as well as afternoons?

# Question 6

| ANSWER CHOICES     | RESPONSES |            |
|--------------------|-----------|------------|
| Extremely helpful  | 36.11%    | 39         |
| Very helpful       | 16.67%    | 18         |
| Somewhat helpful   | 28.70%    | 31         |
| Not so helpful     | 13.89%    | 15         |
| Not at all helpful | 4.63%     | 5          |
| <b>TOTAL</b>       |           | <b>108</b> |

Township offices are currently open to the public between noon and 4pm Monday to Friday. How helpful to you would it be for the Township offices to be open to the public in the mornings as well as afternoons?

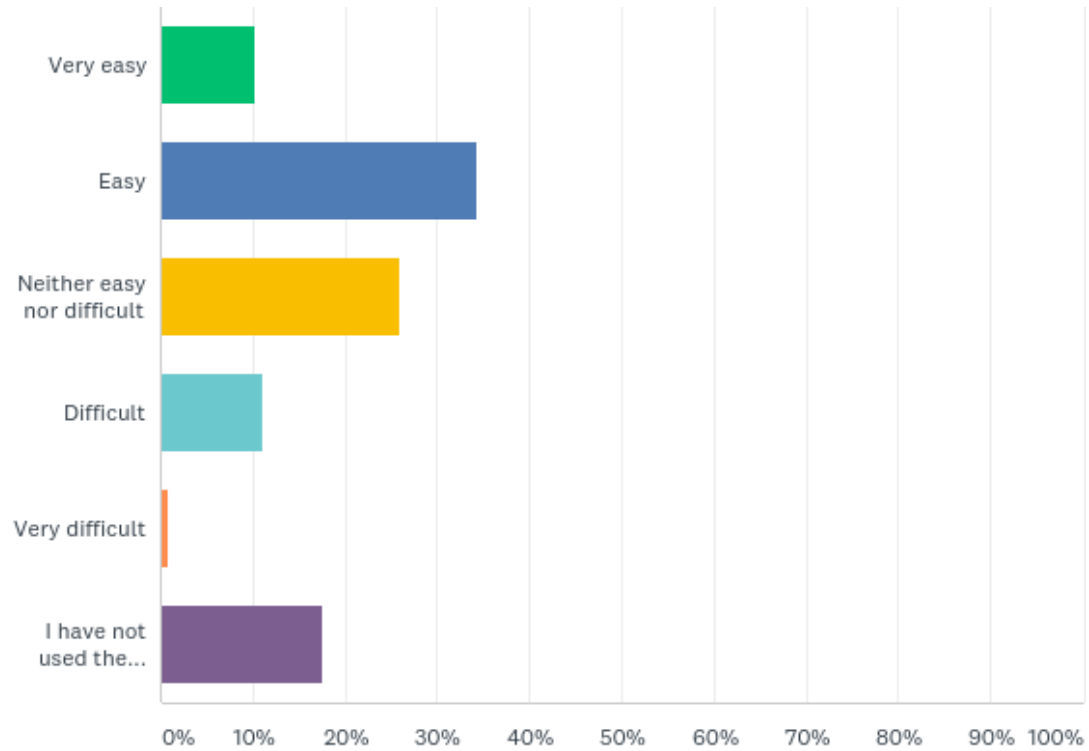
# Question 6



| ANSWER CHOICES         | RESPONSES |    |
|------------------------|-----------|----|
| A great deal           | 8.33%     | 9  |
| A lot                  | 11.11%    | 12 |
| A moderate amount      | 31.48%    | 34 |
| A little               | 39.81%    | 43 |
| None at all            | 9.26%     | 10 |
| Total Respondents: 108 |           |    |

# Question 7

When looking for Township information I visit the Township's website.

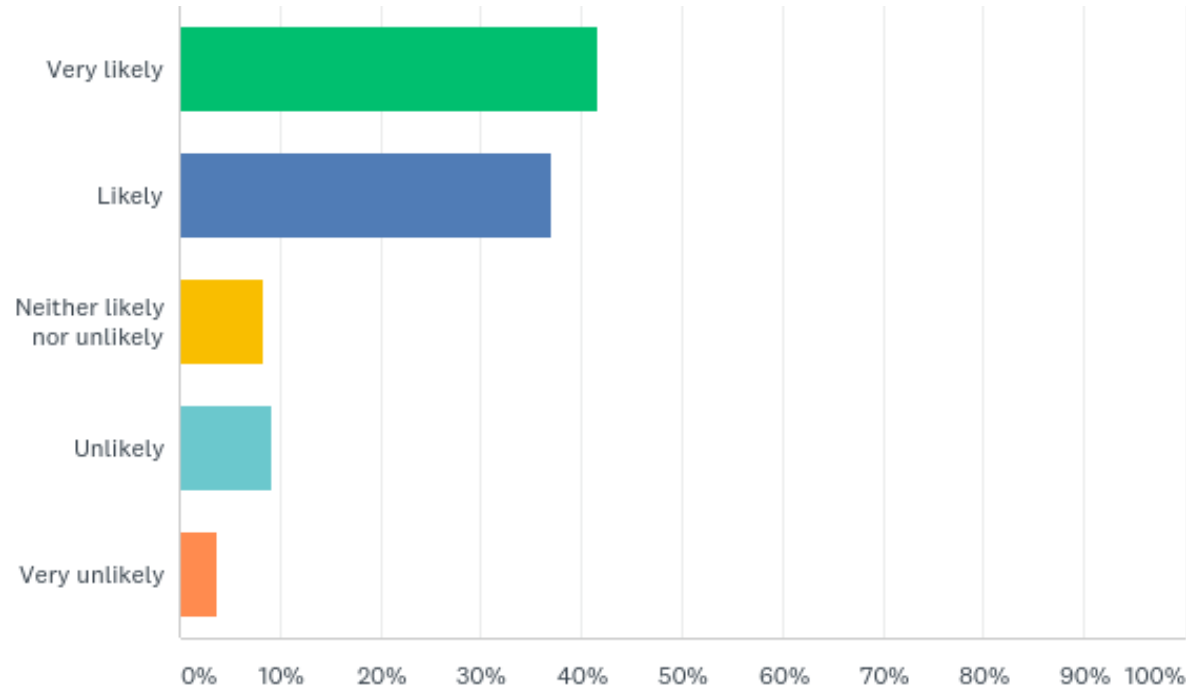


| ANSWER CHOICES                                  | RESPONSES |            |
|---|-----------|------------|
| Very easy                                       | 10.19%    | 11         |
| Easy  | 34.26%    | 37         |
| Neither easy nor difficult                      | 25.93%    | 28         |
| Difficult                                       | 11.11%    | 12         |
| Very difficult                                  | 0.93%     | 1          |
| I have not used the Township's website recently | 17.59%    | 19         |
| <b>TOTAL</b>                                    |           | <b>108</b> |

# Question 8

If you used the Township's website recently how easy was it to find what you are looking for?





