

1 Agenda 2024-02-15Township of Admaston/Bromley
Second Monthly Meeting
Thursday, February 15th, 2024 @ 7:30 p.m.

AGENDA

1. Call Meeting to Order
2. Moment of Silence
3. Approval of Agenda
4. Disclosure of Pecuniary Interest
5. Minutes

5a Resolution to adopt Minutes of Council Meetings February 1, 2024.

6. Delegations and Guests

7. **Planning and Economic Development Committee** – Chair Keith Gourley, Committee Member Kevin LeGris

7a

8. **Community Service Committee** – Chair Angela Field, Committee Member Brian Hamilton

8a

9. **Operations Committee** – Chair Brian Hamilton, All of Council

9a Joint Roads Operational Review Report

i. i) Joint Roads Operational Review – WSCS

9b Road Occupancy Policy Report

i. i) Road Occupancy Policy

9c Public Works Report – January 2024

9d Furnace Replacement Report

10. **Waste Management Committee** – Chair Michael Donohue, All of Council

10a Environmental Monitoring and Reporting at Waste Sites 2024

i. i) Jp2g 2024 Work Plan

11. **Finance and Administration Committee** – Chair Michael Donohue, All of Council

11a Financial Overview - January 2024

i) January Financial Overview 2024

11b Cheque Register – January 2024

11c Tangible Capital Assets report

TCA - 01 TCA - 05
TCA - 02 TCA - 06
TCA - 03 TCA - 07
TCA - 04 TCA - 08

11d 2023 Statement of Council Remuneration & Expenses

i) Council Remuneration & Expenses

11e Renfrew County Veterinary Services Committee Report

i. i) Renfrew County Veterinary Services Committee – Communication

12. **Protective Services Committee**- Chair Kevin LeGris, Committee Member Angela Field

12a Police Services Board Minutes November 27, 2023

13. **County of Renfrew** – Mayor Michael Donohue

13a

14. **By-Laws**

14a 2024-12 – Road Occupancy Policy

15. Old Business

15a Action Tracking List

16. New Business

17. **Closed Session**

17a Closed Session – Osceola Landfill Expansion

As per Section 239 2 (b) – personal matters about an identifiable individual, including municipal or local board employees.

More specifically to discuss the Goals & Objectives of the CAO/Clerk.

18. Confirmatory By-Law

18a 2024-13 being a by-law to confirm proceedings of Council Meeting

19. Question Period

20. Adjournment

PLEASE NOTE “Submissions received by the public, either orally or in writing may become part of the public record/package”.

Council Information

Township of Admaston/Bromley
First Monthly Meeting

Council met for their first monthly meeting on Thursday February 1, 2024. Present were Mayor Michael Donohue, Deputy Mayor Brian Hamilton, Councillors Angela Field, Keith Gourley and Kevin LeGris

Staff Members present were CAO/Clerk Jennifer Charkavi, Treasurer-Deputy CAO/Clerk Kelly Coughlin and Chief Building Official (CBO) Dwayne Coulas. Also present was Audio/Video System Specialist Nate MacIsaac.

Agenda Items 1 and 2 – Call Meeting to Order and Moment Silence

Mayor Donohue called the Meeting to Order at 7:30 pm. A moment of silence followed.

Agenda Item 3 – Approval of Agenda

Resolution No. 01/02/24

Moved by Kevin LeGris, seconded by Angela Field.

BE IT RESOLVED that Council approve the agenda of February 1, 2024, Regular Council Meeting.

Carried

Agenda Item 4 – Disclosure of Pecuniary Interest

None.

Agenda Item 5 – Minutes

5a Resolution to adopt Minutes of Special Council Meeting January 15, 2024

5b Resolution to adopt Minutes of Regular Council Meeting January 18, 2024

Resolution No. 02/02/24

Moved by Kevin LeGris, seconded by Angela Field

- BE IT RESOLVED that Council adopt the following Meeting Minutes:
- January 15, 2024, Special Council Meeting
- January 18, 2024, Regular Council Meeting

Carried

Agenda Item 6 – Delegations and Guests

None.

Agenda Item 7 – Planning and Economic Development Committee – Chair Keith Gourley, Committee Member Kevin LeGris

7a **Site Plan Agreements** – Xplore Foy and Stone Road Report

i) i. Agreement – 1578 Foy Road - 2024-07

ii) ii. Agreement – 428 Stone Road - 2024-08

Resolution No. 03/02/2024

Moved by Keith Gourley, seconded by Brian Hamilton

BE IT RESOLVED that Council approve By-Law 2024-07, being a by-law to authorize the Mayor and CAO/Clerk to execute a Site Plan Agreement with Xplore. Inc. in relation to the property located at 1578 Foy Road, Part Lot 16, Concession 4, Admaston/Bromley, County of Renfrew.

Carried

Resolution No. 04/02/2024

Moved by Keith Gourley, seconded by Brian Hamilton

BE IT RESOLVED that Council approve By-Law 2024-07, being a by-law to authorize the Mayor and CAO/Clerk to execute a Site Plan Agreement with Xplore. Inc. in relation to the property located at 1578 Foy Road, Part Lot 16, Concession 4, Admaston/Bromley, County of Renfrew.

Carried

7b Consent Application – 141/23 Report

Council discussed the report noting that some of the information needs clarification from the County. Staff will communicate council's request to the County Planning Division, however the items requiring clarification did not affect the outcome of the motion.

Resolution No. 05/02/2024

Moved by Keith Gourley, seconded by Brian Hamilton

BE IT RESOLVED that Admaston/Bromley Council accept in principle Consent Application B141/23 submitted by the Applicants Michael Kelly and Tina Philippe, so long as requirements of commenting agencies are satisfied.

Carried

7c Building & Sewage Report – November & December 2023

Chief Building Official Dwayne Coulas highlighted the report.

Resolution No. 06/02/2024

Moved by Keith Gourley, seconded by Brian Hamilton

BE IT RESOLVED THAT the Council accepts the Building and Sewage report for November and December 2023, as information.

Carried

Agenda Item 8 – Community Service Committee – Chair Angela Field, Committee Member Brian Hamilton

8a Ontario Trillium Foundation (OTF) – Capital Grant Recommendation

Resolution No. 07/02/2024

Moved by Angela Field, seconded by Kevin LeGris

BE IT RESOLVED THAT Council approve the Admaston/Public Library Board to apply for the Ontario Trillium Fund – Capital Grant.

Carried

Agenda Item 9 – Operations Committee – Chair Brian Hamilton, All of Council

None.

Agenda Item 10 – Waste Management Committee – Chair Michael Donohue, All of Council

None.

Agenda Item 11 – Finance and Administration Committee – Chair Michael Donohue, All of Council

Staff and Council who attended ROMA highlighted sessions that they had attended and that all municipalities in Ontario, whether large or small are all experiencing the same issues.

11a Roma Recap Report

Resolution No. 08/02/2024

Moved by Brian Hamilton, seconded by Keith Gourley

BE IT RESOLVED THAT Council receive the ROMA Conference Recap Report as information.

Carried

11b Sunshine Coach Report

Resolution No. 09/02/2024

Moved by Keith Gourley, seconded by Brian Hamilton

WHEREAS the Township has received a request for support from the Sunshine Coach Service, both financially and by By-Law;

NOW THEREFORE BE IT RESOLVED that Council approve By-Law 2024-10, being a by-law to declare support for the Sunshine Coach Service and agree that the Town of Renfrew will receive and be responsible for Dedicated Gas Tax Funds on behalf of the Township and that a financial contribution will be made on an annual basis.

Carried

11c Interim Tax Levy – New Date Report

Resolution No. 10/02/2024

Moved by Brian Hamilton, seconded by Keith Gourley

BE IT RESOLVED THAT Council adopt By-Law Number 2024-09, being a by-law to provide for an interim tax levy and for the payment of taxes, as well as penalty and interest charges for the non-payment of taxes or any installment by the due date.

Carried

11d Ontario Municipal Partnership Fund (OMPF) Notice and Allocation

Resolution No. 11/02/2024

Moved by Brian Hamilton, seconded by Keith Gourley

BE IT RESOLVED THAT Council receive the communication from the Ministry of Finance concerning the 2024 Ontario Municipal Partnership Fund (OMPF) allocation.

Carried

11e Borrowing By-Law Report

Resolution No. 12/02/2024

Moved by Brian Hamilton, seconded by Keith Gourley

BE IT RESOLVED THAT Council receive the Borrowing By-Law report as information as submitted and circulated;

AND FURTHER THAT Council adopt By-Law # 2024-06, being a by-law to authorize the borrowing of funds necessary to meet the current expenditures until property taxes are collected.

Carried

Agenda Item 12 – Protective Services Committee – Chair Kevin LeGris,
Committee Member Angela Field

None.

Agenda Item 13 – County of Renfrew – Mayor Michael Donohue

None.

Agenda Item 14 – By-Laws

Resolution No. 13/02/2024

Moved by Kevin LeGris, seconded by Angeal Field

BE IT RESOLVED THAT Council adopt the following By-Laws:

- 2024-06 – Borrowing By-Law
- 2024-07 – Site Plan Agreement – 1578 Foy Road
- 2024-08 – Site Plan Agreement – 428 Stone Road
- 2024-09 – Interim Tax Levy – New Date
- 2024-10 – Dedicated Gas Tax Funding – Sunshine Coach

Carried

Agenda Item 15 – Old Business

15a Action Tracking List

Resolution No. 14/02/24

Moved by Kevin LeGris, seconded by Angela Field

BE IT RESOLVED that Council receive the Action Tracking List as information.

Carried

Agenda Item 16 – New Business

None.

Agenda Item 17 – Closed Session

17a Closed Session – Osceola Landfill Expansion

Resolution No. 15/02/24

Moved by Angela Field, seconded by Kevin LeGris

BE IT RESOLVED THAT Council move into a Closed Session at 8:17 p.m.

As per section 239 2(c) of the Municipal Act – a proposed or pending acquisition or disposition of land by the municipality or local board.

More specifically to discuss the Osceola Landfill Expansion

Carried

Council rose from Closed Session at 9:11 pm and had nothing to report.

Agenda Item 18 – Confirmatory By-Law

18a 2024-11 being a by-law to confirm proceedings of Council Meeting

Resolution No. 16/02/2024

Moved by Angela Field, seconded by Kevin LeGris

BE IT RESOLVED that By-law 2024-11, being a By-law to Confirm the Proceedings of the Council of the Township of Admaston/Bromley at the meeting held February 1, 2024, be now numbered, deemed read three times and passed.

Carried

Agenda Item 19 – Question Period

None.

Agenda Item 20 – Adjournment

Resolution No. 17/02/2024

Moved by Angela Field, seconded by Kevin LeGris

BE IT RESOLVED that the Thursday, February 1, 2024, Township of Admaston/Bromley Council meeting be adjourned at 9:15 p.m.

Carried

Mayor

CAO/Clerk

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024
To: Council
From: Jennifer Charkavi
Re: Joint Roads Operational Review

Background:

The Township was successful in receiving a grant of \$80,000 from Municipal Modernization Program for a Roads joint operational review with the Townships of Whitewater Region & Greater Madawaska in mid 2021. This partnership added to the success of Local Efficiency Group service delivery review as the report noted opportunities for greater collaboration and savings. The scope of the project was to optimize and modernize roads operations for each participating township, while seeking opportunities for collaboration to ensure efficiency and effectiveness. WSCS Consultants Inc. were contracted to complete a Roads Joint Operational Review for the three townships through a request for proposal (FRP).

Discussion:

The Township received the draft Joint Roads Operational Review in June 2022. The first final report was received in August 2022 but was modified and updated in response of comments received from the three municipalities' staff who worked with WSCS. The document versions consist of November 2022, March 2023 with the final document received on August 24, 2023. The consultant and the project team originally intended to present this report at a special joint meeting with councillors from Townships of Admaston/Bromley, Greater Madawaska and Whitewater Region, unfortunately, a date has not been able to be decided upon.

The Joint Roads Operational Review contains a total of 23 recommendations in the areas of shared services centre of excellence, technical staff, fleet management, facilities, technology, joint procurement and contract management, optimization of roads maintenance and in house vs contracted services and understand existing and sustainable levels of service for all assets.

Staff from the three municipalities have met and are working on Asset Management, first by joining together to implement an Asset Management Coordinator.

Staff are also implementing an accounting software program that our neighbouring municipalities use as this is a recommendation, use similar programs to assist with training, and manoeuvring through the software.

Staff have also joined the LAS program through AMO which was also a recommendation.

Staff have also partnered on training and continue to work together on more joint training.

Staff from the three municipalities have plans to sit down together again and discuss the recommendations to see what would work well. There are some recommendations that will not work in our municipal environment, but there can always be lessons learned and there are always sharing of services in some form or another that are possible and this document allows for staff from all municipalities to use the report as a guiding document.

Financial Implications:

There are no financial implications at this time.

Recommendation for Council:

BE IT RESOLVED THAT Council receive the Joint Roads Operational Review for the Townships of Admaston/Bromley, Greater Madawaska and Whitewater Region as circulated;

AND BE IT RESOLVED THAT Council direct staff to continue to work with the Townships of Greater Madawaska and Whitewater Region to determine if further recommendations can be implemented;

AND BE IT FURTHER RESOLVED THAT Council direct staff to continue to work with all neighbouring municipalities to find shared opportunities.

Joint Roads Operational Review for the Townships of Admaston Bromley, Greater Madawaska and Whitewater Region

Draft June 2022 - Final Updated August 2022, November 2022, March 2023, August 2023

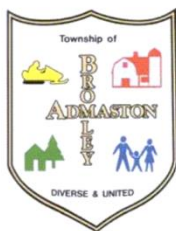


Table of Contents

EXECUTIVE SUMMARY	4
PROJECT OBJECTIVES.....	8
PREREQUISITES FOR SUCCESS.....	8
PROJECT SCOPE	9
METHODOLOGY	10
SHARED SERVICE PRINCIPLES.....	11
THE TOP TEN SHARED SERVICE OPPORTUNITIES.....	12
SHARED SERVICE PRINCIPLES – CURRENT LIMITATIONS/BASELINE.....	13
KEY CHALLENGES.....	16
DESIRED OUTCOMES OUTLINED IN THE RFP	22
THE DESIRED STATE - RECOMMENDATIONS.....	23
SUMMARY	48
SUMMARY OF RECOMMENDATIONS	49
IMPLEMENTATION PLAN RECOMMENDED TIMELINES.....	59
IMPLEMENTATION PLAN – ESTIMATED COSTS AND PAYBACK PERIOD.....	62
RANKING THE OPPORTUNITIES.....	65
CONCLUSION	66
ACKNOWLEDGEMENT	67
BACKGROUND AND BENCHMARKING.....	68
AB SUMMARY OF CONSULTATIONS.....	83
GM SUMMARY OF CONSULTATIONS	92
WW SUMMARY OF CONSULTATIONS.....	101
SUMMARY OF CONSULTATIONS.....	106
APPENDIX A: LOCATIONS AND DISTANCES (AB,GM,WWR) (LAURENTIAN VALLEY AND COUNTY).....	108
APPENDIX B: PUBLIC WORKS EQUIPMENT (AB,GM,WWR), RATES AND POSSIBLE SHARING	109
APPENDIX C: CLASSIFICATION OF HIGHWAYS – O.REG 239/02	115

APPENDIX D: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – PATROLLING & WINTER CONTROL	116
APPENDIX E: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – POTHOLES.....	117
APPENDIX F: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – SHOULDER DROP OFFS, CRACKS, LUMINAIRES AND SIGNS	118
APPENDIX G: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – BRIDGES	119
APPENDIX H: DETAILED FINANCIAL STATEMENTS (OPERATING) BY MUNICIPALITY (PROVIDED IN PDF AND CONVERTED TO EXCEL)	120
APPENDIX H1: DETAILED FINANCIAL STATEMENTS – OPERATING- AB (CONVERTED TO EXCEL).....	121
APPENDIX H2: DETAILED FINANCIAL STATEMENTS – OPERATING- GM (CONVERTED TO EXCEL)	124
APPENDIX H3: DETAILED FINANCIAL STATEMENTS – OPERATING- WW (CONVERTED TO EXCEL)	128
APPENDIX I: BOUNDARY ROADS (GIS)	130
APPENDIX J: COUNTY ROADS IN AB, GM AND WW	132
APPENDIX K: SAMPLE BOUNDARY AGREEMENT	133

JOINT ROADS OPERATIONAL REVIEW

EXECUTIVE SUMMARY

In 2021, the Townships of Admaston Bromley (AB), Greater Madawaska (GM) and Whitewater Region (WW), three lower-tier municipalities (herein referred to as the ‘partner municipalities’) engaged WSCS Consulting Incorporated to explore opportunities to assess the processes, services, and systems in the ‘Roads Cluster’ from the Local Efficiency Group (LEG) Service Delivery Review.¹ As shown in FIGURE 5, the Request for Proposal (RFP) identified eight desired outcomes which are aimed a ‘joint’ services with each other and potentially the County of Renfrew.

Joint services can be viewed similar to that of ‘outsourcing’ programs to a third party. The share service principles identified through our consultations (FIGURE 3) are the same regardless of whether or not the parties are private or public sector. The entities must know the expected levels of service, current levels of service and the specific costs to deliver the service. Without this data, it is not possible to ascertain whether or not the ‘outsourcing’ or ‘joint service’ is viable and results in increased efficiency

and/or enhanced effectiveness for all parties. Through our consultations, observations, document review and financial analysis, it was evident that this data does not currently exist, is incomplete and/or insufficient to make significant recommendations on specific shared services, equipment or boundary agreements. Hence, our recommendations focus on creating the required foundation which involves developing common policies, procedures and a costing framework as well as capturing the performance information required to make informed decisions on the viability of the shared services.

In order to ‘share/outsourcing’ winter control or roadside maintenance, one needs to know how much the current full costs to deliver the service and identify the response time to ensure performance/minimum maintenance standards are met (see Appendices E-G)².

Costs per route, time to complete plow routes, equipment hours, materials utilized on each route was not available. Further, as shown in Appendix H, each municipality captures cost information differently inconsistently and do not always allocate equipment charges to jobs. The data

¹ LEG SERVICE DELIVERY REVIEW DILLON CONSULTING

² <https://www.ontario.ca/laws/regulation/020239>

also shows that cost objects are not broken down by salaries, materials, contracted services, recoveries/equipment charges. Equipment charges represent a significant cost to the municipality and should be updated regularly including depreciation, fuel, repairs and maintenance calculated in terms of hours. These charges should then be credited to a reserve account to assist in financing replacement. Because equipment charges are not up-to-date or not utilized, the municipalities' are unable to determine full cost of services to support an accurate business case to 'share or outsource' services.

FIGURE 14 illustrates the average cost per kilometre for each of the three municipalities over the period 2015-2021 which indicates significant disparities between the municipalities. This can be attributed to higher costs and/or cost allocation practices. We note, that although WW has overall higher cost per kilometre, its transportation costs per household is lowest (FIGURE 16).

Financial performance and taxation levels has both benefits and risks as the underlying assumptions and variables must be taken into account when analyzing results. Our assessment of the practices indicates significant differences in terms of equipment allocations, salary and wage allocations and fleet management practices, all which will impact the financial results.

Job/activities reporting can also impact the costing allocations to the paved/unpaved summer maintenance costs as well as winter control.

Hence, it is important for decision making, that the municipalities' change to a consistent general ledger/job/activity structures to capture this detailed information and update its policies/practices on equipment charges. One option would be to adopt the Ontario Provincial Standard Specification rental rates (OPSS 127)³ which are developed and produced annually based upon studies of current equipment capital and operating costs. While not necessarily exactly the costs per municipality, it will provide certainty and consistency for comparable information.

Moving to jobs/activities and equipment charges, must be supplemented with the adoption of consistent work management approaches and mobile software to support staff to accurately collect and report on these activities/jobs as well as response time for complaints/minimum maintenance standards. This would be increasingly important with shared services as it would provide the data required to assess performance.

In order to share resources, each municipality needs to have detailed, annual and long term workplans and

3

<https://www.library.mto.gov.on.ca/SydneyPLUS/TechPubs/Portal/tp/opsViews.aspx?lang=en-US>

documented processes to monitor workload and charge out applicable rates/hours. Many of the work management processes were paper based and did not capture the required information for analytical purposes. Consequently, service response times and effectiveness was not available nor was the assessment of required resources. There would also be a requirement to establish common human resource practices in order to anticipate and mitigate any workplace practices and subsequent issues.

Facility sharing would also have its own challenges. Costing for each facility is not captured nor is there a detailed space analysis. All three municipalities have space challenges but a decision to move to a shared facility would require an agreed upon strategy. This would require a facility manager to serve all three municipalities.

Our assessment of possible shared garage location and mechanics to be co-located is viable with additional resources and proximity to Renfrew. This would require purchasing a site and investing in the construction of a joint building. Exploring this with the Town of Renfrew may be an option as they are also in need of a new garage facility.

We heard that sharing equipment would represent a significant challenge as the municipalities' need the same equipment at relatively the same time. As detailed above, we noted that equipment rates, time and charges were either out of date or simply not charged/allocated against the jobs. Fleet and fuel management software was not in

place with the exception of Whitewater Region. Equipment availability and utilization was also not available. Each municipality procured equipment independently, resulting in different brands, and customized training requirements. Equipment and fleet resource sharing is only possible with a main location, centralized workplan, booking mechanism so that utilization of the fleet and equipment is managed by a fleet supervisor. It is also imperative that fleet/fuel management software be utilized to capture full costs, facilitate work orders, preventative maintenance, priority repairs and updated charge out rates. The fleet supervisor would need to be supported by administrative staff for procurement, fleet analysis, fuel allocation and reporting.

Even joint purchasing requires consistency of practice and policy considerations. Joint procurement would also entail agreeing upon technical specifications. Currently, each municipality has its own policies, locations and vehicle maintenance standards and vehicle turnover timelines making a joint tender process rather challenging. We heard that partnerships with the County of Renfrew have been positive but in some cases were not advantageous to the individual municipalities.

Respecting the shared service principles, we are of the opinion that there are several opportunities for shared services but have identified the Top Ten as shown in FIGURE 4. However, there is a need to build a 'foundation' so that all partners are participating on a level playing field. That is, in order to assess whether or not a shared service is feasible and meets the 'principles', common policies,

procedures, human resource practices and time capture, software, job costing, equipment charge out rates, inventory, automated vehicle locators and material utilization all must be in place before one can move shared services in a more holistic manner.

We believe that the County of Renfrew is in the best position to leverage partnerships and bring the local municipalities together. Our consultations with the County indicated there was a desire on the part of the County to work with the local municipalities to create a framework for partnerships and mutual aid agreements.

We are also of the opinion, that, particularly for shared facilities and fleet management, that the best option would be to form a Municipal Services Corporation (MSC) with a joint board of directors from the partner municipalities and may include other partners. This would allow for the 'joint' ownership of facilities and equipment to facilitate the sharing of assets and resources.

However, there is much to be done before this can be successful, including the hiring/appointment of a joint Project Manager. This position would oversee the transition to joint services, reporting to the partner municipalities and serve as the 'change' manager, build the foundation to execute the 'vision'.

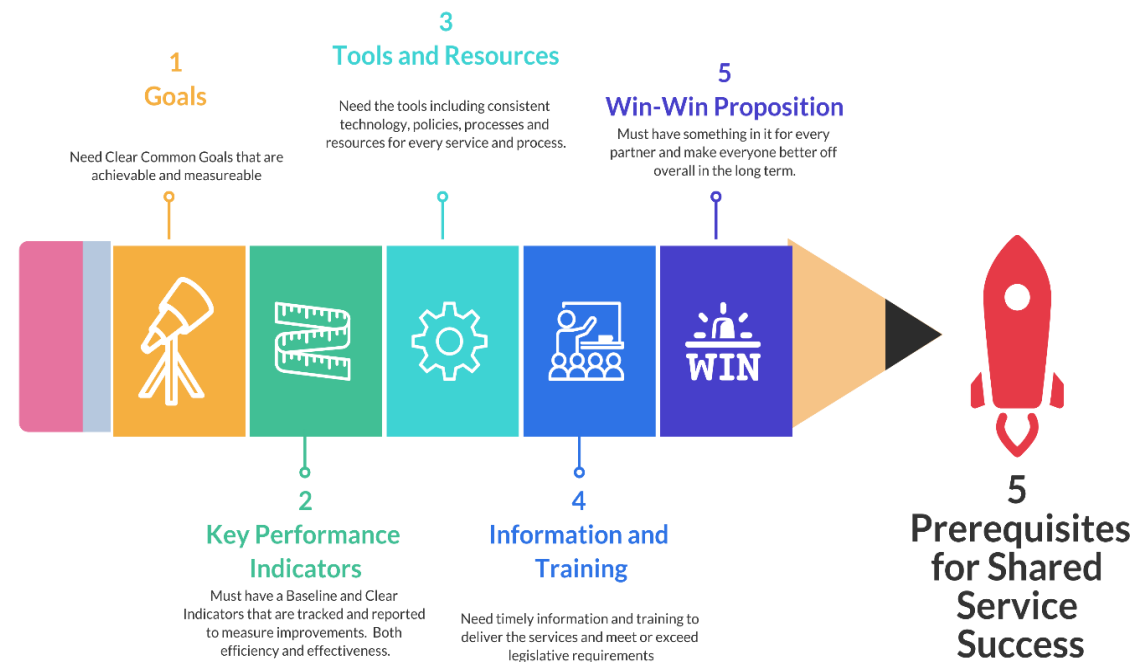
PROJECT OBJECTIVES

The goal of this project was to undertake a further analysis of shared service opportunities in the partners' Roads Departments. The project was intended to supplement the work undertaken by Dillon/Performance Concepts Consulting Inc. for the Local Efficiency Group in 2020 whereby high-level opportunities were identified for consideration.

The RFP stated the objectives and desired outcomes were as follows:

1. **Maximize opportunities for cost savings through greater efficiency and effectiveness. Ensure the integration of technology to streamline process and operations.**
2. **Improve and optimize year-round road maintenance activities. Allow for greater collaboration, including sharing specialized equipment, boundary road maintenance, joint tendering, and more.**

have explored this further in the report including the current limitations that need to be resolved before moving forward on many of the desired outcomes of this review.



PREREQUISITES FOR SUCCESS

We have further identified the key prerequisites for success for each one of these objectives. Any such endeavour will only be successful if the five key prerequisites for success are present. We

FIGURE 1: PREREQUISITES FOR SUCCESS

PROJECT SCOPE

1. **Project Initiation:** Met with the partners' Steering Committee to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.
2. **Scope Limitation:** It is important to note that the scope of this review was limited to Roads Services. However, some corporate service areas were reviewed as they affect Public Works. We did experience limitations due to a lack of information provided for analysis. This was due to the fact that the municipalities' track information differently or in some cases, not at all.
3. **Council Consultations:** All Councillors (Council Term 2018-22) were provided the opportunity to meet with the consultants, however some members declined. A total of 10 of the 17 Councillors were interviewed.
4. **Management Consultations:** All Managers and Supervisors involved in Public Works were interviewed.
5. **Staff Consultations:** Interviewed 9 frontline staff in WW, 3 in AB and 3 in GM. We also interviewed 2 Senior Managers in WW, 1 in AB and the Finance Clerk: and 1 in GM.
6. **Partner Consultations:** Interviewed Renfrew County's Chief Administrative Officer (newly appointed) and Director of Public Works.
7. **Onsite Visits and Facility Tours–** Toured all Public Works Facilities of the three municipalities and conducted further onsite interviews.
8. **Partners Focus Group –** While onsite, WW hosted a focus group that included Public Works Supervisors/Managers/Lead Hands, CAOs, Treasurers and other staff. Unfortunately, there were some regrets due to absences, but all municipalities were represented by at least two employees.
9. **Review of Current Service Delivery Model:** Developed an inventory of services and processes provided by Public Works staff.
10. **Documentation Review and Analysis:** Reviewed asset management information, process information as well as system walkthroughs while onsite. Undertook analysis of data and financial results based on available information.
11. **Opportunity Identification:** Identified potential shared service opportunities in consultation with the partner municipalities and the County. Explored the fundamental principles that need to be in place for success.
12. **Final Report & Presentation:** Developed and presented an interim report to the Focus Group with key findings and opportunities in June 2022. Final draft report with recommendations to be presented to the Steering Committee and Council in Fall 2022.

METHODOLOGY

Our methodology shown in FIGURE 2 included:

1. Project Initiation.
2. Document Review.
3. Financial and Operational Performance Analysis and Data Collection.
4. Consultations.
5. Financial Analysis including Benchmarking.
6. Evaluation of the Current Services and Processes.
7. Onsite Tours and Focus Groups.
8. Development of Shared Service Principles and Opportunities.
9. Development of Interim and Final Reports.

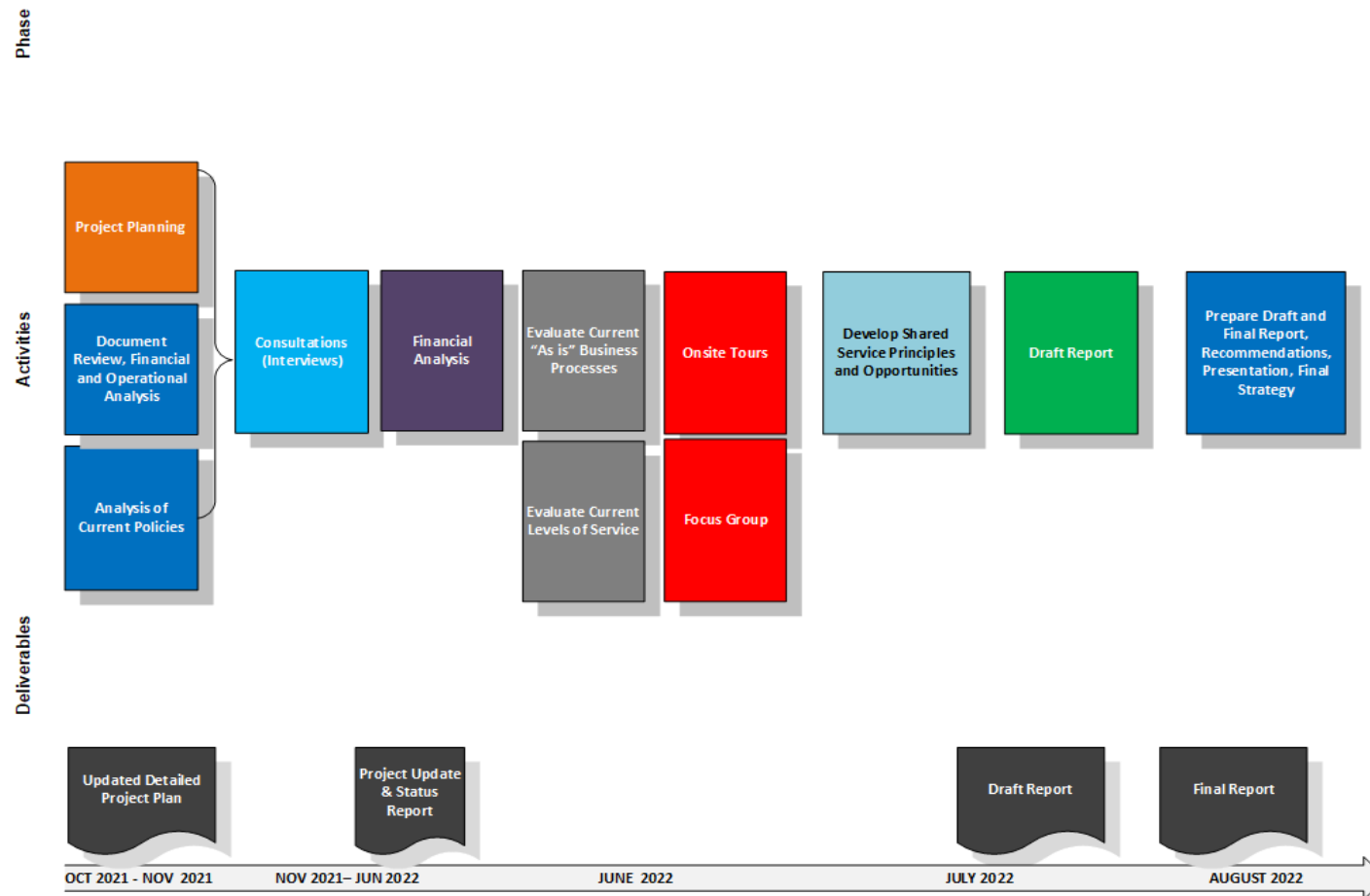


FIGURE 2: PROJECT METHODOLOGY

SHARED SERVICE PRINCIPLES



FIGURE 3: SHARED SERVICES PRINCIPLES

THE TOP TEN SHARED SERVICE OPPORTUNITIES

Top 10 Shared Service Opportunities

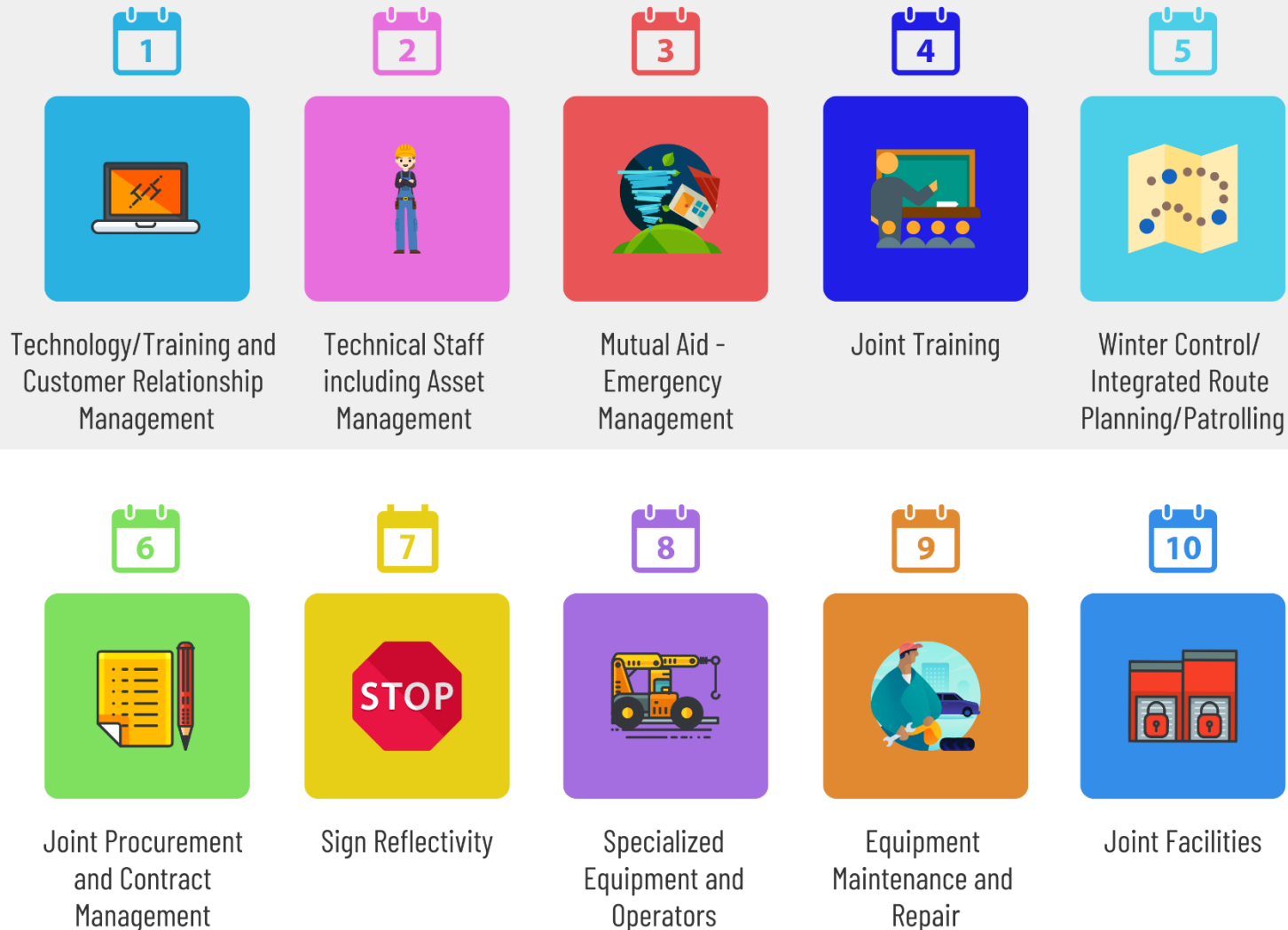


FIGURE 4: TOP TEN SHARED SERVICE OPPORTUNITIES

SHARED SERVICE PRINCIPLES – CURRENT LIMITATIONS/BASELINE

While the Shared Service Principles were generally agreed to, our review was met with many limitations that need to be overcome before the partners will be in a position to implement shared services in many areas.

WSCS has extensive experience in establishing shared services in the municipal sector as well as the provincial and federal governments. Our experience is that there are some critical foundational elements that must be in place in order to be successful. We have identified the criteria, current limitations and recommended approach to setting the baseline for evaluation of each shared service opportunity.

1. Same or better service levels- Service must meet Minimum Maintenance Standards or better.

FINDING: Data is currently unavailable or manually captured. Minimum Maintenance Standards are outlined in O.Reg. 239/02 (see Appendix B) and require response time based upon the classification of road. Currently, the municipalities do not have a systematic approach to reporting its minimum maintenance standards compliance. Most of the equipment has GPS, spreader controllers but is primarily used for risk management as opposed to minimum maintenance standards analysis. However, most of the time to complete a winter control route evidence provided was anecdotal as opposed to data driven. In some

cases, staff indicated that the routes were too long to complete in the time provided particularly on heavy snow days. It would be beneficial to report cost per route.

WWR and GM have implemented patrolling software (MESH and ROADAs) respectively which provides the ability to capture deficiencies on roads. However, there is limited electronic work management and most time capture of work is manual. In order to measure if a shared service is improving services to the public, baseline information including time and cost is needed to compare. We were unable to attain data on the response time for complaints or issues as it was either unavailable or difficult to assemble.

2. Integrated Work planning - Better work planning would be essential to share any resources (human, physical, technological).

FINDING: Work Planning is reactive/paper based or undocumented.

Work planning in all municipalities was found to be primarily reactive based upon complaints or deficiencies. In the shoulder seasons, workplans are relatively consistent but are not necessarily documented with resources, equipment assigned. This will be necessary to move to a shared resource approach. Staff and equipment would need to be assigned in order to allow for sharing and scheduling. The partners would need to undertake joint planning in order to identify the specific staff and

equipment needed for each job. For winter, in order to share routes and respond to emergencies, all three municipalities would need to share their routes and work together to identify possible elimination of dead heading.

3. Reduced Downtime/Underutilization - Sharing must be based upon appropriate cost/compensation and be proportionate (Win Win).

FINDING: Downtime and utilization is not tracked for fleet nor is there consistency in costing or equipment rates. In order to determine if there was improved utilization of equipment and reduced downtime, it would be imperative that both costs, utilization rates and downtime be captured. Our review revealed inconsistent approaches to fleet management among the partners. In particular, equipment rates were either out of date or not utilized at all. The partner municipalities do not track downtime of equipment and not all allocate equipment costs to jobs. In order to share equipment and assess the benefits, it will be imperative for the municipalities to have updated equipment rates and processes to capture the true costs to determine the benefits.

4. Haves vs Have Not Issues - All municipalities must be the same or better off - one municipality should not subsidize another.

FINDING: Municipalities raised concerns over the fairness of purchasing the equipment and hiring staff only to have

them ‘unavailable’ when needed. Consultations revealed that there was concern that some would be worse off to support others and make them better off. This can only be addressed through good work planning and appropriate cost recovery.

5. Facility sharing must ensure fairness - Any facility sharing must be in appropriate location and ensure fairness for all.

FINDING: Distances for any facility, equipment and materials sharing must be similar for each municipality and must impact service delivery. It is our finding that there are some strategic locations that would make sense based upon distances and would enhance service. A strategy could include the sharing of services based upon facility location. For example, Cobden is an identified ‘hub’ for AB (in Bromley) and WWR. A shared facility could serve both municipalities whereby WWR provides service at the west part of AB.

6. Governance Structure and Communication is paramount - A governance structure with representation from each municipality is critical. All constituents and staff must be part of the solution.

FINDING: There needs to be a collective approach with policies, procedures and oversight. Dispute resolution mechanism is critical. The public must be well informed of the services provided and process to lodge complaints/concerns. Currently, any shared services are

ad hoc and does not have performance requirements or a solid financial model.

7. Demonstrate Efficiency and Effectiveness - Performance measures need to be in place to demonstrate efficiency and effectiveness to the public.

FINDING: Currently, there are limited performance measures and reporting within municipalities with the exception of financial information. There is a need to set up a performance measurement framework to measure efficiency (doing things right) and effectiveness (doing the right things). It should be the responsibility of the governance body (shared service centre) to create and monitor performance and report back to the 'board' of partners.

8. Same or lower cost or demonstrated savings (direct or indirect).

FINDING: Municipalities must have costs associated with processes tracked and analyzed. Job/Process costs need to be 'full cost' including amortization of tangible capital assets, staff time, indirect costs (benefits, insurance, debt etc.), materials and equipment utilization in order to assess the savings realized from a joint service. **Currently the municipalities do not track the object codes (type of expense) against their jobs/activities/equipment which means that they also do not align with the Financial Information Return. Detailed time records of actual work**

performed is needed, not estimates. Calculating TRUE cost of each service is as follows:

Calculating TRUE COST

$$\begin{aligned}
 &\text{Direct Costs} \\
 &+ \text{Indirect Costs} \\
 &\text{Total Cost} \\
 &- \text{Attributed Revenue} \\
 &= \text{Net Total Cost}
 \end{aligned}$$

KEY CHALLENGES

The limitations identified in the previous section can be attributed to challenges faced by the three partner municipalities and seen across the municipal sector.⁴ The location of the municipalities as well as the mix of rural and urban areas create their own unique issues. Both general challenges and roadblocks to shared services were explored as follows:

1. Human Capital Shortages

Attracting and retaining skilled labour is one of the biggest challenges for many employers and is perhaps more challenging for local government. No longer is it considered to be the best paid nor the best working conditions. For the partner municipalities, the location presents further challenges. While growth is evident, it is not necessarily attracting the labour needed for today's reality.

All three municipalities have seen turnover at the senior levels within the last year. Further, its workforce is aging, increased illness and absences are experienced. COVID has clearly had a large impact on the workforce across the board. As most Public Works services can only be delivered 'onsite', the municipalities have had to deal with replacing those on leave. We are only now seeing some return to the office environment. Because of these challenges, there is



little capacity for analysis, training, or succession planning. In short, the municipalities day-to-day work gets done but do not have the resources to handle new and increasing demands from the public and legislative requirements. Collaboration and sharing are certainly one way to meet these demands.

We also noted that employment practices between the municipalities differ, and any shared services will need to address policies and practices.

2. Lack of Digital Transformation and Technology

The partner municipalities still have many paper, manual processes that do not allow staff to be as efficient as they could be. Until there are more streamlined, common processes, shared services will be a challenge. Part of the

⁴ <https://www.avenuinsights.com/2022/05/09/the-top-four-challenges-state-local-governments-face-in-2022/>

challenge posed by COVID was its impact on workflow. Social distancing requirements and health concerns shut down government offices and interrupted daily operations. Almost overnight, governments had to adapt to a remote workforce needing digital access to documents, databases, and vital IT infrastructures.

The lack of broadband in Renfrew County is a serious hinderance to the partner municipalities and their public works modernization. Further, given that the partner municipalities have not made the transition to digital platforms the staff do not have the training or preparation to make the shift for new approaches.

3. Limited Short- and Long-Term Planning

We noted that the partner municipalities staff have manual work management planning practices and limited. While Strategic Plans exist in two of three municipalities, they are integrated with other plans or have not been updated for some time. New Council term provides a great opportunity to set the stage for an integrated approach with supporting business plans. There has been some movement towards automation with the purchase of CityWide by two of the municipalities, but, at the time of the report, were being

implemented. The recent updates to the Asset Management Plans will provide a basis to move forward. It is commendable how much has been achieved given the limited resources available to develop long term plans. The recent Asset Management Plans required by O.Reg 588/17 were completed by consultants. Now, staff need the tools and resources to act on those recommendations, keep information current and update the plans regularly.

4. Growing Infrastructure Deficits and Inflation

Overall, Canada's municipal infrastructure deficit is estimated between \$110 and \$270 Billion. There is an overall shortage of funds to address critical infrastructure needs and, we also noted that full lifecycle costing is not in place. Based upon the 2022 Asset Management Plans for the partner municipalities, the annual infrastructure deficit for Public Works is approximately \$10 million (AB= \$0.2M, GM = \$1.5M and WW = \$8.3M). This represents tax increases between 9-130%. It is clear that the municipalities will need to implement these changes over time in a systematic manner. The additional challenge is that inflation is significant (*currently trending to 9-15%*)⁶ particularly in construction materials and labour. However, some recent results are more favourable.⁷

⁵ <https://www.northernontariobusiness.com/spotlight/canadian-inflation-and-the-construction-industry-5831141#:~:text=According%20to%20spot%20prices%20and,dramaticall y%20but%20still%20above%20trend.>

⁶ <https://www.ctvnews.ca/business/construction-industry-faces-high-inflation-job-action-from-workers-1.5894903>

⁷

<https://canada.constructconnect.com/canadata/forecaster/economic/2022/11/rays-of-light-in-outlook-provided-by-gdp-construction-material-costs>

5. Undervalued Assets, Lack of Lifecycle Costs = Grant Impacts

Another significant concern is that the financial information returns do not include the full life cycle costs such as equipment charge-out rates. In some cases, these rates are either not included or seriously out of date and not reflecting current costs. Since the Ontario Community Investment Fund (OCIF) is calculated based upon historical costs of infrastructure, it is imperative that it reflect full costs.⁸

6. Quality Control and Contract Management Oversight is Challenging

Given the limited staff and quality control specialists on jobs and contracts, the municipalities are challenged to adequately oversee their contracts and ensure that contract provisions are met. This is not to say that there have been significant issues to date, but, as workload increases, it is important to build in additional resources to ensure that contracts are managed efficiently and effectively. Having consistent contract provisions and shared resources would assist in meeting these requirements.

7. Shared Procurement Impacted by Distances

While all partners agreed that shared procurement has its advantages, some of the prices are impacted due to distances. For example, some municipalities have local vendors for salt/sand/gravel and receive better prices than joint tender results. It is unclear, however, if the total cost was assessed, however (eg. time to prepare, procure, analyze and award tenders can be time consuming and costly).

8. Shared Equipment, while desired, has its challenges.

Consultations and analysis of the equipment owned and managed revealed that the municipalities each have their 'preferred' brand of equipment and training is required on individual pieces of equipment. In order to share equipment, staff from each municipality would need to be trained on the shared equipment, both for risk and health and safety purposes. The alternative would be that the shared equipment be 'rented' with trained personnel. If this was the case, there would need to be Workers Compensation considerations as well as availability of staff to do the work.

Other concerns raised included that fact that often, equipment is needed by the municipalities at the same time. Detailed work planning, work orders and equipment

⁸ <https://www.ontario.ca/page/ontario-community-infrastructure-fund#section-5>

availability is needed in order to be able to share equipment and ensure that it is tracked for insurance and charge out purposes. We also noted that the charge out rates for equipment are either out of date or non-existent. In order to ensure cost recovery and asset management, these would need to be set in order to adequately share the equipment. Policies and procedures for sharing equipment would also need to be developed. For example, expectations in terms of time and damage reporting, utilization time and return locations and state.

The municipality that owns the particular equipment being shared should consider whether to request that it be named as an additional insured on the liability insurance policy of the entity to whom it is lending or sharing equipment or personnel.

It is important to consider the following issues:

- Which municipality is responsible for the maintenance and repair of the equipment, in the event that a failure to maintain it leads to injury or damage to property?
- Which municipality is responsible for damage caused by the equipment or operator of equipment in the event that there is a claim for negligent operation of equipment leading to damage or injury to a third party?

- Which municipality employs the employee(s), and which entity is responsible for supervising the employees?
- Which entity is responsible for the training and supervision of “shared employees,” in the event that a claim is brought against the shared employee (including negligence claims or claims for violation of human rights)?
- Likewise, which municipality’s policies govern the shared employee in the event that a workplace dispute arises or there is a claim for discrimination or harassment?
- Is there an indemnification provision, also known as a “hold harmless” provision, to the extent permitted by law?

9. COVID Escalated Public Expectations

It is clear that the COVID Pandemic resulted in a migration away from cities into areas such as Renfrew County for the purpose of an enhanced quality of life. However, with that migration there has also been higher service level expectations which is putting additional strain on municipalities and their staff. Further, many more people were in their homes and identifying issues. This put a lot of pressure on staff to respond to increasing inquiries, complaints and demands.

10. Barriers between the County and Municipalities are Evident – Biggest savings would result in partnerships with County, particularly for winter control.

Today the pressures on local councils to maintain reasonable tax increases while meeting the increased public demands for services as well as investing in existing municipal infrastructure will become overwhelming. Any suggestion that the “Status Quo” will continue to be a viable option into the future will become unrealistic in the near term.

The need for greater partnerships and shared services will require strong leadership and the removal of barriers.

All partner municipalities identified the need to work collaboratively and to remove existing barriers. The role of the County in supporting and facilitating some of the changes required will be critically important. The County will need to become an active partner in supporting and promoting shared services throughout the region.

The first step would be to undertake a route planning exercise with the County to identify possible sharing winter control. Some particular routes have been identified in the service profiles.

11. While some agreements are in place for boundary road maintenance, sharing other types of services require additional contractual requirements and policies. The

municipalities lack this structure and documented policies.

Intermunicipal cooperation contemplates a cooperative or contractual arrangement. In order for the partners to be successful, each shared service will require a governance framework (shared service organization or separate entity as a Municipal Services Corporation (MSC) under section 203 of the Municipal Act). This organization would set out policies and procedures in order to ensure that minimum maintenance standards are met and the shared service principles are honoured. This ‘board’ should include representatives from each municipality with a Project Manager reporting to it as a joint employee (or an employee of the MSC).

Cooperation agreements generally are divided into two categories: joint agreements and service agreements.

1. A “joint agreement” is used when the participating governments agree to share in the performance of a function such as winter control. It usually provides for significant participation by each municipality. There is generally a rough equality among the participants with regard to resources and so that the potential contribution of each is similar or, if not, there is a simple billing process based upon agreed rates or annual amounts.
2. A “service agreement,” on the other hand, contemplates a situation where one local government contracts with another to provide a service at a stated price. This agreement may be more appropriate when the

participants are substantially different in size or capability, or when a readily definable commodity is being provided. For example, equipment may be a situation whereby the owner rents to the other municipality and charges for its use.

Because the municipalities have differing methods for reporting on financial results, these agreements will require, first, a level playing field in all of the financial elements charged to each type of activity. Another issue will arise in situations where staffing rates, employment contracts and benefits differ, particularly in an area such as Renfrew County where the communities are close.

DESIRED OUTCOMES OUTLINED IN THE RFP

The report focuses on the desired outcomes as identified in the RFP as shown in FIGURE 5. As discussed above, it became evident that the municipalities' do not have the prerequisite information, costs, performance data to

realize these outcomes without first moving to common policies, processes, procedures and systems.

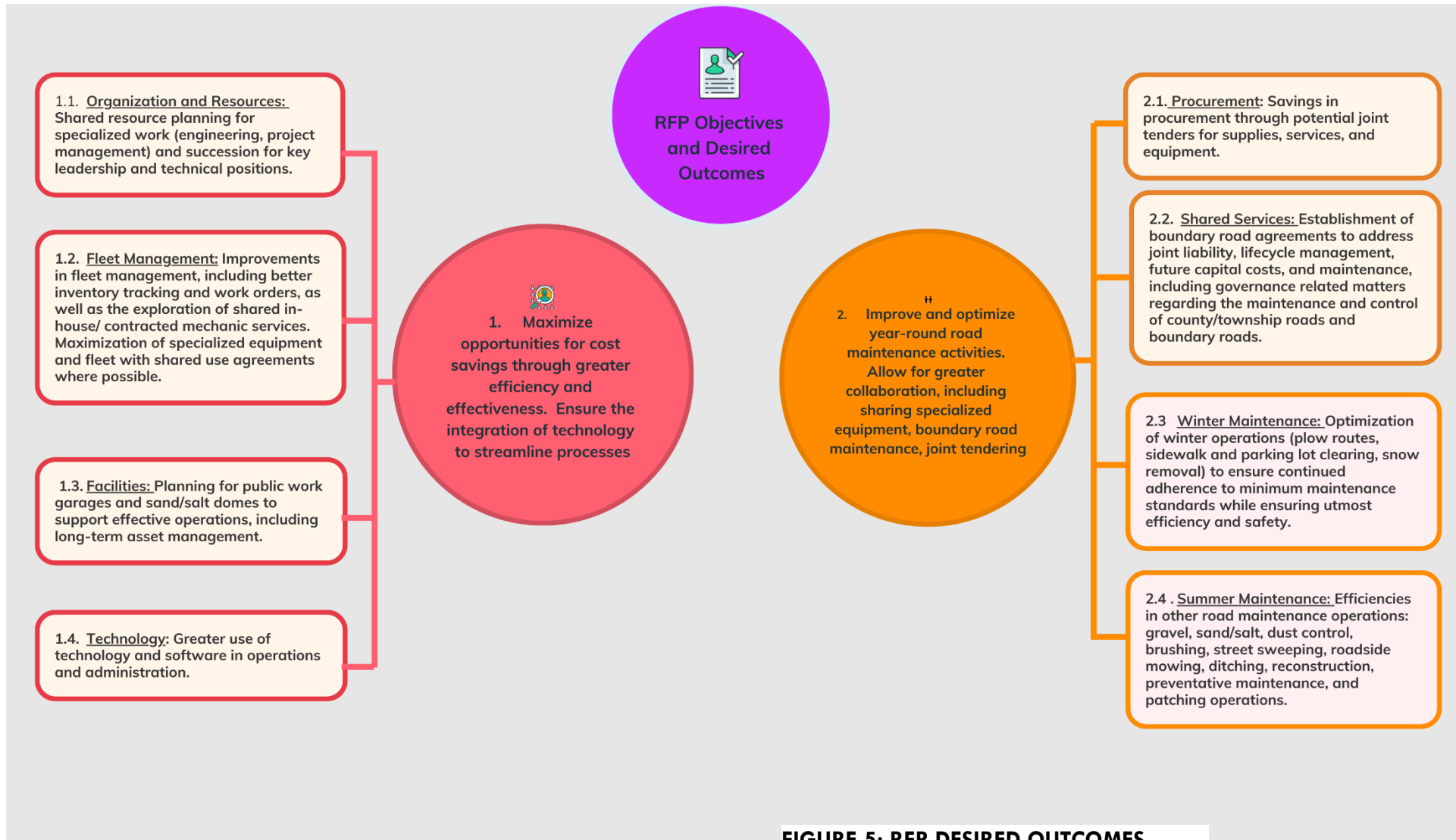


FIGURE 5: RFP DESIRED OUTCOMES

THE DESIRED STATE - RECOMMENDATIONS

1. Maximize opportunities for cost savings through greater efficiency and effectiveness. Ensure integration of technology to streamline processes.

