

Township of Bonnechere Valley Operational Review

September 04, 2020



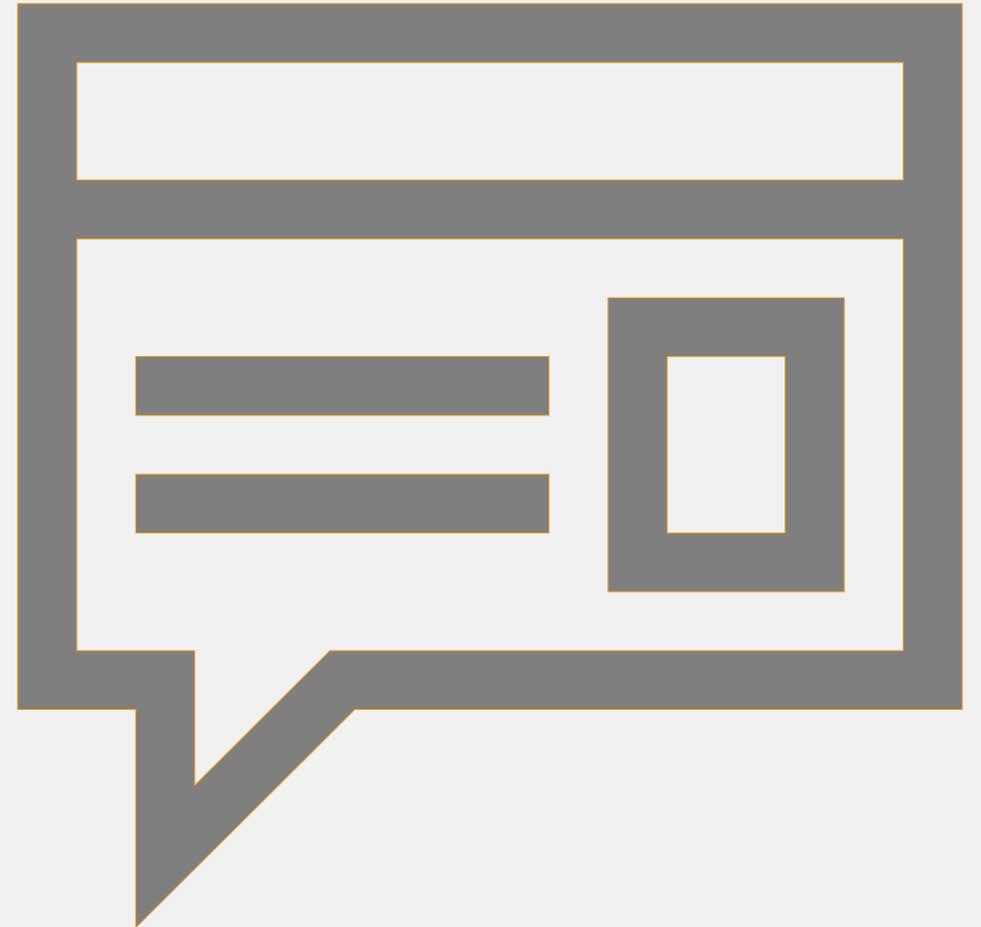


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Executive Summary

The Process Leading to Long-term Success





Executive Summary - Background

The Township of Bonnechere Valley is a lower tier municipality in the County of Renfrew. Its total area is approximately 600 square kilometers, making it one of Renfrew County's larger municipalities by area. The Township of Bonnechere Valley was created in 2001 when the former townships of Grattan, Sebastopol, South Algona and the Village of Eganville amalgamated. The population of the Township is 3,674 (2016 census) and the number of households is 2,450 (2020 OMPF). The urban center of the village of Eganville has a population of over 1,000. The Township consists of small urban and rural residential lands, as well as a mix of non-residential. Bonnechere Valley has significant mineral resources and forestry, as well as agriculture.

Bonnechere Valley provides municipal water and wastewater servicing in the village of Eganville, while other areas are privately serviced. There is ample residual water and wastewater capacity to accommodate additional growth. In fact, from an operational point of view, it would be preferred to connect more users to the water system. The Township participates in intermunicipal agreements for the provision of library, recreation, animal control and fire services.



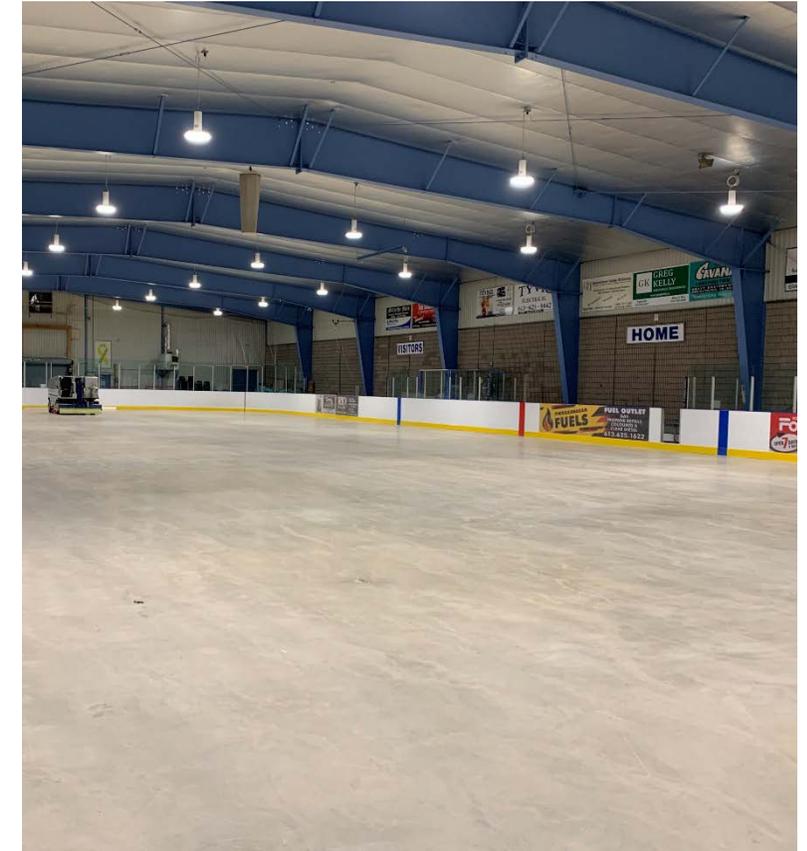
Executive Summary - Background

Like many small Ontario Townships, Bonnechere Valley is facing ongoing challenges as it seeks to deliver high caliber services to its ratepayers. To assist in responding to these pressures, it is considered a best practice to adopt a Strategic Plan (SP), following an election, to help guide major decision making over the term of council. Once adopted, regular monitoring and reporting of the SP is essential to ensure the Township is on track to deliver on its planned priorities. Course corrections can be made when prudent to do so as part of the monitoring and reporting processes. Doing so concurrent with annual budget deliberations allows for corresponding financial decisions to be made.

Bonnechere Valley's SP is approximately sixteen (16) years old and is reportedly not actively used. It is likely that much of the 2004 SP is no longer relevant. Considering the challenges that small Ontario municipalities are facing, we encourage the Township to consider adopting a new SP that reflects current realities. This will enable the Township to capitalize on the clarity that comes from a carefully considered Strategic Plan.

Municipal Facilities and Assets

Water Tower, Roads Department and Arena





Executive Summary - Background

Like other municipalities, Bonnechere Valley is facing challenges maintaining its aging infrastructure. According to the Association of Municipalities of Ontario (AMO): *“Municipal governments own more of Ontario’s infrastructure than any other order of government. These facilities are essential to our economic prosperity, health and quality of life. It was estimated in 2008 that Ontario faces a municipal infrastructure gap of \$60 billion that will take 10 years to close, leaving municipal governments with a bill of \$6 billion each year.”*

To assist in responding to the ever-widening infrastructure gap, Bonnechere Valley has proactively adopted sound asset management policies and procedures. Together with the Asset Management Plan (AMP), the policies and procedures are kept up to date. While the AMP does speak to a 10-year Capital Plan, we did note that some municipal facilities, vehicles, and equipment were not included. This report offers several recommendations and considerations to address this. We highly recommend that all municipal assets be included in a comprehensive Long-Range Capital Forecast (LRCF), with appropriate funding strategies identified.



Executive Summary - Background

Consistent with all small municipalities' experiences, Bonnechere Valley also faces challenges providing (or enhancing) the services and facilities expected from their rate payers, while keeping municipal taxes at affordable and sustainable levels. It has yet to be fully understood how the COVID-19 pandemic and the resulting financial instability may impact Canada's municipal sector. In July, the Federal and Provincial governments introduced a COVID-19 funding assistance program for Ontario municipalities. Careful monitoring and planning will be essential.

Currently, Bonnechere Valley's taxes remain competitive and are slightly lower than the average tax levels of comparator municipalities. Bonnechere Valley's 2018 residential taxes were approximately \$1,246 per household, whereas comparator municipalities average approximately \$1,322 per household. While this suggests that there may be some room to utilize taxation as a funding source for upgraded and/or new services or facilities, the online survey indicates limited appetite to do so. Over 64% of the survey respondents indicated they would not or definitely would not support tax increases to fund service delivery improvements. Therefore, alternate sources of municipal funding identified in this report, should be explored.



Executive Summary - Background

The good news is that Bonnechere Valley's Financial Indicators (Appendix 6) are in good shape. While Bonnechere Valley's 2019 receivables and working capital were not good, they were largely the result of big receivables from both the Federal and Provincial Governments, which have since been collected. Similarly, debt servicing costs are higher than ideal, but will be significantly reduced over the next few years. This demonstrates the ongoing efforts of senior staff and Council towards fiscal planning and responsibility.

The Township has reasonable levels of reserves, but it does not have comprehensive policies pertaining to minimum annual contributions, minimum balances and use of reserves. Also, in our opinion, there are not yet sufficient levels of reserves to fund a "pay-as-you-go" capital funding strategy.

The Township's Ontario Municipal Partnership Funding (OMPF) is excellent and the Township's success in receiving additional conditional grants has been exemplary. The continued success in receiving conditional grants will remain a key component of improved service delivery and facilities in the future.



Executive Summary - Background

In June 2020, Municipal Government Wayfinders Ltd., was retained to complete an Operational Review (OR). Our team reviewed background documents including plans, policies, by-laws, census data, FIRs, OMPF data and other pertinent information.

In June, due to physical distancing requirements caused by COVID-19, our team conducted video-conference interviews with members of Council, permanent staff and local stakeholders. Later with proper distancing practices, a member of our team visited municipal facilities and toured the Township to help ground-truth the environment.

Additional local stakeholders and the Library CEO and Chair were also interviewed by one of our team members. Several follow up telephone interviews were conducted with the CAO, members of the management team and others. Our team also conducted interviews with the Township's Auditor and IT consultant. A short online survey was posted from June 26th through July 31st to help gauge public sentiment at a high-level.

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



Executive Summary – Operational Review

Operational Reviews (OR) examine many aspects of municipal operations. An OR is not just about cutting costs, although there may be opportunities to do so. In the context of this report, the OR includes discussions related to:

- Primary services offered and how they are delivered
- Effectiveness and efficiencies related to municipal practices, policies and operations
- General statutory and regulatory compliance
- Risk identification and risk management
- Potential for cost savings and/or estimates of costs to fund service delivery enhancements
- Comparison of local practices to best practices
- Comparative analyses (where applicable)
- Recommendations towards opportunities for improvement



Executive Summary – Operational Review

Township staff are led by an experienced and respected CAO. Township staff are competent and motivated. Council's commitment to their community is also evident. In this regard, the Township is already well positioned for continued success.

An OR is a “critical analysis” of municipal operations, meaning it is a form of observation and evaluation culminating in opinions to help identify opportunities for continuous improvement. Although a critical analysis approach is taken, the feedback provided should not be construed as a criticism of staff performance or Council decisions. Quite the contrary, our feedback should be viewed as best practice and professional advice to help improve upon the many already well delivered service offerings provided by the Township. In the case of Bonnechere Valley, throughout this report we have noted that the Township receives a **very good overall rating**.

Although financial topics are discussed, **an OR is not a financial or forensic audit.**



Executive Summary - Observations

Council is supportive of this review and wants the Township to achieve great things. The decision by Council to undertake this review is pro-active and demonstrates their commitment to continuous improvement for their community.

We noted an energetic, cooperative and motivated staff. Our team found the Township's staff to be very responsive, answering our inquiries quickly and efficiently. We would describe staff's responsiveness as exceptional. This culture is exactly what is needed to further enhance the Township's operations.

During our discussions, staff offered helpful insights or ideas and demonstrated a strong desire to find ways to improve services. Stakeholders and Council also provided excellent insight into the Township's service delivery challenges.



Executive Summary – COVID-19

On March 11, 2020, the World Health Organization declared the novel coronavirus (COVID-19) outbreak a global pandemic. COVID-19 has since impacted business continuity across virtually all sectors worldwide, including Ontario municipalities.

The spread of COVID-19 has been unprecedented. The pandemic has resulted in volatility and the necessity for rapid changes to health care, social practices and the economy. Bonnechere Valley, like all municipalities has been impacted by COVID-19. Due to its small staff compliment, Township resources could have been rapidly consumed and/or impacted as physical distancing practices and other measures were implemented. While generally uncharacteristic from our broader municipal sector observations, we observed no material deficits in service delivery at Bonnechere Valley as a result of COVID-19. We would describe this as unusual. We commend the Township for its effective adaptation and management of the challenges resulting form COVID-19.



Executive Summary - Opportunities

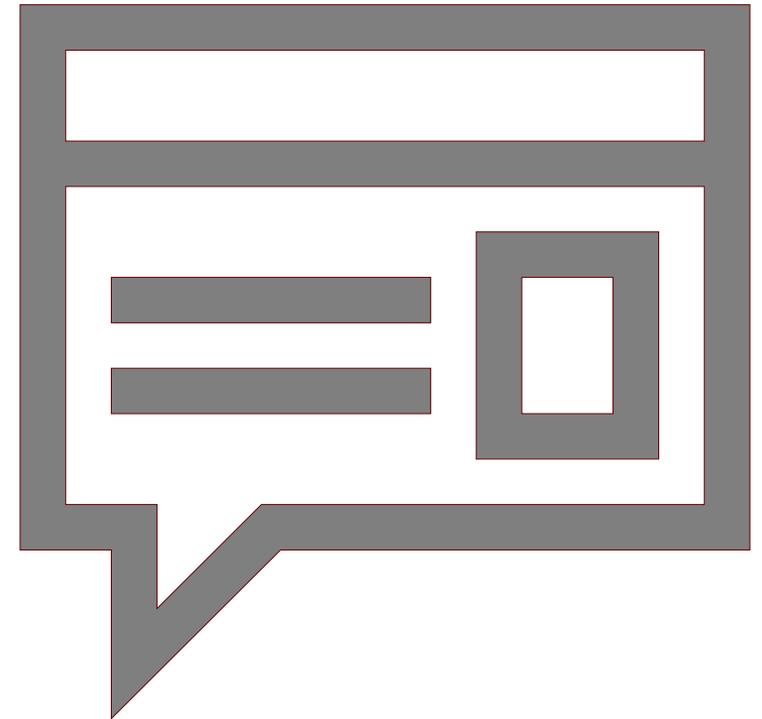
The Township does most things very well. As communicated by Council, staff, and stakeholders, there are always opportunities for continuous improvement, which will help contribute to several service delivery efficiencies, and we concur.

Some recommended opportunities for improvement include, but are not limited to:

- Priority setting through Master Plans and annual departmental work plans
- Development and implementation of long-range financial plans and strategies
- Enhanced reserve and reserve fund policies and strategies
- Accelerated annual budget approval timelines
- Accelerated capital works tendering
- Increased leveraging of monthly variance reporting

Executive Summary - Opportunities

- Increases to capital infrastructure funding
- Regular Senior Management Team Meetings
- A Succession Plan to mitigate the impacts of temporary and permanent vacancies
- Cross training and corporate training
- Increased training and leveraging of technology
- Improvements to and consolidation of facilities





Executive Summary – Positive Attributes

As noted, the Township does many things very well. We found the Township's outward communication practices are progressive, effective and, as a result, the community is well engaged. Bonnechere Valley took the initiative of holding online Council meetings before municipalities were forced to do so as a result of COVID-19. This speaks to the Township's commitment to transparency and accountability.

Mayor Murphy, with the assistance of the Township's CAO, broadcasts a segment on YouTube entitled "Ask Mayor Murphy". These broadcasts allow constituents to have their questions answered by the Mayor. Council minutes were up to date and prominently posted on the Township's website. Many pertinent by-laws and important notices were also posted on the website. Social media is also being used effectively to further engage the public. Responses to the online survey confirm a highly engaged community as they exceeded all other online surveys undertaken by our firm to date.

Staff responses to our many inquiries were notably quick and thorough. The level of efficiency stood out amongst many of our clients.



Executive Summary – Positive Attributes

Most of the Township’s essential by-laws and policies were up to date. We did not observe significant deficits in this area. It is unusual to observe so few by-laws or policies requiring maintenance or updates. Critical risk management practices such as maintenance of CVOR records, driver circle checks, maintaining up to date driver’s abstracts and minimum maintenance standards were all in place.

The Township’s annual budget presentation documents are detailed and comprehensive, allowing for open and transparent financial decision making.

Our recommendations build on the Township’s strengths and are aimed at further enhancing Township operations.



Executive Summary – Online Survey Summary

A Community Survey was posted online from June 26th to July 31st. The survey was promoted on the Township’s website and Facebook pages. The survey received an excellent response rate. The full survey analytics are included in Appendix 1 of this report.

To summarize, there were a total of 628 online and hard copy responses. 92.8% were residents and 16% work in the Township. The highest rate of response came from the over 65-year-old age category at 35%, with the 55 to 64-year old age category a close second, at 27.2%. Two-person households represented 48% of respondents with three and four-person households at 14.1 and 13.3% respectively.

67.3% of respondents indicated that they agreed, accessing Township administrative services was easy, while 16.7% strongly agreed. 10.5% disagreed and only 5.4% strongly disagreed. These are favourable responses.



Executive Summary – Online Survey Summary

A high number of respondents do not appear to go to the Township's website often, or at all when looking for information. Some (7.1%) go the website a great deal and 11.3% frequently. With 23.5% visiting moderately, 35.5% a little and 22.4% not at all. This response suggests room for improvement to the website.

27.7% of respondents indicated that when they do go to the website it was easy to find what they were looking for.

55.7% of respondents indicated that they would very likely (26.27%) or likely (29.46%) use the website if it was more functional for paying bills, submitting service requests or applying for permits. This corresponds well with the comments regarding how often respondents go to the Township's website.

When asked if the Township communicates enough information to residents and businesses about their activities, 37.9% of respondents agreed. 37.1% neither agreed or disagreed. Whereas 25% disagreed, suggesting some potential room for improvement. Although we noted excellent communication practices already in place.



Executive Summary – Online Survey Summary

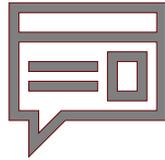
61.1% of respondents indicated that they have not attended Bonnechere Union Public Library in the past twelve (12) months. 14.9% indicated they have attended 1 to 3 times over the last 12 months.

Respondents were asked what they preferred for the number of operating hours per week at the Bonnechere Union Public Library. 43.3% were in favour of reducing the number of hours per week, 51.2% were in favour of maintaining the number of hours per week and 5.4% were in favour of increasing the number of hours per week.

When asked how respondents would rate Recreation Programming offered in the Township, 9.8% said above average, 65.2% said average and 24.8% said below average.

When asked how respondents would rate the condition of roads within the Township 10.1% replied above average, 59.7% indicated average and 30.1% indicated below average.

26.9% of respondents rated the quality of the Township's winter plowing operations as above average, while 51.5% and 21.5% rated the quality as average and below average, respectively.



Executive Summary – Online Survey Summary

When asked how likely respondents would be to support expanding curbside garbage collection across the entire Township given increased costs, 69.5% said very unlikely and 12.2% said unlikely. This suggests low support for an expanded program.

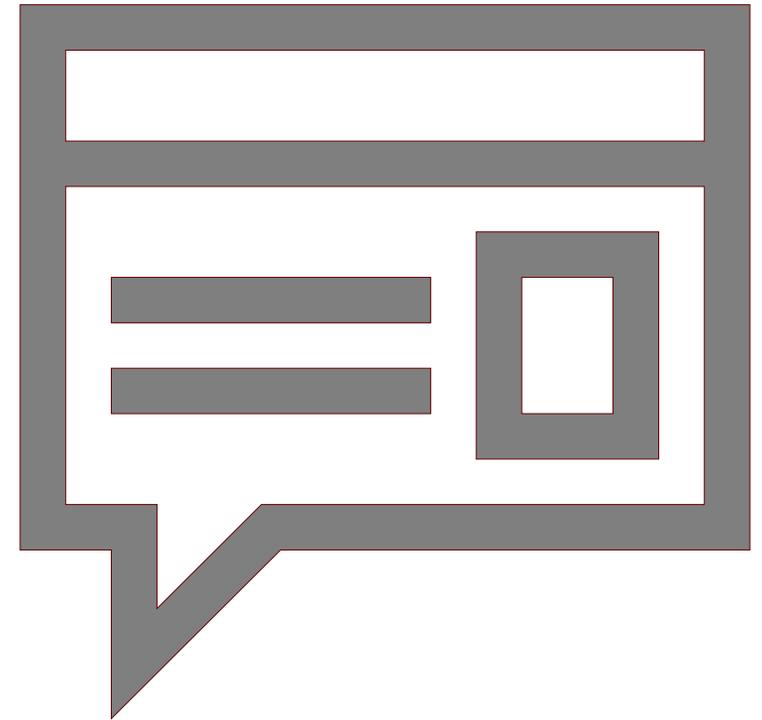
Respondents were asked if they support the use of recreational vehicles on residential or cottage properties. 33.9% and 32% responded that they definitely would, or probably would.

Respondents were asked if they would support a moderate increase in taxes or user fees above the rate of inflation if it resulted in noticeable improvements to municipal services, such as improved roads, water and sewer services, parks or fire services. 9.5% of respondents replied they definitely would, 25.8% said they probably would. 27% and 37.5% said probably would not or definitely would not respectively.

Executive Summary – Online Survey Summary

Respondents were asked to describe their overall level of satisfaction with the Township's services. 7.6% were very satisfied and 50% were satisfied, while 24.8% were neither satisfied nor dissatisfied. Only 9.7% were dissatisfied and 7.8% were very dissatisfied. The low levels of dissatisfaction are quite good.

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





Our Recommendations

Our report contains 75 recommendations. Usually our reports contain a mix of recommendation priority rankings categorized from lowest to highest as “important, very important or critical”. For Bonnechere Valley, most of our recommendations fall into the lower of the priority rankings. In other words, we found a lower number of critical issues to address, indicating that the Township is in **very good overall shape**. Most of our recommendations are best practices to help Bonnechere Valley improve on their many well-run services and operations.

Notwithstanding Bonnechere Valley’s rating, we recommend that the Township implement our recommendations. This should either 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.



Our Recommendations

Recommendations have been categorized as follows:

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



Our Recommendations

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

Each category has been given a code and title for ease of reference. Also included is commentary regarding Issues, Concerns and Risks; Recommendations and Options; Benefits; and Estimated Possible Costs. **NOTE:** All costs are high-level estimates and exclude HST and travel. Estimates are subject to variability and should be confirmed through tendering or requests for quotation. *This is particularly important due to the impact of COVID-19 on the economy and labour markets.* In some cases experts in specified fields should be consulted.

In addition to our recommendations we have included a high-level White Paper discussion related to Topic AM-05 in Appendix 8, which outlines opportunities related to consolidation of facilities.

Our comments have been outlined in a concise slide format. Our recommendations have been itemized in a matrix and included in Appendix 2 for ease of reference.



Our Recommendations

As noted, each topic within our recommendation matrix has been given a recommended “Priority Ranking”, ranging from important to critical. A “Recommended Implementation” timeframe has also been suggested for Council consideration.

The estimated range of possible costs are as follows:

\$255,600 to \$304,600 for the 1st year,

\$63,433/yr. (average) years 2, 3 and 4 (**\$190,300** total),

\$86,500 per Council priorities – longer horizon, and

\$141,600 in total additional annual costs **if all recommendations are fully implemented** including longer horizon items. **Many should be offset by anticipated cost benefits and savings.**

NOTE: Staff time and unknown future costs are not included in the listing of possible estimated costs. **All costs shown in the matrix (Appendix 2) are based on the higher range of estimated costs. Costs could be less.** See comment regarding COVID-19 on slide 26.



Our Recommendations

Operational Review goals and objectives should be both achievable and affordable. Bonnechere Valley recently received a Provincial Modernization Service Delivery Grant of \$592,479. The approximate remaining uncommitted balance is \$440,479. With the remaining funds, cost savings generated by our recommendations, other potential future grant opportunities and a strong commitment by Council and staff to prioritize and stick to the recommendations, we believe that our recommendations are both achievable and financially viable.

It is possible that future grant opportunities may be limited in the short to medium term due to the economic fall-out and redirected government stimulus funding related to the COVID-19 pandemic. It is difficult to predict the extent or duration of this new funding reality. However, history has shown that grant funding does vary, often dropping then increasing over time depending on external influences. The recent federal/provincial funding agreement for municipalities should help to provide some stability.