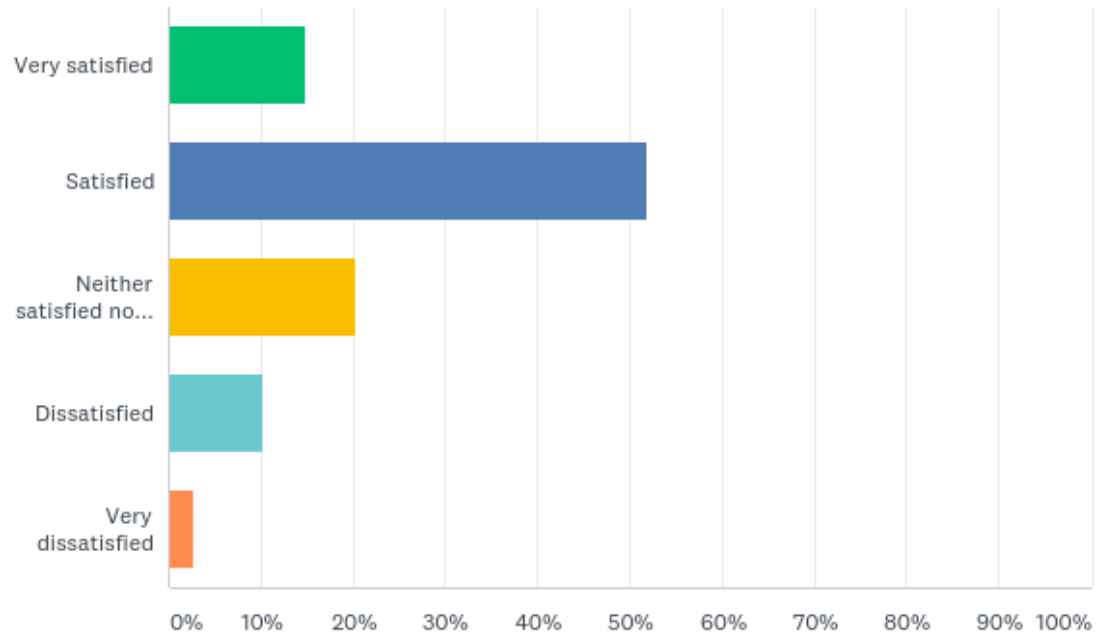
If the Township's website offered more functionality such as for paying bills, submitting service requests or applying for permits or licenses, how likely would you be to use the website for these functions?

# Question 9

| ANSWER CHOICES              | RESPONSES |            |
|-----------------------------|-----------|------------|
| Very likely                 | 41.67%    | 45         |
| Likely                      | 37.04%    | 40         |
| Neither likely nor unlikely | 8.33%     | 9          |
| Unlikely                    | 9.26%     | 10         |
| Very unlikely               | 3.70%     | 4          |
| <b>TOTAL</b>                |           | <b>108</b> |

If the Township's website offered more functionality such as for paying bills, submitting service requests or applying for permits or licenses, how likely would you be to use the website for these functions?

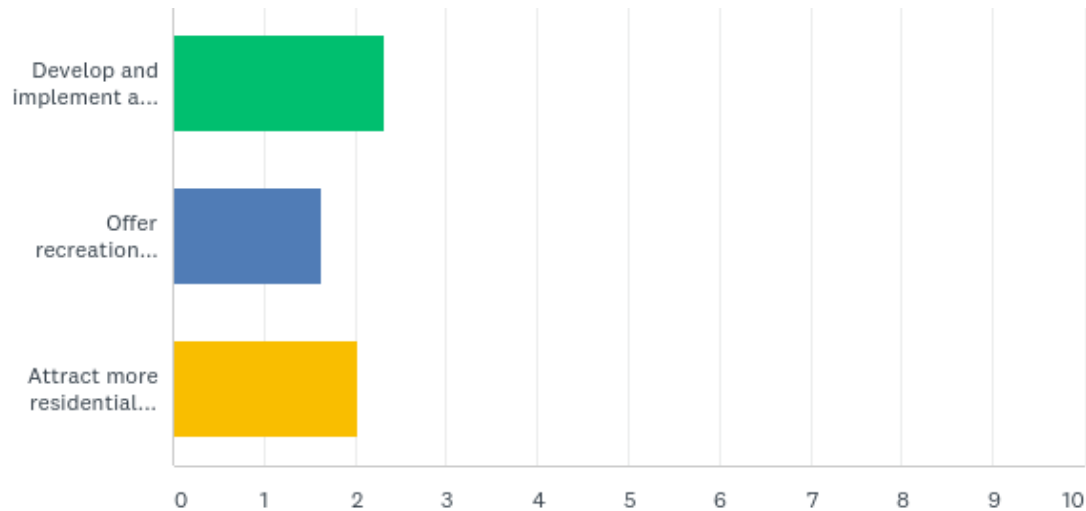
# Question 9



| ANSWER CHOICES                     | RESPONSES |            |
|------------------------------------|-----------|------------|
| Very satisfied                     | 14.81%    | 16         |
| Satisfied                          | 51.85%    | 56         |
| Neither satisfied nor dissatisfied | 20.37%    | 22         |
| Dissatisfied                       | 10.19%    | 11         |
| Very dissatisfied                  | 2.78%     | 3          |
| <b>TOTAL</b>                       |           | <b>108</b> |

# Question 10

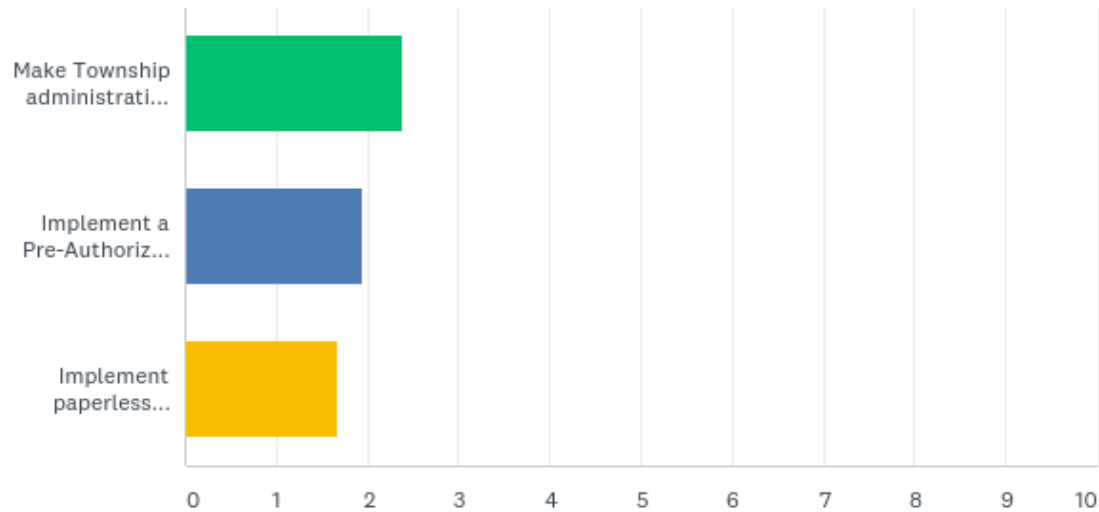
In general, I would describe my overall level of satisfaction with the Township's services as.



|  | 1            | 2            | 3            | TOTAL | SCORE |
|--|--------------|--------------|--------------|-------|-------|
| Develop and implement a business retention and attraction strategy   | 46.30%<br>50 | 40.74%<br>44 | 12.96%<br>14 | 108   | 2.33  |
| Offer recreation programming for all ages on a cost recovery basis through a combination of user fees and taxation | 18.52%<br>20 | 26.85%<br>29 | 54.63%<br>59 | 108   | 1.64  |
| Attract more residential growth  | 35.19%<br>38 | 32.41%<br>35 | 32.41%<br>35 | 108   | 2.03  |

