

**AGENDA**

Regular Council meeting to be held  
Tuesday March 2, 2021 at 7:00 p.m.  
Powassan (electronic)

1. CALL TO ORDER
2. ROLL CALL
3. DISCLOSURE OF MONETARY INTEREST AND GENERAL NATURE THEREOF
4. APPROVAL OF THE AGENDA
5. PRESENTATIONS
6. ADOPTION OF MINUTES
  - 6.1 Regular Council meeting of February 16, 2021
  - 6.2 Special Council meeting of February 22, 2021-finance
  - 6.3 Special Council meeting of February 25, 2021- training
7. MINUTES AND REPORTS FROM COMMITTEES OF COUNCIL
8. MINUTES AND REPORTS FROM APPOINTED BOARDS
  - 8.1 Almaguin Community Economic Development (ACED) minutes of January 18, 2021
  - 8.2 Town of Parry Sound- Land Ambulance Levy 2021
  - 8.3 Eastholme 2020 Audit, 2021 Levy and Budget
  - 8.4 Powassan and District Union Public Library Draft minutes of February 22, 2021
  - 8.5 North Bay Parry Sound District Health Unit 2021 Municipal Levy and Budget
9. STAFF REPORTS
10. BY-LAWS
  - 10.1 By-Law 2021-06 Interim Tax Levy
  - 10.2 By-Law 2021-07 Appoint Building Inspector
11. UNFINISHED BUSINESS
  - 11.1 Powassan Curling Club
12. NEW BUSINESS
  - 12.1 Organizational Review- Endean & Associates & Shaping Organizational Solutions (SOS) report
13. CORRESPONDENCE
14. ADDENDUM
15. ACCOUNTS PAYABLE
16. NOTICE OF SCHEDULE OF COUNCIL AND BOARD MEETINGS
17. PUBLIC QUESTIONS
18. CLOSED SESSION
19. MOTION TO ADJOURN

The Municipality of  
**Powassan**

**Council Meeting**  
**Tuesday February 16, 2021, at 7:00 pm**  
**Virtual**

**Present:** Peter McIsaac, Mayor  
Randy Hall, Deputy Mayor  
Markus Wand, Councillor  
Dave Britton, Councillor  
Debbie Piekarski, Councillor

**Staff:** Maureen Lang, CAO/Clerk-Treasurer  
Terry Lang, IT

**Presentations:** None

**Disclosure of Monetary Interest and General Nature Thereof:**

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- |                 |  |                |
|-----------------|--|----------------|
| <b>2021- 48</b> | Moved by: D. Britton                      Seconded by: D. Piekarski<br>That the agenda of the Regular Council meeting of February 16, 2021 be approved   | <b>Carried</b> |
| <b>2021-49</b>  | Moved by: D. Piekarski                      Seconded by: R. Hall<br>That the minutes of the Regular Council meeting of February 2, 2021, be adopted.   | <b>Carried</b> |
| <b>2021-50</b>  | Moved by: D. Britton                      Seconded by: M. Wand<br>That the minutes of the special training meeting of February 8, 2021 be received.  | <b>Carried</b> |
| <b>2021-51</b>  | Moved by: D. Britton                      Seconded by: R. Hall<br>That the minutes of the special training meeting of February 10, 2021 be received.   | <b>Carried</b> |
| <b>2021-52</b>  | Moved by: M. Wand                      Seconded by: D. Piekarski<br>That the minutes from the Public Works committee meeting of February 2, 2021 be received.  | <b>Carried</b> |
| <b>2021-53</b>  | Moved by: R. Hall                      Seconded by: M. Wand<br>That the montly CAO Report dated February 2021 from the District of Parry Sound Social Services Administration Board (DSSAB), be received.  | <b>Carried</b> |
| <b>2021-54</b>  | Moved by: D. Piekarski                      Seconded by: R. Hall<br>That by-law 2021-06, being a by-law to provide for an interim Tax Lexy, 2021<br>Be considered READ a FIRST and SECOND time Feburary 16 <sup>th</sup> , 2021<br>To be READ a THIRD and FINAL time March 2 <sup>nd</sup> , 2021. | <b>Carried</b> |
| <b>2021-55</b>  | Moved by: M. Wand                      Seconded by: R. Hall  |                |

DATE OF COUNCIL MEETING	March 2/21
AGENDA ITEM #	6-1

That the Ontario Clean Water Agency (OCWA) Annual Lagoon Report, be received.  
Recorded Vote Requested by: D. Britton  
Councillor Britton      YEA  
Councillor Wand        YEA  
Councillor Hall        YEA  
Councillor Piekarski    YEA  
Mayor McIsaac        YEA

**Carried**

**2021-56**                      Moved by: D. Britton                      Seconded by: M. Wand  
That the correspondence dated February 5, 2021 from the Powassan Curling Club, be received.

**Carried**

**2021-57**                      Moved by: D. Piekarski                      Seconded by: D. Britton  
That the accounts payable listing reports dated February 4, 9, 11 2021 in the total amount of \$217,343.23 be approved for payment.

**Carried**

**2021-58**                      Moved by: R. Hall                      Seconded by: D. Piekarski  
That Council now adjourns at 7:31pm.

**Carried**

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Mayor

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CAO/Clerk-Treasurer



**Special Council Meeting-Finance**  
**Monday, February 22 , 2021, at 6:30 pm**  
**Electronic**

**Council Present:** Peter McIsaac, Mayo  
Randy Hall, Deputy Mayor  
Markus Wand, Councillor  
Dave Britton, Councillor  
Debbie Piekarski, Councillor

**Staff:** Maureen Lang, CAO/Clerk-Treasurer

**Auditor:** Dean Decaire

**Motion:** Moved by: D. Britton, Seconded by R. Hall  
That the meeting be called to order at 6:30 p.m.

**Carried**

A review of 2019 Financial Statement figures and a recommendation from our Auditor to increase our use of long term debt to create better cash flow in the future. Plan for it in the next few years instead of using operating funds to finance capital projects.

**Motion:** Moved by: M.Wand, Seconded by: R.Hall  
That the meeting is adjourned at 7:45 p.m.

**Carried**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
CAO/Clerk-Treasurer

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	6-2





**Special Council Meeting**  
**Monday, February 25, 2021, at 6:30 pm**  
**Electronic**

**Council Present:** Peter McIsaac, Mayor  
Randy Hall, Deputy Mayor  
Markus Wand, Councillor  
Dave Britton, Councillor  
Debbie Piekarski, Councillor

**Staff:** Maureen Lang, Lesley Marshall, Kim Bester, Robert Giesler, Codey Munshaw,  
Ben Mousseau, Bill Cox, Mike Heasman, Scott Toebe, Mark Martin

**Consultants:** Evelyn Dean and Susan Shannon

**Motion:** Moved by: D. Britton, Seconded by R. Hall  
That the meeting be called to order at 6:30 p.m. **Carried**

**Motion:** Moved by: R. Hall, Seconded by: D. Piekarski  
That we move into closed session for consulting, training, and education purposes  
(regarding the Organizational Review) at 6:30 pm. **Carried**

**Motion:** Moved by: D. Piekarski, Seconded by: D. Britton  
That Council now returns to open session at 8:20 pm. **Carried**

**Motion:** Moved by: D. Britton, Seconded by: M. Wand  
That the meeting is adjourned at 8:20 p.m. **Carried**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
CAO/Clerk-Treasurer

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	6.3

# ALMAGUIN COMMUNITY ECONOMIC DEVELOPMENT (ACED)

## MINUTES January 18, 2021

A regular meeting of the ACED Board was held at the Township of Armour Office and virtually on January 18, 2021 at 6:00 pm.

**Present:**

Tim Bryson, Township of Joly, Chair  
Wendy Whitwell, Township of Armour  
Kelly Elik, Township of Strong  
Jennifer Farquhar, AHCC Representative  
Barb Belrose, Village of Sundridge  
Margaret Ann MacPhail, Township of Perry  
Melanie Atkins, MENDM  
Delynne Patterson, Township of Ryerson  
Brenda Scott, Village of South River  
Ron Begin, FedNor  
Tim Brunton, Municipality of Magnetawan  
John Wilson, Village of Burk's Falls  
Peter McIsaac, Municipality of Powassan

**Regrets:** None

**Staff:** Dave Gray, Director of Economic Development  
Ciara Stead, Communication & Marketing Officer  
Jeannette Smith, Administrative Assistant  
John Theriault, Township of Armour  
Nicky Kunkel, Village of Burk's Falls

**Guest:** Marcia Nykamp, Driftscape

### Call to Order

The meeting was called to order at 6:00 pm.

### Minutes

The minutes of the meeting of Monday, December 7, 2020 meeting were adopted, as circulated.

## **Delegation**

Marcia Nykamp, from Driftscape, gave a presentation on the Driftscape destination exploration application and its potential to support tourism in the Almaguin Region. The presentation included how the app works and the cost of using it. The Almaguin Regional Recreation Committee is investigating opportunities for regional representation in a partnership to deploy Driftscape to promote events and points of interest.

## **Director of Economic Development (DED) Report**

The ACED Board reviewed the January report from the Director of Economic Development.

The Director covered the following items from the report;

1. An update on core activity tracking, which lists what the department has done over the past month.
2. An update on the Communications and Marketing Officer's work.
3. An update on the Micro Grant Programs, which provided funding to businesses to offset COVID-19 expenditures. The program helped 23 participants.
4. An update on the Regional Brand Strategy. The Board discussed the proposed logo for the strategy and what should be included on it. The discussion centered around whether we keep "Villages of Almaguin" or just "Almaguin". The comments received will be forwarded to the consultant.
5. The Board was apprised of two funding applications, which are ready to be sent out, to fund the implementation of the Regional Brand Strategy. The Board passed resolutions supporting two funding applications to help defray the cost of the implementation of the Regional Brand Strategy.
6. An update on the Digital Main Street program for which the application period has been extended to January 31, 2021.
7. An update on the work done to offset the COVID-19 restrictions implemented by the Province last week.
8. An update on the hiring of an Administrative Assistant for ACED. Jeanette Smith was introduced to the Board.
9. An update on the Snowmobiling Promotion Partnership. The program is ready to roll, but the Health Unit has closed the snowmobile trails as of January 21, 2021.
10. The report also introduced the Ghost Gravel Event, which is a gravel based cycling event proposed for August of 2021. The event will appeal to gravel and mountain bike enthusiasts.

## **2021 Work plan & 2020 Annual Report**

The Board reviewed and discussed the proposed 2021 work plan and the 2020 annual report. After some discussion, the Board passed resolutions approving the reports and recommending they be forwarded to each partner's Council or Board.

### **Updates**

#### **FedNor**

Because of COVID-19 restrictions, FedNor will not be approving any marketing funding at this time. The priority right now is to try helping businesses which are having financial problems because of COVID-19.

#### **NOHFC**

Delays in launching new programs. Trying to help businesses which are having financial programs because of COVID-19. Some programs are still open, send in funding applications. Province is looking for input on their 2021 budget.

### **Appointment of the 2021 ACED Chair and Vice Chair**

The Director asked for nominations for the positions of Chair and Vice-Chair for the ACED Board. Tim Bryson was nominated for Chair and Wendy Whitwell was nominated for Vice-Chair. Both accepted the positions.

### **Resolutions**

1. 2021-001 – Moved by Delynne Patterson; Seconded by Barb Belrose;  
Be it resolved that the Almaguin Community Economic Development Board approve the minutes of December 7, 2020, as circulated. Carried
2. 2021-0020 – Moved by Barb Belrose; Seconded by Wendy Whitwell;  
**WHEREAS** the Almaguin Community Economic Development Board is committed to the implementation of the Almaguin Regional Brand Strategy and has approved contributions from the 2021 ACED budget to support associated activities;  
**NOW THEREFORE** the Almaguin Community Economic Development Board supports the Almaguin Brand Strategy Implementation Project and the application to the Northern Ontario Development Program offered through FedNor. Furthermore, the Board supports the Township of Armour as the lead applicant on behalf of the 10-member municipalities of ACED and the Almaguin Highlands Chamber of Commerce.  
Carried

3. 2021-03 – Moved by Delynne Patterson; Seconded by Barb Belrose;  
**WHEREAS** the Almaguin Community Economic Development Board is committed to the implementation of the Almaguin Regional Brand Strategy and has approved contributions from the 2021 ACED budget to support associated activities;  
**NOW THEREFORE** the Almaguin Community Economic Development Board supports the Almaguin Brand Strategy Implementation Project and the application to the Rural Economic development Fund offered through the Ministry of Agriculture, Food and Rural Affairs. Furthermore, the Board supports the Township of Armour as the lead applicant on behalf of the 10-member municipalities of ACED and the Almaguin Highlands Chamber of Commerce. Carried
4. 2021-04 – Moved by Kelly Elik; Seconded by: Barb Belrose;  
Be it resolved the Almaguin Community Economic Development Board have received and reviewed the 2020 ACED Annual Report. The Board approves the report and recommends that it be added to upcoming Council/Board meetings of ACED partners.
5. 2021-05 – Moved by Jennifer Farquhar; Seconded by Margaret Ann MacPhail;  
Be it resolved the Almaguin Community Economic Development Board have received and reviewed the 2021 ACED Work plan. The Board approves the work plan and recommends that it be added to upcoming Council/Board meetings of ACED partners.

#### Adjournment

6. 2020-06 – Moved by Barb Belrose;  
Be it resolved that the Almaguin Community Economic Development Board adjourn the January 18, 2021 ACED meeting at 7:51 p.m. Carried

The next meeting will be February 25, 2021 at 6:00 p.m. If this changes, members will be advised.



52 Seguin Street,  
Parry Sound, Ontario P2A 1B4  
Tel.: (705) 746-2101 Fax: (705) 746-7461  
e-mail:tbolwerk@townofparrysound.com

**Bill to:**

EMS-POWASSAN  
PO BOX 250, 466 MAIN STREET  
POWASSAN, ON P0H 1Z0

Date: 2/9/2021  
Invoice #: **IVC00000000020363**  
Terms:  
Account Number: EMS-POWASSAN

HST Registration #: 10698 4735

Item Number	Description	Quantity	Price	Amount
LAND AMBULANCE 2021	see attached	1.00	\$103,258.95	\$103,258.95

**RECEIVED**  
**FEB 19 2021**  
The Municipality of Powassan

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	8-2

**Comments :**

Subtotal :	\$103,258.95
HST:	\$0.00
	\$0.00
Total :	<u>\$103,258.95</u>

**2021 EMS Cost Distribution**  
**(based on 2021 weighted assessment)**

**2021 EMS budget: \$ 4,341,115.00**

<b>Municipality</b>	<b>2021 Weighed Assessment (\$)</b>	<b>% of Distribution</b>	<b>2021 Levy (\$)</b>
Archipelago Twsp	2,138,622,620	15.0%	652,136.23
Armour	377,125,643	2.6%	114,997.99
Burks Falls	85,975,007	0.6%	26,216.60
Callander	564,980,897	4.0%	172,281.22
Carling	1,053,488,842	7.4%	321,243.32
Joly	58,840,730	0.4%	17,942.47
Kearney	375,797,764	2.6%	114,593.07
Machar	259,249,739	1.8%	79,053.75
Magnetawan	706,783,217	5.0%	215,521.40
McDougall	779,286,072	5.5%	237,629.90
McKellar	671,339,164	4.7%	204,713.34
McMurrich/Monteith	229,907,866	1.6%	70,106.45
Nippissing Twsp	385,852,714	2.7%	117,659.16
Parry Sound	865,087,920	6.1%	263,793.70
Perry	476,656,075	3.3%	145,348.08
Powassan	338,628,537	2.4%	103,258.95
Ryerson	185,965,424	1.3%	56,706.96
Seguin	3,588,482,399	25.2%	1,094,246.06
South River	73,052,630	0.5%	22,276.14
Strong	299,350,265	2.1%	91,281.72
Sundridge	107,580,243	0.8%	32,804.75
Whitestone	614,245,900	4.3%	187,303.73
<b>Total</b>	<b>14,236,299,668</b>	<b>100.0%</b>	<b>4,341,115.00</b>





## EASTHOLME

*East District of Parry Sound Home for The Aged*

February 26, 2021

Mayor/Reeve and Councillors  
Municipalities in the East District of Parry Sound

Dear Mayor/Reeve and Councilors:

### Annual General Meeting

The Board of Management of Eastholme, Home for the Aged wishes to notify you of the annual general meeting of the municipalities scheduled for **Wednesday March 24, 2021 at 10:00 AM**. If you plan to attend, please notify the Eastholme Administration Office at 705-724-2005 no later than Tuesday March 23, 2021.

Enclosed is the 2021 municipal levy apportionment. The 2021 municipal levy has been set at \$1,410,420 and was increased by 10% (\$128,220) over the 2020 levy. In addition there is a one-time special assessment levy for Covid-19 related cost increases in the amount of \$128,220.

The increase in the annual levy is primarily due to the following changes:

- Loss of capital funding in the amount of \$90,600 for the year. The last monthly payment will be received in March of 2021 (see note 5 of the enclosed Financial Statements). Redeveloped buildings are over 20 years old, and we are now requiring capital replacements.
- Reduction in interest revenue in the amount of \$30,000 for the year due to the low interest environment.

The one-time special assessment levy for Covid-19 specific cost pressures:

- Price increases for supplies (PPE, Cleaning Supplies, etc) due to market pressures and supply shortages consumed in the normal operation of the home. Incremental use of supplies for enhanced cleaning and distribution (non-routine use) is excluded, and covered under special Covid-19 containment funding.
- Insurance increased by 40% in 2020 and we are expecting further increases for 2021 (due to class action lawsuits being brought against insurers). Insurance costs are not specific to Covid-19 containment activities and therefore are not covered by the Covid-19 containment funding received by the Ministry of Long Term Care (Ministry).
- Supplier disclosed planned increases in Raw Food items ranging between (5% and 15%). The actual cost of food did increase by 5% in 2020 (compared to 2019 actuals). Budgeted increase set at 7.5%. The Ministry has not yet announced any changes to the per diem funding for Raw Food.

### Enclosed:

- 2021 Municipal Levy Apportionment Schedule
- Municipal levy apportionment calculation (based on FIR taxable assessments)
- First quarter request for payment of the Municipal Levy and the Covid-19 special levy
- Operating Budget for 2021 and the signed board resolution
- A copy of the audited Consolidated Financial Statements for 2020

Thank you for your continued financial support to the operation of Eastholme, Home for the Aged. We are very grateful for your dedication to ensuring our local communities have an exceptional long term care home for their residents!

Sincerely,

*Odellia Callery*

Odellia Callery, CPA, CA  
Administrator

DATE OF COUNCIL MTG.	March 2/21
APPROVA	8-3



**Eastholme  
East District of Parry Sound  
Home for the Aged  
Operating Budget 2021**

	Budget 2021	Level of Care	Covid-19 Subsidy
		Funding	Containment Funding
<b>Revenue</b>			
Ministry operating funding	\$ 5,870,900		
Resident revenue basic fees	\$ 2,813,600		
<b>TOTAL</b>	<b>\$ 8,684,500</b>		
Ministry capital payment SW-construction subsidy	\$ 30,300		
Resident revenue private accommodation fees	\$ 504,300		
Resident revenue semi-private accommodation fees	\$ 56,000		
Subsidy for Basic Revenue during covid19	\$ 51,100		
Subsidy for Covid19 - containment funding	\$ 1,564,000		\$ 1,564,000
Subsidy - Minor Capital	\$ 39,000		
Interest	\$ 30,000		
<b>Sub-Total</b>	<b>\$ 10,959,200</b>		<b>\$ 1,564,000</b>
Municipal Levy (10% or \$128,220) \$1,282,200 x 1.10	\$ 1,410,420		
Covid Specific Levy	\$ 128,220		
Transfer from reserve	\$ 122,360		
<b>Total Revenue</b>	<b>\$ 12,620,200</b>		<b>\$ 1,564,000</b>
<b>Expenses</b>			
Program and Support Services	\$ 676,900	\$ 571,160	\$ 13,000
BSO phase 1 and 2	\$ 63,400	\$ 63,400	
Raw Food	\$ 542,200	\$ 445,709	\$ 1,000
Nursing and Personal Care	\$ 6,119,900	\$ 4,862,517	\$ 486,000
Accommodation (OA*)	\$ 5,217,800	\$ 2,741,730	\$ 1,064,000
<b>Total Expenses</b>	<b>\$ 12,620,200</b>	<b>\$ 8,684,516</b>	<b>\$ 1,564,000</b>
<b>Excess of Revenue over Expenses</b>	<b>\$ -</b>		<b>\$ -</b>

Eastholme, Home for the Aged  
Powassan, Ontario  
**2021 Municipal Levy Apportionment Schedule**

MUNICIPALITY	APPORTIONMENT PERCENTAGE	2021 10% increase in Levy	Special Assessment Levy- Covid-19
Town of Kearney	8.739%	123,257	11,205
Municipality of Magnetawan	16.451%	232,028	21,094
Municipality of Powassan	7.988%	112,664	10,242
Municipality of Callander	13.105%	184,833	16,803
Village of Burk's Falls	1.982%	27,955	2,541
Village of South River	1.700%	23,977	2,180
Village of Sundridge	2.579%	36,375	3,307
Township of Armour	8.769%	123,680	11,244
Township of Joly	1.372%	19,351	1,759
Township of Machar	6.091%	85,909	7,810
Township of Nipissing	8.960%	126,374	11,489
Township of Perry	11.022%	155,457	14,132
Township of Ryerson	4.268%	60,197	5,472
Township of Strong	6.974%	98,363	8,942
<b>Total</b>	<b>100.000%</b>	<b>\$1,410,420.00</b>	<b>\$128,220.00</b>
<i>Please be advised that the 2021 Municipal Levy has been apportioned in accordance with Ontario Regulation 79/10 made under the Long-Term Care Homes Act, 2007</i>			

Eastholme  
District of Parry Sound (East)  
Home for the Aged  
P.O. Box 400  
Powassan ON. P0H 1Z0  
Phone: 705-724-2005 Fax: 705-724-5429

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## REQUEST FOR 1st QUARTER PAYMENT

February 25, 2021

**Municipality of Powassan**

<b>Total Levy for 2021</b>	\$112,664.00
<b>Special Assessment Levy-Covid-19</b>	10,242.00
Amount paid to date	0.00
Amount Outstanding	\$122,906.00

Schedule of Payments for 2021	
1 <sup>st</sup> Quarter Due: March 31	28,166.00
Special Assessment Levy Due: March 31	10,242.00
2 <sup>nd</sup> Quarter Due: June 30	28,166.00
3 <sup>rd</sup> Quarter Due: Sept 30	28,166.00
4 <sup>th</sup> Quarter Due: Dec 31	28,166.00
Total	\$122,906.00

## Eastholme

East District of Parry Sound Home for the Aged  
62 Big Bend Avenue – Box 400 – Powassan, Ontario – P0H 1Z0  
Telephone 705 724-2005 Fax 705 724-5429

DATE February 27, 2021 RESOLUTION NO. \_\_\_\_\_

MOVED BY Don Kelly

SECONDED BY Tom Pyle

THAT the Municipal Levy be set at 1,410,420.  
for the yr 2021 and an additional  
special assessment for COVID cost  
increases of 10% equivalent to  
\$128,220.

DISPOSITION OF RES. NO. \_\_\_\_\_ CARRIED ☒ DEFEATED \_\_\_\_\_  
YEAS \_\_\_\_\_ NAYS \_\_\_\_\_

Jim McKenna Alley Ruckstein  
Chair Secretary

WORD\ADMIN\FORMS\BOARDMOTIONS

THE BOARD OF MANAGEMENT  
FOR THE DISTRICT OF PARRY SOUND EAST

CONSOLIDATED  
FINANCIAL STATEMENTS OF

**Eastholme, District of Parry Sound (East),  
Home for the Aged  
and the  
East Parry Sound Community Support  
Services Program**

**FOR THE YEAR ENDED DECEMBER 31, 2020**



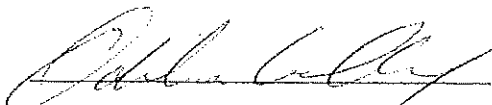
**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL  
STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

The accompanying consolidated financial statements of Eastholme, District of Parry Sound (East), Home for the Aged (the "Home") are the responsibility of the Home's management and have been prepared in accordance with Canadian Public Sector Accounting Standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, as described in Note 1 to the consolidated financial statements.

The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

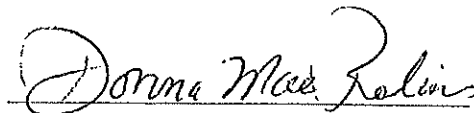
The Home's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in accordance with Canadian Public Sector Accounting Standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management. The Board meets with management and the external auditor to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by Baker Tilly SNT LLP, independent external auditor appointed by the Home. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Home's consolidated financial statements.



Administrator

February 24, 2021



Director of Administrative Services

February 24, 2021

## **Independent Auditor's Report**

**To the Board of Management of  
Eastholme, District of Parry Sound (East), Home for the Aged**

### **Opinion**

We have audited the consolidated financial statements of Eastholme, District of Parry Sound (East), Home for the Aged, which comprise the consolidated statement of financial position as at December 31, 2020, and the consolidated statements of operations and accumulated surplus, cash flows and change in net financial assets for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of Eastholme, District of Parry Sound (East), Home for the Aged as at December 31, 2020, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Home in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Matter**

The financial statements of Eastholme, District of Parry Sound (East), Home for the Aged for the year ended December 31, 2019 were audited by another auditor who expressed an unmodified opinion on those statements on February 19, 2020.

ACCOUNTING • TAX • ADVISORY

*Baker Tilly SNT LLP is a member of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.*

COMPTABILITÉ • FISCALITÉ • SERVICES-CONSEILS

*Baker Tilly SNT s.r.l. est membre de la Coopérative Baker Tilly Canada, qui fait partie du réseau mondial Baker Tilly International Limited. Les membres de la Coopérative Baker Tilly Canada et de Baker Tilly International Limited sont tous des entités juridiques distinctes et indépendantes.*

## **Independent Auditor's Report (continued)**

### **Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Home's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Home or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Home's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Home's internal control.



