

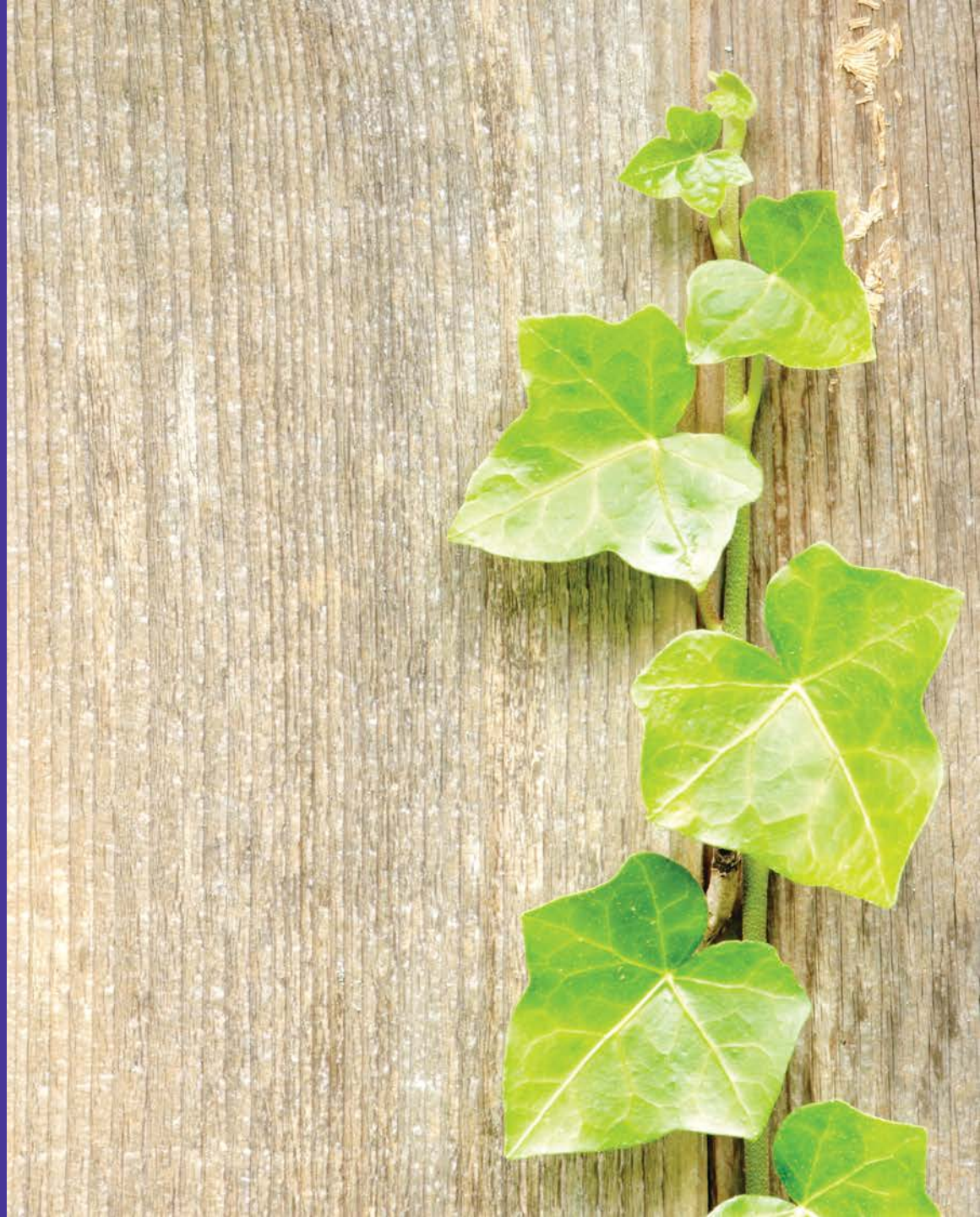


Municipality of Charlton and Dack/ Chamberlain Township

Shared Services Study

—

November 5, 2020



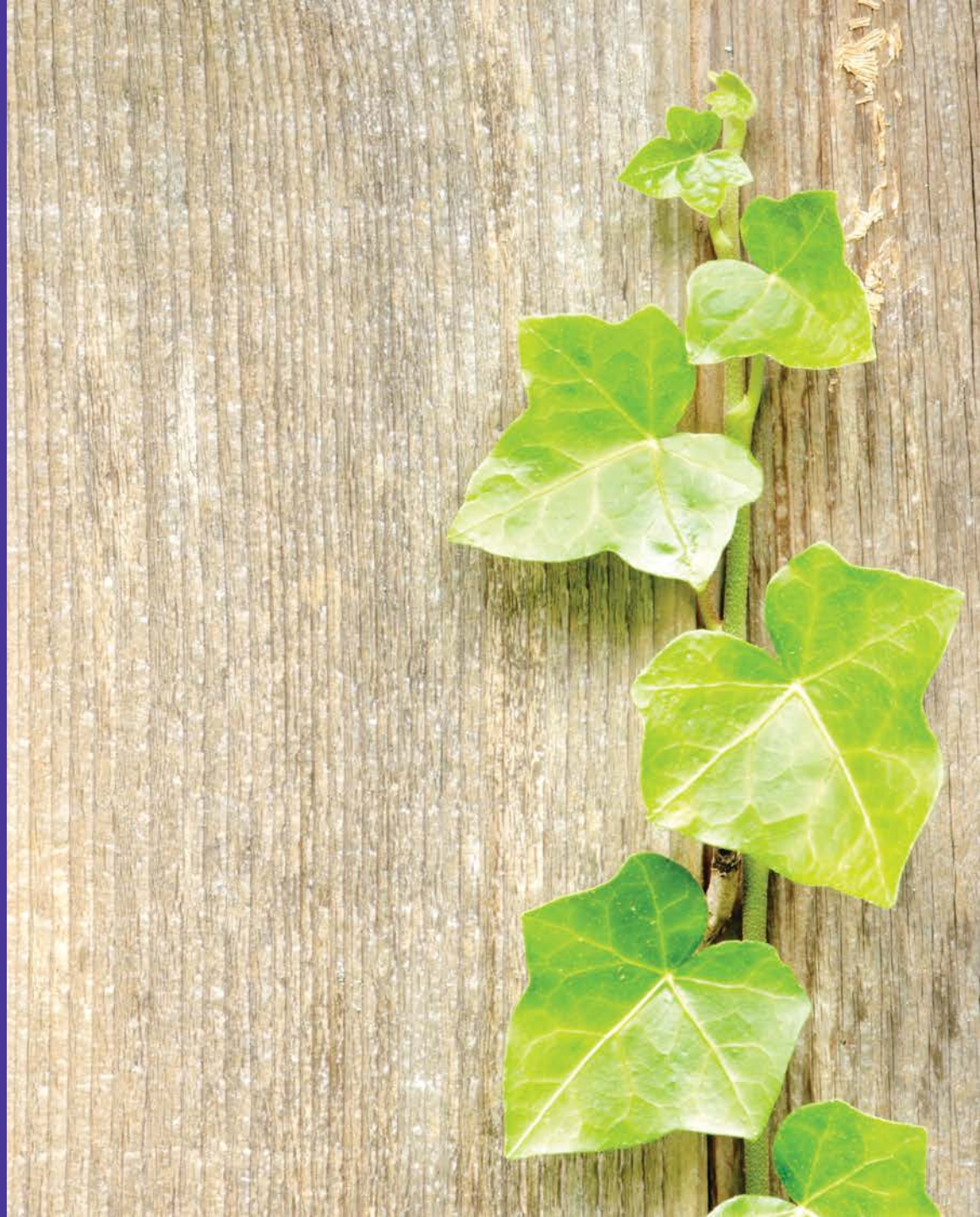
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Municipality of Charlton and Dack/ Chamberlain Township

Chapter I: Executive
Summary



Executive Summary

A. Terms of Reference

The terms of reference for our engagement were established in KPMG's engagement letter dated March 16, 2020, the intention of our review was to provide the Municipality of Charlton and Dack on behalf of the Township of Chamberlain, and the unorganized Townships of Robillard, Savard, and Pacaud (the "Municipalities") with an objective evaluation of the its operations, resources and service offerings currently provided by each municipality, with the view of identifying potential opportunities to share services intended to maximize value-for-money, minimize pressure on taxes and contribute towards the long-term sustainability of the Municipalities.

With respect to this engagement, KPMG's specific role includes:

- Assisting the Municipalities with the establishment of a methodology for the municipal shared services study;
- In conjunction with each municipality's staff, undertaking analysis of services, internal processes, service and equipment levels and associated costs and funding; and
- Summarizing the results of our analysis and presenting potential opportunities in the form of business cases to the Municipalities.

B. Shared Services

The shared services study explored all aspects of the Municipalities' operations with each service given consideration for its potential suitability for sharing among the five participating municipalities. Based on our analysis of the current complement of services and associated service delivery models including a development of shared service , two of the municipalities (Charlton and Dack and Chamberlain) demonstrate a high degree of participation in shared services including shared personnel, equipment, and services.

Regardless, there still exist additional opportunities to pursue the benefits contained within the report which include:

- Shared service arrangements have proven successful elsewhere, with 368 of Ontario's 444 indicating that they participate in some form of shared service arrangement.
- Municipalities are facing financial challenges with operating grant levels either declining or remaining constant while operating expenditures are continue to increase on an annual basis which is then resulting in a greater reliance on municipal taxation as each municipality's main revenue source. This financial pressure is placing a greater emphasis on the realization of operating efficiencies and effectiveness.
- With the formal adoption of asset management plans and a heightened emphasis on managing capital, municipalities are seeking out ways to address their respective infrastructure needs and any cost savings identified and realized have the potential of being re-invested in an attempt to begin to address this challenge.

Executive Summary

C. Potential Shared Services Opportunities

The following two opportunities for potential implementation are:

- Shared bylaw enforcement and animal control
- Municipal restructuring

With respect to these opportunities, it is important to note that:

- The passing of the shared services bylaw during the course of the review reduced additional shared service opportunities between the Municipalities
- Beyond the fore-mentioned bylaw, the Municipalities were already participating in a high degree of shared services both between the two (Charlton and Dack and Chamberlain) as well with two other municipalities (Town of Englehart and Township of Evanturel). As a result, the ability to achieve major cost reductions in municipal operating expenditures may have been realized.
- Ultimately, the pursuit and implementation of any of the following opportunities will most likely result in greater operating efficiency rather than substantive cost savings.

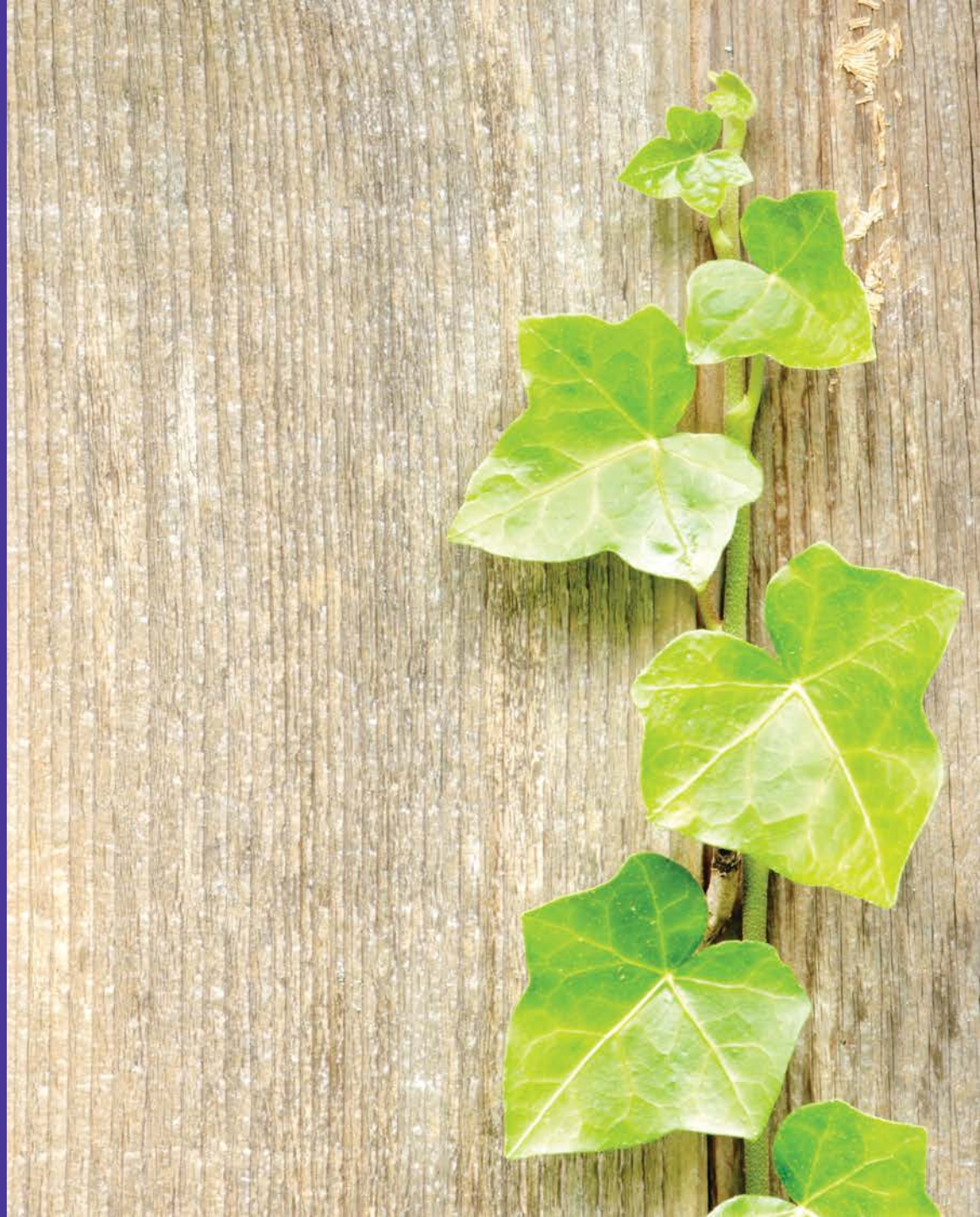
D. Acknowledgement

We would like to take the opportunity to acknowledge the assistance and cooperation provided by staff of the Municipalities that participated in the study. We appreciate that studies such as this require a substantial contribution of time and effort on the part of the Municipalities' employees and we would be remiss if we did not express our appreciation for the cooperation afforded to us.



Municipality of Charlton and Dack/ Chamberlain Township

Chapter II: Background
to the Study



Background to the Study

A. Terms of Reference

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- Summarizing the results of our analysis and presenting potential opportunities in the form of business cases to the Municipalities.

B. Study Methodology

The methodology for the review involved the following major work steps:

Project Initiation

- An initial meeting was held with the Clerk-Treasurer/CAO for the Municipality of Charlton and Dack and Township of Chamberlain confirm the terms of the review including the objectives, deliverables, methodology and timeframes.

Current State Assessment

- Information concerning municipal operations, staffing and financial performance were reviewed and summarized in order to identify the types of services delivered, the associated level of resources (personnel and financial) required, and the method of funding;
- In advance of the first set of meetings with the Municipalities, KPMG prepared draft municipal service profiles for all municipal services;
- Meetings were held with municipal staff to discuss the nature of the services provided and the associated service levels, the rationale for the involvement in the delivery of these services and the method of delivery;
- Upon the completion of the first set of meetings, the Municipalities provided commentary with respect to the municipal service profiles. Upon receipt, KPMG issued the final municipal service profiles. The service profiles illustrate the services offered by the Municipalities, the rationale for service delivery, the current service level standard and service delivery model, and financial performance; and
- KPMG also issued a shared service matrix to the Municipalities as part of KPMG's analysis of the municipal service profiles.

Background to the Study

B. Study Methodology

Identification and Prioritization of Potential Shared Service Opportunities

- Prior to the identification of potential opportunities, KPMG identified a list of criteria by which each opportunity would be analysed and prioritized. Given the nature of the study and the desired outcome of reducing cost savings while increasing efficiencies and effectiveness in the delivery of municipal services, the following criteria were established:
 - Financial benefit;
 - Ease of implementation;
 - Consistency with municipal best/common practices; and
 - Other non financial considerations.
- Based upon the nature of each municipality's operations and other matters raised during the second phase of the study, potential opportunities were identified and working sessions were held with the Municipalities to discuss each potential opportunity. The sessions involved discussions of each opportunity in relation to the criteria listed above and capture any local variances in service delivery.
- Based on one opportunity examining the potential for municipal restructuring, KPMG attempted to consult with the unincorporated municipalities but did not receive a response for the provided contact person from the area.

Opportunity Development

- After the completion of the fourth phase of the study, the opportunities were developed in more detail for the consideration of the Municipalities.
- For each opportunity, the following was provided:
 - Overview of the opportunity
 - Current service delivery model
 - An evaluation of the opportunity including:
 - Financial impact
 - Consistent with municipal common/best practices
 - Implementation considerations
 - Other non-financial considerations
 - Potential cost apportionment and governance models.

Background to the Study

B. Study Methodology

Opportunity Development (Continued)

- To assist the municipalities, a potential critical path as well as matters pertaining to implementation were developed to assist the municipalities in the development of implementation plans.
- Potential governance and cost apportionment models were developed to assist in how each opportunity could potentially be managed if the Municipalities pursued them.
- Sample shared service agreements were developed (where applicable) to assist in the potential implementation of the opportunities.

Reporting

- KPMG consolidated all of the previous phases and provided the Clerk-Treasurer/CAO with a draft final report for review
- Upon the acceptance of the contents of the draft final report, KPMG issued a final report for the shared services study.
- KPMG presented its findings to each Council over the month of November 2020

Restrictions

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

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Municipality of Charlton and Dack and the other participating municipalities. KPMG has not and will not perform management functions or make management decisions for the Municipality of Charlton and Dack and the other participating municipalities within the Municipalities.

