

Report to the Councils of:

The Corporation of the Municipality
of Oliver Paipoonge

and

The Corporation of the Township of Conmee



September 28, 2020

Table of Contents:

	Page
1 Introduction.....	1
1.1 Executive Summary	1
1.2 History & Background	2
1.3 What are the Benefits of a Merger?	3
1.4 Financial Review Framework	4
1.5 Legal Framework	6
1.6 Timing	6
2 Restructuring Options.....	7
3 Prospective Financial Review.....	9
3.1 Cost Savings Summary	9
3.2 Budget Comparison	11
(1) Purpose	11
(2) Assumptions	11
(3) Technique	11
(4) Budget Analysis & Adjustments	11
A Government & Agencies	13
B Administration	14
C Building Services	15
D Cemetery	15
E Municipal Complex	15
F Council	16
G Emergency Services	16
H Landfill	17
I Public Works	17
3.3 Reserves and Accumulated Surpluses	20
3.4 Tax Analysis	20
(1) Assessment and Tax Rates from 2015-2020	20
(2) Tax Burden	21
(3) Merger Savings & Taxes	21
(4) Options A&B: Use Savings to Reduce Taxes	22
(5) Options C&D: Put Savings in Reserve	22
(6) Recommendation	23
(7) Tax Roll and Tax Billing for Merged Municipality	24
(8) Dealing with Operating Cost Increases in the New Municipality that Are Not a Result of the Merger	24
3.5 Financial Position Analysis	24
(1) Current Ratio	25
(2) Quick Ratio	25
(3) Debt to Asset Ratio	26
(4) Debt to Equity Ratio	26
(5) Tax Arrears Percentage	27
(6) Annual Repayment Limit Utilization	27
(7) Financial Indicator Review	28

3.6	Debts & Other Liabilities	28
	(1) 2020 Borrowing	29
	(2) Matters Before the Courts	30
	(3) Matters Before Administrative Tribunals	30
	(4) Non-Financial Liabilities	30
3.7	Transition Costs	30
4	Non-Financial Assets.....	32
4.1	Buildings and Facilities	32
4.2	Real Estate/Grounds	33
4.3	Equipment & Non-Fixed Assets	35
4.4	Vehicles	36
4.5	Aggregate Resources	37
4.6	Information Systems (Computers, Telecommunications, etc.)	37
4.7	Asset Management Plans	38
5	Organizational Review.....	40
5.1	Council/Boards/Committees	40
	(1) Council	40
	(2) Community/Municipal Committees	40
	(3) External Agency Boards; Municipal Organizations	41
5.2	Administration/Human Resources	41
5.3	Information Systems	43
5.4	Emergency Services	43
	(1) Fire Protection & Prevention/First Response	44
	(2) Ambulance	46
	(3) Police	47
	(4) Emergency Planning	47
5.5	Library/Heritage/Culture	48
	(1) Library	48
	(2) Heritage/Culture	48
	(3) Volunteerism	49
5.6	Planning/Building	49
5.7	Economic Development	51
5.8	Policing and Municipal Law Enforcement	52
5.9	Recreation	52
5.10	Landfill Sites	53
5.11	Roads/Public Works	54
5.12	Facility/Grounds maintenance	57
5.13	Cemeteries	57
5.14	Information Systems	58
5.15	Records Management	58
5.16	Regulatory By-laws	58
6	Identity.....	60
6.1	Name for a Merged Municipality	60
6.2	Visual Identity Features	60
7	Public Consultation.....	62
7.1	Methodology	62
7.2	Results	63
8	Overall Considerations	64

9	Conclusion & Recommendations.....	67
10	Appendices.....	68
10.1	Restructuring Committee membership & terms of reference	68
10.2	Map	71
10.3	Grant Thornton Report on Public Consultations	72
10.4	Figure 3.2.1 – Merger Budgets and Taxes (3 Year Model)	77
10.5	Figure 3.2.4 – Detailed Budget Impacts	78
10.6	Figure 3.4.1 - Assessment and Tax Rates for 5 Year Period 2015 to 2020	87
10.7	Figure 3.4.2 - Tax Burden for 5 Year Period 2015 to 2020	88
10.8	Figure 3.4.3 – Assessments and Tax Levies	89
10.9	Figure 3.4.4 – Options A & B	90
10.10	Figure 3.4.5 – Options C & D	91
10.11	Financial Indicators Return for Conmee (2019)	92
10.12	Financial Indicators Return for Oliver Paipoonge (2019)	95
10.13	Figure 3.6 – Capital Asset Analysis for 9 Year Period (2010-2018)	98
10.14	Operational Review for Conmee	99
10.15	Operational Review for Oliver Paipoonge	102
10.16	List & Condition of Roads in Conmee	108
10.17	List & Condition of Roads in Oliver Paipoonge	109
10.18	Reference Materials	114
10.19	Legislation Summary	115

Section One: Introduction

1.1 Executive Summary

For many years, the Municipality of Oliver Paipoonge and the Township of Conmee have worked very closely together on issues that affected both communities. Together, they have continually searched for ways to reduce costs, while not sacrificing services to their residents. Being members of the Lakehead Rural Municipal Coalition has been one of the avenues used to promote their mutual interests.

In April of 2020, the Township of Conmee required administrative assistance, and began purchasing it from the Municipality of Oliver Paipoonge through a shared service agreement. This led to consideration of the possibility of a merger. The subject was raised with both councils, who resolved to look into the matter. A Restructuring Committee was struck to examine both the benefits and drawbacks that might materialize should the two communities merge.

Grant Thornton LLP was hired to undertake and report on the required public consultation, and to peer review the financial and other analyses in the detailed report that would be researched and developed by the Restructuring Committee.

The following points summarize the findings and recommendations that are detailed in the body of the report.

- Both municipalities are financially sound.
- Significant costs can be saved by operating one municipality rather than two.
- As a result of a merger, taxes will not be increased.
- Conmee's facilities and equipment are in good condition, with no major capital expenditures being required in the near future.
- Aggregate resources such as gravel are found in both municipalities. Conmee has a sand pit with a large volume of material.
- Oliver Paipoonge operates two landfill sites (Spence Road and Barrie Drive) and Conmee operates one landfill site (Sovereign Road). A merged municipality would have sufficient landfill capacity well into the future.
- Both municipalities have made significant investment in their road infrastructure, with the result that the majority of the roads are rated as in either "good" condition or "fairly good" condition based on engineering standards.
- Many of the two municipalities' administrative procedures are aligned, and they both utilize the same software for their financial and tax work, asset management consulting work, cemetery records, and more. There is significant potential to reduce program licences and associated costs.
- A merged municipality, being larger, would benefit from greater economies of scale in purchasing practices.
- A larger community allows for more political influence.
- The merger of two like-minded, rural municipalities will avoid the possibility of a forced amalgamation with a larger urban municipality.
- A merger will increase the feasibility of realizing the development of a seniors' residential complex, currently in the planning stages in Conmee. This complex would be a significant benefit to the new municipality and its residents.
- The recommended timing for the new municipality is January 1, 2021, which is feasible.

- The Restructuring Committee is recommending that the cost savings achieved through the merger be set aside over the first three years, resulting in a reserve fund of close to one million dollars.
- The name “The Corporation of the Municipality of Riverview” is being recommended, with the Council of the new municipality to revisit that name during the Transition Period (2021-2022) if it so desires.
- The recommended Interim Council, to govern the new municipality during the Transition Period should be composed of the five current members of the Oliver Paipoonge Council, with the addition of two current members of the Conmee Council. At the next municipal election (October, 2022), a new Council, once again composed of five members, would be elected at large throughout the new community.
- Both municipalities’ by-laws, resolutions, policies and planning documents, would continue to apply in their respective geographic areas until the new municipality has had an opportunity to consult with the public and harmonize these matters.
- Procedures governed by Provincial law would ultimately decide union representation.
- Procurement processes would ultimately decide policing representation, continued contracted services and other similar matters.

Information further clarifying and expanding on the results listed above is detailed in the full report.

After weighing all of the information in the report, the Restructuring Committee voted to recommend to the councils that they present a restructuring proposal to the Ministry of Municipal Affairs and Housing for a merger of the two municipalities.

1.2 History and Background

The Lakehead Rural Municipal Coalition (“LRMC”), made up of the Municipalities of Oliver Paipoonge, Shuniah and Neebing, and the Townships of Conmee, O’Connor and Gillies, have been advising the Provincial government for several years that its policies and reporting requirements are squeezing the life blood out of small, rural municipalities. The LRMC’s “Rural Action Plan”, published twice annually, points out several areas of provincial policy that are crippling. Without change, the LRMC has advised the Province that it will be impossible for small, rural municipalities to continue to exist. When the Mayors of Oliver Paipoonge and Conmee repeated this message in delegation meetings (August 17 and 18, 2020) with the Minister of Agriculture, Food and Rural Affairs and the Parliamentary Assistant with the Minister of Municipal Affairs and Housing, not only did the provincial representatives recognize the reality, but they also strongly encouraged moving forward with a merger.

In late March of 2020, the Township of Conmee found itself, suddenly, without its Chief Administrative Officer and its Treasurer. This required prompt action, and the Township Council approached the Municipal Council of Oliver Paipoonge for assistance. A shared service agreement was reached as a stop-gap measure. Oliver Paipoonge provided immediate administrative staffing assistance to allow Conmee to continue to function appropriately. Conmee pays Oliver Paipoonge for these services such that Oliver Paipoonge tax payers are not subsidizing Conmee’s tax payers in any way.

The shared service agreement led to a consideration by Conmee’s Council that the time may be optimal to examine restructuring. Council in Conmee approached Council in Oliver Paipoonge and requested that a committee be struck to examine restructuring possibilities, including a merger. Appendix 10.1

shows the Terms of Reference for the formal Restructuring Committee, and the membership of the committee. Grant Thornton, LLP, was retained by the municipalities to undertake public consultation, including First Nation and Métis consultations, and to peer review the financial and other analyses undertaken by the Committee.

A summary of Grant Thornton's report on public consultation prior to the finalization of this report is provided in Appendix 10.3. The Restructuring Committee considered this input when creating and finalizing this report.

A snapshot comparison of the two communities under consideration is shown in Table 1.2 below. A map of the two municipalities is provided in Appendix 10.2.

Table 1.2	Conmee	Oliver Paipoonge
Population (2016 Census)	819	5,922
Increase in population 2011-2016 (2016 Census)	7.2%	3.3%
Number of Households (2016 Census)	300	2,240
Increase in # Households 2011-2016 (2016 Census)	4.9%	3.3%
Median Household Income (2016 Census; 2015 data)	89,856.00	96,981.00
# Kilometers of Road (current municipal data)	67.04	258
Geographic Area (2016 Census)	169.13 km ²	350.91 km ²
Total Assessment (current municipal data)	\$71,368,900.00	\$841,410,500.00

Census data shows that Conmee and Oliver Paipoonge both have greater proportions of their populations in the 0 to 14 years, and 15 to 64 years age cohorts than the Thunder Bay District (as a whole) has in those cohorts.

Median household income in both municipalities (shown in Table 1.2) is significantly greater than it is in the Thunder Bay District (stated to be \$68,092 in the 2016 Census data).

1.3 What are the Benefits of a Merger?

From a governmental perspective, the cost savings of operating one municipality versus two are considerable. By capturing the savings in the first three years after merger, the new municipality will generate an infrastructure reserve account (of close to one million dollars) which will guard against future tax increases for the new municipality. This is explored in detail in Section 3.4 of this Report.

Being merged with Oliver Paipoonge may stimulate rural residential development interest in Conmee, which has available developable land. Conmee may be further away from the City of Thunder Bay than Oliver Paipoonge is, but the COVID-19 Pandemic has shown that many people do not have to commute (either at all, or at least every day) to pursue their livelihood. Development in the Conmee portion of the merged municipality will benefit businesses in Kakabeka Falls, and incentivize development there. Increased population and assessment will benefit the new municipality.

COVID 19 has also generated a greater interest in the benefits of rural living. Lower population densities make it far easier to "physically distance" as well as to self-isolate, when and if required. Requiring people to stay at home sparked an interest in gardening and small-scale local food development, which in turn has increased real estate market interest in rural residential properties.

A larger municipality will generate operating benefits. Greater economies of scale can be achieved. As an example, Oliver Paipoonge hires a contractor to crush approximately 16,000 cubic metres of gravel each year, while Conmee purchases approximately 4,000 cubic metres of gravel each year. A tender for crushing 20,000 cubic metres should result in better pricing than for 16,000 cubic metres.

Another advantage of a larger municipality is that it provides for more political influence. Approximately 26 kilometers of Highway 11/17 run through Oliver Paipoonge, while another 27 kilometers of the same highway run through Conmee. Encompassing the combined length will provide greater influence with respect to issues such as (a) the City's proposed designated truck route by-law (opposed by both municipalities now) and (b) the Shabaqua Extension (which, if undertaken, will impact the interests of both municipalities).

Conmee has been working on a development for a seniors' residential complex, including some assisted living units. COVID-19 shone a spotlight on the conditions in urban long-term care homes and an interest in development of something better for our cherished elders. The time is ripe to lobby for assistance to bring this vision to fruition. The plans are drawn up and the land is ready. The new municipality stands to benefit from a model design for a new standard of senior care. The larger, merged municipality will be better positioned to move this project forward than Conmee is at present.

Between 1998 and 2002, the political government of the day forced the amalgamations of many municipalities across Ontario. Examples include Greater Sudbury, Chatham-Kent, Kawartha Lakes, Greenstone, Hamilton, and Metropolitan Toronto. When the current provincial government was elected in June of 2018, it stated that forced amalgamations were not part of its mandate. Things have changed considerably since then, however. Provincial authorities recognize that municipalities (particularly small, rural and northern municipalities) are struggling financially despite provincial financial support. Ontario has 444 municipalities. Cutting down that number will always look like a way to save money for both provincial and municipal taxpayers. The financial fallout of the COVID-19 Pandemic has devastated provincial finances, and this will make any move to save money more attractive for years to come. Generally, residents of small municipalities oppose joining their larger urban neighbours, since they believe their taxes will go towards urban areas and issues. By voluntarily initiating a merger, a forced amalgamation with a larger urban center may be avoided.

1.4 Financial Review Framework

Not surprisingly, top of mind for stakeholders is how a merger might impact them financially. That having been said, as shown in Appendix 10.3, public concerns involved more than just finances. The Restructuring Committee has attempted to address in this report all of the public input received.

There are many elements that make up a Municipality's budget (both operating and capital, and both revenues and expenses). Some of them are within the control of the Municipality's council (such as which capital projects are priorities, how many staff are required and what are they paid, service levels, the ratio of taxes between different property classes, etc.) while others are not (how much grant funding is provided by higher orders of government, and the amount of levies required to be paid to external agencies such as: the Thunder Bay District Social Services Administration Board, Superior North Emergency Medical Services, Thunder Bay District Health Unit, and others). Both municipalities have been told that Ontario Municipal Partnership Funding (OMPF), a grant provided by the Ontario government, will continue to be reduced (as it has been over the past few years). Both municipalities

have been advised of significant pending increases in Health Unit levies. Mid-budget year in 2020, the Superior North Emergency Medical Service increased its levies substantially. These types of revenue reductions and cost increases are outside of municipal control. In order to properly analyze the financial impact that a merger might have, those elements of the budget over which Councils have no control were omitted. Changes in those elements will no doubt occur, whether or not a merger takes place. A proper comparison can only focus on elements of the budget within Council control.

Uncontrollable factors have played a significant role in generating the tax increases in both municipalities. For many years, provincial policy has treated municipalities like Conmee and Oliver Paipoonge, with high and growing assessment values, very unfairly. High assessment values have no correlation to the owners' ability to pay (unlike high income tax rates). Municipalities with high and/or increasing assessment values experience significant increases in the mandatory levies paid to third party agencies, such as the Thunder Bay District Health Unit, Superior North Emergency Medical Services, and the Thunder Bay District Social Services Administration Board. This negative impact to municipal budgets is exacerbated because the same increased assessment values result in significant decreases in a municipality's ability to access grant funding, including the Ontario Municipal Partnership Fund grants.

Table 1.4 below, illustrates the problem.

Table 1.4A Conmee					
		2020	2015	Change	Percent
TBDSSAB	Expense	79,644	79,960	(316)	
SNEMS	Expense	53,632	41,063	12,569	
TBDHU	Expense	17,820	15,461	2,359	
OMPF	Revenue	(201,200)	(246,100)	44,900	
Total				59,512	+20.42%
Tax Levy Required to meet demand	Revenue	957,288	665,834	291,454	+43.8%
Table 1.4B Oliver Paipoonge					
		2020	2015	Change	Percent
TBDSSAB	Expense	942,882	941,052	1,830	
SNEMS	Expense	640,586	421,247	219,339	
TBDHU	Expense	144,630	124,746	19,844	
OMPF	Revenue	(894,900)	(1,502,700)	607,800	
Total				848,853	+41.12%
Tax Levy Required to meet demand	Revenue	7,970,231	5,905,699	2,064,532	+34.96%

Over 20% and 40% of the tax increases in Conmee and Oliver Paipoonge, respectively, are due to these uncontrollable factors. The two municipalities have lobbied (and continue to lobby) the provincial government to change these unfair policies.

1.5 Legal Framework

Part V of the Municipal Act, 2001, which consists of Sections 171 through 223, sets out the rules associated with making a restructuring proposal to the Provincial government. These are supplemented by two regulations. Regulation 216/96 prescribes which types of restructuring proposals are permitted. Regulation 204/03 sets out the powers of the Minister of Municipal Affairs and Housing in implementing a proposed restructuring proposal. Appendix 10.19 is a summary of this legislation.

1.6 Timing

Should the two municipalities agree to merge, the best timeframe to move forward would be January 1, 2021. This would achieve the maximum possible savings in the least amount of time. The Ministry of Municipal Affairs and Housing has indicated that, if the Councils make a decision to merge before the end of October and properly submit the required paperwork, approval will occur in time for a January 1st, 2021 effective date.

Should a decision other than merger be made, Conmee Township will need time to get staffing in place. Some shared services might be considered in the future, depending on Council decisions in both Municipalities. Conmee may look to Oliver Paipoonge for some shared services, at least for a short continued term, relating to staff training.

Some public feedback was received that this project should not proceed at this time, due to the COVID-19 pandemic. The Restructuring Committee disagrees. The pandemic has created financial hurdles for all levels of government, making the need to find efficiencies and cost savings, as well as sources of revenue to avert future tax increases, more important and crucial than ever. As at the time that this report was finalized, there continued to be uncertainty surrounding the pandemic's duration. Waiting until it is over was not considered a prudent option.

Section Two: Restructuring Options

The following restructuring options were initially reviewed by the Restructuring Committee:

1. Status quo
2. Merger
3. Annexation (part merger)
4. Management Contract
5. Shared Services

An option raised by the public, which is not currently available under provincial legislation, is de-amalgamation of Conmee – so that it would become – either in whole or in part - a Township Without Municipal Organization (“TWOMO”). Because that option is not permitted, it is not examined in this report. Although section 172 of the Municipal Act, 2001 defines “restructuring” as including “dissolving all or part of a municipality”, Subsection 173(2) provides that municipalities are not permitted to make a proposal for restructuring unless the “type of restructuring” proposed is “prescribed”. This means that the Lieutenant Governor in Council can pass regulations to specify the types of restructuring that the Province will consider. Ontario Regulation 216/96 prescribes (in paragraph 3(2)(d)) that a restructuring proposal cannot be submitted if it “results in territory becoming unorganized territory”.

As the “status quo” option does not require any study, it remains an option but is not examined in this report. Should the merger not occur, Conmee will need to undertake recruitment for its administrative staffing positions.

The “merger” option required the most in-depth study, and is the option primarily considered within the text of this report.

Annexation of a part of Conmee Township to the Municipality of Oliver Paipoonge is a restructuring option, however, the Restructuring Committee is of the opinion that it would be a costly exercise that would not result in positive benefit to the “remainder” that would be left of Conmee Township if only a portion of it were to merge with Oliver Paipoonge. Conmee Township is already very small, as compared with other rural municipalities in Ontario. Leaving a portion of it intact would make it even smaller, and not sustainable as a stand-alone municipality. Further, the Restructuring Committee is of the opinion that the Province would not approve that option. As such, this option was not studied.

There is at least one example in Ontario where one municipality provides full management services to another under a management contract arrangement. The Municipality of Charlton and Dack and the Township of Chamberlain share a CAO/Clerk/Treasurer in such an arrangement. A full management contract, under which Oliver Paipoonge would manage all of Conmee’s administration and operations is an option which could be considered if the merger option proves non-viable. The Restructuring Committee is of the opinion that some of the savings that would be realized on merger could be realized under this option – however – since not all of them would be realized, the merger option (if viable) would be preferred from a cost savings perspective. Maintaining two municipal identities results in much duplication of effort, creating inefficiencies. For example, each municipality would still have to have its separate sets of accounts and financial records, including separate annual audits; each would still have to undertake the reports and studies required by the Province to be produced; etc. The workload to Oliver Paipoonge staff under its current contract to assist Conmee is proving heavier than originally anticipated, making the parties realize that, as a long term prospect, it would not be sustainable. Some staffing would need to be hired in Conmee for any ongoing commitment. All of that

having been said, if the Councils find merger to be non-palatable, some savings and efficiencies should be further examined under this model. The amount of savings may not be appreciable enough to make the effort worthwhile.

There are examples in Ontario where municipalities achieve efficiencies by sharing services. Examples of shared services include: shared staff for: planning, public works, chief building officials, fire teams, and, less commonly, senior administrative staff. This is similar to the management contract option noted above, however, not all of the operations of one municipality are undertaken by another. Similar problems would remain as those cited under the management contract option. As long as two municipal identities are maintained, the opportunities for cost savings and efficiency creation are considerably reduced. The variables for what to share, how to share and whether to share are considerable. Again, however, if the Councils do not agree to a merger, opportunities for shared services should be considered. (It is noteworthy that the Lakehead Rural Municipal Coalition, comprised of Conmee and Oliver Paipoonge, together with the Municipalities of Neebing and Shuniah, and the Townships of Gillies and O'Connor, had determined earlier in 2020 to have their fire chiefs look at the potential benefits of a shared fire service. The onset of COVID-19 derailed that project, however, it is an example of sharing one, but not all, services between municipalities.)

Examples of municipalities that share senior administrative staff are the four townships of Kerns, Casey, Harley and Hudson, who share a CAO, and the Townships of Carling and the Archipelago, who share both a CAO and a Treasurer.

Section Three: Prospective Financial Review

3.1 Cost Savings Summary

Cost savings from a merger of two municipalities come primarily through reduction in the costs associated with duplication of effort (efficiencies), elimination of surplus staffing, and duplication of contracted-for costs. There are also asset rationalization savings, as well as the savings associated with the “buying power” that comes from a larger municipal entity (economies of scale).

With respect to efficiencies, it is noted that each existing municipality has staffing, and/or hires contractors/consultants, to produce reports and studies required by higher orders of government. Each has to produce numerous reports, including compliance reporting for various legislative obligations (ie. emergency management, fire protection and prevention, occupational health and safety, libraries reporting, cemetery annual reports, aggregate operations annual reports, reports under the Municipal Freedom of Information and Protection of Privacy Act, etc.). There are also mandated projects such as asset management planning, which require significant workload and expertise.

While reporting is time-consuming, so are the meetings and background work required prior to being able to complete many of these reports.

If the two municipalities merged, the effort involved with undertaking many of these reports is halved. The effort involved with some of them would be reduced, however, not by half.

Workload associated with fixed assets would not change (unless some assets were divested). As an example, bridges and large culverts still have to be inspected by qualified engineers on a bi-annual cycle and, in most cases, short of closing a road, municipalities cannot really de-commission existing bridges. It is likely, however, that hiring one engineering firm under one project to undertake all of the inspections of the structures in both geographic municipalities would cost less than having two independent projects, as is the case with the two municipalities operating independently.

In addition to all of the required reports and meeting obligations, there are “nice to have” reports which inform municipal decision-making, and checks and balances such as fire alarm system inspections, health & safety inspections, AED inspections, etc. While these are not mandated per se, they are undertaken regularly, and while they will still need to be done, reducing the number of municipally-run buildings will reduce the number of inspections overall.

The day to day running of a municipality requires work that will also be reduced through a merger. As one example, each municipality is mandated to have a joint health and safety committee. These committees have obligations to meet regularly, undertake workplace inspections, review incident reports, etc. This effort would, again, be halved. Although workplace inspections would continue to be required, the benefits of having only one committee, rather than two, are clear. Another example involves the reduced workload of having one municipal council rather than two. This halves the number of meetings and the workload associated with them (including agenda and minute preparation).

Other efficiency achievements will come based on geographical distances for public works operations. Conmee Township is located to the north and west of Oliver Paipoonge. It is geographically much smaller (169.13 square kilometers, compared to 350.91 square kilometers). Oliver Paipoonge’s public works crews operate out of a municipal garage located in that part of the municipality known as Murillo.

The municipal garage located in Conmee is much closer to the northern parts of Oliver Paipoonge than its existing garage. Deploying equipment, vehicles and staff from the closer garage will save gas, equipment wear-and-tear, staff driving time, etc. These types of efficiency savings are difficult to quantify, but are nevertheless of value.

There are numerous examples where cost savings will be achieved by contracting for external services for one merged municipality. Rather than paying for two, independent financial audits, as each of Oliver Paipoonge and Conmee do at present, the merged municipality would only have to contract and pay for one. (Of course, in the first year, two audits would still be required of the operations of the prior year, when the municipalities were still independent of one another.) Software licencing fees, insurance premiums, office janitorial services and asset management plan consultants are other examples where the cost savings would result from the elimination of the purchase by Conmee, and the continuation of the purchase (either at the same cost, or at an increase anticipated to be much less than the cost of the two existing contracts combined) by the merged municipality.

The term “asset rationalization” refers to the probability that a merged municipality could maintain the same, or enhance, levels of service that the constituents in each separate municipality currently receive, with fewer assets. Vehicle and equipment fleets would need to be reviewed, and the oldest and/or least productive units could be divested, giving the overall fleet a more current median age, for the benefit of all ratepayers.

One clear example of an asset rationalization benefit involves front line fire fighting vehicles and equipment. The Fire Underwriters Survey sets the standards for fire ratings in the industry. Conmee, with a population less than 1,000, must maintain a front line fire pumper 20 years old or younger. Oliver Paipoonge, with a population over 1,000, must maintain a front line fire pumper 15 years old or younger. Fire vehicles are very expensive (close to, if not more than, \$500,000.00). Each of Conmee and Oliver Paipoonge must abide by these rules, however, in a merged municipality, only one new fire truck would need to be purchased every 15 years, rather than two (one in 15 years, and one in 20 years). The older vehicles are used as back-up/secondary units, as they are still maintained in excellent working condition and, despite their ages, they have very low mileage and will function well for years.

Another cost saving involves the buying power of a larger, vs. a smaller, municipality. An example relevant to this study involves the fact that Conmee purchases its aggregate (gravel) even though it has a gravel pit. The amount of aggregate required in the municipality does not merit the expense of processing at the pit. That would change for a merged municipality – resulting in savings. (Refer to Part “I” (Public Works) in budget discussions in Section 3.2, and also to Section 4.5 for more information in this regard.)

The volume of regularly purchased products, such as office supplies, cleaning supplies, road application materials (i.e. calcium, salt), in a merged municipality would be greater than the volume required by each individual municipality. For many of these products, it is anticipated that buying a greater volume will decrease the per-unit price.

Analysis overall shows that, by the third year of the new municipality’s operations, an approximate savings of \$368,000 per year will be realized, as compared to the costs of the two municipalities operating separately. This is illustrated in Table 3.2.1 on page 12, and further discussed in Section 3.2.

3.2 Budget Projections

(1) Purpose

The main intention of the budget projection is to identify the effects due to the merger of the two municipalities. The Restructuring Committee anticipates the major effects would manifest themselves in the first 3 years after a merger.

It is very important to note that there are various impacts on municipal budgets, and many of these are outside of the control of municipal councils. Some of these external impacts are: general inflation, funding changes by other orders of government, and increased levies from service agencies (as illustrated in Table 1.4 on page 5). These external factors are not being considered, not just because they are difficult to predict, but also because they will impact both Conmee and Oliver Paipoonge, whether or not a merger takes place. What the analysis in this section attempts to review is an “isolation” of the factors that would actually be impacted in a potential merger.