## **Independent Auditor's Report (Continued)**

### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)**

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Home's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Home to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

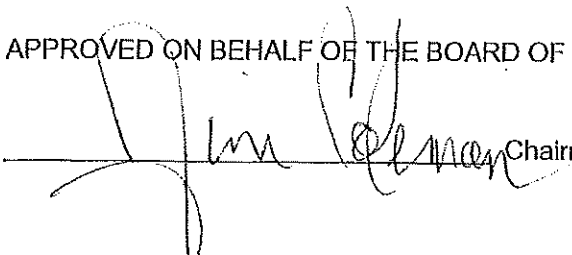
North Bay, Ontario  
February 24, 2021

*Baker Tilly SNT LLP*  
CHARTERED PROFESSIONAL ACCOUNTANTS,  
LICENSED PUBLIC ACCOUNTANTS

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS AT DECEMBER 31, 2020**

	<u>2020</u>	<u>2019</u>
<b>FINANCIAL ASSETS</b>		
Cash	\$ 2,722,126	\$ 2,798,133
Accounts Receivable, No Allowance	543,332	225,798
	<u>3,265,458</u>	<u>3,023,931</u>
<b>LIABILITIES</b>		
Accounts Payable and Accrued Liabilities	1,125,334	945,843
Deferred Revenue	199,979	86,879
Accumulated Sick Leave (Note 3)	350,077	410,818
Designated Donations	1,181	541
	<u>1,676,571</u>	<u>1,444,081</u>
<b>NET FINANCIAL ASSETS</b>	<u>1,588,887</u>	<u>1,579,850</u>
<b>NON-FINANCIAL ASSETS</b>		
Tangible Capital Assets - Net ( Note 10 )	10,099,493	10,446,214
Inventories of Supplies	54,146	37,561
Prepaid Expense	9,458	17,641
	<u>10,163,097</u>	<u>10,501,416</u>
<b>ACCUMULATED SURPLUS</b>	<u>\$ 11,751,984</u>	<u>\$ 12,081,266</u>

APPROVED ON BEHALF OF THE BOARD OF MANAGEMENT

 Chairman

The accompanying notes and schedules are an integral part of these consolidated financial statements

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

	<u>2020 Budget</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<b>REVENUE</b>			
Province of Ontario Subsidies			
-Operating	\$ 6,132,400	\$ 6,457,471	\$ 6,233,705
-Minor Capital	—	45,704	—
-Pandemic Pay	—	521,288	—
-COVID19 Prevention and Containment	—	816,000	—
-PSW Temporary Wage Enhancement	—	78,774	—
-Infection, Prevention & Control Personnel	—	48,005	—
-Capital Construction (Note 5)	121,200	121,219	120,888
Municipal Levy (Note 7)	1,282,200	1,282,200	1,245,000
Resident Accommodation Fees	3,255,900	3,143,244	3,220,842
Community Support Services' Clients Fees (Note 6)	631,000	340,959	540,463
Other	60,000	22,834	51,967
<b>Total Revenues</b>	<u>11,482,700</u>	<u>12,877,698</u>	<u>11,412,865</u>
<b>EXPENSES</b>			
Nursing and Personal Care	5,597,100	6,136,956	5,313,025
Program and Support Services	760,200	807,530	725,528
Raw Food	485,400	501,973	482,178
Other Accommodation	3,960,900	4,513,967	3,698,025
Accumulated Sick Leave (Recovery)	—	(61,173)	14,855
Community Support Services	1,001,000	713,240	922,918
Amortization	—	594,487	587,294
<b>Total Expenses</b>	<u>11,804,600</u>	<u>13,206,980</u>	<u>11,743,823</u>
<b>EXCESS OF EXPENSES OVER REVENUE</b>	(321,900)	(329,282)	(330,958)
<b>OPENING ACCUMULATED SURPLUS</b>	<u>12,081,266</u>	<u>12,081,266</u>	<u>12,412,224</u>
<b>ENDING ACCUMULATED SURPLUS</b>	<u>\$ 11,759,366</u>	<u>\$ 11,751,984</u>	<u>\$ 12,081,266</u>

The accompanying notes and schedules are an integral part of these consolidated financial statements

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS  
AS AT DECEMBER 31, 2020**

	<b><u>2020</u> <u>Budget</u></b>	<b><u>2020</u> <u>Actual</u></b>	<b><u>2019</u> <u>Actual</u></b>
Excess of Expenses over Revenue	\$ -	\$ (329,282)	\$ (330,958)
Acquisition of Tangible Capital Assets	(170,000)	(280,683)	(148,304)
Amortization of Tangible Capital Assets	600,000	609,707	598,862
Loss on Disposal of Tangible Capital Assets	-	17,697	14,376
Change in Inventory Supplies	-	(16,585)	(4,695)
Change in Prepaid Expense	-	8,183	(13,266)
<b>Increase in Net Financial Assets</b>	<b>430,000</b>	<b>9,037</b>	<b>116,015</b>
<b>Net Financial Assets, Beginning of Year</b>	<b><u>1,579,850</u></b>	<b><u>1,579,850</u></b>	<b><u>1,463,835</u></b>
<b>Net Financial Assets, End of Year</b>	<b><u>\$ 2,009,850</u></b>	<b><u>\$ 1,588,887</u></b>	<b><u>\$ 1,579,850</u></b>

The accompanying notes and schedules are an integral part of these consolidated financial statements

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
CONSOLIDATED STATEMENT OF CASH FLOW  
FOR THE YEAR ENDED DECEMBER 31, 2020**

	<u>2020</u>	<u>2019</u>
<b>OPERATING TRANSACTIONS</b>		
Excess of Expenses over Revenue	\$ (329,282)	\$ (330,958)
Non-Cash Charges to Operations:		
Amortization	609,707	598,862
Loss on disposal of tangible capital assets	17,697	14,376
	<u>298,122</u>	<u>282,280</u>
Changes in Non-Cash Items:		
Prepaid expenses	8,183	(13,266)
Accounts receivable	(317,534)	(5,432)
Inventories of supplies	(16,585)	(4,695)
Accounts payable	180,131	65,267
Deferred revenue	113,100	(4,871)
Accumulated sick leave	(60,741)	15,280
	<u>(93,446)</u>	<u>52,283</u>
Cash Provided by Operating Transactions	<u>204,676</u>	<u>334,563</u>
<b>CAPITAL TRANSACTIONS</b>		
Acquisition of tangible capital assets	(280,683)	(148,304)
Cash Applied to Capital Transactions	<u>(280,683)</u>	<u>(148,304)</u>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	(76,007)	186,259
<b>OPENING CASH AND CASH EQUIVALENTS</b>	2,798,133	2,611,874
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<u>\$ 2,722,126</u>	<u>\$ 2,798,133</u>
<b>CASH AND CASH EQUIVALENTS CONSIST OF:</b>		
Cash on hand	\$ 1,000	\$ 1,000
Bank accounts	2,721,126	2,797,133
	<u>\$ 2,722,126</u>	<u>\$ 2,798,133</u>
<b>CASH FLOW SUPPLEMENTARY INFORMATION</b>		
Interest Income received	<u>\$ 22,834</u>	<u>\$ 51,967</u>

The accompanying notes and schedules are an integral part of these consolidated financial statements

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

The Board of Management for the District of Parry Sound East was initially established under the Homes for the Aged and Rest Homes Act. With the coming into force of the Long-Term Care Homes Act, 2007 on July 1, 2010, the Board of Management is deemed to have been established under Part VIII of this new Act. Its principal activity is to provide long-term care services.

**1. SIGNIFICANT ACCOUNTING POLICIES**

The consolidated financial statements of Eastholme, District of Parry Sound (East), Home for the Aged (the Home) are the representation of management prepared in accordance with Canadian Public Sector Accounting Standards for local governments as recommended in the Public Sector Accounting Handbook of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the reporting entity are as follows:

**(a) Basis of Consolidation**

**Reporting Entity**

These consolidated statements reflect the assets, liabilities, revenues, expenses and reserves of the reporting entity. The reporting entity is comprised of all committees of the Board of Management including Eastholme, District of Parry Sound (East), Home for the Aged (hereinafter referred to as the Home) and the East Parry Sound Community Support Services Program (Note 6).

Inter-organizational transactions and balances between these organizations are eliminated.

**(b) Trust Funds**

Trust funds and their related operations administered by the Home are not consolidated, but are reported separately on the resident's trust funds financial statements.

**(c) Basis of Accounting**

Sources of financing and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

**(d) Government Transfers**

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfers occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

(note 1. continued.....)

**(e) Non-Financial Assets**

Non-financial assets are not intended to discharge existing liabilities but are held for use in the provision of the Home's services. They have useful lives extending beyond the current year.

**(i) Tangible Capital Assets**

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset (Note 10). The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements - 25 years

Buildings - 40 years

Furniture and Equipment - 20 years

A full year's amortization is charged in the year of acquisition and in the year of disposal.

Works of art are not included in the tangible capital assets reported on the Consolidated Statement of Financial Position. The Home owns a number of paintings and other pieces of artwork that are prominently displayed in the Home and on the grounds. The value of these items are negligible.

The Home has a policy to expense borrowing costs related to the acquisition of tangible capital assets.

**(ii) Inventories of Supplies**

Inventories held for consumption are recorded at the lower of cost and replacement cost.

**(f) Reserves**

The Board of Management has allocated accumulated surplus into reserves for working funds, future capital expenditures and sick leave (Note 11).

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

(note 1. continued.....)

**(g) Deferred Revenue**

One time funding/revenue is deferred and recorded as revenue in a subsequent period when matched with the related expenses.

The Home defers recognition of WSIB NEER payments and applies them against future NEER surcharges and expenses related to modified back to work programs. The East Parry Sound Community Support Services Program receives HST rebates in respect of the transportation program. Due to the uncertainty of receiving these rebates, any rebates received in the current year are recorded as deferred revenue and will be applied against future transportation expenses in the Program.

**(h) Pension Agreement and Accumulated Sick Leave**

The Home makes contributions to the Ontario Municipal Employee Retirement Fund (OMERS), which is a multi-employer plan, on behalf of certain members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employee based upon the length of service and rates of pay. Each year an independent actuary determines the funding status of the OMERS plan by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. Because OMERS is a multi-employer plan, any plan surpluses or deficits are a joint responsibility of the Ontario municipal organizations and their employees. As a result, the Home does not recognize any share of the plan surplus or deficit (Note 4).

Accumulated sick leave benefits are administered by the Home and accrued when they are vested and subject to pay out when an employee leaves the Home's employ.



**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

(note 1. continued.....)

**(i) Use of Estimates**

The preparation of consolidated financial statements in conformity with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the period. Significant items subject to such estimates and assumptions include estimated useful lives of tangible capital assets and the related amortization and accrued liabilities. Actual results could differ from these estimates. The estimates are reviewed periodically and any resulting adjustments are reported in earnings in the year in which they become known.

**(j) Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand and balances with banks.

**2. Province of Ontario Subsidy**

The provincial operating subsidy for the Home for 2017, 2018, 2019 and 2020 has been estimated and is subject to a final reconciliation by the province. Any adjustments for 2017, 2018, 2019 and 2020 will be reflected in the Consolidated Statement of Operations in the year 2021. The Home has an accounts receivable from the Province in respect of operating subsidies in the amount of \$211,834 (2019 – accounts payable of \$30,534).

**3. Accumulated Sick Leave**

The Consolidated Statement of Financial Position and the Consolidated Statement of Operations include accruals for accumulated sick leave for full-time employees. These obligations amount to \$350,077 (2019 - \$410,818). A total of \$426,989 has been set up in a reserve (Note 11).

**4. Pension Plan**

The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the participating employees based on the length of service and rates of pay. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan (the Plan) by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2019. The results of this valuation disclosed total actuarial liabilities of \$106,443 million with respect to benefits accrued for service with actuarial assets at that date of \$103,046 million indicating an actuarial deficit of \$3,397 million.

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

(note 4. continued.....)

Because OMERS is a multi employer plan, any Plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Home does not recognize any share of the Plan surplus or deficit.

The amount contributed to OMERS for the current year was \$597,574 (2019 \$577,280) for current service and is included as an expense on the Consolidated Statement of Operations.

**5. Loan Capital Construction**

In October 1998 the Board of Management was awarded 30 new long-term care facility beds, to be built as an addition to the Home, by the Ministry of Health and Long-Term Care. The total cost of the project was \$3,409,703. Construction of the new building began in April of 2000 and was completed in March, 2001. The Ministry's capital subsidy for the project is for a 20 year period, ending in March 2021, at approximately \$120,888 annually (2021 estimated remaining subsidy is \$30,222).

**6. East Parry Sound Community Support Services Program**

The Board of Management for the District of Parry Sound East is the appointed sponsor of this program. The program receives revenue from Ontario Health (formerly the North East Local Health Integration Network) and client fees. Expenses include payments in support of community programs for eligible persons for meals, falls prevention, transportation and volunteer recognition. The fiscal year end for this program is March 31<sup>st</sup> and the program's assets, liabilities, revenues and expenses as at December 31<sup>st</sup> are included in these consolidated financial statements.

The program operates a wheelchair accessible van which was purchased under a five year lease expiring in March 2024.

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

**7. Participating Municipalities**

The participating municipalities are as follows:

MUNICIPALITY	APPORTIONMENT PERCENTAGE	2020 LEVY
Town of Kearney	8.772	\$112,475
Municipality of Magnetawan	16.502	211,589
Municipality of Powassan	7.980	102,320
Municipality of Callander	13.058	167,430
Village of Burk's Falls	1.973	25,298
Village of South River	1.718	22,028
Village of Sundridge	2.590	33,209
Township of Armour	8.780	112,577
Township of Joly	1.369	17,553
Township of Machar	6.143	78,765
Township of Nipissing	8.891	114,000
Township of Perry	10.967	140,619
Township of Ryerson	4.287	54,968
Township of Strong	6.970	89,369
Total	100.00	\$1,282,200

**8. Trust Funds**

Trust funds administered by the Home amounting to \$34,158 (2019-\$30,370) are presented in a separate financial statement. As such balances are held in trust by the Home for the benefit of others and are not presented as part of the Home's consolidated financial position or consolidated financial activities.

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

**9. Segment Disclosures and Expenditures by Object**

The Home provides services to 128 long-term care beds that are operated in accordance with the Long-Term Care Homes Act, 2007 and Regulation 79/10. Provincial funding is received for four funding envelopes and the Home's operating expenses are classified into each of these envelopes as follows:

- a) Nursing and Personal Care - relates to the provision of medical and nursing services for the personal care of the resident;
- b) Program and Support Services - relates to the provision of activation and therapy services, including social work, dietician, spiritual services and volunteer programs;
- c) Raw Food - relates to the cost of food for consumption by the residents (the costs related to preparing and serving the food are included in the Dietary department);
- d) Accommodation - relates to the costs of operating the departments of: Dietary, Housekeeping, Laundry, Maintenance, Administration, and Facility.

The column for Community Support Services reports the East Parry Sound Community Support Services Program's revenue and expenses for meals-on-wheels, congregate dining, falls prevention and transportation services.

**EASTHOLME DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

**10. Consolidated Schedule of Tangible Capital Assets**

**FOR THE YEAR ENDED DECEMBER 31, 2020**

	Land and Land Improvements	Buildings	Furniture and Equipment	Totals
<b>COST</b>				
Balance, beginning of year	\$ 535,210	\$ 17,575,279	\$ 2,411,508	\$ 20,521,997
Additions and betterments	119,362	56,054	105,267	280,683
Disposals and writedowns	-	(23,461)	(23,240)	(46,701)
Balance, end of year	<u>654,572</u>	<u>17,607,872</u>	<u>2,493,535</u>	<u>20,755,979</u>
<b>ACCUMULATED AMORTIZATION</b>				
Balance, beginning of year	312,929	8,351,662	1,411,192	10,075,783
Annual amortization	25,714	453,745	130,248	609,707
Amortization disposals	-	(9,760)	(19,244)	(29,004)
Balance, end of year	<u>338,643</u>	<u>8,795,647</u>	<u>1,522,196</u>	<u>10,656,486</u>
<b>TANGIBLE CAPITAL ASSETS - NET</b>	<u>\$ 315,929</u>	<u>\$ 8,812,225</u>	<u>\$ 971,339</u>	<u>\$ 10,099,493</u>

**FOR THE YEAR ENDED DECEMBER 31, 2019**

	Land and Land Improvements	Buildings	Furniture and Equipment	Totals
<b>COST</b>				
Balance, beginning of year	\$ 535,210	\$ 17,564,063	\$ 2,359,009	\$ 20,458,282
Additions and betterments	-	27,006	121,298	148,304
Disposals and writedowns	-	(15,790)	(68,799)	(84,589)
Balance, end of year	<u>535,210</u>	<u>17,575,279</u>	<u>2,411,508</u>	<u>20,521,997</u>
<b>ACCUMULATED AMORTIZATION</b>				
Balance, beginning of year	291,989	7,905,160	1,349,985	9,547,134
Annual amortization	20,940	452,922	125,000	598,862
Amortization disposals	-	(6,420)	(63,793)	(70,213)
Balance, end of year	<u>312,929</u>	<u>8,351,662</u>	<u>1,411,192</u>	<u>10,075,783</u>
<b>TANGIBLE CAPITAL ASSETS - NET</b>	<u>\$ 222,281</u>	<u>\$ 9,223,617</u>	<u>\$ 1,000,316</u>	<u>\$ 10,446,214</u>

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**

	<u>2020</u>	<u>2019</u>
<b>11. ACCUMULATED SURPLUS</b>		
<b>Surplus</b>		
Invested in tangible capital assets	\$10,099,493	\$ 10,446,214
General deficit (a)	(20,052)	(49,765)
Unfunded		
Accumulated sick leave	<u>(350,077)</u>	<u>(410,818)</u>
<b>Total Surplus</b>	<u>9,729,364</u>	<u>9,985,631</u>
<b>Reserves</b>		
Working funds	1,267,815	1,341,262
Future capital expenditures	327,816	327,816
Sick leave	<u>426,989</u>	<u>426,557</u>
<b>Total Reserves</b>	<u>2,022,620</u>	<u>2,095,635</u>
<b>Accumulated Surplus</b>	<u>\$11,751,984</u>	<u>\$ 12,081,266</u>
 (a) General Deficit		
The general deficit at the end of the year is comprised of the following:		
Opening balance	\$ (49,765)	\$ (4,029)
Excess of expenses over revenue	(329,282)	(330,958)
Transfer from (to) reserves	73,015	(194,992)
Net change in tangible capital assets	346,721	464,934
(Decrease)/Increase in unfunded liabilities	<u>(60,741)</u>	<u>15,280</u>
Closing balance	<u>\$ (20,052)</u>	<u>\$ (49,765)</u>

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED**  
**SCHEDULE OF SEGMENT DISCLOSURES AND EXPENSES BY OBJECT**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**

	Nursing and Personal Care	Program and Support Services	Raw Food	Accommodation	Community Support Services	Unallocated (Eastholme)	Total 2020
<b>REVENUE</b>							
Province of Ontario Subsidies							
- Operating	\$ 4,841,315	\$ 634,922	\$ 446,920	\$ 165,518	\$ 368,796	\$ -	\$ 6,457,471
- Minor Capital	-	-	-	45,704	-	-	45,704
- Pandemic Pay	279,157	38,212	-	196,174	7,745	-	521,288
- COVID19 Prevention and Containment	326,360	71,640	-	398,000	20,000	-	816,000
- PSW Temporary Wage Enhancement	78,774	-	-	-	-	-	78,774
- Infection, Prevention & Control Personnel	48,005	-	-	-	-	-	48,005
- Capital Construction	-	-	-	121,219	-	-	121,219
Municipalities	563,345	62,756	55,053	601,046	-	-	1,282,200
Residents' Basic Accommodation Fees	-	-	-	2,588,756	-	-	2,588,756
Residents' Preferred Accommodation Fees	-	-	-	554,488	-	-	554,488
Client Fees	-	-	-	-	340,959	-	340,959
Other	-	-	-	22,834	-	-	22,834
<b>Total Revenue</b>	<b>6,136,956</b>	<b>807,530</b>	<b>501,973</b>	<b>4,693,739</b>	<b>737,500</b>	<b>-</b>	<b>12,877,698</b>
<b>EXPENSES</b>							
Wages and Benefits	5,853,073	684,779	-	3,344,888	219,262	-	10,102,002
Other Operating Expenses	295,029	122,751	501,973	1,411,151	488,095	-	2,818,999
Increase/(Decrease) in Sick Leave Liability	-	-	-	-	432	(61,173)	(60,741)
Amortization of Capital Assets	-	-	-	-	15,220	594,487	609,707
Less Assets Capitalized (net of disposals)	(11,146)	-	-	(242,072)	(9,769)	-	(262,987)
<b>Total Expenses</b>	<b>6,136,956</b>	<b>807,530</b>	<b>501,973</b>	<b>4,513,967</b>	<b>713,240</b>	<b>533,314</b>	<b>13,206,980</b>
<b>EXCESS OF EXPENSES OVER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 179,772</b>	<b>\$ 24,260</b>	<b>\$ (533,314)</b>	<b>\$ (329,282)</b>

This schedule provides a breakdown by major segment of the excess of revenue over expenses reported on the Consolidated Statement of Operations.

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED**  
**SCHEDULE OF SEGMENT DISCLOSURES AND EXPENSES BY OBJECT**  
**FOR THE YEAR ENDED DECEMBER 31, 2019**

	Nursing and Personal Care	Program and Support Services	Raw Food	Accommodation	Community Support Services	Unallocated (Eastholme)	Total 2019
<b>REVENUE</b>							
Province of Ontario Subsidies							
- Operating	\$ 4,729,305	\$ 642,475	\$ 445,699	\$ 31,562	\$ 384,664	\$ -	\$ 6,233,705
- Capital	-	-	-	120,888	-	-	120,888
Municipalities	583,720	83,053	36,479	541,748	-	-	1,245,000
Residents' Basic Accommodation Fees	-	-	-	2,665,630	-	-	2,665,630
Residents' Preferred Accommodation Fees	-	-	-	555,212	-	-	555,212
Client Fees	-	-	-	-	540,463	-	540,463
Other	-	-	-	51,967	-	-	51,967
<b>Total Revenue</b>	<b>5,313,025</b>	<b>725,528</b>	<b>482,178</b>	<b>3,967,007</b>	<b>925,127</b>	<b>-</b>	<b>11,412,865</b>
<b>EXPENSES</b>							
Wages and Benefits	5,034,464	607,155	-	2,786,098	226,610	-	8,654,327
Other Operating Expenses	278,561	118,373	482,178	986,341	743,828	-	2,609,281
Increase in Sick Leave Liability	-	-	-	-	425	14,855	15,280
Amortization of Capital Assets	-	-	-	-	11,568	587,294	598,862
Less Assets Capitalized (net of disposals)	-	-	-	(74,414)	(59,513)	-	(133,927)
<b>Total Expenses</b>	<b>5,313,025</b>	<b>725,528</b>	<b>482,178</b>	<b>3,698,025</b>	<b>922,918</b>	<b>602,149</b>	<b>11,743,823</b>
<b>EXCESS OF EXPENSES OVER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 268,982</b>	<b>\$ 2,209</b>	<b>\$ (602,149)</b>	<b>\$ (330,958)</b>

This schedule provides a breakdown by major segment of the excess of revenue over expenses reported on the Consolidated Statement of Operations.



## **Independent Auditor's Report**

**To the Board of Management of  
Eastholme, District of Parry Sound (East), Home for the Aged**

### **Opinion**

We have audited the financial statements of the trust funds of Eastholme, District of Parry Sound (East), Home for the Aged, which comprise the statement of financial position as at December 31, 2020, and the statement of financial activities and change in fund balance for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the trust funds and the financial activities and change in fund balance of the trust funds of Eastholme, District of Parry Sound (East), Home for the Aged as at December 31, 2020, and its financial performance and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Home in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Matter**

The financial statements of the trust funds of Eastholme, District of Parry Sound (East), Home for the Aged for the year ended December 31, 2019 were audited by another auditor who expressed an unmodified opinion on those statements on February 19, 2020.

ACCOUNTING • TAX • ADVISORY

*Baker Tilly SNT LLP is a member of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.*

COMPTABILITÉ • FISCALITÉ • SERVICES-CONSEILS

*Baker Tilly SNT s.r.l. est membre de la Coopérative Baker Tilly Canada, qui fait partie du réseau mondial Baker Tilly International Limited. Les membres de la Coopérative Baker Tilly Canada et de Baker Tilly International Limited sont tous des entités juridiques distinctes et indépendantes.*

## **Independent Auditor's Report (continued)**

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the trust funds' ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the trust funds or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the trust funds financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Home's internal control.

## **Independent Auditor's Report (continued)**

### **Auditor's Responsibilities for the Audit of the Financial Statements (continued)**

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the trust funds' ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the trust funds to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

North Bay, Ontario  
February 24, 2021

*Baker Tilly SNT LLP*  
CHARTERED PROFESSIONAL ACCOUNTANTS,  
LICENSED PUBLIC ACCOUNTANTS

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST), HOME FOR THE AGED  
RESIDENTS' TRUST FUNDS - STATEMENT OF FINANCIAL  
ACTIVITIES AND CHANGE IN FUND BALANCE  
FOR THE YEAR ENDED DECEMBER 31, 2020**

	<u>2020</u>	<u>2019</u>
<b>RECEIPTS</b>		
Resident Deposits	<u>\$3,263,633</u>	<u>\$3,168,463</u>
<b>DISBURSEMENTS</b>		
Resident Withdrawals	<u>\$3,259,845</u>	<u>\$3,171,944</u>
<b>INCREASE (DECREASE) IN FINANCIAL ASSETS</b>	\$ 3,788	\$ (3481)
<b>OPENING FUND BALANCE</b>	<u>30,370</u>	<u>33,851</u>
<b>CLOSING FUND BALANCE</b>	<u>\$ 34,158</u>	<u>\$ 30,370</u>

**STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2020**

	<u>2020</u>	<u>2019</u>
<b>FINANCIAL ASSETS</b>		
Cash	<u>\$ 34,158</u>	<u>\$ 30,370</u>
<b>FUND BALANCE</b>	<u>\$ 34,158</u>	<u>\$ 30,370</u>

The accompanying notes are an integral part of the financial statements

**EASTHOLME, DISTRICT OF PARRY SOUND (EAST) HOME FOR THE AGED  
RESIDENTS' TRUST FUND NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2020**

Residents' Trust Funds, Eastholme, District of Parry Sound (East), Home for the Aged is established under the Ontario Regulation 79/10, made under the Long-Term Care Homes Act, 2007, and its principal activity is to provide a service to the residents.

**1. Significant Accounting Policies**

The statements of the Residents' Trust Funds, for Eastholme, District of Parry Sound (East), Home for the Aged are the representation of management prepared in accordance with Canadian Public Sector Accounting Standards for local governments as outlined in the Public Sector Accounting Handbook of the Chartered Professional Accountants of Canada. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These have been made using careful judgements.

**(a) Basis of Accounting**

Sources of revenue and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

**(b) Trust Funds Held in a Financial Institution**

Provincial regulations for long-term care homes require trust funds to be deposited into a non-interest bearing account at a financial institution. Accordingly, the financial institution banking arrangements and service charges for maintenance of the trust account and electronic funds transfer charges for resident payments of accommodation fees are accounted for in the general operations of the Home.

