

**AGENDA
AUGUSTA TOWNSHIP
C.O.W./REGULAR MEETING
November 23, 2020 at 6:30 P.M.**

REGULAR COUNCIL – EXECUTIVE SESSION

- A. Call to Order
- B. Mayor's Opening Remarks
- C. Approval of Agenda
- D. Approval of Minutes of Previous Meetings
- E. Disclosure of Interest and Nature Thereof
- F. Business Arising from the Minutes
- G. Delegations and Presentations
- H. Correspondence and Petitions
- I. **MOVED TO COMMITTEE OF THE WHOLE**
- J. **COMMITTEE/STAFF REPORTS**

**UCLG Council
Health Unit Board
Recreation
Library Board
EDTC
A&RAC
CDC
Admin & Finance
PWD
Fire Dept.
PSB
MECG – COVID-19**

Administration and Finance

- Report 2020 – 116 – Commuter Strategy Pilot Projects
- Report 2020 – 118 – Service Delivery Review Report
- Report 2020 – 119 – A/P
- Report 2020 – 120 – Finance and Variance
- Report 2020 – 122 – Christmas Closure Hours

Operations

Planning and Building Services

- Report 2020 – 117 – CBO Report
- Report 2020 – 123 – Planner's Report

Protective Services

K. RETURN TO REGULAR MEETING OF COUNCIL

L. New and Unfinished Business

M. Notice of Motions

N. By-Laws

O. Announcements

P. Question Period for the Press

Q. Question Period for the Public

R. By-law to confirm Proceedings of Council

S. Adjournment



**MINUTES
AUGUSTA TOWNSHIP
C.O.W./REGULAR MEETING
November 9, 2020 6:30 p.m.**

PRESENT:

Mayor Malanka
Deputy Mayor Shaver
Councillor Bowman
Councillor Henry
Councillor Schapelhouman

PRESS: The Brockville Recorder and Times

STAFF PRESENT: Ray Morrison, Annette Simonian (electronic), Brad Thake, Chief Rob Bowman

REGRETS:

CALL TO ORDER

Mayor Malanka called the meeting to order at 6:30 p.m.

MAYOR'S OPENING REMARKS

APPROVAL OF AGENDA

Moved by Deputy Mayor Shaver, seconded by Councillor Henry
BE IT RESOLVED THAT the Agenda for November 9, 2020 be adopted.
Carried

APPROVAL OF MINUTES OF PREVIOUS MEETING

Moved by Councillor Henry, seconded by Deputy Mayor Shaver
BE IT RESOLVED THAT Council approve the minutes of the October 26, 2020 Council meeting as distributed to all members.
Carried

DISCLOSURE OF INTEREST

BUSINESS ARISING FROM THE MINUTES

DELEGATIONS & PRESENTATIONS

CORRESPONDENCE & PETITIONS

Moved by Deputy Mayor Shaver, seconded by Councillor Henry
BE IT RESOLVED THAT Council supports the resolution from the City of Belleville petitioning the Provincial Government to consider providing funding support and training resources to municipalities to meet the AODA compliance standards; and

THAT a copy of this resolution be forwarded to Premier Ford and MPP Clark and the Association of Municipalities of Ontario.

Carried

MOVED TO COMMITTEE OF THE WHOLE

Moved by Councillor Henry, seconded by Deputy Mayor Shaver
BE IT RESOLVED THAT Council resolve itself into the Committee of the Whole meeting.

Carried

COMMITTEE REPORTS

UCLG:	Mayor Malanka provided an update
Health Unit Board:	Mayor Malanka provided an update
Recreation:	Councillor Bowman provided an update
Library Board:	Councillor Bowman provided an update
EDTC:	Deputy Mayor Shaver provided an update
Comm. Development:	Councillor Henry provided an update

Moved by Deputy Mayor Shaver, seconded by Councillor Henry
BE IT RESOLVED THAT Council appoint Michele Andrews to the Community Development Committee.

Carried

Ag. & Rural Affairs:	Mayor Malanka provided an update
Finance and Admin:	CAO/Treasurer Ray Morrison provided an update
Public Works:	Manager Brad Thake provided an update
Fire Department:	Chief Bowman provided an update
PSB:	CAO/Treasurer Ray Morrison provided an update
MECG:	CAO/Treasurer Ray Morrison provided an update

ADMINISTRATION AND FINANCE

Report 2020-112

Moved by Councillor Henry, seconded by Deputy Mayor Shaver

BE IT RESOLVED THAT Council receive the Recreation Activity Report as prepared by the Community Development and Recreation Coordinator dated November 9, 2020 for information.

Carried

Report 2020-113

Moved by Councillor Schapelhouman, seconded by Councillor Bowman

BE IT RESOLVED THAT Council authorize staff to proceed with preparations for a Volunteer Appreciation Day as outlined in report 2020-113 and;

THAT Council authorize an expenditure to support an upset limit of \$2500.00 and;

THAT Council choose December 5th, 2020 as the date.

Carried

Report 2020-114

Moved by Councillor Bowman, seconded by Councillor Schapelhouman

BE IT RESOLVED THAT Council receive, review, and approve the payment of the accounts payable invoices paid on cheques \$2797 - 25845 and online payments through to November 5, 2020 in the amount of \$176,018.17.

Carried

OPERATIONS

PLANNING AND BUILDING SERVICES

PROTECTIVE SERVICES

Report 2020-115

Moved by Councillor Schapelhouman, seconded by Councillor Bowman

BE IT RESOLVED THAT Council receive this report for information on the activities of Augusta Fire Rescue for the months of September and October, and an update on COVID-19 response pertaining to Augusta Fire Rescue.

Carried

RETURN TO REGULAR MEETING OF COUNCIL

Moved by Councillor Bowman seconded by Councillor Schapelhouman

BE IT RESOLVED THAT Council move to a regular meeting of Council.

Carried

NEW AND UNFINISHED BUSINESS

NOTICE OF MOTIONS

BY-LAWS

ANNOUNCEMENTS

QUESTION PERIOD FOR THE PUBLIC

QUESTION PERIOD FOR THE PRESS

CLOSED SESSION AS PER SECTION 239 OF THE MUNICIPAL ACT 2001

RISE FROM COMMITTEE OF THE WHOLE IN CAMERA

REPORTING OUT OF CLOSED SESSION

BY-LAW TO CONFIRM PROCEEDINGS OF COUNCIL

Moved by Councillor Schapelhouman, seconded by Councillor Bowman

BE IT RESOLVED THAT By-Law No. 3497-2020 confirm the proceedings of Council of the Township of Augusta at its meeting held on November 9, 2020 be read a first time, a second time, a third time, and be enacted as read.

Carried

ADJOURNMENT

Moved by Councillor Schapelhouman, seconded by Councillor Bowman

BE IT RESOLVED THAT this Council do now adjourn at 7:53 pm until November 23, 2020 at 6:30pm or at the call of the Mayor subject to need.

Carried

REPORT #: 2020-116

REPORT TO COUNCIL: November 23, 2020

RE: Eastern Ontario's Leadership Council – Commuter Strategy Pilot Projects

PREPARED BY: Ray Morrison, CAO/Treasurer

RECOMMENDATION:

THAT Council direct staff to work with the City of Brockville, Town of Prescott, and the Township of Edwardsburgh Cardinal to explore and develop a submission to the Eastern Ontario's Leadership Council for a commuter service running from Brockville to Edwardsburgh Cardinal; and

THAT the submission be brought back to Council in January 2021 for further review and consideration prior to submission.

Background/Analysis:

The Eastern Ontario's Leadership Council (EOLC) is focused on foundational economic development initiatives. One of those initiatives is Workforce Development and Deployment, with a commuter strategy included under this umbrella. The organization is looking to support several Commuter Pilot Projects throughout Eastern Ontario.

Over the past couple of years, the concept of a cross boundary bus service from Brockville to Edwardsburgh Cardinal has been brought up several times. The opportunity to further those conversations and bring them forward to a pilot project appears to be a good fit with the endeavours of the EOLC initiative.

Key Dates are as follows:

- December 2020 - Work on developing proposal
- January 2021 - Submit proposal to EOLC for consideration
- March 2021 - Latest date to start pilot project
- September 2021 - Evaluation of pilot project after first six months
- December 2021 - Evaluation of pilot and continuation if viable and sustainable

The criteria for being selected as a pilot project include:

- Focus on serving areas that have no conventional public transit
- Could involve cross-boundary extensions to existing transit services
- Particular encouragement to proposals that focus on essential workers and/or go beyond

- Service design can "add-in" other potential riders as long as priority is given to commuters
- Proponents must demonstrate plan for eventual financial sustainability

As the focus is on commuter ridership, working with the businesses located in the partnership municipalities will be key to the submission's success.

Alternatives

To not proceed with exploring or developing the EOLC Commuter Strategy Pilot Project application.

Financial Implications

None at this time.

Attachments:

Commuter Strategy Pilot Projects, A Briefing for Respondents to the Project Expression of Interest



Annette Simonian
Clerk



Ray Morrison
CAO/Treasurer

Commuter Strategy Pilot Projects

A Briefing for Respondents to the Project EOI

November 10, 2020

Kathryn Wood, EOLC Project Coordinator
EOLC Website: www.eolc.info

Background to the Commuter Strategy Project and Pilot Projects

- EOLC focused on 'foundational' economic development initiatives that are important to the entire region --- whether urban or rural
 - 2019 Regional Economic Development Strategy 'Refresh' retained three major themes*
 - Workforce Development and Deployment
 - Technology Integration and Innovation
 - **Integrated, Intelligent Transportation Systems (I2TS)** (serving as Steering Committee for Commuter Strategy project)
 - ... and added a fourth:
 - Digital Infrastructure*
 - Extraordinary opportunity --- albeit challenging --- to undertake this work through a pandemic that triggered an unprecedented economic shutdown
- *Priorities for 'refreshed' strategy

Briefing Meeting Agenda

- Introductions
- Background to the Commuter Strategy project and pilot projects
- Process being followed to advance and launch pilot projects and associated timelines
- Process to be used for reviewing and making decisions on RFP submissions
- Ways we are helping pilot projects maximize their success
- Next steps for proponents and the EOLC

Focus on Labour Markets (supply and demand)

Commuter Strategy Project is one part of our labour market work:

- A workforce of sufficient size and skills matched to employer demand is key to a productive economy, quality products and services, profitable businesses, and communities with vitality
- Access to quality data --- and analytical capability --- is a challenge; without it, decision-makers are 'flying blind' --- especially when planning for the future
- A region with employment and workforce widely dispersed has additional considerations:
 - Significant share of workers cross Census Division boundaries to access work
 - Workers' ability to get back and forth to work needs attention
 - Employers often can't "see" job-seekers beyond their local area
- New approaches harnessing computing power can help but there is often the need for a human touch (local input/review)

Process and Timeline to Advance and Launch Commuter Pilot Projects

- **October 2020:** issued EOI to gauge interest in pilots
 - **November 2020:** held briefing session with interested parties; provide access to data & other information; proponents develop proposals/conduct own research; EOLC begins development of formal RFP
 - **December 2020:** proponents encouraged to continue development of proposals; EOLC finalizes formal RFP
 - **January 2021:** RFP issued and responses received; earliest start date for pilots & associated funding (not a “winner take all” process)
 - **March 2021:** latest start date for pilots & funding (as many as six pilots anticipated across the region)
 - **September 2021:** evaluation of first six months of pilots begins
 - **December 2021:** evaluation complete; follow-on plans (if any) developed
- Communication between EOLC and proponents expected to continue throughout this timeline.*

Ways We are Helping Pilot Projects Maximize Success

- Literature Review (will be available on eolc.info shortly)
- 2016 census-based maps
 - Large laminate versions
 - Dropbox digital versions
- EOLC has undertaken updating maps to Dec 2019 and through pandemic
 - Analysis on work from home phenomenon
 - Weekly tracking commuting “rebound” (as measured by Google)
- Pointing potential proponents to where you may find helpful data
- Funding the development of GIS-based maps suggesting high-potential routes (maps cover the entire region)

Process for Reviewing and Making Decisions on RFP Submissions

1. Creation of subgroup to create and provide oversight to the RFP process
2. EOLC Working Group has worked on criteria...
 - Focus on serving areas that have no conventional public transit
 - Could involve cross-boundary extensions to existing transit services
 - Particular encouragement to proposals that focus on essential workers and/or go beyond
 - Service design can “add in” other potential riders as long as priority is given to commuters
 - Proponents must demonstrate plan for eventual financial sustainability
3. RFP will contain more detail on proposal evaluation
4. Open to range of modes, business models and operators
5. Open to staggered starts

Literature Review Summarizes Factors Influencing Success

- Literature review is an 80+ page distillation of documents that may be helpful to proponents
- Includes case studies
- Added preface to reflect factors related to COVID
- One example →
- Available shortly on EOLC website

Fundamental Components of Successful Coordinated Transportation Projects	Reasons Why Coordinated Transportation Services Have Not Progressed or Have Failed to Launch
<ul style="list-style-type: none"> • Partnership approach: shared power, shared funding, shared responsibility • Community-wide focus and community-wide support • Resource management and quality control • Maximizing productivity, ride sharing • Business focus: full cost recovery • Coordinated service scheduling with non-transportation providers 	<ul style="list-style-type: none"> • Not fully understanding local politics • Not treating coordinated transportation like a business • Not developing a strong institutional foundation • Allowing partners to develop unrealistic expectations.

Table 1: Source: Author; E.C. Savary, J.D. Murray, G. Jahn // Highway 1010 // 11/18/2020 // 10/27/2020
Community Coordinated Transportation Survey // 10/27/2020
How do we measure the program results/structure // 10/27/2020
How do we measure the program results/structure // 10/27/2020

Data: started with 2016 Census-Based Maps

- Focus on commuters crossing municipal lines where there is no public transit
- Help employers access more distant labour pools and job seekers access employment
- Developed algorithm to update commuting volumes to Dec 2019
- Maps created to show intra-CSD commuting for each census division (available in digital form via Dropbox link)
- Example at right



Examples of Data We Can Provide...

1. Understanding 'work from home' phenomenon
 - **186,000: Maximum** number of employees across the region who "could" work from home, based on their sector and their specific job... by census division
 - **34.7%:** Percentage of all employees "could" work from home
 - Can provide 'baseline' census division-level data, including by sector (as at December 31, 2019)
 - Can now update this data to June 30, 2020 (to understand COVID impact on total employment and inter-sectoral shifts)

Updating 2016 Census Maps to Dec. 31 2019

- Assumed overall '*directionality*' of commuting traffic has not changed markedly (this may not be correct!)
- Use EMSI Analyst business location counts to adjust for likely changes in commuting numbers/volumes (recall that this is based on StatsCan data and can be dissected by sector and to Census Sub-division level)
- Used Google mobility data (work-focused) to estimate change in commuting since Jan-Feb baseline (note that Google is now releasing CD-level data every week! Seeing 'backsliding' in commuting traffic in early November)
- Used Statistics Canada report on 'work from home' phenomenon to estimate maximum number of people who 'could' work from home (note that this varies markedly by industry sector)

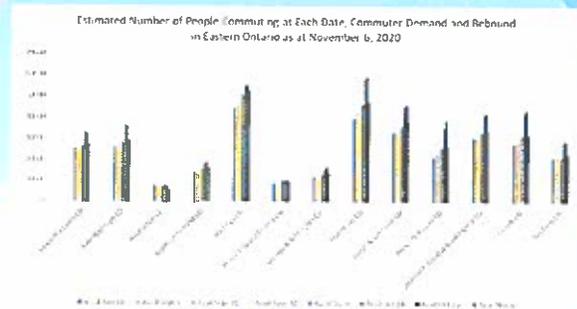
Examples of Data We Can Provide...

2. Estimates of degree of 'commuter rebound' (focusing on August 31 to November 6, 2020 period)
 - Used Google mobility data related to work locations; available at census division level

Census Division	2016 Census	Commuting Total Numbers									
		Aug 31	Sept 7	Sept 14	Sept 21	Sept 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2
Glennville Lakes CD	20,800	23	18	18	14	18	8	0	0	0	21
Parkborough CD	26,500	32	18	29	26	26	4	0	0	0	21
Hullburton CD	7,000	8	8	26	38	88	23	1	0	0	15
Northumberland CD	29,700	24	26	23	20	18	5	1	0	0	18
Hampton CD	58,800	44	20	22	17	11	4	0	0	0	18
Prince Edward County CD	16,800	6	5	6	8	6	5	0	0	0	18
Lennox & Addington CD	24,500	26	30	28	25	23	0	0	0	0	18
Frontenac CD	26,500	4	40	39	36	34	17	0	0	0	18
Lanark & Grenville CD	46,500	28	27	26	22	21	1	0	0	0	18
Prescott Russell CD	26,200	41	36	36	33	29	2	0	0	0	18
Stemont, Dundas & Glengarry CD	42,500	26	27	27	21	20	8	0	0	0	18
Lennox CD	42,700	35	31	34	29	26	1	0	0	0	18
Southey CD	25,100	27	27	26	23	23	3	0	0	0	18
Total for the Region	266,200	275	213	214	177	154	12	0	0	0	172

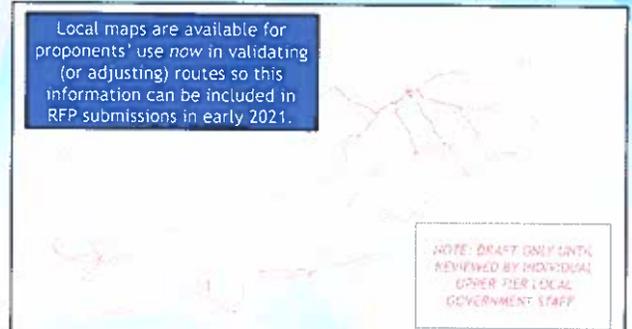
The data above are sample overviews only. They are not (and) compiled by Statistics Canada.