A direct comparison of the 2020 budgets of the two municipalities would be misleading, as Oliver Paipoonge’s budget was prepared and approved prior to the start of 2020, while Conmee’s was not prepared and approved until April 2020. As such, Oliver Paipoonge’s budget does not take into consideration the impacts of the COVID-19 Pandemic, whereas Conmee’s does. A very simple example is the issue of the revenue stream from the rental of the community centers. In Conmee, where it was known at the time of budget approval that hall rentals were prohibited under lock down circumstances, anticipated revenue was decreased significantly from that achieved in prior years. In order to get a proper understanding of rental revenue streams for the Community Center, one has to go back to the 2019 budget in Conmee. The Restructuring Committee took these factors into account.

(2) Assumptions

The major assumptions used in this analysis are:

1. It is assumed there will no changes to the Oliver Paipoonge budget due to the merger. The effects of the merger will be illustrated by looking at the Conmee budget. Any revenues and expenditures will be recorded in the prospective Conmee budget.
2. Revenues and expenditures have been held constant over the three years, allowing effects of the merger to be isolated.

(3) Technique

The starting point from a budget perspective is the approved 2020 budgets in each of Conmee and Oliver Paipoonge. Adjustments are then made to the Conmee budget to reflect what would happen in a merged municipality for each of the subsequent 3 years.

(4) Budget Analysis and Adjustments

The analysis of the budget for the 3 year period shows projected savings due to the merger as shown in Table 3.2.1, on the following page:

Table 3.2.1	2021	2022	2023	Total
Annual Incremental Saving	304,367	4,500	59,297	368,164
Cumulative Annual Savings	304,367	308,867	368,164	

Figure 3.2.1, in Appendix 10.4, summarizes the change to the Conmee budget in a merged scenario.

Nearly \$200,000 of the savings are projected due to reductions in the administration department, primarily in staffing. Savings of approximately \$48,000 are forecast in legal, audit and insurance costs. A little more than \$20,000 will be saved in public works due to staffing changes and self-sourcing aggregate. Over \$60,000 is forecast to be saved in 2023 when after the 2022 election the merged municipality will have only a 5-member council (see Section 5.1).

The Budget (for both municipalities) consists of 9 components:

- | | |
|----------------------------|-----------------------|
| A. Government and Agencies | F. Council |
| B. Administration | G. Emergency Services |
| C. Building Services | H. Landfill |
| D. Cemetery | I. Public Works |
| E. Municipal Complex | |

The detailed forecasted budget impacts, shown in Figure 3.2.2 (Appendix 10.5) were undertaken over a 3 year period (2021 to 2023). This assumes the merger can be effected as of January 1, 2021.

The following text (pages 13 through 18) describes the detail of the various adjustments forecasted over the 3 year period, using the 9 components listed above.

A. Government and Agencies

Revenue

1. The practice of adding back the prior year surplus has been discontinued starting in 2021.
2. No significant changes are foreseen. The Restructuring Committee made the assumption that grants from upper orders of government would not change – again, this is to isolate factors that are within the control of the municipal councils.

Expenditures

1. Loan interest and principal expenditures in Conmee (totaling \$79,799) will not change during the 3 year period, but the breakdown between interest and principal will change. Since the change in interest and principal is not an effect of a merger, the 2020 figures have been repeated in each of the 3 years.
2. A “Sander Loan” was put in Conmee’s 2020 Budget, but the Conmee Council subsequently decided against borrowing. It has therefore not been included in the 3-year forecast.
3. Rent from third parties cover some of Conmee’s debt payments as shown in Table 3.2.2 below.

Table 3.2.2

Revenue	Line	Amount	%
Rydholm Residence lease	4102	9,650 ^a	
Food Bank lease ^b	4104	22,349	
	Total	31,999	40%
Expenditures			
Loan for purchase of Rydholm Residence + adjacent lands	2070	5,745	
Food Bank Renovations Loan	2071	8,687	
Hall Renovations	2072	5,550	
Grader Loan	2073	21,276	
Loan Interest	5251	38,541	
	Total	79,799	100%
Net Outlay		47,800	60%

- a) The Rydholm residence rent is \$12,000 per annum, however, the figure has been reduced to reflect the property taxes of \$2,350 per annum which are also covered by the rental income.
- b) The Food Bank lease payments are helping to cover debt incurred to renovate the Municipal Complex to provide space for Food Bank operations.

4. Provisions for Legal, Animal Control, and By-law Enforcement have been removed. It is assumed these would be absorbed in the Oliver Paipoonge budget (for the merged municipality).
5. The provision for Insurance has been removed and replaced with an estimate for environmental liability, property, equipment breakdown and owned automobile coverage. Other types of coverage, such as general liability, have been removed since it is assumed these coverages in the Oliver Paipoonge insurance policy will be sufficient for the merged municipality.
6. The provision for Audit has been reduced, but not eliminated since there still will be assets and transactions to audit.
7. A provision for transition costs has been included for each year. See Section 3.7 for details.

Information pertaining to Oliver Paipoonge's debt is reviewed in Section 3.6.

B. Administration

Revenue

No changes are foreseen.

Expenditures

1. Every provision except those for support staffing have been eliminated. The Oliver Paipoonge Budget is considered able to absorb all the administrative costs of the merged municipality. As Conmee currently has no administrative support staff, there are no issues relating to severance payouts.
2. Provisions for a half-time support worker have been made using Oliver Paipoonge compensation rates and practices. Currently Oliver Paipoonge has 5.0 support workers. Adding one half of a full time equivalent support worker means a 9.1% cost increase. The 2016 populations of Conmee and Oliver Paipoonge are 819 and 5922, respectively. Adding Conmee's population to Oliver Paipoonge's represents a 12.1% increase. The merged municipality will have an increased workload for support staff due to a larger population to serve, e.g., tax bills, hall rentals, dog tags, planning applications, etc.
3. For 2021 and 2022, a provision for software is included for the Conmee accounting and asset management systems. By 2023 accounting and asset management will only require one system each.
4. For each year, provisions have been made for office supplies, travel and newsletter. There will be office supplies consumed by the merged municipality for the administration of the Conmee-associated costs of such things as preparing and mailing tax bills. Likewise, there will still be newsletter costs. Travel will involve for mileage from the Oliver Paipoonge office to Conmee sites by administrative personnel.
5. It is worth noting that it is anticipated the current Oliver Paipoonge management complement will be able to handle the workload of the merged municipality. It will be less taxing than all of the duplicative work associated with the current shared services agreement.

6. An overview of current staffing levels was undertaken. There will be no wage increases for administrative staffing as a result of the merger. (Employees covered by collective agreements may or may not see wage increases, depending on negotiations with unions, however, it is anticipated that the higher wages reflected in collective agreements will prevail. This assumption was used to make budget forecasts. This impacts 2 public works staff members, and one landfill site staff member currently working for Conmee.) The existing organizational chart in Oliver Paipoonge will remain intact for the new municipality (should a merger be approved), with the addition of the Conmee Public Works and Landfill site staff, and a possible part time Administrative staff person (as noted in point two, above). The Oliver Paipoonge current workplace practices, including the work week hours and scheduling, will remain in place for a new municipality.

C. Building Services

No changes are foreseen to either Revenue or Expenditure. Refer to Section 5.6 for the organizational discussion.

D. Cemetery

No changes are foreseen to either revenue or expenditure. Refer to Section 5.13 for the organizational discussion.

E. Municipal Complex

Revenue

1. Since the 2020 Conmee Budget was done post COVID-19, only \$100 was provided for Hall Rental. Hall rental is expected to rebound to its normal amount of \$2400 in each year of the forecasted 3 year period.
2. Assuming a merged municipality would operate from the Oliver Paipoonge municipal office site, it should be possible to rent out the vacant office in Conmee, which can readily be separated from the rest of the municipal complex, with some shared facilities (i.e. washrooms). Currently Oliver Paipoonge rents approximately 1430 square feet of office space at the Murillo Hall for \$1,273.45 per month. The vacant office in the Conmee municipal complex is smaller, but it is modern and functional, including having high speed internet – which is not common in the area. The model forecasts the office space will be rented out for \$750/month beginning in July 2021.

Expenditures

1. The budgetary provision for telephone was reduced, since a cheaper alternative was secured.
2. The provision for building is for a grass cutting contract. It does not expire until Dec. 31/21. While it may be possible for the merged municipality to cut the grass using its own forces, which is what Oliver Paipoonge currently does, that will have a cost. Rather than make assumptions on grass cutting by own forces, the contract has been carried forward over the 3 year period.

F. Council (Refer to Section 5.1 for the organizational discussion)

Revenue

No changes are foreseen.

Expenditures

1. In 2021 and 2022 (prior to the 2022 municipal election), it is proposed that the merged municipality will have a 7-member Interim Council. 2020 provisions for Council compensation in the Conmee budget have therefore been replaced with the costs for 2 councillors, using Oliver Paipoonge rates and practices (which are higher than Conmee's). It is further proposed that the 2022+ council term will revert to 5 council members (including the mayor), elected at large.
2. The provision for telephone has been retained since long-term contracts are in place. It may be possible to terminate these contracts early, but the costs have not been investigated.
3. Other provisions have been removed, since the Council budget from Oliver Paipoonge is considered sufficient for the Council of the merged municipality.

G. Emergency Services (Refer to Section 5.4 for the organizational discussion)

Revenue

1. Based on knowledge of revenue generated from responding to highway incidents, e.g., motor vehicle collisions, it has been determined the MTO Revenue of \$1,500 in Line 4300 of the Conmee budget is understated. Oliver Paipoonge has the administrative capacity and processes to ensure revenue claims to MTO are filed, and they will be employed for former Conmee emergency services in a merged municipality. Therefore, a more realistic provision of \$8,000 has been inserted for MTO Revenue.
2. Historically, Conmee has rented out a building to Superior North Emergency Medical Services as an ambulance garage. SNEMS has plans to relocate this station to Kakabeka Falls, commencing in 2021. At this time, it is unknown whether the merged municipality would want to try to rent this space out again, or use it for municipal operations. Accordingly, the rent has not been included in the prospective budget.

Expenditures

1. The Conmee provision for wages was removed and replaced with the cost of a Station Captain using Oliver Paipoonge rates. (Refer to Section 5.4 for the organizational discussion)
2. The Conmee budget's honorarium for volunteers was increased from \$7,400 to \$14,600 to reflect compensation practices in Oliver Paipoonge.

H. Landfill

Revenue

No changes to revenue are foreseen. A merged municipality may wish to review user fees in general, and the Province's move to outsource recycling costs will also have an impact. Neither of these factors was considered in the budget forecasts. Neither municipality currently imposes landfill site user fees for residents.

Expenditures

1. Employee compensation provisions are for landfill attendants. The 2020 provisions in the Conmee budget were removed and replaced with provisions using current Conmee hours of operations with Oliver Paipoonge rates (which are higher than Conmee's) and practices.
2. Other provisions remain unchanged.

I. Public Works (Refer to Section 5.11 for the organizational discussion)

Revenue

No changes are foreseen.

Expenditures

1. Employee compensation provisions in the forecasted Conmee budget are for equipment operators. The 2020 Conmee provisions were removed and replaced with provisions for a lead hand and an equipment operator using Oliver Paipoonge rates (which are higher than Conmee's) and practices. The \$20,000 provision in the 2020 Conmee Budget for temporary staffing was removed, since it is anticipated that this cost can be avoided due to operational efficiencies, (i.e. clearing snow in Kakabeka Falls from the Conmee Garage). The merged municipality would have a 9-member crew (7 from Oliver Paipoonge and 2 from Conmee), which will be sufficient to service the merged municipality.
2. Conmee currently buys gravel from a local supplier, even though it has its own gravel pit. (It was more cost-effective, given the low volumes required.) Oliver Paipoonge hires a contractor to crush material at its two pits for the Municipality's capital projects. Being a small municipality, the economies of scale work against Conmee; mobilizing crushing equipment is a significant cost that cannot be sustained if crushed volumes are low. In 2019, Conmee paid \$9.00/tonne for gravel, whereas in 2020 Oliver Paipoonge is paying \$6.30/tonne. In Line 5205 of the 2020 Conmee Budget, \$90,000 is provided for gravel. In a merged municipality gravel could be crushed at the Conmee site, and the \$90,000 provision @ \$9.00/tonne becomes \$63,000 @ \$6.30/tonne, which saves \$27,000. This amount is identified separately in the budget schedule in order not to confuse the treatment of Capital Costs in Line 5205 in the 3-year model.
3. Other provisions remain unchanged.

Capital

Capital and Operating are not segregated in Conmee's approved 2020 Budget. Table 3.2.3, below, shows the figures in that budget:

Table 3.2.3

Department	Revenue (Grants)	Expenses	Net Amount to Levy
Municipal Complex	184,370	200,000	-15,630
Emergency Services	0	5,000	-5,000
Public Works	90,000	110,000	-20,000
Total	274,370	315,000	-40,630

The municipal complex grant in the table is a one-time grant, so it has not been carried forward into the 3 year period. The other grant amount, which consists of OCIF and Federal Gas Tax, is ongoing, so it has been carried forward into the 3 year period. A project amount of \$130,630 has been recorded in Public Works in each year of the 3 year period, based on historical needs. As a result, the net levy amount will remain at \$40,630.

Table 3.2.4, on the following page, shows a high-level summary of the Conmee budget forecasted over the next 3 years, assuming a merger occurs. The budget forecast for 2024 is the same as 2024. More detailed budget forecasts are presented in Figure 3.2.2, in Appendix 10.5.

Table 3.2.4

DEPARTMENT	2020 APPROVED BUDGET			2021 FORECAST BUDGET		
	REVENUES	EXPENDITURES	NET	REVENUES	EXPENDITURES	NET
GOVERNMENT & AGENCIES	259,678	418,635	158,957	269,134	372,209	103,075
ADMINISTRATION	13,500	227,920	214,420	13,500	40,064	26,564
BUILDING	6,310	6,310	-	6,310	6,310	-
CEMETERY	1,250	1,000	(250)	1,250	1,000	(250)
MUNICIPAL COMPLEX	189,470	270,114	80,644	111,900	67,814	55,914
COUNCIL	-	66,980	66,980	-	52,297	52,297
EMERGENCY SERVICES	14,500	77,154	62,654	9,000	69,735	60,735
LANDFILL	3,000	35,500	32,500	3,000	37,717	34,717
PUBLIC WORKS	94,000	435,383	341,383	94,000	413,869	319,869
Grand Total	581,708	1,538,996	957,288	408,094	1,061,015	652,921

DEPARTMENT	2022 FORECAST BUDGET			2023 FORECAST BUDGET		
	REVENUES	EXPENDITURES	NET	REVENUES	EXPENDITURES	NET
GOVERNMENT & AGENCIES	269,134	372,209	103,075	269,134	369,709	100,575
ADMINISTRATION	13,500	40,064	26,564	13,500	32,064	18,564
BUILDING	6,310	6,310	-	6,310	6,310	-
CEMETERY	1,250	1,000	(250)	1,250	1,000	(250)
MUNICIPAL COMPLEX	16,400	67,814	51,414	16,400	67,814	51,414
COUNCIL	-	52,297	52,297	-	3,500	3,500
EMERGENCY SERVICES	9,000	69,735	60,735	9,000	69,735	60,735
LANDFILL	3,000	37,717	34,717	3,000	37,717	34,717
PUBLIC WORKS	94,000	413,869	319,869	94,000	413,869	319,869
Grand Total	412,594	1,061,015	648,421	412,594	1,001,718	589,124

3.3 Reserves and Accumulated Surpluses

Reserves

According to their respective audited 2019 financial statements, Conmee had a year-end reserve fund balance of \$305,737, and Oliver Paipoonge had a year-end reserve fund balance of \$1,477,323. These are shown in “Schedule 1” of the audited financial statements in each of the two municipalities.

Tables 3.5.1 and 3.5.2, on pages 26 and 27 show the municipalities’ entire reserve fund balances as deductions from cash on hand for the purposes of ratio analyses.

Accumulated Surplus

Table 3.3.1, below, summarizes figures taken from the 2019 Audited Financial Statements:

Table 3.3.1	Conmee		Oliver Paipoonge	
	2019	%	2019	%
Investments in Roads, buildings, and Other infrastructure	2,335,147		35,134,640	
Library Surplus			3,444	
Unfunded Liabilities	<u>(898,651)</u>		<u>(2,673,294)</u>	
Surpluses (above figures, combined)	1,436,496	73.9%	32,464,790	84.6%
Reserves	202,712	10.4%	4,424,175	11.5%
Reserve Funds	<u>305,737</u>	15.7%	<u>1,477,323</u>	3.9%
	<u>1,944,945</u>	100.0%	<u>38,366,288</u>	100.0%

Surpluses consist mainly of investments in capital assets (such as roads, bridges, buildings and equipment). They do not indicate “cash on hand” or otherwise available funds. Reserves and Reserve funds are amounts set aside for specific purposes. The difference between Reserves and Reserve Funds is the latter are cash or cash equivalents. The figures indicate Conmee has, proportionally, more cash devoted to Reserve Funds than does Oliver Paipoonge.

3.4 Tax Analysis

(1) Assessment and Tax Rates in 2015 and 2020

Assessment values and tax rates for property tax classes are provided for 2015 and 2020 in Figure 3.4.1, in Appendix 10.6.

2015 serves as the base year, so 5 years of change are captured when the 2020 figures are compared.

Assessment in Oliver Paipoonge climbed \$295,570,355 (or 54.15%) from 2015 to 2020. Assessment in Conmee rose \$27,396,814 (or 62.31%) from 2015 to 2020. There are no easily discernable patterns

amongst the classes for either municipality. The only property class showing a decrease in value is the industrial class in Oliver Paipoonge. The Landfill class did not exist in 2015. This class is inconsequential for the tax levy, since the municipalities write off the tax they are required by law to charge themselves. (This tax class is relevant only for municipalities where there are privately operated, commercial landfill sites.)

Over the five year period, tax rates in Oliver Paipoonge and Conmee declined by 12.01% and 11.27%, respectively. Rates were reduced to counteract the effects of rising assessment values. This does not mean that residents, property owners and businesses paid less taxes due to the decreased tax rate – overall, they paid more. But the rise in assessment values meant that a lower tax rate produced the required amount of levy to meet municipal budgetary needs.

The tax levy in Oliver Paipoonge grew \$2,064,532 (or 34.96%) from 2015 to 2020. The tax levy in Conmee rose \$291,454 (or 43.77%) from 2015 to 2020. The additional rise in the Conmee levy is in part due to the Township addressing road infrastructure needs identified in the 2017 Asset Management Plan. (This is further discussed in Section 3.6 of this report.)

(2) Tax Burden

Available census demographic information (see Table 1.2 in Section 1.2) shows that both municipalities have been growing. The tax burden per capita in Oliver Paipoonge grew \$582 (25.08%) from 2015 to 2020. The tax burden in Conmee rose \$297 (34.06%) from 2015 to 2020.

The residential tax as a percentage of total tax shows that Conmee is more dependent upon the residential taxpayer than is Oliver Paipoonge. Over the 5 year period, both municipalities show a slight decrease in dependence upon the residential taxpayer.

Figure 3.4.2 in Appendix 10.7 shows the Tax Burden change between 2015 and 2020.

Figure 3.4.3 in Appendix 10.8 shows the 2020 Assessments and Tax Levies in the two municipalities.

When reviewing the scenarios, it is important to keep in mind that in the base year (2020) the Conmee assessment is lower than that in Oliver Paipoonge, and its tax rates are higher. Figure 3.4.3 in Appendix 10.8 shows the comparative figures. Oliver Paipoonge has pipeline and multi-residential assessment which Conmee does not have. Oliver Paipoonge has a more varied mix of property classes, including industrial and commercial assessment at higher proportions than those in Conmee, allowing the tax burden to be divided such that the burden to a residential ratepayer is alleviated by industrial and commercial rate payers.

(3) Merger Savings and Taxes

As noted above in Section 3.2 (4) there will be cost savings due to the merger. The savings generated by the merger can either be (1) returned to the taxpayers by reducing taxes or (2) placed in a reserve account for future purposes.

In a merged municipality a new taxation system will be required. Taxation can either be done through (1) uniform tax rates or (2) transitional tax rates.

The Municipal Act requires uniform tax rates to be used throughout a municipality. Regardless of the location of properties within the municipality, the same tax rates are applied. Uniform tax rates in a merged municipality would mean the same tax rates would be used in the former Township of Conmee and in the former Municipality of Oliver Paipoonge.

Transitional tax rates involve using different tax rates for different geographical areas in a municipality. If the Minister of Municipal Affairs and Housing approves a merger, he can authorize transitional tax rates, for a specific period of time, in the order sanctioning the merger. His order (and/or enabling legislation) allowing transitional tax rates would override the provisions of the Municipal Act that require uniform tax rates. Transitional tax rates in a merged municipality would mean different tax rates could be used in the former Township of Conmee and in the former Municipality of Oliver Paipoonge.

These two factors, (1) the treatment of merger savings and (2) the taxation system, together generate four options for the merged municipality, which are illustrated in Table 3.4.1, below:

Table 3.4.1	Use Savings to Reduce Taxes	Put Savings in Reserve
Uniform Tax Rates	Option A Appendix 10.9	Option C Appendix 10.10
Transitional Tax Rates	Option B Appendix 10.9	Option D Appendix 10.10

As noted above, the Minister of Municipal Affairs and Housing will only allow transitional tax rates for a specific time period. Since the savings to be generated by the merger are projected to occur in the first three years after a merger, in the options explored, the time period for transitional tax rates has also been set at three years.

(4) Options A & B: Use Savings to Reduce Taxes (Figure 3.4.4, Appendix 10.9)

In Option A, applying uniform tax rates to reduce taxes by the amount of merger savings results in less equitable taxation in the merged municipality. Most of the savings go to taxpayers in Conmee because it has lower assessment.

In Option B, applying transitional tax rates to reduce taxes by the amount of merger savings results in a more equitable taxation in the merged municipality. In 2021 taxpayers in either of the former municipalities receive the same reduction, but in 2024 the application of uniform tax rates means most of the savings go to taxpayers in Conmee.

In either Option, taxes do not increase for Oliver Paipoonge taxpayers. Because Oliver Paipoonge has more assessment, its share of the savings increases each year as the magnitude of the savings increase.

(5) Options C & D: Put Savings in Reserve (Figure 3.4.5, Appendix 10.10)

In Option C, applying uniform tax rates and reserving the amount of merger savings results in less equitable taxation in the merged municipality. Because Conmee has lower assessment taxpayers in Conmee still realize a reduction in taxes, while because Oliver Paipoonge has higher assessment, taxpayers in Oliver Paipoonge will receive a tax increase.

In Option D, the transitional tax rates chosen are the 2020 tax rates being applied in each municipality. Doing that, and reserving the amount of merger savings, results in the same “historical” level of taxation both Conmee and Oliver Paipoonge had in 2020 for the three years after a merger.

In either Option, savings due to the merger cease to be put in a reserve in 2024, when uniform tax rates are used throughout the merged municipality. The result is the same level of tax savings for both municipalities as seen in Options A and B above.

(6) Recommendation

Should a merger be approved, Option D is recommended by the Restructuring Committee. In Option D, both municipalities’ taxpayers will be taxed at the same tax as they were in 2020 for three years after the merger.

The savings generated during the three years after a merger identified in Section 3.2 (4) would be placed in an infrastructure reserve account. Over the three year period, close to one million dollars would be generated, as shown in Table 3.4.2, below.

Table 3.4.2	
2021 Savings	304,367
2022 Savings	308,867
2023 Savings	368,164
Total	981,398

Tables 3.4.2A and 3.4.2B, below, shows the taxation using Option D for the four-year period, where the overall savings, as shown in Table 3.4.2 above, are reserved in each of 2021, 2022 and 2023.

Table 3.4.2A	2020	2021	2022	2023	2024
Conmee	957,288	957,288	957,288	957,288	665,700
Oliver Paipoonge	7,970,231	7,970,231	7,970,231	7,970,231	7,893,656
Total Tax Levy	8,927,519	8,927,519	8,927,519	8,927,519	8,559,356

Table 3.4.2B	% of 2020 Taxes				
	2020	2021	2022	2023	2024
Conmee	n/a	100.0%	100.0%	100.0%	69.5%
Oliver Paipoonge	n/a	100.0%	100.0%	100.0%	99.0%

The Restructuring Committee chose Option D since it generates a significant reserve for the merged municipality and provides a more equitable phase-in of a taxation system until 2024, when uniform rates would apply.

(7) Tax Roll and Tax Billing for Merged Municipality

A unified tax roll would ultimately be required for a merged municipality. Given that approval for a merger, if agreed to, will not be granted until late October at the earliest, with Provincial approval, if granted, following even later, the Municipal Property Assessment Corporation (MPAC) has advised it will not be possible to have a unified tax roll ready for 2021.

The merged municipality will therefore need to run the Conmee accounting system for property taxes associated with current Conmee ratepayers. Whether the merged municipality uses uniform or transitional tax rates does not make a difference in terms of administrative workload, since two accounting systems would continue to be required for taxes for 2021.

Administration in Oliver Paipoonge has had preliminary discussions with representatives of Munisoft[®], the accounting software vendor used by both municipalities. Munisoft[®] representatives indicate there will be challenges to overcome in establishing a workable combined tax module in a unified accounting system. These comments are based on Munisoft[®] experience in Manitoba.

A key need is establishing account continuity between the old and new tax modules for critical functions such as maintaining account history. While it is hoped that experience will be a good teacher, it is anticipated that there may be hiccups along the way.

(8) Dealing with Operating Cost Increases in the New Municipality that are Not a Result of the Merger

As set out in Section 1.4, the financial analyses in this Report are based on those elements of the municipal budgets over which the municipal councils have control. The Restructuring Committee is aware that there will be operating cost increases based on inflationary increases, utility costs, mandatory levies to external agencies (Superior North Emergency Medical Services, Thunder Bay District Social Services Administration Board, Thunder Bay District Health Unit, Lakehead Region Conservation Authority, police services, etc.). Further, revenues such as provincial grants, may decrease. These will result in tax increases, which will occur whether or not a merger takes place.

In the event a merger takes place, there must be a mechanism to distribute the cost increases to the ratepayers in the new municipality. It is proposed that any increases that result from these uncontrollable elements of the budget will be covered by taxes generated using uniform tax rates.

3.5 Financial Position Analysis

The financial health of entities is commonly evaluated through analysis of their official financial reports, particularly their audited financial statements. The analysis is generally done by calculating ratios using various figures from the financial reports.

There are several well-established ratios used to analyze for-profit corporations. Unfortunately, many of these ratios are not applicable to non-profit organizations like municipal governments. Nonetheless there are some ratios that can be applied to municipal governments

Annually audited financial statements are produced for Conmee and Oliver Paipoonge. All figures used in the analyses in this Section come from the 2019 audited financial statements.

(1) Current Ratio

Current ratio is generated by dividing current assets by current liabilities.

A current asset is something that can generate cash within a year and a current liability is something that will require cash within a year. The “current ratio” figure indicates the ability of the entity to meet its current obligations. Table 3.5.1, below, shows the figures going in to the current ratio calculation, and the resulting current ratios.

Table 3.5.1

	Conmee		Oliver Paipoonge	
Current Assets	2019	2018	2019	2018
Cash and cash equivalents	574,542	506,189	4,419,949	2,550,837
Taxes receivable	95,872	92,788	804,165	1,231,747
Accounts receivable	53,437	47,216	291,839	254,377
User charges receivable			100,532	89,283
Less: Reserve Funds	(305,737)	(136,259)	(1,477,322)	(1,432,983)
	<u>418,114</u>	<u>509,934</u>	<u>4,139,163</u>	<u>2,693,261</u>
Current Liabilities				
Accounts payable and accrued liabilities	79,015	69,106	1,153,795	513,599
Deferred revenue	175,986	175,472	283,688	275,087
Employee future benefits				5,309
Current portion of debt	43,569	41,011	639,122	
	<u>298,570</u>	<u>285,589</u>	<u>2,076,605</u>	<u>793,995</u>
Current Ratio	<u>1.40</u>	<u>1.79</u>	<u>1.99</u>	<u>3.39</u>

The ratios indicate both municipalities can meet their current obligations.