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

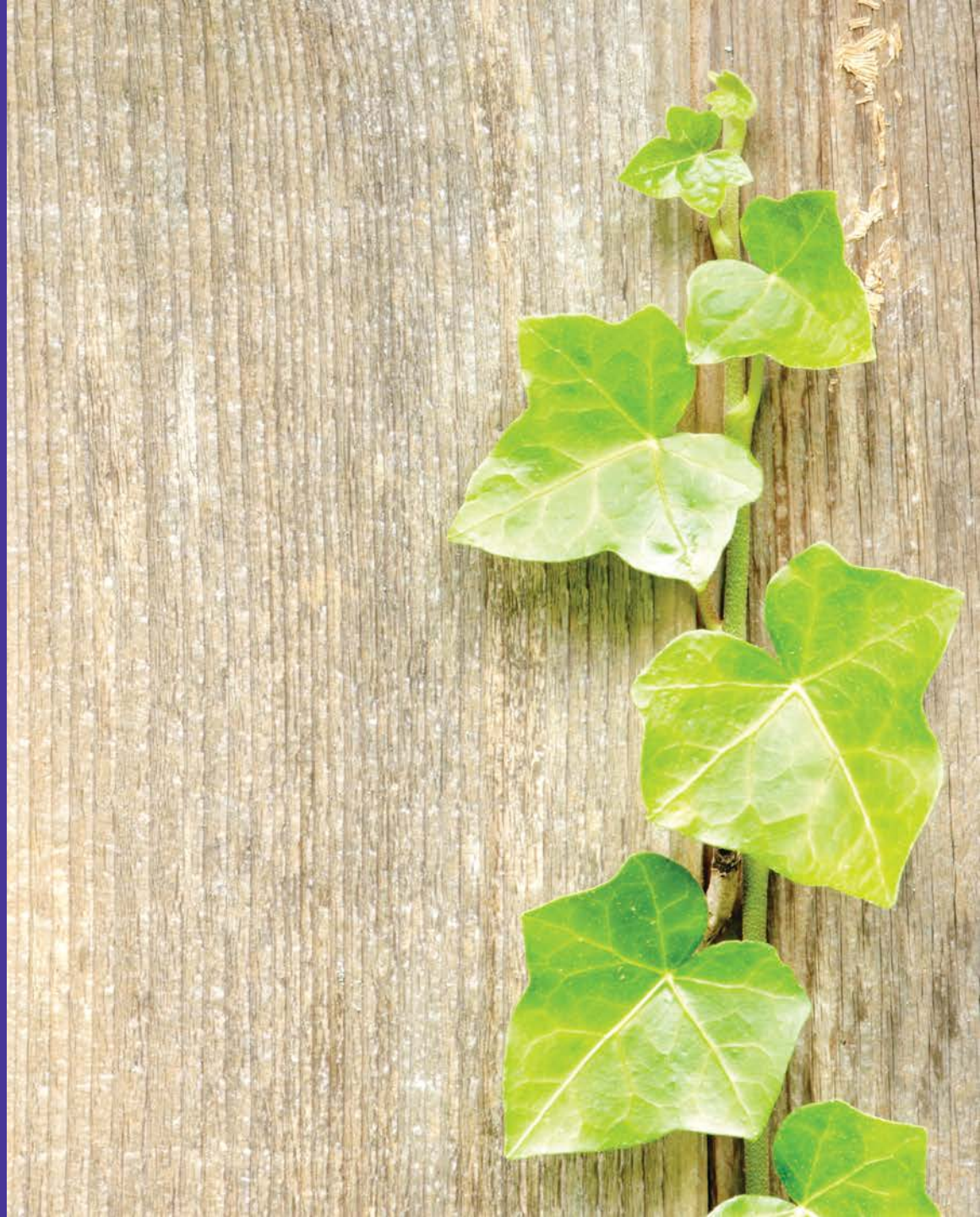
Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Municipality of Charlton and Dack and the other participating municipalities nor are we an insider or associate of the Municipality of Charlton and Dack or its management team nor of the other participating municipalities and their respective management teams. Our fees for this engagement are not contingent upon our findings or any other event. Accordingly, we believe we are independent of the Municipality of Charlton and Dack and the other participating municipalities and are acting objectively



Municipality of Charlton and Dack/ Chamberlain Township

Chapter III: Municipal
Overview



Municipal Overview

Community Profile

Located in Central Temiskaming but more formally the territorial district of Timiskaming, the two municipalities have a combined population of 1,018 residents, 431 households and a geographic area just over 200 square kilometres. The population has increased over the past two Census periods with the Township of Chamberlain reporting the highest amount of growth (11.8%) whereas the Municipality of Charlton and Dack slightly grew at 2.2%. Both municipalities have grown more than their geographic district (Timiskaming) which experienced a decline of 1.2% over the same two reporting periods. Both municipalities also are similar in the percentage of households who reported to permanently reside in either community.

	Population	Households	% of Permanent Households	Land Area (km ²)	Population Change 2011 to 2016	Timiskaming District Population Change 2011 to 2016
Chamberlain	332	165	87.9%	110.59	+11.8%	-1.2%
Charlton and Dack	686	266	92.5%	92.72	+2.2%	
Total	1,018	431	-	203.31	-	-

For the purposes of examining the three unincorporated Townships, the availability of Census data information is not as specific as that for both Chamberlain and Charlton and Dack. The Census profile for the three unincorporated Townships is captured as part of the western part of the unincorporated area of the Timiskaming District. Recognizing that the information below is not specific, the area has grown similarly to that of the Township of Chamberlain with the distinction between these Townships and the other two municipalities is the potential seasonality of residents in the unincorporated area being higher which is consistent with unincorporated areas across Northern Ontario.

	Population	Households	% of Permanent Households	Land Area (km ²)	Population Change 2011 to 2016	Timiskaming District Population Change 2011 to 2016
Timiskaming, Unorganized, West Part	3,257	2,053	68.0%	10,240.82	+11.4%	-1.2%

Source – 2016 Census Profiles

Municipal Overview

Municipal Revenues

Over the five years analyzed below, the Municipalities have experienced positive growth in their revenues.. For the purposes of the reader, revenues listed within the below chart include:

- Property taxation
- User fees and charges
- Fines and penalties
- Other revenues as recorded by the municipality
- Grants (Conditional and unconditional)
- Licenses, permits and rents
- Revenue from other municipalities

A further breakdown of revenues specific to each municipality can be found on subsequent pages.

KPMG Analysis of Total Revenues (2014 to 2018)

	2014	2015	2016	2017	2018	Average Annual Change	Change from 2014 to 2018
Chamberlain	\$768,584	\$769,581	\$778,854	\$817,614	\$855,095	+2.7%	+11.3%
Charlton and Dack	\$1,182,558	\$1,186,543	\$1,126,908	\$2,273,365	\$1,777,030	+18.8%	+50.3%

Source: KPMG Analysis of Schedule 10 – Financial Information Returns (2014 to 2018)

Municipal Overview

Municipal Revenues

KPMG Analysis of Revenues by Category (2014 to 2018)

Township of Chamberlain	2014	2015	2016	2017	2018	Average Annual Change	Change from 2014 to 2018
Property Taxation	\$479,221	\$497,199	\$512,754	\$539,202	\$567,014	+4.3%	+18.3%
Government Transfers	\$212,722	\$207,890	\$175,641	\$167,572	\$181,842	-3.5%	-14.5%
Revenue from Other Municipalities	\$5,210	\$6,016	\$6,191	\$5,047	\$5,323	+1.4%	+2.2%
User Fees and Service Charges	\$64,894	\$42,819	\$66,609	\$79,408	\$84,998	+12.0%	+31.0%
Fines and Penalties	\$4,673	\$6,029	\$7,958	\$8,217	\$6,920	+12.1%	48.1%
Other	\$1,364	\$9,928	\$9,701	\$18,168	\$8,998	+165.6%	+559.7%

Source: KPMG Analysis of Schedule 10 – Financial Information Returns (2014 to 2018)

Municipal Overview

Municipal Revenues

KPMG Analysis of Revenues by Category (2014 to 2018)

Municipality of Charlton and Dack	2014	2015	2016	2017	2018	Average Annual Change	Change from 2014 to 2018
Property Taxation	\$500,399	\$545,320	\$568,815	\$593,282	\$631,454	+6.0%	+26.2%
Government Transfers	\$423,387	\$429,185	\$285,581	\$1,473,572	\$598,066	+81.1%	+41.3%
Revenue from Other Municipalities	\$11,770	\$13,592	\$13,987	\$10,606	\$10,998	-0.5%	-6.6%
User Fees and Service Charges	\$191,175	\$182,510	\$214,207	\$218,850	\$436,192	+28.6%	+128.2%
Fines and Penalties	\$16,257	\$14,634	\$14,399	\$15,637	\$17,108	+1.6%	+5.2%
Other	\$39,570	\$1,302	\$29,919	\$38,582	\$83,212	+561.5%	+110.3%

Source: KPMG Analysis of Schedule 10 – Financial Information Returns (2014 to 2018)

Municipal Overview

Municipal Operating Expenditures

The following chart is a summary of operating expenditures for the Municipalities for the years of 2014 to 2018. Based on a review of the Group's operating expenditures, the consistent trend is an increase in operating expenditures over the five year used for the purposes of the study.

A further breakdown of operating expenditures specific to each municipality can be found on subsequent pages.

KPMG Analysis of Operating Expenditures (2014 to 2018)

	2014	2015	2016	2017	2018	Average Annual Change	Change from 2014 to 2018
Chamberlain	\$687,365	\$680,698	\$707,030	\$716,862	\$746,250	+2.1%	+8.6%
Charlton and Dack	\$970,659	\$991,878	\$1,057,011	\$1,048,080	\$1,122,486	+3.8%	+15.6%

Source: KPMG Analysis of Schedule 40 – Financial Information Returns (2014 to 2018)

Municipal Overview

Municipal Operating Expenditures

KPMG Analysis of Operating Expenditures by Function (2014 to 2018)

Township of Chamberlain	2014	2015	2016	2017	2018	Average Annual Change	Change from 2014 to 2018
General Government	\$205,435	\$197,795	\$207,878	\$213,358	\$242,713	+4.4%	+18.1%
Protection to Persons and Property	\$47,935	\$45,866	\$62,528	\$75,439	\$75,480	+13.2%	+57.5%
Transportation	\$385,682	\$377,257	\$376,360	\$358,468	\$379,572	-0.3%	-1.6%
Environment	\$24,271	\$28,864	\$31,469	\$25,589	\$23,011	-0.2%	-5.2%
Health and Emergency Services	\$51,890	\$51,393	\$52,764	\$49,731	\$55,514	+1.9%	+7.0%
Social and Family Services	\$19,010	\$17,190	\$15,509	\$14,684	\$14,119	-7.1%	-25.7%
Social Housing	\$27,951	\$27,855	\$28,710	\$28,989	\$32,243	+3.7%	+15.4%
Recreation and Cultural Services	\$17,063	\$18,485	\$17,648	\$21,170	\$14,292	-2.2%	-16.2%
Planning and Development	\$7,683	\$10,358	\$9,682	\$20,355	\$5,329	+16.2%	-30.6%

Source: KPMG Analysis of Schedule 40 – Financial Information Returns (2014 to 2018)

Municipal Overview

Municipal Operating Expenditures

KPMG Analysis of Operating Expenditures by Function (2014 to 2018)

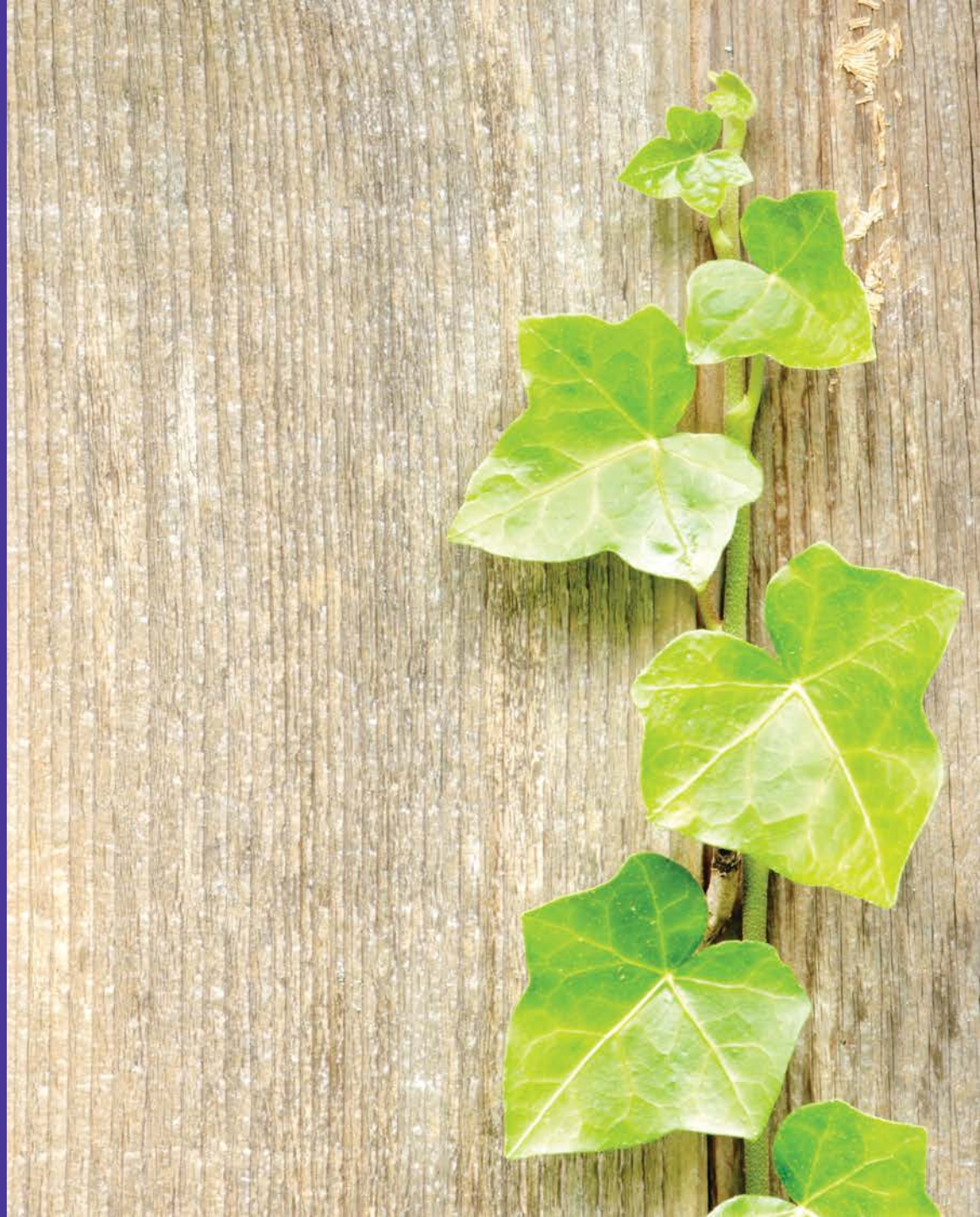
Municipality of Charlton and Dack	2014	2015	2016	2017	2018	Average Annual Change	Change from 2014 to 2018
General Government	\$214,217	\$233,515	\$254,591	\$256,971	\$264,046	+5.4%	+23.3%
Protection to Persons and Property	\$92,744	\$103,882	\$128,693	\$130,824	\$142,243	+11.6%	+53.4%
Transportation	\$381,221	\$365,978	\$367,004	\$375,471	\$431,383	+3.4%	+13.2%
Environment	\$220,429	\$230,292	\$223,656	\$225,018	\$265,370	+5.0%	+20.4%
Health and Emergency Services	\$90,296	\$90,854	\$92,051	\$84,321	\$98,676	+2.6%	+9.3%
Social and Family Services	\$33,754	\$30,004	\$23,379	\$25,378	\$23,844	-7.7%	-29.4%
Social Housing	\$40,300	\$40,674	\$44,368	\$43,410	\$47,114	+4.1%	+16.9%
Recreation and Cultural Services	\$76,744	\$76,967	\$72,371	\$69,751	\$62,715	-4.8%	-18.3%
Planning and Development	\$12,377	\$21,172	\$19,723	\$23,123	\$15,745	+12.4%	+27.2%

Source: KPMG Analysis of Schedule 40 – Financial Information Returns (2014 to 2018)



Municipality of Charlton and Dack/ Chamberlain Township

Chapter IV: Financial
Indicators and
Benchmarking Analysis



Financial Indicators and Benchmarking Analysis

In order to provide additional perspective on the Township's financial performance, we have included in this chapter an analysis of financial indicators for the Township and other comparative municipalities.

In Canada, the development and maintenance of principles for financial reporting fall under the responsibility of the Accounting Standards Oversight Council ('AcSOC'), a volunteer body established by the Canadian Institute of Chartered Accountants in 2000. In this role, AcSOC provides input to and monitors and evaluates the performance of the two boards that are tasked with established accounting standards for the private and public sector:

- The Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments; and
- The Accounting Standards Board ('AcSB'), which is responsible for the establishment of accounting standards for Canadian entities outside of the public sector.

In May 2009, PSAB released a Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is '*a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others*'. In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

- **Sustainability.** Sustainability is the degree to which the Township can deliver services and meet its financial commitments without increasing its debt or tax burden relative to the economy in which it operates. To the extent that the level of debt or tax burden grows at a rate that exceeds the growth in the Township's assessment base, there is an increased risk that the Township's current spending levels (and by association, its services, service levels and ability to meet creditor obligations) cannot be maintained.
- **Flexibility.** Flexibility reflects the Township's ability to increase its available sources of funding (debt, taxes or user fees) to meet increasing costs. Municipalities with relatively high flexibility have the potential to absorb cost increases without adversely impacting on affordability for local residents and other ratepayers. On the other hand, municipalities with low levels of flexibility have limited options with respect to generating new revenues, requiring an increased focus on expenditure reduction strategies.
- **Vulnerability.** Vulnerability represents the extent to which the Township is dependent on sources of revenues, predominantly grants from senior levels of government, over which it has no discretion or control. The determination of vulnerability considers (i) unconditional operating grants such as OMPF; (ii) conditional operating grants such as Provincial Gas Tax for transit operations; and (iii) capital grant programs. Municipalities with relatively high indicators of vulnerability are at risk of expenditure reductions or taxation and user fee increases in the event that senior levels of funding are reduced. This is particularly relevant for municipalities that are vulnerable with respect to operating grants from senior levels of government, as the Municipal Act does not allow municipalities to issue long-term debt for operating purposes (Section 408(2.1)).

Financial Indicators and Benchmarking Analysis

FINANCIAL ASSETS TO FINANCIAL LIABILITIES

This financial indicator provides an assessment of the Municipalities' solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and long-term debt). Low levels of financial assets to financial liabilities are indicative of limited financial resources available to meet cost increases or revenue losses.

TYPE OF INDICATOR

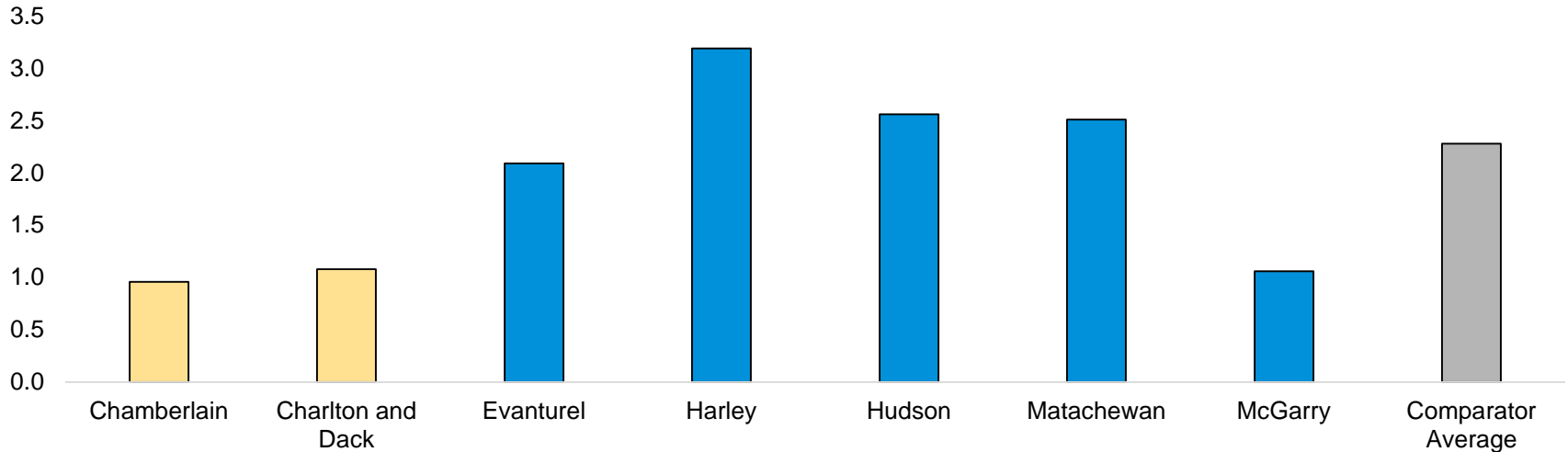
Sustainability ✓
 Flexibility
 Vulnerability

FORMULA

FIR Schedule 70, Line 9930,
 Column 1 divided by FIR Schedule
 70, Line 9940, Column 1

POTENTIAL LIMITATIONS

- Financial assets may include investments in government business enterprises, which may not necessarily be converted to cash or yield cash dividends
- Financial liabilities may include liabilities for employee future benefits and future landfill closure and post-closure costs, which may (i) not be realized for a number of years; and/or (ii) may not be realized at once but rather over a number of years



Financial Indicators and Benchmarking Analysis

TOTAL RESERVES AND RESERVE FUNDS PER HOUSEHOLD

This financial indicator provides an assessment of the Municipalities' ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Municipalities to revert to taxation or user fee increases or the issuance of debt.