Examples of Data We Can Provide...



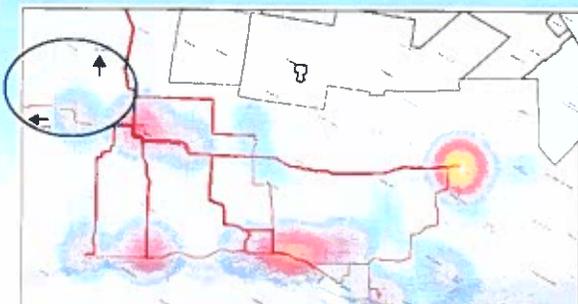
Developed Preliminary GIS-Based Maps of Highest Potential Routes

Local maps are available for proponents' use now in validating (or adjusting) routes so this information can be included in RFP submissions in early 2021.



Our thanks to Colleen Bissonette (SDG) for undertaking this work on behalf of the entire region.

Using GIS Technology to 'Find' Highest Potential Routes (Example)



Using at least 3 datasets plus census data, 2 tools and at least 3 thresholds for categorization

Next Steps for Proponents and EOLC

Proponents

- Read literature review and reports that are especially appropriate to your proposed service
- Look at existing data and ask for more detailed data files that would be helpful to you
- Gather data to understand potential demand for your proposed service (ex. employer or commuter surveys)
- Build partnerships and financial support associated with your proposal
- Evaluate your proposal for the purposes of an early 2021 RFP
 - Check against criteria!
- Stay on our distribution list!

EOLC

- Finish and post reports and data
- Ensure that GIS-based maps are available to proponents
- Continue to monitor COVID impact on commuting
- Continue to update funder on progress with project
- Provide basic financial modelling tool for proponents' use
- Continue to share information that 'crosses our desks'
- Set up sub-group for creating and issuing RFP, monitoring and evaluating submissions
- Continue to work with through I2T5 Working Group/Steering Committee on overall project oversight

The EOLC is not assuming any commitment on proponents' behalf until a response is submitted to the RFP call in early 2021.

REPORT NUMBER: 2020-118
REPORT TO COUNCIL: November 23, 2020
RE: SERVICE DELIVERY REVIEW FINAL REPORT
AUTHOR: Ray Morrison, CAO

RECOMMENDATION:

THAT Council receive the Service Delivery Review and direct the CAO/Treasurer to include analysis of the report's recommendations in the 2021 and future budgeting processes.

Attachment 1 – Augusta Service Delivery Review – Final Report

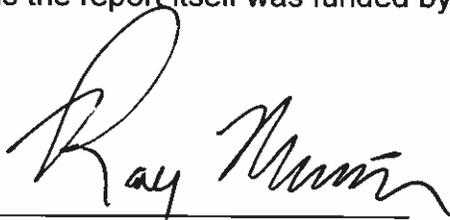
BACKGROUND:

At the November 21, 2019 Council Meeting, Council authorized the CAO to enter into an agreement with consultant Edward Darby and Associates to complete a Service Delivery Review for the Township of Augusta. The review was done in conjunction with Prescott and funded through a Ministry of Municipal Affairs and Housing – Municipal Modernization funding grant.

The Augusta final report attached. Prescott's was received by Council at their last Council meeting, November 9th, 2020.

FINANCIAL IMPACTS:

There are numerous service delivery and financial impacts to the Township outlined in the report itself. The Treasurer will ensure that the 2021 and future budgets take the report's recommendations into consideration. There are no immediate financial impacts as the report itself was funded by the MMAH – Modernization grant.



Ray Morrison
CAO/Treasurer



Augusta Township Service Delivery and Operational Review

Final Report

November 18, 2020



November 18, 2020

Mayor and Members of Council
Augusta Township
3560 County Road 26
Prescott, ON K0E 1T0

Dear Mayor Malanka and Members of Council ,

Service Delivery and Operational Review

We are pleased to provide our service delivery and operational review of Augusta Township.

The purpose of the review was to evaluate the services of the Township with the intention of identifying potential opportunities for efficiencies and/or service improvements, critical gaps in service, and identify issues impacting long-term sustainability. This review was also intended to assist the Township in implementing ongoing continuous performance improvement.

The process of implementing the review was designed to be highly collaborative. This was a challenge as the review was undertaken during the Covid-19 Pandemic. We gratefully acknowledge the efforts of Council members, staff and members of the community for their assistance with this study.

Sincerely,

Ray Morrison
Chief Administrative Officer
Augusta Township



Augusta Township Service Delivery and Operational Review

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Executive Summary

Executive Summary

In February 2020, TDC Group was retained by the Township to assist in the development of a service delivery and operational review, the intention of which was to:

- Describe and evaluate the Township's operating structure and service levels;
- Critique the Township's operating effectiveness and efficiencies based on credible benchmarks and best practices; and
- Present potential changes that will result in:
 - Maintenance of adequate service levels;
 - Cost reductions;
 - New non-taxation revenue sources; and
 - Enhance the Township's long-term financial sustainability.

The review of the Township's operations involved the following approaches to gathering information and identifying areas for improvement:

- A review of relevant documentation, including financial reports and operating data;
- A comparison of key financial indicators against other municipalities; and
- Consultation with managers through a survey to develop a departmental profile, consider peer benchmark information and identify operational improvements.
- Consultation between Augusta managers with Town of Prescott peers to identify areas for mutual collaboration,
- Community Survey to seek the perspective of the Township's residents regarding service delivery.

Continued

Executive Summary

The results of the analysis were organized into four key themes, including:

1. Cost Savings and Improved Service Delivery Efficiency - changes that maintain or improve service delivery with reduced resources including Alternative Service Delivery Models :
2. Service Level Reductions, changes that reduce or eliminate a service ;
3. Opportunities for Collaboration for (i.e. shared service, purchased service); and
4. Revenue generation. (e.g. user fees, improved cost recovery methods).

A summary of recommendations by theme is presented in the following tables:

1. Cost Savings and Improved Service Delivery Efficiency
• Develop a Strategic Accountability Framework
• Develop a Project Management Framework
• Realign Roles
• Provide in-house mechanic for Roads fleet
• Review Procurement Policy for Frequency of Tenders
• Prepare Asset management plan
• Consider Reduction of Council Meeting Frequency

Executive Summary

Key Opportunities (cont.):

2. Service Level Reduction

- Waste Management – Reduce Transfer Station Hours

3. Collaboration

- Procurement, Implementation, Training and Support of Shared Information system Applications
- Common Strategic Initiatives including the 401 Corridor & Economic Development
- Joint Policy and Procedure Development
- Share Staff Expertise
- Shared Procurement
- Continuous Improvement/Process Redesign
- Emergency Management

4. Revenue Generation

- Encourage new residential and commercial development proximate to Prescott and Brockville
- Tax Vacant lots and buildings at full assessed value
- Purchased Waste Bags/tags
- Annually review User Fees for Discretionary Services



Introduction



Introduction

In March, 2019, the Provincial Government distributed funding to Ontario’s small and rural municipalities, including Augusta Township, to help support initiatives to deliver modern and efficient services. This funding was provided in recognition that smaller municipalities may have limited capacity to plan, modernize and improve the way they provide services to their communities.

Augusta Township has continuously strived to maintain and improve services including undertaking new initiatives to better serve its residents while complying with changes in legislative requirements and avoiding tax increases. In anticipation of potential reductions in Provincial funding, continued inflationary pressure and need to continue the pursuit of service excellence, combined with funding availability from the Province, Township decided to undertake a consultant review that would:

- (a) Identify options and opportunities to change services and service levels;
- (b) Obtain comparative data including bench marking our services and programs with comparable municipalities; and,
- (c) Recommend solutions to deliver the most efficient and cost-effective services and programs.

Subsequently, in February 2020, the Township engaged TDC Group to facilitate the service delivery review process that would identify opportunities for performance improvement.

This study has been done in collaboration with the Town of Prescott to facilitate enable efficient data gathering for the study and the identification of additional mutually beneficial collaborative initiatives.

In addition to further developing the close working relationship between the Town and Township, this review also considered collaborative opportunities with the neighbouring municipality of Edwardsburgh – Cardinal as ‘South Grenville’ initiatives. As well, the study acknowledged County-wide initiatives including the County Modernization Task Force.

The end result is a plan to address the immediate issues of infrastructure renewal, provincial downloading and long-term financial sustainability while continuing to providing the services that make Augusta Township a desirable place to live and a place where businesses thrive.

Terms of Reference

The specific objectives of the study include:

1. To prepare an inventory of services currently being provided by the Town and Township, and evaluate these services for alignment with the needs, wants and financial capacity of the community.
2. To identify services including mandatory, discretionary, established and other services delivered indirectly by a third party on behalf of the municipality, or services not falling into any of these categories; and identify those that are being delivered at higher than standard levels.
3. To review the current organizational structure of the municipality, current procedures and systems, and the resources allocated to the departments.
4. To determine the most cost-effective and strategic way to structure Township operations to meet current and future needs.
5. To compare services and operations to those in similar communities across Ontario, with emphasis placed on identifying those who are regarded as employing best practices.
6. To recommend practical, achievable and realistic revisions/adjustments to the organization which may include:
 - clarifying roles, responsibilities and authority of management staff;
 - eliminating duplication and overlap of responsibilities within departments and between departments where these may exist;
 - improving the utilization of technological solutions to the service delivery model;
 - improving the delivery time and quality of services provided by the municipality;
 - identifying opportunities for new revenue sources; and,
 - achieving cost savings.
7. To recommend practical, achievable and realistic alternative structures and resources through which the Town and Township could partner with each other or other organizations to leverage its investments in a strategic manner.
8. Identify any value-added products or services required.



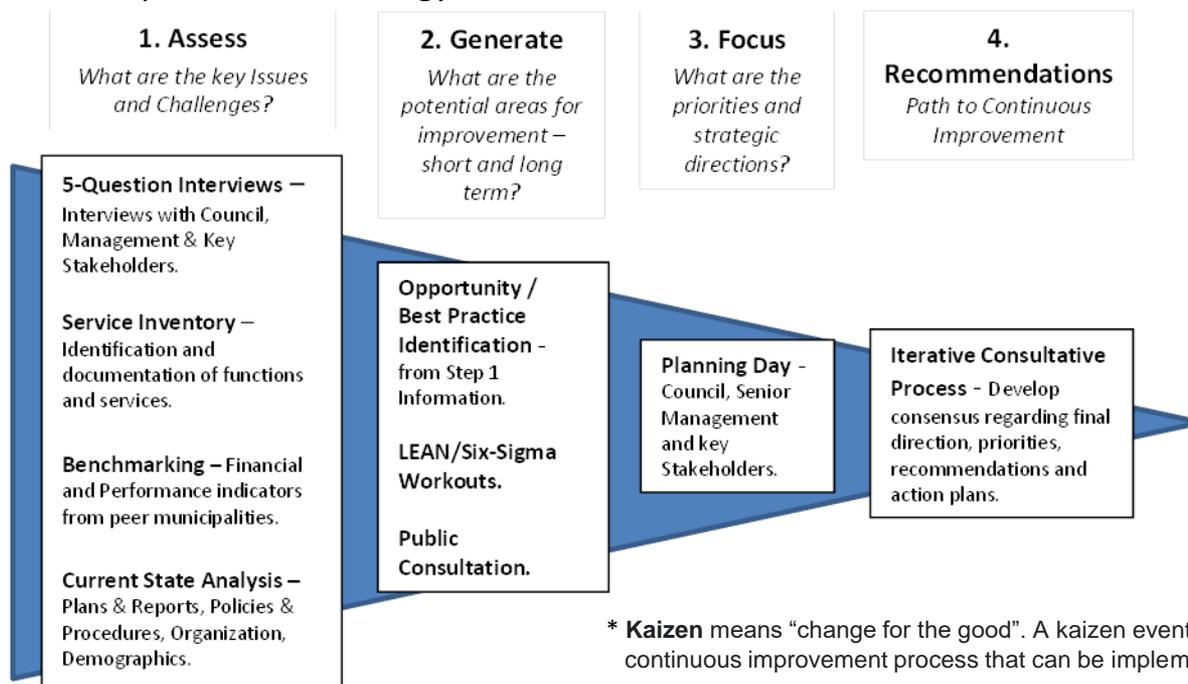
Study Methodology

Study Methodology

The project methodology was designed to not only achieve the project objectives but to build buy-in and commitment necessary to implement the resulting recommendations. The methodology is designed to achieve a collective consensus of Council, staff and the community, Thus, the process is designed to facilitate commitment by being inclusive, consultative and collaborative.

The process was also designed to identify best practice regarding efficient service delivery including alternative delivery models that could be considered. Although beyond the scope of this study to initiate performance improvement studies such as LEAN/Six-Sigma, the process was designed to identify opportunities to deploy process and performance improvement studies as well as enable identification of 'Kaizen' * opportunities.

The following illustrates the specific methodology that was used:



* **Kaizen** means “change for the good”. A kaizen event is a continuous improvement process that can be implemented quickly. 11

Study Methodology (continued)

The specific Steps incorporated in the study methodology included:

- Formation of a steering Committee that included the Augusta and Prescott CAO's as well as the Consultant
- Briefing sessions with Department Heads and Council Members
- Initiation of a comprehensive financial and statistical benchmarking exercise using the Provincial Financial Information Returns Reporting System .
- A comprehensive Questionnaire designed to enable Department Heads to engage in collaborative conversations to
 - review each functional centers role, organization, staffing, historical financial performance, benchmark financial performance and performance improvement.
 - identify opportunities for reducing operating costs, increasing revenues, enhance quality and fulfill unmet needs.
 - consider implementation issues , priority, and risks associated with each opportunity.
- A community Survey to seek input from the Community regarding performance improvement opportunities.
- Summaries of the identified opportunities were developed and used in a group consensus process to generate recommendations regarding corporate priorities for further action and direction.
- A joint workshop with department heads from the Township of Augusta and Town of Prescott was held on August 27, 2020 to provide an opportunity for peer review discussion and identification of further collaborative possibilities
- An iterative and collaborative process of developing and reviewing the final study report. Multiple draft reports were provided. The intent ensure the information in the document was accurate and that there was understanding and consensus regarding the recommendations.
- A draft report was reviewed by Council on October 5, 2020. The final report was presented to the Township on November 23, 2020.

Study Methodology (continued)

Comparative Analysis

A core component of this work is benchmark analysis with peer municipalities. While no two municipalities are identical, five lower tier peers located in Eastern Ontario were chosen as being similar to Augusta in terms of population, geographic area, households and population :

	Augusta	Edwardsburgh Cardinal	Elizabethtown Kiley	Merrickville Wolford	Lanark Highlands	Stone Mills
Households	3,130	3,110	4,103	1,391	3,806	3,654
Population (2016)	7,353	7,093	9,854	3,067	5,338	7,702
Land Area (sq. km.)	315	313	558	215	1049	709

Source: Statistics Canada – Census Profiles (2016)

Study Methodology (continued)

Department Report; This is the template that was used to document the Department Role, Historical financials, Benchmark Financials and Opportunities. Completed reports are provided in Appendix 1.

1. General Profile

Department	
Mandate	
Service Delivery Method	
Organization & Staffing	

2. Historic Financial Profile

Department	2018		2019		2020	
Expenses						

3. Departmental Qualitative Analysis

What's working well?	
What are the key Issues facing the Department?	
What needs to change?	
What needs to stay the same?	
What unmet needs should be addressed?	

Study Methodology (continued)

Department Report Template

4. Departmental Peer Group Analysis

Expenses						
Department	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Expenses						
Total Expenses per Household						
Total Expenses per Resident						

5. Opportunities for Improvement/Collaboration

Question	Response
Does the benchmark information suggest opportunities for further study to improve efficiency?	
Is our current service delivery method the most effective way to deliver services?	
Are there opportunities to reduce waste and improve cost efficiencies without reducing service quality?	
Are services being over-delivered in any areas?	

6. Opportunity Summary

Opportunity	Description	Resources Required	Process	Outcome
"Kaizen" (Just do it)				
Short Term				
Long Term				



Community Profile

Community Description

Augusta Township is one of the oldest townships in Ontario with roots dating back to the 1700's. It is a lower tier municipality located in eastern Ontario within United Counties of Leeds and Grenville. It borders Elizabethown Kitley to the west, North Grenville and Merrickville Wolford to the north, Edwardsburgh Cardinal and the Town of Prescott to the east and the St Lawrence River to the south.

Augusta is largely a rural community with most of its population located in or near hamlets. There is an industrial area located near the St Lawrence River proximate to a major rail corridor and the 401 highway. The land area is 315 sq. km.

Augusta was first surveyed in 1783. It was named in honour of Princess Augusta Sophia, second daughter and sixth child of George III. The hamlets and villages within Augusta were established prior to the 1900s; primarily by the United Empire Loyalists..

There are many buildings and homes still standing in the township today that were built by early settlers, many of which are occupied by direct descendants. Communities include Algonquin, Domville, Maitland, Maynard, North Augusta and Roebuck

With a proud agricultural heritage, proximate to the urban centres of Brockville and Prescott and less than an hours drive to Ottawa, Augusta truly is a community of opportunities.