(2) Quick Ratio

The quick ratio is generated by dividing cash by current liabilities. Reserve funds must be deducted, since there are restrictions on their use. The “quick ratio” figure is an indication of the ability of the entity to meet its current obligations. Table 3.5.2, on the following page, shows the figures going in to the quick ratio calculation, and the resulting quick ratios.

The results of the quick ratio analysis indicate that Oliver Paipoonge can meet its current obligations with cash. Conmee has a good portion of its cash in Reserve funds, so its 2019 ratio is lower than 1.0, but not by a significant amount.

Table 3.5.2

	Conmee		Oliver Paipoonge	
	2019	2018	2019	2018
Current Assets				
Cash and cash equivalents	574,542	506,189	4,419,949	2,550,837
Less: Reserve funds	(305,737)	(136,259)	(1,477,322)	(1,432,983)
	<u>268,805</u>	<u>369,930</u>	<u>2,942,627</u>	<u>1,117,854</u>
Current Liabilities				
Accounts payable and accrued liabilities	79,015	69,106	1,153,795	513,599
Deferred revenue	175,986	175,472	283,688	275,087
Employee future benefits				5,309
Current portion of debt	43,569	41,011	639,122	
	<u>298,570</u>	<u>285,589</u>	<u>2,076,605</u>	<u>793,995</u>
Quick Ratio	<u>0.90</u>	<u>1.30</u>	<u>1.42</u>	<u>1.41</u>

(3) Debt to Asset Ratio

The debt-to-asset ratio indicates the degree to which an entity is leveraged. Table 3.5.3 below shows the figures going into the calculation, and the resulting ratio.

Table 3.5.3

	Conmee		Oliver Paipoonge	
	2019	2018	2019	2018
Liabilities	<u>1,144,676</u>	<u>1,206,488</u>	<u>4,110,777</u>	<u>835,409</u>
Financial assets	723,851	646,193	7,342,425	5,292,154
Non-financial assets	<u>2,365,770</u>	<u>2,304,217</u>	<u>35,134,640</u>	<u>32,264,919</u>
	<u>3,089,621</u>	<u>2,950,410</u>	<u>42,477,065</u>	<u>37,557,073</u>
Debt to Asset Ratio	<u>0.37</u>	<u>0.41</u>	<u>0.10</u>	<u>0.02</u>

The debt-to-asset ratios indicate neither municipality is significantly leveraged.

(4) Debt to Equity Ratio

The debt-to-equity ratio is another indication of the degree to which an entity is leveraged. Table 3.5.4, on the following page, shows this calculation.

Table 3.5.4

	Conmee		Oliver Paipoonge	
	2019	2018	2019	2018
Liabilities	<u>1,144,676</u>	<u>1,206,488</u>	<u>4,110,777</u>	<u>835,409</u>
Accumulated Surplus	<u>1,944,945</u>	<u>1,743,922</u>	<u>38,366,288</u>	<u>36,721,664</u>
Debt to Equity Ratio	<u>0.59</u>	<u>0.69</u>	<u>0.11</u>	<u>0.02</u>

The debt-to-equity ratios also indicate that neither municipality is significantly leveraged.

(5) Tax Arrears Percentage

Comparing taxes owing to annual tax revenue indicates whether there is a collection issue. Table 3.5.5, below, shows this calculation.

Table 3.5.5

	Conmee		Oliver Paipoonge	
	2019	2018	2019	2018
Taxes receivable	95,872	92,788	804,165	1,231,747
Taxation revenue	928,543	887,595	7,673,331	7,362,708
Tax Arrears Percentage	10.3%	10.5%	10.5%	16.7%

Low ratios indicate taxes are being paid; overdue accounts are not significant. As illustrated in Table 3.5.5, both municipalities are doing well on tax collection.

(6) Annual Repayment Limit Utilization

The Provincial Government regulates how much debt a municipality can incur by issuing “annual repayment limits”. Table 3.5.6, below, is a comparison of each of the municipalities’ repayment limits and the percent that they are currently being utilized.

Table 3.5.6

	Conmee		Oliver Paipoonge	
	2019	Percent	2019	Percent
Debt Payments	79,800	51.9%	688,656	41.0%
Annual Repayment Limit	153,637		1,679,545	

These moderate percentages indicate neither municipality is carrying too much debt. The Oliver Paipoonge debt payment is not due until 2020, but it has been included for comparison purposes.

(7) Financial Indicator Review

Annually, municipalities are required to file Municipal Financial Information Returns (“FIRs”) with the Province. The FIRs draw information from audited financial statements, supplemented by other, non-financial information, such as the number of building permits issued, length of roads, etc.

MMAH reviews the FIR data submitted from each municipality and prepares an annual “Financial Indicator Review”, which consists of seven indicators.

The most recent Financial Indicator Reviews which were available at the time this report was completed were the 2018 versions. Both municipalities are given a “low” risk rating for five indicators and a “moderate” risk rating for two indicators. The Financial Indicator Review for Conmee is included as Appendix 10.11. The Financial Indicator Review for Oliver Paipoonge is included as Appendix 10.12.

3.6 Debts & Other Liabilities

Municipalities may incur debt for various purposes including land purchases, infrastructure projects and equipment acquisitions.

Table 3.6.1 below is based on information in the 2019 audited financial statements:

Table 3.6.1	Conmee		Oliver Paipoonge	
	2019	%	2019	%
Current Portion - due in 2020	43,569	4.9%	639,122	24.2%
Long Term - due after 2020	837,625	95.1%	2,000,197	75.8%
	<u>881,194</u>	<u>100.0%</u>	<u>2,639,319</u>	<u>100.0%</u>

Table 3.6.2, on the following page, provides a breakdown of the debt included in the 2019 Financial Statements.

As noted in Table 3.2.2, Conmee receives \$31,999 in rent to offset debt payments. Annual payment information about Conmee’s debt is included in Section 3.2 above.

Traditionally Conmee has used commercial banks for financing. A few years ago, Oliver Paipoonge began using Infrastructure Ontario, a Crown Agency. Infrastructure Ontario offers competitive rates for public sector borrowers including municipalities.

Table 3.6.2						Oliver Paipoonge
Conmee						
Loan	A	B	C	D	Total	A
Balance	181,810	311,412	374,544	13,428	881,194	2,639,319
Interest rate - annual	4.273%	3.980%	4.500%	3.870%	n/a	2.110%
Maturity date	30-Sep-2039	15-Dec-2041	25-Sep-2032	16-Mar-2022	n/a	16-Dec-2023
Monthly payments	1,140	1,772	3,221	517	6,650	57,388
Annual payments	13,680	21,264	38,652	6,204	79,800	688,656
Lender	TD Canada Trust	TD Canada Trust	TD Canada Trust	TD Canada Trust	n/a	Infrast. Ontario
Purpose	Land purchase (Hume Road – Rydholm residence & developable acres	Renovations to complex to allow for Food Bank occupancy	Purchase of a Grader	Renovations to the Community Hall	n/a	Oliver Road Rehabilitation

(1) 2020 Borrowing

As noted, Tables 3.6.1 and 3.6.2 are based on 2019 financial statements. Both municipalities have borrowed further in 2020.

Oliver Paipoonge is constructing an ambulance base in Kakabeka Falls as part of a lease agreement with the City of Thunder Bay. The tendered price was \$993,349 + HST. Oliver Paipoonge is borrowing the funds from Infrastructure Ontario. Once construction of the base is complete, Superior North Emergency Services (SNEMS) will operate from the base. The lease agreement provides that the term will be 30 years. Rent paid by the City of Thunder Bay will cover the debt payments and operating costs. The interest rate has not yet been set.

It is noted that, once this facility is completed, SNEMS will vacate its rented building in Conmee. (See discussion under heading “G” in Section 3.2.)

Conmee borrowed \$336,000 from Infrastructure Ontario to buy a new rubber-tired excavator. The term is seven years and the interest rate is 1.22%.

(2) Matters before the Courts

At present, each municipality is defending one lawsuit – and each lawsuit is being defended by the relevant municipality's insurer.

The lawsuit pending in Oliver Paipoonge arose in June, 2020 and involves five defendants in addition to the Municipality. The suit seeks \$1.0 million in damages due to the February 2019 partial collapse of a barn roof.

The lawsuit pending in Conmee arose in 2020 (the Township has not as yet been served, but has been advised that the Statement of Claim was issued), and involves a snowmobile accident that occurred in November, 2019. Because the Township has not been served, details are not available as to the number of defendants and the amount of compensation being sought.

In each case, the exposure to the municipality is its insurance deductible. As such, neither lawsuit is considered to be a significant liability.

Neither municipality has been put on notice for any other legal claims.

(3) Matters before Administrative Tribunals

As at the time this report was written, the Township of Conmee was dealing with an employee grievance which, if not settled or otherwise concluded, may result in Arbitration. The resolution sought by the employee includes a request for unspecified financial compensation.

While it is too soon to make a conclusion about the outcome, should the matter proceed to Arbitration, there will be legal costs (which are budgeted for 2020). Maximum financial exposure is estimated to be less than \$25,000.00.

(4) Non-financial liabilities

Both municipalities enter contracts for various things – supplies of service or materials, employment contracts (including collective agreements, addressed in Section 5.2), boundary road agreements (addressed in Section 5.11), etc. A review of the by-laws that approve formal agreements indicates there are no long-term commitments in Conmee that will require contract termination in the event of a merger, with the consequential financial penalty. The new municipality would assume all existing contracts in both municipalities.

3.7 Transition Costs

The Restructuring Committee does not foresee many transition costs, but there will be some. Table 3.7.1, below, indicates the amounts provided for transition costs in Figure 3.2.2 in Appendix 10.5:

Table 3.7.1	2021	2022	2023	Total
Budget Provision	7,500	7,500	5,000	20,000

Some restructuring costs involve deferral of anticipated savings rather than newly incurred costs. As discussed previously, there will still need to be two audits, for example, for 2020, so merger savings in that regard will be delayed one year. There are some additional foreseeable delayed savings. One example is the Munisoft[®] software licencing. At present, both municipalities operate the same software program for financial and tax purposes. It is unknown how long it will take the Municipal Property Assessment Corporation to harmonize assessment roll numbers in the two communities after the merger. If it can occur quickly, the new municipality can move quickly to a single licence for Munisoft[®]. If it will take longer, the two Munisoft[®] systems will need to be retained in order for tax bills to be properly issued. The Restructuring Committee believes that running two separate systems should only be required for the first year of operation, but, to be conservative, the prospective budget includes two years.

Some municipalities who merge experience staff layoff costs, however, that will not be the case should this merger occur (see Section 5.2).

Signs (on roads and buildings, as well as decal signs on vehicles/equipment) will need to be changed to the merged municipal name. As noted in Section 5.11, no road names will have to change. Both Conmee and Oliver Paipoonge have “welcome” signs that will need to be changed – however, there are no set time limits. The signs can simply be removed, and new signs placed when the merged municipality is ready to do so. The same is true for branding labels/decals on vehicles and equipment. The new municipality may choose to replace them immediately, or replace them over time, as the assets are replaced.

There are provincially installed signs which indicate a community name and its population figure. While these would need to be changed, the result will be fewer signs. This is seen as a one-time cost, typically borne by the Province.

There will be a surplus of assets should the municipalities merge. Some rationalization will need to take place – i.e. retaining the newest and/or otherwise most suitable tables/chairs/desks/filing cabinets/computers, roads equipment, etc. Some transitional costs could be off-set through sale of surplus assets.

Legal fees may be incurred to transfer property into the name of the new municipality. None of those costs need to be incurred immediately, and can be undertaken in future, when/if necessary.

There may be surplus land which could also be sold. The new municipality’s Council would need to review landholdings and compare them with future development/economic development/parks and recreation needs. Selling real estate could also off-set some transitional costs.

While it is not prudent practice to sell assets to cover operational costs, where the operational costs are “one time only” or time-limited expenses, the business case to do so improves.

There is no provision for legal fees for the creation of the new municipality because it is created through the Ministerial order. If legislation is required, it will be created and passed by the Provincial government.

Section Four: Non-Financial Assets

4.1 Buildings and Facilities

Table 4.1 below lists the various buildings/facilities owned in the two municipalities.

Table 4.1	Oliver Paipoonge	Conmee
Administrative Offices	3250 Highway 130 4569 Oliver Road (partially rented)	19 Holland Road West (includes a wing rented to the Rural Cupboard Food Bank)
Fire Halls	3436 Rosslyn Road 552 Candy Mountain Drive 24 Rupert Street 63 Rubin Drive 44 Highway 588 14 Kuusisto Road	5270 Highway 11/17
Parks and Recreation (Excluding open space recreation lands – captured in Table 4.2)	40 Highway 588 (Nor-West Community Center) Kakabeka outdoor ice rink (and rink building) Intola outdoor ice rink (and rink shack) Slate River outdoor ice rink (and rink shack) Rosslyn outdoor ice rink (and rink shack) Two ball diamonds: one in Murillo and one in Kakabeka One playground, in Rosslyn	Outdoor Ice rink at 19 Holland Road West Small playground at the same address
Assembly Halls	3405 Rosslyn Road (also hosts library) 4569 Oliver Road (also hosts library)	19 Holland Road West
Public Works	Garage at 144 Barrie Drive (leased) Garage at 5 Rubin Drive, with sand dome	Garage at 11 Holland Road West
Landfill	North: 1 Spence Road (attendants' shack) South: 144 Barrie Drive (attendants' shack)	Sovereign Road (small administrative building for site attendant)
Storage buildings	144 Barrie Drive 154 Barrie Drive (sea can) 3250 Highway 130 584 Highway 130 (leased)	11 Holland Road West
Other	3218 Rosslyn Road (museum) 3190 Highway 61 (museum)	103 Hume Road East (rented house) Rented wing of municipal office complex for Food Bank Rented garage/EMS building

The Nor-West Community center is a multi-purpose facility offering one sheet of ice, six dressing rooms and a mezzanine with a concession and entertainment centre. It is open 72 hours/week from September to April (8 hours on each weekday and 16 hours on Saturdays and Sundays). It is used for hockey, figure skating, ringette, trade shows, dog shows, socials and hockey tournaments.

Work is commencing in September, 2020, to build a roof over the outdoor ice rink in Conmee. This will make the skating season longer (preventing the sun from melting the ice), make snow-clearing efforts (done by volunteers) easier, and make the rink a year-round outdoor event facility.

The Restructuring Committee believes that buildings and facilities can be rationalized should the two municipalities merge. Closure and/or sale of some facilities could free up operating funds and/or provide one-time revenues. Alternatively, a valuable non-tax revenue stream could be created through leasing of some buildings and/or properties.

As an example, there is a relatively new outdoor ice rink facility in Conmee, with recent upgrades that assist in operational efficiencies. It has an adjacent well (for rink flooding), lights and electrical supply. As noted above, it is presently being “covered”. The Conmee rink is in (relatively) close physical proximity (approximately 7 kilometers) to an older outdoor ice rink facility in Kakabeka Falls. The rink in Kakabeka Falls could be dismantled or re-purposed, as travel time to the Conmee rink would be only slightly longer for Oliver Paipoonge families wishing ice time.

The merged municipality would require only one municipal office, and, based on both size and location, it makes sense to combine the administrative activities at the Oliver Paipoonge municipal office site located on Highway 130. With respect to size, the Conmee office is not of sufficient size to accommodate all of the Oliver Paipoonge staff. With respect to location, Conmee residents travelling to and from Thunder Bay would need only a slight detour to stop in at the office should the need arise.

As at the time this report was finalized, Oliver Paipoonge was awaiting a commissioned report on the condition of its various buildings. More detail will be available when that report is published.

Conmee has spent considerable capital over the past few years on its various buildings, and they need little to no capital work in the near future.

4.2 Real Estate/Grounds

Table 4.2 on the following page lists various vacant properties owned by the two municipalities.

Table 4.2	Oliver Paipoonge	Conmee
Parks and Recreation	17.4 acres of parkland over 21 small properties (Also 19.6 acres in 4 island properties, the largest of which is 10 acres, and the smallest of which is 0.6 acres)	Small park/playground, outdoor ice rink located at municipal complex
Developable Land	710.2 acres of residential land, over 18 properties, the smallest of which is 2 acres, and the largest of which is 160 acres. 18 acres of industrial land (Rubin Subdivision)	90+ acres on Hume Road East – site for future “Pines on Hume” seniors’ residential complex
Other	570 Highway 130 (fairgrounds and race track)	41 acres in 2 parcels – Kam River waterfront (cross CN tracks) (potential parkland) 50 acres closed, grown-over, former landfill site (unused portion is riverfront; cross CN tracks)

Many of the park lots in Oliver Paipoonge are dedicated parks on plans of subdivision (i.e. King Georges’ Park, Point De Meuron Road park, subdivisions in Kakabeka Falls and Rosslyn, etc.)

There appears to be ample property available to be declared surplus and possibly marketed, should the council of a merged municipality wish to do so. Selling real estate assets involves a “one time” cash flow influx, which is not recommended for funding operating expenses, but could form monies to dedicate to reserve funds, such as an infrastructure reserve. Putting tracts of land into private sector hands also increases tax revenue. This revenue increases significantly if the land is then developed.

4.3 Equipment & Non-fixed assets

Table 4.3 below lists equipment and non-fixed assets owned by the two municipalities.

Table 4.3	Oliver Paipoonge	Conmee
Parks	Playground Ball diamond equipment Rink boards; lighting	Playground Basketball standards (2) Lighting Rink boards
Public Works	1990 loader 1995 TGC-18 Hydraulic tailgate hi way 2002 loader, backhoe, mower and attachments 2007 lawn tractor 2009 Loader and plow 2013 John Deere Grader 2013 Task Force steamer 2016 Cub Cadet mower 2019 caterpillar 250D with attachments 2019 ink-belt excavator Toromont Cat backhoe ML Judson brusher unit Road widener attachment Fort Garry Industries sander John Deere 180 CW wheel excavator John Deere tractor with 21 foot side boom 50 inch rotary boom direct drive 22 inch boom ditcher Underbody snow plow Numerous floats, trailers and miscellaneous attachments	1986 Champion Grader 1989 Cat 936 Loader 2017 John Deere 672 G Grader 2017 John Deere 190 XCW R/T Excavator Numerous floats, trailers and miscellaneous attachments
Landfill	1996 650 Bulldozer 1989 Bulldozer 2001 Caterpillar compactor 2002 Caterpillar Crawler Tractor 2003 Caterpillar loader/equipment	1989 Case 455C Bulldozer
Libraries Museums	2 branch libraries – contents 2 operating museums – contents (including fine arts) Some heritage assets outside of museums	DVD inventory Children's book inventory Some heritage assets – no museum
Other	Future planned ownership of private sewage treatment plant, King George's Park Water treatment plant, Rosslyn (water pump house, generator, etc.) 125 Maple Street	N/A

Excluded from the table above are the assets associated with the Administrative operations (computers, telecommunication equipment, workstations, storage cupboards, filing cabinets, office chairs, etc.).

Also excluded from the table above are the assets associated with the community centers (kitchen equipment, janitorial equipment, event equipment, etc.) Fire equipment is also not detailed in Table 4.3.

Between the two municipalities there is ample operational equipment to meet current service levels. Some asset rationalization will need to be undertaken and surplus assets sold or otherwise retired.

4.4 Vehicles

Table 4.4 below lists the vehicle fleet make-up in each of the two municipalities

Table 4.4	Oliver Paipoonge	Conmee
Fire	1978 Chevy 4 wheel drive 1984 International 1987 Chevy 1 Ton Crew Cab 1989 Ford Pumper 1992 Ford E350 Rescue 1995 Ford E350 Rescue 1996 Western Star Tanker 1996 Dodge Ram 1998 Crestliner 1999 International 40S Fire Truck 2000 Volvo Fire Tanker 2002 HVE Fire Pumper 2003 Ford Fire Rescue 2003 Frht Fire Truck Model MCV 2009 GMC Crestline Rescue 2010 BMC Rescue custom built 2010 Dodge Caravan 2011 International Pumper 2013 International 7400 Tanker	2001 (built in 2004) International Custom Built Fire Truck (Pumper 75) GMC Fire Rescue Truck (Rescue 75)
Parks & Recreation	2013 Ford F250	None dedicated
Public Works	1994 Ford L8000 2000 Ford F350 2005 Ford Ranger 2006 Ford Ranger 2007 International Truck 2011 International Truck 2012 International Truck 2012 Chev Silverado 2013 Chev Silverado 2014 Ford F150 Crew Cab 2015 Freightliner Plow 2016 Ford F150 Crew Cab 2017 International 7000 Series 7600	1986 Ford L8000 single axle with a newer Henderson Sand Spreader and Plow (single axle) 1988 Ford L9000 Combination Plow/Sander (tandem) 2004 Chev Ext.Cab – 4 x 4 2013 International Work Star Combination Plow/Sander (tandem)

Given that, in the event of a merger, Parks & Recreation and Public Works will likely continue operating in a manner similar to today, it is unlikely that any vehicles will be considered surplus.

See Section 5.4 for a general discussion relating to the vehicles associated with the Fire Department.

4.5 Aggregate Resources

(Oliver Paipoonge undertook operational reviews of both municipalities in 2020. The results for Conmee are presented in Appendix 10.14. The same for Oliver Paipoonge are presented in Appendix 10.15. These reviews contain more information about aggregate and sand, among other matters.)

Gravel

Estimated life spans were undertaken in-house and are considered to be “high level”.

Oliver Paipoonge owns a gravel pit, located on Germain Road in Stanley. This pit has an estimated volume of 505,235 tonnes of aggregate available. Based on current consumption, this equates to approximately 20.2 years of remaining life.

Oliver Paipoonge also owns a gravel pit on Everett Drive. This pit has an estimated volume of 354,735 tonnes of aggregate available. Based on current consumption, this equates to approximately 14.2 years of remaining life. Land has been purchased adjacent to this pit, which adds 73 additional years of life.

Oliver Paipoonge also owns land north of Everett on Mud Lake Road, which falls in the Extractive Zoning Area. If and when required by the Municipality, there is unlimited aggregate (quarry) potential on this site, however, development costs would be considerable.

Conmee owns a gravel pit, located on Briggs Road. This pit has an estimated lifespan of 17 years at current usage levels. Conmee has not used the pit since 2014, it having been considered more efficient (at required volumes) to purchase gravel from third parties.

While Oliver Paipoonge does not need to purchase gravel, having a pit located closer to some of its roads has an obvious operational efficiency benefit (less distance to haul gravel).

Sand

Oliver Paipoonge owns a sand pit, located near its south (Barrie Road) landfill site. All remaining material in this pit has been allocated to landfill operations, and is not available for road application.

Conmee owns a sand pit, located on Hunt Road. Conmee uses sand from this site for winter operations and also sells sand from the site to a neighbouring municipality (O'Connor). Current use is at the rate of approximately 1000 tonnes per year. At this volume, it has a lifespan of over 500 years.

4.6 Information Systems (Computers; telecommunications, etc.)

Conmee's four administrative workstations operate on a stand-alone basis – there is no network and no server. One of the four workstations is dedicated for the Munisoft[®] program, used for accounting, taxation and payment processing. There is a fifth workstation set aside for public use. The Xerox multi-function machine (photocopier, scanner, fax machine) is leased. There are at least 4 other printers

associated with individual work stations. There are numerous lap tops, mac books, and iphone cell phones (assigned to staff or council members, or currently not utilized).

Oliver Paipoonge's workstations are networked to a server. As is the case with vehicles and equipment, a rationalization of the computer, printer, laptop, telecommunications and other administrative equipment will need to be undertaken – with the best/newest equipment retained and anything not required declared to be surplus.

Surplused assets should be sold or cleaned and donated to charity, as appropriate.

Some of these assets may be reserved for future use, however, this type of asset loses functionality rapidly (i.e. within 5 years they become obsolete), so it would be better to sell or donate the assets if they are not immediately required.

4.7 Asset Management Plans

Both municipalities have ongoing projects to update their asset management plans. Both use the same consulting firm (Public Sector Digest). Both municipalities use the same software ("Citywide ®") for tracking asset management data.

Conmee's most recently completed plan update was finalized in early 2017 (with 2016 data). Oliver Paipoonge's most recently completed plan update was completed in 2014.

Given that the two municipalities utilize the same consultant and software, the Restructuring Committee does not foresee any complications or significant additional costs associated with combining the two plans.

(1) Infrastructure Condition

As noted, both municipalities utilize Public Sector Digest for Asset Management Plan consultation. Conmee's asset management plan was completed in early 2017 (based on 2016 data). Oliver Paipoonge's asset management plan was completed in 2014.

While Conmee's asset management plan showed that its road network needed work, the Council has invested considerably in road capital work since then. The roads were assessed in 2020, with the results shown in Appendix 10.16. Conmee's buildings and facilities are in excellent condition, with no major capital expenditures required in the foreseeable future.

At the time this report was completed, Oliver Paipoonge was awaiting a report on the condition of its buildings and facilities. Anecdotally, its buildings and facilities are not in as good a condition as those in Conmee, however, more detailed information will be available when the structural report is received.

Capital Asset information is provided and analyzed for the 10 year period from 2010 through 2018 in Figure 3.6 (Appendix 10.13).

Since 2009, municipalities have been required to record capital expenditures as assets. Implementation of this accounting policy was a difficult and long process. There were various approaches to valuing assets from municipality to municipality, which makes it difficult for comparisons. Significant

corrections were made from time to time during the early years, which is reflected in the data where closing balances of the preceding year are sometimes different from the opening balances of the subsequent year. Additions were far easier to accurately record, since they were current accounting transactions. That being said, the analyses were performed using the data.

Comparing additions to amortization is useful, since it gives an indication of whether assets are being replaced. The ratios of additions (net of disposals) to amortization are 2.34 and 0.76 for Conmee and Oliver Paipoonge, respectively. This indicates that Conmee has done a better job than Oliver Paipoonge at replacing its assets.

Comparing net book value to cost is a useful exercise, since it gives an indication of the overall age of the assets. The older the asset is, the more its cost has been amortized. The ratios of net book value to cost are 0.53 and 0.39 for Conmee and Oliver Paipoonge, respectively. This indicates that Conmee's assets are younger than those of Oliver Paipoonge.

Section Five: Organizational Review

5.1 Council/Boards/Committees

(1) Council

Oliver Paipoonge, a community of almost 6,000 population, has a 5 member Council. Conmee, a community of just over 800 population, also has a 5 member Council. Five is the smallest number of seats on a municipal council that the Municipal Act, 2001 will permit.

Both Councils meet twice monthly (with some exceptions), with their staff preparing agendas and reports for the meetings, and, afterwards, preparing minutes and undertaking all of the follow-up activities. (In Oliver Paipoonge, several staff members are capable of preparing reports and undertaking follow up work, including the management team. In Conmee, historically, there have only been two staff persons available for report generation and follow up work.)

Both Councils are fully elected at large; neither community utilizes a “ward” system.

Should the two communities merge, the new municipality will need a new Council. The Restructuring Committee looked at several options for composition of the new Council. Because there will be no “legacy” administrative staff from Conmee joining the new municipality, the Restructuring Committee believes that, for the Transition Period, representatives of the current Conmee Council should be included on the new Council, to be able to bring some “corporate knowledge” about Conmee to the table. This would form an “Interim Council” as contemplated in Ontario Regulation 204/03.

The Restructuring Committee recommends that, during the Transition Period, the new municipality would have a 7-member Interim Council. Two of the members of Conmee’s current Council (one being the Mayor, and the other being a willing participant from among the other 4 members) would join the existing 5-member Oliver Paipoonge Council for the Transition Period that would commence as soon as a new municipality is created through provincial approval, and continue until the 2022 election.

In the event that a merger is approved, if more than one of the four members of the Conmee Council wishes to participate by taking a seat in the transition period council for the new municipality, Conmee Council will undertake a selection process, and put forward the name of the other member.

The Restructuring Committee recommends that this 7 member Council be constituted only for the Transition Period. The 2022 election in the merged municipality would see “at large” races for each of the Mayor’s seat and the other 4 council member’s seats.

(2) Community/Municipal Committees (within Council control)

Neither municipality operates with standing committees of Council. Each municipality has the boards and committees it is mandated to have (i.e. the Emergency Management Program Committee).

Members of Oliver Paipoonge Council sit on the Oliver Paipoonge Library Board and the Oliver Paipoonge Museum Board. A member of the Conmee Council sits on the volunteer Social Committee in Conmee.