# Question 11

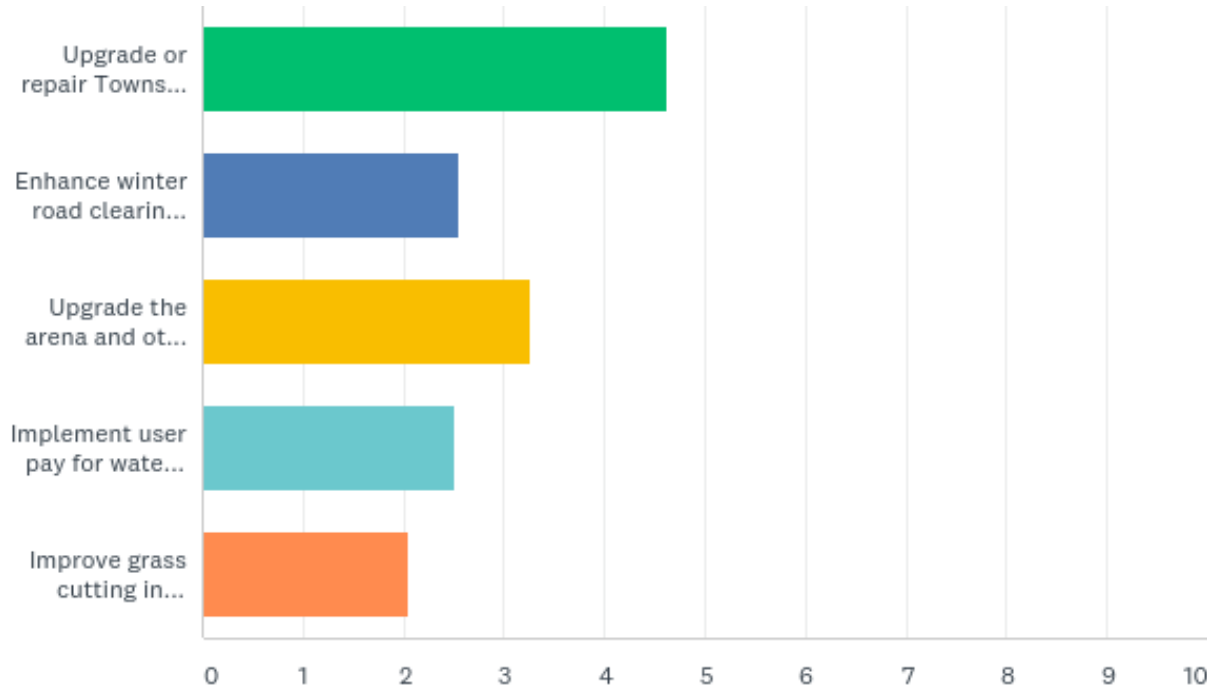
Please rank the following optional soft service priorities for the Township to accomplish over the next four years are.



|  | 1            | 2            | 3            | TOTAL | SCORE |
|--|--------------|--------------|--------------|-------|-------|
| Make Township administrative services more accessible through enhanced website or other technological enhancements | 52.78%<br>57 | 33.33%<br>36 | 13.89%<br>15 | 108   | 2.39  |
| Implement a Pre-Authorized Debit (PAD) system to pay bills such as taxes and water bills                           | 25.93%<br>28 | 41.67%<br>45 | 32.41%<br>35 | 108   | 1.94  |
| Implement paperless billing for tax and water bills  | 21.30%<br>23 | 25.00%<br>27 | 53.70%<br>58 | 108   | 1.68  |

## Question 12

Please rank the following optional service delivery priorities for the Township to accomplish over the next four years are.



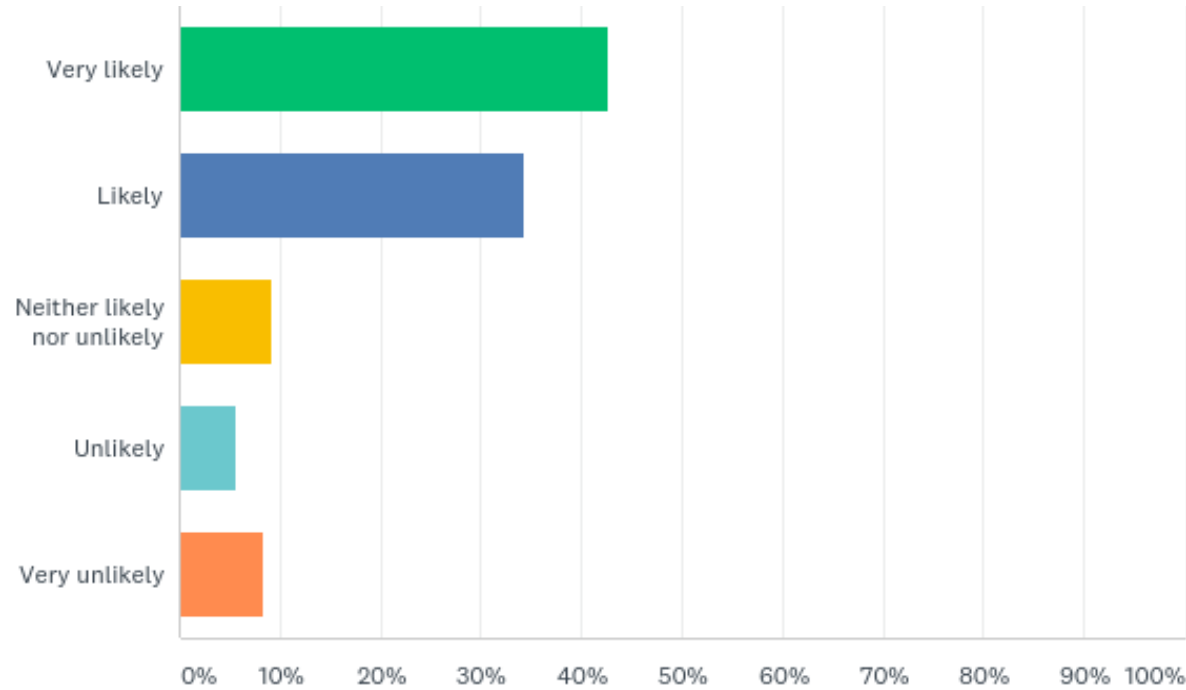
Please rank the following hard service priorities for the Township to accomplish over the next four years are.

# Question 13

|  | 1            | 2            | 3            | 4            | 5            | TOTAL | SCORE |
|--|--------------|--------------|--------------|--------------|--------------|-------|-------|
| Upgrade or repair Township assets such as roads, watermains and sewers                 | 75.00%<br>81 | 16.67%<br>18 | 5.56%<br>6   | 0.93%<br>1   | 1.85%<br>2   | 108   | 4.62  |
| Enhance winter road clearing operations  | 2.78%<br>3   | 20.37%<br>22 | 25.93%<br>28 | 30.56%<br>33 | 20.37%<br>22 | 108   | 2.55  |
| Upgrade the arena and other recreation facilities such as parks                        | 8.33%<br>9   | 37.04%<br>40 | 34.26%<br>37 | 12.96%<br>14 | 7.41%<br>8   | 108   | 3.26  |
| Implement user pay for water utilities through installation of individual water meters | 12.96%<br>14 | 15.74%<br>17 | 14.81%<br>16 | 23.15%<br>25 | 33.33%<br>36 | 108   | 2.52  |
| Improve grass cutting in parks, cemeteries and roadside ditches                        | 0.93%<br>1   | 10.19%<br>11 | 19.44%<br>21 | 32.41%<br>35 | 37.04%<br>40 | 108   | 2.06  |

Please rank the following hard service priorities for the Township to accomplish over the next four years are.

# Question 13



If the Township offered live web streaming of Council meetings the likelihood that I would watch Council meetings is.