Population and Demographics

Table 1 and 2 present a demographic summary of the Township. Population has been declining although modest future growth is predicted. As is typical with other rural Ontario municipalities not proximate to a major urban area, the population is aging with 21.4% over the age of 65 in 2016 vs 17.4% in 2011. The proportion of children under the age of 14 is declining. The number of occupied households, however, is increasing.

Augusta Township Demographic Profile

Age	2011 Census		2016 Census	
	Number	% of Total Population	Number	% of Total Population
0 – 14	1,130	15.2%	1,055	14.3%
15 – 64	5,110	67.4%	4,720	64.2%
65 and over	1,290	17.4%	1,575	21.4%
Total	7,430	100.0%	7,353	100.0%

Source: Statistics Canada

Augusta Township Historic and Projected Population Growth

	2006	2011	2016	2021*	2031*
Population	7,510	7,430	7,353	7,720	7,820
Occupied Households	2,770	2,860	2,910	3,060	3,210

*Forecast

Source: Leeds & Grenville Official Plan Growth & Settlement Analysis 2014



Corporate Overview



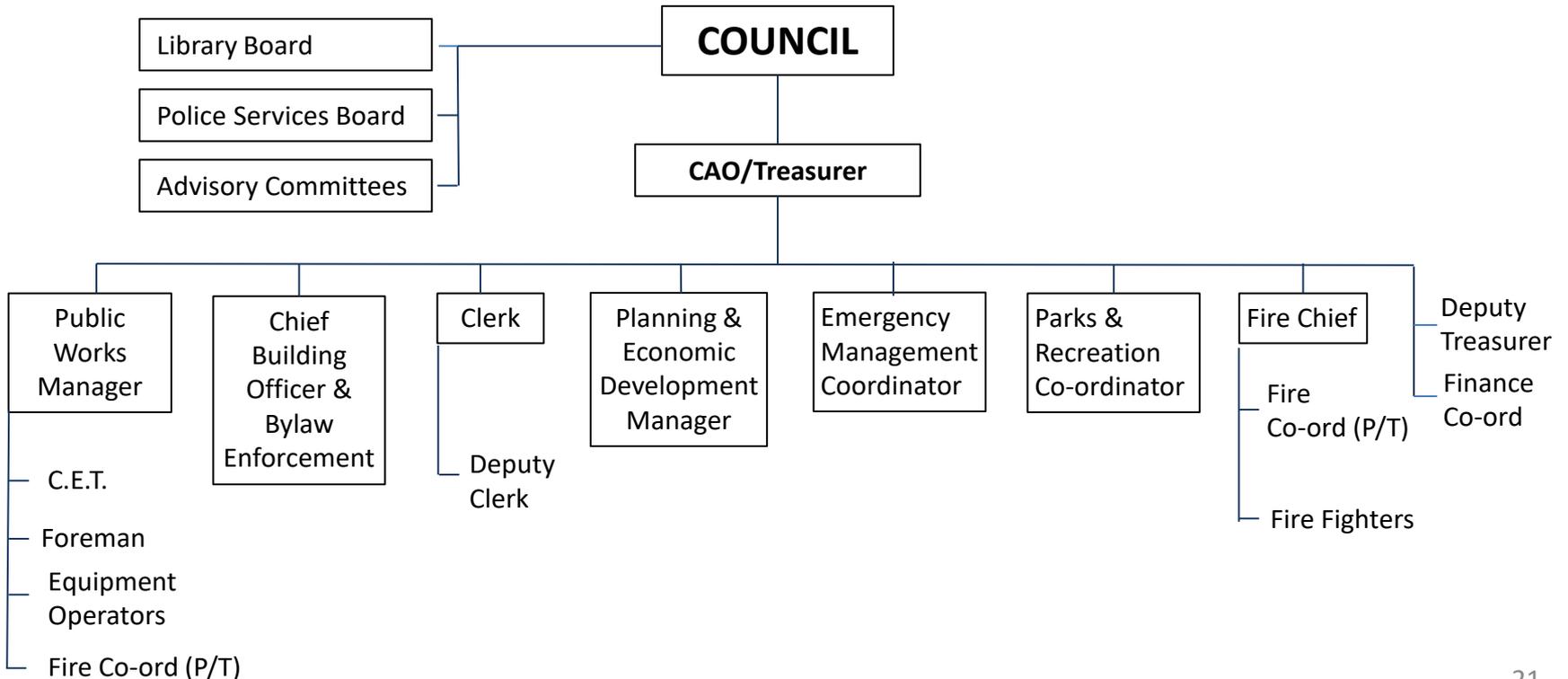
Organization and Management

The following documents, policies and procedures were reviewed as part of this study

- Organization Chart Description, Staffing
- Council Procedural By-law
- Purchasing By-Law
- Human Resource Policies/Procedures
- Health & Safety
- Finance Policies & Procedures
- Other Departmental Policies/Procedures
- Education/Training
- Official Plan
- Strategic Plan
- Annual Operating Plan
- Communication Plan
- Departmental Master Plans
- Long Range Capital Plan
- Business Continuity and Emergency Preparedness Plans
- Accountability Framework
- Continuous Performance Improvement Framework

Organization

Augusta Township is functional organization typical of smaller municipalities in Ontario. The Chief Administrative Officer carries responsibility as Treasurer as well as the CAO role. There are a number of shared positions. For example, the Fire Department Admin. Coordinator is a shared position with Public Works Department. The Deputy Clerk provides reception services and supports the CAO and other Departments.



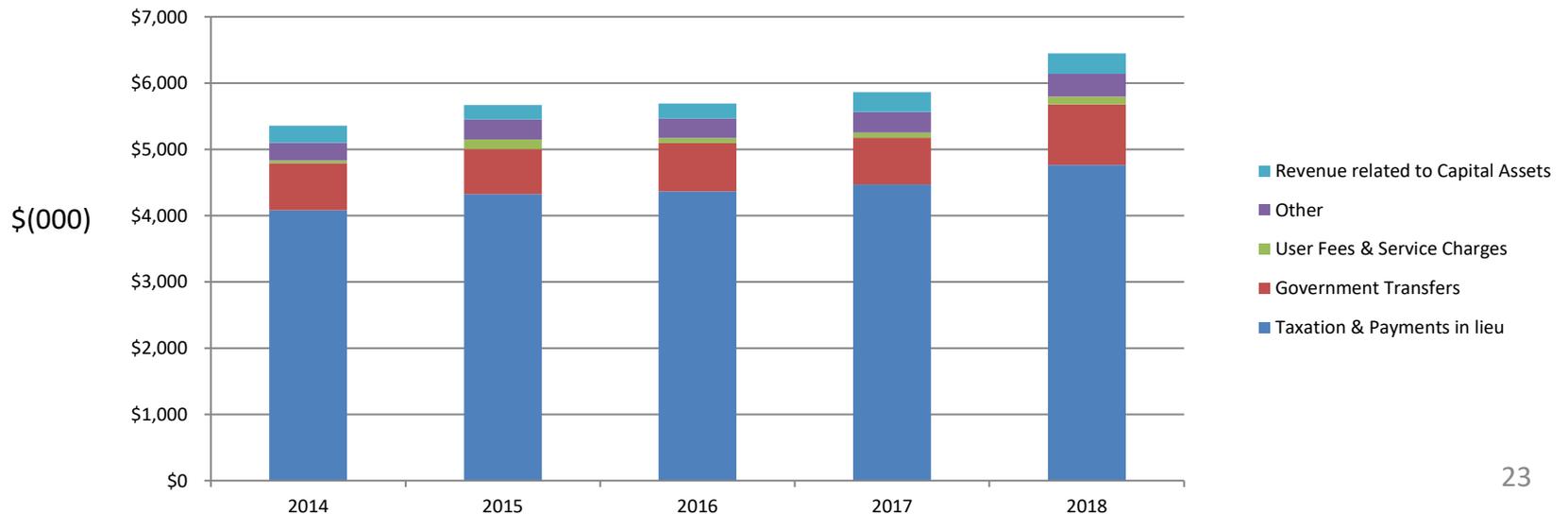


Corporate Financial Analysis

Revenue

The majority of revenue for Augusta Township is derived from taxation (74%). From 2014 to 2018 total revenue increased on average of 3.4% per year . Taxation increased at an average rate of 2.9%. User fees and Service Charges increased at an average rate of 12.9%..

	2014	2015	2016	2017	2018	Average Yearly Increase
Taxation & Payments in lieu (000)	\$4,082	\$4,326	\$4,370	\$4,472	\$4,768	2.9%
Government Transfers (000)	710	679	725	706	914	4.5%
User Fees & Service Charges (000)	42	144	80	77	118	12.9%
Other (000)	265	303	292	314	343	4.5%
Revenue related to Capital Assets (000)	261	218	226	296	309	3.1%
Total	\$5,360	\$5,670	\$5,693	\$5,865	\$6,442	3.4%



Revenue – Taxation Benchmark

Augusta compares favourably in terms of taxation per household and resident being the lowest or second lowest in both parameters

Taxation	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Taxation - Own Purposes	\$ 4,741,840	\$ 5,401,772	\$ 6,173,495	\$ 2,884,182	\$4,783,481	\$ 5,546,284
Taxation - Payments in Lieu of Taxation	16,589	180,806	196,126	147,862	57,251	22,009
TOTAL	4,758,429	5,582,578	6,369,621	3,032,044	4,840,732	5,568,293
Taxation per Household	\$1,520	\$1,795	\$1,552	\$2,180	\$1,272	\$1,524
Taxation per Resident	\$647	\$787	\$646	\$989	\$907	\$723

Revenue – Government Grants

The major source of grant funding to Municipalities from the Province is the Ontario Municipal Partnership Fund (OMPF). The program supports northern and rural municipalities where there is limited property assessment opportunities. It is important that the Township review and monitor the technical elements that drive the OMPF and other formulae-based grant to ensure maximum benefit.

Government Transfers	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Ontario Unconditional Grants	\$ 753,800	\$ 851,400	\$ 772,800	\$ 282,400	\$ 1,568,800	\$ 1,131,700
Ontario Conditional Grants	166,955	207,216	135,278	195,728	168,842	271,840
Ontario Grants for Tangible Capital Assets	50,000	122,592	72,926	-	441,006	-
Canada Conditional Grants	-	50,000	-	57,677	-	-
Canada Grants for Tangible Capital Assets	241,693	-	310,422	-	-	218,046
Deferred revenue earned (Federal Gas Tax)	-	310,000	-	-	163,331	-
SUBTOTAL	1,212,448	1,541,208	1,291,426	535,805	2,341,979	1,621,586
Govt. Transfers per Household	\$387	\$496	\$315	\$385	\$615	\$444
Govt. Transfer per Resident	\$165	\$217	\$131	\$175	\$439	\$211

Revenue – Other Revenue

Municipalities have a wide variety of revenue opportunities other than taxation. Communities with arenas may have significant revenues associated with user fees. Other Municipalities may have purchaser/provider relationships with other Municipalities. For example, the County of Lennox and Addington contracts with the Township of Stone Mills to provide maintenance and snow removal for County roads within the Township.

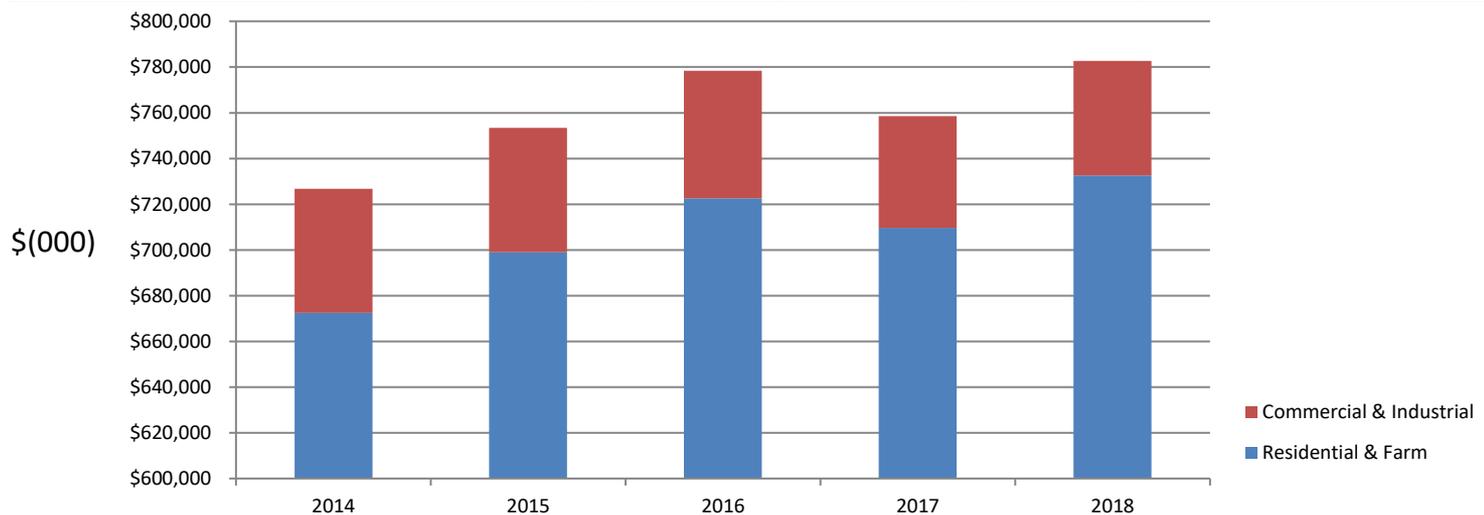
Other Revenues	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Revenue From Other Municipalities	-	-	-	7,790	22,689	2,327,697
User Fees and Services Charges	118,260	3,831,529	887,889	1,409,278	352,249	470,880
Licences, Permits, Rents, Etc.	67,588	12,199	69,474	112,490	50,084	329,863
Fines and Penalties	213,253	22,183	234,799	164,090	150,072	195,549
Investment Income	57,123	316,563	99,428	36,100	246,040	117,267
Deferred Revenue Earned - Development Charges	-	-	-	-	110,647	-
Other Revenue	14,967	2,795,078	20,500	50,984	-	44,341
TOTAL REVENUES	6,442,068	14,101,338	8,973,137	5,348,581	8,114,492	10,675,476
Other Revenue per Household	\$2,058	\$4,534	\$2,187	\$3,845	\$2,132	\$2,922
Other Revenue per Resident	\$876	\$1,988	\$911	\$1,744	\$1,520	\$1,386

Taxation and Assessment – Historic Assessment Value

Property taxes represent the largest single source of revenue for the Township, accounting for 74 % of total revenues in 2018. The allocation of municipal taxes among different property classes is influenced by two key factors: 1) Assessed property values as determined MPAC, and 2) Tax ratios, which allocate municipal taxes between different property classes.

The 2018 total assessed value of taxable properties in the Township was \$783 million, the majority of which (\$733 million) was residential or farm properties. The Township has experienced an increase in its overall assessment with a yearly average assessment rate increase of 3% for farm and residential and 4.5% for commercial and industrial.

Taxable Assessment (000)	2014	2015	2016	2017	2018	Ave. Yearly Increase
Residential & Farm	\$672,455	\$699,059	\$722,630	\$709,738	\$732,643	2.9%
Commercial & Industrial	54,297	54,378	55,807	48,835	50,096	4.5%
Total	\$726,752	\$753,437	\$778,437	\$758,573	\$782,739	3.4%



Taxation and Assessment – Historic Assessment Rate

There has been a modest increase in the Township assessment rate in the 2014 – 2018 period averaging 1.6% per year. With the County holding tax increases to a 0.2% increase on average and the school board portion dropping by an average of 3.3%, taxpayers have only seen a 0.3% increase in the total rate. However, with the average residential assessment value increasing at a rate of 2.9% per year, residential taxpayers have seen an increase of 3.2% on average over this period.

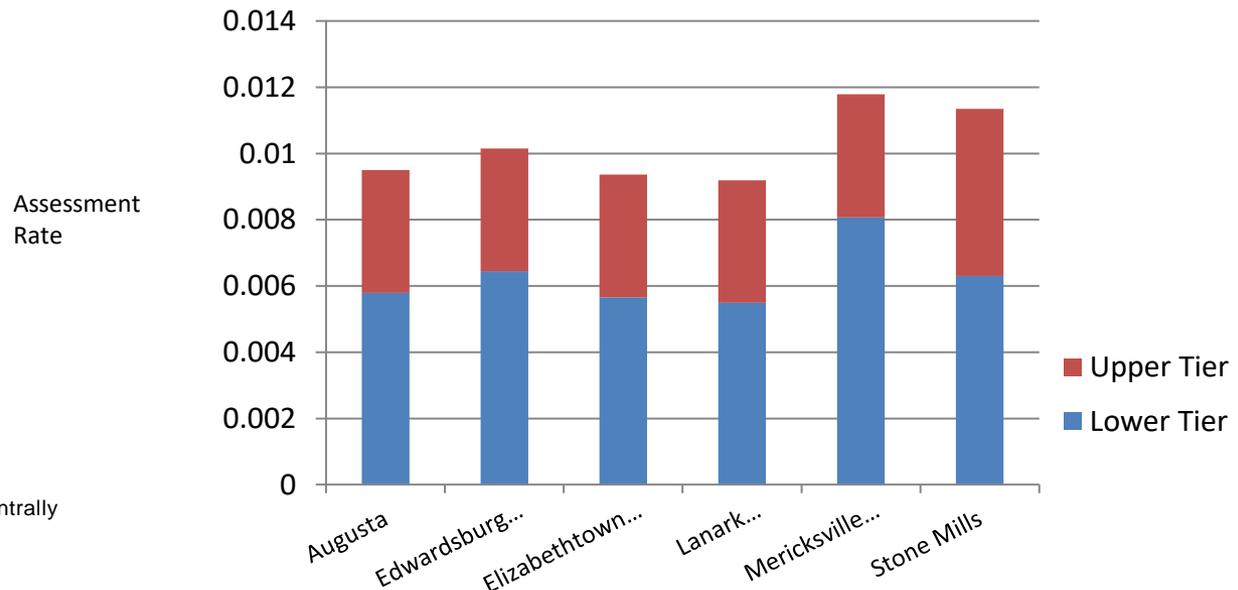
	2014	2015	2016	2017	2018	Ave. Yearly Increase
Township	0.544815	0.555587	0.563986	0.57885	0.589648	1.6%
County	0.367257	0.367257	0.363579	0.37869	0.370869	0.2%
School	0.203000	0.195000	0.188000	0.17900	0.170000	-3.3%
Total	1.115072	1.117844	1.115565	1.127954	1.130517	0.3%



Taxation and Assessment – Comparative Assessment Rates

Augusta has one of the lowest tax rates for residential occupancies in the peer group.

