



# AGENDA

## HUMAN RESOURCES, ADMINISTRATION & PUBLIC RELATIONS COMMITTEE

October 23, 2023 9:00 a.m.

**Council Chambers  
Municipal Office  
7 Third Avenue  
Whitney, Ontario**

**And ZOOM Live Streamed to You Tube Channel: South Algonquin Council**

1. Open Meeting/Call to order
2. Land Acknowledgement  
We acknowledge that we are gathered on the unceded Traditional Territory of the Algonquin Anishinaabeg people, specifically the Matouweskarini (people of the Madawaska River). We further acknowledge that the Algonquin People have been stewards of this land since time immemorial and we strive to treat the land along with the flora and fauna it supports, the people, their customs and traditions, with honour and respect. Today, this area is home to people of all walks of life, and we acknowledge the shared opportunities and responsibilities to live, work and survive within this beautiful territory. Chi-miigwetch, All my relations
3. Additions/Amendments to the Agenda
4. Adoption of the Agenda
5. Disclosure of Pecuniary Interest
6. Presentations/Delegations
  - Michael Wildman & David Reid, Municipal Government Wayfinders Strategic Plan Preliminary Findings Summary and Council Workshop
7. Unfinished Business
8. New Business
  - Statutory Holiday Policy
9. Adjournment



**MUNICIPAL  
GOVERNMENT  
WAYFINDERS**

EXPERT CONSULTANTS FOR LOCAL GOVERNMENT



# Township of South Algonquin Strategic Plan Preliminary Findings Council Workshop

**Council October 23, 2023**

**Wayfinding is** *“the process or activity of ascertaining one’s position and planning and following a route.”*

# Background

- ▶ Strategic Plans establish priorities for municipalities to focus on and to allocate their resources to achieve short, medium and long-term goals and visions
- ▶ A Strategic Plan ensures that challenges and goals are carefully identified, and a plan is put in place to respond
- ▶ By adopting and embracing a Strategic Plan, municipalities are better positioned for success
- ▶ A Strategic Plan should be adopted as early into a new term of Council to leverage the clarity that it will offer over the 4-year term
- ▶ In August 2023, Council directed that a Term of Council Strategic Plan be prepared

# Background

- ▶ Consultation is at the core of any good planning document
- ▶ In September, members of Council and the senior management team were consulted about Strategic Plan content
- ▶ Based in feedback, a brief online survey has been posted in October to solicit high level community input
- ▶ The online survey is posted on the Township's website, noted at Council meetings, and posters with a QR code were placed in various Municipal facilities to garner interest
- ▶ The survey is live. As of October 17<sup>th</sup>, 89 respondents had completed the survey

# Consultations

- ▶ Council was interviewed by a former mayor, and staff was interviewed by a former CAO
- ▶ Participants were asked broad municipal questions, as well as targeted questions about Mission and Vision Statements, Core Values, Key Priorities and Action Items
- ▶ This Workshop includes a synthesis of the **predominant feedback** collected during interviews (not a verbatim account of every comment received)

# Research

- ▶ In addition to consultations, our firm conducted data mining to gain evidence-based background information (data sources included 2022 FIR data, MFOA Financial Indicators, 2023 OMPF data and 2021 Census data)
- ▶ Key take-aways include:
  - ▶ Township is in a relatively strong financial position
  - ▶ Township receives higher than average OMPF grant
  - ▶ Median Household Income is about \$10,000 less than the comparator average of \$71,660

# Research

- ▶ Residential taxes are about 17% lower than average of comparators
- ▶ Township expenses are higher than average of comparators
- ▶ Total expense per household closely matches the average of comparators
- ▶ Total waste collection expenses per household are almost double the average (\$370 vs. \$200)

# Research

Financial Indicator			South Algonquin	Fiscal Risk		
				Low	Moderate	High
Net Debt as a % of Own Purpose Taxation & User Fees	Net Financial Assets	\$2,023,194	80.8%	> -50%	-50% to -100%	< -100%
	Taxation & User Fees	\$2,504,180				
Total Reserves/Reserve Funds as a % of Operating Expenses	Reserves/Reserve Funds	\$2,086,205	50.8%	> 20%	10% to 20%	< 10%
	Operating Expenses	\$4,102,693				
Debt Servicing Cost as a % of total Operating Revenue	Debt Servicing Costs	\$0	0.0%	< 5%	5% to 10%	> 10%
	Operating Revenues	\$4,129,110				
Total Taxes Receivable as a % of total Taxes Levied	Taxes Receivable	\$148,265	5.9%	< 10%	10% to 15%	> 15%
	Net Municipal Taxation	\$2,504,180				
Total Cash & Cash Equivalents as a % of Operating Expenses	Cash & Cash Equivalents	\$2,514,299	61.3%	> 10%	5% to 10%	< 5%
	Operating Expenses	\$4,102,693				
Net Book Value of Capital Assets as a % of Cost of Capital Assets	TCA Net Book Value	\$9,980,359	52.7%	> 50%	35% to 50%	< 35%
	TCA Cost Value	\$18,931,940				

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





**MUNICIPAL  
GOVERNMENT  
WAYFINDERS**

EXPERT CONSULTANTS FOR LOCAL GOVERNMENT

# Online Survey

Separate Document



# Common Themes

- ▶ Common Themes are the predominant things we heard in groupings
- ▶ Common Themes help inform Key Priorities and Action Items
- ▶ **Key Priorities** are our most important topics of things to accomplish
- ▶ **Examples: Housing, infrastructure investment, etc.**
- ▶ **Action Items** are the critical steps you will take to accomplish your Key Priorities.
- ▶ **Example: Repair 6 kms of road per year, etc.**
- ▶ We have arranged feedback collected into common themes that could be used as Key Priorities

# Common Theme 1 Asset Management

- ▶ **Asset Management:**

- ▶ Action Items for consideration include:

- ▶ *Repair Paved Surfaces by 2025 (Major Lake, Cave Creek, Nipissing, Churchill Dr)*

- ▶ *Implement Drainage Improvements – Convert Culverts to HDP and Ditching by 2026*

- ▶ *Implement a Re-gravel Program by 2027*

# Common Theme 1 Asset Management

- ▶ **Asset Management, continued**
- ▶ Action Items for consideration include:
  - ▶ *Renovate Whitney Fire Hall*
  - ▶ *Replace Whitney Pumper (1996)*
  - ▶ *Replace Madawaska Mini-Pumper (1998)*

# Common Theme 2 Master Planning

- ▶ **Master Planning**

- ▶ Action Items for consideration include:

- ▶ *Update the Comprehensive Zoning By-law*

- ▶ *Implement better monitoring and planning of Landfill Sites for expansion/closure*

- ▶ *Adopt and Implement a Vehicles and Equipment Replacement Plan*

- ▶ *Form Strategic Partnerships with Algonquin Park, Business Community, Algonquins, Mills, Local Schools, etc.*

# Common Theme 2 Master Planning

- ▶ **Master Planning, continued**
- ▶ Action Items for consideration include:
  - ▶ *Develop a Strategy to Increase High-speed Internet and Improve Cell Coverage*
  - ▶ *Track Service Requests – Leverage Data to Improve Service Delivery*
  - ▶ *Report Annually on Master Plans and Strategies (monitoring)*