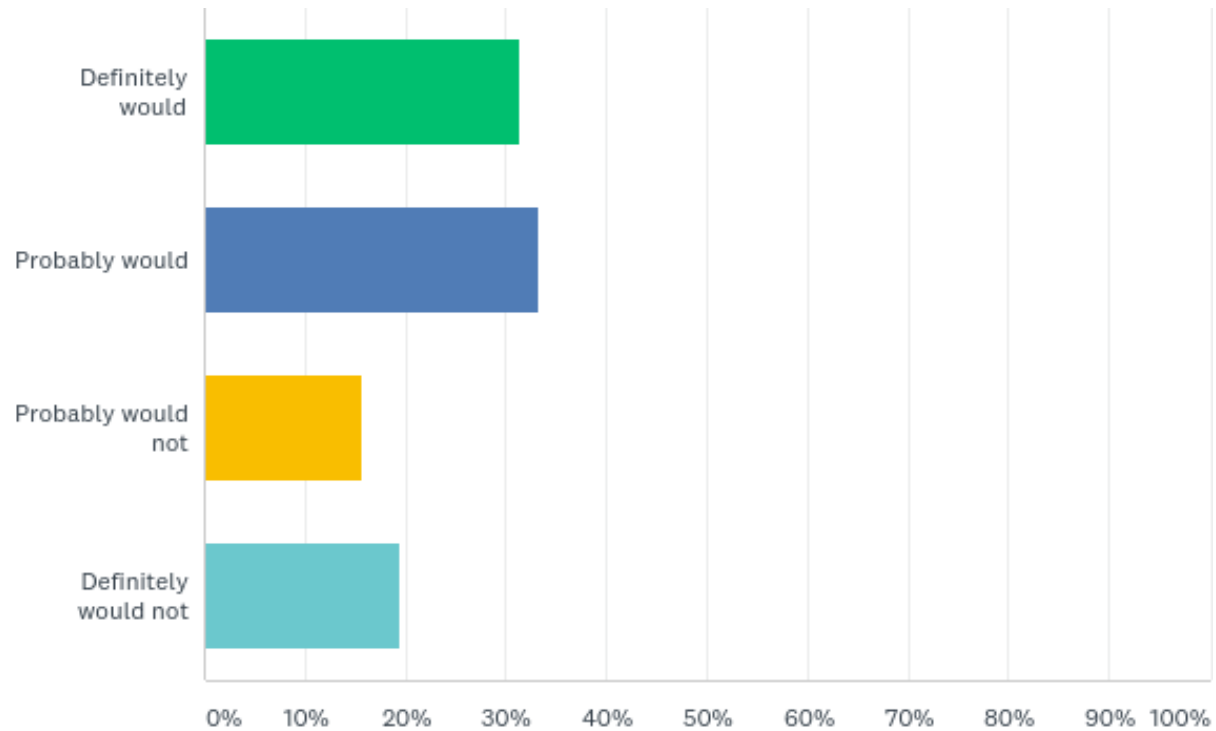
# Question 14



| ANSWER CHOICES              | RESPONSES |    |
|-----------------------------|-----------|----|
| Very likely                 | 42.59%    | 46 |
| Likely                      | 34.26%    | 37 |
| Neither likely nor unlikely | 9.26%     | 10 |
| Unlikely                    | 5.56%     | 6  |
| Very unlikely               | 8.33%     | 9  |
| Total Respondents: 108      |           |    |

If the Township offered live web streaming of Council meetings the likelihood that I would watch Council meetings is.

# Question 14



Would you support a moderate increase in taxes or user fees of 1 to 2% if it resulted in noticeable improvements to municipal services, such as improved roads, parks or Fire Services?

# Question 15

| ANSWER CHOICES       | RESPONSES |            |
|----------------------|-----------|------------|
| Definitely would     | 31.48%    | 34         |
| Probably would       | 33.33%    | 36         |
| Probably would not   | 15.74%    | 17         |
| Definitely would not | 19.44%    | 21         |
| <b>TOTAL</b>         |           | <b>108</b> |

Would you support a moderate increase in taxes or user fees of 1 to 2% if it resulted in noticeable improvements to municipal services, such as improved roads, parks or Fire Services?

# Question 15

# Appendix 2

## Recommendations Matrix

| Topic No. | Topic Description                                   | Reference Page | Estimated Probable Cost |        | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|-------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           |   |                | Initial                 | Future |                   |                  |                            |                     |
|           | <b>Administration - General</b>                     |                |                         |        |                   |                  |                            |                     |
| AG-01     | Green (Service Request) Forms                       | 20             | 0                       | 0      | (2) (3)           | (3)              | (1)                        |                     |
| AG-02     | Senior Management Team Meetings (SMT)               | 22             | 0                       | 0      | (1) (2) (3)       | (2)              | (1)                        |                     |
| AG-03     | Service Hours - Town Hall                           | 24             | 0                       | 0      | (1)               | (3)              | (1)                        |                     |
| AG-04     | Service Hours - Service Ontario                     | 26             | 0                       | 0      | (2)               | (3)              | (1)                        |                     |
| AG-05     | Delegation of Authority By-Law                      | 27             | ST                      | 0      | (2) (3)           | (2)              | (1)                        |                     |
| AG-06     | General Communication between Internal Stakeholders | 28             | 0                       | 0      | (1) (2) (3)       | (1)              | (1)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description              | Reference Page | Estimated Probable Cost |        | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|--------------------------------|----------------|-------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           |                                |                | Initial                 | Future |                   |                  |                            |                     |
|           | <b>Administration - Clerks</b> |                |                         |        |                   |                  |                            |                     |
| AC-01     | Procedure By-Law               | 29             | ST                      | 0      | (2)               | (2)              | (1)                        |                     |
| AC-02     | iCompass Software Use          | 30             | 0                       | 0      | (2) (3)           | (2)              | (1)                        |                     |
| AC-03     | Council Agenda Preparation     | 31             | 0                       | 0      | (2) (3)           | (2)              | (1)                        |                     |
| AC-04     | Council Agenda Size and Format | 32             | ST/\$1,000              | 0      | (2) (3)           | (2)              | (1)                        |                     |
| AC-05     | Council Agenda Items           | 34             | ST                      | 0      | (2) (3)           | (2)              | (1)                        |                     |
| AC-06     | Council Minutes                | 36             | \$500                   | 0      | (2) (3)           | (2)              | (1)                        |                     |
| AC-07     | Duplicate Records              | 37             | 0                       | 0      | (2) (3)           | (2)              | (1)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description                               | Reference Page | Estimated Probable Cost |        | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|-------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           |   |                | Initial                 | Future |                   |                  |                            |                     |
|           | <b>Administration - Clerks</b>                  |                |                         |        |                   |                  |                            |                     |
| AC-08     | Identifiable Individuals                        | 38             | 0                       | 0      | (1)               | (1)              | (1)                        |                     |
| AC-09     | Records Retention By-Law                        | 39             | 0                       | 0      | (1) (2)           | (2)              | (1)                        |                     |
| AC-10     | Council Agenda Forecasts (Advance Radar)        | 40             | 0                       | 0      | (2)               | (2)              | (1)                        |                     |
| AC-11     | Routine Disclosure/Active Dissemination (RD/AD) | 41             | ST                      | 0      | (1) (2) (3)       | (3)              | (1)                        |                     |
| AC-12     | Bulk Agenda Items - Carrying on Consent         | 42             | 0                       | 0      | (2)               | (2)              | (1)                        | AC-01               |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description                             | Reference Page | Estimated Probable Cost Initial | Future | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|---------------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Administration - Finance</b>               |                |                                 |        |                   |                  |                            |                     |
| AF-01     | Procurement By-Law                            | 43             | ST/\$500                        | 0      | (1) (3)           | (2)              | (1)                        |                     |
| AF-02     | Bundle Capital Projects                       | 44             | 0                               | 0      | (2) (3)           | (2)              | (1)                        |                     |
| AF-03     | Budget Information                            | 45             | ST                              | 0      | (2)               | (1)              | (1)                        |                     |
| AF-04     | Budget Preparation and Approval Timelines     | 46             | ST                              | 0      | (2)               | (2)              | (1)                        |                     |
| AF-05     | Long Range Capital Forecasts                  | 48             | ST                              | 0      | (2) (3)           | (1)              | (1)                        | AM-01,02,03,04      |
| AF-06     | 80% Discretionary Spending Rule               | 50             | 0                               | 0      | (3)               | (2)              | (1)                        |                     |
| AF-07     | Financial Information Returns (FIR)           | 51             | ST                              | ST     | (3)               | (3)              | (1)                        |                     |
| AF-08     | Comprehensive Reserve and Reserve Fund Policy | 52             | ST                              | 0      | (3)               | (1)              | (1)                        |                     |
| AF-09     | Levy Stabilization Reserve                    | 53             | 0                               | 0      |                   | (2)              | (1)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |



| Topic No. | Topic Description                                | Reference Page | Estimated Probable Cost Initial | Future | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|--|----------------|---------------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Administration - Finance</b>                  |                |                                 |        |                   |                  |                            |                     |
| AF-10     | Electronic Payment of Vendors (Accounts Payable) | 54             | 0                               | 0      | (2) (3)           | (3)              | (1)                        |                     |
| AF-11     | Pre-Authorized Debit (PAD) Accounts Receivable   | 55             | 0                               | 0      | (2) (3)           | (3)              | (1)                        |                     |
| AF-12     | Water and Waste Water Rates                      | 56             | \$20,000                        | 0      | (1)               | (2)              | (3)                        |                     |
| AF-13     | Comprehensive User Fee Study                     | 57             | ST                              | 0      | (1) (3)           | (2)              | (2)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description                  | Reference Page | Estimated Probable Cost |             | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|------------------------------------|----------------|-------------------------|-------------|-------------------|------------------|----------------------------|---------------------|
|           |                                    |                | Initial                 | Future      |                   |                  |                            |                     |
|           | <b>Administration - Technology</b> |                |                         |             |                   |                  |                            |                     |
| AT-01     | Electronic Records Management      | 59             | ST/\$27,000             | \$1,800/yr. | (1) (2) (3)       | (2)              | (3)                        |                     |
| AT-02     | Township Website                   | 61             | ST/\$3,500              | 0           | (1) (2) (3)       | (3)              | (2)                        |                     |
| AT-03     | IT Support                         | 62             | ST                      | 0           | (2) (3)           | (3)              | (2)                        |                     |
| AT-04     | Ontario 211                        | 63             | ST                      | 0           | (1) (2) (3)       | (2)              | (1)                        |                     |
| AT-05     | Streaming Council Meetings         | 65             | \$10,000                | \$3,000/yr. | (1)               | (3)              | (2)                        |                     |
| AT-06     | Tele/Video Conference Capabilities | 66             | incl. above             | Incl. above | (2) (3)           | (3)              | (2)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description                         | Reference Page | Estimated Probable Cost Initial | Estimated Probable Cost Future | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|---------------------------------|--------------------------------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Asset Management</b>                   |                |                                 |                                |                   |                  |                            |                     |
| AM-01     | Asset Management Plan (AMP)               | 68             | ST                              | 0                              | (2) (3)           | (1)              | (1)                        | AM-02               |
| AM-02     | Asset Management Policy                   | 69             | ST                              | 0                              | (2) (3)           | (1)              | (1)                        |                     |
| AM-03     | Vehicles and Equipment Replacement Policy | 70             | ST                              | 0                              | (1) (2) (3)       | (2)              | (2)                        |                     |
| AM-04     | Buildings and Properties                  | 71             | ST/\$23,000                     | TBD                            | (1) (2) (3)       | (1)              | (1)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description                 | Reference Page | Estimated Probable Cost |        | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|-----------------------------------|----------------|-------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           |                                   |                | Initial                 | Future |                   |                  |                            |                     |
|           | <b>Council</b>                    |                |                         |        |                   |                  |                            |                     |
| C-01      | Public Advisory Committees        | 76             | 0                       | 0      | (2) (3)           | (2)              | (2)                        | HR-01               |
| C-02      | Effective Council-Staff Relations | 78             | ST                      | 0      | (1) (2) (3)       | (1)              | (1)                        |                     |
| C-03      | Council Training                  | 79             | ST/\$5,000              | 0      | (2)               | (2)              | (1)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description                                    | Reference Page | Estimated Probable Cost Initial | Future      | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|--|----------------|---------------------------------|-------------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Economic Development</b>                          |                |                                 |             |                   |                  |                            |                     |
| ED-01     | Economic Development Officer (EDO)                   | 81             | funded 3yrs                     | funded 3yrs | (1) (3)           | (2)              | (1)                        |                     |
| ED-02     | MPAC Property Valuations                             | 82             | ST                              | TBD         | (1) (3)           | (2)              | (1)                        |                     |
| ED-03     | Community Improvement Plan                           | 83             | ST/\$20,000                     | TBD         | (1) (3)           | (2)              | (2)                        | ED-01               |
| ED-04     | Community Improvements/First Impressions             | 84             | TBD                             | TBD         | (1) (2) (3)       | (1)              | (2)                        |                     |
| ED-05     | Market Gap Survey                                    | 86             | ST/\$20,000                     | 0           | (1) (3)           | (2)              | (2)                        | ED-01               |
| ED-06     | Branding Exercise                                    | 88             | ST/\$10,000                     | 0           | (1) (3)           | (2)              | (2)                        | ED-01               |
| ED-07     | Official Plan (OP) Update                            | 89             | ST/\$35,000                     | 0           | (1)               | (2)              | (3)                        | ED-01               |
| ED-08     | Online Business and Available Properties Registry    | 90             | ST/\$3,000                      | 0           | (1) (3)           | (3)              | (2)                        |                     |
| ED-09     | Social Media-Marketing the Township Locally & Beyond | 91             | ST                              | 0           | (1) (3)           | (2)              | (2)                        | ED-03,04,05,06      |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description   | Reference Page | Estimated Probable Cost |              | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|-------------------------|--------------|-------------------|------------------|----------------------------|---------------------|
|           |   |                | Initial                 | Future       |                   |                  |                            |                     |
|           | <b>Fire Department</b>                                    |                |                         |              |                   |                  |                            |                     |
| FD-01     | Fire Underwriters Survey (FUS)                            | 93             | ST                      | TBD          | (1) (2)           | (1)              | (1)                        |                     |
| FD-02     | Fire Master Plan  | 94             | ST/\$35,000             | TBD          | (1) (2)           | (2)              | (3)                        | FD-01               |
| FD-03     | Firefighter Bunker Gear                                   | 95             | \$50,000                | TBD          | (1) (2)           | (1)              | (1)                        |                     |
| FD-04     | Fire Chief inclusion with Senior Management (& Township)  | 96             | 0                       | 0            | (1) (2)           | (2)              | (1)                        |                     |
| FD-05     | Fire Documentation & Special Records (software & support) | 97             | ST/\$14,000             | \$1,900/yr.  | (2)               | (3)              | (3)                        | FD-14               |
| FD-06     | Member Participation                                      | 98             | ST                      | 0            | (1) (2)           | (2)              | (1)                        |                     |
| FD-07     | NFPA Training and Training Records                        | 99             | \$15,000                | \$15,000/yr. | (1)               | (2)              | (2)                        |                     |
| FD-08     | Establishing and Regulating By-Law                        | 100            | ST                      | 0            | (1) (2)           | (2)              | (1)                        | FD-14               |
| FD-09     | Inspection Program  | 101            | ST                      | ST           | (1)               | (2)              | (2)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description   | Reference Page | Estimated Probable Cost Initial | Future | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|---------------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Fire Department</b>  |                |                                 |        |                   |                  |                            |                     |
| FD-10     | Education Program   | 102            | ST                              | ST     | (1)               | (2)              | (2)                        |                     |
| FD-11     | Fire Apparatus and Equipment                                  | 103            | ST                              | TBD    | (1) (2)           | (2)              | (2)                        | FD-01,02            |
| FD-12     | Std Operating Procedures(SOP) & Std Operating Guidelines(SOG) | 104            | ST                              | 0      | (1) (2)           | (1)              | (1)                        | FD-14               |
| FD-13     | Fire Flows  | 105            | \$10,000                        | TBD    | (1) (2)           | (2)              | (1)                        | PW-03               |
| FD-14     | Fire Chief  | 107            | \$35,000                        | 0      | (1) (2)           | (2)              | (2)                        |                     |
| FD-15     | Fire Risk Assessments   | 108            | ST                              | ST     | (1) (2)           | (2)              | (2)                        | FD-14               |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description           | Reference Page | Estimated Probable Cost Initial | Future       | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|-----------------------------|----------------|---------------------------------|--------------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Human Resources</b>      |                |                                 |              |                   |                  |                            |                     |
| HR-01     | Organizational Design       | 110            | ST                              | 0            | (1) (2) (3)       | (1)              | (1)                        | HR-01               |
| HR-02     | Succession Plan             | 111            | ST                              | 0            | (1) (2) (3)       | (1)              | (1)                        | HR-02               |
| HR-03     | Cross Training              | 112            | ST                              | 0            | (1) (2) (3)       | (1)              | (1)                        | HR-03               |
| HR-04     | Deputy Treasurer            | 113            | \$2,000                         | TBD          | (1) (2)           | (2)              | (1)                        | HR-04               |
| HR-05     | Overtime                    | 114            | 0                               | \$20,000/yr. | (1) (2)           | (2)              | (1)                        | HR-06               |
| HR-06     | Senior Management Mentoring | 116            | TBD                             | 0            | (1) (2)           | (2)              | (1)                        | HR-07               |
| HR-07     | Client Services Training    | 117            | ST/\$3,500                      | 0            | (1) (2)           | (2)              | (1)                        | HR-08               |
| HR-08     | Employee Training           | 118            | ST                              | ST           | (1) (2) (3)       | (2)              | (1)                        | HR-09               |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |



| Topic No. | Topic Description                   | Reference Page | Estimated Probable Cost |             | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|-------------------------------------|----------------|-------------------------|-------------|-------------------|------------------|----------------------------|---------------------|
|           |                                     |                | Initial                 | Future      |                   |                  |                            |                     |
|           | <b>Human Resources</b>              |                |                         |             |                   |                  |                            |                     |
| HR-09     | Annual and Regular Employee Reviews | 119            | ST                      | ST          | (2)               | (2)              | (1)                        |                     |
| HR-10     | Public Works Supervisor #1          | 120            | ST/\$8,000              | \$1,000/yr. | (2) (3)           | (3)              | (2)                        |                     |
| HR-11     | Public Works Supervisor #2          | 121            | \$5,000                 | \$5,000/yr. | (1) (2) (3)       | (2)              | (1)                        |                     |
| HR-12     | Public Works Supervisor #3          | 123            | 0                       | \$5,000/yr. | (1) (2) (3)       | (3)              | (1)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description   | Reference Page | Estimated Probable Cost Initial | Future | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|---------------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Public Works</b>                                       |                |                                 |        |                   |                  |                            |                     |
| PW-01     | Landfill Site   | 125            | ST                              | TBD    | (1) (3)           | (1)              | (1) (3)                    |                     |
| PW-02     | Garbage Transfer Station                                  | 127            | ST                              | 0      | (2) (3)           | (3)              | (2)                        |                     |
| PW-03     | Public Works Administrative Trailer                       | 128            | \$5,000                         | 0      | (2)               | (2)              | (1)                        | PW-05               |
| PW-04     | Asphalt Hot Box   | 130            | \$40,000                        | 0      | (1) (2) (3)       | (3)              | (3)                        |                     |
| PW-05     | Coordination of Road Surface & Underground Rehabilitation | 131            | 0                               | 0      | (1) (2) (3)       | (1)              | (2)                        | AM-01               |
| PW-06     | Shovel Excavator  | 132            | ST                              | TBD    | (1) (2) (3)       | (3)              | (1) (3)                    |                     |
| PW-07     | Airport Operations  | 134            | ST                              | 0      | (2) (3)           | (2)              | (1)                        |                     |
| PW-08     | Water & Waste Water Master Plan                           | 135            | ST/\$50,000                     | TBD    | (1) (2)           | (2)              | (3)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description            | Reference Page | Estimated Initial | Probable Future Cost | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|------------------------------|----------------|-------------------|----------------------|-------------------|------------------|----------------------------|---------------------|
|           | <b>Recreation Department</b> |                |                   |                      |                   |                  |                            |                     |
| RD-01     | Reciprocal Agreements        | 137            | ST                | 0                    | (1) (2) (3)       | (3)              | (1)                        | RD-01               |
| RD-02     | Fewer Parks, Done Better     | 138            | 0                 | 0                    | (1) (2) (3)       | (2)              | (1)                        | RD-02               |
| RD-03     | Fitness Room Memberships     | 139            | \$4,000           | 0                    | (2) (3)           | (3)              | (3)                        | RD-03               |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description         | Reference Page | Estimated Probable Cost |   | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---------------------------|----------------|-------------------------|---|-------------------|------------------|----------------------------|---------------------|
|           | <b>Risk Management</b>    |                |                         |   |                   |                  |                            |                     |
| RM-01     | Risk Management Training  | 141            | ST                      | 0 | (3)               | (2)              | (1)                        |                     |
| RM-02     | Driver's Abstracts        | 142            | ST                      | 0 | (1)               | (3)              | (1)                        |                     |
| RM-03     | GPS for Vehicles          | 143            | ST/\$9,000              | 0 | (1) (2) (3)       | (3)              | (3)                        |                     |
| RM-04     | Access to Arena           | 144            | 0                       | 0 |                   | (1)              | (1)                        |                     |
| RM-05     | IT Disaster Recovery Plan | 145            | ST/\$6,000              | 0 | (2)               | (1)              | (1)                        |                     |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

| Topic No. | Topic Description                               | Reference Page | Estimated Probable Cost |        | Expected Benefits | Priority Ranking | Recommended Implementation | Prerequisite Topics |
|-----------|---|----------------|-------------------------|--------|-------------------|------------------|----------------------------|---------------------|
|           |   |                | Initial                 | Future |                   |                  |                            |                     |
|           | <b>Strategic, Master and Long-Term Planning</b> |                |                         |        |                   |                  |                            |                     |
| SP-01     | Term of Council Strategic Plan                  | 149            | ST/\$15,000             | 0      | (1) (2) (3)       | (1)              | (1)                        | SP-01               |
| SP-02     | Master Plan Approach                            | 150            | ST                      | TBD    | (1) (2) (3)       | (1)              | (2)                        | SP-02               |
| SP-03     | Annual Department Work Plans                    | 151            | ST                      | ST     | (1) (2) (3)       | (1)              | (1)                        | SP-03               |

| Expected Benefits:           | Priority Ranking:             | Recommended Implementation:     |
|------------------------------|-------------------------------|---------------------------------|
| (1) Enhanced Services        | (1) Considered Critical       | (1) Within 1st Year             |
| (2) Improved Efficiency      | (2) Considered Very Important | (2) Within this Term of Council |
| (3) Anticipated Cost Benefit | (3) Considered Important      | (3) Per Council Priority        |