2019 Residential Assessment Rate Peer Group Comparison			
	Lower Tier	Upper Tier	Total*
Augusta	0.00579311	0.003708697	0.009501807
Edwardsburg Cardinal	0.00644294	0.003708697	0.010151637
Elizabethtown Kitley	0.00565652	0.003708697	0.009365217
Lanark Highlands	0.00549639	0.00369753	0.00919392
Mericksville Wolford	0.00807362	0.003708697	0.011782317
Stone Mills	0.00629638	0.00504747	0.01134385



* Note- Excludes Education Rate centrally determined by the Province

Source: Township web sites

Operating Expenditures

Over the past five years, the Township's total operating expenditures have increased at a average rate of 4 % per year. Salaries and benefits have increased at a rate of 6.8% per year. Supplies and other expenses have increased at a rate of 1.7% per year on average

Contracted services (policing services, by-law enforcement, waste management) increased by 3.9% per year on average..

	2014	2015	2016	2017	2018	Average Annual Change
Salaries and benefits (000)	\$1,151	\$1,266	\$1,336	\$1,487	\$1,491	6.8%
Interest on long term debt						
Supplies and other Operating Expenses (000)	1,335	1,212	1,320	1,322	1,415	1.7%
Contracted services (000)	1,318	1,356	1,408	1,478	1,536	3.9%
External transfers						
Rents and financial expenses						
Total Expenses (000)	\$3,804	\$ 3,835	\$ 4,064	\$ 4,287	\$ 4,443	4.0%

Source: Financial Information Returns

Major Expense Category Benchmark Comparison:

Augusta Township compares favourably with the peer group being in the bottom quartile with respect to expenses per household and expenses per resident. Edwardsburgh Cardinal and Merrickville Wolford both have water and sewer infrastructure which account for higher costs overall.

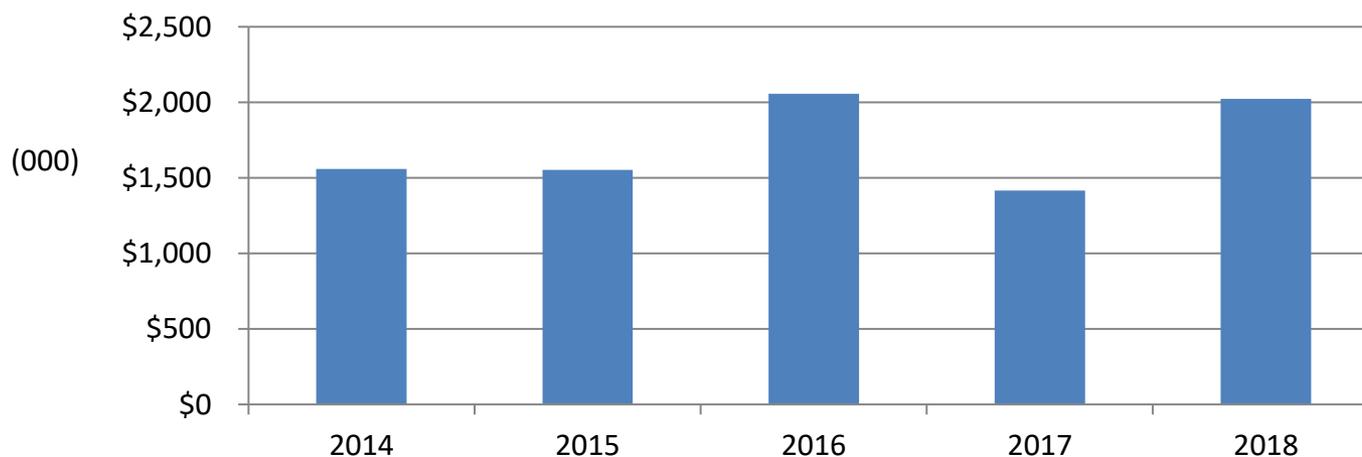
EXPENSES (NOTE: Expenses include amounts expended on behalf of other municipalities)	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Salaries, and Employee Benefits	\$ 1,437,492	\$ 3,169,041	\$ 2,425,009	\$ 1,491,090	\$ 2,029,605	\$ 2,739,732
Interest on Long Term Debt	2,293	270,928	549	180,412	16,089	37,024
Materials	1,425,692	2,997,265	1,906,682	1,142,062	2,418,550	2,273,658
Contracted Services	1,510,001	2,009,732	2,117,642	1,208,311	1,934,404	2,181,481
Rent and Financial Expenses	-	234,138	-	347,979	-	15,822
External Transfers	180,476	-	158,632	37,411	50,447	87,280
Amortization	1,172,800	1,639,360	1,009,505	814,186	895,141	1,953,901
TOTAL EXPENSES	5,728,754	10,320,464	7,618,019	5,221,451	7,344,236	9,288,898
Expenses per Household	\$1,830	\$3,318	\$1,857	\$3,754	\$1,930	\$2,542
Expenses per Resident	\$779	\$1,455	\$773	\$1,702	\$1,376	\$1,206

Capital Expenditures

Capital expenses exceed historic amortization expense which reflects continued investment in required infrastructure. Capital expenses have been fairly consistent over the period but there are variations due to exceptions such as fire apparatus and buildings.

		2014	2015	2016	2017	2018	Average Yearly Increase
Amortization	(000)	\$1,021	\$1,103	\$1,281	\$1,290	\$1,173	4.0%
Expenditure	(000)	\$1,559	\$1,553	\$2,056	\$1,416	\$2,024	11.0%

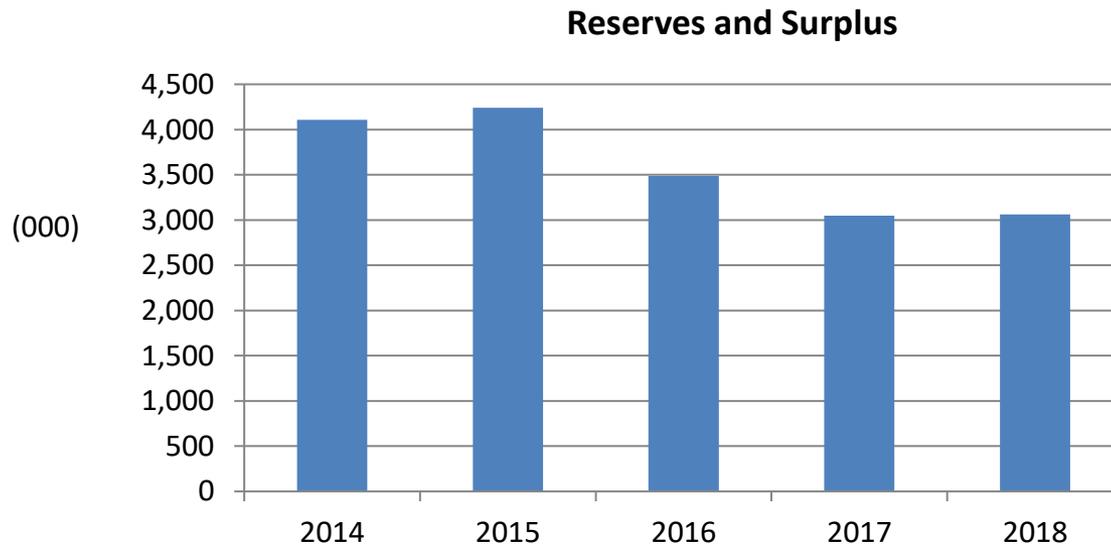
Annual Capital Expenditure



Reserve Funds

Development and continued investment in reserves is a key indicator of long-term financial sustainability. Over the past five years, the reserve fund balances has been declined due to major capital investmene3ts.

	2014	2015	2016	2017	2018	Average Yearly Increase/decrease
Surplus & Reserves (000)	\$4,109	\$4,239	\$3,486	\$3,047	\$3,062	-5.1%



Benchmark Surplus and Reserves

All of the benchmark Municipalities realized an operating surplus in 2018 and have significant reserves. Using the per household and per resident indicators, Augusta appears to be in a reasonable position.

The benchmark date reveals a number of Municipalities with significant cash reserves. Excess Reserves in times of historically low interest rates may not be optimal if needed infrastructure investments are being deferred.

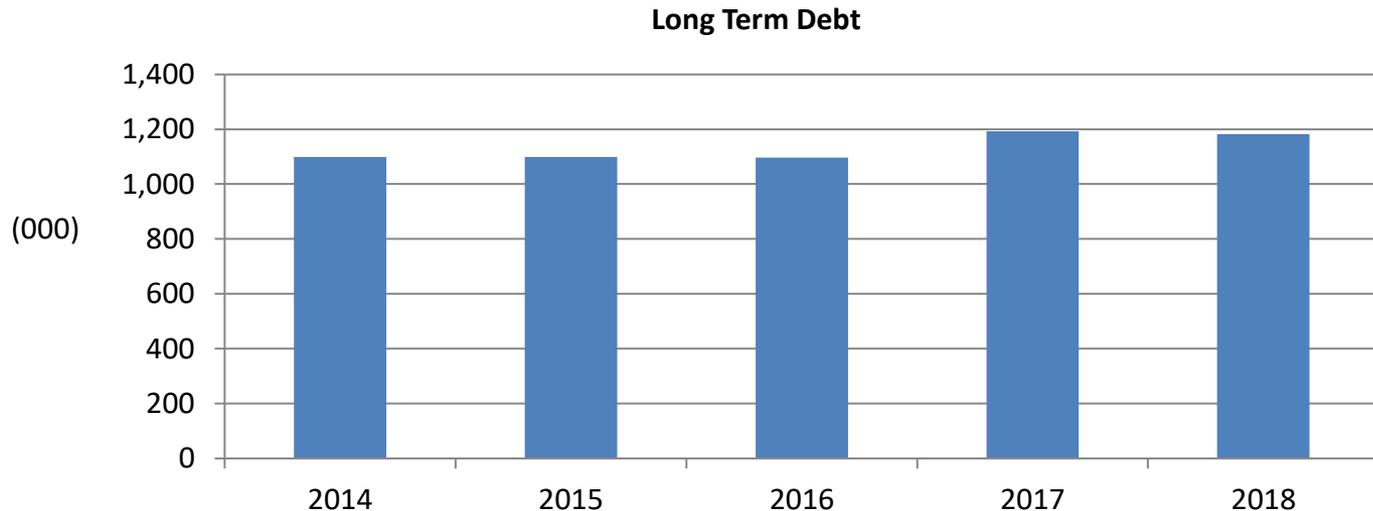
Surplus/ Deficit (2018)	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Annual Surplus / (Deficit)	\$713,314	\$ 3,780,874	\$ 1,355,118	\$ 127,130	\$ 770,256	\$ 1,386,578
Surplus per Household	\$228	\$1,216	\$330	\$91	\$202	\$379
Surplus per Resident	\$97	\$533	\$138	\$41	\$144	\$180

Reserves (2018)	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Reserve Funds	\$ 2,992,671	\$ 6,536,717	\$ 3,811,361	\$ 2,042,322	\$ 10,622,357	\$ 6,201,013
Reserve Funds per Household	\$956	\$2,102	\$929	\$1,468	\$2,791	\$1,697
Reserve Funds per Resident	\$407	\$922	\$387	\$666	\$1,990	\$805

Long Term Debt

Debt has been constant during the 2014 – 2018 period. The long-term debt will increase substantially in 2019 as a result of the new fire station constructed in Maitland.

	2014	2015	2016	2017	2018	Average Yearly Increase/decrease
Long Term Debt (000)	\$1,099	\$1,099	\$1,097	\$1,192	\$1,182	1.5%



Debt Service Coverage Ratio

Debt Service Coverage Ratio is a measure of a municipality's ability to service its debt payments. The target is a ratio greater than or equal to 2. With a ratio of 243, Augusta is in an excellent position although that will likely change somewhat in 2019 when the debt for the new fire station is realized.

	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Operating Revenue	\$ 6,442,068	\$ 14,101,338	\$ 8,973,137	\$ 5,348,581	\$ 8,114,492	\$ 10,675,476
LESS: Operating Expenses	5,728,754	10,320,464	7,618,019	5,221,451	7,344,236	9,288,898
Plus: Interest Expense and Amortization	1,175,093	1,910,288	1,010,054	994,598	911,230	1,990,925
<i>OPERATING SURPLUS BEFORE INTEREST & AMORTIZATION</i>	1,888,407	5,691,162	2,365,172	1,121,728	1,681,486	3,377,503
DIVIDED BY: Principal and Interest	7,771	683,120	4,212	425,591	181,840	206,525
RATIO (Target >= 2)	243	8	562	3	9	16

Operating Surplus Ratio

OPERATING SURPLUS RATIO (expressed as a percentage) is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding or other purposes. A negative ratio indicates the percentage increase in rates revenue that would have been required to achieve a break even result. The basic target: 1% to 15%. Advanced target: > 15%..

Augusta compares favourably with the peer group and is effectively at the advanced ratio.

	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Operating Revenue	\$ 6,442,068	\$ 14,101,338	\$ 8,973,137	\$ 5,348,581	\$ 8,114,492	\$ 10,675,476
LESS: Operating Expenses (Including interest and amortization)	5,728,754	10,320,464	7,618,019	5,221,451	7,344,236	9,288,898
NET OPERATING SURPLUS	713,314	3,780,874	1,355,118	127,130	770,256	1,386,578
DIVIDED BY: Total Rates Revenue (Property Tax, User Fees and Service Charges)	4,860,100	9,233,301	7,061,384	4,293,460	5,135,730	6,017,164
RATIO (Target 0% to +15%)	14.7%	40.9%	19.2%	3.0%	15.0%	23.0%

CURRENT RATIO

CURRENT RATIO is a measure of a municipality's "liquidity" or its ability to pay short-term obligations. Augusta is well above the target range of 1:1 although at the low end of the peer group

	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
CURRENT ASSETS	\$4,392,447	\$8,001,614	\$6,348,262	\$4,291,012	\$13,084,404	\$6,886,700
DIVIDED BY: Current Liabilities	922,552	1,419,528	1,096,425	843,919	1,263,168	1,072,126
RATIO (Target >= 1:1)	4.76:1	5.64:1	5.79:1	5.08:1	10.36:1	6.42:1

Asset Sustainability Ratio

The Ministry of Municipal Affairs has established an asset sustainability ratio which is an estimate of the replacement, renewal or acquisition of new assets as the existing infrastructure of the municipality is reaching the end of useful life. The target ratio of 90% or greater indicates that the municipality indicates that the municipality's asset management practice should be sufficient to prevent potential future burden upon residents.

In 2018, Augusta exceeds the target and compares favourably with the peer group

	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Additions and Betterments	\$ 2,264,536	\$ 2,146,187	\$ 1,728,872	\$ 325,391	\$ 1,206,103	\$ 1,681,856
DIVIDED BY: Annual Amortization Expense	1,172,800	1,639,360	1,009,505	814,186	895,141	1,953,901
RATIO (Target > 90%)	193.1%	130.9%	171.3%	40.0%	134.7%	86.1%

Asset Consumption Ratio

The Ministry of Municipal Affairs has established the Asset Consumption Ratio to measure the consumption of a municipality's physical assets in comparison to their cost. As part of this ratio, the Province established the following ranges: Less than 25% - relatively new infrastructure, 26% to 50% - moderately new infrastructure, 51% to 75% - moderately old infrastructure and 75% or greater – old infrastructure.

Augusta's ratio of 55% indicates moderately old infrastructure. With the new Maitland Fire Station, this ratio in 2019 will likely change significantly. The Augusta ratio appears to be in line with the peer group mean.

	Augusta	Edwardsburgh Cardinal	Elizabethtown Kitley	Merrickville Wolford	Lanark Highlands	Stone Mills
Closing Amortization Balance	\$ 17,849,217	\$ 34,205,803	\$ 26,003,258	\$ 8,105,720	\$ 18,097,987	\$ 33,484,219
DIVIDED BY: Closing Cost Balance	32,760,277	69,310,674	39,033,003	23,282,366	29,358,662	71,481,611
RATIO (Target < 50%)	54.5%	49.4%	66.6%	34.8%	61.6%	46.8%



Community Questionnaire



Community Questionnaire

To gain an understanding of the Community view regarding the effectiveness and efficiency of the services delivered by Augusta Township, an on-line survey was made available during July & August, 2020.

There were 41 respondents.