# Common Theme 3 Human Resources

- ▶ **Human Resources**

- ▶ Action Items for consideration include:

- ▶ *Implement a Professional Development Program for Council and Staff*

- ▶ *Implement a Succession Plan Strategy*

- ▶ *Undertake an Organization Review in Conjunction with a SDR*

- ▶ *Fill the Vacant Deputy Clerk Position (after Organizational Review)*

- ▶ *Develop a Recruitment Strategy to Attract Younger Fire Fighters*

# Common Theme 4 Finance

- ▶ **Finance**

- ▶ Action Items for consideration include:

- ▶ *Implement an AMP Financial Plan in the Budget*

- ▶ *Finalize the AMP to meet 2025 requirements*

- ▶ *Implement a Long-Range Capital Forecast (harmonized with other master plans)*

- ▶ *Implement a Strategy to Increase Reserves (PAYG)*

- ▶ *Separate Operating and Capital Budgets*



# Common Theme 4 Finance

- ▶ **Finance, continued**
- ▶ Action Items for consideration include:
  - ▶ *February Council Budget Approval*
  - ▶ *Consider Implementing Multi-year Budgets*
  - ▶ *Implement a Grant Monitoring and Acquisition Strategy*
  - ▶ *Develop a Corporate Strategy for Full Implementation of New Financial Software*

# Common Theme 5 Service Delivery

- ▶ **Service Delivery**

- ▶ Action Items for consideration include:

- ▶ *Conduct a Service Delivery Review in conjunction with an Org Review to Ensure Core Services are Delivered Efficiently (and we are properly resourced)*
- ▶ *Transition to a Committee of the Whole Model for Efficiencies*
- ▶ *Develop a Communication Strategy (i.e., monthly “community corner” in local paper)*

# Common Theme 5 Service Delivery

- ▶ **Service Delivery, continued**
- ▶ Action Items for consideration include:
  - ▶ *Develop a “Roadmap to Services”. Clearly communicating how residents can access services*
  - ▶ *Update the E&R By-law*
  - ▶ *Pursue Recycling Transition – Diversion Grant*
  - ▶ *Revisit Garbage Collection Service Levels*
  - ▶ *Pursue Opportunities to Increase Capacity of Boat Launches*

# Common Theme 6 Housing and Employment

- ▶ **Housing and Employment**

- ▶ Action Items for consideration include:

- ▶ *Develop a “Seniors at Home” Plan*

- ▶ *Transition from NDDSAB Long-Term Care (\$110,000/yr.)*

- ▶ *Implement a Local Housing Strategy (more lots, more homes – build on the Nipissing Strategy)*

- ▶ *Develop a Temporary Housing Strategy for Migrant Workers*

- ▶ *Identify Short-term Accommodations for EMS*

# Common Theme 6 Housing and Employment

- ▶ **Housing and Employment, continued**
- ▶ Action Items for consideration include:
  - ▶ *Implement an Economic Development and Tourism Strategy Tailored for South Algonquin (safe, small-town feel)*
  - ▶ *Identify Business Opportunities with Lumber Industry (furniture, fibre, cogeneration)*
  - ▶ *As part of a SDR identify and implement tools to assist with a Housing and Economic Development Strategies*

# Mission Statement

- ▶ A Mission Statement is an affirmation of the Township's "**core purpose**". Put another way, it is "**why we exist**" or our "**reason for being**". The Mission Statement is the roadmap to a Vision Statement.
- ▶ **Sample – Walmart:** *"We save people money so they can live better"*.
- ▶ Based on feedback collected, Mission Statement content could include:
- ▶ *South Algonquin provides affordable, efficient and reliable core services to our community*

# Vision Statement

- ▶ A Vision Statement is about South Algonquin's future. It is what the Township wants to be or achieve (**in the future**). Put another way it is what the Township **aspires** to be.
- ▶ **Sample - Microsoft** (at its founding): *"A computer on every desk and in every home."*
- ▶ Based on feedback collected, Vision Statement content could include:
- ▶ *South Algonquin aspires to be a safe, thriving and vibrant community where everyone will want to live, work, visit and invest.*

# Core Values

- ▶ **Core Values** can be defined as “**what we stand for**”
- ▶ Typically, about 5 core values are chosen
- ▶ They should include a definition – how it relates to South Algonquin
- ▶ Based on feedback collected the following Core Values could be chosen:
- ▶ Teamwork, Respect, Integrity (Honesty), Hard-work, Accountable/Transparent, Fiscally Responsible, Innovative



# Land Acknowledgement

- ▶ For consideration, municipalities are now including **Land Acknowledgement** as part of the introductory comments to Strategic Plans

# Final Thoughts?

- ▶ Do we need to discuss anything else?

# Next Steps

- ▶ Based on feedback/direction received today, we will prepare a draft Strategic Plan, including an 'At-a-Glance' summary table
- ▶ Present the draft Strategic Plan to Council in late November
- ▶ Minor edits as directed by Council
- ▶ Finalize Strategic Plan

# Team

**Municipal Government Wayfinders:** is a consulting firm of accredited professionals specializing exclusively in helping local governments navigate organizational, administrative and legislative challenges.



**Michael Wildman**

MCIP, RPP, CET, CMO, Dipl. MM  
**President**

**Career Highlights:**

- ▶ 33+ Years Municipal Experience
- ▶ AMCTO Board of Directors 2017-19
- ▶ Multiple publications