# Appendix 3

## Municipal Workforce Comparators

| Municipality  | Population | Households | Admin      |          |          | Fire |    |    | Public Works |    |          | Parks & Rec |    |          | Other |    |    | Total     |          |          |
|---|------------|------------|------------|----------|----------|------|----|----|--------------|----|----------|-------------|----|----------|-------|----|----|-----------|----------|----------|
|   |            |            | FT         | PT       | SE       | FT   | PT | SE | FT           | PT | SE       | FT          | PT | SE       | FT    | PT | SE | FT        | PT       | SE       |
| Municipality of Huron Shores                        | 1664       | 1253       | 7          |          |          | 1    |    |    | 5            | 6  |          |             |    | 6        |       |    |    | 13        | 6        | 6        |
| Municipality of Wawa                                | 2610       | 1451       | 11         |          | 1        |      |    |    | 14           | 5  | 9        | 5           | 6  | 18       | 1     |    |    | 31        | 11       | 28       |
| Town of Blind River                                 | 3472       | 2396       | 7          |          | 1        | 1    | 20 |    | 9            |    | 6        | 6           |    | 23       | 4     | 3  | 3  | 27        | 23       | 33       |
| Town of Bruce Mines                                 | 566        | 307        | 3          |          |          |      |    |    | 1            |    |          |             |    |          | 1     |    |    | 5         |          |          |
| Town of Thessalon                                   | 1286       | 627        | 4          | 1        |          |      |    |    | 3            |    |          | 2           | 1  | 9        |       |    | 5  | 9         | 2        | 14       |
| Twp of Dubreuilville                                | 613        | 310        | 4          | 1        |          |      | 1  |    | 1            | 1  |          | 1           | 1  |          |       |    | 2  | 6         | 4        | 2        |
| Twp of Hilton                                       | 307        | 371        | 1          | 1        |          |      |    |    | 1            | 1  |          |             |    |          |       |    |    | 2         | 2        |          |
| <b>Twp of Hornepayne</b>                            | <b>980</b> | <b>514</b> | <b>5+1</b> | <b>2</b> | <b>1</b> |      |    |    | <b>4</b>     |    | <b>5</b> | <b>1</b>    |    | <b>3</b> |       |    |    | <b>11</b> | <b>2</b> | <b>9</b> |
| Twp of Jocelyn                                      | 313        | 340        | 1          | 1        |          |      |    |    |              |    |          |             | 1  |          |       | 1  |    | 1         | 3        |          |
| Twp of Johnson                                      | 584        | 528        | 3          | 2        |          | 8    |    |    | 3            |    |          |             | 1  | 2        |       |    |    | 14        | 3        | 2        |
| Twp of Laird  | 1109       | 550        | 3          |          |          |      |    |    | 2            |    |          |             | 2  | 5        |       |    |    | 5         | 2        | 5        |
| Twp of Macdonald, Meredith & Aberdeen<br>Additional | 1609       | 827        | 3          |          | 1        |      |    |    | 2.5          | 1  |          | 2           | 2  | 6        | 0.5   | 3  |    | 8         | 6        | 7        |
| Twp of the North Shore                              | 497        | 367        | 3          |          |          |      | 10 |    | 1            |    |          |             |    | 2        |       | 1  |    | 4         | 11       | 2        |
| Twp of Plummer Additional                           | 660        | 537        | 3          | 1        | 2        |      |    |    | 3            | 1  | 2        |             |    | 1        |       |    | 1  | 6         | 2        | 6        |
| Twp of Prince                                       | 1010       | 459        | 3          |          |          |      |    |    |              | 2  | 2        |             |    | 2        |       |    | 1  | 3         | 2        | 6        |
| Twp of Spanish                                      | 712        | 437        | 3          | 1        |          |      |    |    | 3            | 1  | 1        |             |    | 2        |       | 1  | 6  | 6         | 3        | 9        |
| Twp of St. Joseph                                   | 1240       | 964        | 3.5        |          |          |      | 2  |    | 3            |    | 3        |             |    | 6        | 2.5   | 10 |    | 9         | 12       | 9        |
| Twp of Tarbutt & Tarbutt Additional                 | 430        | 358        | 2          |          |          |      |    |    | 1            | 1  |          |             |    |          |       | 3  |    | 3         | 4        |          |
| Twp of White River                                  | 645        | 411        | 4          | 1        |          |      |    |    | 2            | 1  |          |             | 1  | 4        | 2     | 1  |    | 8         | 4        | 4        |
| Village of Hilton Beach                             | 168        | 154        | 1          | 1        |          |      |    |    |              |    |          |             | 2  | 4        |       | 2  |    | 1         | 5        | 4        |

# Appendix 4

## Municipal Hours of Work Comparators



| Municipality                                     | Population | Hours of Operation   | Comments         |
|--|------------|----------------------|------------------|
| Municipality of Huron Shores                     | 1723       | 8:30 to 4:30         |                  |
| Municipality of Wawa                             | 2975       | 8:30 to 4:30         |                  |
| Town of Blind River                              | 3472       | 9:30 to 4:30         |                  |
| Town of Bruce Mines                              | 566        | 8:30 to 4:30         |                  |
| Town of Thessalon                                | 1279       | 9:00 to 5:00         |                  |
| Twp of Dubreuilville                             | 635        | 9:00 to 4:00         |                  |
| Twp of Hilton                                    | 261        | 9:00 to 4:30         |                  |
| <b>Twp of Hornepayne</b>                         | <b>980</b> | <b>12:00 to 4:00</b> |                  |
| Twp of Jocelyn                                   | 237        | 9:00 to 5:00         | Closed Monday    |
| Twp of Johnson                                   | 759        | 8:30 to 4:30         |                  |
| Twp of Laird                                     | 1057       | 9:00 to 5:00         |                  |
| Twp of Macdonald, Meredith & Aberdeen Additional | 1609       | 8:30 to 4:30         |                  |
| Twp of the North Shore                           | 509        | 9:00 to 4:30         |                  |
| Twp of Plummer Additional                        | 650        | 8:30 to 4:30         | Closed Wednesday |
| Twp of Prince                                    | 1031       | 8:30 to 4:30         | Closed Wednesday |
| Twp of Spanish                                   | 712        | 8:30 to 4:30         |                  |
| Twp of St. Joseph                                | 1240       | 8:30 to 4:00         |                  |
| Twp of Tarbutt & Tarbutt Additional              | 396        | 9:00 to 4:00         |                  |
| Twp of White River                               | 607        | 8:00 to 4:00         |                  |
| Village of Hilton Beach                          | 145        | 9:00 to 4:30         |                  |