**EASTHOLME  
MUNICIPAL LEVY APPORTIONMENT CALCULATION  
FOR 2021 LEVY**

FILE: EASTHOLME/EASTHOLME 2021 LEVY

	(A) Households per 2016 Statistics Canada Census	(B) Phase-In Taxable Asmt. (Wtd & Disc CVA) per 2019 FIR, Sch 26, row 9199, column 17	(C) Hydro Power Dam Compensation per 2019 FIR, Sch 26, row 5236, column 2 =	(D) Industrial Class Tax Ratio per 2019 FIR, Sch 22, column 5	(E) Industrial Class Tax Rate per 2019 FIR, Sch 22 **	(F) Weighted Equivalent Hydro Assessment ((C)/(E)*(D))	(G) 2021 Apportionment Base + (B) + (F)	% 2021	2020 Apportionment Base	% 2020	Current year phased-in assessment increase (decrease)
Township of Armour	1,080	357,508,075	-	N/A	N/A	-	363,235,377	8.7692%	354,889,401	8.7799%	2.35%
Village of Burk's Falls	510	80,920,703	7,658	1.420400	2.2017520%	494,035	82,107,083	1.9822%	79,746,500	1.9729%	2.96%
Municipality of Callander	1,799	541,110,268	-	N/A	N/A	-	542,842,673	13.1053%	527,823,795	13.0583%	2.85%
Township of Joly	164	56,777,127	46,625	N/A	N/A	-	56,823,752	1.3718%	55,323,440	1.3687%	2.71%
Town of Kearney	1,302	360,240,164	-	N/A	N/A	-	361,965,633	8.7386%	354,572,671	8.7721%	2.09%
Township of Mochar	913	250,488,263	4,147	0.950000	1.3560040%	290,134	252,298,667	6.0910%	248,308,098	6.1431%	1.61%
Municipality of Magnetawan	2,062	679,424,297	-	N/A	N/A	-	681,434,999	16.4512%	667,031,777	15.5023%	2.16%
Township of Nipissing	1,322	368,195,863	472	0.269800	0.4452850%	28,599	371,130,159	8.9598%	359,375,259	8.8909%	3.27%
Township of Perry	1,726	454,377,619	-	N/A	N/A	-	456,546,194	11.0219%	443,284,806	10.9668%	2.99%
Municipality of Powassan	n/a	324,066,104	50,652	1.770226	2.7534120%	3,256,523	330,889,857	7.9883%	322,534,487	7.9795%	2.59%
Township of Ryerson	580	176,680,193	-	N/A	N/A	-	176,796,793	4.2682%	173,280,785	4.2870%	2.03%
Village of South River	528	70,070,156	-	N/A	N/A	-	70,414,650	1.6999%	69,457,953	1.7184%	1.38%
Township of Strong	922	286,559,572	-	N/A	N/A	-	288,866,531	6.9738%	281,739,825	6.9702%	2.53%
Village of Sundridge	497	106,708,714	-	N/A	N/A	-	106,816,147	2.5787%	104,678,938	2.5898%	2.04%
	13,405	4,113,128,118	24,970,606			4,069,691	4,142,168,415	100.0000%	4,042,047,735	100.0000%	2.48%

**COMMENTS:**

- Overall weighted average increase in phased in assessment = 2.48% for the current year.  
Municipalities whose assessments increased by more than 2.48% will show an increase in their apportionment for the current year;  
those whose assessments increased by less than 2.48% will show a decrease in their apportionment.

- The 2019 FIRs can be viewed at <https://efis.fma.ccc.gov.on.ca/fir/Welcome.htm>

\* 2019 hydro allocations are the same as they were in 2018 for all municipalities.

\*\* Basic approach re Hydro P/L's resulted from a February 2005 discussion with Lynnette Coy, Ministry of Municipal Affairs, Finance branch.  
Per Lynnette, Burk's Falls receives the municipal portion of hydro payments only, while Madhar, Nipissing and Powassan receive both the municipal and school board portions.  
Consequently, the tax rate reported in column 5 of Schedule 22 is used for Burk's Falls and that in column 11 is used for the other municipalities.



**Library Board Minutes**  
**February 22, 2021 at 5:30 pm**

**Attendance via video/audio conference:** Tina Martin, Debbie Piper, Gloria Brown, Bob Elliott, Bernadette Kerr, Liz Moore, Debbie Piekarski (left at 6:30pm), Doug Walli, Marie Rosset  
**Guest:** Dean Decaire

**1. Respect and Acknowledgement Declaration** Read by CEO

**2. Disclosure of pecuniary interest – none**

**3. Approval of general consent motion:**

**Motion # 2021-03 Piper-Piekarski:** That the Consent Agenda for February 2021, which includes:

- a) the February 22, 2021 agenda,
  - b) the Minutes for the January 25, 2021 meeting,
  - c) the Financial Report for January 2021,
  - d) and the Library Report for January 2021,
- be adopted with modifications to the Agenda,  
- addition of 4f) 2021 Student Grant Applications.

**4. Business Arising**

**a) Presentation of 2020 Audited Statements by Dean Decaire from BDO**

No issues with the Audited Statements. The process was quick and nothing problematic was discovered in the library accounting. The audit showed a surplus for 2020, to be placed in a reserve fund (short term GIC).

**Motion # 2021-04: Moore-Martin:** That the 2020 Audited Financial Statements be adopted as amended.

**b) 2021 Budget**

The 2021 Budget was presented and accepted by the Library Board. The new Library fee division was adopted as per the new agreement and an overall 1% increase was applied to last year's library fees Municipal figures.

The uncertainty of 2021 makes it difficult to predict costs for this year. Should the library end up with a surplus again in 2021 the auditor recommended the Library reserve be increased to \$54,000 (3 x monthly spending) and consideration be given to returning the excess of funds.

**c) New Library Agreement**

- The three council members on the Library Board confirmed a new Library Agreement has been adopted and signed by the three Union Councils. The CEO will request a copy of the signed document for the Library files.

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	8-4

- The patron review program is continuing. So far 680 patrons have been called, of those 178 had an out of service phone and 43 were deleted due to moving. It was agreed to delete patrons who are no longer reachable.

**Motion # 2021-06: Piper-Moore:** That all patrons that have not used their library card or other library services in the past two years, and have an out of service phone number, and are not reachable by any other means will be deleted from the Library patron list.

Once the program is completed, a new Patron by Municipality Report will be issued.

**d) Current Library Services Update**

- Services remain the same: the library is offering curbside services only. Lifelab is continuing to operate every Monday and Thursday from 8am to 12pm under appropriate safety protocols.
- Programs such as French, and the Book Club are being offered via Zoom. Jen is continuing her weekly Raising Readers on YouTube.

**e) Service Provider Report**

Report remains to be reviewed by CAO for accuracy.

**f) 2020 Student Grants Applications**

- Summer Jobs (federal grant) – two position requested, covers 100% of wages
- YCW (federal grant) – 1 position requested, covers 85% of wages

**5. Correspondence**

- Request from the new Ontario Library Services (OLS) for one Board member to volunteer to sit on their Board.

**6. Committee Reports**

**a) Property Committee**

**- Elevator**

New date for outcome to the OTF Resilience Grant Application: April 2021 versus the original March 2021

**b) Policy Committee Report**

Reviewed:

- GOV-02 Board Directors Duties & Responsibilities – will be reviewed further
- RES-05 Library Emergency and Disruption of Services Policy  
**Motion # 2021-07: Piper-Brown:** That the RES-05 Library Emergency and Disruption of Service Policy be adopted as modified
- Library Card Application Form – further modifications required

**c) Friends of the Library Report**

- At their January meeting the Friends approved a donation of up to \$700 to replace the sink and cabinet at the front desk.
- Many of the Friends will receive the Provincial Volunteer Award on March 25<sup>th</sup> via Zoom.



**7. New Business**

**a) Upcoming Noteworthy Events**

Catherine Cross is volunteering (remotely) at the library in March for her Nipissing University Teacher's College volunteer requirements. She will develop a School Break Staycation Kit, which will include daily activities of a simple craft, snack recipe and science experiment for each day of the week.

**8. Adjournment**

**Motion # 2021-08: Brown:** That the February 22, 2021 meeting be adjourned at 7:04 pm.

**Next Meeting: Monday, March 22, 2021 at 5:30pm**

**Chairperson:** \_\_\_\_\_  
**Kristine Martin, Chair**

**Secretary:** \_\_\_\_\_  
**Marie Rosset, CEO**

February 23, 2021

SENT ELECTRONICALLY

Ms. Maureen Lang  
Clerk-Treasurer  
Municipality of Powassan  
466 Main Street  
P.O. Box 250  
Powassan, ON P0H 1Z0

Dear Ms. Lang:

**Re: 2021 Municipal Levy**

Your **2021 Municipal Levy Information Package** is attached. The 2021 cost-shared budget was prepared based on the 2020 provincially approved funding including provincial mitigation funding for 2021.

The mitigation funding from the Province covers the additional municipal cost due to the change in the cost-sharing formula to 30 municipal / 70 provincial. This change would have resulted in a 42% increase in the levy. The Province provided this transition funding to eliminate the 2021 increase for municipalities.

There is no indication at this time that there will be further transitional funding in 2022, so it would be prudent for municipalities to plan for the full 42% increase in 2022 on a similar shareable base of \$16,668,567.

The year 2020 was an extraordinary one for public health, and uncertainty persists in 2021 as the fight against COVID-19 continues. Understandably, the pandemic has interrupted discussions with the Province about public health modernization, so no new information is available on this topic.

It is more important than ever for the Health Unit to stay focused on our mission "to foster healthy living within our communities by preventing illness, promoting healthy choices, and providing trusted support and information". This year's budget allows for this important work to continue at the current level.

In accordance with the Board of Health Municipal Reserve policy, B-F-007, municipalities will be updated on the 2020 year-end status of the municipal reserve following the audit process in April. The reserve balance at November 30, 2020, was \$1,658,010.

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM#	8-5

.../2

To learn more about your public health unit, COVID-19, and other public health activities and reports, refer to the North Bay Parry Sound District Health Unit website at [www.myhealthunit.ca](http://www.myhealthunit.ca). The website is completely searchable and contains information on a wide range of health topics.

The following information is attached:

- Appendix A ..... 2021 Levy Payment Schedule
- Appendix B..... 2021 Board of Health Approved Budget Summary Sheet
- Appendix C..... Municipal Levy & Population Comparison for 2020/2021

Please don't hesitate to contact Isabel Churcher, Executive Director, Finance, at (705) 474-1400, extension 5381, if you have any questions.

Yours truly,



Nancy Jacko  
Chairperson, Board of Health

Enclosures (3)

Copy to: Isabel Churcher, Executive Director, Finance  
Dr. Jim Chirico, Medical Officer of Health/Executive Officer  
Board of Health Members

February 26, 2021

Municipality of Powassan  
 466 Main St.  
 P.O. Box 250  
 Powassan, ON P0H 1Z0

**2021 MUNICIPAL LEVY  
 PAYMENT SCHEDULE**

**2021 Annual Levy**

**\$106,860**

<b>Monthly Payment Schedule effective January 1, 2021</b>	<b>Amount</b>
January 1	8,905.08
February 1	8,905.08
March 1	8,905.08
April 1	8,905.08
May 1	8,905.08
June 1	8,905.08
July 1	8,905.08
August 1	8,905.08
September 1	8,905.08
October 1	8,905.08
November 1	8,905.08
December 1	8,905.08
<b>Total</b>	<b>\$106,860</b>

Levy based on population of: 2,975

Per Capita Rate: \$35.92

**Due Date: The first day of every month**

Interest is charged at 1.25% per month on outstanding balances.

**Please remit to: North Bay Parry Sound District Health Unit**

**Attention: Finance Department**

**345 Oak Street West**

**North Bay, ON P1B 2T2**

**Or Direct Deposit to Account # 03442 003 1287499**

# 2021 Board of Health Public Health Budget

## Budget Summary Sheet

Appendix B  
Approved BOH January 27, 2021

Budget Summary	Reconciled Budget 2020	Forecast 2020	Budget 2021	Notes
<b>Total Expenses*</b>	<b>20,786,030</b>	<b>20,891,602</b>	<b>21,017,701</b>	<b>1</b>
Less Program Revenues*	599,161	573,979	412,325	2
<b>Net Expenses</b>	<b>20,186,869</b>	<b>20,317,623</b>	<b>20,605,376</b>	
Less 100% Funding and One-Time Funding*	3,518,302	3,778,584	3,936,809	
<b>Total Shareable Base (see breakdown below)</b>	<b>16,668,567</b>	<b>16,539,040</b>	<b>16,668,567</b>	
Less Provincial Mitigation Funding for Shareable Base Reduction	369,710	369,710	369,710	
<b>Net Shareable Base</b>	<b>16,298,857</b>	<b>16,169,330</b>	<b>16,298,857</b>	
Ministry of Health Provincial Share (70%)	11,409,200	11,318,531	11,409,200	
Municipal Share (30%)	4,889,657	4,850,799	4,889,657	
Less One-Time Provincial Mitigation Funding for Municipal Levy Relief	-1,422,690	-1,422,690	-1,422,690	
Plus 100% Municipal Funding: Low Income Adult Dental Clinic	80,780	80,780	80,780	
<b>Net Municipal Levy</b>	<b>3,547,747</b>	<b>3,508,889</b>	<b>3,547,747</b>	
Per Capita Municipal Population	98,769	98,769	98,769	<b>3</b>
Per Capita Rate	35.92	35.53	35.92	

Notes for Budget Summary	
<b>1</b>	Total expenses includes the cost of all Health Unit programs and services.
<b>2</b>	Program revenues are generated through payments from the public or the government on a fee-for-service basis.
<b>3</b>	As per the <i>Health Protection and Promotion Act</i> , R.S.O. 1990, c. H.7, O. Reg. 489-97 Allocation of Board of Health Expenses, populations are based on current (2018) Municipal Property Assessment Corporation (MPAC) enumeration data.

**North Bay Parry Sound District Health Unit  
Municipal Levy & Population Comparison for 2020/2021**

Appendix C  
Approved BOH January 27, 2021

Municipality	2020 Revised Levy			2021 Levy			Difference
	Municipal Population 2018		Totals	Municipal Population 2018		Totals	
	%	\$		%	\$		
Armour	1.14	1,126	\$ 40,445	1.14	1,126	\$ 40,445	0
Bonfield	1.85	1,832	\$ 65,804	1.85	1,832	\$ 65,804	0
Burk's Falls	0.72	708	\$ 25,431	0.72	708	\$ 25,431	0
Callander	3.49	3,444	\$ 123,707	3.49	3,444	\$ 123,707	0
Calvin	0.48	477	\$ 17,134	0.48	477	\$ 17,134	0
Carling	1.24	1,220	\$ 43,821	1.24	1,220	\$ 43,821	0
Chisholm	1.18	1,161	\$ 41,702	1.18	1,161	\$ 41,702	0
East Ferris	4.27	4,219	\$ 151,545	4.27	4,219	\$ 151,545	0
Joly	0.23	223	\$ 8,010	0.23	223	\$ 8,010	0
Kearney	0.70	694	\$ 24,928	0.70	694	\$ 24,928	0
Machar	0.77	761	\$ 27,334	0.77	761	\$ 27,334	0
Magnetawan	1.18	1,167	\$ 41,918	1.18	1,167	\$ 41,918	0
Mattawa	1.83	1,808	\$ 64,943	1.83	1,808	\$ 64,943	0
Mattawan	0.14	142	\$ 5,100	0.14	142	\$ 5,100	0
McDougall	2.29	2,266	\$ 81,394	2.29	2,266	\$ 81,394	0
McKellar	1.08	1,066	\$ 38,290	1.08	1,066	\$ 38,290	0
McMurrich/Monteith	0.65	641	\$ 23,025	0.65	641	\$ 23,025	0
Nipissing	1.55	1,527	\$ 54,849	1.55	1,527	\$ 54,849	0
North Bay	44.37	43,828	\$ 1,574,289	44.37	43,828	\$ 1,574,289	0
Papineau-Cameron	0.82	810	\$ 29,095	0.82	810	\$ 29,095	0
Parry Sound	5.02	4,958	\$ 178,090	5.02	4,958	\$ 178,090	0
Perry	1.83	1,805	\$ 64,834	1.83	1,805	\$ 64,834	0
Powassan	3.01	2,975	\$ 106,861	3.01	2,975	\$ 106,861	0
Ryerson	0.56	550	\$ 19,756	0.56	550	\$ 19,756	0
Seguin	3.31	3,272	\$ 117,529	3.31	3,272	\$ 117,529	0
South River	0.90	892	\$ 32,040	0.90	892	\$ 32,040	0
Strong	1.24	1,222	\$ 43,894	1.24	1,222	\$ 43,894	0
Sundridge	0.82	808	\$ 29,023	0.82	808	\$ 29,023	0
The Archipelago	0.72	711	\$ 25,539	0.72	711	\$ 25,539	0
West Nipissing	11.78	11,635	\$ 417,926	11.78	11,635	\$ 417,926	0
Whitestone	0.83	821	\$ 29,491	0.83	821	\$ 29,491	0
Totals	100.00	98,769	\$ 3,547,747	100.00	98,769	\$ 3,547,747	0
Municipal Share of Budget			\$3,547,747				\$3,547,747
Per Capita			\$35.92				\$35.92

\* Municipal Property Assessment Corporation

Municipal Reserve Balance at November 30, 2020: \$1,658,010



**THE CORPORATION OF THE MUNICIPALITY OF POWASSAN**

**BY-LAW NO. 2021-06**

---

Being a By-law to provide for an interim Tax Levy for 2021

---

**WHEREAS** a local municipality, before the adoption of the estimated for the year under section 317 of the Municipal Act, 2001, S.O. 2001, c.25, may pass a by-law levying amounts on the assessment of property in the local municipality ratable for local municipal purposes; and

**WHEREAS** the amount levied on the property shall not exceed 50 percent of the total amount of taxes for municipal and school purposes levied on the property for the previous year;

**NOW THEREFORE** the Council of the Corporation of the Municipality of Powassan enacts as follows:

1. That an interim tax rate be imposed and levied on the whole of the assessment for real property in the following classes according to the last revised assessment roll:

CLASS	RATE
Residential/Farm	0.00565940
Multi-residential	0.01037825
Commercial Occupied	0.01184434
Commercial Vacant Units	0.00970882
Commercial Vacant Land	0.00970882
Commercial New Construction	0.01184434
Industrial Occupied	0.01346554
Industrial New Construction	0.01346554
Industrial Vacant Units	0.01046760
Large Industrial	0.01581654
Large Industrial Excess Land	0.01199575
Pipelines	0.00884631
Farmlands	0.00141485
Managed Forests	0.00141485
Landfills	0.01542878

2. That the said interim levy shall become due and payable on the 30th day of April, 2021.
3. That a charge of one and one-quarter percent (1 ¼%) shall be imposed as a penalty for non-payment of taxes in accordance with section 345 (2) the Municipal Act, 2001,

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	10-1

S.O. 2001, c.25, and shall be added to the amount of taxes due and unpaid, on the first day of default. Therefore after, in accordance with section 345(3) of the Municipal Act, 2001, S.O. 2001, c. 25, interest charges of one and one-quarter percent (1 ¼%) each month of the amount of taxes due and unpaid, shall be imposed for non-payment of taxes not accruing before the first day of default.

4. That the Treasurer may mail or cause the same to be mailed to the resident or place of business of such person indicated on the last revised assessment roll, a written or printed notice specifying the amount of taxes payable.
5. That the taxes be payable at the Municipality of Powassan, PO Box 250, 250 Clark Street, Powassan, Ontario, P0H 1Z0.
6. That this By-Law shall take effect upon its adoption.

**READ a FIRST and SECOND** time on February 16, 2021

**READ a THIRD and FINAL** time and considered passed as such in open Council on this, the 2nd day of March, 2021.

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Mayor

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CAO/Clerk-Treasurer



THE CORPORATION OF THE MUNICIPALITY OF POWASSAN

BY-LAW NO. 2021-07

Being a By-Law to Appoint a Building Inspector

---

WHEREAS the Council of the Corporation of the Municipality of Powassan deems it necessary to appoint a Building Inspector to replace, as required, the Chief Building Official of the municipal corporation.

NOW THEREFORE the Council of the Corporation of the Municipality of Powassan enacts as follows:

1. That Shane Conrad be appointed a Building Inspector
2. That the Building Inspector report to the Chief Building Official and the CAO/Clerk-Treasurer.
3. That the Chief Building Official be delegated the authority to call-in, on approval of the CAO/Clerk-Treasurer, as required, the Building Inspector
4. That the terms of employment for this position listed on the attached Schedule 'A' be adopted and forming part of this by-law.
5. That this By-law shall come into effect upon adoption by Council.

READ a FIRST and SECOND time the 2<sup>nd</sup> day of March, 2021  
And considered READ a THIRD and FINAL time, the 2<sup>nd</sup> day of March 2021

---

MAYOR

---

CAO/CLERK-TREASURER

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	10-2

THE CORPORATION OF THE MUNICIPALITY OF POWASSAN

SCHEDULE 'A' TO BY-LAW NO. 2021- 07

**Terms of Employment**

1. Effective appointment date is March 2, 2021
2. Rate of compensation is \$75.00 per hour
3. Mileage compensation of .50/km
4. There are no regular or minimum hours associated with this position; call-in/emergency only
5. Proof of valid driver's license and necessary certification required

**Maureen Lang**

---

**Subject:** FW: rent relief

Begin forwarded message:

**From:** "Andrew J. Emmerson" <[andy.emmerson@sympatico.ca](mailto:andy.emmerson@sympatico.ca)>  
**Date:** February 23, 2021 at 8:30:43 AM EST  
**To:** Lesley Marshall <[LMarshall@powassan.net](mailto:LMarshall@powassan.net)>  
**Subject:** Re: rent relief

Good Morning Lesley,

Our records indicate monthly rent for 2020 was \$1838.12. So we have already paid in excess of \$14,700.00 for eight months where we could not use the facility. I would like that amount considered, minus any associated electricity costs for the same period.

Thanks.

Andrew J Emmerson

On Feb 22, 2021, at 1:56 PM, Lesley Marshall <[LMarshall@powassan.net](mailto:LMarshall@powassan.net)> wrote:

Good Afternoon!

In following up from the minutes of the last Council meeting,  
It seems Council was looking to clarify what amount the curling club is seeking in terms of relief?  
I'm not certain if you've had the opportunity to discuss amongst your group, but any feedback that I could provide to Council would be of assistance.  
Thank you!

Lesley Marshall  
The Municipality of Powassan  
250 Clark Street, Powassan ON P0H 1Z0  
705-724-2813 ext 221 [lmars hall@powassan.net](mailto:lmars hall@powassan.net)

DATE OF COUNCIL M.O.	March 2/21
AGENDA ITEM #	11-1



## Organizational Review Report

February 27, 2021

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DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	12-1

## 1.0 Executive Summary

The Municipality of Powassan is located in Northern Ontario in the District of Parry Sound, approximately 300 kms north of Toronto and 35 kms south of North Bay. The Towns of Trout Creek and Powassan and the Township of Himsforth South formed the municipality under an amalgamation which took effect on January 1, 2001.

The Province of Ontario, through the Municipal Modernization Program, provided funding to the Corporation of the Municipality of Powassan in 2020 to undertake a review of their current organizational structure, operational functions in each department and levels of staffing, with consideration of future staffing needs.

Studies of this nature are by design, intended to use an evidence-based approach to look at all potential options with the goal of structuring organizational operations to deliver public services in an efficient and affordable way, to ensure the services meet the community's needs and maximize efficiencies for long-term sustainability.

The most significant long-term impact of this kind of review often is the in-depth understanding of the internal operations of the Municipality of Powassan that staff and Council has gained as we worked through the process with you.

Organizational design is a step-by-step process which identifies current challenges, what is working and not working regarding strategies, structures, systems, staff, culture, etc., and realigns them to fit current business realities/ goals.

Working collaboratively with staff and Council throughout the study, alternative organizational structures were designed and a preferred model was selected. Recommendations and Transition plans were also developed and reviewed to serve as a road map to assist the Municipality to systematically progress from the current organizational structure to the preferred model, that will serve the Municipality of Powassan well into the future.

### Conclusion

We wish to thank Council and staff for their assistance on this project. Good employees are the backbone of any organization and the staff we worked with are very dedicated and conscientious in their roles.

In the end, there is no one perfect way to design an Organizational Structure, but our final recommendations will provide improved coordination, communication and better delineation of who does what, which will position the Municipality of Powassan well on its way to modernizing the municipality and providing the efficient processes and services its citizens want and need.

Evelyn Dean & Susan Shannon



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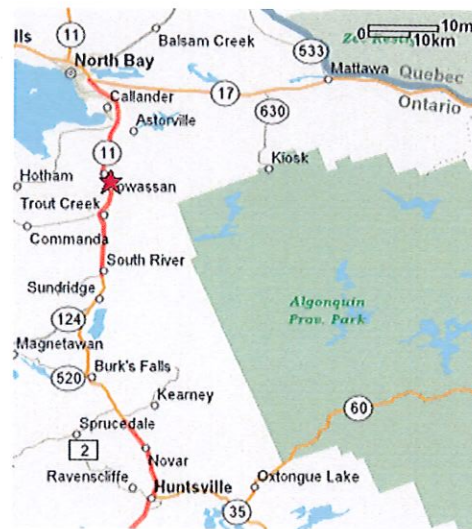
## 2.0 Introduction

### 2.1 Overview of the Municipality of Powassan

#### 2.1.1 Background

The Municipality of Powassan is a rural community of 3,455 residents (per 2016 Census), located about 30 kilometres south of the City of North Bay. The Corporation of the Municipality of Powassan was established in 2001 through the amalgamation of the Towns of Powassan and Trout Creek, and the Township of South Himsworth.

The main population centre of the Municipality is the former Town of Powassan. Trout Creek forms a second, smaller population centre with a relatively large representation of retired residents. The remainder of the Municipality is largely farmland. Many residents commute to North Bay to work.



\*2016 Canadian Census

#### 2.1.2 Municipal Operations

The municipal office is housed at 250 Clark Street, which was formerly a public school. The building was renovated and houses both the municipal administration and a community wing. The wing houses the Planning Board, Grace house, food bank, a learning centre, a fitness centre and the Maple room is used for community meetings.