If our recommendations are properly prioritized and implemented, there are good opportunities to improve service delivery. There are also opportunities for cost efficiencies or savings.



Our Recommendations

We recommend that the management team be directed to develop a list of recommendations from this report for Council consideration, to be implemented annually. 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 OR recommendation progress until all Council adopted OR recommendations have all been completed. Annual performance reviews for management should include successful implementation of OR recommendations as key deliverables.

Submitted by:

David Reid, Senior Consultant

Michael Wildman, Principal Consultant

Administration

The Hub that Drives the Engine





Administration - General

Topic: AG-01 Work Orders

Issue/Concerns/Risks: The Township has informal steps for handling complaints. However, without formal processes and procedures it can be difficult to action complaints in a fair, consistent or strategic manner *based on priority*. We noted there is no formal tracking mechanism in place to monitor complaint resolution progress or to report annual statistics to Council.

Recommendations/Options: Members of the senior management team (SMT) should develop formal processes and procedures for the handling and tracking of resident complaints. Work Orders should be the foundation of the processes and procedures to ensure that complaints are prioritized. The website should offer a portal for submitting resident complaints. Written or telephone complaints or requests could also be submitted for residents or businesses without computer access.



Administration - General

Topic: AG-01 Work Orders

All complaints should be routed consistently through the work order processes or procedures. Front desk staff should triage work orders to ensure speedy action and tracking. Should a member of Council be contacted with a resident concern or complaint, the resident should be directed to the website portal and the CAO should be made aware. The CAO should prepare an annual work order statistical report in conjunction with the annual Strategic Plan and budget presentations.

Benefits: Accelerates issue resolution. Ensures resources are applied fairly and consistently *based on priority*. Frees up significant staff time to direct to other service delivery priorities. Allows for tracking and collection of statistics for annual reporting to help inform Council budget discussions.

Estimated Possible Costs: Cost of web portal would be combined with the cost of developing a new website. Refer to Topic AT-02. Lost staff opportunity time will be improved.



Administration - General

Topic: AG-02 Notice of Service Disruption

Issue/Concerns/Risks: Under the Customer Service Standard of the *Accessibility of Ontarians with Disabilities Act (AODA)*, service providers must notify customers about temporary service disruptions. Temporary service disruptions happen when services that customers with disabilities might rely on are temporarily unavailable. While the Township does issue notices using common communications methods; it does not necessarily adhere to all AODA requirements.

Recommendations/Options: Develop and implement an AODA compliant service disruption notice policy with protocols for all types of service disruptions.

Benefits: Compliance with AODA requirements. A better-informed public through a standard process. Client satisfaction.

Estimated Possible Costs: None.



Administration - General

Topic: AG-03 Senior Management Team Meetings (SMT)

Issue/Concerns/Risks: With a new CAO and the unfortunate unplanned pressures caused by the COVID-19 world pandemic, senior management has not instituted regular meetings. SMT meetings allow the team to leverage their collective wisdom, share information, or discuss corporate issues and problems.

Currently, information is generally not discussed as a leadership group to assist with consistency of corporate messaging. Problems are generally not solved collectively to help enhance the sense of team, increase morale or grow corporate knowledge. The CAO has indicated a desire and plan to institute SMT meetings soon. We concur this is needed.

Recommendations/Options: Implement regular SMT meetings every two weeks following council meetings 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.

Administration - General

Topic: AG-03 Senior Management Team Meetings (SMT)

Benefits: Team building. Employee growth and increased corporate knowledge. Satisfaction in resolving issues collectively. Leveraging the full wisdom of the team. More efficient use of time. Early problem resolution. Promotes decision making at the department level. Avoids conflict between departments. Promotes succession.

Estimated Possible Costs: None.





Administration - Clerks

Topic: AC-01 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”. Although it passed a temporary by-law for lame-duck conditions, which has since expired, the Township’s does not have a Delegation of Authority By-law. This leaves uncertainty about what staff can do to ensure uninterrupted service delivery and maintain business continuity. Further, it creates potential unnecessary tasks that can result in lost staff opportunity, which could otherwise be redirected to other service delivery priorities.

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

Administration - Clerks

Topic: AC-01 Delegation of Authority By-law

Benefits: Compliance with the *Municipal Act*. Clear lines of accountabilities. More efficient service delivery. Increased responsiveness to critical matters. Streamlining of processes and Council meetings.

Estimated Possible Costs: None. High rate of return related to staff efficiencies. Approximately one to two weeks of the CAO's or Deputy Clerk's time to prepare.





Administration - Clerks

Topic: AC-02 Agenda Preparation Software Use

Issue/Concerns/Risks: The Township could leverage the enhanced capabilities of specialized Council/Committee meeting software. Doing so would accelerate productivity by reducing or eliminating manual tasks, improve accessibility to information, utilize specialized functions and enable the sharing of information internally more seamlessly.

Recommendations/Options: Issue requests for proposal for the provision of municipal Council/Committee meeting software.

Benefits: Standardized local government meeting software helps to ensure consistent and compliant agenda and minute production. The Township could potentially reallocate up to 25 to 50 person hours per year of staff time to other service delivery priorities. Enhanced access to agendas and minutes. Improved transparency.

Estimated Possible Costs: Software fees are variable depending on options selected, but an estimate of approximately \$3,500/yr. for a software license is reasonable.



Administration - Clerks

Topic: AC-03 Council Agenda Forecasts (Advance Radar)

Issue/Concerns/Risks: The CAO monitors planned Council agenda content; however, that list is not currently disseminated. Council or SMT may not be aware of key upcoming agenda items. It can be challenging to plan for balanced agendas, or to keep all staff aware of upcoming agenda topics, which may impact their mandates without a consolidated list.

Recommendations/Options: Develop a fluid standardized “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 and share updates to the Advance Radar every two weeks after each Senior Management Team meeting. There should be an understanding that the list is fluid and subject to change. Work plans will assist in populating the list.

Administration - Clerks

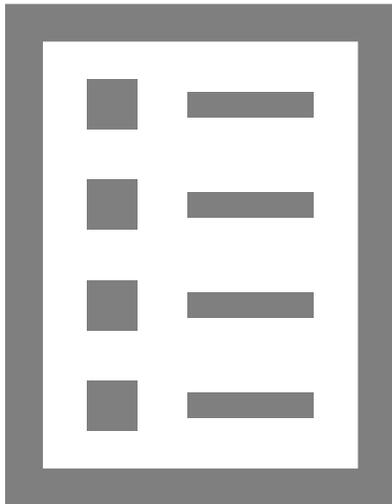
Topic: AC-03 Council Agenda Forecasts (Advance Radar)

Benefits: Helps avoid last minute surprises. Helps ensure 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-04 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.

Administration - Clerks

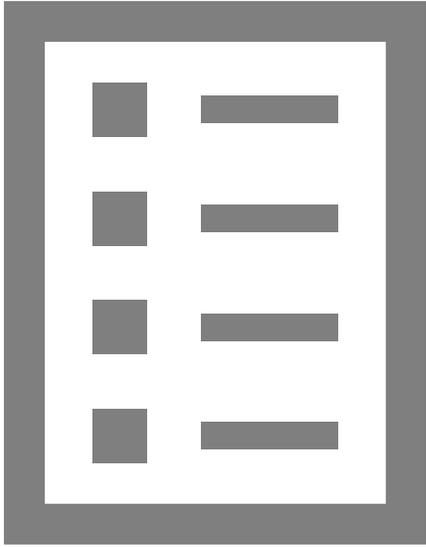
Topic: AC-04 Routine Disclosure/Active Dissemination (RD/AD)

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

The Township does not have an RD/AD policy.





Administration - Clerks

Topic: AC-04 Routine Disclosure/Active Dissemination (RD/AD)

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

Benefits: Accelerates release of information freeing up time of other service delivery priorities. More efficient use of staff time. Client satisfaction.

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



Administration - Finance

“Municipal governments face a balancing act in maintaining and potentially expanding services and facilities in a way that is fiscally sustainable. Pressures may come from maintaining and replacing aging infrastructure as well as from the need to service growth areas. To meet or balance these demands, your municipality must manage its finances effectively.”

Ontario Municipal Councillor’s Guide 2018



Administration - Finance

Topic: AF-01 Procurement By-law

Issue/Concerns/Risks: The current Procurement by-law does not address International and Interprovincial Trade Agreements. Procurement is generally focused on up-front initial costs, 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, resulting in additional financial burdens on rate payers over the longer term.

Recommendations/Options: Attend AMCTO’s “Contract Tendering and Legal Requirements for Municipalities”. Update the Procurement by-law. Address trade requirements. 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 against Total Cost of Ownership of the asset over its life.

Administration - Finance

Topic: AF-01 Procurement By-law

Benefits: Compliance with International and Interprovincial Trade requirements. Ensures opportunities for best practiced based updates. Better long-term use of Township funds for major purchases.

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





Administration - Finance

Topic: AF-02 Adoption of Budget Content - Section 290 (1) and (2)

Issue/Concerns/Risks: Section 290 (1) of the *Municipal Act* requires that municipalities “prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality”. Section 290 (2) specifies the required budget adoption content. The current practice at Bonnechere Valley does not include a formal Council adoption of the budget with content as set out in Section 290. However, the Mayor and the Clerk do sign a document, which includes budget information.

Recommendations/Options: Amend budget adoption procedures to align with provisions of the *Municipal Act* by passing a by-law of Council in accordance with Section 290 of the *Municipal Act*.

Benefits: Compliance with *Municipal Act* adoption requirements in the form of a permanent public record. Legal confirmation of departmental budget authority. Increased transparency and accountability.

Estimated Possible Costs: None.



Administration - Finance

Topic: AF-03 Budget Approval Timelines

Issue/Concerns/Risks: Adoption of an annual budget establishes work plans and Council priorities for a given year. Without an approved budget, Council direction on expenditures is not established. An approved budget also establishes authority to spend. Township budgets have historically been approved later in the year. Later budget approval can impact service delivery, may give rise to expenditures that Council no longer feels are priorities, could result in budget exceedances, and usually contributes to **increased costs** as well as **delays** commencing capital work projects due to late tendering.

Recommendations/Options: Staff should commence budget preparations in June/July of the preceding year. A comprehensive budget document with a detailed budget presentation should be tabled with Council at the first meeting of January. Council should review the budget document and approve the budget within no more than one month. Budget recommendations should be based on strategic priorities, which have been approved by Council such as an AMP or other master plans.



Administration - Finance

Topic: AF-03 Budget Approval Timelines

Benefits: Establishes clear Council priorities for the year, at the beginning of the year. Ensures expenditures match Council priorities and that workplans will be developed based on Council budget priorities. Easier to monitor monthly variance reports. Avoids last minute less strategic decision making. Allows for comprehensive thought and decision making. Allows staff to prepare for seasonal capital works tenders during less busy winter months. Promotes better tender pricing due to early award of tenders. Avoids delays in tendered works.

Estimated Possible Costs: None.



Administration - Finance

Topic: AF-04 Long Range Capital Forecasts (LRCF)

Issue/Concerns/Risks: The Township references the Asset Management Plan (AMP) to help plan for its future capital expenditures. This is a good practice. Currently, the Township does not produce a long-range affordability analysis to bring its AMP priorities into the annual budgets. A 10-year Long Range Capital Forecast would assist the Township to financially plan for its AMP priorities in order that they can be properly funded over time.

Recommendations/Options: Prepare a Long-Range Capital Forecast (LRCF) of at least ten (10) years into the future. Integrate the LRCF with the AMP, other master plans (i.e. Master Servicing Plan), and ultimately the annual budget. Prepare an affordability analysis and strategy to ensure AMP priorities can be funded over the LRCF horizon.

Administration - Finance

Topic: AF-04 Long Range Capital Forecasts

Benefits: Helps mitigate against the need for sharp tax or rate increases, allowing for manageable 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 SMT to prepare LRCF format. Our firm can provide examples.



Administration - Finance



Topic: AF-05 Monthly Variance Reports

Issue/Concerns/Risks: Monthly variance reports are a powerful and effective tool for the monitoring and management of the Township's budget to actual expenditures. Monthly variance reports are issued to all management staff; however, a few management staff do not utilize the variance reports as a financial management tool.

Recommendations/Options: Provide training to all management staff on the purpose and use of monthly variance reports to ensure effective leveraging of the reports.

Benefits: Makes management's financial roles and responsibilities easier to fulfill. Ensures greater accountability. Mitigates against unnecessary budget overages. Potential for greater year end surpluses to be re-allocated to reserves. Integrates well with the 80% Discretionary Spending Rule (Topic AF-06).

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



Administration - Finance

Topic: AF-06 80% Discretionary Spending Rule

Issue/Concerns/Risks: The CAO monitors expenditures throughout the year. However, an internal policy to guide staff to help mitigate against overages for discretionary expenditures would be helpful. This would help realize greater surpluses at the end of a budget year in order that they can be returned to source or applied to other critical reserves.

Recommendations/Options: Ensure that all management personnel receive monthly variance report training. 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 allowing for the probability of greater surpluses to be returned to source or reallocated by Council at year end. This does not apply to mission critical expenditures such as Fire or Winter Control.

Benefits: Ensures enhanced accountability for discretionary expenses and the greater probability of year end surpluses to be allocated to reserves. Mitigates against budget overages.

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. This function should be performed internally by the Township's Treasury staff.

Recommendations/Options: Have the Treasurer (or Deputy) submit annual FIRs on behalf of the Township, rather than paying the Auditor to do so. Ensure timely and accurate submission of the FIRs is a key deliverable of the Treasurer's (or Deputy's) annual review.

Benefits: Costs savings and greater internal accountability. Increased staff and Council knowledge of FIRs and their purpose. Employee growth.

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 does not have a comprehensive Reserve and Reserve Fund Policy (RRFP) to guide the use and contributions to reserves and reserve funds. The CAO did note an intent to develop an RRFP, and we concur this is required. The Township's 2019 Capital Reinvestment Reserve Policy mandates a 1% Levy Increase each year to fund the Capital Reinvestment Reserve. This an excellent policy. However, we understand that the 1% contribution has not yet been made since the adoption of the new policy.

Recommendations/Options: Develop a comprehensive best practice-based Reserve and Reserve Fund Policy that outlines minimum and maximum balances, allocation of funds and spending requirements. It should be integrated with the Long-Range Capital Forecast and master plans. Ensure that the annual budget plans for regular direct contributions into reserves as well as surpluses, including the 1% contribution to the Capital Reinvestment Reserve, which should increase by no less than 1% per year for at least 5 years. Follow the new RRFP policy upon adoption. This is an essential step of the pay-as-you-go financial model.

Administration - Finance

Topic: AF-08 Comprehensive Reserve and Reserve Fund Policy

Benefits: Mitigates against impacts of unplanned expenditures. Funds expenses from savings rather than having to exclusively rely on increased taxes and fees, debt or grants. Ensures “like funding” and “like expenses” are properly segregated. Helps to set up for manageable incremental budget increases.

Estimated Possible Costs: None.





Administration - Finance

Topic: AF-09 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.

Recommendations/Options: Consult with the Township's financial institution to arrange for electronic payment for 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: Will result in some administrative cost savings as noted.



Administration - Finance

Topic: AF-10 Standing Offer Lists

Issue/Concerns/Risks: Small municipalities have limited resources. They often require outside assistance for various occasional tasks such as engineers or contractors. These consultants and contractors are needed in urgent or frequent situations. Following lengthy procurement processes when time is of the essence is not efficient and can be detrimental to project objectives. Keeping sole sourced service providers without going out to market regularly can result in overpaying for services. Having a standing offer list of multiple key service providers encourages competitive fees.

Recommendations/Options: Issue a request for standing offers every 3 to 5 years so that these outside service providers can be pre-approved by Council in an open and transparent manner.

Benefits: More choice and readiness. Speedier response and issue resolution times. More competitive bids than if sole sourced. Greater accountability and transparency. Less administration.

Estimated Possible Costs: Costs should be more competitive but will vary from service provider to service provider.



Administration - Finance

Topic: AF-11 Audit Management Letter

Issue/Concerns/Risks: In an article authored by Louise King, CPA, CFE, a partner at Legacy Professionals LLP, Ms. King writes: *“During the course of an audit, the auditors might also identify other matters that aren’t considered deficiencies in internal control but are opportunities for strengthening procedures and/or operating deficiencies. There is no requirement for the auditors to communicate other matters in writing, although this is sometimes done as a value-added service to the organization.”* and *“Used properly, the Management Letter can be a beneficial tool for assisting management or those charged with governance in fulfilling their responsibilities.”* We agree with Ms. King’s learned opinion, and we are of the opinion that all municipalities should require Management Letters as part of the annual audit process in the interest of continuous improvement.

Recommendations/Options: Request a Management letter as part of the annual Audit process. It should be provided in advance to the CAO to review and respond back to the Auditor before it is finalized.

Administration - Finance

Topic: AF-11 Audit Management Letter

Benefits: Independent third-party advice regarding opportunities for strengthening procedures and/or operating deficiencies. Ensures continuous improvement opportunities are considered and action taken. Builds trust in the audit and the Township's administrative processes.

Estimated Possible Costs: None or nominal.





Administration - Technology

Topic: AT-01 Electronic Records Management

Issue/Concerns/Risks: The Township does not have an Electronic Records Management System. It could take hours or even days to locate paper records. Every record held by the Township is a potential liability; therefore, it is critical that files are disposed of when retention periods have expired. Paper records are difficult to track for retention and disposal purposes and often get forgotten.

Recommendations/Options: Issue a request for proposal for a municipal electronic records management system with automated retention and disposal capabilities. Update the Township's Records Retention By-law as required. Hire a records management student to assist in disposing of any expired hard copy records under the supervision of the Deputy Clerk. Develop a strategy to scan critical records by priority until fully caught up. 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 electronic records could increase productivity potentially **freeing up to 60 person days per year** for other service delivery priorities. Optical character recognition ensures records are AODA compliant.

Estimated Possible Costs: About \$19,000 to purchase and \$1,800/yr. license/maintenance (includes training, set up - excludes HST, cloud storage and travel). Student \$8,500. An Annual professional scanning services budget is recommended for the first 3 years at \$10,000.





Administration - Technology

Topic: AT-02 Township Website Functionality

Issue/Concerns/Risks: The Township's website offers limited user functionality. Survey results indicate that the website is not heavily used, and a high number of respondent users (55.7%) want greater functionality for things such as submitting service requests, paying bills, applying for permits, etc.

Recommendations/Options: Issue a request for proposal to update the Township's website. Ensure that the website is designed specifically for WordPress to provide optimal load times, easy updates and basic security measures. Ensure the provider can offer daily full site backups (for at least the last 30 days). Ensure there is ample server storage space so that public information such as commonly requested by-laws, Council agendas, minutes and reports as well as financial data is easily accessible. Consider opportunities to integrate with a Township App. Consult financial payment providers to develop online bill payment options. Retain a web content development expert to update the website, develop forms such as service requests for greater functionality and make secure. Should be done concurrent with Branding (Topic ED-03).



Administration - Technology

Topic: AT-02 Township Website Functionality

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

Estimated Possible Costs: Online financial payment providers offer significantly variable plans and rates. Web content development will vary based on the services chosen; however, \$20,000 (excluding HST) would be a good starting estimate.



Administration - Technology

Topic: AT-03 Website AODA compliance

Issue/Concerns/Risks: By January 1, 2021 public sector organizations will be required to be fully compliant with the Ontario digital accessibility requirements, which requires websites to adhere to the Web Content Accessibility Guidelines (WCAG). The financial penalties for non-compliance can be steep. Websites and web content (PDFs and any other document types found on your website) must be accessible in order to be compliant. While the AODA requires compliance with WCAG 2.0, there is now a WCAG 2.1, and it's advisable to use that standard when working towards compliance, as it is the most up to date.

Recommendations/Options: In conjunction with the website upgrade noted in AT-02 ensure proposals comply with AODA requirements and Web Content Accessibility Guidelines 2.1.

Benefits: Compliant with OADA requirements. Greater accessibility for persons with disabilities. Greater transparency. Client satisfaction.

Estimated Possible Costs: Costs would be covered through the website upgrade listed in AT-02.



Administration - Technology

Topic: AT-04 Inspection Software and Hardware

Issue/Concerns/Risks: Paper inspection processes are cumbersome, time consuming and difficult to search. There are cost effective IT solutions, which can accelerate the permitting and inspection processes for both Building Code and Fire Inspectors. These solutions ensure that Code changes are updated automatically. Records are stored accurately and in a defensible easy to search format. Inspection software solutions include production of reports to convey statistical data to Council.

Recommendations/Options: Issue a request for quotation for a digital software solution for Building Code Inspections and Fire Inspections.

Benefits: Avoids missing critical inspection steps. Speedy and remote access to file status. Accurate records and reports. Schedule inspections and sync in Outlook. Digital inspection reports can be emailed to proponents and filed immediately. Immediate access to historical records. Accelerated service to clients. Frees up time for the CBO and Fire personnel to allocate to other service delivery priorities.

Estimated Possible Costs: Approximately \$2800/yr. licensing fee each. One-time hard cost of \$500 each.



Administration - Technology

Topic: AT-05 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 yet 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-05 Ontario 211

Benefits: Enhanced community access to critical services. Enhanced communication and support during emergencies or other critical times such as COVID-19. Allows for gained staff time to be redirected to other service delivery priorities.

Estimated Possible Costs: None. High rate of return particularly in critical times.





Administration - Technology

Topic: AT-06 Use of Technology

Issue/Concerns/Risks: The COVID-19 pandemic has emphasized the importance and value of staying connected, particularly during physical distancing measures or other emergencies. We learned that the CAO and Deputy CAO share a laptop, restricting ability for one of them to work from home or while traveling on business. Some staff do not have secure remote access to the Township's servers although it is available. We have informed the Township's IT Consultant given the potential for a second COVID-19 wave to occur.

Recommendations/Options: Swap the Council laptop with the CAO's desktop computer. On an urgent basis, consult with the Township's IT Consultant to ensure key personnel can log into the Township's network remotely.

Benefits: Remote access during emergencies, COVID-19, while traveling or if needed at home.

Estimated Possible Costs: Soft cost \$300/user (excluding HST) total \$600.



Administration - Technology

Topic: AT-07 Data Backups

Issue/Concerns/Risks: For security reasons, our comments are high-level. The Township's IT consultant has identified improvements for data backups. We concur these upgrades are needed to mitigate against interruptions in business continuity and protect critical data.

Recommendations/Options: We recommend that the Township pursue improved methods to backup data to protect against losses during a malfunction, emergency, disaster, vandalism or cyber attacks.

Benefits: Improved fail-safe measures to protect critical data. Mitigate against loss of critical data. Ensures business continuity.

Estimated Possible Costs: Variable depending on solution selected. Approximately \$45,500 hard and soft costs (excluding HST and travel). We are available to expand on this further in a Closed Session meeting pursuant to section 239 of the *Municipal Act*.



Administration - Technology

Topic: AT-08 Operations Management Software (OMS)

Issue/Concerns/Risks: The Township acquired a sophisticated Operations Management Software (OMS) approximately 3 yrs. ago at a cost of \$175,000. Annual licensing costs are also significant at about \$20,000/yr. The software is intended to be a GIS data management tool for Township assets. The systems tracks asset data, maintenance activities, helps plan for replacement of assets and budgeting scenarios, among other things. Essential for its success is the need for accurate data to be input into the database. We understand, that limited training has been provided to staff. As such, most staff are not trained on the OMS system, and those that are, are not adequately trained. Several modules are not being used. The result is significant underutilization of a costly system and questionable data quality.

Recommendations/Options: We believe the OMS system can be a valuable tool in the Township's Asset Management toolkit. We recommend all operations staff receive onsite comprehensive training as well as annual refreshers on the use of the OMS system.

Administration - Technology

Topic: AT-08 Operations Management Software (OMS)

Benefits: Properly trained staff will assist in timely and reliable input of data in the OMS system. This will allow for reliable asset management planning and budgeting.

Estimated Possible Costs: Training should be developed based on the Township's needs. We estimate initial costs to be between \$15,000 and \$20,000 with annual refreshers at about \$5000.



Asset Management

A Strategic Approach to Sustainable Life
Cycling





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 updated its AMP data on a regular basis, which is an excellent practice. The AMP; however, does not include all the Township’s physical assets (i.e. buildings and rolling stock) and is not yet integrated with a Long-Range Capital Forecast. (Refer to Topic AF-04)

Recommendations/Options: Include all Township assets in the AMP with cross reference to TCA’s on an annual basis. Integrate AMP (and TCA) data with Long Range Capital Forecasts to guide budgeting and prioritize long-term life cycling strategies. Enhance the AMP data by completing regular rotating road condition assessments, CCTV and flow monitoring of sewers, hydrant flow testing and water modeling.

Benefits: A comprehensive AMP will position the Township to financially plan more strategically for asset life cycling. Will enhance Master Servicing Plan data and modeling for critical decision making. Potential for costs savings using accurate data.

Asset Management

Topic: AM-01 Asset Management Plan (AMP)

Estimated Possible Costs: Approximately two weeks of staff time for the Deputy Treasurer, Public Works Superintendent and support staff. Rotating AMP data collection programs would be in the order of \$10,000 per year. Water and sewer data collection would be recoverable as part of their respective charges.