(3) External Agency Boards; Municipal Organizations (outside of Council control)

Conmee and Oliver Paipoonge have rights to appoint members of their councils to seats on the boards of several external agencies.

Conmee shares a seat on the Thunder Bay District Health Unit board with O'Connor. Oliver Paipoonge also has a seat on that board. Together with four other municipalities, they share the right to appoint three members to seats on the Thunder Bay District Social Services Administration Board (two of which, at present are held by the Mayors). Each municipality has a seat on the Lakehead Rural Planning Board. Each municipality has a seat on the Lakehead Region Conservation Authority's board. This representation is not anticipated to change. For the Social Services Administration Board, the pairings for shared seats will need adjustment, but representation should remain the same.

The six rural municipalities that surround Thunder Bay (Shuniah, Neebing, O'Connor, and Gillies in addition to Conmee and Oliver Paipoonge) formed the Lakehead Rural Municipal Coalition several years ago, to share information and jointly advocate for matters of mutual concern. There is no reason why a merged municipality would not continue with this participation. The LRMC creates and publishes a "Rural Action Plan" for presentation to senior orders of government, which is typically updated twice annually. This is not a strategic plan for any one or more of the members, nor for all of the members collectively, but, rather, identifies concerns and proposes solutions to them.

The Restructuring Committee does not believe that a merger would impact the number of members on each of the external boards. Given that some positions are shared, the sharing partnerships may need to be adjusted.

Both municipalities are members in municipal organizations as well. Conmee's Mayor is the Northwestern Ontario (Zone 10) representative on the board of the Rural Ontario Municipal Association. Each municipality appoints a member to the Thunder Bay District Municipal League, which has seats at the Northwestern Ontario Municipal Association. Conmee's Mayor holds a seat on the NOMA board.

Conmee has a joint contract (with neighbouring rural municipalities) with the OPP for policing (see Section 5.4 for more detail). At present, the Lakehead Police Service Board exists (under the Police Services Act) as a result of the contracted services. Mayor Holland from Conmee is the Chair of the LPSB. Oliver Paipoonge, which utilizes the Thunder Bay Police Service, is not involved in the LPSB. The Province is in the process of transitioning contract-related OPP police service boards to detachment-wide police service boards. This is expected to occur by 2022.

Mayor Holland from Conmee is the Zone 1 representative on the Ontario Association of Police Service Boards, which represents both the Thunder Bay Police Service Board and the Lakehead Police Service Board. He is also appointed to the Ontario Police Arbitration Commission.

5.2 Administration/Human Resources

Conmee's regular staff complement is as follows:

Public Works: Two full time staff members (Public Works Manager & Equipment Operator/Truck Driver) and one part-time staff person (Landfill site attendant). The Manager is non-union. The Equipment Operator/Truck Driver and part time Landfill Site Attendant are

members of CUPE. When necessary, temporary employees are hired in Public Works. As at the date this report was written, one temporary employee was in place (working full time hours).

As at the date of this report, all Public Works staff positions were filled.

Administration: Historically, there have been two full time staff members (CAO/Clerk and Treasurer/Deputy Clerk) on a regular basis, with temporary and/or part time Administrative Assistants hired as needed.

As at the date of this report, both the CAO/Clerk and Treasurer/Deputy Clerk positions were vacant. The Conmee office is operating under a shared service agreement with Oliver Paipoonge for Treasury/financial work (1 day/week), and has two part time, contracted staff (a Clerk and a Deputy Clerk/Administrative Assistant). Both positions are under employment contracts that were negotiated with the knowledge and understanding that a merger decision would result in termination. Neither, therefore, have significant financial penalties upon termination.

Oliver Paipoonge's regular staff complement is as follows:

Public Works: Seven full time employees (excluding department head, included in Administration count below): one working foreman, one lead hand, five equipment operators. 4 part time employees (all for the landfill sites). All staff, with the exception of the Manager, are members of LiUNA, in one of the two bargaining units in Oliver Paipoonge.

Administration: Ten full time employees: CAO/Clerk, Director of Operations, Treasurer, Manager of Planning, Deputy Clerk, Accounts Receivable clerk, Accounts Payable clerk, Human Resources Clerk, Planning Assistant, and Administrative Assistant.

Parks/Recreation: Two full time employees, including a Working Foreman and a Lead Hand work in the NorWest Recreation bargaining unit (LiUNA) and work at the cemetery, recreation facilities, community halls, landfills and the arena. The Nor West Arena operates with three part time arena attendants and six part time concessions attendants.

Museum: One seasonal, full time museum curator and three seasonal part time employees operate the two museums.

It is anticipated that a merged municipality will utilize the staff complement in Oliver Paipoonge insofar as Administration is concerned. The current administrative staff at Conmee would no longer be required. As noted in Section 3.2 (Heading B), there may be a need for an additional half-time administrative position in Oliver Paipoonge. Staff currently working in Conmee may be able to fill that need, for continuity's sake.

The Director of Operations in Oliver Paipoonge believes that a 9-man crew will suffice for the merged municipal public works operations. Accordingly, it is anticipated that both of Conmee's current full-time staff members in Public Works will be employed in the merged municipality, and there would not be a need for any temporary/seasonal staff assistance. As a starting point, the non-union Public Works Manager in Conmee would become a "lead hand" under the LiUNA bargaining unit contract in Oliver Paipoonge.

Landfill operations in Oliver Paipoonge utilize two attendants during the landfill sites' open hours. Conmee landfill operations only utilize one attendant. During the Transition Period, the Interim Council for the new municipality will need to determine hours for operation of the landfill sites, and how to staff them. (See Section 5.10 for organizational information.)

Union Matters

The CUPE collective agreement in place in Conmee expires July 31, 2021.

The LiUNA collective agreement in place for Public Works staff in Oliver Paipoonge expires February 10, 2023. The LiUNA collective agreement in place for Recreation staff in Oliver Paipoonge expires July 31, 2021.

As a generalized summary, the unionized staff in Oliver Paipoonge have higher wages than those in Conmee. A comparison of benefit plans has not been undertaken.

If the two municipalities decide to merge, the Public Sector Labour Relations Transition Act, 1997 will apply. Members of the unions will continue to work under their contracts as set prior to the merger. The new municipality would be a "successor employer", bound by all three collective agreements. The legislation contains mechanisms to determine how to move forward.

Under Section 20 of the legislation, the new municipality and all of the bargaining agents for all employees can come to an agreement on the number and description of bargaining units, and which agent will represent the resulting bargaining units. Failing agreement, applications can be made to the Ontario Labour Relations Board under Section 23 of the legislation. There are a variety of possible decisions which the Labour Relations Board may make. If necessary, mediation along the way may also lead to an agreement as to the outcomes.

5.3 Information Systems

Neither Conmee nor Oliver Paipoonge have in-house information technology employees.

Oliver Paipoonge has a contractual relationship with Northern Computers + Communications. When the COVID-19 pandemic spurred the shared services agreement (see Section 1.2), this external contractor was hired for Conmee services as well.

As a result, both communities currently utilize the same external IT support, and it is anticipated that a merged municipality would continue to do so.

5.4 Emergency Services

There are 3 different types of emergency services available in the two municipalities. Policing and land ambulance services are provided by outside organizations. Fire protection and prevention services are provided by the municipalities themselves, through volunteer forces. The municipalities also operate first response services, which assist the land ambulance organization to deal with medical emergencies.

Since they are currently run by the two municipalities, fire protection & prevention and first response services will be affected by a merger of the two municipalities. Policing and land ambulance services

should be largely be unaffected by a merger, however, policing will need to be examined if the amalgamation occurs.

Another component of emergency services is emergency planning. Every municipality is required to have an emergency plan.

(1) Fire Protection & Prevention, and First Response

Both municipalities operate primarily through volunteer fire services.

Both fire departments are structured basically the same. A merger would realize savings by removing duplicate positions, however the Conmee honorarium paid to its volunteers is significantly lower than that in Oliver Paipoonge. The savings from eliminating the Conmee Fire Chief's position would be required to be added to the pool for the membership honorarium in order to maintain the Oliver Paipoonge honorarium level for the Conmee volunteers. There would be very little impact on other aspects of the department (such as training). It is anticipated, however, that there would be a moderate workload increase to the current Oliver Paipoonge personnel (Fire Chief, Deputy Chief, Training Officer and Fire Clerk positions) as a result of increasing the size of the department.

A high-level review of both departments has concluded that both are, relatively speaking, at the same operating level, however, Oliver Paipoonge is in a slightly better position given the size of the department. A merger would see some operating budget cost savings for the Conmee budget, however there are areas within the budget that will require some additional funding to bring the two departments to par. With this said, it is expected that the addition of the Conmee actual operating budget would be required, with any potential cost savings being required to off-set current deficiencies.

From a fire station standpoint there would be no change required in the immediate future. Conmee has one fire hall, and Oliver Paipoonge has six. Given their locations relative to the coverage area, all seven stations would be required to stay operational. There would be some expenses required as the two departments currently use different fire fighter station access systems, however this would be minor.

Conmee's fire station is in excellent condition. Next to it is another building, currently leased to Superior North Emergency Medical Services, which is also in good condition (it was formerly used as the Conmee fire hall).

The fire stations in Oliver Paipoonge are not in as good a condition as the one in Conmee. Table 5.4.1, on the following page, summarizes the situation. Significant expenditure is recommended within the next 1-5 years.

Table 5.4.1

Station	Description	Condition	Expenditure Required in next 1-5 years	Expenditure Required in 5-10 years
Intola	2- Bay, Wood frame	Fair	\$36,900.00	\$36,000.00
Kakabeka	2-Bay, Rigid Steel frame	Fair	\$11,200.00	\$0.00
Rosslyn	3-Bay, Mixed structure style	Fair	\$234,850.00	\$25,500.00
Stanley	3-Bay engineered steel structure	Fair	\$89,800.00	\$4,000.00
Slate River	3-Bay pre-engineered rigid steel frame	Fair	\$44,200.00	\$0.00
Murillo	3-Bay steel truss building with concrete block foundation	Fair	\$129,088.00	\$10,000.00
Total Required Expenditures			\$546,038.00	\$75,500.00

Fire Apparatus between the two departments is one area that has shown a marked difference. Currently Conmee is running two vehicles, a pumper-tanker, and a rescue. Oliver Paipoonge is currently running 6 pumpers (one is a pumper/tanker), 7 rescues (one heavy extrication rescue), three tankers, a brush truck, and a command vehicle. Oliver Paipoonge has vehicles that are older than the Conmee units, however its front-line units are much newer. No new fire vehicles would be required to be purchased in a merger scenario. All vehicles are regularly tested and maintained, and meet provincial requirements.

There are several major capital equipment items that should be addressed, one being Auto Extrication equipment and the second being SCBA units.

SCBA Units: Both fire departments are currently running the same vintage of SCBA units. This means that both departments will be facing replacement of these units within the next 5 years. The immediate concern is that each department is currently using different makes and models of SCBA. This can be addressed through training. There will also be a minor cost savings for Conmee as they currently pay to fill the SCBA Bottles. Given both departments will require replacement at the same time, there is a potential cost saving at purchase time, with anticipated savings through buying more units, reducing the per-unit cost.

Auto Extrication: Both departments are running extrication equipment, however they are not compatible due to age. The Conmee extrication equipment appears to be a generation older than Oliver Paipoonge's equipment and thus it appears to be hitting the end of life (over twenty years old). Oliver Paipoonge has been upgrading equipment on an ongoing basis to maintain currency.

Both Municipalities have service agreements with the Ontario Ministry of Natural Resources and Forestry, however there appear to be some differences. These agreements deal with expense allocation

when fires involve Crown land and/or assistance from the Ministry in fighting fires. At this time, it is not clear the impact of these differences and more investigation is required.

A merged fire department would also mean a significant amount of upfront administrative work in the sense of re-branding the department. Items such as Standard Operating Guidelines, departmental identification (such as truck decals, uniforms, operational forms (such as call reports, training reports, truck check forms), fire fighter identification (such as helmet decals, jackets, and some PPE)) will all have to be re-branded and updated to the new department. This would be a one-time job; however, it will mean a significant workload when coupled with the day to day operations, particularly since the department is staffed with volunteers.

The final area to address is emergency response. The Conmee Fire Chief has highlighted a significant level of concern with respect to daytime response to emergencies within Conmee due to the make up of the volunteer complement. There would be a significant improvement to daytime response capability through a merger of the departments. The downside to this is the potential increased workload to the current Oliver Paipoonge volunteer membership, which is already taxed by the largest call volume of any volunteer department within the Zone.

Using the 2018 CACC (Central Ambulance Call Center) summary, Oliver Paipoonge was responsible for 33% (330 out of 996 total calls) with Conmee responsible for 7% (68 out of the 996 total calls) A merged fire department would mean 40% of all emergency responses made by all of the Zone departments would be actioned by the new department.

(2) Ambulance

Superior North Emergency Medical Services (SNEMS), which is operated by the City of Thunder Bay, is the ambulance service provider for both Oliver Paipoonge and Conmee. At present, there is an ambulance station in Conmee, adjacent to the fire hall. This facility is owned by Conmee, and leased to the City of Thunder Bay for SNEMS. The City recently announced plans to build a new station in Oliver Paipoonge (in Kakabeka Falls, minutes' drive from the current location in Conmee). It is anticipated that, once this building is constructed, the City will terminate its lease with Conmee.

In 2020 for land ambulance services Conmee and Oliver Paipoonge will pay \$53,632 and \$640,586, respectively.

Both the Oliver Paipoonge and Conmee volunteer emergency response teams provide first-response paramedical services when called upon to do so.

Oliver Paipoonge has one helipad (on Oliver Road near Kakabeka Falls) which it maintains on behalf of the provincial government, which is used for emergency medical air services. There is no similar helipad in Conmee, although there is one in neighbouring O'Connor Township.

The Restructuring Committee does not foresee any change in ambulance service provision should a merger take place. Once SNEMS is no longer leasing the building in Conmee, it would be available for additional Fire Hall use or garage/storage use, as the new municipality sees fit.

(3) Police

Oliver Paipoonge contracts with the Thunder Bay Police Service for policing. The current contract expires December 31, 2021. The contract allows for annual increases based on compensation increases per union and employee agreements.

Conmee is under contract with the Ontario Provincial Police Service. Its contract is a joint contract, together with the Municipality of Neebing (the lead municipality) and the Townships of O'Connor and Gillies. Gillies Township has given notice that it wishes to terminate the agreement, effective December 31, 2020. Each of the other municipalities has indicated a willingness and desire to continue under joint contract, which is anticipated to be entered in late 2020 and continue into 2021 and beyond. The OPP Contract is costed based on a formula used by the OPP across the province. It is based on a "per household" figure, combined with a 4-year rolling average relating to calls for service.

The Thunder Bay Police Service contract allows for direct officer involvement in Oliver Paipoonge, which is a higher service level than the OPP provides for Conmee.

Table 5.4.2, below, compares calls for service and costs.

Table 5.4.2	Conmee (OPP)	Oliver Paipoonge (CTB)
2018 calls for service	79	886
2019 calls for service	53	857
2019 cost	\$96,763.00	\$1,126,916.00

Given the timing, the Restructuring Committee is recommending that the policing continue "status quo" once the new merged municipality is formed. There is precedent (Kawartha Lakes, Ontario) for an amalgamated municipality to operate with two police services in different geographic areas.

During the transition period, the merged municipality will undertake a review of policing and/or seek quotations from the two service providers, and determine how best to move forward. An interim extension of the Oliver Paipoonge contract with the City of Thunder Bay may need to be arranged to allow for appropriate review.

(4) Emergency Planning

Both municipalities have approved emergency plans. Oliver Paipoonge met provincial requirements for emergency planning in 2019. Conmee fell slightly short of meeting all requirements. If a merger is approved, the emergency plans will need to be consolidated for the merged municipality. As the provincial requirements include an annual update of emergency plans, the task will be undertaken by the Emergency Program Review Committee in the new municipality in 2021.

5.5 Library/Heritage/Culture

(1) Library

Oliver Paipoonge operates, through an independent board, the Oliver Paipoonge Public Library. It has branches in Murillo and Rosslyn.

Conmee historically operated its own library, however, this changed several years ago. Most of the library assets were donated to the Oliver Paipoonge library, and Conmee's residents were given library privileges at the Oliver Paipoonge library (two branches) under contract. The public libraries grant that Conmee receives is flowed-through to the Oliver Paipoonge library.

The Restructuring Committee anticipates that the Provincial grant currently provided to Conmee would continue to be provided to the merged municipality, blended with the grant currently provided to Oliver Paipoonge. The Oliver Paipoonge Library is not anticipated to suffer as a result of the merger.

The assets that Conmee retained from its historic library operations were a collection of children's books, and a collection of DVD's. If the municipalities merge, these assets would be donated to the Oliver Paipoonge library.

(2) Heritage/Culture

Oliver Paipoonge was formed through a voluntary merger of the Townships of Oliver and Paipoonge, which occurred January 1, 1998. Although there is a perception that the amalgamation was legislated by the Province and "forced" upon the two townships, it was not. Discussions with the two independent townships originally also included Conmee, however, Conmee's council of the day dropped out of those deliberations, whereas the Councils of Oliver and Paipoonge continued, and ultimately, the two townships voted, voluntarily, to merge.

Conmee was incorporated in 1913, and recently celebrated its 100th anniversary.

The merged Oliver-Paipoonge townships, and Conmee township each celebrate and value their cultural heritage. As has been demonstrated through many prior amalgamations in Ontario, local culture and heritage is anticipated to continue to thrive.

An important part of the heritage and culture in both existing municipalities involves the rural character of the community. It is important to both residents and elected officials that a rural lifestyle be maintained, and that "urbanization" is prevented. The Restructuring Committee does not see that changing in the event the two municipalities merge.

Oliver Paipoonge owns and operates two museums. One is located in Rosslyn (the Duke Hunt Museum) and the other in Slate River (the Founders Museum). The two museums are different in content, operation and visitor experience.

The Duke Hunt Museum is an interior-display facility in a classic museum operational model. It does not have entry fees, but requests that patrons voluntarily contribute a donation upon entry. Exhibits in the museum display strictly local history, focusing on Oliver and Paipoonge.

The Founders Museum is a walk-about, experiential facility. Its exhibits and artifacts represent a more general “pioneer” or “settler” type of living rather than strictly local history. It was created by re-locating various old buildings from around the region, including a church, school, jail, several shops, homes, etc. In addition to being part of the museum, the church is rented out for weddings occasionally. Conmee participated in development of the museum, and the school building on site was once a school in Conmee.

In 2020 a project is underway to re-locate the Duke Hunt Museum to the Founders Museum site to consolidate operations.

There is no municipally-operated museum in Conmee. A local resident requested and received a re-zoning to establish a privately owned military and policing museum on his property.

No impacts to museum operations are anticipated as a result of the merger.

(Oliver Paipoonge undertook operational reviews of both municipalities in 2020. The results for Conmee are presented in Appendix 10.14. The same for Oliver Paipoonge are presented in Appendix 10.15. These reviews contain more information about its museums, among other matters.)

(3) Volunteerism

As with most small, rural municipalities, both communities rely on, and receive, assistance from dedicated community volunteers. In Conmee, volunteers run community events and maintain the outdoor ice rink in winter. In Oliver Paipoonge, volunteers assist in similar capacities.

Rural volunteers are a part of each community’s heritage, and it is not expected that volunteerism would drop off at all in the event of a merger.

Seniors’ services in both communities are delivered through volunteer boards or committees. The “Rural 60 Plus” center in Oliver Paipoonge operates under a volunteer board of directors, providing programs for rural seniors in other communities as well as Oliver Paipoonge. The Municipality of Oliver Paipoonge provides in-kind support for the center and its Board as required. In Conmee, the Social Committee plans recreational and entertainment programs for seniors (as well as other age groups). Given both communities’ current support for seniors’ programs, it is expected that the merged municipality will continue to support these volunteer endeavours.

5.6 Planning/Building

Planning

Oliver Paipoonge has a Planning and Building Department, with a manager who has a planning background. Through this department, Oliver Paipoonge also operates the Lakehead Rural Planning Board (“LRPB”), which services the Municipalities of Oliver Paipoonge and Neebing, and the Townships of Gillies, O’Connor and Conmee, as well as some townships without municipal organization (Dawson Road Lots, Gorham and Ware).

Conmee does not employ planning professionals. Historically, its CAO/Clerk provided the expertise necessary for processing re-zoning applications. Severance applications and official plan amendment applications are processed by the LRPB.

The Restructuring Committee sees no need to alter this pattern. The LRPB will continue to process whatever it had previously processed for Oliver Paipoonge for the merged municipality, and will undertake other applications in-house.

Each member municipality of the LRPB pays an annual fee of \$250. The Interim Council will determine whether the merged municipality pays \$500 per year, or whether the LRPB will lose one membership fee. At the membership fee level, the decision in this regard is immaterial to a decision on whether or not to merge the municipalities.

Oliver Paipoonge has very recently updated its Official Plan (2018) and Zoning By-law (2019). The Conmee planning documents are much more dated, with both the Official Plan and the Zoning By-law having been approved in 1993. Conmee's contract with a planning consulting firm, Fotenn, to update both documents in 2020 was first interrupted by the COVID-19 Pandemic, and subsequently post-poned (with no financial penalty) pending the merger investigation.

Given the similarities between the two communities, the Restructuring Committee believes that the two official plans and the two zoning by-laws can, over time, be consolidated using in-house resources. The only additional expenditure would be mapping. As is permitted under Ontario Regulation 204/03, in the event that merger is approved, the Minister may order the continuation of the two official plans.

Restrictions on the number of severances available on rural lots, on agricultural land and in areas of aggregate potential have meant that Oliver Paipoonge is running out of land suitable for rural residential development. Kakabeka Falls and Rosslyn are fully developed, and roads such as Pole Line Road have higher rural residential densities than the rural roads in Conmee. Throughout Conmee there are large rural lots with fewer severance restrictions. Once a municipality reaches its full development potential, further cost increases must equate to tax increases, as there is no room for assessment growth. A merger of the two municipalities would mean that the new municipality will benefit from additional rural residential development possibilities.

Building

Both Oliver Paipoonge and Conmee contract for Chief Building Official services externally.

Oliver Paipoonge contracts with staff of the City of Thunder Bay. These are contracts that are individual with the employees, and are NOT shared service agreements with the City. Service providers charge a set rate per hour.

Conmee contracts with an independent individual with appropriate qualifications. The contract is renewed annually. The contractor is paid on a "piece" basis rather than an hourly basis, based on a percentage of building permit fees received. The current contract expires December 31, 2020.

The Restructuring Committee recommends that, should a merger be approved, the contract with the independent CBO in Conmee would not be renewed, and the new municipality would continue to contract with City of Thunder Bay staff (in the interim), and review its options for building services

during the transition period. The volume of building permit applications in Conmee is low enough that the Restructuring Committee believes no additional staffing will be required as a result of any merger. In the event that the contracted service provider in Oliver Paipoonge is unable or unwilling to provide service to the additional territory that is now Conmee, the current service arrangements in Conmee may need to be continued during the transition period, while the new municipality assesses future requirements. This would require legislative attention, as currently there is only one Chief Building Official allowed per municipality.

The Provincial government recently announced changes to Building Code Administration in Ontario which may have an impact on service provision. This remains to be seen, and will be an impact whether or not Conmee and Oliver Paipoonge merge.

5.7 Economic Development

Neither municipality employs staff for economic development. Oliver Paipoonge had an economic development intern in the past, but does not have one at present.

Oliver Paipoonge has a strategic economic development plan in place (approved in 2016). The number one driver of economic development in Oliver Paipoonge is agriculture. Forestry and Tourism are also significant. This will continue in merged municipality.

Oliver Paipoonge also owns an Industrial Park (in Murillo) with vacant, available land. The Whitewater subdivision agreement is still developing, and there is a recent proposal for a new subdivision in Rosslyn Village.

As noted in Section 5.6, should a merger occur, more land will be available for single residential dwelling development on a rural scale.

As set out in Section 1.2, both municipalities are in a state of modest population growth, and the number of young families in each community is growing. These trends do not show signs of change, meaning some economic development opportunities will arise for the municipalities, whether or not a merger occurs.

Conmee has proposed a seniors' living complex, known as the "Pines on Hume". It is in its early development stages, however, the Council has a strong commitment to see it to fruition. Land was purchased for the site, and plans have been developed. Financing discussions are currently underway. At public meetings, there was considerable interest shown in the project.

This development would bring jobs, both directly and indirectly, to the area.

Seniors who have spent their lives in rural areas detest the thought that, once they cannot maintain their rural residences, they will have to move to the City for a retirement home or other assisted living arrangements. More and more young professionals are moving to rural areas, and want to be close to their aging parents, if possible. Anecdotally, Oliver Paipoonge residents and some of its councillors have expressed interest in the project as well. Assuming it moves forward, it will be a definite asset to the rural area – whether or not a merger occurs.

5.8 Policing and Municipal Law Enforcement

Policing

Police service provision is reviewed in Section 5.4.

Municipal Law Enforcement

The two municipalities have different service levels in terms of regulatory by-laws (see Section 5.16).

Conmee retains an independent contractor (retired OPP officer) for municipal law enforcement. He charges an hourly rate based on utilized time. He is available outside of “regular” office hours. Over the past few years, the contractor has been used primarily for animal control complaints.

Oliver Paipoonge has a part time (3 days/week) municipal law enforcement officer on staff, who works regular business hours. His duties cover a wide variety of regulatory by-laws, including property standards and zoning.

The merged municipality may see an advantage to retaining both an on-staff (part time) employee and an independent contractor. Many municipal law enforcement issues arise on an after-hours basis, making a contracted service beneficial.

The Restructuring Committee is of the opinion that the merged municipality can review municipal law enforcement proceedings during the transition period, and make decisions as to future municipal law enforcement as the new municipality will see fit.

Municipal by-laws are prosecuted through the City of Thunder Bay, which operates the Provincial Offences Court. Fine revenues are used for operational costs, and surpluses returned to the participating municipalities. Fine revenue should not be impacted on the basis of the merger alone.

5.9 Recreation

(Oliver Paipoonge undertook operational reviews of both municipalities in 2020. The results for Conmee are presented in Appendix 10.14. The same for Oliver Paipoonge are presented in Appendix 10.15. These reviews contain more information about recreation and recreation facilities, among other matters.)

Apart from staffing for the Nor West Arena and its operations, recreational activities in both municipalities are largely volunteer-run. Each municipality has one, unsupervised playground. Between the two municipalities, there are 5, volunteer-maintained outdoor ice rinks.

The Restructuring Committee does not foresee any changes to recreation if the two municipalities decide to merge. A larger population may result in a more robust volunteer pool should interested members of the public wish to work together, but that would remain voluntary.

5.10 Landfill Sites

(Oliver Paipoonge undertook operational reviews of both municipalities in 2020. The results for Conmee are presented in Appendix 10.14. The same for Oliver Paipoonge are presented in Appendix 10.15. These reviews contain more information about landfill sites, among other matters.)

Oliver Paipoonge operates two landfill sites. One is located at 144 Barrie Drive, and is referred to as the “south landfill”, and the other is located at 1 Spence Road, and is referred to as the “north landfill”. Conmee operates one landfill site, located at the north terminus of Sovereign Road.

Visits to Oliver Paipoonge’s two landfill sites are relatively equal (440 and 380 visits per week at the North and South Landfills, respectively).

Both municipalities use a card system to allow access by residents to their sites. User fees and waste load limitations differ, and will need to be harmonized, although neither municipality limits quantity of waste deposited per resident. Hours of operation differ as well, and may or may not require harmonization. Waste diversion/recycling efforts and systems are similar in both communities, and both use the same contracted service providers.

Information about staffing, including union affiliation, is in Section 5.2. There are also more details in Appendices 10.14 and 10.15.

Both municipalities utilize the North Rock Group for required annual water well monitoring. The contract in Conmee expires in 2022. The contract in Oliver Paipoonge expires in 2021.

Both municipalities utilize staff and owned equipment for digging, levelling, compacting and capping waste cells. Both municipalities burn brush/wood in accordance with environmental compliance certificates, as required.

Oliver Paipoonge utilizes a compactor at both of its landfill sites to maximize lifespan of the sites. Conmee does not have or operate a compactor.

Oliver Paipoonge’s north landfill site has a licensed disposal area of 8 hectares within a 65 hectare site. It is located on a dead end road, and has an estimated lifespan of an additional 134 years, based on current usage. There are no outstanding compliance issues with the Province.