#### Council:

- Mayor Peter McIsaac
- Deputy Mayor Randy Hall
- Councillor Dave Britton
- Councillor Debbie Piekarski
- Councillor Markus Wand

Council Members and volunteers are also actively involved in a number of Boards, Committees, Associations and Agencies such as:

- Public Works Committee
- Trout Creek Community Centre Board
- Powassan Recreation Committee
- Powassan Library Board
- Police Services Board (Regional)
- Powassan Agricultural Society
- Trout Creek Lion's Club

#### **Staffing:**

At present, the Municipality is staffed by;

- **Administration & Treasury** - CAO-Clerk-Treasurer, 2 Deputy Clerks, Deputy Treasurer, one full time Administrative Assistant, one part time Receptionist/Cashier and an Event Coordinator
- **Public Works** - Public Works Foreman, Municipal Engineer, five Roads Assistants (Operators), Landfill Operator and a Garbage Collector
- **Recreation** – Recreation & Facilities Manager, Trout Creek Arena Manager and four to six Arena Labourers
- **Building & By-Law** - Chief Building Official, By-Law Enforcement Officer/Property Standards/CEMC
- **Emergency Services** - a part time Fire Chief and 32 Volunteer firefighters
- **Other Part time, Seasonal & Casual** – as required

### **2.1.3 Municipal Plans**

#### **Strategic Plan**

The Municipality developed a Community Strategic Plan in 2006 and an Economic Development Strategic Plan in 2013. The Mission, Vision and Values identified in the Economic Development Strategic Plan are as follows:

#### **MISSION**

*“Through efficient and effective leadership, Powassan supports a high quality of life for all of its citizens. Its citizens have a strong sense of pride and ownership in the community”.*

#### **VISION**

*“Powassan is a community that embraces change while respecting the rich heritage of the area. It is a municipality based on strong fiscal government with a durable economy that recognizes the rights of all citizens, respects the environment and the amenities that it affords and offers to citizens a healthy, active lifestyle”.*



## VALUE STATEMENTS:

- 1. Values community growth.*
- 2. Values being recognized as a safe community.*
- 3. Values progressive development.*
- 4. Values responsible governing.*
- 5. Values strong relationships with community partners as well as other communities.*

## Other Key Municipal Plans

The Municipality of Powassan has completed the following studies which are available to the public at the Municipal Office or electronically on the Municipal website, under Economic Development – Investment Readiness.

- 2006 Powassan Community Strategic Plan
- 2008 Housing Study
- 2005 Recreation Action Plan
- Official Plan 2003
- Zoning By-laws 2003
- 2001 Labour Force and Market Analysis (electronic format unavailable at this time)
- Community Profile (date unknown)
- Economic Development Plan 2016
- Asset Management Plan – December 2013 (under review)
- Roads Needs Study (under review)

## 3.0 Study Background

### 3.1 Study Objectives

In November 2020, the Municipality of Powassan requested proposals for the purpose of conducting an Organizational Review.

The Municipality of Powassan will soon be facing some changes with the upcoming retirement of the current CAO/Clerk/Treasurer. So, in preparation for this change, the Municipality requested a third-party consultant(s) to undertake a review of the current organizational structure, operational functions and levels of staffing and to make recommendations that will enhance the organizational operations for current and future needs.

A review of the organizational structure was deemed necessary to ensure alignment of departmental responsibilities and to ensure the right people are in the right positions doing the right things at the right time to plan for the future.

### 3.2 Study Scope

#### Part One – Organizational Review

- To review the current organization structure and alignment of departmental service responsibilities.
- Make recommendations related to identified projected service and staff requirements leading 10 years into the future.
- Related to the above, to provide a commentary on external pressures and legislative requirements facing the municipal organization, along with a projection of the impact they will have on future workloads and the organization's means to address them.
- Undertake a benchmarking comparison of the Municipality's current organizational structure and staffing levels against municipalities of a similar size and nature.
- Based on the results of the review, provide a series of recommendations regarding current and future organizational structure and staffing needs to:
  - Improve clarification of roles and responsibility of management
  - Improve service delivery to customers
  - Establish appropriate and necessary staffing levels
  - Strengthen communications/coordination between departments
  - Provide opportunities for staff development
- Make recommendations related to the organization of staff and related resources required for the Municipality's efficient delivery of mandated and discretionary services.

## **Part 2 - Assess Workplaces**

- To consult with Council and Senior management to understand any concerns there are currently or possibly in the future, that relate to municipal facilities and its impacts on Council and municipal administration operations and public suitability.
- To recommend the best process to undertake a more fulsome review to identify current and future workplace needs and make recommendations related to more effectively meeting public service and operation efficiency needs.

### **3.3 Staff Study Team**

- ❖ CAO-Clerk-Treasurer, Maureen Lang
- ❖ Deputy Clerk, Kim Bester
- ❖ Deputy Clerk, Lesley Marshall
- ❖ Public Works Foreman, Scott Toebes
- ❖ Public Works Assistant, Trevor Tennant
- ❖ Protective Services Official, Ben Mousseau
- ❖ Recreation and Facilities Manager – Sportsplex – Mike Heasman
- ❖ Fire Chief, Bill Cox
- ❖ Engineer, Codey Munshaw
- ❖ Deputy Treasurer Robert Giesler.

## 4.0 Methodology - Study Approach

The data collection and analyses were structured around the **McKinsey 7S model**. This allows for all the data collected including the document reviews and stakeholder interviews to be analyzed and leveraged in a structured and efficient way.

The process focuses on improving both the technical and people side of the organization. For most organizations, the design process leads to a more effective organization design, significantly improved results, and employees who are empowered and committed to the organization.

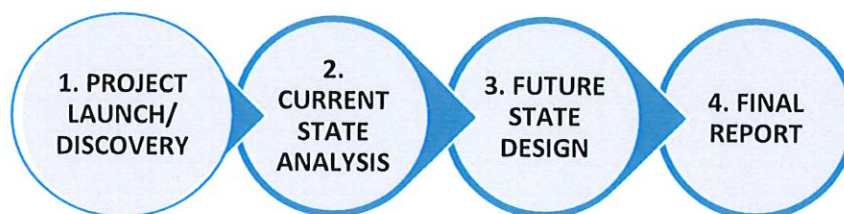
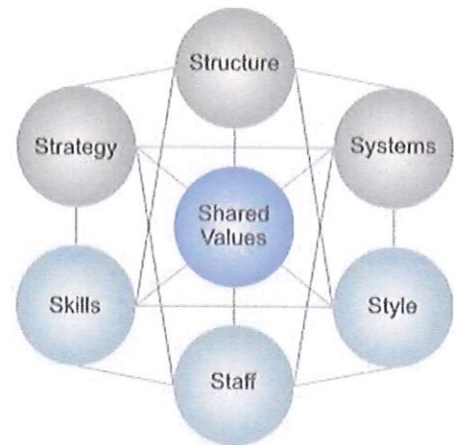
The hallmark of the design process is a comprehensive and holistic approach to organizational improvement that touches all aspects of organizational life, to achieve strategic priorities.

Following the strategic analysis, the degree to which the overall structure matches the mandate and requirements of the organization and the changing nature of the services offered, and changes in the clients served were analyzed.

Once the structure was evaluated, an assessment was undertaken of the appropriate staffing levels followed by the specific skills and competencies required of the roles and how these fit with the overall style (the “how” the work is to be done in conjunction with “what” needs to be done).

In order to make informed recommendations, in broad terms, the methodology we applied to this organizational review study was as follows:

- **Project Launch & Discovery**
- **Current State Analysis**
- **Future State Design**
- **Final Report**





## 4.1 Project Launch/Discovery

### 4.1.1 Initial Consultation

The initial consultation was held by telephone with the CAO, the two Deputy Clerks and the consultants on November 20<sup>th</sup>, 2020. The approach, timelines and outline of the project were firmed up and the study team was established.

It was determined that individual interviews were to be conducted with senior staff and members of Council.

All other staff would be asked to respond to an employee survey. To accommodate varying levels of computer skills, it was determined they could either respond to the survey electronically, or fill them out manually and return it in a sealed envelope to the CAO, who would then forward the envelopes to the consultants.

The project work plan was also finalized at this initial consultation, to meet the Provincial deadlines under the Municipal Modernization Funding Program. The deadline for completion was determined as March 1, 2021.

The consultants also requested and received clarification that “Assess Workplaces” in the RFP refers to just the 250 Clark Building, (no other buildings) and that the assessment would only be as it related to any new organizational structure, (i.e. where any new staff that may be needed, might be housed).

At this meeting we also requested the following documents to review, if available;

- **Organizational Design:** Documents related to prior relevant work on organizational design; organizational charts; any prior reviews; draft adaptive OD framework
- **Strategic and Operational Plans:** existing Municipality of Powassan Strategic Plan, Asset Management Plan, Climate Change Action Plan, Emergency Response Plan, etc.
- **By-Laws, Policies, Contracts** – that affect staffing and the delivery of a service
- **Detailed Financials and Budgets** – for various years, to be determined
- **Partnership and Engagement:** List of key partners/contractors/shared services arrangements related to services and relevant details about the partnerships/contracts or shared servicing agreements
- **Roles and Responsibilities:** Job descriptions, responsibilities, and past job evaluations
- **Union Considerations, if applicable:** Existing collective bargaining agreements, union grievances that are relevant to organizational design, committees and their functions, overall membership etc.
- **Performance Reports:** (i.e., Performance Management Framework; Workload metrics; past capacity, efficiency, and effectiveness reviews)
- **Staff Perspectives:** Any formal or informal documentation of previous engagement activities, including internal staff/partner perspectives; employee engagement surveys
- **Any other relevant data,** information, and documentation related to an effective organizational review and workload assessment for the departments/services

#### 4.1.2 Kick Off Meetings

- The **Senior Staff Kick Off** meeting was held December 3<sup>rd</sup> 2020. The objective of this meeting was to confirm our understanding of the project; review expected project activities, deliverables, timelines and milestones.

Staff were asked about the strengths, weaknesses, opportunities and any particular challenges they are experiencing in their departments. They were invited to provide any additional information about their departments they felt would be helpful to the consultants.

- The **Council Kick Off** meeting was held the evening of December 7<sup>th</sup>, 2020. Council was also asked what they felt were areas of strength, weakness and opportunities and to identify the key areas they would like to see addressed in this study.

Both Senior Staff and Council were asked to review a list of potential municipal comparators to be used in the benchmarking analyses.

The following comparators were selected based on similar population, households and similar municipal operations, as the Municipality of Powassan.

- **Parry Sound District** - Municipality of Callander, Township of Perry and Township of McDougall
- **Haliburton County** - Municipality of Highlands East
- **County of Dufferin** - Township of Amaranth
- **County of Huron** - Township of Morris-Turnberry

The project launch and discovery phase, were designed to set up the framework for the review and analysis of the current state of the organizational structure and it helped determine the types of data needed to be collected.

#### 4.2 Current State Analysis

A summary of the current environment in which this review was undertaken:

- The work was completed during the pandemic and completed at the end of the first year of the pandemic, when the province was still under a complete lockdown.
- There was a great deal of uncertainty related to issues such as when vaccines would be available, when business could reopen fully, concern about the closure and loss of businesses and concerns when the economy would start to improve, etc.
- There was a big concern regarding: sustainability of the community, sustainability of the municipality to maintain all current services, availability of sufficient funding for municipalities, grants, capacity of residents to pay taxes, businesses closing, etc.
- There were concerns not only of the economic and physical health and welfare of residents in their community but also with all surrounding communities, provincially and federally.



Despite the many economic, social and community health related concerns, optimism was voiced about the potential for:

- future business growth.
- growth in population due to residential development, new housing for seniors.
- possible new businesses being established after the pandemic.

#### 4.2.1 Interviews

Proposed interview questions were reviewed and validated with the Study Team and then shared with all participants in advance of the interviews.

A series of interview questions were developed and included, but were not limited to questions related to such things as;

- Overview of their current role and demands on the job;
- Perception of how the role will evolve over the next few years given the evolving client needs;
- How the reporting relationship and level of decision-making authority contribute or hinder in achieving business objectives;
- Activities that should be stopped, delegated, increased or added;
- Activities that may be migrated to another area within the Municipality;
- How do departments within the Municipality interact and work with each other;
- SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis;
- Other suggestions for overall effectiveness and efficiencies.

Confidential individual interviews were held via video conferencing with 13 staff on December 8<sup>th</sup>, 9<sup>th</sup> and 10<sup>th</sup>, 2020. The following senior staff were interviewed individually;

- CAO – Clerk-Treasurer
- Deputy Clerk A
- Deputy Clerk B
- Deputy Treasurer
- Chief Building Official
- Municipal Enforcement Officer
- Municipal Engineer
- Public Works – Foreman and PW Assistant
- Recreation – Manager of Sportsplex and the Arena Manager from Trout Creek Arena
- IT Contractor
- Fire Chief

Individual Council interviews were held with all members of Council via video conferencing, on December 14<sup>th</sup>, 2020.

#### **4.2.2 Employee Survey**

Electronic links and/or hard copies of the employee surveys were distributed to the remainder of staff. They were asked to respond by December 18<sup>th</sup>. Seventeen (17) survey responses were received from staff by the end of December.

#### **4.2.3 Research & Analysis**

The input received from the interviews and the survey (30 participants), was analyzed in more detail during this phase.

This research and analysis also enabled the identification of gaps in organizational structure and processes and common themes began to emerge. These themes were then categorized into the McKinsey 7S model.

- Strategy
- Structure
- Systems
- Staff
- Skills
- Style and Shared Values

#### **4.2.4 Benchmark Comparison of Essential Departments in other Similar Municipalities**

Benchmarking is a valuable tool to highlight differences in organizational structures, operations and processes against other municipalities. As mentioned above, staff and Council had identified the municipal comparators during the kick-off meetings.

It was agreed, that in the context of this study, the comparison would be limited to a high-level comparison of the following essential services;

- Treasury Services
- Clerk/Administration Services
- Public Works Operations Services
- Building/By-Law Enforcement Services
- Emergency/Fire Services

The primary purpose of the comparative analysis was to understand the Municipality's municipal structure & operations as they related to comparator municipalities in order to identify any anomalies or similarities.

It was recognized, the timing of the request for information from the agreed upon comparators was not ideal, with COVID-19 and municipal offices being closed, 2020 figures not yet available and the upcoming holiday season.

None-the less, a survey was developed and sent to nine (9) comparators on December 17<sup>th</sup>, 2020. We received responses from and/or were able to gather information for six (6) of these comparators.



In order to evaluate the current state and processes in the six (6) comparator municipalities, they were each asked to provide us with the following documents, if available;

- Current staff contingent – Names & Titles of all staff
- Organizational Charts
- Job Descriptions for the senior and administrative positions
- Wages & benefits by-laws
- Current salary/pay grids
- Contracts of any contracted employees
- Contracts for any employees that are currently shared
- Any proposed staffing changes
- 2019 and 2020 Budgets

We conducted high-level comparison of staffing compliments, organizational structures and total salaries and wages in each of the essential departments for the year 2019. We relied on the 2019 Financial Information Returns (FIR), survey responses, Statistics Canada and comparator websites to gather the comparison information and aid in the identification of any anomalies or similarities.

While we are confident in the validity of our data for high-level benchmarking purposes, it should be noted that variations in comparison data can occur due to the lack of consistency in the way municipalities report information.

In addition, it must be noted that strictly looking at the FIR analysis from a dollars and cents per household perspective, makes the assumption that the other municipalities are implementing the service similarly. As municipalities do implement services differently, this must be taken into consideration when looking at the comparisons.

The comparisons undertaken include:

- Comparison of the Average Departmental Salaries & Benefits Per Capita
- Comparison of the Average Annual Cost of Salaries & Benefits per Department
- Comparison of the Total Salaries & Benefits per Department
- Statistical Comparisons
- Comparison of Staffing Per Department

The results of the benchmarking comparisons are attached as **Appendix F** in the separate Attachments document.

#### **4.2.5 Assess Workplaces**

The study was also to include a high-level assessment of the workspaces currently being used by municipal staff and council for carrying out their duties. It was clarified at the start of the project that this entailed 250 Clark Street only.

The review was to look at public suitability, political, administrative and operational functionality. It was not to include a structural review. Due to the lockdowns associated with

COVID-19 from December 2020 to February 2021, we were not able to conduct a site visit of 250 Clark Street or any other facilities such as the Works garage, offices at the Arenas, Firehall, etc.

Findings from the interviews only indicate that:

- The most urgent problem mentioned was the Works Garage
  - Space for the current staff is limited and not set up for Training and Development of staff
  - Most Public Works staff indicated that there was insufficient space available to park the equipment safely without damaging the equipment or walls.
- Comments by staff working at 250 Clark, indicate that there is sufficient space available for future staff, if needed, by rearranging use of space in the current building.
- Emergency Services have a new Firehall and felt their space needs were being met.

#### **4.3 Design Future State**

Through the collection of qualitative and quantitative information, a clearer picture of the current state of the organizational structure of each department, and any gaps in organizational functionality, were identified.

The current state was then summarized and opportunities for improvement to workflow and potential options for structural change (future state) were assessed and developed.

##### **4.3.1 Focus Groups/Training Sessions**

This step focused on meeting with Council and senior staff to have them validate the findings based on data received, survey responses, interviews and research. The purpose of these focus group/training sessions was to:

- review the findings of the review
- obtain feedback regarding principles and options for future organizational structures
- engage staff and Council in the development of options to optimize workflow
- move towards developing a new Organizational Structure that will serve the Municipality 10 to 20 years into the future.
- build consensus on the opportunities that merit moving forward

Two (2) group training sessions were held via video conferencing, with Council and senior staff on February 8<sup>th</sup> and February 10, 2021.



### Training Session #1

At this first session, Council and senior staff were asked to;

- Review best practices for creating and implementing organizational design,
- Provide feedback and validate the accuracy of the findings to date, and,
- Review and reach consensus on the key criteria for assessing recommended organizational models.

### Training Session #2

At the second training session, Council and staff were asked to;

- Utilize the Key Criteria agreed upon in session #1, to assess 3 draft organizational models
- Evaluate the recommended 3 organizational options presented and provide strengths and weaknesses of each model utilizing the key criteria and identify other possible options.
- Review Key Leadership functions and skill requirements of senior Management Positions as identified in their preferred Organizational Model

At this session, the Council and Senior Staff groups arrived at a consensus that the Municipality would be best serviced by, and should work towards an organizational model that moves from a six-department model to a three-department model. This model became the basis of the recommendations.

The current six-department Organizational Structure is attached as **Appendix B** and the preferred new Organizational Structure is attached as **Appendix C**, in the separate Attachments document.

#### **4.3.2 Transitional Implementation Plan**

After the preferred Organizational Structure was selected at this second training session, it was identified that high-level transition plans would need to be developed to help the Municipality realistically transition from the current structure to the future structure.

Draft Transition Plans were then developed to outline the steps necessary to move from the current organizational structure to the new three-department organizational model.

The plans will provide a roadmap to systematically move the Municipality from the current Organizational Structure to their desired future Organizational Structure over the next 2-3 years.

They were presented to Council and senior staff at a third Focus/Training Session on February 25, 2021. The high-level departmental transition plans and key steps as discussed, are attached as **Appendices D1 through D4**, in the separate Attachments document.

## 5.0 Findings and Recommendations

### 5.1 Results and Recommendations

As mentioned above, based on the requirements of this study the data collection, analysis was conducted in accordance with the *McKinsey 7S model*. This allowed for all the data collected including the document reviews and stakeholder interviews to be analyzed and leveraged in a structured and efficient way.

The results/findings and recommendations were derived from the input collected during the thirteen (13) personal interviews, seventeen (17) employee survey responses, the comparative review findings (utilizing 6 comparator municipalities) as summarized in **Appendix F**, in the separate Attachments document, and the three (3) focus/training group sessions with Council and staff.

The **Key Findings** under each of the 7S's are also summarized below. However, all of our findings and recommendations have been summarized and are attached as **Appendix A – Summary of Findings**, in the separate Attachments document.

The recommendations will help to:

- Reduce workplace redundancies and address current gaps
- Eliminate conflicting priorities and support becoming a lean cost-effective structure
- Increase team-member coordination, communication, and buy-in
- Empower all team members to shape the future of the organization
- Support the organization to be able to better meet the community's needs, a must in a rapidly changing economy.

#### 5.1.1 Strengths

To begin with, a number of Strengths regarding the current organization in the Municipality, were identified by the participants.

- ◆ Our Community is more engaged, (i.e. fundraising, community events, fitness)
- ◆ Our Municipality is perceived as a 'caring' organization by the staff and Council
- ◆ Staff and Council have a strong focus on Customer Service
- ◆ The Municipality has been more successful with grant applications and approvals
- ◆ Cohesive work units are valued
- ◆ Our community has numerous recreation services, (i.e. Trout Creek, Sportsplex, a top-rated arena, etc.)
- ◆ Most feel 250 Clark and the new fitness centre, has become a great success and community builder
- ◆ There is planning underway for new business, building and subdivision development
- ◆ The Public Works Dept feels they are beginning to address backlogs of outstanding projects and policies



### 5.1.2 The 7-S's

The full Summary of Findings, Recommendations and Cost Considerations are found in Appendix A, in the separate Attachments document

**Strategy - Clearly articulates long/short term goals/objectives which are supported by a vision, mission and values.**

Key Findings:

- No clear process is in place for the development and measurement of departmental priorities and actions plans and there is no current overall strategic plan in place for the Municipality.

**Structure - Defines the way the business is organized and who is accountable.**

Key Findings:

- Lack of sufficient administrative support was identified by all departments, particularly in Administrative Services.
- Senior staff undertaking too many administrative support tasks, not having sufficient time to do the necessary long-term planning, assessment of services, resulting in poor utilization of their time/talents and increased costs.
- Insufficient skilled resources in Treasury.
- Recreation services continue to operate as three separate entities, at 3 separate sites without integration, resulting in increased costs
- There is a lack of clarity in roles, responsibilities and supervision – particularly in Administration/Treasury
- Most of the management/supervisory staff time focuses on day-to-day operational issues and is often reactionary in nature
- Job duties have become misaligned over time

**Systems - Describes how the Municipality gets its work done, describes process and procedures.**

Key Findings:

- There are a lot of paper-based, manual processes and procedures still in place
- Some technological solutions (i.e. CGIS), are underutilized
- Insufficient management time and resources, inhibits efficiency improvements

**Staff- Describes the type and number of staff and how they are recruited.**

Key Findings:

- The CAO is responsible for, and functions as the de facto supervisor, for too many departments.
- No organized learning, training and development plans for staff.
- No formal CAO and staff performance management system in place or implemented.
- A lack of the identification of key skill sets required for positions, and lot of “job creep” is happening at various levels of the organization, resulting in workload stress and an increased possibility of errors
- Inconsistent hiring practices and processes
- Upcoming staff retirements

**Skills - Describes abilities that staff perform well or are missing and describes the capabilities and competencies required.**

Key Findings:

- Solid operational skills in the municipality but some senior management skills lacking and need time and resources to nurture.
- The lack of a well-developed and implemented performance management process makes managing expectations, working towards expected results and training and development unfocused

\*Examples of necessary skill sets for each Senior Manager were developed and a consensus was reached at the second focus/training session, that these are the typical requirements for the various senior manager positions. They are attached as **Appendix E**, in the separate Attachments document.

**Styles - Describes the management style of the organization and Shared Values are the norms and standards that guide actions of the organization and employees.**

Key Findings:

- Good customer focus and service, focus on improving and working with the community
- Organization and style of management is described as a caring, pleasant and cohesive workplace
- Staff are encouraged to take on new duties and they are offered training and development
- The organization is primarily operational in nature and most often reactive.
- Management activities related to long-term planning, organizational objectives and risk management, etc. were not as evident

Embedding a lean management system will help capture these ideas, increase the number of improvements which are identified and facilitate decisions in terms of the improvements to be made, increase buy-in from employees, as well as the likelihood of implementation.

### 5.1.3 Other Considerations/Recommendations

#### Possible Implementation Funding

The Province recently announced a second intake of funding for municipalities to be used to implement initiatives, as a follow up to the studies undertaken with the Municipal Modernization Funding Program.

If this funding is offered to the Municipality of Powassan, the Municipality should consider applying for additional funding to complete the following work;

- **Engaging a Human Resources Consultant to:**
  - Assist with the recruitment, training and development of senior management positions and undertaking the support work needed to transition the organization
  - Develop new job descriptions
  - Conduct Job Evaluations
  - Update Pay Equity Plan
  - Develop a Succession Plan
  - Develop an updated Performance Management policy and program and assist in its implementation starting with Council and the CAO.
- **Update Technology**
  - Cloud-based or other technology platforms and permitting and compliance software,
  - Review and recommendations regarding finance, treasury tools including HR/Payroll software
  - Online and mobile device technologies to streamline public-facing transactions
  - Property files to an electronic format
  - Electronic agendas
  - Complaints tracking/citizen engagement software

## 6.0 Final Report

### 6.1 Final Report

This report is a corporate overview of the current and future organizational structures, levels of staffing and the operations of the Municipality of Powassan.

It consolidates and represents the completed cumulative work and recommendations resulting from the research undertaken and defines the current state, the challenges and opportunities and Transition plans for moving forward to undertake the changes in a systematic manner over the next three years.

In addition, it recommends the organizational structure, resourcing, and staffing levels to be implemented related to each department over the next three (3) years.

This report was submitted to the Municipality of Powassan on February 26, 2021 for submission to the Ministry of Municipal Affairs & Housing on March 1, 2021.

The final report is pending approval at a regularly scheduled Council meeting and will be submitted immediately afterwards.



## 7.0 Conclusion

The task of reviewing municipal functions and structures is challenging and time-consuming. We recognize our work added additional work on staff and Council and we wish to acknowledge the efforts of Council and staff and their desire to 'look within' their day-to-day operations to find improvement opportunities.

Their involvement and willingness to share their experiences and desires, as well as respond to numerous requests for information, demonstrates their commitment to organizational improvement, and to providing quality service to Powassan ratepayers.

The most significant long-term impact of the review may be the in-depth understanding of the internal operations of the Municipality of Powassan that has been gained through the process.

The findings herein are solely our observations from interviews, training sessions and data received and recommendation are derived from our professional experience as third-party observers.

Having the right people in the right places will prepare the municipality for the future and better realignment of duties and better utilization of senior staff. In addition, moving away from manual processes to more technology, will streamline processes and improve efficiency and customer service.

In the end, there is really no single, perfect way to structure municipal operations, but this report includes opportunities for organizational improvements and we trust that the potential opportunities identified will assist Council and staff with moving the Municipality forward to the future.

Lastly, we want to express my sincere appreciation to Council and staff for giving us the opportunity to work with the Municipality of Powassan. It truly has been a pleasure.

***".. chart a course for every endeavour that we take the people's money for; see how well we are progressing; tell the public how we are doing; improve or stop doing the things that don't work and never stop improving the things that we think are worth investing in."*** The Concept of Planning, (author unknown)

All respectfully submitted by,

*Evelyn Dean*

Evelyn Dean,  
E. Dean & Associates



Susan Shannon, Principal,  
Shaping Organizational Solutions

## 8.0 Statement of Limitations

**This report and its findings are governed by the following Statement of Limitations**

This document has been prepared by E. Dean & Associates and Shaping Organizational Solutions (SOS) for the exclusive use of the Municipality of Powassan, pursuant to our engagement letter/contract, dated November 19, 2020.

This report is based on information and documentation that was made available to us. We have not audited or otherwise attempted to independently verify the information provided unless otherwise indicated.