Detailed results are provided in Appendix 2. Key messages from the survey are as follows:

- Many complementary comments regarding the Augusta community, location, rural setting, heritage and future.
- Strong support for economic development including attracting new industry, the water-park, increasing tourism, and creating employment opportunities,
- Jobs, Schools, Economic Development, Infrastructure and Recreation facilities are seen as priorities.
- Overall positive perception of municipal services. Some poor ratings regarding roads and waste management that should be further investigated.
- Perception of Township's economic development efforts appears poor although rated highly as important to the Township's future.
- Comments reflect desire for availability of serviced lands, river boat ramp, Internet improvement, better delivery of recycling opportunities.
- Support for Township to move to paperless services. Significant opposition to public transit initiatives.



Opportunity Summary by Type & Priority

Opportunity Summary by Type & Priority

This section of the report provides a summary table of potential opportunities identified as a result of corporate benchmarking, functional center analysis and benchmarking, community survey results, collaborative opportunity workshop with the Town of Prescott and workshop session with Council.

The Opportunities are classified in table format as follows:

- Cost Savings and Improved Service Delivery Efficiency - changes that maintain or improve service delivery with reduced resources including Alternative Service Delivery Models :
- Service Level Reductions, changes that reduce or eliminate a service ;
- Opportunities for Collaboration for (i.e. shared service, purchased service); and
- Revenue generation. (e.g. user fees, improved cost recovery methods).

In addition to identifying the Opportunity, the table identifies implementation priority, benefits, implementation process and risks. Opportunities that are 'quick wins', that can be implemented quickly with significant benefits and minimal resources are identified to be considered for implemented in the near future. Opportunities which require further study, negotiation or significant capital investment are identified for consideration in the longer term.

Opportunity: Cost Savings & Improved Service Delivery

Opportunity	Benefit	Implementation Process	Priority
<p>Strategic Accountability Framework</p> <p>Organizations should be guided by a strategic plan which sets out the Mission, Vision and Values as well as key strategic directions for a five-year period. The strategic plan facilitates a coherent annual goal setting process to align Management and Council priorities. Annual objectives can be monitored by Council and linked to formal and timely staff performance evaluations.</p> <p>Although Augusta has a process of annual objective setting, there does not appear to be a strategic plan or a formal performance management system tied to achievement of corporate goals.</p> <p>A 5-year strategic plan, an annual plan that reflects the long-term strategic directions, monitoring reports and a robust performance management system are critical to the effective, efficient and aligned service delivery as well as demonstrating public accountability.</p>	<ul style="list-style-type: none"> Facilitates achievement of Council priorities to achieve optimal service deliver that is responsive to community need within the financial resources available 	<ul style="list-style-type: none"> Develop 5-year Strategic Plan Align annual objectives and budget process with the Strategic Plan Develop a corporate monitoring reporting system. Develop a performance management system that aligns with achievement of annual objectives 	<p>. High</p>

Opportunity: Cost Savings & Improved Service Delivery

Opportunity	Benefit	Implementation Process	Priority
<p>Project Management Framework</p> <ul style="list-style-type: none"> • There were numerous potential improvements identified in the Departmental Reports (Appendix I). These improvements should be incorporated in the annual Corporate objective setting process. • Further, on an ongoing basis , Departments should continue to identify process and other improvements. • Monitoring reports, utilizing a project management framework, should be implemented. The framework should include identification of project title, schedule, most responsible person (MRP), budget, actual forecast and status. • Monitoring reports should be provided quarterly as part of Department reporting or as a corporate roll-up. 	<ul style="list-style-type: none"> • Facilitate continuous improvement in service delivery excellence 	<ul style="list-style-type: none"> • Policy & Procedure to define annual corporate budget and objective setting process and reporting 	<p>High</p>

Opportunity: Cost Savings & Improved Service Delivery

Opportunity	Benefit	Implementation Process	Priority
<p>Realign Roles</p> <ul style="list-style-type: none"> • Work already in progress to consider realignment of roles has which will achieve significant savings. • Implementation of best practice staff realignment practices such as early retirement will facilitate staff realignment • A comprehensive review of position descriptions, roles and responsibilities will identify further opportunities for service delivery improvement. • Organization Chart needs to reflect realigned roles. 	<ul style="list-style-type: none"> • General improvement in efficiency and service delivery performance 	<ul style="list-style-type: none"> • CAO to lead process to review all position descriptions to remove duplication of tasks, clarify responsibilities , • Develop early retirement policy to facilitate change transition. • Change Management Plan 	Medium
<p>Provide In-House Service</p> <ul style="list-style-type: none"> • Consider In-House mechanic to provide routine service Roads Fleet. 	<ul style="list-style-type: none"> • Potential savings , more efficient use of labour. 	<ul style="list-style-type: none"> • Cost/Benefit Study 	Low

Opportunity: Cost Savings & Improved Service Delivery

Opportunity	Benefit	Implementation Process	Priority
<p>Review Procurement Policy for Frequency of Tenders</p> <p>Many services in a small municipality such as legal, IT, Waste management and Insurance are contracted out. To ensure best pricing and optimal service delivery, periodic tendering is appropriate</p>	<ul style="list-style-type: none"> • Demonstrates cost effective service delivery 	<ul style="list-style-type: none"> • Review current policy and contracts to determine a schedule for re-tender 	<p>. Medium</p>
<p>Asset Management Plan</p> <p>Municipalities are stewards of significant public assets including roads, bridges and buildings. With resource challenges, often required capital investments are deferred. A comprehensive Asset Management plan that sets out required inspections, repair, upgrade and replacement timelines is critical to effective stewardship.</p>	<ul style="list-style-type: none"> • Provides critical information required for effective resource allocation decisions. 	<ul style="list-style-type: none"> • Develop a comprehensive Asset Management plan that sets out required inspections, repair, upgrade and replacement timelines. * 	<p>Medium</p>

* The Township intends to apply to the Federation of Canadian Municipalities' Municipal Asset Management Program to fund the development of Levels of Service, a Lifecycle Management Strategy, a Financial Strategy and an update to the Asset Management Plan for core assets (Water, Wastewater, Storm, Road, Bridges and Culverts).

Opportunity: Cost Savings & Improved Service Delivery

Opportunity	Benefit	Implementation Process	Priority
<p>Reduce the Frequency of Council Meetings</p> <p>The Municipal Act does not specify frequency of Council meetings, thus, Council determines the frequency of meetings through its procedural by-law. Currently Council meets twice a month.</p> <p>Supporting Council meetings requires considerable staff time and effort to prepare agendas and background documents, staff the meetings and ensure appropriate documentation and follow-up. Monthly Council meetings with a provision for the ability to schedule ad hoc meetings for budget, planning or other special purposes would free staff resources for other purposes.</p> <p>Other efficiencies could include use of a consent agenda and staff delegation for routine approvals within strict criteria approved by Council combined with effective monitoring.</p>	<p>Improvement in overall efficiency and effectiveness of the organization.</p> <p>Risk- Decreased meeting frequency may result in decision delays and/or reduced communication</p>	<ul style="list-style-type: none"> • Public Consultation • Revised Procedural By-law 	<p>. Medium</p>

Opportunity: Service Level Reduction

Opportunity	Benefit	Implementation Process	Priority
<p>Waste Management – Reduce Transfer Station Hours</p> <p>The Township operates two waste transfer stations. One operates 8 hours per day, 6 days per week, the other operates 3 days per week. Some peer municipalities operate with significantly reduced hours i.e. 1 ½ days per week.</p>	<p>Reduce costs. Discourage waste.</p>	<ul style="list-style-type: none"> • Public Consultation • Highlight environmental benefit. • Multi-year Implementation (free bags/tags to start, reduce dump hours by 1 day each year until target achieved) • Encourage local corner stores in Hamlets (LCBO opportunities are a game changer) 	<p>High</p>

Opportunity: Opportunities for Collaboration

Opportunity	Benefit	Implementation Process	Priority
<p>Procurement, Implementation, Training and Support of Shared Information system Applications including:</p> <ul style="list-style-type: none"> • Financial & Asset Management • Records & Documentation • Planning & Building Permit Management • Integrated Office Applications • Geographic Information Systems (GIS) 	<p>Acquisition , implementation and support costs can be daunting for small municipalities that have minimal staffing and resources to support upgraded IT capability. The result is often legacy systems are maintained with multiple manual work-arounds and benefits associated with advanced applications are not realized</p>	<ul style="list-style-type: none"> • Work is already underway to jointly implement with the Town of Prescott. • Joint Collaborative Initiative Task Force. 	<p>. High</p>
<p>Common Strategic Initiatives</p> <ul style="list-style-type: none"> • There are numerous identified and potential initiatives that are mutually beneficial to Prescott and its municipal neighbours. • 401 corridor development, economic development and extension of servicing from Prescott to adjacent lands are examples. 	<ul style="list-style-type: none"> • Coordinated economic development that is beneficial to all. 	<ul style="list-style-type: none"> • Strike specific working groups reporting to the Joint Collaborative Initiative Task Force 	<p>High</p>

Opportunity: Opportunities for Collaboration

Opportunity	Benefit	Implementation Process	Priority
<p>Joint Policy and Procedure Development:</p> <ul style="list-style-type: none"> All Departments - focus on HR, Occupational Health & Safety, Finance. 	<ul style="list-style-type: none"> Robust Policy and procedures can help mitigate and avoid costly increases in WSIB premiums, LTD and insurance premiums, avoid litigation, enable efficiencies through proper use of progressive discipline, attrition, and early retirement. 	<ul style="list-style-type: none"> Joint Collaborative Initiative Task Force. 	<p>. Medium</p>
<p>Share Staff Expertise:</p> <ul style="list-style-type: none"> Planning Economic Development Parks & Recreation (Playground Safety Inspections) Fire Department (Public Education, Inspection, Technical Rescue) 	<ul style="list-style-type: none"> Enhanced, cost effective service delivery 	<ul style="list-style-type: none"> Joint Collaborative Initiative Task Force 	<p>Medium</p>
<p>Procurement:</p> <ul style="list-style-type: none"> Capital Equipment, IT, Purchased Services 		<ul style="list-style-type: none"> Joint Collaborative Initiative Task Force 	<p>Medium</p>

Opportunity: Opportunities for Collaboration

Opportunity	Benefit	Implementation Process	Priority
<p>Continuous Improvement/Process Redesign:</p> <ul style="list-style-type: none"> • LEAN/Six Sigma Workouts to examine key processes in depth: (Payroll, Accounts Payable) • Continue to report peer benchmarking performance annually as part of the budget process. 		<ul style="list-style-type: none"> • Joint Collaborative Initiative Task Force. 	<p>. Medium</p>
<p>Emergency Management</p> <ul style="list-style-type: none"> • Share jointly appointed Emergency Management Coordinator to ensure compliance with the <u>Emergency Management Act</u> • Enhance existing Fire Department Automatic and Mutual Aid Agreements to ensure optimal staffing for both Fire Departments 	<ul style="list-style-type: none"> • Ensure optimal resources are available for major events while maintaining adequate staffing for routine situations. 	<ul style="list-style-type: none"> • Joint Collaborative Initiative Task Force 	<p>Medium</p>

Opportunity: Revenue Generation

Opportunity	Benefit	Implementation Process	Priority
<p>Encourage new residential and commercial development proximate to Prescott and Brockville</p>	<ul style="list-style-type: none"> • Additional assessment revenue • Additional revenue can support additional recreational amenities and infrastructure investment. • Assist in sustaining schools 	<ul style="list-style-type: none"> • Revise Official Plan and Zoning By-law to identify additional settlement and employment lands proximate to Prescott & Brockville • Negotiate servicing agreements with adjacent Municipalities 	<p>. High</p>
<p>Waste Management Purchased Bags/Tags Require bags or tags for non-recyclable waste. Requiring a payment for the bags/tags provides a revenue source proportional to use and also encourages environmental responsibility and reduces landfill costs.</p>	<p>. Bag/tag fee provides a source of revenue. Also serves as an incentive to reduce waste which is environmentally responsible and reduces landfill costs.</p> <p>Purchase of bags/tags can increase traffic through local retailers.</p> <p>Risk- Public resistance to inconvenience and cost associated with purchase of bags/tags. May result in illegal dumping i.e. side of road.</p>	<ul style="list-style-type: none"> • Public Consultation • Highlight environmental benefit. • Multi-year Implementation (free bags/tags to start) • Encourage local corner stores in Hamlets (LCBO opportunities are a game changer) 	<p>High</p>

Opportunity: Revenue Generation

Opportunity	Benefit	Implementation Process	Priority
Tax Vacant lots and buildings at full assessed value	.Additional revenue. Discourage dormant land use.	<ul style="list-style-type: none">• Planning Consultant Review and recommendation	. Medium
Annually review User Fees for Discretionary Services	Additional revenue based	<ul style="list-style-type: none">• Review during annual budget process	High



Implementation & Monitoring



Implementation & Monitoring

Successful implementation will require staff reporting and active Council involvement and progress monitoring. It is recommended that a project management framework be used to document deliverables where specific tasks, schedules, persons responsible and resources required are clearly identified. This framework should be incorporated as part of the annual operating plan that should be developed in parallel with the Budget.

Further, It is recommended that the following steps be undertaken upon Council's formal consideration and acceptance of this Report:

1. Council undertake to create a joint committee with the Town of Prescott to monitor and facilitate collaborative initiatives between the two municipalities that will enable efficient and enhanced service delivery.
2. Management provide quarterly monitoring reports regarding:
 - initiatives identified in this document as well as new initiatives arising from staff continuous performance improvement initiatives,
 - collaborative initiatives with the Town as Prescott and
 - collaborative initiatives with the County and surrounding municipalities.

The next page presents a Management Report format that can be adapted to provide regular progress monitoring reports to Council

3. Opportunity List should be refreshed annually with ongoing Departmental Improvement Projects.
4. Council undertake to hold a yearly special working session to review completed an ongoing performance improvement and service delivery efficiency efforts as well as consider future initiatives to be undertaken.

Sample Monitoring Report

Opportunity		Date:	
Department			

Tasks	Timeframe	Responsibility	Resource Requirements	Status

Status Update Narrative

Large empty light blue area for the Status Update Narrative.

REPORT #: 2020-119

REPORT TO COUNCIL: November 9, 2020

RE: REVIEW AND APPROVAL OF A/P CHEQUES

PREPARED BY: Ray Morrison, CAO/Treasurer

RECOMMENDATION:

THAT Council receive, review, and approve the payment of the accounts payable invoices paid on cheques #25846 – 25898 and online payments through to November 20, 2020 in the amount of \$296,895.72.

PURPOSE

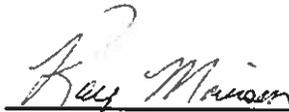
To provide Council the opportunity to review and approve the payment of the above noted invoices as provided on the attached list.

ATTACHMENT 1

Any questions that Councilors may have can be directed to the Treasurer prior to or after the Council meeting for follow up.



Annette Simonian
Clerk



Ray Morrison
CAO/Treasurer

Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
Bank Code: AP - ACC/PAYABLE					
Computer Cheques:					
25846 48582	11/19/2020	ALLAN & PARTNERS LLP 401-01-015 - PROFESSIONAL SE	SECOND INTERIM BILLING SECOND INTERIM BILLING	5,088.01	
		102-01-099 - HST RECEIVABLE	HST Tax Code	561.99	
		900-01-099 - HST TRACKING	HST Tax Code	650.00	5,650.00
25847 NOV2020	11/19/2020	ANNETTE SIMONIAN 401-01-010 - MILEAGE	MILEAGE MILEAGE	16.26	
		102-01-099 - HST RECEIVABLE	HST Tax Code	1.80	
		900-01-099 - HST TRACKING	HST Tax Code	2.08	18.06
25848 20-4313A	11/19/2020	BATTLESHIELD INDUSTRIES L1 402-01-014 - FIRE PROTECTION	APPLY TO INVOICE 20-4313 APPLY TO INVOICE 20-4313	24.31	
		102-01-099 - HST RECEIVABLE	HST Tax Code	2.69	
		900-01-099 - HST TRACKING	HST Tax Code	3.11	27.00
25849 807885-1	11/19/2020	BEACH HOME HARDWARE 438-01-011 - P.W. SHOP SUPPLI	SHOP SUPPLIES SHOP SUPPLIES	15.23	
		102-01-099 - HST RECEIVABLE	HST Tax Code	1.69	
		900-01-099 - HST TRACKING	HST Tax Code	1.95	16.92
810074-1		438-01-011 - P.W. SHOP SUPPLI	SHOP SUPPLIES	94.62	
		102-01-099 - HST RECEIVABLE	HST Tax Code	10.45	
		900-01-099 - HST TRACKING	HST Tax Code	12.09	105.07
810389-1		438-01-011 - P.W. SHOP SUPPLI	SHOP SUPPLIES	117.98	
		102-01-099 - HST RECEIVABLE	HST Tax Code	13.03	
		900-01-099 - HST TRACKING	HST Tax Code	15.07	131.01
810440-1		438-01-011 - P.W. SHOP SUPPLI	SIGN BOX FOR PW SHOP	32.55	
		102-01-099 - HST RECEIVABLE	HST Tax Code	3.60	
		900-01-099 - HST TRACKING	HST Tax Code	4.16	36.15
810407-1		438-01-011 - P.W. SHOP SUPPLI	SHOP SUPPLIES	128.17	
		102-01-099 - HST RECEIVABLE	HST Tax Code	14.15	
		900-01-099 - HST TRACKING	HST Tax Code	16.37	142.32
				Payment Total:	431.47
25850 60538	11/19/2020	BROCKVILLE TRACTOR-TRAILI 477-01-002 - #6 -2006 INT'L TANI	TRUCK#6 TRUCK#6	254.71	
		102-01-099 - HST RECEIVABLE	HST Tax Code	28.13	
		900-01-099 - HST TRACKING	HST Tax Code	32.54	282.84
60605		457-01-002 - #8- 2014 FREIGHTL	TRUCK#8	44.03	
		102-01-099 - HST RECEIVABLE	HST Tax Code	4.87	
		900-01-099 - HST TRACKING	HST Tax Code	5.63	48.90
60618		457-01-002 - #8- 2014 FREIGHTL	TRUCK#8	521.23	