Outcome 1.1 Shared resource planning for specialized work (engineering, project management) and succession for key leadership and technical positions.

SHARED SERVICES MANAGEMENT (SSM) WHAT IS IT AND WHY IS SHOULD YOU DO IT?

The consultations revealed that shared services, particularly with respect to staffing, would have significant benefits. Each are not large enough to hire professionals and, as indicated in the challenges, recruitment is problematic. Firstly, the cost of professionals but also the attraction. Other challenges include the succession planning and coverage for absences and employment contracts. Managing joint staff can also create performance issues and therefore, a framework is needed in order to be successful. Consequently, it is our opinion that the governance framework needs to be in place first, then the partners can move onto shared resources.

RECOMMENDATION 1.1.1: Build a Shared Services Centre of Excellence starting with the hiring/appointment of a Shared Services Manager. Consider a Municipal Services Corporation (MSC) under s. 203 of the Municipal Act and include other municipalities. This would allow for the structure and eliminate some of the challenges of separate organizations, insurance and employee/employer relationships.

Shared services, while not new, is only successful with a coordinated, strategic approach. There is a need for a “level playing field” among all parties. As shown in FIGURE 6, the first order of business would be to hire/appoint a Shared Services Manager who would lead the development of a Centre of Excellence and coordinate the efforts of the partner municipalities. We are of the opinion that staff are already stretched with their current responsibilities and do not have the capacity, or perhaps the required technological experience, to make this successful. This starts with a leader (project manager) dedicated to shared services reporting to the ‘board’.

Under O.Reg. 599/06, a MSC would provide the option of assumption of assets and self sufficiency through chargebacks to the municipalities. This corporation could share with others as well and earn revenue for the corporation). The regulation requires the following steps:

“Business case study

6. A municipality shall adopt a business case study before it uses the powers referred to in section 3, 4 or 5 to,

(a) establish a corporation either alone or with one or more other public sector entities;

(b) purchase securities in a corporation established by one or more public sector entities other than the municipality;

(c) become a member of a corporation established by one or more public sector entities other than the municipality; or

(d) submit, with respect to a corporation for which a study was undertaken under clause (a), (b) or (c), or cause a corporation for which a study was undertaken under clause (a), (b) or (c) to submit, articles of amendment or any other articles or supplementary letters patent. O. Reg. 599/06, s. 6.

Asset transfer policies

7. (1) A municipality shall adopt and maintain policies on asset transfers to corporations. O. Reg. 599/06, s. 7 (1).

(2) A municipality shall not transfer any of its assets to a corporation before the municipality adopts the

policies referred to in subsection (1). O. Reg. 599/06, s. 7 (2).

Public participation

8. Before establishing a corporation under section 3, a municipality shall consult with the public about the proposal to establish the corporation. O. Reg. 599/06, s. 8.”

IMPLEMENTATION ROADMAP FOR A SHARED SERVICES ORGANIZATION

While a MSC has its benefits, it would likely be more beneficial with additional partners. In the alternative, the partners could opt to create the Shared Services Organization with a joint services agreement. This approach, however, requires similar foundational elements.

FOUNDATION: Once in place, the Shared Services Manager, will be able to focus on developing and instituting a consistent foundation to ensure all partners are operating on the same underlying assumptions. Our estimation is the foundation will take about 1.5 to 2 years to build, assuming the Project Manager is in place at the outset. In particular, the following activities would need to be undertaken:

1. Create a governance framework including representatives from all partners (eg. Shared Service Committee or a separate Municipal Services Corporation under Section 203 of the Municipal Act). This would likely be more successful if it

involved more partners. A MSC would allow for the transfer of assets to the organization as well as the employees, particularly the project manager, fleet management staff.

2. Developing detailed project plans in consultation with all partners.
3. Standardize policies, procedures, and systems.
4. Modernize processes and digitize documentation to allow for improved sharing, reporting and efficiency.
5. Standardize employment practices.

6. Train staff in all partner municipalities on all changes.
7. Standardize, centralize and automate customer service relationship management with one stop shop for all partners is needed with regular reporting to each municipality's Council and management.
8. Put performance measures in place to monitor service delivery (both quality and quantity). Standardize equipment and rates to allow for

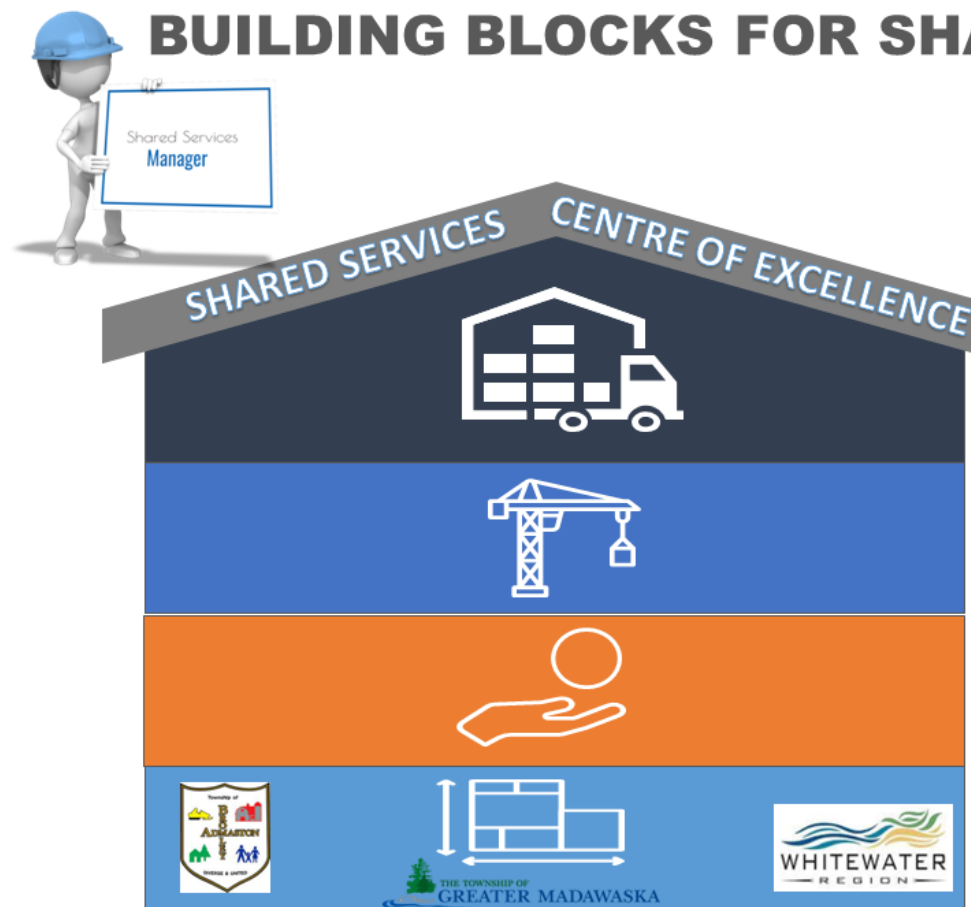


FIGURE 6: BUILDING A SHARED SERVICES ORGANIZATION

MOVING IN - A NEW SHARED PARTNERSHIP

Agreements, Dispute Resolution, Common Booking and Systems, Performance and Expectations, Monitoring and reporting

BUILDING

Training, Processes, Evaluation, Performance, Community Awareness and Engagement

FINANCING – BUY IN

Framework for Financials, Technology, Change Management (ADKAR), Communication, Harmonization

PLANNING - FOUNDATION

Governance Framework, Consistent policies, Equipment Rates, Systems, Asset Management Plan and Policies, Employment Policies.

additional cross training, utilization and ease of procurement, maintenance, and repairs.

9. Implement consistent financial work and asset management tracking, reporting by job/activity across all partners.
10. Create consistent Asset Management Plans with consistent supporting policies, useful lives, replacement costs supported by a common system.
11. Implement consistent regulatory compliance reporting of Hours of Service (Commercial vehicle operator's registration (CVOR), Minimum Maintenance Standards (MMS), Health and Safety; and
12. Create a partnership with the County as well as other municipalities to identify and solidify opportunities for sharing and creating common platforms (eg. Technology, equipment etc.).

FINANCING – BUY-IN: The next step will be the development of a framework for managing financial implications, moving to one technological platform, gaining buy-in through change management strategies and communications.

1. Harmonization of fees/bylaws would also be necessary so that the 'rules' are the same to create an even playing field.
2. Establish a financial framework with consistent parameters for all municipalities to utilize, implement one technological solution for public works/asset management. Table 1 provides three scenarios for cost sharing: Assessment, Population

or lane kilometres. Assessment would be considered to be the most common as it is updated more regularly and indicates the 'wealth' of the municipality and basis upon which taxes are levied.

3. Develop a communications strategy. The 'contribution' of each partner needs to be based upon agreed upon criteria which is perceived as fair and is signed off by each partner.
4. Develop an objective decision matrix with criteria to determine which services, staffing, facilities, and equipment are best suited for sharing; and
5. Develop a Change Management Strategy is the biggest challenge. Leadership is needed to 'push' the change agenda.
6. Figure 7 provides the recommended organization structure of the Shared Services Centre. Based upon Assessment base, Table 1 provides the cost sharing between the three partners. Note: this does not include sharing.

BUILD THE CENTRE: Once the foundation is solid and there is buy-in by all partners, their staff and communities, the 'centre' would need to:

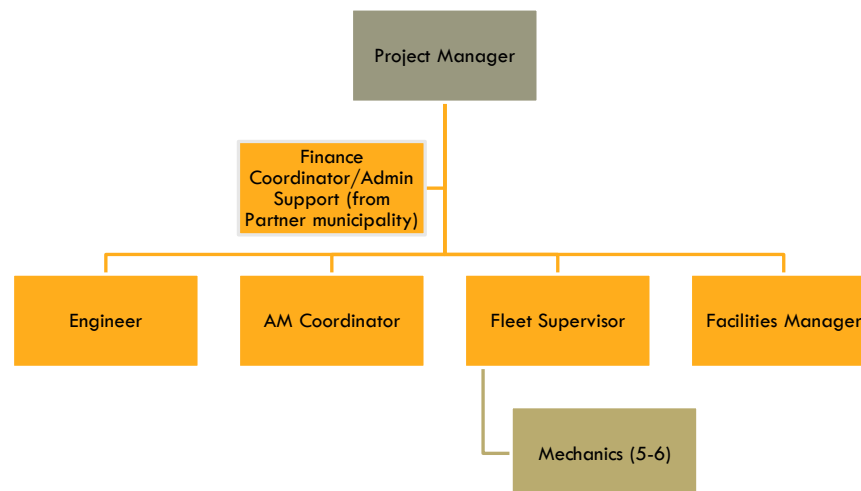
1. Develop shared processes and training.
2. Develop an evaluation framework to assess performance; and
3. Engage the community.

MOVE IN – LAUNCH: Once these building blocks are in place, the Project Manager can assist the partners to:

1. Develop standardized agreements, dispute resolution process.
2. Develop annual and multi-year workplans.
3. Implement a common 'bookkeeping' software for facilities (currently utilized by WW) and utilization of staffing and equipment.
4. Implement a common work order system for fleet management and utilization; and
5. Develop a control plan for monitoring and improving with regular reporting to the Shared Services Committee (or MSC). Location would be determined with the exception of the Fleet Supervisor and mechanics which should be at the new facility recommended in this report. The remaining roles can be located in individual municipal offices.

TABLE 1:POSSIBLE COST SHARING OPTIONS

Municipality	2021 Assessment	% Share based upon Assessment	2021 Population	% Share based upon Population	Lane Kilometers (FIR)	% Share based upon Lane Kms	Average of 3 methods
AB	\$463,316,800	20.2%	2,995	22.9%	659	35.9%	26.3%
GM	\$818,921,800	35.7%	2,864	21.9%	458	24.9%	27.5%
WW	\$1,011,840,500	44.1%	7,225	55.2%	720	39.2%	46.2%
TOTAL	\$2,294,079,100		13,084		1,837		

**FIGURE 7:RECOMMENDED SSC STRUCTURE**

COST SHARING OF POSITIONS BASED UPON ASSESSMENT	Share based upon assessment	20.2%	35.7%	44.1%	
	Annual Cost	AB Share	GM Share	WW Share	Comments
SSC Position					
Project Manager	\$100,000	\$20,196	\$35,697	\$44,107	This is an additional position - savings to be realized by consolidation.
Finance/Admin Support	\$80,000	\$16,157	\$28,558	\$35,285	This is an existing position in a municipality - not a full-time commitment - could be shared between the three municipalities (different roles).
AM Coordinator	\$80,000	\$16,157	\$28,558	\$35,285	This is a new position - savings realized through elimination of consultants.
Director Engineering	\$100,000	\$20,196	\$35,697	\$44,107	This is a new position - savings realized through reduction in number of consultants and improved procurement and monitoring.
Fleet Supervisor	\$80,000	\$16,157	\$28,558	\$35,285	This is an existing position WW that would be transferred and shared (\$44.7 k savings for WW transfer to AB and GM)
Fleet Assistant	\$50,000	\$10,098	\$17,849	\$22,053	This is an additional position - savings to be realized by consolidation.
Mechanics	\$300,000	\$60,589	\$107,092	\$132,320	These are existing positions that would be transferred and shared (2 in WW and 1 GM). One additional mechanic (at first) to reduce outsourcing and borne primarily by AB.
Facilities Manager	\$80,000	\$16,157	\$28,558	\$35,285	This is an existing position that would be transferred and shared (GM - savings of \$51k transferred to WW and AB).
Total	\$870,000	\$175,707	\$310,566	\$383,727	

TABLE 2: POSITIONS - COST SHARING

ASSET MANAGEMENT (AM)

Currently, asset management is undertaken through a combination of contracted services and in house staff. Each municipality has outsourced their recent asset management plans and are now in the process of updating their data in various systems.

RECOMMENDATION 1.1.2: THAT, the partner municipalities hire an Asset Management Coordinator reporting to the Shared Services Project Manager.

An Asset Management Coordinator/Analyst for all three municipalities could, not only rotate through to undertake condition assessments, but also update each plan with the same database, develop the performance model based upon the updated conditions and prepare the annual/multi-year project plans in consultation with the recommended Shared Service Director of Engineering/Infrastructure. Lifecycle costing and levels of service analysis, community engagement and regular updates to each plan would allow for joint procurement and long-term planning among the partners. These are additional requirements of O.Reg. 588/17, much of which is not being done now. This will require significant time, common systems and resources to update the information, but it is not a full-time job for each municipality. In 2024, all assets are required to be added to the AMPs as well as the 'proposed' levels of service and financing strategy in

2025. Data utilized in the AMPs cannot be older than two years and the entire AMP needs to be updated every five years at a minimum. Since the OCIF funding will be reliant to infrastructure costs⁹ commencing 2023, it is imperative that costs reported on the Financial Information Return and in the AMP be reflective of current reality. Hence an AM Coordinator, will be essential to ensure that costs are updated regularly.

INFRASTRUCTURE PLANNING AND CONTRACT MANAGEMENT

All partners indicated that Engineering services are contracted out as well as some project management. As asset management is one of the most important responsibilities for municipalities, it is crucial that municipalities have ongoing professional services for proper oversight of the AMP, construction projects, and contract management.

RECOMMENDATION 1.1.3: THAT, the partner municipalities hire a Director of Engineering/Infrastructure reporting to the Shared Services Organization to provide engineering design, quality control, procurement, and project management for infrastructure projects for all three municipalities.

This role would allow for joint procurement based upon all three long term plans as well as operational needs.

⁹ <https://www.ontario.ca/page/ontario-community-infrastructure-fund>

Currently, this is either outsourced to consultants or the County but it is ad hoc and does not take into account the long-term needs. The County indicated that it is willing to assist but does not necessarily have the resources required for ongoing management and professional oversight. Further, these consultants/contractors are not necessarily seeking joint opportunities and savings nor protecting the organizations' interests. While the staff in each municipality do a good job with the resources they have, the engineering expertise and ability to challenge contractors is not in house. By relying on contracted services for this professional work, is not only costly, it does not build capacity or knowledge in house. Given that asset management and long-term planning requires ongoing updates and analysis, it would be both more efficient and effective to bring these services in house.

Outcome 1.2 Improvements in fleet management, including better inventory tracking and work orders, as well as the exploration of shared in-house/ contracted mechanic services.

FLEET MANAGEMENT

Currently, each municipality manages their own fleet through inhouse and outsourced services. AB does not have an inhouse mechanic but staff undertake basic repairs in house. This represents risk and liability to have unlicensed individuals doing maintenance on Township vehicles. With the exception of WWR, the work order processes are paper based and lifecycle costs are not fully captured. Equipment rates are either not existent or are

outdated. As well, the equipment is not charged to jobs, indicating costs are undervalued and there are no policies with respect to replacement through a reserve. Inventory for materials and supplies is not captured except at year end. Only WWR has a fuel management system.

In order to improve inventory and fleet management, it is imperative that all municipalities move to electronic work orders and update their equipment rates for consistency.

RECOMMENDATION 1.2.1: THAT, the partners consider consolidating the mechanics in one location (see facility recommendations) and share the resources under a Fleet Supervisor reporting the Manager, Shared Services. Based upon the workload, this would require one additional mechanic and a Fleet Assistant.

The costs should be allocated based upon utilization and work orders as well as actual costs. A prioritization system would need to be in place in order to ensure that overall best service was achieved. By sharing equipment, it would be anticipated that the municipalities would share during breakdowns as would operators.

Two of the three municipalities have in house mechanics, all of whom are fully occupied with no backups. Specialized equipment, such as fire vehicles, are often outsourced due to the required skill set. There is an opportunity to bring these in house with sufficient number of resources which would also allow for backup for absences.

RECOMMEDATION 1.2.2 THAT, as part of procurement of new fleet, that the municipalities move to common requirements and brands.

By moving to common fleet over time, training of both operators and mechanics will be easier and can be shared. Further, costs will decrease through common materials, repairs and supporting equipment. If the municipalities move to a Total Cost of Ownership approach to procurement, it will meet the 'lowest cost' on tenders.

RECOMMENDATION 1.2.3 THAT, one Fleet Management System be adopted by the Shared Services Organization.

In order to be successful, one fleet management system is required to be used by all municipalities to plan work, set up preventative maintenance and responses. There will be a need for a Service Level Agreement with service requests based upon priorities. While WWR uses Fleet Maintenance Pro, it may not provide for the best solution but may meet needs in the short run. Other options are available in the market place such as CityWide, GeoTab and Fleetio. Some municipalities have a combined approach where their GPS software is integrated with their fleet management software where not provided. Fuel systems should also be integrated with any fleet/GPS system.

RECOMMEDATION 1.2.4 THAT, the municipalities create an equipment utilization plan with associated replacement plan to facilitate sharing equipment and agreement.

It was noted that the three organizations and the County have some equipment that may be underutilized and could be shared. This is done to some extent but no formal plan or policy. As shown in Appendix B, each piece of equipment has been flagged for possible sharing. It would only be feasible if there was a booking system based upon workplans and a work order system. All parties would need to have access to see availability. Any equipment being used or its downtime for repairs would need to be on the schedule.

RECOMMENDATION 1.2.5 THAT, the municipalities move to a common GPS/Spreader controllers and software that can be integrated with the fleet management system with a booking system. The best options for sharing include: Packer, Chippers, Floats, Culvert Steamers, Sweepers, Portable Traffic Lights, Mulchers and Rollers. However, as mentioned, this will only be feasible if the partners develop and release their workplans and fleet is identified as being utilized through the GPS and booking system.

Upon procurement of new equipment, it would advantageous to have all the equipment on a common GPS and software. This would allow for any staff to see the location and use of the equipment. Ideally, the municipalities should look at an integrated centralized booking system with an integration with the Fleet Management System. There are several options such as AgileFleet, AusFleet, GeoTab, Fleetio. Fleet Maintenance Pro, the WWR system appears to have some of this

functionality as well. For some equipment, there may be a need for additional rentals during peak seasons to meet the demand, which is currently done in those municipalities that do not have specialized equipment. By pooling equipment and contracting for rentals, the municipalities could gain significant savings. All of these recommendations will be enhanced if other partners joined the group as there would be savings due to economies of scale.

RECOMMENDATION 1.2.6 THAT, all municipalities adopt a fuel management system and bulk purchase fuel. Since WWR has already purchased fuel system (GIR) and installed tanks at each of its locations, it would make sense to expand the use, install at various locations including the new facilities recommended.

Because these systems are card locked, sharing is simple and easy to charge out. The Fleet Supervisor/Assistant should be responsible for monitoring and purchasing fuel, put it into inventory and then charge out costs against each vehicle.

RECOMMENDATION 1.2.7 THAT, an equipment rate study be undertaken for all equipment in the partner municipalities or in the alternative, move to OPSS 127 rates. All municipalities should charge the use of equipment by work order to jobs/activities/assets through a work order management/timesheet system (CityWide). This will provide for more accurate costing for

assets, improve lifecycle costing and allow for analysis of shared services.

This would allow for consistency for 'charge out' of equipment and trained operators and 'level the playing field' and provide for the funding of the in-house mechanics. The amortization portion of 'revenue' should replenish the reserve fund for equipment replacement.

Outcome 1.3 Planning for public work garages and sand/salt domes to support effective operations, including long-term asset management.

FACILITIES MANAGEMENT (FM) – WHAT IS IT AND WHY IS IT IMPORTANT?

ISO 41011 Defines FM as:

- *Improve quality, productivity and financial performance;*
- *Enhance sustainability and reduce negative environmental impact;*
- *Develop functional and motivating work environments;*
- *Maintain regulatory compliance and provide safe workplaces;*
- *Optimize life cycle performance and costs;*
- *Improve resilience and relevance;*
- *Project an organization's identity and image more successfully.*

ISO 41011 Defines FM Standards as:

a) needs to demonstrate effective and efficient delivery of FM that supports the objectives of the demand organization;

b) aims to consistently meet the needs of interested parties and applicable requirements;

c) aims to be sustainable in a globally-competitive environment.

WHY IS FACILITIES MANAGEMENT IMPORTANT?

Rapid changes in roles and skills sets required due to the following trends:

- Emergence of the “Internet of Things”
- Building Automation/Monitoring
- Employee Engagement
- Health, Wellness & Well-Being
- Evolving IT Infrastructure
- Evolving Real Estate Models
- Sustainability & Environmental Impact

RECOMMENDATION 1.3.1: THAT, the partner municipalities consider a shared Facilities Manager and supporting staff – reporting to the Shared Services Manager (Could include others including the County).

Currently, facilities management is part of the supervisors’ roles in AB and WW whereas GM has a Facilities Supervisor. Good facilities management is not being reactive but rather proactive. It is a discipline and a profession that is gaining momentum through new standards and training. It is highly specialized and complex with new technologies

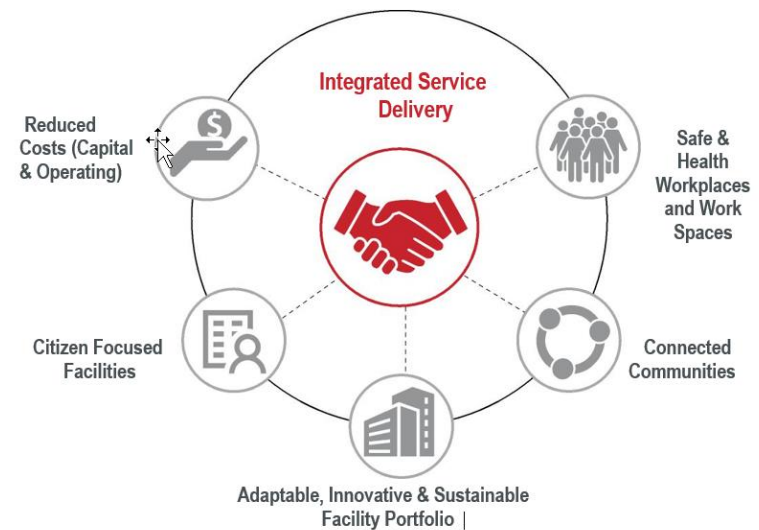


FIGURE 9: ADAPTED FROM CITY OF CALGARY

being introduced everyday that can improve efficiencies, environmental impact, security, health and safety in buildings.

Facilities are expensive assets that need to be planned and managed with the same (or increased) rigour as expected of other municipal core assets, such as roads. Unfortunately, most municipalities have not viewed facilities in this manner and have generally assigned facilities “management” to the department that uses the building with limited support or professional training.

In order to facilitate shared services and to address both the new asset management regulations as well as the Public Sector Accounting Board requirements for Asset Retirement obligations, there is a need to have a dedicated Facilities Division. Lifecycle costs, levels of service and a financing strategy will need to be analyzed and developed as part of the AMP and ongoing management will be required. As the municipalities’ move with shared services forward, it should consider an Integrated Service Delivery Model for Facilities Planning and Management (FIGURE 9) to make all decisions.

It should always be looking at facilities that are adaptable and innovative, utilizing technology as much as possible to automate processes and monitoring. Sustainability from the point of view of the environment as well as finances, should always be considered. This will refocus the partners on its long-term goals. Because facilities are public places, they need to be customer focussed and serve as a way to connect with the community. Employees must feel

comfortable, safe and healthy in order to be efficient and effective. While cost is paramount, efficiencies and cost avoidance should be explored but not at the sacrifice of long-term strategic objectives, service, safety, health and lifecycle costs.

JOINT FACILITY OPPORTUNITIES

Municipal facilities are expensive to build and all are aging and have space limitations. Location for service is imperative in public works as materials and access would need to be in convenient, secure proximity to the road network. TABLE 3 provides the list of the partner municipalities public works buildings and Appendix A shows the matrix of distances between locations including Laurentian Valley (given its proximity to WWR) and the County locations.

MUN	ADDRESS	LOCATION	NAME
AB	477 Stone Road	Renfrew	Township Office Garage
AB	1239 Cobden Road	Cobden	Cobden Garage
GM	12470 B Lanark Road	Calabogie	Calabogie Municipal Garage
GM	25991 A Highway 41	Griffith	Griffith Municipal Garage
WW	2271 Mine View Road	Cobden	Mineview
WW	1798 Westmeath Road	Westmeath	Westmeath Garage
WW	44 Gould Street	Cobden	Cobden Garage
WW	1823 Beachburg Road	Beachburg	Beachburg Garage

TABLE 3: PW BUILDING LOCATIONS

We have reviewed the historical information as well as the most recent 2022 Asset Management Plans of the municipalities as shown in Table 4. The total replacement costs were \$251k for GM and \$2.7 million for WW but we believe this may be an error and that a “0” is missing in both the GM¹⁰ and WW AMP.¹¹ Based upon experience and the

fact that the historical costs are higher than the replacement costs, it would seem that the amounts are incorrect or missing some public works assets (salt sheds and domes may not be captured).

MUN	Number of Assets	2022 AMP REPLACEMENT	HISTORICAL COST
AB	4	\$3,772,200	\$1,072,762
GM	4	\$251,154	\$505,314
WW	5	\$2,868,800	\$1,381,013
Grand Total	13	\$17,293,485	\$2,959,089

Table 4: estimated replacement costs from Asset Management Plans

Any future builds should consider shared facilities with salt, sand, fuel depots in strategically placed locations. Highway 17 serves a logical corridor for the municipalities in the north with Renfrew and Cobden being ‘hubs’ where Admaston Bromley, Whitewater Region and the County have facilities in close proximity. A move to one location where all materials are purchased and managed by one entity, would result in significant savings. Unfortunately, the municipalities do not capture the full lifecycle costs of the buildings by object code so it is not possible to analyze the savings that would result from consolidation. We are

¹⁰ <https://www.greatermadawaska.com/en/township-office/resources/Plans,-Reports-and-Studies/2022-Asset-Management-Plan.pdf>

¹¹ <https://www.whitewaterregion.ca/download.php?dl=YToyOntzOjI6ImkljtzOjM6IjYxMSI7czoZOiJrZXkiO2k6MTt9>

also unable to determine if the repairs and maintenance, utilities are changing by location.

RECOMMENDATION 1.3.2: THAT, the partners consider all future facility investments with the view to consolidate in common locations, share storage, salt/sand and fuel using appropriate technologies to track usage. A detailed space analysis study should be undertaken to determine the size, number of bays, technology, equipment required for each location. By moving to a fleet management system and common GPS/AVL with controllers will allow for the tracking of equipment and material use in order to adequately charge costs to the appropriate municipality.

FIGURE 10 illustrates the recommended four shared facilities as follows:

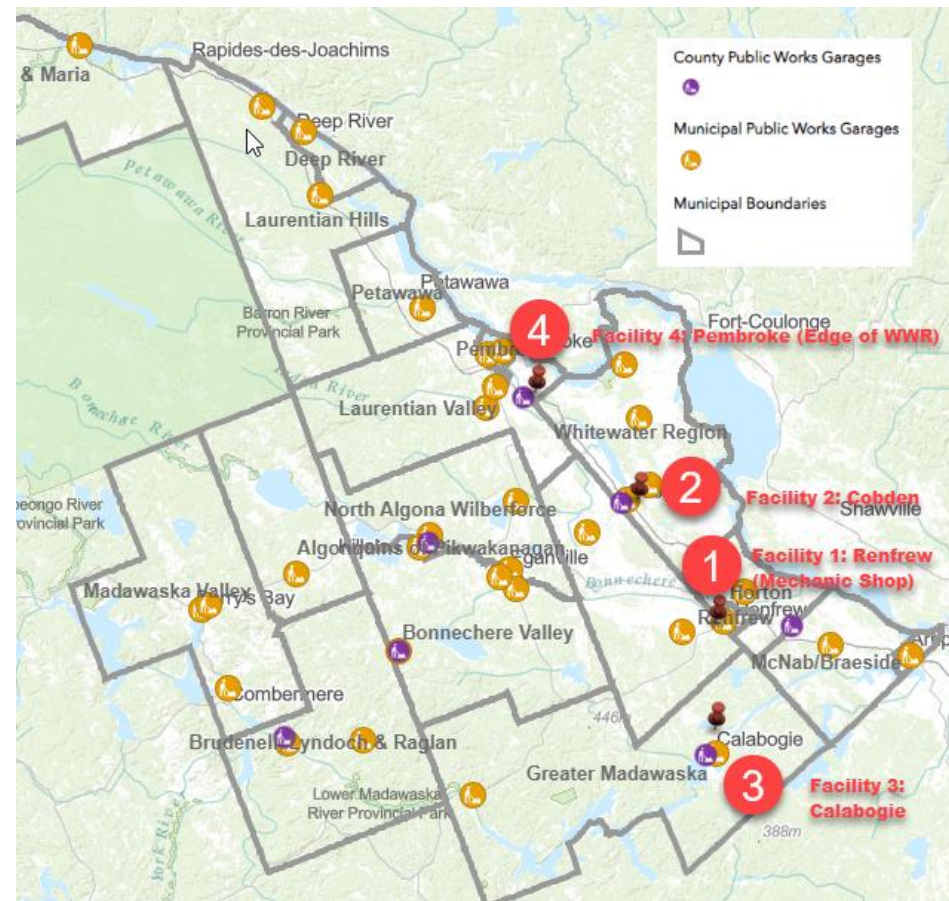
Facility 1: Renfrew Highway 17 – Shared Mechanic Shop and Garage – this would be a new facility which would likely require land purchase by the partner municipalities through the Municipal Services Corporation or a shared location with the County. The best location would be along Highway 17 near Renfrew as it approximately 2 kilometres from Whitewater Region’s Municipal Office and 9 kms to the WW border, 18 kms from Calabogie and 7 kms to GM border. AB is less than 6 kilometres to Renfrew. As noted throughout this report, additional partnerships with other municipalities, such as the Town of Renfrew, would make this option more viable.

Facility 2: Cobden – Garage and Supplies – Currently, WW, AB and the County each have facilities in the Cobden area within 10 kilometres. Both WW and AB facilities are aging

and/or do not meet the Townships’ requirements due to a lack of space, health, and safety considerations. It would make sense to consolidate into one facility to share supplies and space.

Facility 3: Calabogie – Garage and Supplies – Currently, GM and the County (old MTO) each have facilities in the Calabogie area within 2 kilometres. The GM facility has some unique features, a new salt shed and large property so there may be opportunity to share with the County. Any future decisions should look to a joint facility.

Facility 4: Pembroke– Garage and Supplies – Currently, WW has two garages that are 16 kilometres from the County garage just outside of the Township (less than two kilometres to the border). Further, Laurentian Valley (outside the scope of this review but notable), has two garages within 6 kilometres of the County garage.

FIGURE 10: RECOMMENDED SHARED FACILITY LOCATIONS

TECHNOLOGY OPPORTUNITIES

Outcome 1.4 Greater use of technology and software in operations and administration

Financial Management, Reporting and Systems

In order to move shared services forward, it is imperative that the partners can collect information, report on finances and performance. Our review of the financial information by each municipality has several elements that must be addressed in order to allow for governance, performance analysis as well as service costs:

General ledger and job costing is inconsistent making it difficult to determine if savings could be achieved (see Appendix H).

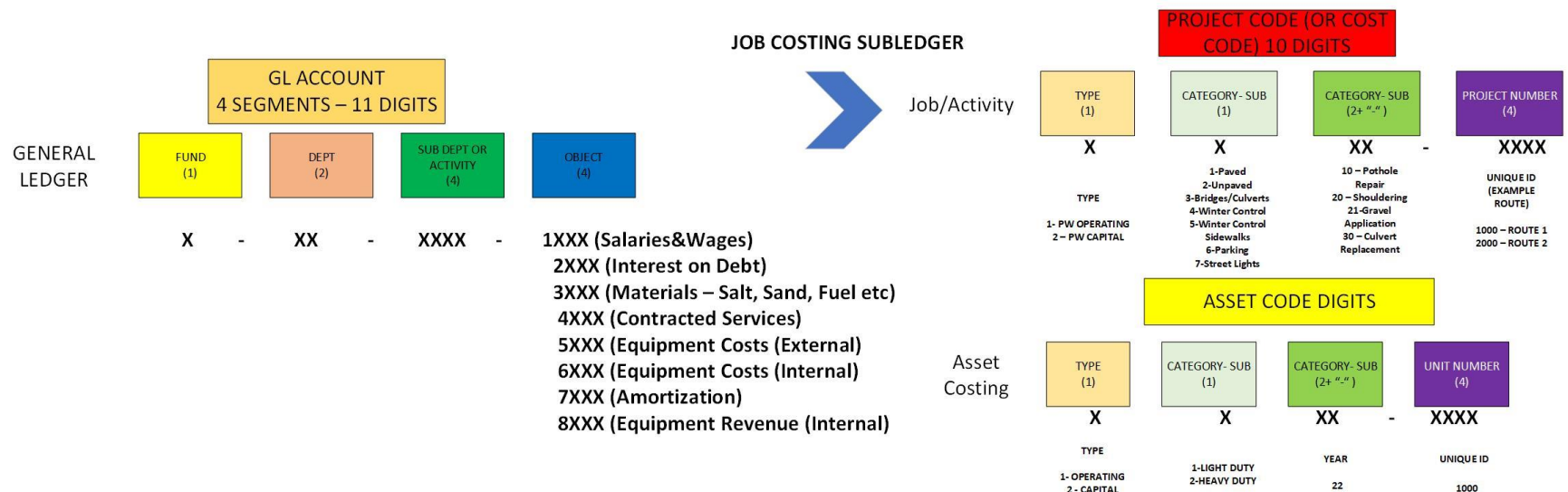
There is a mix of reporting – some based upon jobs and others based upon object codes. Expense objects are not used for jobs and therefore, there is no mechanism to determine if the work is done in house or contracted, whether the expenses relate to salaries, materials or equipment charges.

It appears that equipment revenues are netted against expenses in some cases.

Lifecycle costing is not possible as assets are not treated as jobs.

The financial systems are not the same so sharing the information would be challenging.

FIGURE 11: RECOMMENDED GL AND JOB COSTING STRUCTURE



It does not appear that the municipalities follow the Financial Information Return instructions in GM and WW (objects are not segregated, costs are not aligned with the activities (eg. Traffic operations and roadside, winter control – sidewalks).

RECOMMEDATION 1.4.1 : THAT, the partner municipalities revamp their general ledger and move to job costing to a common structure that will provide for detailed costs at the activity/asset level. Ideally, all municipalities would be on the same Enterprise Resource Planning system for financial management as well.

The recommended structure (FIGURE 11) would entail changes within the financial system to allow for a consistent object code among the municipalities. While we have identified the length of the accounts, that can be adjusted provided that the information is the same and easily aligns with the Financial Information Return. We then have provided a recommendation for a subledger or ‘cost code’ (the term used in Vadim or a job in CityWide) to allow for activities such as ‘pothole repair/hardtop’, “shouldering” etc. An equipment subledger would allow for specific codes for each piece of equipment and asset that will capture lifecycle costs for each asset. These assets can then be used on jobs and charged out at the equipment rate (RECOMMENDATION 1.2.7) to reflect full costs. This structure allows for the proper coding to the object code (salaries, materials, contracted services etc.) and then to the job/activity/asset.

Technology Integration – Asset, Work Management and Patrolling

Following the adoption of a standard GL and Job Costing structure, there is a need to be able to easily assign time, materials, contracts and equipment to jobs. CityWide, is an asset/work management system that is integrated with GIS and currently utilized by WW and GM. Additional modules for patrolling, asset collection, timesheets would facilitate the ‘one entry’ one time for the public works staff. CityWide has integrated its work management system with Vadim in the past and therefore, it will ‘push’ the information into payroll and the general ledger.

Moving to a common platform, will allow for shared licenses and platform for Asset/Work/Fleet Management as well as patrolling. By entering into a joint purchasing model, they can be common setup, training and vendor management as well as sharing of service and financial information. This is an important first step for shared services. Without a common platform, staff will not be able to provide important service and financial/lifecycle costing information. This would be particularly effective if the County opted to lead and host the software for all municipalities. .

RECOMMEDATION 1.4.2 : THAT, the partner municipalities move to one Asset/Work Management/Patrolling. GIS ESRI provided by the County should be integrated or data shared with the chosen system. Since PSD CityWide is used by two of three municipalities, it may be the most viable, lowest cost choice.

Given that two of the three municipalities already have implemented Citywide, it would seem reasonable to move in that direction but other options are available (eg. CityWorks/ESRI). This could lead to joint processes, collection of citizen complaints and triage to the best location. By using the same software, joint services and asset management planning would be consistent. As the Citywide GIS is limited and therefore, it would be recommended to explore possible integration (or import/export) with ESRI GIS.

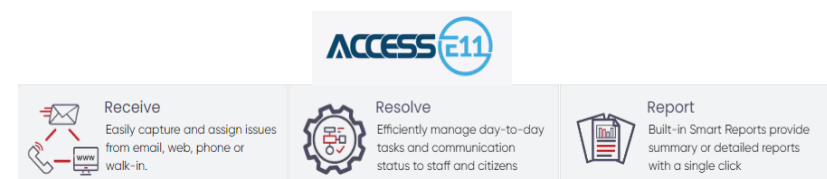
Asset management software was listed as an eligible expense for OCIF funding.¹²

Technology and Service Integration - Customer Relationship Management

Customer Relationship Management (CRM) is also an area that there could be shared responsibilities through one solution. Currently, there is no common way to address complaints or service requests. WW utilizes Access E11, a simple, inexpensive customer request system that can 'push' to CityWide for work orders. AB utilizes WorkTech but its service requests are not online and the product will soon be unsupported. The process is manual. GM does not currently have a CRM. Moving to shared services would allow for the sharing of customer requests and improve service through one stop shop.

RECOMMENDATION 1.4.3: THAT, the partner municipalities implement one Customer Relationship Management System and hire a Customer Service Representative to manage all customer requests for the three municipalities.

Since WW currently utilizes Access E11 for all complaints and it is simple and cost effective, this would be a good, cost-effective solution for all three municipalities. It would likely be minimal additional cost and would allow for sharing of information. In this scenario, customers could call one number or log on to any of the municipal websites and create a customer service request. Through routing based upon simple criteria such as property or postal code, the request could be forwarded, electronically to the appropriate municipality and create a service request in CityWide. This can then be attached to a work order and addressed directly by each municipality. If the municipalities had one Customer Service Representative, with rotating back up from each municipality, it could better manage workload, immediately triage the work to the appropriate municipality through a work order and provide consistent customer experience. This would be best managed through online portal with a common phone



¹² <https://www.ontario.ca/page/ontario-community-infrastructure-fund#section-5>

FIGURE 12: ACCESS E11

number. Some municipalities have implemented 311 for that purpose. This would be even more effective if it was adopted county-wide.

Joint Training

While joint training has been undertaken in the past, it is ad hoc as opposed to an integrated long term training plan. COVID had an impact for a period of time but there are significant savings and benefits to be realized. The Shared Service Project Manager would be best to lead a training needs assessment, collect current certifications from all three municipalities and develop a long-term training plan with the view to share costs and sessions. It is clear that there are common training needs and, given the location, it would be advantageous to arrange onsite training in one location as opposed to sending staff offsite. Of particular importance include technology, asset management, gravel roads, equipment operation, CVOR, roads school, winter maintenance, patrolling, book 7, health and safety training, leadership development to name a few.

RECOMMENDATION 1.4.4: THAT, the Shared Services Manager undertake a training needs assessment of all partner municipalities and create a comprehensive training plan and source a 5-year joint training program and funding formula. This should include all types of training including technology, equipment, roads school and health and safety. The strategy should allow for a phased approach to allow access for all but ensure coverage for operational requirements.

2. Improve and optimize year-round road maintenance activities. Allow for greater collaboration, including sharing specialized equipment, boundary road maintenance, joint tendering

Outcome 2.1 Savings in procurement through potential joint tenders for supplies, services, and equipment.

Joint Procurement and Contract Management

With shared technical expertise including procurement, the municipalities could save costs through 'schedules' for different locations in common tenders. Quality control, contractor evaluation and project management across organizations would allow for sharing of results would improve overall quality and reduce risk. The partners indicated that they 'get better prices' on their own. However, this appears to be mostly in terms of supplies as opposed to construction and equipment. Further, it is not clear if these prices include total cost including staff time for procurement activities. Studies show that a typical

procurement is \$1.75 per \$100 of contract awarded¹³ or \$1,750 per \$100,000 or 35 hours (at \$50 per hour). LAS Canoe procurement has illustrated savings on joint purchasing on a variety of fronts including \$60-\$70k on Heavy Equipment, \$90k on Excavators, \$600 per tire etc.¹⁴

RECOMMENDATION 2.1.1: THAT, the Shared Services Manager work with the Asset Management Coordinator, Shared Director of Engineering and partner municipalities to develop a procurement schedule based upon the joint asset management plans.

Standard procurement documents and contracts should be developed with the partners including vendor evaluations. The Shared Service Manager with the Director of Infrastructure should set up a framework for procuring and managing all contracts and projects, similar to a Project Management Office.

RECOMMENDATION 2.1.2: THAT, once the Shared Services Manager has a common procurement plan, that the partners joint the LAS Canoe partnership.

Optimization of Roads Maintenance

Outcome 2.2, 2.3 and 2.4 Optimization of year-round maintenance activities including winter control and roadside. Establishment of boundary road agreements to

address joint liability, lifecycle management, future capital costs, and maintenance. This will also include the exploration of governance related matters regarding the maintenance and control of county/township roads and boundary roads.

Boundary road agreements exist for some services currently and the municipalities have been working on additional shared services over the past few years. Of particular concern, however, is that the municipalities do not have good costing information to determine if this is advantageous or cost effective. In Appendix D, we have provided the list of boundary roads which warrant further review for options. The following is a list of those with the best potential. In some cases, winter control agreements already exist. In particular, it would appear that Pucker Street should be reviewed in light of the lengths of routes that AB has.

TABLE 5: BOUNDARY ROADS

FULL_NAME	Left_Mun	Right_Mun	Sum of Kms
BEHM LINE	AB	WW	10.73
HOLY WELL RD	GM	AB	1.04
MOUNT ST. PATRICK RD	GM	AB	0.32
PUCKER ST	GM	AB	13.22
SNAKE RIVER LINE	AB	WW	18.56
Grand Total			43.87

¹³ <https://open.canada.ca/data/en/dataset/fc540275-898d-4632-a4d8-5356faf6275b>

¹⁴ LAS interviews and website las.on.ca

By moving the Snake River Road to WW, there would be a more balanced plowing route as well (approximately 7 kilometers to the south east). We have also attached a standardized agreement that would assist in managing the joint liability. By moving to a shared service organization, the governance framework would be in place to better manage the agreements including the costing allocation.

However, the municipalities are unable to adequately share road maintenance without common costing methodologies and agreed upon terms, conditions and policies. The profiles attached show that there are significant differences in accounting practices and systems.

RECOMMENDATION 2.2.1: THAT, once the GL and Job Costing structure has been adopted (FIGURE 11) the Shared Service Manager and partner municipalities, develop a costing model for joint services agreements. This should be based on a per unit (eg. Per metre squared or per kilometre basis) for all roadside agreements adjusted for actual materials utilized. Consider a standardized agreement similar to that attached in Appendix I.

Common Winter Control Plans, Integrated Route Planning and Patrolling

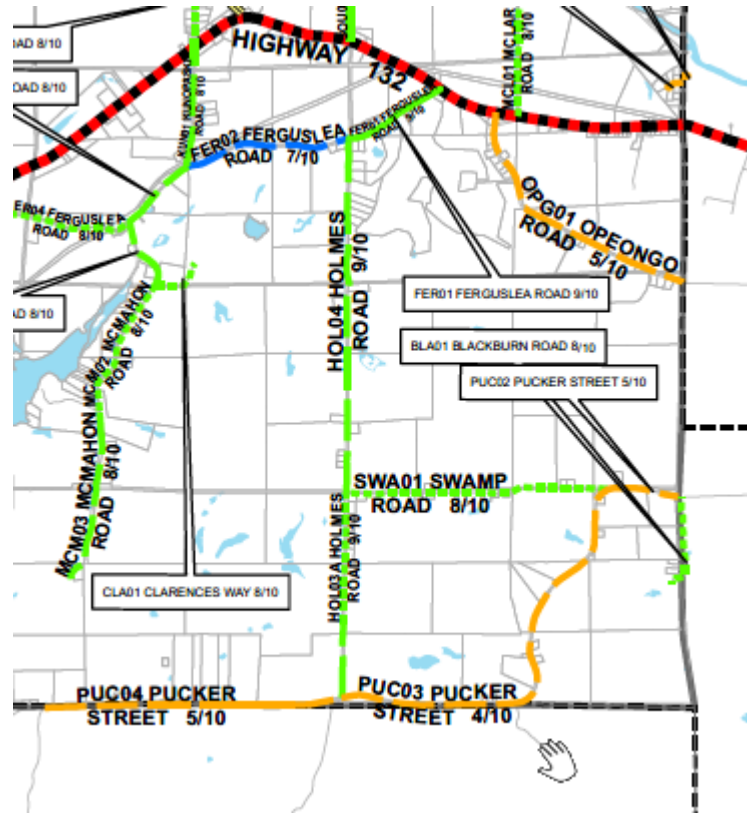
By undertaking route planning as a group with the assistance of GIS (County), each municipality would have a

better understanding of opportunities for shared plow routes where it makes sense as opposed to boundaries. Patrolling and reporting of weather/road issues would enhance the ability for the partners to improve levels of service. We noted that most of the deadheading of routes occurred due to the County roads as opposed to municipal routes. Without engaging the County, there will be little benefit to additional sharing of routes.

RECOMMENDATION 2.2.2: THAT, the Shared Services Project Manager work with the GIS Coordinator at the County and the Public Works Supervisors/Managers to provide a data layer of all routes on the County GIS (WW has these mapped on GIS but AB and GM did not at the time of the report). This will allow for the determination of possible optimization for all three municipalities. These plow routes should be accessible to the public. If all plows are equipped with GPS, the public would be able to log on to the website and see where the plow has been and when it is planned. Many municipalities have instituted this feature. It would also allow the municipalities to better monitor the Minimum Maintenance Standards and possible requirements for shared patrolling or plowing.¹⁵

Once this is complete, all parties will be in a better position to develop agreements, not only for winter control, but also patrolling. This will only be successful if all parties utilize the same patrolling software.

¹⁵ <https://www.cambridge.ca/en/learn-about/Winter-Maintenance-and-Snowplowing.aspx>



The municipalities indicated that they have been working on some shared agreements with respect to boundary roads during the report. From the information provided, it would appear that the plow routes for AB are longer than those for GM and WW which may be partly due to resources but also distances to the west. AB also plows 7.14 kilometres for WW on a joint agreement. In order to assess feasibility, all municipalities' need to implement time tracking and material (salt/sand) usage on their roads

as well as the event information. This can be done the GPS/AVL as well as material software.

The fact that AB's average of 68.4 kilometers indicates that the current arrangement with WW may be impacting AB's ability to meet its own service requirements. This should be reviewed and the time to complete the route be monitored. As well, we would suggest that the plow routes that AB does to the south east be reviewed GM (Pucker Street) and below highway 132. We noted that no municipality provided a Winter Maintenance Plan. Ontario Good Roads Association provides a framework for a Level of Service Policy that could be used as a framework. This will be extremely important that these standards be in place prior to large scale route planning, sharing and patrolling.¹⁶

While only WW has a sidewalk route, it is our understanding that this is problematic as there are not enough staff to manage the sidewalk plow (needs to be transported) and managed. While GM has some sidewalks, it has posted that they are not maintained. AB a section in Douglas with sidewalks that are maintained with small plow trucks with some difficulty. The sidewalk route likely needs to be serviced by more than one staff member for safety.

¹⁶ file:///C:/Users/tcarr/Downloads/38032 A-Guideline-for-Developing-a-Level-of-Service-Policy.pdf

Owner	Name	From	To	Maintenance	Surface Material	Gravel	DST
WW	Behm Line (TL)	Patterson Rd (Admaston/Br)	Astrolabe Rd	Ad/Brom	Gravel	1.00	
WW	Behm Line (TL)	Astrolabe Rd	Main St (Cty. Rd. 8)	Ad/Brom	Gravel	0.86	
WW	Snake River Line (TL)	Main St (Cty. Rd. 8)	McGuinty Rd (ADM/BROM)	Ad/Brom	DST		1.87
WW	Snake River Line (TL)	McGuinty Rd (ADM/BROM)	Turcotte Rd (WWR)	Ad/Brom	DST		0.35
WW	Snake River Line (TL)	Turcotte Rd (WWR)	Burwell Rd (ADM/BROM)	Ad/Brom	DST		1.50
WW	Snake River Line (TL)	Burwell Rd (ADM/BROM)	Waterview Rd (WWR)	Ad/Brom	DST		1.56

Municipality	Number of Routes	Lane Kilometres	Average time	Average Route length (Tandems)
AB	4	273.7	6.0	
TANDEM	4	273.7	6.0	68.4
GM	7	197.2	6.2	
SMALL	3	20.9	5.5	
TANDEM	4	176.3	6.8	44.1
WW	10	325.8	6.0	
TANDEM	8	325.8	6.0	40.7
SIDEWALK	2	8.4	7+	
Grand Total	21	796.7	6.1	48.5

TABLE 6: PLOW ROUTES - PROVIDED BY AB GM WW

County collaboration on Routes would yield the biggest savings.

TABLE 7: CURRENT WW SHARED PLOW ROUTES WITH AB

While there are some benefits for boundary road sharing agreements, the biggest savings would be experienced through partnerships with the County. In all three municipalities, there are County routes through the municipality whereby the municipalities must pass to get their local roads. We are of the opinion that, the County must be at the Shared Services Table to look at best route optimization. This results in some very small sections in the routes that the municipality must travel. Appendix J provides a list of all the County roads in AB, GM and WW.

RECOMMENDATION 2.2.3: THAT, the municipalities through the shared service organization, create a Winter Maintenance Plan starting with ensuring that all routes with are mapped in GIS including depot locations and the costs have been determined. The Shared Services organization can develop a strategy for the additional boundary roads identified in Appendix D

Mutual Aid – Storm Response

Similar to mutual aid agreements for fire services, the municipalities and County could enter into mutual aid agreements for major weather/storm cleanup related responses. In fact, WSCS was supposed to be onsite the week of the storm in May 2022 and Greater Madawaska was in clean up mode for at least a week and had to cancel our visit. The other municipalities, however, did not have similar damage or cleanup and could have provided assistance for faster restoration. This can be led by the Shared Services Project Manager to develop agreements with partners and the County.

RECOMMENDATION 2.2.4: THAT, the Shared Services Project Manager work with the partner municipalities and County to create mutual aid agreements for storm response.