In January 2018, Oliver Paipoonge acquired property (63 hectares) abutting the north landfill site property’s eastern border. This property can be used for contaminant attenuation and possibly future landfill operations.

Oliver Paipoonge’s south landfill site has some ongoing issues.

It has a licensed disposal area of 8 hectares in a 23 hectare site. It is located on a dead end road, and has a theoretical estimated lifespan of an additional 55 years, based on the current usage. Unfortunately, there are two major non-compliance issues with this site’s environmental compliance approval (“ECA”). These need to be resolved to secure the estimated lifespan.

The two major outstanding compliance issues are:

- (1) waste has been placed outside of the licensed area, too close to the Kaministiquia River; and
- (2) monitoring wells between the Kaministiquia River and the site indicate significant exceedances of various contaminants.

Since 2008, Oliver Paipoonge has proposed, and continues to propose, various plans to bring the south landfill into compliance. This includes a comprehensive plan introduced in 2018, which is projected to cost \$3.0 million. Unfortunately, no plan has yet been approved by the Province.

Due to the unresolved non-compliance issues, the Province has overridden the theoretical capacity provided through the ECA, and has only licensed the site for 25,000 cubic metres of waste. This expires in November, 2020. As at the time of the preparation of this report, there were 13,651 cubic metres of waste disposal available under the temporary license, which represents 2.4 years of capacity using current annual waste volume. However, this expires in November 2020, which is rapidly approaching. Unless the temporary licence is extended, this site must close, and/or become a transfer station.

Oliver Paipoonge recently submitted an ECA amendment proposal. If accepted, it would secure 43 years of capacity. It is unknown whether or not this will be accepted. If it is, there will be significant expenditure in the future to bring the site into compliance.

Conmee's landfill site is relatively new, having been originally licenced in the early 2000's. 17.5 hectares in a 64 hectare site is currently licenced. The anticipated lifespan at present is an additional 20 years, however, there is ample room for expansion. There are no residences within 2 kilometers of the site. There are no outstanding compliance issues.

Conmee's prior landfill, located on Hume Road, is closed. It is completely overgrown and was capped with imported material. The soil was tested in 2004 and showed no contaminants. The site was then covered with overburden and pit strippings which has allowed for full revegetation. Monitoring wells were deemed dry in 2004. There are no outstanding compliance issues. While there is no formal closure approval on record, no environmental issues are apparent, and closure is not anticipated to be a major liability nor a major cost.

5.11 Roads/Public Works

(Oliver Paipoonge undertook operational reviews of both municipalities in 2020. The results for Conmee are presented in Appendix 10.14. The same for Oliver Paipoonge are presented in Appendix 10.15. These reviews contain more information about roads, bridges, public works garages and equipment, among other matters.)

The two municipalities are very different in terms of the assets associated with the road network.

Oliver Paipoonge has both hard-surfaced and gravel roads, whereas Conmee's roads are all gravel, with the sole exception of a portion of Holland Road West. Oliver Paipoonge classifies its roads as "low", "medium" or "high class", based on traffic volumes, construction, etc. All of Conmee's roads fall into Oliver Paipoonge's "low" class rating. This rating is not an indication of the condition of the road – merely a classification of the type of road.

Gravel roads continually need maintenance, since their surfaces are not resilient. Gravel roads need to be regularly graded to eliminate ruts, washboard and potholes. Over time, traffic wears down the road surface, and gravel may end up in ditches. Periodically, therefore, new gravel must be placed on the road, and ditching is required to remove the waste gravel that is mixed up with silt and organic debris (not to mention vegetation growth). Provided that the traffic volume is low, the maintenance costs are affordable. Conversely, if the traffic volume gets too high, the maintenance costs become onerous. In that case, it makes sense to treat the road with bituminous mix, and then a thin layer of new gravel to create a hard surface. This process is known as “chip-sealing”. A “business case” to chip seal a road develops as the traffic on that road increases. The relatively high cost of surface treatment becomes justifiable as the ongoing maintenance costs of a gravel road increase with traffic increases. Although surface treatment must itself eventually be repeated, the overall cost of maintaining a chip-sealed road and re-surfacing it as needed is less costly than regularly grading, gravelling and ditching a gravel road.

Oliver Paipoonge has undertaken chip sealing of its roads over the past several years, increasing the kilometers of surfaced roads considerably. Roads with lower traffic volumes remain as gravelled surface roads in circumstances where usage does not justify the expense associated with hard surfacing. In Conmee Township, proper construction and maintenance of its gravel roads has been a priority, as opposed to hard-surfacing. It is anticipated that the new municipality would keep all factors in mind when determining whether or not to undertake hard-surfacing of any of its roads – regardless of the location - in the future. These would include: other capital budget priorities, road traffic volumes, anticipated cost savings, available grants from other orders of government, etc.

Oliver Paipoonge has some business areas (Rosslyn, Kakabeka Falls, Murillo) whereas Conmee is primarily rural, although there are a few businesses dispersed throughout the area. Business areas in Oliver Paipoonge may have sidewalks and streetlights as part of the road infrastructure – in Conmee, there are none of these.

Neither municipality has traffic lights, although there is an ongoing discussion with the Provincial government relating to the intersection of two provincial highways located in Rosslyn. Traffic lights may be installed at this intersection, however, they would be the Province’s responsibility to maintain.

Staff in Oliver Paipoonge undertook roadway condition audits for both Conmee and Oliver Paipoonge during the summer of 2020 in anticipation of this report being prepared. Refer to Appendix 10.16 for road condition listings in Conmee, and Appendix 10.17 for road condition listings in Oliver Paipoonge. Road conditions in both municipalities are good, all things considered. Roads with poorer condition ratings are roads with very little traffic; which is as it should be.

The information within this report is strictly limited to assessing the Pavement Condition Rating for both the Asphalt Concrete and Gravel roadways within both municipalities. Condition assessments of other assets located on the municipalities’ road networks (such as signs, bridges and culverts) were not reviewed in the exercise. For Conmee’s roads, the assessments made throughout this study were done so based on the subjective procedures outlined in the following Ministry of Transportation Manuals:

- SP-024 Manual for Condition Rating of Flexible Pavements (Ministry of Transportation, 2016)
- SP-025 Manual for Condition Rating of Gravel Roads (Ministry of Transportation, 1989)

These were also used for Oliver Paipoonge’s roads, with the additional procedures in the following Ministry of Transportation Manuals:

- SP-021 Manual for Condition Rating of Surface-Treated Pavements (Ministry of Transportation, 1989)
- SP-022 Flexible Pavement Condition Rating: Guidelines for Municipalities (Ministry of Transportation, 1989)

Each section of roadway in both municipalities was assessed to obtain a “Pavement Condition Rating”, also known as a “PCR”. The Pavement Condition Rating is a value between 0-100 that represents the physical condition of the roadway. The PCR can be obtained manually using subjective analysis or by using advanced technologies. All pavement condition ratings within this report were obtained manually using subjective analysis. Along with the PCR determination, all roadway lengths were measured and recorded.

The conclusion reached by the crew that undertook the condition rating assessments of the roads was that, in both municipalities, average PCRs indicate that the roads are in “fairly good” to “good” condition.

In Conmee, there is one boundary road agreement, with the Township of O’Connor, relating to Fleming Road. In Oliver-Paipoonge, there is a boundary road agreement with the City of Thunder Bay (relating to Little Norway Road, West Riverdale Road, 25th Side Road, and Townline Road) and with the Municipality of Neebing (relating to Boundary Drive and Candy Mountain Road) and with the Township of O’Connor (relating to Luckens Road). Apart from changing the name of the contracting municipality when the agreements come up for renewal, it is not anticipated that a merger will impact any of these agreements.

Oliver Paipoonge had retained Amtec Engineering for bi-annual bridge (and large culvert) inspections. The most recent contract expired at the end of 2019. A new contract will be let for the 2021 inspections. The contract for the same in Conmee is to JML Engineering (expiring in 2021). The Provincial government requires the structures to be examined every other year. Conmee does half of its bridges/culverts in each of 2 years. Oliver Paipoonge has all of its bridges/culverts done every two years. Some transitioning will be needed to get the Conmee structures on to the Oliver Paipoonge schedule if an amalgamation takes place.

The following are Conmee’s inspected structures:

- Enders Road Bridge
- Pokki Road Bridge
- Maxwell Road Bridge
- Mokomon Road 4 Bridge
- Mokomon Road 5 Bridge
- Ilkka Drive culvert

The most recent inspection reports show that there are no short or long term concerns associated with these structures. According to Conmee’s Asset Management Plan, the life expectancy of all bridges is 80 years, and the life expectancy of the culvert is 35 years.

The following are Oliver Paipoonge’s inspected structures:

- 7 multi-plate culverts
- 5 bridge structures

Most of Oliver Paipoonge's inspected structures are in good condition. There is one exception, which is the Harstone bridge. At present, it has 2-3 years of useful life. Based on a 2014 report, this can be extended, but not significantly, with an investment of \$528,300.00. More significant rehabilitation would cost \$2M. The replacement cost estimate is \$5M. There is an option to close the road without rehabilitating the bridge, and to de-commission the existing bridge. A small number of Oliver Paipoonge residents and property owners would be impacted – however – residents and property owners in O'Connor Township would also see impacts.

Conmee does not own or operate any water treatment facilities. Oliver Paipoonge owns and operates a small water treatment plant and distribution system in Rosslyn.

Neither municipality currently operates any sanitary sewer treatment plants. There is one privately owned and operated sanitary sewer treatment plant in Oliver Paipoonge, associated with the King George's Park subdivision. The Subdivision Agreement envisions that the municipality will ultimately assume its assets and operations, however, the criteria for that transaction have not as yet been met.

Neither municipality currently operates any storm sewer networks. There is a privately operated storm sewer network in the King George's Park subdivision in Oliver Paipoonge.

A review of Appendices 10.16 and 10.17 confirms that there are no street names duplicated between Oliver Paipoonge and Conmee. For some merged communities, this can become an issue – however – it does not occur in these circumstances.

5.12 Facility/Grounds Maintenance

Public Works staff in Oliver Paipoonge maintain the various operating grounds for the municipality. This includes grass cutting, litter management (clean-up as well as care of litter/recycling containers) and, where required, winter snow clearing. There is a much larger volume of groundskeeping required in Oliver Paipoonge than in Conmee. Lands owned and operated are discussed in Section 4.2.

A contracted service provider undertakes summer (and some shoulder season) grounds maintenance for Conmee. This includes litter management and grass cutting at the fire hall/SNEMS station, the cemetery and the playground and lawn at the office complex on Holland Road West. The current contract will expire after the 2021 season. The flowerbed at the Municipal office is maintained by its facilities manager.

Once the current contract expires in Conmee, it is anticipated that Oliver Paipoonge public works employees would be able to assimilate Conmee's maintenance needs into their regular operations.

5.13 Cemeteries

Each municipality operates a cemetery primarily reserved for residents and former residents. Both municipalities utilize the same software (Stone Orchard ®) for cemetery record-keeping, although Conmee's records are just in the process of being input to the software.

While user fees and other rules will need to be harmonized in a merged municipality, the restructuring committee does not see this as an impediment. Both facilities have expansion space and are anticipated to continue to serve the merged community's needs adequately.

(Oliver Paipoonge undertook operational reviews of both municipalities in 2020. The results for Conmee are presented in Appendix 10.14. The same for Oliver Paipoonge are presented in Appendix 10.15. These reviews contain more information about cemeteries, among other matters.)

5.14 Information Systems

Information technology service provision is reviewed in Section 5.3. In terms of assets, both municipalities operate with what is required for the staffing. There will be surplus technology assets should a merger occur.

Conmee's municipal office is very small, and has never operated with a computer server. Rather, each workstation is "standalone". There is a large volume of historic electronic records located on individual flash drives. This makes electronic record management challenging, and finding historic records difficult. At some point, these records should be reviewed and catalogued, and/or transferred to a computer server.

As noted in Section 5.15, both paper and electronic records management require work in both communities – which will be the case whether or not a merger occurs.

5.15 Records Management

Neither Conmee nor Oliver Paipoonge have historically had an up-to-date records management system, for either paper or electronic records. Both have fairly recently committed to using the Ontario Municipal records management system ("TOMRMS").

When the potential merger materialized, Conmee's contracted staff developed a filing system, based on TOMRMS, that will readily adapt to both municipalities. Conmee's paper records are in the process of being integrated into the new system. This will be completed on or before September 30th, 2020. Given that the system was developed with a merger in mind, Oliver Paipoonge will be able to incorporate and apply the system, should a merger take place. Electronic records management has commenced in Conmee, and is utilized for current data, however, as noted in Section 5.14, cataloguing of historic electronic records needs to be undertaken for both municipalities.

The new municipality's council may decide to hire additional staffing or contracted services to undertake the historic and current records management work. The Restructuring Committee does not see this as a result of the merger. This is work that needs to be undertaken by each of the two municipalities whether or not a merger takes place.

5.16 Regulatory By-laws

Conmee and Oliver Paipoonge have both passed by-laws that regulate behaviour. Both have the following:

- Zoning By-laws (regulating land use);
- Dog Control (licencing, running at large);
- Fireworks controls (permits required);
- Open air burning;
- Off road vehicles on municipal roads; and

- Weight restrictions on municipal roads.

Oliver Paipoonge has the following regulatory by-laws, in addition to those listed above, which Conmee does not share:

- Firearms control;
- Fencing; and
- Property standards.

Two reviews need to be undertaken during the Transition Period. The first should analyze whether (and how) controls that exist now in the Oliver Paipoonge geographic area should be extended to the Conmee geographic area. The second should be undertaken with a goal to harmonize the provisions in the co-existing by-laws, where appropriate. In some cases, it may be more appropriate to allow the residents of the new municipality who are in the geographic Conmee area to have different regulations than those in the geographic Oliver Paipoonge area. One example is the frontage requirement in the Zoning By-law. Frontages in Oliver Paipoonge are smaller than those in Conmee. While there may be an argument to harmonize the rules, there may also be an argument to maintain larger frontages in the Conmee area to preserve the larger, rural lot fabric.

The Restructuring Committee recommends that the new Council undertake these reviews during the Transition Period, and that the reviews involve consultation with the public, including at least one open house (per by-law) and one or more public meetings (which could involve several by-laws).

Section Six: Identity

6.1 Name for a Merged Municipality

Both Municipalities have recognized hamlets/communities within their borders.

In Conmee, the recognized communities are Mokomon and Hume, named after historic railway stops (no longer present or operational). In Oliver Paipoonge, there are several recognized communities. These are:

Oliver,
Paipoonge,
Baird,
Carter's Corners,
Harstone'

Lee,
McCluskey's Corners,
Millar,
Murillo,
Stanley,

Kakabeka Falls,
Slate River Valley,
Intola,
Rosslyn, and
Twin City.

While adapting the name of any one of these recognized communities (or some combination of them) may have merit, the adoption of an independent name is preferred, so that no community is seen as having been preferred over another.

Consultants have historically recommended that the names for amalgamated municipalities avoid using recognized hamlet names, but, rather, incorporate the recognizable (and potentially developmentally valuable) natural scenery or resources within the community. (See: "Municipal Government for Victoria County: A New Beginning" by Harry Kitchen, Commissioner for the Victoria County Restructuring Commission, April 19, 2000.)

With this in mind, the Restructuring Committee is recommending that a merged municipality be named "The Corporation of the Municipality of Riverview".

This name reflects the natural scenic beauty of the Kaministiquia and Slate Rivers, which run through the combined geographic area in question. In addition to these larger rivers, there are many creeks (Brule Creek, Oliver Creek, etc.) throughout the landscape, so that, just about anywhere in the community, there is a "river view" of sorts.

Some amalgamated municipalities have provided residents with name options to choose from by referendum. The Restructuring Committee does not recommend this for Oliver Paipoonge and Conmee at this time, however, should the council of the new municipality wish to give that option to residents, a question could be added to the 2022 municipal ballot without a great deal of additional cost. Should the name change as a result of the question, there would be cost associated with new branding (business cards, letterhead, signs, vehicle decals, etc.)

6.2 Visual Identity Features

Both municipalities have logos (see below) and slogans for visual identity. Oliver Paipoonge's slogan is "Growing Naturally". Conmee's slogan is "Healthy Living Naturally".

The current logos for each of the two municipalities are shown in colour on the title page of this Report.

Depending on the decision relating to the name, an entirely new slogan might be appropriate, or the new council may choose one or the other. Alternatively, they might merge the two existing slogans to something like “Living and Growing Naturally”. If “Riverview” is the name chosen by the merged municipality, a slogan that brings water to mind might be appropriate – using, for example, “flowing” rather than “growing”.

A blended logo, combining the tree in the Oliver Paipoonge version, with the water in the Conmee version, might be appropriate.

The Restructuring Committee suggests that the new Council consider branding possibilities during the Transition Period.

Section Seven: Public Consultation

7.1 Methodology

A press release, advising the public that merger was being investigated, was issued on June 11, 2020. The Mayors were interviewed by interested media participants over the following few days. An article appeared in the Chronicle-Journal on Friday, June 12th, 2020.

The municipalities retained Grant Thornton, LLP to undertake the public consultation (apart from the final public meeting) associated with the investigation into whether or not a merger of the two municipalities should take place.

Grant Thornton prepared, for the municipalities to utilize in their (monthly published) community newsletters and websites, public education communication pieces, updated and refreshed from time to time.

Grant Thornton set up both a dedicated email address and a dedicated telephone line (voice mail) to accept input from interested stakeholders.

A public survey was launched on August 17th (closing September 4th), in which stakeholders were asked to provide input into the issues that mattered to them – which should be examined in any study of a potential merger. The survey was available through links on both municipalities' websites and a paper copy of the survey was mailed to all residential households on or about August 20th.

Initial notifications were sent by registered or courier mail on or about August 14th, 2020 to the following First Nations and Métis Organizations:

- Fort William First Nation
- Lac Des Mille Lacs First Nation
- Métis Nation of Ontario
- Nishnawbe aski Nation
- Pays Plat First Nation
- Red Rock Indian Band
- Red Sky Métis Independent Nation

Follow-up invitations were sent by registered or courier mail on or about August 24th, 2020 to the same First Nations and Métis Organizations inviting them to attend a public “intake table” hosted by Grant Thornton expressly for First Nations and Métis input, on September 3rd, from 11:00 a.m. to 2:00 p.m. at the Hampton Inn and Suites (Terry Fox Room) in Thunder Bay. All letter communications included contact phone and email information.

Public “intake tables”, hosted by Grant Thornton, occurred in Oliver Paipoonge on September 2nd and in Conmee on September 3rd, from 4:00 p.m. to 7:00 p.m. Paper copies of the survey were available to attendees.

A public “intake table” was held via telephone call-in on September 8th from 4:00 p.m. to 7:00 p.m., to provide opportunity for those who could not (for any reason) attend any of the in-person intake tables, or otherwise provide their feedback.

7.2 Results

Appendix 10.3 is a summary of Grant Thornton's report to the Restructuring Committee relating to public consultation.

A further public meeting will be held in October, to provide an opportunity for response to this Report. Concerns and comments raised at that meeting, as well as the information in this Report, will be considered by the two Councils when they make their final decision on the recommendations in this Report.

Section Eight: Overall Considerations

As one can see in reviewing this report in detail, there are both advantages and disadvantages to merging the two communities. Table 8.1 below is a high-level summary.

Table 8.1	Advantages	Disadvantages
Conmee	<p>Better tax class mix will mean (ultimately) lower residential taxes.</p> <p>Removes inability of small community to afford and or recruit level of professional staff required.</p>	<p>Conmee taxpayers take on the liabilities associated with Oliver Paipoonge's infrastructure deficits and South landfill site concerns. (Can be alleviated through functions like infrastructure reserve and asset rationalization.)</p>
Oliver Paipoonge	<p>Additional revenue from Conmee's assessment base (net of remaining operating costs i.e. road maintenance).</p> <p>Additional geography for rural residential development (assessment growth).</p> <p>Additional aggregate/sand resources.</p>	<p>More staff workload associated with having to handle the additional population. May require an additional ½ FTE frontline staff person. (Management in Oliver Paipoonge is considered sufficient to absorb management of the additional land/population.)</p>
Both municipalities	<p>Transitioning tax rate alteration in Conmee will fund an infrastructure reserve for future needs of the new municipality</p> <p>"Bigger is better" format will mean:</p> <ul style="list-style-type: none"> -advantageous purchasing power -advantageous lobbying power with upper orders of government (for example, to increase broadband capacity) -stronger likelihood that important projects (such as affordable housing, the "Pines on Hume" proposed seniors' housing complex development, broadband enhancement, etc.) can move forward -better potential to avoid forced amalgamation with urban center (Thunder Bay) <p>Ability to rationalize assets – potentially deferring some major capital asset purchases</p> <p>No need for any staff layoffs</p> <p style="text-align: right;">(continues on next page)</p>	<p>Some transition period work will be required, but it is not an overwhelming list.</p>

	<p>Reporting workload to upper orders of government in the new municipality will be significantly smaller than that of the two former municipalities combined.</p> <p>Service levels to remain the same or to be enhanced in some cases (i.e. Kakabeka public works services in closer proximity)</p>	
--	---	--

In weighing the overall positives and negatives, the Restructuring Committee is of the view that the positives outweigh the negatives.

In requesting that the Minister of Municipal Affairs and Housing restructure the two Townships, the Restructuring Committee suggests that the following be addressed:

1. The effective date of the merger should be January 1, 2021 in order to maximize saving potential and eliminate the need for separate staffing for Conmee.
2. The Minister name the merged municipality "The Corporation of the Municipality of Riverview", however, it is recognized that the new municipality's Council may wish to have a different name at some point.
3. Because of software configuration issues and the time required for the Municipal Property Assessment Corporation to merge the two tax rolls, it will be necessary for the merged municipality to maintain separate accounting/taxation software systems for at least the first half of the first year of the new municipality. Because it is recommended that the tax reduction for Conmee ratepayers be phased in (transitioned), it will be necessary to allow the new municipality to have different tax rates as between its two predecessor municipalities, for a period of at least three years (2021, 2022, and 2023).
4. The Ministerial Order should recognize an Interim Council, for the new municipality, taking office effective January 1, 2021, to hold office until the newly elected Council takes office after the next municipal election (planned for October of 2022). It should be formed of seven members, being the current five-member council of The Corporation of the Municipality of Oliver Paipoonge, with the addition of the Mayor of The Corporation of the Township of Conmee, and another current member of the Council for The Corporation of the Township of Conmee, to be named by that Township. The Head of the Interim Council for the new municipality will be the current Mayor of The Corporation of the Municipality of Oliver Paipoonge.
5. The new municipality will need time to harmonize its various by-laws, policies, plans and procedures, however, the Procedure By-law for Oliver Paipoonge should become the procedure by-law for the new municipality, effective January 1, 2021, and the Conmee Township procedure by-law repealed, effective that same date. Other than the procedure by-law, as noted, the Minister's Order should provide for a continuation of official plans, by-laws and resolutions of the two predecessor municipalities.
6. The Minister's Order should provide that all assets and liabilities of the two predecessor municipalities become assets and liabilities of the new municipality.
7. The new municipality will need, at least for some time, to operate with two separate police forces (the Ontario Provincial Police in the geographic area formerly the Township of Conmee, and the Thunder Bay Police Service in the geographic area formerly the Township of Oliver Paipoonge).

8. Each of the two predecessor municipalities should be recognized as continuing until December 31, 2020, and becoming part of the new municipality, effective January 1, 2021. As would be the case where business corporations merge, neither company is dissolved, but rather continued in the new entity.

Throughout this Report, the Restructuring Committee has identified areas of study or review for the Interim Council and/or the Council of the new municipality after the 2022 elections, to address. For ease of reference, they are summarized as:

- A. Make a final determination on the new municipality's name;
- B. Consider branding for the new municipality (logos, slogans, colour schemes, etc.);
- C. Make a final determination on the transitioning of tax harmonization, and the use of surplus funds generated by transitional taxes for Conmee ratepayers;
- D. Review existing by-laws in order to harmonize any that are duplicates, and in order to consider which of any that currently exist in Oliver Paipoonge will be extended to apply in Conmee;
- E. Review Conmee's Official Plan and Zoning By-law and roll them into Oliver Paipoonge's recently updated documents to form the new planning regime for the merged municipality;
- F. Consolidate Official Plan and Zoning By-law mapping;
- G. Consider how Policing will be addressed;
- H. Work with Canada Post, if necessary, on addressing issues;
- I. Work with the Municipal Property Assessment Corporation on consolidation of the two assessment rolls;
- J. Consolidate the Emergency plans, as well as other required plans (i.e. accessibility plan, energy plan, etc.);
- K. Work with the labour unions and/or labour relations board, in accordance with legislative requirements, to determine future bargaining units/agents; and
- L. Review the Ministry Agreements for fire fighting and negotiate a single agreement.

Section Nine: Conclusion & Recommendations
--

After considering all of the factors outlined in this report, including its appendices and other reference materials, the Restructuring Committee, at its meeting on September 15th, 2020, unanimously passed the following recommendation to the two municipal councils:

BE IT RESOLVED THAT the Restructuring Committee recommends to the Councils of The Corporation of the Township of Conmee and The Corporation of the Municipality of Oliver Paipoonge, that each Council consider this report, and the benefits of merging the two municipalities, and determine that it is in the best interests of the stakeholders to proceed with a merger;

AND, FURTHER, THAT the Province be requested to include in the Minister's Restructuring Order, the following:

1. That the effective date of the merger be January 1, 2021;
2. That the name of the merged municipality be "The Corporation of the Municipality of Riverview";
3. That the merged municipality be permitted, at its Council's discretion, to have different tax rates as between its two predecessor municipalities, for a period of three years (2021, 2022, and 2023);
4. That an interim Council, for the new municipality, taking office effective January 1, 2021, be formed of seven members, being the current five-member council of The Corporation of the Municipality of Oliver Paipoonge, the Mayor of The Corporation of the Township of Conmee, and another current member of the Council for The Corporation of the Township of Conmee, to be named by that Township;
5. That the Head of the Council for the new municipality be the current Mayor of The Corporation of the Municipality of Oliver Paipoonge;
6. That the procedure by-law for the new municipality be the procedure by-law currently in effect for The Corporation of the Municipality of Oliver Paipoonge;
7. That the interim Council will cease when a new, five-member Council, elected at large, takes office after the 2022 municipal election;
8. That the Minister's Order provide for a continuation of official plans, by-laws and resolutions of the two predecessor municipalities;
9. That the Minister's Order provide that all assets and liabilities of the two predecessor municipalities become assets and liabilities of the new municipality;
10. That the Minister's Order provide that both existing municipalities continue to exist until December 31, 2020, and then be continued into the new municipality, effective January 1, 2021;

AND, FURTHER, THAT any legislation required to implement the Minister's Restructuring Order be passed, effective January 1, 2021;

AND, FURTHER, THAT the Restructuring Committee recommends to the Interim Council of the new municipality that it transition tax rate adjustments over a three year period, so that the cost savings realized from the merger can be realized and saved in an infrastructure reserve fund for the new municipality.

Section 10: Appendices

Appendix 10.1 The Restructuring CommitteeConmee-Oliver Paipoonge Restructuring Committee
Mandate & Terms of Reference1:00 STRUCTURE & MEMBERSHIP

The Conmee-Oliver Paipoonge Restructuring Committee ("CORC") is made up of one member of Administration, and up to two members of Council, from each of The Corporation of the Municipality of Oliver Paipoonge and The Corporation of the Township of Conmee. Each Council shall appoint the representatives on behalf of its community.

CORC is a special-purpose committee. Once its mandate has been completed, the CORC will be dissolved. The CORC mandate is anticipated to be complete on or before December 31, 2020.

2:00 MANDATE

The CORC's mandate is to undertake a thorough review of all matters, financial or otherwise, relating to one or more options for potential restructuring of the communities that would achieve efficiencies and/or other benefits to both communities, and to provide a report to the two municipal councils making a recommendation as to future direction.

Matters to be reviewed include:

- a) Restructuring options;
- b) Financial and non-financial assets and liabilities;
- c) Tax rates, assessments, revenues;
- d) Potential overall costs and/or cost savings;
- e) Human resource matters (including collective bargaining, staffing structures);
- f) Administration (including: records management and retention, by-law and policy harmonization, service delivery location(s));
- g) Service delivery (including: fire prevention/protection, first response, emergency management, library/culture/heritage, recreation, planning, building, road maintenance & construction);
- h) Identity (name, branding);
- i) Planning & economic development;
- j) Governance (council, committees, remuneration, appropriate representation); and
- k) Transitional matters and time frames, if any.

