



Township of South
Algonquin

Service Delivery Review

Final Report
March 3, 2021



Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the Town of Espanola (“Client”) pursuant to the terms of our Agreement with the Client dated June 10, 2020. KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Township of South Algonquin. KPMG has not and will not perform management functions or make management decisions for the Township of South Algonquin.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Township of South Algonquin nor are we an insider or associate of the Township of South Algonquin. Accordingly, we believe we are independent of Township of South Algonquin and are acting objectively

Table of Contents

Chapter I – Introduction

- Overview of our engagement 5
- Our approach 6-7
- How to read our report 8

Chapter II – Process Maps and Potential Courses of Action (Finance)

- Abbreviations 11
- Tipping Fees – Landfill 12-14
- Billing and Collections: Property Taxation – Assessment and Mailing 15
- Billings and Collections: Property Taxation - Payment 16-17
- Billings and Collections: Property Taxation - Online 18-19
- Billings and Collections: Grants 20-22
- Billings and Collections: EOD Cash Reconciliation 23-24
- Capital Contract Project Management 25-28
- Payroll: Time Sheet Submission 29-30
- Payroll: Payroll Processing 31-33
- Accounts Payable: Purchasing 34-36
- Accounts Payable: Recording 37-39

Chapter II – Process Maps and Potential Courses of Action (Finance) (continued)

- Accounts Payable: Payment 40-44
- Monthly Reporting Process 45-47
- Budgeting Process (Operating) 48-49
- Budgeting Process (Capital) 50-52

Chapter III – Process Maps and Potential Courses of Action (Non-Finance)

- Agenda Preparation 54-55
- Customer Service 56-57
- Building Permits 58-59
- Planning Applications 60
- By-law Enforcement 61-62
- Public Works – WO Management 63

Chapter IV – Service Based Opportunities 67

Chapter V – System Implementation 75

Appendix A – Municipal Service Profiles 79

Appendix B – Comparative Analysis 92



Township of South
Algonquin

Service Delivery Review

Chapter I
Introduction



Introduction

A. Overview of our engagement

KPMG has been retained by the Township of South Algonquin (the “Township”) to undertake a review of its current processes, including:

- User fees (landfill)
- Taxation revenue
- Grant Revenue
- Purchasing and Accounts Payable
- Payroll
- Capital project management
- Monthly reporting and budgeting processes

In conjunction with Township staff, KPMG also undertook analysis of services, service levels and associated costs and funding.

Our review is being undertaken with funding received by the Township from the Municipal Modernization Funding (the “Fund”). The Fund was established by the Province to assist municipalities in identifying potential cost savings from operational efficiencies and other strategies. Pursuant to the provisions of the Fund, the Township is required to:

- Retain a third party advisor for the purposes of the review, rather than undertaking the review internally;
- Provide public disclosure as to the results of the review, including a statement from its advisors as to the quantum of potential cost savings; and
- Establish that front line service reductions and increases in user fees are not outcomes of the review.

The terms of reference for our review is based on our engagement letter dated June 10, 2020.

Our review relied heavily on the contributions and knowledge of Township personnel and we would like to express our appreciation and thanks for the assistance provided to us by staff.

Introduction

B. Our approach

Our review involved a series of facilitated working sessions with Township staff to discuss the current processes used by the Township for the delivery of various administrative services. During these working sessions, KPMG facilitated discussion with Township staff to identify the individual steps in the process under review, as well as any issues that were perceived as impacting operating efficiencies, customer service, internal controls or risk management.









The approach adopted to review the Township's processes reflected the LEAN concept of value-stream mapping. While there are many different definitions of LEAN, we define LEAN thinking as the belief that there is a simpler, better way through a continuous drive to identify and eliminate waste, or inefficiencies and errors, in day-to-day work. It is about making work environments efficient and effective, so organizations can provide higher quality of services to their customers. LEAN helps create time for quality improvement to be part of everyday routine activity.

There are five common principles of LEAN thinking:

1. Value is defined by the **voice of the client**. If a process or function doesn't create value for the client (recognizing that clients can be internal or external), the question is why is it being performed.
2. LEAN requires that you **understand your process**. Process mapping allows you to have a picture of your process so that you can begin to make improvements. Without this understanding, it is difficult to have transparency and see where the problems are. It also helps teams gain an understanding of everyone's involvement in the process.
3. LEAN seeks to develop **flow**, so that products or services move fluidly and without interruptions through the process.
4. LEAN seeks to establish **pull**, so that activities are undertaken in response to what a client needs when they need it, by reacting to a trigger. This is contrary to how many processes are structured, which involves a push to the next user regardless of whether they are ready or not.
5. LEAN is a means of **continuous improvement**. When done right, LEAN is not a one-time event but rather a journey to continually improve processes and constantly strive to supply value, from the perspective of the client.

Introduction

LEAN methodologies are intended to help organizations identify and address one of eight typical types of inefficiencies.

Inefficiency	Description	Examples
 Defects	Work or services that are not completed correctly the first time.	Departments key in hours worked incorrectly, requiring payroll to fix errors.
 Overproduction	Doing more than what is required to complete the task.	Generating reports that are not used by management.
 Waiting	Idle time when material, information, people or equipment are waiting.	Waiting for approvals prior to issuing cheques.
 Non-utilized talent	Not utilizing all of the skills of employees.	Incurring overtime because staff working in other departments cannot be used.
 Transportation	Moving equipment, supplies or equipment from place to place.	Transferring paper files from one location to another rather than using email.
 Inventory	Having more material and supplies on hand than what its needed.	Stocking extra stores inventory to prevent stockouts caused by poor order management.
 Motion	Unnecessary movement by employees to complete an activity.	Having staff attend meetings in person rather than by video or teleconference.
 Extra processing	Spending extra time and effort for an activity, including duplication of efforts.	Developing Excel spreadsheets to track information that is already available in MIS.

Introduction

C. How to read our report

For each process under review, we have provided process maps that outline the individual worksteps undertaken as part of the process in Chapter II. These maps are outlined in flowchart form and are intended to assist in understanding (i) the individual worksteps performed by Township personnel; (ii) the sequential ordering of the worksteps; and (iii) decision points included in the process.

Where an area for potential improvement has been identified, they have been indicated in the process maps through the following markers:

- | | | | |
|--|---|--|---|
|  | Process inefficiencies, which may include duplication of efforts, manual vs. automated processes and the performance of work with nominal value |  | Financial risk, representing areas where the Township's system of internal controls is insufficient to prevent the risk of financial loss |
|  | Client service limitations, representing aspects of the Township's operations that may adversely impact on customer satisfaction |  | Litigation risk, consisting of potential areas where the Township's processes may expose it to risk, including areas where existing measures to mitigate risk are considered insufficient |

Included with the process maps are the potential areas for improvements, as well as potential courses of action that could be adopted by the Township to address the identified issues.



Township of South
Algonquin

Service Delivery Review

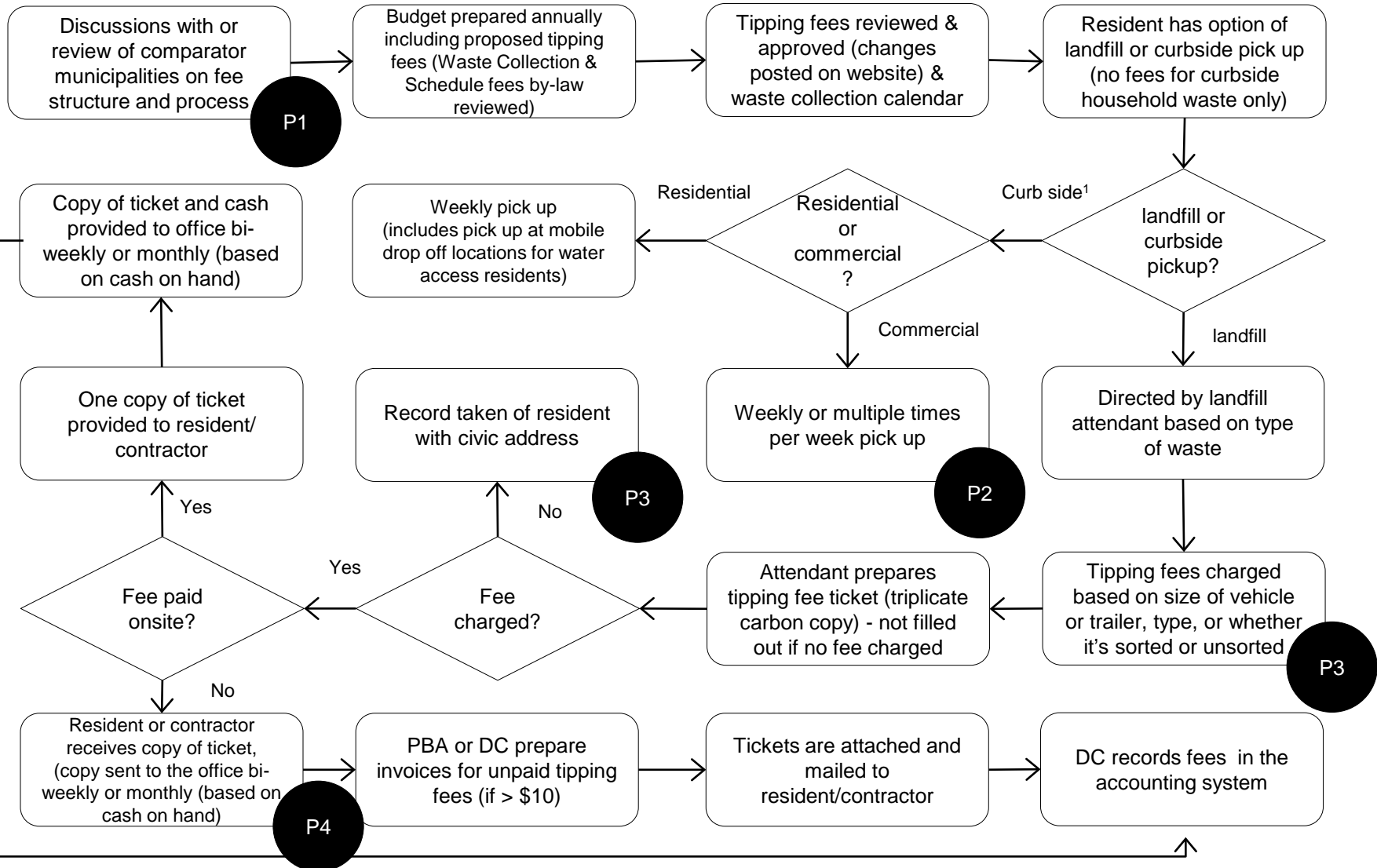
Chapter II
Finance Process Maps and Potential
Courses of Action



Abbreviations

PWS	Public Works Superintendent
CAO	Chief Administrative Officer / Clerk/Treasurer
DC	Deputy Clerk
DT	Deputy Treasurer
PBA	Planning & Building Administrator
Clarity	Paymate Clarity
OF	Operations Foreman
CVA	Current Value Assessment
MPAC	Municipal Property Assessment Corporation
OPTA	Online Property Tax Analysis
DH	Department Head
RFP	Request for Proposal

Tipping Fees - Landfill

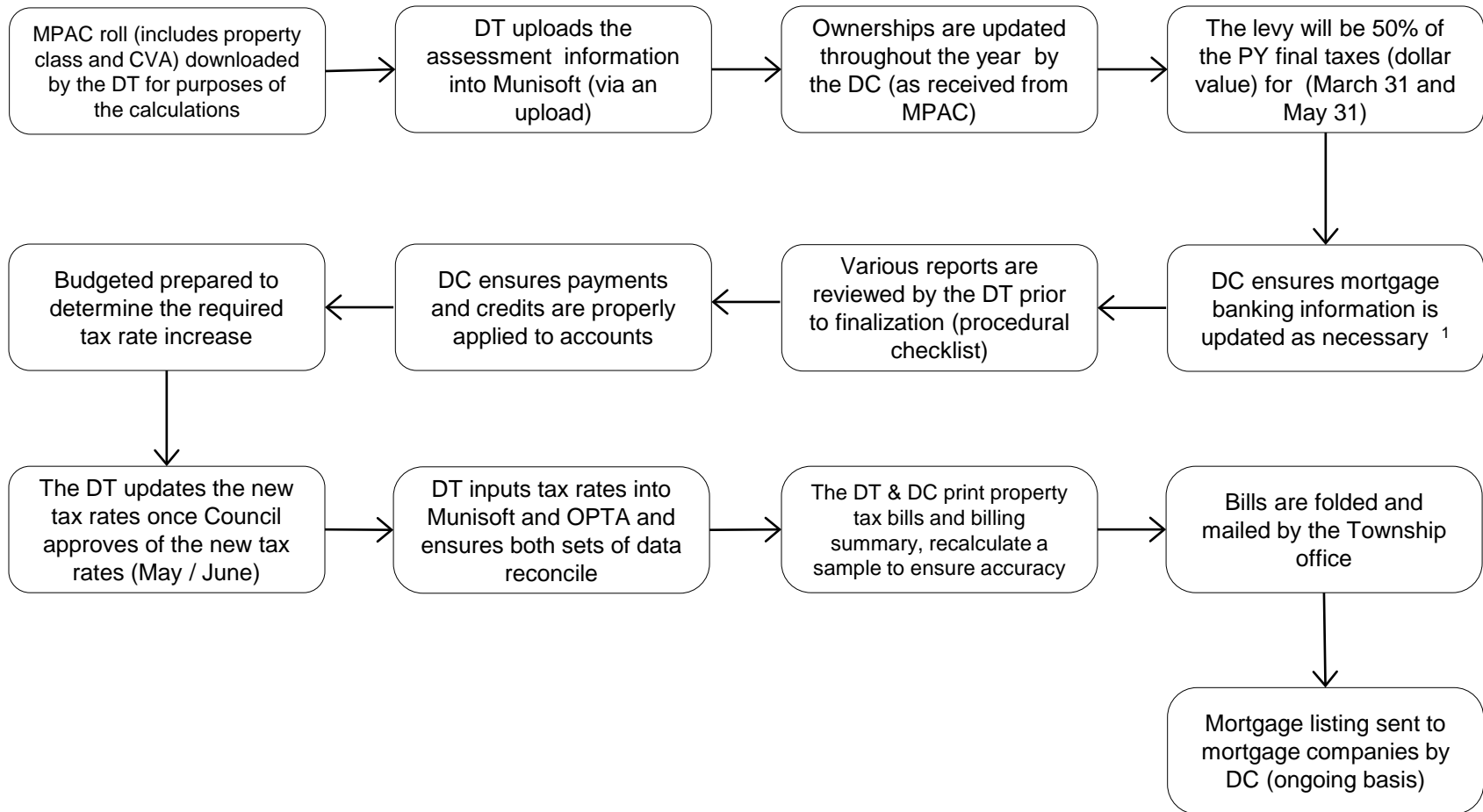


¹ Everything that is picked up curbside, it goes to the landfill. Residents are not charged additional amounts for curbside pick up. Waste is not separated upon arrival at the landfill into items such as steel, aluminum and recyclable. As a result, should residents want to recycle items should not be disposed of via the curbside.

Potential Courses of Action

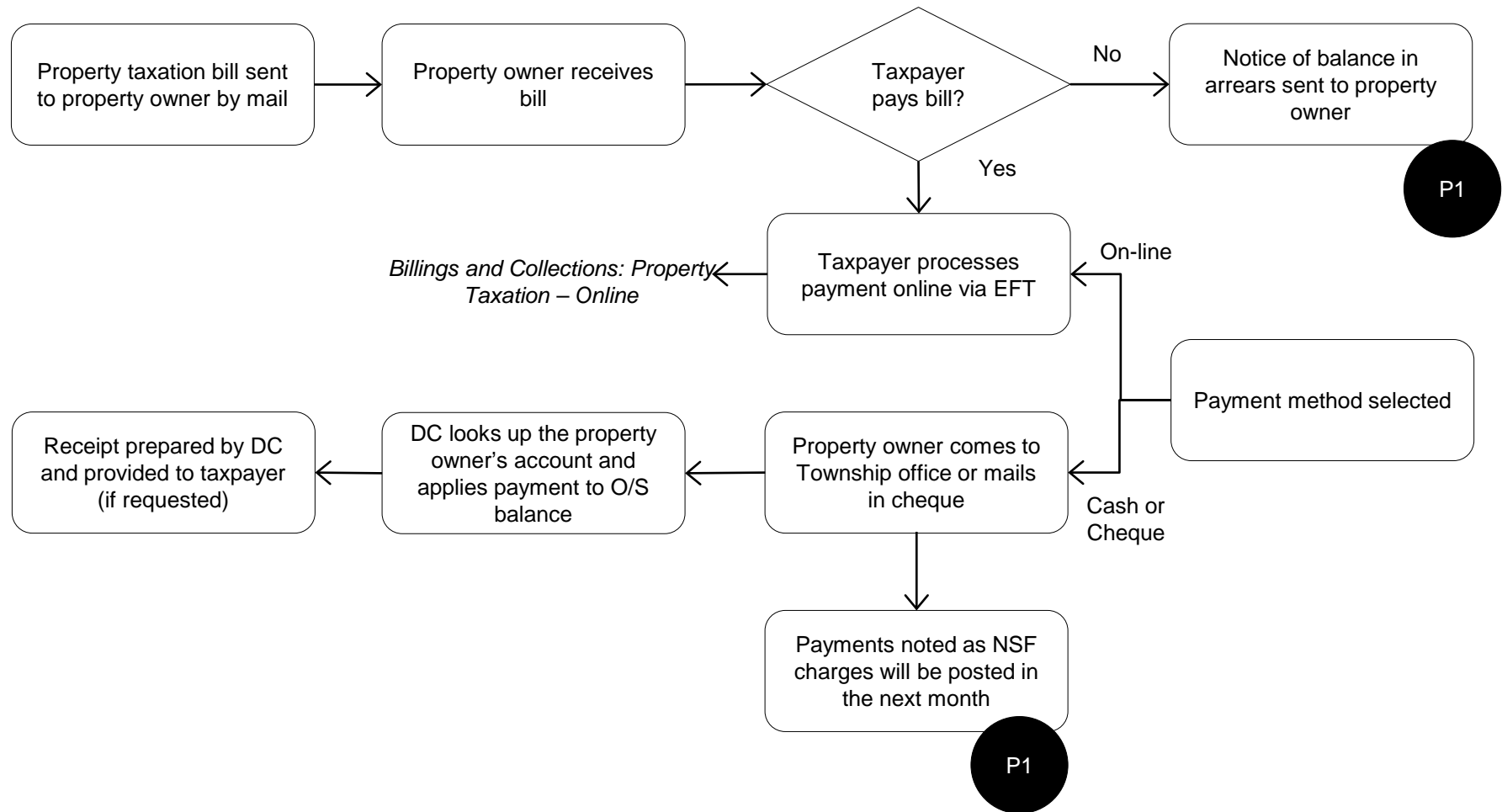
Issue	Potential Course of Action
<p>P1</p> <p>Currently tipping fees are significantly lower when compared to similar sized municipalities. Tipping fees are used as an “incentive for good behavior” rather than a cost recovery mechanism. Assessments have been completed against comparator municipalities and presented to Council to ensure all parties are aware of the lower than normal fees which are in place.</p>	<p>The Township should increase tipping fees gradually over the next 3 - 5 years to be more in line with comparative municipalities. This will enable the Township to recover more of the costs to operate the landfill and allow for the reallocation of operating funds used to currently fund the landfill to other costs or projects.</p> <p>In addition, the Township should complete a landfill / waste management long term plan. This plan would project the financial results for an extended period (typically a 15-25 year period). The plan would include various assumptions with respect to tipping fees and costs and would provide additional support for decisions relating to the tipping fees, service delivery, exempt items and landfill drop offs.</p>
<p>P2</p> <p>Commercial curbside pick up is sometimes conducted multiple times per week. This can be costly to the Township as fuel, maintenance and employee salaries and benefits would increase with the multiple pick ups per week.</p>	<p>The Township should adjust curbside pick up to once per week and requiring any excess separated waste be brought to the landfill site where fees would be charged for the drop offs completed.</p>
<p>P3</p> <p>There are a number of items that are exempt from tipping fees such as small truck and trailer loads, appliances, and vessels if the ownership is presented. As tipping fees are not charged, the cost of processing these items is therefore absorbed by the Town’s operations budget.</p>	<p>The Township should amend the Waste Collection and Schedule Fee by-laws to remove the noted tipping fee exemptions and implement reasonable tipping fee rates in relation to the specified exempt items.</p>
<p>P4</p> <p>Residential drop offs at the landfill site have the option to be invoiced rather than pay on site. Given that the practice is not to prepare invoices for tipping fees that are less than \$10, this can result in significant uncollected tipping fees over time.</p>	<p>The Township should require for all residential drop offs at the landfill site tipping fees be charged and collected on site. This is considered best practice and is in line with the process other municipalities follow.</p> <p>This would result on only commercial drop offs required to be invoiced subsequent to the drop off, reducing the number of invoices required to be processed.</p>