TYPE OF INDICATOR

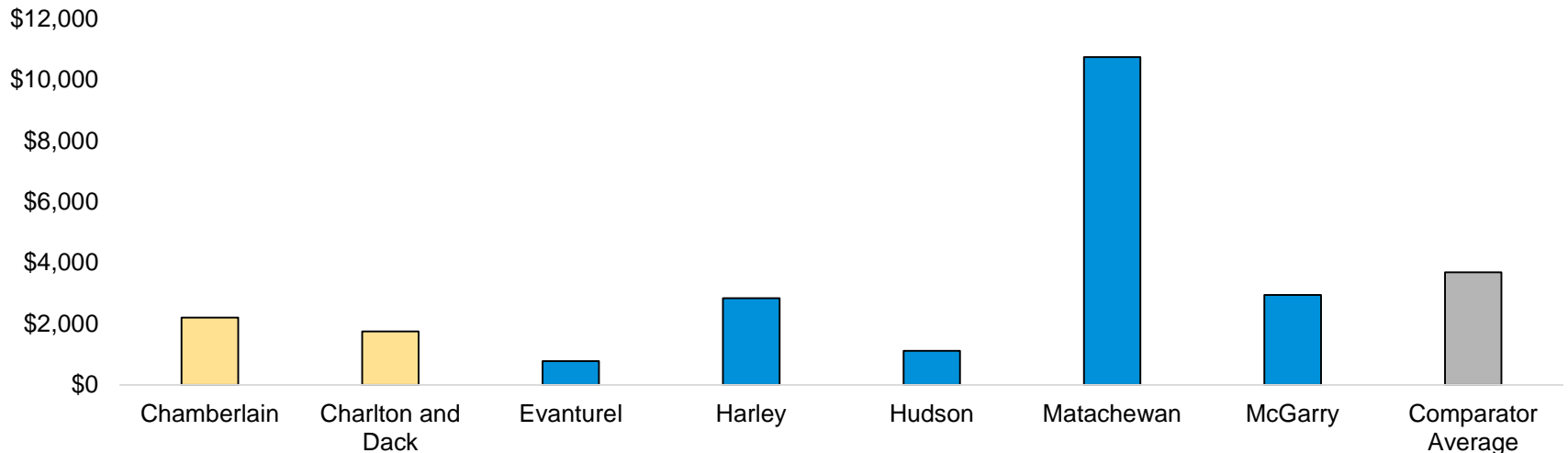
Sustainability ✓
 Flexibility
 Vulnerability

FORMULA

FIR Schedule 70, Line 6420,
 Column 1 divided by FIR Schedule
 2, Line 40, Column 1

POTENTIAL LIMITATIONS

- Reserves and reserve funds are often committed to specific projects or purposes and as such, may not necessarily be available to fund incremental costs or revenue losses
- As reserves are not funded, the Municipalities may not actually have access to financial assets to finance additional expenses or revenue losses



Financial Indicators and Benchmarking Analysis

TOTAL OPERATING EXPENSES AS A PERCENTAGE OF TAXABLE ASSESSMENT

This financial indicator provides an assessment of the Municipalities' solvency by determining the extent to which increases in operating expenses correspond with increases in taxable assessment. If increases correspond, the Municipalities can fund any increases in operating costs without raising taxation rates.

TYPE OF INDICATOR

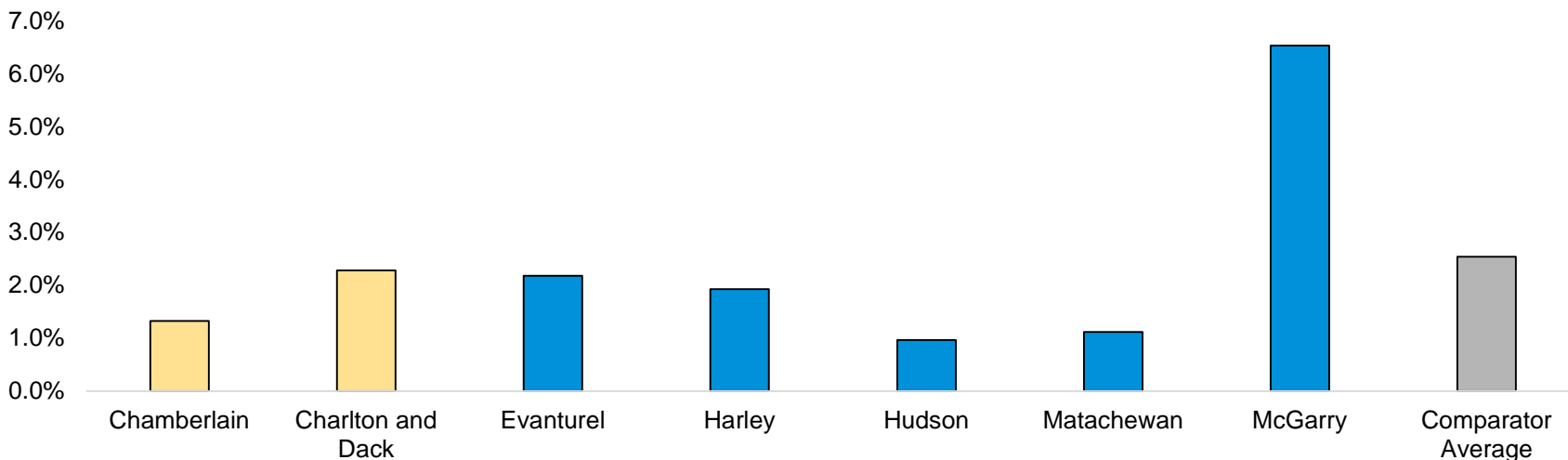
Sustainability ✓
 Flexibility
 Vulnerability

FORMULA

FIR Schedule 40, Line 9910, Column 7 less FIR Schedule 40, Line 9910, Column 16 divided by FIR Schedule 26, Column 17, Lines 9199 and 9299

POTENTIAL LIMITATIONS

- As operating expenses are funded by a variety of sources, the Municipalities' sustainability may be impacted by reductions in other funding sources that would not be identified by this indicator.



Financial Indicators and Benchmarking Analysis

CAPITAL ADDITIONS AS A PERCENTAGE OF AMORTIZATION EXPENSE

This financial indicator provides an assessment of the Municipalities' solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Municipalities' ability to continue to deliver services at the current levels may be compromised.

TYPE OF INDICATOR

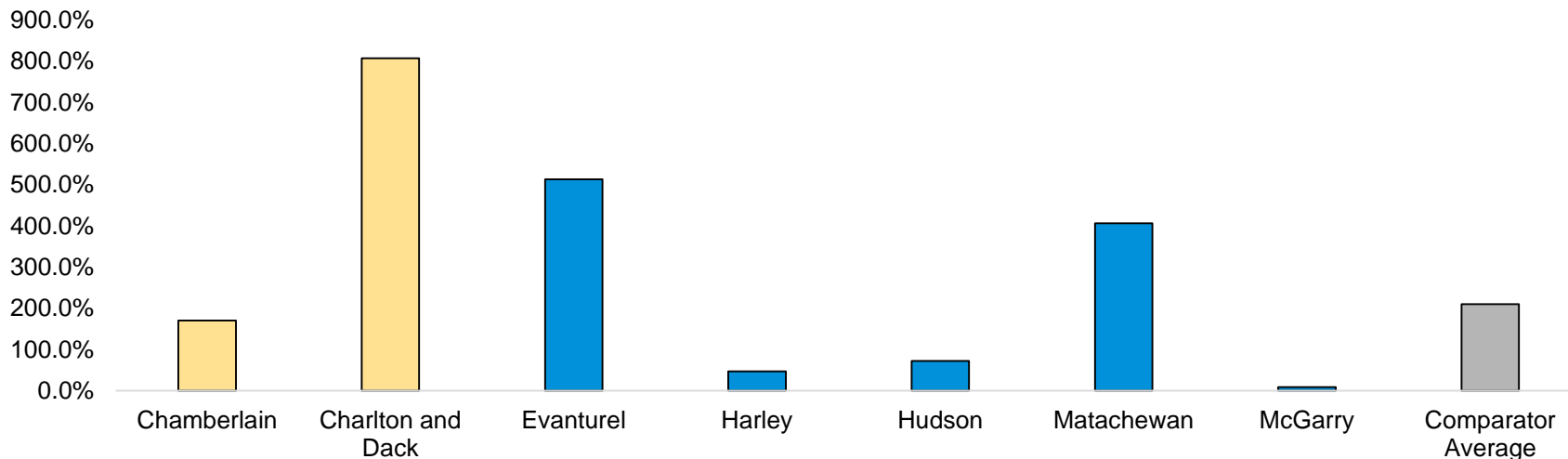
Sustainability ✓
 Flexibility
 Vulnerability

FORMULA

FIR Schedule 51, Line 9910, Column 3 divided by FIR Schedule 40, Line 9910, Column 16

POTENTIAL LIMITATIONS

- This indicator considers amortization expense, which is based on historical as opposed to replacement cost. As a result, the Municipalities' capital reinvestment requirement will be higher than its reported amortization expense due to the effects of inflation.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



Financial Indicators and Benchmarking Analysis

RESIDENTIAL TAXES PER HOUSEHOLD

This financial indicator provides an assessment of the Municipalities' ability to increase taxes as a means of funding incremental operating and capital expenditures.

TYPE OF INDICATOR

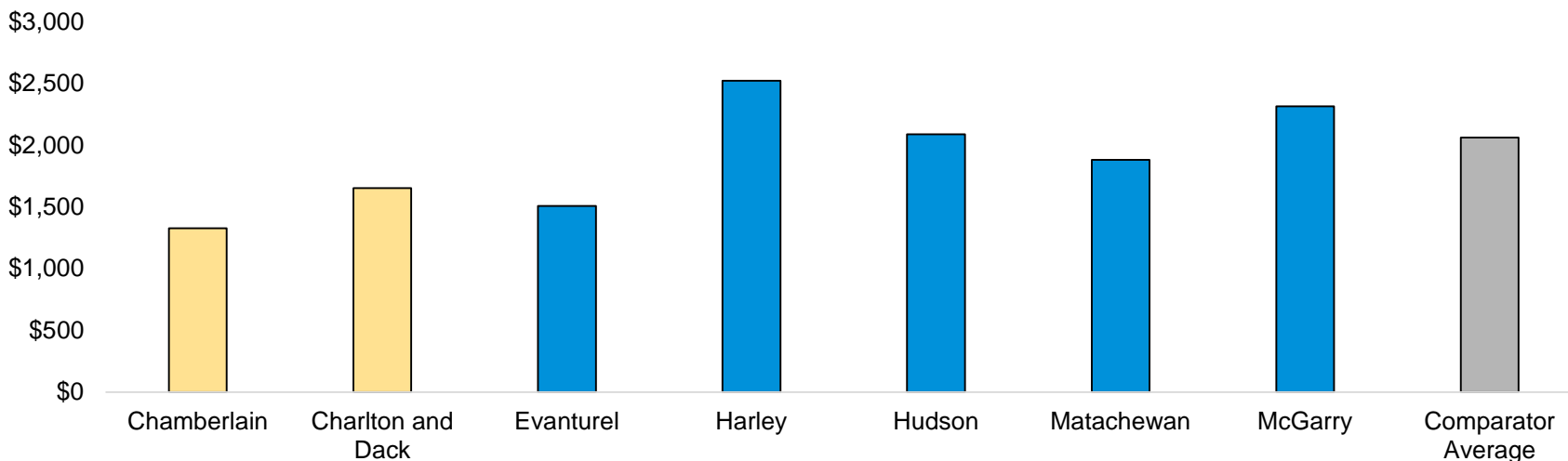
Sustainability
Flexibility ✓
Vulnerability

FORMULA

FIR Schedule 26, Line 0010 and Line 1010, Column 4 divided by FIR Schedule 2, Line 0040, Column 1

POTENTIAL LIMITATIONS

- This indicator does not incorporate income levels for residents and as such, does not fully address affordability concerns.



Financial Indicators and Benchmarking Analysis

RESIDENTIAL TAXATION AS A PERCENTAGE OF HOUSEHOLD INCOME

This financial indicator provides an indication of potential affordability concerns by calculating the percentage of total household income used to pay municipal property taxes.

TYPE OF INDICATOR

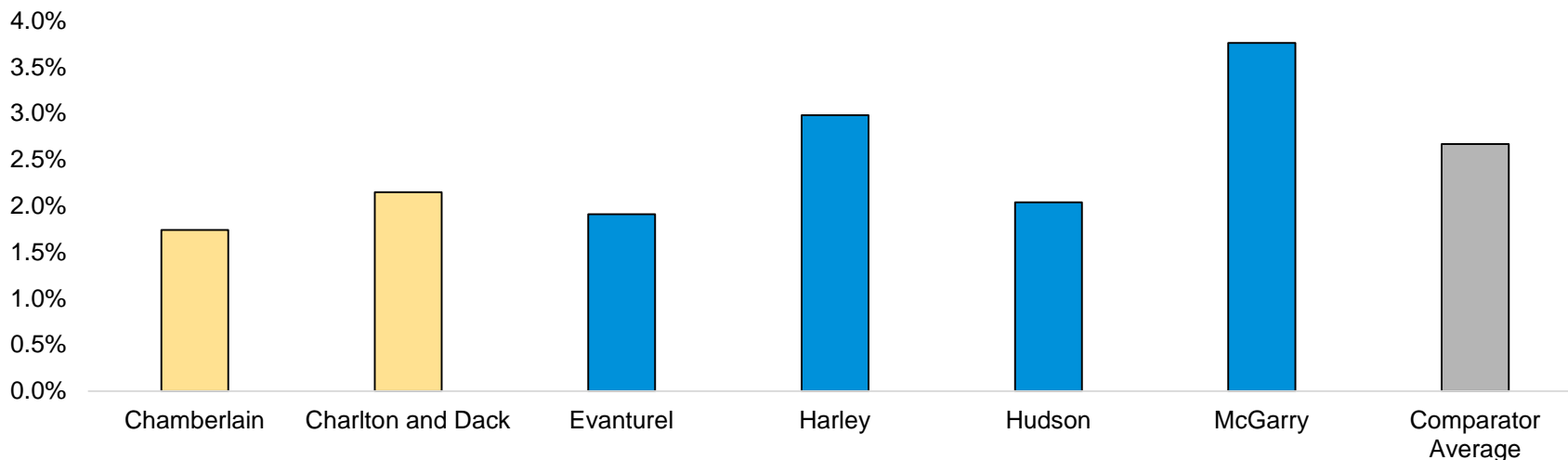
Sustainability
 Flexibility ✓
 Vulnerability

FORMULA

FIR Schedule 26, Line 0010 and Line 1010, Column 4 divided by FIR Schedule 2, Line 0040, Column 1 (to arrive at average residential tax per household). Average household income is derived from the National Housing Survey.

POTENTIAL LIMITATIONS

- This indicator considers residential affordability only and does not address commercial or industrial affordability concerns.
- This indicator is calculated on an average household basis and does not provide an indication of affordability concerns for low income or fixed income households.



Financial Indicators and Benchmarking Analysis

TOTAL LONG-TERM DEBT PER HOUSEHOLD

This financial indicator provides an assessment of the Municipalities' ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt.

TYPE OF INDICATOR

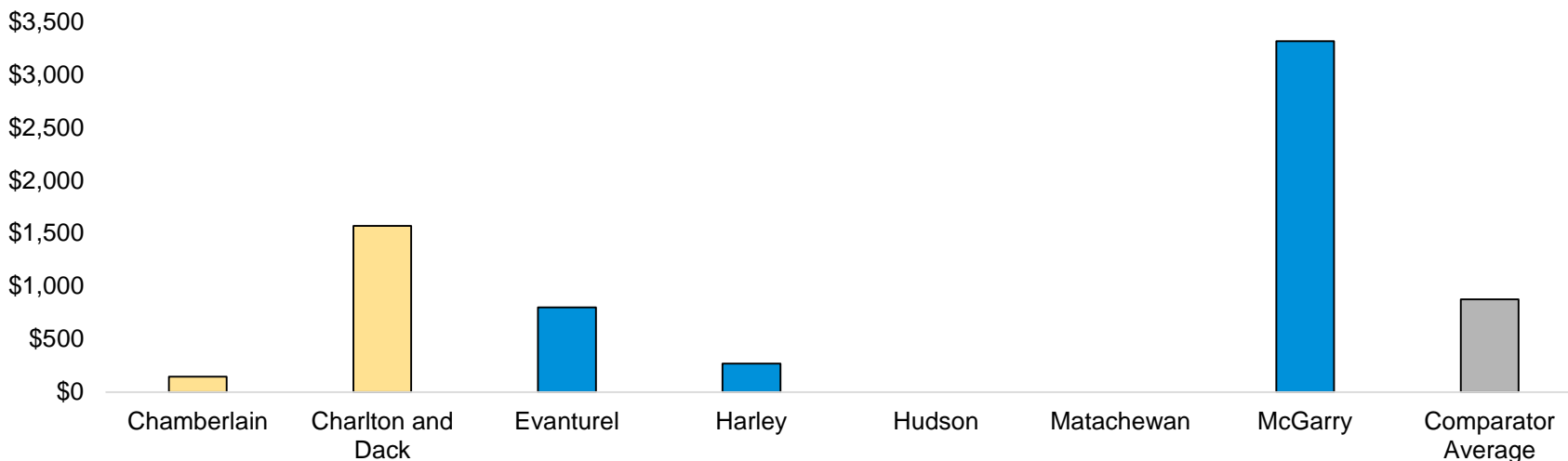
Sustainability
Flexibility ✓
Vulnerability

FORMULA

FIR Schedule 70, Line 2699,
Column 1 divided by FIR Schedule
2, Line 0040, Column 1

POTENTIAL LIMITATIONS

- This indicator does not consider the Provincial limitations on debt servicing cost, which cannot exceed 25% of own-source revenues unless approved by the Ontario Municipal Board



Financial Indicators and Benchmarking Analysis

TOTAL TAXATION AS A PERCENTAGE OF TOTAL ASSESSMENT

This financial indicator provides an indication of potential affordability concerns by calculating the Municipalities' overall rate of taxation. Relatively high tax rate percentages may limit the Municipalities' ability to generate incremental revenues in the future.

TYPE OF INDICATOR

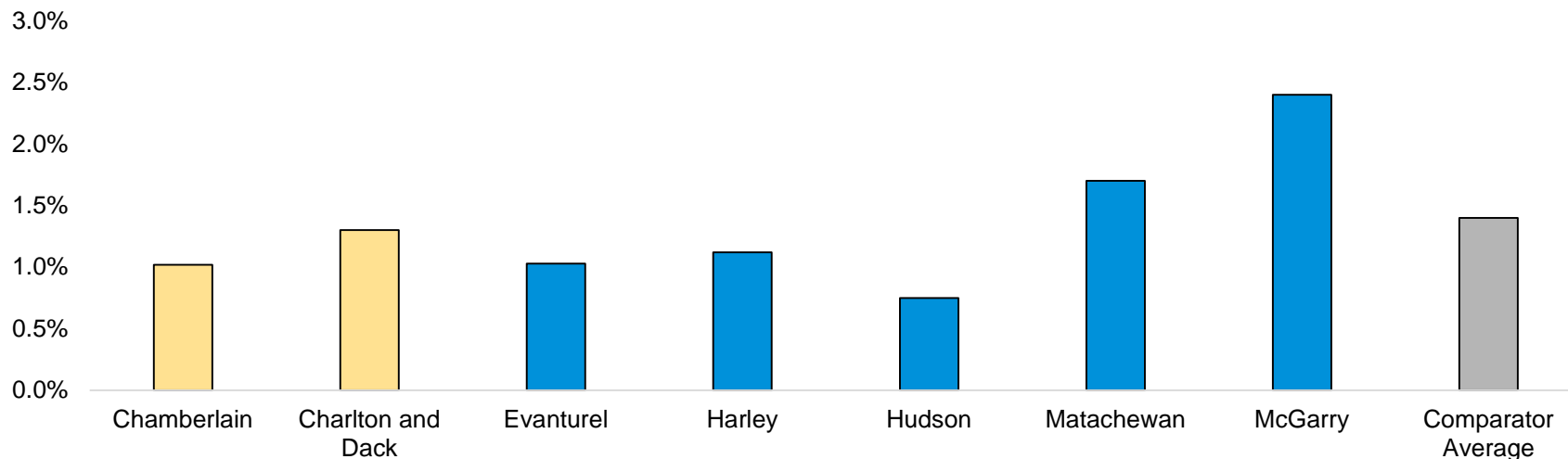
Sustainability
 Flexibility ✓
 Vulnerability

FORMULA

FIR Schedule 26, Line 9199 and Line 9299, Column 4 divided by FIR Schedule 26, Line 9199 and 9299, Column 17.