Asset Management

Topic: AM-02 Vehicles and Equipment Replacement Policy

Issue/Concerns/Risks: Overall the Township maintains its fleet of vehicles in good repair. The Township does not yet have a Council approved vehicle replacement policy or a long-term financial strategy to fund vehicle replacement. The cost of keeping older vehicles on the road exceeds the cost of replacement over time. While there does not appear to be a major problem, it is possible that ratepayers could be 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 impacts service delivery. Out of service vehicles also impact service delivery. A Vehicles and Equipment Replacement Policy would assist in mitigating against this risk and aid with financial planning.

Recommendations/Options: Adopt a Vehicles and Equipment Replacement Policy and integrate it with an expanded Asset Management Policy (Topic: AM-01). Develop a long-term financial strategy to fund vehicle replacement and include replacement of vehicles and equipment in a 10-year Long Range Capital Forecast (LRCF). Use the LRCF to inform the annual budget. Consideration should be given to the potential benefits of leasing and/or contracting related vehicles and equipment, as opposed to ownership.

Asset Management

Topic: AM-02 Vehicles and Equipment Replacement Policy

Benefits: Longer term cost savings. Mitigate against interruptions in service delivery. More staff time dedicated to service delivery. Improved community satisfaction.

Estimated Possible Costs: Variable depending on vehicles.



Township Vehicles





Asset Management

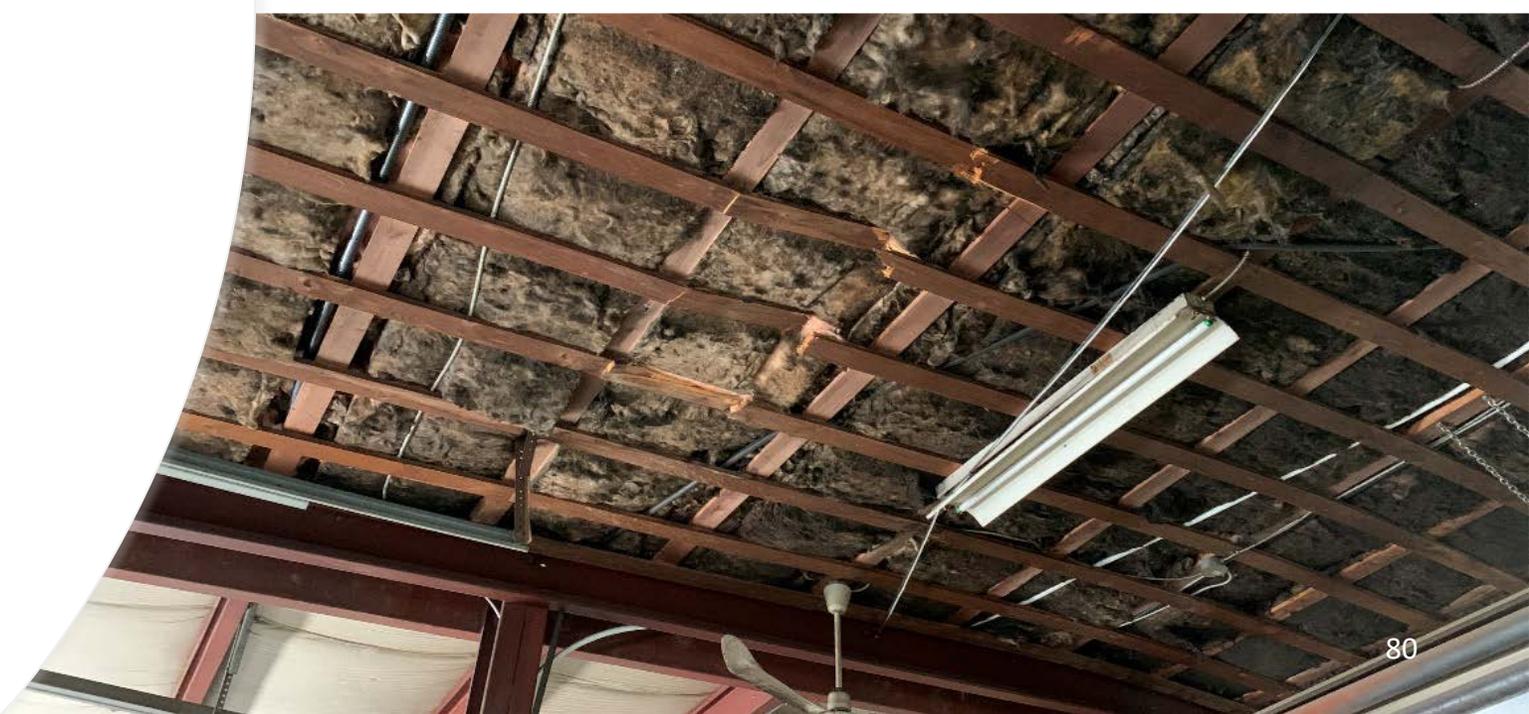
Topic: AM-03 Buildings and Properties Maintenance (Condition Assessment)

Issue/Concerns/Risks: Building assets (except the Arena) are not tracked as an asset in the AMP. This results in a gap in asset life cycling data and corresponding financial implications. Some Township buildings are in a state of disrepair and may pose health and safety risks to employees or patrons. Some buildings may cost more to bring up to an acceptable state of repair than the cost of full replacement. Annual maintenance costs for some buildings may also cost rate payers more to maintain over time than replacement. Some buildings are not AODA compliant or set up to optimize office and patron functionality.

Recommendations/Options: We recommend all Township buildings and properties be inspected by a qualified building and property condition assessment professional. Develop a strategy to bring salvageable buildings up to a state of proper repair and identify which assets should be decommissioned and/or replaced with new. Consider efficiencies and cost benefits of consolidating Township buildings to minimize operating and life cycling cost. Integrate the findings into the AMP and LRCF. Implement regular building and property life cycle maintenance programs and fund accordingly.

Asset Management

Topic: AM-03 Buildings and Properties
Maintenance (Condition Assessment)



Asset Management

Topic: AM-03 Buildings and Properties Maintenance (Condition Assessment)

Benefits: Cost efficiencies and greater long-term financial stability. Potential for consolidated facilities. Critical budget information for life cycling. Safe working conditions. Improved image. Accessible facilities. Better functionality.

Estimated Possible Costs: \$50,000 Condition Assessment (excluding HST and travel). Possible grant eligibility. Annual life cycle costs will vary pending outcomes of the Condition Assessment report.





Asset Management

Topic: AM-04 Municipally Owned Properties

Issue/Concerns/Risks: Bonnechere Valley was established through amalgamation of the Village of Eganville and the Townships of Grattan, Sebastapol and South Algona. Amalgamation resulted in the acquisition of several fragmented properties and facilities. Bonnechere Valley has accumulated over 65 properties and facilities, some of which do not appear to add strategic value to the Township's operations or services. Unused and/or underutilized properties and facilities consume financial, physical and human resources, and increase risk.

Recommendations/Options: Parallel to the Building & Property Condition Assessment and Fire Master Plan recommended in Topics AM-03 and SP-04, we recommend that the senior management team establish an ad-hoc committee to review all municipally owned properties to determine, which properties are surplus to the Township's needs and, which properties are required for future operational requirements. Upon completion of the ad-hoc committee's review, a staff report should be prepared for Council consideration. Properties that are deemed surplus to the Township's needs should be sold or leased to generate a new revenue stream.

Asset Management

Topic: AM-04 Municipally Owned Properties

Benefits: Reduced maintenance and operational costs and downtime. Potential consolidation of municipal facilities should improve operational efficiencies. New revenue can be applied to reserves for capital asset requirements and service delivery priorities. Reduces potential risk.

Estimated Possible Costs: None but has potential to generate significant revenue through sale or lease of surplus properties and reduction in operational costs.





Asset Management

Topic: AM-05 Foymount Fire Hall & Public Works Garage

Issue/Concerns/Risks: It is anticipated that following the building condition assessment report, recommended in Topic AM-03, that the Foymount Fire Hall & Public Works Garage will be identified as a building asset that will need to be replaced, rather than repaired. Aside from the building condition, there are also potential safety and security concerns. Currently the building is used as a secondary fire hall, as well as a public works garage for winter control, serving the Foymount area.

The size of the fire hall bays are not sized to accommodate the upcoming replacement of the fire pumper truck. Given the location of Township's fire halls and public works garages (Eganville & Foymount), at opposite ends of the Township, it poses significant challenges to consider consolidating operations out of one of the two current locations.



Asset Management

Topic: AM-05 Foymount Fire Hall & Public Works Garage

Recommendations/Options: We recommend in conjunction with, the Building Condition Assessment report, the Municipally Owned Properties review and the Fire Master Plan (Topics AM-03, AM-04 and SP-04) the Township pursue options to replace the Foymount Fire Hall & Public Works Garage.

Options for consideration:

- a) replacement of the existing facility in Foymount and,
- b) a centrally located consolidated fire and public works facility.

Many factors should be considered as part of these concurrent reviews and options including, long and short-term operating and maintenance cost savings and efficiencies, long-term capital cost savings among others. Details from the recommended Building Condition Assessment report, the Municipally Owned Properties review, and the Fire Master Plan are essential and will all contribute to informing the final decisions.



Asset Management

Topic: AM-05 Foymount Fire Hall & Public Works Garage

Benefits: Replacement of the existing aged Foymount facility into a purpose-built facility would provide a new, safer, more secure and efficient building for fire and public works operations for many decades. We would expect the capital replacement costs over the long-term to be less costly than attempting to upgrade and maintain the existing facility. Consolidating both operations into one centrally located facility with capacity to expand should provide further benefits by reducing long-term capital costs, as well as facilitating more efficient, cost effective operations. Improved worker morale. Mitigates risks.

Estimated Possible Costs: Professional services to investigate and cost the various options would be included in the Building Condition Assessment report and Fire Master Plan depending on how much background work is provided internally. Future costs and savings would depend on which option is selected. Refer to Appendix 8 for a high-level White Paper thought and financial analysis, related to consolidating facilities.



Asset Management

Topic: AM-06 Eganville Generation Corporation (EGC)

Issue/Concerns/Risks: EGC is a government business enterprise (GBE) fully owned by the Township of Bonnechere Valley. EGC was a former asset of the Village of Eganville, prior to amalgamation. In 2004, the Township sold their interest in Eganville's power distribution network to Hydro One. The proceeds of which were partially re-invested into EGC and an EGC Capital Reserve of \$1,420,575 was established. The EGC reserve has been partially used to finance operations and capital expenditures. Using reserves to fund operations is usually a concern.

We were advised that it was intended that most, if not all profits and equity in EGC would be used for the benefit of the residents of Eganville, by way of subsidies to the village resident's sewer & water rates. Current long-term liabilities of EGC to the Township are \$772,829, which when paid would fully re-fund the EGC Capital Reserve. It is noted however, that these loans are unsecured and have no terms of repayment. In order of repayment priority, the Township is behind other long-term liabilities of EGC. A review of the past 5 years financial statements of EGC, referenced in Appendix 7, indicate negative to marginal rates of return on investment when excluding long-term liabilities. Almost all EGC equity is in capital assets, with minimal liquid assets.



Asset Management

Topic: AM-06 Eganville Generation Corporation (EGC)

Issue/Concerns/Risks: There is currently no AMP data for EGC confirming the TCA values or detailing what future capital replacement liabilities will be anticipated. Therefore, it is not known if sufficient funds are being set aside for this eventuality. The current contract for the sale of the power generated, is set to expire in about 5 years.

Municipal ownership in a GBE is not a core municipal service. It is an investment. There should be a planned return on the investment, which outperforms and responds to long-term risks and liabilities of ownership up to and including full facility life cycle capital replacement costs. At present this is not known. Amalgamation was intended to eliminate overhead, improve efficiencies and to mitigate/spread out risk. It is not typical that one asset is earmarked for the benefit of only part of the Township, whereas the entire municipality shares in the cost, benefits, and risks of all other assets.



Asset Management

Topic: AM-06 Eganville Generation Corporation (EGC)

Recommendations/Options: We recommend that EGC engage professional services to develop their own AMP and LRCF. Following the completion of the AMP, the Township should retain a municipal economist to undertake a comprehensive review of financial implications of municipal ownership of EGC. Analysis should consider the long-term implications of ownership including risks and liabilities, return on investment and the potential benefits of selling.

Benefits: Completion of the AMP would inform EGC and the Township of future long-term capital financial risks and requirements. This information, together with a return on investment analysis of EGC, would provide the information necessary to make a fully informed decision on the merits of continued ownership of EGC.

Estimated Possible Costs: AMP costs of up to \$10,000, plus some anticipated staff time. Municipal Economist professional services \$10,000, plus some anticipated staff time.

By-law Enforcement

Keeping Communities Safe and Clean





By-law Enforcement

Topic: BL-01 Property Standards

Issue/Concerns/Risks: Property Standards by-laws help keep neighbourhoods safe and clean. Clean, safe and well-maintained communities assist with business attraction and retention efforts. First impressions are critical for investors. We observed some buildings in the village of Eganville, which were in a state of disrepair. This contributes to a negative image and may dissuade investors, as well as it is a disincentive for property standards abiding businesses to maintain their properties. There may also be safety risks to the public, municipal staff (Fire Fighters) and adjacent buildings if left unaddressed.

Recommendations/Options: Inspect the properties for Fire Code and Property Standards concerns. Develop property standards education programs. Attempt to work with offenders to bring their properties up to a proper state of repair within a reasonable timeline. Failing achieving voluntary compliance, proceed with full enforcement. Promote the use of the Township's CIP to help stimulate façade and other improvements.

By-law Enforcement

Topic: BL-01 By-law Enforcement

Benefits: Safer and cleaner community. Improved business attraction and retention opportunities. Downtown merchant and community satisfaction.

Estimated Possible Costs: Some minor additional revenue in fines. Potential for increased tax base due to improved properties and successful business attraction.





Property Standards





Council

Strategic Leadership and
Decision Making





Council

Topic: C-01 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 policy development by **adopting a culture of cooperation to ensure effective Council-Staff Relations**. Overall our review did not identify major concerns; however, it is critical that relations flourish and remain top of mind.

Recommendations/Options: Ensure best opportunities for a culture of trust, effective communication and cooperation between Council and staff. Provide annual training to help promote best practices as it relates to the distinct roles of municipal governance versus administration. Follow the “one employee of Council” (CAO) model.

Council

Topic: C-01 Effective Council-Staff Relations

Benefits: Promotes clarity with respect to the roles of governance versus administration. Promotes two-way clarity with respect to accountabilities and ethical behavior. Encourages healthy, respectful and productive interactions between Council and staff. Enhances morale. Helps improve public image. Enhances service delivery.

Estimated Possible Costs: None or nominal.





Council

Topic: C-02 Council Training

Issue/Concerns/Risks: Local government is ever-changing with new legislation, regulations and provincial downloading. Rapidly changing programs and statutes resulting from COVID-19 have highlighted this. It is important that staff are well trained; however, it is equally essential that Council, as the ultimate 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. Members who work full-time, part-time or on contract may find attending training a challenge.

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

Council

Topic: C-02 Council Training

Benefits: Helps develop a strong understanding of the local government context, the importance of long-term planning, governance versus management responsibilities, what to look for in staff reports and much more.

Estimated Possible Costs: Courses range in price from \$100 to \$200 each. No new costs. Should be covered by existing budget.



Economic Development

“Fostering municipal economic development requires strategy and cooperation to ensure a connection between the built environment, the social and cultural wellbeing of a community, and sustainable growth.” Jessica Ferlaino





Economic Development

Topic: ED-01 Market Gap Analysis (Study)

Issue/Concerns/Risks: Increased local services is an important municipal goal. Like Council, new investors require good information to make sound, informed decisions. Undertaking market surveys for individual projects is often cost prohibitive, which can lead to lost opportunity. A Market Gap Analysis, undertaken by a qualified firm, will identify service gaps in the community and provide the required market analysis to help remove doubt or risks for new investment.

Recommendations/Options: Issue a request for proposal to undertake a Market Gap Analysis.

Benefits: The study is a marketing tool to strategically attract the type of new investment that has the best chance for success in Bonnechere Valley. This strategic approach helps mitigate against “chasing everything” whether it has a good chance to succeed or not. A Market Gap Analysis is recommended over an Economic Development Study. New or 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-01 Market Gap Analysis

Estimated Possible Costs: A Market Gap Analysis 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-02 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. The Township has a business directory. Staff advise that it could be further updated. The Township does not have an available properties registry.

Recommendations/Options: Undertake another campaign with local businesses to offer a free searchable online business registry on the Township's new website with key contact and other information to augment the current registry. In addition, offer a similar database of available property listings on the Township's new website with contact and property information. Promote these free offerings and apply efforts to keeping them up to date. This should be managed by the Planning/Zoning & Community Development staff of the Township.

Economic Development

Topic: ED-02 Online Business and Available Properties Registry

Benefits: Enhanced access and presence for outside investors and residents. Helps demonstrate investment readiness. Helps support local economy and businesses. Provides better resident access to businesses or services.

Estimated Possible Costs: Costs to develop modules for the Township's website would be rolled into the website upgrade (AT-02). May be eligible for grant funding.



Economic Development



Topic: ED-03 Branding Exercise

Issue/Concerns/Risks: The Township does not appear to have a discernable brand for business attraction, tourism or investment strategies. Reportedly the Township had previously received grant funding to complete a branding exercise but did not proceed.

Recommendations/Options: Issue a request for proposal to 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. Engage the community in the process.

Benefits: A clear Township brand will aid in attracting business, new investment and tourism into the community. Community pride.

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



Economic Development

Topic: ED-04 Community Improvement Plan (CIP)

Issue/Concerns/Risks: Community Improvement Plans are a planning tool under Section 28 of the *Planning Act*, which provide options for municipalities to incentivize development and community improvements. CIP's offer municipal grants, realty tax reductions and/or building fee reductions options. A CIP can help attract outside investors and encourage existing property owners to maintain, upgrade and/or expand their properties. The Township does have a Community Improvement Plan; however, the CIP is not funded or widely promoted.

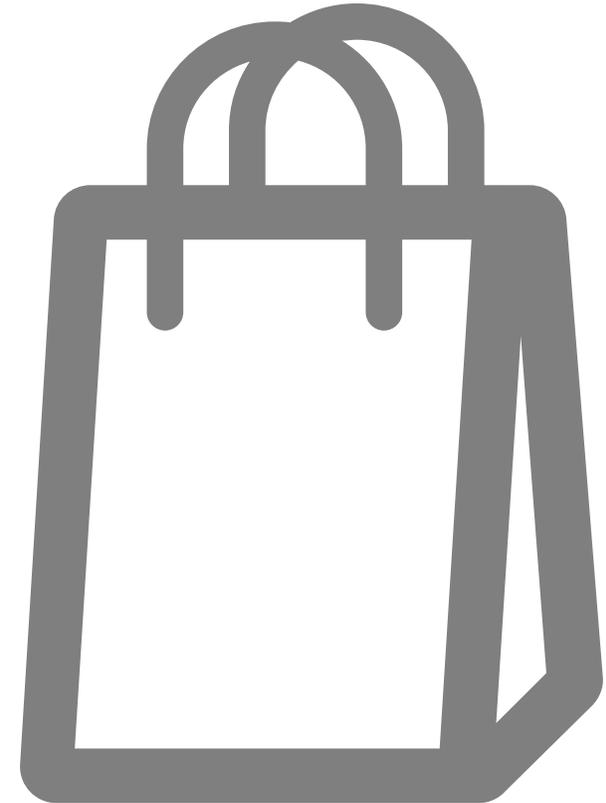
Recommendations/Options: Allocate annual funds towards CIP initiatives through the annual budget. Set up a reserve to return any unused CIP funds each year, so that annual budget contributions can be minimized. Promote the CIP actively to solicit participation.

Economic Development

Topic: ED-04 Community Improvement Plan (CIP)

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: Annual CIP grants could be in the order of \$10,000/yr. to start. A reserve could have a set minimum or maximum balance established in a reserve and reserve fund policy (RRFP) as noted in Topic AF-08.





Economic Development

Topic: ED-05 Coordinated Comprehensive Zoning By-law Update (& Master Servicing Plan (SP-03))

Issue/Concerns/Risks: The Township utilizes the County's Official Plan (OP). The County's OP is more generic than a local OP. It is essential that the Township have a solid Comprehensive Zoning By-law (CZBL) to augment the generic County OP. The *Planning Act* requires that CZBL be updated when an OP is updated. The Township identified a need for a Master Servicing Plan (MSP) in 2015. The MSP has not yet been undertaken. There may be areas that should be up zoned while others should be down zoned based on servicing requirements.

Recommendations/Options: Undertaking an MSP in conjunction with a CZBL will allow for coordinated planning of servicing to land uses. Issue a combined tender for an MSP and CZBL update.

Benefits: Coordination of land uses and servicing needs. Effective marketing information for investors and businesses

Estimated Possible Costs: \$60,000 (excluding HST and travel) for a CZBL. MSP as outlined in Topic SP-03



Economic Development

Topic: ED-06 Shop Local Program

Issue/Concerns/Risks: Successful local businesses contribute to quality of life, the local economy and tax base. Promoting local businesses is particularly challenging in smaller communities. A comprehensive program aimed at shopping local can help support local businesses.

Recommendations/Options: Develop a Shop Local Program to encourage supporting local businesses. Offer a monthly reward program to patrons who support local businesses.

Benefits: Improved service offerings for residents. Attractive for new investors and contributes to business retention efforts. Stronger local economy. Stable tax base.

Estimated Possible Costs: A monthly reward system of \$100 towards a local purchase (\$1,200/yr.)

Economic Development



Topic: ED-07 Bonnechere Valley Daytrip Itinerary

Issue/Concerns/Risks: Bonnechere Valley has many untapped or under capitalized tourist opportunities. A local daytrip itinerary for all seasons would help promote tourism and support local businesses.

Recommendations/Options: Develop a four season Bonnechere Valley Daytrip Itinerary and promote it through the Ottawa Valley Tourist Association (OVTA), the Township's website, Facebook Ads, social media and other media opportunities. Update regularly.

Benefits: Supports the local economy by attracting tourism. Stable tax base. Vibrant community. Business attraction and retention opportunities.

Estimated Possible Costs: \$2500 (excluding HST) to develop the itinerary. Marketing costs are variable depending on level of effort. Eligible for grants such as RED. Opportunities for advertising revenues.



Economic Development

Topic: ED-07 Bonnechere Valley Daytrip
Itinerary





Economic Development

Topic: ED-08 Bonnechere Valley Community Profile

Issue/Concerns/Risks: As noted in Topic ED-01, investors require information to make decisions. They look for municipalities that demonstrate readiness and assistance in offering critical decision-making information. Investors want specific data on community demographics to determine if their investment proposal is viable.

Recommendations/Options: In coordination with the preparation of a Market Gap Analysis, prepare a Bonnechere Valley Community Profile. Update the profile annually and post prominently on the Township's website.

Benefits: Marketing tool for potential investors. Demonstrates investment readiness.

Estimated Possible Costs: Costs would partially be covered through ED-01. Marketing material develop and production costs would be about \$3000 (excluding HST and travel). Eligible for grants such as the RED program.

Economic Development



Topic: ED-09 Bonnechere Valley Business Toolkit

Issue/Concerns/Risks: Small business owners work hard keeping their businesses viable. Owners may not have the time or resources to investigate business opportunities such growing the business, expanding or improving a building, finding grant opportunities, etc. They need help navigating the complexities of government regulations or incentive programs.

Recommendations/Options: Develop a Bonnechere Valley Business Toolkit to outline various programs, requirements and opportunities. Include key contacts in the Toolkit. Market the Toolkit with local businesses and potential investors. Update the Toolkit regularly as programs and information changes.

Benefits: Demonstrates investment readiness. Contributes to business attraction and retention. Helps businesses and investors navigate complexities of programs, processes and regulations.

Estimated Possible Costs: None if prepared in-house by Planning/Zoning & Community Development staff.



Economic Development

Topic: ED-10 Biannual Business Seminars

Issue/Concerns/Risks: The world economy is changing rapidly as a result of COVID-19 and other evolving pressures. Small businesses are the heart of the local economy. However, they may not have the opportunity to stay current on emerging business trends pertaining to technology, social media, economy, funding, etc.

Recommendations/Options: Coordinate biannual business seminars to help local businesses stay current and competitive. Retain industry experts to lead discussions and training on business trends and opportunities.

Benefits: Contributes to local business retention by arming local businesses with essential information needed to help businesses to remain competitive and grow.

Estimated Possible Costs: Approximately \$5000 to \$8000 per year for two seminars. Eligible for grant funding such as the RED program.



Economic Development

Topic: ED-11 Enhanced Partnerships with OVTA and OVED

Issue/Concerns/Risks: The Township currently leverages the county wide services of the Ottawa Valley Tourist Association (OVTA) and the Ottawa Valley Economic Development Partners Group (OVED) to assist with regional interests in tourism and economic development. This is a good practise, especially for smaller municipalities. This arrangement could be further augmented to create enhanced collaborations at the local level.

Recommendations/Options: Liaise with OVTA and OVED to develop local level strategies and priorities to complement the regional ones. This should be coordinated by the Township's Planning/Zoning & Community Development staff in partnership with the Eganville & Area Economic Development Group. Summer students and a small amount of funding would be needed to supplement these efforts.



Economic Development

Topic: ED-11 Enhanced Partnerships with OVTA and OVED

Benefits: Better focus and measurable outcomes on local tourism and economic development priorities and strategies.