3:00 SCOPE OF AUTHORITY

The CORC has full authority to undertake the reviews necessary to achieve the mandate. The CORC has no independent decision-making authority apart from its mandate. Any actions or direction outside the mandate will require the prior approval of both councils.

4:00 MEETINGS AND DECISION-MAKING

CORC will operate on a consensus basis. Meetings will be held weekly (unless consensus of the members determines otherwise). Meetings may be held in-person or virtually, or a combination of these methods.

Each member of the CORC has equal standing; there will be no “chair” or “vice-chair”, etc. All members of the CORC are full participants in the meetings, whether they are representatives of the Councils or the Administration. All members may vote, where voting is required. Administration in Conmee will prepare meeting agendas. Most meetings will be informally undertaken without the necessity for minute-taking. Attendance for each meeting will be recorded.

The CORC’s recommendation to the Councils, which will appear in its final report, will require approval by a vote of the majority of members on the CORC. Accordingly, the CORC’s final meeting will be formal, with minutes recorded. Administration in Conmee will prepare those minutes.

Meetings of the CORC are closed to the public under the authority of paragraphs 239(2)(a) [the security of the property of the municipality] and 239(2)(k) [positions, plans, procedures, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality] of the *Municipal Act, 2001* (S.O. 2001, c. 25, as amended). Matters covered by other paragraphs of Subsection 239(2) of the legislation may also be discussed from time to time, including: paragraphs (b) [personal matters about identifiable individuals], (c) proposed acquisitions/dispositions of land by the municipality], (d) [labour relations/employee negotiations], (e) [litigation or potential litigation], or (f) [advice subject to solicitor-client privilege].

The final report of the CORC to the Councils, however, will be a public document.

Quorum for meetings is fifty-one percent or more of the membership, with persons being present physically or virtually. In order to achieve quorum, there must be a minimum of one person present from each municipality.

The CORC may invite guests to their meetings provided such persons are required to further the mandate of the CORC and the attendees provide written confidentiality assurances.

5:00 RECORDS

Each municipal office shall maintain a file for the activities of the CORC, and maintain it in accordance with its own retention and records management policies. Files of the CORC are to be kept confidential, under the authorities noted in Section 4:00 of this document.

6:00 TERMS OF REFERENCE

In undertaking its mandate, the CORC will assign tasks to members of administration of both municipalities, and is permitted to draw on the resources necessary, in either municipality. Members of Administration who are members of CORC are responsible to their respective councils for maintaining expenditures and resource allocation within approved budgets.

Both municipalities have engaged the services of Grant Thornton LLP (“GT”), in accordance with a Letter of Engagement (“LOE”) approved as of July 2, 2020. The CORC will work with GT as proposed in the LOE. Although GT will not be reporting to either Council directly, all input from GT to the CORC will be presented to the Councils in the final report of the CORC.

Committee Membership:

From Oliver Paipoonge:

Mayor Lucy Kloosterhuis

Councillor Alana Bishop (to September 3rd);

Councillor Brandon Postuma (from September 8th)

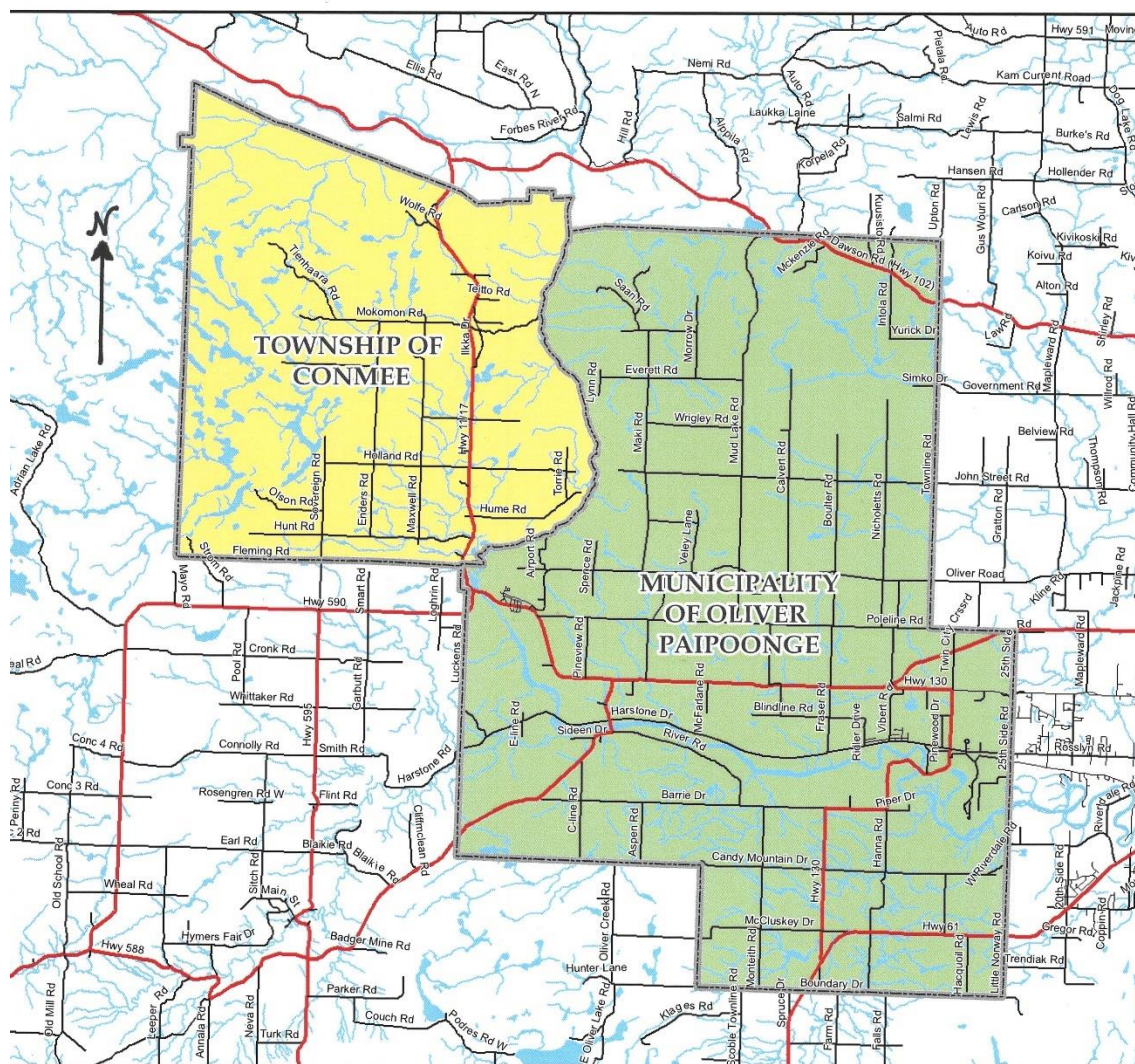
CAO/Clerk Wayne Hanchard

From Conmee:

Mayor Kevin Holland

Councillor Sheila Maxwell

Acting Clerk Rosalie Evans



Appendix 10.3 Summary of Grant Thornton Public Consultation Report

Part One: Survey Responses

The purpose of the survey was to gather information on what constituents wanted to be sure would be investigated in the course of studying a potential merger of the two municipalities. Accordingly, it was done prior to the finalization of the report.

The survey consisted of 6 questions as follows:

1. What anticipated benefits do you think would arise from a merger?
2. What anticipated drawbacks do you think would arise from a merger?
3. What concerns do you have regarding a merger that you would want more information about?
4. Great services are the aim for any community. What services in your community would you be interested in knowing more about regarding the potential impact of a merger?
5. An overview of the financial impact of a merger on residents is being undertaken. What financial impacts should be included, in your opinion?
6. What services offered by your community are you currently not satisfied with?

Following these questions was space to add any further comments.

The survey was available on-line and also in paper form (distributed through bulk mailout, available for pick-up at intake table meetings, and by request from Municipal Offices).

In total, there were 266 responses to the survey distributed. 191 were submitted on line and 75 were submitted in paper copy. The complete Grant Thornton report includes a review of demographics of responders as well as postal code distributions.

Responses received:

1. What anticipated benefits do you think would arise from a merger?
 - a) There were a large number of responses citing there are no benefits.
 - b) Many answers suggested potential lower taxes with a larger tax base.
 - c) Better access or larger range of services, more consistency in service delivery admin, finances, etc. More service in areas like emergency services, recreational, etc.
 - d) Potential reduction in costs due to shared services or consolidation of services.
 - e) Cost reductions from administrative and operational efficiencies.
 - f) Bigger lobbying capacity with a larger municipality.
 - g) Additional landfill for Oliver Paipoonge from Conmee.
 - h) Reduction of employees/management staff leading to lower costs.
 - i) More government funding.
2. What anticipated drawbacks do you think would arise from a merger?
 - a) Higher/ negative impact to taxes.
 - b) Higher property tax.
 - c) Added police costs.
 - d) More debt/more expenses.
 - e) Conmee is a large area with small tax base. Roads are not paved or chip sealed.
 - f) The merger would make the fire dept have an even bigger area to cover.

- g) Higher cost of services/ reduced services.
- h) Loss of political influence.
- i) The merged municipality would mean a larger geographical area to service.
- j) Diminished resources to existing communities (Oliver Paipoonge) as resources spread over a larger geographic area.
- k) Difficulty maintaining basic services (i.e. road maintenance in summer, plowing in winter, building road infrastructure).
- l) Resources could be drawn away from the Conmee area (the township with the smaller population) to support the larger township, with a resulting reduction in service.

3. What concerns do you have regarding a merger that you would want more information about?

General:

- a) Impact on taxes
- b) Projected financials
- c) Township debt: Is there any debt that the Oliver Paipoonge/Conmee taxpayers will take on as a result of the merger? If so, how much is there and what kind of debt is it?
- d) The state of the existing municipal infrastructure if there an up-to-date asset management plan and the projected infrastructure costs.
- e) Tax implications for all land and property tax groups. Uncollected property taxes.
- f) Proposed seniors home in Conmee.
- g) Current levels of spending on roads, emergency services, landfills, garbage removal, sewer and water, administrative costs.
- h) Tax benefits for Oliver Paipoonge and Conmee.
- i) Current financial position of each township (including contractual commitments, debt, revenue, condition of assets etc.) And a clear explanation of the options, their costs and consequences.
- j) Will taxes go up for the residents of Conmee and, if so, do they (the residents of Conmee) have the means to pay the new tax rate. (Statistics Canada details higher unemployment rates and lower income rates throughout Conmee compared to Oliver Paipoonge).
- k) If taxes in Conmee increase will services increase? Compare change in tax base and population over time, how dependent are municipalities on grants and non-tax revenues. Is there background on why Conmee changed its mind from not participating in amalgamation in 1998 to asking for it now.
- l) What is in it for the existing rate-payers within Oliver Paipoonge/Conmee? Why should the rate-payers of Oliver Paipoonge/Conmee endorse the merger?

Administration:

- a) The severance payments for employees no longer required by the merger? The cost of buy-outs and pensions for positions that have to be terminated.
- b) Will employees, such administrative clerks receive higher wages for increased work load?

Operations:

- a) What is the condition of Conmee's infrastructure such as roads, culverts and bridges?
- b) Condition of Conmee's equipment, trucks, tractors.
- c) Will there be a new central garage or office required? What are the costs of breaking any lease?
- d) Increased maintenance area for services like snow plowing.

4. Great services are the aim for any community. What services in your community would you be interested in knowing more about regarding the potential impact of a merger?

- a) Road maintenance and landfill
- b) Policing
- c) Snow Plowing
- d) Fire & Emergency services
- e) Recreational facilities
- f) Council (size, staffing, roles and responsibilities)
- g) Internet: What will the municipality do to ensure connectivity to rural residences from an internet perspective?
- h) What will happen to service levels after the merger?
- i) What services for seniors will be added/changed/impacted as the demographics of the newly formed municipality will not change drastically?

5. Additional Comments

- a) Majority of stakeholders wanted more information on the merger and the process. They felt the process was rushed and not clear.
- b) What is the timeline of the merger?
- c) What are the pros and cons of the merger?
- d) There is concern that Conmee will not have representation on the merged council.
- e) Will there be one office or two?
- f) Will there be wards established to ensure the new council is appropriately hearing from the diverse corners of a potential new municipality?
- g) Specific information around number of proposed council members, fire protection and police services, landfill sites - all the things that impact daily/weekly living.
- h) What assets does Oliver Paipoonge/Conmee bring?
- i) What are the social and economic impacts to residents of both communities? Are there any major issues within the Conmee community that must be addressed (ie. Infrastructure or environmental concerns or upgrades)?
- j) Who will be Mayor? Who will be CAO? Who will be Clerk? Who will be Treasurer? Will additional staff be added in order to reduce the workload of a few, ultimately bringing the work week back to the standard 35 hrs/week?
- k) What state of career are the employees of Conmee/Oliver Paipoonge in - are there new employees / set to retire / etc.?
- l) What will the new organizational chart look like? What will be done with the over abundance of administrative buildings should a merger happen?
- m) How will the Oliver Paipoonge's 2/5/10 year strategic plans be impacted by a merger?
- n) Does Conmee/ Oliver Paipoonge have an existing up-to-date Strategic Plan?
- o) Within the Lakehead Rural Municipal Coalition (LRMC) Action Plan, there is no mention of amalgamation. How does the proposed amalgamation support the current goals and action items set out within the 2020 LRMC Action Plan that Conmee and Oliver Paipoonge belong to?

- p) What economic development opportunities can happen as a result of the merger? Will there be any loss of municipal employment as a result of the merger - administrative, services, etc.?
- q) In Conmee, firearms can be used on private property for target practice and to protect against wildlife. Would this still be able to do so after the merger?
- r) Would there be any impact on the new museum in Conmee?

Part Two: Intake Meeting Feedback

The purpose of the intake table face-to-face and telephone-in meetings was to gather information on what constituents wanted to be sure would be investigated in the course of studying a potential merger of the two municipalities. Accordingly, the meetings were undertaken prior to the finalization of the report. Other feedback was also welcomed.

There were 21 interviews conducted (some with more than one person at one time, at their request) with Grant Thornton Representatives at the Intake Table Meeting held in Murillo on September 2nd. There were 6 interviews conducted (some with more than one person at one time, at their request) with Grant Thornton Representatives at the Intake Table Meeting held in Conmee on September 3rd. One individual attended the Intake Table Meeting dedicated to First Nations held in Thunder Bay on September 8th. No one used the telephone intake “meeting” offered on September 8th.

A summary of concerns raised which are not referenced in the survey responses summarized in Part One follows:

1. What is the hurry?
2. Concern that the decision has already been made. Concern that the restructuring committee meetings are not transparent.
3. Why not have a plebiscite?
4. Should not be considered during the COVID pandemic – inability to properly hold a public meeting.
5. Another survey should be circulated after the report is made public.
6. Concerned that roads in Conmee would need to be hard-surfaced
7. What are the projected legal fees associated with merging the municipalities?
8. Want to protect Oliver Paipoonge reserve funds
9. The municipality is already too busy (landfills, subdivision, water systems, etc.) to deal with a merger
10. Questions about the new council/elections – will there be wards? Will all areas be represented?
11. Are there plans to change the zoning?
12. Concern regarding a conflict of interest on council
13. The only parties who will benefit are the employees; no raises should occur during a pandemic. Do not want to see the quality of staff diluted. Hopeful a larger municipality would beget a more professional staff.
14. Lack of commercial tax base in Conmee
15. Road system will be too large and too spread out to maintain service levels
16. Will the merger create better economies of scale to add services like larger municipalities?
17. Will the council members/mayors make more money?
18. Consider urban planning to focus population in a central area
19. Would like to see investment in recreation. Nor West Arena can be better utilized.

20. "have not resolved issues from the last merger"
21. Would additional provincial grant money be available if there was a merger?
22. What is the process that must be followed, and who makes the final decision?
23. Will wifi in the area improve?
24. Would re-branding improve tourism and create business?
25. Would prefer to see Conmee become an unorganized Township rather than merge with Oliver Paipoonge
26. What is the timing of the merger in respect of municipal elections?
27. Would like to see a recycling and landfill management plan.
28. Why is O'Connor not involved?
29. Is this pre-emptive before the province tells us to?
30. Concern about being part of larger community and loss of self determination
31. Want to retain "country living" – concerns about gentrification and increased property prices

With respect to First Nations feedback, the Red Sky Métis Nation representative expressed appreciation at being included. He advised Grant Thornton that his Nation would only have concerns if there were environmental impacts to the Kaministiquia River, as Red Sky Métis Nation has rights in the river. They wish to be pro-actively kept informed in that regard.

Appendix 10.4 Figure 3.2.1

Conmee Budget Projections after a Merger

	2020 Approved	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Revenue	581,708	408,094	412,594	412,594	412,594
Expenditures	1,538,996	1,061,015	1,061,015	1,001,718	1,001,718
Amount to Levy	957,288	652,921	648,421	589,124	589,124
Annual Savings	0	304,367	308,867	368,164	368,164
Base = 2020					

Appendix 10.5 Figure 3.2.2 Detailed Budget Forecast

Government & Agencies - Department - 00 2020 Budget and 3 Year Forecast					
		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4025	Province of Ontario PIL	1,280	1,280	1,280	1,280
4030	Ontario Hydro PIL	4,280	4,280	4,280	4,280
4035	Railway PIL	20,000	20,000	20,000	20,000
4102	Rydholm Residence	12,000	12,000	12,000	12,000
4104	Food Bank Lease	22,349	22,349	22,349	22,349
4104	Food Bank Reconciliation	3,800	3,800	3,800	3,800
4130	Gas Tax	-	-	-	-
4140	Provincial Grant	-	-	-	-
4140	OCIF Grant	-	-	-	-
4145	Federal Grant	-	-	-	-
4150	OMPF	201,200	201,200	201,200	201,200
4406	CEDC	-	-	-	-
4460	Provincial Offences	3,000	3,000	3,000	3,000
4146	Library	1,225	1,225	1,225	1,225
	Surplus (Prior Year)	(9,456)	-	-	-
	Subtotal	259,678	269,134	269,134	269,134
RESERVE TRANSFERS					
3041	Mainstreet Revitalization	-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	259,678	269,134	269,134	269,134
Expenditures					
5030	Employer Health Tax	8,000	8,000	8,000	8,000
5161	CEDC	-	-	-	-
5260	Taxes Written Off	-	-	-	-
5345	Election Expense	-	-	-	-
5400	Insurance	35,000	16,500	16,500	16,500
5600	Audit	19,000	5,000	5,000	5,000
5605	Legal	15,000	-	-	-
5610	Other Professional Fees	-	-	-	-
5655	Animal Control	500	-	-	-
5611	By-Law Enforcement Officer	500	-	-	-
5612	Residential Tennancies Enforcement	-	-	-	-
5613	Government Mandated Exp.	-	-	-	-
	Transition Costs	-	7,500	7,500	5,000
5615	Property Assessment	13,263	13,263	13,263	13,263
5660	Policing Expense	90,800	90,800	90,800	90,800
5662	911 Expense	2,300	2,300	2,300	2,300
5665	Emergency Medical Service Levy	45,500	45,500	45,500	45,500
5700	Lk Region Conservation Authority	4,103	4,103	4,103	4,103
5705	Lakehead Rural Planning Board	250	250	250	250
5710	Emergency Management	500	500	500	500
5715	Thunder Bay Public Health Unit	17,820	17,820	17,820	17,820
5720	DSSAB	79,649	79,649	79,649	79,649
5721	Library	1,225	1,225	1,225	1,225
	Subtotal	333,410	292,410	292,410	289,910
RESERVE TRANSFERS (EXPENSE)					
3055	Operating Reserve	-	-	-	-
3015	Capital	-	-	-	-
3045	Sick Leave	-	-	-	-
3025	Landfill	-	-	-	-
	Subtotal	-	-	-	-
LONG TERM DEBT					
2070	Rydholm Residence	5,745	5,745	5,745	5,745
2071	Food Bank Loan	8,687	8,687	8,687	8,687
2072	Hall Renovations	5,550	5,550	5,550	5,550
2073	Grader Loan	21,276	21,276	21,276	21,276
2074	Sander Loan	4,544	-	-	-
5251	Loan Interest	39,423	38,541	38,541	38,541
	Subtotal	85,225	79,799	79,799	79,799
	Total	418,635.00	372,209.26	372,209.26	369,709.26
	Amount to be raised	158,957	103,075	103,075	100,575



Administration - Department - 10
2020 Budget and 3 Year Forecast

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4100	Other	10,000	10,000	10,000	10,000
4020	Interest Earned	-	-	-	-
4120	Bank Interest	3,500	3,500	3,500	3,500
4430	Newsletter	-	-	-	-
4490	Project	-	-	-	-
	Subtotal	13,500	13,500	13,500	13,500
RESERVE TRANSFERS					
	Operating		-	-	-
	Subtotal		-	-	-
	Total	13,500	13,500	13,500	13,500
Expenditures					
5005	Wages - Full Time	78,319	24,557	24,557	24,557
5010	Wages - Part Time		-	-	-
5015	Employment Insurance	2,859	557	557	557
5020	Canada Pension Plan	6,390	1,197	1,197	1,197
5025	WSIB	3,946	774	774	774
5035	RRSP	2,930	-	-	-
5040	Medical Insurance	46,176	479	479	479
5045	Benefits/Eyeglasses	700	-	-	-
5050	Mileage	500	-	-	-
5102	Rydholm Residence		-	-	-
5105	Office Supplies	6,000	3,000	3,000	3,000
5106	Software/Hardware	15,000	8,000	8,000	0
5250	Bank Charges	1,400	0	0	0
5305	Memberships	2,000	0	0	0
5310	Conference	1,000	0	0	0
5315	Travel	4,500	1,000	1,000	1,000
5320	Meals	200	0	0	0
5325	Training	2,500	0	0	0
5326	Health & Safety Training		-	-	-
5329	Emergency Management	500	-	-	-
5340	Newsletter	500	500	500	500
5415	Telephone	2,000	-	-	-
5531	Capital		-	-	-
5610	Other Professional	50,000	-	-	-
5650	Other	500	-	-	-
	Subtotal	227,920	40,064	40,064	32,064
RESERVE TRANSFERS					
3015	Capital	-	-	-	-
3055	Operating	-	-	-	-
	Sick Leave	-	-	-	-
	Subtotal	-	-	-	-
	Total	227,920	40,064	40,064	32,064
Amount to be raised		214,420	26,564	26,564	18,564



*Building (CBO) - Department - 20
2020 Budget and 3 Year Forecast*

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4440	Building Permit	6,310	6,310	6,310	6,310
	Subtotal	6,310	6,310	6,310	6,310
RESERVE TRANSFERS					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	6,310	6,310	6,310	6,310
EXPENDITURES					
5010	Wages	5,400	5,400	5,400	5,400
5015	Employment Insurance	50	50	50	50
5020	Canada Pension Plan	-	-	-	-
5025	WSIB	80	80	80	80
5050	Mileage	780	780	780	780
5325	Training	-	-	-	-
5415	Telephone	-	-	-	-
5650	Other	-	-	-	-
	Subtotal	6,310	6,310	6,310	6,310
RESERVE TRANSFERS (EXPENSE)					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	6,310	6,310	6,310	6,310
	amount to be raised	-	-	-	-



Cemetery - Department 30
2020 Budget and 3 Year Forecast

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4200	Cemetery Plots	375	375	375	375
4210	Internment	575	575	575	575
3230	Interest Earned on trust funds	300	300	300	300
	Subtotal	1,250	1,250	1,250	1,250
RESERVE TRANSFERS					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	1,250	1,250	1,250	1,250
Expenditures					
5545	Cemetery Open/Close	500	500	500	500
5546	Cemetery Expenses	500	500	500	500
	Subtotal	1,000	1,000	1,000	1,000
RESERVE TRANSFERS					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	1,000	1,000	1,000	1,000
	amount to be raised	(250)	(250)	(250)	(250)



Municipal Complex - Department 40
2020 Budget and 3 Year Forecast

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4400	Hall Rental	100	2,400	2,400	2,400
4405	Social Committee	5,000	5,000	5,000	5,000
4410	Office Space Rent		4,500	9,000	9,000
4490	Project/Capital	184,370			
	Subtotal	189,470	11,900	16,400	16,400
RESERVE TRANSFERS					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	189,470	11,900	16,400	16,400
Expenditures					
5010	Wages	7,500	7,500	7,500	7,500
5015	Employment Insurance	305	305	305	305
5020	Canada Pension Plan	683	683	683	683
5025	WSIB	422	422	422	422
5045	Benefits Boots/PPE	-	-	-	-
5050	Mileage	400	400	400	400
5106	Software/Hardware	100	100	100	100
5110	Janitorial Supplies	1,500	1,500	1,500	1,500
5115	Hall Rental Expense	650	650	650	650
5160	Social Committee	5,000	5,000	5,000	5,000
5205	Capital	-	-	-	-
5210	Building	16,500	16,500	16,500	16,500
5325	TrainingExpense	-	-	-	-
5405	Utilities-Propane	11,000	11,000	11,000	11,000
5410	Utilities-Hydro	13,500	13,500	13,500	13,500
5415	Utilities-Telephone	3,500	1,200	1,200	1,200
5505	Building Repairs and Maintenance	7,854	7,854	7,854	7,854
5515	Water Lab Testing Fee	200	200	200	200
5531	Project (Capital)	200,000			
5650	Other	1,000	1,000	1,000	1,000
	Subtotal	270,114	67,814	67,814	67,814
RESERVE TRANSFERS					
		-	-	-	-
	Subtotal	-	-	-	-
	Total	270,114	67,814	67,814	67,814
	amount to be raised	80,644	55,914	51,414	51,414



Council - Department 50
2020 Budget and 3 Year Forecast

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
Reserve Transfers					
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	-	-	-	-
Expenditures					
5010	Council Meetings/Wages	46,000	48,797	48,797	-
5020	Canada Pension Plan	1,230	-	-	-
5050	Mileage	750	-	-	-
5106	Hardware/Software	2,000	-	-	-
5305	Memberships	2,000	-	-	-
5310	Conference	2,500	-	-	-
5315	Travel	6,000	-	-	-
5320	Meals	1,000	-	-	-
5325	Training	-	-	-	-
5415	Telephone	3,500	3,500	3,500	3,500
5650	Other	2,000	-	-	-
	Subtotal	66,980	52,297	52,297	3,500
RESERVE TRANSFERS					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	66,980	52,297	52,297	3,500
	amount to be raised	66,980	52,297	52,297	3,500



Emergency Services - Department 60
2020 Budget and 3 Year Forecast

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4300	MTO services	1,500.00	8,000.00	8,000.00	8,000.00
4310	Training Revenue	-	-	-	-
4410	Ambulance Garage	12,000.00	-	-	-
4490	Project	-	-	-	-
4155	Provincial Grant	1,000.00	1,000.00	1,000.00	1,000.00
	Subtotal	14,500	9,000	9,000	9,000
RESERVE TRANSFERS					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	14,500	9,000	9,000	9,000
Expenditures					
5010	Wages	13,200	5,000	5,000	5,000
5015	Employment Insurance	315	-	-	-
5020	Canada Pension Plan	704	-	-	-
5025	WSIB	3,935	3,935	3,935	3,935
5050	Mileage	200	200	200	200
5055	Honourarium	7,400	14,600	14,600	14,600
5100	Equipment Repairs	1,000	1,000	1,000	1,000
5105	Office Supplies	500	500	500	500
5115	Shop Supply/Equipment/Small Tools	8,500	8,500	8,500	8,500
5145	Communications/Radios	4,000	4,000	4,000	4,000
5155	Provincial Grant	1,000	1,000	1,000	1,000
5205	Capital Expense	5,000	-	-	-
5210	Building	-	-	-	-
5305	Memberships	600	600	600	600
5310	Conference	-	-	-	-
5315	Travel	-	-	-	-
5320	Meals	400	400	400	400
5325	Training	2,300	2,300	2,300	2,300
5330	Public Education	500	500	500	500
5335	Prevention	500	500	500	500
5405	Utilities-Propane	10,000	10,000	10,000	10,000
5410	Utilities-Hydro	4,700	4,700	4,700	4,700
5415	Utilities-Telephone	2,100	2,100	2,100	2,100
5450	Vehicle Repairs and Maintenance	6,000	6,000	6,000	6,000
5455	Vehicle Gas	400	400	400	400
5460	Diesel Clear	1,500	1,500	1,500	1,500
5505	Building Maintenance	1,500	1,500	1,500	1,500
5531	Project Expense	-	-	-	-
5650	Other	500	500	500	500
5661	Emergency First Response	400	0	0	0
	Subtotal	77,154	69,735	69,735	69,735
RESERVE TRANSFERS					
		-	-	-	-
		-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	77,154	69,735	69,735	69,735
	amount to be raised	62,654	60,735	60,735	60,735