**David Reid**

P. Eng  
**Sr. Consultant**

**Career Highlights:**

- ▶ Two Term Mayor
- ▶ AMO Committee(s) Member



**Geraldine Wildman**

MCIP, RPP, MPL  
**Vice President**

**Career Highlights:**

- ▶ City Manager Award x 4
- ▶ Publications OPPI

# Contact

PO Box 46043 Gloucester, ON K1J 9M7

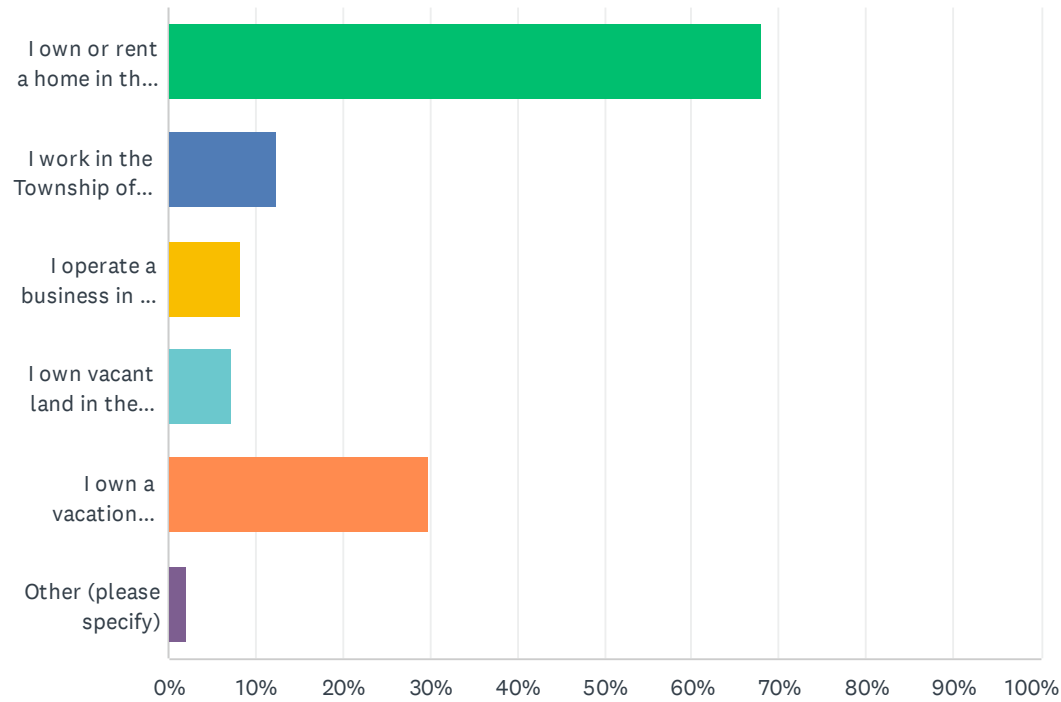
**T** 613-319-2940

**E** [info@MGWayfinders.com](mailto:info@MGWayfinders.com)

**MGWayfinders.com**

# Q1 Please select the answer that best describes your situation. Check as many boxes as are applicable.

Answered: 97 Skipped: 0

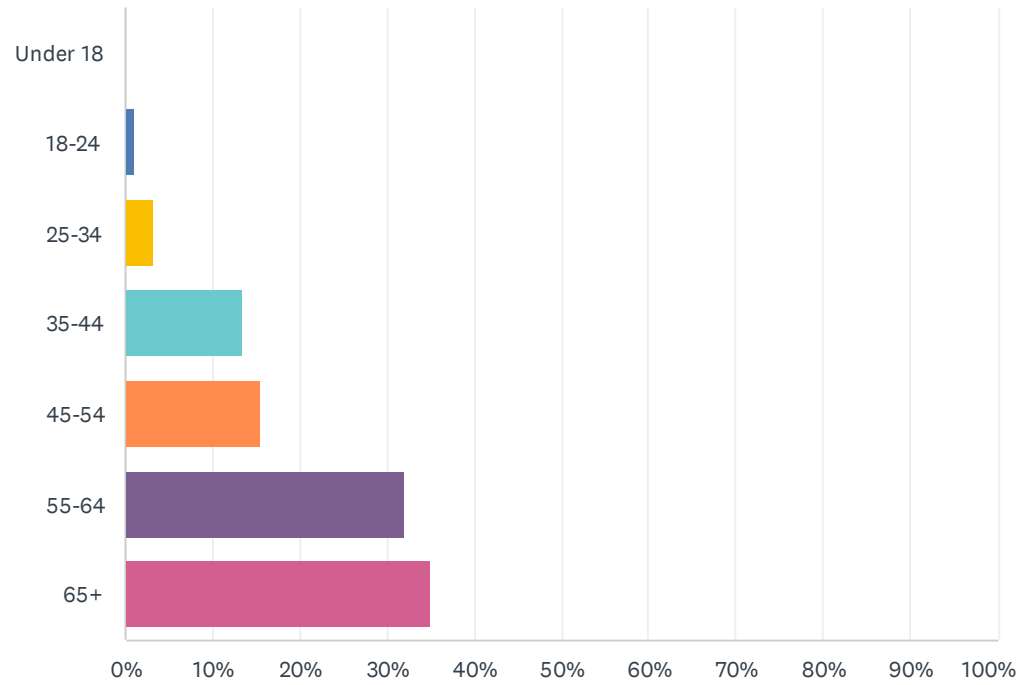


Township of South Algonquin Strategic Plan Community Survey

ANSWER CHOICES	RESPONSES	
I own or rent a home in the Township of South Algonquin.	68.04%	66
I work in the Township of South Algonquin.	12.37%	12
I operate a business in the Township of South Algonquin.	8.25%	8
I own vacant land in the Township of South Algonquin.	7.22%	7
I own a vacation property in the Township of South Algonquin.	29.90%	29
Other (please specify)	2.06%	2
Total Respondents: 97		

## Q2 My age is:

Answered: 97 Skipped: 0



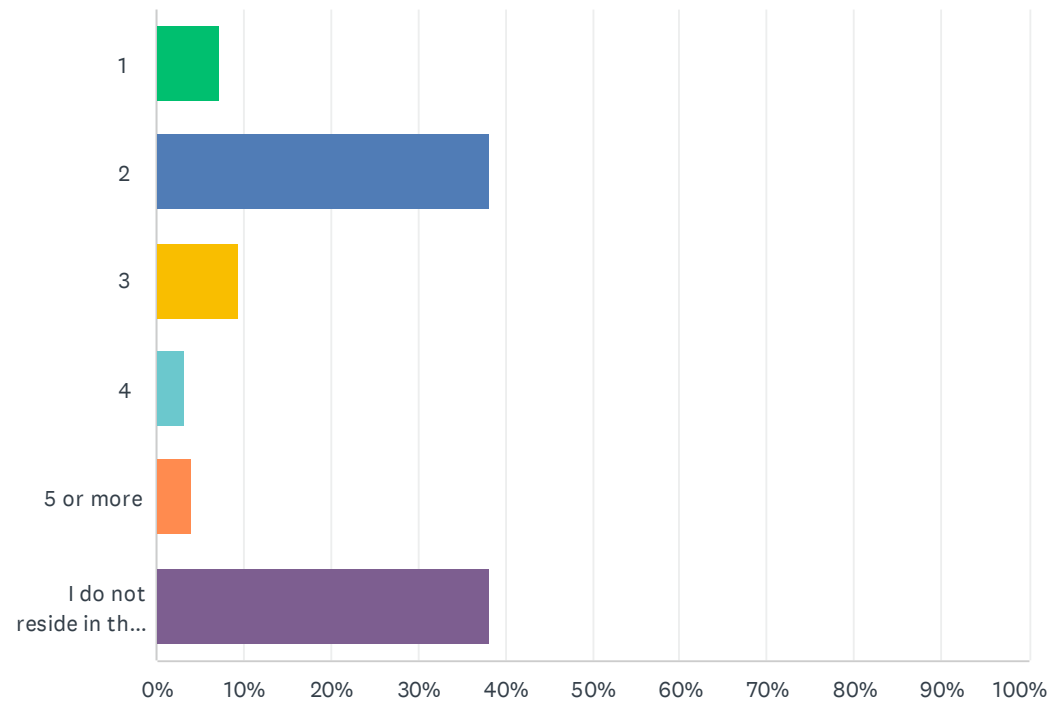


Township of South Algonquin Strategic Plan Community Survey

ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	1.03%	1
25-34	3.09%	3
35-44	13.40%	13
45-54	15.46%	15
55-64	31.96%	31
65+	35.05%	34
TOTAL		97