# Appendix 5

## Municipal Comparators

| Local Services              | Dubreuilville | White River | Mattice-Val Cote | Hornepayne | Cobalt      | St. Charles | Smooth Rock Falls |
|-----------------------------|---------------|-------------|------------------|------------|-------------|-------------|-------------------|
| District                    | Algoma        | Algoma      | Cochrane         | Algoma     | Timiskaming | Sudbury     | Cochrane          |
| Population                  | 613           | 645         | 686              | 980        | 1118        | 1269        | 1330              |
| Households                  | 339           | 469         | 377              | 557        | 640         | 991         | 747               |
| Land Area (sq. kms.)        | 89.5          | 96.8        | 414.0            | 204.0      | 2.1         | 321.7       | 200.1             |
| Full Services               | Yes           | Yes         | Yes              | Yes        | Yes         | Yes         | Yes               |
| Arena                       | Yes           | Yes         | Yes              | Yes        | Yes         | Yes         | Yes               |
| Pool                        | No            | No          | No               | No         | No          | No          | Yes               |
| Library                     | Yes           | Yes         | Yes              | Yes        | Yes         | Yes         | Yes               |
| Service Ontario             | Yes           | Yes         | No               | Yes        | No          | Yes         | Yes               |
| Hospital                    | Clinic        | Clinic      | No               | Yes        | No          | Clinic      | Yes               |
| 2016 Canada Census          | Dubreuilville | White River | Mattice-Val Cote | Hornepayne | Cobalt      | St. Charles | Smooth Rock Falls |
| 2016 Population             | 613           | 645         | 648              | 980        | 1128        | 1269        | 1330              |
| % Change in Population 2011 | (3.5)         | 6.3         | (5.5)            | (6.7)      | (0.4)       | (1.0)       | (3.3)             |
| Total Private Dwellings     | 310           | 411         | 338              | 514        | 624         | 818         | 693               |
| Land Area (sq. kms.)        | 89.5          | 96.8        | 414.0            | 204.0      | 2.1         | 321.7       | 200.1             |
| Median Household Income     | \$84,224      | \$74,752    | \$56,405         | \$99,584   | \$42,880    | \$57,280    | \$57,792          |
| % Low Income                | 6.6           | 9.4         | 16.3             | 6.7        | 30.8        | 18.3        | 14.6              |

| <b>2018 OMPF</b>                 | <b>Dubreuilville</b> | <b>White River</b> | <b>Mattice-Val Cote</b> | <b>Hornepayne</b> | <b>Cobalt</b> | <b>St. Charles</b> | <b>Smooth Rock Falls</b> |
|----------------------------------|----------------------|--------------------|-------------------------|-------------------|---------------|--------------------|--------------------------|
| Total Grant                      | \$474,200            | \$612,800          | \$438,600               | \$738,800         | \$1,223,000   | \$1,010,500        | \$1,010,100              |
| Households                       | 339                  | 469                | 377                     | 557               | 640           | 991                | 747                      |
| Grant/Household                  | \$1,399              | \$1,307            | \$1,163                 | \$1,326           | \$1,911       | \$1,020            | \$1,352                  |
| % Tax Revenue                    | 57                   | 51                 | 33                      | 51                | 100+          | 49                 | 49                       |
| Weighted Assess/Household        | \$84,650             | \$83,858           | \$252,907               | \$71,049          | \$66,784      | \$184,187          | \$158,431                |
| Fiscal Circumstances Index       | 5.3                  | 4.8                | 8.5                     | 3.4               | 10.0          | 7.6                | 9.4                      |
| <b>2017 FIR's</b>                | <b>Dubreuilville</b> | <b>White River</b> | <b>Mattice-Val Cote</b> | <b>Hornepayne</b> | <b>Cobalt</b> | <b>St. Charles</b> | <b>Smooth Rock Falls</b> |
| Population                       | 613                  | 645                | 686                     | 980               | 1118          | 1269               | 1330                     |
| Households                       | 339                  | 469                | 377                     | 557               | 640           | 991                | 747                      |
| Residential Taxation             | \$605,132            | \$562,480          | \$288,164               | \$1,357,966       | \$436,159     | \$1,875,450        | \$878,199                |
| Commercial Taxation              | \$139,108            | \$272,328          | \$359,557               | \$143,680         | \$32,981      | \$122,303          | \$646,108                |
| Industrial Taxation              | \$119,536            | \$241,590          | \$3,924                 | \$5,192           | \$0           | \$0                | \$2,560                  |
| PIL's                            | \$8,614              | \$91,969           | \$40,648                | \$98,136          | \$2,461       | \$26,181           | \$221,041                |
| % Residential per Total Taxation | 69                   | 48                 | 42                      | 85                | 92            | 93                 | 50                       |
| Residential Taxes/Household      | \$1,785              | \$1,199            | \$764                   | \$2,438           | \$681         | \$1,892            | \$1,176                  |
| Total Expenses                   | \$2,571,948          | \$3,439,362        | \$2,033,145             | \$4,699,234       | \$3,099,204   | \$3,232,272        | \$5,675,441              |

| 2017 FIR's                           | Dubreuilville   | White River  | Mattice-Val Cote | Hornepayne    | Cobalt        | St. Charles | Smooth Rock Falls |
|--------------------------------------|-----------------|--------------|------------------|---------------|---------------|-------------|-------------------|
| Wages & Benefits                     | \$702,797       | \$988,539    | \$692,288        | \$1,107,336   | \$838,287     | \$1,056,548 | \$1,463,908       |
| Annual Surplus(Deficit)              | (\$232,505)     | (\$1,413)    | (\$158,909)      | \$985,522     | \$17,713      | \$57,266    | \$1,394,247       |
| Accumulated Surplus                  | \$6,476,983     | \$7,547,684  | \$5,839,360      | \$14,683,736  | \$15,537,931  | \$2,656,421 | \$19,250,440      |
| TCA - Cost                           | \$25,529,543    | \$29,496,337 | \$13,990,487     | \$37,443,660  | \$28,535,102  | \$8,652,863 | \$41,689,106      |
| TCA - Net Book Value                 | \$6,340,058     | \$6,312,640  | \$5,519,349      | \$15,350,341  | \$15,438,041  | \$3,052,039 | \$19,038,884      |
| % TCA-Net Book to Cost               | 24.8            | 21.4         | 39.5             | 41.0          | 54.1          | 35.3        | 45.7              |
| Reserves/Reserve Funds               | \$919,949       | \$1,977,993  | \$226,101        | \$384,888     | \$291,985     | \$576,511   | \$2,138,823       |
| Long Term Debt                       | \$344,582       | \$1,650,000  | \$0              | \$1,409,716   | \$214,099     | \$725,909   | \$2,115,951       |
| Delta - Reserves less LTD            | \$575,367       | \$327,993    | \$226,101        | (\$1,024,828) | \$77,886      | (\$149,398) | \$22,872          |
| Delta - Acc. Surplus less TCA<br>NBV | \$136,925       | \$1,235,044  | \$320,011        | (\$666,605)   | \$99,890      | (\$395,618) | \$211,556         |
| Hornepayne Financial Info            | Surplus/Deficit | Grants       | OMPF             | Res. Tax      | TCA- Net Book | Reserves    | Long Term Debt    |
| 2013                                 | (\$127,413)     | \$535,800    | \$766,700        | \$1,049,608   | \$12,966,894  | \$764,836   | \$1,156,870       |
| 2014                                 | (\$227,948)     | \$790,770    | \$752,900        | \$1,154,758   | \$12,980,965  | \$641,170   | \$1,133,858       |
| 2015                                 | (\$240,790)     | \$566,390    | \$739,900        | \$1,198,793   | \$12,730,777  | \$447,295   | \$1,110,000       |
| 2016                                 | \$1,665,511     | \$2,481,065  | \$724,700        | \$1,299,158   | \$14,054,587  | \$373,558   | \$1,472,253       |
| 2017                                 | \$985,522       | \$2,105,431  | \$711,700        | \$1,357,966   | \$15,350,341  | \$384,888   | \$1,409,716       |