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Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
		102-01-099 - HST RECEIVABLE	HST Tax Code	57.57	
		900-01-099 - HST TRACKING	HST Tax Code	66.59	578.80
				Payment Total:	910.54
25851	11/19/2020	BROCK-IT LTD	MONTHLY PHONE SERVICE		
1702		402-01-004 - FIRE PROTECTION	MONTHLY PHONE SERVICE	161.80	
		102-01-099 - HST RECEIVABLE	HST Tax Code	17.87	
		900-01-099 - HST TRACKING	HST Tax Code	20.67	179.67
1720		401-01-022 - COMPUTER EXPEN	MONTHLY SERVICES	1,543.50	
		102-01-099 - HST RECEIVABLE	HST Tax Code	170.48	
		900-01-099 - HST TRACKING	HST Tax Code	197.18	1,713.98
				Payment Total:	1,893.65
25852	11/19/2020	BROCKBERRY CAFE INC	BUSINESS OF THE YEAR		
1319		616-01-008 - BUSINESS OF THE	BUSINESS OF THE YEAR	546.25	
		102-01-099 - HST RECEIVABLE	HST Tax Code	60.33	
		900-01-099 - HST TRACKING	HST Tax Code	69.78	606.58
25853	11/19/2020	SANDRA COLEBOURNE/RIOPEI	CIP MAIN ST REVITALIZATION		
NOV182020		616-01-006 - COMMUNITY IMPROV	CIP MAIN ST REVITALIZATIO	5,000.00	5,000.00
25854	11/19/2020	CRISTILL ROCK	MAIN OFFICE WATER		
690114		401-01-004 - OFFICE SUPPLIES	MAIN OFFICE WATER	26.00	26.00
690111		401-01-004 - OFFICE SUPPLIES	BOB GREGAS WATER	39.00	39.00
				Payment Total:	65.00
25855	11/19/2020	VICTOR DOREY	CIP MAINSTREET REVITALIZATION		
NOV182020		616-01-006 - COMMUNITY IMPROV	CIP MAINSTREET REVITALIZA	5,000.00	5,000.00
25856	11/19/2020	EDWARD DARBY	SYSTEM DELIVERY REVIEW		
2020-14		401-01-050 - MODERNIZATION/R	SYSTEM DELIVERY REVIEW	4,999.81	
		102-01-099 - HST RECEIVABLE	HST Tax Code	552.25	
		900-01-099 - HST TRACKING	HST Tax Code	638.73	5,552.06
2020-15		401-01-050 - MODERNIZATION/R	SYSTEM DELIVERY REVIEW	4,877.70	
		102-01-099 - HST RECEIVABLE	HST Tax Code	538.76	
		900-01-099 - HST TRACKING	HST Tax Code	623.13	5,416.46
				Payment Total:	10,968.52
25857	11/19/2020	ELMER'S CONSTRUCTION LTD	N/A MASONIC HALL HOLDING TANK		
34984		600-01-026 - RECREATION - R&M	N/A MASONIC HALL HOLDING	4,490.06	
		102-01-099 - HST RECEIVABLE	HST Tax Code	495.94	
		900-01-099 - HST TRACKING	HST Tax Code	573.61	4,986.00

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Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
25858 30278	11/19/2020	EVANS PRINTING LTD 401-01-004 - OFFICE SUPPLIES	TAX BILLS TAX BILLS	120.08	
		102-01-099 - HST RECEIVABLE	HST Tax Code	13.26	
		900-01-099 - HST TRACKING	HST Tax Code	15.34	133.34
 417		401-01-018 - ADVERTISING & PF REMEMBRANCE DAY ADV.		61.06	
		102-01-099 - HST RECEIVABLE	HST Tax Code	6.74	
		900-01-099 - HST TRACKING	HST Tax Code	7.80	67.80
				Payment Total:	201.14
25859 2020-142	11/19/2020	FLOWER OF THE FIELD 616-01-008 - BUSINESS OF THE	BUSINESS OF THE YEAR BUSINESS OF THE YEAR	108.07	
		102-01-099 - HST RECEIVABLE	HST Tax Code	11.93	
		900-01-099 - HST TRACKING	HST Tax Code	13.80	120.00
25860 NOV182020	11/19/2020	GREENHAM'S GENERAL STORI 616-01-006 - COMMUNITY IMPROV	CIP MAINSTREET REVITALIZATION CIP MAINSTREET REVITALIZA	5,000.00	5,000.00
25861 G-0066866A	11/19/2020	G. TACKABERRY & SONS 445-01-090 - ROADS CAPITAL	CONTRACT 2020-01 HOLDBACK CONTRACT 2020-01 HOLDBAC	67,418.70	
		102-01-099 - HST RECEIVABLE	HST Tax Code	7,446.65	
		900-01-099 - HST TRACKING	HST Tax Code	8,612.83	74,865.35
25862 45444	11/19/2020	INDEPENDENT TELEPHONE 401-01-003 - TELEPHONE & FAX	FIX MESSAGE TO EMAIL FIX MESSAGE TO EMAIL	86.50	
		102-01-099 - HST RECEIVABLE	HST Tax Code	9.55	
		900-01-099 - HST TRACKING	HST Tax Code	11.05	96.05
25863 W02777	11/19/2020	JADE EQUIPMENT 445-01-090 - ROADS CAPITAL	PW GRADER PW GRADER	76,736.38	
		102-01-099 - HST RECEIVABLE	HST Tax Code	8,475.83	
		900-01-099 - HST TRACKING	HST Tax Code	9,803.18	85,212.21
25864 36740	11/19/2020	KEN MILLER EXCAVATING 411-01-002 - ENTRANCE CULVE	JONES CRT CULVERT JONES CRT CULVERT	170.96	
		102-01-099 - HST RECEIVABLE	HST Tax Code	18.88	
		900-01-099 - HST TRACKING	HST Tax Code	21.84	189.84
25865 6029-189987	11/19/2020	KING EDWARD AUTO PARTS 472-01-002 - #11 2020 CHEVROL	TRUCK#11 TRUCK#11	314.93	
		102-01-099 - HST RECEIVABLE	HST Tax Code	34.78	
		900-01-099 - HST TRACKING	HST Tax Code	40.23	349.71
 6029-189998		474-01-002 - #3 - 2009 CHEV 3/4	TRUCK#3	283.35	
		102-01-099 - HST RECEIVABLE	HST Tax Code	31.30	
		900-01-099 - HST TRACKING	HST Tax Code	36.20	314.65
 6029-189996		472-01-002 - #11 2020 CHEVROL	TRUCK#11	15.25	

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		102-01-099 - HST RECEIVABLE	HST Tax Code	1.69	
		900-01-099 - HST TRACKING	HST Tax Code	1.95	16.94
6029-190523		474-01-002 - #3 - 2009 CHEV 3/4 TRUCK#3 CREDIT MEMO		41.21-	
		102-01-099 - HST RECEIVABLE	HST Tax Code	4.56-	
		900-01-099 - HST TRACKING	HST Tax Code	5.27-	45.77-
6029-190653		438-01-011 - P.W. SHOP SUPPLI	SHOP SUPPLIES	101.56	
		102-01-099 - HST RECEIVABLE	HST Tax Code	11.21	
		900-01-099 - HST TRACKING	HST Tax Code	12.97	112.77
6029-190704		438-01-011 - P.W. SHOP SUPPLI	SHOP SUPPLIES	68.89	
		102-01-099 - HST RECEIVABLE	HST Tax Code	7.61	
		900-01-099 - HST TRACKING	HST Tax Code	8.80	76.50
				Payment Total:	824.80
25866 5116	11/19/2020	M & L SUPPLY	STRUCTURE FIRE HELMET		
		402-01-005 - FIRE PROTECTION	STRUCTURE FIRE HELMET	403.49	
		102-01-099 - HST RECEIVABLE	HST Tax Code	44.57	
		900-01-099 - HST TRACKING	HST Tax Code	51.55	448.06
25867 NOV32020	11/19/2020	DEAN MCCALLISTER	MASONIC HALL		
		600-01-026 - RECREATION - R&M	MASONIC HALL	73.03	
		102-01-099 - HST RECEIVABLE	HST Tax Code	8.07	
		900-01-099 - HST TRACKING	HST Tax Code	9.33	81.10
25868 1-117948049-7	11/19/2020	MINISTER OF FINANCE	TILE DRAINAGE LOAN		
		630-01-001 - TILE DRAINAGE - L	TILE DRAINAGE LOAN	7,771.65	7,771.65
25869 2020-05	11/19/2020	MUNICIPAL RETIREES ORGANI	PRE-RETIREMENT WEBINAR		
		401-01-011 - STAFF BENEFITS	PRE-RETIREMENT WEBINAR	100.00	100.00
25870 6238982	11/19/2020	QUADIENT LEASING SERVICES	LEASE PAYMENT POSTAGE MACHIN		
		401-01-020 - POSTAGE	LEASE PAYMENT POSTAGE M	418.60	
		102-01-099 - HST RECEIVABLE	HST Tax Code	46.24	
		900-01-099 - HST TRACKING	HST Tax Code	53.48	464.84
25871 NOV132020	11/19/2020	NICOLE WALKER	RE-IMBURSE MISC PURCHASES		
		616-01-002 - ECONOMIC DEVEL	RE-IMBURSE MISC PURCHASE	50.05	
		600-01-022 - RECREATION MAS	RE-IMBURSE MISC PURCHASE	588.17	
		600-01-006 - RECREATION INSU	RE-IMBURSE MISC PURCHASE	57.08	
		102-01-099 - HST RECEIVABLE	HST Tax Code	76.79	
		900-01-099 - HST TRACKING	HST Tax Code	88.82	772.09
25872 NOV182020	11/19/2020	NORTH AUGUSTA EDUCATION	DONATION FROM LANGSTAFF		
		202-01-007 - DEFFERED/SPECIF	DONATION FROM LANGSTAFF	125.00	
		307-01-032 - DONATIONS - NOR	DONATION FROM LANGSTAFF	125.00-	
		600-01-004 - RECREATION - GE	DONATION FROM LANGSTAFF	125.00	125.00

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Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
25873 147874	11/19/2020	PATS RADIATOR SERVICE LTD 474-01-002 - #3 - 2009 CHEV 3/4	TRUCK#3 TRUCK#3	407.04	
		102-01-099 - HST RECEIVABLE	HST Tax Code	44.96	
		900-01-099 - HST TRACKING	HST Tax Code	52.00	452.00
 147875		 445-01-090 - ROADS CAPITAL	 TRUCK#11	 19,141.09	
		102-01-099 - HST RECEIVABLE	HST Tax Code	2,114.21	
		900-01-099 - HST TRACKING	HST Tax Code	2,445.30	21,255.30
				Payment Total:	21,707.30
25874 431142	11/19/2020	POSTMEDIA NETWORK INC 401-01-018 - ADVERTISING & PF	ADVERTISING ADVERTISING	349.04	
		102-01-099 - HST RECEIVABLE	HST Tax Code	38.55	
		900-01-099 - HST TRACKING	HST Tax Code	44.59	387.59
25875 2064933	11/19/2020	PRESCOTT BUILDING CENTRE 402-01-012 - FIRE PROTECTION	SUPPLIES FOR RIT BOXES SUPPLIES FOR RIT BOXES	1,068.66	
		102-01-099 - HST RECEIVABLE	HST Tax Code	118.04	
		900-01-099 - HST TRACKING	HST Tax Code	136.52	1,186.70
 2064936		 402-01-012 - FIRE PROTECTION	 SUPPLIES FOR RIT BOXES	 88.10	
		102-01-099 - HST RECEIVABLE	HST Tax Code	9.74	
		900-01-099 - HST TRACKING	HST Tax Code	11.26	97.84
 2064998		 402-01-012 - FIRE PROTECTION	 SUPPLIES FOR RIT BOXES	 341.43	
		102-01-099 - HST RECEIVABLE	HST Tax Code	37.71	
		900-01-099 - HST TRACKING	HST Tax Code	43.62	379.14
 2065362		 600-01-005 - RECREATION PARK	 CEDAR ST RINK	 30.24	
		102-01-099 - HST RECEIVABLE	HST Tax Code	3.34	
		900-01-099 - HST TRACKING	HST Tax Code	3.86	33.58
				Payment Total:	1,697.26
25876 2011-00018	11/19/2020	PROWARE LABS INC 406-01-011 - BUILDING - IT COS	BUILDING SOTWARE BUILDING SOTWARE	1,282.18	
		102-01-099 - HST RECEIVABLE	HST Tax Code	141.62	
		900-01-099 - HST TRACKING	HST Tax Code	163.80	1,423.80
25877 NOV92020	11/19/2020	READ'S CEMETERY 520-01-002 - CEMETARIES	DONATION TO ANNUAL MTCE DONATION TO ANNUAL MTCE	1,080.64	
		102-01-099 - HST RECEIVABLE	HST Tax Code	119.36	
		900-01-099 - HST TRACKING	HST Tax Code	138.05	1,200.00
25878 180565	11/19/2020	RED STALLION - E MAY 402-01-005 - FIRE PROTECTION	PAPER TOWELS ST#2 PAPER TOWELS ST#2	91.53	
		102-01-099 - HST RECEIVABLE	HST Tax Code	10.11	
		900-01-099 - HST TRACKING	HST Tax Code	11.69	101.64

Report Date
11/19/2020 5:24 PM

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Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
25879 311110	11/19/2020	RIVERSIDE BUICK GMC LTD. 462-01-002 - #1- 2017 GMC 1/2 T	ANNUAL SAFETY PW SIERRA 3500 ANNUAL SAFETY TRUCK#1	205.99	
		102-01-099 - HST RECEIVABLE	HST Tax Code	22.76	
		900-01-099 - HST TRACKING	HST Tax Code	26.32	228.75
313212		401-01-030 - CHEV EQUINOX - R WINTER MTCE OFFICE VEHIC		251.60	
		102-01-099 - HST RECEIVABLE	HST Tax Code	27.79	
		900-01-099 - HST TRACKING	HST Tax Code	32.14	279.39
				Payment Total:	508.14
25880 NOV72020	11/19/2020	ROBERT BOWMAN 402-01-004 - FIRE PROTECTION	CHIEF CELL PHONE CHIEF CELL PHONE	127.20	
		102-01-099 - HST RECEIVABLE	HST Tax Code	14.05	
		900-01-099 - HST TRACKING	HST Tax Code	16.25	141.25
25881 OCT292020	11/19/2020	ROYAL CANADIAN LEGION 610-01-001 - DONATIONS	DONATION DONATION	306.19	
		102-01-099 - HST RECEIVABLE	HST Tax Code	33.81	
		900-01-099 - HST TRACKING	HST Tax Code	39.11	340.00
25882 1049620	11/19/2020	SECUREWAY 401-01-022 - COMPUTER EXPEN	WIRELESS ACCESS POINTS WIRELESS ACCESS POINTS	278.42	
		102-01-099 - HST RECEIVABLE	HST Tax Code	30.75	
		900-01-099 - HST TRACKING	HST Tax Code	35.57	309.17
25883 NOV 5/2020	11/19/2020	THE SOUTH GRENVILLE JOURN 401-01-018 - ADVERTISING & PF	SOUTH GRENVILLE JOURNAL SOUTH GRENVILLE JOURNAL	32.42	
		102-01-099 - HST RECEIVABLE	HST Tax Code	3.58	
		900-01-099 - HST TRACKING	HST Tax Code	4.14	36.00
25884 OCT92020	11/19/2020	JONATHAN STADIG 438-01-010 - P.W. TELEPHONE	CELL PHONE CELL PHONE	72.75	
		102-01-099 - HST RECEIVABLE	HST Tax Code	8.03	
		900-01-099 - HST TRACKING	HST Tax Code	9.29	80.78
NOV92020		438-01-010 - P.W. TELEPHONE	CELL PHONE	72.75	
		102-01-099 - HST RECEIVABLE	HST Tax Code	8.03	
		900-01-099 - HST TRACKING	HST Tax Code	9.29	80.78
				Payment Total:	161.56
25885 NOV82020	11/19/2020	SUSAN BOSMAN 401-01-001 - STAFF SALARIES	CLEANING SERVICES CLEANING SERVICES	82.53	82.53
NOV152020		401-01-001 - STAFF SALARIES	CLEANING SERVICES	82.53	82.53
				Payment Total:	165.06