Estimated Possible Costs: Allocation of existing staff resources, depending on the time of year, will likely vary from about 10 to 20 hours per month. Additional support from summer students could also be provided with the existing complement of summer students such as from the Tourist Information Booth, or as an additional student position for about \$10,000. Additional financial resources of approximately \$5,000 per year could also be expected.

Fire

When Everyone is Running Out,
Township Volunteers are Running In



Fire Department





Fire

Topic: FD-01 Fire Chief Inclusion with Senior Management

Issue/Concerns/Risks: The Fire Chief is a Department Head with considerable responsibility to Council, the CAO and community. Although the Chief has good access to the CAO, the Chief does not generally participate in management team activities. The Chief has not had regular meetings with senior management. This may be in part attributable to the volunteer nature of the position and lack of an office.

Recommendations/Options: Whenever possible, include the Fire Chief in all group management discussions, including a newly established Senior Management Team. Build even stronger ties with all members of the management team. Share corporate information with the Fire Chief.

Benefits: Team building. Imparting corporate knowledge. Two-way employee growth. Satisfaction in resolving issues. Leveraging the wisdom of the broader 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. Succession opportunities would also exist by engaging the Deputy Chief where possible as well.

Estimated Possible Costs: None. High rate of return.



Fire

Topic: FD-02 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. Bonnechere Valley has high and medium risk facilities. The Chief indicates a Risk Assessment is planned with OFM. We concur this is essential.

Recommendations/Options: Consult with the Ontario Fire Marshall's office as needed to develop, plan and finalize the Township's Risk Assessment. Ensure that risk assessments are kept current through regular annual or more frequent 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 and on-going commitment by Fire Chief, Deputy Chief and officers.



Fire

Topic: FD-03 Recovery of Insured Fire Call Costs

Issue/Concerns/Risks: Fire calls place an added financial burden on municipalities, particularly small municipalities and their rate payers. There are opportunities through specialized insurance collection agencies to recover some of the costs of fire calls to help offset the burden on rate payers.

Recommendations/Options: Retain a qualified fire insurance collection agent to recover fire call costs for those residents and businesses who carry insurance to pay for these costs. Many municipalities choose not to recover costs where residents or businesses do not carry fire insurance. Council can choose to only recover where sufficient insurance is in place.

Benefits: Recover costs of responding to fire calls and offset the costs of running the Fire Department.

Estimated Possible Costs: None, however a portion of what is recovered (about 30%) will go the fire insurance collection agents with the balance to the Township. Variable added revenue per year.



Fire

Topic: FD-04 Fire Department Radio Communications

Issue/Concerns/Risks: Fire Department radio communications is provided by the County of Renfrew and the Central Ambulance Communications Center (CACC). Neither specialize in providing Fire Communications to NFPA standards. The system offers substandard communications to the Township's first responders. Fire calls have a history of being bumped in favour of ambulance calls. There are also areas where there is no radio service. Fire calls are not recorded and time stamped. Calls are not linked to and documented using standardized fire management software. This all places the Township's fire fighters at unnecessary risk while on emergency calls when they may need a communication lifeline the most.

Recommendations/Options: Tender fire communications to a service provider equipped and trained for Fire calls with full coverage to NFPA standards.

Fire

Topic: FD-04 Fire Department Radio Communications

Benefits: Skilled NFPA trained communications specialists serving the Township's fire fighters. Calls are monitored 24/7. No dropped or bumped calls during a fire emergency. Access to critical fire fighting data through dispatchers. Enhanced safety for the Township's first responders. Documented reports and recordings of all calls linked to industry fire management software.

Estimated Possible Costs: Hardware approximately \$40,000; one time set up approximately \$9000 and annual service provider fees approximately \$35,000 including a credit for fees currently paid to the County.





Fire

Topic: FD-05 Fire Chief Office

Issue/Concerns/Risks: The Eganville Fire Hall is shared with two outside agencies. Renfrew County Paramedics use three bays in the rear of the Fire Hall and the meeting room, while the OPP is using the Fire Chief's office. While this relationship is working and provides a source of rental revenue for the Township, it is not ideal. We believe this to be particularly the case with the OPP's use of the Fire Chief's office, as this does have an impact on Fire Department efficiencies.

Recommendations/Options: We recommend that the Paramedics continue its current use of the Fire Hall rear bays, until such time as the Township has made decisions related to Topics AM-03, AM-04 and SP-04 of this report. We further recommend that the Fire Chief's office be returned for exclusive use of the Fire Department.

Fire

Topic: FD-05 Fire Chief Office

Benefits: Having the Fire Chief working out of the main Fire Hall will contribute to many operational and administrative efficiencies. The office, with the recommended fire inspection software, communication equipment and records, would all be readily available for use by the Fire Chief, or other fire personnel. The Fire Chief would also be available to meet with other members of the Senior Management Team, as well as the public, as required.

Estimated Possible Costs: None. The loss of rental revenue would be offset by operational efficiencies.



Human Resources

The Most Important Township Assets



Human Resources



Topic: HR-01 Succession Plan

Issue/Concerns/Risks: The Township does not have a Succession Plan policy or strategy. This poses a 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. Contributes to good staff morale who observe the Township's investment into their employees.

Estimated Possible Costs: None. We can provide an example of a municipal Succession Plan. Developing a policy to fit Bonnechere Valley will be minimal investment with a high rate of return if it is followed.

Human Resources



Topic: HR-02 Cross Training and Corporate Training

Issue/Concerns/Risks: Cross training is present but not necessarily optimal. Consistent with Succession Plan best practices, there should be an employee for virtually every position who can assist or cover off in the event of an increase in workload or absence of staff. While some of this exists at the Township, there are opportunities to implement more robust cross training.

We did also note some deficits in corporate training for such things as first aid, OMS (Topic AT-08), hazardous waste, etc. A rule of thumb of 2% to 5% should be allocated to corporate training. The Township training budget is less than 1%.

Recommendations/Options: Develop a corporate cross training strategy for all staff per Succession Planning best practices. Ensure regular cross training occurs throughout the year. Develop a corporate policy for mandatory and discretionary training. Budget accordingly.

Human Resources

Topic: HR-02 Cross Training and Corporate Training

Benefits: Mitigates against disruptions in service delivery or business continuity, staff burnout, as well as improves staff morale. Ensures better cover off during absences. Ensures a highly skilled and qualified staff. Contributes to enhanced efficiencies.

Estimated Possible Costs: Increase by an additional \$10,000 for corporate training to begin with. Refer to Topic AT-08 for costs related to OMS training.





Human Resources

Topic: HR-03 Client Services Training

Issue/Concerns/Risks: While we did not observe major client service issues, there is evidence to suggest that regular client services training can result in an enhanced client experience and greater administrative efficiencies. Regular training versus one-time training will help keep client services “top of mind”.

Recommendations/Options: Organize an annual client service training day for all Township staff. Consider AMCTO training options. Invite other municipalities to participate 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-04 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. These 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. Formal written employee reviews do not occur. This is considered a 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 by their supervisor including the CAO by Council. Make annual reviews of all personnel a key deliverable for all managers in their own employee reviews.

Human Resources

Topic: HR-04 Annual and Regular Employee Reviews

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

Estimated Possible Costs: None.





Human Resources

Topic: HR-05 Job Descriptions (JD)

Issue/Concerns/Risks: The Township's Job Descriptions are dated and require updating. Inaccurate JDs present issues for performance management, job postings and more. Having to update JDs when a new posting occurs is not optimal and may not result in a quality JD. We observed a few instances where employees were not clear on some job duties or even reporting relationships. Up to date JDs would help.

Recommendations/Options: Update all JDs as soon as possible and update regularly as jobs change. Complete Pay Equity update reviews as needed.

Benefits: Accurate JDs are excellent tools for performance management, coaching, setting annual key performance indicators and deliverables, etc. Accurate JDs are essential for setting employee remuneration on a fair basis. They are also needed for employment competitions.

Estimated Possible Costs: About one day of staff time per position for each manager. Possible salary adjustments from Pay Equity reviews.



Human Resources

Topic: HR-06 CAO/Clerk/Treasurer

Issue/Concerns/Risks: Section 229 (a) of the *Municipal Act* provides for the appointment of a Chief Administrative Officer (CAO) “*who shall be responsible for exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality*”. Some smaller municipalities appoint the CAO as the municipality’s Clerk under section 228 of the Act, extending more direct statutory duties to the CAO who is already charged with full oversight.

It is rarer to see a CAO who is assigned responsibilities under section 229 of the Act, as well as the statutory duties of the Clerk *and* the Treasurer. Doing so adds considerable burden of direct statutory responsibility to the role of the CAO. Our view is that this arrangement also creates unbalanced workload distribution and further does not promote employee growth or succession opportunities.



Human Resources

Topic: HR-06 CAO/Clerk/Treasurer

Recommendations/Options: We recommend that the Deputy CAO be appointed as the Treasurer and the CAO be appointed as the Deputy Treasurer for “as needed” treasury duties. We recommend that the CAO remain as the Clerk with the Deputy CAO as the Deputy Clerk for “as needed” clerk duties.

Benefits: Promotes employee growth and succession opportunities. Encourages more balanced distribution of workloads. Should result in more efficient service delivery by eliminating bottle necks and added steps. Encourages a broader oversight by the CAO and less daily micro-involvement, freeing up the CAO to focus on big picture corporate and strategic responsibilities.

Estimated Possible Costs: No direct costs. However, the Deputy CAO’s job description will need to be reviewed to determine whether the added title and duties results in an increase in salary.

Library

Leisure Services for the Community





Library

Topic: L-01 Library Hours of Operation

Issue/Concerns/Risks: In 2019, Bonnechere Valley executed the Bonnechere Union Public Library Agreement with North Algona Wilberforce (NAW). Clause 2.1(d) establishes hours of operation. The clause reads: “Operate a Library open a minimum of 20 hours per week with preference being given to the library services being available consistent with the communities’ leisure time”. Prior to the COVID-19 pandemic, the library was open for 48 hours per week. Hours were reduced to 22 hours per week during COVID-19. It is not clear if the reduction in hours has resulted in reductions in salaries paid. We note that many of the Library hours are not aligned with the “communities’ leisure time.” A review of library hours of comparable municipalities in Appendix 4, the average was approximately 24 hours weekly. Survey results indicate that 61% of survey respondents have not attended the library over the last 12 months. When asked about the operating hours, 43% indicated that the hours should be reduced, while 51% indicated that the current operating hours should be maintained. The Township grants approximately \$168,000 per year to the Library Board. In 2019 the library’s wages represented over \$200,000 of the \$271,000 total operating expenses. During our interviews, we heard conflicting views regarding the appropriate number of hours of operation.



Library

Topic: L-01 Library Hours of Operation

Recommendations/Options: That the library grant be reduced such that hours can be reduced to align with comparable municipalities and the library agreement. That the Township work with both the Library Board and NAW to mutually determine what hours they wish the library to be open, recognizing that reduced hours may affect the library's ability to maintain some current programs.

Benefits: As a high percentage of the library's operating expenses are related to wages, reduced hours will have corresponding operating cost savings. This should not have a big impact on the lending of books; however, it *may* impact some programs and services provided by the library.

Estimated Possible Costs: If library hours were reduced from 48 to 30 hours per week, we would expect cost savings in the range of \$50,000 to \$60,000. Bonnechere Valley's share of these cost savings would be \$35,000 to \$42,000. This would equate to an equivalent tax rate savings of approximately 1.5%.

Public Works



Managing the Township's Physical Assets
Efficiently



Public Works

Topic: PW-01 Asphalt Hot Box

Issue/Concerns/Risks: Some roads were observed to need repairs. For asphalt surfaces, cold patch is an ineffective, labour repetitive and costly short-term solution.

Recommendations/Options: Tender for the purchase of 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 to help close the infrastructure funding gap. Ability to reallocate savings to other road rehab needs. Resident satisfaction resulting from a higher quality repairs. Ability to redirect labour to other service delivery priorities.

Estimated Possible Costs: Approximately \$40,000 (excluding HST and delivery if applicable) to purchase a Hot Box. Significant long-term cost savings due to a higher quality and longer duration of repairs. Ability to defer full road reconstruction and associated costs.



Public Works

Topic: PW-02 Garbage Collection and Recycling

Issue/Concerns/Risks: The Township currently offers weekly curbside pick-up for garbage and recycling in the Village of Eganville only. Recycling pickup of fibre and co-mix occurs every other week. Residents outside of the Village of Eganville utilize 5 transfer sites to drop off garbage and recycling items. The Township recently investigated expanding garbage and recycling pickup to include the rural areas of Bonnechere Valley. The estimated cost to provide this service was approximately \$350,000 annually. This included the cost of purchasing a dual stream garbage truck and a loader.

Survey results indicate that over 80% of residents would be likely, or very likely not support rural garbage and recycling pickup. We agree with survey feedback. Of note, Stewardship Ontario, the Resource Productivity & Recovery Authority and the Ministry of Environment, Conservation and Parks are currently negotiating the transition of the Blue Box program. The producers of recycling products will be responsible for the entire cost of the Blue Box Program. It is expected that the details of this transition will be made known by early 2021 and would be phased in over 2-3 years.



Public Works

Topic: PW-02 Garbage Collection and Recycling

Recommendations/Options: We recommend that the Township not proceed with the additional service of providing rural garbage and recycling pick-up at least until all the details of the new Blue Box program are finalized. This should include deferring the purchase of any new equipment. When details have been finalized for the new Blue Box program, the Township could revisit options for expanding or maintaining current services, including an option of contracting out.

Benefits: Waiting for further details on the new Blue Box Program, would ensure that no new commitments are made, that may need to be changed soon. We anticipate cost savings because of the new Blue Box Program. Should the Township opt for contracted services in the future, we would also anticipate potential for cost savings.

Estimated Possible Costs: There are no additional new costs, at this time. Future costs will depend on the details of the new Blue Box Program and if a different option is chosen for continued garbage and recycling pickup services.



Public Works

Topic: PW-03 Sweeper

Issue/Concerns/Risks: The Township has expended almost \$13,720 in repairs on its 2011 sweeper over the past 3 years in parts (internal labour and downtime excluded). The Township uses the sweeper for a relatively low number of hours each spring and a smaller number of additional hours per year as needed.

Recommendations/Options: Tender an annual sweeping contract as early in the calendar year to benefit from competitive early season rates. Consider partnering with another municipality in a joint tender to realize potential cost efficiencies. Dispose of the existing Township owned sweeper.

Benefits: Eliminates on-going expensive repairs. Eliminates equipment and employee downtime. Allows gained staff opportunity time to be redirected to other service delivery priorities.

Estimated Possible Costs: About \$10,000. Early-year tendering should result in more competitive rates. Joint tendering with neighbouring municipalities should also result in more competitive rates.



Public Works

Topic: PW-04 Maintenance, Cleanliness and Organization of Public Works Garages

Issue/Concerns/Risks: Site visits to the Township's Public Works garages revealed a general lack of maintenance, cleanliness, and organization. This was not in keeping with other building assets throughout the Township. We also noted security issues, due to the lack of perimeter security fencing. Vehicles and equipment stored in the Public Works yards were unsecure and fully accessible.

Recommendations/Options: We recommend that the Township apply the necessary financial resources to bring the garages up to a reasonable state of repair, following any guidance from the building condition assessments recommended in Topic AM-03. In addition, in-house financial and human resources should be directed to fully clean and organize the garages now. Once complete, expectations should be established to ensure that the facilities continue to be maintained, cleaned, and organized. Also, consideration should be given for security fencing to be erected around the main Foymount Rd. garage and along the road frontage of the Spring Creek yard.

Public Works

Topic: PW-04

Maintenance, Cleanliness and Organization of Public Works Garages





Public Works

Topic: PW-04 Maintenance, Cleanliness and Organization of PW Garages

Benefits: Clean, safe, well maintained, and organized facilities lead to more efficient operations, better care of equipment and better staff morale. Potential for enhanced health and safety conditions, and better security.

Estimated Possible Costs: The initial cost to bring the garages up to a reasonable state of repair would be addressed through outcomes of Topic AM-03.

\$10,000 (excluding HST) plus PW staff time would be a reasonable estimate to clean and organize the facilities. If consolidation of facilities is not selected (Topic AM-05), quotations or competitive bids would need to be obtained from suppliers, but we expect fencing costs to be in the order of \$40,000.



Public Works

Topic: PW-05 Supplemental Water and Wastewater Operator Training and Accreditation

Issue/Concerns/Risks: The Township has a very limited number of accredited water and wastewater operators. Public works employees are not certified to undertake work on the Township's linear water and wastewater infrastructure, without supervision of the work by the Township's water and wastewater operators. While this has generally worked in the past, it does have the potential to cause extended service delivery interruptions during emergency repairs, multiple events or while operators are either sick or on vacation.

Recommendations/Options: We recommend that at least two public works employees receive training to acquire Level 1 operator certification for water distribution and wastewater collection.

Benefits: Greater flexibility. More diverse and skilled work force to be able to respond to multiple events. Accelerated repairs. Enhanced customer satisfaction. Better cover off during staff shortages.

Estimated Possible Costs: Training is evolving with remote learning. About \$1500 per employee, plus a wage increase of about \$1.50 per hour per employee (\$6500/yr. total).



Public Works

Topic: PW-06 Sewer Plant SCADA (Supervisory Control and Data Acquisition)

Issue/Concerns/Risks: SCADA is a sophisticated telemetry system, which is design to alert water and wastewater operators of system failures, power failures, sewage overflows, other environmental issues and maintenance requirements. SCADA systems can also assist in accelerated system failure diagnostics. SCADA is an industry standard for the delivery of municipal water and wastewater services. The Township does not have a SCADA system for its sewer plant or pumping stations.

Recommendations/Options: Retain a professional engineer with expertise in Sewage Plant SCADA systems to complete a needs analysis and costs estimate for the implementation of a sewer plant SCADA system.

Benefits: Accelerated repairs and maintenance. Less opportunities for interruption of service. Very high degree of risk mitigation. Better financial planning opportunities.

Estimated Possible Costs: Approximately \$20,000 (excluding HST and travel) for a needs analysis and cost estimate. Fees would be recoverable from wastewater fees collected. May be eligible for grant funding. SCADA upgrade costs would be identified through the needs analysis.

Recreation



Active, Healthy Lifestyle Options for the Community



Recreation

Topic: R-01 Arena – Pilot Program Reduction of Operating Hours

Issue/Concerns/Risks: Prior to COVID-19, the arena operated 7 days/week during the fall and winter. The *Employment Standards Act* (ESA) requires either a 24-hour rest period after working 7 consecutive days or a 48-hour rest period after working 14 consecutive days. An analysis of pay periods over 3 consecutive months against total hours worked indicates hours worked likely meet statutory requirements. However, staff indicate they work as many as 8-9 days in a row to make ice rental schedules work. This is approaching ESA upper limits, is not considered optimal for work quality, and could result in staff burnout or increased risk of injury if practiced continually.

While the arena is reasonably well used during prime-time weekday hours, there are still some prime-time hours not being rented. An analysis of ice rentals over the same 3 consecutive months, indicates ice rentals Monday through Friday averages 24 hours per week, while there are 35 hours of prime-time ice available. Tuesday prime-time ice rentals are typically 4 hours in the evening. The Tuesday hours could be accommodated on other open prime-time hours during the week, most notably Thursday or Friday, which also tend to book less hours. There are very little ice rentals prior to 3:30 during weekdays. Spreading the average number of ice rentals across seven days contributes to added costs and could be allocated more efficiently.



Recreation

Topic: R-01 Arena – Pilot Program Reduction of Operating Hours

Recommendations/Options: We recommend, when COVID-19 conditions allow for re-opening, the Township implement a one season pilot program at the arena. The pilot program would include closing the arena on Tuesdays in the fall and winter. Efforts should be made to reallocate Tuesday ice rentals to other days of the week (Thursdays and Fridays where possible) and weekend. The intent of the pilot program would be to measure the level of acceptance and adaption to the revised Arena days of operation. In addition, hours worked, over-time paid, and other operational costs (utilities) should be compared to previous years to ascertain cost savings.

Benefits: Potential to maintain the same number ice-rental hours per week with reduced number of operating hours. Potential for operational cost savings due to closure one day per week. Opportunities for less salary and overtime costs. More efficient use of arena and staff. Less potential for staff burn out or risk of injury. Increased potential for improved work quality.

Estimated Possible Costs: None, with potential for cost savings.

Risk Management

Mitigating Risk, Safer Communities





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 training has occurred recently for two (2) staff; however, all staff should receive risk management training annually.

Recommendations/Options: Most reputable municipal insurance providers offer free risk management training as well as 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 IT Disaster Recovery Plan

Issue/Concerns/Risks: Municipalities rely on IT for virtually all facets of service delivery. This has increased since the COVID-19 crisis and will continue an upward trend. IT infrastructure is susceptible to unplanned or catastrophic shutdowns and/or losses of critical data due to power outages or surges, fire, 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 of vital importance.

Recommendations/Options: Develop an IT Disaster Recovery Plan **with a sense of urgency**. Update it regularly to ensure operational readiness.

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

Estimated Possible Costs: Approximately \$5000 - \$7500 (excluding HST and travel). High rate of return in the event of a critical loss of service.



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 to municipalities. Township Operator safety while operating equipment in remote locations is also an important consideration.

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

Benefits: Effective method of defending against insurance claims. Enhanced Township Operator safety. Reliable data for budgeting purposes and annual Council reporting.

Estimated Possible Costs: Variable based on the type, functionality and number of vehicles selected. Approximately \$1500 to \$2500 per vehicle (excluding HST and travel).



Risk Management

Topic: RM-04 Enhanced Ransomware Cyber Insurance

Issue/Concerns/Risks: Reports of cyber theft and malicious software attacks are on the rise, including in the municipal sector. Mounting reports of several Ontario municipalities falling prey to complete shutdowns due to ransomware attacks have underscored the importance of protecting and insuring municipal hardware, software and data. We were advised that the Township is considering upgrading its insurance to cover against broader cyber threats and risks.

Recommendations/Options: Consult with the Township's insurer, and possibly other specialized insurance providers to acquire ransomware cyber insurance **as a high priority**.

Benefits: Mitigates risks and associated costs from temporary or even permanent loss of the Township's IT infrastructure and data.

Estimated Possible Costs: Variable based on levels and types of coverages. Estimate at least \$5000 per year for enhanced coverage.



Risk Management

Topic: RM-05 Road Patrol Logs/Software

Issue/Concerns/Risks: Detailed road patrol logs are an essential component of risk mitigation and effect maintenance practices. The Township maintains patrol logs in hard copy making file administration, searches and file retention more time consuming. Practices may not always be compliant.

Recommendations/Options: Issue a tender for a technology-based patrol log solution, which integrates with vehicle GPS.

Benefits: Mitigates risks. Assists in ensuring essential maintenance activities or inspections are occurring in accordance with statutory requirements. Highly accurate data to assist in annual statistical reporting to Council and populating Asset Management databases. Provides reliable data for annual budgeting. Ensures automatic regulatory updates.

Estimated Possible Costs: Hardware and software licensing is variable for proprietary software and hardware solutions. A rough estimate, subject to tendering is \$1800 for hardware and \$3000/yr. for software and cloud storage.

Strategic, Master and Long-Range Planning

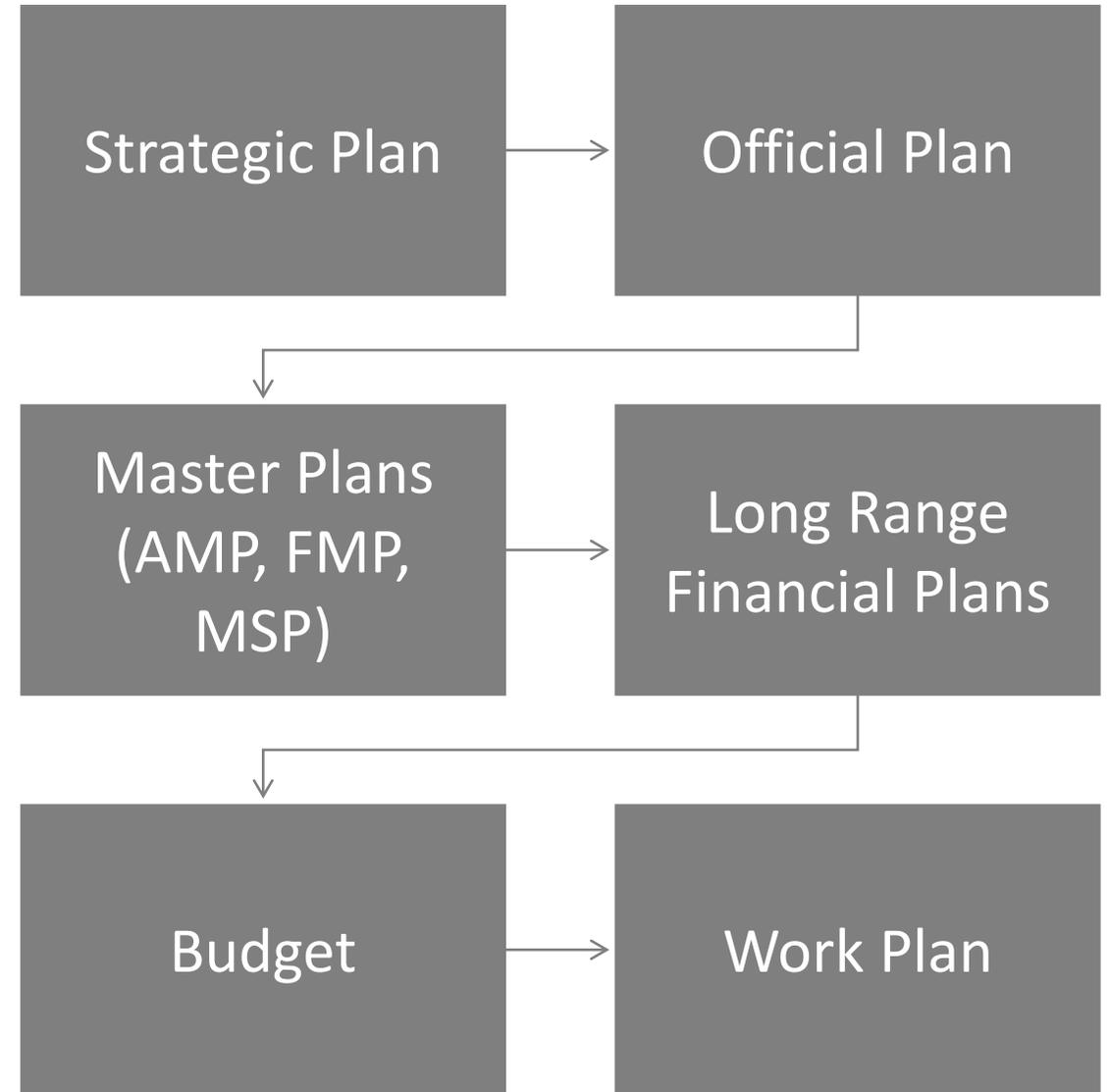
Putting your Best Foot Forward and
Sticking to the Plan



Planning for Success



Master Planning Hierarchy Leading to Success





Strategic, Master and Long-Range Planning

Topic: SP-01 Term of Council Strategic Plan (SP)

Issue/Concerns/Risks: Like many small Ontario Townships, Bonnechere Valley is facing ongoing challenges as it seeks to deliver high caliber services to its ratepayers. One of the best approaches to managing multiple challenges is the adoption and adherence to a term of Council Strategic Plan. It is important to develop and leverage the clarity that comes from an up to date Strategic Plan. The Township's last Strategic Plan was adopted some sixteen (16) years ago, making its content limited in relevance. We understand that the current SP is not referred to for major decision making.