POTENTIAL LIMITATIONS

- This indicator considers the Municipalities' overall tax rate and will not address affordability issues that may apply to individual property classes (e.g. commercial).



Financial Indicators and Benchmarking Analysis

DEBT SERVICING COSTS (INTEREST AND PRINCIPAL) AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Municipalities' overall indebtedness by calculating the percentage of revenues used to fund long-term debt servicing costs. The Municipalities' ability to issue additional debt may be limited if debt servicing costs on existing debt are excessively high.

TYPE OF INDICATOR

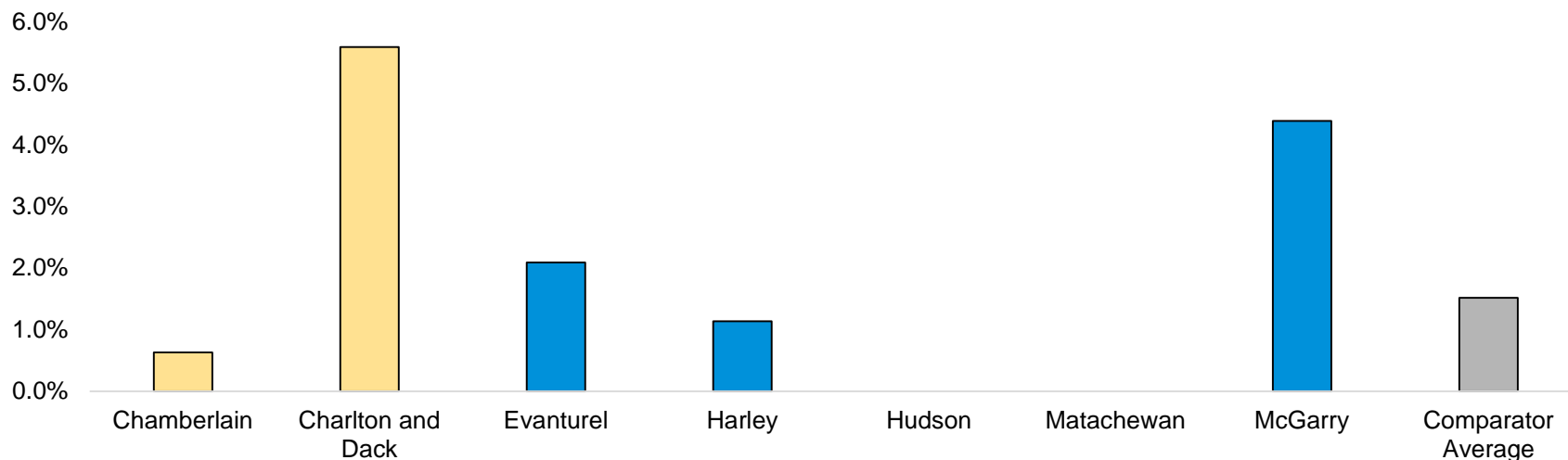
Sustainability
Flexibility ✓
Vulnerability

FORMULA

FIR Schedule 74C, Line 3099,
Column 1 and Column 2 divided by
FIR Schedule 10, Line 9910,
Column 1.

POTENTIAL LIMITATIONS

- No significant limitations have been identified in connection with this indicator



Financial Indicators and Benchmarking Analysis

NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS AS A PERCENTAGE OF HISTORICAL COST OF TANGIBLE CAPITAL ASSETS

This financial indicator provides an indication as to the extent to which the Municipalities are reinvesting in its capital assets as they reach the end of their useful lives. An indicator of 50% indicates that the Municipalities are, on average, investing in capital assets as they reach the end of useful life, with indicators of less than 50% indicating that the Municipalities' reinvestment are not keeping pace with the aging of its assets.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

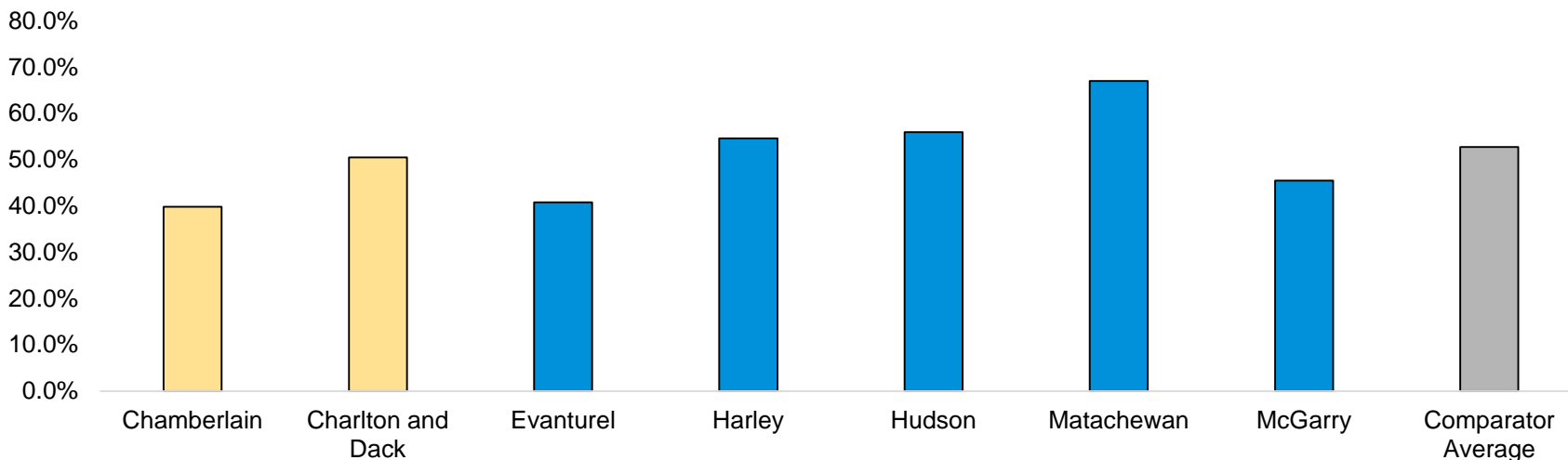
Vulnerability

FORMULA

FIR Schedule 51A, Line 9910, Column 11 divided by FIR Schedule 51A, Line 9910, Column 6.

POTENTIAL LIMITATIONS

- This indicator is based on the historical cost of the Municipalities' tangible capital assets, as opposed to replacement cost. As a result, the Municipalities' pace of reinvestment are likely lower than calculated by this indicator as replacement cost will exceed historical cost.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



Financial Indicators and Benchmarking Analysis

OPERATING GRANTS AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Municipalities' degree of reliance on senior government grants for the purposes of funding operating expenses. The level of operating grants as a percentage of total revenues is directly proportionate with the severity of the impact of a decrease in operating grants.

TYPE OF INDICATOR

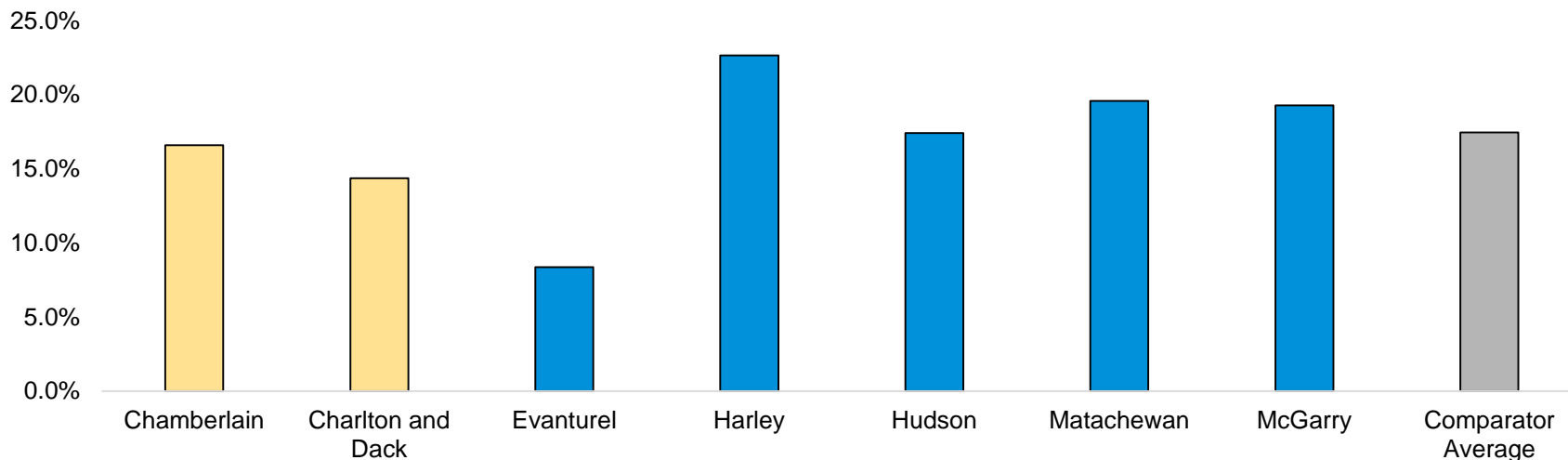
Sustainability
 Flexibility
 Vulnerability ✓

FORMULA

FIR Schedule 10, Line 0699, Line 0810, Line 0820, Line 0830, Column 1 divided by FIR Schedule 10, Line 9910, Column 1.

POTENTIAL LIMITATIONS

- To the extent possible, the Municipalities should maximize operating grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



Financial Indicators and Benchmarking Analysis

CAPITAL GRANTS AS A PERCENTAGE OF TOTAL CAPITAL EXPENDITURES

This financial indicator provides an indication as to the Municipalities' degree of reliance on senior government grants for the purposes of funding capital expenditures. The level of capital grants as a percentage of total capital expenditures is directly proportionate with the severity of the impact of a decrease in capital grants.

TYPE OF INDICATOR

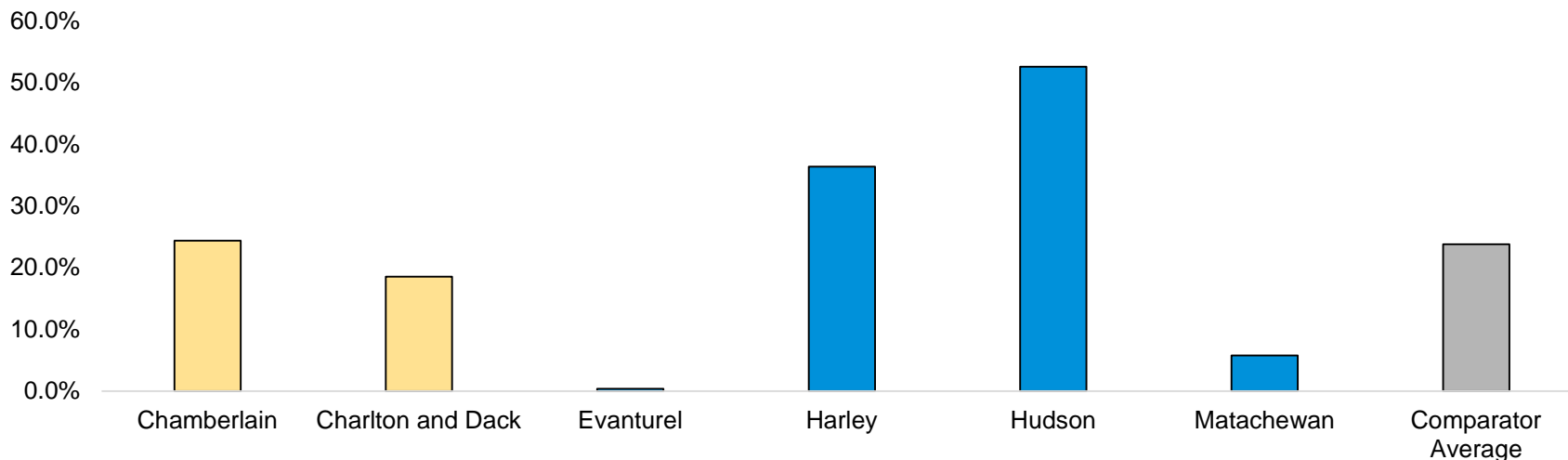
Sustainability
Flexibility
Vulnerability ✓

FORMULA

FIR Schedule 10, Line 0815, Line 0825, Line 0831, Column 1 divided by FIR Schedule 51, Line 9910, Column 3.

POTENTIAL LIMITATIONS

- To the extent possible, the Municipalities should maximize capital grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



Financial Indicators and Benchmarking Analysis

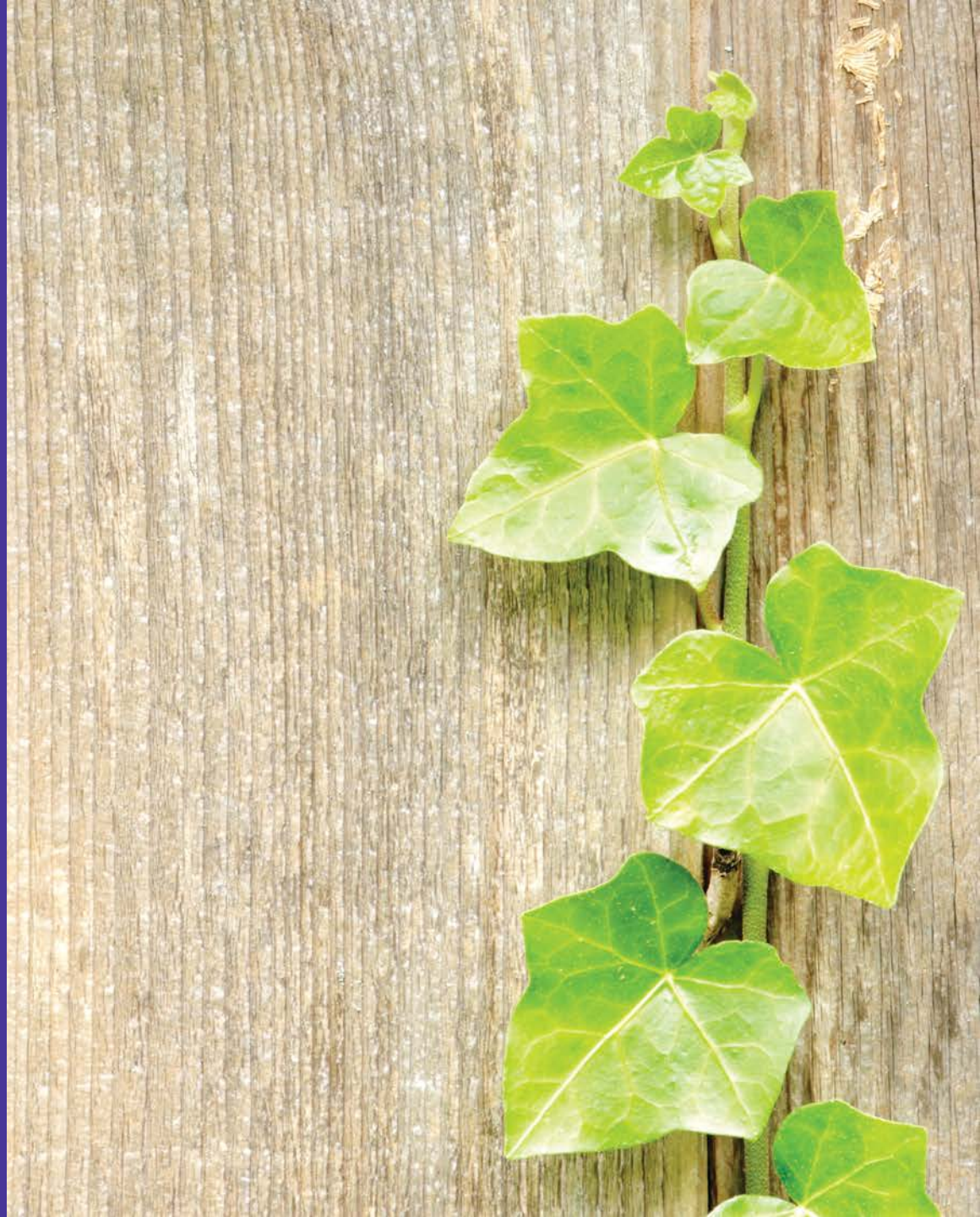
Service	Indicator	Chamberlain	Charlton and Dack	Comparator Municipalities		
				Low	High	Average
General Government	Operating costs per household	\$1,443.90	\$914.85	\$401.13	\$2,224.69	\$1,220.28
Protective Services	Police – Operating costs per household	\$304.44	\$311.44	\$279.95	\$459.01	\$371.90
	Fire – Net operating costs per household	\$111.58	\$99.18	\$108.33	\$314.20	\$238.04
Public Works	Transportation – Operating costs per household	\$1,774.79	\$1,118.27	\$994.61	\$2,467.90	\$1,515.42
	Environmental Services (Solid waste management) – Net operating costs per household	\$0.24	(\$375.12)	(\$144.66)	\$329.27	\$81.76
Recreation and Culture Services	Recreation and Cultural Services – Net operating costs per household	\$65.55	\$120.03	\$76.75	\$645.62	\$254.97
	Recreation Services – Cost recovery through non-taxation revenues	21.1%	19.3%	0.0%	18.1%	7.2%
Planning and Development Services	Planning and Development – Net operating costs per household	\$22.18	\$20.83	\$24.98	\$452.82	\$218.58

Source: KPMG Analysis of Schedules 12 and 40 – Financial Information Returns (2018)



Municipality of Charlton and Dack/ Chamberlain Township

Chapter V: Shared
Services



Shared Services

An Overview of Shared Services in Ontario

For the purposes of summarizing the prevalence of shared service arrangements within the municipal sector, we relied upon a survey conducted by the Ministry of Municipal Affairs and Housing where 400 of Ontario's 444 municipalities participated in. In addition to the 2012 survey, we also relied upon our experiences in working with municipalities across Ontario who have participated in shared service arrangements to varying degrees.

What Do Municipalities Share?

Section 20 of the Municipal Act provides municipalities in Ontario with the legal authority to enter into shared service agreements. Section 20(1) of the Act:

Joint undertakings

20. (1) A municipality may enter into an agreement with one or more municipalities or local bodies, as defined in section 19, or a combination of both to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their own boundaries. 2001, c. 25, s. 20 (1).