The information, opinions, opportunities, recommendations, conclusions and/or analysis contained within this document are based upon generally accepted professional judgement and principles, and on the information made available to the consultant as at the time of the preparation of the document. Any information provided to the consultant by the Client or any third party is assumed to be correct.

This report may make reference to projected future considerations. Readers are cautioned that since these future considerations are based on assumptions regarding future events, actual results may vary from the information presented even if the assumptions are realized, and the variations may be immaterial. As retirements occur or staffing changes, there may be additional opportunities to enhance the structure.

Due to COVID-19 restrictions, data collection was restricted and did not allow for any site visits or physical observation of the municipal office workplaces (250 Clark Street, Works Garage, Fire halls, Arenas or Community Centres).

Given the timing of the award of the project being just before the holiday season, and due to the staff and Council workload, some delays in scheduling meetings were experienced, which were outside of our control.

It should always be noted that any decisions made regarding the opportunities identified in this report, rest with Council and staff who should employ their own due diligence to ensure alignment with legislation and their overall goals to deliver on desired outcomes.



# **Appendices to the Municipality of Powassan Organizational Review Report**





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## Appendix A – Summary of Findings

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
<p><b><u>Strategy</u></b></p> <p>Clearly articulates long/short term goals and objectives which are supported by a vision, mission and values.</p>	<ul style="list-style-type: none"> <li>Currently there is no updated overall strategic plan in place (last one completed was 2008- last economic strategic plan- 2013)</li> <li>Planning is done yearly through the budget process</li> <li>No clear process is in place for the development and measurement of departmental priorities and action plans</li> <li>No clear departmental objectives established and no use of KPI's (key performance indicators)</li> <li>Clearer direction from Council was identified as needed by staff to assist them in their work</li> <li>Some plans are currently being updated- i.e., the asset management plan, a roads study</li> <li>Plans need to be developed or updated; for example -long-term financial planning, revenue and financial stability, capital planning, official plan and zoning bylaws</li> <li>Other areas were also identified as needing strategies developed such as; communications, risk management, equipment replacement, economic development, community development, tourism</li> </ul>	<ul style="list-style-type: none"> <li>Council with the assistance of the CAO and a third party, undertake a process to update and identify their strategic priorities and create an action plan to achieve these goals with clear measures, deliverables and reporting mechanisms for the CAO to report back on regularly.</li> <li>Each Department be supported to develop their priorities within Council's priorities and develop specific action plans, with Key Performance Indicators (KPI's), and reporting tools</li> <li>That the current policies and practices regarding an organizational performance measurement process be revised and an implementation plan be put into place with KPI's.</li> </ul>	<p><b><u>Year One</u></b></p> <p>Cost for consultant services to assist Council with establishing key priorities, action plan for the CAO, KPI's, measures, reporting mechanism</p>



Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
<p><b><u>Structure</u></b> Defines the way the business is organized and who is accountable</p>	<ul style="list-style-type: none"> <li>• Lack of sufficient Administrative support was identified by all departments, especially in Administrative services.</li> <li>• Recreation continues to operate as three separate entities at 3 separate sites and is not integrated.</li> <li>• Insufficient time for skilled management support and oversight for Treasury and Finance areas.</li> <li>• There is currently an Engineer who has some responsibility for assisting with administration of Public Works, but the roles and responsibilities are not the same as a Manager of Public Works. The foreman functions as the day-to-day Supervisor of the PW staff. There is lack of clarity in regards to who is responsible for establishing the long-term strategies, developing departmental plans and policies, measuring results, undertaking proactive risk management strategies, etc. In the absence of a PW Manager, the CAO is asked to undertake any long-term planning work and therefore acts as 'the defacto' Manager of Public Works.</li> <li>• There is a lack of clarity regarding roles and responsibilities in various areas within Departments, especially Administration and Treasury/Finance</li> <li>• Most of the management/supervisory staff time available, appears to be focused on day-to-day operational issues and is</li> </ul>	<p><u>Year One</u></p> <ul style="list-style-type: none"> <li>• Have all <b>Treasury and Finance</b> planning, and day to day operations overseen by one FT Manager with a formal accounting designation and understanding in Municipal finance and be recruited as soon as possible.</li> <li>• <b>Have all Recreation services report to a single Supervisor</b> to help consolidate and share staff resources, consolidate facilities and building maintenance in one area to improve efficiencies in arena management and maintenance. Comparator costs are</li> <li>• Develop and recruit <b>Manager of Operations position</b> who will be responsible for the overall senior management and planning for all aspects of PW/Operation Services.</li> <li>• <b>Add Supervisory capacity in PW</b> by designating one current PW Assistant as a Lead Hand and add one additional FT PW Assistant to address operational needs.</li> </ul> <p><u>Year 2-3</u></p> <ul style="list-style-type: none"> <li>• Once the new Manager of Community Services is in place, strengthen recreation programming, increase utilization of assets and find cost savings by having all facets of Recreation, facility, building maintenance and arena operations assessed.</li> </ul>	<p><u>Year One</u></p> <ul style="list-style-type: none"> <li>• New Treasurer costs</li> <li>• Increase in PW supervisory salary dollars (PW Manager and Engineer)</li> <li>• Cost difference of PW Assistant becoming a Lead Hand</li> <li>• Training and development costs</li> <li>• Consultant costs in area of Community and Recreation services</li> <li>• PT to FT PW Assistant</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• No additional total staffing dollars expected for Recreation unless revenue/usage increases</li> <li>• Exploring future partnerships and/or</li> </ul>

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<p>reactionary in nature. This has resulted in a lack of time for Supervisors/Managers to undertake long-term planning, identifying and improving the effectiveness of current systems and procedures, measuring results, developing and/or updating required policies and procedures, managing performance of staff, training and development and managing risk.</p> <ul style="list-style-type: none"> <li>• Job duties have become misaligned over time, especially in the area of Admin/Treasury/Finance</li> <li>• Most Senior staff are fulfilling too many administrative support tasks, resulting in poor utilization of their time/talents and increased costs.</li> <li>• Although a contracted external Planner is in place, the PT planning administrative support work is being done by the Deputy Clerk. By default, the oversight of the planning function on behalf of the Municipality, falls to the CAO.</li> <li>• The <b>Comparator study</b> indicated that none of the other Municipalities had the CAO responsible for day-to-day management of 6 areas of the Municipal services as is in place with the current CAO/Clerk Treasurer</li> <li>• The number of PW staff ranged from 6-13. The average was 7.83.FTE - Powassan has 6 FT</li> </ul>	<ul style="list-style-type: none"> <li>• Explore moving to a Community based Recreation model</li> <li>• Once the Treasurer has been engaged, develop an approved Council costing model and recovery model for Recreation/Community</li> <li>• Planning utilizes a contracted planner. We would recommend that if, the process to have <u>planning projects overseen administratively</u> by the designated Deputy Clerk, remains the preferred way to address planning at the Municipality, that this position's duties be changed to clarify this and that additional training on planning be provided to this individual to help reduce risk to the municipality.</li> <li>• <b>Combine 6 departments into three major departments. This will allow the organization to strengthen the ability to provide more senior management skills and oversight</b> to provide the necessary support for long term planning, developing workplans, establishing key priorities, identifying and improving the effectiveness of current systems and procedures, measuring results, developing and/or updating required policies and procedures, managing performance of staff, training and development and managing risk.</li> </ul>	<p>changing to a community-based recreation model- will decrease overall recreation services costs and increase community accessibility and use.</p> <ul style="list-style-type: none"> <li>• The additional Administrative position is currently part of the complement of staff but is unfilled</li> </ul>



Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> <li>All Comparator Municipalities have a one Public Works/Operations Manager/Supervisor</li> <li><b>Comparator study</b> shows Powassan is the only Municipality that does not have a designated FT Accountant/Treasurer. The <b>Comparator Study</b> showed that the average cost per capita to operate Administration/Treasury departments is <b>\$138.62</b> Powassan's cost per capita for the Administration/Treasury department is <b>\$107.33</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Integrating Departments</b> will increase the organization's capacity to remain flexible and to cross train staff and support the development and training of all staff to better meet the needs of a small rural municipality.</li> </ul>	
<u><b>Systems</b></u>  <b>Describes how the Municipality gets its Work Done, Describes Process and Procedures</b>	<ul style="list-style-type: none"> <li>There are a lot of paper-based, manual processes and procedures still in place</li> <li>Staff have ideas on how to make improvements, but <u>insufficient time</u>, resources and expertise appears to impede the ability to bring about the necessary changes so that staff can work smarter rather than harder and help improve services for residents.</li> <li>There appears to be an increased need for longer term financial planning and reporting processes put into place, more time to oversee, evaluate finance, taxation and projected and current revenue.</li> <li>Insufficient computer-based systems are in place to support service delivery and possibly reduce need for additional staff costs in all departments</li> </ul>	<ul style="list-style-type: none"> <li>Assess systems and processes in treasury and finance, implement a financial planning and reporting process that meets current and future requirements, have more time to oversee, evaluate finance, taxation and revenue</li> <li>Once each new Senior Manager is in place, start the process of reviewing departmental systems, processes and technology and identify priority areas where there can be cost effective IT changes, policies, procedures developed to improve accuracy, reduce redundancy, increase proactive risk management initiatives, improve timeliness or improved level of services, etc.</li> </ul>	<u>Year 1</u> Assess Treasury and Finance area first- work can be done by the new Treasurer  <u>Year 2 and 3</u> -Requires Managers to be in place to address this work as well as additional expertise; i.e., in Treasury/finance area, Recreation, and/or PW/Operations through either recruitment,



Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> <li>No long-term IT multiyear plan/strategy is in place aligned to priority areas including timing, resources, and in some instances, staff skills to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in the area of municipal recreation services should be explored as well as possible partnerships.</li> </ul> <p>In recreation, make use of technological tools: i.e., booking and payment and define service standard levels for approval by Council.</p>	<p>contract, or partnerships.</p> <p>-Annual Budgeting for system improvements based on a multiyear IT plan</p>
<p><u>Staff</u></p> <p><b>Describes Types of Staff and How Many Employees and How They are Recruited</b></p>	<ul style="list-style-type: none"> <li>The CAO is currently the day-to-day Senior Manager of Treasury and Finance, Clerk Functions, Planning, Recreation programming at the Fitness Centre, day to day building management and maintenance for 250 Clark, Economic Development and Human Resources and Communication and media. She also is required to provide Senior Management oversight of Public Works and Recreation.</li> <li>From the comparator study, Powassan has the least number of Management and Administrative staff in place. All Comparators have either a full time Clerk or Treasurer <u>and</u> a Manager/Supervisor of Public Works/Operations. Powassan was <u>below the average</u> in regards to # Administrative support staff. Average was 3FT Administrative Support to Powassan's 1.5FTE Administrative Support.</li> </ul>	<p><u>Year One</u></p> <p><b>Change the areas of direct operational responsibility</b> from the current set of responsibilities of the CAO to <b>include Economic Development</b>, and Clerk or Deputy Clerk. At the same time, delegate current direct operational responsibilities to New Managers in the area of Clerk/Deputy Clerk, Treasurer, Public Works and Recreation/Community Services.</p> <ul style="list-style-type: none"> <li><b>Fill the current vacant FT administrative support staff member.</b> Identify skills sets required related to duties assigned.</li> <li><b>Review the various positions such as the two Deputy Clerks, Deputy Treasurer, reception staff to ensure a clearer separation of the duties/responsibilities</b></li> </ul> <p><u>Year 2-3</u></p>	<p><u>Year One Costs</u></p> <ul style="list-style-type: none"> <li>Costs for training and development</li> </ul> <p><u>Costs Year 1 and 2</u></p> <ul style="list-style-type: none"> <li>Cost of Human Resource Expertise to assist staff with: the necessary changes, transition planning, implementation, hiring and the updating of job descriptions and maintaining the job evaluation plan to maintain pay equity.</li> </ul> <p><u>Year 2</u></p>

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"><li>• Administration and Treasury costs for Powassan are currently lower than the average from the comparator organizations.</li><li>• Insufficient supervisory management is in place to undertake the necessary strategic management and operational leadership required.</li><li>• Insufficient resources and time also results in no organized learning, training and development plans for staff. Therefore, much, “jump into the fire and do” learning is taking place.</li><li>• A lack of the identification of key skill sets required for positions, and lot of “job creep” is happening at various levels of the organization, resulting in workload stress and errors.</li><li>• There are inconsistent hiring practices/processes. For example, the route to full time positions in Powassan is most often through part-time hires, but the same criteria for hiring full time is not utilized for part- time staff.</li><li>• Shortages of staff resources were identified in Administration, Public Works.</li></ul>	<ul style="list-style-type: none"><li>• Once the Treasurer is hired and Administrative and Treasury staff positions are realigned, <b>integrate the Administration and Treasury Functions under one senior Manager who will be skilled as the Treasurer or Clerk.</b></li><li>• Once New Supervisor/Manager in Community Services is in place, develop a training plan regarding community-based recreation services.</li><li>• <b>Review responsibilities of the current PT Activities Coordinator to include</b> to plan (with advice from Community advisory groups), market and evaluate programming with a community-based approach to recreation services. The position would focus on working with the community, identifying the programming needs of the community, prioritizing these needs with the community and utilizing the facilities and scarce resources to meet the needs identified</li><li>• Implement a succession planning process for those planning to retire in the next few years.</li><li>• Ensure all jobs get properly evaluated before hiring and re-evaluated after 1-2</li></ul>	<ul style="list-style-type: none"><li>• Review and Update recruitment practices</li></ul>



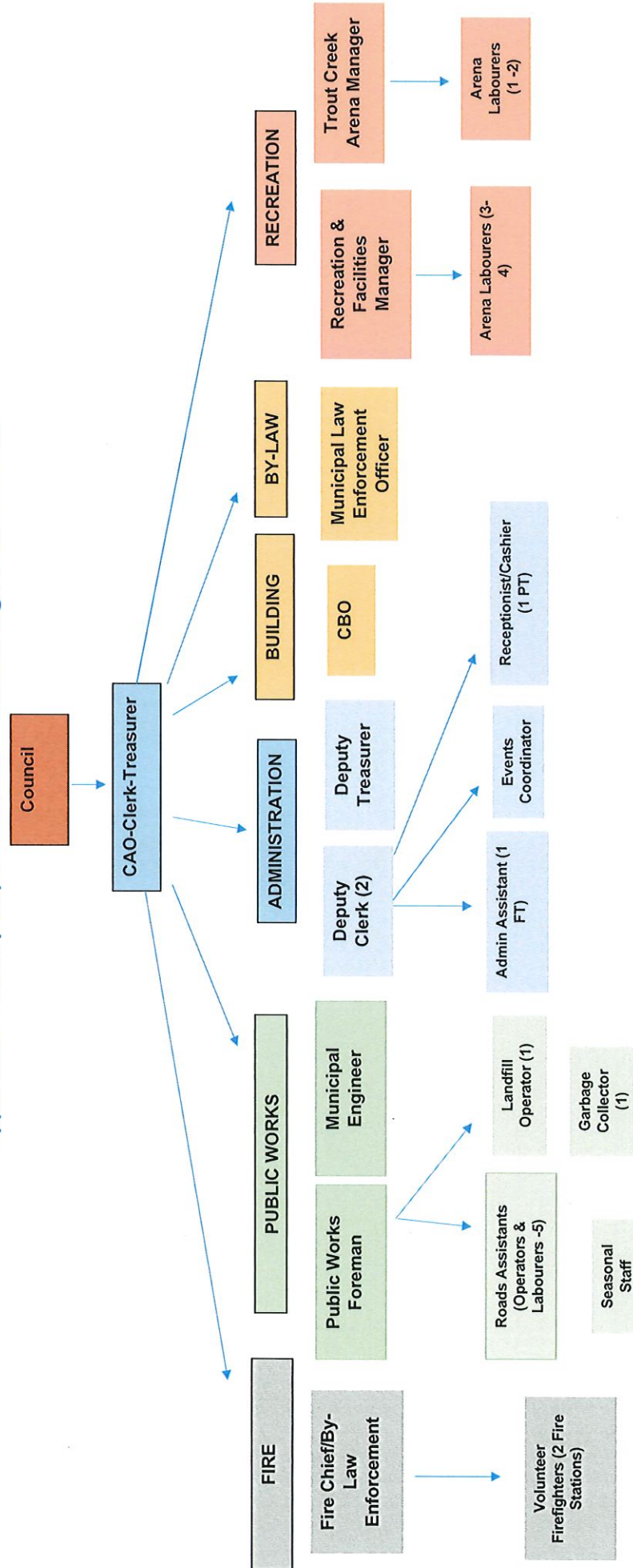
Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> <li>• There will be several retirements coming up soon in Administration, Recreation, Fire and Public Works</li> <li>• Lack of a succession plan in place</li> </ul>	<p>years, including all those positions that had changed job duties.</p>	
<p><b><u>Skills</u></b></p> <p><b>Describes Abilities that Staff Perform Well, are Missing, Describes the Capabilities and Competencies Required</b></p>	<ul style="list-style-type: none"> <li>• While there are solid operational skills available in the municipality, there is a lack of resources and time to address the identified gaps in management skill sets in the organization such as; sufficient senior financial management skills, a range of senior human resource skills, computer skills, program management skills, organizational and supervisory skills, conflict resolution skills, long-term departmental and corporate planning and policy making skills, evaluation, analysis and program measurement skills, risk management along with economic development skills, implementing effective training and development strategies as part of the performance management process.</li> <li>• The lack of a strategic set of priorities, measures and deliverables as well as a lack of current capacity to implement a performance management process makes managing expectations, working towards</li> </ul>	<ul style="list-style-type: none"> <li>• Utilizing the draft generic skill sets for a Manager and examples of professional requirements for each Sr Manager, (attached as Appendix ??) new Management job positions, need to be developed, key criteria for hiring identified and job evaluation undertaken before filling the positions (Under Structure)</li> <li>• A robust management training program should be implemented for these skill sets to be developed.</li> <li>• Develop a formal policy and process to implement a robust performance management and training and development plan/program for all staff that focuses on meeting the Municipality's needs. This includes workplans, KPI's. Recommend starting implementation with the CAO/Council, using a third-party to support the process.</li> </ul>	<p><u>Year 1 and 2</u></p> <ul style="list-style-type: none"> <li>• Hiring of third-party expertise to assist staff i.e.: Human Resources expertise</li> <li>• Training and development resources</li> <li>• Succession Planning</li> <li>• Performance management</li> </ul>

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<p>expected results and training and development unfocused.</p> <p>The CAO is responsible for Human Resources</p>	<ul style="list-style-type: none"> <li>While Senior Management positions are being put into place during the three-year transition process, the current Supervisors are to be encouraged to take management training, we recommend that Human resources expertise be contracted out over the next two years to assist the current CAO and Supervisors with this function.</li> </ul>	
<p><b>Styles/Shared Values</b></p> <p><b>Describes the Management Style of the Organization.</b></p> <p><b>Shared Values – are the Norms and Standards that Guide Actions of Organization and Employees</b></p>	<p><u>Current Municipality of Powassan Values</u> Values community growth; Values being recognized as a safe community; Values progressive development; Values responsible governing; Values strong relationships with community partners as well as other communities.</p> <p><u>The following findings were supportive of the formal values (above) as adopted by the Municipality</u></p> <ul style="list-style-type: none"> <li>Good Customer Focus and Service, focus on improving and working with the community</li> <li>Organization was often described as a caring, pleasant and cohesive workplace</li> <li>Staff are encouraged to take on new duties and they are offered training and development,</li> <li>There's an expressed desire to work towards a more engaged community.</li> </ul>	<p>After each stage of the three-year transition, we suggest that follow-up occurs with impacted staff regarding the challenges they may still be facing with the transition. They should also be asked to identify what is working well and what areas still need to be addressed in areas such as:</p> <ul style="list-style-type: none"> <li>Training and development</li> <li>Clarity of job duties/delegation</li> <li>Impacts on service delivery to residents</li> <li>Are the changes that were expected actually taking place- i.e.; being clearer on organizational priorities, improved communication,</li> <li>Successfully being able to implement some improvements in</li> </ul>	<p>Utilize the opportunity of having a new CAO in place to undertake this stage of the work.</p>

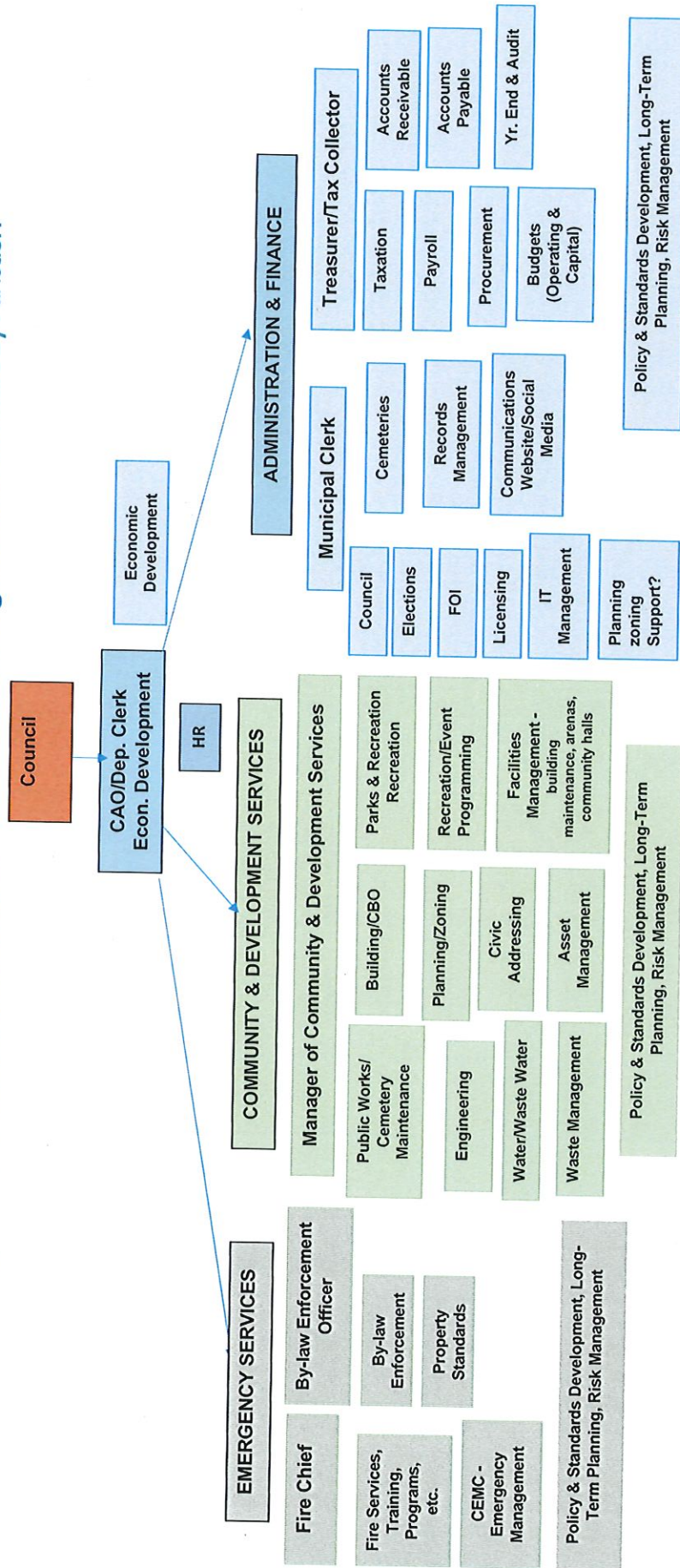


Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> <li>• Try to avoid conflict.</li> <li>• Style of management is described as "caring".</li> </ul> <p>The following findings/comments reflect areas to address in the implementation planning process.</p> <ul style="list-style-type: none"> <li>• The organization is <u>primarily operational in nature</u> and most often <u>reactive</u>.</li> <li>• Many described wanting clearer direction, with prioritized goals and objectives from Council and senior staff.</li> </ul> <p>Management activities such as prioritizing work based on longer term organizational objectives, measuring for results, managing performance, risk management and dealing effectively with conflict was not as evident.</p>	<p>service delivery and reducing workloads for those that were experiencing</p> <ul style="list-style-type: none"> <li>• Better able to plan ahead and be more proactive</li> <li>• Performance management and succession plans in place.</li> </ul>	

# Appendix B - Municipality of Powassan - Current Organizational Chart



# Appendix C - Municipality of Powassan - Preferred Future Organizational Structure by Function





## Appendix D.1 - Structure & Transition Plan for Emergency & Protective Services

### Phase I

(0 months- 1 year)

Emergency Services and  
CBO/Building/Bylaw  
Enforcement Officer Property  
Standards and Planning

Fire Chief - -Currently 1-PT Fire Chief-  
For overseeing Fire Services, Fire  
Prevention Services, Fire Inspection  
services, Investigations, Training,  
Emergency Management

Building/CBO/Bylaw Enforcement and  
Property Standards Planning- staffing  
remains separate (the same)- with a 1-  
CBO/Building Official, 1- Bylaw Officer,  
Property Standards Officer and CEMC  
duties shared in one position, plus  
contracted planner and admin support

Assess Skill gaps and develop and  
provide opportunity for Management  
training for current Supervisory  
/Specialist staff in Emergency Services  
and Protective Services to gain the  
necessary senior management skills  
for future recruitment of Senior  
Managers in year 2 or 3.

### Phase II

(Year 2)

### EMERGENCY SERVICES

- Fire Chief (PT) remains the same as year 1. Staffing for CBO/Building, Bylaw, etc., stays the same
- Continue providing the opportunity for training and development of manag't skills.

The Fire Chief, CBO, Bylaw Officer and Planning staff to undertake a review of current services using the expertise of a third party (i.e., another well respected Head of Emergency/Protective Services) to help assess current state of all services, assess current costs, long term plans, policies, standards, training, etc.  
Following the review, make recommendations to CAO regarding the findings to assess if the current resources and benefits are sufficient to consider integrating these services into one Department such as Emergency and Protective Services with one FT Sr Manager.

### Phase III

(Year 3)

### Emergency Services and Protective Services

If the review as described in Year 2 results in a recommendation to the CAO and approved by Council to integrate CBO/Building, Bylaw and Property Standards and Planning with Emergency Services, it will result in the recruitment of  
1- Full time Manager for Emergency and Protective Services. Recommend use of a third party in the recruitment process.

All Staff positions to be reviewed to support an integrated program delivery system and an integrated approach to the provision of Emergency and Protective Services.

As part of review in Year 2 Assess feasibility of Building/CBO, Bylaw /Planning and zoning services are a best fit with this Department and if not, with which department.

Revise or Update Manager and Staff Job descriptions, undertake job evaluations as needed to meet the needs of the new integrated Department.