Billings and Collections: Property Taxation - Assessment



¹ This process is completed on an ongoing basis throughout the year and is based on information provided by the banks and property owners

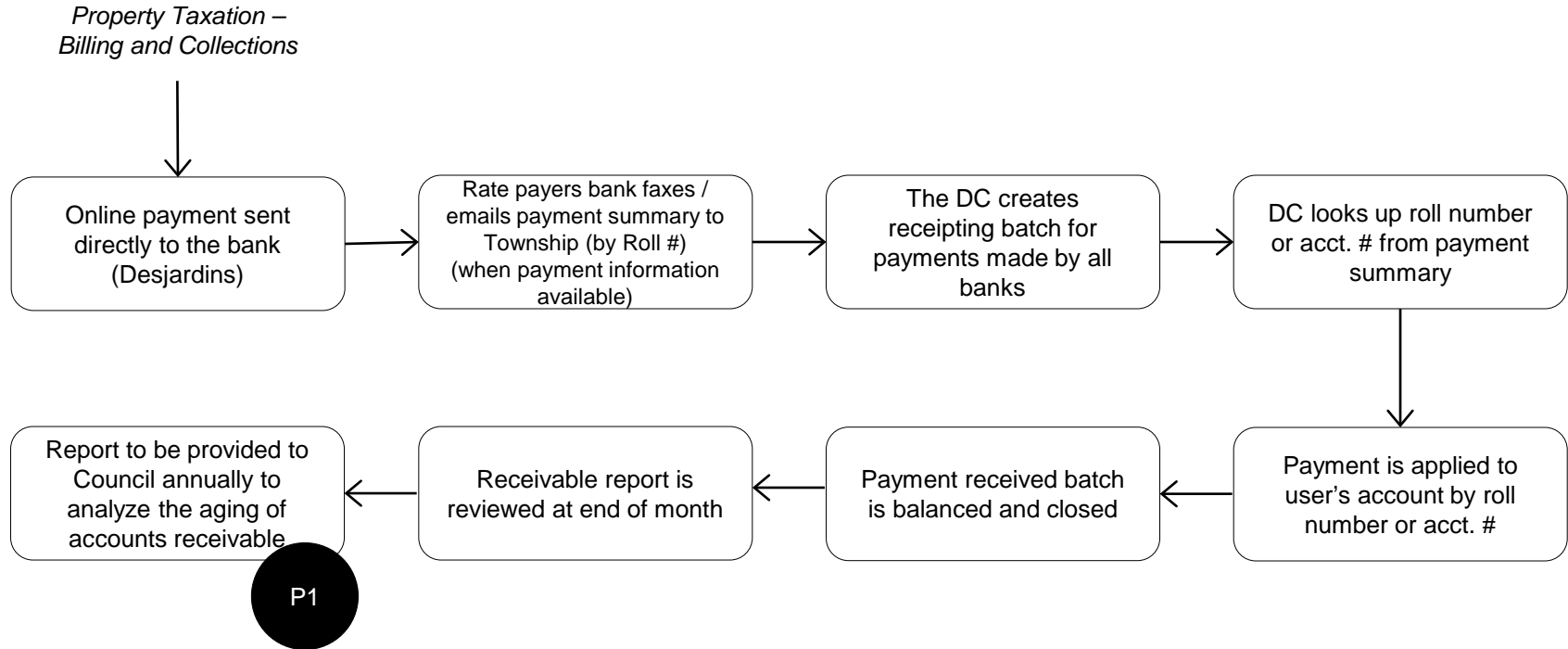
Billings and Collections: Property Taxation - Payment



Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="96 364 212 478">P1</p> <p data-bbox="256 361 1066 546">Notices of arrears are sent to taxpayers when they have not made required tax and user charge payments by the appropriate due date. At the current time there is no standard timeline that is followed to dictate when the letter should be sent to the tax payer for missed payments. Letters can be sent when the next amount is due from the tax payer as per an infomal timeline.</p> <p data-bbox="256 582 1039 671">Staff requested that KPMG investigate the use of a portal and research was completed with Munisoft and it was noted a portal is not available at this time</p>	<p data-bbox="1110 361 1818 482">The Township has a tax and user charge collection policy which has been formally documented and adhered to which includes timelines for the notice of arrears to be sent to the taxpayers.</p> <p data-bbox="1110 518 1804 799">A listing of taxation and user charge arrears by aging category should be compared on a year over year basis to analyze the trends in the aging of receivables. The outstanding taxation accounts receivable should be compared to the total taxation revenue to determine the overall percentage outstanding for comparison purposes. The completion of this analysis should be added to the tax policy to ensure completion of the analysis at a consistent time annually.</p> <p data-bbox="1110 835 1843 1049">To facilitate sending of bills to residents, there is the ability to input the resident's email within the system which would allow an eNotice to be automatically sent. Resident's would need to "opt in" for the eNotices . While there is no ability to pay with this option the Township can consider the use of etransfer to make the payments for out of town residents easier.</p>

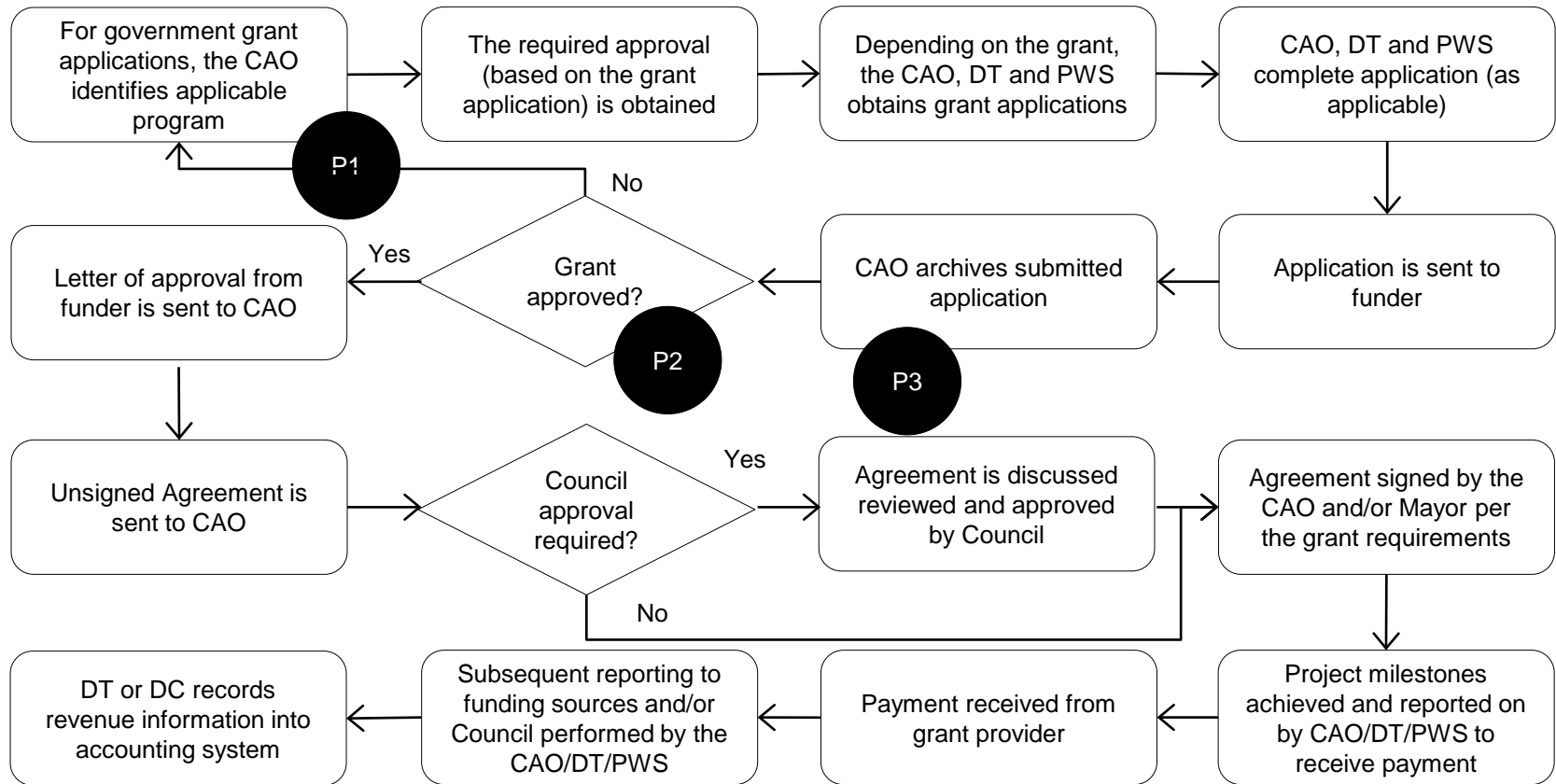
Billings and Collections: Property Taxation - Online



Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="96 482 212 596">P1</p> <p data-bbox="258 391 1062 514">It was noted at the current time there is no report prepared for annually to review the aged A/R year over year. The summary of O/S balances would be reasonable information to analyze to ensure follow up is completed on an ongoing basis.</p> <p data-bbox="258 551 1062 608">Notices are arrears are sent to taxpayers when they have not made required tax and user charge payments by the appropriate due date.</p>	<p data-bbox="1110 391 1816 514">The Township has a tax and user charge collection policy which has been formally documented and adhered to which includes timelines for the notice of arrears to be sent to the taxpayers.</p> <p data-bbox="1110 551 1806 736">A listing of taxation and user charge arrears by aging category should be compared on a year over year basis to analyze the trends in the aging of receivables. The outstanding taxation accounts receivable should be compared to the total taxation revenue to determine the overall percentage outstanding for comparison purposes</p>

Billings and Collections: Grants



Potential Courses of Action

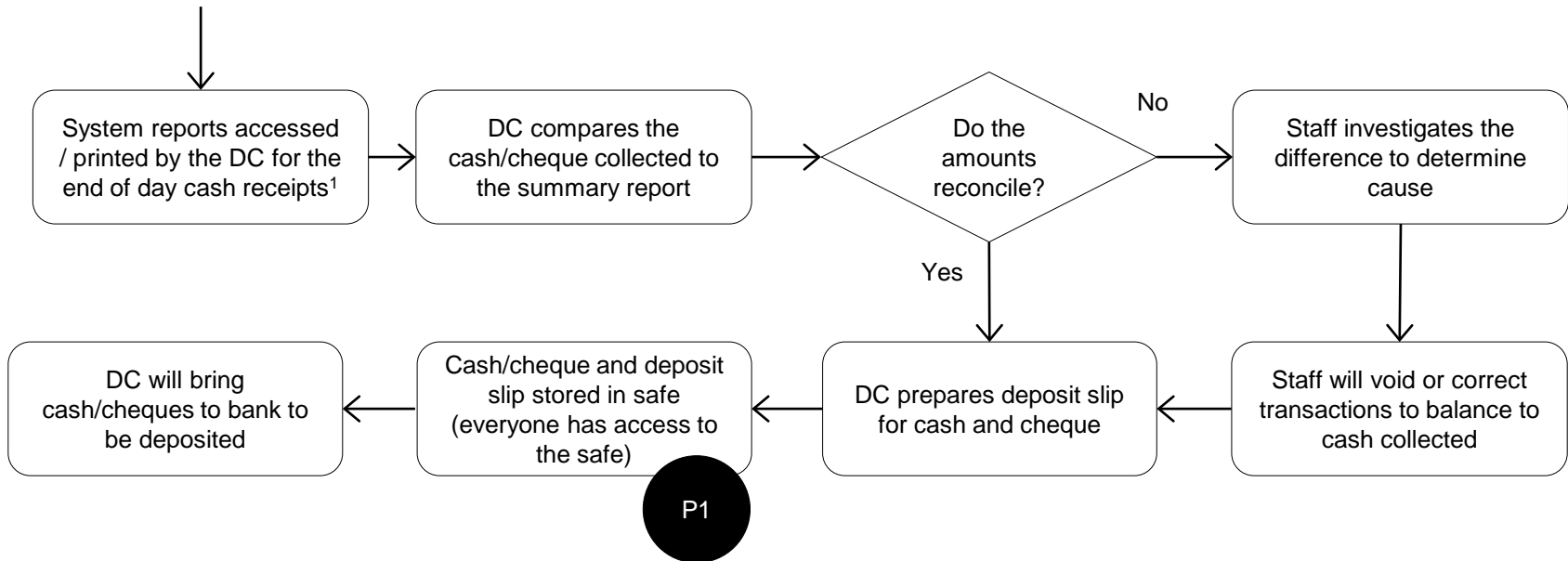
Issue	Potential Course of Action
<p data-bbox="102 365 218 482">P1</p> <p data-bbox="258 339 1045 462">Currently there is no formal guidance provided by Council to establish grant priorities (operating, capital, job creation etc.) As a result, the CAO/DT/PWS may be focusing efforts on initiatives that are not a priority of the Township.</p>	<p data-bbox="1110 339 1792 429">The Township should develop the following procedures to ensure priority areas are focused on for the grant search. This should include the following:</p> <ul data-bbox="1110 436 1843 682" style="list-style-type: none"> <li data-bbox="1110 436 1843 526">• Prior to the budgeting process, Council should set specific priorities for operating, capital and job creation to ensure grant research is focused on the relevant areas. <li data-bbox="1110 534 1843 682">• Given then number of available granting opportunities council priorities, which align with the Township’s strategic plan should be communicated as part of the budget preparation process in order to allow the Town staff to narrow the focus.
<p data-bbox="102 719 218 836">P2</p> <p data-bbox="258 708 1045 831">Currently, a debrief of unsuccessful grant applications does not always occur. Determining the reason for the failed application can identify the strengths, weaknesses in the application and will assist with improved grants submissions in the future.</p>	<p data-bbox="1110 708 1785 831">Follow up should be completed on all unsuccessful grant applications in excess of \$25,000 by the individual who completed the grant application. This will help to identify items to improve on further applications.</p>

Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="98 386 214 501">P3</p> <p data-bbox="258 339 1068 462">It was noted there is no formal tracking of the grant submissions and the status of the submissions. This can result in grants not being followed up on a timely basis and the information not available to provide an update to Council on the status of the grants.</p>	<p data-bbox="1112 339 1827 558">The Township should create a grant tracking sheet be maintained by the CAO. This will ensure the status of the grant application is available on an as needed basis. It will also facilitate the follow up on successful and unsuccessful grants and can be used as a starting point when subsequent grant applications are submitted (so the successful grant applications are used as a starting point).</p>

Billings and Collections: End of Day Cash Reconciliation

Billing and Collections – User fees – Landfill
Billing and Collections – Property taxes

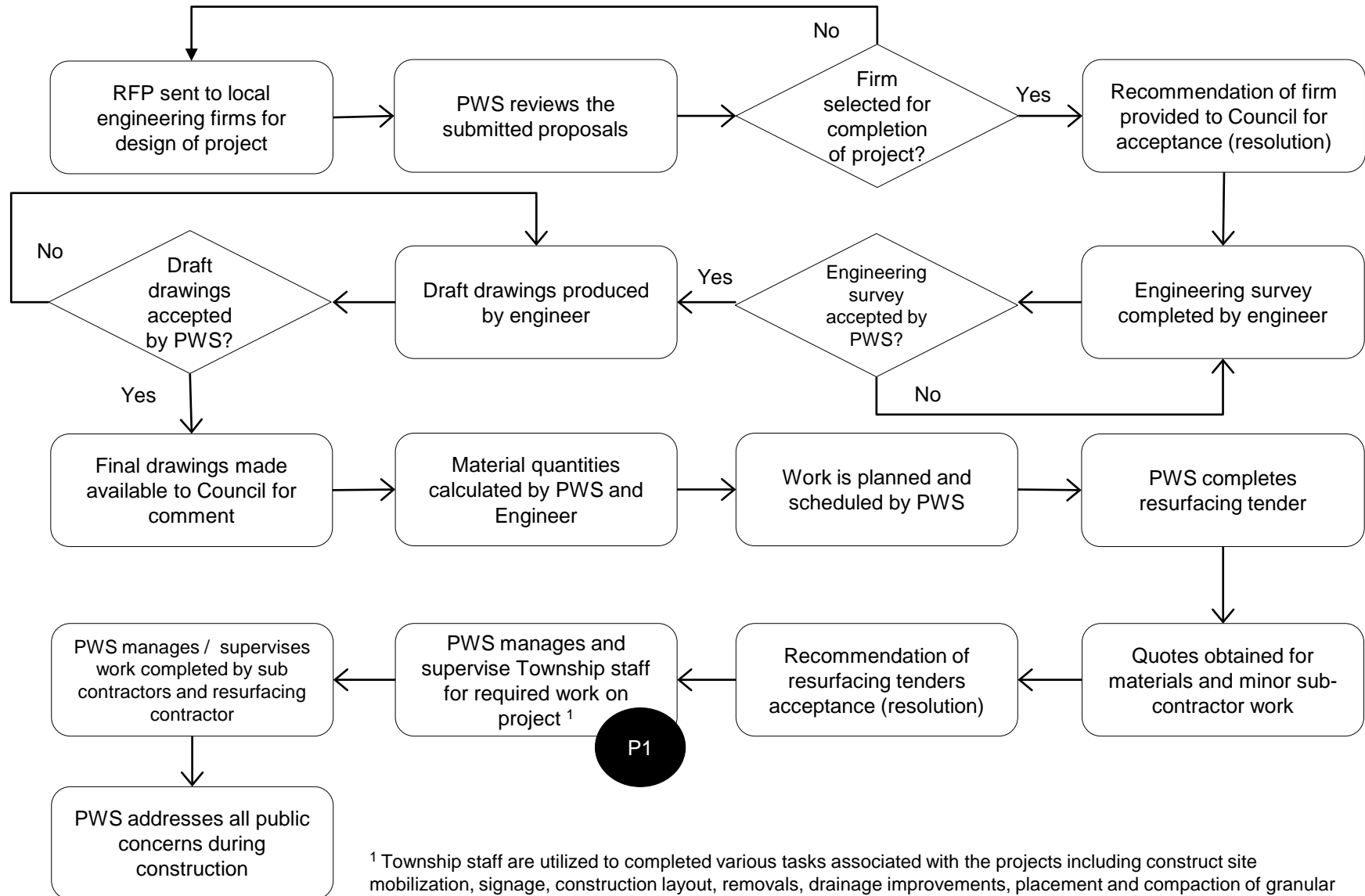


¹ Typically the reconciliation of the cash balances is completed twice per week (depending on the number of cash payments received.) Each batch is not posted into the accounting system unless they are reconciled.

Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="98 362 214 476">P1</p> <p data-bbox="258 362 1068 482">It was noted all administrative staff within the finance department have access to the vault and safe and are aware of the combination. While certain staff members have the combination, they do not use the combo and access the vault or safe.</p> <p data-bbox="258 519 1068 608">Given all staff are aware of the combination for the safe funds can be removed from the cash stored in the safe and there would be no way to determine who has accessed the safe and cash.</p>	<p data-bbox="1112 362 1837 579">The Township should restrict access to the safe and have any cash on hand stored within the safe. The access to the safe should be limited to individuals who are not preparing the cash deposit information. This is needed to ensure should cash be missing in the safe there would be a limited number of individuals who have access to the safe. This can be difficult within a small finance department.</p>

Capital Contract Project Management (Resurfacing and Drainage Projects)



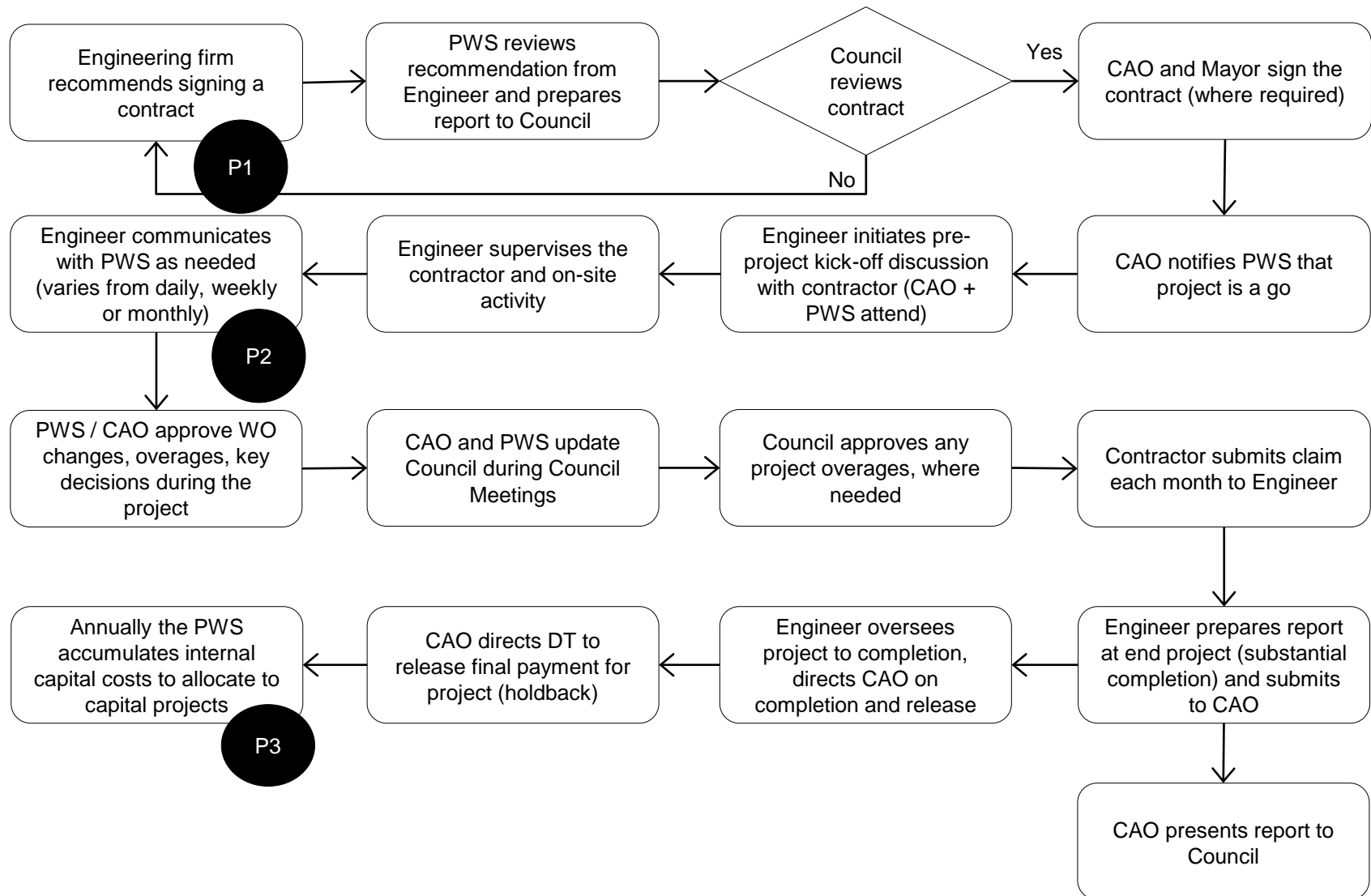
P1

¹ Township staff are utilized to completed various tasks associated with the projects including construct site mobilization, signage, construction layout, removals, drainage improvements, placement and compaction of granular material, shouldering, landscape restorations, granular driveway restorations and demobilization.

Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="96 349 212 464">P1</p> <p data-bbox="260 342 1072 464">Throughout the course of the process mapping it was noted Township staff work on resurfacing and drainage projects. Based on the nature of the project, some tasks may be considered operating and some tasks may be considered capital.</p> <p data-bbox="260 499 1072 592">As a result of current system limitations, there is a requirement to complete three separate manual data inputs and reconciliations to allocate the data between the projects (operating vs. capital).</p> <p data-bbox="260 628 1072 685">Payroll is reconciled twice (once for Paymate purposes and one for recording in Munisoft).</p> <p data-bbox="260 721 1072 906">This current process is manually driven, with information extracted from a timesheet accumulation (within Excel), extracts of information included within the payroll system (Paymate) to accumulate into an Excel spreadsheet for the total job costing. As the process is manual, it requires the same information to be transferred into various spreadsheets.</p>	<p data-bbox="1110 342 1806 399">A job costing software package should be utilized to assist with the accumulation of costs for the capital projects.</p> <p data-bbox="1110 435 1835 592">Throughout the course of the process mapping exercise, KPMG held discussions with Munisoft on the system capabilities for job costing. There are two payroll suppliers linking with the Munisoft system (Paymate and Easy Pay). At the current time, the Township utilizes the Paymate).</p> <p data-bbox="1110 628 1845 813">It was suggested there are additional system capabilities for job costing available via the use of Easy Pay. Cost centres and project codes can be set up for each project with the time allocated to each project for analysis purposes. Reports can be run from the system in Excel to support the time and cost associated with the project.</p> <p data-bbox="1110 849 1845 1163">At the time of this report, Munisoft is investigating the ability to use electronic timesheet entries by PW staff for the projects they are working on which would link to the payroll system and the general ledger transactions which would eliminate the need for the manual adjustments. Currently a txt file is available to upload time worked which is tracked electronically. Further investigation is underway by Munisoft with respect to the ability to upload multiple timesheet files as the current training documentation does not make reference to the individual preparation and submission of timesheets.</p> <p data-bbox="1110 1199 1845 1256">It is recommended the Township staff follow up with Munisoft to determine the next steps.</p>

Capital Contract Project Management (Larger Roads Projects)



Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="96 349 212 464">P1</p> <p data-bbox="260 342 840 714">The process of determining which projects take precedent is not defined. Recent changes to provincial regulations relating to asset management further highlight the need for full asset management planning to meet the Phase II milestones as of July 1, 2023. By this date all municipalities are required to expand enhanced Asset Management Plans to cover all infrastructure assets. The regulation indicates the Township will be required to identify all current levels of service and the cost of maintaining those levels of service.</p>	<p data-bbox="884 342 1825 464">As a result of the regulation changes, it is recommended a structured asset management policy be developed which aligns the asset management planning decisions with other guiding documents for the Township which is based upon current draft of the strategic asset management policy. The policy should:</p> <ul data-bbox="884 464 1825 871" style="list-style-type: none"> • Set and communicate organizational commitment to AM principles and philosophies • Align and integrate asset management with the Town's Strategic Planning process, as well as other key goals, policies and plans • Confirm how stakeholders will be engaged and their input included in the asset management planning process • Support formation of a culture that values asset management and makes it a priority • Define asset management responsibilities and accountabilities for Council, CAO and management • Guide the asset management planning process, and embed asset management thinking in to ongoing capital, operations and maintenance activities <p data-bbox="884 913 1845 999">In addition to the policy development, the Township should work to implement an asset management tool to support the regulation requirements. This would include the following:</p> <ol data-bbox="884 1006 1845 1285" style="list-style-type: none"> 1. The Township will be required to select a software provider, which integrates with the existing municipal software in place. PubWorks is available through Munisoft which will integrate with the existing software. 2. Data relating to all infrastructure assets, current levels of service and the cost of maintaining that level of service will be required. The Township should work with the software provider to determine implementation requirements and ability to integrate from existing software. 3. Implementation of the new system will then be completed. This stage will also include training on the system.

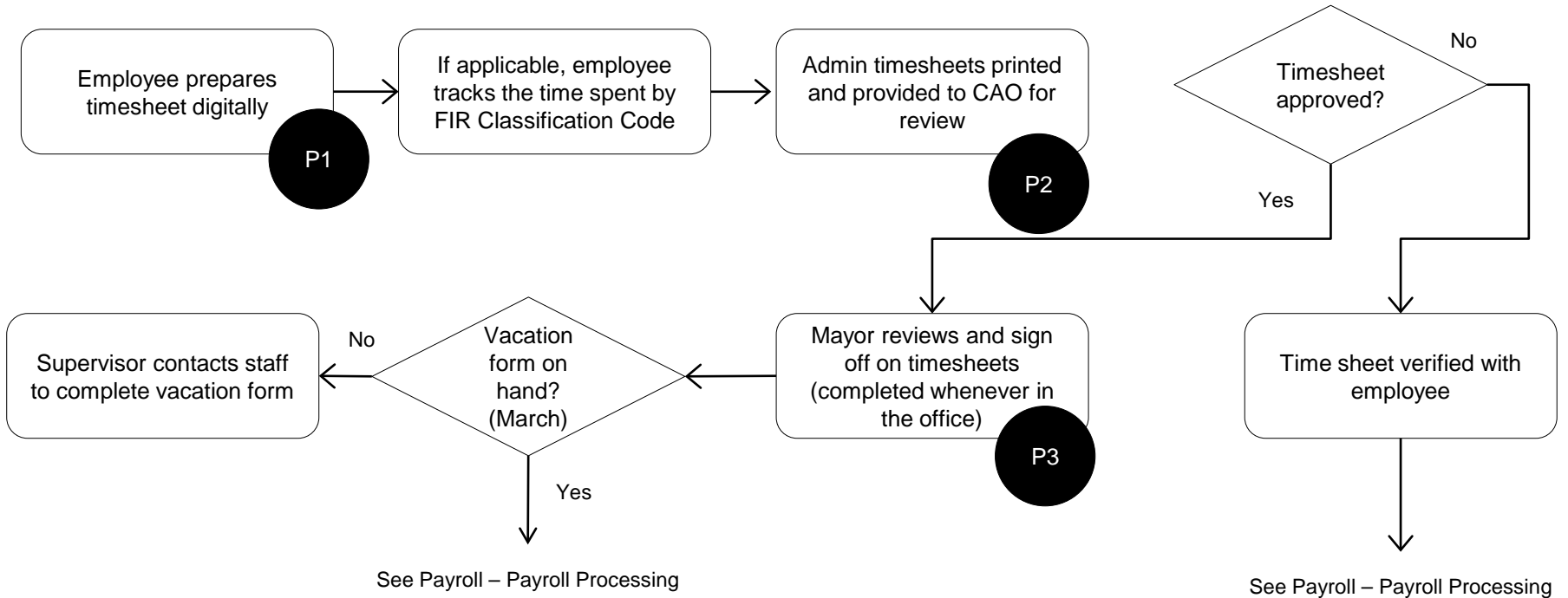
Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="112 348 227 462">P2</p> <p data-bbox="258 344 1070 558">It was noted throughout the process mapping session that at times the CAO can spend time managing the various capital projects along with the PWS. It was noted the size of the project does not matter and CAO can be involved with decisions required as part of smaller projects. Involvement in the public works projects can result in an inefficient use of the CAO's time and takes away from a more strategic focus on longer term planning for the Township.</p>	<p data-bbox="1110 344 1825 525">A formal policy for allocation of responsibilities for capital projects should be documented by the Township. Involvement by the CAO should only be required on larger projects. It is recommended capital projects \$50K and below are managed by the PWS with support from the finance group for the overall reporting requirements to the funders.</p> <p data-bbox="1110 565 1843 682">While projects exceeding \$50K will likely have CAO involvement, it is recommended the first point of contact be PWS with the CAO supporting decision making for the project only.</p> <p data-bbox="1110 722 1823 811">For significant projects (exceeding \$250K) the CAO should be the lead individual for the project, with coordination at the departmental level when needed.</p> <p data-bbox="1110 851 1812 968">The process followed for involvement and decision making associated with ongoing projects should be aligned with the purchasing policy which has been suggested as part of this report.</p>

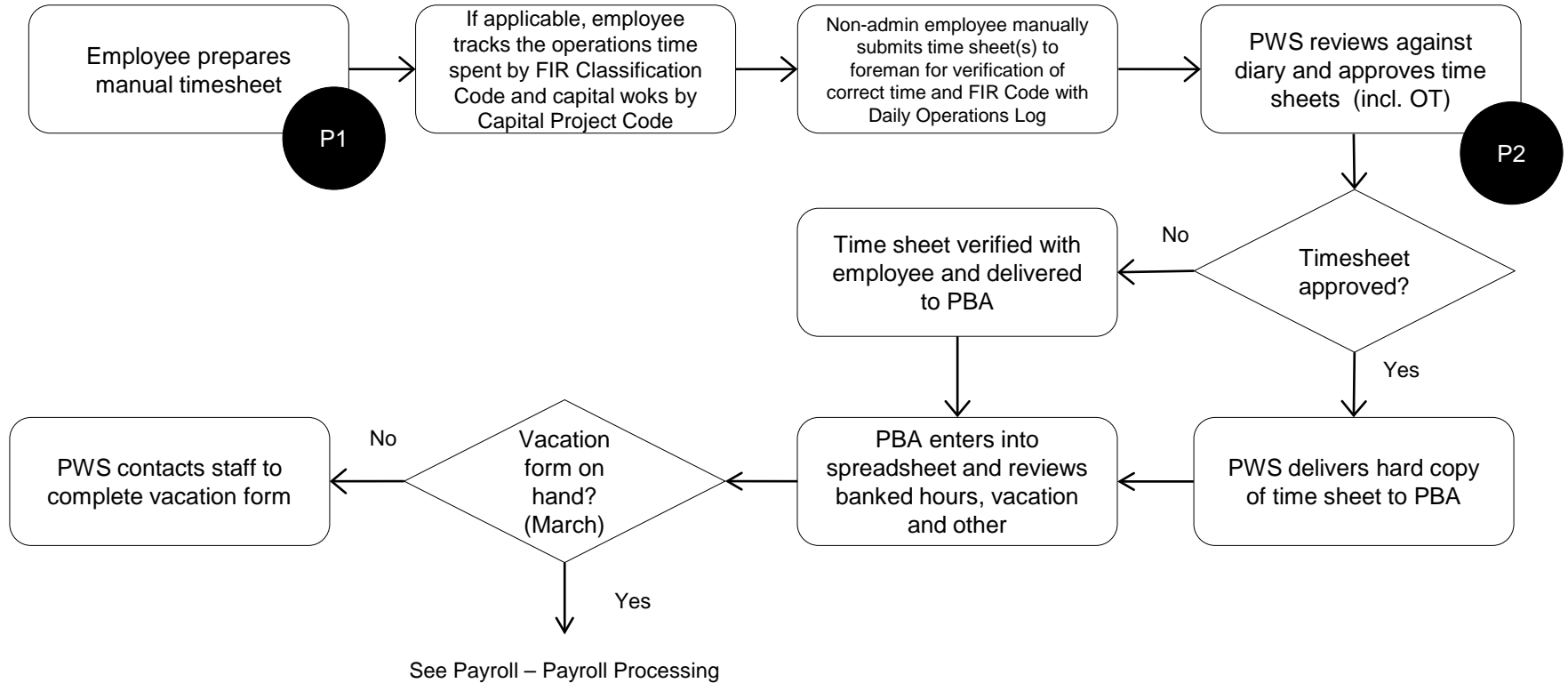
Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="96 411 212 525">P3</p> <p data-bbox="256 339 975 654">Annually, the PWS is responsible for accumulating costs relating to capital and operating projects for purposes of determining the value of the Township's tangible capital assets. The current process is manually driven, with information extracted from a timesheet accumulation (within Excel), extracts of information included within the payroll system (Paymate) to accumulate into an Excel spreadsheet for the total job costing. The process is manual and requires the same information to be transferred into various spreadsheets.</p>	<p data-bbox="1014 339 1767 396">A job costing software package should be utilized to assist with the accumulation of costs for the capital projects.</p> <p data-bbox="1014 432 1825 575">Throughout the course of the process mapping exercise, KPMG held discussions with Munisoft on the system capabilities for job costing. There are two payroll suppliers linking with the Munisoft system (Paymate and Easy Pay). At the current time, the Township utilizes the Paymate).</p> <p data-bbox="1014 611 1825 761">It was suggested there are additional system capabilities for job costing available via the use of Easy Pay. Cost centres and project codes can be set up for each project with the time allocated to each project for analysis purposes. Reports can be run from the system in Excel to support the time and cost associated with the project.</p> <p data-bbox="1014 796 1845 1061">At the time of this report, Munisoft is investigating the ability to use electronic timesheet entries by PW staff for the projects they are working on which would link to the payroll system and the general ledger transactions which would eliminate the need for the manual adjustments. Currently a txt file is available to upload time worked which is tracked electronically. Further investigation is underway by Munisoft with respect to the ability to upload multiple timesheet files as the current training documentation does not make reference to the individual preparation and submission of timesheets.</p> <p data-bbox="1014 1096 1729 1153">It is recommended the Township staff follow up with Munisoft to determine the next steps.</p> <p data-bbox="1014 1189 1845 1303">To determine the payback period of the new software, total time spent by the PWS in the accumulation of the costs should be accumulated for the 2020 year end to develop the total annual cost which can be compared to the software cost.</p>