### Q3 Select the number of people in your household or select "I do not reside in the Township of South Algonquin" if you are not a permanent resident:

Answered: 97 Skipped: 0

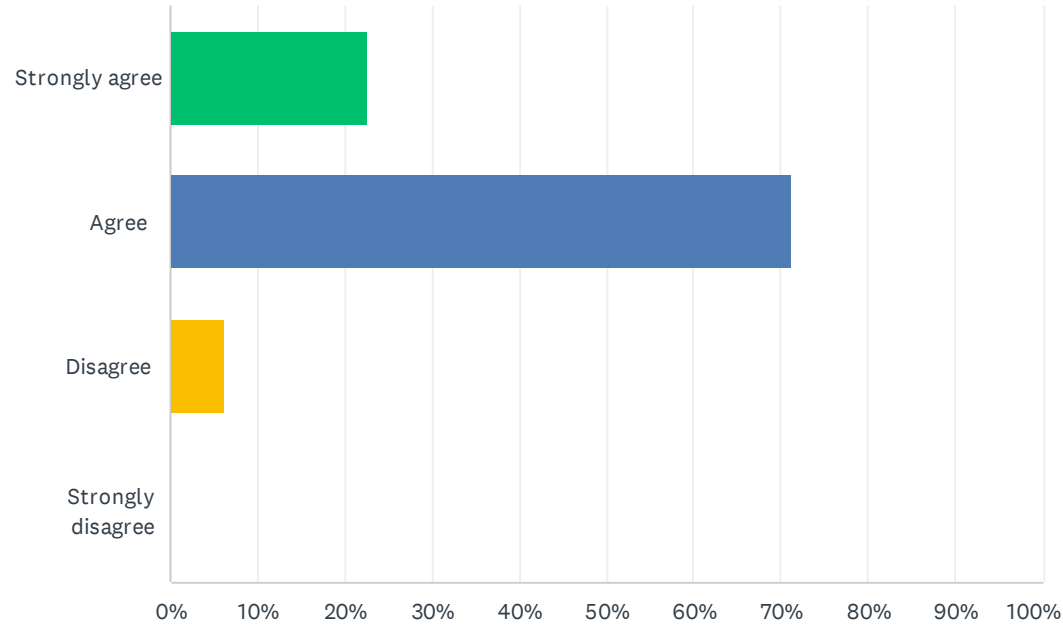


Township of South Algonquin Strategic Plan Community Survey

ANSWER CHOICES	RESPONSES	
1	7.22%	7
2	38.14%	37
3	9.28%	9
4	3.09%	3
5 or more	4.12%	4
I do not reside in the Township of South Algonquin	38.14%	37
Total Respondents: 97		

### Q4 It is easy to access the Township of South Algonquin's staff when seeking assistance.

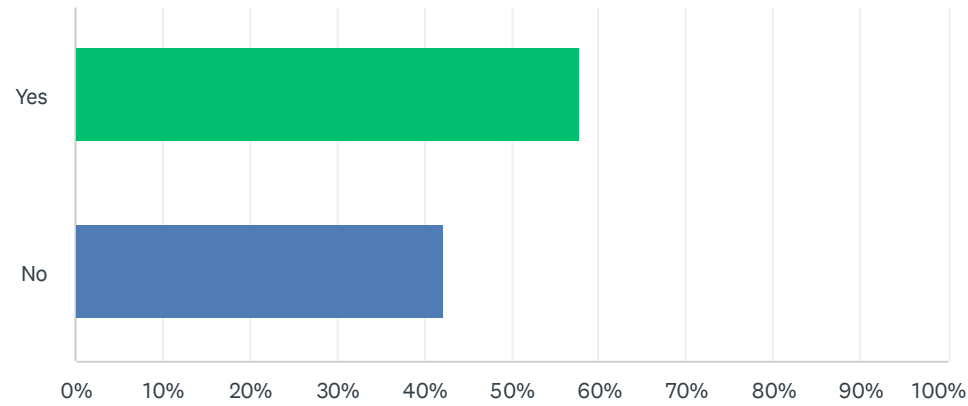
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	22.68%	22
Agree	71.13%	69
Disagree	6.19%	6
Strongly disagree	0.00%	0
Total Respondents: 97		

## Q5 Do you feel that the Township communicates enough information to the community about programs and services?

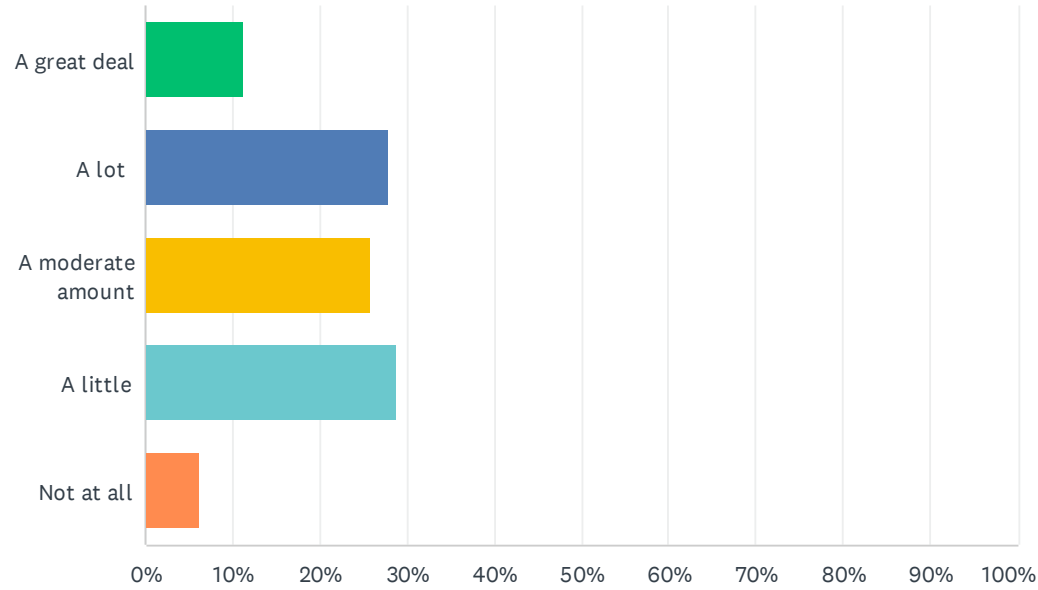
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	57.73%	56
No	42.27%	41
<b>TOTAL</b>		<b>97</b>