## Appendix D.2 - Structure & Transition Plan for Operations/Community Services

### Phase I (0 months- 1 year)

#### OPERATIONS

- Operations Services -Recommend moving towards one Manager for Operations that is responsible for all of Operations and Engineering services, business planning, policies and standards, human resources, establishing business/workplans, measurement of results, supervision of all staff
- 2 positions- Operations Manager and Engineer and Supervisor/Foreman

Assess skill gaps and develop Training Plan for current Supervisory staff in Operations to gain the necessary skills in senior management, human resources, policies, planning, etc.

- Change one PT Public Works Assistant to FT to: provide extra operational support so that the necessary training and development can be implemented, management oversight and planning can be increased, and engineering services can be maintained in the interim.
- Appoint one of the Works staff as a Lead Hand to assist with day-to-day supervision of work crews (MOL)

### Phase II (Year 2)

#### OPERATIONS

Supervisors remain the same as year 1. Continue providing the opportunity for training and development of senior management skills.

Undertake a review of Current Operations & services using the expertise of a third party (i.e., another well respected Head of Operations) to assist the new Manager of Operations to assess current state of all services, assess costs, long term plans policies, standards, etc. Following the review, make recommendations regarding the findings in preparation for integrating this department with Community Services.

Work with the Manager of Community Services & CAO to develop an integration plan of both Departments. Develop recommendations and get approval of plan from Council

### Phase III (Year 3)

OPERATIONS SERVICES – Becomes part of Operations and Community Services Department and will report to a Senior Manager- 1

Recruit for the new Position of Operations and Community Services Manager. Suggest using a third party to assist with recruitment.

Community Services Supervisor/Foreman (1)  
Operations Supervisor/Foreman (1)  
Lead Hand Operations (1)

Community Services Program Coordinator (1)- inhouse and/or program services as part of a partnership

Rest of Operations Services Staff positions to be reviewed to support an integrated program delivery system and an integrated approach to facility management of all municipal facilities.

Assess if Building/CBO, Planning, zoning, Bylaw and Property Standards services are a best fit in this department

Update Operations and Community Services Staff Job descriptions as needed to meet the needs of the new integrated Department

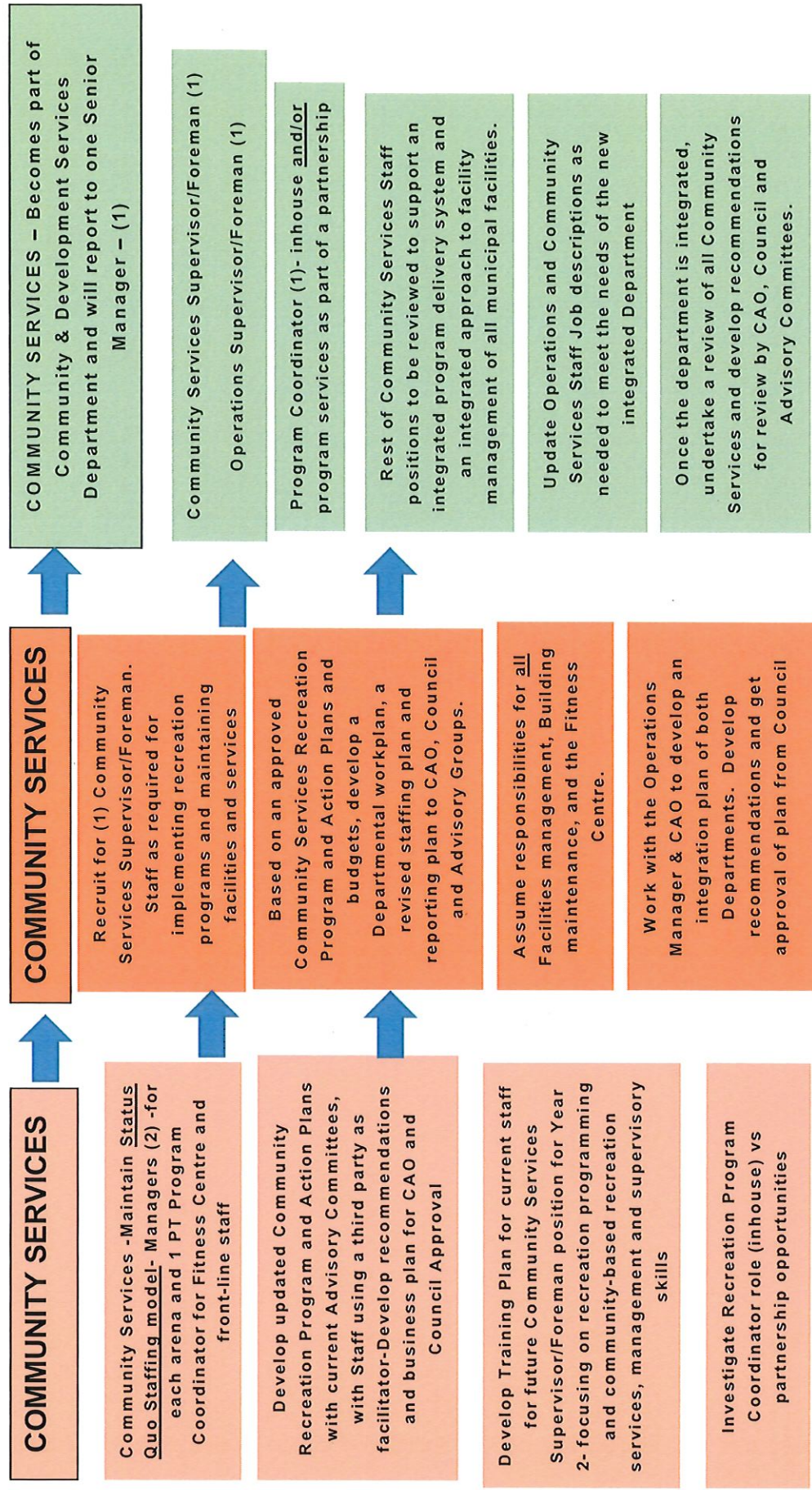


## Appendix D.3 - Structure & Transition Plan for Community Services

### Phase 1 (0 months- 1 year)

### Phase II (Year 2)

### Phase III (Year 3)





## Appendix D.4 - Structure & Transition Plan for Admin & Treasury Services

**Phase 1**  
(0 months- 1 year)

### Treasury/Finance and Clerk

- Staffing Recommendations- Add one (1) Full time Treasurer and revise 1 Deputy Clerk Position into an Acting Clerk (to relieve workload of CAO)
- Add 1 FT Administration Asst for 2 years

Recruit one full time Treasurer and Acting Clerk as soon as possible. As part of this recruitment process, identify future requirements and skill sets that will support the organization's current needs and moving to the newly adopted organization structure. Recommend use of a third party to support this process

CAO and Treasurer to undertake a review of the current Treasury/ Finance and the Clerks Department activities and results. Review current processes and procedures in each area, related roles and responsibilities of all staff positions. Develop a report for Council and make recommendations regarding the findings.

Based on the results of joint review, identify the skill sets, number of staff and other resources required to meet current and future needs for the Treasury/Finance and Clerks Department. Identify policy, procedures and IT improvements required to meet expected results. Develop a business plan regarding implementation, resourcing and a process for measuring future progress. Seek approvals.

**Phase II**  
(Year 2)

### Treasury/Finance & Clerk

Implement 2 Department plans as approved, measure and report on results of recommended changes implemented in year one to two

Assess Skill gaps and Provide training and development opportunities for Senior Management training and for other staff as needed

Each Manager will identify areas of synergy and make recommendations regarding the goal of integrating all Administrative services with Finance and Treasury functions for review of the CAO and Council

Based on results of the reviews, and integration synergies, the Acting Clerk, CAO and Treasurer will make recommendations regarding staffing and resources for the next year when moving into an integrated Administration and Treasury/Finance Depart.

**Phase III**  
(Year 3)

### Administration and Treasury/ Finance Services

Recruit for a Sr Manager for Administration and Treasury/Finance- 1 position  
  
Recommend use of a third party to assist with Hiring.

- Undertake Recruitment planning for CAO/Ec Dev
- Recruit for a new CAO. (1 position)- Suggest using a third party to assist with hiring

Depending on the skill sets hired of the new CAO, Assess future need for a dedicated Clerk/Ec Dev

Update Staff Job descriptions/job evaluations as needed to meet the needs of the new integrated Department

## Appendix E – Generic Management Skills & Sample Job Requirements for Senior Positions

### Generic Management Skills Sets

- **Strategic and Tactical Orientation:** A strategic and innovative thinker in a service-oriented environment with the ability to assist in helping develop, communicating and translating future vision and strategic objectives into successful outcomes.
- **Leadership:** A strong belief in respectful leadership, collaboration and information sharing with staff at all levels; thorough knowledge of management practices and related employment and labour legislation.
- **Business Operations:** Understanding of financial management practices and thorough knowledge and experience with progressive practices in business operations across a broad range of disciplines to develop policies, standards and procedures
- **Service Excellence:** A commitment to customer service excellence across the organization through effective delivery of marketing, programs and services.
- **Strong Human Resource Management Skills:** Experience supervising staff, knowledgeable of Employment law, ability to establish a positive working climate, builds effective teams, ensures effective training and development takes place, manages performance and ability to undertake effective conflict resolution
- **Communications:** Political acuity; ability to communicate effectively and address concerns with tact and diplomacy; excellent written, verbal, report writing and presentation skills
- **Strong communication and effective problem-solving skills** with other public sector partners, business, Council, staff, Board, volunteers and users.
- **Risk Management:** Puts into place effective policies, measures etc., for managing risk and reports regularly on results
- Experience in **developing policies, practices, standards and asset management.**
- Experience in **monitoring, measuring and reporting** on results
- Good **research, analysis and project management** skills.
- Demonstrated skills in **community development and building effective partnerships.**



## **Treasurer/Tax Collector**

### Job Summary

Execute the statutory duties of the Treasurer. Administration of the financial accounting systems, co-ordination of the annual budgets, financial statements, account analysis, forecasting and monitoring; manage the tax system, collections, municipal banking arrangements, reserve fund investments, debentures, audit and prepare associated by-laws, policies and procedures. Undertake a review and update all elements of current Treasury services. Represent the Municipality on financial related matters, ensure compliance with provincial reporting requirements and programs for special projects. Oversees all Treasury staff assigned.

**Education:** A post-secondary degree in accounting/business

### **Experience:**

- Minimum of 3 years municipal experience or equivalent audit/financial experience with an accounting firm or medium size private/public sector business
- Extensive knowledge of municipal finance, taxation, budget and revenue generation processes, managing reserves and reserve fund management, payroll and reporting requirements
- Formal training in accounting, accounts payable, accounts receivable, bookkeeping, payroll and financial reporting, audit
- Understanding of purchasing, tendering and contracting

## **Manager Operations and Engineer**

### Job Summary

Reporting to the CAO, the **Manager of Operations** provides strategic and operational leadership for a diverse portfolio including Public Works Operations, Cemetery Maintenance, Engineering, Water/Waste Water Management, Waste Management and Buildings/Facilities Management & Maintenance services. Asset Management.

**Education:** A related post-secondary education or community college diploma such as Business/Public Administration, or Public Works Management, Roads Superintendent or related discipline, or an equivalent mix of education and related experience in public works and parks and recreation services; college diploma in Civil Engineering Technology is preferred; a degree in Civil Engineering and P. Eng. designation is required.

### **Experience:**

- 5-7 years relevant and progressive experience in a related or municipal operations environment; understanding of municipal/public sector operations and services; experience in modernizing and implementing initiatives; working knowledge of legislation and policies that affect municipal operations governance in Ontario.
- 2 years Experience as an Engineer.

- Working knowledge of Water/Waste Water oversight and managing waste and landfills, road construction and maintenance, facilities management

## **Manager Community Services**

### Job Summary

- Responsible for integrating and managing all community and recreation services for the Municipality of Powassan
- Directs and manages the operations and maintenance of a variety of facilities and programs such as: Sportsplex, Trout Creek Arena, community centres, and the Fitness Centre, parks, trails, recreation and cultural programming, facilities planning, the pool.
- Responsible for building a cost-effective community based cultural and recreational program
- Develops, revises, implements and measures impact of a proactive Customer Service Strategy
- Works with committed Municipal team, Council and Recreation Board members to deliver innovative, consistent and high-quality customer service, community engagement and resource management.
- Encourages and supports Recreation Boards and Special Events, community groups and service clubs in contributing to and implementing community recreation projects.

**Education** College or University Degree in Recreation or leisure studies, Public or Business Administration, Marketing or equivalent related experience and training.

### **Experience**

- Demonstrated experience as a Manager working or building community services in at least two of following service areas: Business Administration, Arena Management, Community Development and Successful broad range of Community and Recreation Programming.
- Demonstrated skills in marketing resulting in improving community outreach, programming and improved use of all facilities, parks, trails, waterfronts, etc.
- Successful Management experience with strong long term planning skills and leadership skills including demonstrated Human Resource Management skills (including Training and Development).
- Good financial management, research, grants writing and fundraising skills.
- Demonstrated skills in working effectively with a Board, various Community Groups and volunteers in building successful community partnerships.
- Understands and able to demonstrate best practices in building effective Customer Services, in the areas of broad-based community Recreation programs, Fitness Centre, Summer Aquatics, Arenas
- Management Experience in developing policies, practices and standards and asset management.

## **Municipal Clerk**

### Job Summary

Reporting directly to the CAO, the **Municipal Clerk** provides expertise and leadership in managing the various functions of the Clerk's Office, including but not limited to legislative and secretariat services, vital statistics, municipal elections, archives and records management, by-law and policy development and coordination of Council and Committee meetings and communications/website/media, Information Technology (IT) oversight, FOI, Planning and Administrative services.

**Education:** Post secondary diploma in public administration, office administration, political science, or a related field is an asset, or an equivalent combination of education and experience; CMO or AMCT designation or working towards a CMO designation is required.

**Experience:**

- A minimum of 5 years of experience, preferably in the Clerk's office of a municipality, working knowledge of *Municipal Act*, *Municipal Elections Act*, MFIPPA, the Marriage Act, the Vital Statistics Act and other relevant legislation related to the position is necessary.
- Supervisory skills and knowledge of communications, media and IT services
- Knowledge of Legislative Procedures in order to provide advice to Council.
- Strong communication and conflict resolution skills
- Strong research and policy making skills

## **Chief Administrative Officer**

### Job Summary

- Provide leadership to Council and members of the senior management team to ensure the efficient, economical and effective organization and administration of all departments and boards as determined by the by-laws of the Corporation, the effective and efficient implementation of Council's policies and programs in line with Council strategic priorities and ensures corporate compliance with all relevant statutory and regulatory requirements.
- Establish and/or update, with Council, and the management team, the strategic directions for the Municipality and provide periodic updating of the Strategic Plan with Council.
- Ensure that effective financial management, information systems, planning, policies and procedures are in place; review the annual business plans and budgets (operating and capital) prepared by the Treasurer/Departments and linked to the Municipality's strategic direction; provide leadership of the business plan and budget approval process with Council.
- Monitor the performance of departments against business plans/budgets; review variance reports and initiate corrective action where necessary and submits to council on a regular basis an analysis of progress in achieving objectives established in the strategic plan.



- Direct periodic reviews of the Organizations' structure, programs and services and initiate organizational, management and communication changes as required and reports the outcome of these reviews to Council.
- Provides Economic Development Services on behalf of the Municipality
- Develop and recommend to Council a comprehensive program of governmental relations to promote and secure the interests of the Municipality

**Education:** Degree in Business/Public Administration, Finance, Planning or related discipline with applicable professional designation or a combination of related equivalent education, training and experience.

**Experience:**

- Five (5) years as a senior Manager in a public sector setting responsible for a range of services -municipal experience considered an asset.
- Association of Municipal Clerks and Treasurers of Ontario (AMCTO) Professional Accreditation or CMO is considered as asset.
- Holds or working towards certification in Economic Development or Ec.D designation.
- Working knowledge of the Ontario Municipal Act, Planning Act and Regulations, municipal affairs, business principles.
- Demonstrated skills in Financial Management of major budgets and generating, accessing and/or applying for new sources of revenue.
- Working knowledge of the Clerk's function.
- Working knowledge of strategic planning and long-term thinking skills along with development of yearly business plans, reports on results.
- Strong Human Resource Management skills, Building high performing teams, employee engagement and development.
- Excellent complex problem solving and critical thinking.

## Appendix F – Overview of Comparative Analysis Results

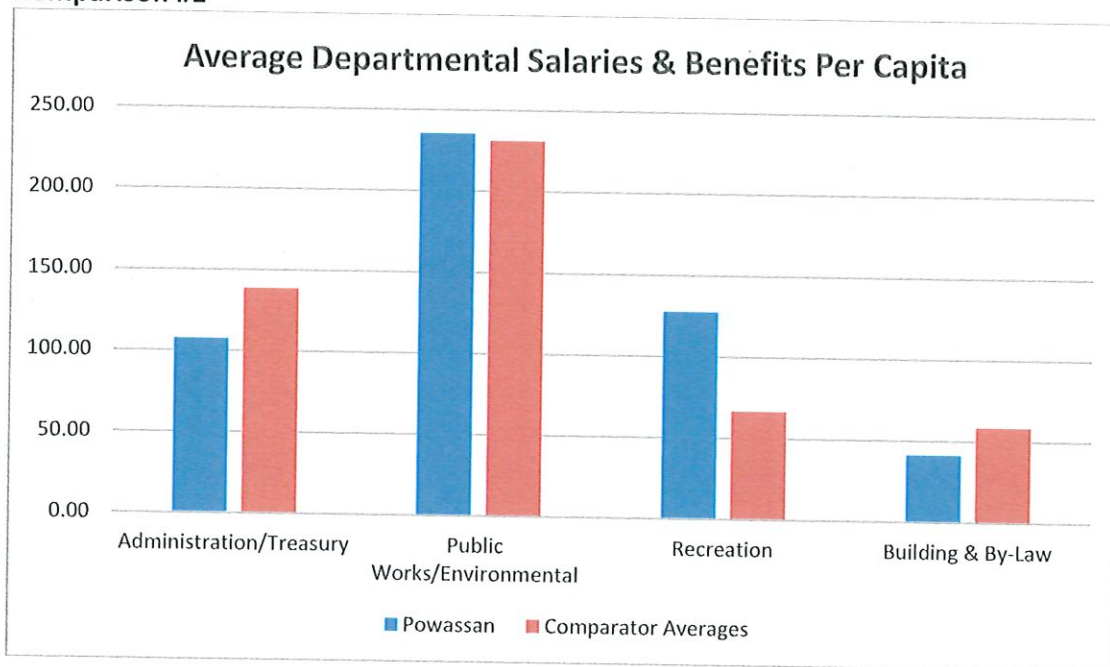
### Basis of Analysis

- Six (6) Municipal Comparators plus Powassan for a total of Seven (7) municipalities reviewed at a high level
- The comparators were selected by Council and staff
- Used 2019 figures because 2020 information was not completed at that time
- Populations are based on 2016 Census

The comparisons undertaken include:

1. Comparison of the Average Departmental Salaries & Benefits Per Capita
2. Comparison of the Average Annual Cost of Salaries & Benefits per Department
3. Comparison of the Total Salaries & Benefits per Department
4. Statistical Comparisons
5. Comparison of Staffing Per Department

### Comparison #1



### Comparison #1 Summary/Notes:

- The average cost per capita to operate Administration/Treasury departments is \$138.62  
**Powassan's cost per capita for the Administration/Treasury department is \$107.33**
- The average cost per capita to operate Public Works departments is \$231.29  
**Powassan's cost per capita for Public Works is \$235.68**
- The average cost per capita to operate Recreation departments is \$66.74  
**Powassan's cost per capita for Recreation is - \$127.52.**

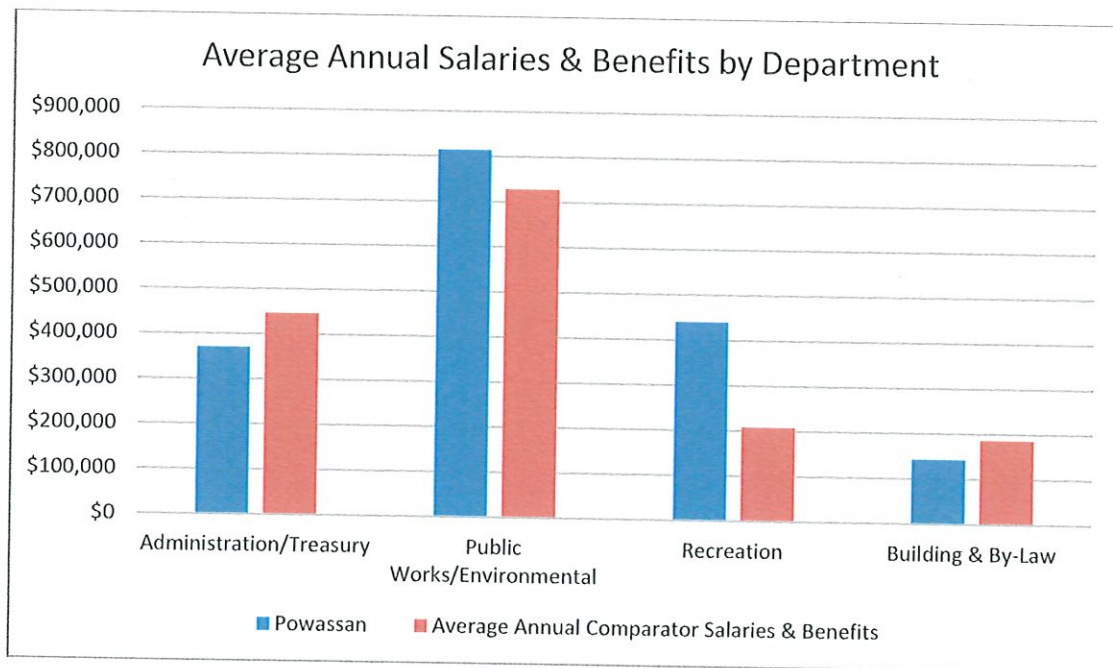
- The Building & By-law salaries & benefits were combined for this comparison because 2 of the comparators had a combined CBO/By-Law Enforcement Officer and one had a contracted By-Law Enforcement Officer, so it was not possible to split this out during this high-level benchmarking exercise, to get an accurate comparison for By-Law Enforcement separately.

The average cost per capita for Building & By-law combined was \$58.78.

**Powassan's cost per capita for Building & By-Law combined was \$41.39**

- The Planning salaries & benefits are not captured above because again, there were varying combinations of positions & contracts fulfilling the planning function in the comparators. For instance;
  - One had a FT Planner
  - One had a FT Junior Planner
  - In four comparators, the planning function is a shared role (i.e., CAO/CBO or Clerk, etc. is responsible for planning administration).
  - These same four also use the services of an external, contracted Planner
- Emergency Services could not be compared because some included their volunteers inwith Fire Salaries & Wages and some did not.

## Comparison #2



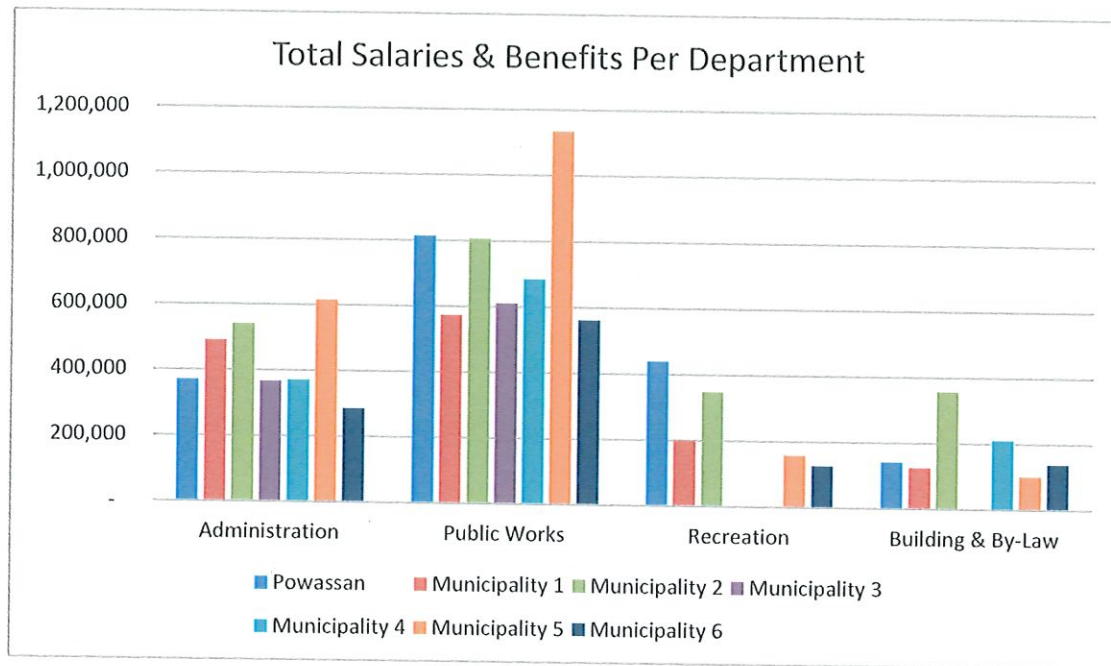
## Comparison #2 Summary/Notes:

- Admin/Treasury – Average annual salaries & benefits are \$446,813  
– Powassan's - **\$370,842**
- Public Works/Environmental Services – Average annual salaries & benefits are

\$728,225 – Powassan's - **\$814,288**

- Recreation – Average annual salaries & benefits are \$208,886 – Powassan's - **\$440,585**
- Building/By-Law – Average annual salaries & benefits are \$186,930 – Powassan's **\$142,988**

### Comparison #3



### Comparison #3 Summary/Notes:

The blanks on the chart represent the following:

- Municipality 3 and Municipality #4 purchase recreation services from neighbouring municipalities. Therefore, neither have recreation salaries & benefits to report.
- The Building function in Municipality #3 is a County responsibility so again they have no salaries or benefits to report.