Payroll: Time Sheet Submission - Administrative



Payroll: Time Sheet Submission - Operations

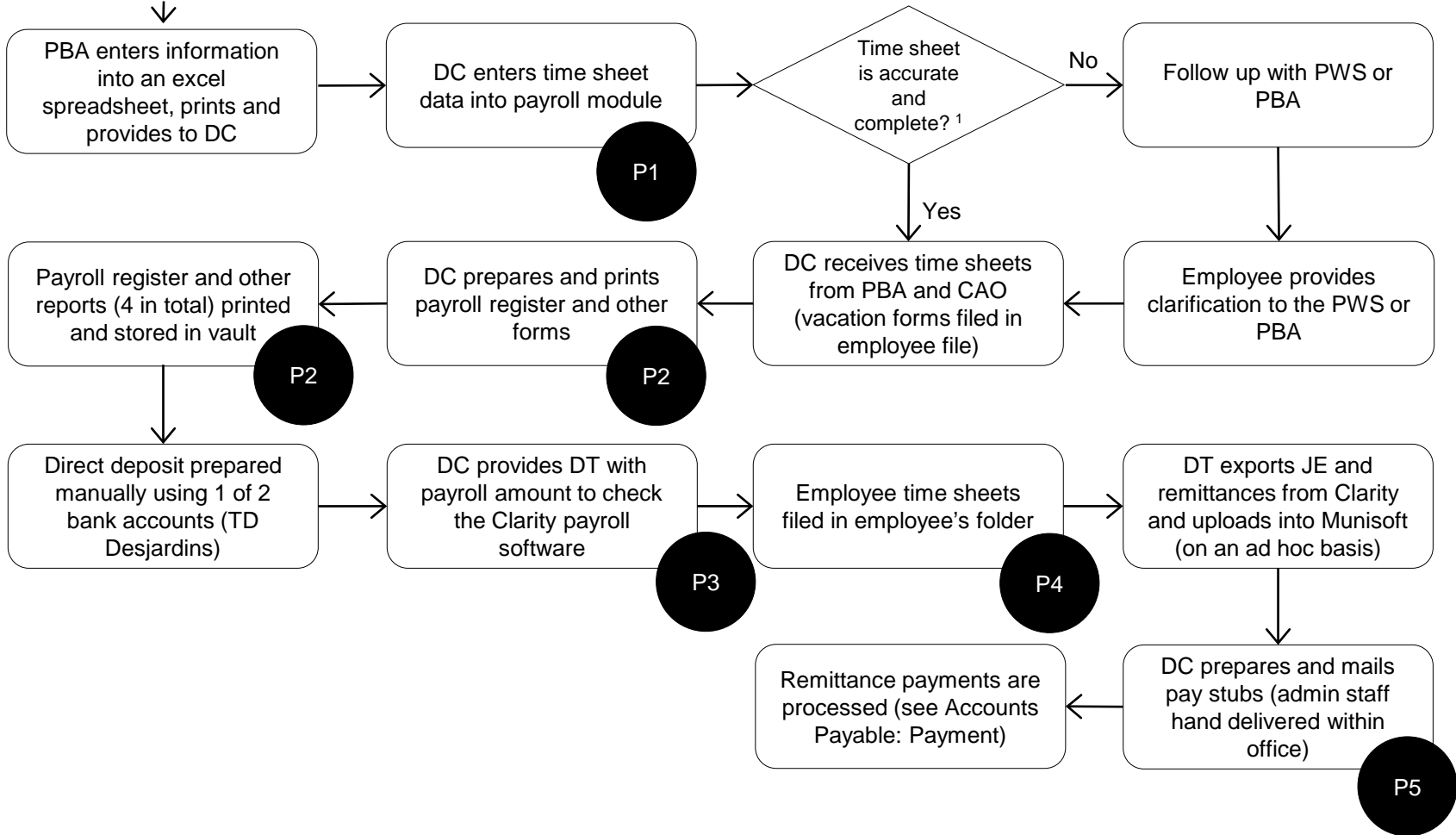


Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>Timesheets are prepared manually which can result in timesheets being inaccurate (e.g. all hours not adding to 70 hours every pay period) or incomplete (e.g. description of the tasks and projects completed not being recorded).</p>	<p>The Township should have staff complete timesheets electronically, restricting submission until all errors or discrepancies have been addressed.</p> <p>It was noted there is the potential ability to utilize electronic timesheets with the Paymate or Easy Pay softwares which are supported within Munisoft. As of the date of this report Munisoft staff are looking into this ability.</p> <p>It is recommended the Township staff follow up with Munisoft to determine the next steps.</p>
<p>P2</p> <p>Although the administrative staff's timesheets are prepared digitally, they are still printed before they are provided to the CAO for review. This results in duplication of the timesheets as they are stored both digitally and physically. Moving to a fully digital process with save on paper, storage and result in efficiencies during the payroll processing process.</p>	<p>The Township should review the administrative timesheets digitally to avoid having to print them and subsequently storing them in the employee files.</p>
<p>P3</p> <p>The Mayor is currently reviewing and signing off on timesheets. This is an operational process that should be completed within the finance or public works department. Also, as the timesheets are currently being reviewed by the CAO and the PWS first, this is a duplication of the review process.</p>	<p>The Township should remove this step in the timesheet approval process and it is a duplication of efforts.</p>

Payroll: Payroll Processing

From: Payroll: Time Sheet Submission



¹ Within this stage of the process, this is where the DC checks the vacation and sick time

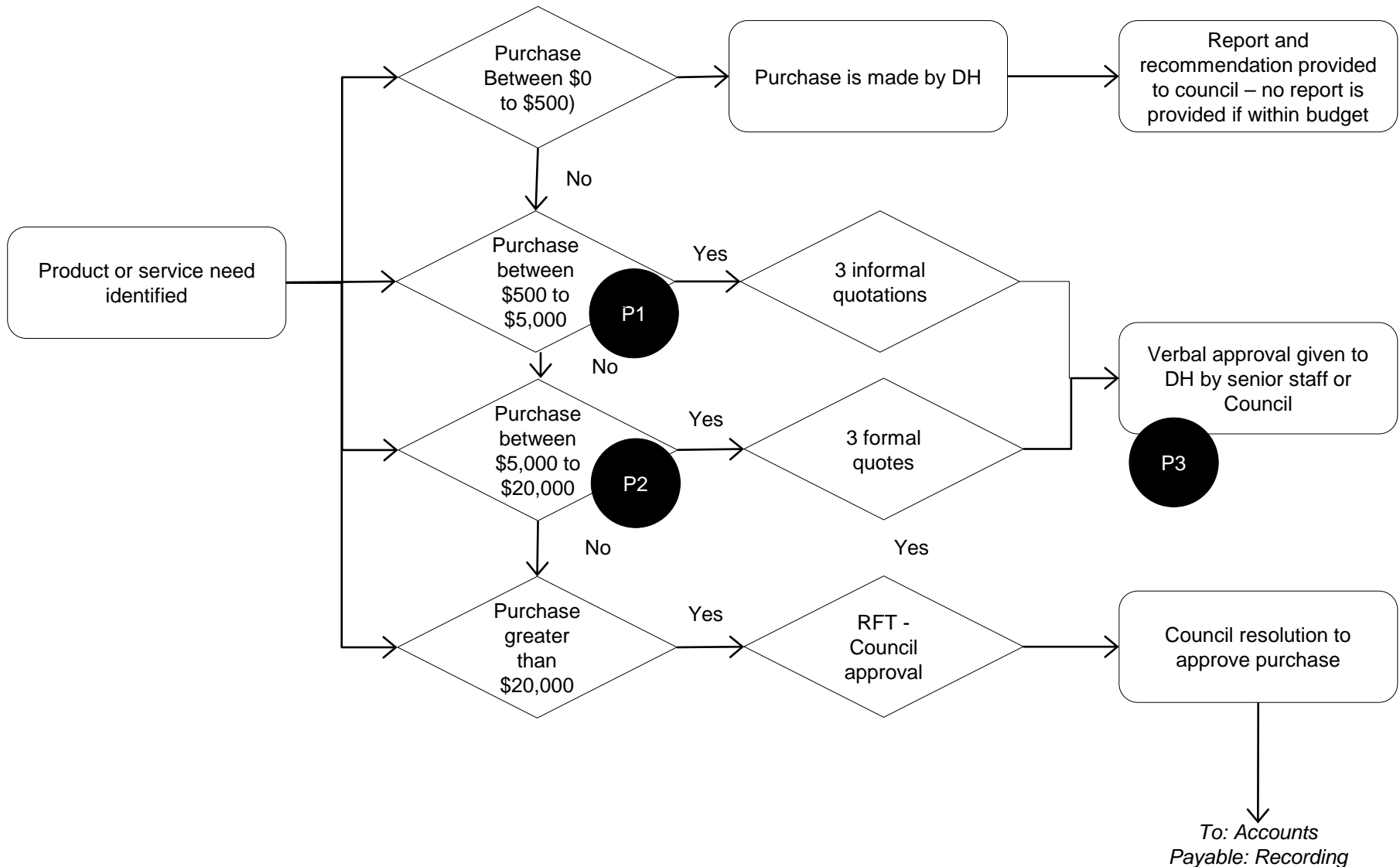
Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>Duplication of data entry of employee time sheet submission into payroll module sheet.</p>	<p>It is recommended that all employees complete timesheets electronically, and submit to the PWS for approval. Once approved by the PWS, they would send all time sheets to DT indicating that they have been approved.</p> <p>At the time of this report, Munisoft is investigating the ability to use electronic timesheet entries by PW staff for the projects they are working on which would link to the payroll system and the general ledger transactions which would eliminate the need for the manual adjustments.</p> <p>It is recommended the Township staff follow up with Munisoft to determine the next steps.</p>
<p>P2</p> <p>The Township's payroll process is heavily paper based with posting audit trail reports, payroll registers printed, and payroll journals printed for every payroll period. These reports essentially provide the same information in different formats. This results in numerous pages of information that may not be necessary. It was noted that the available reports are printed after each pay period process as historical reports are not able to be retrieved subsequent to closing out of the software.</p>	<p>Consideration should be given to using and saving only electronic versions of payroll information. Electronic signatures can be developed and used for approvals. This would result in reduced printing costs as well as a reduction in storage space requirements.</p>
<p>P3</p> <p>Payroll information is not reviewed once the timesheets have been reviewed and the time entered into the Clarity system. Instead a handwritten note is provided to the DT for the purpose of pulling the correct payroll period for the export and import of the adjusting journal entry. This can result in data entry errors given that timesheets are entered manually into the system. This is also a control risk as there is the opportunity for pay rates or hours worked to be deliberately altered.</p>	<p>The DT should be reviewing and approving the payroll register prior to processing the payment to ensure that payroll is appropriately recorded.</p>

Potential Courses of Action

Issue	Potential Course of Action
<p>P4</p> <p>Timesheets are prepared manually and filed in employee files once processed. The manual timesheets are required as they are required to manage leave time (given that there is no way to complete this in the system). In addition, the manual timesheets are required as within the current job costing system there is no ability to provide reports or easily allocate time to jobs. Manual timesheets can result in errors, filing of paper copies result in efficiencies in the payroll processing process, and storing hard copies takes up storage space.</p>	<p>We recommend preparing, processing and storing timesheets digitally. See P1 on page 31 for more details on recommendation.</p>
<p>P5</p> <p>It was noted employees are provided manual pay stubs. Administration staff's paystubs are hand delivered in the office and the remaining employees pay stubs are mailed to them. The manual process followed creates additional work for the finance group. Additionally, mailing paystubs is costly and inefficient.</p> <p>When an employee is hired they are provided with documentation where their email address is provided to the Township. The majority of employees also have a Township email address. The current system has the capability to email pay stubs.</p>	<p>The DC should follow up on all employee information sheets to ensure upon hiring the email address is filled out by the new employee.</p> <p>All employees should be provided with an electronic pay stub to allow for a reduction in the use of paper in the printing of the pay stubs.</p> <p>Mailing of pay stubs to Township staff should be discontinued.</p> <p>We recommend saving the paystubs as a PDF file (for the batch) and storing digitally prior to emailing them to the employee.</p>

Accounts Payable: Purchasing



Potential Courses of Action

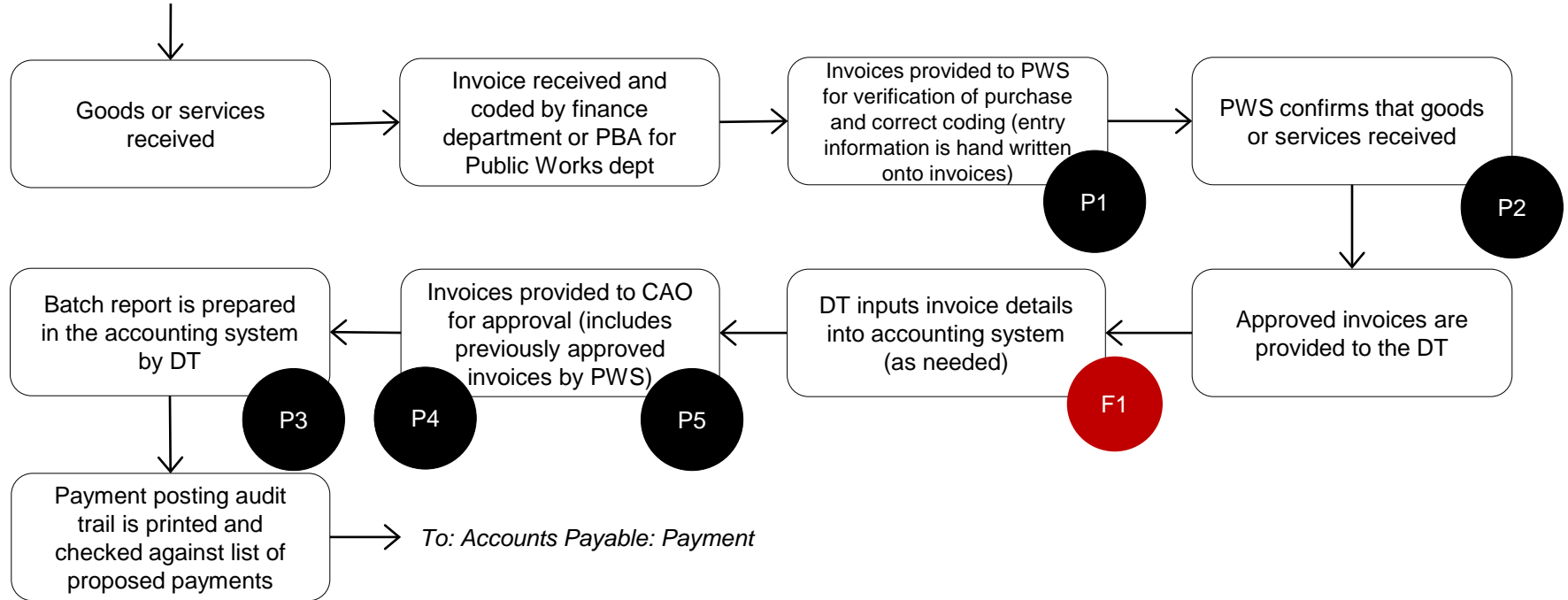
Issue	Potential Course of Action
<p>P1</p> <p>Currently the procurement policy indicates that purchases between \$500 and \$5,000 require approval by the CAO or her designate. This threshold is lower than what other comparative Municipalities include within their respective procurement policies. This results in inefficiencies in the approval process.</p> <p>It was noted that, given the size of the Municipality, the Town often encounters difficulties within the procurement process with respect to obtaining enough quotes given the significantly low threshold of \$500 requiring at least three informal quotations. This often results in significant delays as management attempts to seek the three quotations. Given the smaller community, there are obstacles to finding qualified trades people to provide for the three required quotations.</p>	<p>The Township should update the procurement policy's approval authority matrix to increase thresholds as follows:</p> <ul style="list-style-type: none"> - \$0 - \$2,000 - Department head approval - \$2,000 - \$5,000 - CAO or designate approval with three informal quotations - \$5,000 - \$20,000 – CAO or designate approval with three formal quotations - Greater than \$20,000 – Council approval with requests for proposal <p>These thresholds are consistent with comparative Municipalities and allow for a more efficient procurement process.</p>
<p>P2</p> <p>Currently, the procurement policy indicates that all purchases over \$5,000 requires council approval. This threshold is lower than what other comparative municipalities include within their respective procurement policies. This also creates a duplication of approvals as budgets are previously approved by council.</p>	<p>The Township should update the threshold in the procurement policy requiring council approval to \$15,000 in order to reduce the duplication of approvals at lower tiered purchases.</p>

Potential Courses of Action

Issue	
<p data-bbox="92 605 212 719">P3</p> <p data-bbox="305 297 950 416">The Township does a large amount of its ordering over the telephone, but the order is not recorded in the system until the invoice is received. This can result in issues with respect to duplicate orders being made.</p> <p data-bbox="305 456 966 639">It was noted that when the invoices are received, there can be insufficient detail included within the invoice for PBA to be able to record the invoice appropriately within the system. This results in follow up with the Public Works department to determine where to record any given invoice.</p> <p data-bbox="305 679 969 828">It was also noted that there is no formal process to provide the packing slip to PBA to ensure the all support is filed with the invoice as the invoice is often provided to the office while the packing slip is delivered to the garage.</p> <p data-bbox="305 868 935 959">Additionally, several employees are responsible for authorizing the purchases and receiving the goods, in effect, authorization, receipt, and custody.</p>	<p data-bbox="1016 297 1819 542">Given the size of the Township a formal purchase order system may not be suitable. However, proper procedures should be in place to ensure purchases are following the procurement policy and that purchases are approved prior to being made. Approving invoices at the time of payment does not provide appropriate review and approval of the purchase as the purchase has already been committed to and completed. To be effective purchases must be approved in advance of the purchase occurring.</p> <p data-bbox="1016 582 1839 765">Once an approved order has been placed, an email should be provided to PBA and the DT indicating the vendor, purchase amount and purchase details. This will aide in communicating anticipated invoices to the Finance department as well as reduce the need for Finance to follow up with the Public Works department with respect to coding invoices.</p> <p data-bbox="1016 805 1839 896">Once the goods are received, packing slips should be provided to the office to be filed with the invoice. This will reduce the need for the PWS or the PBA to follow up on the status of an order shipment.</p> <p data-bbox="1016 936 1819 1022">Finally, the individual approving and purchasing the goods should be independent from the person who accepts the goods. This will allow for proper segregation of duties.</p> <p data-bbox="1016 1062 1819 1273">Following an approved purchasing policy will ensure the approvals occur at the correct stage in the process. Approving the purchase prior to the purchase taking place is the most appropriate process to follow. Approval at the invoice stage is not worthwhile as the Township is already committed to the purchase as it has taken place therefore the approvals are more of a formality then a preventative internal control.</p>

Accounts Payable: Recording





From: Accounts Payable Purchasing



Potential Courses of Action

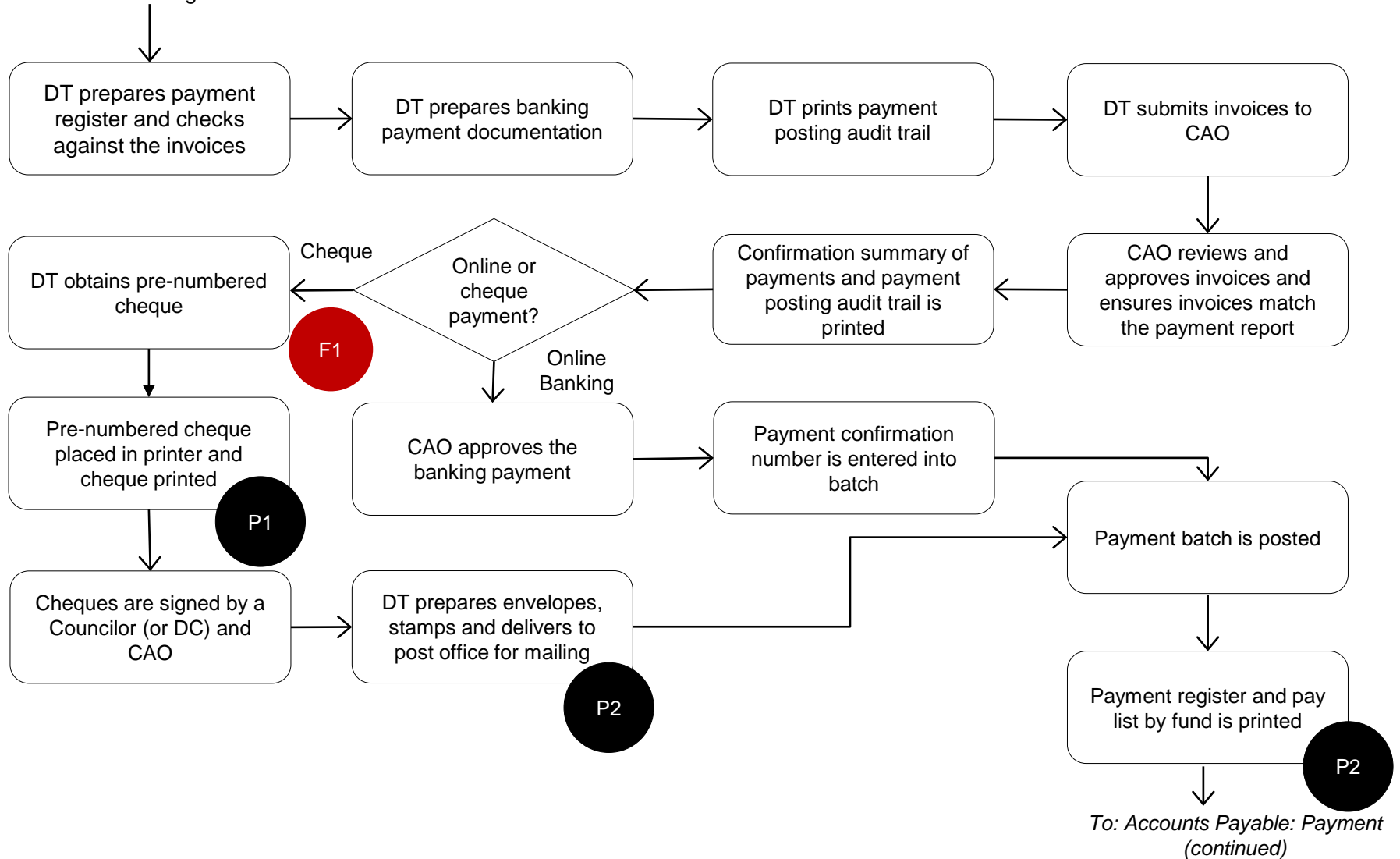
Issue	Potential Course of Action
<p data-bbox="86 458 202 575">P1</p> <p data-bbox="256 297 942 515">The Township's account payable process is paper based, with emailed copies of invoices printed out for processing. This represents a potential inefficiency as (i) the process consumes time and resources associated with the printing of electronic invoices; and (ii) the approval process involves the physical movement of invoices as opposed to email.</p>	<p data-bbox="977 297 1837 386">The Township should consider the use of electronic invoices as opposed to paper copies, whereby invoices received by mail are scanned prior to processing with an office specific process in place for this.</p> <p data-bbox="977 425 1837 544">For example, invoices should be scanned and saved by date and vendor only. A naming convention should be developed that will allow for an efficient electronic search (e.g. vendor, amount, batch number, payment date, cheque number, etc.)</p> <p data-bbox="977 582 1837 672">Electronic invoices can also be submitted to a shared folder location with access restricted to only the PWS. DT can retrieve the documents from this location every week to prepare the payment batch.</p> <p data-bbox="977 711 1837 801">Vendors should be encouraged to submit digital copies of all invoices. Receiving the invoices in PDF straight from the vendor will alleviate the requirement to scan and save invoices in a digital format.</p>
<p data-bbox="86 901 202 1018">P2</p> <p data-bbox="256 825 933 979">The process followed when mail is opened is a stamp is placed on invoices and provided to appropriate person to ensure they have been received. Invoices are not provided to the DT until the documentation of the receipt has been signed for.</p> <p data-bbox="256 1018 933 1165">On occasion, the PWS has to investigate if goods have been received or services have been provided during the invoice approval process. This results in inefficiencies in the process given that every invoice is subject to follow up prior to approval.</p>	<p data-bbox="977 825 1837 1072">The Township should amend the policy to require the receipt of goods to be completed by the individuals completing the ordering. The sign off on the receipt should be completed by the individual receiving the goods. Once this is completed the packing slip should be forwarded to the Township's office (to the DT) to be attached to the respective invoice prior to the invoice approval process. No invoices should be paid without the appropriate supporting documentation attached (approval of the purchase and signed receiving documentation / packing slip).</p>