## Q6 When looking for municipal information I visit the Township of South Algonquin's website:

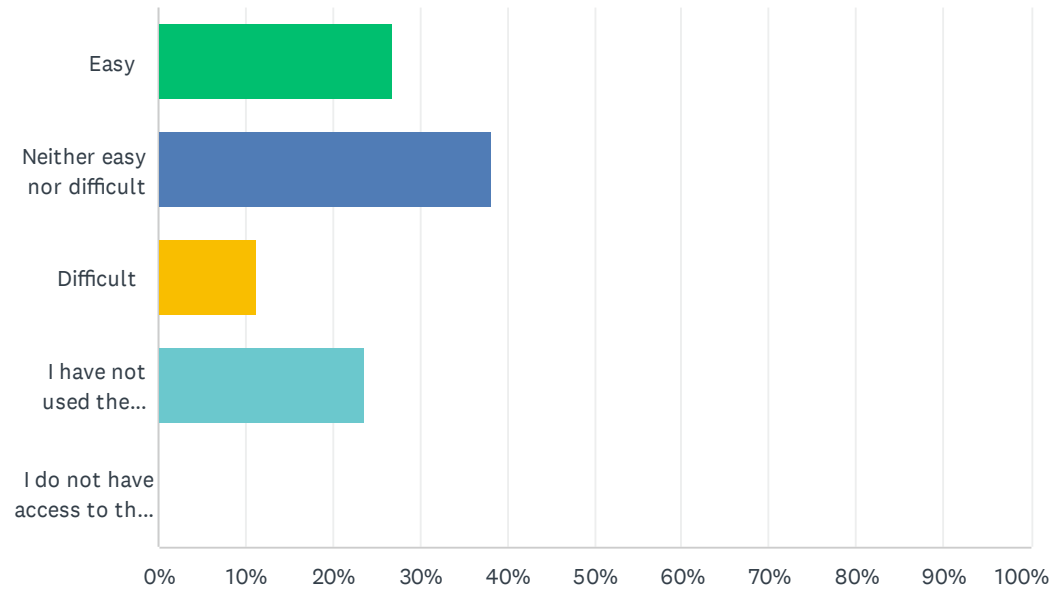
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
A great deal	11.34%	11
A lot	27.84%	27
A moderate amount	25.77%	25
A little	28.87%	28
Not at all	6.19%	6
Total Respondents: 97		

## Q7 If you used the Township of South Algonquin's website recently how easy was it to find what you were looking for?

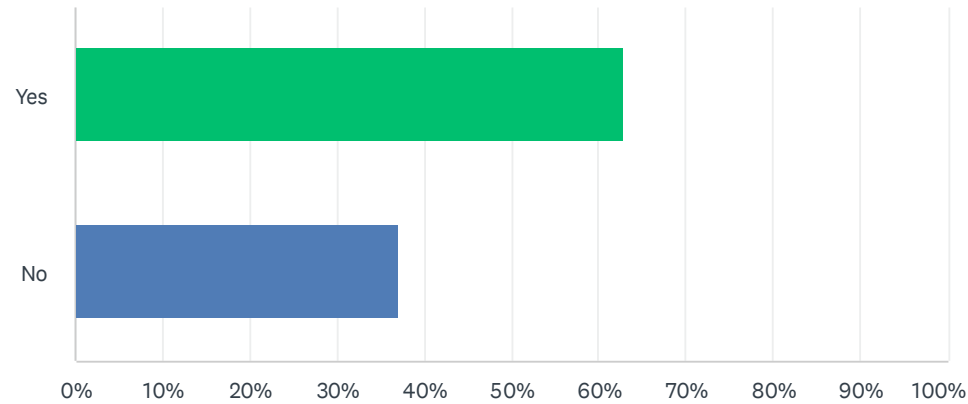
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Easy	26.80%	26
Neither easy nor difficult	38.14%	37
Difficult	11.34%	11
I have not used the municipal website recently	23.71%	23
I do not have access to the internet	0.00%	0
<b>TOTAL</b>		<b>97</b>

## Q8 Are you aware that you can view municipal Council meetings online via Zoom or YouTube?

Answered: 97 Skipped: 0

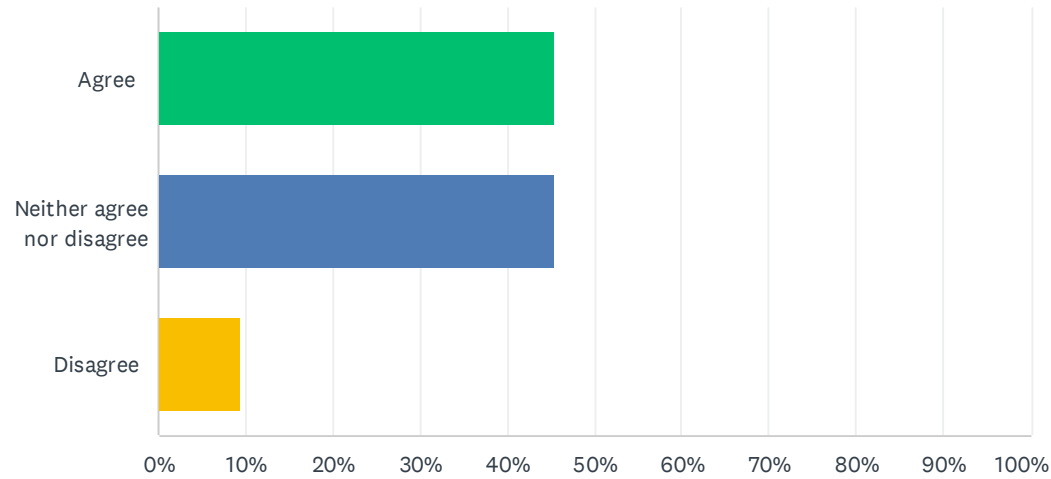


ANSWER CHOICES	RESPONSES	
Yes	62.89%	61
No	37.11%	36
<b>TOTAL</b>		<b>97</b>



### Q9 Lack of housing supply in the Township is impeding the Township's economic growth.

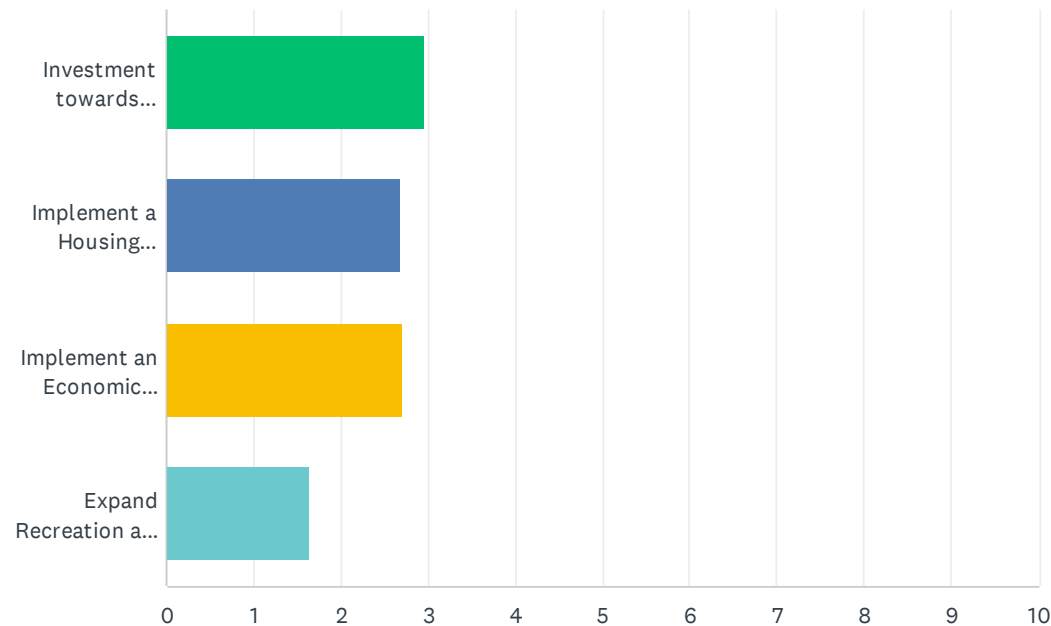
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agree	45.36%	44
Neither agree nor disagree	45.36%	44
Disagree	9.28%	9
<b>TOTAL</b>		<b>97</b>