Recommendations/Options: Issue a request for proposal to update the SP as soon as possible. Consider a modern, easy to peruse format for the SP. Monitor and report at least annually on SP deliverables. It is best to do so during budget deliberations in order to ensure budget considerations are considered. Adjust the SP as required to deal with new or emerging issues annually.

OUR ADAPTIVE MUNICIPAL STRATEGIC PLANNING PROCESS



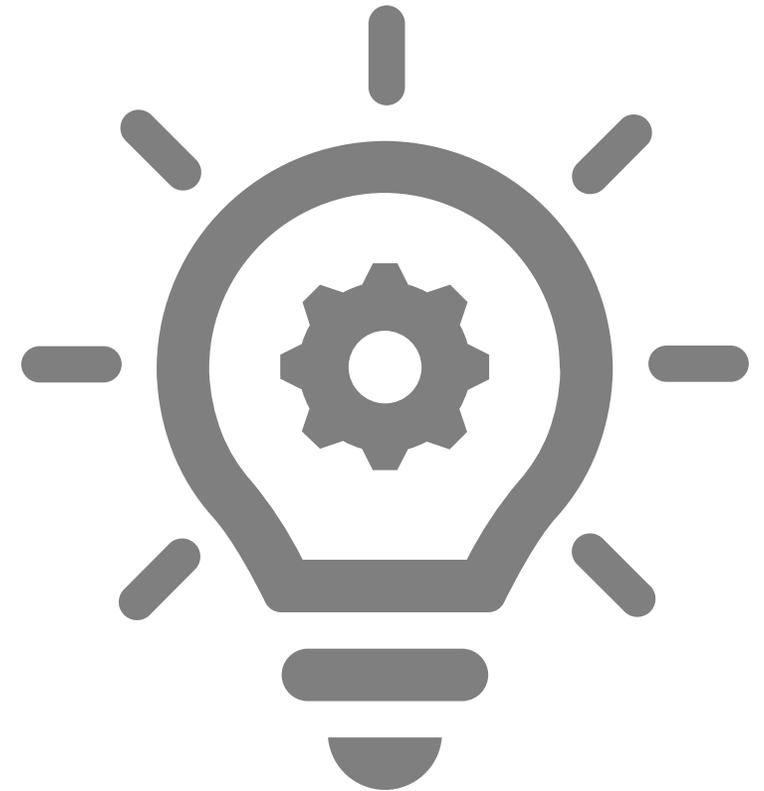
Strategic, Master and Long-Range Planning

Strategic, Master and Long-Range Planning

Topic: SP-01 Term of Council Strategic Plan (SP)

Benefits: Clear priorities for budgetary and financial decisions. Helps inform staff reports. Helps identify and prioritize what the Township *will do* and what it *will not do*.

Estimated Possible Costs: Approximately \$15,000 to \$20,000 (excluding HST and travel) to undertake the development of a Strategic Plan.





Strategic, Master and Long-Range Planning

Topic: SP-02 Master Plan Approach

Issue/Concerns/Risks: Master Plans take 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. Master Plans help Councils to make difficult decisions based on expert analysis and study. Absent of master plans there is no planned future to focus on. The Township's primary master plan is the County's Official Plan , which is generic and not Bonnechere Valley centric. The Township also leverages an Asset Management Plan. A Master Servicing Plan (MSP) was identified as needed in 2015 to identify growth opportunities. The MSP has not been undertaken, which may pose challenges in attracting new investment.

Recommendations/Options: Undertake critical master plans noted herein including a Master Servicing Plan (including storm drainage) and Fire Master Plan. Refer to Topic AF-04 Long Range Capital Forecasts.

Strategic, Master and Long-Range Planning

Topic: SP-02 Master Plan Approach

Benefits: Leads to a strategic long-term planned approach to meeting the Township's challenges in a sustainable manner. More clarity about priorities. Informs budgets and LRCF. Efficient use of funds.

Estimated Possible Costs: Variable depending on terms of reference. Refer to specific recommendations.





Strategic, Master and Long-Range Planning

Topic: SP-03 Coordinated Master Servicing Plan (MSP) (and Comprehensive Zoning By-law (ED-05))

Issue/Concerns/Risks: The Township identified a need for a Master Servicing Plan (MSP) in 2015. The MSP has not yet been undertaken. There may be areas that should be up zoned while others should be down zoned based on servicing requirements. Investors need critical servicing information to make financial decisions. Therefore, it is important that serviceable land in the Village be identified with high-level service design and costs estimates. This will encourage planned, cost efficient future development to proceed. It will also identify existing infrastructure that may require upgrades. This information will also be essential to help inform AMPs, LRCFs, Water & Wastewater Rates or potential future Development Charge By-Law. Economic Development has been highlighted as an important strategic goal of the Township and this information is an essential tool to attract potential investors and to manage the Township's assets.



Strategic, Master and Long-Range Planning

Topic: SP-03 Coordinated Master Servicing Plan (MSP) (and Comprehensive Zoning By-law (ED-05))

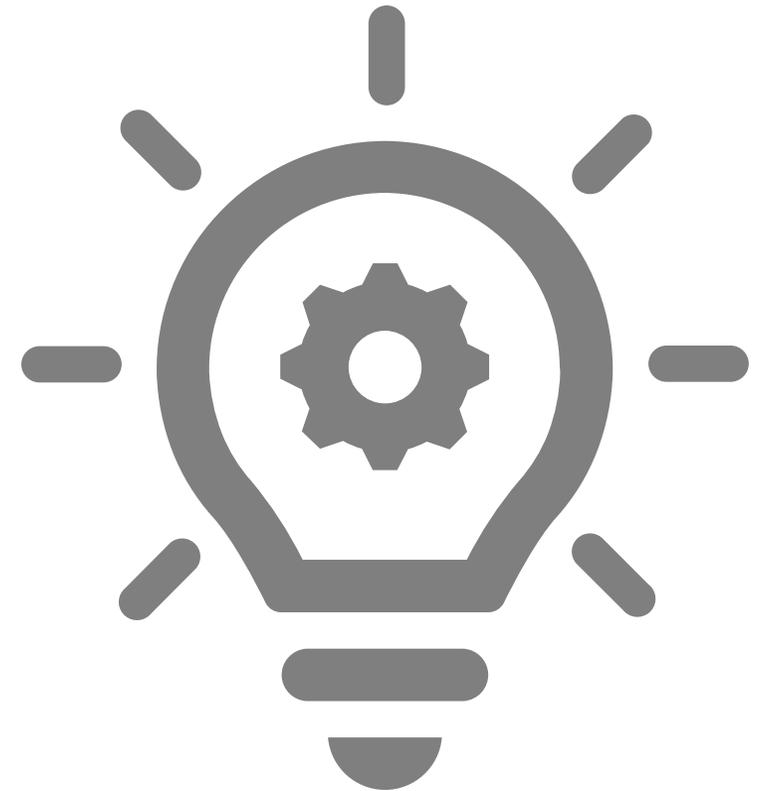
Recommendations/Options: Undertaking an MSP in conjunction with a CZBL will allow for coordinated planning of servicing to land uses. Issue a combined tender for an MSP and CZBL update.

Benefits: Coordination of land use and servicing needs to ensure services are in place to support growth opportunities. Effective marketing information for investors and businesses. An MSP will address current or future operational issues and deficiencies as well as inform infrastructure planning including replacement or possible expansion of services. It will also inform Council's long-term financial strategies and annual budget process. The MSP will identify best practice strategies to manage the Township's infrastructure in a financially sustainable manner.

Strategic, Master and Long-Range Planning

Topic: SP-03 Master Servicing Plan

Estimated Possible Costs: Variable depending on the complexity of the report. A range of \$80,000 to \$100,000 could be expected. These costs could be partially amortized and recovered as part of the Water and Wastewater Rates. CZBL as outlined in Topic ED-05





Strategic, Master and Long-Range Planning

Topic: SP-04 Fire Master Plan (FMP)

Issue/Concerns/Risks: An 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, facility needs, and much more. Absent of an FMP, it is challenging to determine what the Fire Department requires to be sustainable and effective into the future.

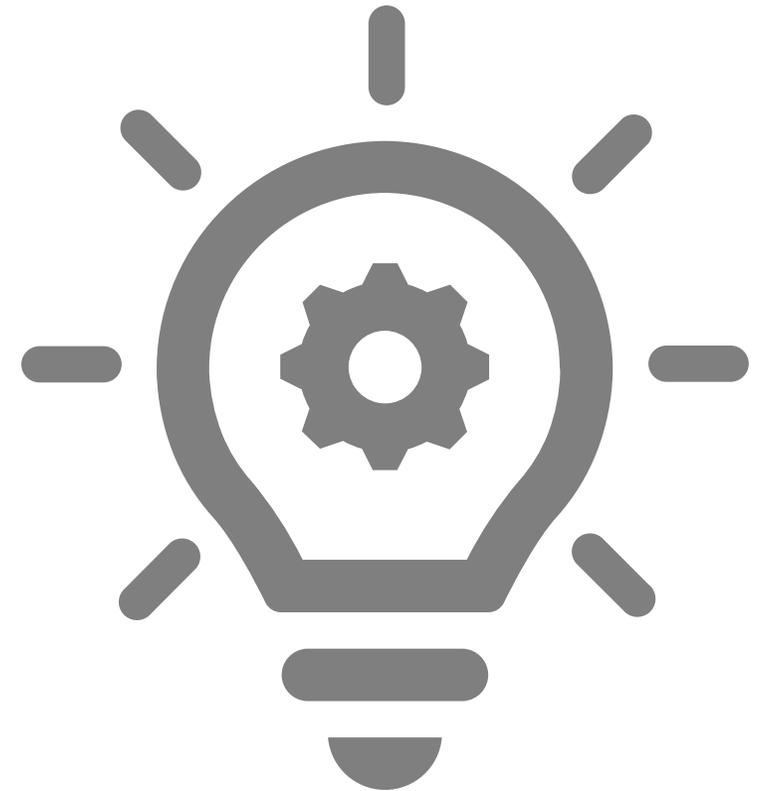
Recommendations/Options: Issue a request for proposal to retain the services of a qualified consultant to undertake a Fire Master Plan for the department. Reference FUS information to help inform the FMP.

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.

Strategic, Master and Long-Range Planning

Topic: SP-04 Fire Master Plan

Estimated Possible Costs: Variable depending on the level of complexity chosen. A range of \$35,000 to \$50,000 (excluding HST and travel) could be expected. May be eligible for various grants.





Strategic, Master and Long-Range Planning

Topic: SP-05 Annual Department Work Plans

Issue/Concerns/Risks: Master Plans inform annual budgets and annual budgets set priorities for the year. Departmental Work Plans are developed and utilized by the administration to operationalize Council's budget priorities and set measurable deliverables. Building on the Master Plans listed, the Township should develop Annual Department Work Plans to help operationalize Council's priorities.

Recommendations/Options: Undertake critical master plans noted herein including a Master Servicing Plan (MSP) and Fire Master Plan. Refer to Topic AF-04 Long Range Capital Forecasts. Adopt the annual budget early in the year to leverage the clarity related to Council priorities that an approved budget offers. The CAO should oversee the development of Annual Departmental Work Plans and make their deliverables part of each department head's annual performance review key deliverables. The CAO should monitor and report on Work Plans annually.

Strategic, Master and Long-Range Planning

Topic: SP-05 Annual Department Work Plans

Benefits: Leads to a strategic long-term planned approach at the staff level to meeting the Township's challenges in a sustainable manner. Provides clarity on annual priorities and deliverables. Assist in monitoring progress, allocating resources and reporting.

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



A Mayor's Perspective

By David Reid, Retired Two Term Mayor





A Mayor's Perspective

As a former Mayor, my focus was always on the big picture, leaving the details of daily operations to a dedicated, professional staff. While many of the recommendations contained in this report, relate directly to best practices for daily operations, I would like to focus specifically on a few larger themes, that impact most small municipalities throughout Ontario, Bonnechere Valley included.

Bonnechere Valley is a very well managed municipality, both in terms of its governance, as well as the daily administration and operations. Council, staff, and community organizations have worked collaboratively to offer an impressive variety of services, while remaining fiscally responsible to rate payers. Bonnechere Valley's parks, recreation facilities, library and museums are all well maintained and managed. Bonnechere Valley's roads, while not perfect, are in relatively good condition and winter control operations are quite good. The water and sewer treatment plants are both updated and in excellent condition, with ample surplus capacity to handle future growth. As with all small municipalities, the volunteer Fire Department is the pride of the community. Really, not much to complain about. The truth is, as consultants, we were quite impressed at how difficult it was to find major concerns related to service delivery. For the most part we were able to focus on best practices that would help take the already well managed operations to another level.



A Mayor's Perspective

Therefore, the focus of my remarks are not directly related to present practices, but rather the ability for Bonnechere Valley to sustain or enhance its current level of services in the future.

Service delivery in all small rural municipalities in Ontario, is impacted not necessarily by what they can control, but instead by what they have little control over. Bonnechere Valley's population, population density, user numbers, aging population, and the migration of commercial, industrial businesses to larger urban centers all have significant impacts on its ability to sustain the services residents want and expect. The cost of sustaining levels of services continues to go up, with an increasingly uncertain future, while the tax base and user numbers are on the decline. This leaves the Township with some tough decisions to maintain services, while keeping taxes affordable. Some of our recommendations may not be popular. As a former Mayor, I know they will be difficult to decide upon. Potential reductions of library and arena hours are never popular, but nonetheless may be necessary. Consideration of the potential sale of capital assets, including the Eganville Generation Corporation may not be supported by all, but may also be appropriate. With the big picture in mind, making these kind of tough choices, may be necessary to sustain and/or improve the Township's service delivery priorities into the future.



A Mayor's Perspective

Aside from some of the tough choices, there are opportunities to help with these challenges, many of which we have referenced in our report. Investments in economic development and tourism, and policy changes to revitalize Eganville's downtown core are some examples. Asset management, land and financial planning and most important, a community wide strategic plan clearly setting out the vision and priorities of the Township will help Bonnechere Valley to face its challenges. Well executed, our recommendation should help grow the tax base and ensure that Bonnechere Valley remains a community where people want to live and invest.

Bonnechere Valley was formed in 2001, through the amalgamation of the Village of Eganville, and the Townships of Gratton, Sebastopol and South Algona. Ironically, that the amalgamation was undertaken in large part to address the issues I have highlighted above. While beyond the scope of this report, my personal belief is that these types of larger initiatives of government reform need to continue.....reducing the levels of government, eliminating overlaps of government jurisdiction and providing more authority and responsibilities to local municipalities and its residents. But I digress!

One of the consequences of amalgamation, is the fragmentation of municipal facilities and operations. In the case of Bonnechere Valley, municipal offices, recreation facilities and operation centers were scattered throughout the amalgamated township.



A Mayor's Perspective

While these facilities have served the Bonnechere Valley well, many are approaching the end of their useful life. These depreciating assets present a challenge to the Township, but they also present opportunities. There is an opportunity to look at consolidating facilities and operations, to better and more efficiently serve the residents of the Township....an opportunity that was not feasible or reasonable at the time of amalgamation.

Our report goes to some length, setting out what a consolidation of facilities and operations might look like over time and how much it may cost. To be clear, this is a very high-level look at one option for consolidation. Completion of the recommended building condition assessments, the review of municipally owned properties and the preparation of a Fire Master Plan will provide essential additional details needed to determine the best option. Once finalized, Council will be ready to select the best long-term option that offers highly efficient and cost-effective services, facilities and operations. I know you are up to the challenges that lie ahead. The Township is in very good hands.

Best of luck,

David Reid, P. Eng

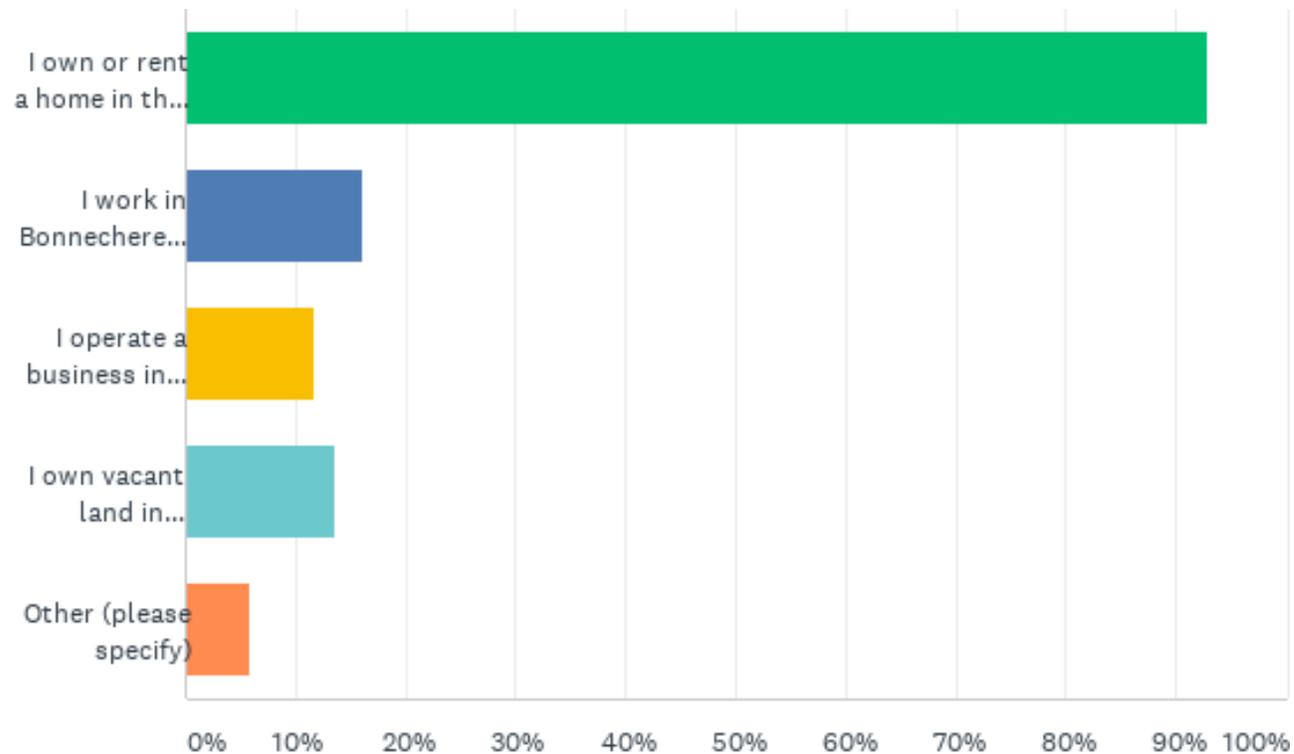
Appendices

Appendix 1

Online Survey Results

Question 1

Please select the answer that best describes your situation.



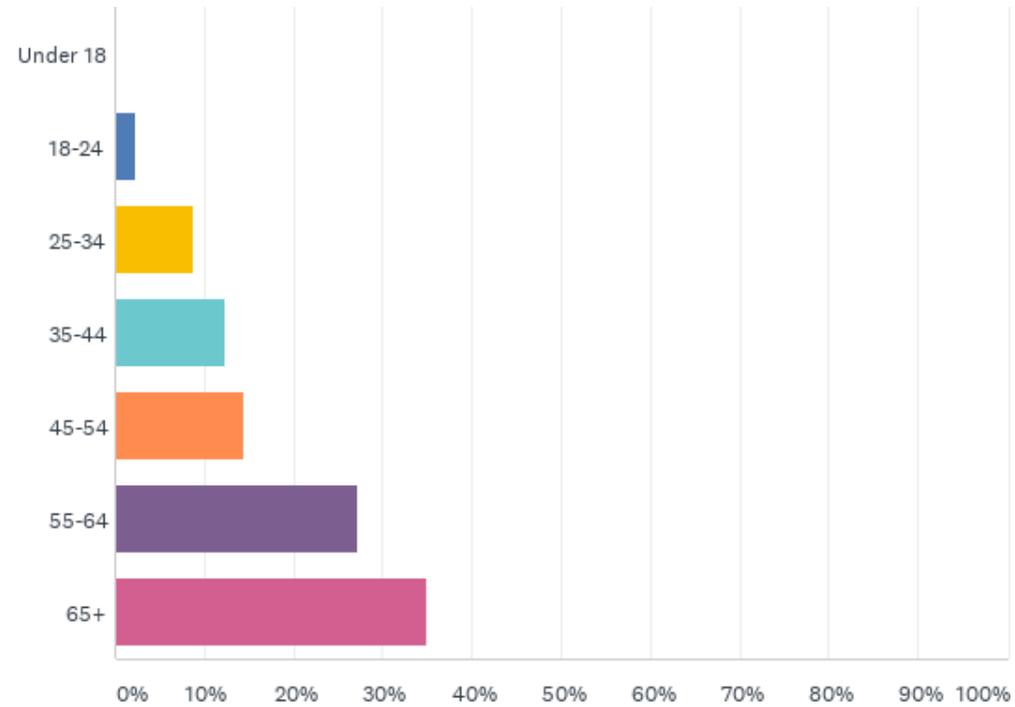
Question 1

Please select the answer that best describes your situation.