Landfill - Department 70
2020 Budget and 3 Year Forecast

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4420	Landfill	3,000	3,000	3,000	3,000
4490	Project Revenue	-	-	-	-
	Subtotal	3,000	3,000	3,000	3,000
RESERVE TRANSFERS					
	Landfill Reserve	-	-	-	-
		-	-	-	-
	Subtotal	-	-	-	-
	Total	3,000	3,000	3,000	3,000
Expenditures					
5010	Wages	15,000	16,288	16,288	16,288
5015	Employment Insurance	250	369	369	369
5020	Canada Pension Plan	390	729	729	729
5025	WSIB	360	831	831	831
5100	Equipment Repairs	1,000	1,000	1,000	1,000
5205	Capital Expense	-	-	-	-
5326	Health & Safety/PPE Expense	-	-	-	-
5405	Propane	1,000	1,000	1,000	1,000
5415	Telephone	500	500	500	500
5500	Recycling Expense	4,500	4,500	4,500	4,500
5505	Building Repairs/Maintenance	2,000	2,000	2,000	2,000
5550	Groundwater Monitoring	4,500	4,500	4,500	4,500
5610	Other Professional Fees	-	-	-	-
5650	Other	1,000	1,000	1,000	1,000
	Subtotal	30,500	32,717	32,717	32,717
RESERVE TRANSFERS					
5540	Landfill Closure Reserve	5,000	5,000	5,000	5,000
		-	-	-	-
	Subtotal	5,000	5,000	5,000	5,000
	Total	35,500	37,717	37,717	37,717
	amount to be raised	32,500.00	34,717.00	34,717.00	34,717.00



Public Works - Department 90
2020 Budget and 3 Year Forecast

		2020 Budget Approved	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast
Revenue					
4450	Machine rental/ratepayers	4,000	4,000	4,000	4,000
4130	Gas Tax	40,000	40,000	40,000	40,000
4140	OCIF Grant	50,000	50,000	50,000	50,000
4490	Projects				
	Subtotal	94,000	94,000	94,000	94,000
RESERVE TRANSFERS					
		-	-	-	-
	Subtotal	-	-	-	-
	Total	94,000	94,000	94,000	94,000
Expenditures					
5005	Wages-Full Time	117,214	130,900	130,900	130,900
5010	Wages-Part Time	20,000			
5015	Employment Insurance	1,145	5,817	5,817	5,817
5020	Canada Pension Plan	5,978	2,472	2,472	2,472
5025	WSIB	3,692	4,123	4,123	4,123
5035	RRSP	4,122	12,515	12,515	12,515
5040	Medical Insurance	34,632	15,812	15,812	15,812
5045	Benefits-Boots/Eyeglasses	1,000	1,000	1,000	1,000
5050	Mileage	200	200	200	200
5100	Equipment Repairs	15,000	15,000	15,000	15,000
5101	Equipment Purchase	4,100	4,100	4,100	4,100
5115	Shop Supplies/Safety Supplies	5,000	5,000	5,000	5,000
5120	Road Material-Gravel	1,000	1,000	1,000	1,000
5125	Road Material-Calcium	20,000	20,000	20,000	20,000
5130	Road Material-Sand	4,000	4,000	4,000	4,000
5135	Road Material-Salt	2,500	2,500	2,500	2,500
5140	Road Material (Other)	1,000	1,000	1,000	1,000
5145	Radios	5,650	5,650	5,650	5,650
5205	Capital Expense	110,000	130,630	130,630	130,630
	Aggregate Savings	-	(27,000)	(27,000)	(27,000)
5310	Conference	-	-	-	-
5315	Meals	-	-	-	-
5320	Travel	-	-	-	-
5325	Training	-	-	-	-
5326	Health & Safety Training	150	150	150	150
5405	Utilities-Propane	12,000	12,000	12,000	12,000
5410	Utilities-Hydro	4,000	4,000	4,000	4,000
5415	Utilities-Telephone	3,500	3,500	3,500	3,500
5450	Vehicle Repairs & Maintenance	3,000	3,000	3,000	3,000
5451	Licensing Vehicles	4,000	4,000	4,000	4,000
5455	Patrol Vehicle-Gas	5,000	5,000	5,000	5,000
5460	Equipment Fuel-Clear Diesel	12,000	12,000	12,000	12,000
5465	Equipment Fuel-Marked Diesel	15,000	15,000	15,000	15,000
5505	Building Repairs/Maintenance	1,000	1,000	1,000	1,000
5510	Bridges/Signs	6,500	6,500	6,500	6,500
5520	Erosion Control	-	-	-	-
5525	Culverts	6,000	6,000	6,000	6,000
5530	Machine Brushing/Road Side Grass Cutting	2,500	2,500	2,500	2,500
5531	Project	-	-	-	-
5535	Dams	2,000	2,000	2,000	2,000
5610	Professional Fees	1,500	1,500	1,500	1,500
5650	Other	1,000	1,000	1,000	1,000
	Subtotal	435,383	413,869	413,869	413,869
RESERVE TRANSFERS					
		-	-	-	-
	Subtotal	-	-	-	-
	Total	435,383	413,869	413,869	413,869
amount to be raised					
		341,383	319,869	319,869	319,869

Appendix 10.6 Figure 3.4.1 Assessment and Tax Rates for Five Year Period 2015-2020

Assessment and Tax Rates for 5 Year period 2015 to 2020

2020 Oliver Paiipoonge				Conmee			
Property Class	2020 CVA	2020 Tax Rate	Tax Levy	2020 CVA	2020 Tax Rate	Tax Levy	
Residential	\$699,116,500	0.944881%	\$6,605,819	\$69,330,800	1.352674%	\$937,820	
Pipeline	\$4,560,000	1.648817%	\$75,186	\$0	0.000000%	\$0	
Multi Residential	\$2,473,000	1.610360%	\$39,824	\$0	0.000000%	\$0	
Managed Forests	\$1,431,900	0.236220%	\$3,382	\$183,900	0.338168%	\$622	
Landfill	\$235,300	1.428348%	\$3,361	\$2,500	0.811604%	\$20	
Industrial Vacant	\$2,217,900	1.382993%	\$30,673	\$18,700	1.538660%	\$288	
Industrial	\$10,237,300	2.127682%	\$217,817	\$137,300	2.367179%	\$3,250	
Farmland	\$61,006,700	0.236220%	\$144,110	\$886,000	0.338168%	\$2,996	
Commercial Vacant	\$2,693,400	1.003038%	\$27,016	\$65,000	1.088902%	\$708	
Commercial	\$57,438,500	1.432912%	\$823,043	\$744,700	1.555575%	\$11,584	
Totals	\$841,410,500		\$7,970,231	\$71,368,900		\$957,288	

2015 Oliver Paiipoonge				Conmee			
Property Class	2015 CVA	2015 Tax Rate	Tax Levy	2015 CVA	2015 Tax Rate	Tax Levy	
Residential	\$461,791,176	1.073818%	\$4,958,797	\$42,866,245	1.524442%	\$653,471	
Pipeline	\$3,730,700	1.873812%	\$69,906			\$0	
Multi Residential	\$1,555,000	1.830108%	\$28,458			\$0	
Managed Forests	\$708,794	0.268454%	\$1,903	\$58,700	0.381110%	\$224	
Landfill			\$0			\$0	
Industrial Vacant	\$1,122,494	1.571715%	\$17,642			\$0	
Industrial	\$11,490,284	2.418023%	\$277,838	\$46,200	2.667773%	\$1,233	
Farmland	\$37,441,180	0.268454%	\$100,512	\$473,271	0.381110%	\$1,804	
Commercial Vacant	\$1,091,030	1.139911%	\$12,437	\$28,325	1.227176%	\$348	
Commercial	\$26,909,487	1.628445%	\$438,206	\$499,345	1.753108%	\$8,754	
Totals	\$545,840,145		\$5,905,699	\$43,972,086		\$665,834	

\$ Change: 15 to 20 Oliver Paiipoonge				Conmee			
Property Class	CVA	Tax Rate	Tax Levy	CVA	Tax Rate	Tax Levy	
Residential	\$237,325,324	-0.128937%	\$1,647,022	\$26,464,555	-0.171768%	\$284,349	
Pipeline	\$829,300	-0.224995%	\$5,280	\$0	0.000000%	\$0	
Multi Residential	\$918,000	-0.219748%	\$11,366	\$0	0.000000%	\$0	
Managed Forests	\$723,106	-0.032234%	\$1,479	\$125,200	-0.042942%	\$398	
Landfill	\$235,300	1.428348%	\$3,361	\$2,500	0.811604%	\$20	
Industrial Vacant	\$1,095,406	-0.188722%	\$13,031	\$18,700	1.538660%	\$288	
Industrial	\$-1,252,984	-0.290341%	\$-60,021	\$91,100	-0.300594%	\$2,017	
Farmland	\$23,565,520	-0.032234%	\$43,598	\$412,729	-0.042942%	\$1,192	
Commercial Vacant	\$1,602,370	-0.136873%	\$14,579	\$36,675	-0.138274%	\$360	
Commercial	\$30,529,013	-0.195533%	\$384,837	\$245,355	-0.197533%	\$2,830	
Totals	\$295,570,355		\$2,064,532	\$27,396,814		\$291,454	

% Change: 15 to 20 Oliver Paiipoonge				Conmee			
Property Class	CVA	Tax Rate	Tax Levy	CVA	Tax Rate	Tax Levy	
Residential	51.39%	-12.01%	33.21%	61.74%	-11.27%	43.51%	
Pipeline	22.23%	-12.01%	7.55%	n/a	n/a	n/a	
Multi Residential	59.04%	-12.01%	39.94%	n/a	n/a	n/a	
Managed Forests	102.02%	-12.01%	77.72%	213.29%	-11.27%	177.68%	
Landfill	n/a	n/a	n/a	n/a	n/a	n/a	
Industrial Vacant	97.59%	-12.01%	73.86%	n/a	n/a	n/a	
Industrial	-10.90%	-12.01%	-21.60%	197.19%	-11.27%	163.58%	
Farmland	62.94%	-12.01%	43.38%	87.21%	-11.27%	66.08%	
Commercial Vacant	146.87%	-12.01%	117.22%	129.48%	-11.27%	103.45%	
Commercial	113.45%	-12.01%	87.82%	49.14%	-11.27%	32.33%	
Totals	54.15%		34.96%	62.31%		43.77%	

Appendix 10.7 Figure 3.4.2 Tax Burden for Five Year Period 2015-2020

Tax Burden for 5 Year period 2015 to 2020

Demographic Info

	Oliver Paipoonge				Conmee			
	2020	2015	Change #	Change %	2020	2015	Change #	Change %
# of Households	2,289	2,149	140	6.51%	327	299	28	9.36%
Population	5,922	5,732	190	3.31%	819	764	55	7.20%

Source: Statistics Canada Census Profiles (2015 figures from 2012 Census; 2020 figures from 2016 Census)

Tax Burden per Household

	Oliver Paipoonge				Conmee			
	2020	2015	Change #	Change %	2020	2015	Change #	Change %
Residential Tax	\$6,605,819	\$4,958,797			\$937,820	\$653,471		
Multi-Residential Tax	\$39,824	\$28,458						
	\$6,645,643	\$4,987,255			\$937,820	\$653,471		
# of Households	2,289	2,149	140	6.51%	327	299	28	9.36%
Tax per Household	\$2,903	\$2,321	\$582	25.08%	\$2,868	\$2,186	\$682	31.20%

Tax Burden per Capita

	Oliver Paipoonge				Conmee			
	2020	2015	Change #	Change %	2020	2015	Change #	Change %
Total Tax	\$7,970,231	\$5,905,699			\$957,288	\$665,834		
Population	5,922	5,732	190	3.31%	819	764	55	7.20%
Tax per Capita	\$1,346	\$1,030	\$316	30.68%	\$1,169	\$872	\$297	34.06%

Residential Tax as % of Total Tax

	Oliver Paipoonge		Conmee	
	2020	2015	2020	2015
Residential Tax	\$6,605,819	\$4,958,797	\$937,820	\$653,471
Multi-Residential Tax	\$39,824	\$28,458	\$0	\$0
	\$6,645,643	\$4,987,255	\$937,820	\$653,471
Total Tax	\$7,970,231	\$5,905,699	\$957,288	\$665,834
% Residential Tax of Total Tax	83.38%	84.45%	97.97%	98.14%

Appendix 10.8 Figure 3.4.3 – Assessments and Tax Levies

2020 Assessment & Tax Levy: Conmee and Oliver Paipoonge

Property Class	OP 2020 CVA	OP 2020 Tax Rate	Income
Residential	\$699,116,500	0.00944881	\$6,605,819
Pipeline	\$4,560,000	0.01648817	\$75,186
Multi Residential	\$2,473,000	0.01610360	\$39,824
Managed Forests	\$1,431,900	0.00236220	\$3,382
Landfill	\$235,300	0.01428348	\$3,361
Industrial Vacant	\$2,217,900	0.01382993	\$30,673
Industrial	\$10,237,300	0.02127682	\$217,817
Farmland	\$61,006,700	0.00236220	\$144,110
Commercial Vacant	\$2,693,400	0.01003038	\$27,016
Commercial	\$57,438,500	0.01432912	\$823,043
Totals	\$841,410,500		\$7,970,231

Conmee 2020 CVA	OP 2020 Tax Rate	Income
\$69,330,800	0.01352674	\$937,820
\$0	0.00000000	\$0
\$0	0.00000000	\$0
\$183,900	0.00338168	\$622
\$2,500	0.00811604	\$20
\$18,700	0.01538660	\$288
\$137,300	0.02367179	\$3,250
\$886,000	0.00338168	\$2,996
\$65,000	0.01088902	\$708
\$744,700	0.01555575	\$11,584
\$71,368,900		\$957,288

Appendix 10.9 Figure 3.4.4 Options A and B

Option A Uniform Tax Rates: Use Savings to Reduce Taxes

	2020	2021	2022	2023	2024
Conmee	957,288	670,663	670,313	665,700	665,700
Oliver Paipoonge	7,970,231	7,952,489	7,948,339	7,893,656	7,893,656
Total Tax Levy	8,927,519	8,623,152	8,618,652	8,559,356	8,559,356

% of 2020 Taxes					
	2020	2021	2022	2023	2024
Conmee	n/a	70.1%	70.0%	69.5%	69.5%
Oliver Paipoonge	n/a	99.8%	99.7%	99.0%	99.0%

Option B Transitional Tax Rates: Use Savings to Reduce Taxes

	2020	2021	2022	2023	2024
Conmee	957,288	924,720	852,273	747,434	665,700
Oliver Paipoonge	7,970,231	7,698,432	7,766,379	7,811,921	7,893,656
Total Tax Levy	8,927,519	8,623,152	8,618,652	8,559,355	8,559,356

% of 2020 Taxes					
	2020	2021	2022	2023	2024
Conmee	n/a	96.6%	89.0%	78.1%	69.5%
Oliver Paipoonge	n/a	96.6%	97.4%	98.0%	99.0%

Appendix 10.10 Figure 3.4.5 Options C & D

Option C Uniform Tax Rates: Put Savings in Reserve

	2020	2021	2022	2023	2024
Conmee	957,288	694,334	694,334	694,334	665,700
Oliver Paipoonge	7,970,231	8,233,185	8,233,185	8,233,185	7,893,656
Total Tax Levy	8,927,519	8,927,519	8,927,519	8,927,519	8,559,356

% of 2020 Taxes					
	2020	2021	2022	2023	2024
Conmee	n/a	72.5%	72.5%	72.5%	69.5%
Oliver Paipoonge	n/a	103.3%	103.3%	103.3%	99.0%

Option D Transitional Tax Rates: Put Savings in Reserve

	2020	2021	2022	2023	2024
Conmee	957,288	957,288	957,288	957,288	665,700
Oliver Paipoonge	7,970,231	7,970,231	7,970,231	7,970,231	7,893,656
Total Tax Levy	8,927,519	8,927,519	8,927,519	8,927,519	8,559,356

% of 2020 Taxes					
	2020	2021	2022	2023	2024
Conmee	n/a	100.0%	100.0%	100.0%	69.5%
Oliver Paipoonge	n/a	100.0%	100.0%	100.0%	99.0%

Appendix 10.11 2019 Financial Indicators Return for Conmee

FINANCIAL INDICATOR REVIEW						
(Based on 2018 Financial Information Return)						
Conmee Tp						
Date Prepared:	21-Oct-19	2018 Households:	327	Median Household Income:	89,856	
MISO Office:	Northwest	2018 Population	819	Taxable Residential Assessment as a % of Total Taxable Assessment:	98.2%	
Prepared By:	Karen Bradica	2019 MFCI Index	2.2	Own Purpose Taxation:	884,029	
Tier	ST					
SUSTAINABILITY INDICATORS						
Indicator	Ranges	Actuals	North - Population <= 1000		Level of Risk	
			Median	Average		
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2014	16.7%	14.1%	19.9%	HIGH
		2015	9.8%	14.3%	23.6%	LOW
		2016	8.7%	13.1%	19.8%	LOW
		2017	6.4%	12.8%	22.2%	LOW
		2018	9.3%	13.1%	14.4%	LOW
		2014	5.7%	43.7%	43.1%	LOW
		2015	8.0%	47.4%	45.1%	LOW
		2016	-26.2%	53.1%	49.1%	LOW
		2017	-66.9%	51.4%	51.8%	MODERATE
Net Financial Assets or Net Debt as % of Own Source Revenues	Low: > -50% Mod: -50% to -100% High: < -100%	2018	-55.5%	53.9%	52.9%	MODERATE
		2014	23.6%	34.1%	38.6%	LOW
		2015	25.1%	34.7%	41.7%	LOW
		2016	31.5%	39.5%	44.3%	LOW
		2017	31.5%	42.2%	47.2%	LOW
		2018	25.9%	42.9%	47.7%	LOW
		2014	2.4:1	2.87:1	4.43:1	LOW
		2015	6.21:1	3.71:1	4.56:1	LOW
		2016	3.33:1	3.13:1	4.84:1	LOW
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	Low: > 0.5:1 Mod: 0.5:1 to 0.25:1 High: < 0.25:1	2017	4.97:1	3.34:1	4.84:1	LOW
		2018	7.27:1	4.09:1	5.02:1	LOW
		2014	0.0%	1.3%	2.8%	LOW
		2015	0.0%	1.6%	3.1%	LOW
		2016	1.1%	1.4%	2.6%	LOW
		2017	3.8%	1.6%	2.7%	LOW
		2018	6.0%	1.2%	2.6%	MODERATE
		2014	50.7%	49.0%	49.4%	MODERATE
		2015	53.1%	50.8%	50.2%	MODERATE
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	Low: < 50% Mod: 50% to 75% High: > 75%	2016	48.6%	51.1%	51.0%	LOW
		2017	44.2%	50.9%	51.6%	LOW
		2018	46.1%	51.7%	51.3%	LOW
		2014	-22.2%	2.8%	10.7%	MODERATE
		2015	-4.4%	3.5%	12.9%	MODERATE
		2016	10.2%	4.6%	11.9%	LOW
		2017	5.3%	7.2%	16.1%	LOW
		2018	0.5%	10.0%	22.7%	LOW
		2014	-22.2%	2.8%	10.7%	MODERATE
Annual Surplus / (Deficit) as a % of Own Source Revenues	Low: > -1% Mod: ~1% to ~30% High: < ~30%	2015	-4.4%	3.5%	12.9%	MODERATE
		2016	10.2%	4.6%	11.9%	LOW
		2017	5.3%	7.2%	16.1%	LOW
		2018	0.5%	10.0%	22.7%	LOW
		2014	-22.2%	2.8%	10.7%	MODERATE
		2015	-4.4%	3.5%	12.9%	MODERATE
		2016	10.2%	4.6%	11.9%	LOW
		2017	5.3%	7.2%	16.1%	LOW
		2018	0.5%	10.0%	22.7%	LOW

FINANCIAL INDICATOR REVIEW

(Based on 2018 Financial Information Return)

Conmee Tp

NOTES

Financial Information Returns ("FIRs") are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis, Ministry staff prepare certain financial indicators for each municipality, based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a particular moment in time and should not be considered in isolation, but supported with other relevant information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with municipal officials.

Supplementary Indicators of Sustainability and Flexibility

The following is a summary, adapted from the Chartered Professional Accountants of Canada Statement of Recommended Practice (SORP) 4.

- A government (including a municipality) may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider the elements of sustainability and flexibility.
- Sustainability in this context may be seen as the degree to which a municipality can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without inappropriately increasing the debt or tax burden relative to the economy within which it operates.
- Sustainability is an important element to include in an assessment of financial condition because it may help to describe a government's ability to manage its financial and service commitments and debt burden. It may also help to describe the impact that the level of debt could have on service provision.
- Flexibility is the degree to which a government can change its debt or tax level on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Flexibility provides insights into how a government manages its finances. Increasing taxation or user fees may reduce a municipality's flexibility to respond when adverse circumstances develop if the municipality approaches the limit that citizens and businesses are willing to bear.
A municipality may temporarily use current borrowing, subject to the requirements set out in the Municipal Act to meet expenses and certain other amounts required in the year, until taxes are collected and other revenues are received. Municipal current borrowing cannot be carried over the long term or converted to long term borrowing except in very limited circumstances.
- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

Additional Notes on what Financial Indicators may indicate:

Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied - Shows how much of the taxes billed are not collected.

Net Financial Assets or Net Debt as % of Own Source Revenues - Indicates how much property tax and user fee revenue is servicing debt.

Reserves and Reserve Funds as a % of Municipal Expenses - Indicates how much money is set aside for future needs and contingencies.

Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) - Indicates how much cash and liquid investments could be available to cover current obligations.

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) - Indicates how much of each dollar raised in revenue is spent on paying down existing debt.

Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) - Indicates how much of the assets' life expectancy has been consumed.

Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues - Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (e.g. reserves, debt repayment, etc.)

The Northern and Rural Municipal Fiscal Circumstances Index (MFICI) is used by the Ministry of Finance to calculate the "Northern and Rural Fiscal Circumstances Grant" aimed at northern as well as single and lower-tier rural municipalities. The index measures a municipality's fiscal circumstances. The MFICI is determined by six indicators: Weighted Assessment per Household, Median Household Income, Average Annual Change in Assessment (New Construction), Employment Rate, Ratio of Working Age to Dependent Population, and Per Cent of Population Above Low-Income Threshold. A lower MFICI corresponds to relatively positive fiscal circumstances, whereas a higher MFICI corresponds to more challenging fiscal circumstances. (Note: the MFICI index is only available for northern and rural municipalities)

FINANCIAL INDICATOR REVIEW

(Based on 2018 Financial Information Return)

Conmee Tp

CALCULATIONS

Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied	SLC 70 0699 01 / (SLC 26 9199 03 - SLC 72 2899 09)
Net Financial Assets or Net Debt as % of Own Source Revenues	SLC 70 9945 01 / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)
Total Reserves and Reserve Funds as a % of Municipal Expenses	(SLC 60 2099 02+SLC 60 2099 03)/(SLC 40 9910 11-SLC 12 9910 03-SLC 12 9910 07)
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	SLC 70 0299 01 / (SLC 70 2099 01 + SLC 70 2299 01)
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 10 9910 01 - SLC 10 1831 01)
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	SLC 51 9910 10 / SLC 51 9910 06
Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues	(SLC 10 2099 01 - SLC 10 1831 01) / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)

The data and information contained in this document is for informational purposes only. It is not an opinion about a municipality and is not intended to be used on its own - it should be used in conjunction with other financial information and resources available. It may be used, for example, to support a variety of strategic and policy discussions.

FINANCIAL INDICATOR REVIEW

(Based on 2018 Financial Information Return)

Oliver Paipoonge M

NOTES

Financial Information Returns ("FIRs") are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis, Ministry staff prepare certain financial indicators for each municipality, based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a particular moment in time and should not be considered in isolation, but supported with other relevant information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with municipal officials.

Supplementary Indicators of Sustainability and Flexibility

The following is a summary, adapted from the Chartered Professional Accountants of Canada Statement of Recommended Practice (SORP) 4.

- A government (including a municipality) may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider the elements of sustainability and flexibility.
- Sustainability in this context may be seen as the degree to which a municipality can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without inappropriately increasing the debt or tax burden relative to the economy within which it operates.
- Sustainability is an important element to include in an assessment of financial condition because it may help to describe a government's ability to manage its financial and service commitments and debt burden. It may also help to describe the impact that the level of debt could have on service provision.
- Flexibility is the degree to which a government can change its debt or tax level on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Flexibility provides insights into how a government manages its finances. Increasing taxation or user fees may reduce a municipality's flexibility to respond when adverse circumstances develop if the municipality approaches the limit that citizens and businesses are willing to bear.
A municipality may temporarily use current borrowing, subject to the requirements set out in the Municipal Act to meet expenses and certain other amounts required in the year, until taxes are collected and other revenues are received. Municipal current borrowing cannot be carried over the long term or converted to long term borrowing except in very limited circumstances.
- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

Additional Notes on what Financial Indicators may indicate:

Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied - Shows how much of the taxes billed are not collected.

Net Financial Assets or Net Debt as % of Own Source Revenues - Indicates how much property tax and user fee revenue is servicing debt.

Reserves and Reserve Funds as a % of Municipal Expenses - Indicates how much money is set aside for future needs and contingencies.

Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) - Indicates how much cash and liquid investments could be available to cover current obligations.

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) - Indicates how much of each dollar raised in revenue is spent on paying down existing debt.

Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) - Indicates how much of the assets' life expectancy has been consumed.

Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues - Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (e.g. reserves, debt repayment, etc.)