Contracted vs. Inhouse services

According to the information provided by the partner municipalities, much work is completed in house with some contracted services (Table 8). Unfortunately, the financial data provided did not allow for us to analyse the possible savings of sharing or additional contracted out services since it is rolled up by type of job, but only in some cases. There are some areas that would appear to make some sense to explore joint services and sharing. What would be of great advantage would be to set up Vendors of

Record that have been pre-qualified and can be utilized on an as needed basis. Other options would be to explore the outsourced cost vs in-house services BUT it is imperative that proper costing of equipment is reflected in the analysis.

RECOMMENDATION 2.3.1: THAT, the Shared Services Project Manager work with the partner municipalities to determine what could be contracted out with Vendors of Record or contracted between municipalities.

Areas for joint contracts:

1. Street Sweeping
2. Guard Rail Installation
3. Engineering
4. Line Painting
5. Sign Reflectivity
6. Construction
7. Dust Control

There are some areas where there may be advantages to share in house expertise such as:

1. Line Painting
2. Dust Control
3. Gravel Application
4. GIS
5. Facility Management
6. Fleet Management

Municipality	Admaston/Bromley	Greater Madawaska	Whitewater Region
Number of FT Public Works Staff (excluding Managers)	5	7	10
Number of Mechanics		1	2
Number of PT/Seasonal Staff	2	2	2 (2-3 summer students)
Winter Control - Plowing	Inhouse	Inhouse	Inhouse
Sidewalk Clearing	Inhouse	N/A	Inhouse
Snow Removal	Inhouse	N/A	Inhouse
Parking Lot Clearing	Inhouse	Inhouse	Inhouse
Roadside Brushing	Inhouse	Inhouse	Inhouse
Roadside Mowing	Inhouse	Inhouse	Inhouse
Street Sweeping	Contracted	Inhouse and Contract	Contract
Line Painting	Contracted	Inhouse	Contract
Sign Reflectivity	N/A	Inhouse	Contract
Gravel Application	Inhouse and Contracted	Inhouse	Inhouse
Dust Control	Inhouse and Contracted	Inhouse	Contract
Grader – Gravel Maintenance	Inhouse	Inhouse	Inhouse
Gravel Crushing	N/A	N/A	Contract
Pothole Filling	Inhouse	Inhouse	Inhouse
Construction/Reconstruction	Inhouse and Contracted	Inhouse and Contract	Inhouse and Contract
Culvert Replacement	Inhouse and Contracted	Inhouse	Inhouse

Municipality	Admaston/Bromley	Greater Madawaska	Whitewater Region
Guard Rail Installation	Contracted	Contract	Contract
Engineering	Contracted	Contract	Contract
Project Management	Inhouse and Contracted	Inhouse and Contract	Inhouse and Contract

TABLE 8:SERVICES PROVIDED BY AB GM AND WW - IN HOUSE VS CONTRACT

SUMMARY

Our estimated cost of implementation is approximately \$1.6 million. By making the investments in technology and creating a Shared Services Centre of Excellence with resources now, we are confident that the municipalities will realize significant savings (\$6 million in 10 years) and a short payback period of 6 years. This will take a concerted

effort by staff with strong project management, in order to be successful, and is reliant on maintaining momentum. There is also a need for political will and public support to make the investment (financial and time) and sustain the project over the course of a term and a half of council.

SUMMARY OF RECOMMENDATIONS

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Shared Services Centre of Excellence	1.1.1	Build a Shared Services Centre of Excellence starting with the hiring/appointment of a Shared Services Manager.	Governance Framework would include all three municipalities and the County. The Manager would lead the transformation to shared services. Consider a Municipal Services Corporation (MSC) under s. 203 of the Municipal Act and include other municipalities. This would allow for the structure and eliminate some of the challenges of separate organizations, insurance and employee/employer relationships.	Dedicated PM is required to ensure all building blocks are developed and in place for success.	HIGH EFFORT, HIGH IMPACT	2025
Technical Staff	1.1.2	THAT, the partner municipalities hire an Asset Management Coordinator reporting to the Shared Services Project Manager.	An Asset Management Coordinator for all three municipalities could, not only rotate through to undertake condition assessments, but also update each plan with the same database.	Reduced costs, improved planning and updated data.	LOW EFFORT, HIGH IMPACT	2024
Technical Staff	1.1.3	THAT, the partner municipalities hire Director of Engineering/Infrastructure	This shared position could provide engineering design, quality control, procurement, and project management for infrastructure projects for all three municipalities. However, some additional outsourcing may be required for specialized engineering disciplines as needed. The Engineer would oversee this work and contracts.	Overall reduce cost, risk and better quality, AM planning and contract management.	LOW EFFORT, HIGH IMPACT	2024

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Fleet Management	1.2.1	THAT, the partners consider consolidating the mechanics in one location (see facility recommendations) and share the resources under a Fleet Supervisor reporting the Manager, Shared Services. Based upon the workload, this would require one additional mechanic and a Fleet Assistant.	Two of the three municipalities have in house mechanics, all of whom are fully occupied with no backups. Specialized equipment, such as fire vehicles, are often outsourced due to the required skill set. There is an opportunity to bring these in house with sufficient number of resources which would also allow for backup for absences. We believe that an additional administrative staff may be required (could be reallocated from one municipality)	Reduced costs, improved service and reduced downtime.	HIGH EFFORT, HIGH IMPACT	2026+
Fleet Management	1.2.2	THAT, as part of procurement of new fleet, that the municipalities move to common requirements and brands based upon total cost of ownership through a Vendor of Record procurement process.	By moving to common fleet over time, training of both operators and mechanics will be easier and can be shared. Further, costs will decrease through common materials, repairs and supporting equipment.	Reduced costs, improved service and reduced downtime.	LOW EFFORT, HIGH IMPACT	2024
Fleet Management	1.2.3	THAT, one Fleet Management System be adopted by the Shared Services Organization.	Two of the three municipalities have in house mechanics, all of whom are fully occupied with no backups. Specialized equipment, such as fire vehicles, are often outsourced due to the required skill set. There is an opportunity to bring these in house with sufficient number of resources which would also allow for backup for absences. We believe that an additional administrative staff may be required (could be reallocated from one municipality)	Reduced costs, improved service and reduced downtime.	HIGH EFFORT, HIGH IMPACT	2025

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Fleet Management	1.2.4	THAT, the municipalities create an equipment utilization plan with associated replacement plan to facilitate sharing equipment and agreement.	The three organizations and the County have some equipment that may be underutilized and could be shared. This is done to some extent but no formal plan or policy. As shown in Appendix B, each piece of equipment has been flagged for possible sharing. It would only be feasible if there was a booking system based upon workplans and a work order system. All parties would need to have access to see availability. Any equipment being used or its downtime for repairs would need to be on the schedule.	Reduced costs, improved service and reduced downtime.	HIGH EFFORT, HIGH IMPACT	2024
Fleet Management	1.2.5	THAT, the municipalities move to a common GPS/Spreader controllers and software that can be integrated with the fleet management system with a booking system. The best options for sharing include: Packer, Chippers, Floats, Culvert Steamers, Sweepers, Portable Traffic Lights, Mulchers and Rollers	Upon procurement of new equipment, it would advantageous to have all the equipment on a common GPS and software. This would allow for any staff to see the location and use of the equipment. Ideally, the municipalities should look at an integrated centralized booking system with an integration with the Fleet Management System. However, as mentioned, this will only be feasible if the partners develop and release their workplans and fleet is identified as being utilized through the GPS and booking system.	Improved service and ability to share equipment - reduced costs.	HIGH EFFORT, HIGH IMPACT	2025

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Fleet Management	1.2.6	THAT, all municipalities adopt a fuel management system and bulk purchase fuel.	Since WWR has already purchased fuel system (GIR) and installed tanks at each of its locations, it would make sense to expand the use, install at various locations including the new facilities recommended. Because these systems are card locked, sharing is simple and easy to charge out. The Fleet Supervisor/Assistant should be responsible for monitoring and purchasing fuel, put it into inventory and then charge out costs against each vehicle.	Improved service and ability to share equipment - reduced costs.	HIGH EFFORT, HIGH IMPACT	2025
Fleet Management	1.2.7	THAT, an equipment rate study be undertaken for all equipment in the partner municipalities or in the alternative, move to OPSS 127 rates. All municipalities should charge the use of equipment by work order to jobs/activities/assets through a work order management/timesheet system (CityWide). This will provide for more accurate costing for assets, improve lifecycle costing and allow for analysis of shared services.	Would allow for consistency for 'charge out' of equipment and trained operators and 'level the playing field' and provide for the funding of the in-house mechanics. The amortization portion of 'revenue' should replenish the reserve fund for equipment replacement.	Improved costing and reflection of asset costs.	HIGH EFFORT, HIGH IMPACT	2024

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Facilities	1.3.1	THAT, the partner municipalities consider a shared Facilities Manager and supporting staff – reporting to the Shared Services Manager. (Could include others including the County).	Currently, facilities management is part of the supervisors' roles in AB and WW whereas GM has a Facilities Supervisor. In order to facilitate shared services and to address both the new asset management regulations as well as the Public Sector Accounting Board requirements for Asset Retirement obligations, there is a need to have a dedicated Facilities Division. Could be shared with others including the County.	Improved management of facilities	HIGH EFFORT, HIGH IMPACT	2026+
Facilities	1.3.2	THAT, the partners consider all future facility investments with the view to consolidate in common locations, share storage, salt/sand and fuel using appropriate technologies to track usage and charge back costs.	Four facility locations are recommended in the future. Renfrew, Cobden, Pembroke and Calabogie. Renfrew would be the best location for shared mechanics. Recommend one additional mechanic and eliminate most outsourcing. A full facility strategy would need to be undertaken but in the interim, municipalities should not make significant investments without considering shared services. Systems including GPS/AVL and controllers should be standardized and utilized to track material usage and costs.	Elimination of multiple buildings in favour or shared locations, materials. Reduced cost and management of inventory. Improved equipment service and response.	HIGH EFFORT, HIGH IMPACT	2026+

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Technology	1.4.1	THAT, the partner municipalities revamp their general ledger and move to job costing to a common structure that will provide for detailed costs at the activity/asset level. Ideally, all municipalities would be on the same Enterprise Resource Planning system for financial management as well.	We then have provided a recommendation for a subledger or 'cost code' (the term used in Vadim or a job in CityWide) to allow for activities such as 'pothole repair/hardtop", "shouldering" etc. An equipment subledger would allow for specific codes for each piece of equipment and asset that will capture lifecycle costs for each asset. These assets can then be used on jobs and charged out at the equipment rate (RECOMMENDATION 1.2.7) to reflect full costs.	One common solution. Better reporting and financial information.	LOW EFFORT, HIGH IMPACT	2024
Technology	1.4.2	THAT, the partner municipalities move to one Asset/Work Management/Patrolling, GIS integration (CityWide).	WW and GM currently utilize Citywide, AB has WorkTech which is no longer supported and has challenges. Common platform would allow for sharing of information, asset management, patrolling.	One common solution. Shared training and licenses.	LOW EFFORT, HIGH IMPACT	2024
Technology	1.4.3	THAT, the partner municipalities implement one Customer Relationship Management System and hire a Customer Service Representative to manage all customer requests for the three municipalities.	Currently WW is the only municipality with a CRM. A common platform with one stop shop will reduce duplication and improve customer service. This should be integrated with work order management. County wide solution would be best (311). The CR representative could be from an internal resource.	Elimination of manual customer requests and improved customer service.	HIGH EFFORT, HIGH IMPACT	2024

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Training	1.4.4	THAT, the Shared Services Manager undertake a training needs assessment of all partner municipalities and create a comprehensive training plan and source a 5-year joint training program and funding formula.	A training needs assessment of all staff of the partner municipalities will determine requirements, where each staff is today and future needs - profiles by position should be created and associated gaps. From there, the PM can develop a long-term training plan, engage with training organizations to bring the training to the municipalities. This should include all types of training including technology, equipment, roads school and health and safety. The strategy should allow for a phased approach to allow access for all but ensure coverage for operational requirements	Improved service, retain staff, reduced cost.	HIGH EFFORT, HIGH IMPACT	2024
Joint Procurement and Contract Management	2.1.1	THAT, the Shared Services Manager work with the Asset Management Coordinator, Shared Director of Engineering, to develop a procurement schedule based upon the joint asset management plans.	Standard procurement documents and contracts should be developed with the partners including vendor evaluations. The Shared Service Manager with the Director of Infrastructure should set up a framework for procuring and managing all contracts and projects, similar to a Project Management Office.	Improved vendor selection, reduced duplication of effort, better pricing	HIGH EFFORT, HIGH IMPACT	2024

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Joint Procurement and Contract Management	2.1.2	THAT, once the Shared Services Manager has a common procurement plan, that the partners join the LAS Canoe partnership.	LAS Canoe procurement has illustrated savings on joint purchasing on a variety of fronts including \$60-\$70k on Heavy Equipment, \$90k on Excavators, \$600 per tire etc. [1]	Reduced cost and increased competition.	LOW EFFORT, HIGH IMPACT	2024
Optimization of Roads Maintenance	2.2.1	THAT, once the GL and Job Costing structure has been adopted (FIGURE 11) the Shared Service Manager and partner municipalities, develop a costing model for joint services agreements.	This should be based on a per unit (eg. Per metre squared or per kilometre basis) for all roadside agreements adjusted for actual materials utilized. Consider a standardized agreement similar to that attached in Appendix I.	Improved planning	LOW EFFORT, HIGH IMPACT	2025

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Optimization of Roads Maintenance	2.2.2	THAT, the Shared Services Project Manager work with the GIS Coordinator at the County and the Public Works Supervisors/Managers to provide a data layer of all routes on the County GIS on an ongoing basis (WW has a layer but AB and GM did not at the time of the review). These plow routes should be accessible to the public.	By undertaking route planning as a group with the assistance of GIS (County), each municipality would have a better understanding of opportunities for shared plow routes where it makes sense as opposed to boundaries. If all plows are equipped with GPS, the public would be able to log on to the website and see where the plow has been and when it is planned. Many municipalities have instituted this feature. It would also allow the municipalities to better monitor the Minimum Maintenance Standards and possible requirements for shared patrolling or plowing.	Improved planning	HIGH EFFORT, HIGH IMPACT	2024
Optimization of Roads Maintenance	2.2.3	THAT, the municipalities through the shared service organization, create a Winter Maintenance Plan starting with ensuring that all routes with are mapped in GIS including depot locations and the costs have been determined. The Shared Services organization can develop a strategy for the additional boundary roads identified in Appendix D	While there are some benefits for boundary road sharing agreements, the biggest savings would be experienced through partnerships with the County. In all three municipalities, there are County routes through the municipality whereby the municipalities must pass to get their local roads. We are of the opinion that, the County must be at the Shared Services Table to look at best route optimization. This results in some very small sections in the routes that the municipality must travel. Appendix J provides a list of all the County roads in AB, GM and WW.	Improved service and communication.	HIGH EFFORT, HIGH IMPACT	2025

Category	Rec #	Opportunity/Recommendation	Opportunity Detailed Description	Benefits/Outcome	Quadrant	Year Start
Optimization of Roads Maintenance	2.2.4	THAT, the Shared Services Manager work with the partner municipalities and County to create mutual aid agreements for storm response.	Similar to mutual aid agreements for fire services, the municipalities and County could enter into mutual aid agreements for storm cleanup and other emergency requirements. This may become more and more important as part of the municipalities climate change action plans required under the AMP regulation. It is possible that these action plans/response agreements may be supported financially by other levels of government at some point.	Improved response time.	HIGH EFFORT, HIGH IMPACT	2025
In house vs Contracted services	2.3.1	THAT, the Shared Services Project Manager work with the partner municipalities to determine what could be contracted out with Vendors of Record or contracted between municipalities.	Street sweeping, line painting, guard rail installation, sign reflectivity, construction could be done through joint contracts or assigning staff/crew.	Reduced cost and consistency.	LOW EFFORT, HIGH IMPACT	2024

IMPLEMENTATION PLAN RECOMMENDED TIMELINES

				2024				2025				2026				2026+
Category	Objective #	Opportunity/Recommendation	Year Start	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Shared Services Centre of Excellence	1.1.1	Hire a Shared Services PM.	2024													
Technical Staff	1.1.2	Hire Shared AM Coordinator.	2024													
Technical Staff	1.1.3	Hire a Shared Director of Engineering	2024													
Fleet Management	1.2.1	Share Mechanics	2026+													
Fleet Management	1.2.2	Common Fleet	2025													
Fleet Management	1.2.3	Fleet Management System	2025													
Fleet Management	1.2.4	Equipment Plan	2024													
Fleet Management	1.2.5	Common GPS	2025													
Fleet Management	1.2.6	Fuel Management System	2025													
Fleet Management	1.2.7	Equipment Rate Study	2025													

				2024				2025				2026				2026+
Category	Objective #	Opportunity/Recommendation	Year Start	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Facilities	1.3.1	Share Facilities Manager	2026+													
Facilities	1.3.2	Joint Facilities	2026+													
Technology	1.4.1	GL Job Costing Structure	2024													
Technology	1.4.2	Asset Work Management Patrolling System	2024													
Technology	1.4.3	CRM	2024													
Training	1.4.4	Joint Training Plan	2024													
Joint Procurement and Contract Management	2.1.1	Joint Procurement plan	2025													
Joint Procurement and Contract Management	2.1.2	LAS	2024													
Optimization of Roads Maintenance	2.2.1	Joint Costing model	2025													
Optimization of Roads Maintenance	2.2.2	GIS Routes	2024													

				2024				2025				2026				2026+
Category	Objective #	Opportunity/Recommendation	Year Start	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Optimization of Roads Maintenance	2.2.3	Winter Maintenance Plan	2025													
Optimization of Roads Maintenance	2.2.4	Mutual Aid for Storms	2025													
In house vs Contracted services	2.3.1	Vendors of Record	2024													

IMPLEMENTATION PLAN – ESTIMATED COSTS AND PAYBACK PERIOD

Category	Objective #	Opportunity/ Recommendation	Year Start	External Cost (3 years)	Total 3-year Internal Costs(savings)	Total Cost/Savings _Internal + External	Comments/ Assumptions	Years to payback	Estimated Savings/Cost Avoidance over 10 years
Shared Services Centre of Excellence	1.1.1	Hire a Shared Services PM.	2024	\$300,000	\$168,000	\$336,000	Savings from reduced costs will cover the PM costs - Likely 5-year payback.	5.0	-\$495,000
Technical Staff	1.1.2	Hire Shared AM Coordinator.	2024	\$300,000	\$0	\$0	Eliminate consultant requirements. This was recommended under the OCIF funding as an eligible expense.	1.0	-\$1,000,000
Technical Staff	1.1.3	Hire a Shared Director of Engineering	2024	\$300,000	\$0	\$0	Improved quality, reduced consulting services	1.0	-\$1,000,000
Fleet Management	1.2.1	Share Mechanics	2026+	\$240,000	\$240,000	\$480,000	Additional hire, reduced outsourced services and down time. Savings to occur 2 years after implementation.	5.0	\$0
Fleet Management	1.2.2	Common Fleet	2025	\$0	\$0	\$0	Reduced cost but unknown as equipment costs are not currently tracked in detail.	5.0	\$0
Fleet Management	1.2.3	Fleet Management System	2025	\$15,000	\$15,000	\$30,000	One system will allow sharing and better inventory and lifecycle costs.	1.0	\$0
Fleet Management	1.2.4	Equipment Plan	2024	\$0	\$0	\$0	Reduced cost but unknown as equipment costs are not currently tracked in detail.	1.0	\$0
Fleet Management	1.2.5	Common GPS	2025	\$30,000	\$30,000	\$60,000	Part of procurement process.	2.0	\$0
Fleet Management	1.2.6	Fuel Management System	2025	\$20,000	\$20,000	\$40,000	Reduced cost but unknown as fuel costs are not currently tracked in detail.	2.0	\$0
Fleet Management	1.2.7	Equipment Rate Study	2024	\$15,000	\$15,000	\$30,000	External Consultant assistance may be needed to undertake rate study or could be done by Project Manager.	1.0	\$0

Category	Objective #	Opportunity/ Recommendation	Year Start	External Cost (3 years)	Total 3-year Internal Costs(savings)	Total Cost/Savings _Internal + External	Comments/ Assumptions	Years to payback	Estimated Savings/Cost Avoidance over 10 years
Facilities	1.3.1	Share Facilities Manager	2026+	\$180,000	\$0	\$0	Reassign from municipality but add additional staff. Reduce contracted services. Assumed to be cost neutral.	5.0	-\$600,000
Facilities	1.3.2	Joint Facilities	2026+	\$0	\$0	\$0	Unknown - Expansion of each current facility may be possible but assume each building approximately \$500,000 but disposal or sale is possible for some existing buildings.	1.0	\$0
Technology	1.4.1	GL Job Costing Structure	2024	\$0	\$0	\$0	In house	1.0	\$0
Technology	1.4.2	Asset Work Management Patrolling System	2024	\$20,000	\$0	\$0	One time licensing, training and consulting costs of \$20000 but savings of duplication of effort will cover. OCIF could be used to eliminate costs.	1.0	-\$75,000
Technology	1.4.3	CRM	2024	\$35,000	\$5,000	\$10,000	Licenses and CR representative - internal savings will be realized by eliminating duplication.	1.0	-\$100,000
Training	1.4.4	Joint Training Plan	2024	\$30,000	\$0	\$0	Costs will be offset by individual costs.	1.0	-\$100,000
Joint Procurement and Contract Management	2.1.1	Joint Procurement plan	2025	\$100,000	-\$200,000	-\$400,000	Estimated savings from multiple bids and staff time (low estimate)	2.0	-\$1,000,000
Joint Procurement and Contract Management	2.1.2	LAS	2024	\$0	-\$180,000	-\$360,000	Low estimate from LAS	1.0	-\$600,000
Optimization of Roads Maintenance	2.2.1	Joint Costing model	2025	\$0	-\$45,000	-\$90,000	Reduced cost are estimated only. Unknown as routes are not tracked.	2.0	-\$150,000
Optimization of Roads Maintenance	2.2.2	GIS Routes	2024	\$15,000	-\$45,000	-\$90,000	Reduced cost are estimated only. Unknown as routes are not tracked.	1.0	-\$200,000

Category	Objective #	Opportunity/ Recommendation	Year Start	External Cost (3 years)	Total 3-year Internal Costs(savings)	Total Cost/Savings _ Internal + External	Comments/ Assumptions	Years to payback	Estimated Savings/Cost Avoidance over 10 years
Optimization of Roads Maintenance	2.2.3	Winter Maintenance Plan	2025	\$15,000	-\$45,000	-\$90,000	Reduced cost are estimated only. Unknown as routes are not tracked.	1.0	-\$200,000
Optimization of Roads Maintenance	2.2.4	Mutual Aid for Storms	2025	\$0	\$0	\$0	Reduced cost unknown. Primarily a service improvement.	2.0	\$0
In house vs Contracted services	2.3.1	Vendors of Record	2024	\$0	-\$150,000	-\$300,000	Shared contracts would reduce procurement time and costs.	5.0	-\$500,000
Total				\$1,615,000	-\$172,000	-\$344,000			-\$6,020,000

RANKING THE OPPORTUNITIES

FIGURE 13 Prioritization matrix provides the partner municipalities' with an assessment of the effort and impact of each recommendation. The numbers contained in the diagram identify the recommendation number by category.

We have included only recommendations where the impact will be high, but the effort may be low or high. There are many 'sub opportunities' that will naturally result in the improvements. The order that opportunities should be implemented would be:

- (1) bottom right quadrant (low effort, high impact),
- (2) top right (high effort, high impact).

This recommendation is to allow the partner municipalities to realize "quick wins" to reap the

benefits of enhanced capacity for the recommendations requiring high effort. Further, "quick wins" will provide the incentives for staff to continue to improve services, reduce duplication and increase customer satisfaction.

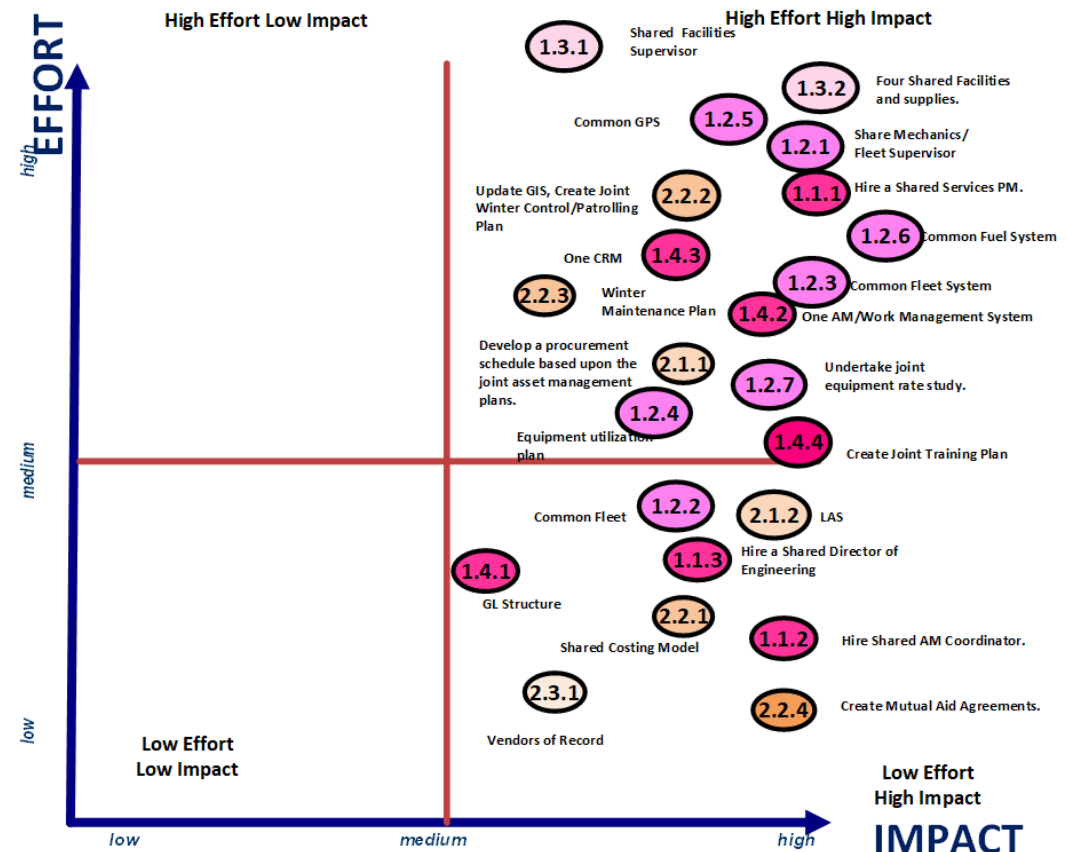


FIGURE 13:RANKING OF OPPORTUNITIES

CONCLUSION

In conclusion, the partner municipalities are eager to work together, find solutions to their many challenges, provide better services at reduced costs. There is no doubt that efficiencies can be achieved through sharing resources, practices, and expertise. However, this cannot be done without some leadership and additional resources to put standards in place. The principles outlined in FIGURE 3 must be upheld in order to maintain an even playing field with the view to 'win-win'. Without those principles, shared services fall apart.

We also note that many barriers need to be broken down before shared services can truly be successful. This starts with the County of Renfrew. There is a sense that without their involvement, it is very difficult for these smaller municipalities to make changes. In fact, the most significant savings will come from joint services with the County. Firstly, they have more resources and professional staff to draw upon. Secondly, many County services overlay in these municipalities. Case in point is the number of County roads and plow routes that run through these municipalities clearly illustrate that most can be gained through joint patrolling, winter control planning with the County at the table.

Other areas such as technology can still be shared between the partners, but again, it is more difficult without the infrastructure to support this.

This deep dive into Public Works in the partner municipalities revealed that many pieces of the foundation are not in place to move to shared services. In particular, the financial and performance data is not collected, tracked, or analyzed in the same or consistent way. Equipment rates are either out of date, not charged to jobs. Lifecycle costs are needed to adequately create those rates. This not only needs to be in place for shared services, but all municipalities also need to properly reflect their costs against their assets for asset management planning and funding. The partners are not alone. The entire municipal sector is suffering from a lack of resources and tools to manage its assets. Now, it is starting to realize that processes must change, staff need new tools to be able to make informed decisions and Council needs better reporting so that it can ensure that it meets its responsibilities. The demands on the municipal sector are growing and it needs to be better prepared, more proactive and innovative approaches are needed.

The province is looking for innovative solutions and not simply going to provide funding without seeing that municipalities are attempting to do things differently in order to get better results.

Municipalities require a long-term vision to define their future in 5, 10 and 20 years. This starts with a more modernized, integrated planning and performance framework approach. We believe that a Shared Services Centre of Excellence will not only gain much attention, but it is also the only way to look at things differently. It needs to start with leadership to create the foundation, the business case to create buy-in and then commitment to put the agreements, training, and standards in place to support shared services.

The recommendations in this report are just a start. The partners must remain steadfast in their efforts to seek improvements. There needs to be a strong desire to pursue a new mission and to engage the County as a strategic partner. With the County's support, the

prospect of galvanizing other local municipalities into a new service delivery model can become a new reality. Many tough decisions are ahead and the WSCS Consulting Team is confident that shared services are the only way of the future. The partners clearly believe that as well by undertaking this study. We are hopeful that the recommendation in this report is a positive step in that direction.

ACKNOWLEDGEMENT

We wish to express appreciation to the Councils, Management, and staff of the Townships of Admaston-Bromley, Greater Madawaska and Whitewater Region for their participation, cooperation, and assistance throughout the project.

BACKGROUND AND BENCHMARKING

I. BACKGROUND

The Townships of Admaston Bromley (AB), Greater Madawaska (GM) and Whitewater Region (WW), three lower-tier municipalities (herein referred to as the ‘partner municipalities’) are located in the County of Renfrew (“the County”) and represent a combined estimated population of 12,462 and 7,746 households (about 16% of the County’s households).

The land area is large at 2,099.16 square kilometres, with low population density, smallest in GM at 2.43 per square kilometre and largest in WW at 12.99. Although the municipalities’ have some urbanized areas, it is mostly rural and spread out.

The three municipalities manage a total of 1,834 kilometres of road, of which 1,671 are maintained in the winter and 53% of which are unpaved. In Ontario, municipalities are highly regulated and many public works services require delivery at or above minimum maintenance standards. Asset management plans and financing strategies are required by July 1, 2022, (Asset Management Plan Regulation (O.Reg. 588/17) for core assets. Infrastructure deficits are creating much pressure on financial and human resources as municipalities attempt to reduce the gap and grow to meet changing demographics.

Relatively low taxes, beautiful natural amenities, and proximity to Ottawa, make these municipalities very attractive for those desiring to leave the ‘city’ for a more rural lifestyle. COVID has prompted many to do just that and consequently, all three municipalities are seeing significant growth. This has

both positive and negative impacts. Firstly, the growth means that the municipalities will see an increased tax base, providing additional financial resources to provide services. However, it also means additional workload, heightened expectations for services from those who are accustomed to a fuller range of services offered by large city centres. Further, growth means more demands on an already aging infrastructure and demands for higher standards for roads maintenance and rehabilitation activities.

This pressure is leading municipalities to look at new ways of doing business including partnerships with each other. As a result, this led to a group of Renfrew County municipalities to form the Local Efficiency Group (LEG) who contracted with Dillon/Performance Concepts Consulting for a Service Delivery Review to look at opportunities for shared services and integration among the seven partners.

The Final Report was delivered in November 2020 (herein referred to as the ‘LEG SDR’) which focused on 4 cluster areas where it was determined that there were several shared service opportunities:

Cluster A: Corporate Services and Development Services.

Cluster B: Protective Services (Fire and Bylaw).

Cluster C: Asset Intensive Services (Roads and Winter Control, Waste and Recycling, Asset Management and Engineering, Fleet and Equipment); and

Cluster D: Parks and Recreation.

Following that review, the partner municipalities opted to explore opportunities with respect to Roads (Cluster C, with the exception of Waste and Recycling) and subsequently secured provincial government funding under the Municipal Modernization Program to support a third-party review.

The services delivered by the three municipalities differ due to size, location and rural/urban mix. AB and GM are primarily rural with a few villages. WW has a larger population and they have additional areas of water/wastewater to manage. The County of Renfrew provides some services, such as roads, that ‘overlap’ those of the local municipalities which not only adds to confusion, it appears to result in some inefficiencies.

There is no such thing as the “typical” municipality, even at the upper tier as each municipality is different in terms of types and variety of services. Municipal government is complex. The County is only one of many public-sector bodies providing services to its residents. The local municipalities provide direct services including collecting taxes on behalf of the upper tier. Often, there is a lack of understanding of jurisdiction between different levels of government leading to expectations gaps between citizens and the County. These variations both at the local level with Renfrew and outside, are very confusing to the customer and has resulted in duplication of effort and non-value-added activities.

The variation between municipalities makes it difficult to ‘benchmark’ with others. However, there are some best practices that apply regardless of the services, particularly when it comes to processes. All this being said, while we have used some benchmarks throughout this in this report, we have done so as information only and provide some guidance on possible opportunities to be explored with partners. The

reader should be cautioned that the simple fact that a service may be delivered at less cost or more volume by another municipality does not necessarily mean those services are any more efficient or effective.

Transportation services in Renfrew County is shared based upon the class and ownership of the road/bridge. This makes benchmarking with other municipalities both challenging and interesting. Assumptions, methods of delivery, organizational structure, location, natural environment, location all play a role in how municipalities operate. Table 8 provides a summary of each municipalities’ roads related services. As with any municipality, they are bound by the Municipal Act in its service provision. The municipality can determine if it will deliver service in house or contract it out. Contracting, however, does not absolve the municipality of the accountability under the Minimum Maintenance Standards. They must monitor any contracts and ensure that their service providers meet these standards.

We are of the opinion that, not only are there many opportunities for better collaboration between the partner municipalities, there are Countywide opportunities that could be explored. It would seem that the County is in a better position to leverage their resources and serve as the leader in shared services for all local municipalities.

I. COMPARING THE COMMUNITIES

TABLE 9: DEMOGRAPHICS AND ROAD DATA COMPARISON (AB,GM AND WW)

Name	Households	Population 2016	Population 2011	Change	Land area (km ²)	Population density (KM2)	# of Paved Roads (Lane kms)	# of Unpaved Roads (Lane Kms)	# of Winter Maintained Roads (Lane kms)	Number of Roads in good to very good condition	%age good to very good
Admaston-Bromley	1405	2,935	2,844	3.20%	524.1	5.6	285	374	579	199	70%
Greater Madawaska	1180	2,518	2,485	1.30%	1,035.6	2.4	194	264	392	66	34%
Whitewater	3551	7,009	6,921	1.27%	540.0	13.0	388	332	700	165	43%

FIGURE 14 illustrates the average cost per kilometre for each of the three municipalities over the period 2015-2021 which indicates significant disparities between the municipalities. This can be attributed to higher

costs (salaries and wages) and/or cost allocation practices. We note, that although WW has overall

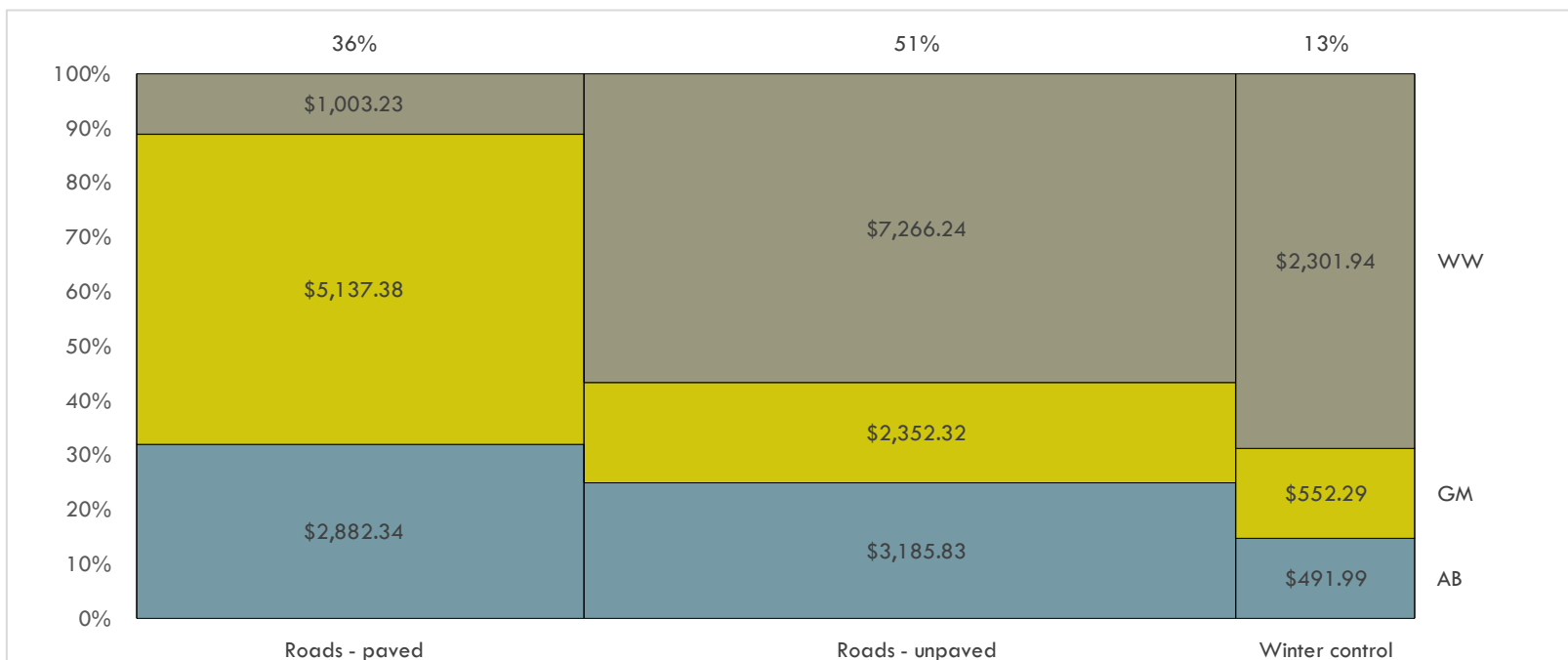
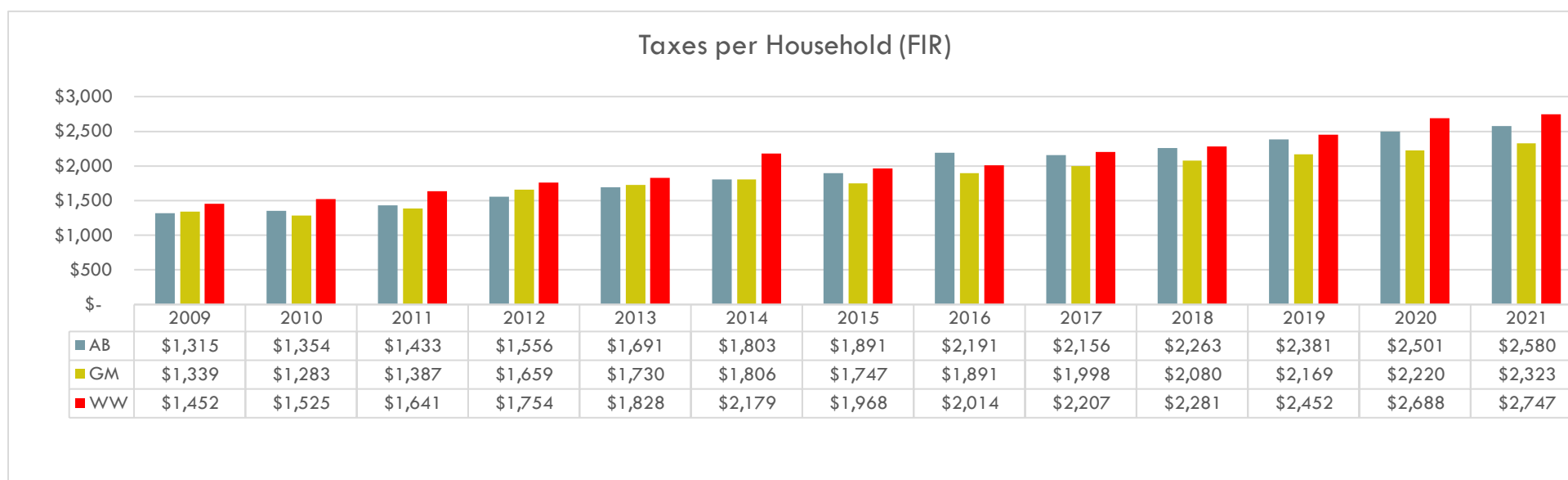


FIGURE 14: COST PER KILOMETRE BY MUNICIPALITY (2015-2021): SOURCE:FIR

FIGURE 15: PROPERTY TAXES PER HOUSEHOLD (FIR)

higher cost per kilometre, its transportation costs per household is lowest (FIGURE 16)

Financial performance and taxation levels has both benefits and risks as the underlying assumptions and variables must be taken into account when analyzing results. Our assessment of the practices indicates significant differences in terms of equipment allocations, salary and wage allocations and fleet management practices, all which will impact the financial results. Job/activities reporting can also impact the costing allocations to the paved/unpaved summer maintenance costs as well as winter control.

For example, shows that GM's tax rate is lower than the other two municipalities. This may lead one to believe that GM is more efficient than other municipalities on its face. It is important to note, as demonstrated in this report, that the reporting of costs by tax dollars are varied. Since the focus of this review is public works, it is important to assess the transportation expenses per household which shows that AB has the highest cost per household on average.

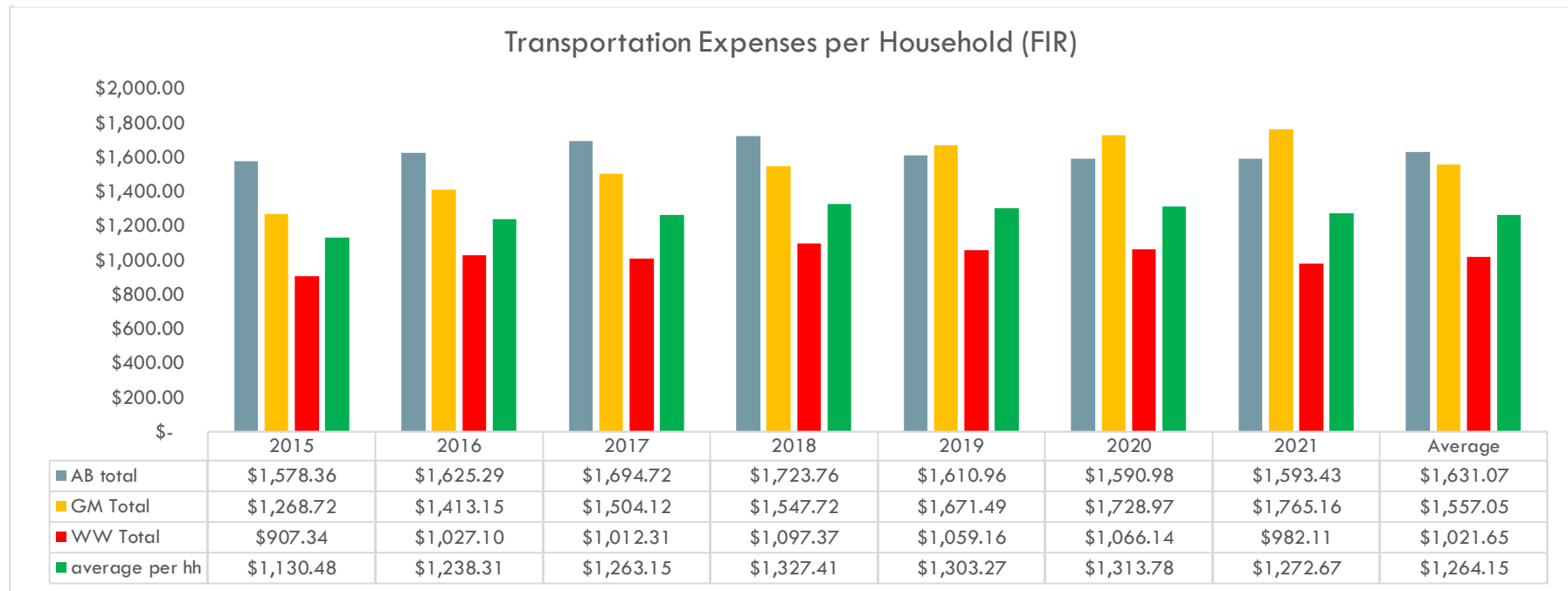
FIGURE 16: TRANSPORTATION EXPENSES PER HOUSEHOLD**Asset Consumption Ratio (expressed as a percentage)**

FIGURE 18 measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost.

The target is <50%. (Less than 25% - Relatively NEW infrastructure, 26% to 50% - Moderately NEW infrastructure, 51% to 75% - Moderately OLD infrastructure, greater than 75% - OLD infrastructure.

The calculation is the **total CLOSING ACCUMULATED AMORTIZATION BALANCE DIVIDED BY THE CLOSING COST BALANCE WHICH REPRESENTS THE HISTORICAL**

COST OF THE ASSET AT PURCHASE/CONSTRUCTION.

Meaning, the more the accumulated amortization as opposed to the cost indicates the aging of the assets.

All municipalities are going in the wrong direction by seeing an ever-increasing number.

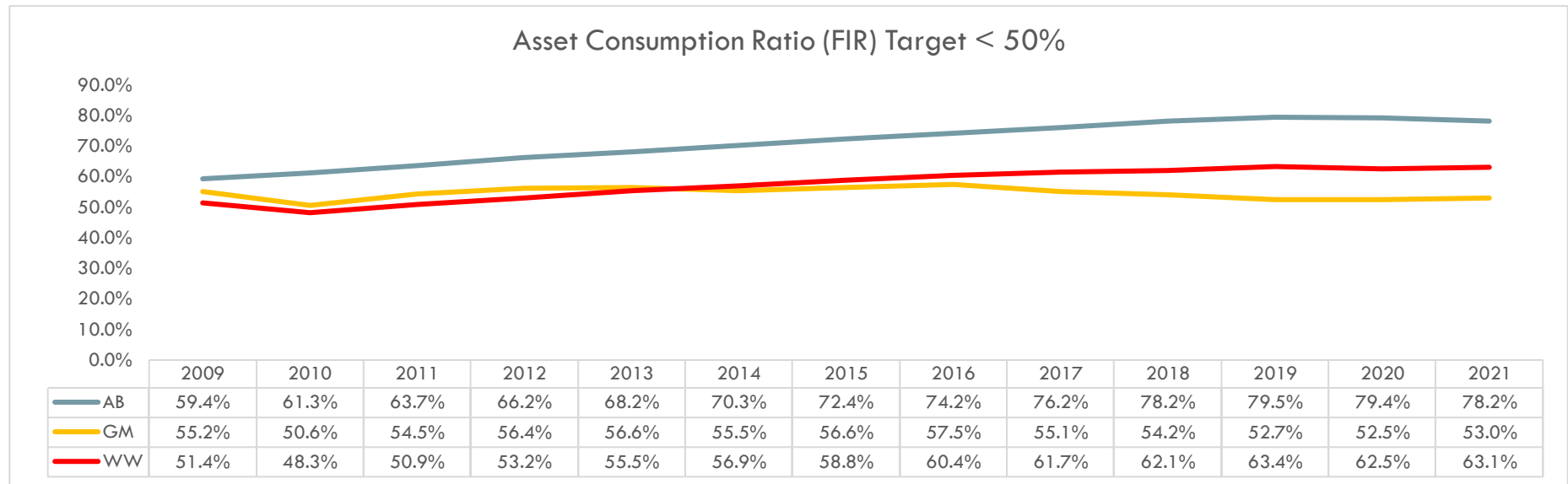
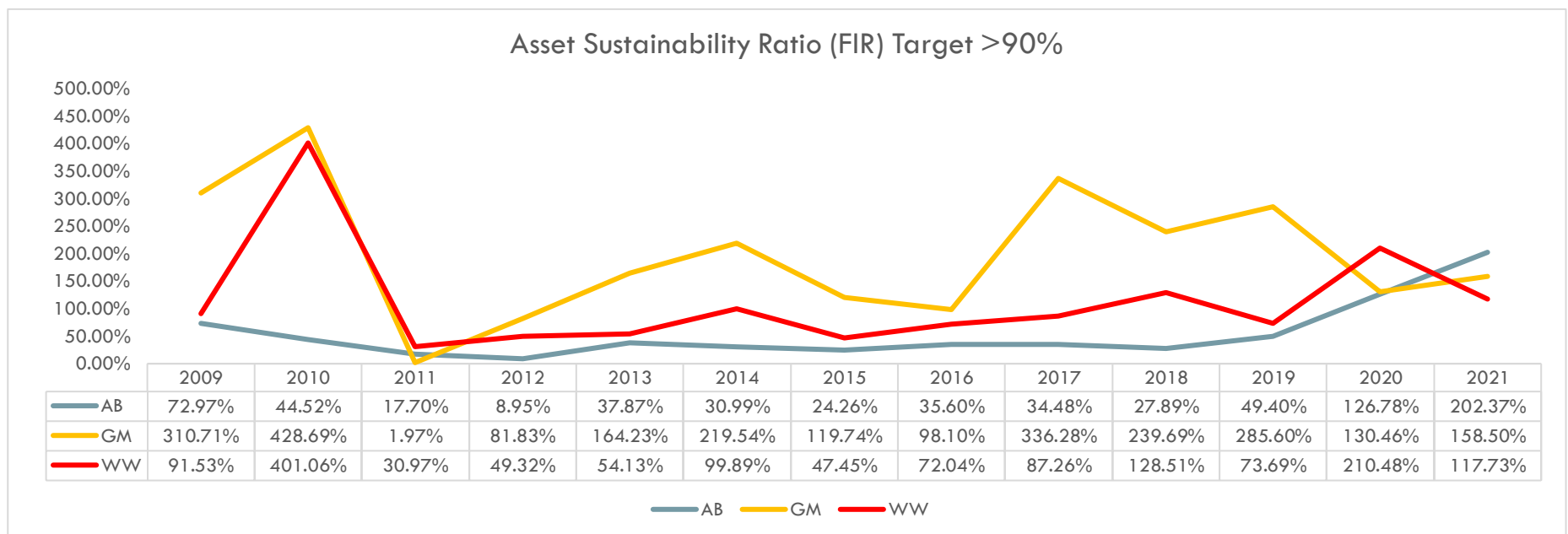
Asset sustainability ratio shown in FIGURE 17 is the approximation of the extent to which a municipality is replacing, renewing, or acquiring new assets as the existing infrastructure is reaching the end of its useful live. The target ratio is > 90% per year. A municipality which is

not reaching this target is not sufficiently maintaining, replacing, or renewing its existing infrastructure. This may result in a reduction in service levels and/or useful lives previously expected and will likely create a burden on future ratepayers.

The calculation is the **total ADDITIONS AND BETTERMENTS TO TCAS DIVIDED BY THE AMORTIZATION**

EXPENSE (WHICH REPRESENTS THE AMOUNT TCAs are used in the year).

In other words, the investment in TCAs to replace those being used. In recent years, all three municipalities have increased their capital expenditures and are now seeing improvements in their state of the infrastructure .