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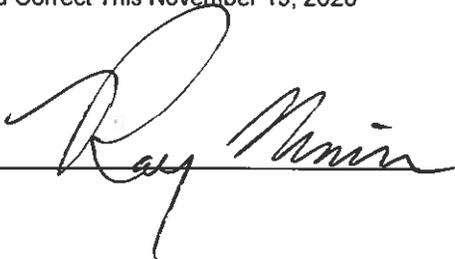
Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
25886 NOV142020	11/19/2020	BRAD THAKE 438-01-010 - P.W. TELEPHONE	BRAD THAKE CELL PHONE BRAD THAKE CELL PHONE	86.50	
		102-01-099 - HST RECEIVABLE	HST Tax Code	9.55	
		900-01-099 - HST TRACKING	HST Tax Code	11.05	96.05
25887 899	11/19/2020	THE CAMERA GUY 616-01-008 - BUSINESS OF THE	TAPING BUSINESS OF THE YEAR TAPING BUSINESS OF THE YE	152.64	
		102-01-099 - HST RECEIVABLE	HST Tax Code	16.86	
		900-01-099 - HST TRACKING	HST Tax Code	19.50	169.50
25888 15241	11/19/2020	THE STOVE STORE 402-01-013 - FIRE PROTECTION	HVAC FILTERS STATION#1 HVAC FILTERS STATION#1	102.09	
		102-01-099 - HST RECEIVABLE	HST Tax Code	11.27	
		900-01-099 - HST TRACKING	HST Tax Code	13.04	113.36
25889 11691	11/19/2020	R THURSTON TECHNOLOGIES 402-01-015 - FIRE PROTECTION	PAGER REPAIR PAGER REPAIR	65.96	
		102-01-099 - HST RECEIVABLE	HST Tax Code	7.29	
		900-01-099 - HST TRACKING	HST Tax Code	8.43	73.25
11698		402-01-015 - FIRE PROTECTION	PAGER REPAIR	162.82	
		102-01-099 - HST RECEIVABLE	HST Tax Code	17.98	
		900-01-099 - HST TRACKING	HST Tax Code	20.80	180.80
				Payment Total:	254.05
25890 2018-0455	11/19/2020	TOWN OF PRESCOTT 402-01-009 - PRESCOTT FIRE C	PRESCOTT FIRE COVERAGE PRESCOTT FIRE COVERAGE	15,371.97	15,371.97
2018-0456		405-01-005 - CEMP MISC.	EMREGENCY MGMT	101.76	
		102-01-099 - HST RECEIVABLE	HST Tax Code	11.24	
		900-01-099 - HST TRACKING	HST Tax Code	13.00	113.00
2020-0315		402-01-009 - PRESCOTT FIRE C	FIRE SERVICES	15,633.29	15,633.29
				Payment Total:	31,118.26
25891 2020-00697	11/19/2020	TWP OF EDWARDSBURGH/ 600-01-007 - PROGRAMS - FIGU	NON RESIDENT USER FEES NON RESIDENT USER FEES	15,809.06	15,809.06
25892 80924	11/19/2020	TRICELL SALES & MARKETING 402-01-018 - FIRE PROTECTION	BATTERIES FOR SCBA BATTERIES FOR SCBA	123.69	
		102-01-099 - HST RECEIVABLE	HST Tax Code	13.66	
		900-01-099 - HST TRACKING	HST Tax Code	15.80	137.35
25893 NOV182020	11/19/2020	ROBERT TURCOTTE/BUD THE ! 616-01-006 - COMMUNITY IMPR	CIP MAIN ST REVITALIZATION CIP MAIN ST REVITALIZATIO	5,000.00	5,000.00
25894	11/19/2020	VANZUYLEN AILIGNMENT LTD.	TRUCK#6		

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11/19/2020 5:24 PM

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Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
3422270		477-01-002 - #6 -2006 INT'L TANI TRUCK#6		194.65	
		102-01-099 - HST RECEIVABLE	HST Tax Code	21.50	
		900-01-099 - HST TRACKING	HST Tax Code	24.87	216.15
25895	11/19/2020	WEAGANT FARM SUPPLIES LT KUBOTA TRACTOR MOWER			
IB35060		465-01-001 - Kubota Flale Mower	KUBOTA TRACTOR MOWER	235.62	
		102-01-099 - HST RECEIVABLE	HST Tax Code	26.02	
		900-01-099 - HST TRACKING	HST Tax Code	30.10	261.64
IB35293		465-01-001 - Kubota Flale Mower	KUBOTA TRACTOR MOWER	66.00	
		102-01-099 - HST RECEIVABLE	HST Tax Code	7.29	
		900-01-099 - HST TRACKING	HST Tax Code	8.43	73.29
				Payment Total:	334.93
25896	11/19/2020	WENDY ONSTEIN	BUSINESS OF THE YEAR		
NOV92020		616-01-008 - BUSINESS OF THE	BUSINESS OF THE YEAR	74.38	
		102-01-099 - HST RECEIVABLE	HST Tax Code	8.21	
		900-01-099 - HST TRACKING	HST Tax Code	9.50	82.59
25897	11/19/2020	L. ZIGMAN & SONS LTD	SHOP SUPPLIES		
130268		438-01-011 - P.W. SHOP SUPPLI	SHOP SUPPLIES	961.63	
		102-01-099 - HST RECEIVABLE	HST Tax Code	106.22	
		900-01-099 - HST TRACKING	HST Tax Code	122.85	1,067.85
25898	11/19/2020	TECHTUTORS	USED LAPTOPS		
7732		402-01-012 - FIRE PROTECTION	USED LAPTOPS	2,223.46	
		102-01-099 - HST RECEIVABLE	HST Tax Code	245.59	
		900-01-099 - HST TRACKING	HST Tax Code	284.05	2,469.05
				Total for AP:	296,875.92

Certified Correct This November 19, 2020



REPORT NUMBER: 2020-120

DATE SUBMITTED TO COUNCIL: November 23, 2020

RE: Financial and Indicator Variance Reports

AUTHOR: Ray Morrison, CAO/Treasurer

RECOMMENDATION:

THAT Council accepts for information the attached preliminary Statement of Revenue and Expenditures – October 2020.

BACKGROUND:

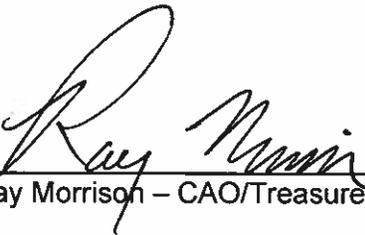
Finance will provide the attached reports on a regular basis and supporting detailed information as required for Council's review and feedback.

ANALYSIS:

Variance analysis and commentary is provided for each line item where appropriate. Detailed supporting analysis and documentation is available from the Finance department as identified.

FINANCIAL CONSIDERATIONS:

The attached report is part of standard Finance/Treasury reporting responsibility and will be provided on a regular basis with other supporting reports going forward. Individual financial considerations will be highlighted in the attachments as identified throughout the year.


Ray Morrison – CAO/Treasurer


Annette Simonian – Clerk

Township of Augusta

Statement of Revenue & Expenditures for the period ended:

Account	Oct-20								Comments	
	YTD Actual	YTD Budget	YTD Variance	YTD % Var.	Full Year Projected	Full Year Budget	Full Year Variance	Full Year % Var.		
Revenue										
Taxation and Payments in Lieu	4,182,992	4,190,598	7,606	0%	5,020,791	5,028,718	-7,927	0%		
Grants	1,389,095	1,096,360	-292,735	-27%	1,406,477	1,315,632	90,845	7%	Covid-19 grants	
Licences and Permits	88,516	82,773	-5,743	-7%	105,070	99,327	5,743	6%		
Fees and Services and Misc	66,884	70,714	3,830	5%	71,606	84,857	-13,251	-16%	Rec Covid-19 frustrated	
Interest Income and Penalties	63,002	195,833	132,832	68%	202,081	235,000	-32,919	-14%	Int & Pen waived April; Inv.	
Transfer From Reserves	0	1,835,887	1,835,887	100%	2,203,064	2,203,064	0	0%		
Total Revenues	5,790,489	7,472,165	1,681,676	23%	9,009,089	8,966,598	42,491	0%		
Expenditures										
General Government										
Council	95,121	97,523	2,401	2%	117,626	117,027	-599	-1%		
Administration	573,846	576,026	2,180	0%	736,481	691,231	-45,250	-7%	IT Offset in Grants	Legal
Administration Capital	102	8,333	8,231	99%	10,000	10,000	0	0%		
Administration - Trsf to Reserve	41,667	41,667	0	0%	50,000	50,000	0	0%		
Total General Government	710,736	723,548	12,812	2%	914,107	868,258	-45,849	-5%		
Protective Services:										
Fire	255,035	435,986	180,951	42%	496,688	523,183	26,495	5%	Comp vs Covid-19	PPE, etc.
Fire Capital	35,311	39,167	3,856	10%	47,000	47,000	0	0%		
Fire - Transfer to Reserves	153,575	337,167	183,592	1	404,600	404,600	0	0%		
Police	852,769	861,130	8,361	1%	1,033,356	1,033,356	0	0%		
Conservation Authority	44,311	37,967	-6,344	-17%	44,311	45,560	1,249	3%		
Protection, Inspection and Control	6,496	35,208	28,712	82%	30,847	42,250	11,403	27%		
Emergency Measures	16,637	14,048	-2,589	-18%	19,447	16,858	-2,589	-15%		
Total Protective Services	1,364,134	1,760,673	396,539	23%	2,076,249	2,112,807	36,558	2%		

Township of Augusta

Statement of Revenue & Expenditures for the period ended:

Account					Oct-20				Comments
	YTD Actual	YTD Budget	YTD Variance	YTD % Var.	Full Year Projected	Full Year Budget	Full Year Variance	Full Year % Var.	
Public Works									
Roads - Maintenance	1,437,786	1,295,690	-131,706	-10%	1,504,527	1,554,828	50,301	3%	Fuel & mtce; Bdlg mtce
Roads - Transfer to Reserves	799,953	799,953	-1	0%	959,943	959,943	0	0%	
Roads - Capital	616,204	1,600,000	983,796	61%	1,920,000	1,920,000	0	0%	
Winter Control	106,312	132,083	25,772	20%	132,728	158,500	25,772	16%	Lighter than budget spring
Street Lighting	9,390	26,301	16,911	64%	29,500	31,561	2,061	7%	Upgrades in fall
Public Works subtotal	2,969,645	3,854,027	894,772	23%	4,546,698	4,624,832	78,134	2%	
Environmental Services									
Garbage Disposal	327,884	367,403	39,519	11%	448,731	440,883	-7,848	-2%	
Waste Disposal Capital	0	0	0	#DIV/0!	0	0	0	#DIV/0!	
Capital Infrastructure	1,383	170,833	169,450	99%	205,000	205,000	0	0%	
Garbage Transfer to Reserve	8,670	8,670	0	0%	10,404	10,404	0	0%	
Recycling	-604	3,573	4,177	117%	111	4,287	4,177	97%	
Total Environmental Services	337,333	550,478	213,146	39%	664,246	660,574	-3,672	-1%	

Township of Augusta

Statement of Revenue & Expenditures for the period ended:

Account	Oct-20								Comments	
	YTD Actual	YTD Budget	YTD Variance	YTD % Var.	Full Year Projected	Full Year Budget	Full Year Variance	Full Year % Var.		
Health Services:										
Cemetaries	4,802	6,667	1,865	28%	6,135	8,000	1,865	23%		
Total Health Services	4,802	6,667	1,865	28%	6,135	8,000	1,865	23%		
Parks & Recreation:										
Recreation Administration	50,135	66,141	16,006	24%	73,560	79,369	5,809	7%		
Programs	34,347	54,500	21,400	39%	70,426	65,400	-5,026	-8%		
Recreation Capital	34,728	25,000	-9,728	-39%	34,728	30,000	-4,728	-16%	Lending Lib shed; Domville	
Reserve for Recreation Projects	18,400	18,040	-360	-2%	21,648	21,648	0	0%		
Libraries	109,203	106,949	-2,254	-2%	127,855	128,339	485	0%		
Donations	7,546	6,250	-1,296	-21%	8,796	7,500	-1,296	-17%		
Total Parks and Recreation	254,359	276,880	23,768	9%	337,012	332,256	-4,756	-1%		
Planning and Development:										
Building Official	85,867	107,761	21,894	20%	119,813	129,313	9,500	7%		
Planning and Zoning	58,754	88,807	30,053	34%	107,348	106,568	-780	-1%	DF, OP, ZBLA timing delayed	
Commercial and Industrial	96,643	106,924	10,281	10%	132,881	128,309	-4,572	-4%		
Agricultural	1,553	30,833	29,280	95%	12,720	37,000	24,280	66%	PW Mgr/Drainage Supervisor	
Tile Drainage	0	6,606	6,606	100%	7,927	7,927	0	0%		
Total Planning and Development	242,817	340,931	98,114	29%	380,689	409,117	28,428	7%		
Total Expenditures	5,883,825	7,513,203	1,641,016	22%	8,925,136	9,015,844	90,708	1%		

REPORT NUMBER: 2021-122

DATE SUBMITTED TO COUNCIL: November 23, 2020

RE: December Township Office Closure Schedule

PREPARED BY: Annette Simonian, Clerk

RECOMMENDATION:

THAT Council receive the following report for information.

BACKGROUND:

The purpose of this report is to advise Council of the days the office will be closed.

As agreed by Council in 2013, the Township office will be closed (or have a skeleton crew) during the holiday between Christmas and New Year's Day to allow employees time with their families. The office will be closed, but staff will have the option to work December 29 & 30 and the ½ day on New Year's Eve or they may take vacation time or time in lieu.

The Township office will be closed Monday December 24, 2020 at noon re-opening on January 4, 2021.

Landfill Sites will be closed: December 25 & 26, 2020 and January 1, 2021.

The OPSEU union contract and employment by-law 3432-2019 state that employees have a ½ day on Christmas Eve and a ½ day on New Year's Eve. The rest of the time needed, employees will use vacation time or time in lieu. Employees are only allowed to carry over 1 week vacation and the rest is paid out at the end of the year. Time off taken would reduce the Township's financial burden even further and does so at a time of the year where the presence of a full staff complement is not crucial. From a management perspective it is preferable to have staff on vacation during the slowest time of the year as opposed to times which are very busy such as tax installment days or during the busy construction season. Accordingly, this initiative represents a positive financial benefit for the Township.

Although impact on customer service is a consideration, there should be no critical municipal concerns that can't wait to be handled the following week. There are no time sensitive municipal issues which come into play such as tax payments. As such the holiday season is the "slowest" time of the year for municipal staff. We anticipate that most if not all inquiries will be related to the condition of roadways and to that effect the road crews will be on duty and residents can call "311" for emergency events.

FINANCIAL IMPACT

Staff will need to take vacation time or time in lieu to cover the following closure days:

December 24 – ½ day (if taken)

December 29 & 30 – 2 day (office physically closed)

December 31 – ½ day (if taken)



Ray Morrison, CAO/Treasurer



Annette Simonian, Clerk

REPORT NUMBER 2020-117**REPORT TO COUNCIL** November 23, 2020**RE:** BUILDING DEPARTMENT ACTIVITY SUMMARY**AUTHOR:** Karen Lavigne CBO, CBCO**RECOMMENDATION:**

That Council receive the building department activity report for October 2020 for information.

BUILDING DEPARTMENT ACTIVITY SUMMARY

Date Issued	Permit Number	Cost of Project	Permit Cost	Type of Permit
1/10/2020	2020-7488	\$40,000.00	\$128.00	Renovation
7/10/2020	2020-7489	\$6,500.00	\$95.00	Deck
7/10/2020	2020-7490	\$3,000.00	\$95.00	Bathroom
7/10/2020	2020-7491	\$3,000.00	\$95.00	Garage Repair
8/10/2020	2020-7492	\$22,500.00	\$364.00	D Garage
7/10/2020	2018-7244-3	\$0.00	\$95.00	Renewal
14/10/2020	2020-7493	\$20,000.00	\$254.00	Demo/Rebuild Garage
15/10/2020	2020-7494	\$5,000.00	\$120.00	Shed
20/10/2020	2019-7369-2	\$57,200.00	\$119.00	Renovation
21/10/2020	2018-7252-3	\$5,000.00	\$95.00	Renewal
22/10/2020	2020-7462-2	\$12,000.00	\$1,564.79	4 Garages
OCT. TOTAL		\$174,200.00	\$3,024.79	
2020 TOTAL		\$7,310,502.97	\$84,930.65	

Inspections performed in October; 38

Permits issued in October; 11

Inspections performed in September; 39

Permits issued in September; 25

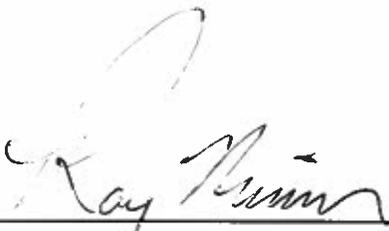
MPAC finals for October; 2

MPAC occupancies for October; 3

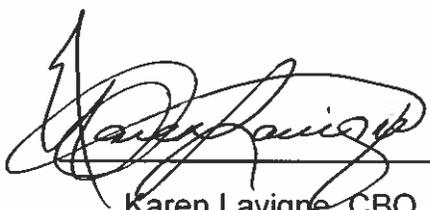
Monthly reports submitted to MPAC, Statistics Canada, Tarion and CMHC for October 2020.

	<u>2019 Permits issued to Year End: 106</u>	<u>2020 Permits issued to October 31: 128</u>
Single Family Dwellings	14	9
Apartments	0	2 Four-plex
Renovation/Repairs	13	8
Sheds	11	12
Pools	10	16
Garage/Shop/Carport	14	30
Decks/Porches/Gazebos	9	25
Additions	12	10
Revisions	2	1
Renewals	3	5
Re-inspections	2	0
Demolitions	10	12
Transfer	1	0
Wood Stove	1	1
Tents	5	4
Change of Use	0	1
Dock/ Boathouse	1	1
Hydronics	0	1
Insulation	0	4
Slab on Grade	2	0
Commercial	1	1
Agricultural	6	4

Date Issued	Permit Number	Cost of Project	Permit Cost	Type of Permit
3/10/2019	2019-7357	\$4,500.00	\$95.00	Foundation Repair
21/10/2019	2019-7358	\$100,000.00	\$750.00	Addition
18/10/2019	2019-7359	\$4,000.00	\$120.00	Shed
18/10/2019	2019-7360	\$20,000.00	\$640.00	Garage
18/10/2019	2019-7361	\$25,000.00	\$648.00	Garage
21/10/2019	2019-7362	\$4,500.00	\$100.00	Shed
28/10/2019	2019-7363	\$75,000.00	\$2,540.25	SFD moved to lot
28/10/2019	2019-7364	\$5,500.00	\$144.00	Shed
229/10/2019	2019-7365	\$30,000.00	\$770.00	Barn addition + Cover All
OCT. TOTAL		\$268,500.00	\$5,807.25	
2019 TOTAL		\$7,365,458.99	\$81,204.44	



Ray Morrison, CAO



Karen Lavigne, CBO

REPORT NUMBER: 2020-123
REPORT TO COUNCIL: November 23, 2020
RE: Planner's Report
AUTHOR: Myron Belej, Township Planner

RECOMMENDATION:

THAT the Planner's Report of November 23, 2020 be received for action in accordance with the individual resolutions.