Potential Courses of Action



Issue	Potential Course of Action
<p> It was noted that there is concern that vendors have been set up multiple times within the system creating issues with pulling up historical information on the vendor.</p>	<p>The listing of active vendors should be reviewed regularly for accuracy and independence on an annual basis. Vendors which have not been used over the last 24 months should be deactivated.</p>
<p> The payment posting audit trail report is printed and checked against the listing of proposed payments. This results in additional paper copies required to stored.</p>	<p>The Township should review this report digitally as it can be accessed at any time. This will reduce paper as well as inefficiencies within the payment processing process.</p>
<p> Invoices are provided to the CAO for approval prior to processing them for payment. However some of these invoices have already been reviewed by the PWS prior to the invoice being received for processing. This step is seen as necessary given the current purchasing by-law and approved authority levels.</p>	<p>Further to our recommendation P1 on page 35, the Township should the approval authority for PWS up to \$2,000 to alleviate the requirement of the CAO to review all invoices over \$500 and under \$2,000. This will reduce the duplication in the review of invoices.</p>
<p> Invoices are being approved by the CAO subsequent to them being entered into the system for processing. This could result in purchases being processed that have not been appropriately approved.</p>	<p>The recommendations noted above will ensure all invoices are approved prior to processing within the system.</p> <p>The DH's should be responsible for the actual vs. budget spend in each of their departments. This will ensure individuals ordering goods / making purchases are the individuals managing their individual budgets.</p>

Accounts Payable: Payment

From: Accounts Payable:
Recording



Potential Courses of Action

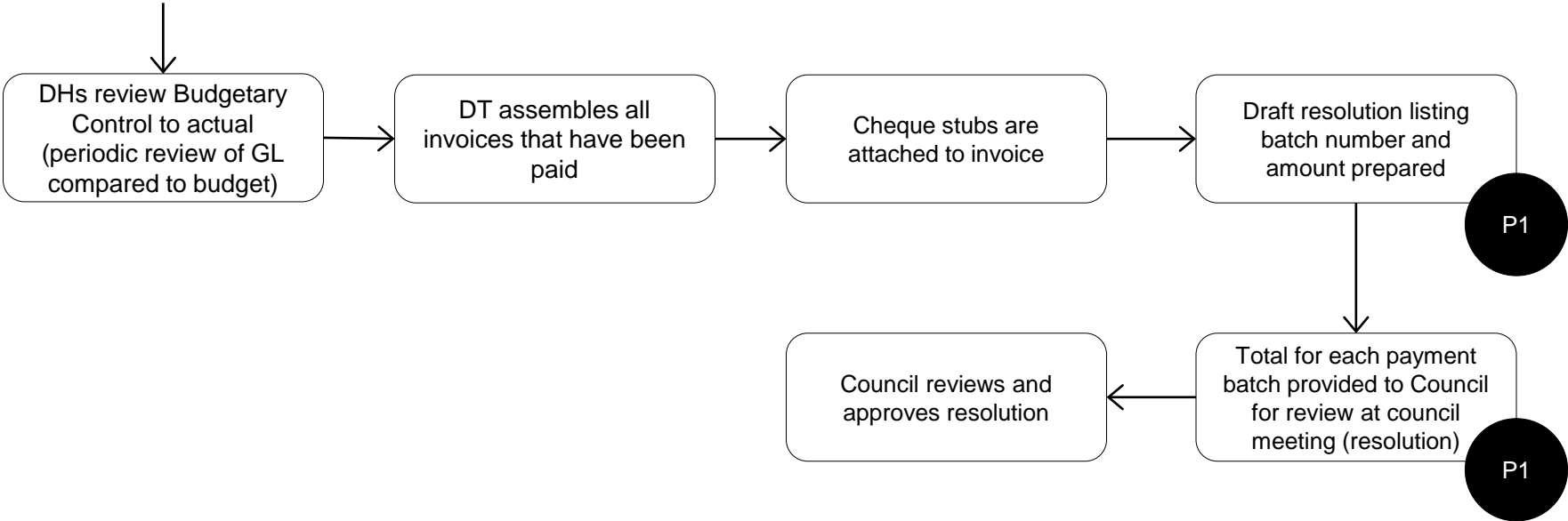
Issue	Potential Course of Action
<p> Blank cheques are stored in a drawer next to the printer, which is accessible to all administration personnel</p>	<p>The Township should ensure that custody of blank cheques should be vested in one person (DT) and un-issued cheques should be kept locked in a safe place. It is suggested the un-issued cheques could be stored in the lockbox.</p>
<p> A number of transactions are paid by cheque. This results in additional effort and time required to process a payment.</p> <p>At the current time, there are a number of EFTs processed including hydro, visa and Bell Canada invoices.</p>	<p>The Township should consider expanded use of Electronic Fund Transfers (EFTs) with integration into the account system. The recommended process is as follows:</p> <ul style="list-style-type: none"> • The DT runs EFT process in accounting system • The DT prints EFT batch report and attaches invoices which are provided to the Treasurer for review • The DT uploads EFT file to the bank (payment does not process at this time) • The CAO receives notification that an EFT has been updated. Treasurer reviews the EFT with the provided supporting documentation and approves the EFT payment. • EFT confirmation is provided to the DT to save and file with the payment batch information. <p>Although processing payments through EFT would require the same level of approvals, time required to process payments is reduced when paid by EFT as payment batches are uploaded online to the bank. This reduces the need to process payments individually through online banking payments and removes the time associated with mailing cheque payments.</p>

Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="98 396 208 511">P2</p> <p data-bbox="266 301 861 482">The total pay list by fund is printed and filed by the DT with the related batch. This information is automatically saved in the system and can be retrieved by searching the batch number, invoice number or vendor. This creates a duplication of information.</p> <p data-bbox="266 522 861 644">It was also noted that batch information for the payments to be made is printed three separate times. One for the Mayor's review, one for the AP binder and one for the auditors.</p>	<p data-bbox="919 301 1837 389">The Township should consider discontinuing the printing and filing the pay list by fund report. This information should be stored electronically for ease of access for the various parties that require access to this information.</p>
<p data-bbox="98 701 208 815">P3</p> <p data-bbox="266 668 880 882">During the course of our discussions, it was noted that confirmations of expense payments, similar to a pay stub for payroll, are not currently being provided to staff. Expense reimbursements are paid through direct deposit using the same process as payroll, however are processed through the accounts payable module.</p>	<p data-bbox="919 668 1827 789">Based on discussions with Munisoft it was noted should an email address be provided to the Township an electronic pay slip can be attached within Paymate to confirm the amount paid via the employee expense report. This functionality is possible within the Paymate system.</p> <p data-bbox="919 829 1798 951">The Township will investigate the process to save the payment remittance from Munisoft to PDF and emailing it to the respective employees. This will provide the employee with confirmation of the expense reimbursement payment.</p> <p data-bbox="919 986 1818 1108">Should the Township be interested, there is additional functionality available for payments to employees with EasyPay (which is compatible with the Munisoft system). This would be completed via the use of a CAFT file within the EasyPay system.</p>

Accounts Payable: Payment (continued)

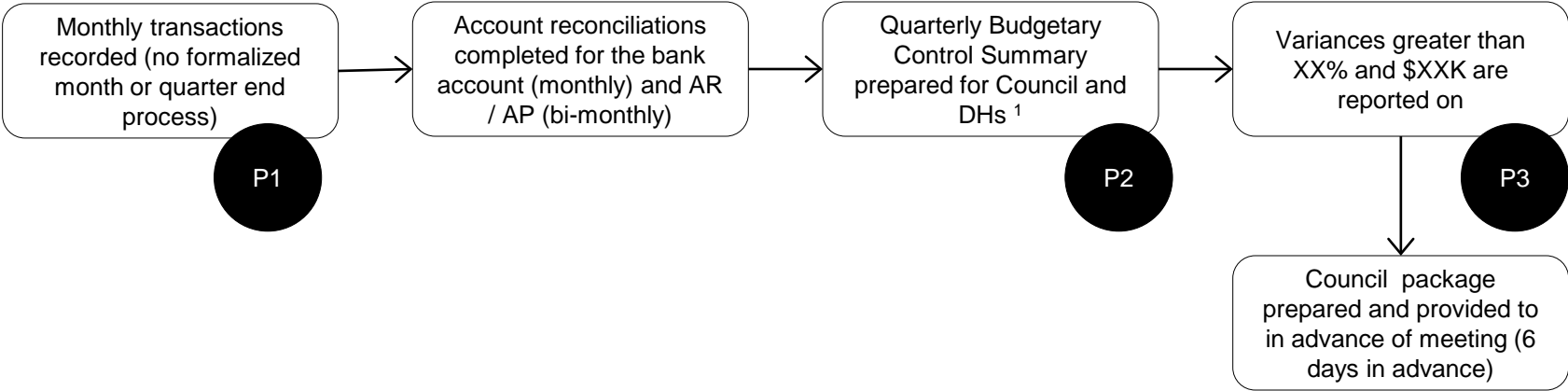
From: Accounts Payable: Payment



Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="98 329 214 444">P1</p> <p data-bbox="256 329 1074 451">The Township's staff are drafting a resolution monthly which includes a listing of payment batches processed within the month specifying only the batch numbers and corresponding batch totals. These payments have already been approved by the PWS and the CAO.</p> <p data-bbox="256 486 1074 672">Council has already reviewed and approved the budget for the year and reviewed and approved tenders for any purchase over \$5,000 in accordance with the procurement policy per By-law No. 07-270/04-225. Furthermore, payments have already been processed at this time, restricting the Township's ability to take corrective action if ever required.</p> <p data-bbox="256 708 1074 801">Furthermore, this report does not provide any information in relation to the payments made within each batch. Therefore it does not provide Council with any useful information.</p>	<p data-bbox="1110 329 1837 451">The Township should eliminate the review and approval of expenses by Council if it has already been approved as part of the annual budget. Batches, listing the payments made by the Township should not be provided to Council for review.</p> <p data-bbox="1110 486 1789 551">Council will be made aware of any purchase greater than \$5,000 in accordance with the by-law.</p> <p data-bbox="1110 586 1798 679">Purchases made that were not included as part of the approved budget should be brought forward to Council for approval.</p>

Monthly Reporting Process



¹ The Quarterly budgetary control is available for the DHs on a monthly basis

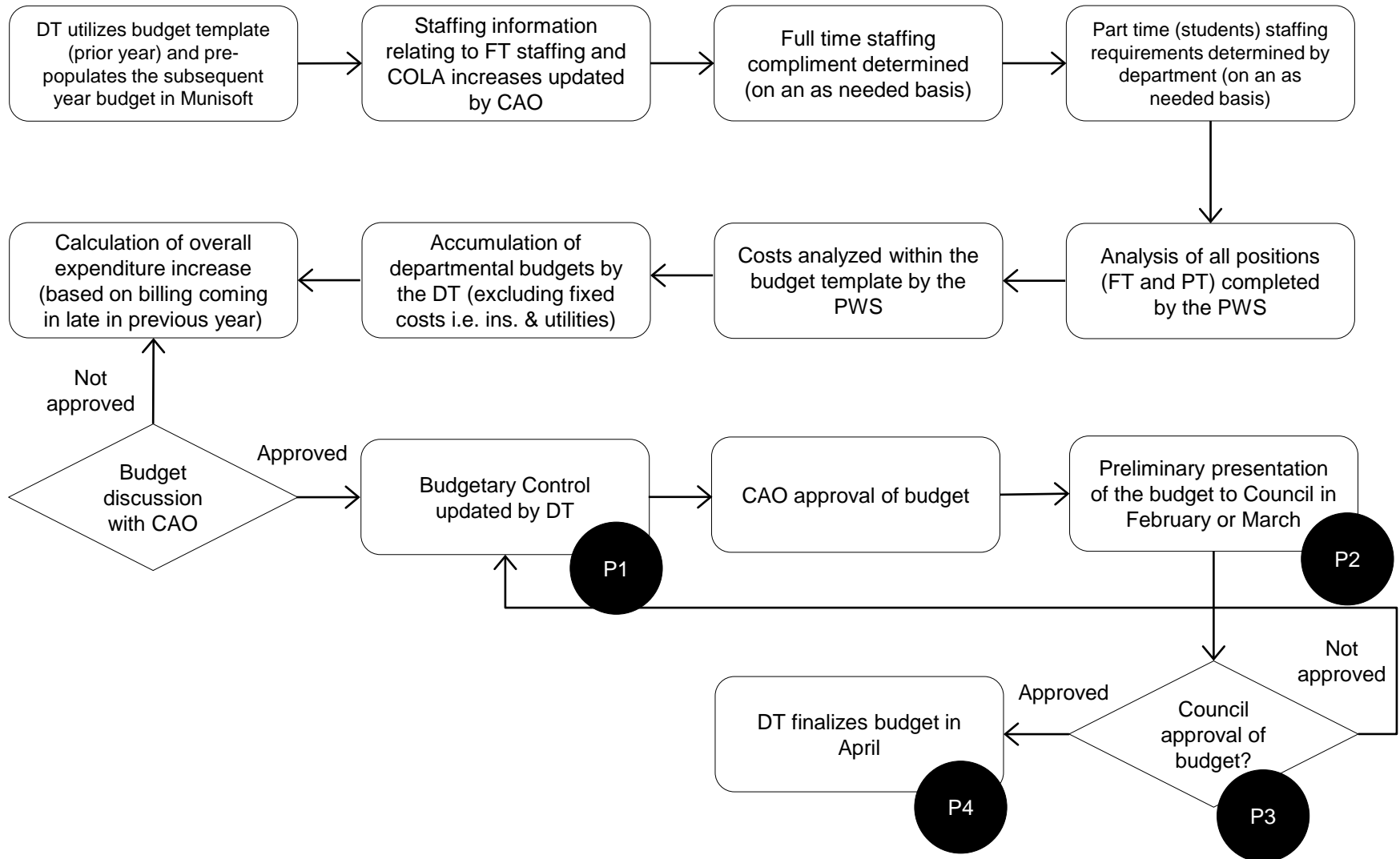
Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="92 419 208 534">P1</p> <p data-bbox="256 361 1070 576">At the current time a formalized month and quarter end process is not followed or communicated to staff (including requirement to book accruals, reconcile all accounts receivable and payable accounts etc.). The current focus is ensuring annually the transactions and accruals are updated for purposes of preparing the year end financial statements. The Budgetary Control document is provided quarterly to the DHs and Council.</p>	<p data-bbox="1108 361 1835 639">As management moves to a more formalized quarterly reporting process to Council ensuring all transactions are recorded in the appropriate period will become increasingly important. A schedule should be created by the DT and communicated to the DHs and the finance team in order to ensure on a quarterly basis the financial results are appropriately recorded and complete to ensure management and Council is making decisions based upon accurate information.</p>
<p data-bbox="92 891 208 1005">P2</p> <p data-bbox="256 665 1070 786">At the current time the DT is responsible for analyzing the budget vs. actual spend for the library and the recreation committees. Improvements have been made over the last year to ensure oversight is performed at the department level.</p>	<p data-bbox="1108 665 1808 786">The Township should require each department manager to report on the spending within the budget lines under their control will result in increased accountability and increased oversight performed.</p> <p data-bbox="1108 822 1843 1039">A threshold of dollar value and percentage changes between the actual and budget should be set with each department manager responsible for providing a written explanation of the over/under spending along with a forecast of spending to the end of the calendar year and a discussion as to whether there are any changes needed to the forecast for the remainder of the year.</p> <p data-bbox="1108 1075 1808 1230">Involving each of the department heads in the post budget discussion and analysis of the departmental spending will allow the DT to focus on the bigger picture items impacting the Township and allow for analysis of the results for the Township as a whole.</p>

Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="92 411 214 525">P3</p> <p data-bbox="256 391 1058 511">On a quarterly basis the Budgetary Control Summary is prepared. This report is available from the accounting system and is provided to the department heads to review in advance of the presentation of the report to Council.</p> <p data-bbox="256 551 1066 702">Little overspending has been noted historically, with movements between line items in the financial report possible to ensure the spending is in line with the approved budget. YTD actual results are presented with no standard threshold for variances to be followed up on.</p>	<p data-bbox="1108 359 1835 482">Management should set a dollar value and percentage change between the budgeted and actual expenses requiring a follow up by the Department Head for inclusion in the quarterly Council presentation.</p> <p data-bbox="1108 519 1823 608">A reasonable threshold would be 5% of the account balance and a dollar value based on a percentage of the total expenses for the year.</p> <p data-bbox="1108 645 1835 831">A budget policy should be formally documented and presented and approved by Council indicating a requirement for the department managers to review monthly (actual vs. budget by department) along with a quarterly presentation to Council on the actual vs. budget spend. This is to be completed June, October and December.</p>

Budgeting Process (Operating)