**FIGURE 18: ASSET CONSUMPTION RATIOS****FIGURE 17: ASSET SUSTAINABILITY RATIOS (FIR)**

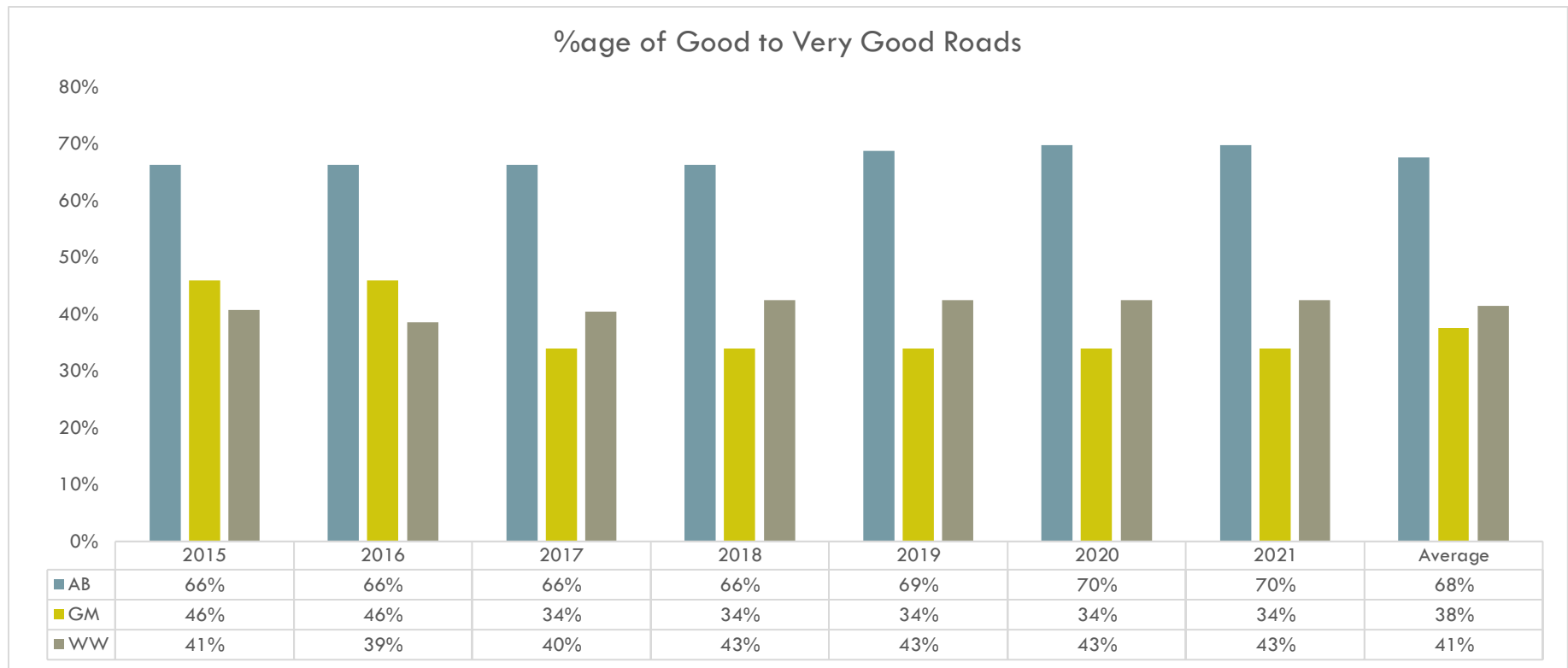
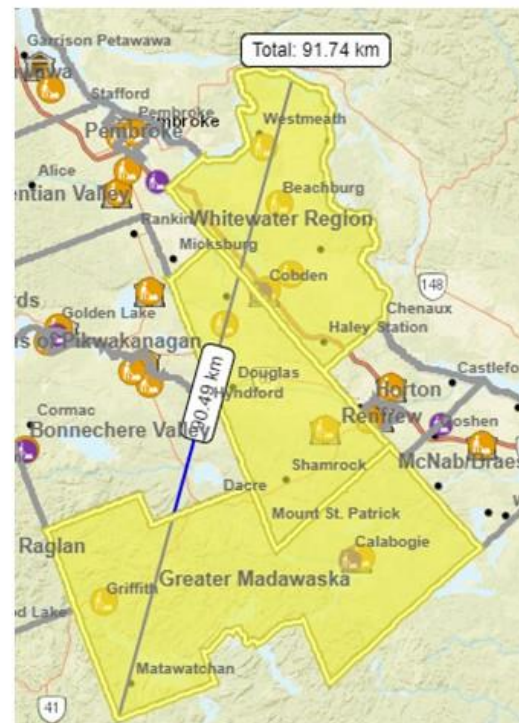


FIGURE 19: %AGE OF GOOD TO VERY GOOD ROADS (FIR)

Admaston Bromley, Greater Madawaska and Whitewater Region Public Works Environments

Service delivery is defined directly or indirectly and how it is delivered by Ontario Regulation(s)

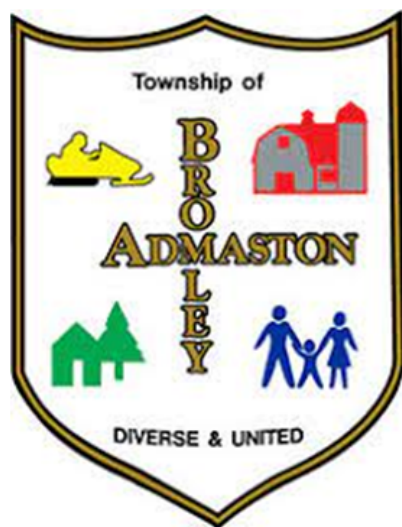
- The Municipal Act Section 44
- O.Reg 239/02 Minimum Maintenance Standards
- O.Reg 555/06 Hours of Service
- Environmental Protection Act
- O. Reg. 104/97: Standards For Bridges
- O.Reg 588/17 Asset Management Regulation



Key Plans & Policies:

- 2020 LEG Service Delivery Review
- 2020 Asset Management Plans
- Boundary Agreements

Admaston/Bromley Organizational Structure



- ✓ Superintendent – Roads Division (Reports to Council)
- ✓ 5 Driver/Operators (2) are lead hands (CURRENT COMPLEMENT (3))
- ✓ 2 summer students

Roads Facilities - 2 Public Works Garages:

- 477 Stone Road, Renfrew, ON
- 1239 Cobden Road, Cobden, ON

Technology/Software

- Munisoft
- Work Tech (Works Manager)
- Bearcom

ABOUT ADMASTON/BROMLEY'S ROAD ASSETS

From the Township's Asset Management Plan - 2022

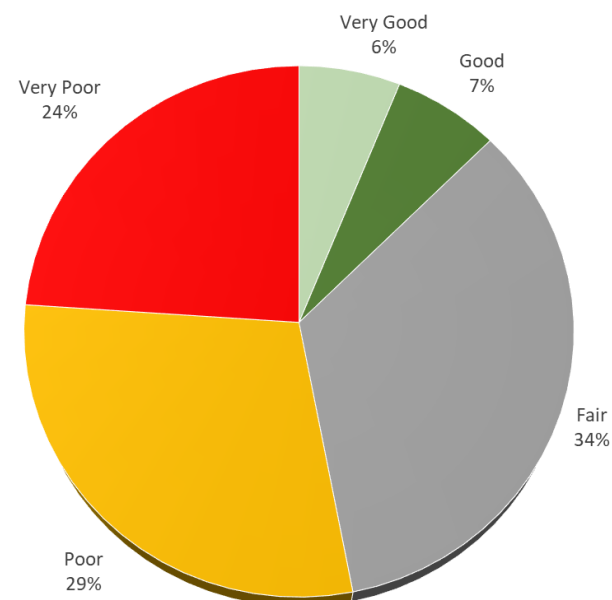
Surface Type	Length (km)
Gravel	143.2
HCB	40.1
HCB on Concrete	0.7
LCB	88.5
RP35	0.2
SST on HCB	3.3
Total	276

Environment	Length of Road (km)
Rural	263.1
Semi-rural	0.1
Semi-Urban	12.8
Total	276

TABLE 10:AB PLOW ROUTES

ROUTE	Sum of kms	Sum of avg time
1	66.298	6.0
2	69.587	6.0
3	62.005	6.0
4	75.778	6.0
Grand Total	273.668	24.0

Condition of Roads - % of total paved



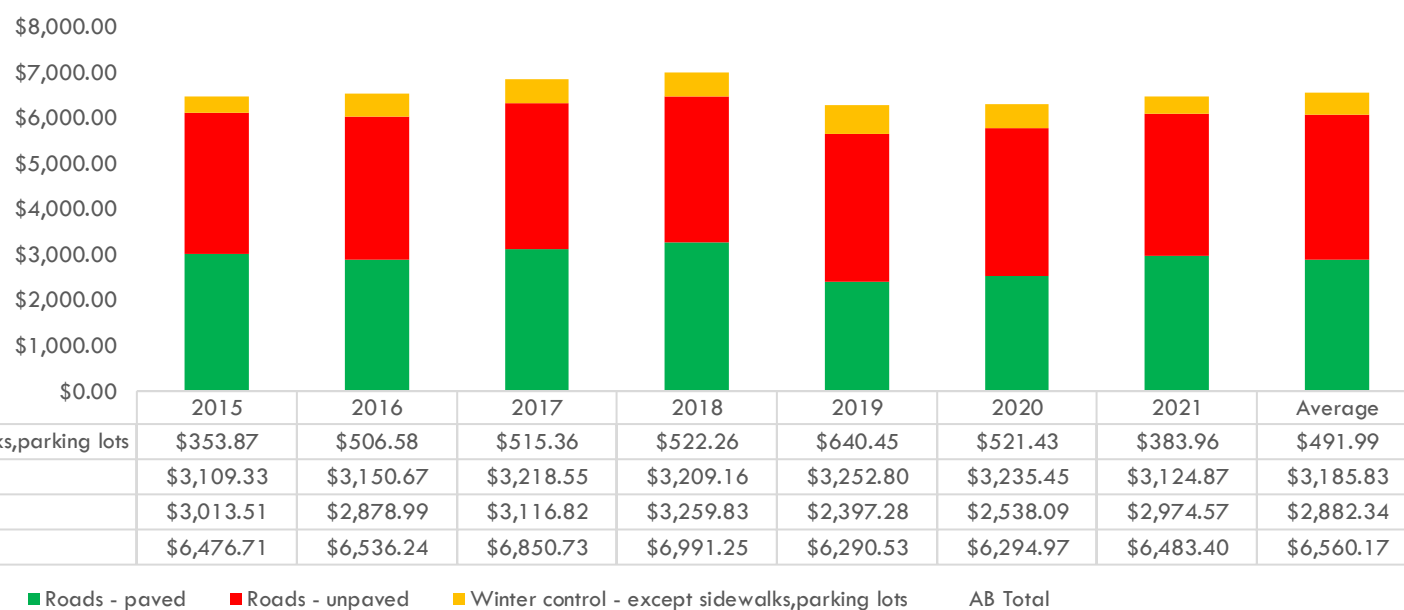
AB'S PUBLIC WORKS FINANCIAL RESULTS (FROM TOWNSHIP)

CATEGORY	Sum of 2015	Sum of 2016	Sum of 2017	Sum of 2018	Sum of 2019	Sum of 2020	Sum of 2021	Sum of TOTAL 2015-2021
Admin	\$178,866	\$174,380	\$161,422	\$175,051	\$175,233	\$204,993	\$182,173	\$1,252,118
Catch basin	\$1,099	\$1,099	\$1,221	\$1,791	\$1,455	\$1,455	\$1,521	\$9,642
Cold Patching	\$100,296	\$77,191	\$82,864	\$83,964	\$96,725	\$129,160	\$97,168	\$667,367
Culvert Replacement	\$10,308	\$13,820	\$15,721	\$9,712	\$9,587	\$19,931	\$6,876	\$85,955
Ditching	\$23,446	\$41,819	\$38,248	\$37,193	\$36,095	\$41,241	\$10,242	\$228,285
Dust Control	\$13,898	\$13,398	\$21,656	\$14,986	\$27,477	\$36,296	\$41,526	\$169,237
Equip	\$149,269	\$18,303	\$46,319	\$15,816	-\$7,053	-\$9,569	-\$71,001	\$142,083
Flood	\$12,114	\$7,506	\$6,513	\$8,870	\$12,081	\$8,196	\$5,937	\$61,216
Gravel Application	\$154,503	\$136,326	\$169,402	\$159,949	\$172,597	\$210,234	\$173,723	\$1,176,733
Guide Rails	\$2,225	\$0	\$126	\$1,261	\$1,018	\$831	\$170	\$5,630
Line Painting	\$4,499	\$3,372	\$2,149	\$4,417	\$4,813	\$4,698	\$4,612	\$28,559
Pothole Filling	\$13,890	\$15,410	\$15,455	\$14,126	\$8,170	\$13,186	\$13,980	\$94,218
Roadside Brushing	\$19,372	\$18,917	\$11,124	\$16,280	\$16,190	\$12,645	\$18,037	\$112,567
Signs	\$14,249	\$7,209	\$11,999	\$8,426	\$7,120	\$6,425	\$10,590	\$66,018
Snow fencing	\$2,247	\$1,327	\$451	\$2,522	\$1,407	\$1,875	\$1,507	\$11,337
Street lights	\$5,988	\$3,369	\$3,548	\$3,144	\$4,724	\$3,481	\$2,611	\$26,865
Street maintenance	\$8,985	\$8,920	\$9,169	\$7,920	\$9,005	\$5,758	\$8,912	\$58,668
Weeds	\$14,076	\$16,064	\$18,963	\$12,608	\$8,944	\$8,747	\$7,997	\$87,398
Winter Control - Plowing	\$204,892	\$293,310	\$298,395	\$302,391	\$370,820	\$301,909	\$216,161	\$1,987,879
Grand Total	\$934,221	\$851,740	\$914,745	\$880,430	\$956,407	\$1,001,491	\$732,741	\$6,271,774

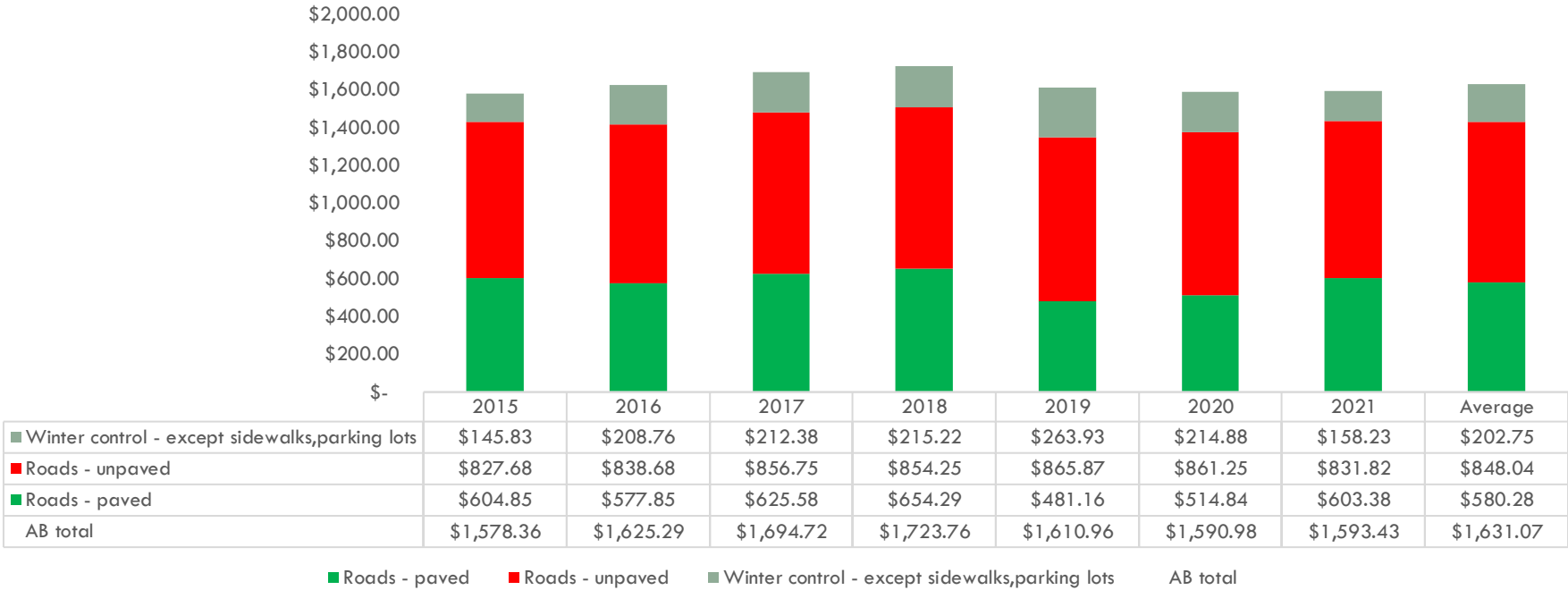
AB'S PUBLIC WORKS FINANCIAL RESULTS (FIR – INCLUDES AMORTIZATION)

Year	2015	2016	2017	2018	2019	2020	2021	Grand Total
Total	\$2,263,846	\$2,320,226	\$2,423,787	\$2,456,770	\$2,308,888	\$2,275,903	\$2,274,851	\$16,324,271
Roads - paved	\$849,810	\$811,875	\$878,943	\$919,272	\$676,034	\$723,355	\$847,753	\$5,707,042
Roads - unpaved	\$1,162,889	\$1,178,351	\$1,203,738	\$1,200,226	\$1,216,546	\$1,210,059	\$1,168,703	\$8,340,512
Roads - bridges and culverts	\$10,308	\$13,820	\$15,721	\$9,712	\$9,587	\$19,930	\$6,876	\$85,954
Roadways - traffic operations & roadside	\$29,958	\$19,500	\$23,442	\$22,025	\$21,955	\$17,711	\$24,404	\$158,995
Winter control - except sidewalks, parking lots	\$204,893	\$293,311	\$298,395	\$302,391	\$370,821	\$301,910	\$222,310	\$1,994,031
Street lighting	\$5,988	\$3,369	\$3,548	\$3,144	\$4,724	\$2,650	\$2,611	\$26,034
Other					\$9,221	\$288	\$2,194	\$11,703

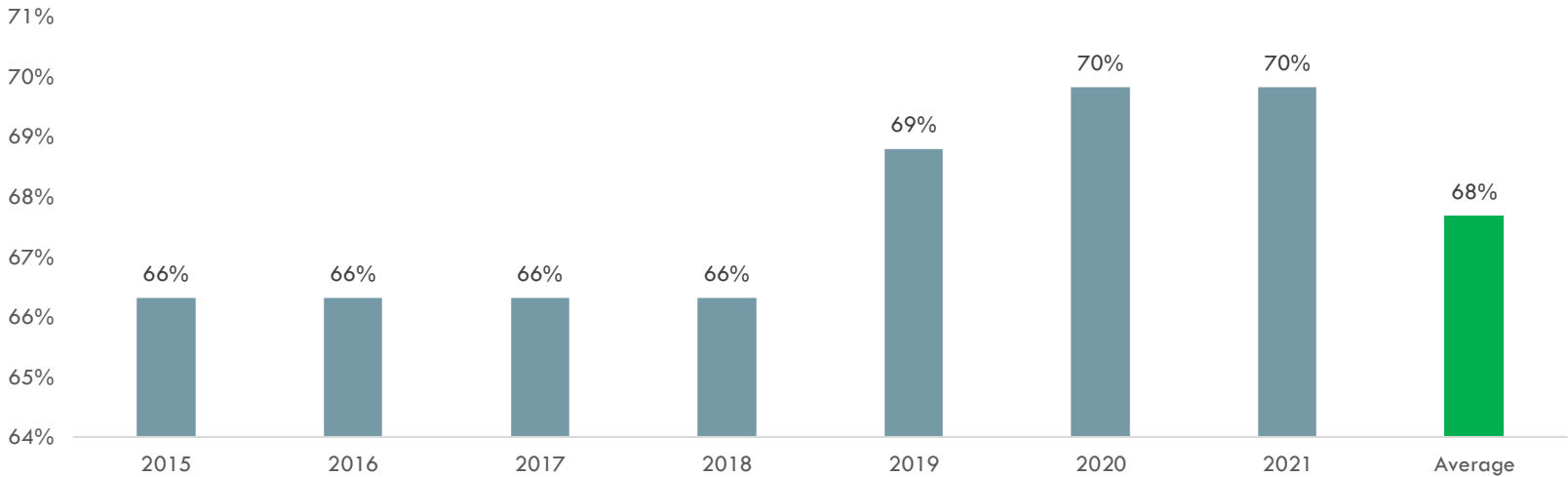
Cost per kilometre 2015-2021



Cost per Household



AB %age of Good to Very Good roads



AB SUMMARY OF CONSULTATIONS

Admaston Bromley's total population of in 2016 was 2,935¹⁷ (grew 3.2% from 2011) with 1,405 households. It is primarily rural with 524.1 square kilometres of land area and a population density of 5.6 per kilometre squared. It operates out of two depots. We were fortunate to interview Council and staff while onsite and undertook site visits at both garages (Renfrew and Cobden).

Consultations and analysis were undertaken in the fall of 2021, onsite visit in spring 2022 and updated by staff in early 2023. These consultations were intended to understand the organization, the operations and technology utilized in order to identify any challenges and opportunities for shared services. This review was not intended to provide specific recommendations by municipality but we have provided some key changes that are required to move to shared services. Consultations and analysis revealed the following with respect to the operations in AB:

ORGANIZATION AND RESOURCES

- Organization review was just being completed with the hope to address some of the current challenges of recruiting and address some wage issues.
- Health and safety inspections and structure needs strengthening.

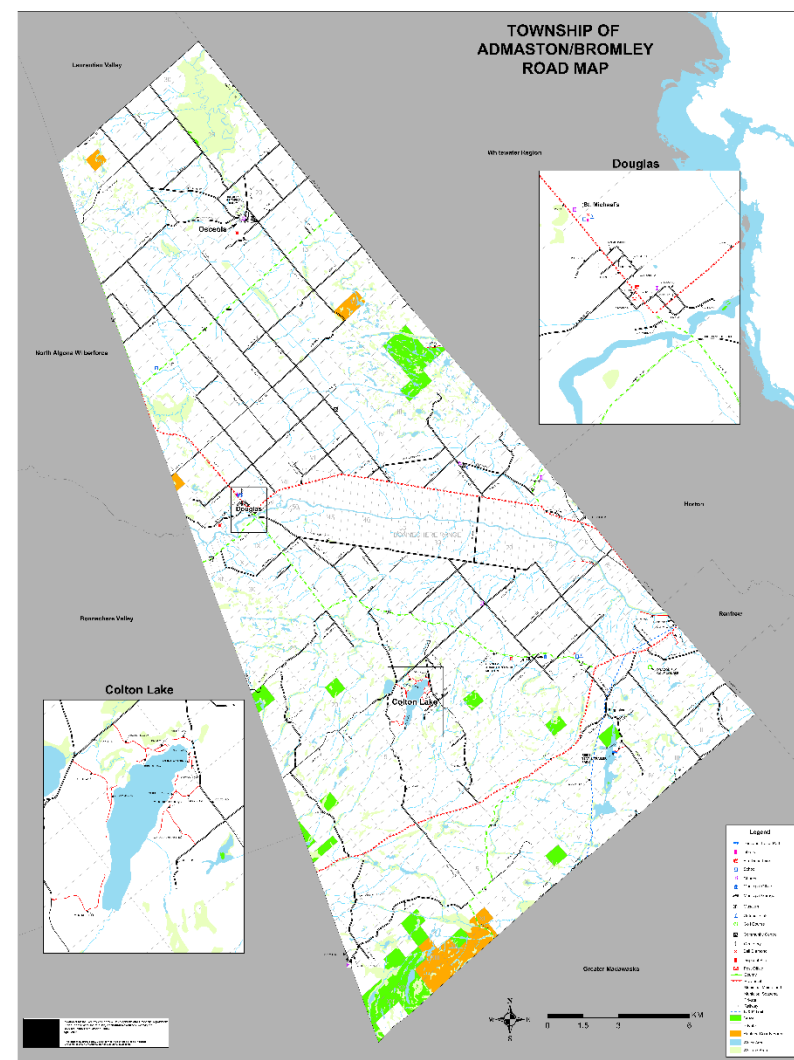


FIGURE 20: AB MAP

¹⁷ 2016 StatsCan Census

- No formal training schedule and tracking. Training is a major challenge – some staff have just recently completed Road Construction and Maintenance along with the 3-day leadership program.
- Manpower is a big problem – skilled people are in high demand and proximity to larger employers (Ottawa/County) make it a real issue.
- The practice is that staff use personal phone and are compensated \$20 per month (payment is \$120 twice per year).
- Shared CBO with Horton Township.
- LEG – CAO's and Roads Super's group get together regularly – most recent win was insurance review.
- Council recognizes the staffing issues are having an impact on the ability to serve customers.
- There is an on-call staff 24-7 – rotation once every three weeks – phone is provided to the person on-call. \$100 compensation per week of on-call plus 3-hour minimum call out plus Overtime after 3 hours
- There is an Operations Committee of Council which gets into the details of the work of the department. This Committee does go into some significant detail and oversight and does assist with priorities for the department.
- The administration is working on a number of policies.

ASSET AND WORK MANAGEMENT

- Jobs recorded on paper time sheets. Roads superintendent reviews it and entered by finance in WorkTech.
- Dillon is completing the asset management plan. (It was delivered during the review).
- Paper log sheets that are stored at garage. Patrolling records are paper and are kept in binder at the office.
- No standard operating procedures.

TECHNOLOGY

- Using Munisoft for finance and WorkTech for payroll. There are also many excel spread sheets. There is recognition that the currently Munisoft software is underutilized.
- Bearcom radios are also used, system is digital but still have some issues in terms of coverage.
- Work orders are in WorkTech but updated by administrative staff. While Worktech is used, so are spreadsheets.
- Equipment charges are tracked and timecards track the work that is done. It was noted that some functionality of Worktech is no longer functioning. The budget component/updating is not longer working. Worktech has not been updated for some time.
- Big challenge is internet connectivity. Hoping that star-link will resolve some of the existing challenges with Xplornet.
- The software resides on an old server now and is problematic. Other software has been migrated to the new server.

FLEET MANAGEMENT

- Fuel tickets, equipment records, payroll processes are manual.
- Charge out rates are tied to bylaw – needs updating. No equipment rates study.
- On a weekly basis the Finance Clerk tracks fuel inventory, tracks the inventory and marks vehicle usage
- Some minor vehicle repairs undertaken by staff (cost and expedience) – anything requiring certification goes to licensed private mechanic.
- More shelving and a high pressure wash bay at the main garage in Admaston would be beneficial.
- There is a vehicle replacement policy but it is not always followed. The townships equipment is generally newer and in good shape.
- Big frustration for the staff is the lack of a wash bay to clear off salt and debris.
- Current vehicles are using GPS however not sure if the sensors capture salt/sand material dispersion.

FACILITIES

- The Cobden yard appears to serve its purpose. There are security cameras and alarms on the building. Two to three staff work from this location making it difficult to manage on occasion.
- A recent facilities review indicated that the Cobden Yard was in good shape but the sand dome is in need of some work – roofs to be done this year.
- Public works facilities are maintained inhouse.
- Communication from facility to facility is a big challenge.

PROCUREMENT

- There does not appear to be any documented quality control and oversight of contracts.
- No contractor performance evaluation.
- Concerns over rising costs and fuel prices.

SUMMER AND WINTER MAINTENANCE

- In terms of an assessment of services, staff indicated that the service level for winter control in general is about a 7 out of 10 the challenge is with respect to the sidewalks – inadequate sidewalk equipment to service the Douglas area.
- Council feels staff do a good job on winter control but the County roads are not well maintained in the winter.
- AB uses GPS on the vehicles which helps with any service complaints. There is a big challenge with respect to maintenance – particularly roadside grading, dust, potholes and flooding. Some complaints during construction.
- Lots of the roads are Gravel and surface treatment – have many seasonal and unopened road allowances.
- There are challenges with some steel wheels with alternative transportation which are causing issues in the roadbed.
- To date, the Township has avoided the need for a salt management plan by keeping the volume under the requirements for a plan.
- Big challenge for the Township is repair and construction – quality control presents a challenge.

- Concerns right now are with escalating costs (fuel and materials). Cold patching is a huge issue with both the need for more and the ability to deliver.
- Council indicated that it makes no sense that there is no County collaboration on plow routes (areas where the trucks run with their plows up in order to get to the next plow route).
- Because AB is mainly an agricultural commodity, the taxes that are being paid on 60% of our properties, or 25% on the dollar, so don't have a lot of money coming in from non residential/agricultural taxpayers.
- No written/documented winter maintenance plan.
- Winter patrolling is not always completed (Class 4 or less roads).
- Appreciative of the in-house construction. Did over \$2million in resurfacing.
- Last time reflectively test of signs was 2013-14.
- Class of roads and signs not on GIS.

SHARED SERVICES

- Mayor and Deputy are keen on the shared services opportunities.
- Adjacent townships on border lines ... boundary roads shared services.
- No agreements with county.
- Shared facilities should be explored.
- Staff need to have additional training opportunities through joint training initiatives.

- Would like to see more shared services in terms of road maintenance. Recently worked with Horton on two roads (golf course road and Macbride).
- Sharing IT county wide should be looked at.
- Need to do more communication.

Staff/Council identified some areas for possible improvements or that shared services could assist:

1. Documented procedures and processes (shared?)
2. More timely recruitment processes, particularly for temporary staff.
3. Hot box – would be challenging but could possible work as long as it is planned. Challenge with equipment is that we all need it roughly at the same time in our own communities.
4. Better fleet management and procurement.
5. Joint training and procurement.
6. Equipment sharing.
7. IT – County wide – common systems.
8. County joint services agreements for plow routes.
9. Improved performance and planning of work.

Recommendations for AB with respect to preparing for shared services:

1. Develop standardized processes for patrolling, payroll, work orders and asset management.
2. Consider new financial/work management/asset management systems and mobile technology.
3. Move to utilization of OPSS Standard fleet rates and charge out to projects/jobs through work orders.
4. Work with County to get plow routes, assets on GIS.



Greater Madawaska Organizational Structure

- ✓ Roads Division led by Public Works Supervisor.
- ✓ Environmental Services and Facilities is undertaken by the Facilities Division.
- ✓ Includes 7 Driver/Operators and 1 Mechanic (off)
- ✓ 2 summer students?

Roads Facilities: 2 PW Garages:

- 25991C Highway #41, Griffith, ON
- 12470B Lanark Road, Calabogie, ON

Technology/Software

- MuniSoft (Vadim 2021)
- ROADADA – Road Operations and Data Analysis
- Citywide (Public Sector Digest) – asset management (2021)

ABOUT GREATER MADAWASKA'S ROAD ASSETS

From the Township's Asset Management Plan - 2022

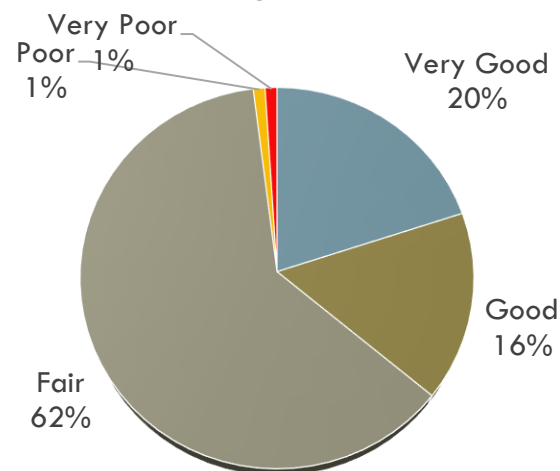
Surface Type	Length (km)
Gravel	132.18
Low Class Bituminous (LCB)	59.10
Hot Mix Paved (HL4)	34.97
Total	226.25

Class	Length of Road (km)
5	225.85
6	0.1
Total	226.25

ROUTE	Sum of kms	Sum of avg time
1	6.37	3.5
4	4.7	5.5
5	47.45	7.0
7	9.87	7.5
8	38	7.0
9	49.48	6.5
11	41.35	6.5
Grand Total	197.22	43.5

TABLE 11: GM PLOW ROUTES

Condition of Roads - %age of total paved



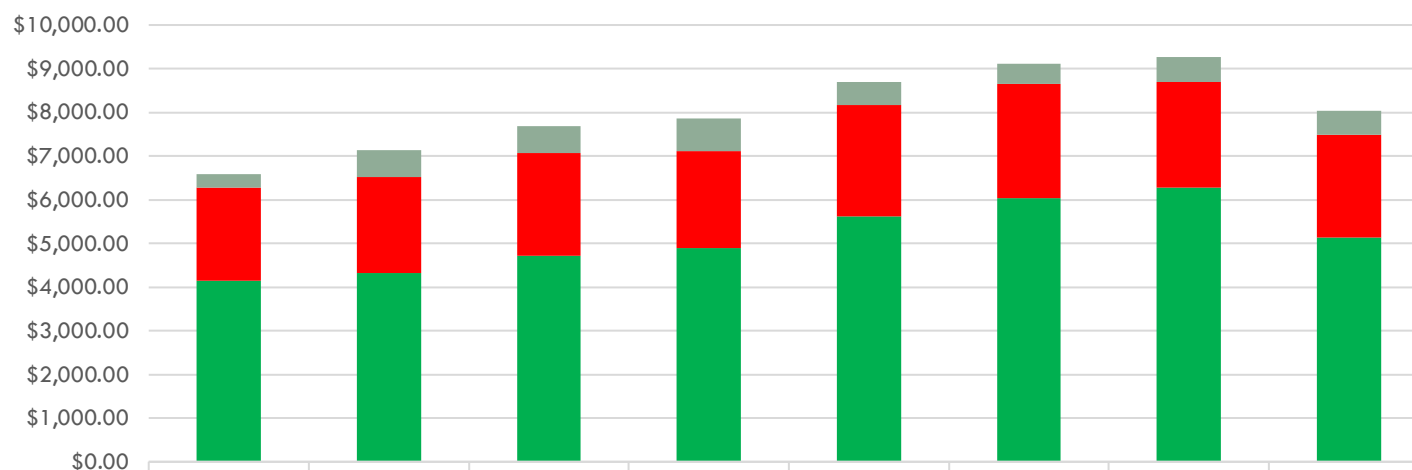
GM'S PUBLIC WORKS FINANCIAL RESULTS (FROM TOWNSHIP)

CATEGORY	Sum of 2015	Sum of 2016	Sum of 2017	Sum of 2018	Sum of 2019	Sum of 2020	Sum of 2021	Sum of TOTAL 2015- 2021
Revenues	-\$16,780	-\$14,252	\$2,020,257	-\$16,067	-\$17,141	-\$18,062	-\$24,839	-\$2,127,398
Admin	\$561,449	\$619,348	\$605,229	\$543,939	\$655,052	\$650,571	\$585,585	\$4,221,173
Cold Patching				\$4,499	\$4,051	\$4,034		\$12,584
Culvert Replacement	\$6,283	\$9,890	\$13,775	\$11,663	\$20,759	\$25,963	\$20,423	\$108,756
Dust Control	\$10,074	\$10,677	\$8,812	\$8,731	\$10,074	\$10,725	\$11,397	\$70,490
Equip	\$201,988	\$204,393	\$270,026	\$313,056	\$386,925	\$337,669	\$368,541	\$2,082,598
Gravel Application	\$84,603	\$93,976	\$83,483	\$91,408	\$103,036	\$96,670	\$81,563	\$634,739
Gravel Crushing	\$0	\$200	\$200	\$200	\$344	\$351	\$1,548	\$2,843
Pothole Filling	\$20,524	\$23,191	\$49,169	\$36,852	\$11,048	\$31,019	\$27,882	\$199,685
Roadside Brushing	\$2,849	\$0	\$0	\$2,208	\$0	\$2,035		\$7,092
Signs	\$13,019	\$8,019	\$13,298	\$12,326	\$8,001	\$6,419	\$10,370	\$71,452
Street lights	\$7,216	\$6,150	\$5,840	\$4,715	\$4,873	\$4,478	\$6,312	\$39,584
Street Sweeping				\$0	\$5,190	\$6,353	\$2,671	\$14,214
Trees		\$0	\$5,088	\$992	\$3,867	\$6,207	\$2,340	\$18,494
Weeds				\$407	\$0			\$407
Winter Control - Plowing	\$55,260	\$143,009	\$145,759	\$205,901	\$111,369	\$119,870	\$173,909	\$955,077
Grand Total	\$946,485	\$1,104,601	-\$819,578	\$1,220,830	\$1,307,448	\$1,284,302	\$1,267,702	\$6,311,790

GM'S PUBLIC WORKS FINANCIAL RESULTS (FIR – INCLUDES AMORTIZATION)

Year	2015	2016	2017	2018	2019	2020	2021	Grand Total
Total	\$1,504,308	\$1,673,666	\$1,780,701	\$1,831,029	\$1,977,235	\$2,044,657	\$2,089,204	\$12,900,800
Roads - paved	\$828,991	\$865,677	\$915,219	\$948,687	\$1,091,164	\$1,170,874	\$1,217,601	\$7,038,213
Roads - unpaved	\$549,801	\$562,945	\$618,857	\$586,861	\$668,658	\$688,122	\$638,906	\$4,314,150
Winter control - except sidewalks, parking lots	\$118,300	\$238,894	\$240,785	\$290,766	\$212,540	\$181,183	\$226,385	\$1,508,853
Street lighting	\$7,216	\$6,150	\$5,840	\$4,715	\$4,873	\$4,478	\$6,312	\$39,584

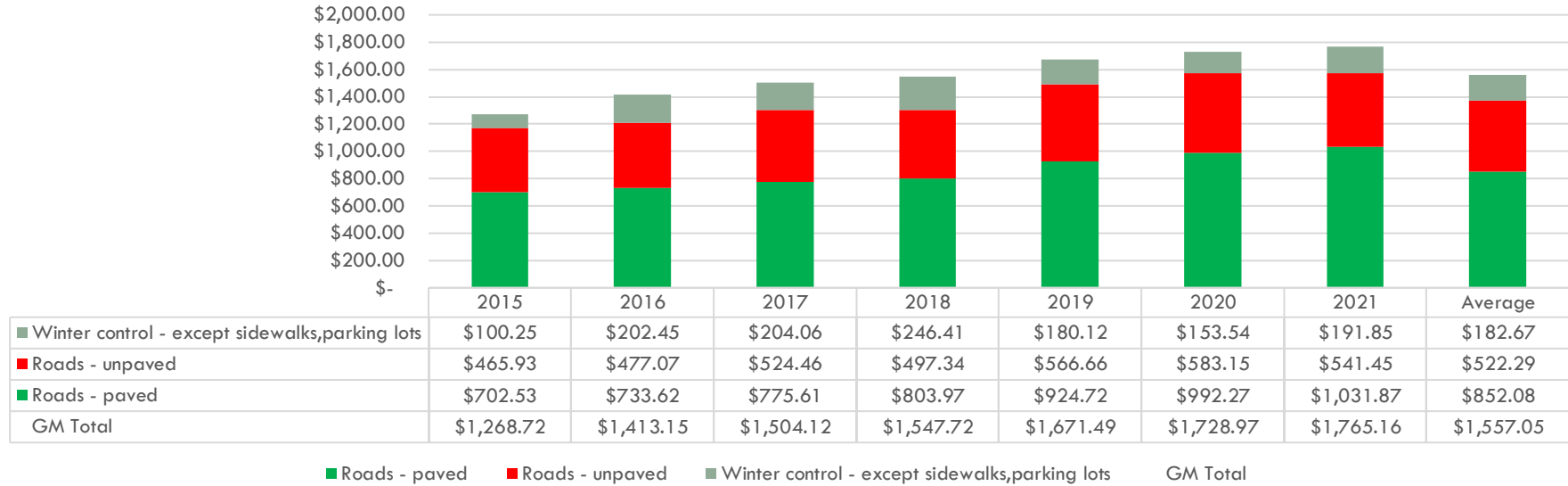
Cost per kilometre 2015-2021



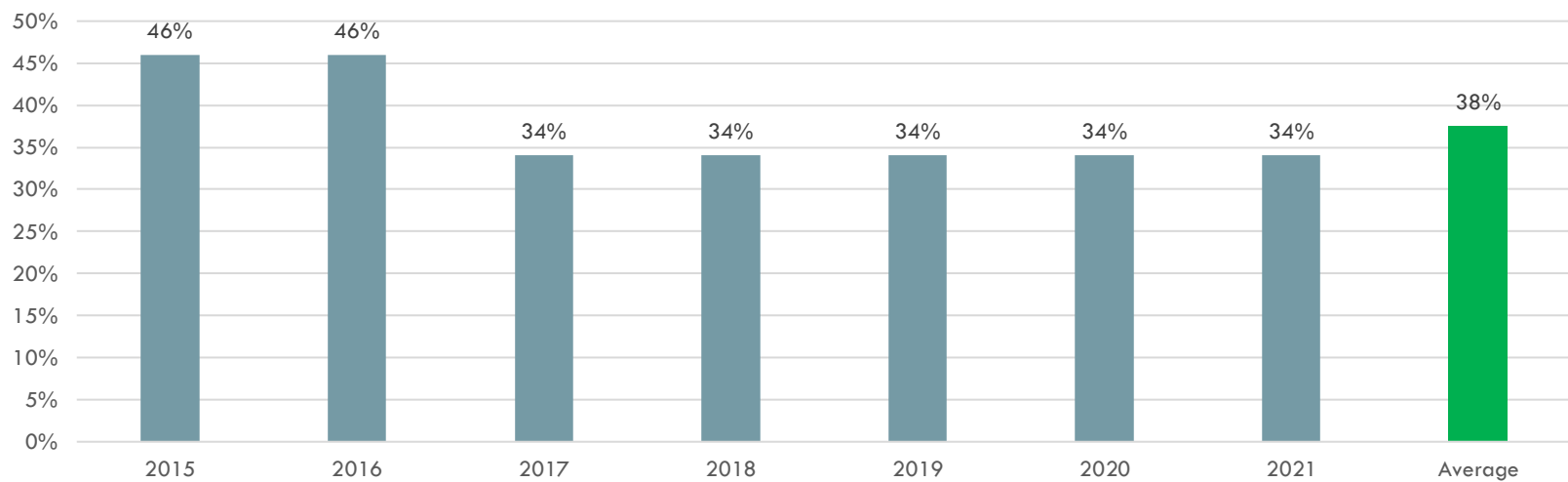
■ Roads - paved	\$306.48	\$618.90	\$614.25	\$741.75	\$542.19	\$462.20	\$577.51	\$552.29
■ Roads - unpaved	\$2,139.30	\$2,190.45	\$2,344.16	\$2,222.96	\$2,532.80	\$2,606.52	\$2,420.10	\$2,352.32
■ Roads - paved	\$4,144.96	\$4,328.39	\$4,717.62	\$4,890.14	\$5,624.56	\$6,035.43	\$6,276.29	\$5,137.38
GM Total	\$6,590.74	\$7,137.73	\$7,676.03	\$7,854.85	\$8,699.55	\$9,104.16	\$9,273.91	\$8,041.99

■ Roads - paved ■ Roads - unpaved ■ Winter control - except sidewalks, parking lots GM Total

Cost per Household



GM %age of Good to Very Good roads



GM SUMMARY OF CONSULTATIONS

Greater Madawaska's total population of in 2016 was 2,518¹⁸ (grew 1.3% from 2011) with 1,180 households. It is primarily rural with 1,035.6 square kilometres of land area (highest of the three partners) and a population density of 2.4 per kilometre squared (lowest of the three partners). It operates out of two depots. We were fortunate to interview Council and staff while onsite and undertook site visits at both garages (Calabogie and Griffith). We also visited the sand dome/shed in Matawatchen.

Consultations and analysis were undertaken in the fall of 2021, onsite visit in spring 2022 and updated by staff in early 2023. These consultations were intended to understand the organization, the operations and technology utilized in order to identify any challenges and opportunities for shared services. This review was not intended to provide specific recommendations by municipality but we have provided some key changes that are required to move to shared services. The

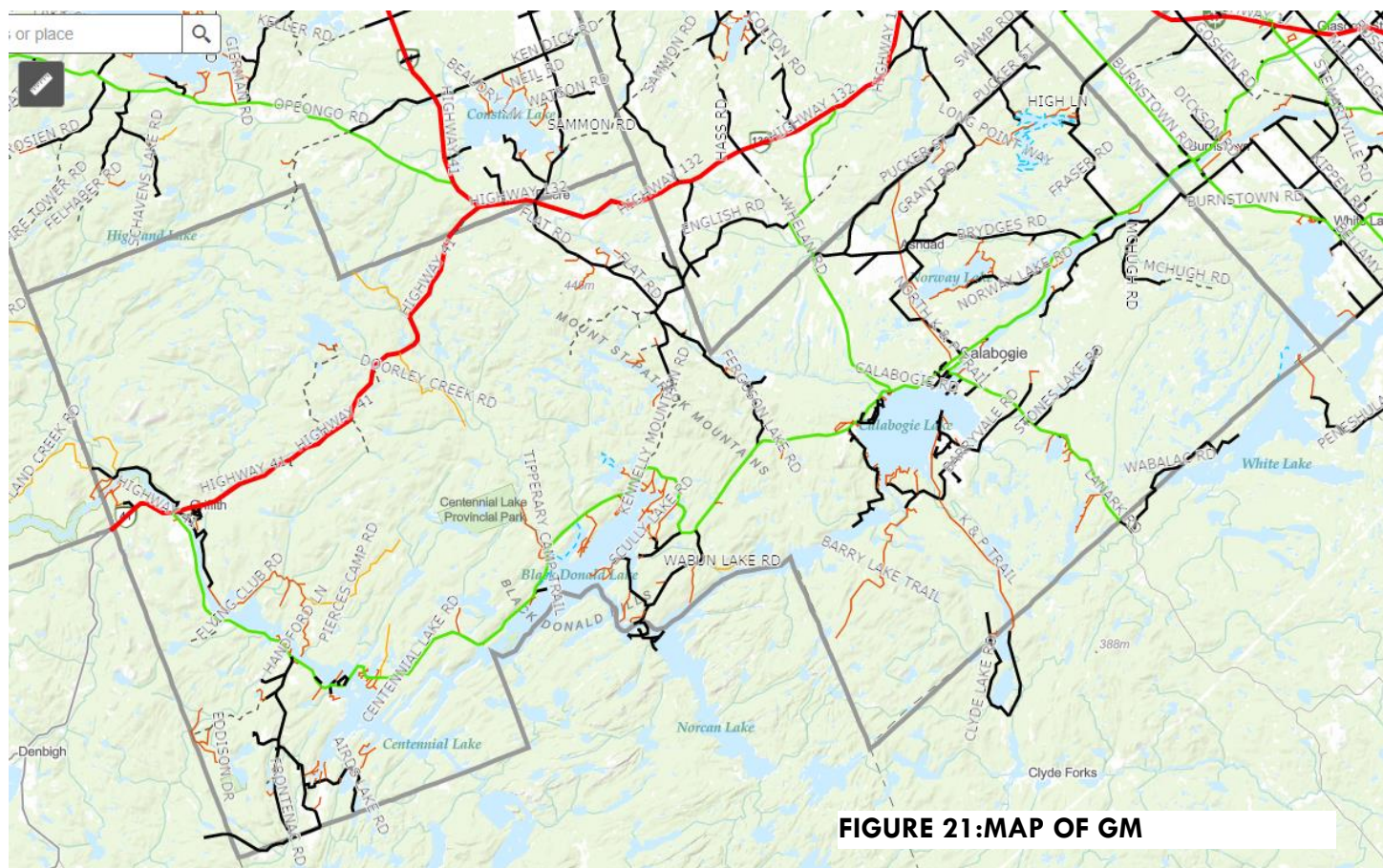


FIGURE 21:MAP OF GM

consultations revealed the following with respect to the operations in GM:

¹⁸ 2016 StatsCan Census

ORGANIZATION AND RESOURCES

- All employees are seasoned but two new people hired but one has plowed for 27 years. One additional staff member, recently hired also has some experience.
- The staff are well trained and respected.
- Snow plow training online and was completed in Fall of 2022.
- First Aid training updated.
- Refresher on chain saw but was cancelled due to Covid but later completed in 2022.
- ProTech out of Napanee for training in snow plow.
- Town of Renfrew did some training with other equipment operators.
- Some training include minimum maintenance standards.
- Waste Management training for hauling garbage recent including hazardous waste tied in with Renfrew dump.
- Council believes that the biggest gap is a lack of in house engineering/public works director level – just not affordable on their own.

ASSET AND WORK MANAGEMENT

- Asset management planning has significantly helped the organization with its priorities and much work has been done but reserves are not necessarily sufficient.
- Costs not tracked across work orders or assets.
- Life cycle costs are being tracked as part of the new AMP software (CityWide) but was not yet in place at the time of the review.
- No updated strategic plan (last completed in 2017).

- At the time of the report, staff were not aware of last official traffic assessments. We understand that they have a black cat to start doing traffic counts.
- No software to manage the work such as work orders but the move to CityWide for assets will help.
- Roads needs study completed in November 2021. Asset Management Plan updated in 2022.
- No standardized work request order forms. No software for work orders but CityWide is to be implemented in 2021/22 for asset management. No published Winter Maintenance or Salt Management Plan. Patrols have standardized forms.
- No/limited documented Standard Operating Procedures (SOPs).
- Development Charge Study completed in April 2022.

TECHNOLOGY

- New software will improve costs and usage for purposes of asset management.
- Poor connectivity limits use of remote technologies (work orders).
- No customer relationship software. Complaints tracked by administration in Public Works.
- No online complaints process for customers to track progress. Most complaints are handled by phone or email (noted that this has been added to the website since the project started and new software being implemented).

FLEET MANAGEMENT

- No monitoring of materials usage in plows (eg. salt, sand) but the GPS does track if the sanders are 'on' or 'off'.

- GPS in all the plow trucks. New budget in January that will add the GPS to truck purchased. Current GPS does not measure materials used.
- No equipment charges are used on operations but on capital side of the department.
- Fuel system is manual process.
- Mechanic in house does everything including firetrucks.
- Licensed mechanic and can do full certification. Uses work orders (paper). Mechanic signs off and then goes in truck file. No job costs but a budget with each individual piece of equipment.
- Supervisor signs paper time sheets. Mechanic identifies each unit he works on and processes the invoices with truck number. Charged to the unit but no machine time charged to jobs/activity.
- Have invested well in recent years on capital projects and equipment.

FACILITIES

- Not clear whether building condition assessment completed recently
- Sand piles at Calabogie was stored outside but new sand shed built in 2021. There have been issues with materials and damage to trucks.
- Tandems in a garage. One tons sit outside. Looking for additional bays as size of facility is not large enough.
- Facilities are all locked afterhours and weekends and include security cameras.

PROCUREMENT

- Good, updated procurement bylaw.

SUMMER AND WINTER MAINTENANCE

- Weather is monitored by administrative staff in the office.

- Summer coverage is difficult. Staff are stretched to meet their workload, grading and brushing.
- Lack of signs – Do not do reflectivity assessments at this time due to the shape of many signs. GM indicated that they will review.
- Township only does summer sidewalk maintenance work so winter months the sidewalks are closed – given the seasonal nature of the community and the use of the sidewalks.
- There is an on-call phone that is shared – one week rotation Road patrol has a checklist to help facilitate work orders (paper based)
- Assessment of current services by the staff was 8/10 on winter control – lots of gravel roads so service level not as high; maintenance is 8/10 but are currently behind due to weather related challenges.
- Service is mostly good but grass cutting needs improvement. Brushing has suffered as they were short staffed past summer with Covid. No site line issues generally.
- Council indicated generally pleased with the service and believe it is about average in terms of service but manpower is an issue.
- Grading is a challenge because of the hills and capacity. Gravel roads become unwashed, dusty quickly
- Grading and brushing complaints are highest of all complaints in summer. Dust complaints are also received which are addressed with calcium flake as needed. As with many rural municipalities, there are many gravel roads and no plans for conversion.
- In the spring, there is the odd spot of flooding with certain weather events. 2019 flooding was problematic.

- Biggest complaint in winter – roads not cleared early enough for school buses.
- Patrols are done once every 30 days but Supervisor also monitors roads all the time.
- Seven routes and a new tandem in January 2022. Routes take longer in freezing rain as they must drive slower.
- No outsourced winter plowing. Plow parking lots in house at the Township office, community centre.
- Boundary road agreements in place. AB on Pucker Street, GM does from Grant to Norton. AB does the other end. Based on where current routes are.
- North Frontenac agreement being negotiated. 1 km road only.
- Mcnab Braeside is another small piece. GM does winter control, MB grades in the summer months.

SHARED SERVICES

- Few shared service agreements.
- Relatively good working relationship with the County- strong working relationship amongst the roads superintendents.
- Staff felt there was some merit in joint training options.
- Staff indicated that shared services is a challenge. They have shared equipment in the past but generally in demand at the same time. Other sharing included a culvert steamer and float and grader.
- Partnered on the street sweeping contract with the County but the problem was by the time the contractor got out to us it was well past the timeframe needed.
- GM does limited external work but shared services seems like an option.

- County should show more leadership and bring the municipalities together for shared services.
- Joint procurement should be undertaken.
- Shared services with respect to housing equipment and sand would also be beneficial.

Staff/Council identified some areas for possible improvements or that shared services could assist:

1. Documented procedures and processes (shared?)
2. Culvert steamers - if someone needed one to borrow – GM would be willing to share those.
3. Packer for construction work could be shared.
4. Joint procurement.
5. Shared Director of Public Works/Engineer.
6. Sharing of equipment and material storage (County and neighbours).
7. Believe that more technology could be shared, particularly financial systems – county-wide.

Recommendations for GM with respect to preparing for shared services:

1. Develop standardized processes for patrolling, payroll , work orders and asset management.
2. Move to utilization of OPSS Standard fleet rates and charge out to projects/jobs through work orders.
3. Work with County to get plow routes, assets on GIS.



Whitewater Region Organizational Structure

- ✓ The Roads Division is led by a Superintendent who reports to a Manager of Public Works.
- ✓ Public Works also includes Environmental Services and Corporate Facilities. Park maintenance including grass cutting is undertaken by the Parks & Recreation Department.
- ✓ 10 Driver/Operators and 2 Mechanics.
- ✓ 2-3 Summer students are hired each year.
- ✓ Team leads.... The workforce is non-unionized after decertification in May 2021.
- ✓ Summer students assist with pothole patching

Roads Facilities

3 public works garages + a sand pit.