ANSWER CHOICES	RESPONSES	
I own or rent a home in the Township of Bonnechere Valley.	92.83%	583
I work in Bonnechere Valley.	16.08%	101
I operate a business in Bonnechere Valley.	11.62%	73
I own vacant land in Bonnechere Valley.	13.69%	86
Other (please specify)	5.89%	37
Total Respondents: 628		

Question 2

My age is:



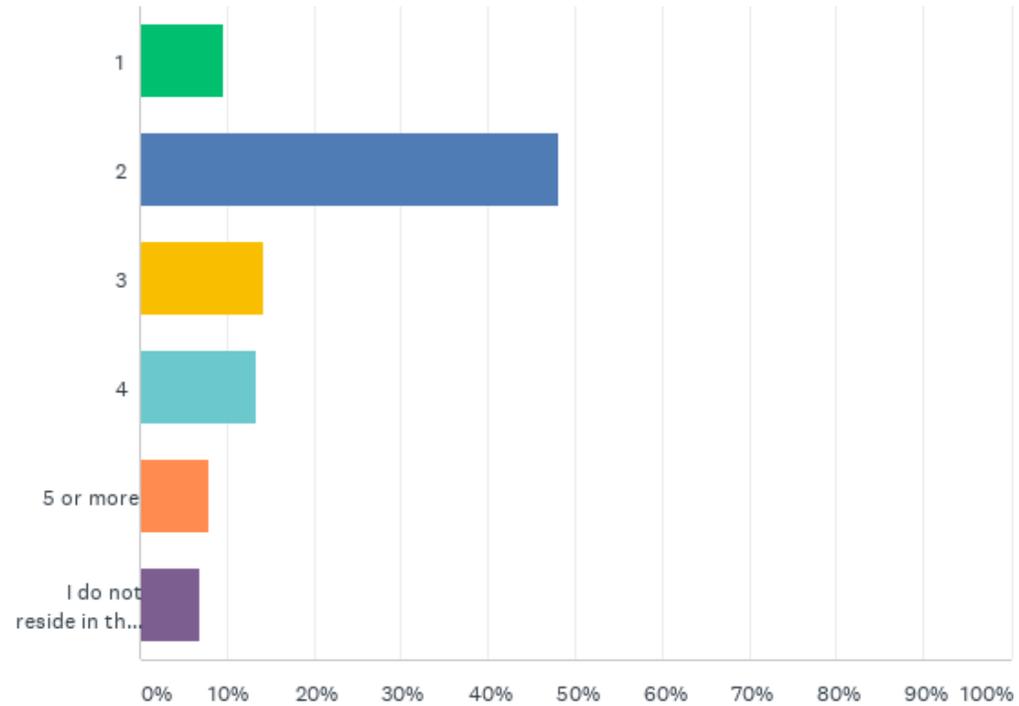
Question 2

My age is:

ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	2.23%	14
25-34	8.76%	55
35-44	12.26%	77
45-54	14.49%	91
55-64	27.23%	171
65+	35.03%	220
TOTAL		628

Question 3

Select the number of people in your household



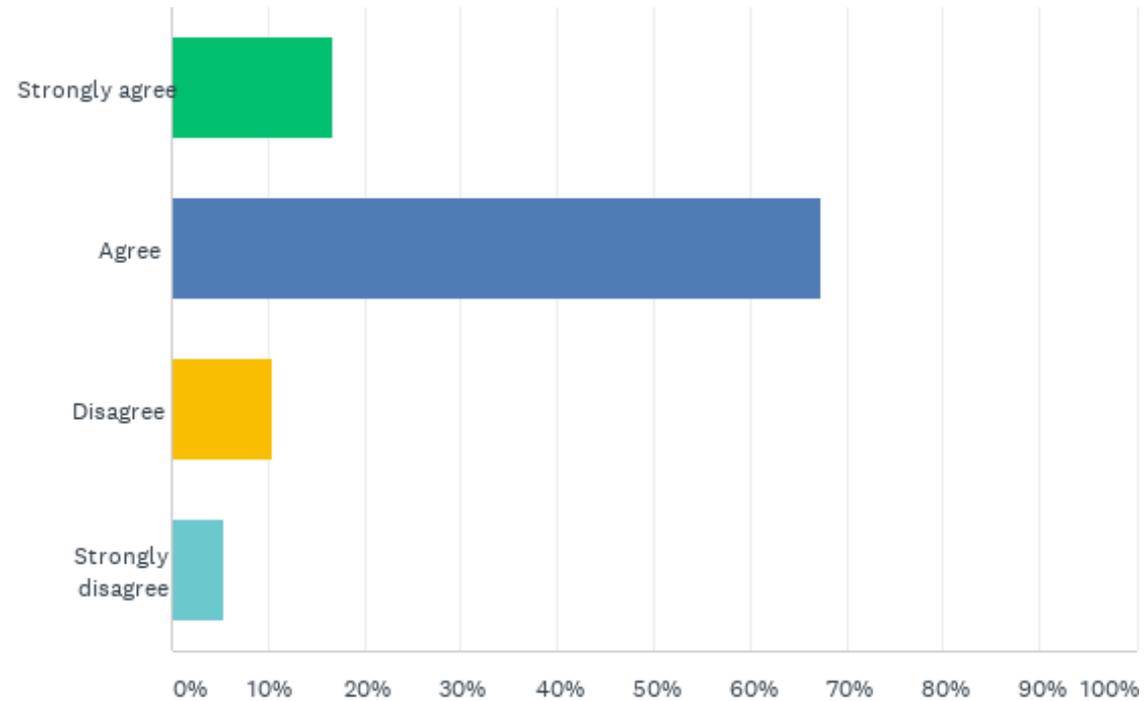
Question 3

Select the number of people in your household

ANSWER CHOICES	RESPONSES	
1	9.55%	60
2	48.09%	302
3	14.17%	89
4	13.38%	84
5 or more	7.96%	50
I do not reside in the Township	6.85%	43
Total Respondents: 628		

Question 4

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



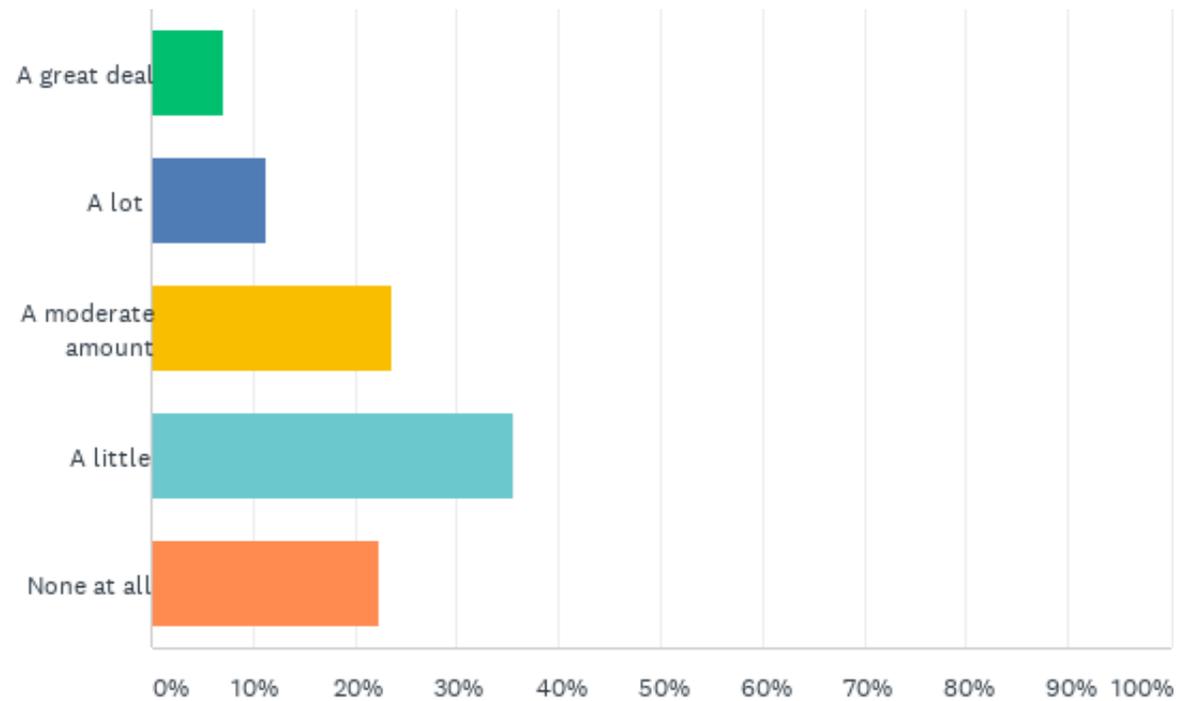
Question 4

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

ANSWER CHOICES	RESPONSES	
Strongly agree	16.72%	105
Agree	67.36%	423
Disagree	10.51%	66
Strongly disagree	5.41%	34
Total Respondents: 628		

Question 5

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



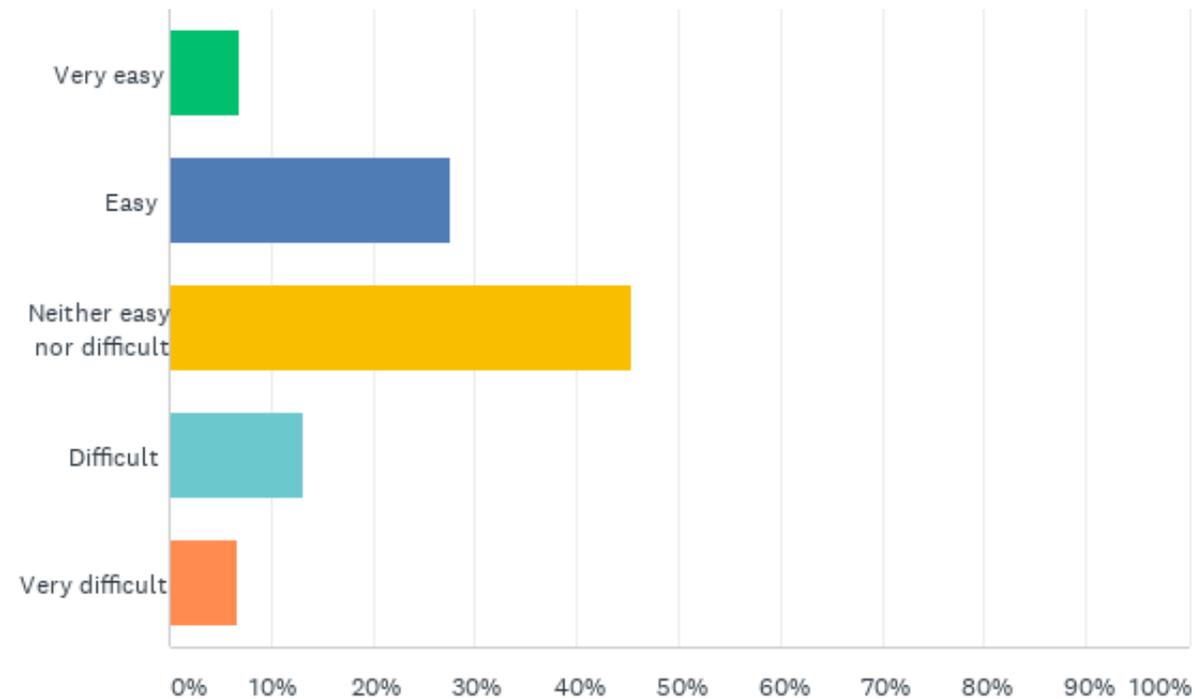
Question 5

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

ANSWER CHOICES	RESPONSES	
A great deal	7.17%	45
A lot	11.31%	71
A moderate amount	23.57%	148
A little	35.51%	223
None at all	22.45%	141
Total Respondents: 628		

Question 6

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



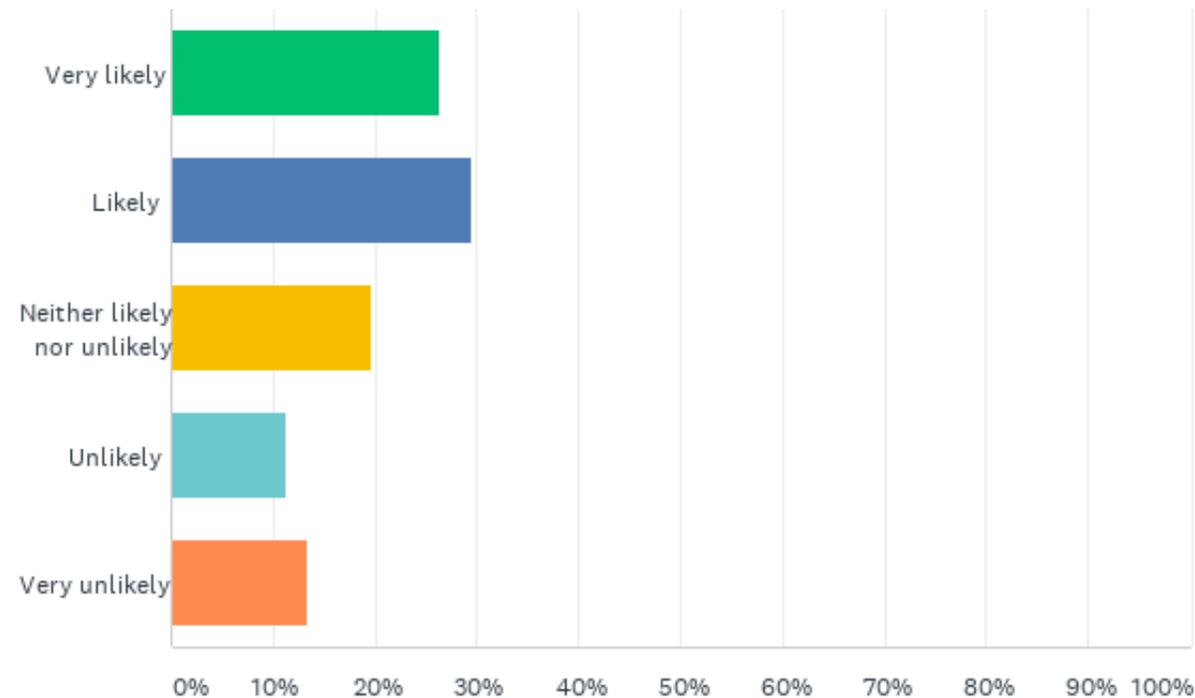
Question 6

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

ANSWER CHOICES	RESPONSES	
Very easy	7.01%	44
Easy	27.71%	174
Neither easy nor difficult	45.38%	285
Difficult	13.22%	83
Very difficult	6.69%	42
Total Respondents: 628		

Question 7

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?



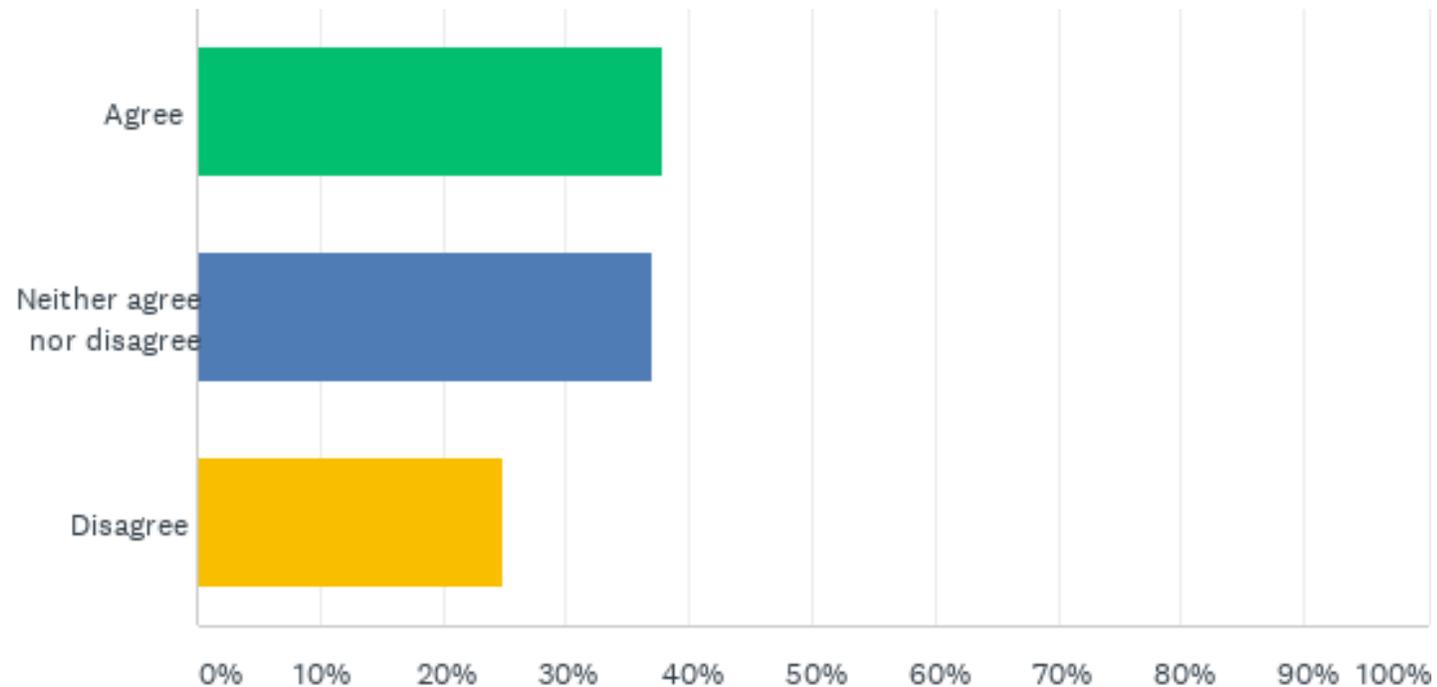
Question 7

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?

ANSWER CHOICES	RESPONSES	
Very likely	26.27%	165
Likely	29.46%	185
Neither likely nor unlikely	19.59%	123
Unlikely	11.31%	71
Very unlikely	13.38%	84
Total Respondents: 628		

Question 8

The Township communicates enough information to residents and businesses about the Township's activities.



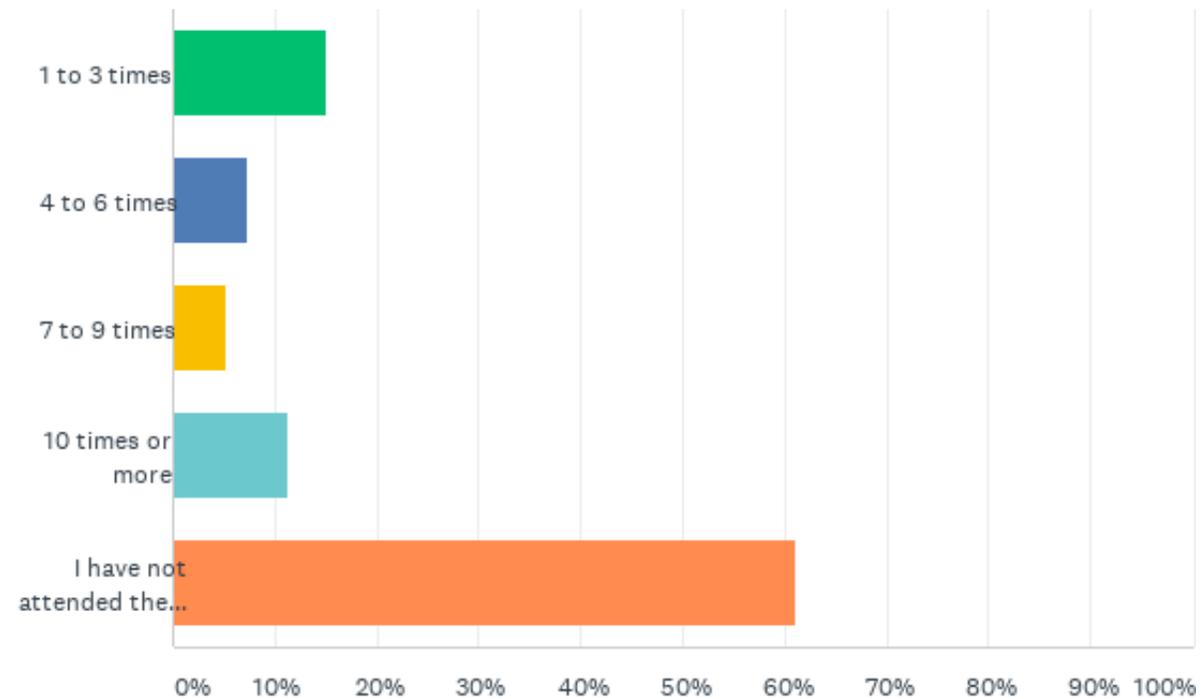
Question 8

The Township communicates enough information to residents and businesses about the Township's activities.

ANSWER CHOICES	RESPONSES	
Agree	37.90%	238
Neither agree nor disagree	37.10%	233
Disagree	25.00%	157
TOTAL		628

Question 9

In the last twelve (12) months I have attended the Bonnechere Union Public Library:



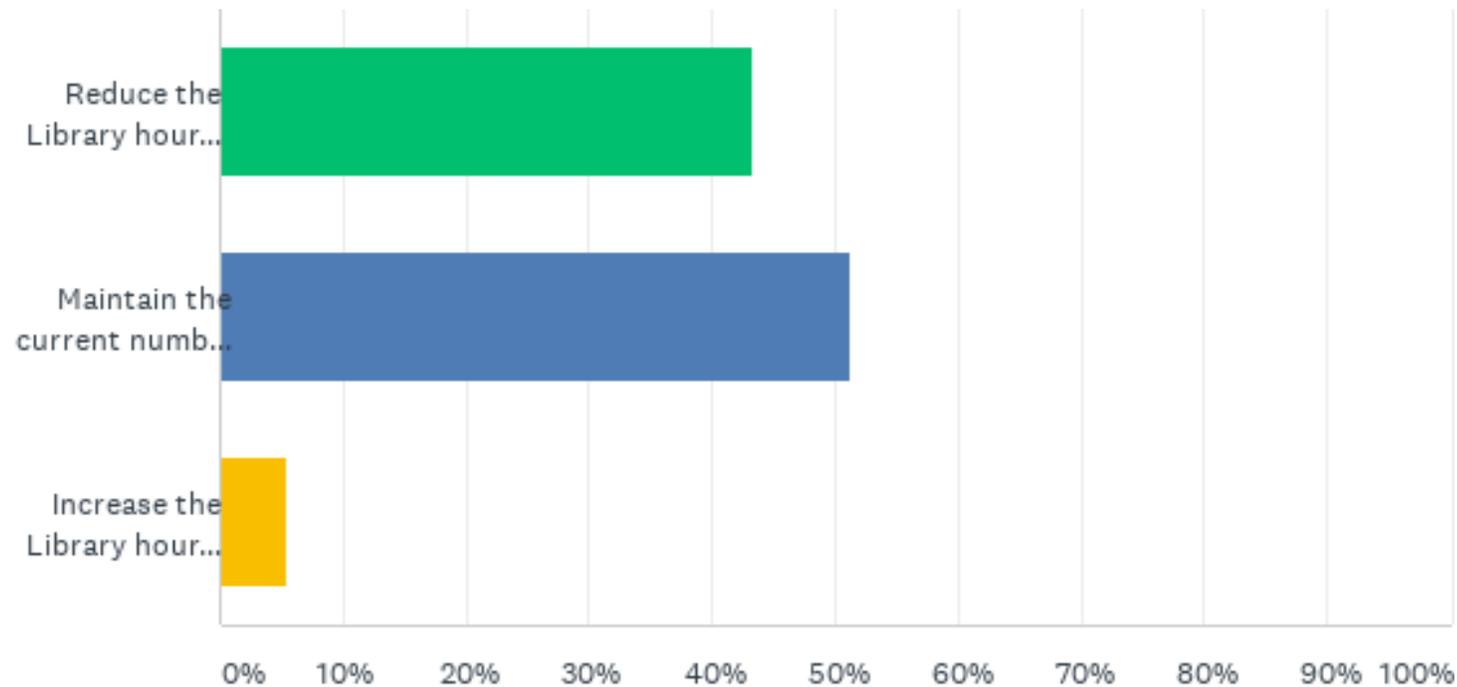
Question 9

In the last twelve (12) months I have attended the Bonnechere Union Public Library:

ANSWER CHOICES	RESPONSES	
1 to 3 times	14.97%	94
4 to 6 times	7.32%	46
7 to 9 times	5.25%	33
10 times or more	11.31%	71
I have not attended the Library in the last 12 months	61.15%	384
TOTAL		628

Question 10

The Bonnechere Union Public Library is open for 48 hours/week. In 2019, the Township of Bonnechere Valley provided an annual operating grant of \$167,400 to the Bonnechere Union Public Library Board. Please indicate the answer you would support most.



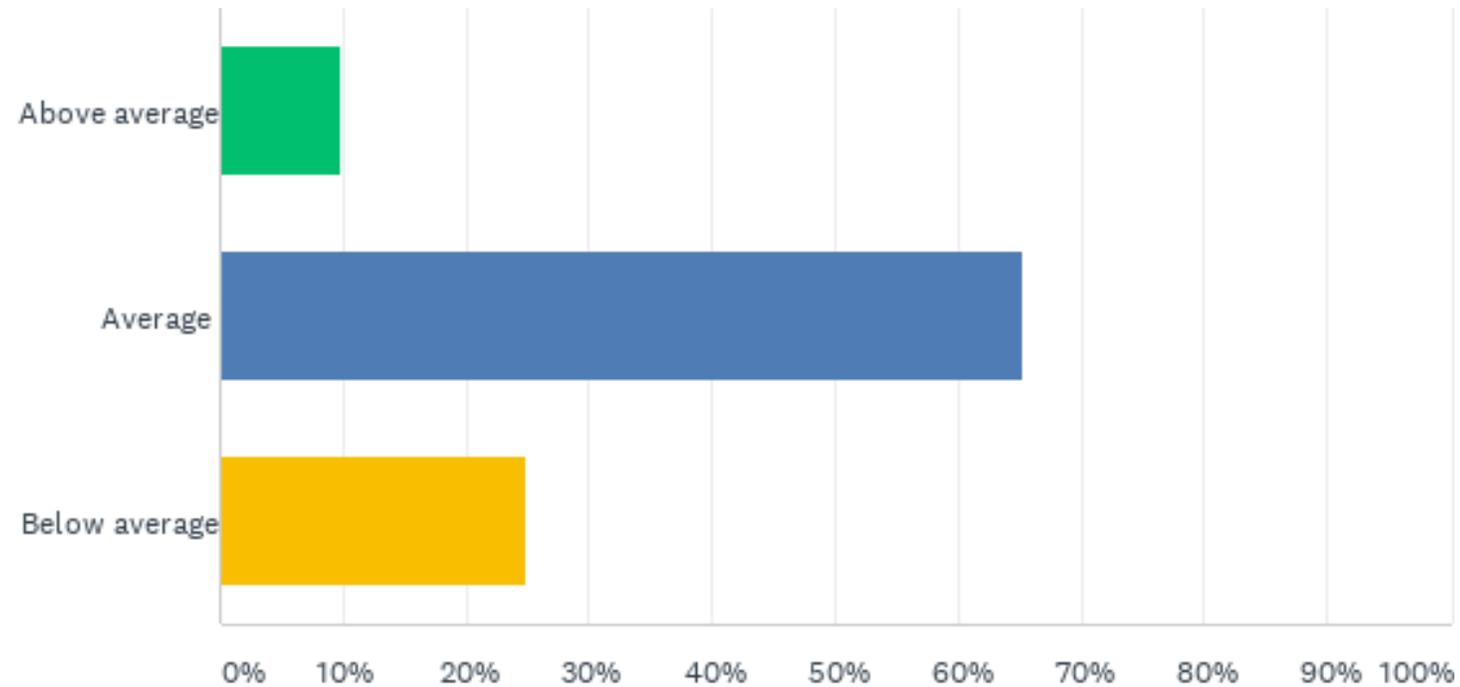
Question 10

The Bonnechere Union Public Library is open for 48 hours/week. In 2019, the Township of Bonnechere Valley provided an annual operating grant of \$167,400 to the Bonnechere Union Public Library Board. Please indicate the answer you would support most.