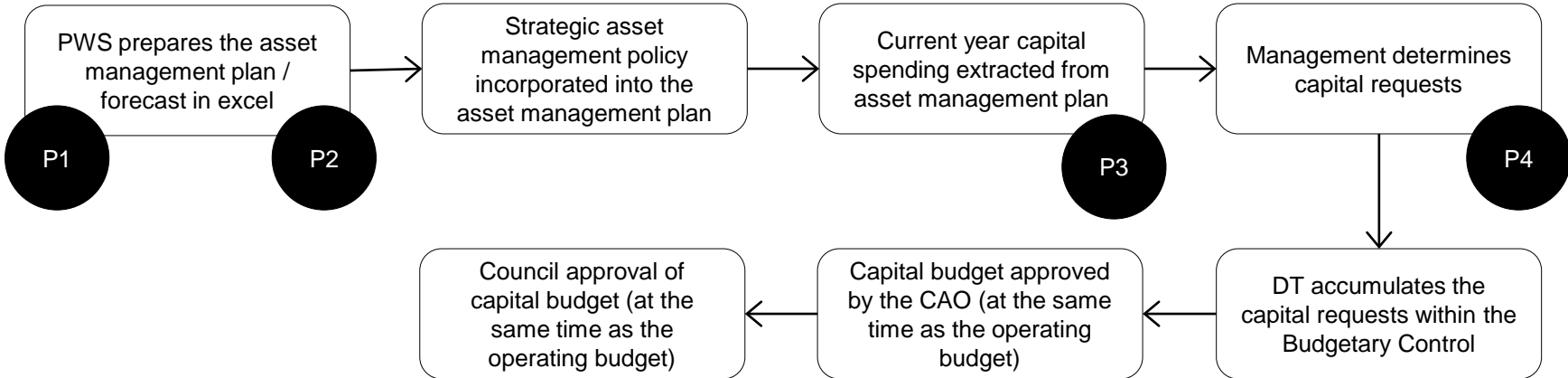
Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>It was noted that there are concerns relating to the structure of the Budgetary Control Sheet in terms of the level of detail surrounding certain expenditures, such as administrative costs being disaggregated into very detailed expenditures, while other budgets such as capital transportation only constitutes one line within the Budgetary Control Sheet. This level of detail within some budgetary areas can cause significant inefficiencies within the budgeting process, while the high level of other budgetary areas can result in the mismanagement of departmental activities given the lack of guidance from Council through the budgeting process.</p>	<p>The Township should ensure the Budgetary Control Summary format aligns with the annual budget with appropriate levels of detail. This will not only create a more efficient budgeting process, but also provide better guidance to and ensure accountability by PWS.</p> <p>Annually, there should be a surplus reconciliation that is prepared to indicate how the surplus will be allocated to the various reserves.</p>
<p>P2</p> <p>The budgeting process timeline results in the completion of the preliminary budget and subsequent presentation to council in February and March. This results in the Town operating for the first 2 to 3 months of the year without a proposed or approved budget. This can result in unnecessary expenditures or misuse of the Town's financial resources.</p>	<p>The Township should move the budgeting process up within the year with the completion of the preliminary budget occurring in January and the approval of the annual budget by Council no later than early February.</p>
<p>P3</p> <p>At the current time a budget policy is not in place that would dictate the steps required to notify the public for changes made to the budget, based on events occurring in the year.</p> <p>It was noted on occasion there can be changes from the original submitted budget and the final budget approved by Council. There is a notice period of 2 weeks of notice for the budget for the public. A presentation of the budget is typically completed in early February with the general budget posted on the website.</p>	<p>The Township should document a budget policy to be approved by Council which outlines the timelines for the budget preparation process along with the dollar value changes that require communication of the change to the public.</p> <p>There is no requirement to have any significant changes in the budget re-presented to the public (i.e. no notice period is required for this).</p>

Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="92 505 214 625">P4</p> <p data-bbox="256 358 1062 515">Further to P2 on the previous page, the finalization of the budgeting process is not usually completed until April. It was noted that this timeline is driven by the timing of the completion of the audit as they await a council resolution to allocate any previous year surpluses which could alter the current year's budget.</p> <p data-bbox="256 551 1070 708">It was also noted that the Township is looking for guidance on an appropriate process to recognize the prior year surplus during the budgeting stage. Currently, any prior year surpluses are not determined or recognized in the current year budget until the audited financial statements are approved.</p>	<p data-bbox="1108 358 1750 454">We recommend calculating the estimated surplus and including the estimated surplus allocation during the preliminary budgeting process.</p> <p data-bbox="1108 486 1837 799">When preparing the surplus allocations, any surpluses or deficits that are program specific should be allocated to their respective reserve accounts (i.e. landfill surpluses or deficits should be allocated to the landfill reserve). During the budget approval process, included in the council resolution to approve the prior year surplus and deficit allocations should be based on a percentage basis rather than specifying dollar amounts. This will ensure that any changes in the expected surplus do not have to be brought back to council for approval.</p>

Budgeting Process (Capital) *



*Although the process is documented separately, the operating and capital budgets are prepared at the same time

Potential Courses of Action

Issue	Potential Course of Action
<p data-bbox="98 362 210 476">P1</p> <p data-bbox="258 325 1064 511">The capital budget is currently being prepared on an annual basis based on an as needed basis. Although there is a capital asset plan that was prepared previously, the plan simply lists a large number of capital projects but does not include information relating to prioritization or stipulate which year the project should be completed by.</p> <p data-bbox="258 548 1054 636">The PWS has indicated that there is the intention to implement a 5 year capital asset management plan as well as complete an update the strategic asset management policy.</p>	<p data-bbox="1112 325 1798 479">We recommend preparing a comprehensive 5 year capital asset management plan that can be referenced during the capital budgeting process. This plan should prioritize upcoming capital requirements over the next five years as well as include potential funding sources for each project.</p>
<p data-bbox="98 791 210 905">P2</p> <p data-bbox="258 662 1070 813">While the budget is prepared within the software <i>Munisoft Budget Extension</i>, the capital budget is not currently integrated in the system and is still being prepared separately in excel. The PWS provides the capital budget in excel and the DT enters the budget manually into the software.</p>	<p data-bbox="1112 662 1843 973">For a more efficient process, we recommend preparing the budget for capital within the software to remove the duplication and manual entry of the prepared budget into the Munisoft software. It was noted during the capital asset management process discussions that there is the intention to update the software to a more integrated and user friendly platform. Through our recommendations surrounding the migration to a new capital asset management platform, there is the likelihood that it will include the capability to prepare the budget based on the multi-year capital asset plan.</p> <p data-bbox="1112 1011 1823 1225">There is a module available from Munisoft to support the asset management requirements which is called Pub Works which includes a general ledger interface and includes service requests, fleet management, work orders and has public works mobile capabilities. The module should be investigated to determined if the benefit of the module would exceed the associated costs,</p>

Potential Courses of Action

Issue	Potential Course of Action
<p>P3</p> <p>At the current time, the Township does not have a formalized asset management software . Currently, it is an excel spreadsheet that is utilized. Given the unsophisticated nature of the Excel the spreadsheet includes the roads and bridges currently and not all assets owned by the Town.</p>	<p>The Township should implement the PubWorks add on for the asset management software tool. PubWorks will allow the Township to manage and track all tangible capital assets and monitor ongoing public work activities.</p> <p>Munisoft has offered the ability to complete a demo of the add ons to determine if they would be appropriate for use by the Township.</p>
<p>P4</p> <p>Currently capital grant applications are completed throughout the year prior to the commencement of the respective capital project. This could result in delays in commencement of the project while the Town is awaiting the grant application approval. This could also result in unexpected changes to the budgeted capital plan if capital project grant applications are not successful.</p>	<p>We recommend that capital grant applications be completed and submitted during the capital budgeting process based on the capital plan. This will enable a more structured grant application process as well as allow for adjustments in the budget prior to approval based on grant application results.</p>



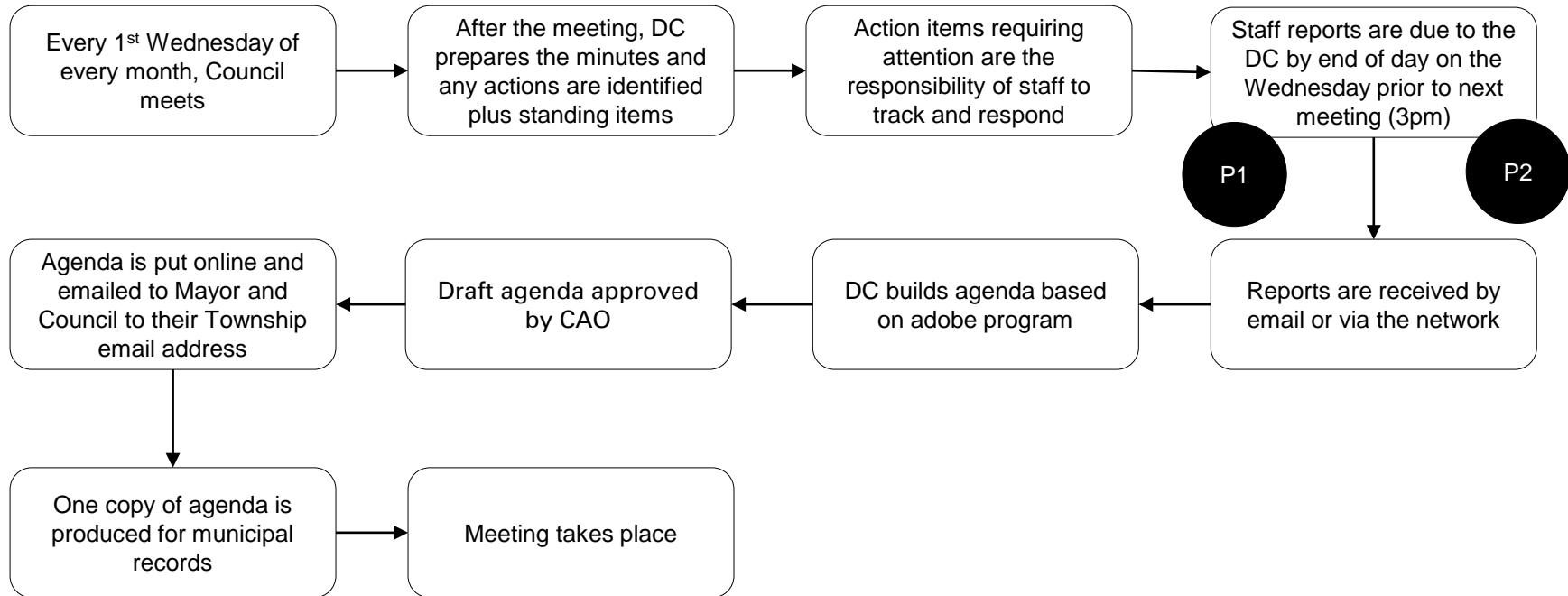
Township of South
Algonquin

Service Delivery Review

Chapter III
Non Financial Process Maps and
Potential Courses of Action



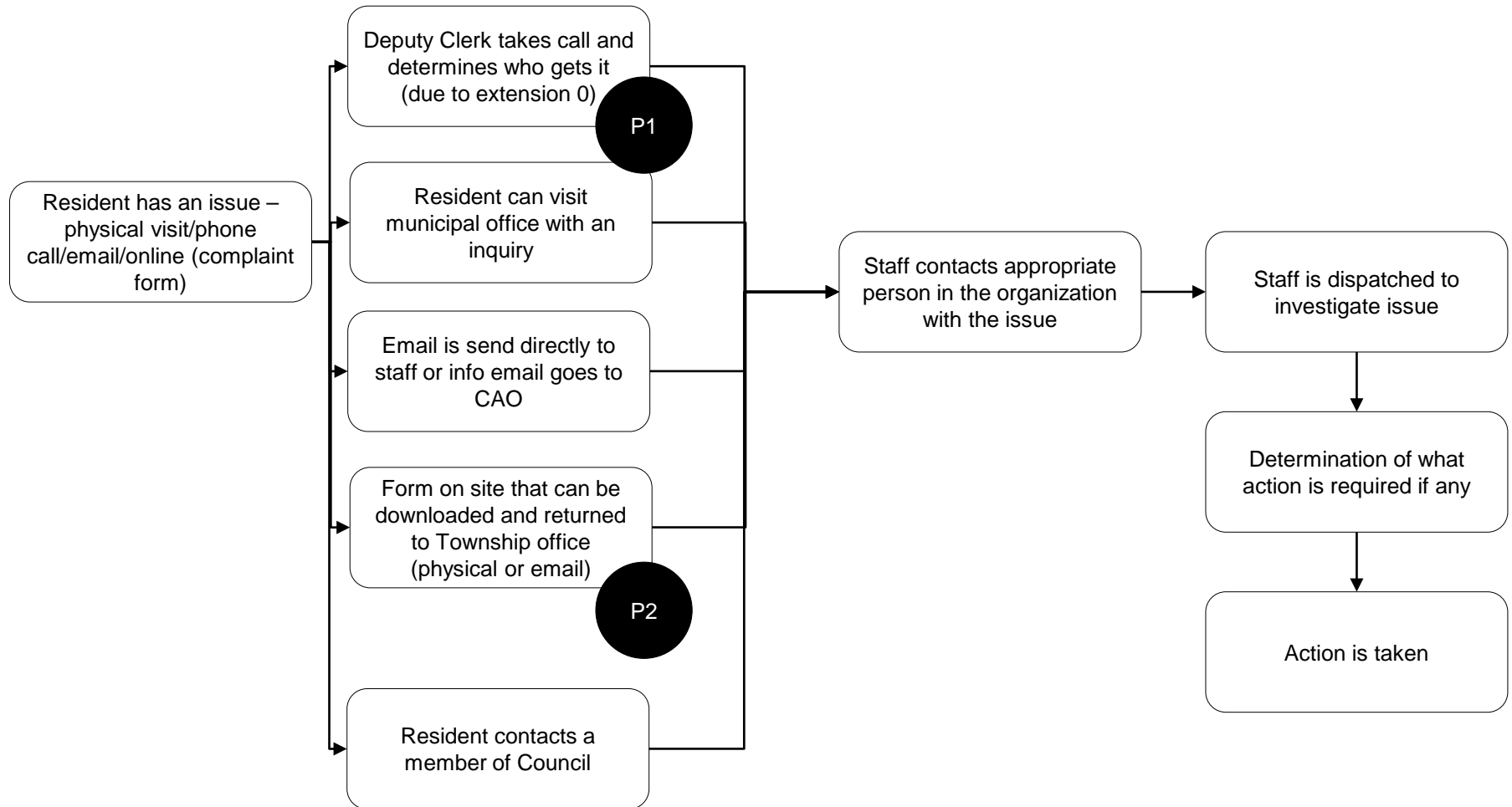
Agenda Preparation



Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>The Township's procedural bylaw requires that all staff and Council reports are received by the DC on the Wednesday prior to the next Council meeting.</p>	<p>The Township may want to review its procedural bylaw and provide staff and Council with a refresher as to the intent to the bylaw. The receipt of both staff and Council reports in advance of the Council meeting allows for the meeting agenda to be developed in an efficient and effective manner and with respect to Council reports, it provides staff with time to more effectively and efficiently address any matters arising from those reports.</p>
<p>P2</p> <p>Staff reports submitted by Township staff for the purposes of Council are not standardized.</p>	<p>The Township may want to develop a standardized reporting template for all staff reports. The template should provide for both volume based activities where applicable but provide Council with any current and/or emerging initiatives and/or issues.</p>

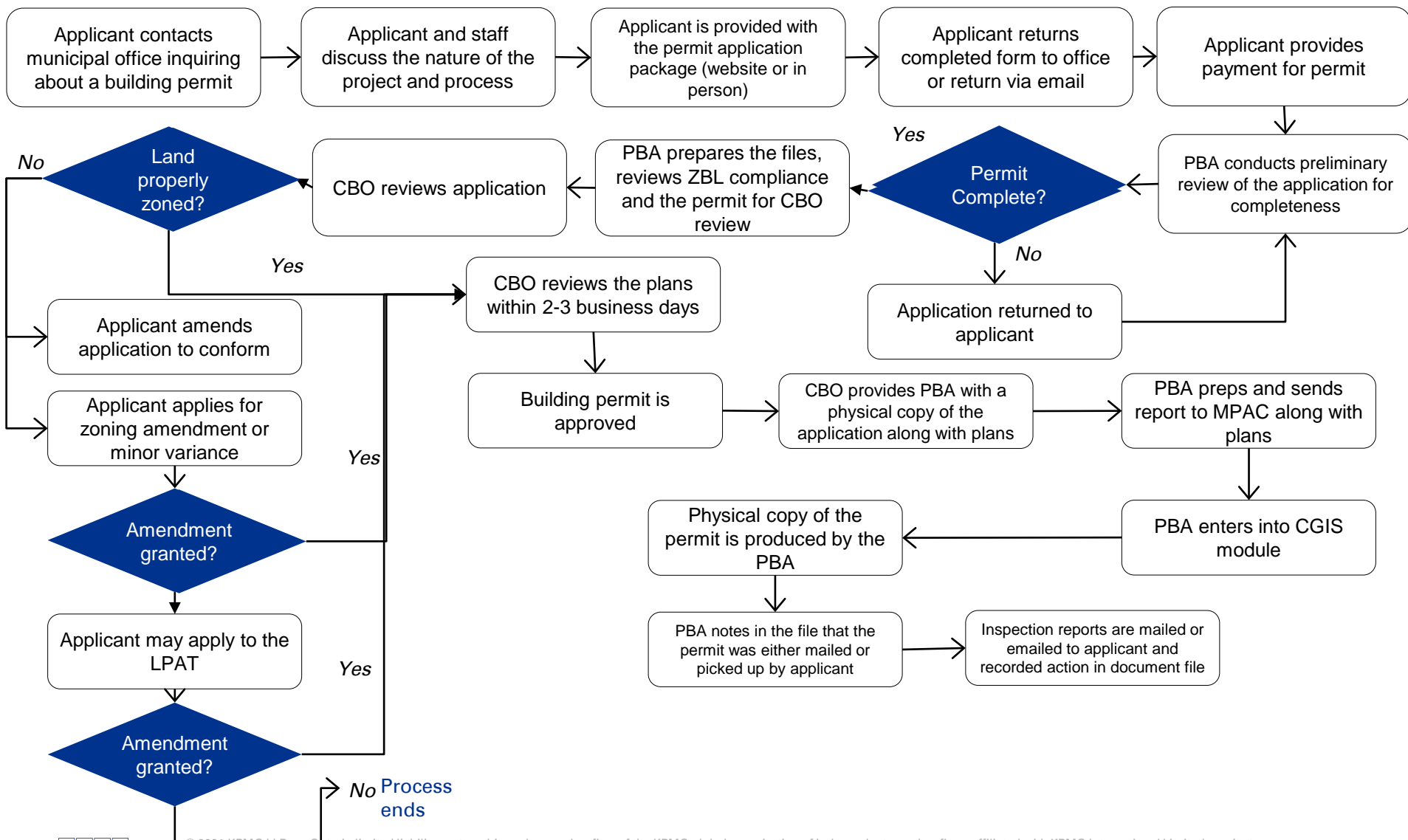
Customer Service



Potential Courses of Action

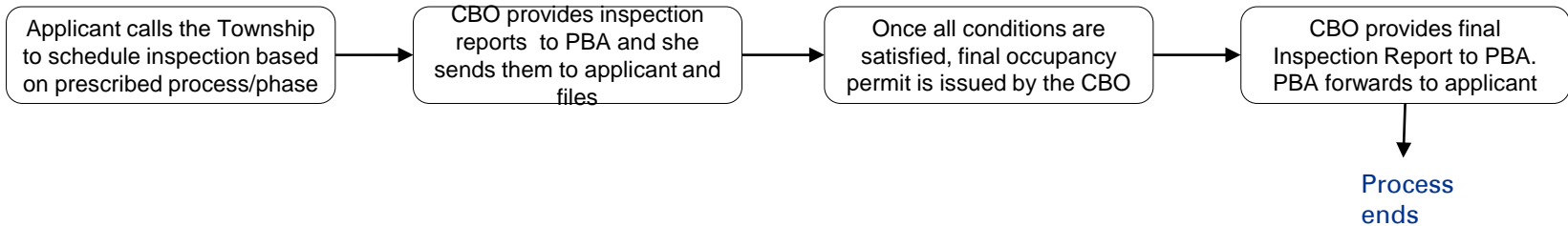
Issue	Potential Course of Action
<p>P1</p> <p>All calls received by Township staff are logged in individual day journals.</p>	<p>The Township may want to give some consideration to centralized approach to logging all inquiries versus the use of individual day journals. While the potential for inquiries to be “lost” may be potentially low as a result of the limited number of staff who receive these inquiries, a shift to a centralized electronic document would allow for the use of an electronic resource opposed to a paper based approach.</p>
<p>P2</p> <p>The Township has developed and provided a complaint form for its residents to complete.</p>	<p>Recognizing that the use of the form is still early in its inception, the Township may want to ensure that it is used consistently. This approach may provide the Township with the ability to do further analysis as to the nature and volume of calls.</p>