- Mineview Garage and Salt/Sand Dome – 2271 Mineview Road
- Cobden Fire Hall/Public Works Garage and Salt Structure – 40 Gould Street
- Westmeath Garage and Salt Shed and Sand Dome – 1798 Westmeath Road
- Main Township Administration Office – 44 Main Street in Cobden

Technology/Software

- iCity – Financial software
- GIR – Fuel Lock System
- ESRI – GIS
- MESH – Road patrol/ weather
- Ace Electronic – GPS System/ Spreader controller
- Fleet Maintenance Pro – Fleet management
- Citywide (Public Sector Digest) – Asset management
- Access E11 – Citizen Complaints & Issues Management

ABOUT WHITEWATER REGION'S ROAD ASSETS

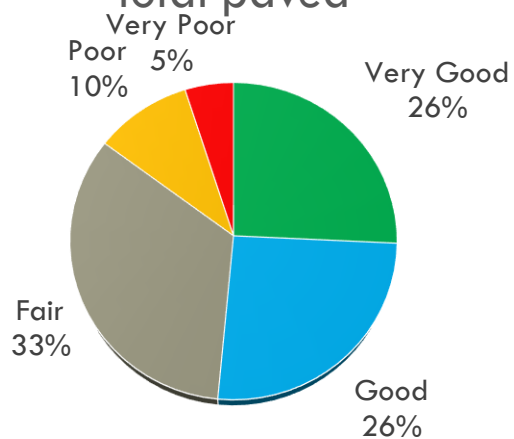
From the Township's Asset Management Plan - 2022

Asset	Length (km)
Boulevard	6.438
Sidewalks	8.373
Road Surface	205.873
Gravel	145.17
Total kms of road	351.04

ROUTE	Sum of kms	Sum of avg time
1	37.9	6.0
2	46.4	6.0
3	52.3	6.0
4	37.4	6.0
5	39.4	6.0
6	54.4	6.0
7	9.7	6.0
8	48.3	6.0
SIDEWALK	8.3	
Grand Total	334.1	48.0

TABLE 12:WW PLOW ROUTES

Condition of Roads - %age of total paved



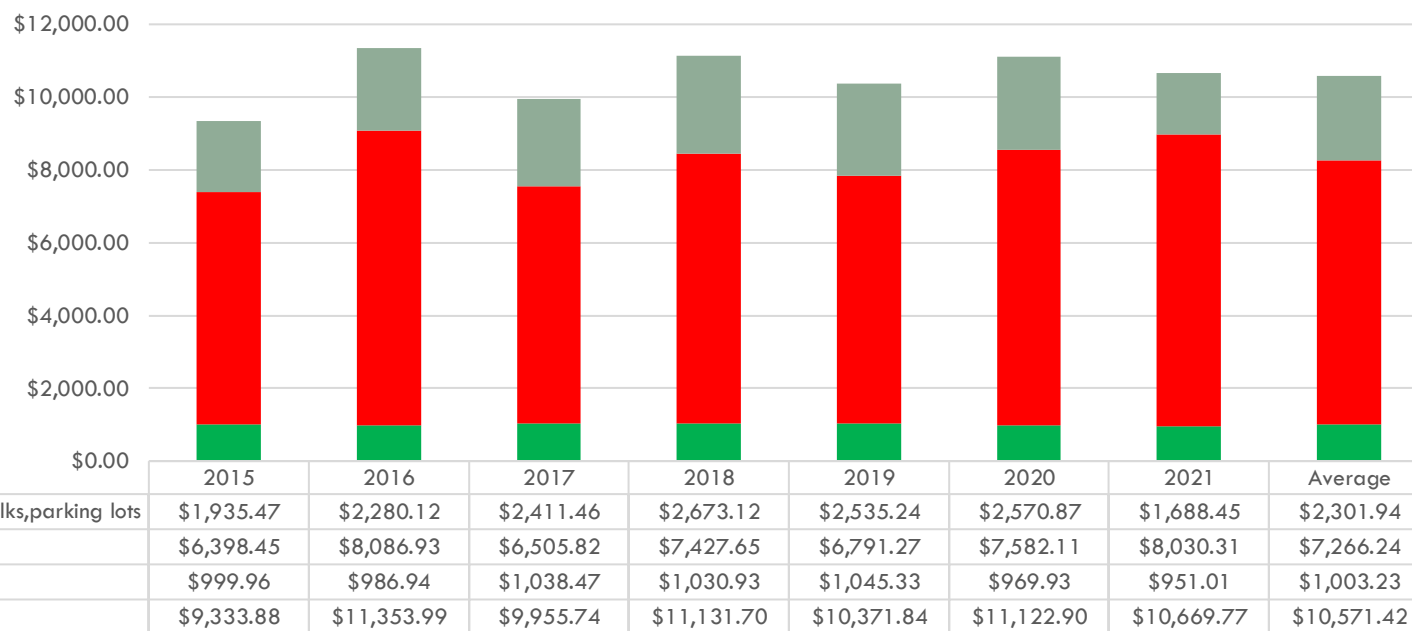
WW'S PUBLIC WORKS FINANCIAL RESULTS (FROM TOWNSHIP)

CATEGORY	Sum of 2015	Sum of 2016	Sum of 2017	Sum of 2018	Sum of 2019	Sum of 2020	Sum of 2021	Sum of TOTAL 2015- 2021
Revenues	-\$502,697	-\$470,679	-\$544,626	-\$637,310	-\$86,282	-\$349,500	-\$265,163	-\$2,856,257
Admin	\$1,043,119	\$1,113,417	\$1,210,737	\$1,566,531	\$1,539,912	\$1,573,841	\$1,637,143	\$9,684,700
Beaver	\$1,350	\$450	\$2,430	\$1,028	\$2,550	\$2,850	\$2,775	\$13,433
Cold Patching	\$101,846	\$61,961	\$113,559	\$103,053	\$96,185	\$154,594	\$83,268	\$714,466
Culvert Replacement	\$14,385	\$6,883	\$32,095	\$12,677	\$31,772	\$14,794	\$19,109	\$131,715
Dust Control	\$87,254	\$110,335	\$80,418	\$84,811	\$110,205	\$99,716	\$85,379	\$658,118
Gravel Application	\$78,712	\$207,317	\$45,982	\$152,629	\$90,932	\$176,048	\$86,422	\$838,042
Line Painting	\$0	\$8,252	\$7,970	\$9,520	\$13,344	\$19,132	\$4,070	\$62,288
Pothole Filling							\$14,899	\$14,899
Roadside Mowing	\$30,000	\$29,985	\$29,985	\$29,990				\$119,960
Signs	\$13,960	\$16,242	\$18,101	\$11,690	\$19,629	\$11,571	\$20,253	\$111,446
Storm	\$3,543	\$3,114	\$4,914	\$12,382	\$2,406	\$4,477	\$10,834	\$41,670
Trees	\$12,847	\$3,918	\$2,035	\$2,951	\$12,008	\$4,427	\$7,021	\$45,207
Winter Control - Plowing	\$11,495	\$35,712	\$129,653	\$216,794	\$218,475	\$188,792	\$161,167	\$962,088
Grand Total	\$895,814	\$1,126,907	\$1,133,253	\$1,566,746	\$2,051,136	\$1,900,742	\$1,867,177	\$10,541,775

WW'S PUBLIC WORKS FINANCIAL RESULTS (FIR – INCLUDES AMORTIZATION)

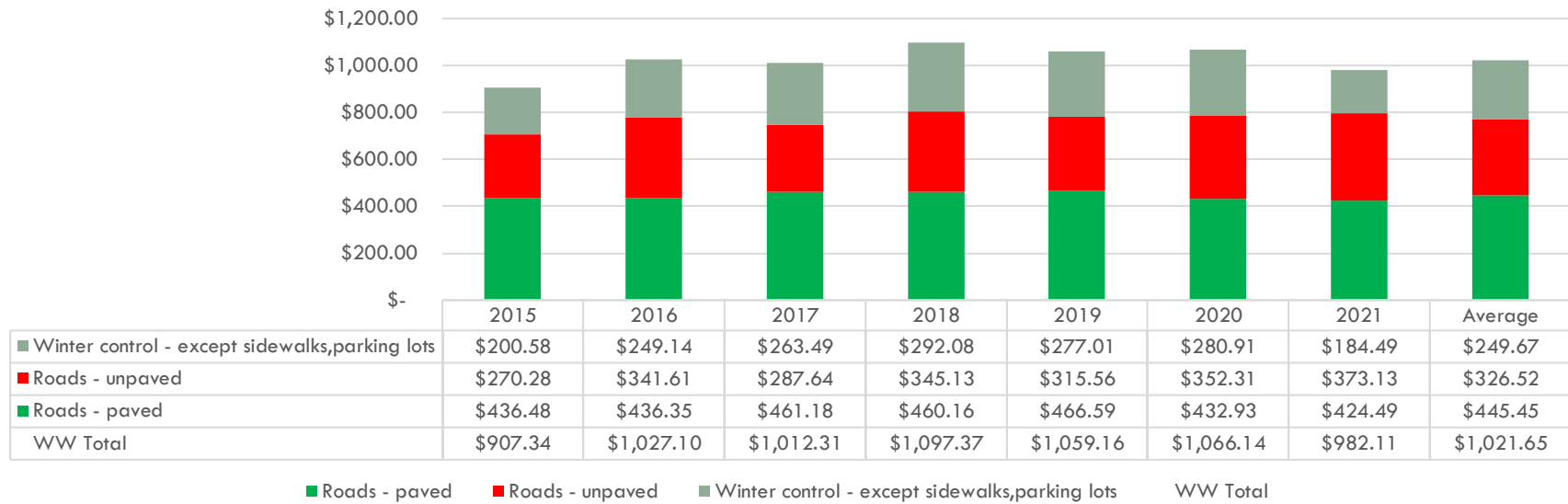
Year	2015	2016	2017	2018	2019	2020	2021	Grand Total
Total	\$3,341,939	\$3,770,523	\$3,746,539	\$4,015,471	\$3,890,940	\$3,901,780	\$3,596,432	\$26,263,624
Roads - paved	\$1,549,943	\$1,549,492	\$1,637,662	\$1,634,026	\$1,656,854	\$1,537,332	\$1,507,354	\$11,072,663
Roads - unpaved	\$959,767	\$1,213,040	\$1,021,413	\$1,225,563	\$1,120,559	\$1,251,048	\$1,325,001	\$8,116,391
Roads - bridges and culverts	\$14,385	\$8,349	\$40,905	\$16,058	\$31,772	\$14,794	\$19,109	\$145,372
Winter control - except sidewalks, parking lots	\$712,253	\$884,685	\$935,647	\$1,037,169	\$983,673	\$997,497	\$655,118	\$6,206,042
Street lighting	\$105,591	\$114,957	\$110,912	\$102,655	\$98,082	\$101,109	\$89,850	\$723,156

Cost per kilometre 2015-2021

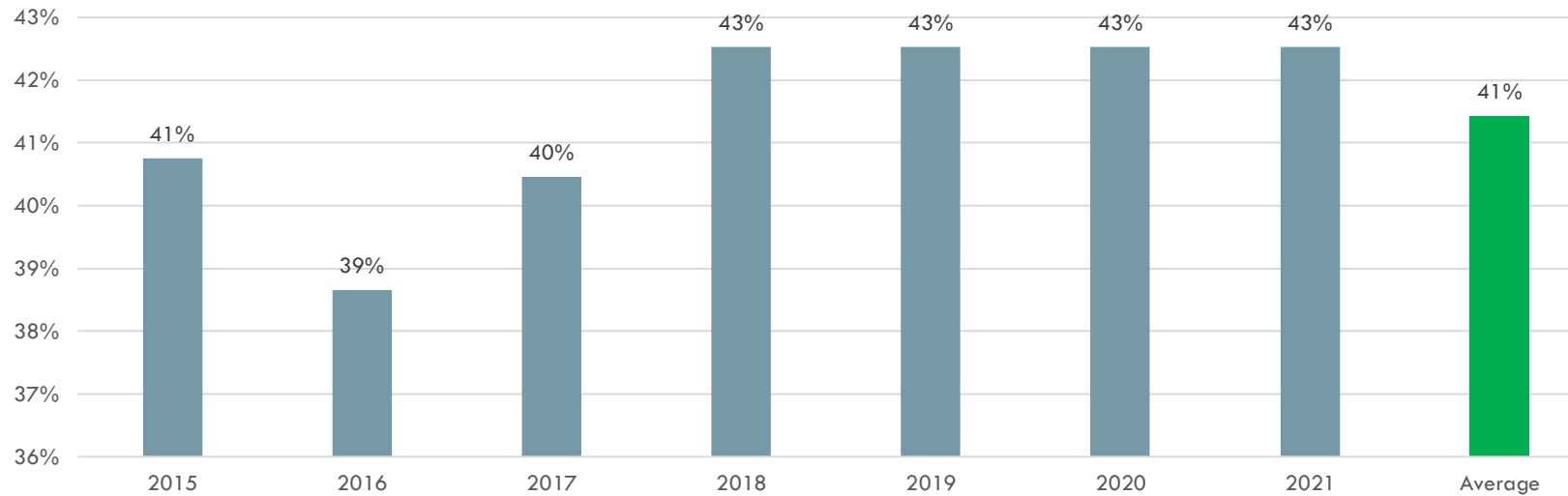


■ Roads - paved
 ■ Roads - unpaved
 ■ Winter control - except sidewalks, parking lots
 WW Total

Cost per Household



WW %age of Good to Very Good roads

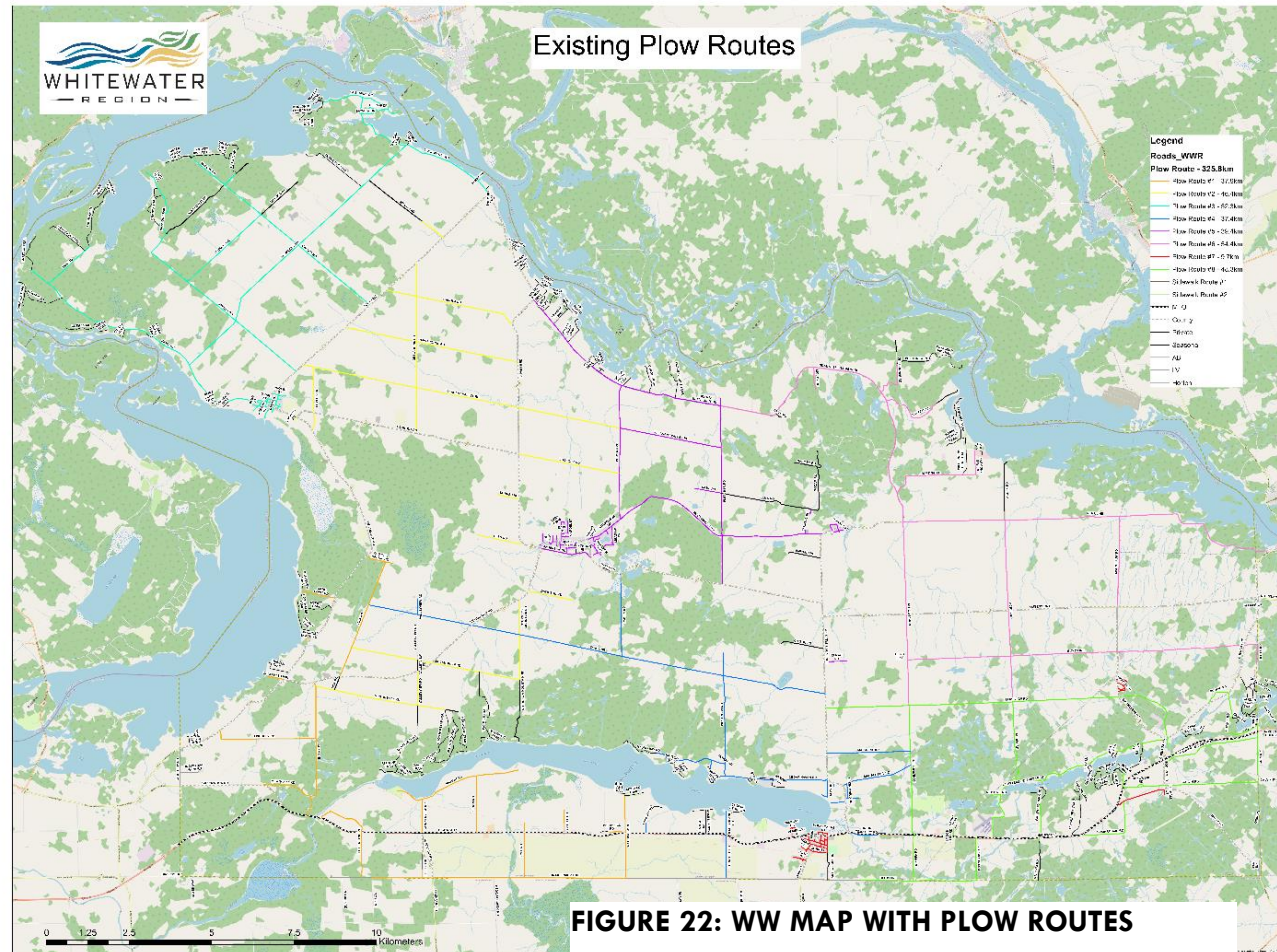


WW SUMMARY OF CONSULTATIONS

Whitewater Region's total population of in 2016 was 7,009¹⁹ (grew 1.3% from 2011) with 3,551 households (the most populous of the three partners). It has both rural and urban areas with 540 square kilometres of land area and a population density of 13 per kilometre squared (most density of the three municipalities). It operates out of three depots during the winter but the main garage is on Mineview. We were fortunate to interview Council and staff while onsite and undertook site visits at all garages (Mineview, Westmeath and Cobden).

Consultations and analysis were undertaken in the fall of 2021, onsite visit in spring 2022 and updated by staff in early 2023. These consultations were intended to understand the organization, the operations and technology utilized in order to identify any challenges and opportunities for shared services. This review was not intended to provide specific recommendations by municipality but we have provided some key changes that are required to move to shared services.

Consultations and analysis revealed the following with respect to the operations in WW:



¹⁹ 2016 StatsCan Census

ORGANIZATION AND RESOURCES

- Culture in the department resulted in changes to staffing and management in 2021.
- New Roads Superintendent is well respected by staff.
- Collectively we heard about concerns related to communication and engagement.
- Some Health and Safety concerns raised.
- The staff do not have actual township e-mail addresses. Everything that comes to them from the municipality is by way of their personal e-mail addresses.
- Some comments were made about certain practices were questionable.
- Some training is occurring but concerns that there are still missing certain training for the newer staff (roads and Book 7).
- Does not appear to be a formal training program in place. Training has been impacted partly because of COVID impact but also there needs to be a plan for various training aspects. No real equipment training for newer staff. Learn from the older guys.
- Recent aggravation has been the loss of the ability to take a service vehicle home (recognizes taxable). Discussion around the T2200 and the use of vehicle as well as personal phones. Concern was raised that the if they took the money then their personal phones would become subject to the municipality looking through the history for e-mails, texts and photos.
- Performance review have been done in the past but largely by the employee and then meet with the manager.
- Training is not always embraced – there is a need for performance management framework for all staff.

- Need a more rigorous training plan with legislative requirements through Vadim
- Superintendent is on call 24-7 no additional pay- staff in similar position but they get overtime when they are called out and can also bank the time, but it is capped at 80 hours.
- Succession planning is needed– two senior grader operators retiring in 3 years.
- Council believe Staff are adequately trained send them on courses. Need more cross training and back-up capacity. 50% of the staff is new. Had some mid-level management issues. Previously, no accountability under supervisor

ASSET AND WORK MANAGEMENT

- Asset management ... some condition assessment reports need updating. 2022 ... roads and bridges, and wastewater due in 2022. Asset retirement obligations due in 2022 ... municipal buildings. Roads in 2023.
- No formal 10-year capital plan
- No plan to replace fleet ... random. Buy truck and not pave a road.
- Need to revamp the chart of accounts/jobs to reflect lifecycle costs.
- Need to update traffic counts
- No standard operating procedures.
- No job costing.
- No equipment rates charged to jobs.
- Asset management software to do plan needed (PSD).
- Need to collect life cycle costs as being incurred – not being done.

- Signage monitoring done by paper captured in Excel.

TECHNOLOGY

- Work order ... attached to a job (cost centre) and attached to an asset. Time would be attached to use of equipment. iCity does this but it is not being done.
- Need to move to digital based timesheets – requires hardware (tablets, cell phones)
- Work order digital requests and costing system needed – MESH not being used.
- Need to supply mobile devices to workers.
- Need for IT plan (MESH, PSD)

FLEET MANAGEMENT

- MTC Fleet Maintenance Pro - web based product not integrated with Vadim but serves the needs of the mechanics.
- Do not charge equipment to jobs.
- Hard to quantify actual costs related to internal and external services
- No vehicles replacement policy.
- Two mechanics. The second mechanic had just left the municipality and returned to the private sector during the review.
- Fleet Supervisor demonstrated briefly Fleet Maintenance Pro mobile app which allows him to track work on the vehicles – indication that there were at least +70 units that are being maintained (Trucks, Tandems, Graders, Zambonis, Fire Vehicles, etc....).
- Acquired a mobile service vehicle so that he could effectively repair broken down equipment on the road vs. getting the towed back to the shop.

- Recently acquired 4 mobile hoists that allow for greater servicing functionality. Most vehicle can be lifted to allow for under vehicle servicing work.
- Some frustration noted related to the acquisition of equipment that does not meet the needs of the department. Post hole auger that is powertrain on a Massey Ferguson tractor. Auger was broken the first time it was used. Needs to be on level ground for utilization. Getting it into ditches and other areas can be problematic.
- Asphalt compactor/tamper/roller was recently purchased, and it does not work as intended and the guys would rather have a roller to do the cold patch and be more effective.
- Suggestions have been made to sell or return equipment but that falls on deaf ears. Mechanic is willing to move to use of more technology and seems to have adapted to the current software and would like to see more implemented.
- Fleet is repaired on a priority basis. Concern that with the departure of the other mechanic it may be a challenge to keep things going. Doubtful that they have any ability to take on outside work without additional resources.
- Tandem trucks actions and materials monitoring in development.
- No inventory policy.
- There are new fuel pumps that are card controlled.

FACILITIES

- Facilities not adequate to house all vehicles. Facilities need modernization ... we have two yards when ideally there should be one. Town has outgrown Ross facility.
- Suggestion to clean out the stock room to make that into a proper lunchroom (right now the existing lunchroom is

more appropriate for staff of 4-6 but they have 12 out of the garage so they end up sitting in a circle in one of the garage bays. The stock would be moved out in to the garage with into proper storage/wall cabinets.

- The change room is a washroom, showers are not functional/adequate, and there is a washer and dryer in the washroom to allow the staff to do dirty laundry. The washroom facility is not designed for female staff.
- Wintertime they can't put all of the plows into the garage so that means at least two trucks are outside which means there is ice and snow build up, takes at least an hour for the vehicles to warm up etc.
- No salt storage dome which is problematic, the yard is not secured which leaves the municipality subject to theft and vandalism. Lumpy and inconsistent in spreading with sand. Suggestion that there is no Salt Management plan – large number of gravel roads – no salt application. Staff will put sand on top of the salt to prevent it from getting wet and clumping up in the winter months.
- Some comments about the use or the potential use of the old facility across the road which is now being leased to the snowmobile association.

SUMMER AND WINTER MAINTENANCE

- Plow routes are on County GIS.
- Lots of roads. Summer maintenance and pot holes are biggest complaints.
- Complaints – road conditions and speeding.
- Need to better track complaints and requests for service.
- Quality control needed on outsourced work
- Roads staff based on level of service is adequate.

- Some concern was expressed about the loss of a person to assist with the sidewalk snow clearing and parking lots. One person cannot currently do all of the work. The Superintendent often jumps in to assist. The equipment has to be put on a flatbed and trucked out to the locations of the sidewalks.
- Some expressed challenge in the past but now all roads are up to municipal standard.
- Some issues with the mower brusher - training and use.
- Comments reflect that head office (town hall) staffing has grown over the years from 8 to 19 and roads has gone from 12 to 11. Priority on town hall and not on roads services. Significant disconnect between the two.
- Biggest complaints related road conditions.
- The group expressed some concern about the amount of construction they take on given the level of maintenance that is required.
- Weather has been a challenge in keeping up.
- CVOR's may not be capturing the data as required. There are no seasonal employees brought in to cover for illness or injuries.

SHARED SERVICES

- Several expressed similar view to the others that WW is a "have" municipality with decent equipment and the others are "have nots" and will likely draw upon the WW equipment to meet their needs.
- Cobden ... garages in proximity to AB ... could share work ... mechanics could help with fleet repairs.
- Distance from GM would make shared services challenging. More opportunities with AB. Shared services . snow removal on boundary roads, graders.

- Shared services have to have savings component or cost avoidance. Service level must be the same or better.
- Equipment sharing ... county boundary roads ... large joint garage with mechanics across townships.
- Each township pays for her fair share of services. Shared fire services have worked.

Staff/Council identified some areas for possible improvements or that shared services could assist:

1. Documented procedures and processes (shared?)
2. Joint procurement.
3. Shared Director of Public Works/Engineer.
4. Sharing of equipment and material storage (County and neighbours).
5. Joint Training,
6. Technology
7. Grading on boundary roads.

8. County relationship and county roads – potential rationalization of winter plow routes and boundary roads
9. Standardization on equipment and determination of actual needs.
10. Potential for shared professional expertise – Asset Management professional

Recommendations for WW with respect to preparing for shared services:

1. Develop standardized processes for patrolling, payroll , work orders and asset management.
2. Move to utilization of OPSS Standard fleet rates and charge out to projects/jobs through work orders.
3. Redesign chart of accounts to reflect jobs (cost centres.)

SUMMARY OF CONSULTATIONS

WSCS undertook extensive consultation throughout this review. We undertook interviews with Council, the management and several public works employees in each location. We were fortunate to undertake the facilities tour and meet staff in person over three days in addition to a focus group to identify possible savings through shared services.

We reviewed over 500 documents including policies, studies, process information, forms, and financial results. We analyzed data and performance measures in order to understand the service levels, benchmarks, processes and systems.

Interviews with every staff member was offered some insight into possible improvements but all indicated their concerns with shared services. They believe it is beneficial but worry about the execution.

It was clear that the current processes in every municipality is not conducive for sharing. Different systems, processes and access to technology are not conducive for sharing. In fact, it likely will not realize the savings without a fulsome change to common systems and costing methodologies.

There also seems to be a common theme in terms of a lack of long-term planning and training. It is commendable that the partners have found ways to share experiences and want to improve.

The largest gap appears to be professional support and need for need project management and support with consistent processes and documentation.

The most important conclusion from the consultations surrounds the need for better planning, clearly defined performance expectations for shared services to be considered investment in training and technology, documented value-added processes and revitalized policies.

We are of the opinion that all municipalities need to collect the same data, use the same systems and collect costs and charge equipment the same way. This needs to be documented and set up together. New communication strategies are needed to better connect staff and the community to the future vision with each other as well as the County.

Contract, asset, and facility management need to have a reset and comprehensive set of policies and procedures to support sustainability. As with all public sector entities, there is a need to preserve appropriate controls and manage risks to ensure that Council and management can ensure that they demonstrate accountability and safeguard the assets. Good financial controllership practices must be in place in order for an organization to be sustainable and start the baseline for shared services. This means that the Finance Departments must work with Public Works to create the best job/asset costing approach to support asset management and shared services. This includes better job costing, activity analysis and reporting in real time.

The top areas of focus for the partners to be successful in shared services include:

-
1. Shared Service Leadership – Governance Framework and performance management.
 2. Strong Foundation of common policies and practices.
 3. Cultural changes to allow for staff to provide input and impact on improvements to services.
 4. Professional support.
 5. Long term work planning.
-
6. Shared technology and training for fleet management, customer service, work and asset management as well as finance.
 7. Standardized equipment and equipment rates.
 8. Shared GIS and modeling.
 9. Contract management and shared procurement practices as well as opportunities.
 10. Vendors of record to streamline outsourced work and evaluation.
-

APPENDIX A: LOCATIONS AND DISTANCES (AB,GM,WWR) (LAURENTIAN VALLEY AND COUNTY)

NAME	Calabogie Municipal Garage	Griffith Municipal Garage	Renfrew Public Works Garage	Laurentian Valley Partrol	Stafford Patrol (Full Time)	Pembroke Patrol (Equip storage)	Township Office Garage	Cobden Garage (Part Time)	Ross Garage (Winter only)	Westmeath Garage (Full Time)	Cobden Garage (Winter only)	Beachburg Garage	Cobden County Garage	Goshen County Garage	Pembroke County Garage	Calabogie MTO Garage (Winter)
	12470 B Lanark Road	25991 A Highway 41	529 Lisgar Avenue	460 Witt Road	40484 Highway 41	576 Bruham Avenue	477 Stone Road	1239 Cobden Road	2271 Mine View Road	1798 Westmeath Road	44 Gould Street	1823 Beachburg Road	81 Main Street	1460 Lochwinnoch Road	556 White Water Road	758 Mill Street
Calabogie Municipal Garage	x	36.3	18.5	59.3	65.8	64.6	17.2	38.5	39.7	57.9	38.8	50	39	20.5	58.8	1.65
Griffith Municipal Garage	36.6	x	43.8	55.9	57.9	63.4	38.5	41.9	52.8	66.5	48.4	59.3	46.6	52.3	57.6	34.1
Renfrew Public Works Garage	19.5	44.1	x	45	47.5	47	6.63	23.4	22.6	38.2	22.9	32.1	22.8	10.4	42.8	9.67
Laurentian Valley Partrol	60.5	55.2	46.9	x	3.92	8.09	43.8	23.8	26.5	21.6	24.6	22.5	23.5	47.5	5.34	61
Stafford Patrol (Full Time)	61.2	59.3	48.2	4.2	x	4.47	44.5	25	26.1	18.1	44.4	22	24.4	54.7	2.97	59.9
Pembroke Patrol (Equip storage)	67.2	64	52.2	8.65	6.49	x	50.5	29.8	31.4	21.6	29.9	25.1	30.1	59.9	4.78	66.6
Township Office Garage	18.7	38.6	7.88	43.7	45.4	50.2	x	21.4	23.4	40.4	20.7	31.5	20.1	15.7	40.4	19.2
Cobden Garage (Part Time)	37	41.2	24	23.8	25.3	29.4	19.5	x	11.2	18.4	6.96	18.8	6.2	32.6	20.8	36.5
Ross Garage (Winter only)	39.6	52.2	21.7	26.2	26.3	31	21.5	11.3	x	17.9	3.83	10.3	4.75	29.8	22.8	38.5
Westmeath Garage (Full Time)	59.5	66.5	39	21.2	19.1	20.2	38.9	24.9	18.5	x	19.4	8.27	17.9	45.5	15.1	58.4
Cobden Garage (Winter only)	40.2	51.2	21.9	24.7	25.6	29	21.3	8.32	3.79	19.4	x	11.5	0.75	30.9	20.7	38.5
Beachburg Garage	50.3	59.8	31.7	22.3	21.5	25.3	31.3	17.6	9.23	8.96	10.8	x	11.4	37.3	17.7	50
Cobden County Garage	38	47.7	23.7	24	25.7	30.5	20.8	5.95	4.39	18.8	1.72	12	x	30.5	20.8	39.4
Goshen County Garage	21	52.2	10.3	52.8	55.6	58.4	15.7	32.1	27.9	44.6	30.3	37	30.5	x	51.1	22.5
Pembroke County Garage	58.9	58	43.9	5.53	4.11	9.12	41.5	21.1	22.2	15.1	20	18.2	20.7	50.4	x	58.8
Calabogie MTO Garage (Winter)	2.93	33.7	20	59.3	61.2	61.3	18.3	37.8	39.7	56.7	40	49	40.3	22.8	59	x

APPENDIX B: PUBLIC WORKS EQUIPMENT (AB,GM,WWR), RATES AND POSSIBLE SHARING

MUN	Category	Item	FROM FINANCIAL INFO	Year	AGE (Years)	Useful Life	Location	Township rate	OPSS127#	OPSS127 Rate	Possible Shared Equipment ?
WW	?	Single Axel 4x4	2018 Freightliner 108SD Single Axle Truck	2018	4	10	Mineview	\$90.00 per hour	127.02.08.14	\$ 483.45	N
GM	Backhoe	Tractor Backhoe	32954 - 2014 JCB Backhoe (#1)	2014	8	15-20	Calabogie	\$80.00 p/hr (including operator)	127.02.07.08	\$ 83.25	Y
GM	Backhoe	Tractor Backhoe	32929A - Backhoe John Deere 2017	2017	5	15-20	Calabogie	\$80.00 p/hr (including operator)	127.02.07.09	\$ 83.25	Y
GM	Backhoe	Tractor Backhoe	32967 - V#32 - 2020 Backhoe John Deere	2020	2	15-20	Griffith	\$80.00 p/hr (including operator)	127.02.07.10	\$ 83.25	Y
GM	Backhoe	Backhoe Broom		2021	1		Calabogie	Other equipment(cost+operator)	127.02.08	\$ 50.00	Y
WW	Backhoe	Backhoe		2018	4	15-20	Mineview	\$80.00 p/hr(including operator)	127.02.07.07	\$ 83.45	Y
AB	Chipper	tBandit Chipper	V11, 1998 Bandit Chipper	1998	24	25	Stone Road	Cost plus operator	127.02.13.01	\$ 72.70	Y
GM	Chipper	Wood Chipper			122		Calabogie	Other equipment(cost+operator)	127.02.13.01	\$ 46.75	Y
AB	Excavator	Komatsu Excavator PC 160 LC	V23, 2007 Komatsu Excavator	2007	15	10	Stone Road	\$125.00 p/hr (including operator)	127.02.07.01	\$ 154.45	Y
GM	Excavator	Excavator	32988A - V#27 - 2014 Excavator John Deere	2014	8	10		Other equipment(cost+operator)	127.02.07.02	\$ 298.90	Y
WW	Excavator	Robber Tired Excavator		2020	2	10	Mineview		127.02.07.03	\$ 129.30	Y

MUN	Category	Item	FROM FINANCIAL INFO	Year	AGE (Years)	Useful Life	Location	Township rate	OPSS127#	OPSS127 Rate	Possible Shared Equipment ?
GM	Float	Tag Float	32962 - New 2016 Float	2016	6	20	Calabogie	\$90.00 per hour	127.02.08.03	\$ 120.60	Y
AB	Grader	Volvo Grader G740B	V27,2004 Volvo Grader	2004	18	15-20	Stone Road	\$110.00 p/hr(including operator)	127.02.06.09	\$ 152.00	Y
AB	Grader	Volvo Grader G970	V31,VOLVO GRADER	2011	11	15-20	Cobden Patrol	\$110.00 p/hr(including operator)	127.02.06.09	\$ 152.00	Y
GM	Grader	Grader	32959 - 2015 John Deere Grader	2015	7	15-20	Calabogie	\$110.00 p/hr (including operator)	127.02.06.09	\$ 152.00	Y
GM	Grader	Grader	32993 - V#31 - 2016 Grader John Deere	2016	6	15	Griffith	\$110.00 p/hr (including operator)	127.02.06.09	\$ 152.00	Y
WW	Grader	Grader	TRIMMER	2007	15	15-20	Mineview		127.02.06.15	\$ 458.85	Y
WW	Grader	Grader		2013	9	15-20	Mineview		127.02.06.13	\$ 180.40	Y
WW	Grader	Grader		2021	1	15-20	Mineview		127.02.06.14	\$ 180.40	Y
GM	Half Ton	Half Ton	32943 - V#4 - 2015 Chev s/n16253	2015	7	10	Calabogie	\$50.00 per hour (including operator)	127.02.08	\$ 50.00	N
GM	Half Ton	Half Ton	32997 - V#14 2021 Chevrolet	2021	1	10	Calabogie	\$50.00 per hour (including operator)	127.02.08	\$ 50.00	N
WW	Half Ton	Half-Ton Truck	2018 Dodge Ram Quad 1500 Half-ton Truck	2018	4	10	Mineview	\$50.00 p/hr (including operator)	127.02.08	\$ 50.00	N
AB	Half Ton?	Chevrolet Silverado	V34,2015 CHEVROLET SILVERADO LT	2015	7	10	Cobden Patrol	\$50.00 p/hr (including operator)	127.02.08	\$ 50.00	N

MUN	Category	Item	FROM FINANCIAL INFO	Year	AGE (Years)	Useful Life	Location	Township rate	OPSS127#	OPSS127 Rate	Possible Shared Equipment ?
AB	Half Ton?	Chevrolet Silverado	V36,2018 CHEV SILVERADO	2018	4	10	Cobden Patrol	\$50.00 p/hr (including operator)	127.02.08	\$ 50.00	N
AB	Half Ton?	Chevrolet Silverado	V32,2015 CHEV SILVERADO	2015	7	10	Stone Road	\$50.00 p/hr (including operator)	127.02.08	\$ 50.00	N
WW	Hoist	Column Hoists		2021	1		Mineview				Y
WW	Loader	Wheel Loader		2008	14	15-20	Mineview		127.02.07.11	\$ 140.25	Y
WW	Loader	Wheel Loader		2011	11	15-20	Cobden		127.02.07.12	\$ 140.25	Y
WW	Loader	Wheel Loader		2012	10	15-20	Westmeath		127.02.07.13	\$ 140.25	Y
WW	Mower	Flail Mower		2020	2	15	Mineview			\$ 50.00	Y
WW	Mulcher	Roadside Mulcher		2021	1		Mineview			\$ 50.00	Y
AB	One Ton	Chevrolet 1 ton	V39,2021 GMC SIERRA	2021	1	10	Stone Road	\$50.00 p/hr (including operator)	127.02.08	\$ 50.00	N
GM	One Ton	One Ton (Plow and Sander)	32949 - V#7 - 2015 Chev s/n11556	2015	7	10	Calabogie	\$50.00 per hour (including operator)	127.02.08	\$ 50.00	N
GM	One Ton	One Ton (Plow and Sander)	32960 - V#1 - 2015 4x4 Chev	2015	7	10	Calabogie	\$50.00 per hour (including operator)	127.02.08	\$ 50.00	N
GM	One Ton	One Ton (Plow and Sander)	32961 - 2019 Ford F350 1 ton Snow Plow Truck	2019	3	10	Griffith	\$50.00 per hour (including operator)	127.02.08	\$ 50.00	N
WW	One Ton	One Ton Truck		2009	13	10	Mineview		127.02.08.05	50	N
AB	Packer	Diesel Plate packer (1 ton)	V40,2012 AMMAMM PACKER	2016	6	10	Stone Road	\$50.00 p/hr (including operator)	127.02.03.02	\$ 31.90	N
WW	Packer	Roller Packer		2021	1	15	Mineview		127.04.05.01	\$ 185.80	Y
AB	Roller	60" Roller	Trench Roller??	2016	6	15	Stone Road		127.02.03.02	\$ 31.90	Y

MUN	Category	Item	FROM FINANCIAL INFO	Year	AGE (Years)	Useful Life	Location	Township rate	OPSS127#	OPSS127 Rate	Possible Shared Equipment ?
GM	Roller	Roller		2021	1	15	Calabogie	Other equipment(cost+operator)		\$ 126.50	Y
GM	Roll-off Truck	Roll-Off Truck	32951 - V#8 - 2010 International Model 7600	2010	12	15	Calabogie	Other equipment(cost+operator)	127.02.08.08	\$ 126.50	Y
WW	Sidewalk Plow	Sidewalk Plow		2008	14	10	Cobden			\$ 80.00	N
WW	Sidewalk Plow	Sidewalk Plow		2018	4	10	Cobden			\$ 80.00	N
WW	Snowblower	Snowblower Attachment		2019	3	15	Mineview		127.02.07.01	\$ 102.10	N
GM	Steamer	Culvert Steamer		2020	2		Calabogie	\$70.00 p/hr (including operator)		\$ 90.00	Y
GM	Steamer	Culvert Steamer		2020	2		Griffith	\$70.00 p/hr (including operator)		\$ 90.00	Y
WW	Sweepster	Sweepster		1989	33	15	Mineview				Y
AB	Tandem	Western Star Tandem (compactor truck)		2001	21	15	Stone Road Transfer Site	\$80.00 p/hr (including operator)	027.02.08.08	\$ 126.50	N
AB	Tandem	Sterling LT 9500 Tandem	V26,2009 Ford Sterling	2009	13	15	Cobden Patrol (Being replaced)	\$80.00 p/hr (including operator)	027.02.08.07	\$ 93.80	N
AB	Tandem	Western Star Tandem	V28,2014 Western Star	2014	8	15	Stone Road	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
AB	Tandem	Western Star tandem	V33,2016 WESTERN STAR	2016	6	15	Stone Road	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
AB	Tandem	Western Star (2020)	V38,2020 WESTERN STAR	2020	2	15	Waiting on arrival will be at Cobden Patrol	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
GM	Tandem	Tandem	32956 - V#11 - 2012 Intern. Plow Truck	2012	10	15	Calabogie	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N

MUN	Category	Item	FROM FINANCIAL INFO	Year	AGE (Years)	Useful Life	Location	Township rate	OPSS127#	OPSS127 Rate	Possible Shared Equipment ?
GM	Tandem	Tandem	32964 - 2018 Tandem Plow Dump Truck	2018	4	15	Calabogie	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
GM	Tandem	Tandem	32966 - 2019 International Tandem Plow Truck	2019	3	15	Calabogie	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
GM	Tandem	Tandem		2020	2		Griffith	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
GM	Tandem	Tandem	32994 - V#9 - 2021 Tandem Plow	2021	1	15	Calabogie	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
WW	Tandem	Snowplow/Tandem	2009 Sterling LT 9500 Tandem Truck	2009	13	15	Mineview	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
WW	Tandem	Snowplow/Tandem	2011 International 7600 Tandem Truck	2011	11	15	Westmeath	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
WW	Tandem	Snowplow/Tandem		2013	9	15	Mineview		127.02.08.09	\$ 126.50	N
WW	Tandem	Snowplow/Tandem		2014	8	15	Westmeath		127.02.08.10	\$ 126.50	N
WW	Tandem	Snowplow/Tandem	2017 Freightliner 114SD Tandem Truck	2017	5	15	Mineview	\$80.00 p/hr (including operator)	127.02.08.08	\$ 126.50	N
WW	Tandem	Snowplow/Tandem	2017 Freightliner 114SD Tandem Truck	2017	5	15	Mineview	\$80.00 p/hr (including operator)	127.02.08.09	\$ 126.50	N
WW	Tandem	Snowplow/Tandem	2018 Freighliner 114SD Tandem Truck	2018	4	15	Westmeath	\$80.00 p/hr (including operator)	127.02.08.10	\$ 126.50	N

MUN	Category	Item	FROM FINANCIAL INFO	Year	AGE (Years)	Useful Life	Location	Township rate	OPSS127#	OPSS127 Rate	Possible Shared Equipment ?
WW	Three Ton	3-Ton Truck and Plow	2016 Ford F550 XI Class 5 One-ton Truck	2016	6	10	Cobden	\$90.00 per hour	127.02.08.05	\$ 90.00	N
WW	Ton	Half-Ton Truck	2013 Chevrolet Silverado LT Half-ton Truck	2013	9	10	Westmeath	\$90.00 per hour	127.02.08.05	\$ 50.00	N
WW	Tractor	Tractor		2019	3	15-20	Mineview		127.02.06.08	\$ 81.75	Y
GM	Tractor/Mower	Tractor & Flail Mower		2014	8	15	Calabogie/Griffith	\$70.00 p/hr (including operator)		\$ 70.00	Y
GM	Traffic Lights	Portable Traffic Lights		2021	1	50	Calabogie	Determined by PWM	127.02.17.04	\$ 16.95	Y
GM	Traffic Lights	Portable Traffic Lights		2021	1	50	Calabogie	Determined by PWM	127.02.17.05	\$ 16.95	Y
AB	Trailer	Float Trailer	V30,2015 FLOAT TRAILER	2014	8	20	varies	\$90.00 p/hr (including operator)	127.02.08.03	\$ 120.60	Y
GM	Trailer	Roll-Off Trailer		2010	12	20	Calabogie	\$125.00 p/hr(including operator)	127.02.08.03	\$ 120.60	Y
GM	Trailer	Utility Trailer 16FT	32996 - 2020 Utility Trailer	2020	2	20	Calabogie	\$110.00 p/hr including operator)	127.02.08.01	\$15.25 ??	Y
WW	Truck	Service Truck (Mechanic)	2003 Ford F550 Service Truck (Mechanic)	2003	19	10	Mineview	\$50.00 p/hr (including operator)	127.02.08.05	\$ 50.00	N
WW	Water Tank	Slip in Water Tank		2020	2		Mineview				Y

APPENDIX C: CLASSIFICATION OF HIGHWAYS – O.REG 239/02

Column 1 Average Daily Traffic (number of motor vehicles)	Column 2 91 - 100 km/h speed limit	Column 3 81 - 90 km/h speed limit	Column 4 71 - 80 km/h speed limit	Column 5 61 - 70 km/h speed limit	Column 6 51 - 60 km/h speed limit	Column 7 41 - 50 km/h speed limit	Column 8 1 - 40 km/h speed limit
53,000 or more	1	1	1	1	1	1	1
23,000 - 52,999	1	1	1	2	2	2	2
15,000 - 22,999	1	1	2	2	2	3	3
12,000 - 14,999	1	1	2	2	2	3	3
10,000 - 11,999	1	1	2	2	3	3	3
8,000 - 9,999	1	1	2	3	3	3	3
6,000 - 7,999	1	2	2	3	3	4	4
5,000 - 5,999	1	2	2	3	3	4	4
4,000 - 4,999	1	2	3	3	3	4	4
3,000 - 3,999	1	2	3	3	3	4	4
2,000 - 2,999	1	2	3	3	4	5	5
1,000 - 1,999	1	3	3	3	4	5	5
500 - 999	1	3	4	4	4	5	5
200 - 499	1	3	4	4	5	5	6
50 - 199	1	3	4	5	5	6	6
0 - 49	1	3	6	6	6	6	6

**As amended May 3, 2018*

APPENDIX D: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – PATROLLING & WINTER CONTROL

		WINTER CONTROL			
CLASS OF HIGHWAY	PATROLLING FREQUENCY	SNOW ACCUMULATION - ROADWAYS (CM)	SNOW ACCUMULATION RESPONSE TIME - ROADWAYS (HOURS)	ICE FORMATION PREVENTION RESPONSE TIME (HOURS)	TREATMENT OF ICY ROADWAYS RESPONSE TIME (HOURS)
1	3 TIMES EVERY 7 DAYS	2.5	4	6	3
2	2 TIMES EVERY 7 DAYS	5	6	8	4
3	ONCE EVERY 7 DAYS	8	12	16	8
4	ONCE EVERY 14 DAYS	8	16	24	12
5	ONCE EVERY 30 DAYS	10	24	24	16

APPENDIX E: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – POTHOLES

	POTHoles ON PAVED SURFACE			POTHoles ON NON-PAVED SURFACES			POTHoles ON PAVED OR NON-PAVED SURFACE OF SHOULDER		
CLASS OF HIGHWAY	SURFACE AREA (CM ²)	DEPTH (CM)	RESPONSE TIME (DAYS)	SURFACE AREA (CM ²)	DEPTH (CM)	RESPONSE TIME (DAYS)	SURFACE AREA (CM ²)	DEPTH (CM)	RESPONSE TIME (DAYS)
1	600	8	4					8	7
2	800	8	4				1,500	8	7
3	1,000	8	7	1,500	8	7	1,500	8	14
4	1,000	8	14	1,500	10	14	1,500	10	30
5	1,000	8	30	1,500	12	30	1,500	12	60

APPENDIX F: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – SHOULDER DROP OFFS, CRACKS, LUMINAIRES AND SIGNS

	SHOULDER DROP-OFFS	CRACKS > 5CM WIDE AND 5CM DEEP > 3 METRES	LUMINAIRES - INSPECT EVERY 12 MONTHS - NO MORE THAN 16 MONTHS	REGULATORY AND WARNING SIGNS
CLASS OF HIGHWAY	RESPONSE TIME (DAYS)	RESPONSE TIME (DAYS)	RESPONSE TIME (DAYS)	RESPONSE TIME (DAYS)
1	4	30	7	7
2	4	30	7	14
3	7	60	14	21
4	14	180	14	30
5	30	180	14	30

APPENDIX G: MINIMUM MAINTENANCE STANDARDS - O.REG 239/02 - LEVELS OF SERVICE – BRIDGES

	BRIDGE DECK SPALLS			SURFACE DISCONTINUITIES - STEP FORMATION AT JOINTS OR CRACKS INCLUDING BRIDGE DECK OR EXPANSION JOINTS	
CLASS OF HIGHWAY	SURFACE AREA (CM ²)	DEPTH (CM)	RESPONSE TIME (DAYS)	HEIGHT (CM)	RESPONSE TIME (DAYS)
1	600	8	4	5	2
2	800	8	4	5	2
3	1,000	8	7	5	7
4	1,000	8	7	5	21
5	1,000	8	7	5	21

APPENDIX H: DETAILED FINANCIAL STATEMENTS (OPERATING) BY MUNICIPALITY (PROVIDED IN PDF AND CONVERTED TO EXCEL)

The table provides for a summary of costs for the three municipalities followed by the detail for each municipality. It illustrates the difference in reporting and data capture. It is also important to note that it would appear that equipment is not charged out to the projects. It also shows that there is no mechanism to determine the 'object' code/type of expense for the projects. Consequently, it is impossible to undertake financial analysis for savings or possible contracted opportunities as only some costs are attributable to jobs and are not separated by materials, contracted services, rent or salaries.