## Q10 What should the Township's top priorities be over the next five years? Please rank your priorities.

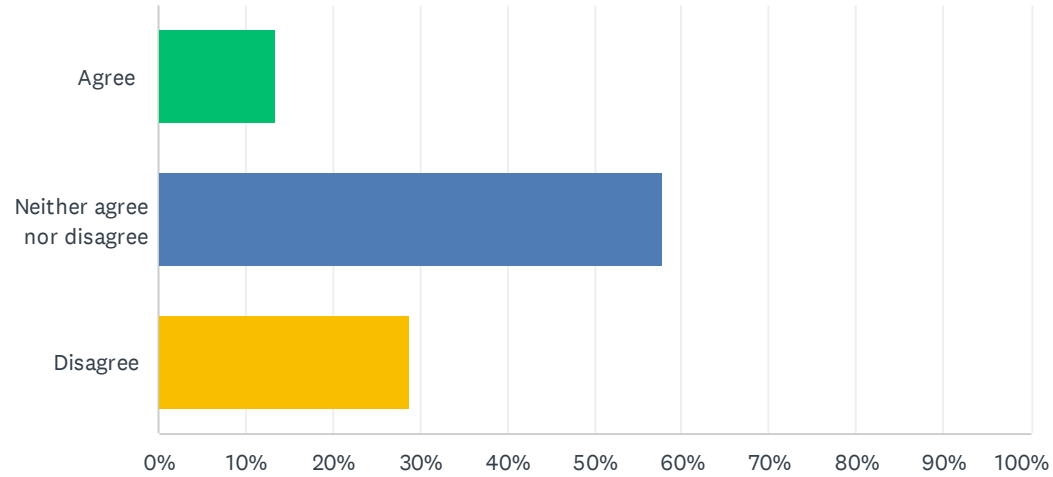
Answered: 97 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Investment towards municipal Infrastructure Renewal projects such as repairing or improving roads or sidewalks, buildings, other facilities and parks	43.30% 42	20.62% 20	24.74% 24	11.34% 11	97	2.96
Implement a Housing Strategy to build more new homes and rental properties, including affordable options.	37.11% 36	18.56% 18	20.62% 20	23.71% 23	97	2.69
Implement an Economic Development & Tourism Strategy to create new jobs by attracting new businesses and supporting existing businesses	14.43% 14	51.55% 50	23.71% 23	10.31% 10	97	2.70
Expand Recreation and Cultural Programming within the Township	5.15% 5	9.28% 9	30.93% 30	54.64% 53	97	1.65

### Q11 There are enough local programs to support seniors at home in South Algonquin.

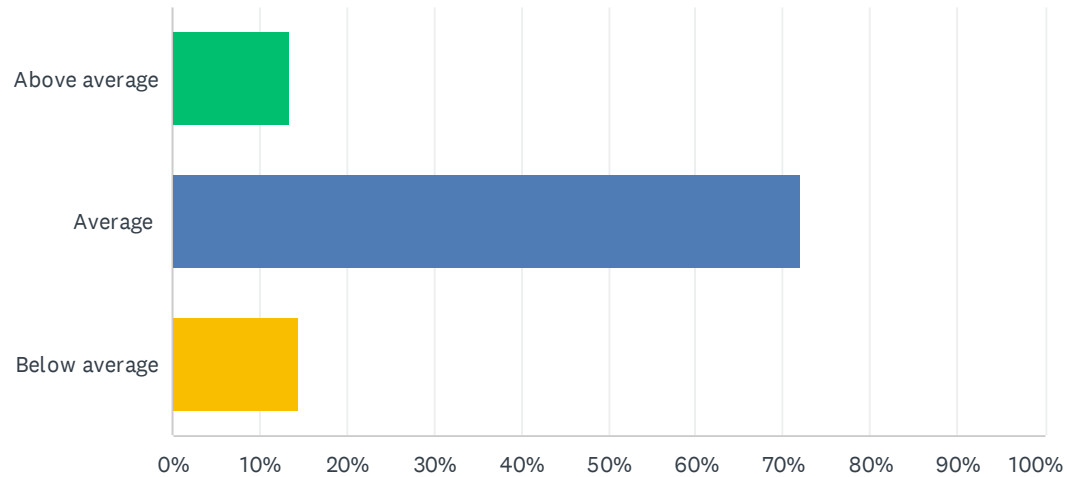
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agree	13.40%	13
Neither agree nor disagree	57.73%	56
Disagree	28.87%	28
<b>TOTAL</b>		<b>97</b>

## Q12 How would you rate the condition of roads within the Township?

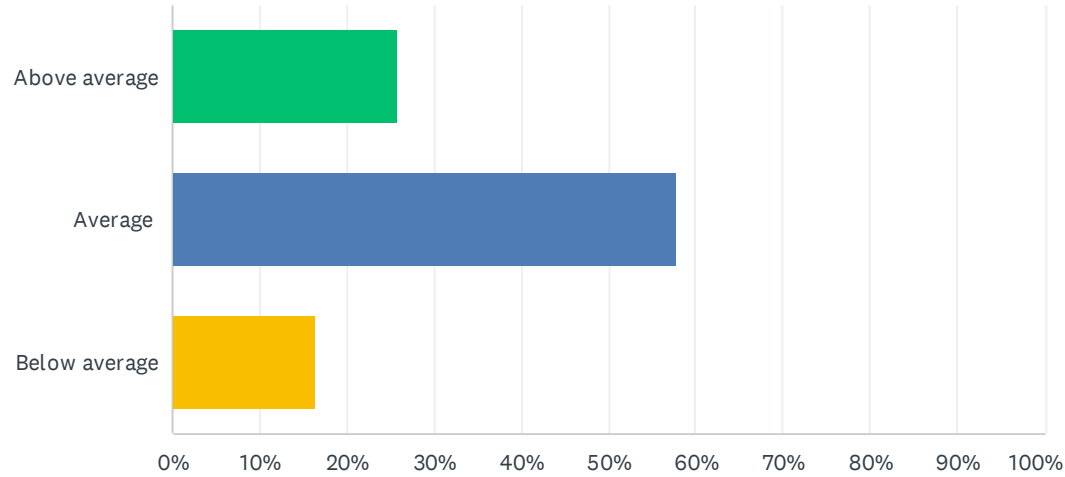
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Above average	13.40%	13
Average	72.16%	70
Below average	14.43%	14
<b>TOTAL</b>		<b>97</b>