Building Permits

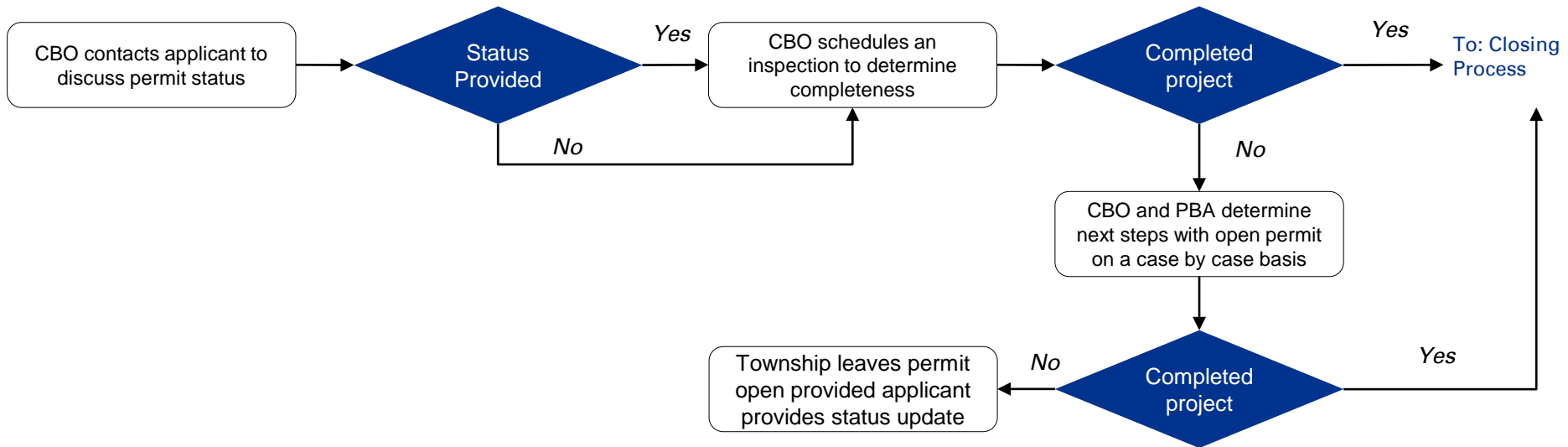


Building Permits

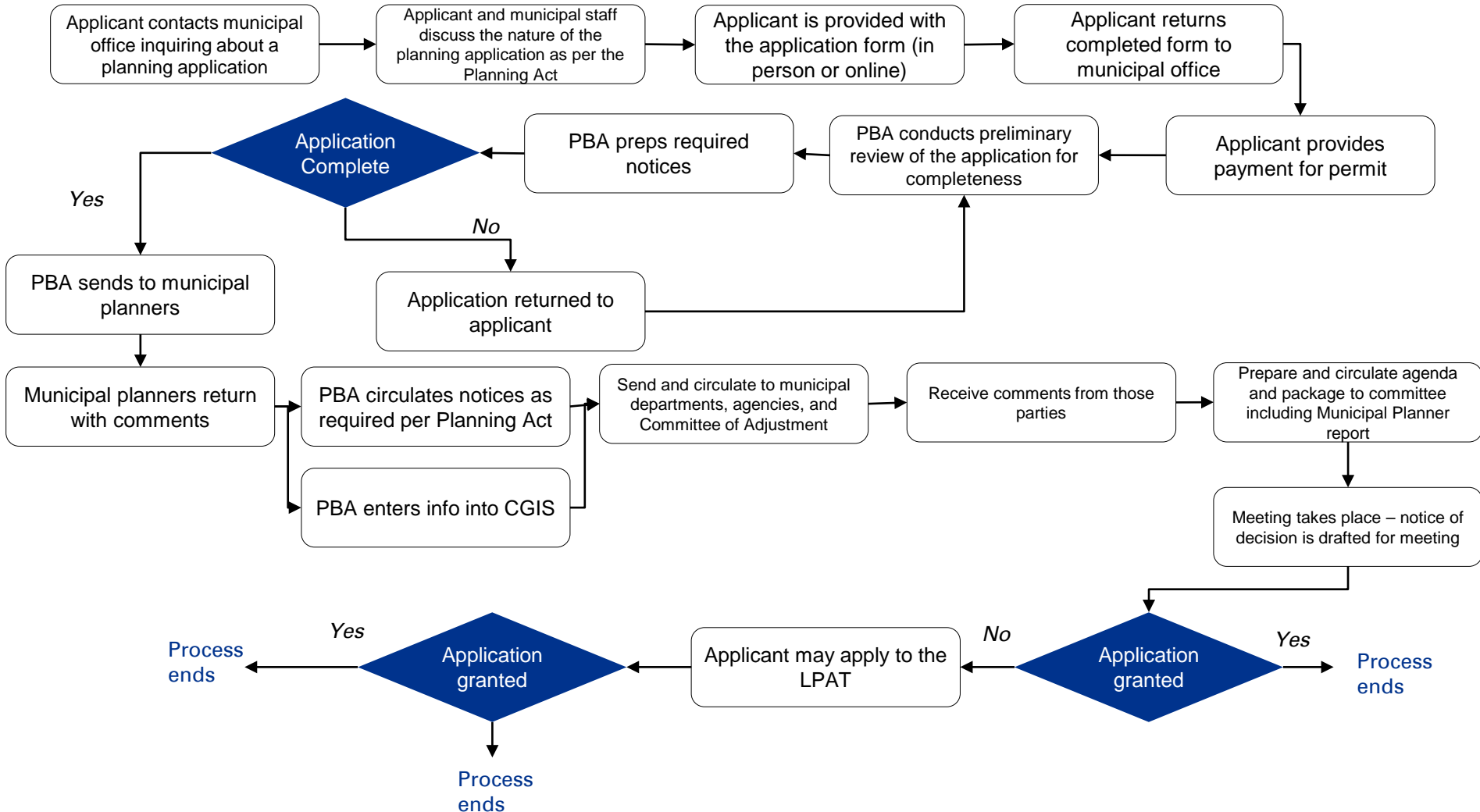
Open Building Permits and Closing Process



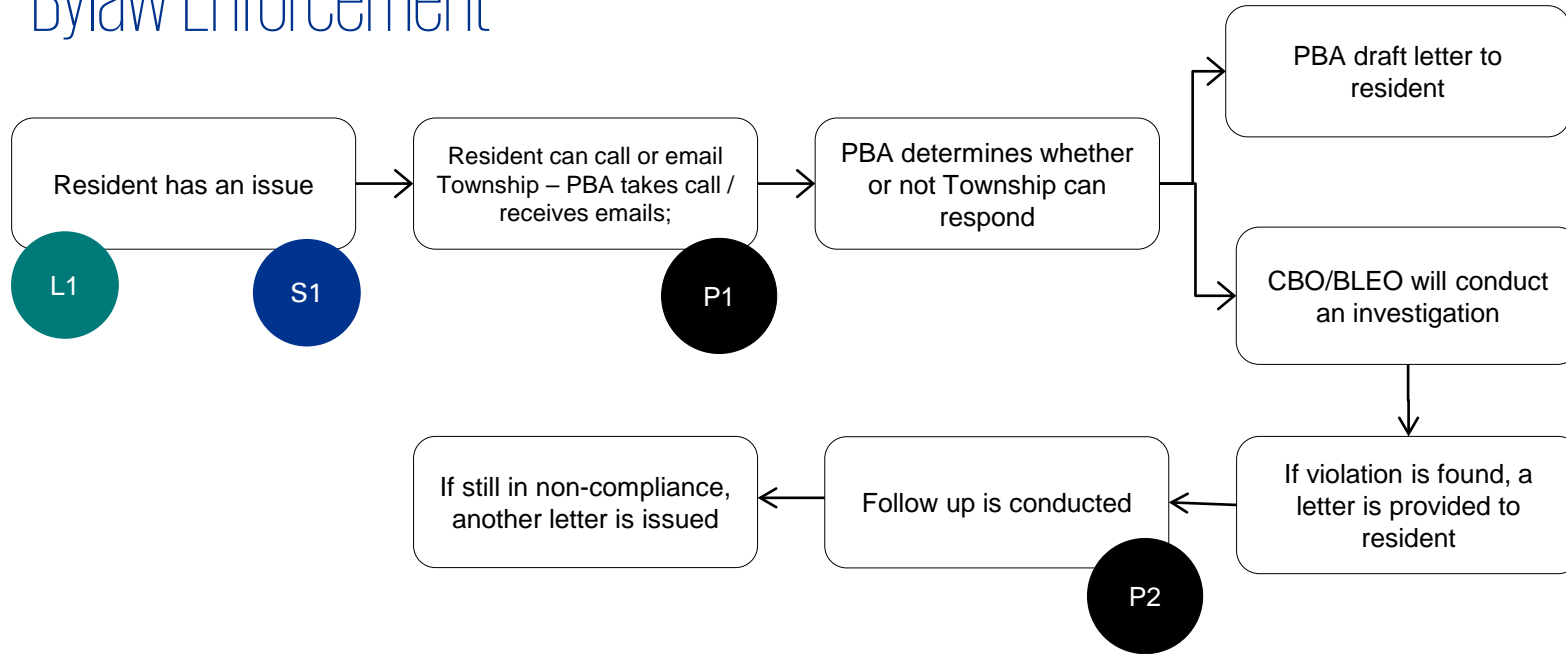
Open Permits (6 months from issuance)



Planning Applications



Bylaw Enforcement

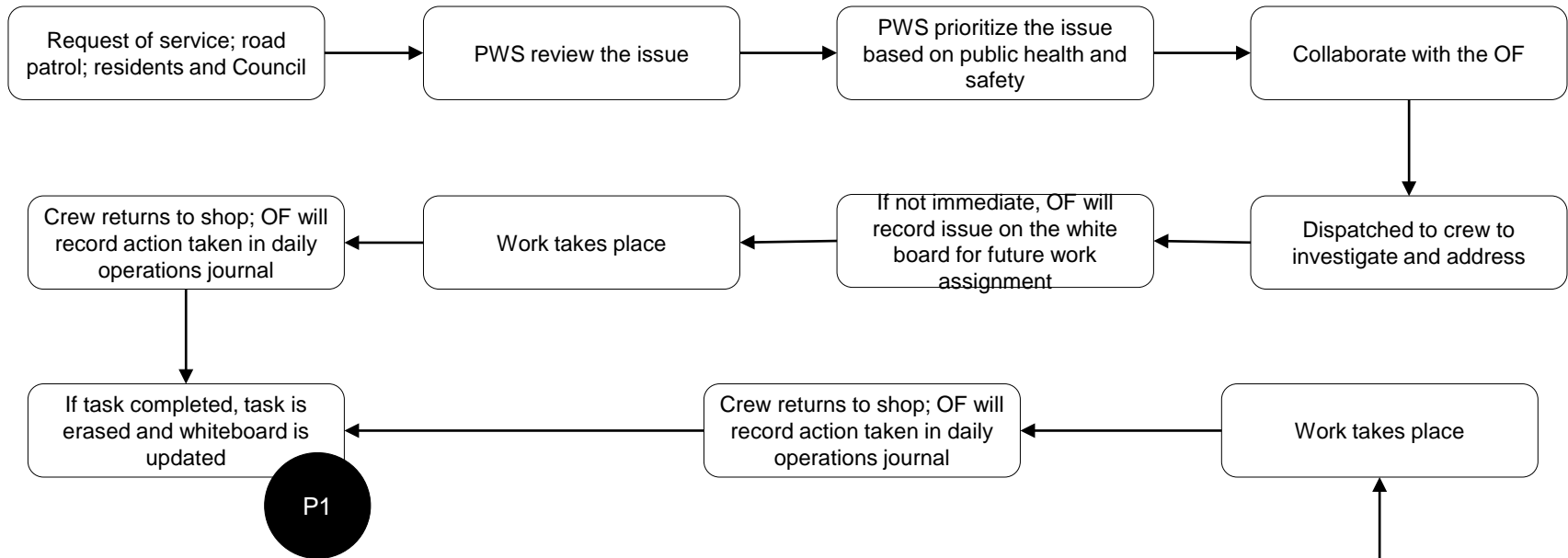


Potential Courses of Action

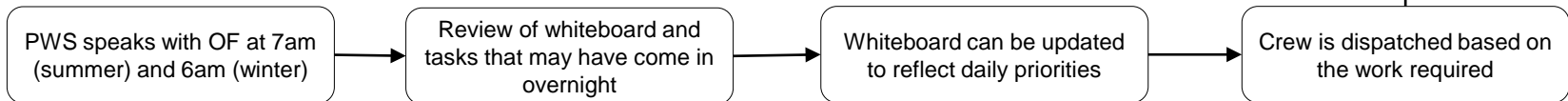
Issue	Potential Course of Action
<p>P1</p> <p>The Township does not formally track all bylaw related calls. They are captured in a manual format but it is not a formal work step within the process.</p>	<p>As previously mentioned, the Township should consider the implementation of the Munisoft add on, PubWorks Service Requests, which manages complaints and service requirements. This add-on would allow the Township to more effectively track bylaw complaints</p>
<p>P2</p> <p>The Township does not have schedule setting out fines associated with bylaw violations. The lack of a financial penalty results in Township staff issuing letters educating and advising about compliance with municipal bylaws but does not provide the Township with the ability to fine for non-compliance.</p>	<p>The Township may want to explore the potential implementation of fines for bylaw non-compliance.</p>
<p>S1</p> <p>Currently, the Township provides bylaw enforcement services on a part-time basis (two days a week). This has the potential to create challenges/issues from a responsive basis.</p>	<p>The Township may want to determine whether the current level of service including hours of operation meets the needs of the community. For example, more weekend coverage versus during the week coverage.</p>
<p>L1</p> <p>Previously, the Township has relied on the Ontario Provincial Police ('OPP') to enforce the Dog Owners Liability Act and manage dog bites and associated fines. Recently and based on information provided, the OPP may not provide this service going forward. The Township's bylaw enforcement/animal control do not appear to have the training and/or equipment to manage aggressive dogs in the community.</p>	<p>The Township may want to determine its exposure to risk as a result of this change in service provided by the OPP. Once this has been assessed, the Township may be in a better position to determine its next course of action.</p>

Public Works - Work Order Management and Daily Work Assignment


Work Order Management



Daily Work Assignment



Potential Courses of Action

Issue	Potential Course of Action
<p> At the current time workorders are tracked via the use of a whiteboard. Should the whiteboard be erased there is the potential that required work will not be allocated to Township staff or the issue may not be rectified.</p>	<p>As previously mentioned, the Township should consider the implementation of the Munisoft add on, PubWorks, which utilizes a daily activity module to track and allocate required tasks. Employee time can be allocated within this add on and allocated to the cost of the various tasks / projects. Each ongoing project can be assigned a project number which will allow for all required activities to be tracked in the system and linked to the general ledger within Munisoft.</p>



Township of South
Algonquin

Service Delivery Review

Chapter IV
Service Based Opportunities



Service Based Opportunities

This section presents the opportunities identified during the course of the service delivery review. The opportunities contained within the report are considered to be described at a high level and as such, the potential financial and non-financial benefits were determined on an incremental basis.

KPMG suggests that the potential benefits from these opportunities could be in the form of either capacity benefits or financial benefits:

- **Capacity benefits** result from workload reductions achieved through efficiency gains, allowing Township personnel to focus on other activities. Given that this results in a redirection of staff, as opposed to a reduction in staff, capacity benefits do not result in direct cost savings.
- **Financial benefits** refer to efficiency gains that provide incremental cost savings to the Township through reductions in operating costs as well as any opportunities that may provide Township increases in other revenue sources (e.g. user fees).

The opportunities presented in the following table are not presented in a prioritized order.

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Explore the implementation of a formal work order system to better support the Township's approach to asset management	The Township's approach to asset management appears to be in need of greater coordination and integration with day to day activities. To better assist and address this potential issue, the Township may want to explore the implementation of a more formalized work order management system. The use of an online module provides the ability to analyze current activities and link those to both current and longer term capital planning.	Potential capacity gains within the organization/ Enhanced decision-making and/or service delivery

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Service Level Adjustment/Operating Efficiency/Revenue Generation	Explore the re-development of the Township's approach to solid waste management	<p>Currently, the Township provides a level of service which may be considered to exceed those of similarly sized municipalities. The Township does not have a bag limit for curbside collection which is not considered to be a municipal common/best practice. Through the use of its own resources, the Township provides curbside garbage collection throughout the entire Township, which results in non-contiguous routes with a limited number of households. The Township also dedicates resources to provide seasonal residents with Sunday waste collection at access points.</p> <p>Beyond the lack of a bag limit for residential waste collection, the Township provides for the collection of commercial waste – a service that is typically not provided for by a municipality but instead the private sector.</p> <p>For the purposes of the Township, Council may want to consider the following and consider its implementation on an incremental basis to allow for greater public education:</p> <ul style="list-style-type: none"> • Establish a bag limit for residential household waste; • Discontinue the practice of dedicating resources to provide a time for households to bring waste to Township staff; • Discontinue commercial waste collection; • The Township may also want to review the user fees charged for the acceptance of waste at the landfill site to ensure that the fees reflect current and future operational and capital needs as well as are reflective of neighbouring communities; and • Undertake a landfill/waste management long term plan. 	Potential operating costs cannot be reasonably determined

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	The Township's approach to by-law enforcement and animal control	<p>Based on information shared during the review, the Township employs by-law enforcement services on part-time basis with the service being provided two days a week which does not include any weekend coverage.</p> <p>Additionally, the Township does not have the resources (training and/or equipment) to manage dogs at large. The lack of enforcement results in residents allowing dogs to run at large within the community. In accordance with the Dog Owners' Liability Act, a police officer and/or a municipal by-law officer is responsible to respond to an aggressive dog complaint. The Ontario Provincial Police ('OPP') has indicated to the Township that the OPP is not trained to manage aggressive animals. Further to that, the Township has not established a schedule for the fines associated with bylaw non-compliance.</p> <p>For the purposes of the Township, Council may want to consider the following:</p> <ul style="list-style-type: none"> • In light of recent events and potential issues surrounding responsiveness, the Township may want to consider increasing its overall capacity for by-law and animal control services; and • Establish a fee schedule for by-law violations. 	Enhanced decision-making and/or service delivery/Risk management

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Service Level Reduction	Explore the current composition of Council	<p>Under the Municipal Act, the minimum size of a municipal Council is five. At the present time, Council is comprised of seven members. Based on the comparative analysis, the only comparator municipality with seven elected officials is the Municipality of Temagami; the balance of the comparative group have five member Councils.</p> <p>Expanding upon the analysis and recognizing the Township makes use of a ward system whereas the majority of the comparators represent their communities at large, the average number of residents served by an elected official within the comparator group is 315 whereas it is approximately 145 for the Township.</p> <p>There is the potential for impact across the Township as a result of Council's decisions associated with the review process and this provides Council with the opportunity to demonstrate to the community its willingness to be part of the process by reducing Council size by two members. The cost savings associated with the opportunity are more symbolic than financially substantive.</p>	Potential operating cost savings of less than \$25,000

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Policy review and development	<p>During the course of our review, we noted that the Township appears to be in need of a policy review to identify gaps as well as ensure that existing policies remain effective in achieving their intended goals and objectives – this is considered to be best practice in the municipal sector. In our experience, the absence of policy can potentially create delays/inefficiencies within related processes and services.</p> <p>The Township may want to consider the development and/or review of the following:</p> <ul style="list-style-type: none"> • Formal budget process – based on our analysis as part of the review, the Township’s process appears to be consistent with municipal best practice. However, the Municipality may want to take its current process and formalize it as a Standard Operating Procedure • The development of a Memorandum of Understanding with the Public Library Board – Through the review process, it was identified that the Township and the Public Library Board do not have a formal MOU which sets out the roles and the responsibilities of the two parties in the operation of public libraries as well as formally defines any cost sharing/cost allocation for services provided. The adoption of a MOU is considered to be a best practice. • Provide staff and Council with a refresher of the Township’s procedural bylaw so all are aware of its contents; and • Consistent with the findings within the process maps, review and refresh the Township’s procurement policy to allow for a more efficient process. 	Potential capacity gains within the organization

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Organizational review	<p>Based on our observations as part of the review, it appears that roles and responsibilities of Township staff have evolved over time. The potential challenge of these changes over time is an imbalance/misalignment of responsibilities within the organizational structure.</p> <p>To ensure there is balance within the organization which allows for effective service delivery, the Township may want to explore the potential of conducting an organizational review.</p>	Potential capacity gains within the organization



Township of South
Algonquin

Service Delivery Review

Chapter V
System Implementation



Process efficiencies and system implementation

System Implementation

As indicated throughout the process mapping component of the service delivery review, certain system improvements within the capital projects and payroll processes will create efficiencies within the process. These efficiencies will result in the additional time available for staff to focus on larger, strategic items as opposed to the manual, routine tasks.