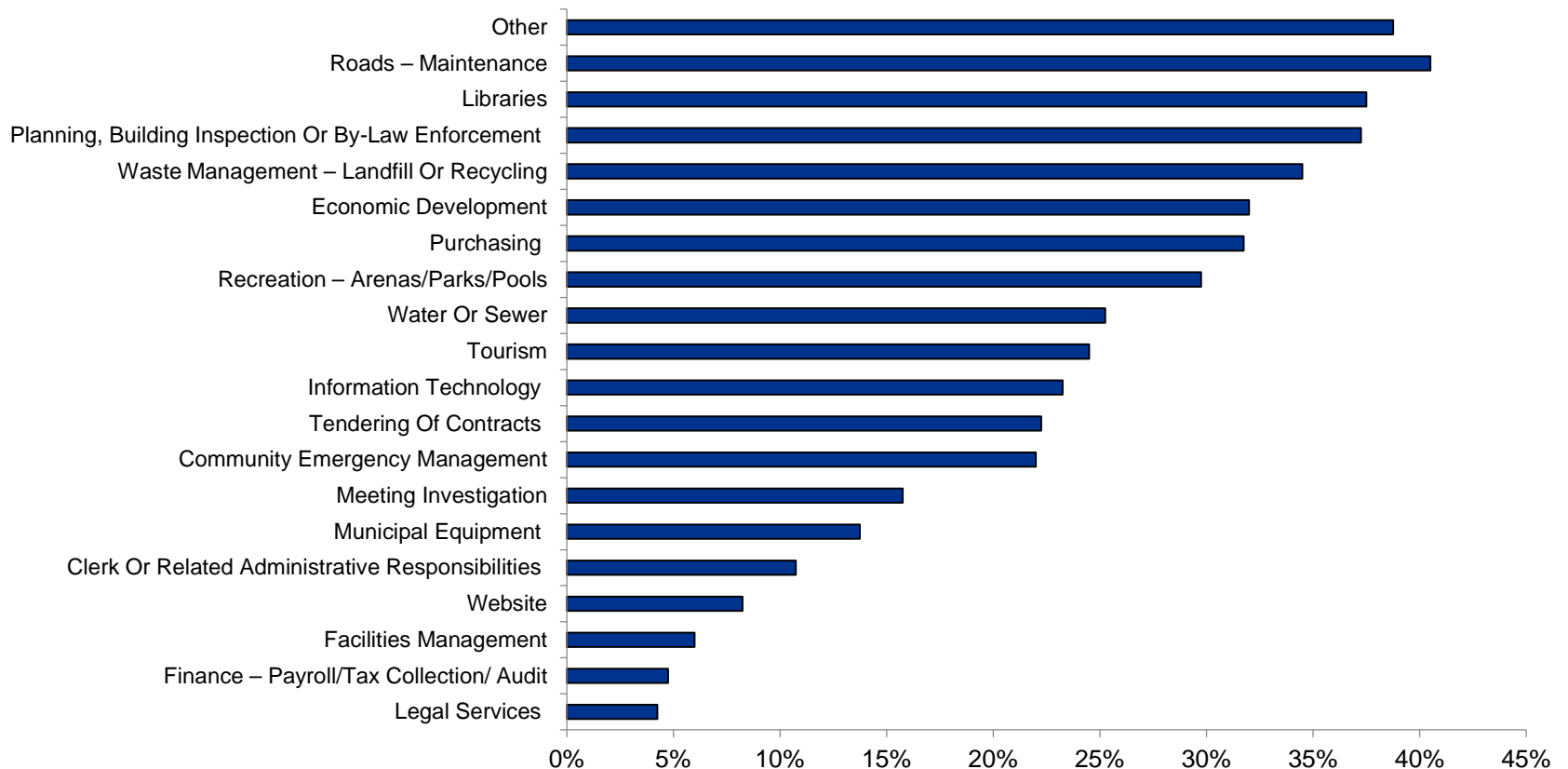
Ultimately, what the legislation does not place upon municipalities are explicit restrictions as to what and who a municipality can share with other municipalities or local bodies and First Nations.

Shared Services

An Overview of Shared Services in Ontario

What Do Municipalities Share?

Based upon a review of the survey results and our experience in working with municipalities across Ontario, the following chart illustrates the most commonly shared services in Ontario.



Shared Services

An Overview of Shared Services in Ontario

Why Do Municipalities Share?

Based upon our experiences with municipalities and coupled with a review of literature on the subject, public sector entities share services for a variety of reasons:

- Reducing operating costs – The financial environment in which municipalities exist continues to challenge municipalities where they attempt to balance meeting the expectations of their residents while trying to manage operating costs. That balancing act coupled with reductions in grant revenues, municipalities are now seeking out innovative ways of reducing costs. Similar to the intended objective of the Municipalities, municipalities seek out shared services arrangements with each other to maintain service levels while reducing the overall costs associated with delivering those services.
- Strategic approach to addressing infrastructure needs – Similar to challenges relating to operating expenditure pressures and with the adoption of municipal asset management plans in 2012, municipalities face significant challenges in maintaining and eventually replacing their assets. In response, municipalities explore the potential of sharing assets with others to spread the costs of replacement costs of the asset beyond the scope of one and this coordination of assets can also contribute to lower ongoing operating/maintenance costs.
- Increasing capacity – While reducing costs (either operating or capital) may be the main objective for municipalities seeking out shared service opportunities, municipalities may share in order to increase operational capacity and in turn, provide a higher level of service without having to bear the full cost of doing so..

Shared Services

Shared Services within the Municipalities

The development of municipal service profiles provided the ability to examine the complement of services for each municipality within the Municipalities including the human and financial resources required for their delivery but more importantly for the purposes of the study, the service delivery model. Contained within the table below, the Municipalities appear to participate in a high degree of shared services including a number of services that are typical candidates for shared services. Those include: administration, public works, building services, planning and development services, fire services and recreational and cultural services.

During the course of the study, the Municipalities developed and adopted a bylaw that established further integration of the two municipalities with respect to shared services. The bylaw sets out:

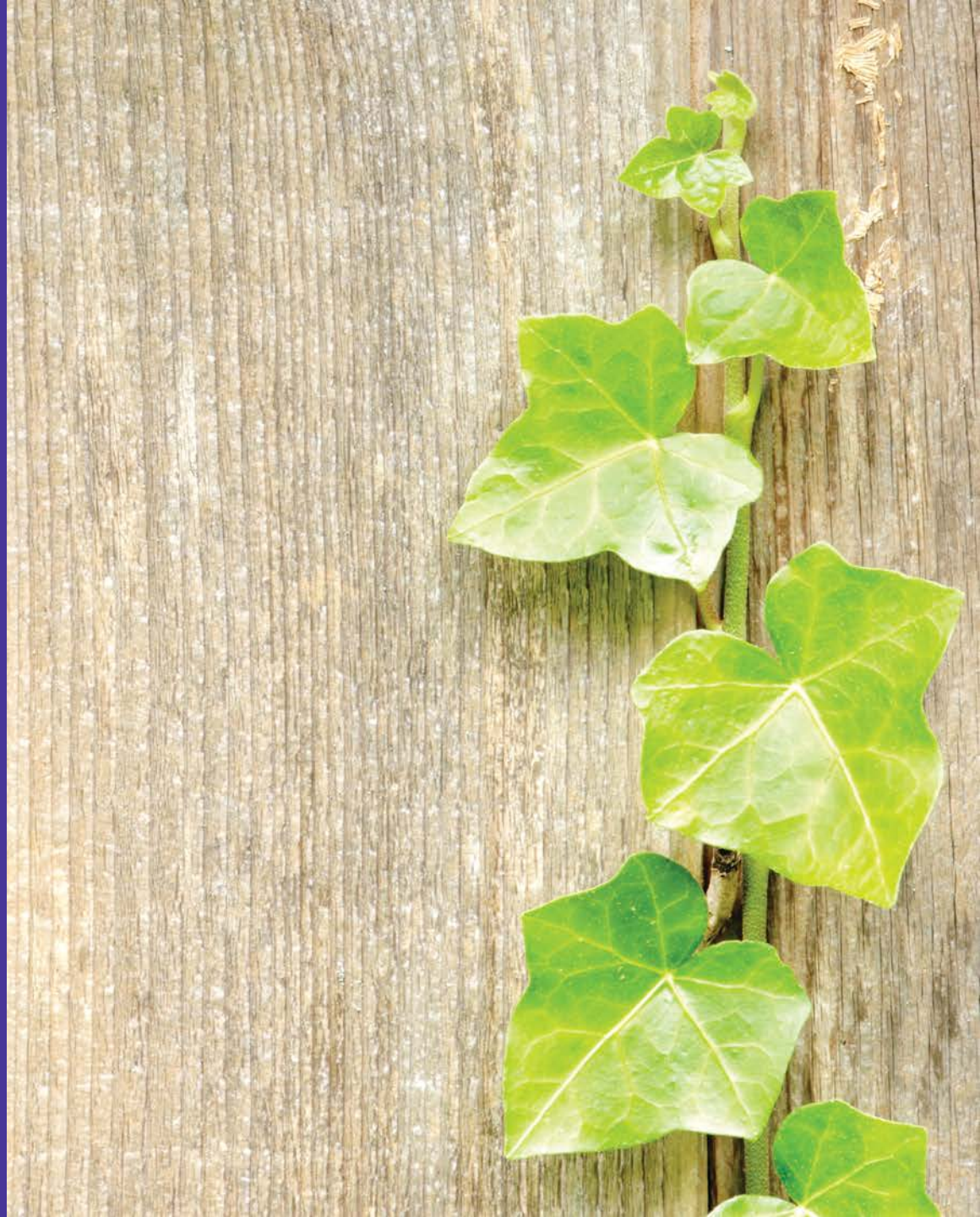
- the sharing of administration staff (including the sharing of the positions of Clerk, Treasurer, CAO, and Deputy Clerk/Treasurer);
- the sharing of a municipal office;
- the sharing of public works including the staffing, facilities, service levels, and equipment and associated maintenance; and
- Solid waste management services including the establishment of who is responsible for what costs and operations.

Service Category	Corporate Services		Development Services		Environmental Services		Infrastructure Services	Protective Services	Recreational and Cultural Services
	Municipality	Clerk Services	Financial Services	Building Services	Planning and Development Services	Solid Waste Management	Water and Wastewater	Public Works	Fire
Charlton and Dack	Shared service between the two municipalities		Shared Service – Temiskaming Municipal Services Association	Shared Service – Central Temiskaming Planning Board	Shared Service – Part of new shared service bylaw	Combined	Shared service between the two municipalities	Shared Service – Englehart and Area Fire Department	Shared Service
Chamberlain						Not Applicable			
Pacaud, Savard and Robillard	Not Applicable				Charlton and Dack shared landfill with unincorporated townships	Not Applicable	Winter road maintenance services are provided to Pacaud and Savard from Chamberlain	Savard Township – Provides for fire services	Not Applicable



Municipality of Charlton and Dack/ Chamberlain Township

Chapter VI: Potential
Shared Services
Opportunities



Potential Shared Services Opportunities

Based on our experience in working with municipalities and other public sector entities, the following elements appear consistent in the long standing success of a shared service.

Trust

When discussing any form of relationship, trust consistently ranks as probably the most fundamental element to any successful relationship/partnership. Without trust among the partners involved, there is the potential for an increased level of risk to the longevity of the arrangement.

Communication

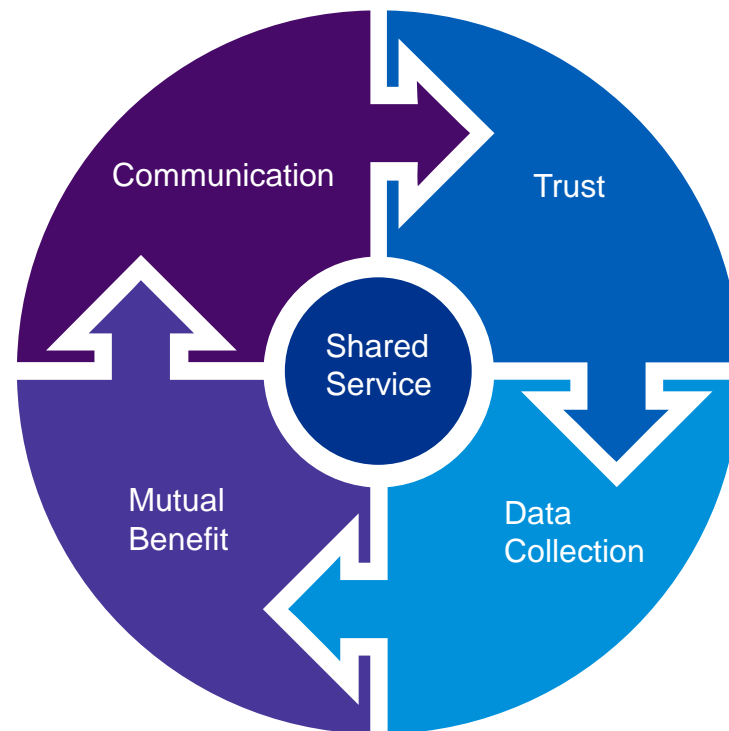
Closely related to trust, communication is another essential element to a positive working relationship. Communication, as part of any partnership, needs to ongoing and honest with clearly established channels. With a high level of trust and communication, discussions involving the allocation of costs take considerably less time based on our analysis with shared services.

Mutual Benefit

The concept of mutual benefit is crucial to the success of any shared service arrangement. At no time during the process, no partner should be able to clearly identify “winners” and “losers” and should be able to point to the benefit of the partnership. In some cases, one municipality may experience an increase in revenues as a result of sharing with another whereas the other will experience a decrease in operating costs. In the absence of mutual benefit, the relationship/arrangement is exposed to the risk of one side seeking to end it.

Data Collection

Beyond the pillars above that specifically deal with the relationship, good data can assist and facilitate the development of shared service arrangements. If any one or all of the three concepts identified above are lacking, verifiable and reliable data can reinforce and/or support the building of trust as well as the demonstration of mutual benefit to all parties. Under certain circumstances, it may be beneficial to postpone moving forward with an agreement until there is reliable data that can be then translated into pertinent information for the purposes of a shared service arrangement.



Common Misconception

There exists a misconception that the potential expansion of shared service arrangements among municipalities is the first step towards amalgamation. The process established for municipal restructuring within the Municipal Act remains a locally driven process. With that in mind, shared service arrangements attempt to identify and increase operating efficiencies and effectiveness within municipal operations

Potential Shared Services Opportunities

This section of our report outlines the potential opportunities for the consideration of the two municipalities and presented based upon a prioritization criteria established during the review. The prioritization is based upon the following factors:

- Financial considerations (Cost Savings)
 - Low - Less than \$10,000
 - Moderate – Between \$10,000 to \$25,000
 - High – Greater than \$25,000
- Ease of implementation
 - Opportunities are ranked based on ease of implementation (low – few barriers to high – significant barriers to implementation)
- Consistent with municipal best practices
 - Determined based on KPMG’s experience and previous shared services survey undertaken by the Ministry of Municipal Affairs and Housing
- Other non financial considerations (including but exclusive to increased capacity, potential service level reductions, public health and safety, etc.)

Each opportunity is presented in the following manner:

- Overview of the opportunity
- Current service delivery model
- An evaluation of the opportunity including:
 - Financial impact
 - Consistent with municipal common/best practices
 - Implementation considerations
 - Other non-financial considerations
- Potential cost apportionment and governance models.

Bylaw Enforcement/Animal Control

I. Overview of the Opportunity

Under Part II of the Municipal Act, the scope of municipal powers is broadly defined as:

Scope of powers

8. (1) The powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues. 2006, c. 32, Sched. A, s. 8.

Beyond the scope of powers to empower municipalities to govern its affairs, the legislation sets out the scope of a municipality's bylaw making power:

Scope of by-law making power

(3) Without limiting the generality of subsections (1) and (2), a by-law under sections 10 and 11 respecting a matter may,

(a) regulate or prohibit respecting the matter;

(b) require persons to do things respecting the matter;

(c) provide for a system of licences respecting the matter. 2006, c. 32, Sched. A, s. 8.

Across the municipal sector, there are common bylaws which municipalities adopt to regulate matters in their respective communities and/or are required to adopt through legislation. Some of those bylaws include:

- Animal control
- Fees and charges for services
- Fences
- Procedural
- Property standards
- Use of water
- Tax and budget related
- Solid waste management
- Noise
- Outdoor burning
- Notice
- Signs

While some of the common bylaws listed above do not require enforcement, there are bylaws which require (if they choose) enforcement on the behalf of municipalities with varying levels of recourse for those in non-compliance.

Based on the current level of service, there exists the opportunity of establishing bylaw enforcement services including animal control services between the two municipalities including purchasing the service for their purposes.

Bylaw Enforcement/Animal Control

II. Current Service Delivery Model

Municipality	Chamberlain	Charlton-Dack
Bylaw Enforcement	The two municipalities do not have dedicated resources tasked with bylaw enforcement and animal control; this represents a service gap.	
Animal Control		

III. Opportunity Evaluation

Financial Impact

a. Potential Cost Savings

The opportunity is considered to be an enhancement of operational capacity.

b. One Time Implementation Costs

There exists the potential indirect costs to each municipality dependent on to what extent the municipalities want to harmonize municipal bylaws.

c. Capital/Infrastructure Costs

There exists the potential need for a vehicle for staff if those resources are not readily available between the two to support a shift to a shared service delivery model.

Consistent with Municipal Best/Common Practices

Yes – the potential shift to an integrated bylaw enforcement model is consistent with municipal best practice. 37% of Ontario's municipalities participate in some form of sharing bylaw enforcement and there are other examples in Northeastern Ontario such as the Town of Kapuskasing provides bylaw enforcement services to its neighbouring communities and there are a number of municipalities in the Parry Sound District who share bylaw enforcement services.

Other Considerations

There may need to be some consideration to harmonizing common bylaws to facilitate easier enforcement. The implementation of this opportunity can commence immediately.

Consistent with other services currently shared between the two municipalities in their use of formal agreements, we do not believe there is any risk associated with shifting to a shared service delivery model for bylaw enforcement..

Bylaw Enforcement/Animal Control

IV. Potential Cost Apportionment and Governance Model

There are two suggested cost apportionment models that the municipalities may wish to consider:

- The two may wish to explore the potential of a cost apportionment arrangement where municipalities are billed on the basis of historical need for bylaw services. The challenge is the data does not appear to be readily available based on the identified service gap and therefore, may not be the best approach to doing so.

Municipal Restructuring

I. Overview of the Opportunity

Part V of the Municipal Act deals with municipal reorganization and Section 171 of the Act sets out the purposes:

Purposes

171 (1) *The purposes of sections 172 to 179 are,*

- (a) to provide for a process which allows municipal restructuring to proceed in a timely and efficient manner;*
- (b) to facilitate municipal restructuring over large geographic areas; and*
- (c) to facilitate municipal restructuring of a significant nature which may include elimination of a level of municipal government, transfer of municipal powers and responsibilities and changes to municipal representation systems. 2001, c. 25, s. 171 (1).*

Subsequent sections of the legislation set out the steps required for a municipality in its development of a proposal to restructure. The contents of a proposal are as follows based on the legislation:

Proposal to restructure

173 (1) *A municipality or local body in a geographic area may, subject to subsection (2), make a restructuring proposal to restructure municipalities and unorganized territory in the geographic area by submitting to the Minister a restructuring report containing,*

- (a) a description of the restructuring proposal in a form and in such detail as the Minister may require; and*
- (b) proof in a form satisfactory to the Minister that,*
 - (i) the restructuring proposal has the prescribed degree of support of the prescribed municipalities and local bodies in the geographic area,*
 - (ii) the support was determined in the prescribed manner,*
 - (iii) the municipalities and local bodies which support the restructuring proposal meet the prescribed criteria, and*
 - (iv) the municipality or local body consulted the public in the required manner. 2001, c. 25, s. 173 (1).*

Municipal Restructuring

I. Overview of the Opportunity

One of the most critical components of the proposal is the demonstration of support for all involved parties. Section 173(2) provides the requirements pertaining to support:

Consultation

(3) Before the council of a municipality votes on whether to support or oppose a restructuring proposal, the council shall or may, as applicable, do the following things when the proposal is being developed or after it is developed:

- 1. Council shall consult with the public by giving notice of, and by holding, at least one public meeting.*
- 2. Council shall consult with such persons or bodies as the Minister may prescribe.*
- 3. Council may consult with such other persons and bodies as the municipality considers appropriate. 2001, c. 25, s. 173 (3).*

To the extent that either the Municipality of Charlton and Dack and Chamberlain Township decides to pursue any municipal restructuring including the potential annexation of unincorporated areas, either municipality may wish to give some consideration to how to position the proposal.

II. Current Service Delivery Model

At the time of the study, Chamberlain Township provides winter road maintenance services to the Township of Savard and Pacaud. The Municipality of Charlton and Dack share a landfill site with the unincorporated areas. Beyond road maintenance and solid waste management, there are no other formal arrangements/agreements between either the Municipality of Charlton and Dack and Chamberlain Township.