ANSWER CHOICES	RESPONSES	
Reduce the Library hours at a cost savings to taxpayers	43.31%	272
Maintain the current number of Library hours	51.27%	322
Increase the Library hours at a cost increase to tax payers	5.41%	34
TOTAL		628

Question 11

How would you rate Recreation Programming available to Township of Bonnechere Valley residents?



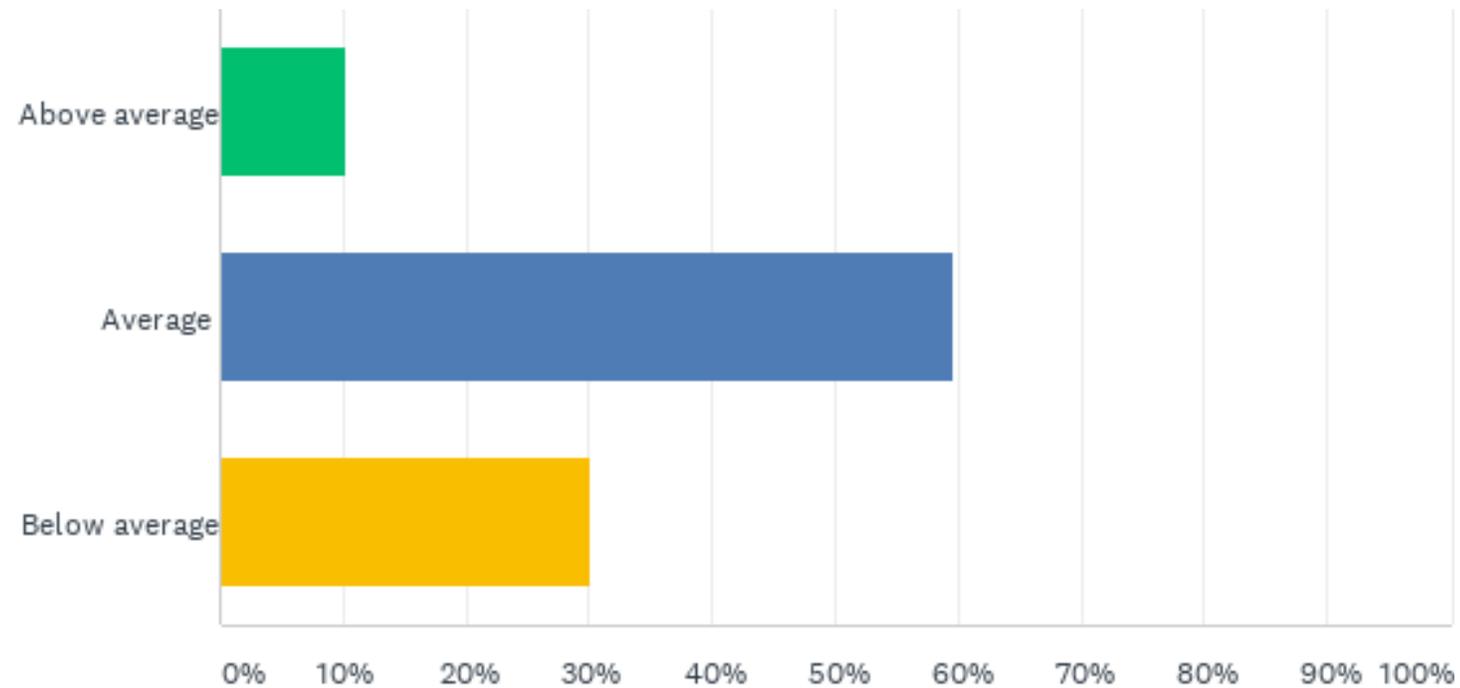
Question 11

How would you rate Recreation Programming available to Township of Bonnechere Valley residents?

ANSWER CHOICES	RESPONSES	
Above average	9.87%	62
Average	65.29%	410
Below average	24.84%	156
Total Respondents: 628		

Question 12

How would you rate the condition of roads within the Township?



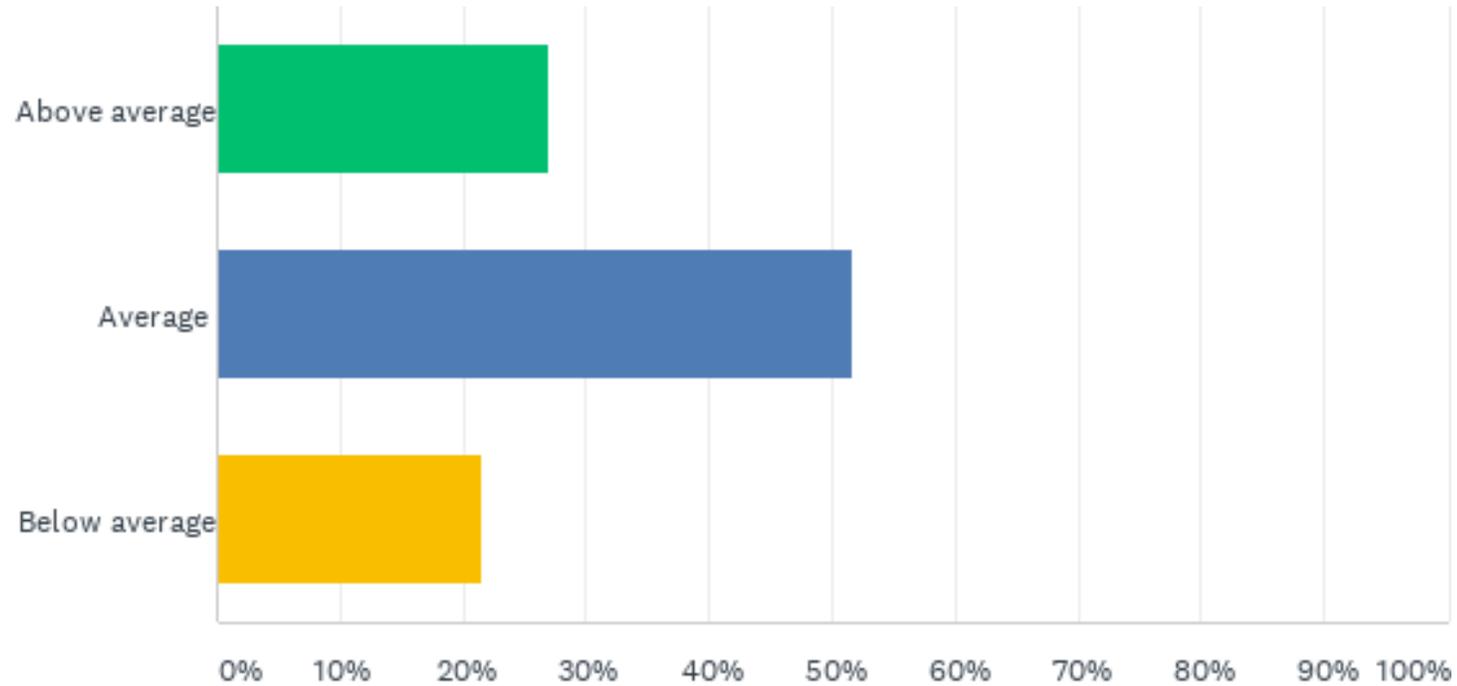
Question 12

How would you rate the condition of roads within the Township?

ANSWER CHOICES	RESPONSES	
Above average	10.19%	64
Average	59.71%	375
Below average	30.10%	189
TOTAL		628

Question 13

How would you rate the quality of the Township's winter plowing operations?



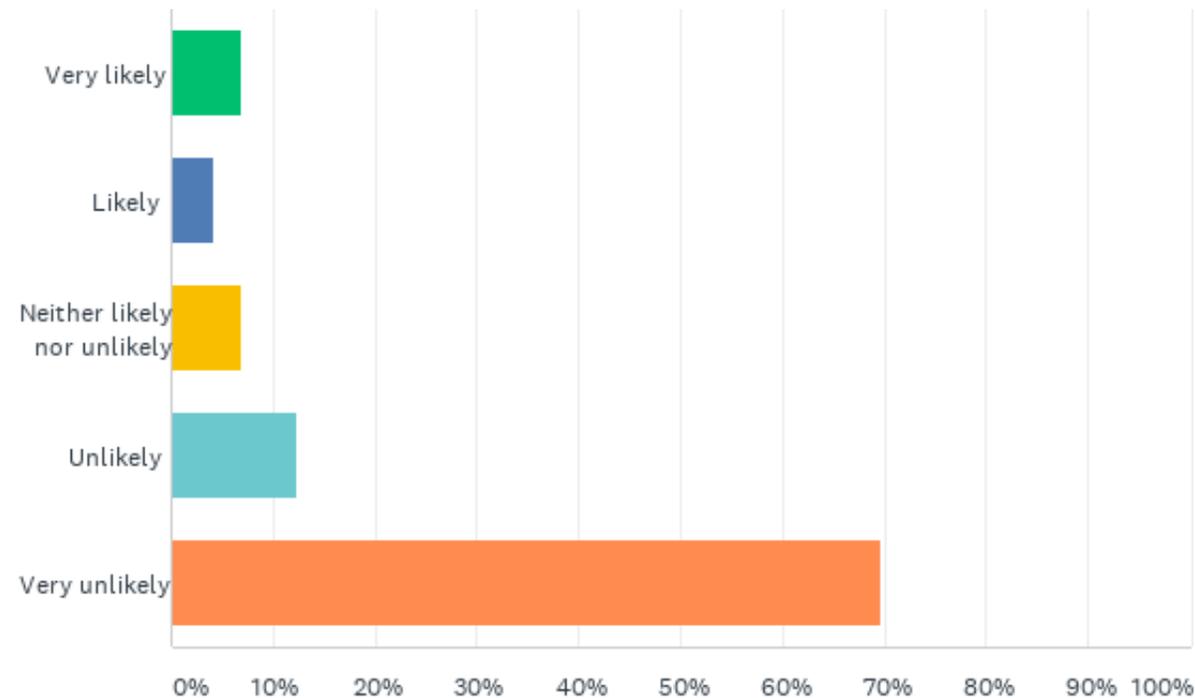
Question 13

How would you rate the quality of the Township's winter plowing operations?

ANSWER CHOICES	RESPONSES	
Above average	26.91%	169
Average	51.59%	324
Below average	21.50%	135
TOTAL		628

Question 14

The Township currently only provides curbside garbage collection within the Village of Eganville at a cost of \$90,000/yr. or \$170 on average per Eganville residence. It is estimated that it would cost \$465,000/yr. or \$190 on average per residence for all Township residences to receive curbside garbage collection across the entire Township. How likely would you be to support expanding curbside garbage collection across the entire Township given the increased costs?



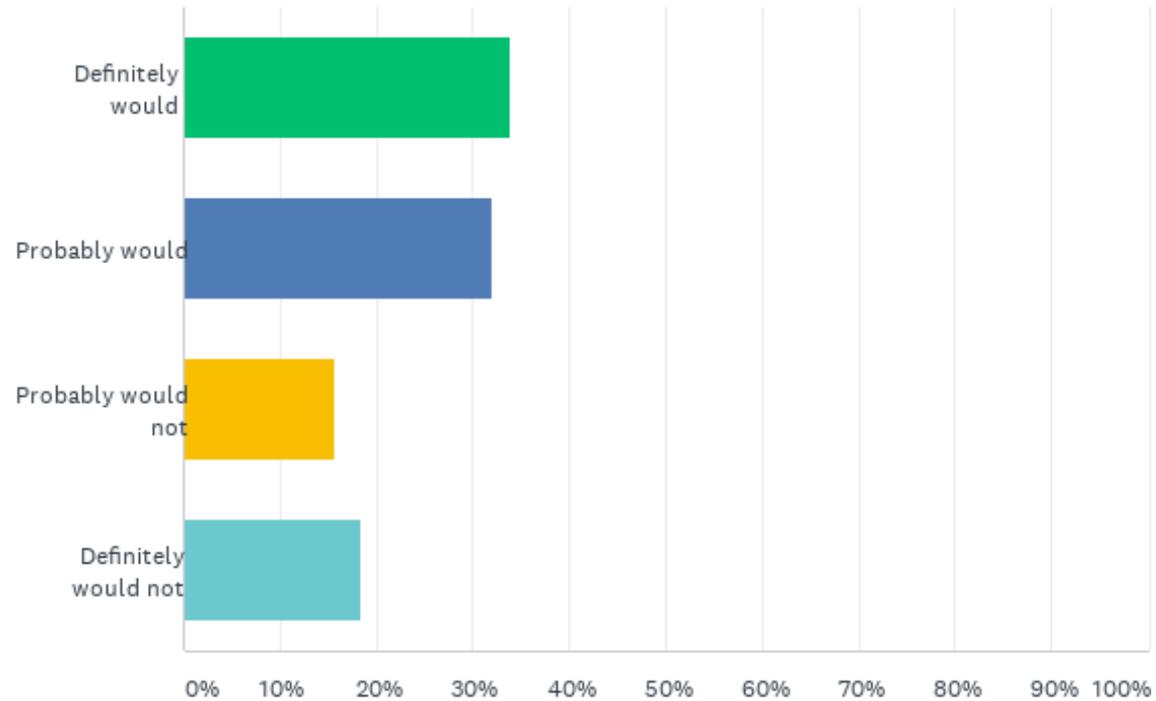
Question 14

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ANSWER CHOICES	RESPONSES	
Very likely	7.01%	44
Likely	4.14%	26
Neither likely nor unlikely	7.01%	44
Unlikely	12.26%	77
Very unlikely	69.59%	437
TOTAL		628

Question 15

Would you support the use of recreational vehicles on residential or cottage properties?



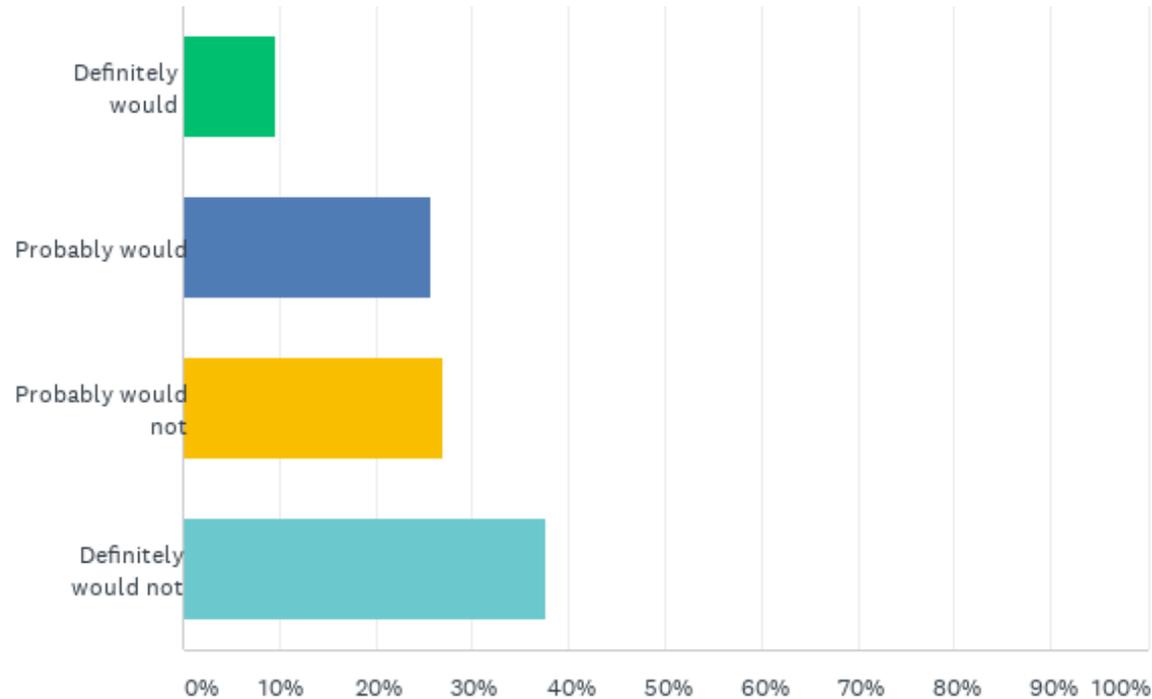
Question 15

Would you support the use of recreational vehicles on residential or cottage properties?

ANSWER CHOICES	RESPONSES	
Definitely would	33.92%	213
Probably would	32.01%	201
Probably would not	15.61%	98
Definitely would not	18.47%	116
TOTAL		628

Question 16

Would you support a moderate increase in taxes or user fees above the rate of inflation if it resulted in noticeable improvements to municipal services, such as improved roads, water and sewer services, parks or fire services?



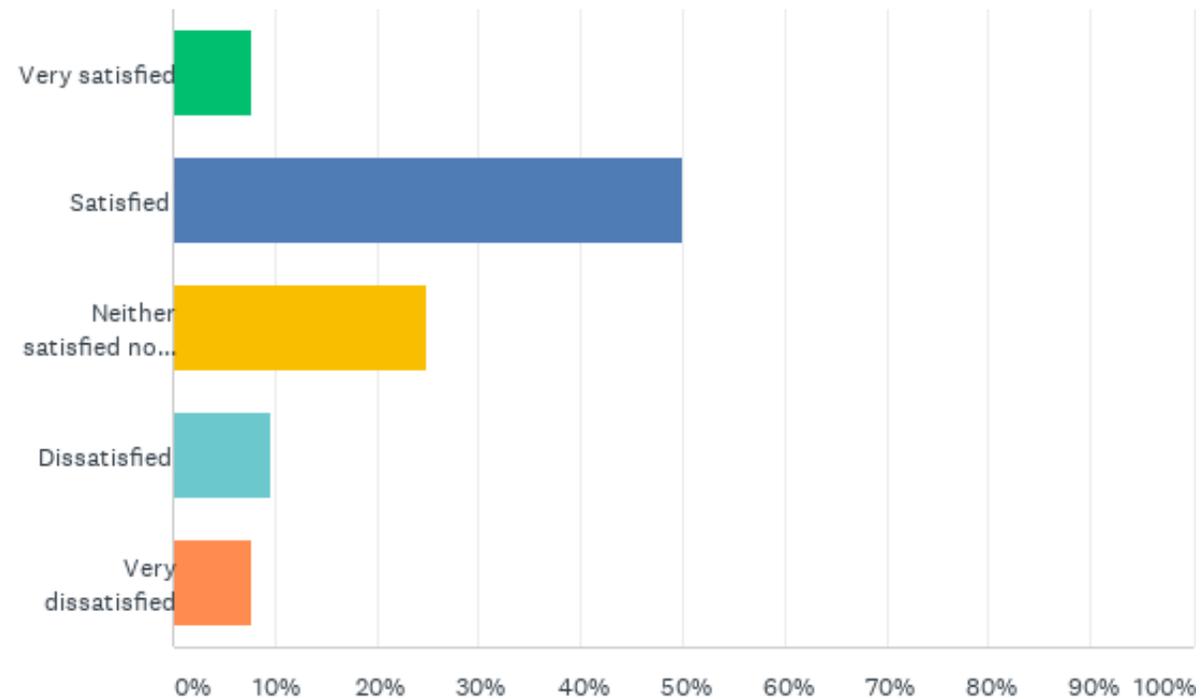
Question 16

Would you support a moderate increase in taxes or user fees above the rate of inflation if it resulted in noticeable improvements to municipal services, such as improved roads, water and sewer services, parks or fire services?

ANSWER CHOICES	RESPONSES	
Definitely would	9.55%	60
Probably would	25.80%	162
Probably would not	27.07%	170
Definitely would not	37.58%	236
Total Respondents: 628		

Question 17

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



Question 17

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

ANSWER CHOICES	RESPONSES	
Very satisfied	7.64%	48
Satisfied	50.00%	314
Neither satisfied nor dissatisfied	24.84%	156
Dissatisfied	9.71%	61
Very dissatisfied	7.80%	49
Total Respondents: 628		

Appendix 2

Recommendations Matrix

Topic No.	Topic Description	Reference Page	Estimated Probable Cost		Expected Benefits	Priority Ranking	Recommended Implementation	Prerequisite or Related Topics
			Initial	Annual				
	Administration - General							
AG-01	Work Orders	31	Incl. AT-02	0	(1) (2) (3)	(2)	(1)	
AG-02	Notice of Service Disruption	33	0	0	(1)	(2)	(1)	
AG-03	Senior Management Team Meetings	34	0	0	(1) (2)	(2)	(1)	
	Administration - Clerks							
AC-01	Delegation of Authority By-Law	36	ST	0	(1) (2) (3)	(2)	(1)	
AC-02	Agenda Preparation Software Use	38	0	\$3,500	(1) (2) (3)	(2)	(1)	
AC-03	Council Agenda Forecasts (Advance Radar)	39	0	ST	(2)	(3)	(1)	
AC-04	Routine Disclosure/Active Dissemination	41	ST	0	(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 Years 2, 3 and 4
(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 or Related Topics
			Initial	Annual				
	Administration - Finance							
AF-01	Procurement By-Law	45	ST/\$1,000	0	(2) (3)	(2)	(1)	
AF-02	Adoption of Budget Content	47	0	0	(1)	(2)	(1)	
AF-03	Budget Approval Timelines	48	0	0	(2) (3)	(1)	(1)	
AF-04	Long Range Capital Forecasts	50	ST	0	(2) (3)	(1)	(1)	
AF-05	Monthly Variance Reports	52	0	ST	(2) (3)	(2)	(1)	
AF-06	80% Discretionary Spending Rule	53	0	0	(3)	(2)	(1)	
AF-07	Financial Information Returns	54	0	ST	(3)	(3)	(1)	
AF-08	Comprehensive Reserve and Reserve Fund Policy	55	ST	0	(3)	(1)	(1)	
AF-09	Electronic Payment of Vendors (Accounts Payable)	57	ST	0	(2) (3)	(3)	(1)	
AF-10	Standing Offer Lists	58	ST	0	(1) (2) (3)	(2)	(2)	
AF-11	Audit Management Letter	59	0	0	(1) (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 Years 2, 3 and 4
(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 or Related Topics
			Initial	Annual				
	Administration - Technology							
AT-01	Electronic Records Management	61	ST/\$19,000	\$20,300*	(1) (2) (3)	(2)	(3)	* 3yrs
AT-02	Town Website Functionality	63	ST/\$20,000	ST	(1) (2) (3)	(2)	(2)	ED-03
AT-03	Website AODA compliance	65	incl. AT-02	0	(1)	(2)	(2)	AT-02
AT-04	Inspection Software & Hardware	66	\$1,000	\$5,600	(1) (2) (3)	(2)	(2)	
AT-05	Ontario 211	67	ST	0	(1) (2) (3)	(2)	(1)	
AT-06	Use of Technology	69	\$600	0	(1) (2)	(1)	(1)	
AT-07	Data Backups	70	\$45,500	0	(1) (2)	(1)	(1)	
AT-08	Operations Management Software	71	ST/\$20,000	ST/\$5,000	(1) (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 Years 2, 3 and 4
(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 or Related Topics
			Initial	Annual				
	Asset Management							
AM-01	Asset Management Plan	74	ST	ST/\$10,000	(2) (3)	(1)	(2)	AM-02-03-04
AM-02	Vehicles and Equipment Replacement Policy	76	ST	0	(1) (2) (3)	(2)	(1)	
AM-03	Buildings & Properties Maintenance (Condition Assessment)	79	ST/\$50,000	0	(1) (2) (3)	(2)	(1)	
AM-04	Municipally Owned Properties	82	ST	0	(1) (2) (3)	(2)	(1)	AM-03
AM-05	Foymount Fire Hall & Public Works Garage	84	incl. AM-03	TBD	(1) (2) (3)	(2)	(2)	AM-03, SP-04
AM-06	Eganville Generation Corporation	87	ST/\$20,000	0	(3)	(3)	(2)	
	By-law Enforcement							
BL-01	By-law Enforcement	91	ST	0	(1) (2) (3)	(3)	(2)	
	Council							
C-01	Effective Council-Staff Relations	95	ST	0	(1) (2) (3)	(1)	(1)	
C-02	Council Training	97	Ex. Budget	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 Years 2, 3 and 4
(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 or Related Topics
			Initial	Annual				
	Economic Development							
ED-01	Market Gap Analysis	100	ST/\$20,000	0	(1) (2) (3)	(3)	(2)	
ED-02	Online Business and Available Properties Registry	102	incl. AT-02	0	(1) (3)	(3)	(2)	
ED-03	Branding Exercise	104	\$10,000	0	(1) (3)	(3)	(1)	AT-02
ED-04	Community Improvement Plan	105	ST	ST/\$10,000	(1) (3)	(3)	(2)	AF-08
ED-05	Coordinated Comprehensive Zoning By-Law Update	107	ST/\$60,000	0	(1) (2) (3)	(1)	(2)	SP-03
ED-06	Shop Local Program	108	ST	\$1,200	(1) (3)	(3)	(2)	
ED-07	Bonnechere Valley Daytrip Itinerary	109	ST/\$2,500	ST	(1) (3)	(3)	(2)	ED-03
ED-08	Bonnechere Valley Community Profile	111	ST/\$3,000	ST	(1) (3)	(3)	(2)	ED-03
ED-09	Bonnechere Valley Business Toolkit	112	ST	ST	(1) (2) (3)	(3)	(2)	ED-03
ED-10	Biannual Business Seminars	113	ST	ST/\$8,000	(1) (3)	(3)	(2)	
ED-11	Enhanced Partnership with OVTA and OVED	114	ST	ST/\$5,000	(1) (2)	(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 Years 2, 3 and 4
(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 or Related Topics
			Initial	Annual				
	Fire Department							
FD-01	Fire Chief inclusion with Senior Management	118	0	0	(1) (2)	(2)	(1)	AG-03
FD-02	Fire Risk Assessments	119	ST	ST	(1) (2)	(2)	(2)	
FD-03	Recovery of Insured Fire Call Costs	120	0	0	(3)	(3)	(2)	
FD-04	Fire Department Radio Communications	121	\$49,000	\$35,000	(1) (2)	(2)	(2)	
FD-05	Fire Chief Office	123	0	0	(2)	(3)	(2)	
	Human Resources							
HR-01	Succession Plan	126	ST	0	(1) (2) (3)	(2)	(2)	
HR-02	Cross Training and Corporate Training	127	ST	ST/\$10,000	(1) (2) (3)	(2)	(2)	
HR-03	Client Services Training	129	ST	ST/\$3,500	(1) (2)	(2)	(1)	
HR-04	Annual & Regular Employee Reviews	130	ST	ST	(1) (2)	(2)	(1)	
HR-05	Job Descriptions	132	ST	0	(1) (2)	(2)	(2)	
HR-06	CAO/Clerk/Treasurer	133	0	0	(1) (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 Years 2, 3 and 4
(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 or Related Topics
			Initial	Annual				
	Library							
L-01	Library Hours of Operation	136	0	0	(2) (3)	(3)	(2)	
	Public Works							
PW-01	Asphalt Hot Box	139	\$40,000	0	(1) (2) (3)	(3)	(3)	
PW-02	Garbage Collection & Recycling	140	0	0	(2) (3)	(3)	(2)	
PW-03	Sweeper	142	0	\$10,000	(1) (2) (3)	(3)	(2)	
PW-04	Maintenance, Cleanliness & Organization of Public Works Garages	143	ST/\$10,000*	0	(1) (2) (3)	(2)	(2)	AM-05 *Fencing costs excluded
PW-05	Supplemental Water & Wastewater Operator Training & Accreditation	146	ST/\$3,000	\$6,500	(1) (2) (3)	(2)	(2)	
PW-06	Sewer Plant SCADA	147	ST/\$20,000	0	(1) (2) (3)	(3)	(3)	
	Recreation							
R-01	Arena – Pilot Program – Potential Reduction of Winter Hours	149	0	0	(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 Years 2, 3 and 4
(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 or Related Topics
			Initial	Annual				
	Risk Management							
RM-01	Risk Management Training	152	ST	0	(3)	(2)	(1)	
RM-02	IT Disaster Recovery Plan	153	ST/\$7,500	0	(1) (2) (3)	(1)	(1)	
RM-03	GPS for Vehicles	154	\$7,500	0	(1) (2)	(3)	(3)	RM-05
RM-04	Enhanced Ransomware Cyber Insurance	155	0	\$5,000	(1)	(1)	(1)	
RM-05	Road Patrol Logs/Software	156	\$1,800	\$3,000	(1) (2)	(2)	(2)	RM-03
	Strategic, Master and Long-Term Planning							
SP-01	Term of Council Strategic Plan	160	ST/\$20,000	0	(1) (2) (3)	(1)	(1)	
SP-02	Master Plan Approach	163	ST	TBD	(1) (2) (3)	(1)	(2)	AF-04
SP-03	Coordinated Master Servicing Plan	165	ST/\$100,000	0	(1) (2) (3)	(1)	(1)	ED-05
SP-04	Fire Master Plan	168	ST/\$50,000	0	(1) (2) (3)	(1)	(1)	
SP-05	Annual Department Work Plans	170	ST	ST	(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 Years 2, 3 and 4
(3) Anticipated Cost Benefit	(3) Considered Important	(3) Per Council Priority