The Township utilizes Munisoft currently as the accounting system. While there are other systems utilized within the municipal sector such as Vadim iCity, the current system appears to meet most needs of the Township. Implementation of a software such as iCity would result in additional costs to be incurred by the Township which would likely not have a cost benefit. A current analysis of system limitations and process improvements along with the favourable components of the system should be completed to assess system requirements.

Given the need of additional modules, it is recommended the Township complete an assessment of the existing system as a whole and complete the following assessment to determine if any large scale changes are required:

1. What are the Township's current and anticipated needs from the system? (proposed changes and strategic direction of the Township should be considered as part of this assessment)
2. Gather staff and Township requirements from the system (solicit input from staff utilizing the system on an ongoing basis as input on user needs is critical to ensure the proper system is in place)
3. Examine business processes and how the system can support and improve processes (utilizing the process maps included as part of this review will be a good starting point in determining the areas of improvement)
4. Develop a short-list of systems (there are few software packages for municipalities to utilize, with most utilizing iCity or Munisoft, however there are potential additional, more robust systems which can be explored)
5. Conduct virtual demonstrations of system capabilities: Throughout the discussions with Munisoft throughout the course of the review it was noted there are a number of virtual demonstrations of system requirements which can be completed by the vendors. It is recommended that the Township take advantage of these demonstrations when making any system changes

EasyPay Payroll System

Payroll System Integration

At the current time, the Township utilizes Paymate for the progressing of payroll transactions. Based on discussions held with Munisoft, it was noted there is the ability to transition to EasyPay, which could facilitate and improve certain items within the payroll system.

The transition to EasyPay would facilitate the following improvements with the process for the following items which have been identified:

1. Ability to integrate electronic timesheets, which can be linked between the payroll and accounting systems and would eliminate the need for the excel manipulation of data to facilitate the recording of capital assets annually.
2. Ability to facilitate electronic time sheets and emailing of information to employees (to eliminate the need to mail pay stubs)

Munisoft system capabilities

Process improvements

While the current Munisoft system does meet the day to day needs of the Township, there are some tasks that could be improved with the implementation of certain modules. The following summarizes the additional modules which can be implemented by the Township.

PubWorks Standard

PubWorks Standard will assist with Township with the managing of the assets and monitoring of the public works activities. Employees are able to be assigned to various projects which will facilitate the tracking of the costs associated with the projects. The key components of the module are:

- Track activity and project costs for employees, tasks and locations (within the daily activities module will assist with the allocation of costs as work is completed and the allocation of daily tasks can help with time spent on tasks by department or activity)
- Fully customize your asset management database and save time and expedite data entry (assets and the cost of assets can be coordinated with the accounting database which would eliminate the need for the manual manipulation of data outside of the system in Excel)
- Calculate expenses with accuracy (the elimination of the Excel workarounds and extraction of data in separate occasions from the payroll and accounting system would not be required)

PubWorks Service Request

In addition to PubWorks standard, an additional module called PubWorks Service Request can be added which would assist with logging of calls and complaints from residents, businesses, employees and visitors. With this module, the Township would be able to monitor the costs and progress for each request from initial phone call to job completion. This would eliminate the manual tracking of required tasks within the whiteboard.

The module would assist with the sharing of information between all staff, allowing all individuals to be aware of open projects and services to be completed, reporting is available to track time and cost spent in particular areas to identify if there are any problem areas to note. The service request module also integrates with the PubWorks standard module in order to track and cost the daily tasks between operating and capital projects.



Township of South
Algonquin


Service Delivery Review

Appendix A
Municipal Service Profiles



Mayor and Council

Service Profile

<p>Program</p>	<p>Service Overview</p> <p>Council acts as the governance body for the Township. Council's role includes representing the public and consider the well-being and interests of the Township including the financial integrity. Council is also responsible for the development and evaluation of programs and policies for the Township.</p>		<p>Service level</p> <p>Below Standard At Standard Above Standard</p>			
<p>Governance</p>						
<p>Organizational Unit</p>						
<p>Mayor and Council</p>						
<p>Service Type</p>						
<p>External</p>	<p>Service Value</p> <p>Mayor and Council lead the Township in fulfilling the requirements of governing as well as the strategic goals and objectives as identified by Council as a whole.</p>		<p>Service type</p> <p>Mandatory</p> <p>Essential</p> <p>Traditional</p> <p>Other Discretionary</p>			
<p>Expenditures and Personnel</p>	<p>Basis For Delivery</p> <p>Mandatory – The establishment of a municipal council is a requirement of the <i>Municipal Act</i>, which is the primary legislation governing Ontario municipalities. Among other things, the Municipal Act defines the role of council (Section 224), defines the role of the head of council (Section 225), and establishes the head of council as the chief executive officer and defines the role of chief executive officer (Section 226.1).</p>					
<p>2020 Budgeted Expenditures</p>	<p>\$105,270</p>					
<p>Members of Council</p>	<p>7.0</p>					

Administration Service Profile

Program	
Corporate Management	
Organizational Unit	
Office of CAO/Clerk	
Service Type	
Internal/External	
Expenditures and Personnel	
2020 Budgeted Expenditures*	\$640,730
FTE	1.75
* - Budgeted expenditures are for the Township's entire corporate management department	

Service Overview	
<p>The Township's CAO/Clerk fulfill the statutory requirements as outlined within the Municipal Act as well as the services necessary to support efficient and effective governance as well as exercise general control and management of the affairs of the Township for the purposes of ensuring the efficient and effective operations including strategic planning, corporate support (HR, legal, advocacy with external stakeholders) This includes the preparation and distribution of meeting agendas and minutes and attendance in meetings to provide support for both Council and committees. The Administration is also responsible for the oversight of municipal elections every four years and supports customer service initiatives within the organization.</p> <p>The Deputy Clerk is also responsible for customer service, MFIPPA and accessibility on behalf of the Township.</p>	
Service Value	
<p>The Administration function is responsible for providing support to Council in the conducting of effective and efficient meetings in compliance with all related provincial legislation and by doing so, ensuring Council operates in an accountable and transparent manner.</p>	

Basis For Delivery	
<p>Mandatory – Section 228 of the <i>Municipal Act</i> requires all municipalities to appoint a clerk with the formal duties of the Clerk established within the legislation.</p> <p>Essential – Pursuant to Section 229 of the <i>Municipal Act</i>, municipalities may (but are not required) to appoint a CAO. Notwithstanding the optional nature of this position, our experience demonstrates that most municipalities with population levels similar to the Township's typically have a CAO position within its organizational structure.</p>	

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory	 Municipal Clerk	
	Essential	CAO	
	Traditional		
	Other Discretionary		

Finance


Service Profile

Program	
Corporate Management	
Organizational Unit	
Finance	
Service Type	
Internal/External	
Expenditures and Personnel	
2020 Budgeted Expenditures*	\$640,730
FTE	1.25
* - Budgeted expenditures are for the Township's entire corporate management department	

Service Overview
<p>Financial administration for the Township is provided through its Treasury function. The financial and corporate services provided include:</p> <ul style="list-style-type: none"> Budgeting and financial planning; Levying and collecting taxes; Transaction processing (cash receipts, cash disbursements); Audit; External transfers (MPAC, OPP, Health Unit, DSSAB); Grants Internal and external financial reporting; and Procurement.

Service Value
The Township's Treasury function is responsible for providing sound financial leadership, planning and advice to Council, the organization and the community.

Basis For Delivery
<p>Mandatory – Pursuant to Section 286(1) of the <i>Municipal Act</i>, all Ontario municipalities are required to appoint a treasurer "who is responsible for the handling of all financial affairs of the Township on behalf of and in a manner directed by the council of the Township."</p>

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		

Fire Services Service Profile

Program	
Fire Department and Emergency Services	
Organizational Unit	
Fire Services	
Service Type	
External	
Expenditures and Personnel	
2020 Budgeted Expenditures	\$278,230
FTE	0.5

Service Overview

The Township's Fire Department is responsible for ensuring the health and safety of residents through the provision of programs and services focusing on three areas: education, prevention and suppression. The Fire Department provides this with the use of volunteer fire personnel across its two fire stations.

Service Value

The Township Fire Department seeks to promote a safe community through public education and prevention and the deployment of resources when required.

Basis For Delivery


Mandatory – Section 2(1) of the *Fire Prevention and Protection Act, 1997*, S.O. 1997, c.4 (the 'FPPA') sets out that every Township is required to establish a program in the Township which must include public education with respect to fire safety and certain components of fire prevention and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory	 <p>The Township's Fire Department is in the process of identifying and addressing risks within its infrastructure and programs with the intended outcome of bringing both in line with all applicable provincial legislation and regulations.</p>		
Essential			
Traditional			
Other Discretionary			

Building Services Service Profile

Program	
Protective Services	
Organizational Unit	
Building Services	
Service Type	
External	
Expenditures and Personnel	
2020 Budgeted Expenditures	\$59,690
FTE	0.45

Service Overview	
<p>Building Services provide an efficient system of building permit approvals which minimize hazards to persons and property by ensuring that all construction within the Township adheres to provincial and municipal regulations. This section issues building, plumbing, demolition, occupancy and other permits governed by the Ontario Building Code.</p>	
Service Value	
<p>Through inspections, Building Services ensures that projects are designed and constructed in accordance with the terms and conditions of applicable municipal and legislative requirements.</p>	
Basis For Delivery	
<p>Mandatory – Pursuant to Section 3.1 of the <i>Building Code Act</i> ('BCA'), municipalities are mandated the responsibility to enforce the BCA and in doing so, are required to appoint a chief building officer and such inspectors under Section 3(2) of the BCA. .</p>	

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Enforcement Service Profile

Program	
Protective Services	
Organizational Unit	
Protective and Inspection Control	
Service Type	
External	
Expenditures and Personnel	
2020 Budgeted Expenditures	\$5,120
FTE	0.1

Service Overview


The objective of municipal bylaw enforcement is to obtain compliance in accordance with the Township’s bylaws. This applies to both private and public property where the focus is health and safety, nuisance control, and quality of life issues including property standards.

Service Value


All citizens and visitors benefit from the enforcement of municipal bylaws as the result is the increased level of public safety, neighbourhood satisfaction, community pride, and overall positive impact on the quality of life.

Basis For Delivery

Essential – Section 10 of the *Municipal Act* provides municipalities with the ability to pass bylaws with respect to several matters including the economic, social and environmental well being of the community.

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Police Services Service Profile

Program		Service Overview		Service level		
Protective Services		<p>The Township receives police services through a fee for service billing structure with the Ontario Provincial Police ('OPP'). The OPP provide the Township with the services outlined within the Police Services which include crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response.</p>		Below Standard	At Standard	Above Standard
Organizational Unit				Service type Mandatory Essential Traditional Other Discretionary		
Police Services						
Service Type						
External						
Expenditures and Personnel		Service Value				
2020 Budgeted Expenditures	\$332,450	<p>The Ontario Provincial Police's mission is "to serve our province by protecting its citizens, upholding the law and preserving public safety."</p>				
FTE	Not applicable					
		Basis For Delivery				
		<p>Mandatory – Under Section 4 of the Police Services Act, "every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs." The legislation provides what adequate and effective police services at a minimum for municipalities.</p>				

Public Works Service Profile

Program	
Transportation Services	
Organizational Unit	
Public Works	
Service Type	
External	
Expenditures and Personnel	
2020 Budgeted Expenditures	\$1,702,470
FTEs	6.7

Service Overview

The Township's Public Works department is responsible for the maintenance of the municipal road network, as well as sidewalks, the drainage system, and municipal bridges. The department is responsible for the provision of year-round road maintenance (winter and summer). The department is also responsible for capital projects, facilities, parks, parking lots (winter and summer), boat launches, outdoor washrooms, and municipal beaches.

Service Value




The Public Works department provides the effective and efficient delivery of service which contributes to the public safety and health of the community.

Basis For Delivery

Essential – Section 44(1) of the *Municipal Act* establishes the Township's responsibility to keep highways or bridges under its jurisdiction "in a state of repair that is reasonable in the circumstances." Ontario Regulation 239/20: Minimum Maintenance Standards for Municipal Highways (which has been amended by Ontario Regulation 47/13) provides further clarification by establishing minimum maintenance standards for a range of road network maintenance activities.

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Solid Waste Management Service Profile

Program		Service Overview		Service level		
Environmental Services		Solid waste management services for the Township include the operation of two municipal landfill sites and weekly curbside collection services for all residential households and commercial waste collection. The two sites are operated on seasonal schedules (Summer and Winter). Both sites accept household, construction and demolition waste, metals, electronics, and recycling. The Township also accepts hazardous waste once a year.		Below Standard	At Standard	Above Standard
Organizational Unit						
Solid Waste Management						
Service Type						
External						
Expenditures and Personnel		Service Value				
2020 Budgeted Expenditures	\$295,880	The Township contributes to the health of the environment and the residents through the appropriate collection and management of household waste, recyclables, and other selected/designated materials.				
FTE	0.1					
		Basis For Delivery				
		<p>Essential – There is no requirement under the <i>Municipal Act</i> for municipalities to collect solid waste or maintain landfill operations. However, where a Township chooses to do so, the provisions of the <i>Environmental Protection Act</i>, R.S.O. 1990, c.E.19 and Ontario Regulation 232/98: Landfilling Sites ('EPA') apply. Municipalities with a population over 5,000 are required to provide waste diversion services.</p>				

Recreation Service Profile


Program		Service Overview		Service level		
Recreation		<p>Township staff manage facilities which offer unorganized, participant lead recreation including but not exclusive to hockey, skating, pickleball, baseball, and volleyball. Community based programming and services are delivered through the use of available and program specific grants.</p> <p>The volunteer committees maintain longstanding special events including weekend festivals, dances, parades etc.</p>		Below Standard	At Standard	Above Standard
Organizational Unit				<p>Mandatory</p> <p>Essential</p> <p>Traditional</p> <p>Other Discretionary</p>		
Recreation						
Service Type						
External						
Expenditures and Personnel		Service Value		<p>Recreation, parks and facility-related services provide for a system of clean, safe, quality municipal facilities that invite community organizations and others to enjoy a variety of recreational activities and contribute to the well-being of the community including the benefits of mental health associated with recreation.</p>		
2020 Budgeted Expenditures	\$264,310	Basis For Delivery				
FTE	-	<p>Traditional – There is not a specific piece of legislation or regulation requiring a Township to deliver recreational services but all municipalities of a similar size provide access to recreational services.</p>				

Public Libraries

Service Profile

Program Public Libraries		Service Overview <p>There are two public library branches in the Township, which provide residents access to hardcopies and electronic books, games and equipment. The library also provides services such as proctoring exams and free access to computers. Township library services are overseen by the South Algonquin Public Library Board.</p>	Service level Below Standard At Standard Above Standard		
Organizational Unit Public Libraries			Service type Mandatory Essential Traditional Other Discretionary		
Service Type External					
Expenditures and Personnel					
2020 Budgeted Expenditures	\$77,660				
FTE	Not Applicable	Service Value <p>The library offers an environment within the community and provides a space for residents to gather or pursue their interests and goals and offers programs and spaces for cultural activities as well as learning and personal development</p>			
Basis For Delivery <p>Traditional – The <i>Public Libraries Act</i> does not require a Township to establish public library but all municipalities of a similar size contribute to the provision of library services.</p>					

Planning and Zoning Service Profile

Program		Service Overview		Service level		
Planning and Zoning		<p>Planning provides information, expertise and guidance to the public relative to development approval processes, Official Plan Policies and the Zoning By-Law. The Township’s approach to this service is relatively new and provides this service with the use of in-house resources and third party service providers.</p>		Below Standard	At Standard	Above Standard
Organizational Unit				Service type Mandatory Essential Traditional Other Discretionary		
Planning and Zoning						
Service Type						
External						
Expenditures and Personnel		Service Value				
2020 Budgeted Expenditures	\$45,980	<p>Planning Services ensure that the Township grows in a way that most effectively takes advantage of the Township’s existing infrastructure and minimizes unnecessary sprawl that is both unsustainable to build and maintain.</p>				
FTE	0.4					
		Basis For Delivery				
		<p>Mandatory – The Planning Act, R.S.O. 1990, c. P.13 (the ‘Planning Act’) establishes the responsibility for municipalities to:</p> <ul style="list-style-type: none"> • Make local planning decisions that will determine the future of their community; • Prepare planning documents such as an official plan, community improvement plan and zoning by-laws; and • Ensure planning decisions and planning documents are consistent with the Provincial Policy Statement and do conform or do not conflict with Provincial plans. 				



Township of South
Algonquin

Service Delivery Review

Appendix B
Comparative Analysis



Comparative Analysis

Service	Indicator	South Algonquin	Comparator Municipalities		
			Low	High	Average
Corporate	Wages and benefits per household	\$880.71	\$723.54	\$1,259.35	\$1,024.85
	Contracted services per household	\$451.57	\$367.49	\$1,073.75	\$659.91
General Government	Operating costs per household	\$417.60	\$389.16	\$878.12	\$553.00
	Wages and benefits as a % of department expenditures	73.6%	41.4%	69.9%	60.4%
Protective Services	Policing Services – Operating costs per household	\$270.28	\$214.09	\$294.70	\$264.37
	Fire Services – Net Operating costs per household	\$82.51	\$93.46	\$224.09	\$148.31
	Fire Services – Wages and benefits as a % of department expenditures	45.9%	30.6%	57.1%	46.1%
	Building Services – Operating costs per household	\$44.60	\$22.71	\$112.78	\$71.23
	Bylaw Services – Operating costs per household	\$3.65	\$1.09	\$99.82	\$22.96

Comparative Analysis

Service	Indicator	South Algonquin	Comparator Municipalities		
			Low	High	Average
Public Works	Paved Roads – Operating costs per lane kilometre	\$2,575.31	\$431.94	\$3,883.46	\$1,826.43
	Unpaved Roads – Operating costs per lane kilometre	\$245.65	\$553.30	\$3,116.91	\$1,780.43
	Winter Control – Operating costs per lane kilometre	\$856.44	\$656.20	\$1,545.06	\$981.91
	Transportation Services – Operating costs per household	\$487.68	\$511.21	\$794.08	\$618.90
	Transportation Services – Wages and benefits as a % of department expenditures	50.7%	29.1%	60.2%	46.3%
	Solid Waste Management Services – Net operating costs per household	\$141.50	\$89.92	\$378.85	\$205.91
Recreation and Culture	Recreational Services – Net operating costs per household	\$179.51	\$81.92	\$388.31	\$182.60
	Library – Operating costs per household	\$48.55	\$1.14	\$127.55	\$42.07
Planning and Development	Operating costs per household	\$56.71	\$3.38	\$186.67	\$67.91



kpmg.ca



© 2021 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.