Sum of TOTAL 2015-2021 CATEGORY	MUN AB	GM	WW	Grand Total
Revenues		\$2,127,398	-\$2,856,257	-\$4,983,655
Admin	\$1,252,118	\$4,221,173	\$9,684,700	\$15,157,991
Beaver			\$13,433	\$13,433
Catch basin	\$9,642			\$9,642
Cold Patching	\$667,367	\$12,584	\$714,466	\$1,394,417
Culvert Replacement	\$85,955	\$108,756	\$131,715	\$326,426
Ditching	\$228,285			\$228,285
Dust Control	\$169,237	\$70,490	\$658,118	\$897,845
Equip	\$142,083	\$2,082,598		\$2,224,681
Flood	\$61,216			\$61,216
Gravel Application	\$1,176,733	\$634,739	\$838,042	\$2,649,514
Gravel Crushing		\$2,843		\$2,843
Guide Rails	\$5,630			\$5,630
Line Painting	\$28,559		\$62,288	\$90,847
Pothole Filling	\$94,218	\$199,685	\$14,899	\$308,802
Roadside Brushing	\$112,567	\$7,092		\$119,659
Roadside Mowing			\$119,960	\$119,960
Signs	\$66,018	\$71,452	\$111,446	\$248,916
Snow fencing	\$11,337			\$11,337
Storm			\$41,670	\$41,670
Street lights	\$26,865	\$39,584		\$66,449
Street maintenance	\$58,668			\$58,668
Street Sweeping		\$14,214		\$14,214
Trees		\$18,494	\$45,207	\$63,701
Weeds	\$87,398	\$407		\$87,805
Winter Control - Plowing	\$1,987,879	\$955,077	\$962,088	\$3,905,044
Grand Total	\$6,271,774	\$6,311,790	\$10,541,775	\$23,125,339

APPENDIX H1: DETAILED FINANCIAL STATEMENTS – OPERATING- AB (CONVERTED TO EXCEL)

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
AB	Admin	420	Advertising	\$1,718	\$931	\$1,560	\$2,590	\$1,783	\$1,133	\$1,314	\$11,028
AB	Admin	430	Associations	\$1,048	\$1,074	\$861	\$1,079	\$1,148	\$1,030	\$1,535	\$7,774
AB	Admin	431	Conventions	\$0	\$1,149	\$3,468	\$1,887	\$2,613	\$1,490	\$2,254	\$12,862
AB	Admin	432	Training	\$11,816	\$5,130	\$502	\$3,193	\$0	\$3,333	\$926	\$24,899
AB	Admin	433	Financial Expense	\$0	\$51	\$50	\$50	\$50	\$50	\$80	\$331
AB	Admin	440	Telephone	\$2,698	\$2,564	\$2,652	\$1,978	\$2,115	\$2,371	\$2,732	\$17,110
AB	Admin	441	Cell Phone	\$650	\$687	\$673	\$803	\$737	\$610	\$751	\$4,910
AB	Admin	442	Radios	\$4,185	\$10,735	\$4,512	\$6,495	\$6,127	\$6,127	\$6,193	\$44,372
AB	Admin	481	Hydro	\$5,300	\$5,834	\$4,879	\$4,867	\$7,499	\$6,999	\$5,675	\$41,053
AB	Admin	482	Security	\$0	\$0	\$153	\$153	\$305	\$153	\$153	\$916
AB	Admin	483	Garage Maintenance	\$8,960	\$4,861	\$5,563	\$6,430	\$7,724	\$5,911	\$6,264	\$45,714
AB	Admin	484	Garage Equipment & Supplies	\$7,975	\$9,035	\$7,087	\$7,260	\$5,071	\$7,662	\$8,274	\$52,365
AB	Admin	485	Furnace	\$8,014	\$7,135	\$13,970	\$13,346	\$10,435	\$7,982	\$13,706	\$74,588
AB	Admin	486	Secretary	\$0	\$32,431	\$24,298	\$23,456	\$22,658	\$22,596	\$21,260	\$146,699
AB	Admin	487	Garage Energy Audit	\$0	\$0	\$0	\$2,544	\$2,544	\$2,544	\$2,035	\$9,667
AB	Admin	490	Insurance	\$28,790	\$38,473	\$24,993	\$20,463	\$23,014	\$27,884	\$26,854	\$190,472
AB	Admin	495	Interest - Capex Loan	\$0	\$4,736	\$8,183	\$6,907	\$5,000	\$8,000	\$8,500	\$41,325
AB	Admin	500	Miscellaneous	\$1,980	\$1,520	\$2,294	\$1,181	\$2,542	\$200	\$988	\$10,706
AB	Admin	530	Safety Boots	\$895	\$782	\$760	\$400	\$1,024	\$726	\$1,101	\$5,687
AB	Admin	531	Safety Equipment	\$2,103	\$2,512	\$2,544	\$3,863	\$1,974	\$1,945	\$2,961	\$17,903
AB	Admin	550	Supervision	\$79,803	\$68,200	\$59,875	\$56,857	\$51,027	\$52,183	\$51,727	\$419,672

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
AB	Admin	551	Inspections	\$11,251	\$7,154	\$6,356	\$8,412	\$6,030	\$7,371	\$7,409	\$53,981
AB	Admin	552	Technology	\$0	\$0	\$0	\$839	\$0	\$6,082	\$6,175	\$13,096
AB	Admin	553	Licensing (Pit/HWIN)	\$1,591							\$1,591
AB	Admin	555	On Call Phone/Wages	\$3,396							\$3,396
AB	Catch basin	384	Catch Basin	\$1,521	\$1,455	\$1,455	\$1,791	\$1,221	\$1,099	\$1,099	\$9,642
AB	Cold Patching	230	Cold Patching	\$97,168	\$129,160	\$96,725	\$83,964	\$82,864	\$77,191	\$100,296	\$667,367
AB	Culvert Replacement	240	Culvert Maintenance	\$6,876	\$19,931	\$9,587	\$9,712	\$15,721	\$13,820	\$10,308	\$85,955
AB	Ditching	250	Ditching	\$10,242	\$41,241	\$36,095	\$37,193	\$38,248	\$41,819	\$23,446	\$228,285
AB	Dust Control	260	Dust Control	\$41,526	\$36,296	\$27,477	\$14,986	\$21,656	\$13,398	\$13,898	\$169,237
AB	Equip	V01	1984 Clark Loader	\$0	\$0	\$0	-\$478	-\$3,664	-\$1,096	\$6,700	\$1,463
AB	Equip	V05	2005 Ford	\$0	\$0	-\$14,318	-\$5,538	\$539	\$0	\$27,875	\$8,558
AB	Equip	V11	1998 Bandit Chipper	\$729	\$117	\$0					\$847
AB	Equip	V16	Bush Hog	\$0	\$0	\$0	\$0	\$49	\$0	\$0	\$49
AB	Equip	V20	Sweeper	\$0	\$0	\$63	\$0	\$0	\$0	\$0	\$63
AB	Equip	V23	2007 Komatsu Excavator	-\$3,617	-\$919	-\$2,512	\$3,112				-\$3,936
AB	Equip	V26	2009 Ford Sterling	-\$14,414	\$12,500	\$5,352	\$10,763	\$8,956	\$0	\$29,137	\$52,294
AB	Equip	V27	2004 Volvo Grader	\$5,877	-\$2,196	\$10,059	\$12,979	\$33,379	\$12,848	\$25,685	\$98,632
AB	Equip	V28	2014 Western Star	-\$21,042	\$12,445	\$4,397	\$470	-\$3,382	\$2,764	\$22,100	\$17,752
AB	Equip	V29	TRACTOR	-\$2,839	-\$3,603	-\$3,796	-\$6,261	-\$3,723	-\$9,098	\$10,400	-\$18,920
AB	Equip	V30	2015 FLOAT TRAILER	\$911	\$855	\$2,845	\$698	\$985	\$295	\$0	\$6,588
AB	Equip	V31	VOLVO GRADER	-\$1,570	-\$20,195	-\$5,889	-\$12,487	-\$2,995	\$2,135	\$20,635	-\$20,366
AB	Equip	V32	2015 CHEV SILVERADO	\$6,128	\$10,227	\$11,189	\$12,409	\$12,034	\$11,361	\$6,737	\$70,084
AB	Equip	V33	2016 WESTERN STAR	-\$36,862	\$15,700	-\$9,060	-\$6,201	\$1,232	-\$905		-\$36,096
AB	Equip	V34	2015 CHEVROLET SILVERADO LT	\$10,862	\$8,190	\$10,105	\$10,166	\$3,468	\$0		\$42,792
AB	Equip	V35	2018 3CX JCB BACKHOE	-\$7,934	-\$6,654	\$6,362	-\$4,213	-\$559			-\$12,999
AB	Equip	V36	2018 CHEV SILVERADO	\$7,539	\$6,639	\$6,651	\$1,120				\$21,948
AB	Equip	V37	4CX JCB BACKHOE	-\$7,301	-\$6,823	-\$13,284	-\$723				-\$28,131

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
AB	Equip	V38	2020 WESTERN STAR	-\$5,669	-\$35,854	-\$15,218					-\$56,740
AB	Equip	V39	2021 GMC SIERRA	\$4,818							\$4,818
AB	Equip	V40	2012 AMMAMM PACKER	-\$6,617							-\$6,617
AB	Flood	270	Flood Control	\$5,937	\$8,196	\$12,081	\$8,870	\$6,513	\$7,506	\$12,114	\$61,216
AB	Gravel Application	280	Grading	\$58,507	\$71,935	\$50,000	\$51,706	\$69,412	\$38,414	\$54,404	\$394,378
AB	Gravel Application	320	Gravel Contract	\$115,217	\$138,298	\$122,597	\$108,243	\$99,990	\$97,912	\$100,099	\$782,355
AB	Guide Rails	356	Guide Rails	\$170	\$831	\$1,018	\$1,261	\$126	\$0	\$2,225	\$5,630
AB	Line Painting	355	Centre Line Marking	\$4,612	\$4,698	\$4,813	\$4,417	\$2,149	\$3,372	\$4,499	\$28,559
AB	Pothole Filling	330	Patching & Washouts	\$13,980	\$13,186	\$8,170	\$14,126	\$15,455	\$15,410	\$13,890	\$94,218
AB	Roadside Brushing	220	Brushing	\$18,037	\$12,645	\$16,190	\$16,280	\$11,124	\$18,917	\$19,372	\$112,567
AB	Signs	350	Signs	\$5,137	\$5,095	\$6,088	\$7,380	\$11,030	\$6,529	\$13,150	\$54,409
AB	Signs	354	Civic Signs	\$5,453	\$1,330	\$1,032	\$1,046	\$969	\$680	\$1,099	\$11,609
AB	Snow fencing	390	Snow Fencing	\$1,507	\$1,875	\$1,407	\$2,522	\$451	\$1,327	\$2,247	\$11,337
AB	Street lights	370	Street Lights	\$2,611	\$3,481	\$4,724	\$3,144	\$3,548	\$3,369	\$5,988	\$26,865
AB	Street maintenance	380	Street Maintenance	\$8,912	\$5,758	\$9,005	\$7,920	\$9,169	\$8,920	\$8,985	\$58,668
AB	Weeds	290	Grass & Weeds	\$7,997	\$8,747	\$8,944	\$12,608	\$18,963	\$16,064	\$14,076	\$87,398
AB	Winter Control - Plowing	340	Sanding	\$115,661	\$180,137	\$205,473	\$194,525	\$181,381	\$145,014	\$94,466	\$1,116,658
AB	Winter Control - Plowing	360	Snow Plowing	\$100,500	\$121,772	\$165,347	\$107,866	\$117,014	\$148,296	\$110,427	\$871,221

APPENDIX H2: DETAILED FINANCIAL STATEMENTS – OPERATING- GM (CONVERTED TO EXCEL)

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
GM	Admin	31100	RD Wages	\$547,871	\$468,017	\$491,176	\$433,270	\$432,212	\$427,118	\$410,600	\$3,210,264
GM	Admin	31110	RD Vacation/Stats		\$52,796	\$75,033	\$62,920	\$67,357	\$50,751	\$59,649	\$368,506
GM	Admin	31120	RD Sick Leave	\$174	\$10,992	\$23,801	\$4,579	\$12,811	\$18,362	\$23,512	\$94,231
GM	Admin	31190	RD Employment Costs	\$136,530	\$122,839	\$122,337	\$121,521	\$142,222	\$139,797	\$126,580	\$911,826
GM	Admin	31300	RD Office Supplies	\$1,825	\$1,858	\$1,789	\$957	\$867	\$1,565	\$1,811	\$10,672
GM	Admin	31302	RD Legal/Prof Services	\$4,081	\$10,729	\$3,704	\$745	\$204	\$290	\$1,053	\$20,806
GM	Admin	31312	Roadways Contracted Services					\$0	\$8,683		\$8,683
GM	Admin	31313	RD Staff Development	\$3,243	\$1,192	\$3,709	\$4,320	\$7,627	\$7,207	\$6,521	\$33,819
GM	Admin	31315	RD Advertising					\$2,596	\$638	\$915	\$4,149
GM	Admin	31320	RD Clothing/Safety Equipment	\$5,010	\$4,878	\$4,221	\$3,797	\$4,234	\$3,742	\$2,880	\$28,762
GM	Admin	31321	Transfer Capital Road Wages	-\$63,510	-\$13,217	-\$36,021	-\$23,470	-\$18,909	-\$52,835	-\$55,713	-\$263,675
GM	Admin	31322	Contracted Svcs					\$0	\$1,000	\$1,000	\$2,000
GM	Admin	31325	RD Public Works reimbursements		\$124					\$0	\$124
GM	Admin	31362	Roads Long Term Interest			\$31,726	\$5,881	\$8,631	\$6,024	\$2,813	\$55,075
GM	Admin	31410	Roadways TsF To Reserves							\$11,000	\$11,000
GM	Admin	32308	Cal Garage Communications	\$1,737	\$2,709	\$4,746	\$2,752	\$2,389	\$2,751	\$1,843	\$18,927
GM	Admin	32319	Cal Garage Small Equip/Apparatus	\$11,020	\$9,389	\$9,789	\$12,059	\$13,269	\$9,913	\$8,067	\$73,506
GM	Admin	32358	Miscellaneous	\$14,604	\$2,839	\$0	\$0				\$17,443
GM	Admin	31100E	RD Wages OT	\$26,728	\$54,688	\$209	\$3,538	\$25,319	\$45,051		\$155,533
GM	Admin	31321A	Transfer Stn Road Wages	-\$28,925	-\$16,499	-\$8,283	-\$33,399	-\$9,845	-\$7,818	-\$6,447	-\$111,216
GM	Admin	31321D	Transfer Vehicles Wages	-\$74,803	-\$62,763	-\$72,884	-\$55,531	-\$60,255	-\$42,891	-\$34,635	-\$403,762

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
GM	Admin	31321E	Tfr to Reception Wages/Benefits					-\$25,500	\$0		-\$25,500
GM	Cold Patching	32356	Routing & Sealing		\$4,034	\$4,051	\$4,499				\$12,584
GM	Culvert Replacement	32340	Culverts	\$20,423	\$25,963	\$20,759	\$11,663	\$13,775	\$9,890	\$6,283	\$108,756
GM	Dust Control	32349	Dust Control	\$11,397	\$10,725	\$10,074	\$8,731	\$8,812	\$10,677	\$10,074	\$70,490
GM	Equip	32943	V#4 2015 Chev s/n16253	\$7,910	\$4,588	\$9,449	\$3,682	\$2,878	\$4,533	\$2,942	\$35,982
GM	Equip	32949	V#7 2015 Chev s/n11556	\$7,069	\$6,004	\$7,690	\$7,002	\$2,127	\$4,051	\$5,811	\$39,754
GM	Equip	32951	V#8 2010 International Model 7600	\$9,745	\$18,045	\$17,394	\$17,656	\$16,765	\$12,879	\$11,303	\$103,787
GM	Equip	32954	2014 JCB Backhoe (#1)	\$6,826	\$5,816	\$7,604	\$4,551	\$2,654	\$2,222	\$2,126	\$31,799
GM	Equip	32955	All Vehicle Fuel/Lubricants	\$161,634	\$133,332	\$154,962	\$159,178	\$136,121	\$116,787	\$124,879	\$986,893
GM	Equip	32956	V#11 2012 Intern. Plow Truck	\$17,223	\$14,610	\$35,116	\$27,679	\$19,606	\$10,774	\$11,756	\$136,764
GM	Equip	32958	V#28 2014 Tractor with mower	\$3,080	\$13,132	\$10,871	\$3,966	\$11,880	\$362		\$43,291
GM	Equip	32959	2015 John Deere Grader	\$6,067	\$24,594	\$13,510	\$14,762	\$11,519	\$1,829		\$72,281
GM	Equip	32960	V#1 2015 4x4 Chev	\$1,468	\$2,413	\$2,783	\$757				\$7,421
GM	Equip	32961	2019 Ford F350 1 ton Snow Plow Truck	\$4,861	\$3,119	\$3,526	\$0				\$11,506
GM	Equip	32962	New 2016 Float	\$5,793	\$2,406	\$841	\$162				\$9,202
GM	Equip	32964	2018 Tandem Plow Dump Truck	\$4,273	\$7,766	\$9,930	\$0				\$21,969
GM	Equip	32965	GPS Units/AVL monthly fees	\$4,432	\$3,750	\$6,801	\$0				\$14,983
GM	Equip	32966	2019 International Tandem Plow Truck	\$6,891	\$10,160	\$1,566	\$0				\$18,617
GM	Equip	32967	V#32 2020 Backhoe John Deere	\$1,379	\$816						\$2,195

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
GM	Equip	32968	Grader Blades	\$9,684							\$9,684
GM	Equip	32985	V#9 2007 International	\$510	\$5,903	\$22,628	\$24,130	\$17,882	\$18,941	\$11,686	\$101,680
GM	Equip	32990	Mechanic Wages Transfer	\$51,484	\$50,231	\$59,242	\$42,355	\$41,850	\$28,719	\$27,958	\$301,839
GM	Equip	32991	Mechanic Employment costs Transfer	\$3,993	\$4,086	\$6,069	\$4,360	\$5,045	\$3,296	\$3,527	\$30,376
GM	Equip	32992	Mechanic Tools	\$4,140	\$11,389	\$4,188	\$1,805	\$1,699	\$0		\$23,221
GM	Equip	32993	V#31 2016 Grader John Deere	\$21,628	\$1,148						\$22,776
GM	Equip	32994	V#9 2021 Tandem Plow	\$10,501	\$30						\$10,531
GM	Equip	32996	2020 Utility Trailer	\$1,133							\$1,133
GM	Equip	32997	V#14 2021 Chevrolet	\$83							\$83
GM	Equip	43366	V#2 Mechanic red 2008 Chev Silverado	\$582	\$2,267	\$0	\$0				\$2,849
GM	Equip	32929A	Backhoe John Deere 2017	\$3,643	\$5,101	\$1,231	\$166				\$10,141
GM	Equip	32964I	2018 Tandem Plow Dump Truck Incidents		\$533						\$533
GM	Equip	32964I	2018 Tandem Plow Dump Truck Incidents		\$533						\$533
GM	Equip	32988A	V#27 2014 Excavator John Deere	\$12,509	\$5,897	\$11,524	\$845				\$30,775
GM	Gravel Application	32346	Loose Top Maintenance (Granular M)	\$81,563	\$96,670	\$103,036	\$91,408	\$83,483	\$93,976	\$84,603	\$634,739
GM	Gravel Crushing	32353	Gravel Pit Black Donald	\$1,548	\$351	\$344	\$200	\$200	\$200	\$0	\$2,843
GM	Pothole Filling	32344	Hard Top Patching	\$27,882	\$31,019	\$11,048	\$36,852	\$49,169	\$23,191	\$20,524	\$199,685
GM	Revenues	4036	Ont. Roads (PST)							-\$2,238	-\$2,238
GM	Revenues	6030	Other Municipal Roads F	-\$4,034	-\$3,884	-\$4,442	-\$2,722	-\$3,202	-\$2,925	-\$2,470	-\$23,679

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
GM	Revenues	7030	Roads Fees And Service	-\$20,805	-\$14,178	-\$12,699	-\$13,097	\$2,017,055	-\$11,327	-\$12,072	-\$2,101,233
GM	Revenues	7032	Roads WSIB Recovery			\$0	-\$248				-\$248
GM	Roadside Brushing	32341	Brushing		\$2,035	\$0	\$2,208	\$0	\$0	\$2,849	\$7,092
GM	Signs	32350	Signs & Guard Rails	\$10,370	\$6,419	\$8,001	\$12,326	\$13,298	\$8,019	\$13,019	\$71,452
GM	Street lights	35306	Street Lighting Utilities	\$6,312	\$4,478	\$4,873	\$4,715	\$5,840	\$6,150	\$7,216	\$39,584
GM	Street Sweeping	32342	Sweeping	\$2,671	\$6,353	\$5,190	\$0				\$14,214
GM	Trees	32355	Dangerous Tree Removal	\$2,340	\$6,207	\$3,867	\$992	\$5,088	\$0		\$18,494
GM	Weeds	32357	Spraying Road Sides (Noxious Weeds)			\$0	\$407				\$407
GM	Winter Control - Plowing	33100	Winter Control Wages Transfer	\$67,179	\$69,525	\$88,744	\$74,363	\$85,225	\$86,260	\$56,902	\$528,198
GM	Winter Control - Plowing	33190	Winter Control Employment Costs	\$8,546	\$8,269	\$12,427	\$10,502	\$9,798	\$9,624	\$7,243	\$66,409
GM	Winter Control - Plowing	33360	Winter Control Contracted Services			\$0	\$1,668	\$4,504	\$1,974	\$1,598	\$9,744
GM	Winter Control - Plowing	33361	Sand And Salt	\$173,817	\$103,237	\$110,851	\$203,721	\$141,119	\$141,035	\$52,440	\$926,220
GM	Winter Control - Plowing	33363	Steamer Thaw Culverts	\$93	\$153	\$518	\$512	\$137	\$0	\$115	\$1,528
GM	Winter Control - Plowing	31321B	Transfer Winter Control Road Wages	-\$75,726	-\$61,314	\$101,171	-\$84,865	-\$95,024	-\$95,884	-\$63,038	-\$577,022

APPENDIX H3: DETAILED FINANCIAL STATEMENTS – OPERATING- WW (CONVERTED TO EXCEL)

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
WW	Admin	1-4-5000-1010	ROADS - Salary	\$939,913	\$866,438	\$820,129	\$902,708	\$779,035	\$760,471	\$708,028	\$5,776,722
WW	Admin	1-4-5000-1110	ROADS - Benefits	\$146,581	\$130,761	\$116,491	\$123,693	\$121,190	\$123,371	\$108,517	\$870,604
WW	Admin	1-4-5000-1120	ROADS - Boot Allowance	\$2,720	\$4,100	\$4,100	\$3,700	\$2,200	\$3,000	\$2,400	\$22,220
WW	Admin	1-4-5000-1210	ROADS - Payroll Deduction	\$59,339	\$57,857	\$53,201	\$50,067	\$51,039	\$50,688	\$47,278	\$369,469
WW	Admin	1-4-5000-1220	ROADS - WSIB	\$30,279	\$29,129	\$26,244	\$24,934	\$23,408	\$21,287	\$19,890	\$175,171
WW	Admin	1-4-5000-1310	ROADS - Travel & Expense	\$1,049	\$2,297	\$74	\$1,030	\$235	\$0	\$106	\$4,791
WW	Admin	1-4-5000-1320	ROADS - Subscriptions and	\$824	\$4,088	\$2,112	\$4,348	\$721	\$3,344	\$1,359	\$16,796
WW	Admin	1-4-5000-1330	ROADS - Education, Semin	\$11,340	\$1,847	\$1,635	\$9,377	\$4,904	\$0	\$705	\$29,808
WW	Admin	1-4-5000-1350	ROADS - Licenses	\$20,461	\$23,943	\$17,919	\$5,062	\$6,375	\$3,324	\$6,570	\$83,654
WW	Admin	1-4-5000-2010	ROADS - Garage Supplies	\$53,013	\$81,477	\$75,098	\$68,199	\$47,900	\$28,450	\$20,356	\$374,493
WW	Admin	1-4-5000-2015	ROADS - Cleaning Supplies	\$846	\$10,337	\$5,389	\$651	\$0	\$88	\$0	\$17,311
WW	Admin	1-4-5000-2016	ROADS - Cleaning Contrac	\$3,022							\$3,022
WW	Admin	1-4-5000-2020	ROADS - Hydro	\$11,287	\$10,560	\$7,468	\$2,434	\$603	\$983	\$91	\$33,426
WW	Admin	1-4-5000-2030	ROADS - Gas/Heating	\$9,293	\$16,602	\$16,213	\$18,298	\$6,668	\$871	\$52	\$67,997
WW	Admin	1-4-5000-2040	ROADS - Water/Sewer	\$1,003	\$1,496	\$1,110	\$676	\$344	\$0	\$0	\$4,629
WW	Admin	1-4-5000-2050	ROADS - Telephone	\$6,128	\$5,791	\$6,872	\$7,172	\$4,508	\$4,212	\$3,128	\$37,811
WW	Admin	1-4-5000-2060	ROADS - Fuel and Oil	\$162,362	\$156,399	\$190,071	\$125,601	\$15,017	\$2,890	\$4,136	\$656,476
WW	Admin	1-4-5000-2110	ROADS - Office Supplies	\$2,081	\$663	\$1,490	\$1,839	\$3,562	\$1,029	\$52	\$10,716
WW	Admin	1-4-5000-2130	ROADS - Computer Expens	\$1,998	\$9,720	\$9,583	\$148	\$3,072	\$346	\$31	\$24,898
WW	Admin	1-4-5000-2132	ROADS - Software	\$10,938							\$10,938
WW	Admin	1-4-5000-2150	ROADS - Courier Charges	\$997	\$1,426	\$886	\$931	\$255	\$124	\$21	\$4,640
WW	Admin	1-4-5000-2220	ROADS - Legal	\$19,053	\$5,163	\$7,256	\$20,497	\$2,135			\$54,104
WW	Admin	1-4-5000-2230	ROADS - Insurance	\$36,154	\$33,628	\$28,691	\$41,509	\$40,943	\$39,516	\$36,801	\$257,242
WW	Admin	1-4-5000-2310	ROADS - Advertising	\$637			\$203	\$3,292	\$4,107	\$6,385	\$14,624
WW	Admin	1-4-5000-2320	ROADS - Services & Rent	\$78							\$78
WW	Admin	1-4-5000-2329	ROADS - Uniforms	\$208							\$208
WW	Admin	1-4-5000-2330	ROADS - Health & Safety E	\$2,709	\$4,228	\$5,046	\$2,854	\$10,998	\$4,382	\$4,730	\$34,947
WW	Admin	1-4-5000-2410	ROADS - Equipment Repai	\$53,793	\$17,768	\$18,032	\$58,711	\$31,999	-\$1,632	\$34,717	\$213,388
WW	Admin	1-4-5000-2430	ROADS - Building Repairs &	\$14,838	\$18,389	\$48,790	\$20,798	\$17,587	\$25	\$2,366	\$122,793
WW	Admin	1-4-5000-2440	ROADS - Equipment Renta	\$15,432	\$73,023	\$68,187	\$65,633	\$23,226	\$59,662	\$34,067	\$339,230
WW	Admin	1-4-5000-2460	ROADS - Railway Crossing						\$0	\$790	\$790
WW	Admin	1-4-5000-3710	ROADS - Tools	\$12,009	\$6,711	\$7,825	\$5,458	\$9,521	\$2,879	\$543	\$44,946
WW	Admin	1-4-5000-5010	ROADS - Miscellaneous	\$6,758							\$6,758
WW	Beaver	1-4-5000-3785	ROADS - Beaver Control	\$2,775	\$2,850	\$2,550	\$1,028	\$2,430	\$450	\$1,350	\$13,433
WW	Cold Patching	1-4-5000-3735	ROADS - Cold Mix Asphalt	\$83,268	\$154,594	\$96,185	\$103,053	\$113,559	\$61,961	\$101,846	\$714,466

MUN	CATEGORY	ACCOUNT	DESC	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015-2021
WW	Culvert Replacement	1-4-5000-3720	ROADS - Culverts	\$19,109	\$14,794	\$31,772	\$12,677	\$32,095	\$6,883	\$14,385	\$131,715
WW	Dust Control	1-4-5000-3770	ROADS - Dust Control	\$85,379	\$99,716	\$110,205	\$84,811	\$80,418	\$110,335	\$87,254	\$658,118
WW	Gravel Application	1-4-5000-3760	ROADS - Gravel	\$86,422	\$176,048	\$90,932	\$152,629	\$45,982	\$207,317	\$78,712	\$838,042
WW	Line Painting	1-4-5000-3730	ROADS - Line Painting	\$4,070	\$19,132	\$13,344	\$9,520	\$7,970	\$8,252	\$0	\$62,288
WW	Pothole Filling	1-4-5000-3736	ROADS - Asphalt Patching	\$14,899							\$14,899
WW	Revenues	1-3-5000-4510	ROADS - Equipment Renta		-\$2,433	\$0	-\$2,850	-\$4,703	\$0	-\$1,980	-\$11,966
WW	Revenues	1-3-5000-4520	ROADS - Internal Revenue				\$0	-\$263	-\$94	-\$662	-\$1,019
WW	Revenues	1-3-5000-4540	ROADS - Aggregate Licens	-\$24,853	-\$23,612	-\$16,820	-\$12,595	-\$15,332	-\$10,493	-\$15,212	-\$118,917
WW	Revenues	1-3-5000-4550	ROADS - Miscellaneous	-\$200	-\$100	-\$2,086	-\$4,047	-\$28,900	-\$19,668	-\$12,102	-\$67,103
WW	Revenues	1-3-5000-4555	ROADS - Entrance & Civic	-\$5,375	-\$2,850	-\$600	-\$1,125	-\$550	-\$850	-\$600	-\$11,950
WW	Revenues	1-3-5000-6000	ROADS - Transfer from Res	-\$234,735	-\$320,505	-\$66,776	-\$616,693	-\$494,878	-\$439,574	-\$472,141	-\$2,645,302
WW	Roadside Mowing	1-4-5000-3745	ROADS - Grass Cutting				\$29,990	\$29,985	\$29,985	\$30,000	\$119,960
WW	Signs	1-4-5000-3715	ROADS - Signs	\$20,253	\$11,571	\$19,629	\$11,690	\$18,101	\$16,242	\$13,960	\$111,446
WW	Storm	1-4-5000-3790	ROADS - Storm Sewers	\$10,834	\$4,477	\$2,406	\$12,382	\$4,914	\$3,114	\$3,543	\$41,670
WW	Trees	1-4-5000-3740	ROADS - Tree Trimming	\$7,021	\$4,427	\$12,008	\$2,951	\$2,035	\$3,918	\$12,847	\$45,207
WW	Winter Control - Plowing	1-4-5000-3750	ROADS - Salt	\$143,408	\$160,462	\$202,117	\$189,528	\$79,014	\$10,929	-\$6,115	\$779,343
WW	Winter Control - Plowing	1-4-5000-3755	ROADS - Sand	\$17,759	\$28,330	\$16,358	\$27,266	\$50,639	\$24,783	\$17,610	\$182,745

APPENDIX I: BOUNDARY ROADS (GIS)

LZONE	RZONE	FULL_NAME	Left_Mun	Right_Mun
BROMLEY TP	ROSS TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	COBDEN V	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	COBDEN V	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	COBDEN V	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	ROSS TP	BEHM LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	WESTMEATH TP	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROMLEY TP	COBDEN V	SNAKE RIVER LINE	Admaston/Bromley	Whitewater Region
BROUGHAM TP	ADMASTON TP	MOUNT ST. PATRICK RD	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley

LZONE	RZONE	FULL_NAME	Left_Mun	Right_Mun
BROUGHAM TP	ADMASTON TP	HOLY WELL RD	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BROUGHAM TP	ADMASTON TP	MOUNT ST. PATRICK RD	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BROUGHAM TP	ADMASTON TP	HOLY WELL RD	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley
BAGOT TP	ADMASTON TP	PUCKER ST	Greater Madawaska	Admaston/Bromley

APPENDIX J: COUNTY ROADS IN AB, GM AND WW

LZONE	RZONE	STREET_NAM	STREET_ALT	FULL_NAME	Left_Mun	Right_Mun
BAGOT TP	BAGOT TP	CALABOGIE	CY 508	CALABOGIE RD	Greater Madawaska	Greater Madawaska
ROSS TP	ROSS TP	FORESTERS FALLS	CY 7	FORESTERS FALLS RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	FORESTERS FALLS	CY 7	FORESTERS FALLS RD	Whitewater Region	Whitewater Region
COBDEN V	COBDEN V	MAIN	CY 8	MAIN ST	Whitewater Region	Whitewater Region
BROUGHAM TP	BROUGHAM TP	CENTENNIAL LAKE	CY 65	CENTENNIAL LAKE RD	Greater Madawaska	Greater Madawaska
ROSS TP	ROSS TP	MAGNESIUM	CY 48	MAGNESIUM RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	MAGNESIUM	CY 48	MAGNESIUM RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	MAGNESIUM	CY 48	MAGNESIUM RD	Whitewater Region	Whitewater Region
BEACHBURG V	BEACHBURG V	BEACHBURG	CY 21	BEACHBURG RD	Whitewater Region	Whitewater Region
BEACHBURG V	BEACHBURG V	BEACHBURG	CY 21	BEACHBURG RD	Whitewater Region	Whitewater Region
BEACHBURG V	BEACHBURG V	BEACHBURG	CY 21	BEACHBURG RD	Whitewater Region	Whitewater Region
BEACHBURG V	BEACHBURG V	BEACHBURG	CY 21	BEACHBURG RD	Whitewater Region	Whitewater Region
WESTMEATH TP	WESTMEATH TP	GORE	CY 50	GORE LINE	Whitewater Region	Whitewater Region
WESTMEATH TP	WESTMEATH TP	GORE	CY 50	GORE LINE	Whitewater Region	Whitewater Region
WESTMEATH TP	WESTMEATH TP	GORE	CY 50	GORE LINE	Whitewater Region	Whitewater Region
WESTMEATH TP	WESTMEATH TP	WESTMEATH	CY 12	WESTMEATH RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	FORESTERS FALLS	CY 7	FORESTERS FALLS RD	Whitewater Region	Whitewater Region
COBDEN V	COBDEN V	MAIN	CY 8	MAIN ST	Whitewater Region	Whitewater Region
COBDEN V	COBDEN V	MAIN	CY 8	MAIN ST	Whitewater Region	Whitewater Region
COBDEN V	COBDEN V	MAIN	CY 8	MAIN ST	Whitewater Region	Whitewater Region
BROMLEY TP	BROMLEY TP	COBDEN	CY 8	COBDEN RD	Admaston/Bromley	Admaston/Bromley
ROSS TP	ROSS TP	CHENAUX	CY 653	CHENAUX RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	CHENAUX	CY 653	CHENAUX RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	GODFREY	CY 61	GODFREY RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	CHENAUX	CY 653	CHENAUX RD	Whitewater Region	Whitewater Region
ROSS TP	ROSS TP	GODFREY	CY 61	GODFREY RD	Whitewater Region	Whitewater Region
WILBERFORCE TP	BROMLEY TP	BULGER	CY 9	BULGER RD	North Algona Wilberforce	Admaston/Bromley
WILBERFORCE TP	BROMLEY TP	BULGER	CY 9	BULGER RD	North Algona Wilberforce	Admaston/Bromley

APPENDIX K: SAMPLE BOUNDARY AGREEMENT

Schedule “A” to By-law

Boundary Road Agreement

This agreement made in duplicate this _____ day of _____ , 20.

Between:

The Corporation of the Municipality of

Hereinafter referred to as “”

And

The Corporation of the Township of

Hereinafter referred to as “”

Whereas Sections 20, 29, 29.1 and 52 of the Municipal Act, 2001 (The “Act”) make provisions for agreements between adjoining municipalities for the maintenance and repair of any highway or bridge forming the boundary between such municipalities, including the bridges thereon (hereinafter a “Boundary Road”); and

Whereas Boundary Roads exist between the jurisdictions of the Township of Xxx and Municipality of XXX as set out in Schedule ‘A’; and

Whereas it is deemed expedient and necessary for each municipality to be responsible for the year-round oversight, maintenance and repair of particular portions of existing Boundary Roads;

Now Therefore in consideration of the mutual covenants set out below with other good and valuable consideration (the receipt of which is acknowledged), the parties hereto agree each with the other as follows:

1. Definitions

Bridge: means a public bridge forming part of a highway on, over or across which a highway passes.

Capital Improvements: All work to be performed that is above and beyond that work required by Routine Maintenance standards or Winter Maintenance standards, including but not limited to items such as road construction, hot mix asphalt, resurfacing and shoulder gravelling associated with this resurfacing, bridge repairs or replacements, and any bridge surface treatment.

Highway: means a common or public highway, any part of which is intended for or used by the public for the passage of vehicles and pedestrians and includes the areas between the lateral property lines thereof.

Level of Service: means the level of service as adopted by the council of the municipality for repair of a highway, as reflected in Schedule B attached hereto, as it may be amended from time to time.

Minimum Maintenance Standards: Shall mean those standards stipulated by Ontario Regulation 239/02 for the maintenance standards of repair for highways under municipal jurisdiction, as they may be amended from time to time.

Roadway: means that part of the highway that is improved, designed or ordinarily used for vehicular traffic, but does not include the shoulder.

Routine Maintenance: means those activities completed in the ongoing maintenance and repair of a highway or bridge and as described as follows:

- *Hardtop surface maintenance* includes frost heave repair, base repair, utility cut repair, hot and cold mix patching, shoulder maintenance, surface maintenance including crack sealing, slurry sealing and spray patching, surface sweeping, surface flushing and routine patrolling.
- *Roadside maintenance* includes vegetation management including roadside mowing, weed control, tree planting and removal, tree trimming, sidewalk maintenance, debris collection including debris and leaves, curb and gutter, guiderail and fence maintenance.
- *Stormwater management maintenance* includes roadside ditching, entrance culvert maintenance, maintenance of storm sewers and catch basins and inspections.
- *Structures* includes washing and component repairs for concrete and steel culverts, bridges of all types and pedestrian bridges.
- *Traffic operations* include pavement markings, illumination, signals and signs and safety devices.

Shoulder: means the area adjacent to a roadway, where there is no curb that may be paved or unpaved.

Winter Maintenance: includes snowplowing, combination plowing/ice control, ice control, de-icing, sanding, winging back, snow fencing, snow removal, standby, winter patrol, spring clean-up, sidewalk plowing and de-icing.

Winter Maintenance Season: means the continuous period of time between the second Monday of November and the second Friday of April annually. Each Party agrees that it shall also attend to winter events that occur prior to November the second Monday in November and after the second Friday in April until winter events have subsided at the end of each season. Both Parties acknowledge that the Level of Service stipulated by the parties to be provided during periods falling outside the Winter Maintenance Season will be a lower standard than that which is required by the parties during the Winter Maintenance Season, but that any Level of Service shall always meet the Common Law test of reasonableness.

Non-Winter Maintenance Season: means the continuous period of time between after the second Friday in April to the second Monday in November annually.

2. Term

The parties agree to provide Winter Maintenance and Routine Maintenance services on those sections of the Boundary Road that they are individually responsible for, as set out in Schedule 'A' for a period of five (5) years commencing on the date this agreement is signed by both parties (the "Term").

The parties agree that this agreement shall automatically renew immediately prior to the expiration of the Term or any extension of the Term for a further one-year period on the same terms and conditions unless either Party provides 180 days' notice in writing of its intention to terminate the agreement at the expiration of the then current Term.

3. Insurance

3.1 Each Party shall at its own expense, obtain and keep in force during the Term of this agreement, insurance satisfactory to the other Party including the following terms and minimum coverage, which limits may be achieved by way of primary and/or umbrella or excess policies, and underwritten by an insurer licensed to do business in the Province of Ontario. Such policies shall include, but not be limited to:

- a) **Municipal General Liability Insurance** on an occurrence basis for an amount of not less than Ten Million Dollars (\$10,000,000.00) including:
 - i) Shall include but not limited to bodily injury, property damage and

contractual liability;

- j) The other Party shall be added as an Additional Insured with respect to the operations of the named insured;
- ii) Contain a Cross liability and severability of Interest clauses;
- iii) Policies shall not be invalidated as respect to the interests of the Additional Insured by reason of any breach or violation on any warranties, representations, declarations or conditions;
- iv) Non-owned automobile coverage with a limit of no less than Ten Million Dollars (\$10,000,000.00);
- v) Products and completed operations coverage with a limit of not less than Ten Million Dollars (\$10,000,000.00);
- vi) A thirty-day written notice of cancellation or termination.

b) Standard OAP 1 Automobile Liability Insurance for an amount not less than Ten Million Dollars (\$10,000,000.00) on forms meeting statutory requirements covering all licensed vehicles used in any manner in connection with the performance of the terms of this Agreement.

c) Environmental Liability Insurance subject to limits of not less than Five Million (\$5,000,000) inclusive per claim and shall include coverage for but not limited to, bodily injury including death, property damage and remediation costs which are reasonable and necessary to investigate, neutralize, remove, remediate (including associated monitoring) or dispose of soil, surface water, groundwater or other contamination.

- 3.2 Prior to execution of this agreement and upon the placement, renewal, amendment, or extension of all or any part of the insurance, each party shall provide the other party with confirmation of the insurance coverage required by this agreement. Insurance shall apply to the sub-contractor in the same manner as it would to each party to this agreement. Further, it is each party's obligation to ensure that the sub-contractor is aware of these obligations. Each party shall provide to the other party confirmation of the sub-contractor's insurance.
- 3.3 Both parties agree to immediately notify the other Party of any occurrence, incident or event which may reasonably be expected to expose either Party to material liability of any kind in relation to the Boundary Roads.
- 3.4 Each Party agrees that if either fails to take out or keep in force any such insurance referred to in this section, or should any such insurance not be approved by either Party, and should either Party not commence and proceed to diligently rectify the situation within forty-eight (48) hours after written notice by either Party, either Party has the right without assuming any obligation in connection therewith, to affect such insurance at the sole cost of either Party. Either Party shall be reimbursed as set out under the terms of this Agreement.

4. Indemnity

Each Party agrees to defend, indemnify and save and hold harmless the other Party from all claims, lawsuits, losses, expenses and costs, or any other liability imposed by statute or common law in any way connected to or in any way arising out of any actual or alleged breach, default or neglect of duty in respect of the winter maintenance and routine maintenance of the road sections for which they are responsible for, as referred to in this agreement.

5. Notice of Claim

In the event that either party receives a Statement of Claim, notice of claim or other information regarding a pending or possible claim by a third party with respect to liability for failure to keep the Road in repair or for damages or injuries sustained relating

thereto such party shall immediately notify and provide to the other party such claim or notice of claim.

6. Maintenance and Repair of Highways – Scope of Work

6.1 The Municipalities hereby covenant and agree one to the other, to:

- a) Undertake all Winter Maintenance activities during each Winter Maintenance Season throughout the Term of the Agreement.
- b) In addition to the requirements set out in section 6.1a), attend to winter events that occur prior to November 15th and After April 1st until winter events have subsided at the end of each season throughout the Term of the Agreement. Both parties acknowledge that the level of service provided outside of the Winter Maintenance Season may be at a lower level than during the Winter Maintenance Season, but that it shall meet the minimum maintenance standards set forth in regulations made by the Minister of Transportation as contemplated in Section 44(4) of the Act (the “Minimum Maintenance Standards for Municipal Highways”) where such standards apply and in the event there is no applicable Maintenance Standard, it shall meet the standard of what is reasonable in the circumstances.
- c) To maintain and keep in good repair, any required Routine Maintenance during winter operations those highways listed in Schedule ‘A’ by meeting or exceeding the “Minimum Maintenance Standards for Municipal Roads” for the whole width of those highways listed.
- d) To be responsible for all removal of snow beyond the width of the road and shoulders if required.
- e) To be responsible to provide snow blowing services requirement within the right of way, if deemed necessary by one of the parties.
- f) To be responsible for drainage maintenance, including the clearing of ditches, curbs and gutters, catch basins and storm drains.
- g) To be responsible for the surface maintenance, including the repair of potholes, cracks and depressions and shoulder gravelling.
- h) To be responsible for all routine patrolling and maintenance activities throughout the entire Term of this Agreement. Routine maintenance shall be provided at service levels compliant with the Minimum Maintenance Standards set forth in Ontario Regulation 239/02 of the Act.
- i) To be responsible for any and all traffic signal devices at the intersections.

6.2 Location and Work to be Completed by each Party – The map attached hereto as Schedule ‘A’ indicates the location of the Boundary Road. Both parties acknowledge their road section responsibilities as per Schedule ‘A’.

7. Capital Costs

7.1 Subject to the further terms set out in this section, each municipality shall be responsible for one-half of any and all Capital Improvements on the Boundary Roads.

7.2 Prior to either Party completing any capital improvements each Party will identify the proposed Capital Improvement work to the other Party.

7.3 No new construction or major maintenance work (as distinguished from routine maintenance) of any kind on highways and bridges shall commence or be charged by one Party to this agreement to the other unless such construction or major maintenance work has first been approved by the Councils of both municipalities and included in their respective capital budgets for the year that the work is to commence.

- 7.4 If both parties agree that capital work is required, they will mutually agree upon how the work will be completed and the timing of such work to be completed.
- 7.5 Except in the case of emergencies, each Party shall notify the other Party at least two years in advance of any such capital improvement work proposed and the extent and cost of the capital improvement work shall be mutually agreed upon prior to proceeding with the work.
- 7.6 The Party who administers the work as determined in Section 7.4 shall invoice the other Party for one half of the capital cost no later than the 31st day of December in the year in which the work was completed. Payment of the invoice shall be made no later than thirty (30) days from receipt of the invoice.

8. Maintenance and Repair of Bridges

Both Parties hereby mutually acknowledge and agree that at the time of this agreement that the xx bridges on the xx are under Renfrew County jurisdiction.

9. Annual Review and Planning

Each year throughout the Term of the Agreement, after April 15th and not later than June 30th, the parties will meet to discuss any issues arising from this Agreement, including but not limited to the previous year's work and will identify and plan works for the upcoming year(s) as the case may be.

10. Payment

- 10.1 XXX and XXX shall share equally all capital expenses connected with any new construction or major maintenance work (as distinguished from routine maintenance) carried out for all highways listed in Schedule 'A'.
- 10.2 Each Party will invoice the other as necessary for its share of the expenditures related to new construction or major maintenance work carried out for all highways listed in Schedule 'A' and as determined in accordance with paragraph 3 below of this agreement and the Party being invoiced shall pay the amount invoiced within thirty (30) days of receipt of such invoice.

6. Entrance Permits

Entrance Permits on Boundary Roads shall be processed by the municipality in which the land requiring the permit is located in consultation with the other municipality as to road safety conditions.

7. Notice

Any notice to be given under this Agreement shall be sufficiently given if delivered or if sent by prepaid first-class mail and addressed to:

The Clerk's Office
The Corporation of the Township of XXX

And to:

The Clerk's Office
The Corporation of the Municipality of XXX

Receipt of notice shall be deemed on the earlier of the date of deliver or five (5) days following the date of mailing of the notice.

13. Arbitration

- 13.1 In the event of any dispute arising between the parties hereto relating to any matter which is the subject of this Agreement and cannot be settled within ninety (90) days, then the dispute will be submitted to arbitration by notice given by either Party to the other.
- 13.2 Upon such notice being given, the dispute shall be determined by the award of three arbitrators or a majority of them, one to be named by each Party within thirty (30) days of such giving notice and the third to be selected by these two arbitrators within seven (7) days after both have been nominated.
- 13.3 If either Party neglects or refused to name its arbitrator within the time specified or to proceed with the arbitration, the arbitrator named by the other Party shall proceed with the arbitration.
- 13.4 The arbitrators shall have all the powers given by the Arbitration Act of Ontario and may at any time proceed in such manner as they may see fit on such notice as them deem reasonable in the absence of either Party if such Party fails to attend.
- 13.5 Each Party shall pay its own costs and shall share equally in the costs of the arbitration.
- 13.6 The cost of the arbitrators is not limited to those set forth under the Arbitration Act of Ontario and the arbitrators shall be able to charge their usual professional charges.

14. General

Notwithstanding anything in this agreement, neither Party shall be in default with respect to the performance of any of the terms of this agreement if any non-performance is due to any force majeure, strike, lock-out, labour dispute, civil commotion, act of God, government regulations or controls, inability to obtain any material or service or any cause beyond the reasonable control of the Party.

The rights and liabilities of the parties shall enure to the benefit of and be binding upon the parties and their respective successors and approved assigns.

If any provision, clause or part of this agreement or the application of this agreement under certain circumstances, is held by a court or tribunal of competent jurisdiction to be invalid, the remainder of the agreement, or the application of that provision, clause or part under other circumstances shall not be affected.

~~Remainder of page intentionally left blank~~

In Witness Whereof the Corporate Seals of each of the parties hereto have been affixed duly attested by the respective officers authorized in that behalf.

The Corporation of the Township of XXX

Per _____
Mayor

Per _____
Clerk

The Corporation of the Municipality of XXX

Per _____
Mayor

Per _____
Clerk

Schedule ‘A’ to the Boundary Road Agreement

Part ‘A’ XXX Responsibilities

The Township of XXX agrees to operate, maintain, renew, insure and administer for **routine and winter maintenance**:

Road Section	Maint. Class-ification	XXX Road ID	xxx Road ID

The Township of XXX agrees to operate, maintain, renew, insure and administer for **winter maintenance only**:

Road Section	Maint. Class-ification	XXX Road ID	xxx Road ID

Part ‘B’ XXX Responsibilities

The Municipality of XXX agrees to operate, maintain, renew, insure and administer for **routine and winter maintenance**:

Road Section	Maint. Class-ification	XXX Road ID	xxx Road ID

The Municipality of XXX agrees to operate, maintain, renew, insure and administer for **winter maintenance only**:

Road Section	Maint. Class-ification	XXX Road ID	xxx Road ID

The Municipality of XXX agrees to operate, maintain, renew, insure and administer for **routine maintenance only**:

Road Section	Maint. Class-ification	XXX Road ID	xxx Road ID

Schedule 'B' to the Boundary Road Agreement Winter Level of Service

Part 'A' Township of XXX

Winter Operations Planning Document for Township of XXX

This winter operations plan sets out a policy and procedural framework for ensuring that the "The Township of XXX" continuously improves on the safe and sustainable delivery of winter maintenance services and the effective and efficient use of road salt in their winter maintenance operations. This plan supersedes all previous plans for the "The Township of XXX".

The plan is meant to be dynamic, to allow the municipality to evaluate and phase-in any changes, new approaches and technologies in winter maintenance activities in a fiscally sound manner. At the same time, any modifications to municipal winter maintenance activities must ensure that roadway safety is not compromised.

This Winter Operations Plan for the "The Township of XXX" was endorsed by "The Township of XXX Council" on the sxx day of December 20xx.

1. Level of Service

The Township of XXX provides the following level of service during the winter maintenance season, as set out in section 4.3 of the Winter Operations Planning Document for the Township of XXX, in response to a winter event.

The minimum standard for clearing snow accumulation is:

1.1. Snow Accumulation and Ice Formation Policy

1.1.1. The standard for addressing snow accumulation is:

- a) After becoming aware of the fact that the snow accumulation on a roadway is greater than the depth set out in the Table to this section, to deploy resources as soon as practicable to address the snow accumulation; and
- b) after the snow accumulation has ended, to address the snow accumulation so as to reduce the snow to a depth less than or equal to the depth set out in the Table within the time set out in the Table,
 - i. to provide a minimum lane width of the lesser of three metres for each lane or the actual lane width, or
 - ii. on a Class 4 or Class 5 highway with two lanes, to provide a total width of at least five metres. O. Reg. 47/13, s. 4.

1.1.2. If the depth of snow accumulation on a roadway is less than or equal to the depth set out in the Table to this section, the roadway is deemed to be in a state of repair with respect to snow accumulation. O. Reg. 47/13, s. 4

1.1.3. For the purposes of this section, the depth of snow accumulation on a roadway and, if applicable, lane width under subsection (1)(b), may be determined in accordance with subsection (4) by a municipal employee, agent or contractor, whose duties or responsibilities include one or more of the following:

- a) Patrolling highways.
- b) Performing highway maintenance activities.
- c) Supervising staff who perform activities described in paragraph 1 or 2. O. Reg. 47/13, s. 4.

1.1.4. The depth of snow accumulation on a roadway and lane width may be determined by,

- a) performing an actual measurement;
 - b) monitoring the weather; or
 - c) performing a visual estimate. O. Reg. 47/13, s. 4.
- 1.1.5. For the purposes of this section, addressing snow accumulation on a roadway includes, but is not limited to,
- a) plowing the roadway;
 - b) salting the roadway;
 - i. the application of other chemical or organic agents to the roadway;
 - c) applying abrasive materials to the roadway; or
 - d) any combination of the methods described in clauses (a), (b), (b.1) and (c). O. Reg. 47/13, s. 4.
- 1.1.6. This section does not apply to that portion of the roadway designated for parking. O. Reg. 47/13, s. 4.
- 1.1.7. If at any time a municipality declares a weather emergency, then all roadways within the municipality are deemed to be in a state of repair in respect of any snow accumulation present, until the applicable time under the Table to this section expires following the end of the declared weather emergency.

1.2. Ice Formation:

- 1.2.1. The standard for attempting the prevention of ice formation on roadways is doing the following in the 24-hour period preceding an alleged formation of ice on a roadway:
- a) Monitor the weather in accordance with section 3.1.
 - b) Patrol in accordance with section 3.
 - c) If the municipality determines, as a result of its activities under paragraph 1 or 2, that there is a substantial probability of ice forming on a roadway, treat the roadway to attempt to prevent ice formation within the time set out in the Table to this section, starting from the time that the municipality determines is the appropriate time to deploy resources for that purpose. O. Reg. 47/13, s. 5.
- 1.2.2. If the municipality meets the standard set out in subsection (1) and, despite such compliance, ice forms on a roadway, the roadway is deemed to be in a state of repair until the earlier of,
- a) the time that the municipality becomes aware of the fact that the roadway is icy; or
 - b) the applicable time set out in the Table to this section for treating the roadway to prevent ice formation expires. O. Reg. 47/13, s. 5.
- 1.2.3. The standard for treating icy roadways after the municipality becomes aware of the fact that a roadway is icy is to treat the icy roadway within the time set out in the Table to this section, and an icy roadway is deemed to be in a state of repair until the applicable time set out in the Table for treating the icy roadway expires. O. Reg. 47/13, s. 5.
- 1.2.4. For the purposes of this section, treating a roadway means applying material to the roadway, including but not limited to, salt, sand or any combination of salt and sand. O. Reg. 47/13, s. 5.
- 1.2.5. If at any time a municipality declares a weather emergency, then all roadways within the municipality are deemed to be in a state of repair in

respect of any ice present, until the applicable time under the Table to this section expires following the end of the declared weather emergency.

Table: Snow Accumulation

Class of Highway	Depth	Time
1	2.5cm	4 Hours
2	5cm	6 Hours
3	8cm	12 Hours
4	8cm	16 Hours
5	10cm	24 Hours

Table: Ice Formation prevention and Icy Roadways

Class of Highway	Time
1	3 Hours
2	4 Hours
3	8 Hours
4	12 Hours
5	16 Hours

4.5. Winter Patrol

The Township of XXX performs carries out winter patrols. Appendix 1 shows the route of representative roads to be patrolled in winter.

4.6.10. Weather Monitoring

In order to determine an effective winter event response and allocate the appropriate resources the Township of XXX supplements their general observations with weather information from various sources which includes:

1 Infrared Thermometers

Observations from municipal staff, communication with staff of adjacent municipalities;

Customized weather forecasts which are updated 4 times/day from a Value Added Meteorological Service The Winter Web App Team at Ontario Good Roads Association

Part ‘B’ Municipality of XXX

Minimum Maintenance Standards

The Municipality of XXX has an obligation to maintain its roadways to a safe level of service. The Municipality has adopted Ontario Regulation 239/02 (the “Regulation”) Minimum Maintenance Standards, as amended, under the Municipal Act, 2001 as the maintenance standard for weather monitoring, patrolling, and winter control.

Weather Monitoring

From November 1 to April 30, the municipality will monitor the weather, both current and forecast to occur in the next 24 hours three times per calendar day.

From April 1 to October 31, the municipality will monitor the weather, both current and forecast to occur in the next 24 hours, once per calendar day.

Staff monitor the weather by reviewing the OGRA Weather Tracker emails, checking the Weather Network forecasts, listening to the radio, watching the news, and reviewing the information on the Environment Canada website.

Patrolling

For the purpose of planning the winter patrolling operations, the municipality recognizes the Minimum Maintenance Standards and shall generally conform to the requirements of Section 3.

- 1. The standard for the frequency of patrolling of highways to check for conditions described in the MMS is set out in the Table to this section.
- 2. If it is determined by the municipality that the weather monitoring referred to in section 3.1 indicates that there is a substantial probability of snow accumulation on roadways, ice formation on roadways or icy roadways, the standard for patrolling highways is, in addition to that set out in subsection (1), to patrol highways that the municipality selects as representative of its highways, at intervals deemed necessary by the municipality, to check for such conditions. See Representative Roads Winter Patrol Route Map on page XX.
- 3. Patrolling a highway consists of observing the highway, either by driving on or by electronically monitoring the highway, and may be performed by persons responsible for patrolling highways or by persons responsible for or performing highway maintenance activities.

Patrolling Frequency Table

Class of Highway	Patrolling Frequency
4	Once every 7 days
5	Once every 14 days

Early Morning – 7 Days / Week

During the winter months, a single person patrol will be completed to provide a road condition inspection from 12:00 midnight to 6:00 a.m. weekdays and from 12:00 midnight to 8:00 a.m. on weekends. On the patroller’s day off (typically Wednesday), the scheduled foreman or supervisor for that week will substitute and perform all regular duties of the patroller as required.

This person will be responsible for driving the representative roads throughout XXX, and checking problem areas. It is their responsibility to call the plow operators at the appropriate call out times (usually either 4:00 a.m. or 6:00 a.m.) so that each plow route can be opened in one direction by 10:00 a.m. each morning. The calling out of these operators will be recorded through the municipality’s XXX patrolling software.

The early morning patroller will be familiar with road conditions on all roads and will prepare a road condition report detailing action taken during the early morning shift and action either under way or required. The daily patrol report will be sent to internal staff and to the local bus company on weekdays. The patroller will then operate a backhoe during his shift to clear parking lots in XXX as needed. This six-hour shift will be worked by this early morning patrol person typically from Mid-November to mid-March, depending on weather conditions.

Day Patrol - Weekdays

The supervisor and two foremen are each responsible for patrolling *all roads* within their area of responsibility in accordance with the Patrolling Frequency Table above. The trucks driven by the supervisor and foremen are equipped with GPS and the status of each road is automatically updated in XXX as the patrol is completed.

Calling in Operators

Calling in operators is based on the Minimum Maintenance Standards.

Sleet or Freezing Rain

Call out operators as required.

Snow Accumulation on Roadways

The standard for addressing snow accumulation on roadways is,

- After becoming aware of the fact that the snow accumulation on a roadway is greater than the depth set out in the table below, to deploy resources as soon as practicable to address the snow accumulation, and
- After the snow accumulation has ended, to address the snow accumulation so as to reduce the snow to a depth less than or equal to the depth set out in the table within the time set out in the table,
 - To provide a minimum lane width of the lesser of three metres for each lane or the actual lane width, or
 - On a Class 4 or 5 highway with two lanes, to provide a total width of at least 5 metres
- If the depth of snow accumulation on a roadway is less than or equal to the depth set out in the table, the roadway is deemed to be in a state of repair with respect to snow accumulation.