III. Opportunity Evaluation

Financial Impact

a. Potential Cost Savings

The opportunity would be considered to be a long-term initiative and would have the potential to increase operating costs to harmonize service levels across any new municipal property.

b. One Time Implementation Costs/Capital and Infrastructure Costs

There exists the potential direct costs associated with this opportunity. Based on consultations with the Municipalities, there appears to be the need to invest in public works related equipment including the addition of:

- 1 grader
- 2 plow trucks
- 1 brush mower
- 3 to 4 operators
- Expansion of depot
- Administrative support (1.5 FTEs)

Municipal Restructuring

III. Opportunity Evaluation

Consistent with Municipal Best/Common Practices

Dating back to 2001, the Minister of Municipal Affairs has approved 106 municipal restructuring proposals. Upon further review of those proposals, five of the restructuring proposals have involved the annexation of unincorporated areas which represents roughly 5% of those proposals. All of those restructuring proposals were located in Northern Ontario which is consistent with the existence of unincorporated areas in the region. The rationale of those annexations ranged from municipalities seeking adjoining lands to adjustments in relation to previous municipal restructuring. The information provided through the Ministry of Municipal Affairs and Housing's website does not include proposals that did not receive approval nor other municipal restructuring initiatives that did not reach the stage of Ministerial approval.

Ultimately, the decision to pursue any form of municipal restructuring is a local decision and specific to the circumstances of each municipality. Given this and beyond the points noted below, there do not appear to be any common and/or best practices to achieve success in this type of pursuit

Other Considerations

One of the initial considerations of either or both municipalities would be opening discussions with the unincorporated to introduce the concept of a potential municipal restructuring proposal but more importantly, to potentially achieve the following:

- Gain an initial perspective as to the level of interest in joining a municipality;
- An opportunity for a municipality to communicate the potential benefits of pursuing this; and
- Potentially receiving information as to what residents from the unincorporated areas are seeking in terms of services and service delivery.

Based on the process outlined through the Municipal Act as well any early consultations, a municipality may consider the development a business case for the consideration of the unincorporated areas. The goals and objective of the business case would be to demonstrate the benefits to those residents currently residing in the unincorporated areas including the potential for increased service levels and access to all municipally provided services.

The risk associated with this opportunity is two-fold. As part of the consultation requirements, there may be unwilling parties to any restructuring and any proposal is subject to Ministerial approval. This would be considered to be a long-term opportunity based on the requirements set out in the legislation.

Additionally, the Municipalities are currently party to another shared service study with the Town of Englehart and Township of Evanturel. As such and based on the nature of opportunities identified within that study, the Municipalities may want to prioritize any additional shared service opportunities related to the other shared service study prior to pursuing this municipal restructuring opportunity given the time and resources required associated with municipal restructuring.

Attempts were made by KPMG to consult with a representative from the unincorporated areas but no response was received from the provided contact person.

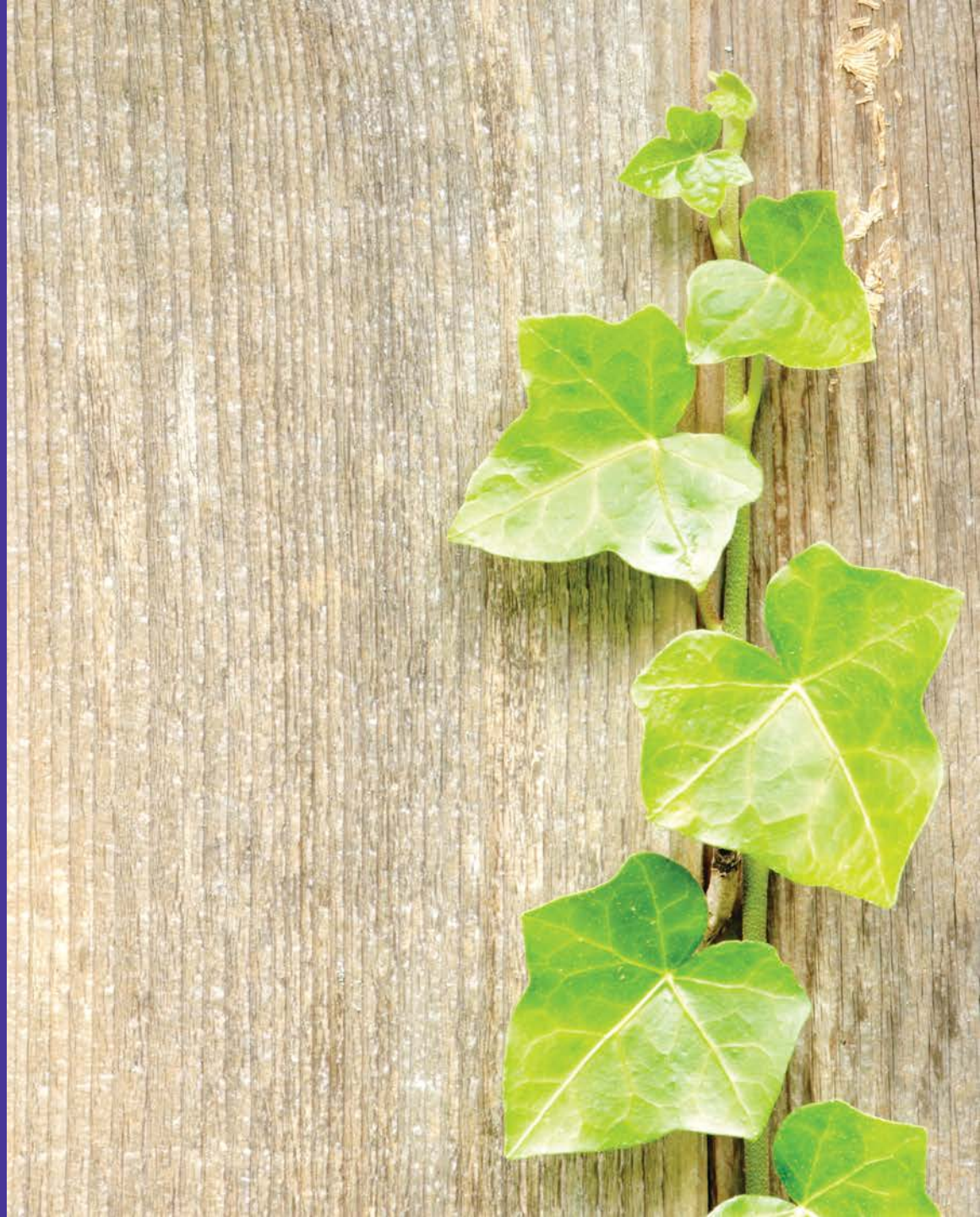
IV. Potential Cost Apportionment and Governance Model

Not applicable for this opportunity.



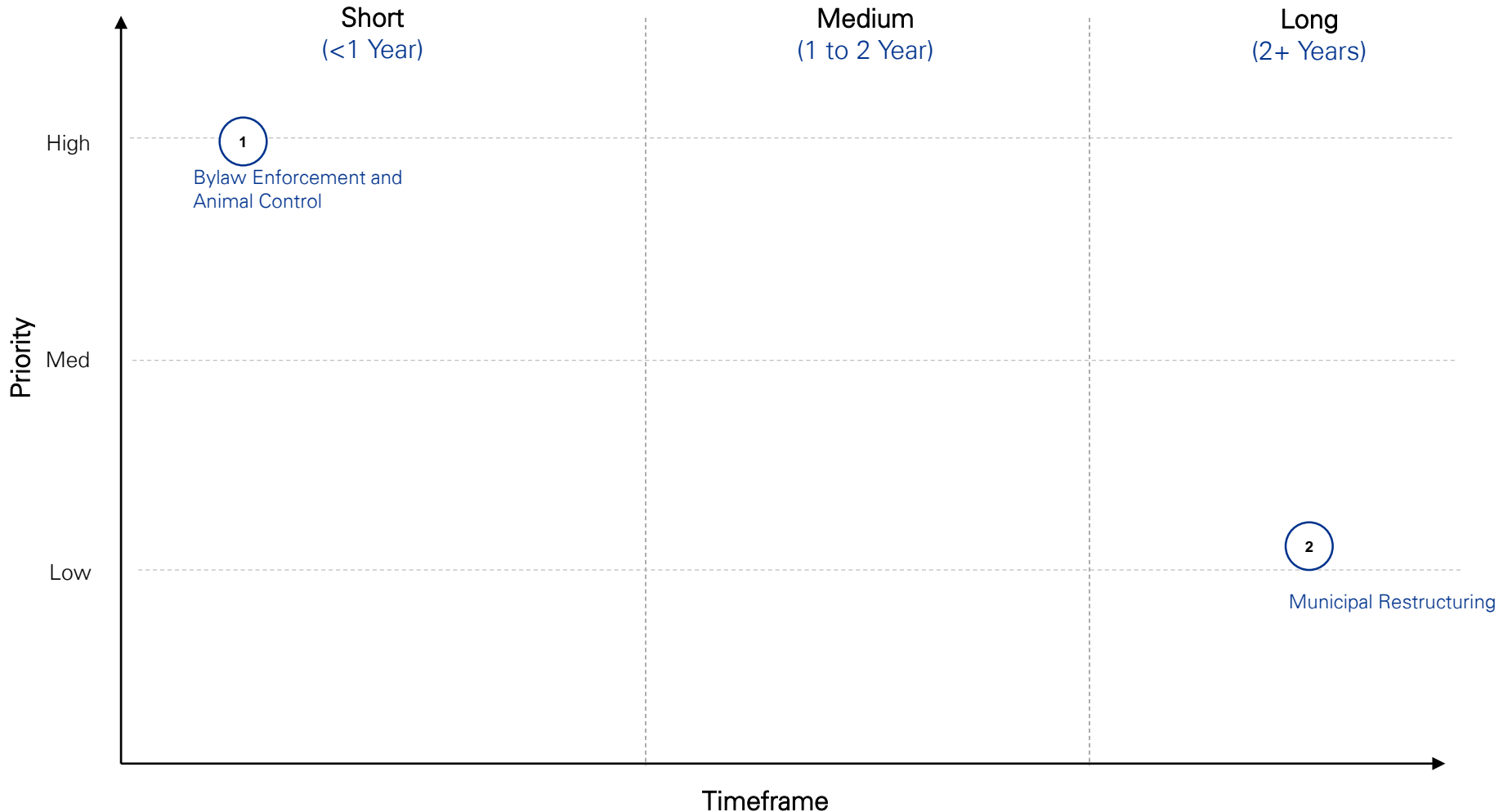
Municipality of Charlton and Dack/ Chamberlain Township

Chapter VII:
Considerations for
Implementation



Considerations for Implementation

We have provided below a suggested implementation framework for consideration by the Municipalities.



Considerations for Implementation

Potential Service Delivery and Cost Apportionment Models

Typically, there are two potential service delivery models by which municipalities share the costs of municipal services.

Direct Delivery

Under this model, one municipality builds the capacity and then in return “sells” the service to other participating municipalities. Arrangements such as this can be found across the province. It is common in areas of the province where there is one larger municipality surrounded by smaller municipalities and in these instances, the larger municipality either previously had or builds capacity with the intent of providing the service to neighbouring communities. Within a direct delivery model, the intended outcomes is not that the host municipality “profits” from the others but offers a service to its neighbours at a cost that is lowered than its current service provider while ensuring that the municipality is not providing the service with a subsidy from its own tax base.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Allows for municipalities to become a “centre of excellence” where they have the expertise and capacity to provide neighbouring communities • In the absence of past trends, this model may distribute costs in a more equitable manner until such a time comes where the partners can agree upon a cost apportionment formula on a go forward basis. In essence, the model reflects a ‘user pay’ approach. • Provides municipalities with the ability to forecast potential operating revenues and costs as part of their annual budget process 	<ul style="list-style-type: none"> • There exists the risk of demand. If neighbouring municipalities do not purchase enough of the capacity, the host municipality may incur greater operating costs
<h3>Other Considerations for Cost Apportionment</h3>	
<ul style="list-style-type: none"> • An agreed upon review schedule of the agreement and the rates for service. In some cases and in particular, services where vehicles and mileage are involved, there needs to be a mechanism where these rates can be reviewed to ensure they remain equitable to all parties involved. For example, if fuel costs should rise by more than an agreed upon range (10% to 20%) and remain at those prices, the agreement should have the flexibility to allow for those unforeseen costs to be addressed. 	

Considerations for Implementation

Potential Service Delivery and Cost Apportionment Models

Separate Arrangement with a Separate Body

In contrast to direct delivery where one municipality serves as the lead and charges back for services provided, this service delivery model is governed by a separate body which establishes the cost apportionment formula and oversees and manages any issues that may arise over the course of the agreement.

Advantages	Disadvantages
<ul style="list-style-type: none">• Board would be created with specific mandate to focus on shared services and inter-municipal relationships• All municipalities have a vested interest in providing the service	<ul style="list-style-type: none">• If the participating municipalities do not have reliable information to base cost apportionments on, there may be the need for a trial period which in turn may allow for a participant to “walk away” from the arrangement after one year and this may jeopardize the potential cost savings and operating efficiencies of the service.• May create additional administrative work for the senior administration

The following pages provide potential cost apportionment models for the municipalities' consideration upon deciding upon a service delivery model beyond direct delivery.

Considerations for Implementation

Potential Service Delivery and Cost Apportionment Models

Cost Apportionment Models

Within the agreement, municipalities can explore the apportionment of costs in ways that differ from a direct delivery model. Other potential approaches to sharing costs include:

Utilization of Service

Under this type of cost apportionment model, costs are apportioned based on the utilization of a service.

Advantages	Disadvantages
<ul style="list-style-type: none"> • An increased potential for more equitable distribution of costs among partners based upon either actual or estimated use of a service • Provides municipalities with the ability to forecast potential operating costs as part of their annual budget process 	<ul style="list-style-type: none"> • Arrangement may not address and distribute costs where the apportionment when one or more municipalities use the service more than their agreed upon percentage • May create additional administrative work for the senior administration
Other Considerations for Cost Apportionment	
<ul style="list-style-type: none"> • As identified within the sample agreements, a review mechanism is important to ensure that the cost apportionment formula is reflective of each party's use of the service. 	

Considerations for Implementation

Potential Service Delivery and Cost Apportionment Models

Cost Apportionment Models

Equal Distribution of Costs

Under this type of cost apportionment model, costs are apportioned equally to all of the participants. An example as to where this may be of use is if there is not any historical data to rely upon to allocate costs and none of the interested parties want to build the capacity and use a direct delivery model.

Advantages	Disadvantages
<ul style="list-style-type: none"> All participants share equally in the costs of the providing the service Provides municipalities with the ability to forecast potential operating costs as part of their annual budget process 	<ul style="list-style-type: none"> May distribute costs equitably where the apportionment when one or more municipalities use the service more than their agreed upon percentage
Other Considerations for Cost Apportionment	
<ul style="list-style-type: none"> With the potential for inequities in cost apportionment, municipalities allocating costs under this model may want to give some consideration to it being a 'short-term' arrangement until a time comes when they have the ability to more accurately determine usage across the group. 	

Considerations for Implementation

Potential Service Delivery and Cost Apportionment Models

Cost Apportionment Models

Blended Approach

Another potential cost apportionment model that the municipalities can consider is the use of a blended approach. A blended approach cost allocation model can take a variety of items under consideration including:

- Population;
- Households;
- Weighted assessment; and
- Service related revenues (if applicable).

An example where this is used within the municipal sector is the United Counties of Leeds and Grenville and three other municipalities distribute costs relating to the Provincial Offences Act. The four municipalities have agreed to apportion net revenues and costs based on the following formula – 25% population, 25% households, 25% ticket revenues and 25% weighted assessment.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides municipalities with the ability to forecast potential operating costs as part of their annual budget process • Takes into account any service related revenues • Accounts for various factors across the participating municipalities 	<ul style="list-style-type: none"> • Despite the inclusion of various factors, may not truly reflect each municipality use of a service and therefore, may allocate costs in an unequitable manner • May over complicate matters for a service and has the potential to create additional administrative work for the senior administration
<h4>Other Considerations for Cost Apportionment</h4>	
<p>While this approach takes various factors into consideration, municipalities may want to proceed with caution if implementing this cost allocation method because any changes in any one of the factors could potentially result in issues around cost allocation.</p>	

Considerations for Implementation

Potential Service Delivery and Cost Apportionment Models

Cost Apportionment Models

Other – Service Specific

Another potential cost apportionment model is one which can be tailored specifically to a municipal service. One example and relevant to the study is the apportionment of costs pertaining to bylaw enforcement and animal control. There are a number of examples in Northeastern Ontario where these services are shared on the basis of cost apportionment where it is equally divided by the participating municipalities and/or determined based upon information pertaining to historic usage.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Takes into account the value of the permit instead of simply looking at the number issued • Provides municipalities with the ability to forecast potential operating costs as part of their annual budget process 	<ul style="list-style-type: none"> • May not be equitable in distributing costs because one municipality may issue one large permit while another may issue a far greater number.
Other Considerations for Cost Apportionment	
<ul style="list-style-type: none"> • As identified within the sample agreements, a review mechanism is important to ensure that the cost apportionment formula is reflective of each party's use of the service in conjunction with the value of those permits. 	

Considerations for Implementation

Potential Governance Models

In order to manage shared service arrangements and provide a mechanism that promotes trust and communication among all interested parties, a governance model should be established. The creation of a governance body is considered to a best practice and are utilized across the province. For the purposes of the shared services study, the following governance models are noted below and provide both the potential advantages and disadvantages of each model for consideration.

Regardless of the preferred governance model, a best practice that should be given consideration is the membership composition of the board. Similar as to how municipalities appoint members to boards and committees, the length of the appointment should mirror one’s term on Council. Based on our work with other municipalities, continuity at the board level assists in maintaining successful relationships/arrangements whereas less time is spent on training/educating opposed to effectively and efficiently evaluating the arrangement to make sure the intended benefits remain.