## Statistical Comparisons

Municipal Comparators	2016 Population	2016 Households	# of FT staff	# of PT staff	Total Area in Square Kms.	Arena(s)	Water & Sewer	2019 Farm Assessment	2019 Total Res Assessment	Council Size	2019 Total Operating Expenditures	2019 total Salaries & Benefits	# of Building permits 2019
Parry Sound District - Powassan	3455	1349	19	8	127.24	2 rec facilities	yes	15,604,200	276,570,524	5	8,524,090	2,028,083	54
Municipality #1	3864	1710	19	4	105.98	2 rec facilities	yes	1,899,400	521,530,700	5	7,132,816	2,213,121	61
Municipality #2	3343	4485	32	7	704.63	4 rec facilities	yes	1,388,700	1,261,753,700	5	8,850,839	2,433,420	201
Municipality #3	3963	1312	13	7	264.5	no	no	263,757,800	629,674,300	5	4,984,677	1,180,705	0
Municipality #4	3496	1312	12	7	376.55	contracted	yes	754,736,200	271,838,700	5	5,727,390	1,198,471	93
Municipality #5	2702	1521	22	2	268.48	1 rec facility	yes	1,120,900	738,707,000	5	7,932,744	1,883,479	87
Municipality #6	2454	1726	13	3	187.22	2 com centres	no	287,400	443,616,353	5	4,423,543	1,195,168	110

### Statistical Comparisons Summary/Notes:

- Population Comparison**  
The population of the six municipalities ranged from 2454 to 3963 with the median population being 3,304. Powassan's population is 3,455.
- Number of Full Time and Part Time Staff**
  - The average number of FT positions in the six comparators was 18.5. Powassan had 19 in 2019, which was the basis for the analysis, but now has 18 FT staff.
  - The average number of PT positions in the six comparators was 5. Powassan had 8 in 2019, which was the basis for the analysis, but now has 7 PT staff.
- Salaries & Benefits as a percentage of Total Operating Expenditures:**  
On average, Salaries & Benefits make up 24.6% of the Total Operating Expenditures in the 6 municipalities. Powassan's salaries & benefits are 23.8% of its total operating expenditures.

Municipal Corporations	Total Staff	Administration	Treasury	Public Works/Water & Waste Management/Landfill	Recreation	Building	By-law	Planning	Fire	Contracts	Shared Services
<b>Municipality of Powassan</b>	<b>FT - 19 PT - 8</b>	3 FT - CAO, 2 Deputy Clerks, 1 PT Receptionist	2 FT - Deputy Treas & Admin Assistant (Dep Clerk pt-taxation, etc.)	2 FT - Foreman, 5 operators, 1 landfill & 1 garbage collector & 1 engineer plus Seasonal staff	2 FT - Rec Manager & TC Arena Manager, 1 PT - Fitness Centre, Arena Labourers,	1 FT CBO	1 FT Bylaw Officer/CENM/Fire Prevention	Shared Deputy Clerk/Planning Admin	1 FT Fire Chief - 1 Fire Prevention Officer/CENM/By-law	external Planner and IT Contractor	Unknown
<b>Municipality #1</b>	<b>FT - 19, PT - 4 Seasonal - 6</b>	3 FT - Sr Director, Clerk, Admin Assistant-Lottery Licensing	3 FT - Treasurer, Finance & Water/WastewaterClerk and Accounts Payable & Taxes	3 FT - Manager of Operations, Operators Admin Assistant and 0 Seasonal and 4 PT	1 FT, 1 Seasonal	1 FT - CBO	1 FT - By-law Enforcement Officer	1 FT - Planning Administrator	1 FT - Fire Chief & 1 PT- Deputy Fire Chief	External Planner \$30,047	Unknown
<b>Municipality #2</b>	<b>FT - 32 PT - 7 Seasonal - 1</b>	4 FT - 2 shared (CAO/Treas & CAO/Treas) 1 Clerk, 1 Admin Assistant 2 PT - Economic Development 2 Seasonal - 1 Info 1 Adult Summer Student	5 FT - 2 shared (CAO/Treas & Deputy CAO/Treas) 1 Deputy Treas, 1 AP/AR Clerk, 1 Tax Collector	19 FT - 1 Roads Supervisor, 3 Labourers, 1 PT Landfill Operator, 1 Mechanic, 1 Equipment Operator, 2 Landfill Site Employees, 1 Environmental Services Manager, 1 Compliance Technician Operator & 2 Seasonal Operators 5 PT Landfill Site Employees.	4 FT - Property Supervisor, 3 Labourers, 1 PT Landfill Operator, 1 Seasonal - Summer students	4 FT - CBO, Deputy CBO, Septic Inspector, Building Assistant, 2 Seasonal - summer maintenance inspectors	2 FT - By-law enforcement Officers	1 FT Junior Planner - TBD	1 FT Fire Chief		unknown
<b>Municipality #3</b>	<b>FT - 13 PT - 7</b>	4 FT - CAO/Clerk, Deputy CAO/Clerk, 1 PT Admin Assistant, 1 new Admin Assistants shared with all depts.	1 FT Treasurer,	7 FT - Roads Director, Foreman, 5 Operators, 4 PT - 3 Seasonal Operators & 1 Maintenance	none	Building is a County function	1 PT on call	1 FT Planner	1 FT Fire chief shared with 2 other municipalities		unknown
<b>Municipality #4</b>	<b>FT - 12 PT 7 Seasonal 3</b>	2 FT - CAO and Deputy Clerk	2 FT - Treasurer & Tax Collector	8 FT - Director of PW, 1 Foreman and 4 Operators, 2 Seasonal	none	3 FT - CBO/By-law, 1 Building Inspector & 1 Admin Assistant	Shared CBO/By-law administrator	Shared CBO/zoning administrator			
<b>Municipality #5</b>	<b>FT - 22 PT - 2</b>	3 FT - CAO/Director of Operations, Clerk/Planner and 1 Admin Assistant	3 FT - Treasurer, Deputy Treas & 1 Admin Assistant	FT - 9 PW Manager, Foreman, 5 Roads Crews, 1 PT - Transfer Station Landfill Operator, 1 FT - Transfer station attendant, 2 FT Environmental Services Officers	1 FT - shared FC Recreation, 2 FT - Recreation/Transfer Station staff	1 FT CBO	3 - PT Enforcement Officers	1 FT - shared Clerk/Planner	1 FT - Fire Chief/Rec, 2 PT District Chiefs	By-law \$37,000 External Planner \$10,000	Unknown
<b>Municipality #6</b>	<b>FT - 13, PT - 3</b>	3 FT - Clerk/Admin, Deputy Clerk, 1- General Admin	2 FT - 1 Treas/tax collector & 1 Fin Admin	8 FT - 1 Working supervisor, Operators	1 FT - 1 Recreation attendant	1 FT - CBO/By-law & Facilities - 1 FT Admin building/ planning assistant	shared CBO/By-law & Facilities	Managed by Clerk/Admin planning admin	3 PT - Chief, Deputy Chief & Fire Prevention Officer	some use of external planner	Landfill shared w Kearney, shared training officer w 7mun, Econ D with ACED



## Comparison of Staffing Per Department Summary/Notes:

Note: The total staff on the spreadsheet (column B) is based on 2019 FIR, but some reported their total 2020 staffing instead, so the numbers across may not total the 2019 numbers in column B.

### Administrative Summary

1. The **senior administrative** role in the municipalities has varying titles and responsibilities. For instance;
  - One of the municipalities has adopted a Senior Municipal Director. We were informed that this Director was engaged by an Expression of Interest and not through a normal hiring process. (contract?) The job description for this newly developed position is not yet available for review.
  - One municipality has a Clerk-Administrator, one has a CAO/Director of Operations, one is a CAO, one is a CAO/Clerk and one is a CAO/Treasurer. **Powassan's senior manager has the title of CAO Clerk-Treasurer but has direct day to day operational responsibility for other areas.**

From reviewing the job descriptions and organizational structures, none of the CAO positions appear to have the large number of day-to-day operational responsibilities as the CAO/Clerk/Treasurer in Powassan.

2. The majority of the comparators have 2 FT and 1 PT Administrative Support Assistant undertaking a variety of roles. **Powassan has 1 FT and 0.5 PT Receptionist**
3. Four (4) of the comparators have 1 or more FT Admin Assistants whose time is shared between building, planning and in some cases, public works.
4. Five (5) of the comparators have a dedicated FT Treasurer or Treasurer/Tax Collector. One Municipality #2 -has 1 CAO/Treasurer and 1 Deputy CAO/Treasurer along with 3 additional Treasury staff. **Powassan has the CAO/Clerk/Treasurer and 1.5 staff to assist with Treasury/Finance.**

### Public Works (Roads) Summary

1. All Comparator Municipalities have a formal Supervisor for all of the Services in Public Works/Operations. The title and responsibilities of the senior role in public works varies also. For instance,
  - One has a Manager of Operations, two have Directors of Public Works, one has a Public Works Manager and two have a working Roads Supervisor. **Powassan has an Operational Day to Day Supervisor -called Roads Foreman, who is supported by an in-house Engineer with no supervisory responsibility.**
  - The number of staff in public works ranges between 6 FT to 13 FT, with the median number of staff in public works being 7.83. **Powassan has 6 FT public works employees.**

### **Recreation Summary**

1. Three of the comparators have 1 Full Time recreation employee. **Powassan has 2**
2. The titles of FT Recreation employees vary.
3. Municipality #5 has 1 FT shared Recreation/Fire Chief and one shared Recreation/Transfer station staff member (1TFE)
4. Municipality #2 has 4 FT Property Supervisors and 3 FT Recreation Labourers

### **Building Department Summary**

1. Five comparators have a FT CBO – as does Powassan
2. Municipality #3 – Building is a function of the County and they have one PT By-law Enforcement officer who is on call.
3. Municipality #2 also has a Deputy CBO and Municipality #4 has a Building Inspector to support the CBO
4. Three comparators report having a FT Admin Assistant – 2 dedicated to Building and one shared among departments

**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
**(Council Approval Report)**

Vendor InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
GENERAL GOVERNMENT									
8890 134471	02/19/21	NORTH BAY MAT RENTAL, BOX 462, NORTH BAY , ON, P1B 8J1	02/19/21	\$54.03	\$54.03	10-10-61753	250 CLARK-BUILDING	\$0.00	(\$705.21)
8944 14360	02/19/21	PUBLIC SECTOR DIGEST, 148 FULLARTON ST, SUITE 1410, LONDON , ON, N6A 5P3	02/19/21	\$2,254.61	\$2,254.61	10-10-61580	ASSET MANAGEMENT	\$0.00	\$0.00
9023 6989579	02/18/21	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2	02/18/21	\$2,866.47	\$2,866.47	10-10-61753	250 CLARK-BUILDING	\$0.00	(\$705.21)
9176 2444610	02/19/21	ORKIN CANADA, 5840 FALBOURNE ST, MISSISSAUGA, ON, L5R 4B5	02/19/21	\$49.49	\$49.49	10-10-61753	250 CLARK-BUILDING	\$0.00	(\$705.21)
9343 968302	02/19/21	BDO CANADA LLP, 101 MCINTYRE ST W, SUITE 301, NORTH BAY, ON, P1B 2T5	02/19/21	\$1,197.80	\$1,197.80	10-10-61560	AUDIT & LEGAL	\$0.00	(\$7,787.15)
9872 DENTAL2021	02/19/21	EMPLOYEE , DENTAL2021	02/19/21	\$259.00	\$259.00	10-10-61510	BENEFITS	\$0.00	(\$4,291.60)
10236 57072028	02/19/21	XEROX CANADA LTD., P.O. BOX 4539 STN A, TORONTO, ON, M5W 4P5	02/19/21	\$81.47	\$81.47	10-10-61600	POSTAGE/COURIER/COPI	\$0.00	(\$1,776.23)
Total GENERAL GOVERNMENT									
250 CLARK									
9176 2444610 2444610	02/19/21 02/19/21 02/19/21	ORKIN CANADA, 5840 FALBOURNE ST, MISSISSAUGA, ON, L5R 4B5	02/19/21 02/19/21 02/19/21	\$128.65 \$19.80 \$148.45	\$128.65 \$19.80 \$148.45	10-12-61754 10-12-61757	250 CLARK-PROGRAM FITNESS CENTRE@250	\$0.00 \$0.00	(\$136.90) (\$131.79)
Total 250 CLARK									
FIRE DEPARTMENT									
8890 134472	02/19/21	NORTH BAY MAT RENTAL, BOX 462, NORTH BAY , ON, P1B 8J1	02/19/21	\$17.55	\$17.55	10-15-62010	FIRE DEPT.-MAINTENANCE	\$0.00	(\$689.67)
8941 18970	02/19/21	PRICE SIGNS & DECALS, 1210 MAIN ST WEST, NORTH BAY , ON, P1B 2W6	02/19/21	\$279.84	\$279.84	10-15-62040	FIRE DEPT.-EQUIPMENT	\$0.00	(\$1,658.10)
8954 5584357	02/19/21	RELIANCE HOME COMFORT, PAYMENT PROCESSING CENTRE, PO BOX 4504 STATION A 25 THE ESPLANADE, TORONTO , ON, M5W 4J8	02/19/21	\$44.24	\$44.24	10-15-62020	FIRE DEPT.-OPERATIONS	\$0.00	(\$1,872.14)

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM #	15

# Municipality of Powassan A/P Preliminary Cheque Run (Council Approval Report)

InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2		02/18/21	\$453.07	\$453.07	10-15-62020	FIRE DEPT.-OPERATIONS	\$0.00	(\$1,872.14)
1173474	3066642 02/18/21 FIRE DEPT.-OPERATIONS		02/18/21	\$426.88	\$426.88	10-15-62020	FIRE DEPT.-OPERATIONS	\$0.00	(\$1,872.14)
6989579	2679147 02/18/21 TCFD NATURAL GAS - 2467				\$879.95				
<b>Total FIRE DEPARTMENT</b>									
<b>\$1,221.58</b>									
<b>PUBLIC WORKS</b>									
8806	JIM MOORE PETROLEUM, 66 GIBSON STREET, P.O. BOX 508, NORTH BAY, ON, P1B 8J1		02/19/21	\$214.26	\$214.26	10-20-63505	2014 FREIGHTLINER-	\$0.00	(\$1,626.23)
562566	02/19/21 FUEL FOR 2014 FREIGHTLINER		02/19/21	\$397.66	\$397.66	10-20-63505	2014 FREIGHTLINER-	\$0.00	(\$1,626.23)
563035	02/19/21 FUEL FOR 2014 FREIGHTLINER		02/19/21	\$214.26	\$214.26	10-20-63520	2011 FREIGHTLINER-	\$0.00	(\$997.64)
562566	02/19/21 FUEL FOR 2011 FREIGHTLINER		02/19/21	\$397.66	\$397.66	10-20-63520	2011 FREIGHTLINER-	\$0.00	(\$997.64)
563035	02/19/21 FUEL FOR 2011 FREIGHTLINER		02/19/21	\$129.73	\$129.73	10-20-63540	2014 GMC -	\$0.00	(\$142.14)
562161	02/19/21 2014 CHEV FUEL		02/19/21	\$78.67	\$78.67	10-20-63540	2014 GMC -	\$0.00	(\$142.14)
562568	02/19/21 2014 CHEV FUEL		02/19/21	\$103.99	\$103.99	10-20-63540	2014 GMC -	\$0.00	(\$142.14)
563037	02/19/21 2014 CHEV FUEL		02/19/21	\$214.25	\$214.25	10-20-63560	2013 FREIGHTLINER	\$0.00	(\$1,460.98)
562566	02/19/21 FUEL FOR 2013 FREIGHTLINER		02/19/21	\$397.65	\$397.65	10-20-63560	2013 FREIGHTLINER	\$0.00	(\$1,460.98)
563035	02/19/21 FUEL FOR 2013 FREIGHTLINER		02/19/21	\$129.73	\$129.73	10-20-63580	2009 FORD 1/2 TON -	\$0.00	(\$142.14)
562161	02/19/21 F150 FUEL		02/19/21	\$78.67	\$78.67	10-20-63580	2009 FORD 1/2 TON -	\$0.00	(\$142.14)
562568	02/19/21 F150 FUEL		02/19/21	\$103.99	\$103.99	10-20-63580	2009 FORD 1/2 TON -	\$0.00	(\$142.14)
563037	02/19/21 F150 FUEL		02/19/21	\$129.73	\$129.73	10-20-63600	2015 GMC-	\$0.00	(\$368.81)
562161	02/19/21 CHEV TRUCK FUEL		02/19/21	\$78.67	\$78.67	10-20-63600	2015 GMC-	\$0.00	(\$368.81)
562568	02/19/21 CHEV TRUCK FUEL		02/19/21	\$103.99	\$103.99	10-20-63600	2015 GMC-	\$0.00	(\$368.81)
563037	02/19/21 CHEV TRUCK FUEL		02/19/21	\$113.84	\$113.84	10-20-63620	710 BACKHOE-	\$0.00	(\$1,011.37)
562567	02/19/21 FUEL FOR 710 BACKHOE		02/19/21	\$108.19	\$108.19	10-20-63620	710 BACKHOE-	\$0.00	(\$1,011.37)
563036	02/19/21 FUEL FOR 710 BACKHOE		02/19/21	\$341.52	\$341.52	10-20-63626	BACKHOE CAT420	\$0.00	(\$1,070.74)
562567	02/19/21 CAT420 FUEL		02/19/21	\$324.54	\$324.54	10-20-63626	BACKHOE CAT420	\$0.00	(\$1,070.74)
563036	02/19/21 CAT420 FUEL		02/19/21	\$113.84	\$113.84	10-20-63640	96 BACKHOE-	\$0.00	(\$335.38)
562567	02/19/21 FUEL FOR 96 BACKHOE		02/19/21	\$108.19	\$108.19	10-20-63640	96 BACKHOE-	\$0.00	(\$335.38)
563036	02/19/21 FUEL FOR 96 BACKHOE		02/19/21	\$569.19	\$569.19	10-20-63660	99 GRADER-	\$0.00	(\$2,976.10)
562567	02/19/21 FUEL FOR GRADER		02/19/21	\$540.93	\$540.93	10-20-63660	99 GRADER-	\$0.00	(\$2,976.10)
563036	02/19/21 FUEL FOR GRADER		02/19/21	\$43.24	\$43.24	10-20-63740	LAWN EQUIPMENT-	\$0.00	(\$47.38)
562161	02/19/21 LAWN EQUIPMENT-MAT/SUPPLIES		02/19/21	\$26.21	\$26.21	10-20-63740	LAWN EQUIPMENT-	\$0.00	(\$47.38)
562568	02/19/21 LAWN EQUIPMENT-MAT/SUPPLIES		02/19/21	\$34.66	\$34.66	10-20-63740	LAWN EQUIPMENT-	\$0.00	(\$47.38)
563037	02/19/21 LAWN EQUIPMENT-MAT/SUPPLIES		02/19/21						
<b>\$5,097.26</b>									
8897	NORTHERN UNIFORM SERVICE, 2230 ALGONQUIN ROAD, SUDBURY, ON, P3E 4Z6		02/19/21	\$285.24	\$285.24	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
383727	02/19/21 PW UNIFORM RENTALS		02/19/21	\$285.77	\$285.77	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
387418	02/19/21 PW UNIFORM RENTALS		02/19/21	\$285.77	\$285.77	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
380860	02/19/21 PW UNIFORM RENTALS		02/19/21	(\$440.01)	(\$440.01)	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
C0382517	02/19/21 PW UNIFORM RENTALS		02/19/21						
<b>\$416.77</b>									
8912	OSHELL'S VALU-MART, P.O. BOX 322, POWASSAN, ON, P0H 1Z0		02/19/21	\$76.17	\$76.17	10-20-63065	PUBLIC WORKS MAT &	\$0.00	(\$284.71)
25800	02/19/21 LUNCH ROOM SUPPLIES		02/19/21	\$56.49	\$56.49	10-20-63065	PUBLIC WORKS MAT &	\$0.00	(\$284.71)
26168	02/19/21 LUNCH ROOM SUPPLIES								
8982	SPECTRUM TELECOM GROUP LTD, 132 IMPERIAL ROAD, NORTH BAY, ON, P1A 4M5		02/19/21	\$317.49	\$317.49	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
1167895	02/19/21 TOWER RENTAL								

# Municipality of Powassan A/P Preliminary Cheque Run (Council Approval Report)

InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579 2679147	02/18/21	PW SHOPS NATURAL GAS - 1390	02/18/21	\$231.13	\$231.13	10-20-63062	PUBLIC WORKS BLDGS	\$0.00	(\$347.70)
6989579 2679147	02/18/21	PW SHOPS NATURAL GAS - 2330	02/18/21	\$795.88	\$795.88	10-20-63062	PUBLIC WORKS BLDGS	\$0.00	(\$347.70)
9074	BUMPER TO BUMPER - H.E. BROWN, PO BOX 538, 600 GORMANVILLE RD UNIT 201, NORTH BAY, ON, P1B 8J3				\$1,027.01				
456528/D	02/19/21	DEGREASER	02/19/21	\$127.85	\$127.85	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
452747/D	02/19/21	MIRROR	02/19/21	\$141.04	\$141.04	10-20-63780	2014 FREIGHTLINER-	\$0.00	(\$366.22)
9758	BELL TV, P.O. BOX 3250, STATION DON MILLS, NORTH YORK, ON, M3C 4C9								
845520062011066	02/19/21	PUBLIC WORKS-MATERIAL & SUPPLIES	02/19/21	\$150.27	\$150.27	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
<b>Total PUBLIC WORKS</b>									
<b>\$7,410.35</b>									
<b>ENVIRONMENT</b>									
8751	EVAN HUGHES EXCAVATING, 118 HIGHWAY 534, POWASSAN , ON, P0H 1Z0								
5403	02/19/21	GARBAGE COMPACTION	02/19/21	\$1,831.68	\$1,831.68	10-25-64920	LANDFILL SITE	\$0.00	\$0.00
8806	JIM MOORE PETROLEUM, 66 GIBSON STREET, P.O. BOX 508, NORTH BAY , ON, P1B 8J1								
562566	02/19/21	FUEL FOR GARBAGE TRUCK	02/19/21	\$214.26	\$214.26	10-25-64830	GARBAGE VEHICLE	\$0.00	(\$2,736.80)
563035	02/19/21	FUEL FOR GARBAGE TRUCK	02/19/21	\$397.66	\$397.66	10-25-64830	GARBAGE VEHICLE	\$0.00	(\$2,736.80)
<b>Total ENVIRONMENT</b>									
<b>\$2,443.60</b>									
<b>WATER</b>									
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579 2679147	02/18/21	34 MCRAE DR NATURAL GAS - 7940	02/18/21	\$19.35	\$19.35	10-30-64530	WATER DISTRIBUTION-	\$0.00	(\$3,189.79)
<b>Total WATER</b>									
<b>\$19.35</b>									
<b>SEWER</b>									
8751	EVAN HUGHES EXCAVATING, 118 HIGHWAY 534, POWASSAN , ON, P0H 1Z0								
5405	02/19/21	VAC TRUCK	02/19/21	\$1,526.40	\$1,526.40	10-40-64140	SEWER DISTRIBUTION-	\$0.00	(\$16.27)
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579 2679147	02/18/21	SEWER PUMPHOUSE NATURAL GAS - 9269	02/18/21	\$43.04	\$43.04	10-40-64110	SEWER PUMPHOUSE-	\$0.00	\$0.00
<b>Total SEWER</b>									
<b>\$43.04</b>									
<b>\$1,569.44</b>									

**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
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Vendor InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
<b>RECREATION</b>									
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579	2679147	02/18/21 POOL NATURAL GAS - 1355	02/18/21	\$137.61	\$137.61	10-55-67110	POOL-MATERIAL &	\$0.00	(\$37.95)
6989579	2679147	02/18/21 SHCC NATURAL GAS - 1465	02/18/21	\$143.85	\$143.85	10-55-67410	SHCC-MAT/SUPPLIES	\$0.00	(\$204.81)
					\$281.46				
					\$281.46				
<b>Total RECREATION</b>									
<b>HEALTH SERVICES</b>									
8736	DIST. OF PARRY SOUND SOCIAL SERVICES ADMIN BOARD, 1 BEECHWOOD DRIVE, 2ND FLOOR, PARRY SOUND, ON, P2A 1J2								
100001211	221	02/19/21 1 ST QUARTER	02/19/21	\$36,058.83	\$36,058.83	10-60-66100	DISTRICT OF SOCIAL	\$0.00	\$0.00
					\$36,058.83				
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579	2679147	02/18/21 MEDICAL CENTRE NATURAL GAS - 1396	02/18/21	\$0.00	\$0.00	10-60-65310	MEDICAL CENTRE-	\$0.00	\$0.00
					\$0.00				
					\$36,058.83				
<b>Total HEALTH SERVICES</b>									
<b>HISTORICAL &amp; CULTURE</b>									
8954	RELIANCE HOME COMFORT, PAYMENT PROCESSING CENTRE, PO BOX 4504 STATION A 25 THE ESPLANADE, TORONTO, ON, M5W 4J8								
109550013	140739	02/19/21 POWASSAN LEGION EXPENSE	02/19/21	\$151.55	\$151.55	10-65-67680	POWASSAN LEGION	\$0.00	(\$912.78)
					\$151.55				
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579	2679147	02/18/21 LEGION NATURAL GAS-1423	02/18/21	\$568.57	\$568.57	10-65-67680	POWASSAN LEGION	\$0.00	(\$912.78)
					\$568.57				
					\$720.12				
<b>Total HISTORICAL &amp; CULTURE</b>									
<b>TROUT CREEK COMMUNITY CENTRE</b>									
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579	2679147	02/18/21 TCCC NATURAL GAS-0700	02/18/21	\$595.57	\$595.57	10-75-61620	NATURAL GAS	\$0.00	(\$200.79)
					\$595.57				
9176	ORKIN CANADA, 5840 FALBOURNE ST, MISSISSAUGA, ON, L5R 4B5								
2441514	02/19/21 PEST CONTROL		02/19/21	\$116.01	\$116.01	10-75-61820	MAINTENANCE	\$0.00	(\$151.00)
					\$116.01				
					\$711.58				
<b>Total TROUT CREEK COMMUNITY CENTRE</b>									



**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
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Invoice Number	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
<b>SPORTSPLEX</b>									
8954	RELANCE HOME COMFORT, PAYMENT PROCESSING CENTRE, PO BOX 4504 STATION A 25 THE ESPLANADE, TORONTO, ON, M5W 4J8								
56130364313036	02/19/21	BUILDING SUPPLIES	02/19/21	\$51.53	\$51.53	10-80-61960	BUILDING SUPPLIES	\$0.00	\$0.00
9023	UNION GAS, PO BOX 4001 STN A, TORONTO, ON, M5W 0G2								
6989579 2679147	02/18/21	SPORTSPLEX NATURAL GAS (B) - 1337	02/18/21	\$1,352.28	\$1,352.28	10-80-61620	NATURAL GAS	\$0.00	\$0.00
6989579 2679147	02/18/21	SPORTSPLEX NATURAL GAS (A) - 1336	02/18/21	\$757.10	\$757.10	10-80-61620	NATURAL GAS	\$0.00	\$0.00
				\$2,109.38	\$2,109.38				
				\$2,160.91	\$2,160.91				
<b>Total SPORTSPLEX</b>									
<b>Total Bills To Pay:</b>					\$61,976.02				