PURPOSE:

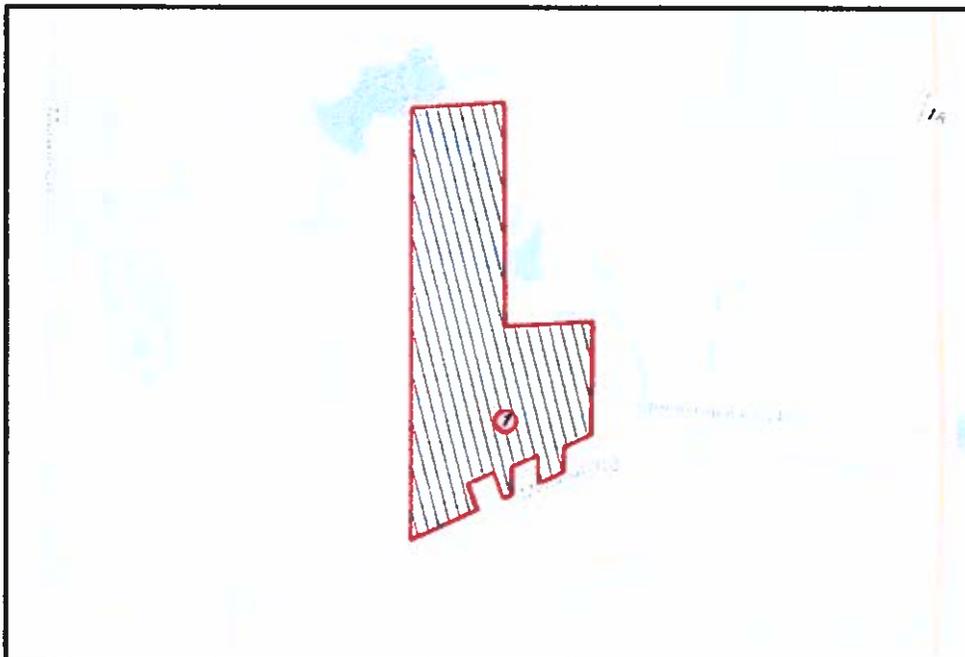
This report makes recommendation for approval of three severance applications:

1. Severance Application (Lot Addition): B-80-20 (Moore)
2. Severance Application (New Lot Creation): B-81-20 (Moore)
3. Severance Application (Lot Addition): B-86-20 (Kroot)

ANALYSIS:

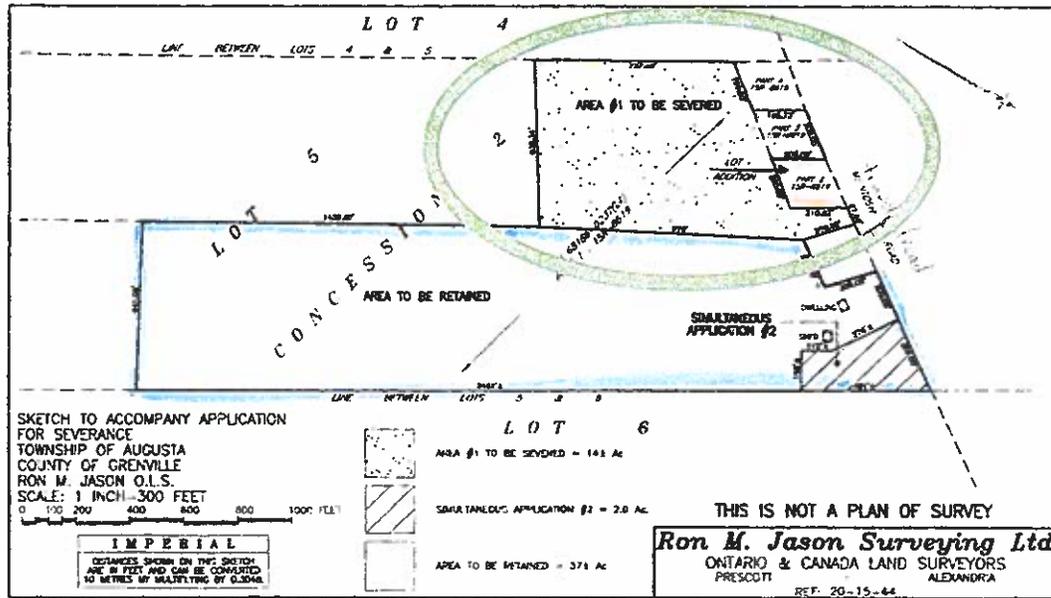
1. Severance Application (Lot Addition): B-80-20 (Moore)

The Township of Augusta has received two severance application for rural lands municipally known as 2706 McIntosh Road, on the north side of McIntosh Road, approximately 750 metres west of County Road 18, as shown below.



B-80-20 (Attachment 1) is one of two applications submitted and mapped together, with the intent of this first application being to adjust the lot lines to add 14.5 acres onto an adjoining 0.88-acre property municipally known as 2714 McIntosh Road, as highlighted

in green on the sketch below.



Severed (14.5 acres)
— Retained (37.4 acres)
Adjoining lot

The application was reviewed by, and received favourable comments from, the Township's Agriculture and Rural Affairs Committee on October 7, 2020.

This severance application aligns with goals and provisions for rural lands in the Provincial Policy Statement (2020), the United Counties of Leeds and Grenville Official Plan, the Augusta Official Plan and the Augusta Zoning By-law. As such, the Planner recommends that Augusta Council support its approval by the Land Division Committee of Leeds and Grenville.

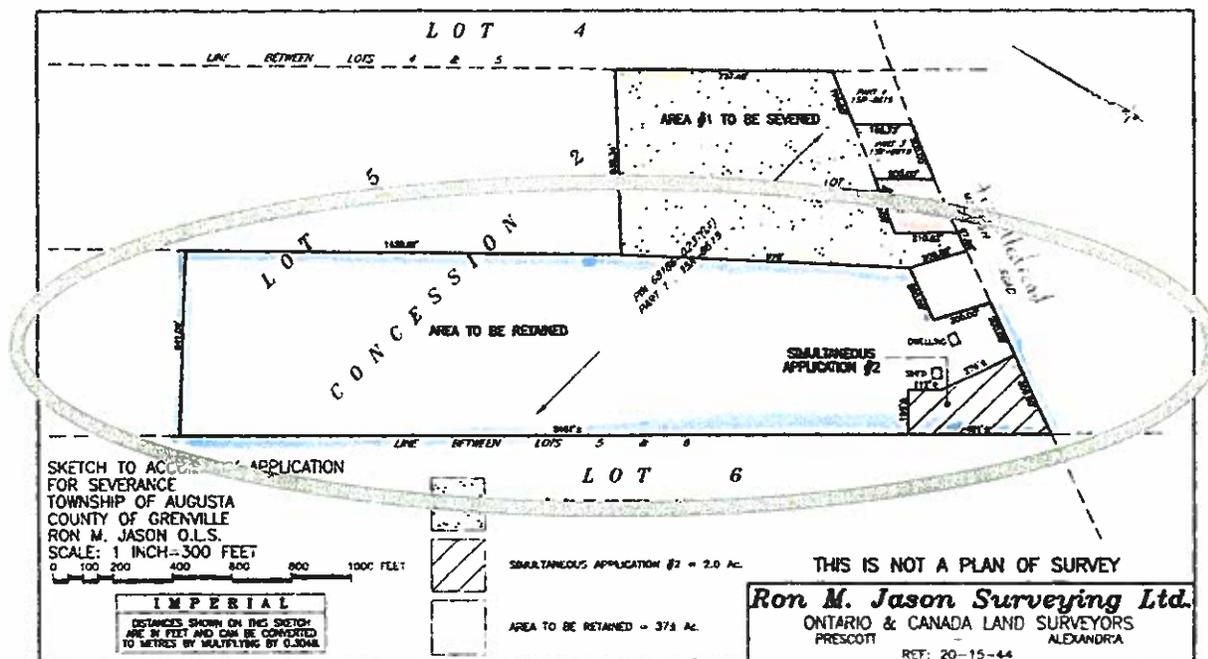
RECOMMENDATION:

THAT Augusta Council recommend to the Land Division Committee of Leeds and Grenville that consent application B-80-20 for lot addition be approved subject to the following conditions:

1. The balance of any outstanding taxes, including penalties and interests, (and any local improvement charges, if applicable) shall be paid to Augusta Township.
2. An acceptable reference plan, survey, or legal description of the severed lands and the deed or instrument conveying the severed lands shall be submitted to Augusta Township.
3. That the road allowance of McIntosh Road be widened as required to 10 metres from the centreline of the road, and that a Transfer/Deed conveying the said land to Augusta Township be prepared and executed in consideration of the payment of \$ 1.00.

2. Severance Application (New Lot Creation): B-81-20 (Moore)

B-81-20 (Attachment 2) is the second of two applications submitted and mapped together, with the intent of this second application being to create a new 2-acre rural lot with approximately 300 feet (~ 91.4 metres) of road frontage onto McIntosh Road, as highlighted in green on the sketch below.



The application was reviewed by, and received favourable comments from, the Township's Agriculture and Rural Affairs Committee on October 7, 2020.

Committee members requested that provision for road widening and/or confirmation of adequate road allowance be added as a condition. The Committee also discussed the barn labelled as a "shed" on the sketch provided, which is not presently used as a livestock barn, although it may be structurally capable of housing livestock in the future.

In order to make this severance viable for residential development, as applied for by the applicant, the setback requirements associated with Provincial Minimum Distance of Separation (MDS) Guidelines from the barn/shed structure into the new proposed lot mean that the applicant will be required to sign and register a letter on title which permanently decommissions the use of the barn/shed for any livestock purposes for themselves and any future owner of the property.

This severance application aligns with goals and provisions for rural lands in the Provincial Policy Statement (2020), the United Counties of Leeds and Grenville Official Plan, the Augusta Official Plan and the Augusta Zoning By-law. As such, the Planner recommends that Augusta Council support its approval by the Land Division Committee of Leeds and Grenville.

RECOMMENDATION:

THAT Augusta Council recommend to the Land Division Committee of Leeds and Grenville that consent application B-81-20 for the creation of one (1) new lot be approved subject to the following conditions:

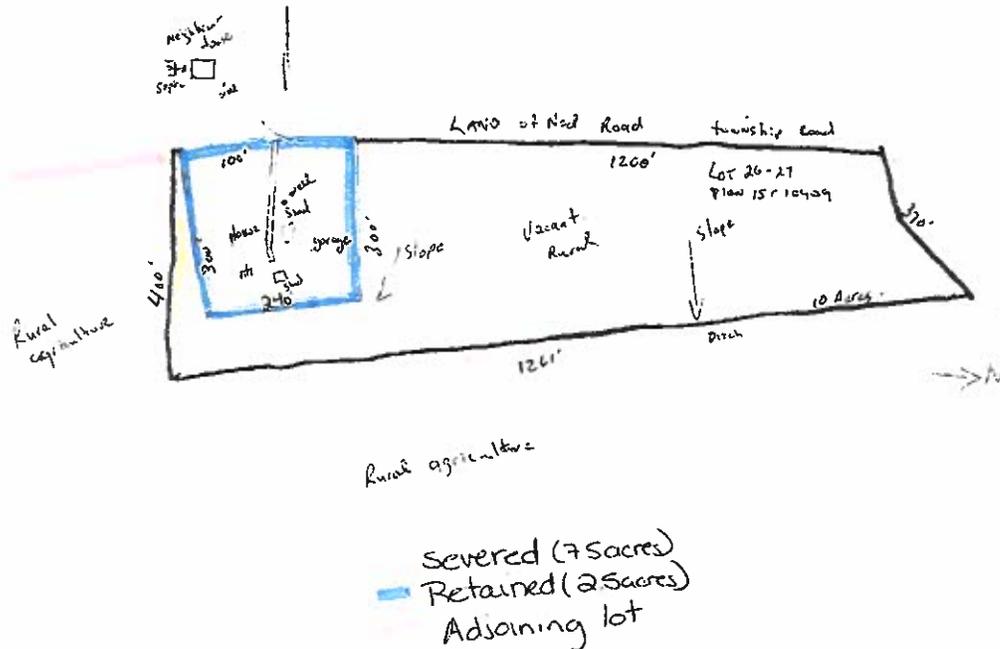
1. The balance of any outstanding taxes, including penalties and interests, (and any local improvement charges, if applicable) shall be paid to Augusta Township.
2. An acceptable reference plan, survey, or legal description of the severed lands and the deed or instrument conveying the severed lands shall be submitted to Augusta Township.
3. That the road allowance of McIntosh Road be widened as required to 10 metres from the centreline of the road, and that a Transfer/Deed conveying the said land to Augusta Township be prepared and executed in consideration of the payment of \$ 1.00.
4. That the final severed lot be at least 2.0 acres in size to meet the minimum lot area requirements of the Rural zone, as specified in the Augusta Zoning By-law.
5. Applicant to submit a cash-in-lieu of parkland levy of \$500 to the Township.
6. Applicant to demonstrate that sufficient quantity/quality of water is available for the severed parcel.
7. To satisfy Provincial MDS (Minimum Distance of Separation) Guidelines, applicant to sign and register a letter of indemnification on title to the satisfaction of Augusta Township which permanently decommissions the existing barn/shed structure at 2706 McIntosh Road for any potential future livestock purpose to allow residential development on the new lot to proceed.
8. That favourable comments are received from circulated commenting agencies.

3. Severance Application (Lot Addition): B-86-20 (Kroot)

The Township of Augusta has received a severance application for rural lands municipally known as 10295 Land O'Nod Road (Attachment 3), as shown below.



The intent of this severance application is to adjust the lot lines to add approximately 7.5 acres of rural land for agricultural purposes onto the adjoining 283-acre rural property with the legal description of Concession 10, Pt Lots 25 to 27, as per the sketch below.



The application was been reviewed by, and received favourable comments from, the Township's Agriculture and Rural Affairs Committee on October 7, 2020.

This severance application aligns with goals and provisions for rural lands in the Provincial Policy Statement (2020), the United Counties of Leeds and Grenville Official Plan, the Augusta Official Plan and the Augusta Zoning By-law. As such, the Planner recommends that Augusta Council support its approval by the Land Division Committee of Leeds and Grenville.

RECOMMENDATION:

THAT Augusta Council recommend to the Land Division Committee of Leeds and Grenville that consent application B-86-20 for lot addition be approved subject to the following conditions:

1. The balance of any outstanding taxes, including penalties and interests, (and any local improvement charges, if applicable) shall be paid to Augusta Township.
2. An acceptable reference plan, survey, or legal description of the severed lands and the deed or instrument conveying the severed lands shall be submitted to Augusta Township.
3. That the road allowance of Land O'Nod Road be widened as required to 10 metres from the centreline of the road, and that a Transfer/Deed conveying the said land to Augusta Township be prepared and executed in consideration of the payment of \$ 1.00.

POLICY IMPLICATIONS:

None.

FINANCIAL CONSIDERATIONS:

None.

OPTIONS:

Augusta Council may recommend approval to the Land Division Committee of the United Counties of Leeds and Grenville; not recommend approval; or defer recommendation for any or all of the three severance applications.

CONSULTATION:

These severance applications were reviewed by the Agriculture & Rural Affairs Committee at their regular monthly meeting on October 7, 2020.

LINK TO MUNICIPAL PLANS:

The recommendations support the policies for lot creation, growth and development established in the Augusta Official Plan.

Ray Morrison, CAO

Myron Belej, RPP, MCIP



**THE CORPORATION OF THE TOWNSHIP OF AUGUSTA
BY-LAW NUMBER 3498-2020**

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL OF THE TOWNSHIP OF
AUGUSTA AT ITS MEETING HELD ON NOVEMBER 23, 2020**

WHEREAS section 5(1) and 5(3) of the Municipal Act S.O. 2001 c.25 states that a municipal power including a municipality's capacity, rights, powers and privileges under section 9 shall be exercised by By-Law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Augusta at this meeting be confirmed and adopted by By-Law;

NOW THEREFORE the Council of the Corporation of the Township of Augusta hereby enacts as follows that:

1. The action of the Council of the Corporation of the Township of Augusta at its meeting held on November 23, 2020, in respect of each recommendation contained in the report of the Committees and each motion and resolution passed and other action taken by Council of the Corporation of the Township of Augusta at its meeting be hereby adopted and confirmed as it fall such proceedings were expressly embodied in the By-Law.
2. The Mayor and the proper officers of the Municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf, and the said Clerk is hereby authorized and directed to affix the Corporate Seal of the Municipality to all such documents.

Read a first, second, and third time and finally passed this 23rd day of November, 2020.

MAYOR

CLERK