### Q13 How would you rate the quality of the Township's winter road plowing operations?

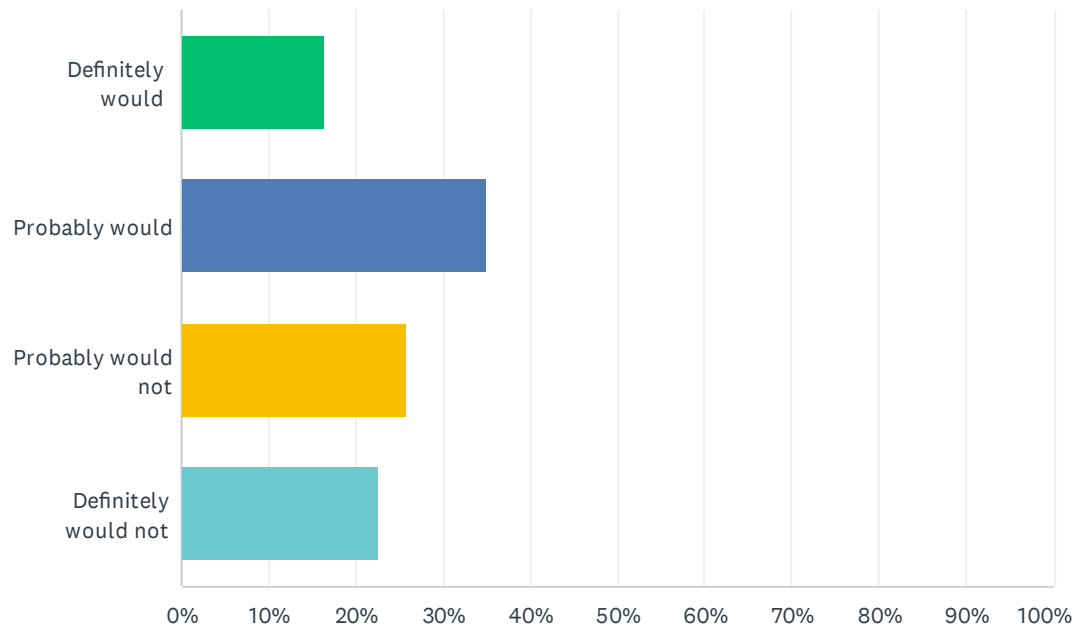
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Above average	25.77%	25
Average	57.73%	56
Below average	16.49%	16
<b>TOTAL</b>		<b>97</b>

### Q14 Would you support alternative methods of delivering garbage services such as collecting less frequently to keep costs and fees more manageable?

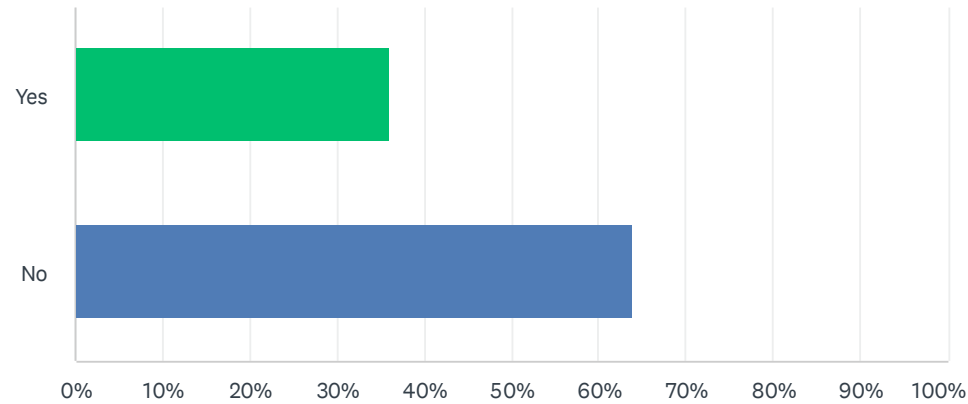
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Definitely would	16.49%	16
Probably would	35.05%	34
Probably would not	25.77%	25
Definitely would not	22.68%	22
<b>TOTAL</b>		<b>97</b>

### Q15 Would you support a moderate increase in taxes or user fees above the rate of inflation if it resulted in noticeable improvements to municipal services and infrastructure?

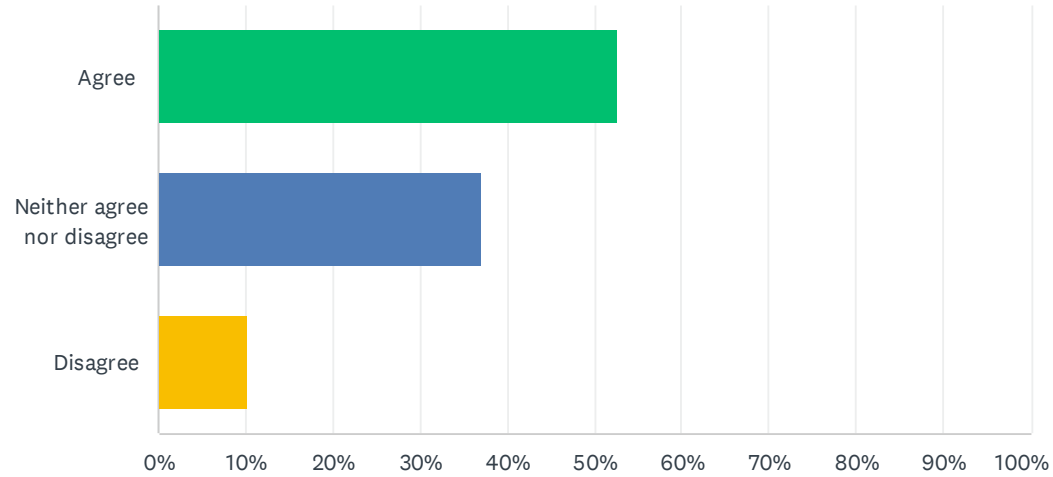
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	36.08%	35
No	63.92%	62
Total Respondents: 97		

### Q16 There are enough boat launches within the Township.

Answered: 97 Skipped: 0

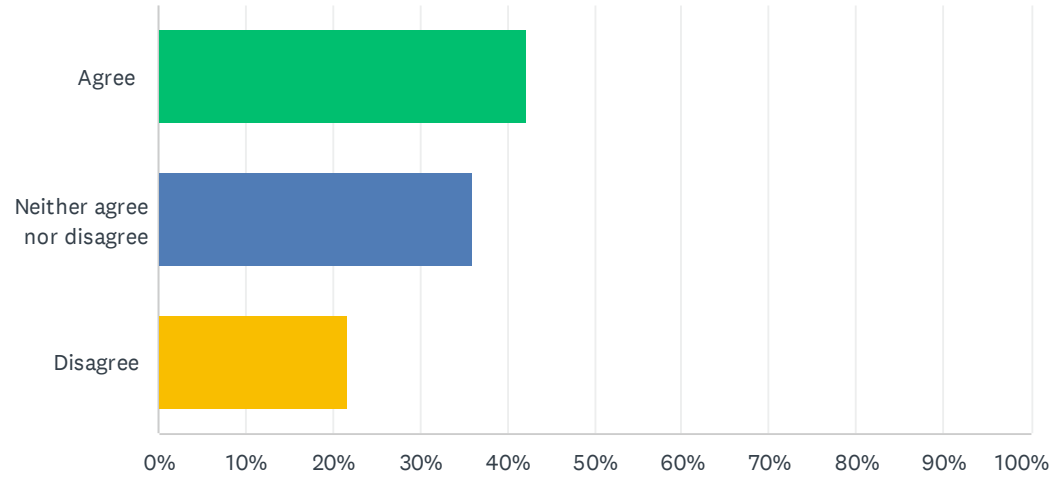


ANSWER CHOICES	RESPONSES	
Agree	52.58%	51
Neither agree nor disagree	37.11%	36
Disagree	10.31%	10
<b>TOTAL</b>		<b>97</b>