Snow Accumulation – Roadways

Class of Highway	Depth	Time
4	8 cm	16 hours
5	10 cm	24 hours

Ice Formation on Roadways and Icy Roadways

The standard for the prevention of ice formation on roadways is doing the following in the 24-hour period preceding an alleged formation of ice on a roadway:

1. Monitor the weather
2. Patrol the roads

3. If the municipality determines, as a result of monitoring the weather and patrolling as per 1 and 2, that there is a substantial probability of ice forming on a roadway, treat the roadway, if practicable, to prevent ice formation within the time set out in the table below.

Ice Formation Prevention

Class of Highway	Time
4	24 hours
5	24 hours

If the municipality meets the above standard and despite such compliance, ice forms on a roadway, the roadway is deemed to be in a state of repair until the applicable time set out in the table below expires after the municipality becomes aware of the fact that the roadway is icy.

Treatment of Icy Roads

Class of Highway	Time
4	12 hours
5	16 hours

Material Application

Operating Speeds

Maximum Spreading Speed 32 km/hr
Maximum Plowing Speed 60 km/hr

Application Rate Details

Plow Trucks

Material	Application Rate
Road Sand with 4% Salt Mix	300 kg / km
ProMelt Ultra 1000 (Liquid)	20 – 30 L / single lane km

Notes:

- Rate is specified in kg / 2-lane km for road sand with salt mix
- Rate is specified in litres / single lane km for direct liquid application
- Direct liquid application for anti-icing must be applied to a dry surface only
- No adding salt to the sand/salt mix will be allowed, except during a freezing rain event

Application rates are general recommendations only. Local climactic and geographic conditions must be considered.

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024
To: Council
From: Steve Visinski
Re: Road Occupancy Policy Report

Background:

Staff have been working on a Road Occupancy Policy. As a Municipal Road Authority, the Township has a duty and responsibility to be an informed owner and to ensure any activities on open and maintained highways (roadways) are regulated.

Discussion:

The Municipality receives requests from persons, utility companies and contractors to complete work that affects open and maintained highways. This policy provides the Municipality the power to issue permits to impose conditions to ensure that the open and maintained highways are restored to the satisfaction of the Township.

The safety of travellers and the infrastructure beneath our highways must be in the care of our Township.

Staff will be bringing forth a policy on unopened road allowances in the near future. However with roadwork season upon us, it is imperative that this policy be adopted.

Financial Implications:

There are no financial implications at this time.

Recommendation for Council:

BE IT RESOLVED THAT Council adopt By-Law 2024-12, being a by-law to regulate Road Occupancy Permits on Township open and maintained highways.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

1

POLICY STATEMENT:

The Township of Admaston/Bromley requires that a Road Occupancy Permit be obtained by all upper tier road authorities, persons, contractors, utilities and agencies prior to commencing any work or detour within the Township of Admaston/Bromley's Opened Maintained Highways.

BACKGROUND:

As a Municipal Road Authority, the Township of Admaston/Bromley has a duty and responsibility to be an informed owner and to ensure that the roads, ditches, and all infrastructure under its jurisdiction are kept in a reasonable state of repair. The Municipal Act, 2001, states the following regarding the Townships obligations and liabilities:

Maintenance

44. (1) The Municipality that has jurisdiction over a highway or bridge shall keep it in a state of repair that is reasonable in the circumstances, including the character and location of the highway or bridge. 2001, c. 25, s. 44(1).

Liability

44.(2) A Municipality that defaults in complying with subsection (1) is, subject to the *Negligence Act*, liable for all damages any person sustains because of the default. 2001, c. 25, s. 44(2).

Defence

44.(3) Despite subsection (2), a Municipality is not liable for failing to keep a highway or a bridge in a reasonable state of repair if,
a) It did not know and could not reasonably have been expected to have known about the state of repair of the highway or bridge.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

2

- b) It took reasonable steps to prevent the default from arising; or
- c) At the time of the case of action arose, minimum standards established under subsection (4) applied to the highway or bridge and to the alleged default and those standards have been met. 2001, c. 25, s.44(3).

In order to ensure the Township is adequately informed and exercising due diligence a formal process is necessary for the approval of an entrance within the Townships Highways. Of particular concern is any work or rerouting of traffic which may occur within the travelled portion of the highway or any works that may contribute to spring melt and overwhelm the Townships drainage plans. It is also important to ensure that adequate and appropriate measures are implemented to ensure the safety of both road users and those carrying out the work.

PROCEDURES:

The following are the conditions to be followed to acquire a Road Occupancy Permit to undertake work within the Township of Admaston/Bromley Opened Maintained Highways.

Entrances

Application for Entrances to Township Roads are subject to the conditions and process outlines in the Townships Entrance By-Law 2022-61.

Emergency Work

Emergency work is considered as those types of repairs to existing infrastructure, required to restore essential services provided to the public. This work is normally performed by or on behalf of utility companies. The work often involves repairs to broken or damaged water systems, sewer systems or utility lines. The urgent and

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

3

timely repair of these facilities is often key to minimizing possible further damage and the subsequent increased repair costs.

All emergency work is subsequent to the following submission and approval process:

1. As soon as possible after becoming aware of an emergency the utility shall inform the Public Works Superintendent of the nature and extent of the work required.
2. As soon as possible after becoming aware of the need for urgent work or repairs to its infrastructure, the municipality or utility responsible shall submit a Road Occupancy Permit to the Public Works Department. Faxed or electronic submission of the application are acceptable. It will be the responsibility of the applicant to ensure the permit was received by the Township.
3. The submitted application shall include a brief description of the location, nature and extent of the emergency repair work needed and the measures to be taken to protect the safety of the public and the workers on site.
4. The application shall be signed by the applicant, which acknowledges that the applicant is responsible for notifying all affected emergency services and utility companies, and that the applicant is responsible for all damages and liabilities which may occur as a result of the work.
5. The applicant shall be responsible for completing all restoration work to the Township of Admaston/Bromley's satisfaction at the earliest possible date and for the condition of the repair for a period of one (1) year from the completion date.
6. After the Township has been notified and the completed application has been received by the Public Works Department, the applicant may proceed with the emergency repairs.
7. An "Approved" copy of the Road Occupancy Permit will be returned to the applicant within five (5) business days. The approval shall indicate any

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

4

additional issues or conditions that may be deemed necessary by the Public Works Superintendent.

Planned Work

Planned work is those activities that can be planned and scheduled in advance of construction. Planned work would include new infrastructure projects as well as the expansion, reconstruction, and rehabilitation of existing infrastructure. Work in this category may be performed by a variety of agencies or organization, including utility companies, developers, and private contractors.

Work that can be planned or scheduled in advance will be subject to a more detailed and formal review process as follows:

1. All applications must be submitted in writing and accompanied by a Road Occupancy Permit.
2. The application must be supported by plans and specifications that sufficiently detail the proposed work and how it is completed.
3. The applicant will be required to provide a detailed Traffic Management Plan and a Traffic Protection Plan, which identifies the measures to be implemented to protect the health and safety of the road users and work workers on site.
4. The applicant will be required to provide liability insurance, indemnifying the Township of Admaston/Bromley from all liabilities arising out of the work, in the amount of \$5,000,000. A certificate of Liability Insurance in which the Township of Admaston/Bromley is named a co-insured is required.
5. Applications will be reviewed for conflicts with existing and future Township infrastructure, as well as compliance with Township of Admaston/Bromleys Policies. Applicants are required to pre-consult with Township Staff to confirm the requirements, prior to submitting an application.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

5

6. The applicant will be required to deposit of security with the Township to ensure that all work, including surface restoration, is completed to the Townships satisfaction. The security will be in the form of a letter of credit and be valid for a minimum period of one (1) year after the work is completed. Provided no problems are encountered within the one (1) year period, the securities will be returned to the applicant. Upper tier road authorities are exempted from this requirement and the Township may choose to waive this security at its sole discretion.
7. Once all the application requirements have been satisfied, a Road Occupancy Permit will be issued and the applicant will be permitted to proceed with the work, subject to the terms and conditions listed in the permit.
8. Upon completion of the work, Township Staff will inspect the work zone to ensure that all conditions of approval, including surface restoration, have been complied with.

General Conditions

1. The permit holder must comply with all the conditions of permit specified and the provisions of the By-Law 2024-12.
2. All subsurface road crossing are to be completed using trenchless technology techniques wherever possible. Open cut excavations across Township Roads will only be permitted when specifically approved by the Public Works Superintendent.
3. The applicant is responsible for notifying all emergency services, school boards, transportation companies, and the public of the proposed work, in advance of commencing any work, along with a 24 (twenty-four) hour emergency contact number. This must be approved by the Township prior to publishing or mailing.
4. Permits will be honored for a period of one (1) year from the date of approval. It is the responsibility of the applicant to notify the Township commencing to ensure the municipality has an opportunity for inspections

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

6

during the works durations, and when the work is completed and ready for final inspection. If a final inspection has not been required by the applicant and one (1) years' time has passed from the date of approval, the bond will be fortified to the Township. If a final inspection has been requested and the work has been completed but not to the satisfaction of the Township, under the conditions of this application, the Township may elect to finish or restore the works with the applicant's bond and without any prior notice.

5. Under any permit application the Township may elect to exceed the minimum requirements and conditions as specified in this document. The Township may request additional insurance coverage, restoration, amount of cash bond or any other work deemed necessary to accommodate the application.
6. Township roads will not be closed. A minimum of one (1) driving lane will always be open to traffic. All excavations within four (4) meters of any driving lane will be backfilled at each day's end. The applicant shall maintain pedestrian access and vehicle access to all public and private properties.
7. Roads will not be open cut without written permission; therefore, all road crossing shall be bored or directionally drilled. All plant being located under the road surface shall be placed at a minimum of 1.2 meters under the road surface (that is 1.2 meters under the elevation of the shoulder rounding). If written permission has been granted to open excavate a road, restoration methods will be specified and a cash bond in the amount of the cost of restoration shall be submitted and retained for up to 12 (twelve) months after the completion of the specified works. No planned excavations will be permitted within the roadway from November 1st and May 1st.
8. If, to carry out the work, it is necessary to alter, break or disturb any existing pavement, sidewalk or curb and gutter, the applicant will be responsible for temporarily and permanently restoring the site to its original condition. Material specifications shall be determined by the Public Works Superintendent. If weather dictates the permanent restoration cannot be

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

7

accomplished, the applicant shall temporarily repair any disturbed asphalt or concrete surfaces within a 40-millimetre thickness of hot mix asphalt. Temporary and/or final repairs shall be to the satisfaction of the Township and at the expense of the applicant.

9. When required, a security deposit shall be given to the Township representing 50% (fifty percent) of the cost to perform the necessary restoration. The Township shall set this deposit amount. The applicant will be responsible for any temporary and/or final restoration costs. The restoration shall be completed as per the direction of the Township. Upon completion of the final restoration the site will be inspected by Township Staff and if satisfied (interim acceptance) the security deposit will be returned within a 12 (twelve)-month period from the date of final inspection.
10. When conditions or unforeseen difficulties require a longer period of completion that is indicated on the permit, the applicant shall notify the Township of the additional time required and the reason thereof.
11. All barricades, signs and signals required to direct or guide motorists and/or pedestrians, shall be erected and maintained by the applicant in accordance with the "Ontario Traffic Manual, Book 7 – Temporary Conditions", most current edition. All detour signing and materials when required, shall be supplied, erected, and maintained by the applicant.
12. Prior to the approval of the Road Occupancy Application, the applicant shall supply proof of liability insurance in the minimum amount of \$5,000,000.
13. It is the responsibility of the applicant not to damage any existing plant, survey markers of infrastructure, including drainage works. The applicant will assume all costs and liabilities from such damage. Utility locates are the responsibility of the applicant and this document will release the Township of Admaston/Bromley from all claims arising from the damage of any plant.
14. Excavated material shall not be piled in such a manner as to obstruct vehicular and/or pedestrian traffic at a minimum of four (4) meters from

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

8

edge of pavement. All construction equipment and vehicles shall also maintain this “clear zone” when not in use.

Schedule “A” – Road Occupancy Application/Permit.

DRAFT

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:

9

SCHEDULE 'A'

Township of Admaston/Bromley

477 Stone Road

Renfrew, ON K7V 3Z5

613-432-2885

roads@admastonbromley.com

ROAD OCCUPANCY APPLICATION/PERMIT

☐

Planned Work

☐

Emergency Work

Name and Address of Applicant:

Applicant's Name

PO Box and/or Street Address

City/Province/Postal Code

Phone Number

Location of Proposed Work:

Estimated Start Date:

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Roads

POLICY: Road Occupancy Policy

DATE: February 2024

COVERAGE: Township of
Admaston/Bromley

POLICY # ROAD-02

Revision/Review Date:

PAGE:
10

Estimated Completion Date: _____

Description of Work being Performed

A sketch of the work zone must be completed including Traffic Plan on the attached Sketch Form” and accompany this application

By executing this application, the applicant agrees to all applicable terms and conditions stated in Corporate Policy By-Law 2024-12 Road Occupancy Policy, as attached.

Applicants Signature

Date

Township's Approval Signature

Date

Township of Admaston/Bromley

477 Stone Road, R.R. #2

Renfrew, ON

K7V 3Z5

E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office

613-432-4052 Fax

613-432-3175 Stone Road Garage

613-646-7918 Cobden Road Garage

REPORT

Date: February 15th 2024
To: Council
From: Steve Visinski
Re: Public Works January 2024 Report

On a monthly basis the Public Works Superintendent prepares a report to Council with information on road maintenance, remediation works and current and upcoming projects within the Township which occurred during the month. This report is for the month of January.

Township

Recycling for the township was picked up as usual, weekly from the Stone Road Transfer site and every three weeks at the Douglas Transfer Site by the contractor. The recycling at the Osceola Landfill is normally picked up once per month by the contractor or on a need be basis.

Staff complete and document Bi-Weekly Road inspections to ensure roads are meeting the Minimum Maintenance Standards. 911 signs have been measured and installed as per requests.

There were 6 (six) special weather events during the month of January. This is an average amount based on history with there being 5 events in January of 2022 and 6 events in January of 2023. The difference in 2024 is 50% of the events were related to freezing rain where the pass years were all snow related.

Current Projects

- Cold patching has been ongoing with the freeze thaw cycles during January.
- Snowplowing and sanding operations are underway when required.
- Iceblading on gravel roads were completed.
- Maintenance of equipment is ongoing.

Upcoming Events

- Maintenance of Equipment will continue.
- Cold patching will continue as needed.
- Snow plowing and sanding operations will be underway when needed.
- Grading/Ice Blading will continue weather permitting.
- Brushing operations are underway in preparation for upcoming Capital Projects.
- Mandatory yearly Sign Reflectivity testing will take place.

Recommendation for Council:

BE IT RESOLVED THAT the Council receive the Public Works January 2024 Report as information.

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024

To: Council

From: Jennifer Charkavi

Re: Environmental Monitoring and Reporting at Waste Sites for 2024

Background:

In 2020, The Local Efficiency Group (LEG) worked together to prepare a Request for Proposal (RFP) for Environmental Monitoring and Reporting at waste sites as this had not been completed for a number of years. The Township of Whitewater Region was the only one interested in joining in on the RFP. Prior to 2020 JP2G was the firm hired by the Township of Admaston/Bromley for the Environmental Monitoring Services and Reporting.

Discussion:

In 2020 Jp2g was the firm that was awarded the RFP. The RFP ended December 31, 2023, however, there is still work to be completed for the required reporting in March 2024 which is part of the RFP.

Jp2g have submitted a work plan for 2024 to carry through to the end of 2024 and the required reporting of 2025. Staff feel that at this time Jp2g should continue to monitor the sites as the Township is going through an expansion application process with Cambium. Staff have also reached out to Whitewater Region, they too have decided to not deter from Jp2g for 2024 as they too have work for projects that needs to be completed by consultants that have history with the project, similar to our situation. Whitewater Region would like to join in with Admaston/Bromley again for a joint RFP for Environmental Monitoring and Reporting at Waste Sites for 2025. Both staffs will also reach out to neighbouring municipalities for interest in joining the RFP.

Financial Implications:

The 2024 budget was has incorporated costs for Environmental Monitoring and Reporting at Waste Sites according to a work plan from Jp2g.

Recommendation for Council:

BE IT RESOLVED THAT Council approve the Work Plan submitted by Jp2g for the Environmental Monitoring and Reporting of Waste Sites for 2024.

Jp2g No. 17-6002H

November 28, 2023

Township of Admaston/Bromley
477 Stone Road
R.R. #2
Renfrew, ON K7V 3Z5

Attention: Jennifer Charkavi
CAO/Clerk

**Re: Admaston/Bromley Waste Disposal Sites
2024 Work Program and Budget**

Dear Jennifer:

We are pleased to provide this work program to undertake specific tasks required under the Environmental Compliance Approvals and specifically described in our proposal under RFP PW 2020-06 dated November 27, 2020 and continuation of the monitoring and reporting programs. Copies of the budget tracking sheets for the 3 sites are attachments to this submission.

1. 2023 Monitoring Reports

Jp2g to compile the laboratory results and field notes of the 2023 monitoring programs. Jp2g will prepare the 2023 Annual Monitoring Report for Stone Road WTS and the Osceola WDS. The Biennial Report for the Douglas WTS is not due until March 31, 2025.

2. 2022 Annual Operations Reports

The environmental and operation reports are to be compiled and filed with MECP by March 31, 2024. We will require from the Township quantities of waste and recyclable material transferred from the sites, and confirmation of any operational problems or changes which occurred in 2023. The Osceola WDS report will include the 2023 Existing Conditions Plan and a capacity assessment.

3. MECP Consultation

Consultation may be required in 2024 if MECP Technical Support Section (TSS) comments are filed or a Site Inspection is completed by the MECP Ottawa District Office. The actual scope of work to be determined (TBD) upon receipt of any comments.



Ottawa
1150 Morrison Dr., #410
Ottawa, ON, K2H 8S9
T: 613-828-7800
Ottawa@jp2g.com

Pembroke
12 International Dr.
Pembroke, ON, K8A 6W5
T: 613-735-2507
Pembroke@jp2g.com

Arnprior
16 Edward St. S., #211
Arnprior, ON, K7S 3W4
T: 613-828-7800
Arnprior@jp2g.com



4. 2024 Project Management

Project initiation, site closure costs, QA/QC of document production and budget control. The cost allowance does not include additional meetings or consultation with the client.

5. Amended ECA and Approvals

This program does not include tasks related to ECA amendments or other approvals.

6. 2024 Environmental Monitoring

Stone Road WTS - The 2024 monitoring program reflects the Ottawa District Manager letter April 4, 2016 based on TSS review comments which has resulted in a reduction in annual monitoring costs. The program includes sampling ten (10) monitoring wells in the fall and five (5) surface water and one (1) seep location in the spring and fall. Landfill gas monitoring will be completed at the monitoring wells sampled and on-site buildings.

Osceola WDS – The 2024 monitoring program reflects the ECA and recent TSS comments regarding site compliance. It does not include the supplementary sampling of additional monitoring wells, residential wells, or involving PFAS or additional VOC analysis. The program includes sampling eighteen (18) monitoring wells and two (2) surface water locations in the spring and summer. Landfill gas monitoring is also completed.

Douglas WTS – The current ECA only requires sampling every two (2) years. The 2024 program involves four (4) monitoring wells and four (4) surface water locations.

7. 2024 Operations

The Township must ensure that adequate records are kept of the waste quantities received and transferred from the sites. Jp2g is available to assist as required in any interim analysis and reporting of site operations. The Osceola WDS will be surveyed in late 2024 for the capacity assessment.

Trusting this is satisfactory.

Yours truly,

Kevin Mooder, MCIP RPP
Principal | Environmental Services

KM/jlp

Encl.

Stone Road Waste Disposal Site
Draft 2024 Work Plan and Budget Summary
Project No 17-6002H

Stone Road WDS (Task) Description of Work	Firm	Remaining Amounts to be billed in 2024 from 2023 Work Plan	Budget for 2024 Work Plan	Previously Billed in 2024	Cost This Period	Cost To Date
1. 2023 Annual Monitoring Report (AMR)						
- Monitoring and Analysis 2023	Jp2g/Lab	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
- Report Preparation due March 31/24	Jp2g	\$0.00	\$3,265.00	\$0.00	\$0.00	\$0.00
2. 2023 Annual Operations Report (AOR)						
- Report Preparation due March 31/24	Twp/Jp2g	\$0.00	\$302.50	\$0.00	\$0.00	\$0.00
3. MECP Consultation						
- Respond to TSS Comments	Jp2g	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
- Respond to Site Inspection	Jp2g	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. 2024 Project Management						
- Project meeting and site closure costs	Jp2g	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00
5. Amended ECA and Approvals						
- Provide assistance for compliance	Jp2g	NA	NA	\$0.00	\$0.00	\$0.00
6 2024 Environmental Monitoring Program						
- Two Monitoring Events	Jp2g	\$0.00	\$4,565.00	\$0.00	\$0.00	\$0.00
- Laboratory Analysis	Lab	\$0.00	\$2,595.00	\$0.00	\$0.00	\$0.00
- Report Preparation due March 31/24	Jp2g	\$0.00	N/A	\$0.00	\$0.00	\$0.00
7. 2024 Operations						
- Data analysis and report preparation due March 31/24	Twp./Jp2g	\$0.00	N/A	\$0.00	\$0.00	\$0.00
Total Cost Estimate (not including HST)		\$0.00	\$11,727.50	\$0.00	\$0.00	\$0.00

Jp2g - Jp2g Consultants Inc.

Lab - Eurofins quote Jan 2021

TBD- To Be Determined

NA - Not Applicable

Osceola Waste Disposal Site
Draft 2024 Work Plan and Budget Summary
Project No. 17-6003H

Osceola WDS (Task) Description of Work	Firm	Remaining Amounts to be billed in 2024 2023 Work Plan	Budget for 2024 Work Plan	Previously Billed in 2024	Cost This Period	Cost To Date
1. 2023 Annual Monitoring Report (AMR)						
Field Monitoring and Analysis 2022	Jp2g/Lab	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Report Preparation due March 31/24	Jp2g	\$0.00	\$4,920.00	\$0.00	\$0.00	\$0.00
2. 2023 Annual Operations Report (AOR)						
Site Plan and Capacity Analysis	Jp2g	\$0.00	\$400.00	\$0.00	\$0.00	\$0.00
Report Preparation due March 31/24	Jp2g	\$0.00	\$400.00	\$0.00	\$0.00	\$0.00
3. MECP Consultation						
Response to TSS Review	Jp2g	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Response to Site Inspection	Jp2g	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Additional TSS Tasks	Jp2g	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. 2024 Project Management						
Project meeting and site closure costs	Jp2g	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00
5. 2024 Environmental Monitoring Program						
Two Monitoring Events	Jp2g	\$0.00	\$5,250.00	\$0.00	\$0.00	\$0.00
Laboratory Analysis	Lab	\$0.00	\$5,300.00	\$0.00	\$0.00	\$0.00
Monitoring Well Installation	Jp2g/Driller	\$0.00	N/A	\$0.00	\$0.00	\$0.00
Monitoring Well Upgrades	Jp2g	\$0.00	TBD	\$0.00	\$0.00	\$0.00
6. Amended ECA						
Contingency Plan ECA	Jp2g	\$0.00	TBD	\$0.00	\$0.00	\$0.00
Amended ECA Application	Jp2g	\$0.00	TBD	\$0.00	\$0.00	\$0.00
MECP Review	Twp.	\$0.00	TBD	\$0.00	\$0.00	\$0.00
7. 2024 Operations						
Site Survey	Jp2g	\$0.00	\$900.00	\$0.00	\$0.00	\$0.00
Preparation of updated drawings, capacity analysis and report preparation due March 31/25	Jp2g/Twp.	\$0.00	NA	\$0.00	\$0.00	\$0.00
Total Cost Estimate (not including HST)		\$0.00	\$18,170.00	\$0.00	\$0.00	\$0.00

Douglas Waste Disposal Site
Draft 2024 Work Plan and Budget Summary
Project No. 17-6004H

Douglas Road WDS (Task) Description of Work	Firm	Remaining Amounts to be billed in 2024 from 2023 Work Plan	Budget for 2024 Work Plan	Previously Billed in 2024	Cost This Period	Cost To Date
1. 2025 Biennial Monitoring Report (BMR) Field Monitoring and Analysis 2023 and 2024 Report Preparation due March 31/25	Jp2g/Lab Jp2g	\$0.00 \$0.00	\$0.00 \$0.00	\$0.00 \$0.00	\$0.00 \$0.00	\$0.00 \$0.00
2. Biennial Operations Report (BOR) Data analysis and report preparation due March 31/25	Twp./Jp2g	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3. MECP Consultation Response to MECP TSS Reviews and Site Inspection Reports	Jp2g	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. 2024 Project Management Project meeting and site closure costs	Jp2g	\$0.00	\$750.00	\$0.00	\$0.00	\$0.00
5. 2024 Environmental Monitoring One Monitoring Event Laboratory Analysis Report Preparation due March 31/25	Jp2g Lab Jp2g	\$0.00 \$0.00 \$0.00	\$2,100.00 \$1,200.00 TBD	\$0.00 \$0.00 \$0.00	\$0.00 \$0.00 \$0.00	\$0.00 \$0.00 \$0.00
6. Amended ECA and Approvals Application to revise Monitoring and Reporting Program Application Fee	Jp2g MECP	NA \$0.00	\$0.00 TBD	\$0.00 \$0.00	\$0.00 \$0.00	\$0.00 \$0.00
7. 2024 Operations Data analysis and report preparation due March 31/25	Twp./Jp2g	\$0.00	TBD	\$0.00	\$0.00	\$0.00
Total Cost Estimate (not including HST)		\$0.00	\$4,050.00	\$0.00	\$0.00	\$0.00

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024
To: Council
From: Kelly Coughlin
Re: January 2024 YTD Financial Overview

Background: n/a

Discussion:

During the month of January, notable receipts include:

- 1) OMPF (Ontario Municipal Partnership Fund) in the amount of \$108,500.00. This is the first of four instalments the township will receive during the year.
- 2) Barr Line Community Centre rental income \$1,575.00
- 3) Building Permit revenue - \$3,540.40
- 4) Reimbursement from Horton Township regarding 60/40 split of the Chief Building Official wages, benefits and training expenses - \$5,5521.52
- 5) Tipping Fees – Osceola Site \$2,090.00

Township staff processed a number of property tax supplemental / write-off tax adjustments prior to the interim tax billing. These adjustments generated net income of \$8,600 in municipal taxation revenue.

During the month of January, several members of Council and staff attended the ROMA conference held in Toronto. Many of those expenses have not been recorded yet in the financials at the time the report was prepared.

The Chief Building Official attending a training session in Cornall the last week of January. Part of those expenses have been included in the January financials.

In Public Works annual license renewal expenses were recorded. In addition, other notable expenses included new blades were purchased for V27-2023 Grader (\$2,515.65)

The Admaston / Bromley Public Library submitted a request for an advance of \$5,000 to assist in meeting their operating expenditures until the 2024 budget is adopted by council.

Advances are provided throughout the year and are capped at an upset limit of the total levy approved in the annual budget.

Financial Implications:

n/a

People Consulted:

Jennifer Charkavi - CAO/Clerk

Recommendation for Council:

BE IT RESOLVED THAT Council accept the January 2024 Year to Date Financial Overview Report (attached) as information as submitted and circulated.

January 2024 Financial Overview

	January YTD	Budget
REVENUE		
Taxation		
Municipal	(2,515,729.01)	-
County	(4,579.27)	-
School Boards	(2,732.64)	-
Provincial Grants		
OMPF	(108,500.00)	-
OCIF	-	-
Aggregate Resources	-	-
Recycling Grant	-	-
Other provincial grants	(1,678.40)	-
Federal Grants		
Canada Community Building Fund	-	-
Other federal grants	-	-
Fees & Service Charges	(2,887.50)	-
Building Revenue	(9,061.92)	-
Waste Management Revenue	(2,105.00)	-
Fire Revenue	-	-
Long Term Debt Financing	-	-
Revenue from Reserves	-	-
TOTAL REVENUE as of January 31, 2024	(2,647,273.74)	-
EXPENDITURES		
Election	-	-
Administration (incl. blgs)	45,435.75	-
Other Administrative Costsq	3,857.90	-
Police & Police Service Board	34,663.52	-
Emergency Management	-	-
Planning & Zoning	-	-
Economic Development	-	-
Council	9,108.77	-
Building	11,144.50	-
Fire Department	11,530.71	-
Public Works	95,055.60	-
Waste Management	8,560.20	-
Library	5,040.00	-
Recreation	-	-
Transfer to County	-	-
Transfer to School Boards	-	-
TOTAL EXPENDITURES as January 31, 2024	224,396.95	-
SURPLUS / (DEFICIT)	2,422,876.79	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
REVENUE		
TAXATION		
Municipal - Taxation	(2,505,136.77)	
Municipal - Supplementaries		
Total Municipal Taxation	(2,505,136.77)	-
COUNTY & SCHOOL BOARDS TAXATION REVENUE		
County		
English - Public		
English - Separate		
French - Public		
French - Separate		
Total County & School Board Revenue	-	-
SUPPLEMENTALS		
County	(7,274.66)	
General Municipal	(13,715.33)	
English - Public	(2,226.65)	
English - Separate	(61.10)	
French - Public		
French - Separate		
Education - Not Directed	(1,781.95)	
Total Supplementals	(25,059.69)	-
WRITE-OFFS		
County	2,695.39	
General Municipal	5,113.89	
English - Public	922.58	
English - Separate		
French - Public		
French - Separate		
Education - Not Directed	414.48	
Total Write-Offs	9,146.34	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
PAYMENTS IN LIEU		
Canada		
Ontario		
Power Dams		
Municipal Enterprises		
County		
MNR - Fire Agreement		
Hydro One		
PIL - County Share		
PIL - English Public		
Total Payments in Lieu	-	-
TOTAL TAXATION	(2,521,050.12)	-
PENALTY		
Penalties-Taxes	(1,977.91)	
Interest - A/R	(12.89)	
Total Penalty	(1,990.80)	-
PROVINCIAL GRANTS		
Ontario Municipal Partnership Fund (OMPF)	(108,500.00)	
OMPF One-Time Funding		
Transfer from Deferred Revenue (OCIF - Formula Component)		
Modernization 2 - Roads Review		
Modernization 3 - Org Review		
ICIP Grant - Fire hall expansion		
Ontario - One Time Funding		
Livestock Damage Recovery	(1,678.40)	
Tile Drain		
Municipal Drain		
Drains Superintendant Grant		
R.I.D.E. Grant		
Police Revenue		
Interest Income - OCIF Funding		
Aggregate Resources		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Recycling Grant - Landfill		
Total Provincial Grants	(110,178.40)	-
FEDERAL GRANTS		
Special Grants		
Student Employment		
CanadaDay Grant - Recreation		
Transfer from Deferred Revenue (Canada Community Building Fund)		
Interest Income - CCBF Funding		
FCM Asset Management		
ICIP - Northern & Rural Funding		
ICIP COVID - Douglas Fire Garage		
Total Federal Grants	-	-
FEES & SERVICE CHARGES		
Tax Certificates	(200.00)	
Lottery Licenses	(43.50)	
Sale of Maps		
Backyard Chicken		
Administration Fees - NSF		
Other Service Charges - Miscellaneous	(117.00)	
Rental Income - BLCC	(1,575.00)	
Road Revenue	(127.00)	
Sale of TCA's		
Entrance Fees		
911 Civic Addressing Revenue		
Interest Income - Operating Acct		
Gain/Loss on Disposal of Assets		
Planning & Zoning	(600.00)	
Zoning Certificates		
Total Fees & Charges	(2,662.50)	-
OTHER REVENUE		
Dog Licensing	(165.00)	

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Special Occasions	(60.00)	
Revenue-Surplus	40-80	
Total Other Revenue	(225.00)	-
BUILDING REVENUE		
Septic Usage Permits		
Building Permits	(3,540.40)	
Sewage Permits		
Horton (60/40)	(5,521.52)	
Total Building Revenue	(9,061.92)	-
WASTE MANAGEMENT REVENUE		
Tipping Fees-Stone Road Site	(15.00)	
Tipping Fees-Osceola Site	(2,090.00)	
Sale of Blue Boxes		
Misc Landfill Closure Costs		
Total Waste Management Revenue	(2,105.00)	-
FIRE REVENUE		
Fire Agreement - NAW		
Fire - Investment Income		
Fire Calls		
Fire - Miscellaneous	-	-
Fire - MNR Fire Agreement	-	-
Fire - Levy	-	-
Fire - Surplus / Deficit		
Fire Transfer from Reserves	-	-
Total Fire Revenue	-	-
Long Term Debt / Financing		
Capital Lease - SCBA's		
Debenture Proceeds		
Total Long Term Debt / Financing	-	-
REVENUE FROM RESERVES		
From Working Funds Reserve		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
From Capital Reserve		
From CCBF Reserve		
From OCIF Reserve		
From Fire Hall Road Survey		
From Main Street Revitalization Reserve		
From Police Service Board Reserve		
From Road Revenue		
From 1x Funding Reserves		
From Modernization Reserve		
From Fire Reserve - Equipment		
From Cannabis Reserve		
From Safe Restart Reserve		
Total Revenue from Reserves	-	-
TOTAL REVENUES	(2,647,273.74)	-
EXPENDITURES		
Election		
Election		
Election - Supplies / Postage		
Election - Misc		
Election - Courses & Training		
Election - Advertising		
Election - IT Services		
NEW Transfer to Reserve - Election		
Total Election Expense	-	-
ADMINISTRATION		
Administratiton Overhead		
Wages - General Admin	26,953.47	
Transfer to PW (50% Admin wages)		
ADM - Benefits		
Taxable Benefits - General Admin		
Income Tax - General Admin		
CPP - General Admin	1,569.51	
EI - General Admin	650.59	

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Group Insurance - General Admin	2,090.47	
OMERS - General Admin	2,610.00	
WSIB - General Admin		
EHT - General Admin	545.87	
Provisional Pay Review		
ADM - Asset Mngt Coordinator		
ADM - Office Supplies	1,332.34	
ADM - Computer Supp/ Small Equip/Software		
Office Equipment & Furniture		
ADM - Miscellaneous	128.00	
Interest		
ADM - Postage	2,411.72	
ADM - Photo Copier		
ADM - Freight & Delivery Charges		
ADM - Mileage		
ADM - Staff Conventions		
ADM - Courses & Training	2,095.25	
ADM - Dues & Memberships	42.74	
ADM - Advertising		
ADM - Public Relations		
ADM - Insurance		
ADM - Telephone - Stone Rd	322.04	
ADM - Fax	107.80	
ADM - Cell		
ADM - Legal - General		
ADM - Audit		
Petty Cash		
ADM - Information Technology	1,649.79	
Internet	109.93	
Municipal Website		
ADM - Human Resources		
ADM - Accessibility Compliance	197.87	
ADM - Office Equipment Mtce Contract	571.82	
ADM - Financial Expense		
Tax Write-Off - Municipal		
Tax Registration Costs		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
ADM - Capital	202.50	-
PSAB Compliance		
ADM - Trf to Reserves	-	-
Asset Management Review		
Main Street Revitalization		
Cannabis Study - ICB		
Pub Works Structural Review		
Structural Review		
Total Administration Overhead	43,591.71	-
Township Office		
Twp Office - Building Supplies - Stone Road		
Twp Office - Building Maintenance		
Building - Stone Road		
Water Testing - Stone Road		
Twp Office - Cleaning - Stone Road	589.77	
Twp Office - Furnace Fuel - Stone Road	343.32	
Twp Office - Twp Office - Propane		
Twp Office - Hydro - Stone Road	455.37	
Twp Office- Contracted Services		
Security System		
Twp Office - Rentals	-	-
Total Township Office	1,388.46	-
Barr Line Community Centre		
BLCC Building Supplies - Barr Line		
BLCC - Insurance		
BLCC - Building Mtce / Repair		
Building - Barr Line		
Water Testing - Barr Line		
BLCC - Cleaning	303.60	
BLCC - Hydro	123.14	
BLCC - Telephone		
BLCC - Furnace Fuel		
Building - Capital		
Total Barr Line Community Centre	426.74	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Osceola Historical Society Building		
OHSB - Building Supplies		
OHSB - Insurance		
OHSB - Building Maintenance / Repair		
OHSB - Hydro	28.84	
Total Osceola Historical Society Building	28.84	-
TOTAL ADMINISTRATION COSTS	45,435.75	-
OTHER ADMINISTRATIVE COSTS		
Health & Safety		
H&S - Supplies		
Health and Safety Inspections		
H&S - Mileage		
H&S - Courses & Training		
Total Health & Safety	-	-
Animal & By-law Enforcement		
Animal Control - Canine Control		
Animal Control & By-law Enforcement - Printing	220.03	
By-Law Enforcement		
Census Taker	-	-
Animal Control - Poundkeeper Fees	-	-
Total Animal Control & By-law Enforcement	220.03	-
Vetrinary Services		
Agriculture Veterinary Unit	709.48	
Total Vetrinary Services	709.48	-
Drains & Municipal Drains		
Municipal Drain Maintenance		
Tile Drainage	1,249.99	
Drainage Superintendent		
Drainage - Postage		
Total Drains & Municipal Drains	1,249.99	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Fence Viewers & Livestock Valuer		
Fence Viewers		
Livestock Compensation	1,678.40	
Livestock Valuer		
Total Fence Viewers & Livestock Valuer	1,678.40	-
TOTAL OTHER ADMINISTRATION COSTS	3,857.90	-
POLICING & POLICE SERVICE BOARD		
Policing		
Police Contract	32,212.00	
R.I.D.E. Duty	2,451.52	
Total Policing	34,663.52	-
Police Service Board		
PSB - Wages		
PSB - Benefits		
PSB - Committee Pay		
PSB - Mileage & Expenses		
Total Police Services Board	-	-
TOTAL POLICING & POLICE SERVICE BOARD	34,663.52	-
EMERGENCY MANAGEMENT		
Emergency Mngt - Emergency Equipment / Supplies		
Emergency Mngt - Mileage		
Emergency Mngt - Courses/ Training		
Total Emergency Management	-	-
PLANNING & ZONING		
Planning & Zoning - Office Supplies		
Planning & Zoning - Misc Supplies		
Planning & Zoning - Advertising		
Planning & Zoning - Professional Fees		
Planning & Zoning - Capital		
Planning & Zoning - Trf to Reserves - Planning Reserve	-	-
Total Planning & Zoning	-	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
ECONOMIC DEVELOPMENT		
Economic Development - Office Supplies		
Economic Development - Mileage		
Economic Development - Advertising		
Economic Development - Professional Services		
Economic Development - Public Relations		
Total Economic Development	-	-
COUNCIL		
Council - Wages	6,251.14	
Council - Benefits		
Income Tax - Council		
CPP - Council	296.40	
Group Insurance - Council	749.27	
EHT - Council	123.40	
Council - Miscellaneous		
Council - Postage		
Council - Mileage	126.09	
Council - Conventions & Meetings	532.15	
Council - Public Relations		
Awards		
Council - Special Occasions		
Council - Insurance		
Council - IT Services & Support	1,030.32	
Council - Donations & Grants		
Council - Capital		
TOTAL COUNCIL	9,108.77	-
BUILDING & SEWAGE		
Building - Wages	6,841.45	
Septic Wages		
Building - Benefits		
Income Tax - Building		
CPP - Building	393.38	

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
EI - Building	159.91	
Group Insurance - Building	698.45	
WSIB - Building		
EHT - Building	134.18	
OMERS - Building	709.52	
Building - Office Supplies	1,166.03	
Building - Printing		
Building - Mileage		
Building - Conventions		
Building - Training & Courses	1,016.58	
Building - Dues & Memberships		
Building - Financial Expenses	25.00	
Building - Cell		
TOTAL BUILDING & SEWAGE	11,144.50	-
FIRE DEPARTMENT		
Fire Overhead Costs		
Fire Wages - Clearing acct		
Fire - Wages	8,418.14	
Fire - Benefits		
Income Tax		
CPP	39.86	
EI	21.82	
WSIB		
EHT	134.18	
Fire - Standby		
Fire - Office Supplies		
Fire - Computer Supplies		
Fire - IT Services		
Fire - Misc Supplies		
Fire - Cell Phone		
Fire - Food		
Fire - Christmas Dinner		
Fire - HST		
Fire - Health & Safety	401.52	
Fire - Postage / Freight/Delivery		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Fire - Mileage		
Fire - Courses & Trianing		
Fire Fighters Certification Course Costs		
Fire - Prevention		
Fire - Radio Licenses		
Licenses		
Fire - Radio Pagers / Mtce		
Fire - Membership Dues		
Mutual Aid		
Fire - Uniforms		
Clothing		
Fire - Medical Expenses		
Fire - Renfrew Agreement		
Fire - Greater Madawaska		
Fire - Whitewater Region		
Fire - Dispatch		
Fire - Call Taking / Alerting		
Fire - Fluent MS		
Fire - Loan Repayment		
Fire - Capital		
Douglas Fire Garage Project		
Fire - Douglas Levy Advances		
Fire - Transfer to Reserves - New Fire Hall		
Fire - Tranfer to Reserves - Vehicles		
Total Fire Overhead	9,015.52	-
Douglas Fire Hall		
Fire Hall - Support Wages		
Fire Hall - Building Supplies		
Fire Hall - Building Maintenance		
Fire Hall - Insurance		
Fire Hall - Telephone	97.69	
Fire Hall - Internet		
Fire Hall - Supplies		
Fire Hall - Hydro		
Fire Hall - Oil Furnace	1,617.64	

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Fire Hall - Propane (generator)		
Fire Hall - Capital		
Total Douglas Fire Hall Expenses	1,715.33	-
Fire Equipment		
Fire Equipment - Smalls Tools		
Equipment Maintenance		
Fire Equipment - SCBA's		
Fire Equipment - Safety Equipment		
Fire Equipment - Equipment Rental	(78.68)	
Fire Equipment - Extrication		
Fire Equipment - Capital (Equipment NEW)		
Fire Equipment - SCBA's		
Total Fire Equipment	(78.68)	-
Dry Hydrants		
Dry Hydrants - Repairs / Maintenance	-	-
Dry Hydrants - Capital		
Total Dry Hydrants	-	-
Fuel	878.54	
Vehicle Maintenance		
	878.54	-
Truck 1 - 2009 Freightliner		
Fire Truck 1 - Insurance		
Fire Truck 1 - Repairs / Maintenance		
Fire Truck 1 - Clear Diesel Fuel		
Total Fire Truck 1 Expenses	-	-
Truck 2 - 1980 GMC		
Fire Truck 2 - Insurance		
Fire Truck 2 - Repairs / Maintenance		
Fire Truck 2 - Gasoline		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Total Fire Truck 2 Expenses	-	-
Truck T2 - 2008 Dodge Stirling		
Fire Truck T2 - Insurance		
Fire Truck T2 - Repairs / Maintenance		
Fire Truck T2 - Clear Diesel Fuel		
Total Fire Truck T2 Expenses	-	-
Truck T4 - 1998 Freightliner		
Fire Truck T4 - Insurance		
Fire Truck T4 - Repairs / Maintenance		
Fire Truck T4 - Clear Diesel Fuel		
Total Fire Truck 4 Expenses	-	-
TOTAL FIRE DEPARTMENT EXPENSES	11,530.71	-
PUBLIC WORKS DEPARTMENT		
Brushing / Tree Trim		
Brushing / Tree Trim - Wages	103.70	
Brushing / Tree Trim - Benefits	44.59	
Brushing / Tree Trim - Materials / Supplies		
Brushing / Tree Trim - Equipment		
Total Brushing / Tree Trim	148.29	-
Cold Patch		
Cold Patch - Wages	1,276.37	
Cold Patch - Benefits	548.84	
Cold Patch - Materials/Supplies	3,200.35	
Cold Patch - Equipment		
Total Cold Patch	5,025.56	-
Culvert Maintenance		
Culvert Maintenance - Wages		
Culvert Maintenance - Benefits		
Culvert Maintenance - Materials/Supplies		
Culvert Maintenance - Equipment		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Total Culvert Maintenance	-	-
Ditching		
Ditching - Wages		
Ditching - Benefits		
Ditching - Materials/Supplies		
Ditching - Equipment		
Total Ditching	-	-
Dust Control		
Dust Control - Wages		
Dust Control - Benefits		
Dust Control - Materials/Supplies		
Dust Control - Equipment		
Total Dust Control	-	-
Flood Control		
Flood Control - Wages		
Flood Control - Benefits		
Flood Control - Materials / Supplies		
Flood Control - Equipment		
Total Flood Control	-	-
Grading / Scarifying		
Grading/Scarifying - Wages		
Grading/Scarifying - Benefits		
Grading/Scarifying - Materials/Supplies		
Grading / Scarifying - Equipment		
Total Grading / Scarifying	-	-
Grass & Weeds		
Grass & Weeds - Wages		
Grass & Weeds - Benefits		
Grass & Weeds - Materials/Supplies		
Grass & Weeds - Equipment		
Total Grass & Weeds	-	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Gravel Contract		
Gravel Contract - Wages		
Gravel Contract - Benefits		
Gravel Contract - Materials/Supplies		
Gravel Contract - Equipment		
Total Gravel Contract	-	-
Patching & Washouts		
Patching & Washouts - Wages	27.58	
Patching & Washouts - Benefits	11.86	
Patching & Washouts - Materials/Supplies		
Patching & Washouts - Equipment		
Total Patching & Washouts	39.44	-
Sanding /Salting		
Sanding/Salting - Wages	4,529.13	
Sanding/Salting - Benefits	1,947.54	
Sanding/Salting - Materials/Supplies	4,014.55	
Sanding / Salting - Equipment		
Total Sanding / Salting	10,491.22	-
Intersection Signs		
Intersection Signs - Wages	966.05	
Intersection Signs - Benefits	415.42	
Intersection Signs - Materials/Supplies		
Total Intersection Signs	1,381.47	-
911 Signs (Civic Signs)		
911 Signs (Civic Signs) - Wages	55.16	
911 Signs (Civic Signs) - Benefits	23.72	
911 Signs (Civic Signs) - Materials / Supplies		
Total 911 Signs (Civic Signs)	78.88	-
Centre Line Marking		
Centre Line Marking - Wages		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Centre Line Marking - Benefits		
Centre Line Marking - Materials / Supplies		
Centre Line Marking - Contracted Services		
Total Centre Line Marking	-	-
Guide Rails		
Guide Rails - Wages		
Guide Rails - Benefits		
Guide Rails - Materials/Supplies		
Guide Rails - Equipment	-	-
Total Guide Rails	-	-
Snow Plowing		
Snow Plowing - Wages	12,459.04	
Snow Plowing - Benefits	5,357.41	
Snow Plowing - Misc Supplies		
Snow Plowing - Equipment	4,962.38	
Snow Plowing - Contracts		
Total Snow Plowing	22,778.83	-
Street Lights		
Street Lights-Hydro & Maint.		
Street Lights - Materials / Supplies		
Street Lights - Hydro		
Total Street Lights	-	-
Street Maintenance		
Street Maintenance- Wages	27.58	
Street Maintenance - Benefits	11.86	
Street Maintenance - Materials/Supplies		
Street Maintenance - Contracted Services		
Street Maintenance - Equipment		
Total Street Maintenance	39.44	-
Catch Basins		
Catch Basins - Wages	-	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Catch Basins - Benefits	-	-
Catch Basins - Materials/Supplies		
Catch Basins - Contracted Services		
Total Catch Basins	-	-
Snow Fence / Culvert Thaw		
Snow Fence/Culvert Thaw - Wages		
Snow Fence/Culvert Thaw - Benefits		
Snow Fence/Culvert Thaw - Materials		
Total Snow Fence / Culvert Thaw	-	-
Roads Overhead		
Roads OHD - Wages		
Supervision	6,775.09	
Roads OHD - Benefits		
Roads OHD - Secretarial Wages and Deductions		
Roads OHD - Charged to Waste Management		
Roads OHD - Office Supplies		
Roads OHD - Miscellaneous		
Financial Expense	25.00	
Munic. Drain Maintenance		
Roads OHD - Conventions	-	-
Roads OHD - Courses & Training		
Roads OHD - Dues & Memberships	952.85	
Roads OHD - IT / Subscriptions / Technology		
Roads OHD - Advertising		
Roads OHD - Insurance		
Roads OHD - Cell Phone	1,535.94	
Roads OHD - Radio Licenses / Repeater Usage	183.17	
Roads OHD - Standby Wages & On Call Phone		
Roads OHD - Safety Equipment		
Roads OHD - Safety Boots		
Roads OHD - Medical Expense		
Roads OHD - DZ/AZ License renewals		
Roads OHD - Licensing (Pit/HWIN)	1,183.00	
Roads OHD - Loan Principle Repayment		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
5 Year Loan IO (By-law# 2020-51)		
10 Year Loan IO (By-law# 2022-20)		
20 Year Loan IO (By-law #2022-21)		
10 Year Loan IO (Grader By-law# 2023-55)		
Roads OHD - Capital		
Roads OHD - Capital		
Roads OHD - Trf to Reserve - Building		
Roads OHD - Trf to Reserves - Vehicle		
Roads OHD - Trf to Reserves - Equipment		
Roads OHD - Trf to Reserve - Aggregate Reserve		
Roads OHD - Trf to Reserves - Paved Roads		
Roads OHD - Trf to Winter Control Contingency Reserve		
Flood Expenses not covered by MDRAP		
2019 Spring Flood Event		
COVID-19		
Extraordinary Expense - Insurance		
Total Roads Overhead	10,655.05	-
Stone Road Garage		
Stone Road Garage - Wages		
Stone Road Garage - Benefits		
Stone Road Garage - Bldg Supplies		
Stone Road Garage - Equipment Testing		
Stone Road Garage - Building Maintenance/ Repair	2,161.93	
Stone Road Garage - Cleaning Services		
Stone Road Garage - Parts & Supplies	138.40	
Stone Road Garage - Furnace Fuel	2,782.98	
Stone Road Garage - Hydro	175.78	
Stone Road Garage - Telephone		
Security		
Stone Road Garage - Capital		
Total Stone Road Garage	5,259.09	-
Bromley Garage		
Bromley Garage - Wages		
Bromley Garage - Benefits		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Bromley Garage - Parts & Supplies	75.93	
Bromley Garage - Equipment Testing		
Bromley Garage - Building Mtce / Repair	78.88	
Bromley Garage - Cleaning Services		
Bromley Garage - Furnace Fuel		
Bromley Garage - Hydro		
Bromley Garage - Telephone	174.14	
Bromley Garage - Capital		
Total Bromley Garage	328.95	-
Roads - Inspections		
Roads - Inspection - Wages	732.68	
Roads - Inspection - Benefits		
Total Roads - Inspections	732.68	-
V23 - Komastsu Excavator (2007)		
V23 Excavator - Wages		
V23 Excavator - Benefits		
V23 Excavator - Insurance		
V23 Excavator - Repairs		
V23 Excavator - Colour Diesel		
Total V23 - Komastsu Excavator	-	-
V28 - Western Star Tandem Plow Truck (2014)		
V28 Tandem - Wages	1,071.08	
V28 Tandem - Benefits	460.58	
V28 Tandem - Insurance		
V28 Tandem - Repairs	4,555.47	
V28 Tandem - Clear Diesel	3,232.90	
V28 Tandem - Licenses		
Total V28 - Western Star Tandem Plow Truck (2014)	9,320.03	-
V29 - Tractor (2014)		
V29 Tractor- Wages		
V29 Tractor- Benefits		
V29 Tractor - Repairs		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
V29 Tractor - Coloured Diesel	70.87	
Total - V29 - Tractor (2014)	70.87	-
V31 - Volvo Grader (2011)		
V31 Grader - Wages		
V31 Grader - Benefits		
V31 Grader - Insurance		
V31 Grader - Repairs		
V31 Grader - Colour Diesel		
Total - V31 - Volvo Grader (2011)	-	-
V33 - Western Star Tandem Plow Truck (2016)		
V33 Tandem - Wages	330.96	
V33 Tandem - Benefits	142.31	
V33 Tandem - Insurance		
V33 Tandem - Repairs	2,548.94	
V33 Tandem - Clear Diesel	3,356.48	
V33 Tandem - Licenses		
Total - V33 - Western Star Tandem Plow Truck (2016)	6,378.69	-
V34 - Chev 3/4 ton (2018)		
V34		
V34 Chev 3/4 Ton - Wages	1,068.48	
V34 Chev 3/4 ton - Benefits	459.45	
V34 Chev 3/4 ton - Insurance		
V34 3/4 Ton Chev - Repairs	522.96	
V34 3/4 ton Chev - Gasoline	1,236.37	
V34 3/4 ton Chev - License		
Total - V34 - Chev 3/4 ton (2018)	3,287.26	-
V35 - JBC Backhoe (2018)		
V35 Backhoe - Wages	435.32	
V35 Backhoe - Benefits	187.18	
V35 Backhoe - Insurance		
V35 Backhoe - Repairs	278.16	
V35 Backhoe - Colour Diesel	606.65	

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Total - V35 - JBC Backhoe (2018)	1,507.31	-
V36 - Chevy 1/2 ton Silverado (2018)		
V36		
V36 Chevy 1/2 ton - Wages		
V36 Chevy 1/2 ton - Benefits		
V36 Chevy 1/2 ton - Insurance		
V36 Chevy 1/2 ton - Repairs	194.82	
V36 Chevy 1/2 ton - Gasoline	565.59	
Total - V36 - Chevy 1/2 ton Silverado (2018)	760.41	-
V37 - JBC Backhoe (2018)		
V37 BAckhoe - Wages	48.54	
V37 Backhoe - Benefits	20.87	
V37 Backhoe - Insurance		
V37 Backhoe - Repairs		
V37 Backhoe - Colour Diesel	361.43	
Total - V37 - JBC Backhoe (2018)	430.84	-
V38 - Western Star Tandem Plow Truck (2020)		
V38 Tandem - Wages	426.11	
V38 Tandem - Benefits	183.22	
V38 Tandem - Insurance		
V38 Tandem - Repair Parts	2,550.70	
V38 Tandem - Clear Diesel	2,706.40	
V38 Tandem - Licenses		
Total - V38 - Western Star Tandem Plow Truck (2020)	5,866.43	-
V39 - GMC 4x4 Sierra (2021)		
V39 1 Ton		
V39 GMC Sierra - Wages	185.98	
V39 GMC Sierra - Benefits	79.97	
V39 GMC Sierra - Insurance		
V39 GMC Sierra- Repairs	516.93	
V39 GMC Sierra- Gasoline	801.93	
V39 GMC Sierra - Licenses		