Creation of a single board to manage any shared services arrangements

Advantages	Disadvantages
<ul style="list-style-type: none"> • Currently being employed by the Municipalities as a member of the Temiskaming Municipal Services Association – Building Department • Dependent on how the board is structured, this may provide for more opportunities for elected officials to participate • Board would be created with specific mandate to focus on shared services and inter-municipal relationships 	<ul style="list-style-type: none"> • Dependent on the number of services/arrangements that the municipalities decide on, the board’s workload may become overwhelming

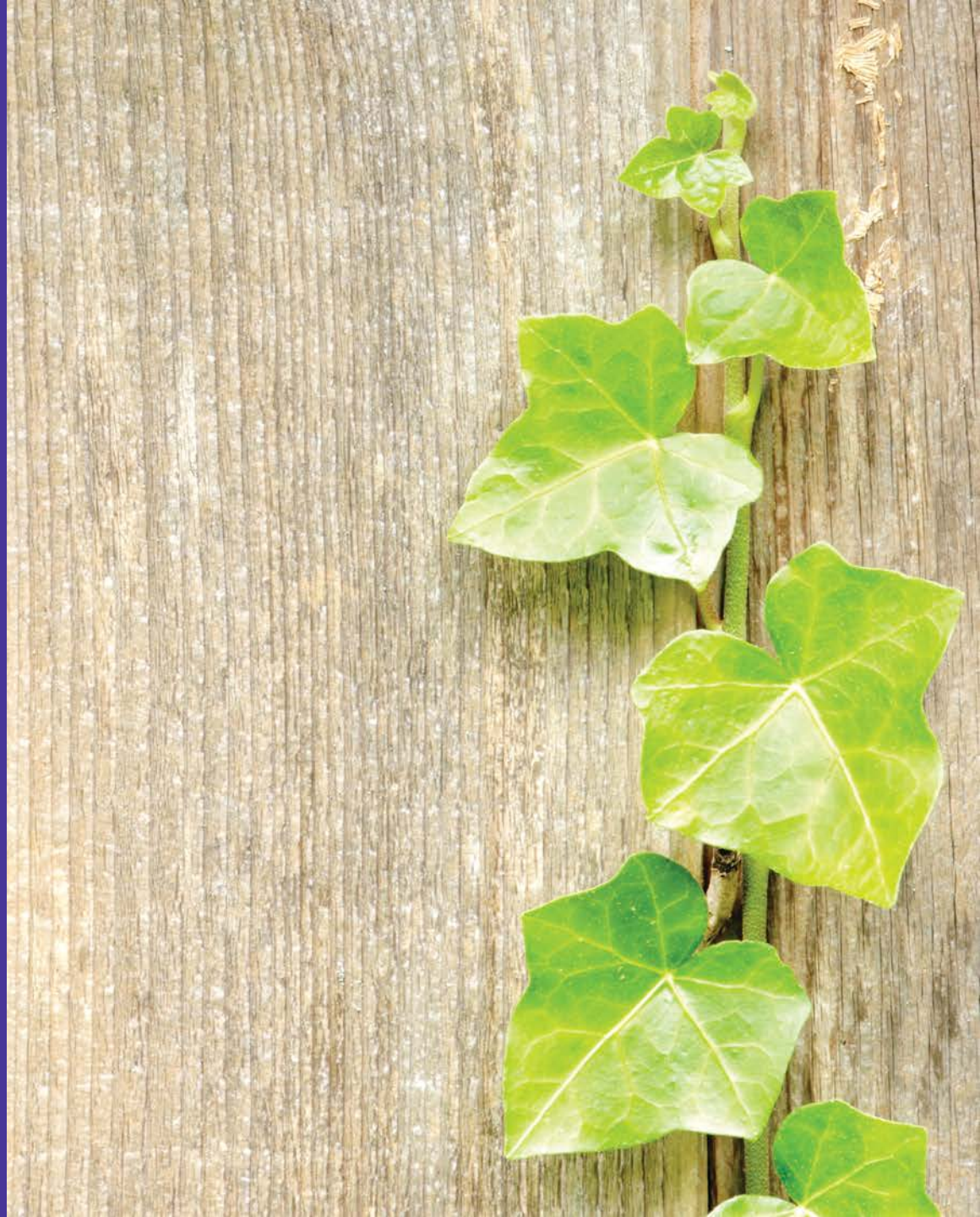
Creation of boards who are assigned portfolios

Advantages	Disadvantages
<ul style="list-style-type: none"> • Dependent on how the board is structured, this model expands further on providing for more opportunities for elected officials to participate • Board would be created with specific service mandate to focus on and provide the opportunity to become more familiar with one service opposed to all 	<ul style="list-style-type: none"> • Dependent on how many arrangements are developed and adopted, there may not warrant the need for such a drilled down approach and boards could sit idle • May create additional administrative work for the senior administration of the municipalities



Municipality of Charlton and Dack/ Chamberlain Township

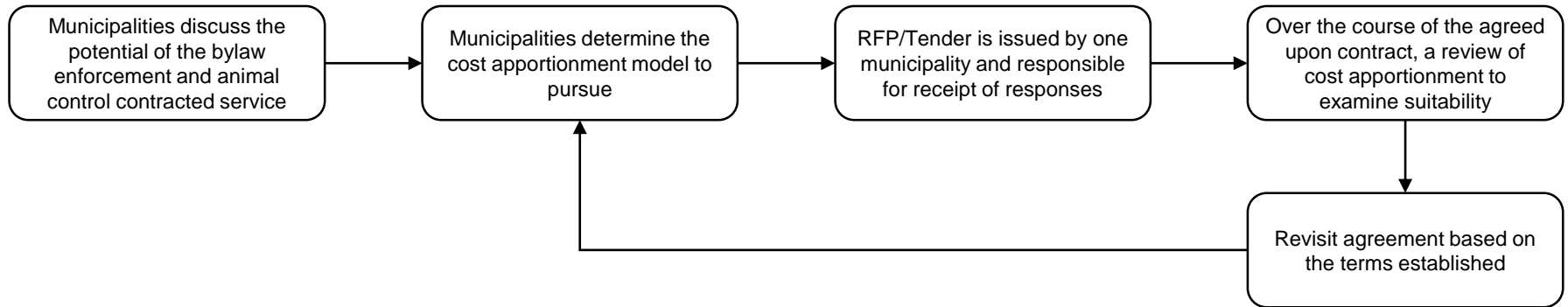
Appendix A: Critical Path
to Implementation



Critical Path for Implementation

The Establishment of Regional Bylaw Enforcement/Animal Control

Proposed Critical Path



Critical Path for Implementation

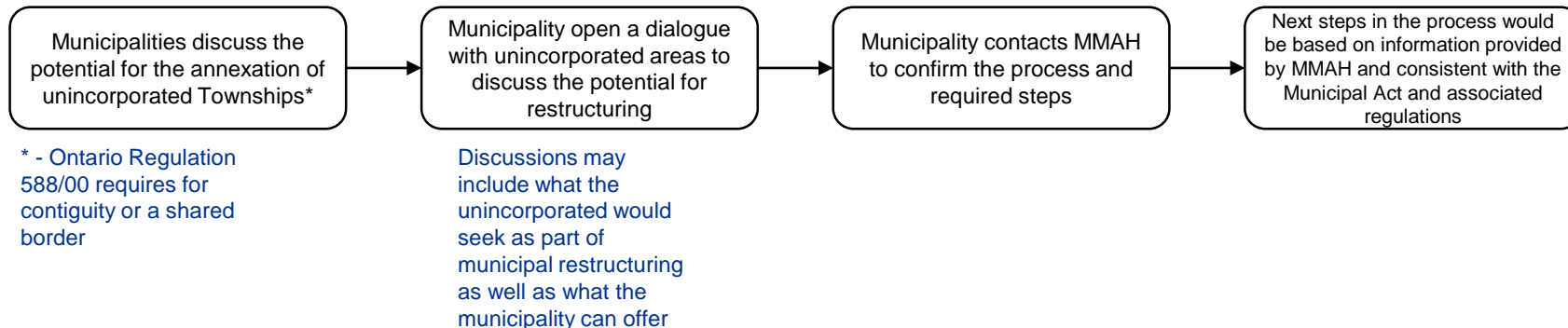
Municipal Restructuring

Proposed Critical Path

Note: Prior to pursuing this opportunity, the Municipalities should consult with the Ministry of Municipal Affairs and Housing with respect to the development of a municipal restructuring proposal.

Based on information shared on the Ministry's website, Sections 171 to 173 of the Municipal Act outline the process and provides for the how to and submission of a restructuring proposal to the Minister of Municipal Affairs and Housing. Moving forward the Municipalities will need to review the following but not exclusive to:

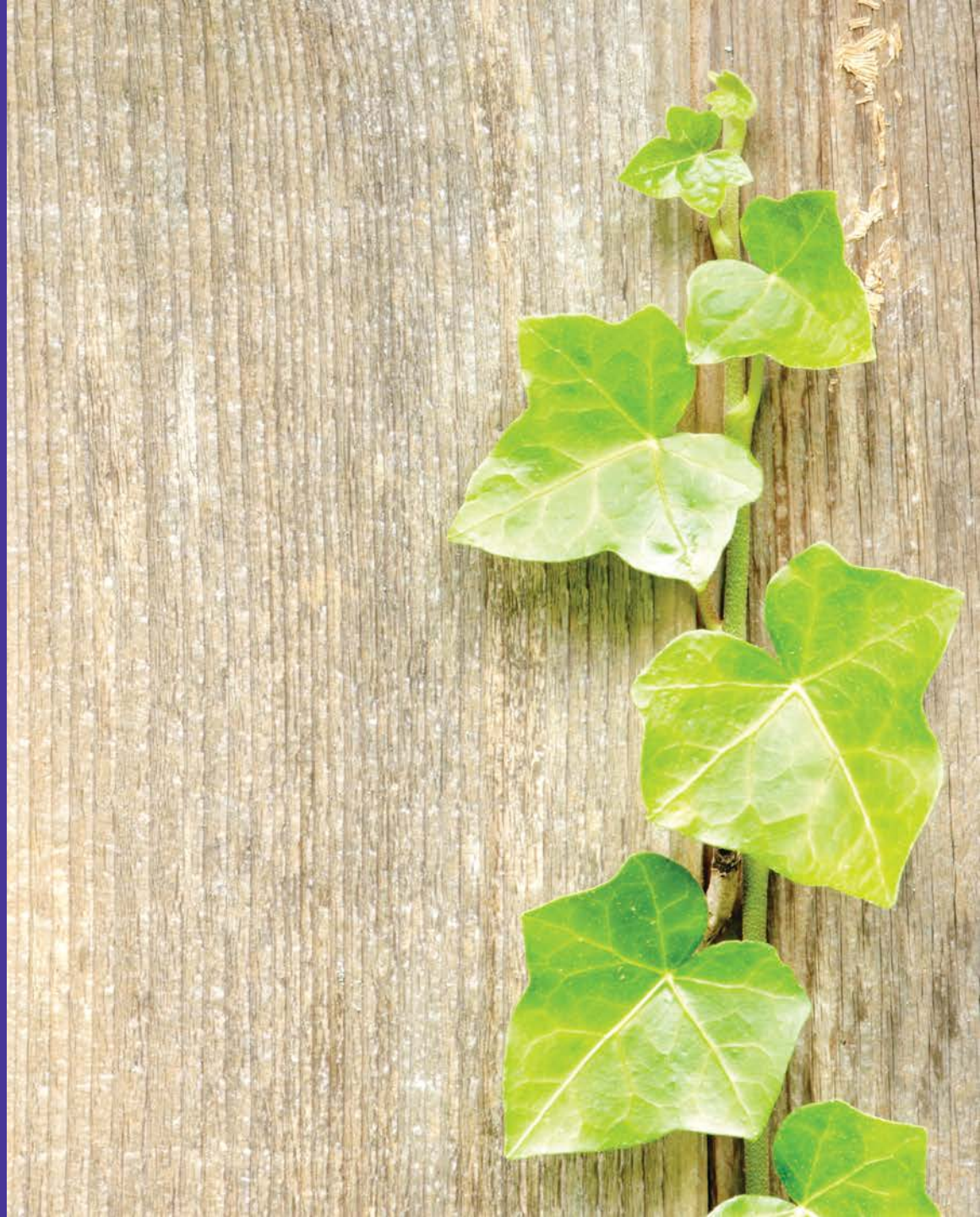
- Section 171 to 173 of the Municipal Act;
- Ontario Regulation 588/00 – Principles and Standards Relating to Restructuring Proposals;
- Ontario Regulation 204/03 – Powers of the Minister or a Commission in Implementing a Restructuring Proposal; and
- Ontario Regulation 216/96 – Restructuring Proposals.





Municipality of Charlton and Dack/ Chamberlain Township

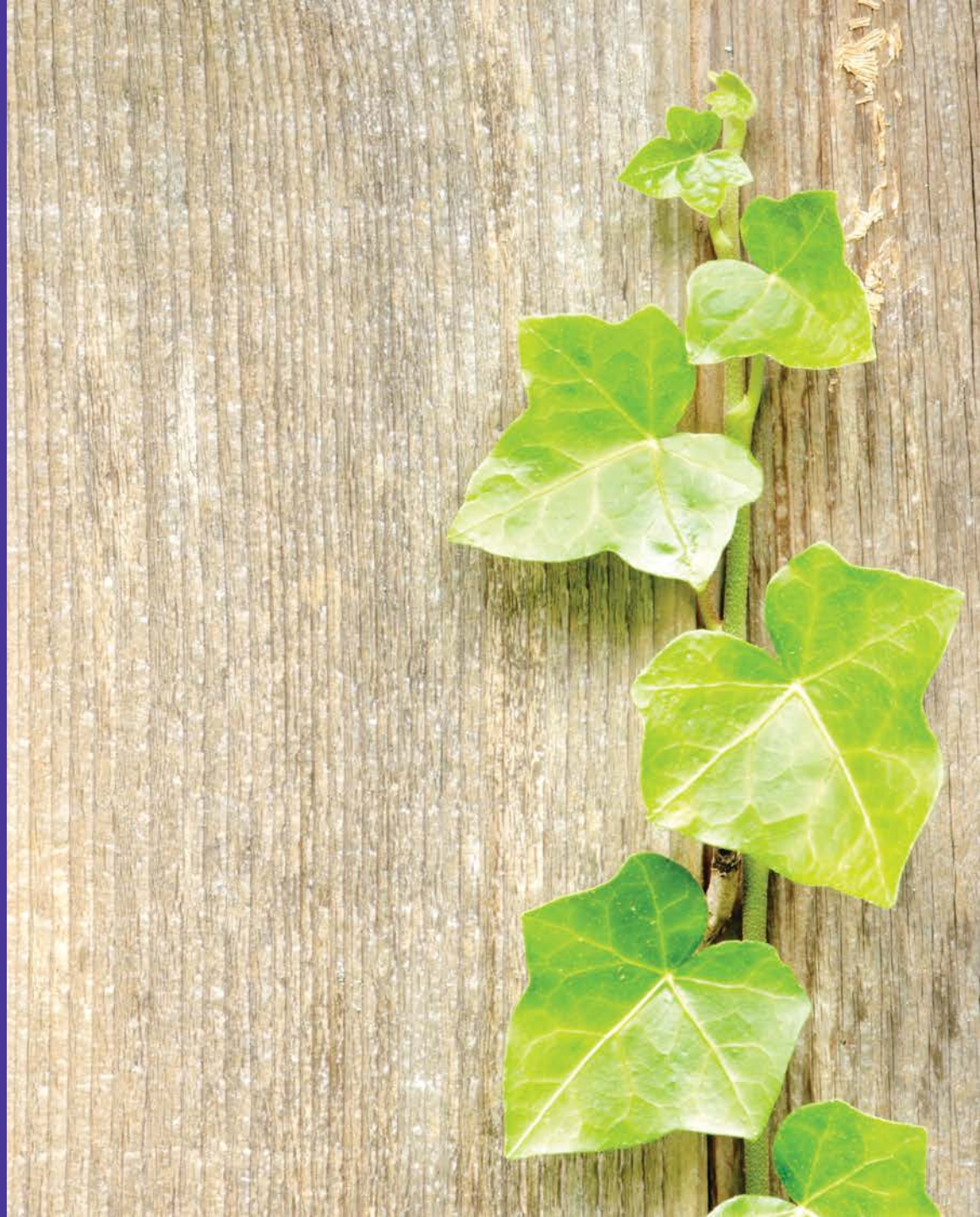
Appendix C: Municipal
Service Profiles








Municipality of Charlton and Dack/ Chamberlain Township

Township of Chamberlain
Municipal Service
Profiles



Township of Chamberlain

Municipal Service Profile Clerk Services

<table border="1"> <tr><th>Program</th></tr> <tr><td>General Government</td></tr> </table>	Program	General Government	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>The Township's Clerk's function fulfills the statutory requirements as outlined within the Municipal Act as well as the services necessary to support efficient and effective governance. This includes the preparation and distribution of meeting agendas and minutes and attendance in meetings to provide support for both Council and committees. The Clerk is also responsible for the oversight of municipal elections every four years.</td></tr> </table>	Service Overview	The Township's Clerk's function fulfills the statutory requirements as outlined within the Municipal Act as well as the services necessary to support efficient and effective governance. This includes the preparation and distribution of meeting agendas and minutes and attendance in meetings to provide support for both Council and committees. The Clerk is also responsible for the oversight of municipal elections every four years.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <td rowspan="4">Basis of Delivery</td> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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Township of Chamberlain

Municipal Service Profile Clerk Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Township Council • Township employees • Eligible voters and candidates every four years • Residents of the Township
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Not applicable
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Clerical support for Council meetings (2) Administrative support (3) Recording of all Council meetings (4) Records management (5) Municipal elections (6) MFIPPA
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - The function of Clerk is provided through a shared service arrangement with the Municipality of Charlton and Dack.</p>

Township of Chamberlain

Municipal Service Profile Finance

<table border="1"> <tr><th>Program</th></tr> <tr><td>General Government</td></tr> </table>	Program	General Government	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>Finance provides financial leadership, planning, advice, guidance (i.e. policies) and reporting to internal and external stakeholders as well as transactional services relating to accounts payable, accounts receivable, general ledger, banking, payroll and tangible capital assets.</td></tr> </table>	Service Overview	Finance provides financial leadership, planning, advice, guidance (i.e. policies) and reporting to internal and external stakeholders as well as transactional services relating to accounts payable, accounts receivable, general ledger, banking, payroll and tangible capital assets.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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Township of Chamberlain

Municipal Service Profile Finance

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Township Council • Township employees • Third parties involved in financial transactions with the Township • Third parties receiving financial reporting from the Township
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Township residents who benefit from the financial decision-making • Other levels of government
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Financial planning and analysis including budgeting (2) Property taxation (3) Financial transaction processing (4) Financial reporting
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - The function of Clerk is provided with the Township's own resources.</p>

Township of Chamberlain

Municipal Service Profile Building

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Township of Chamberlain

Municipal Service Profile Building

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Individuals or companies undertaking construction, renovation or other building-related projects that require permits
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Individuals purchasing homes on the resale market • Development community
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Reviews of construction plans as part of the building permit issuance process (2) Inspections during construction (3) Final occupancy inspections
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - Building services are delivered by the Temiskaming Municipal Services Association - Building Department</p>

Township of Chamberlain

Municipal Service Profile Planning and Zoning

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Township of Chamberlain

Municipal Service Profile Planning and Zoning

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents and/or members of the development community • Township departments affected by planning issues
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Township who benefit from a comprehensive and planned approach to growth in the community
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Management of applications under the Planning Act (2) Municipal drainage
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Shared Service - Planning services are provided through the Central Temiskaming Planning Board.

Township of Chamberlain

Municipal Service Profile Environmental Services

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Environmental Services</td> </tr> </table>	Program		Environmental Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The Township operates a waste disposal site. The site operates on two day operating schedule with access for residents and ratepayers on Thursdays (from 1pm to 5pm) and Sundays from 9am to 5pm. The site accepts household waste and recycling on site and users are required to produce a disposal site pass.</td> </tr> </table>	Service Overview		The Township operates a waste disposal site. The site operates on two day operating schedule with access for residents and ratepayers on Thursdays (from 1pm to 5pm) and Sundays from 9am to 5pm. The site accepts household waste and recycling on site and users are required to produce a disposal site pass.		<table border="1"> <tr> <td colspan="2" rowspan="2"></td> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional</th> </tr> <tr> <th>Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Township of Chamberlain

Municipal Service Profile Environmental Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents who access the landfill site
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Township residents that benefit from effective waste collection and management
Service Output	The output of a service that fulfills a recognized client's need.	(1) Operation of the waste disposal site
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Combined - Solid waste management services are provided through the use of third party service providers as well as Township resources.

Township of Chamberlain

Municipal Service Profile Fire Services

<table border="1"> <tr><th>Program</th></tr> <tr><td>Fire</td></tr> </table>	Program	Fire	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>The Fire Department is a volunteer based service and is responsible for ensuring the health and safety of residents through the provision of programs and services focusing on three areas: education, prevention and suppression.</td></tr> </table>	Service Overview	The Fire Department is a volunteer based service and is responsible for ensuring the health and safety of residents through the provision of programs and services focusing on three areas: education, prevention and suppression.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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Township of Chamberlain

Municipal Service Profile Fire Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Resident of the Township who receive fire services • Property owners that are subject to fire inspections • Third parties (OFMEM) involved in fire and emergency service operations with the Township
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Township residents and visitors
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Fire incident response and operation (2) Fire education and prevention (3) Emergency management
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared service - Fire services are provided by the Englehart and Area Fire Department.</p>

Township of Chamberlain

Municipal Service Profile Recreation

<table border="1"> <tr><th>Program</th></tr> <tr><td>Recreation</td></tr> </table>	Program	Recreation	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>The Township provides for community events within its community hall and recreation committee who is responsible for community fundraising and event such as Canada Day Celebration, Euchre Parties, Christmas Bazaars, Haunted Houses, Christmas Workshops, Spaghetti Dinners, and Winter Fun Days. Through shared service arrangements with their neighbouring communities, the Township of Chamberlain provides a variety of recreational and cultural services for its residents. Those include the services offered at the Englehart and Area Community Complex and Lee Swimming Pool, Englehart Public Library and Englehart and Area Historical Museum.</td></tr> </table>	Service Overview	The Township provides for community events within its community hall and recreation committee who is responsible for community fundraising and event such as Canada Day Celebration, Euchre Parties, Christmas Bazaars, Haunted Houses, Christmas Workshops, Spaghetti Dinners, and Winter Fun Days. Through shared service arrangements with their neighbouring communities, the Township of Chamberlain provides a variety of recreational and cultural services for its residents. Those include the services offered at the Englehart and Area Community Complex and Lee Swimming Pool, Englehart Public Library and Englehart and Area Historical Museum.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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Township of Chamberlain

Municipal Service Profile Recreation

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents of the Township who access community facilities • Residents of the Township who participate in community events
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Township residents and visitors
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Access to recreational facilities (2) Community events and activities (3) Library operations (4) Museum operations
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Shared service - Recreational services are provided through shared service agreements.