### Q17 Parking is adequate at boat launches within the Township.

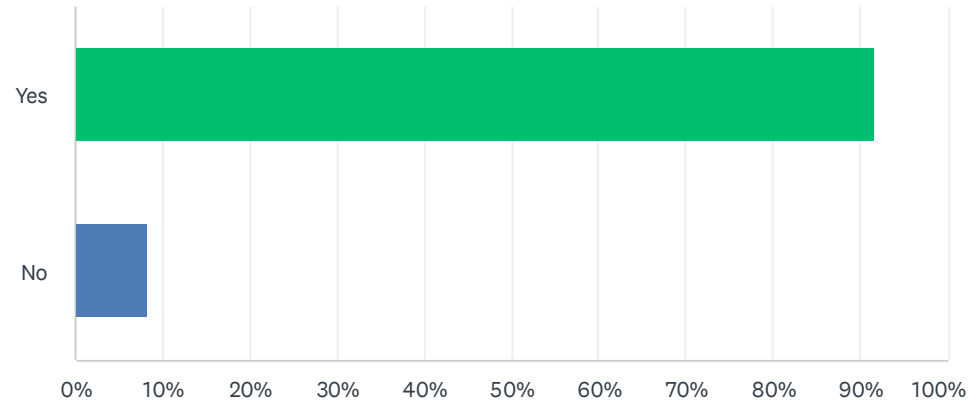
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agree	42.27%	41
Neither agree nor disagree	36.08%	35
Disagree	21.65%	21
<b>TOTAL</b>		<b>97</b>

Q18 A 10-year financial plan can help keep taxes and fees more manageable by saving funds for larger expenditures and spreading those expenditures out over several years. Do you prefer this approach over borrowing to accelerate expenditures?

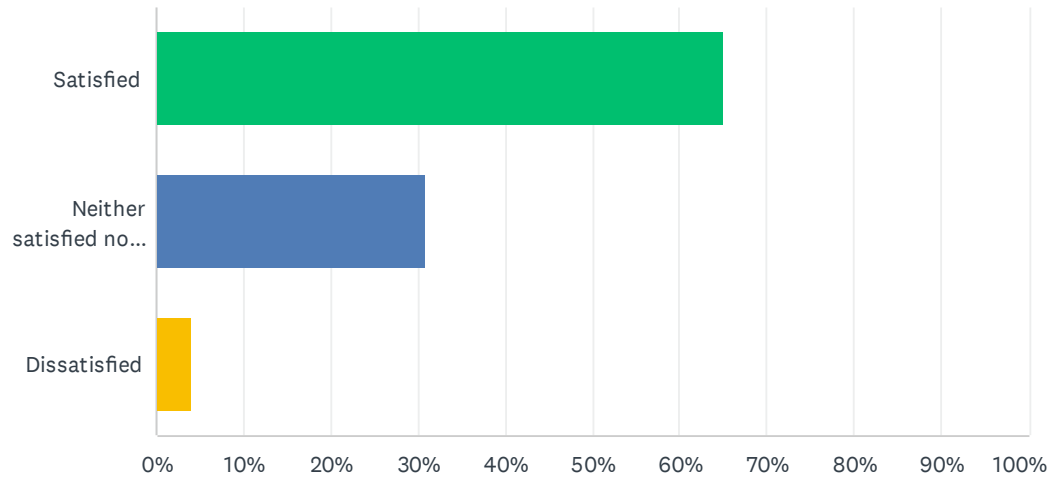
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	91.75%	89
No	8.25%	8
TOTAL		97

Q19 In general, I would describe my overall level of satisfaction with the Township's services as:

Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES
Satisfied	64.95% 63
Neither satisfied nor dissatisfied	30.93% 30
Dissatisfied	4.12% 4
Total Respondents: 97	

## Compensation and Benefits

### Public Holidays Policy

#### Intent

Employees who qualify for public holiday pay will receive holidays with pay per the following procedures.

#### Guidelines

The following procedures are in accordance with the Employment Standards Act, 2000. Employees who qualify for public holiday pay will receive the following public holidays off work with pay:

- New Year's Day;
- Family Day;
- Good Friday;
- Easter Monday;
- Victoria Day;
- Canada Day;
- August Civic Holiday;
- Labour Day;
- National Truth and Reconciliation Day;
- Thanksgiving Day;
- Remembrance Day;
- Christmas Day; and
- Boxing Day.

#### Eligibility

To qualify for public holiday pay, an employee must follow the "last and first rule," meaning they work their last regularly scheduled day before the public holiday and their first regularly scheduled day after the holiday to qualify for public holiday pay, unless they had reasonable cause to miss the scheduled time. If an employee has agreed to work on the public holiday and fails to report and work their scheduled shift, they will not be eligible for public holiday pay unless reasonable cause is provided. An employee is generally considered to have reasonable cause when something beyond their control prevents them from working. It is the employee's responsibility to show that they had reasonable cause for staying away from work.

Public holiday pay is calculated by taking the total amount of regular wages earned in the four work weeks preceding the work week of the public holiday, or preceding the start of a leave or vacation, divided by 20.

#### Holiday Not a Normal Workday

If a public holiday falls on a day that would not ordinarily be a working day for an employee, the Township of South Algonquin will substitute another day for the employee to take off work, and for which the employee will be paid public holiday pay as if the substitute day were a public holiday.

Where requested, the company and an employee may agree that the employee will receive public holiday pay instead of a substitute day off. In this case, the "last and first rule" still applies.

#### Work Performed on a Public Holiday

At times, Township of South Algonquin may require employees to work on a public holiday. In this case, the employee will be paid at a premium rate of 1.5 times their regular rate for each hour worked on the holiday, or be paid at their regular rate for the hours worked and provided a substitute day off.

If an employee does not perform the work agreed to on the holiday and cannot provide reasonable cause, they may not be entitled to holiday pay and will only receive premium pay for the hours actually worked. These situations will be dealt with as needed, and determined based on the legislative requirements.

#### Substitute Public Holiday

In situations where a day is substituted for a public holiday, the substituted day must be within three months of the public



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holiday or within 12 months if the employee and Township of South Algonquin are both in agreement.

Employees will also be provided with a written statement before the public holiday that outlines the public holiday being substituted (or worked where the case may be), the substitute date the holiday will be observed, and the date on which the statement is provided to the employee.

If an employee ceases employment with Township of South Algonquin before using a substitute holiday, the employee will receive holiday pay in addition to any other pay owed on their final pay.