**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
 (Council Approval Report)

Vendor InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
<b>GENERAL GOVERNMENT</b>									
8848	MINISTER OF FINANCE - EHT, P.O. BOX 620 (EHT), OSHAWA, ON, L1H 8E9								
PR1051	02/08/21 Payroll from 1/24/2021 to 2/6/2021		02/08/21	\$1,155.30	\$1,155.30	10-10-33320	A/P EHT	\$0.00	\$811.90
PR1055	02/22/21 Payroll from 2/7/2021 to 2/20/2021		02/22/21	\$1,160.28	\$1,160.28	10-10-33320	A/P EHT	\$0.00	\$811.90
					\$2,315.58				
8903	OMERS, EY TOWER, 900-100 ADELAIDE ST W, TORONTO, ON, M5H OE2								
PR1051	02/08/21 Payroll from 1/24/2021 to 2/6/2021		02/08/21	\$9,688.50	\$9,688.50	10-10-33310	A/P OMERS	\$0.00	(\$16,681.60)
PR1055	02/22/21 Payroll from 2/7/2021 to 2/20/2021		02/22/21	\$9,851.50	\$9,851.50	10-10-33310	A/P OMERS	\$0.00	(\$16,681.60)
					\$19,540.00				
8972	RUSSELL, CHRISTIE, LLP, 505 MEMORIAL AVENUE, BOX 158, ORILLIA, ON, L3V 6J3								
73-104-062 FEB	02/24/21 NOAH LEGAL		02/24/21	\$2,815.72	\$2,815.72	10-10-61560	AUDIT & LEGAL	\$0.00	(\$7,787.15)
					\$3,126.73				
8975	SCOTIABANK VISA, 204 MAIN STREET, NORTH BAY, ON, P1B 2T7								
JAN21LIB	02/17/21 LIB - JAN VISA		02/20/21	\$1,334.02	\$1,334.02	10-10-24600	A/R LIBRARY BOARD	\$0.00	(\$5,515.33)
JAN21LM	02/17/21 DIANNE'S CATERING - STAFF CHRISTMAS LUNCH		02/20/21	\$135.85	\$135.85	10-10-61540	OFFICE SUPPLIES	\$0.00	(\$4,299.60)
JAN21LM2	02/17/21 AMAZON - DISPOSABLE MASKS		02/20/21	\$15.45	\$15.45	10-10-61540	OFFICE SUPPLIES	\$0.00	(\$4,299.60)
JAN21PM	02/17/21 VISA ANNUAL FEE - PM		02/20/21	\$105.00	\$105.00	10-10-61660	BANK CHARGES &	\$0.00	(\$1,692.02)
					\$1,725.27				
9040	WORKPLACE SAFETY & INSURANCE BOARD, P.O. BOX 4115, STATION A, TORONTO, ON, M5W 2V3								
PR1051	02/08/21 Payroll from 1/24/2021 to 2/6/2021		02/08/21	\$1,922.63	\$1,922.63	10-10-33330	A/P WSIB	\$0.00	(\$1,368.39)
PR1055	02/22/21 Payroll from 2/7/2021 to 2/20/2021		02/22/21	\$1,931.19	\$1,931.19	10-10-33330	A/P WSIB	\$0.00	(\$1,368.39)
					\$3,853.82				
9080	RECEIVER GENERAL - PAYROLL DEDUCTIONS, , , , ,								
PR1055	02/22/21 Payroll from 2/7/2021 to 2/20/2021		02/22/21	\$7,068.85	\$7,068.85	10-10-33200	A/P FIT	\$0.00	(\$10,361.65)
PR1055	02/22/21 Payroll from 2/7/2021 to 2/20/2021		02/22/21	\$3,193.35	\$3,193.35	10-10-33210	A/P PIT	\$0.00	(\$4,752.59)
PR1055	02/22/21 Payroll from 2/7/2021 to 2/20/2021		02/22/21	\$2,189.41	\$2,189.41	10-10-33220	A/P EI	\$0.00	(\$3,633.92)
PR1055	02/22/21 Payroll from 2/7/2021 to 2/20/2021		02/22/21	\$5,764.92	\$5,764.92	10-10-33230	A/P CPP	\$0.00	(\$8,627.86)
					\$18,216.53				
9926	AGILIS NETWORKS, 500 REGENT STREET, SUDBURY, ON, P3E 3Y2								
3113358 221	02/24/21 TELECOM @ 250 CLARK		02/24/21	\$492.96	\$492.96	10-10-61753	250 CLARK-BUILDING	\$0.00	(\$705.21)
					\$606.54				
10061	MANULIFE FINANCIAL, PREMIUM ADMINISTRATION (VO), P.O. BOX 1627, WATERLOO, ON, N2J4P4								
MARCH 2021	02/24/21 LIBRARY LIFE/DISABILITY INS		02/24/21	\$140.68	\$140.68	10-10-24600	A/R LIBRARY BOARD	\$0.00	(\$5,515.33)
MARCH 2021	02/24/21 OFFICE LIFE/DISABILITY INS.		02/24/21	\$976.59	\$976.59	10-10-61510	BENEFITS	\$0.00	(\$4,291.60)
					\$1,117.27				
					\$2,984.22				
					\$54,654.77				
<b>Total GENERAL GOVERNMENT</b>									
<b>250 CLARK</b>									
10486	HEATHER WALLINGFORD, , , , ,								
SENIORS GRANT	02/24/21 4 ZOOM LECTURES SENIORS GRANT		02/24/21	\$400.00	\$400.00	10-12-61755	250 CLARK ST-	\$0.00	\$0.00
					\$400.00				
					\$400.00				
<b>Total 250 CLARK</b>									

**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
 (Council Approval Report)

InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
<b>FIRE DEPARTMENT</b>									
8975	SCOTIABANK VISA, 204 MAIN STREET, NORTH BAY, ON, P1B 2T7								
JAN21BC	02/17/21 SHOPPERS - FIRE OPERATIONS		02/20/21	\$9.03	\$9.03	10-15-62020	FIRE DEPT.-OPERATIONS	\$0.00	(\$1,872.14)
JAN21BC2	02/17/21 APPLE - I CLOUD STORAGE - BC		02/20/21	\$1.46	\$1.46	10-15-62020	FIRE DEPT.-OPERATIONS	\$0.00	(\$1,872.14)
9040	WORKPLACE SAFETY & INSURANCE BOARD, P.O. BOX 4115, STATION A, TORONTO, ON, M5W 2V3		02/24/21	\$927.15	\$10.49	10-15-62020	FIRE DEPT.-OPERATIONS	\$0.00	(\$1,872.14)
FEB 2021	02/24/21 WSIB FIRE DEPT				\$927.15				
9059	BELL CANADA, PO BOX 9000, NORTH YORK, ON, M3C 2X7		02/24/21	\$33.46	\$33.46	10-15-62020	FIRE DEPT.-OPERATIONS	\$0.00	(\$1,872.14)
7057246880 221 2	02/24/21 FIRE DEPT.-OPERATIONS				\$927.15				
9237	DYNAMIC ONLINE MARKETING CORP., 241 APPLEWOOD CRESCENT # 4, CONCORD, ON, L4K 4E6		02/24/21	\$478.27	\$33.46	10-15-62040	FIRE DEPT.-EQUIPMENT	\$0.00	(\$1,658.10)
129361	02/24/21 VOLUNTEER APPRECIATION				\$478.27				
10061	MANULIFE FINANCIAL, PREMIUM ADMINISTRATION (VO), P.O. BOX 1627, WATERLOO, ON, N2J4P4		02/24/21	\$172.72	\$172.72	10-15-61510	BENEFITS	\$0.00	(\$972.12)
MARCH 2021	02/24/21 MF LIFE/DISABILITY INS				\$172.72				
<b>Total FIRE DEPARTMENT</b>									
<b>PUBLIC WORKS</b>									
8687	FREIGHTLINER NORTH BAY, 40 COMMERCE COURT, NORTH BAY, ON, P1A 0B4		02/24/21	\$77.06	\$77.06	10-20-63505	2014 FREIGHTLINER-	\$0.00	(\$1,626.23)
1231	02/24/21 LIGHTS STOP		02/24/21	\$1,018.93	\$1,018.93	10-20-63520	2011 FREIGHTLINER-	\$0.00	(\$997.64)
1297	02/24/21 BARS HOSE RACK		02/24/21	\$2,422.07	\$2,422.07	10-20-63520	2011 FREIGHTLINER-	\$0.00	(\$997.64)
1298	02/24/21 TRANS FLUID REPAIR				\$3,518.06				
8743	HUBB CAP, 300 KIRKPATRICK ST, NORTH BAY, ON, P1B 8G5		02/24/21	\$266.56	\$266.56	10-20-63420	WINTER CONTROL-	\$0.00	(\$4,662.82)
1023743	02/24/21 BLOW BLADES				\$266.56				
8799	J & J EQUIPMENT REPAIR, 84 CHISWICK LINE, RR # 1, POWASSAN, ON, P0H 1Z0		02/24/21	\$49.61	\$49.61	10-20-63520	2011 FREIGHTLINER-	\$0.00	(\$997.64)
75236	02/24/21 MAINTENANCE		02/24/21	\$122.48	\$122.48	10-20-63626	BACKHOE CAT420	\$0.00	(\$1,070.74)
75236	02/24/21 MAINTENANCE		02/24/21	\$14.24	\$14.24	10-20-63660	99 GRADER-	\$0.00	(\$2,976.10)
75236	02/24/21 MAINTENANCE		02/24/21	\$387.59	\$387.59	10-20-63780	2014 FREIGHTLINER-	\$0.00	(\$366.22)
8975	SCOTIABANK VISA, 204 MAIN STREET, NORTH BAY, ON, P1B 2T7		02/20/21	\$44.00	\$573.92	10-20-63040	TRAINING &	\$0.00	\$0.00
JAN21ST2	02/17/21 MLLTOWN MGMT - DRIVERS MANUEL - JL		02/20/21	\$305.28	\$305.28	10-20-63040	TRAINING &	\$0.00	\$0.00
JAN21ST3	02/19/21 ASSOC OF ROAD SUPER - ANNUAL FEE - ST		02/20/21						
JAN21ST	02/17/21 APPLE - I CLOUD STORAGE - ST		02/20/21	\$1.46	\$1.46	10-20-63060	PUBLIC WORKS-	\$0.00	(\$5,320.61)
JAN21CM2	02/17/21 MECP - HWIN WEB - CM REGISTRATION		02/20/21	\$50.00	\$50.00	10-20-63065	PUBLIC WORKS MAT &	\$0.00	(\$284.71)
JAN21ML	02/17/21 MTO STICKER		02/20/21	\$2,144.00	\$2,144.00	10-20-63505	2014 FREIGHTLINER-	\$0.00	(\$1,626.23)
JAN21ML	02/17/21 MTO - STICKER		02/20/21	\$1,021.00	\$1,021.00	10-20-63520	2011 FREIGHTLINER-	\$0.00	(\$997.64)
JAN21ML2	02/19/21 VEHICLE LICENSE		02/19/21	\$255.75	\$255.75	10-20-63540	2014 GMC -	\$0.00	(\$142.14)
JAN21ML	02/17/21 MTO - STICKER		02/20/21	\$2,144.00	\$2,144.00	10-20-63560	2013 FREIGHTLINER	\$0.00	(\$1,460.98)
JAN21ML2	02/19/21 VEHICLE LICENSE		02/19/21	\$255.75	\$255.75	10-20-63580	2009 FORD 1/2 TON -	\$0.00	(\$142.14)
JAN21ML2	02/19/21 VEHICLE LICENSE		02/19/21	\$255.75	\$255.75	10-20-63600	2015 GMC-	\$0.00	(\$368.81)
<b>Total PUBLIC WORKS</b>									
<b>\$6,476.99</b>									

**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
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InvoiceNumber	Vendor	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
9658 10034	JEFF KSMITH, P.O. BOX 22, TROUT CREEK, ON, P0H 2L0	02/24/21	TC SIDEWALK PLOWING	02/24/21	\$1,373.76	\$1,373.76	10-20-63420	WINTER CONTROL-	\$0.00	(\$4,662.82)
9926 3115764 221	AGILIS NETWORKS, 500 REGENT STREET, SUDBURY, ON, P3E 3Y2	02/24/21	INTERNET	02/24/21	\$280.40	\$280.40	10-20-63065	PUBLIC WORKS MAT &	\$0.00	(\$284.71)
10061 MARCH 2021	MANULIFE FINANCIAL, PREMIUM ADMINISTRATION (VO), P.O. BOX 1627, WATERLOO, ON, N2J4P4	02/24/21	PW LIFE/DISABILITY INS.	02/24/21	\$903.98	\$903.98	10-20-63050	PUBLIC WORKS-	\$0.00	(\$6,352.54)
					\$903.98					
					\$13,393.67					
<b>Total PUBLIC WORKS</b>										
<b><u>ENVIRONMENT</u></b>										
8975 JAN21ML2	SCOTIABANK VISA, 204 MAIN STREET, NORTH BAY , ON, P1B 2T7	02/19/21	VEHICLE LICENSE	02/19/21	\$255.75	\$255.75	10-25-64830	GARBAGE VEHICLE	\$0.00	(\$2,736.80)
10061 MARCH 2021	MANULIFE FINANCIAL, PREMIUM ADMINISTRATION (VO), P.O. BOX 1627, WATERLOO, ON, N2J4P4	02/24/21	landfill and garbage benefits	02/24/21	\$0.00	\$0.00	10-25-61510	BENEFITS GARBAGE	\$0.00	(\$470.50)
					\$0.00					
					\$255.75					
<b>Total ENVIRONMENT</b>										
<b><u>WATER</u></b>										
9059 7057243319 221 2	BELL CANADA, PO BOX 9000, NORTH YORK, ON, M3C 2X7	02/24/21	WATER PUMP HOUSE PHONE	02/24/21	\$44.35	\$44.35	10-30-64510	WATER PUMPHOUSE-	\$0.00	(\$4,956.93)
					\$44.35					
					\$44.35					
<b>Total WATER</b>										
<b><u>BUILDING DEPARTMENT</u></b>										
8975 JAN21CM	SCOTIABANK VISA, 204 MAIN STREET, NORTH BAY , ON, P1B 2T7	02/17/21	NORTH BAY CONSTRUCTION - NOAH PROJECT	02/20/21	\$35.11	\$35.11	10-45-62710	BUILDING INSPECTOR-	\$0.00	\$0.00
JAN21MM2	02/17/21 APPLE - ICLOUD STORAGE - MM	02/20/21			\$1.46	\$1.46	10-45-62710	BUILDING INSPECTOR-	\$0.00	\$0.00
JAN21MM3	02/17/21 ORDERLINE - PLUMBING AND PHOTOGRAPHIC CODE MANUEL	02/20/21			\$81.64	\$81.64	10-45-62710	BUILDING INSPECTOR-	\$0.00	\$0.00
JAN21ML2	02/19/21 VEHICLE LICENSE	02/19/21			\$255.75	\$255.75	10-45-62715	CBO/BYLAW/PROP STD	\$0.00	(\$308.33)
JAN21MM	02/17/21 GARLANDS - MUN VEHICLE GAS	02/20/21			\$58.01	\$58.01	10-45-62715	CBO/BYLAW/PROP STD	\$0.00	(\$308.33)
					\$431.97					
9684 FEB 18 2021	EMPLOYEE	02/24/21	DENTAL	02/24/21	\$170.00	\$170.00	10-45-61510	BENEFITS	\$0.00	\$0.00
10061 MARCH 2021	MANULIFE FINANCIAL, PREMIUM ADMINISTRATION (VO), P.O. BOX 1627, WATERLOO, ON, N2J4P4	02/24/21	BUILDING INSPECTOR LIFE/DISABILITY INS.	02/24/21	\$248.53	\$248.53	10-45-62700	BUILDING INSPECTOR	\$0.00	(\$1,026.62)
					\$248.53					
					\$850.50					
<b>Total BUILDING DEPARTMENT</b>										

**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
**(Council Approval Report)**

InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
<b><u>PROTECTION TO PERSONS &amp; PROPERTY</u></b>									
8855	211202211258030	MINISTER OF FINANCE - OPP, 33 KING ST W, PO BOX 647, OSHAWA, ON, L1H 8X3	02/24/21	\$41,265.00	\$41,265.00	10-50-62500	POLICING-OPP	\$0.00	(\$44,284.22)
8975	JAN21BM	SCOTIABANK VISA, 204 MAIN STREET, NORTH BAY , ON, P1B 2T7	02/19/21	\$27.11	\$27.11	10-50-62580	BY-LAW ENFORCEMENT	\$0.00	(\$117.88)
		02/20/21		\$27.11					
<b>Total PROTECTION TO PERSONS &amp; PROPERTY</b>					<b>\$41,292.11</b>				
<b><u>RECREATION</u></b>									
9059	7057245689 221	BELL CANADA, PO BOX 9000, NORTH YORK, ON, M3C 2X7	02/24/21	\$37.28	\$37.28	10-55-67410	SHCC-MAT/SUPPLIES	\$0.00	(\$204.81)
		02/20/21		\$37.28					
<b>Total RECREATION</b>					<b>\$37.28</b>				
<b><u>HISTORICAL &amp; CULTURE</u></b>									
9059	7057242235 221 2	BELL CANADA, PO BOX 9000, NORTH YORK, ON, M3C 2X7	02/24/21	\$142.53	\$142.53	10-55-67680	POWASSAN LEGION	\$0.00	(\$912.78)
		02/20/21		\$142.53					
<b>Total HISTORICAL &amp; CULTURE</b>					<b>\$142.53</b>				
<b><u>PLANNING &amp; DEVELOPMENT</u></b>									
9479	44287	CGIS SPATIAL SOLUTIONS, 52 SOUTH STREET, PERTH, ON, K7H 2G7	02/24/21	\$3,655.90	\$3,655.90	10-70-68010	PLANNING &	\$0.00	(\$3,681.29)
		02/20/21		\$3,655.90					
10286	1 ST & 2 ND	POWASSAN TOWN SQUARE INC, BOX 57, BOLTON, ON, L7E 5T1	02/24/21	\$27,017.28	\$27,017.28	10-70-68045	FAMILY HEALTH TEAM	\$0.00	\$0.00
		02/20/21		\$27,017.28					
<b>Total PLANNING &amp; DEVELOPMENT</b>					<b>\$30,673.18</b>				
<b><u>TROUT CREEK COMMUNITY CENTRE</u></b>									
10061	MARCH 2021	MANULIFE FINANCIAL, PREMIUM ADMINISTRATION (VO), P.O. BOX 1627, WATERLOO, ON, N2J4P4	02/24/21	\$187.07	\$187.07	10-75-61510	BENEFITS	\$0.00	(\$902.76)
		02/20/21		\$187.07					
10143	43-1165113	BLACK & MCDONALD LTD, 328 Green Rd, Stoney Creek, ON, , L8E 2B2	02/24/21	\$388.75	\$388.75	10-75-61820	MAINTENANCE	\$0.00	(\$151.00)
		02/20/21		\$388.75					
<b>Total TROUT CREEK COMMUNITY CENTRE</b>					<b>\$575.82</b>				



**Municipality of Powassan**  
**A/P Preliminary Cheque Run**  
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InvoiceNumber	Date	Description	Due Date	Invoice Amt	Approved Amt	Account Number	Account Description	Budgeted \$	YTD Balance
<b>SPORTSPLEX</b>									
8975	SCOTIABANK VISA, 204 MAIN STREET, NORTH BAY , ON, P1B 2T7								
JAN21MH2	02/17/21 HP INSTAND INK - PRINTER		02/21/21	\$5.99	\$5.99	10-80-61555	OFFICE EXPENSES	\$0.00	(\$748.64)
JAN21MH3	02/17/21 ONT REC FAC ASSOC MEMBERSHIP - MH		02/20/21	\$165.00	\$165.00	10-80-61555	OFFICE EXPENSES	\$0.00	(\$748.64)
JAN21KB	02/17/21 SANDPIPER - BOILER RENTAL		02/17/21	\$160.63	\$160.63	10-80-61945	EQUIPMENT- SUPPLIES	\$0.00	\$0.00
JAN21MH	02/17/21 MUSKOKA BREWERY		01/20/21	\$219.30	\$219.30	10-80-61982	SPORTSPLEX BAR	\$0.00	\$0.00
					\$550.92				
9926	AGILIS NETWORKS, 500 REGENT STREET, SUDBURY, ON, P3E 3Y2								
3111682 221	02/24/21 OFFICE EXPENSES		02/24/21	\$254.97	\$254.97	10-80-61555	OFFICE EXPENSES	\$0.00	(\$748.64)
					\$254.97				
10061	MANULIFE FINANCIAL, PREMIUM ADMINISTRATION (VO), P.O. BOX 1627, WATERLOO, ON, N2J4P4								
MARCH 2021	02/24/21 SP LIFE/DISABILITY INS.		02/24/21	\$177.43	\$177.43	10-80-61510	BENEFITS	\$0.00	(\$1,142.28)
					\$177.43				
					\$983.32				
<b>Total SPORTSPLEX</b>				<b>Total Bills To Pay:</b>					
					\$144,925.37				



**NOTICE OF COMPLETE APPLICATION AND PUBLIC MEETING  
TO INFORM THE PUBLIC OF A ZONING BY-LAW AMENDMENT**

**TAKE NOTICE** that the Council for The Corporation of the Municipality of Powassan has received a complete application under Section 34 of the Planning Act, R.S.O. 1990, c.P. 13 as amended, to inform the public of a proposed Zoning By-law Amendment.

The public meeting is being held for the application described below to enable interested members of the public to understand and comment on a proposed Zoning By-law Amendment.

**DATE AND LOCATION OF PUBLIC MEETING**

Date: Tuesday, March 16, 2021  
Time: 6:30 pm  
Location: Municipality of Powassan – 250 Clark Street

**DETAILS OF THE ZONING BY-LAW AMENDMENT**

The purpose and effect of the proposed Zoning By-Law Amendment is to amend the Restricted Area (Zoning) By-Law No. 2003-38, as amended, for the lands described as Concession 5, Part Lot 25, Rem Pcl 17132 NS, (Civic Address 866 Hemlock Road), in the Municipality of Powassan.

The application, if approved, would rezone a portion of the subject lands from RU (Rural) to M1 (General Industrial), in order to provide permission for two large garages (one existing and one proposed) which are used to store equipment for a contractor/owner's business. The remaining part of the subject property is zoned MX (Extractive Industrial) to recognize the operation of an existing aggregate pit located on this part of property. No changes are proposed to the MX zone.

**ADDITIONAL INFORMATION AND MAP OF LAND SUBJECT TO THE APPLICATION**

A key map showing the land to which the proposed amendment applies is provided with this notice. The purpose of this meeting is to ensure that sufficient information is made available to enable the public to generally understand the applicant's proposed Zoning By-law Amendment. Any person who participates in the meeting shall be afforded an opportunity to make representations in respect of the application. A conceptual site plan is available for review at the Municipal Office.

If a person or public body does not make written submissions to the Municipality of Powassan before the proposed By-law is passed, the person or public body is not entitled to appeal the decision of the Municipality of Powassan to the Local Planning Appeal Tribunal.

If a person or public body does not make written submissions to the Municipality of Powassan before the proposed By-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

If you wish to be notified of the decision of the Council for the Corporation of the Municipality of Powassan in respect to the proposed Zoning By-law Amendment, you must submit a written request (with forwarding addresses) to the Clerk of the Municipality of Powassan at P.O. Box 250, 250 Clark Street, Powassan, Ontario, P0H 1Z0.

DATE OF COUNCIL MTG.	March 2/21
AGENDA ITEM#	16

Additional information regarding the proposed amendment is available to the public for inspection at the Municipality of Powassan Municipal Office located at 250 Clark Street on Monday to Friday, between the hours of 8:30 a.m. and 4:30 p.m. please call (705) 724-2813.

**NOTE:** If COVID-19 restrictions are still in place at this time, this Public Meeting will be a virtual meeting. If you wish to attend the virtual meeting, please call or email the Municipal office by March 12, 2021 , so that you can be provided with a web link to the meeting. If you do not have the capability to attend a virtual meeting, please provide written (email) comments and a phone number where you can be reached to Deputy Clerk, Kimberly Bester, prior to the public meeting.

Mailing Date of this Notice: February 24, 2021.

Kimberly Bester, Deputy-Clerk  
Municipality of Powassan  
kbester@powassan.net

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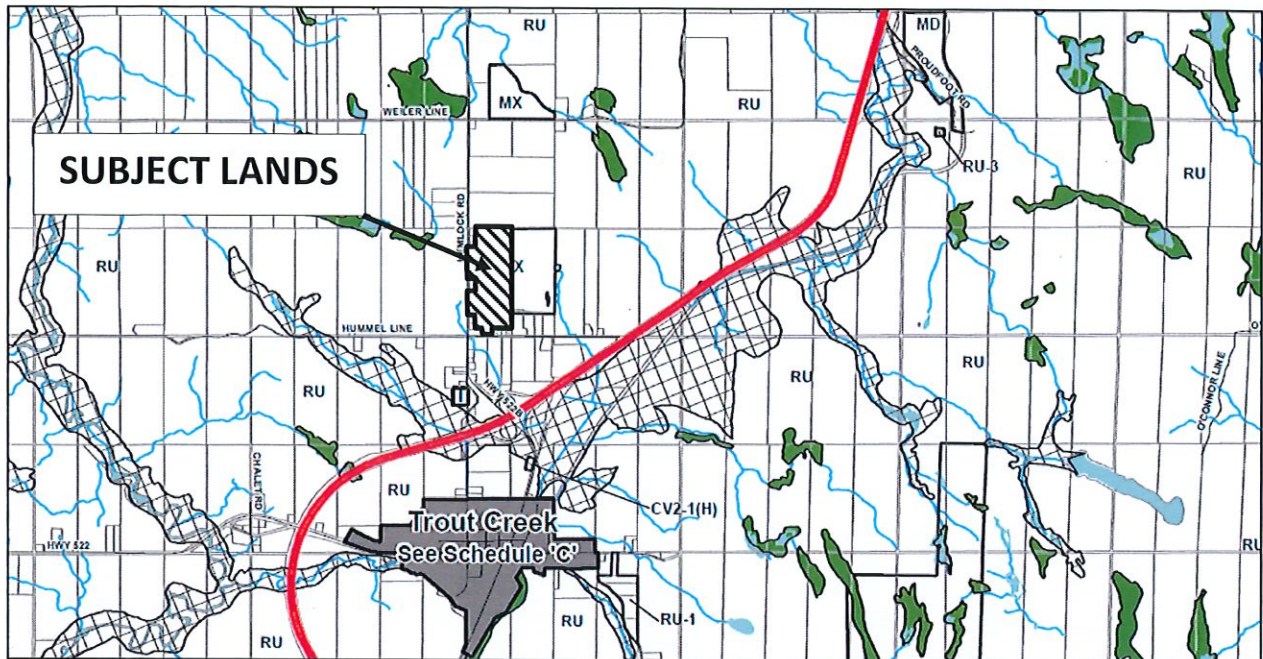
Mailing Date of this Notice: February 24, 2021.

Kimberly Bester, Deputy-Clerk  
Municipality of Powassan  
kbester@powassan.net





## LOCATION MAP



## PROPOSED ZONING BY-LAW AMENDMENT