Appendix 3

Bonnechere Valley - Municipal Comparators

Local Services	Bonnechere Valley	Athens Twp	East Hawkesbury	Bancroft	Marmora & Lake	Madawaska Valley	Montague
County	Renfrew	Leeds Grenville	Prescott Russell	Hastings	Lennox Addington	Renfrew	Lanark
Population	3674	3013	3296	3881	3953	4123	3761
Households	2423	1436	1515	2064	2723	3207	1568
Land Area (sq. kms.)	594.0	128.0	235.0	230.0	557.0	673.0	280.0
Urban Centre	Eganville	Athens	Saint-Eugene	Bancroft	Marmora	Barrys Bay	
Full Services	Partial	Partial	Partial	Partial	Partial	Partial	Partial (Smith Falls)
Arena	Indoor/Outdoor	Indoor/Outdoor	Outdoor	Indoor/Outdoor	Indoor/Outdoor	Indoor/Outdoor	Outdoor
Library	1 (Share Services)	1	0 (Hawkesbury)	1 (Share Services)	1	1	0 (Smith Falls)
Garbage/Recycling Pickup	Weekly/Weekly Urban Centre Only	Weekly/Weekly Urban Centre Only	Weekly/Weekly	Weekly/Weekly	Weekly/Weekly	Weekly/Weekly Urban Centre Only	Weekly/Weekly
2016 Canada Census	Bonnechere Valley	Athens Twp	East Hawkesbury	Bancroft	Marmora & Lake	Madawaska Valley	Montague
2016 Population	3674	3013	3296	3881	3953	4123	3761
% Change in Population 2011	(2.4)	(3.4)	(1.2)	0.0	(3.0)	(3.7)	8.0
Total Private Dwellings	2317	1336	1482	1944	2521	2619	1489
Land Area (sq. kms.)	594.0	128.0	235.0	230.0	557.0	673.0	280.0
Average Household Income	\$80,696	\$96,335	\$96,027	\$76,740	\$72,423	\$78,800	\$96,854
% Low Income	5.0	2.0	3.5	4.4	6.8	4.0	3.4

2020 OMPF	Bonnechere Valley	Athens Twp	East Hawkesbury	Bancroft	Marmora & Lake	Madawaska Valley	Montague
Total Grant	\$1,503,200	\$597,700	\$283,500	\$1,446,100	\$1,643,900	\$1,598,100	\$321,700
Households	2423	1436	1515	2064	2723	3207	1568
Grant/Household	\$610	\$416	\$187	\$701	\$604	\$498	\$205
Weighted Assess/Household	\$209,046	\$224,717	\$306,860	\$197,471	\$224,185	\$246,250	\$284,537
Fiscal Circumstances Index	8.8	5.1	3.9	9.7	9.4	8.8	3.2

2018 FIR's	Bonnechere Valley	Athens Twp	East Hawkesbury	Bancroft	Marmora & Lake	Madawaska Valley	Montague
Population	3674	3013	3296	3881	3953	4123	3761
Households	2423	1436	1515	2064	2723	3207	1568
Residential Taxation	\$3,019,159	\$1,302,833	\$1,906,350	\$3,753,193	\$3,246,710	\$3,484,726	\$2,622,231
Commercial Taxation	\$146,030	\$47,501	\$40,761	\$920,162	\$126,705	\$252,924	\$87,143
Industrial Taxation	\$23,216	\$4,692	\$93,976	\$36,712	\$17,380	\$23,459	\$15,263
Other Taxation	\$28,019	\$4,077	\$25,755	\$49,270	\$65,826	\$33,085	\$91,347
Special Levies	\$65,103	\$0	\$0	\$57,930	\$233,375	\$275,712	\$5,763
PIL's	\$47,293	\$5,802	\$37,167	\$66,983	\$13,616	\$105,917	\$256,024
% Residential per Total Taxation	93.3	95.7	91.7	78.6	95.4	90.1	88.0
Residential Taxes/Household	\$1,246.04	\$907.27	\$1,258.32	\$1,818.41	\$1,192.33	\$1,086.60	\$1,672.34
Total Expenses	\$7,339,998	\$2,822,011	\$4,387,495	\$9,385,361	\$7,707,110	\$7,907,711	\$3,680,774
Wages & Benefits	\$2,447,000	\$595,755	\$1,072,504	\$2,728,007	\$2,657,204	\$2,233,436	\$982,367

2018 FIR's	Bonnechere Valley	Athens Twp	East Hawkesbury	Bancroft	Marmora & Lake	Madawaska Valley	Montague
Annual Surplus(Deficit)	\$154,298	(\$106,911)	\$412,659	\$558,692	(\$345,909)	\$1,986,535	\$661,328
Accumulated Surplus	\$32,758,574	\$20,964,822	\$12,441,706	\$15,418,034	\$21,804,565	\$36,162,525	\$7,480,767
TCA - Cost	\$70,721,646	\$29,180,938	\$25,458,667	\$45,534,392	\$41,256,270	\$55,869,180	\$15,508,820
TCA - Net Book Value	\$34,939,447	\$20,526,887	\$13,784,334	\$22,189,080	\$22,928,774	\$31,439,514	\$3,651,852
% TCA-Net Book to Cost	49.4	70.3	54.1	48.7	55.6	56.3	23.5
Reserves/Reserve Funds	\$2,418,953	\$512,538	\$525,846	\$2,381,623	\$1,245,344	\$7,087,086	\$4,486,812
Long Term Debt	\$3,213,169	\$0	\$1,834,275	\$6,038,476	\$2,102,381	\$1,639,758	\$110,558
Delta - Reserves less LTD	(\$794,216)	\$512,538	(\$1,308,429)	(\$3,656,853)	(\$857,037)	\$5,447,328	\$4,376,254
Delta - Acc. Surplus less TCA NBV	(\$2,180,873)	\$437,935	(\$1,342,628)	(\$6,771,046)	(\$1,124,209)	\$4,723,011	\$3,828,915

Appendix 4

Library Comparators

Library Comparators

Township	Service Details	Population	Hours	Salaries/Wages & Benefits	Contracted Services	Materials	Grant/Contract
Bonnechere Valley Twp	Library Union w NAW	3674	48	\$209,179		\$73,427	\$167,499
Athens Twp		3013	17	\$20,364	\$16,866	\$13,417	\$19,530
East Hawkwsbury Twp	Purchase Services	3296			\$16,413		\$16,413
Bancroft Twp	Share Services	3881	25	\$119,272		\$44,512	\$115,000
Marmora & Lake Twp		3953	26	\$69,868		\$19,745	\$94,810
Madawaska Valley Twp		4123	29	\$135,718		\$55,330	\$142,395
Montague	Purchase Services	3761			\$22,900		\$22,900

Notes: 1) The Bonnechere Valley Library Agreement with NAW only stipulates a minimum of 20 hours per week.

2) Information taken from 2018 FIR's and Financial Statements/Budgets.

Appendix 5

Bonnechere Valley 2014 to 2018 Financial Data

Bonnechere Valley Financials By Year	Surplus/Deficit	Grants	OMPF	TCA- Net Book	Reserves	LTD
2014	(\$75,221)	\$742,212	\$1,245,800	\$32,218,779	\$2,841,307	\$1,515,716
2015	(\$359,256)	\$2,065,644	\$1,262,200	\$33,848,232	\$2,804,599	\$1,223,459
2016	(\$190,348)	\$820,724	\$1,275,800	\$34,491,989	\$2,666,960	\$1,913,417
2017	\$42,921	\$952,886	\$1,358,220	\$34,640,008	\$2,629,327	\$1,667,440
2018	\$154,298	\$387,995	\$1,512,300	\$34,939,447	\$2,418,953	\$3,213,169

Appendix 6

Bonnechere Valley Financial Indicators

Bonnechere Valley

Municipal Financial Indicator Thresholds 2019

Financial Indicator			Bonnechere Valley	Fiscal Risk		
				Low	Moderate	High
Net Debt as a % of Own Purpose Taxation & User Fees	Net Financial Assets	-\$1,295,898	-30.1%	> -50%	-50% to -100%	< -100%
	Taxation & User Fees	\$4,306,762				
Total Reserves/Reserve Funds as a % of Operating Expenses	Reserves/Reserve Funds	\$2,941,658	36.8%	> 20%	10% to 20%	< 10%
	Operating Expenses	\$7,999,511				
Debt Servicing Cost as a % of total Operating Revenue	Debt Servicing Costs	\$499,448	6.4%	< 5%	5% to 10%	> 10%
	Operating Revenues	\$7,854,714				
Total Taxes Receivable as a % of total Taxes Levied	Taxes Receivable	\$542,411	16.2%	< 10%	10% to 15%	> 15%
	Net Municipal Taxation	\$3,356,650				
Total Cash & Cash Equivalents as a % of Operating Expenses	Cash & Cash Equivalents	\$334,560	4.2%	> 10%	5% to 10%	< 5%
	Operating Expenses	\$7,999,511				
Net Book Value of Capital Assets as a % of Cost of Capital Assets	TCA Net Book Value	\$35,768,161	50.6%	> 50%	35% to 50%	< 35%
	TCA Cost Value	\$70,733,818				

Source of Financial Indicators: Municipal Finance Officers Association of Ontario (MFOA)

Appendix 7

Eganville Generation Corporation – Background Financial
Data

Eganville Generation Corporation- Background Financial Data

	2014	2015	2016	2017	2018	2019	5 yr. Total
Unsecured Loans	\$1,066,517	\$1,057,888	\$1,110,535	\$867,591	\$742,419	\$772,829	
Interest Collected		\$55,897	\$52,647	\$47,056	\$34,828	\$30,410	\$220,838
Effective Interest Rate		5.26%	4.86%	4.76%	4.33%	4.01%	4.64%
Shareholder Equity	\$396,766	\$366,916	\$403,469	\$541,491	\$639,091	\$546,583	
ROI		-\$29,850	\$36,553	\$138,022	\$97,600	-\$92,508	\$149,817
Management Fees		\$35,000	\$0	\$0	\$0	\$0	\$35,000
Rent		\$0	\$0	\$0	\$0	\$0	\$0
Property Tax		\$199	\$211	\$258	\$302	\$344	\$1,314

ROI (Return on Investment) does not include analysis of long-term liabilities/risks due to lack of Asset Management Data

Appendix 8

White Paper Discussion, Consolidated Facilities

White Paper – Consolidated Facilities

High-level points for a potential consolidation of Public Works and Fire Department Facilities.

Bonnechere Valley was established by amalgamation of the Village of Eganville and the Townships of Grattan, Sebastapol and South Algona. This has resulted in the acquisition of several fragmented properties and facilities. While the existing fragmented facilities have served the Township reasonably well over the years, as they near the end of their useful lifecycle, these existing facilities will not be able to meet the future needs of the Township without significant financial investments. This high-level discussion reviews opportunities to consolidate operations at one purpose-built facility.

The following is one potential consolidation option. The intent is to facilitate thoughtful discussion on the merits of consolidation and what the consolidation of facilities and operations might look like. Completion of the recommended Building Condition Assessments, Fire Master Plan, Municipally Owned Properties review and Long-Range Capital Forecasts, are required to further inform the anticipated benefits of this and other options.

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Background Information

Foymount Fire Hall & Public Works Garage

- Built in 1952
- 4000 sq. ft.
- Location: former Twp. of Sebastapol
- State of repair: poor
- Anticipated safety & security concerns
- Questionable winter egress of fire vehicles onto Foymount Rd.
- Fire Hall is too small to house a new Fire Pumper Truck
- No longer using the sand shed
 - o Consolidating winter control operations from the Spring Creek PW Yard
- Part of a larger parcel of municipal owned land (over 8 acres)
- Preliminary Conclusion: This facility will need to be replaced at another location

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Foymount Road Public Works Garage

- Built in 1956
- 4900 sq. ft.
- Location: Former Twp. of Graton Public Works Garage and Municipal Offices
- State of repair: Average
- Anticipated safety & security concerns
- Yard is too small to fully facilitate PW operations
- Possible diesel fuel soil contamination in the yard
- Preliminary Conclusion: Will require significant investments to extend service life and deal with safety, security, and operational issues

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Eganville Fire Hall & Bonnechere Valley Municipal Offices

- Built in 1995
- 7600 sq. ft.
- Location: Former Village of Eganville Fire Hall and Municipal Offices
- State of repair: Good
- Fire Hall
 - o 4400 sq. ft. (5 Bays)
 - o 3 Bays used by the Fire Department
 - o 2 Bays used by Renfrew County Paramedics
 - o Both operations could utilize more space
 - o Fire Chief does not have an office
 - o Location is not suitable to serve the entire Township

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Eganville Fire Hall & Bonnechere Valley Municipal Offices

- Municipal Offices
 - o 3200 sq. ft.
 - o Marginally too small
 - o Township had considered a 2400 sq. ft. addition in 2015
 - o Accessibility issues

Spring Creek Public Works Yard

- 13+ acre site
- Good access onto Hwy. 41
- Some security issues (some fencing recommended)
- Township is planning on building a \$500,000 sand/salt dome on site
 - o Could service the entire Township

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Spring Creek Public Works Yard

- Travel distances (not necessarily related to travel time)
 - o Eganville: 3 kms
 - o Hwy. 41/132 Intersection: 18 kms
 - o Foymount: 22 kms
 - o South Golden Lake: 23 kms

Library and West Champlain Family Health Team

- Built in 1959
- 6300 sq. ft.
- Location: Village of Eganville
- State of repair: Good

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Library and West Champlain Family Health Team

- Library
 - o 4000 sq. ft.
 - o Upper level
 - o Township looking at options to maintain services, while controlling costs
- West Champlain Family Health Team
 - o 2000 sq. ft.
 - o Lower level
 - o Community goal to expand on these health services
- Family Doctor
- Clinic

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Old Fire Hall

- Built in 1979
- 2300 sq. ft.
- Location: Village of Eganville
- State of repair: Reasonable
- Solid building
- Good access from John St.

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An Option to Consolidate Public Works and Fire Department Facilities & Operations

Consolidate PW and FD Facilities & Operations from the Spring Creek PW Yard

- Building Condition Assessments are required to confirm costs to repair/upgrade the Foymount Fire Hall & PW Garage
- Fire Master Plan (FMP) will assess and inform dispatch and response times from the Spring Creek Yard to the further south west regions of the Township
- FMP will inform modernization of fire fleet and equipment over time, including if a new fire pumper truck will still be needed if operating out of one central location
- The yard is well located, with good access onto Hwy. 41
- The yard is large enough to accommodate the proposed purpose-built facility with potential for growth

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- Possible Building Configuration
 - o Total Building, 15000 sq. ft.
 - 12 Bays, 12000 sq. ft.
 - Aux. Office/Meeting Space, 3000 sq. ft.
 - o Fire Hall, 6600 sq. ft.
 - 4 Bays, 4800 sq. ft.
 - Aux. Office/Meeting Space, 1500 sq. ft.
 - o Public Works, 9000 sq. ft.
 - 6 Bays, 7200 sq. ft.
 - Aux. Office/Meeting Space, 1500 sq. ft.

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- o Common Work Area, 2400 sq. ft.
 - Wash Bay, 1200 sq. ft.
 - Mechanic Bay, 1200 sq. ft.

- o **Estimated Cost: \$3,600,000**

Estimated cost is based upon the cost of Laurentian Valley's PW Garage

- o Built in 2016
- o 10 Bays, 13000 sq. ft.
- o 25% Aux. Office/Meeting Space, 3000 sq. ft.
- o 4200 ton Sand/Salt Dome
- o **Project Cost: \$3,000,000**

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- o \$300,000 per Bay, which includes 25% of Aux. Office/Meeting Space
- o Cost of sand/salt dome would compensate for inflation costs

High-level estimated capital and operational cost savings

- o Replacing the Foymount Fire Hall & Public Works Garage
 - 4 Bays, 4800 sq. ft.
 - Aux. Office/Meeting Space, 1200 sq. ft.
 - Estimated Cost: \$1,320,000** (10% higher costs due to scale of project)
- o Repairing/Upgrading the Foymount Rd. Public Works Garage
 - 6 Bays, 6000 sq. ft.
 - Aux. Office/Meeting Space, 2000 sq. ft.
 - Estimated Cost: \$450,000** (25% the cost of new construction)

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- o Fire Pumper Truck and other Fire Equipment

Estimated Cost: \$500,000

- o Sale of Foymount Rd. Public Works Garage

Estimated Sale Price: \$400,000 (or lease)

- o Tear down the Foymount Fire Hall & Public Works Garage

Estimated Cost: \$50,000

Retain land for potential future development

- o Repair, maintenance and operational cost savings and efficiencies

Estimated Cost Savings: \$50,000 per year

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Move the Renfrew County Paramedics into the Old Fire Hall on John St.

- Building would no longer be needed for PW storage
- Solid building that would require some repairs/upgrades
- Would provide the additional space they need
- Good location and access to the Township
- Sell property, or lease equivalent to Renfrew County Paramedics

Estimated Sale Price: \$200,000

Repair, maintenance and operational cost savings

Estimated Cost Savings: \$10,000 per year

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Move the Library to the Eganville Fire Hall

- Library
 - 4 Bays, 3400 sq. ft.
- Expand Municipal Offices
 - 1 Bay, 1000 sq. ft., plus the mezzanine space
- Good synergy of operations
 - Could share public washrooms, meeting space, etc.
- Would address current accessibility issues
- Would address the additional space requirement of Administration Offices
- Would provide benefits of facility/operation synergies

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- Estimated Capital Cost Savings

2015 Addition

2400 sq. ft. @ \$250 per sq. ft.

Estimated Cost: \$600,000

Repair/upgrades to the existing Fire Hall

4400 sq. ft. @ \$100 per sq. ft.

Estimated Cost: \$440,000

Estimated Capital Cost Savings: \$160,000

Repair, maintenance and operational cost savings and efficiencies

Estimated Cost Savings: \$25,000 per year

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Lease Existing Library Space to the West Champlain Family Health Team

- Lease the existing Library Space to the West Champlain Family Health Team
- Fair Market Rent
 - 4000 sq. ft. @ \$10.00 per sq. ft. (NET)
 - \$40,000 per year (NET)**
 - WCFHT would complete leasehold improvements or they would be amortized into the Lease Agreement
- Food Bank (in Old Fire Hall) could utilize the bottom level space or this could be leased to another tenant
- Would provide excellent space & parking for the expansion of health services
 - Family Doctor
 - Clinic
- Or option to sale at equivalent price

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Estimates are high-level for discussion purposes and will require verification through Building Condition Assessment, Municipally Owned Property Review and Fire Master Plan.

Capital Costs

Cost of New Purpose-Built FH & PW Garage at Spring Creek Yard	\$3,600,000
Cost to Tear Down Foymount FH & PW Garage	\$50,000
Cost to Repair/Upgrade Eganville FH for Library & Admin. Offices	\$440,000
Subtotal	\$4,090,000
Less:	
Cost to Replace Foymount FH & PW Garage	\$1,320,000
Cost to Repair/Upgrade Foymount Rd. PW Garage	\$450,000
Sale of Foymount Rd. PW Garage	\$400,000
Savings for Fire Pumper Truck & Equipment	\$500,000
Sale of Old Fire Hall on John St.	\$200,000
Cost of proposed 2015, 2400 sq. ft. addition to Admin Offices	\$600,000
	\$3,470,000
Total Estimated Net Capital Cost	\$620,000

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Estimates are high-level for discussion purposes and will require verification through Building Condition Assessment, Municipally Owned Property Review and Fire Master Plan.

Annual Repair, Maintenance and Operational Cost Savings and Lease Revenue

Savings from Purpose-Built FH & PW Garage at Spring Creek Yard	\$50,000
Savings from Library	\$25,000
Savings from Old Fire Hall	\$10,000
Subtotal	\$85,000
Plus:	
Net Lease Revenue from existing Library Space	\$40,000
Total Annual Savings/Revenue	\$115,000

Consolidation of facilities and operations would be an excellent candidate for potential Provincial and Federal Grants

Appendix 9

Acronyms and Abbreviations



Acronyms and Abbreviations

Short Form	Long Form
AMP	Asset Management Plan
AODA	Accessibility for Ontarians with Disabilities Act
AP	Asset Management Policy
CCTV	Closed-circuit Television
CIP	Community Improvement Plan
COW	Committee of the Whole
FIR	Financial Information Return
FMP	Fire Master Plan
FUS	Fire Underwriters Survey
JD	Job Description
LRCF	Long Range Capital Forecast
MSP	Master Servicing Plan



Acronyms and Abbreviations

Short Form	Long Form
NFPA	National Fire Protection Association
OMPF	Ontario Municipal Partnership Fund
OMS	Operations Management Software
OP	Official Plan
OR	Operational Review
RRFP	Reserve and Reserve Fund Policy
SP	Strategic Plan
ST	Staff Time
TCA	Tangible Capital Asset
WCAG	Web Content Accessibility Guidelines