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Total - V39 - GMC 4x4 Sierra (2021)	1,584.81	-
V40 - Ammamma 66" Roller (2021)		
V40 Roller - Wages		
V40 Roller - Benefits		
V40 Roller - Insurance		
V40 Roller - Repairs		
V40 Roller - Colour Diesel		
V40 - Ammamma 66" Roller (2021)	-	-
V41 - Western Star Tandem Plow (2022)		
V41 Tandem - Wages	531.14	
V41 Tandem - Benefits	228.39	
V41 Tandem - Insurance		
V41 Tandem - Repair Parts	2,650.18	
V41 Tandem - Clear Diesel	2,964.69	
V41 Tandem - Licenses		
Total - V41 - Western Star Tandem Plow (2022)	6,374.40	-
V27-2023 John Deere Grader		
V27-2023 Grader - Wages		
V27-2023 Grader - Benefits		
V27-2023 Grader - Insurance		
V27-2023 Grader - Repairs	2,515.65	
V27-2023 Grader - Colour Diesel		
Total - V27-2023 John Deere Grader	2,515.65	-
CH#1 - Chipper (1999)		
CH#1 Chipper - Wages	-	-
CH#1 Chipper - Benefits	-	-
CH#1 Chipper - Repairs		
CH#1 Chipper - Coloured Diesel		
Total - CH#1 - Chipper (1999)	-	-
S#2 - Steamer (1996) - Qty: 2 One at Bromley is old, not generally used		
S#2 Steamer - Wages	-	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
S#2 Steamer - Benefits	-	-
S#2 Steamer - Repairs		
S#2 Steamer - Propane		
Total - S#2 - Steamer (1996) - Qty: 2 One at Bromley is old, not generally used	-	-
Remediation		
Remediation - Wages		
Remediation - Benefits		
Remediation - Materials		
Total - Remediation	-	-
Culvert Replacement Program - Capital		
Culvert Replacement Program - Wages		
Culvert Replacement Program - Benefits		
Culvert Replacement Program - Materials (Capital)		
Culvert Replacement Program - Contracted Services		
Culvert Replacement Program - Equipment		
Total - Culvert Replacement Program - Capital	-	-
Capital Maintenance Program		
Capital Maintenance Program - Wages		
Capital Maintenance Program - Benefits		
Capital Maintenance Program - Materials		
Total - Capital Maintenance Program	-	-
Total Public Works	95,055.60	-
WASTE MANAGEMENT		
Waste Management Overhead		
Waste Management - Wages	4,535.87	
Waste Management - Benefits		
Transfer from Public Works		
Income Tax - Waste Management		
CPP - Waste Management	213.81	
EI - Waste Management	105.44	
OMERS - Waste Management	207.37	

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
WSIB - Waste Management		
EHT - Waste Management	88.46	
Waste Management - Materials / Supplies		
Waste Management - Printing		
Waste Management - Training		
Waste Management - Dues & Memberships		
Waste Management - Advertising		
Waste Management - Cell Phone		
Waste Management - Safety Clothing & Equipment		
Waste Management - PIL Landfill Site		
Waste - Interest		
Waste Management - Trf to Reserve (Landfill Closure)		
Total Waste Management Overhead	5,150.95	-
Recycling		
Recycling - Promotion / Education		
Recycling - Contracted Services - Stone Rd Transfer Station		
Recycling - Contracted Services - Douglas		
Recycling - Contracted Services - Osceola		
Recycling - HHHW Depot - Town of Renfrew		
Total - Recycling	-	-
Stone Road Transfer Station		
Stone Road Transfer Station - Building Maintenance / Repair	956.63	
Stone Road Transfer Station - Contracted Service		
Stone Road Transfer Station - Furnace Oil		
Stone Road Transfer Station - Well Testing / Monitoring		
Total - Stone Road Transfer Station	956.63	-
Douglas Transfer Station		
Douglas Transfer Station - Building Maintenance / Repair	92.06	
Douglas Transfer Station - Contracted Service		
Douglas Transfer Station - Propane Heater		
Douglas Transfer Station - Well Testing / Monitoring		
Total - Douglas Transfer Station	92.06	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Osceola Landfill		
Osceola Landfill - Building Maintenance / Repair	2,307.54	
Osceola Landfill - Hydro	53.02	
Osceola Landfill - Contracted Services		
Osceola Landfill - Grinding		
Osceola Landfill - Expansion		
Osceola Landfill - Legal		
Osceola Landfill - Well Testing / Monitoring		
Osceola Landfill - Scale Maintenance		
International Compactor		
Western Star Compactor		
Total Landfill Maintenance	2,360.56	-
TOTAL WASTE MANAGEMENT	8,560.20	-
LIBRARY EXPENSES		
Library User Agreements		
Renfrew Library User Fees	40.00	
Bromley St. Michael Library	5,000.00	
Total Library User Agreements	5,040.00	-
Total Library Expenses	5,040.00	-
RECREATION EXPENSES		
Recreation - Insurance		
Recreation - Water Testing - Douglas Complex		
Recreation - Special Occassions		
Total Recreation Overhead	-	-
Recreation User Agreements		
Douglas Recreation		
ARC Recreation		
Town of Renfrew Recreation Agreement		
Cobden & District Recreation		
Northcote Community Centre		
Bonnechere Valley Recreation Agreement **NEW**		
Total Recreation Expenses	-	-
TOTAL RECREATION	-	-

FINANCIAL OVERVIEW JANUARY 2024

	January YTD	2024 Budget
Transfer to County & School Boards		
County - Taxation		
English Public - Taxation		
English Separate - Taxation		
French Public - Taxation		
French Separate - Taxation		
TOTAL TRANSFER TO COUNTY & SCHOOL BOARDS	-	-
TOTAL EXPENDITURES	224,396.95	-
SURPLUS (DEFICIT)	2,422,876.79	-

Payment Register January 2024

26215	AALTO TECHNOLOGIES	1/18/24	124.02	
26216	BANK OF MONTREAL	1/18/24	3,672.52	
26217	BALANCED DOOR SERVICES	1/18/24	1,384.94	Stone Rd Garage Doors
26218	BEARCOM CANADA CORP	1/18/24	203.40	
26219	BELL CANADA	1/18/24	357.61	
26220	BELL CANADA	1/18/24	119.71	
26221	BELL CANADA	1/18/24	93.28	
26222	BANK OF MONTREAL	1/18/24	2,577.50	
26223	COUNTY OF RENFREW	1/18/24	246.00	
26224	KELLY COUGHLIN	1/18/24	88.98	
26225	BANK OF MONTREAL	1/18/24	25.00	
26226	DEDO, BRIAN	1/18/24	4,407.00	Dec-23
26227	DELTA POWER EQUIPMENT	1/18/24	29.02	
26228	DOUGLAS FIRE DEPARTMENT	1/18/24	2,075.76	Jan-Jun 2023 HST
26229	G-FORCE MARKETING	1/18/24	528.96	By-Law/Minute Binders
26230	HARRIS, NATHAN	1/18/24	124.32	
26231	HYDRO ONE	1/18/24	1,211.55	
26232	BANK OF MONTREAL	1/18/24	2,376.77	
26233	KETCHUM	1/18/24	244.33	
26234	MACKENZIE MOTORS, MACK	1/18/24	257.37	
26235	MCHALE, WILLIAM	1/18/24	340.00	
26236	Ministry of Finance	1/18/24	1,249.99	Tile Debenture
26237	MUNISOFT	1/18/24	603.70	Jan 2024 Billing/Training
26238	MUNICIPAL EMPLOYER PENSION	1/18/24	47.46	
26239	ONTARIO GOOD ROADS ASSOC.	1/18/24	871.65	2024 Membership
26240	OTTAWA VALLEY OXYGEN LTD	1/18/24	33.90	
26241	CITY OF PEMBROKE	1/18/24	219.73	
26242	PITNEY WORKS	1/18/24	2,678.10	Postage
26243	BANK OF MONTREAL	1/18/24	10,731.14	MTO_Vehicle Registration
26244	TELUS	1/18/24	117.64	
26245	ULTRAMAR	1/18/24	307.48	
26246	BENSON AUTO PARTS	1/25/24	256.50	
26247	BORDEN LADNER GERVAIS LLP	1/25/24	4,827.93	Grader Debenture-Legal
26248	COUNTY OF RENFREW	1/25/24	95,594.57	McMahon Rd Culvert
26249	EGANVILLE LEADER LTD	1/25/24	75.00	
26250	Amy Fraser	1/25/24	53.00	
26251	GREENWOOD PAVING	1/25/24	3,553.84	Coldpatch
26252	KERR RANDY	1/25/24	203.34	
26253	LOCAL AUTHORITY SERVICES	1/25/24	2,086.34	
26254	ONTARIO AGGREGATE, THE	1/25/24	1,183.00	Annual Licence Renewal
26255	PETRO-CANADA FUELS INC	1/25/24	5,416.11	
26256	PITNEY BOWES GLOBAL CREDIT	1/25/24	634.98	
26257	MINISTRY OF FINANCE	1/25/24	36,195.72	Police Contract/RIDE Duty
26258	RENFREW HOME HARDWARE	1/25/24	75.10	
26259	TUBMAN MARKETING INC	1/25/24	224.87	
26260	CHRISTOPHER WAY	1/25/24	122.75	Reimbursement - Training-Fire
26261	AALTO TECHNOLOGIES	1/31/24	124.02	
26262	ADMASTON/BROMLEY	1/31/24	5,000.00	Library - Donation
26263	TOWNSHIP OF	1/31/24	2,147.05	Interim Tax Bill
26264	ANTRIM WESTERN STAR INC	1/31/24	666.64	V28 Repairs
26265	ASSOCIATION OF ONTARIO ROAD	1/31/24	186.45	2024 Renewal
26266	BELL CANADA	1/31/24	108.48	
26267	BENSON AUTO PARTS	1/31/24	457.19	
26268	BELL CANADA	1/31/24	100.10	
26269	COMBETEK MULTIMEDIA	1/31/24	1,144.13	January24 Audio/Visual
26270	COUNTY OF RENFREW	1/31/24	3,901.82	Fire Services
26271	DELTA POWER EQUIPMENT	1/31/24	522.51	V35/V28 Repairs
26272	BRIAN HAMILTON	1/31/24	728.22	
26273	HARRIS, NATHAN	1/31/24	70.00	
26274	Jeanne Kilietsch	1/31/24	20.00	
26275	K+S WINDSOR SALT LTD.	1/31/24	4,457.97	Winter Salt
26276	LOCAL AUTHORITY SERVICES	1/31/24	70.05	
26277	1172264 ONTARIO INC	1/31/24	1,833.45	December Recycling
26278	Ministry of Finance	1/31/24	1,651.56	EHT - January 2024
26279	BANK OF MONTREAL	1/31/24	817.16	
26280	OLMSTEDS HOME HARDWARE	1/31/24	44.89	
26281	OMERS	1/31/24	13,233.46	January 2024 Remittance
26282	PETRO-CANADA FUELS INC	1/31/24	11,753.26	
26283	QCCANADA	1/31/24	8,267.87	Snowplowing/V27-2023 Repairs
26284	RECEIVER GENERAL	1/31/24	24,031.00	January 2024 Remittance
26285	RENFREW COUNTY VETERINARY	1/31/24	709.48	2024 Donation
26286	SELLE & SON, R.J.	1/31/24	791.00	Machine Rental - Fire
26287	STEWART, BRENT	1/31/24	1,678.40	Livestock Compensation
26288	ULTRAMAR	1/31/24	884.35	
26289	VALLEY NAPA AUTO PARTS	1/31/24	59.10	
26290	Sara Wilson	1/31/24	20.00	
26291	XPLORNET	1/31/24	122.07	
Total:			273,453.56	

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024
To: Council
From: Kelly Coughlin
Re: Tangible Capital Assets

Background:

Accounting for tangible capital assets (TCA's) became mandatory for all Canadian municipalities as of January 1, 2009. This resulted in a move to full accrual accounting for tangible capital assets, with the following activities being carried out on an on-going basis:

- Maintaining appropriate policies and procedures for TCA accounting
- Maintain and update TCA inventories as and when required
- Recording and documenting of all acquisitions of TCA's
- Recording and documenting all disposals and sales of TCA's
- Recording and documenting all gifts, contributions and pro bono transfers of TCA's
- Recording and writing down TCA valuations, when appropriate
- Recording and documenting the write-off of TCA's, when appropriate
- Calculating / posting amortization expense for TCA

As a result of this change in legislation, municipalities were required to adopt a number of policies that establish rules on how the municipality will carry out TCA accounting.

Discussion:

It has come to staff attention that we are unable to determine when Council adopted the policies associated with TCA's. Municipal government are required to adopt these policies.

Financial Implications:

Staff follow the policies and procedures as outlined in the various TCA policies to promote sound corporate management of capital assets and ensure compliance with Public Sector Accounting Board (PSAB) Handbook Section PSAB 3150.

People Consulted:

Jennifer Charkavi - CAO/Clerk

Recommendation for Council:

BE IT RESOLVED THAT Council accept the Tangible Capital Asset report as information as submitted and circulated:

AND FURTHER THAT Council adopt the following policies as enclosed:

Policy TCA-01 Policy REVISED February 2024
Policy TCA-02 Definitions REVISED February 2024
Policy TCA-03 Asset Categories REVISED February 2024
Policy TCA-04 Threshold REVISED February 2024
Policy TCA-05 Valuation Methods REVISED February 2024
Policy TCA-06 Useful Life REVISED February 2024
Policy TCA-07 Amortization Methods REVISED February 2024
Policy TCA-08 Classifications REVISED February 2024

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Accounting Policies and
Procedures

DATE: April 15, 2008

SECTION: Tangible Capital Assets

POLICY # TCA-01

Revision/Review Date:

February 2024

PAGE: 1

POLICY STATEMENT:

- a) It is the policy of the Township of Admaston/Bromley to record, in the accounts of the Municipality, the tangible capital assets controlled by the Municipality.

POLICY OBJECTIVES:

- a) This document outlines the accounting policy for tangible capital assets in the accounts of the Municipality.
- b) The objective of this policy is to ensure that tangible capital assets are recorded appropriately and accurately.
- c) Tangible capital asset information assists the pertinent authorities in fulfilling their responsibility to efficiently manage tangible capital assets.

APPLICATION:

- a) This policy applies to the Municipality's departments, boards and committees contained in the Consolidated Statement.
- b) All entities to which this policy is applicable are responsible for implementation and operation of an internal control system that ensures that tangible capital assets are accounted for in accordance with this policy.

POLICY INCLUSIONS:

The policy applies to the following tangible capital assets:

Land

Land improvements

Buildings

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Accounting Policies and
Procedures

DATE: April 15, 2008

SECTION: Tangible Capital Assets

POLICY # TCA-01

Revision/Review Date:
February 2024

PAGE: 2

Furniture, equipment and technology,
Computer hardware
Computer software
Motor vehicles
Roads
Bridges

POLICY EXCLUSIONS:

The following capital assets are excluded:

Intangibles
Land and other assets acquired by right

ASSET VALUATION

Acquired, Constructed or Developed Assets

- a) The cost includes all amounts directly attributable (e.g. construction, architectural and other professional fees) to the acquisition, construction or development of the asset.

Capitalization of Interest Costs

- a) Borrowing costs incurred by the acquisition, construction and production of an asset that takes a substantial period of time to get ready for its intended use should be capitalized as part of the costs of that asset.

Donated or Contributed Asset

- a) Fair value at the date of construction or,
- b) Fair value at the date contribution.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Accounting Policies and
Procedures

DATE: April 15, 2008

SECTION: Tangible Capital Assets

POLICY # TCA-01

Revision/Review Date:

February 2024

PAGE: 3

Road Allowances

- a) Shall be capitalized at a nominal value of \$1.00 per block or segment.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Valuation Methods

DATE: July 31, 2009

SECTION: Tangible Capital Assets

POLICY # TCA-05

Revision/Review Date:

February 2024

PAGE:

1

PURPOSE:

The objective of this policy is to describe the valuation techniques and principles that are to be used to assign values to tangible capital asset inventory of the Municipality.

VALUATION METHODS:

Historical Cost

- a) The cost of an asset at the time of purchase,
- b) This could include the cost of the item as well as expenses incurred to put the asset into service.

Deflated Reproduction Cost

- a) The cost of reproducing the asset in the same physical form (using substantially the same materials and design) and using an appropriate index to deflate the current cost to arrive at an estimate of the asset cost at the time of acquisition.

Deflated Replacement Cost

- a) The cost of replacing the asset in a different physical form but with the same productive capacity and using an appropriate index to deflate the current cost to arrive at an estimate of the asset cost at the time of acquisition.

Appraisal

- a) Getting a professional assessment of the asset's value and using an appropriate index to deflate the current cost to arrive at an estimate of the asset cost at the time of acquisition.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Valuation Methods

DATE: July 31, 2009

SECTION: Tangible Capital Assets

POLICY # TCA-05

Revision/Review Date:

February 2024

PAGE:

2

Nominal Value

- a) Where none of the valuation methods are relevant and where the accuracy of an estimate couldn't be supported in an audit, a nominal value of \$1 could be used.

USE OF VALUATION METHODS

HISTORICAL COST

The **HISTORICAL COST** method will apply to all assets purchased or otherwise acquired after January 1, 2008.

ASSETS IN EXISTENCE AT JANUARY 1, 2008

LAND

Where cost can be established, **Historical Cost** will be used.

Where costs cannot be established, a nominal value will be assigned to the property which has been fully described in the tangible capital asset listing.

BUILDINGS

Where cost can be established by reference to invoices, by-laws of Council or similar supporting documentation, **HISTORICAL COST** will be used.

In the event that a cost cannot be established, the approach to be employed will be the **Deflated Replacement Cost** approach as described above.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Valuation Methods

DATE: July 31, 2009

SECTION: Tangible Capital Assets

POLICY # TCA-05

Revision/Review Date:

February 2024

PAGE:

3

VEHICLES AND EQUIPMENT

Where cost can be established by reference to invoices, by-laws of Council or similar supporting documentation, **HISTORICAL COST** will be used.

In the event that a cost cannot be established, the approach to be employed will be the **Deflated Replacement Cost** approach as described above.

OTHER EQUIPMENT

Where cost can be established by reference to invoices, by-laws of Council or similar supporting documentation, **HISTORIC COST** will be used.

In the event that a cost cannot be established, the approach to be employed will be the **Deflated Replacement Cost** approach as described above.

FIRE EQUIPMENT

Where cost can be established by reference to invoices, by-laws of Council or similar supporting documentation, **HISTORIC COST** will be used.

In the event that a cost cannot be established, the approach to be employed will be the **Deflated Replacement Cost** approach as described above. This may be an average cost of each of the components where there is a pooled group.

LINEAR ASSETS

Notes on Methodology

The starting point for the compilation of the linear asset inventory was roads management system inventory of roads provided by Roads Secretary. Both the Roads Secretary and the Roads Superintendent were interviewed with

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Valuation Methods

DATE: July 31, 2009

SECTION: Tangible Capital Assets

POLICY # TCA-05

Revision/Review Date:

February 2024

PAGE:

4

respect to completeness and accuracy of the roads inventory, reasonableness of current replacement costs, and appropriateness of estimated useful lives of the various types of road components.

The roads management system inventory provides information as at 2009. For the sake of simplicity and consistency the road inventory and conditions were assumed to be the same at December 31, 2007.

Surface Types

For the purposes of the linear asset compilation the following road surface types, in order of quality, have been accounted for. Surface types have been assigned to road segments by Township staff. Where two types of surface have been identified for a road segment, the most prevalent surface type was assumed to apply to the entire segment. There were five such segments, not a significant number.

Asphalt

Asphalt is a hot application of asphalt.

Low Cost Bituminous (LCB)

LCB is a category that encompasses several surface types. A single surface treatment (SST) commonly known as tar and chip or macadam is used to maintain or extend the life of a surface. A double surface treatment (DST) is two applications of SST and is the surface applied to a newly constructed or rebuilt base. For the purposes of this compilation, all LCB roads will be assumed to have a DST applied.

Gravel

A gravel road is essentially a road base with annual maintenance such as grading and gravel application.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies

POLICY: Valuation Methods

DATE: July 31, 2009

SECTION: Tangible Capital Assets
POLICY # TCA-05

Revision/Review Date:
February 2024

PAGE:
5

Condition Rating

The roads management system inventory was reviewed by the Roads Superintendent and where possible the year of last resurfacing was indicated for LCB and asphalt roads.

In cases where the last resurfacing or reconstruction is not known, the Roads Superintendent has indicated when he feels the road will next need to be resurfaced. Using this information, we will be able to estimate the year of last resurfacing or reconstruction using the estimated useful lives as a guide.

Gravel roads are never resurfaced and will be assumed to be midway through their estimated useful life and will therefore be deflated 20 years to December 31, 1987.

Year of Last Reconstruction/Resurfacing

To approximate the year for the last surface, it was assumed that the surface applied on reconstruction would last as long as it's estimated useful life and then be stripped and reapplied. Only the most recent surface will be recorded in the municipality records.

In the case of an LCB surface, the initial surface on reconstruction would be a DST followed by SST's on each 10 year anniversary. In this case only the most recent treatment (DST or SST) would be recorded.

For example, a road segment that was reconstructed in 1985 with a double surface treatment would be recorded as a road base built in 1985 and a SST surface built in 2005.

For LCB and asphalt roads the year of last resurfacing was assumed to be the midpoint for the life of the base – the result being a year of last base 20 years prior to year of last surface.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Valuation Methods

DATE: July 31, 2009

SECTION: Tangible Capital Assets

POLICY # TCA-05

Revision/Review Date:

February 2024

PAGE:

6

Costs

The estimated construction costs have been extracted from an engineering study performed for another municipality of similar size and with a similar road inventory in Renfrew County. Both the Roads Superintendent and the Roads Secretary have reviewed the costs and advise that they are reasonable.

The given cost for a full depth reconstruction includes the surface treatment. To arrive at the cost for the road base alone, the cost of resurfacing was deducted.

Deflation Factor

The deflation rates used are those of the CPI-Canada index and are attached. The Watson & Associates report “Historical Cost Indices for PSAB 3150 Purposes” dated February 25, 2008 (attached) provides in-depth analysis and recommendations regarding valuation and deflation techniques. For simplicity, the CPI-Canada index was used for all municipal assets. This technique is consistent with other municipalities performing this exercise.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
1

PURPOSE:

The objective of this policy is to provide definitions to some of the terminology within and surrounding tangible capital asset accounting.

GENERAL DEFINITIONS:

Accumulated Amortization:

- a) The total consumed or used portion of the tangible capital asset.
- b) The sum of all amortization charges made for a tangible capital asset.

Amortization:

- a) The cost, less any residual value, of a tangible capital asset with a limited life should be spread over its useful life in a rational and systematic manner appropriate to its nature and use.

Betterments:

- a) The cost incurred to enhance the service potential of a tangible capital asset. Service potential is enhanced when one of the following occurs:
 - 1. The associated operating costs are lowered,
 - 2. The original useful life is extended,
 - 3. There is an increase in the previously assessed physical output or service capacity,
 - 4. The quality of output is improved,
 - 5. The cost exceeds the threshold.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
2

- b) Includes additions to a tangible capital asset, or
- c) Includes a substitution of a component part of a tangible capital asset.

Building:

- a) A basic building is a structure with walls and a roof.
- b) Complex structures such as sand domes, towers are included.
- c) Items to furnish the building, such as chairs, desks, filing cabinets, photocopiers, etc are not considered part of the building costs.

Capital Lease:

- a) Lease with contractual terms that transfer all of the benefits and risks inherent in ownership of property to the Municipality.
- b) The annual lease payment is material.

Capital Work in Progress:

- a) Assets being constructed, but not ready to be put into use.
- b) Costs related to assets under construction are accumulated in the asset under construction class and transferred to a regular asset class when the asset is ready for use.
- c) Such assets are not amortized.

Capitalization Threshold:

- a) The minimum dollar value above which assets are capitalized.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
3

Component:

- a) Different parts of the asset are recorded as separate assets.
- b) Part of an asset with a cost that is significant in relation to the total cost of that asset.
- c) Component accounting recognizes that each part of the asset might have a different useful life and requires separate accounting for each component.

Cost:

- a) Includes the purchase price of the tangible capital asset,
- b) Includes direct costs,
- c) Less refundable taxes, e.g. GST,
- d) Does not include indirect costs.

Direct Costs:

- a) Are incremental costs incurred for the acquisition, construction, or development of the tangible capital asset,
- b) Are costs that wouldn't have been incurred other than for the purpose of developing the tangible capital asset,
- c) Includes employment wages related directly to the development of the tangible capital asset if the employee has a mandate to build or construct capital projects.
- d) Includes employment costs and benefits calculated by:
 - 1. Direct employment costs such as CPP, EI, WSIB, Holiday Pay, EHT, or
 - 2. Employment costs based on a percentage of the gross wages.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
4

Disposals:

- a) Disposals result when the ownership of a tangible capital asset is relinquished.
- b) Disposals reduce the cost of a tangible capital asset and the accumulated amortization to zero.

Machinery & Equipment:

- a) A set of tools or devices used for a particular purpose, or
- b) An apparatus usually powered by electricity, designed to perform a particular task,
- c) May include furniture and fixtures, or official documents
- a) May be installed within a building but is generally capable of being moved and reinstalled at a different location.

Fair Value:

- b) The amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act in a biased manner.
- b) Fair value would be used to assign an amount to a donated asset received by the Municipality.

Indirect Cost

- a) Are costs incurred for a common or joint purpose and, therefore, can not be identified readily and specifically with an activity related to the acquisition, construction or development of a tangible capital asset,
- b) For example: occupancy costs for administrative buildings, services such as accounting, payroll, technology, etc.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
5

In Service Date:

- a) The day at which an asset begins to be utilized by the Municipality, or
- b) The date in which the Municipality takes ownership of the asset.

Linear Assets:

- a) Assets constructed or arranged in a continuous and connected network,
- c) Linear assets applies to the “Infrastructure” class,
- d) Includes surface systems such as roads, sidewalks, bridges, drainage ditches and streetlights.

Maintenance:

- a) Expenditures that maintain the predetermined service potential and useful life of a tangible capital asset,
- b) Such expenditures are charged in the fiscal period in which they are made.

Material:

- a) What is considered significant for the operations of the Municipality.
- b) The operational or accounting benefit of managing and tracking an asset on an on-going basis.
- c) The difference between what is considered a cost of doing business versus a capital cost.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
6

Municipality:

- a) Means the Township of Admaston/Bromley

Net Book Value

- a) Is determined by adding betterments and deducting amortization costs to date, and deducting any write downs from the cost of the tangible capital asset,
- b) For example:
 - \$120,000 truck purchased 2 years ago
with a useful life of 10 years
 - \$ 7,000 add a truck cab cover (betterment),
 - \$ 19,000 less accumulated amortization (2 years)
 - \$ 108,000 Net Book Value.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
7

Pooled Assets:

- a) Similar assets that have a unit value below the capitalization threshold (on their own) but have a material value that as a pool exceeds the threshold.
- b) Such assets shall be “pooled” as a single asset with one combined value.
- c) Examples could include:
 - Computer software,
 - Street Lights, signs,
 - Furniture and fixtures,
 - Small machinery.

Replacement:

- a) The substitution of a similar component of a tangible capital asset
- b) Expenditures that maintain the predetermined service potential and useful life of a tangible capital asset,
- c) Such expenditures are charged in the fiscal period in which they are made.

Residual Value

- a) The estimated value of the tangible capital asset at the end of its useful life.

Road Allowance

Service Potential

- a) The anticipated future benefits from an asset.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
8

Tangible Capital Assets:

- a) Non-financial assets having physical substance that fulfill all of the following requirements;
 - 1. Are used on a continuing basis,
 - 2. Have useful lives extending beyond an accounting period,
 - 3. Are not for re-sale in the ordinary course of operations,
 - 4. Are held for use in the supply of goods and services, for rental to others, for administrative purposes, or for the development, construction, maintenance or repair of other tangible capital assets.
 - 5. Have material and meet the requirement as per the threshold policy.

Threshold:

- a) The amount representing the minimum cost an individual asset must have before it is to be treated as a tangible capital asset.

Useful Life:

- a) The estimate of either the period, or number of production units obtained from the tangible capital asset.
- b) The life of a tangible capital asset is normally the shortest of the physical, technological, commercial and legal life.

Vehicle:

- a) Means a motor vehicle propelled or driven by any kind of power, including muscular power, or

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies
POLICY: Definitions

SECTION: Tangible Capital Assets
POLICY # TCA-02

DATE: May 8, 2008

Revision/Review Date:
February 2024

PAGE:
9

- b) A means of transportation, usually having wheels, for transporting persons or things or designed to be towed behind such an apparatus,
- c) Includes automobiles, trucks, trailers, etc.

Whole Asset:

- a) The entire asset is one unit.

Write-down:

- a) A reduction in the cost of a tangible capital asset to reflect the decline in the asset's value due to a permanent impairment.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Useful Life

DATE: May 8, 2008

SECTION: Tangible Capital Assets

POLICY # TCA-06

Revision/Review Date:

February 2024

PAGE: 1

PURPOSE:

The objective of this policy is to give guidance to determine the useful life of tangible capital assets.

USEFUL LIFE:

Estimates of useful life of a tangible capital asset will be determined by the Municipality based on reasonable assumptions. The following common asset categories will be assigned useful lives as follows:

Asset Category	Description	Life
Land	Land	N/A
Buildings	Garage	50
	Permanent Structure	50
Machinery & Equipment	Computer Software	10
	Computer Hardware	5
	Furniture	20
	Equipment	15
	Photocopier	5
	Fire Equipment	10
	Audio/Visual	10
	P.W Equipment (Generator, Steamer, Diesel Plate)	20
Asset Category	Description	Life
Linear Assets	Asphalt	25

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Useful Life

DATE: May 8, 2008

SECTION: Tangible Capital Assets

POLICY # TCA-06

Revision/Review Date:

February 2024

PAGE: 2

	Surface Treated	15
	Road Base	40
	Culverts – steel	25
	Culverts – plastic	80
	Catch Basins	50
Vehicles		
½ ton	Light < 4,500 kg	5
¾ ton – 1 ton	Medium 4,500 – 9,000 kg	7
Tandems	Heavy > 9,000 kg	12
Off Road Vehicles	Light - <\$25,000	10
	Medium \$25,000 - \$100,000	12
	Heavy > \$100,000	15
Fire Vehicles	Light < 4,500 kg	5
	Trucks	20

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies

POLICY: Asset Categories

DATE: April 11, 2008

SECTION: Tangible Capital Assets
POLICY # TCA-03

Revision/Review Date:
February 2024

PAGE: 1

PURPOSE:

The objective of this policy is to list the major asset categories that will be used for Municipal financial statement presentation.

OVERVIEW:

- a) For financial statement purposes, tangible capital assets shall be classified using two distinct categories.
- b) The first is a “primary” category, which describes what an asset objectively is.
- c) The second category is the “functional” service area in which the asset is used.

PRIMARY CATEGORY:

- a) The primary asset category will be shown in the notes to the financial statements as “Segmented by Asset Class”.
- b) The list of primary asset categories includes, but is not limited to:
 - 1. Land
 - 2. Buildings
 - 3. Machinery & Equipment
 - 4. Vehicles
 - 5. Linear Assets
 - 6. Capital Work in Progress

FUNCTIONAL CATEGORY:

- a) The functional asset category will be shown in the notes to the financial statements as “Segmented by Division”.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies

POLICY: Asset Categories

DATE: April 11, 2008

SECTION: Tangible Capital Assets
POLICY # TCA-03

Revision/Review Date:
February 2024

PAGE: 2

- b) The list of functional asset categories follows the Ministry of Municipal Affairs and Housing Financial Information Return including, but not limited to:

1. General Government
Administration
2. Protection Services
Douglas Fire Department
3. Transportation Services
Roads
4. Environmental Services
Waste Management
5. Recreation and Cultural Services
Library
Recreation

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Amortization Methods

DATE: May 8, 2008

SECTION: Tangible Capital Assets

POLICY # TCA-07

Revision/Review Date:

February 2024

PAGE:

1

PURPOSE:

The objective of this policy is to provide methods of amortization to be used for tangible capital assets.

AMORTIZATION METHODS:

Unit-of-Output Method:

- a) Amortization is calculated based on the usage,
- b) Such as, the number of km driven in the year,
- c) Example:
 - Truck purchased with a life expectancy of 250,000 km
 - \$ 120,000 Cost
 - \$ 25,000 Less residual value
 - \$ 3,040 Amortization based on 8,000 km per year

Declining Balance Method

- a) Some assets are more efficient and provide better service when new.
- b) Because the un-amortized value of the asset declines each year, the annual amortization declines as well.
- c) Example:
 - Truck purchased with a life expectancy of 10 years
 - \$ 120,000 Cost
 - \$ 25,000 Less Residual Value
 - \$ 9,500 Amortized at 10% - Year 1
 - \$ 8,550 Amortized at 10% - Year 2
 - \$ 7,695 Amortized at 10% - Year 3

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies

POLICY: Amortization Methods

DATE: May 8, 2008

SECTION: Tangible Capital Assets
POLICY # TCA-07

Revision/Review Date:
February 2024

PAGE:
2

Straight-Line Method

- a) This is calculated by dividing an asset's original cost by its estimated useful life in years.
- b) The amortization is the same each year.
- c) Example:
 - Truck purchased with a life expectancy of 10 years.
 - \$ 120,000 Cost
 - \$ 25,000 Less Residual Value
 - \$ 9,500 Annual amortization

The amortization policy of the municipality will be the straight-line method based on the useful life of the assets as set out in Policy # TCA-06.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance
Department Policies

POLICY: Thresholds

DATE: May 8, 2008

SECTION: Tangible Capital Assets
POLICY # TCA-04

Revision/Review Date:
February 2024

PAGE:
1

PURPOSE:

The objective of this policy is to prescribe the financial criteria necessary to capitalize tangible assets on the financial statements of the Municipality.

THRESHOLDS:

Tangible assets shall be capitalized and recorded when the following criteria is met:

- a) All land,
- b) Buildings with a unit cost of \$25,000 or greater,
- c) Linear assets (built assets such as roads, bridges etc) with a cost of \$50,000 or greater,
- d) Pooled assets with a combined total of \$25,000 or greater,
- e) Machinery/Equipment/Furniture with a unit cost of \$5,000 or greater,
- f) Vehicles with a unit cost of \$10,000 or greater.

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Asset Classification

DATE: May 8, 2009

SECTION: Tangible Capital Assets

POLICY # TCA-08

Revision/Review Date:

February 2024

PAGE: 1

PURPOSE:

The objective of this policy is to describe the criteria involved in determining whether a particular asset that is comprised of various components should be recorded as one asset, or whether it should be broken down into its various components.

METHODS OF CLASSIFICATION:

Single or Whole Method:

- a) The whole asset is one unit
- b) For example: South McNaughton Road would be one unit.

Component Method:

- a) Different parts of the asset are recorded as separate assets,
- b) For example:
 - the road is the asset,
 - the surface and the road subsurface are two components of one large asset.

Segment Method:

- a) The asset is divided into geographical sections,
- b) Usually used with linear networks.
- c) For example:
 - South McNaughton Road from Highway 132 to the Butler/Campbell Road intersection would be one segment

Aggregation Method:

- a) Aggregation is the grouping or pooling of similar assets,

Township of Admaston Bromley Corporate Policies

DEPARTMENT: Finance

Department Policies

POLICY: Asset Classification

DATE: May 8, 2009

SECTION: Tangible Capital Assets

POLICY # TCA-08

Revision/Review Date:

February 2024

PAGE: 2

- b) Collectively, they might have a substantial value even though individually they don't meet the criteria,
- c) For example:
 - Firemen's protective outfits,
 - Library books.

All Tangible Capital Assets will be classified in accordance with Policy # TCA-04 as set out below:

1. Land

Each property owned by the municipality will be classified separately using the single or whole method.

2. Buildings

Each building owned by the municipality will be classified using the single or whole method.

3. Linear Assets

Each road will be classified by geographical segment, each of which will be further classified into base and surface components using the component method.

4. Pooled Assets

Pooled assets owned by the municipality will be classified using the aggregation method.

5. Machinery, Equipment, Furniture and Vehicles

Assets in these categories will be classified using the single or whole method.

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024
To: Council
From: Kelly Coughlin
Re: 2023 Statement of Council Remuneration & Other Expenses

Background:

Enclosed is the 2023 Statement of Council Remuneration & Other Expense.

Discussion:

Under section 283 of the Municipal Act 2001, a municipality may pay the expenses of members of its council where such are incurred in their capacity as members or officers.

Financial Implications:

The 2023 Statement of Council Remuneration & Other Expenses are in line with the 2023 operating budget adopted by council.

People Consulted:

Jennifer Charkavi - CAO/Clerk

Recommendation for Council:

BE IT RESOLVED THAT Council accept the 2023 Statement of Council Remuneration & Other Expenses report as information as submitted and circulated.

Township of Admaston/Bromley
STATEMENT OF REMUNERATION / EXPENSES FOR COUNCIL
For the year ending December 31, 2023

As per the Municipal Act 2001, Section 283 Based on By-law #2023-06

Council Member Name	Wages	Conventions / Meetings & Seminars	Mileage	Miscellaneous	Total
Mayor Michael Donohue	24,247.34	-	1,524.19	69.57	25,841.10
Councillor Brian Hamilton	13,952.88	2,485.34	1,691.11	39.57	18,168.90
Councillor Keith Gourley	13,952.88	808.99	-	69.57	14,831.44
Councillor Angela Field	17,639.72	109.90	658.51	39.57	18,447.70
Councillor Kevin Legris	13,952.88	-	717.08	39.57	14,709.53
Total	83,745.70	3,404.23	4,590.89	257.85	91,998.67

Notes:

Note 1: Wages include benefits (\$25,000 life insurance) plus optional health & dental coverage

Note 2: Conventions / Meetings & Seminars and Mileage are inclusive of non-refundable HST

Note 3: Miscellaneous expenses are printing, office supplies, etc if applicable

Council Donations

For the year ending December 31, 2023

Breakdown of other expenses of Council

Name of Organization	Budget	Amount
Dacre & Area Community Association (DACA)	500.00	500.00
Douglas Lions Club	500.00	500.00
Hospice Renfrew	500.00	500.00
Renfrew & Area Seniors Home Support	700.00	700.00
Sunshine Coach	600.00	600.00
Eganville & District Seniors Association	2,000.00	2,000.00
Golden Age Activity Centre	500.00	500.00
Renfrew County Science Fair	100.00	-
Renfrew County Victim Services Golf Tournament	100.00	100.00
RENFREW COUNTY 55+ GAMES	100.00	100.00
	5,600.00	5,500.00

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024
To: Council
From: Jennifer Charkavi
Re: Renfrew County Veterinary Services Committee

Overview:

The Veterinary Assistance Program (VAP) helps promote the viability of the livestock industry by supporting the provision of veterinary services to livestock producers. It does this by using conditional grants to offset the travel, locum, and continuing education costs incurred by participating veterinary representatives.

Responsibilities of the Veterinary Services Committee (VSC)

- serves as the first point of contact for local producers regarding the program
- represents the interests of local producers as they relate to the program
- recommends to Northern Producer Health Animal Network (NPHAN) veterinary practices for inclusion in the program
- recommends to the Ministry, via NPHAN when it would be advisable for more than one veterinary practice to share a designation and when it would be advisable for a single veterinary practice to be allocated more than one designation
- recommends program changes to NPHAN
- advises NPHAN of contentious program issues in a timely fashion
- advises the veterinary practice(s) and the Ministry appointed VSC contact person of local VSC meetings in advance

VSC Service Designations

Each VSC has a specific number of service designations (a “designation”). Each designation represents the right to receive veterinary services pursuant to a VSA that will provide to a single veterinary practice.

Subject to:

- receipt of a written request by a VSC, through NPHAN, that demonstrates to the Ministry's satisfaction that splitting a designation is required to retain or attract veterinary services
- a determination by the Ministry that there is sufficient program funding available to support any anticipated additional costs associated with the splitting of a designation, and
- written agreement from the veterinary practices proposing to share the designation, the Ministry may approve a request to split the designation

Where a VSC has two or more designations, the VSC can choose to nominate a single veterinary practice to fill two or more designations, provided that the VSC is able to demonstrate, to the satisfaction of the Ministry, that the single veterinary practice has the resources and capacity to fill two or more designations.

Similarly, a veterinary practice may enter into a single VSA to fill two or more designations of different VSCs, provided that the veterinary practice is able to demonstrate, to the satisfaction of the Ministry, that it has the resources and capacity to fill two or more designations.

Financial Implications:

The 2024 Budget has allocated \$750 for the Renfrew County Veterinary Services Committee. The 2024 payment due is \$709.48.

Recommendation for Council:

BE IT RESOLVED THAT Council receive the communication from the Renfrew County Veterinary Services Committee as information.

January 22, 2024

From: Donna Campbell
Secretary/treasurer
Renfrew County Veterinary Services Committee
1538 Queensline Rd.
R. R. # 1
Foresters Falls, Ontario
K0J 1V0

50-50-233
TOWNSHIP OF
ADMASTON / BROMLEY

JAN 25 2024

RECEIVED

To: Clerk Treasurers of Municipalities Represented
By the Renfrew County Veterinary Services Committee

Dear Sir/Madam:

The Annual Meeting of the Renfrew County Veterinary Services Committee was held in September of 2023.

Enclosed is a copy of the last financial report which was reviewed by Dr. Laurie Jeffery.

The executive of the Renfrew County Veterinary Services Committee approved the recommendation of the following veterinarians to receive contracts for the 2022 and 2023 with the Ministry of Northern Development and Mines:

Dr. A. J Ruyter, Cobden Animal Centre - 613-646-2345

Dr. Laurie Jeffery, Madawaska veterinary Clinic - 613-432-9187

Dr. Donald Clarke, Renfrew Animal Hospital - 613-432-8884

We lost Dr. Linwood Fisher as a vet but we are hoping that our 4th contract will be awarded to Dr. Evangeline Wiens who works with Dr. Donald Clark but works out of the Mississippi Mills Animal Hospital.

The schedule of fees for each Municipality is as follows:

	<u>Livestock Numbers</u>	<u>Township Fees</u>
Admaston/Bromley	12,025	\$ 709.48
Laurentian Valley	5,008	\$ 295.47
Bonnechere Valley	3,818	\$ 280.00
Greater Madawaska	313	\$ 280.00
Horton	1,989	\$ 280.00

AF
Jan 30/24
P

McNab/Braeside	3,333	\$ 280.00
NorthAlgona/Wilberforce	3,084	\$280.00
Laurentian Hills	48	\$280.00
Whitewater Region	15,758	\$ 929.72
Brudenell, Lyndock & Raglan	1,122	\$280.00
Addington Highlands	285	\$ 280.00
Killaloe, Hagarty & Richards	1,354	\$ 280.00
Madawaska Valley	<u>564</u>	<u>\$ 280.00</u>
Total	48,901	\$5,014.67

This letter is being submitted as your invoice to cover the amount listed above; which your municipality is asked to pay said amount for the 2024 year.

Please make the cheque payable to the **Renfrew County Veterinary Services Committee** and send it to **Donna Campbell 1538 Queensline, Foresters Falls, Ontario K0J 1V0**.

If you have any questions please contact your municipal representative on the Veterinary Services Committee, Donna Campbell @613-432-5568 or David McGonegal President and Director of the Northern Producer Animal Health Network @ 613-582-7031.

Please forward the name and address of your representative to this committee to me if a new person has been appointed for 2024. Thank you!

Yours truly,

Donna Campbell
Secretary/treasurer
Renfrew County Veterinary Services Committee

**RENFREW COUNTY VETERINARY SERVICES COMMITTEE
FINANCIAL STATEMENT
SEPTEMBER 1, 2022 TO AUGUST 31, 2023**

Beginning balance September 1, 2022 **\$18,581.26**

INCOME:	Horton	\$ 280.00	
	Brudenell/Lyndoch/Raglan	\$ 280.00	
	Laurentian Hills	\$ 280.00	
	North Algoma/Wilberforce	\$ 280.00	
	Greater Madawaska	\$ 280.00	
	Killaloe/Hagarty/Richards	\$ 280.00	
	Admaston/Bromley	\$ 709.48	
	McNab/Braeside	\$ 280.00	
	Madawaska Valley	\$ 280.00	
	Bonnechere Valley	\$ 280.00	
	Laurentian Valley	\$ 295.47	
	Addington Highlands	\$ 280.00	
	Whitewater Region	<u>\$ 929.72</u>	
		\$4,734.67	<u>\$ 4,734.67</u>
			\$23,315.93

EXPENSES:	Annual meeting	\$ 50.00	
	Fee to NPAHN	\$4,000.00	
	Donna Campbell - Honorarium	<u>\$ 500.00</u>	
		\$4,550.00	<u>\$ 4,550.00</u>

Balance August 31, 2023 **\$18,765.93**

Reviewed and found to be correct: _____

Dated _____

Township of Admaston/Bromley
Police Service Board
Monthly Meeting
Monday November 27th, 2023 @ 3:30 p.m.

Minutes

1. CALL TO ORDER

Connie Dick called the meeting to order at 3:30 P.M.

2. ATTENDANCE

Inspector Dawn Ferguson, Acting Inspector Lisa Nicholas, Chair Connie Dick, Council Representative Angela Field, and Andrea Leclaire were present.

3. DISCLOSURE OF PECUNIARY INTEREST

None

4. APPROVAL OF AGENDA

Angela Field made a motion to approve the agenda for Monday November 29th, 2023, and Connie Dick seconded.

“CARRIED”

5. APPROVAL OF MINUTES

Connie Dick made a motion to approve the minutes from the Wednesday September 27th, 2023, meeting and Angela Field seconded.

“CARRIED”

6. ISSUES ARISING FROM MINUTES

None

7. PRESENTATIONS/DELEGATIONS

None

8. CORRESPONDENCE

- The board received email correspondence from the Ontario Association of Police Service Board Chair, Neil Fennell regarding his resignation as the Chair of the OAPSB Zone 2.
- The board reviewed email correspondence from the Ontario Association of Police Service board on the November 24th, 2023, Zone 2 Meeting.
- The board reviewed the Agenda for the Zone 2 meeting which was held on November 24th, 2023, and Chair Connie Dick provided her notes from the meeting which she attended.
- Update from the Ontario Association of Police Service Boards on the 2024 Membership Renewal

9. FINANCIAL

Angela Field made a motion to approve the voucher in the amount of \$440.72 and Connie Dick seconded.

“CARRIED”

10. DETACHMENT COMMANDER’S REPORT

- The board reviewed the calls for service billing summary report for January 2023 to November 2023.
- The board reviewed the Records management system report for January to November 2023.
- The Township of Admaston/Bromley and the Town of Renfrew were successful in the Auto Theft Grant application and further information will follow.

11. OTHER BUSINESS

None

12. DATE OF NEXT MEETING

It was decided the next meeting will be held Monday January 29th, 2024 @ 3:30 P.M.

12. QUESTION PERIOD

None

14. ADJOURNMENT

Connie Dick made a motion to adjourn the meeting at 4:20 P.M. and Angela Field seconded.

“CARRIED”

Chair, Connie Dick

Secretary, Andrea Leclaire

CORPORATION OF THE TOWNSHIP OF ADMASTON/BROMLEY

BY-LAW NO. 2024-12

**Being a By-Law to regulate Road Occupancy Permits
on Township open and maintained Highways**

WHEREAS the Municipal Act, S.O. 2001, Chapter 25, Section 8 confers broad authority on municipalities to enable them to govern their affairs as they consider appropriate;

AND WHEREAS the Municipal Act, S.O. 2001, Chapter 25, Section 27.(1), provides that a municipality may pass By-Laws in respect of a highway over which it has jurisdiction;

AND WHEREAS the Municipal Act, S.O. 2001, Chapter 25, Section 44 (1), states that a municipality that has jurisdiction over a highway or bridge shall keep it in a state of repair that is reasonable in the circumstances, including the character and location of the highway or bridge;

NOW THEREFORE the Council of the Corporation of the Township of Admaston/Bromley **ENACTS AS FOLLOWS**;

1. That the Road Occupancy Policy attached as Schedule “A” is hereby adopted.
2. That this By-Law will come into force and effect upon the date of passing.
3. That any and all by-laws regarding road occupancy contrary to this by-law are hereby repealed.

READ a first and second time this 15th day of February, 2024.

READ a third time and finally passed this 15th day of February, 2024.

MAYOR

CAO/CLERK

ACTION TRACKING LIST

				Updated Information
				NEW
Date	Item	Assigned To	Due Date	Current Status
October 2021	UPDATE Asset Management Plan	CAO/Clerk	Fall 2024	MFOA will be assisting to complete the AMP.
October 2022	Joint Roads Review	CAO/Clerk	Fall 2024	Staff have been involved in working with Consultant and Townships of Whitewater Region and Greater Madawaska.
October. 2020	Fencing By-Law	Clerk/CBO	continuing	Look into updating the fencing by-law.
November. 2020	LEG report to Committee	CAO/Clerk	continuing	The CAO/Clerk is provide Council with Regular updates. Recreation
October 2021	Forced Roads	Clerk	continuing	Staff are to investigate a policy for the assumption of forced roads.
June. 2023	Reserve Policy	Treasurer-Deputy CAO/Clerk	Spring 2024	Bring a policy forth for reserve funds
July. 2023	Fireworks By-Law	CAO/Clerk & Fire Chief	early 2024	Work on a Fireworks by-law to prohibit fireworks during a fire ban.
Sept. 2023	Douglas Beach	CAO/Clerk	Spring 2024	Investigate ideas to rejuvenate beach
January. 2023	Strategic Planning Exercise	CAO/Clerk	Spring 2024	Work on delivering a Statagic Planning Exercise

CORPORATION OF THE TOWNSHIP OF ADMASTON/BROMLEY

BY-LAW No. 2024-13

**A BY-LAW TO CONFIRM PROCEEDINGS OF
THE COUNCIL OF THE TOWNSHIP OF ADMASTON/BROMLEY
AT THE COUNCIL MEETING HELD FEBRUARY 15, 2024.**

WHEREAS Subsection 5(1) of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

AND WHEREAS it is deemed expedient and desirable that the proceedings of the Council of the Corporation of the Township of Admaston/Bromley at this meeting be confirmed and adopted by by-law;

THEREFORE the Council of the Township of Admaston/Bromley enacts as follows:

1. That the actions of the Council at its meeting held on the 15th day of February, 2024 and in respect of each motion, resolution and other action passed and taken by the Council at its said meetings, is, except where the prior approval of the Ontario Municipal Board or other body is required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this by-law.
2. That the Head of Council and proper officers of the Corporation of the Township of Admaston/Bromley are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain appropriate approvals where required, except where otherwise provided, and to affix the Corporate Seal of the Corporation of the Township of Admaston/Bromley to all such documents.
3. That this By-Law shall come into force and take effect upon the passing thereof.

READ a first and second time this 15th day of February 2024.

READ a third time and finally passed this 15th day of February 2024.

Mayor

CAO/Clerk

Township of Admaston/Bromley
477 Stone Road, R.R. #2
Renfrew, ON
K7V 3Z5
E-Mail Address – info@admastonbromley.com

613-432-2885 Stone Road Office
613-432-4052 Fax

613-432-3175 Stone Road Garage
613-646-7918 Cobden Road Garage

REPORT

Date: February 15, 2024
To: Council
From: Kelly Coughlin
Re: Stone Road Garage furnace

Background:

On Thursday February 8, 2024, the oil furnace that services the Stone Road garage stopped working. The oil furnace is original to the garage (1973). Staff arranged for a service technician to come in and service the furnace. Upon review, the technician indicated it was not possible to repair the furnace as it was split open. Parts would be extremely difficult, if not impossible to find, given the age of the furnace. Lastly, the furnace has far exceeded its useful life and needs replacement.

Discussion:

In discussion with the service technician, he indicated there would be extensive delivery delays if the furnace were replaced with an oil furnace. The technician recommended a propane furnace as there was already propane on-site and a furnace could be available as early as Monday February 12, 2024. A quotation was provided, and staff authorized the purchase/ work to be completed in an emergency situation.

The technician provided industrial electrical heaters to operate in the garage until the new furnace is installed. Heaters are required because the plumbing lines for the entire building run through the garage. The heaters will prevent the lines from freezing and incurring further repair costs.

Staff have arranged for the old oil tank to be drained and removed. There is sufficient space to install a new propane tank adjacent to the clear diesel and colour diesel fuel tanks located at the back of the garage.

Financial Implications:

Staff explored a couple of alternatives to finance this unexpected expenditure:

- 1) Finance the expense through reserves
- 2) Add this expenditure to the 2024 budget and adjust the 2024 levy requirements accordingly. Net impact – additional 0.32% levy.

The quotation for labour, parts / materials and furnace is \$8,034.16 inclusive of non-refundable HST. Staff recommend providing an additional small contingency for incidentals related to the installation of the new furnace.

People Consulted:

Jennifer Charkavi - CAO/Clerk
Steve Visinski – Acting Public Works Superintendent

Recommendation for Council:

BE IT RESOLVED THAT Council approve the emergency repair costs associated with the replacement of the oil furnace at the Stone Road Garage;

AND BE IT FURTHER RESOLVED THAT the furnace be financed through the 2024 tax levy at an upset limit of \$9,000.00.