Township of Chamberlain

Municipal Service Profile Recreation

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Recreation, Culture and Leisure	Traditional	Shared Service	\$ 17,179	\$ -	\$ 17,179	0.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 17,179	\$ -	\$ 17,179	-

Township of Chamberlain

Municipal Service Profile Roads and Infrastructure

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Public Works</td> </tr> </table>	Program		Public Works		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Roads maintenance encompasses the maintenance of the Township's road network, including but not limited to (i) winter control (patrol, sanding, salting, snow removal); (ii) roads and bridge repair; (iii) culvert maintenance and repairs; (iv) sideway maintenance (summer and winter); and (iv) roadside maintenance (brushing, ditching).</td> </tr> </table>	Service Overview		Roads maintenance encompasses the maintenance of the Township's road network, including but not limited to (i) winter control (patrol, sanding, salting, snow removal); (ii) roads and bridge repair; (iii) culvert maintenance and repairs; (iv) sideway maintenance (summer and winter); and (iv) roadside maintenance (brushing, ditching).		<table border="1"> <tr> <td colspan="2" rowspan="2"></td> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Basis of Delivery</td> <td>Mandatory</td> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Township of Chamberlain

Municipal Service Profile Roads and Infrastructure

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Users of the Township's road network • Other Township departments
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Township residents and other parties that benefit from effective transportation
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Summer road maintenance (2) Winter road maintenance (3) Asset management (4) Equipment maintenance
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - Public works services are provided through a shared service arrangement with the Municipality of Charlton and Dack.</p>

Township of Chamberlain

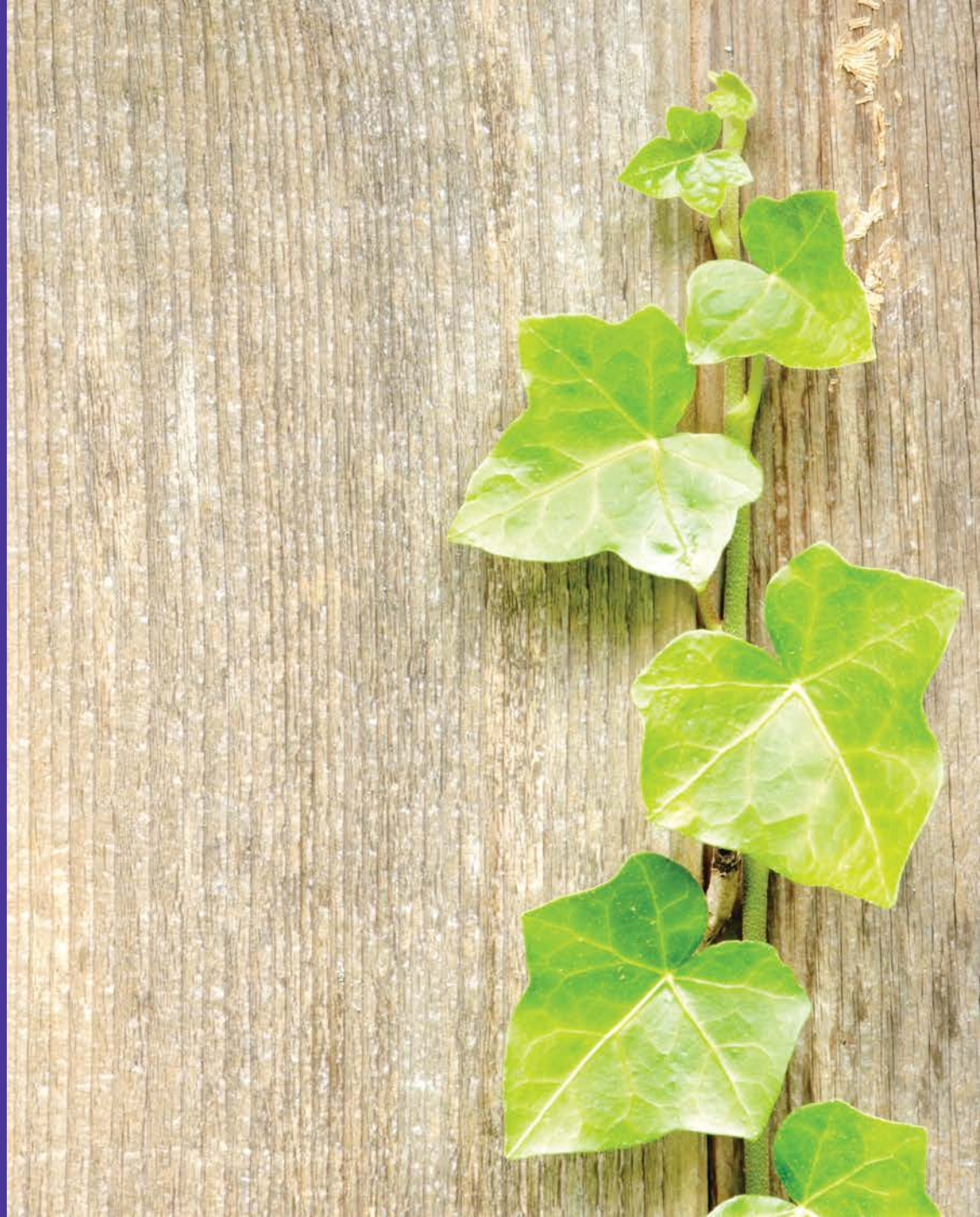
Municipal Service Profile Roads and Infrastructure

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Roads and Infrastructure	Essential	Own Resources	\$ 278,700	\$ (35,000)	\$ 243,700	2.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
Total			\$ 278,700	\$ (35,000)	\$ 243,700	2.0






Municipality of Charlton and Dack/ Chamberlain Township

Municipality of Charlton
and Dack Municipal
Service Profiles



Municipality of Charlton and Dack

Municipal Service Profile Clerk Services

<table border="1"> <tr><th>Program</th></tr> <tr><td>General Government</td></tr> </table>	Program	General Government	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>The Municipality's Clerk's function fulfills the statutory requirements as outlined within the Municipal Act as well as the services necessary to support efficient and effective governance. This includes the preparation and distribution of meeting agendas and minutes and attendance in meetings to provide support for both Council and committees. The Clerk is also responsible for the oversight of municipal elections every four years.</td></tr> </table>	Service Overview	The Municipality's Clerk's function fulfills the statutory requirements as outlined within the Municipal Act as well as the services necessary to support efficient and effective governance. This includes the preparation and distribution of meeting agendas and minutes and attendance in meetings to provide support for both Council and committees. The Clerk is also responsible for the oversight of municipal elections every four years.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <td rowspan="4">Basis of Delivery</td> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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<table border="1"> <tr><th>Organizational Unit</th></tr> <tr><td>Clerk Services</td></tr> </table>	Organizational Unit	Clerk Services	<table border="1"> <tr><th>Service Value</th></tr> <tr><td>The Clerks function is responsible for providing support to Council in the conducting of effective and efficient meetings in compliance with all related provincial legislation and by doing so, ensuring Council operates in an accountable and transparent manner.</td></tr> </table>	Service Value	The Clerks function is responsible for providing support to Council in the conducting of effective and efficient meetings in compliance with all related provincial legislation and by doing so, ensuring Council operates in an accountable and transparent manner.	<table border="1"> <tr><th>Potential for Shared Service Delivery</th></tr> <tr><td>The Municipality of Charlton and Dack currently shares its Clerk's function with the Township of Chamberlain There may exist additional opportunities for sharing of resources.</td></tr> </table>			Potential for Shared Service Delivery	The Municipality of Charlton and Dack currently shares its Clerk's function with the Township of Chamberlain There may exist additional opportunities for sharing of resources.													
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Municipality of Charlton and Dack

Municipal Service Profile Clerk Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal Council • Municipal employees • Eligible voters and candidates every four years • Residents of the Municipality
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Not applicable
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Clerical support for Council meetings (2) Administrative support (3) Recording of all Council meetings (4) Records management (5) Municipal elections (6) MFIPPA (7) Marriages
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - The function of Clerk is provided through a shared service arrangement with the Township of Chamberlain</p>




Municipality of Charlton and Dack

Municipal Service Profile Clerk Services

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Office	Mandatory	Shared Service	\$ 198,400	\$ (9,450)	\$ 188,950	2.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 198,400	\$ (9,450)	\$ 188,950	2.0

Municipality of Charlton and Dack

Municipal Service Profile Finance

<table border="1"> <tr><th>Program</th></tr> <tr><td>General Government</td></tr> </table>	Program	General Government	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>Finance provides financial leadership, planning, advice, guidance (i.e. policies) and reporting to internal and external stakeholders as well as transactional services relating to accounts payable, accounts receivable, general ledger, banking, payroll and tangible capital assets.</td></tr> </table>	Service Overview	Finance provides financial leadership, planning, advice, guidance (i.e. policies) and reporting to internal and external stakeholders as well as transactional services relating to accounts payable, accounts receivable, general ledger, banking, payroll and tangible capital assets.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
Program																							
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Municipality of Charlton and Dack

Municipal Service Profile Finance

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal Council • Municipal employees • Third parties involved in financial transactions with the Municipality • Third parties receiving financial reporting from the Municipality
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents who benefit from the financial decision-making • Other levels of government
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Financial planning and analysis including budgeting (2) Property taxation (3) Financial transaction processing (4) Financial reporting
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - The function of Treasurer is provided through a shared service arrangement with the Municipality of Charlton and Dack</p>

Municipality of Charlton and Dack

Municipal Service Profile Building

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Building Services</td> </tr> </table>	Program		Building Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Building Services provide an efficient system of building permit approvals which minimize hazards to persons and property by ensuring that all construction within the Township adheres to provincial and municipal regulations. This section issues building, plumbing, demolition, occupancy and other permits governed by the Ontario Building Code.</td> </tr> </table>	Service Overview		Building Services provide an efficient system of building permit approvals which minimize hazards to persons and property by ensuring that all construction within the Township adheres to provincial and municipal regulations. This section issues building, plumbing, demolition, occupancy and other permits governed by the Ontario Building Code.		<table border="1"> <tr> <td colspan="2" rowspan="2"></td> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <td rowspan="4">Basis of Delivery</td> <td>Mandatory</td> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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FTE's		-																										

Municipality of Charlton and Dack

Municipal Service Profile Building

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Individuals or companies undertaking construction, renovation or other building-related projects that require permits
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Individuals purchasing homes on the resale market • Development community
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Reviews of construction plans as part of the building permit issuance process (2) Inspections during construction (3) Final occupancy inspections
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - Building services are delivered by the Temiskaming Municipal Services Association - Building Department</p>




Municipality of Charlton and Dack

Municipal Service Profile Building

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
TMSA (Building)	Mandatory	Shared Service	\$ 1,500	\$ (1,000)	\$ 500	0.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 1,500	\$ (1,000)	\$ 500	-

Municipality of Charlton and Dack

Municipal Service Profile Planning and Zoning

<table border="1"> <tr><th>Program</th></tr> <tr><td>Planning and Zoning</td></tr> </table>	Program	Planning and Zoning	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>Planning provides information, expertise and guidance to the public relative to development approval processes, Official Plan Policies and the Zoning By-Law. Management of the creation, improvement and upkeep of all Municipal Drains under the Drainage Act of Ontario.</td></tr> </table>	Service Overview	Planning provides information, expertise and guidance to the public relative to development approval processes, Official Plan Policies and the Zoning By-Law. Management of the creation, improvement and upkeep of all Municipal Drains under the Drainage Act of Ontario.	<table border="1"> <tr><th colspan="3">Service Level</th></tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> </table>			Service Level			Below Standard	At Standard	Above Standard		
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Organizational Unit																
Planning and Zoning																
Service Value																
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Budget (in thousands)																
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Municipality of Charlton and Dack

Municipal Service Profile Planning and Zoning

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents and/or members of the development community • Municipal departments affected by planning issues
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality who benefit from a comprehensive and planned approach to growth in the community
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Management of applications under the Planning Act (2) Municipal drainage
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Shared Service - Planning services are provided through the Central Temiskaming Planning Board.




Municipality of Charlton and Dack

Municipal Service Profile Planning and Zoning

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Planning/Zoning	Mandatory	Shared Service	\$ 1,750	\$ -	\$ 1,750	0.0
Tile and Drainage Fees	Mandatory	Shared Service	\$ 500	\$ -	\$ 500	0.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 2,250	\$ -	\$ 2,250	-

Municipality of Charlton and Dack

Municipal Service Profile Waste Disposal Site

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Environmental Services</td> </tr> </table>	Program		Environmental Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The Municipality operates a waste disposal site. The site operates on two seasonal schedules - the winter schedule which consists of two days of operating hours (Fridays and Saturdays) from the hours of 8am to noon (Fridays) and 8am to 4pm (Saturdays) a summer schedule where the two days remain the same but with the addition of operating hours on Tuesdays from noon to 4pm.</td> </tr> </table>	Service Overview		The Municipality operates a waste disposal site. The site operates on two seasonal schedules - the winter schedule which consists of two days of operating hours (Fridays and Saturdays) from the hours of 8am to noon (Fridays) and 8am to 4pm (Saturdays) a summer schedule where the two days remain the same but with the addition of operating hours on Tuesdays from noon to 4pm.		<table border="1"> <tr> <td></td> <td colspan="3">Service Level</td> </tr> <tr> <td></td> <td>Below Standard</td> <td>At Standard</td> <td>Above Standard</td> </tr> <tr> <td rowspan="4">Basis of Delivery</td> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>		Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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Net Levy	\$	25																							
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Municipality of Charlton and Dack

Municipal Service Profile Waste Disposal Site

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents who access the landfill site
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Municipal residents that benefit from effective waste collection and management
Service Output	The output of a service that fulfills a recognized client's need.	(1) Operation of the waste disposal site
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - Solid waste management services are provided through the use of the Municipality's resources.




Municipality of Charlton and Dack

Municipal Service Profile Waste Disposal Site

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Waste Site	Essential	Own Resources	\$ 35,800	\$ (10,500)	\$ 25,300	0.5
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 35,800	\$ (10,500)	\$ 25,300	0.5

Municipality of Charlton and Dack

Municipal Service Profile Fire Services

<table border="1"> <tr><th>Program</th></tr> <tr><td>Fire</td></tr> </table>	Program	Fire	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>The Fire Department is a volunteer based service and is responsible for ensuring the health and safety of residents through the provision of programs and services focusing on three areas: education, prevention and suppression.</td></tr> </table>	Service Overview	The Fire Department is a volunteer based service and is responsible for ensuring the health and safety of residents through the provision of programs and services focusing on three areas: education, prevention and suppression.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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Municipality of Charlton and Dack

Municipal Service Profile Fire Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Resident of the Municipality who receive fire services • Property owners that are subject to fire inspections • Third parties (OFMEM) involved in fire and emergency service operations with the Municipality
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Municipal residents and visitors
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Fire incident response and operation (2) Fire education and prevention (3) Emergency management
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Shared service - Fire services are provided by the Englehart and Area Fire Department.




Municipality of Charlton and Dack

Municipal Service Profile Fire Services

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Fire services	Mandatory	Shared Service	\$ 20,850	\$ -	\$ 20,850	0.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 20,850	\$ -	\$ 20,850	-

Municipality of Charlton and Dack

Municipal Service Profile Recreation

<table border="1"> <tr><th>Program</th></tr> <tr><td>Recreation</td></tr> </table>	Program	Recreation	<table border="1"> <tr><th>Service Overview</th></tr> <tr><td>Through shared service arrangements with their neighbouring communities, the Municipality of Charlton and Dack provides a variety of recreational and cultural services for its residents. Those include the services offered at the Englehart and Area Community Complex and Lee Swimming Pool. The Municipality of Charlton and Dack also has 4 municipal parks, a municipal marina, a municipal beach, and a Heritage Centre.</td></tr> </table>	Service Overview	Through shared service arrangements with their neighbouring communities, the Municipality of Charlton and Dack provides a variety of recreational and cultural services for its residents. Those include the services offered at the Englehart and Area Community Complex and Lee Swimming Pool. The Municipality of Charlton and Dack also has 4 municipal parks, a municipal marina, a municipal beach, and a Heritage Centre.	<table border="1"> <tr> <td></td> <th colspan="3">Service Level</th> </tr> <tr> <td></td> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <td>Mandatory</td> <td colspan="2" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>				Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory			Essential	Traditional	Discretionary
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Municipality of Charlton and Dack

Municipal Service Profile Recreation

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents of the Municipality who access community facilities • Residents of the Municipality who participate in community events
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and visitors
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Access to recreational facilities (2) Community events and activities (3) Library operations (4) Museum operations
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Shared service - Recreational services are provided through shared service agreements.




Municipality of Charlton and Dack

Municipal Service Profile Recreation

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Recreation	Traditional	Shared Service	\$ 51,550	\$ (3,000)	\$ 48,550	0.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 51,550	\$ (3,000)	\$ 48,550	-

Municipality of Charlton and Dack

Municipal Service Profile Public Works

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Municipality of Charlton and Dack

Municipal Service Profile Public Works

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Users of the Municipality's road network • Other municipal departments
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Municipal residents and other parties that benefit from effective transportation
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Summer road maintenance (2) Winter road maintenance (3) Asset management (4) Equipment maintenance (5) Parks and cemetery maintenance
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Shared Service - Public Works services are provided through a shared service arrangement with the Township of Chamberlain.</p>




Municipality of Charlton and Dack

Municipal Service Profile Public Works

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Roads	Essential	Shared Service	\$ 248,250	\$ (42,000)	\$ 206,250	2.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 248,250	\$ (42,000)	\$ 206,250	2.0

Municipality of Charlton and Dack

Municipal Service Profile Water

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Public Works</td> </tr> </table>	Program		Public Works		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>Within the Municipality of Charlton and Dack there is one Water Treatment Plant and two distinct water distribution systems. One system serves the Town of Charlton, one system services the Bradley & Clarksville Subdivisions.</p> <p>The Water Treatment facility in Charlton is operated under an agreement with the Ontario Clean Water Agency (OCWA). The testing for all areas is also managed under an agreement with OCWA. The distribution systems for Charlton, Bradley and Clarksville are owned, managed and maintained by the Municipality.</p> </td> </tr> </table>	Service Overview		<p>Within the Municipality of Charlton and Dack there is one Water Treatment Plant and two distinct water distribution systems. One system serves the Town of Charlton, one system services the Bradley & Clarksville Subdivisions.</p> <p>The Water Treatment facility in Charlton is operated under an agreement with the Ontario Clean Water Agency (OCWA). The testing for all areas is also managed under an agreement with OCWA. The distribution systems for Charlton, Bradley and Clarksville are owned, managed and maintained by the Municipality.</p>		<table border="1"> <tr> <td colspan="2" rowspan="2"></td> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional</th> </tr> <tr> <th>Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Municipality of Charlton and Dack

Municipal Service Profile Water

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Users of the Municipality's water systems
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and organizations that benefit from access to potable water
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Water treatment (2) Water distribution (3) Infrastructure installation and maintenance (4) Laboratory testing
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Combined - Water services are delivered through the use of third party resources (OCWA) and municipal resources.</p>

Municipality of Charlton and Dack

Municipal Service Profile Water

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Water	Essential	Combined	\$ 169,266	\$ (169,266)	\$ -	0.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 169,266	\$ (169,266)	\$ -	-



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