The Northern and Rural Municipal Fiscal Circumstances Index (MFICI) is used by the Ministry of Finance to calculate the "Northern and Rural Fiscal Circumstances Grant" aimed at northern as well as single and lower-tier rural municipalities. The index measures a municipality's fiscal circumstances. The MFICI is determined by six indicators: Weighted Assessment per Household, Median Household Income, Average Annual Change in Assessment (New Construction), Employment Rate, Ratio of Working Age to Dependent Population, and Per Cent of Population Above Low-Income Threshold. A lower MFICI corresponds to relatively positive fiscal circumstances, whereas a higher MFICI corresponds to more challenging fiscal circumstances. (Note: the MFICI index is only available for northern and rural municipalities)

FINANCIAL INDICATOR REVIEW

(Based on 2018 Financial Information Return)

Oliver Paipoonge M

CALCULATIONS

Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied	SLC 70 0699 01 / (SLC 26 9199 03 - SLC 72 2899 09)
Net Financial Assets or Net Debt as % of Own Source Revenues	SLC 70 9945 01 / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)
Total Reserves and Reserve Funds as a % of Municipal Expenses	(SLC 60 2099 02+SLC 60 2099 03)/(SLC 40 9910 11-SLC 12 9910 03-SLC 12 9910 07)
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	SLC 70 0299 01 / (SLC 70 2099 01 + SLC 70 2299 01)
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 10 9910 01 - SLC 10 1831 01)
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	SLC 51 9910 10 / SLC 51 9910 06
Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues	(SLC 10 2099 01 - SLC 10 1831 01) / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)

Appendix 10.13 Figure 3.6 – Capital Asset Analysis 2010-2019

CDRC

11-Sep-20

Capital Assets for 10 Year Period 2010 to 2019

	Cost				Acc. Amortization				NBV
	Opening	Additions	Disposals	Closing	Opening	Amort.	Disposals	Closing	
2010	1,659,636	66,729		1,726,365	771,788	55,485		827,273	899,092
2011	1,726,365	799		1,727,164	827,273	55,473		882,746	844,418
2012	2,241,053	1,018		2,242,071	1,396,635	55,309		1,451,944	790,127
2013	2,242,071	749,429	(11,999)	2,979,501	1,451,944	90,310	(11,999)	1,530,255	1,449,246
2014	2,978,501	220,704	(1,756)	3,197,449	1,530,255	93,658	(1,756)	1,622,157	1,575,292
2015	3,197,449	40,248	(2,729)	3,234,968	1,622,157	98,990	(2,729)	1,718,418	1,516,550
2016	3,234,966	509,533	(26,865)	3,717,634	1,718,416	110,016	(22,422)	1,806,010	1,911,624
2017	3,693,076	547,634	(41,085)	4,199,625	1,781,452	117,135	(41,085)	1,857,502	2,342,123
2018	4,199,685	80,432	(42,256)	4,237,861	1,857,502	137,851	(42,256)	1,953,097	2,284,764
2019	4,237,861	196,337	(50,120)	4,384,078	1,953,097	139,774	(43,940)	2,048,931	2,335,147
		<u>2,412,863</u>	<u>(176,810)</u>			<u>954,001</u>	<u>(166,187)</u>		

	Cost				Acc. Amortization				NBV
	Opening	Additions	Disposals	Closing	Opening	Amort.	Disposals	Closing	
2010	72,274,410	2,080,227	(19,000)	74,335,637	34,317,581	3,753,354	(19,000)	38,051,935	36,283,702
2011	74,335,637	1,384,041	(81,402)	75,638,276	38,051,935	3,406,081	(81,402)	41,376,614	34,261,662
2012	70,709,021	1,728,664	(61,634)	72,376,051	38,215,555	3,215,984	(61,634)	41,369,905	31,006,146
2013	73,565,349	2,368,633	(447,697)	75,486,285	42,559,202	2,995,025	(328,432)	45,225,795	30,260,490
2014	75,479,265	5,058,722	(283,652)	80,254,335	45,218,772	2,321,181	(217,229)	47,322,724	32,931,611
2015	80,254,336	1,914,891	(191,813)	81,977,414	47,322,725	2,549,507	(105,351)	49,766,881	32,210,533
2016	81,977,414	3,547,439	(1,229,146)	84,295,707	49,766,881	2,750,341	(1,198,057)	51,319,165	32,976,542
2017	84,295,707	2,038,949	(571,213)	85,763,443	51,319,165	2,780,821	(397,063)	53,702,923	32,060,520
2018	85,763,443	2,916,441	(78,479)	88,601,405	53,702,923	2,720,865	(78,479)	56,345,309	32,256,096
2019	88,601,405	5,419,627	(3,443,770)	90,577,262	56,345,269	2,611,038	(3,513,685)	55,442,622	35,134,640
		<u>28,457,634</u>	<u>(6,407,806)</u>			<u>29,104,197</u>	<u>(6,000,332)</u>		

Analyses

Net Additions: Amortization Ratio

	Conmee	OP
Additions	2,412,863	28,457,634
Disposals	(176,810)	(6,407,806)
Net Additions	2,236,053	22,049,828
Amortization	954,001	29,104,197
Ratio	2.34	0.76

NBV: Cost Ratio

	Conmee	OP
NBV - 2019	2,335,147	35,134,640
Cost - 2019	4,384,078	90,577,262
Ratio	0.53	0.39

Appendix 10.14 Operational Study Summary for Conmee

Public Works

Two (2) Full Time Employees and one (1) Seasonal Working Foreman has been there 4 years and has 25 plus years experience previous with MTO
 Full time employee has been there for 16 years and is the H&S Rep as well as Union Steward
 Part Time Employee can run all equipment and works when required year round
 Perform all aspects of Road maintenance and Snow removal
 Snow Plowing starts no later than 5 am with two (2) units heading out
 Municipality is split in half and normal snowfall requires 4 hours for each unit
 Summer operations have been performed by hired trucks and equipment
 Purchase gravel from retail sources
 Perform burials in the cemetery as required
 Level Landfill site and cap waste cell

Equipment

1986 Ford L8000 single axle with a newer Henderson Sand Spreader and Plow (single Axle)
 1988 Ford L 9000 Combination Plow/Sander (tandem)
 2013 International Combination Plow/Sander (tandem)
 2017 John Deere 672 G Grader – 1500 +/- hours
 2017 John Deere 190 XCW R/T Excavator – 240 hours
 1989 Cat 936 Loader – 15000 +/- hours
 1986 Champion Grader – 15000 +/- hours
 1989 Case Dozer - +/- 8000 hours
 2004 Chev Ext.Cab – 4 x 4 – +/- 230000 km
 Numerous floats, trailers and miscellaneous attachments

Landfill

Card System to Residents – no limit on quantity to residents – no additional cost per visit
 One (1) attendant at site during opening hours – not Public Works employee – but is unionized
 Collection of E-Waste, Used Oil, Paint, Steel, Tires and Recyclables
 Same Vendors for collection of items as listed above as Oliver Paipoonge
 Public Works levels and covers site as required – must import capping material
 Public Works burns brush/wood as required
 North Rock Group is retained for Annual Monitoring Program thru MOECP – 2017 WAS PROVIDED
 Small landfill disposal cell on site
 Do not use a compactor for consolidation of materials
 Approximately 300 visits per week
 Hours of operation are Wednesdays 3 to 7 and Saturdays 9 to 4
 Licensed disposal is 17.5 ha - currently dumping in a 1 ha location – total site is 64 ha
 Located at Dead End Road – no residential within 2 km
 No outstanding compliance issues with ministry
 Current usage is 20 plus years for 17.5 ha parcel totaling 25730 m3 capacity as listed
 Unlimited potential – see map
 Closed Landfill on Hume Road – completely overgrown and was capped with supposed contaminated material from the Intercity Area back in the day – resultant tests of material before final capping showed

no contaminate present (2004) – site was then covered with overburden and pit strippings which has allowed for full revegetation of the site. – monitoring wells were deemed dry in 2004 – no action since

CEMETERY

Well looked after

Relatively large space – room for residents for long term

Grass Cutting is third party combined with all Municipal Buildings – seasonal lump sum price

Public Works performs opening and closings

Did not review Stone Orchard documentation

RECREATION

One outdoor rink adjacent to Municipal Office – paved pad

Talk of a “Cover” going over the rink

Play ground adjacent

Basket Ball nets present

Volunteer flooding of ice in winter

SAND PIT

Municipally owned 24 ha. Property

Licensed for extraction by the province

Current usage is approx. 1000 tonne per year

Life span of over 500 years at current usage levels

Requires minimal stripping

Will require clearing of additional areas in the next 15years

Merchantable Timber is present

Agreement with O’Connor Twp. that creates enough revenue to cover Conmee production costs

AGGREGATE PIT

Municipally owned +/- 6 ha Property

Licensed for extraction by the province

Has not been used by Conmee since 2014

Small stockpile present

Requires minimal stripping to produce quality aggregate

Would require further investigation – previous MTO licensed site

Rock is more than suitable for crushing – 80 percent crushable present

Available quantity could provide approx. 17 years of material for current usage level

See map

PUBLIC WORKS GARAGE

Solid building – Butler Style

3 bay with office

+/- 40 years old – no issues at present

Fits current needs

Numerous outside storage buildings of an older vintage – storage only

New Fuel Tanks (2) on site in good condition

Small stockpile area for materials and culverts

No visible evidence of contaminate onsite

BRIDGES

Bi-Annual Bridge Report was prepared by JML Engineering as per Provincial Policy

Half of Bridges are done each year

Current Inventory of Structures is 5 bridges and 1 Structural Multi Plate Culvert

One (1) Bridge is at end of life and can be replaced with Twin Culverts as per LRCA. A budget number of \$97,000.00 has been retained by PW for future Budgeting for this project.

Remaining structures require +/- \$65,000.00 worth of repairs in the next 5 years based on report of which municipal staff can perform 60 percent of that value.

Overall bridge rating of 70 is acceptable for up to a 10 year span as per Oliver Paipoonge practices
See JML Report for finer details

ROADS- General Commentary

Each road was evaluated using standardized practices

Each road was measured for total length

Culverts were addressed by an Engineers Report in 2012 after a flood event. Some \$2.3 million was received from Government sources to replace all of the failed assets. In this regard drainage pipes have been assessed as good to excellent and still have at least 12 years of life expectancy.

Miscellaneous culvert replacements are performed by Public Works

Roads were rated as per City Wide Standards with a maximum rating of 80 for gravel

Our analysis shows (green) on the Map are above a 70 rating and are ready for Surface Treatment

Our analysis shows (yellow) are between a 60 and 69 rating and require minimal gravel to be ready for Surface Treatment. Of note is that over 80 percent of the roads listed as yellow are within 2 or 3 points of being a 70.

Our analysis shows (red) are below a 59 rating. The work required to bring these roads up to a yellow or green standard is within the ability of the existing Public Works Staff and Equipment

Traditional Budgets in the last 5 years has focused on approx. \$100 k of gravel placement with hired trucks and retail purchase of the material. This has focused on approx. 4 to 5 km of the total road network.

CONCLUSION

The above and included reports have been created though standardized evaluation methods which are the same standards that Oliver Paipoonge uses for their inventory of assets. Values of assets in Conmee were not assessed at this time with only visual representation given to mobile fleet.

This report is high level in nature with some historical conversations being added to facilitate timelines of infrastructure development.

Costs or quantity calculations have been created with the same techniques as Oliver Paipoonge currently uses.

This report was completed by Laine McKay and Chris Bowles without prejudice

Appendix 10.15 Operational Study Summary for Oliver Paipoonge

PUBLIC WORKS

Seven (7) Full Time Employees: one (1) Working Foreman, one (1) Lead Hand, and five (5) Equipment Operators

Highly experienced crew with expertise in operating a variety of vehicles and heavy equipment

Employees are in Public Works bargaining unit with LiUNA

Perform all aspects of road maintenance and snow removal

Snow Plowing starts no later than 4 a.m. depending on conditions

Size of crew enables shift staggering to ensure critical routes are addressed even in extreme conditions

Municipality is divided into six sections and normal snowfall requires 7 hours for each unit to do its route

Summer operations include grading gravel roads, ditching, brushing road right of ways, and patching treated surfaces

Gravel is sourced from the Municipality's two pits and a contractor is engaged to crush forecasted amounts

During construction season crew and equipment are extensively engaged in capital work, generally ditching right of ways and building roadbeds in preparation for surface treatment by contracted forces

When required use equipment to dig graves at the cemetery

At landfills level site, dig and cap waste cells

Equipment

Department	Year/Make/Model
GENERAL REC	2013 Chevrolet Silverado
	2012 Chevrolet Siverado
	2013 Ford F250 Superduty
	Kubota Tractor
	Zamboni (Olympia)
ROADS	2016 Ford F150
	2019 International Dump/Plow/Sander
	2000 Ford F350 Service Truck
	2016 International Dump/Plow/Sander
	1994 Ford L8000 Dump Truck
	2011 International Dump/Plow/Sander
	2015 Freightliner Plow & Dump Truck
	2007 International Truck Service Van
	2013 John Deere Grader
	938 Cat Loader & Plow
	936 Cat Loader
	2009 420 Cat Tractor/Backhoe
	John Deere Rubber-tired Excavator&Brusher 180CW
	2019 Linkbelt Tracked Excavator 210LX c/w Thumb
	Bulldozer

	Loader with brusher head
	Float Trailer
	2019 Cat Skid Steer c/w Attachments
	2020 3 Axle Deck Over Float
BYLAW	2014 Ford F150
SOUTH LANDFILL	1996 Bulldozer 650
SOUTH LANDFILL	Compactor
NORTH LANDFILL	1989 Bulldozer 550
NORTH LANDFILL	2003 Compactor

LANDFILLS

Two sites: North Landfill at 1 Spence Road and South Landfill at 154 Barrie Drive

Card system for property owners – no limit on quantity – no additional cost per visit

Part time landfill attendants are in Nor West Recreation bargaining unit with LiUNA

Two (2) landfill attendants on site during opening hours

Collection of E-Waste, Steel, Tires and Recyclables

Same Vendors for collection of items as noted above as in Conmee

Leveling site, digging and capping waste cells done by Public Works

Brush/wood is burned as required

For both sites North Rock Group is retained for Annual Monitoring Program required by MOECP

Compactors are employed for consolidation of materials at both sites

Approximately 440 and 380 visits per week at the North and South Landfills, respectively

North Landfill hours of operation in summer (April to September) are Tuesdays 12 to 8 and Saturdays 9 to 5 and in winter (October to March) are Tuesdays 12 to 5 and Saturdays 9 to 5

South Landfill hours of operation in summer (April to September) are Wednesdays 12 to 8 and Saturdays 9 to 5 and in winter (October to March) are Wednesdays 12 to 5 and Saturdays 9 to 5

North Landfill is licensed under ECA No. A591003

Licensed area disposal is 65ha; currently dumping in 8ha location

Located on Dead End Road

Estimated lifespan of the North Landfill is 134 years based on the current annual waste volume of 3,138 cubic metres per year

No outstanding compliance issues with MOECP

In January 2018, the Municipality acquired the 63ha property abutting the North Landfill property's eastern border, which can be used for contaminant attenuation and possibly future landfill operations

South Landfill is licensed under ECA No. A591101

South Landfill licensed area disposal is 23ha; currently dumping in an 8ha location

Located on Dead End Road

Theoretically the estimated lifespan of the South Landfill is 55 years based on the current annual waste volume of 5,595 cubic metres per year, however two major non-compliance issues with the site's ECA need to be resolved to secure the estimated lifespan

The two major outstanding compliance issues are: (1) waste has been placed outside of the licensed area too close to the Kaministiquia River and (2) monitoring wells between the Kaministiquia River and the site indicate significant exceedances of various contaminants

Since 2008 the Municipality has proposed and continues to propose various plans to bring the South Landfill into compliance including a comprehensive plan in 2018 projected to cost \$3.0 million but no plan has yet been approved by MOECP

Due to the unresolved non-compliance issues currently MOECP has overridden the theoretical capacity provided the ECA and only licensed the site for 25,000 cubic metres until November 2020

There is only 13,651 cubic metres remaining under the temporary license that represents 2.4 years of capacity using current annual waste volume

Recently an ECA amendment proposal was submitted to MOECP to that would secure 43 years of capacity

Anticipate significant expenditure in the future to bring the site into compliance

CEMETERY

Well looked after

Two (2) full time employees, a Working Foreman and a Lead Hand, in the Nor West Recreation bargaining unit with LiUNA work at the Cemetery, Recreation Facilities, Community Halls, Landfills and Nor West Arena

Relatively large space is 6.24ha including additional 2.08ha piece acquired in 2012 for expansion so there is a lot of room long term

Employees dig graves, perform interments, grass cutting and trimming as well as other grounds maintenance

When required Public Works employees use equipment to dig graves at the cemetery

RECREATION FACILITIES

There are four (4) outdoor rinks, two (2) ballfield sites, three (3) tennis courts and one (1) playground located in the Municipality with most facilities in Rosslyn, Kakabeka Falls and Murillo

Two (2) full time employees, a Working Foreman and a Lead Hand, in the Nor West Recreation bargaining unit with LiUNA perform work at the Cemetery, Recreation Facilities, Community Halls, Landfills and Nor West Arena

A few summer students are usually employed

Employees perform repairs and maintenance, grass cutting and trimming as well as other facilities and grounds maintenance

Volunteers maintain outdoor rinks

COMMUNITY HALLS

There is a hall at 4569 Oliver Road in Murillo that seats 225 people with tables and chairs

There is a hall at 3405 Rosslyn Road in Rosslyn that seats 125 people with tables and chairs

Both are alcohol licensed and equipped with full size kitchens

Halls may be booked for events like weddings, banquets, showers, shags, meetings, craft sales, exercise classes, funerals, birthday parties, workshops, clinics, etc.

NOR WEST ARENA

The Nor West Arena is located at 40 Hwy 588

It is a multi-purpose facility offering one sheet of ice, six (6) dressing rooms and a mezzanine with a concession and entertainment centre

The Arena is open 72 hours/week from September to April; 8 hours on each weekday and 16 hours on Saturdays and Sunday.

It can host all levels of hockey, figure skating, and ringette, as well as trade shows, dog shows, socials and hockey tournaments

Two (2) full time employees, a Working Foreman and a Lead Hand, in the Nor West Recreation bargaining unit with LiUNA perform work at the Cemetery, Recreation Facilities, Community Halls, Landfills and Nor West Arena

As well a few seasonal part time arena attendants in the Nor West Recreation bargaining unit are employed at the Nor West Arena

AGGREGATE PITS

One (1) pit is located on Germain Drive and one (1) pit is located on Everett Drive

Gravel is sourced from the Municipality's two pits and a contractor is engaged to crush forecasted amounts

Approximate annual usage is 16,000 cubic metres

In 2019 the Municipality acquired a 10ha property abutting the eastern boundary of the Everett pit from a neighboring property owner that is estimated to hold approximately 1.17 million cubic metres of useable material, which equates to 73 years of supply based on current annual usage

A very high level estimate has been created thru Google Earth and the last 5 years or so of Pit Development

Germain Pit has approximately 505,235 tonne of aggregate available

Based on current consumption, this equates to approximately 20.2 years of remaining life

Everett Pit (original license) has approximately 354,735 tonne of aggregate available

Based on current consumption, this equates to approximately 14.2 years of remaining life

South Landfill sand pit was not included in the analysis as the remaining sand, clay and topsoil will be allocated to the Landfill Site proper.

An owned portion of land north of Everett on Mud Lake Road falls in the Extractive Zoning Area. If and when required by the Municipality, the development costs are extreme but the potential available for aggregate is unlimited (quarry)

Measurements of available area did not incorporate any setbacks as required by MNRF (ie. A 15m perimeter was not included in calcs)

Depth of aggregate available took into account that stripping and pit development were completed prior to granular production (ie. Stripping and sloping of banks were not included in the depth available)

MUSEUMS

The Founders Museum is located at 3190 Hwy 61 South featuring several historical buildings outfitted with collectibles from the past

The Duke Hunt Museum is located at 3218 Rosslyn Road featuring artifacts from the Municipality's past
In 2020 a project is underway to locate the Duke Hunt Museum to the Founders site to consolidate operations

One (1) seasonal full time museum curator and three (3) seasonal part time employees operate the museums

PUBLIC WORKS GARAGE

Original Shop around 60 years old – 4 Bay Concrete Block Construction

2 Bays added sometime in mid-70s – Concrete Block Construction

1 Drive thru Bay added in early 2000s – 80 feet long c/w new steel roof over entire complex

Building analysis report due end of August

Overall Condition of as existing structure – Good

Cold Storage Building Constructed in 2012

Heat and insulation and interior finishing added in 2013 by PW Staff – Excellent Condition

Sand Storage Dome – Originally constructed late 70s – new roof structure in early 2000's

Requires new shingles in next 1 to 3 years – overall condition good

BRIDGES

2019 Amtec Engineering Bi-Annual Report\

7 – Multi Plate Culverts - Structural

Average Life Span Remaining – 15 years

Engineers Estimate for renewal (all structure) - \$48,250

Average Bridge Condition Index – 73.0 - Good

5 – Bridge Structures

Average Life Span Remaining – 11.7 years

Engineers Estimate for Renewal (all structure) - \$201,450

Average Bridge Condition Index – 69.6 – Good

Harstone Bridge – An Individual Analysis due to Structure Size

2-3 years useful life without rehabilitation

Engineer's Estimate for Renewal - \$528,300.

Bridge Condition Index – 59 – Fair to Poor

ROADS- General Commentary

Each road was evaluated using standardized practices

Each road was measured for total length

The table below gives the key details:

Road Surface Type	Length (km)	% of Length	Average PCR ***	Max. PCR +++
Surface Treated (LCB)	173	67	71.6	90
Asphalt Concrete (HCB)	51	20	76	100
Gravel	34	13	69	80
TOTAL	258	100	n/a	n/a

*** PCR means Pavement Condition Rating

+++ The maximum PCR varies according to road type

Average PCRs indicate the roads are generally in fairly good to good condition.

CONCLUSION

The above and included reports have been created though standardized evaluation methods that Oliver Paipoonge uses for their inventory of assets. Values of assets were not assessed at this time with only visual representation given to mobile fleet.

This report is high level in nature with some historical conversations being added to facilitate timelines of infrastructure development.

Costs or quantity calculations have been done with techniques Oliver Paipoonge currently uses.

This report was completed by Laine McKay, Chris Bowles and Wayne Hanchard without prejudice

Appendix 10.16 List and Condition Ratings for Roads in Conmee

Asset ID	Name	Location	Surface Material	Length (km)	2020 PCR
91	Pifer Road	Cemetery Road	Gravel	0.32	70
93	Hume Road W	Highway 11/17 to End	Gravel	0.2	70
97	Hume Road E	Torrie Road to End	Gravel	0.5	67
99	Torrie Road	Hume Road to Holland Road	Gravel	0.9	64
101	Torrie Road	Holland Road to End	Gravel	0.8	56
103	Holland Road East	Highway 11/17 to Torrie Road	Gravel	3.2	66
105	Holland Road East	Torrie Road to End	Gravel	0.15	62
107	Holland Road West	Highway 11/17 to Maxwell Road	High Class Bituminous	1.5	45
109	Holland Road West	Maxwell Road to Enders Road	Gravel	1.5	77
111	Holland Road West	Enders Road to Sovereign Road	Gravel	1.6	76
119	Hunt Road	Sovereign Road to End	Gravel	2.4	69
121	Lundstrom Road E	Highway 11/17 to End	Gravel	1.6	60
123	Lundstrom Road W	Highway 11/17 to Maxwell Road	Gravel	1.6	67
125	Fleming Road	Sovereign Road to Strom Road	Gravel	3.9	67
135	Mokomon Road East	Highway 11/17 to Ilkka Drive	Gravel	0.2	62
137	Mokomon Road East	Ilkka Drive to End	Gravel	2.2	50
139	Pajamaki Road	Ilkka Drive to End	Gravel	0.9	65
141	Teitto Road	Highway 11/17 to End	Gravel	0.7	59
143	Kivipello Road	Highway 11/17 to End	Gravel	0.6	47
145	Oikonen Road	Highway 11/17 to End	Gravel	0.5	58
149	Pokki Road	Enders Road to End	Gravel	2.5	65
151	Olson Road	Sovereign Road to End	Gravel	2.6	65
153	Ilkka Drive	Highway 11/17 to Mokomon Road	Gravel	1.7	69
155	Ilkka Drive	Mokomon Road to Pajamaki Road	Gravel	0.3	70
157	Ilkka Drive	Pajamaki Road to Highway 11/17 North Entrance	Gravel	0.51	55
159	Wiljala Drive	Highway 11/17 South to Wolfe Road	Gravel	0.4	61
161	Wiljala Drive	Wolfe Road to Highway 11/17 North Entrance	Gravel	0.7	66
163	Enders Road	Hunt Road to Holland Road	Gravel	2.4	74
169	Sovereign Road	Fleming Road to Hunt Road	Gravel	0.8	73
171	Sovereign Road	Hunt Road to Olson Road	Gravel	0.7	74
173	Sovereign Road	Olson Road to Holland Road	Gravel	1.5	76
175	Sovereign Road	Holland Road to End	Gravel	0.8	74
177	Maxwell Road	Hunt Road to Holland Road	Gravel	2.4	78
179	Maxwell Road	Holland Road to Lundstrom Road	Gravel	1.6	77
181	Maxwell Road	Lundstrom Road to Mokomon Road	Gravel	3.6	56
183	Maxwell Road	Mokomon Road to End	Gravel	0.5	60
185	Maxwell Road South	Hunt Road to End	Gravel	0.15	70
218	Hume Road E	Highway 11/17 to Torrie Road	Gravel	3.3	65
223	Hunt Road	Highway 11/17 to Maxwell Road	Gravel	1.8	79
225	Hunt Road	Maxwell Road to Enders Road	Gravel	1.61	80
227	Hunt Road	Enders Road to Sovereign Road	Gravel	1.6	78
239	Mokomon Road West	Highway 11/17 to Maxwell Road	Gravel	1.4	67
241	Mokomon Road West	Maxwell Road to Enders Road	Gravel	1.5	66
243	Mokomon Road West	Enders Road to Tienhaara Road	Gravel	1.4	65
245	Mokomon Road West	Tienhaara Road to End	Gravel	1.3	66
251	Enders Road (surface)	Holland Road to Pokki Road	Gravel	3.2	79
252	Enders Road (surface)	Pokki Road to Mokomon Road	Gravel	1.5	76
147	Wolfe Road	Wiljala Drive to End	Gravel	N/A	N/A
187	Briggs Road	Highway 11/17 to End	Gravel	N/A	N/A

Appendix 10.17 List and Condition Ratings for Roads in Oliver Paipoonge (5 pages)

High Class Roadways

Asset ID	Name	Location	Material	Length (km)	2019 PCR	2020 PCR
7	ROSSLYN RD	From: MACGREGOR ST To: ROSSDALE RD	High Class Bituminous	0.6	64	61
17	VIBERT RD	From: CEDAR LANE To: 130 HWY	High Class Bituminous	1.8	75	72
26	OLIVER RD	From: SPENCE RD To: SINCLAIR RD	High Class Bituminous	1.552	100	98
27	TWIN CITY CROSSROAD	From: 130 HWY To: 11-17 HWY	High Class Bituminous	1.3	76	74
28	ARTHUR ST W	From: 25TH SIDE RD To: HANIAK RD	High Class Bituminous	0.6	82	79
29	ROSSLYN RD	From: KINGSWOOD RD To: 130 HWY	High Class Bituminous	0.523	60	55
51	OLIVER RD	From: TOWNLINE RD To: CENTRE AVE	High Class Bituminous	1.077	79	80
52	OLIVER RD	From: CENTRE AVE To: NICHOLETTS RD	High Class Bituminous	0.539	77	77
53	OLIVER RD	From: NICHOLETTS RD To: BOULTER RD	High Class Bituminous	1.623	75	73
54	OLIVER RD	From: BOULTER RD To: CALVERT RD	High Class Bituminous	1.572	75	75
55	OLIVER RD	From: RUBIN DR To: POINT DE MEURON RD	High Class Bituminous	0.149	75	74
56	OLIVER RD	From: POINT DE MEURON RD To: BAXENDALE DR	High Class Bituminous	0.331	97.5	95
57	OLIVER RD	From: MUD LAKE RD To: VELEY LANE	High Class Bituminous	1.676	100	96
58	OLIVER RD	From: VELEY LANE To: MINING RD	High Class Bituminous	0.997	100	96
59	OLIVER RD	From: MINING RD To: MAKI RD	High Class Bituminous	0.603	100	97
60	OLIVER RD	From: MAKI RD To: SPENCE RD	High Class Bituminous	1.631	100	98
70	RIVER RD	From: BARRIE DR To: 588 HWY	High Class Bituminous	5.522	72	68
118	ROSSLYN RD	From: 130 HWY To: PINEWOOD DR S	High Class Bituminous	0.272	65	65
124	RUBIN DR	From: CALVERT RD To: OLIVER RD	High Class Bituminous	0.72	80	76
125	OLIVER RD	From: CALVERT RD To: RUBIN DR	High Class Bituminous	0.458	75	75
132	OLIVER RD	From: BERINI DR To: HILL ST	High Class Bituminous	0.789	100	97
134	OLIVER RD	From: SINCLAIR RD To: BERINI DR	High Class Bituminous	0.998	100	97
142	COOPER RD	From: HWY 130 To: DEAD END	High Class Bituminous	0.58	69	69
149	ARTHUR ST W	From: HANIAK RD To: 130 HWY	High Class Bituminous	1	75	73
152	ROSSLYN RD	From: 25TH SIDE RD To: QUEENS RD	High Class Bituminous	1.039	60	57
158	OLIVER RD	From: MCLEAN AVE To: MACGILLVARY AVE	High Class Bituminous	0.128	97.5	95
165	OLIVER RD	From: BAXENDALE DR To: MCLEAN AVE	High Class Bituminous	0.268	97.5	95
169	ROSSLYN RD	From: QUEENS RD To: KINGSWOOD RD	High Class Bituminous	0.475	59	57
173	ROSSLYN RD	From: PINEWOOD DR S To: PENNOCK DR	High Class Bituminous	0.238	66	63
174	ROSSLYN RD	From: PENNOCK DR To: MACGREGOR ST	High Class Bituminous	0.32	66	63
201	OLIVER RD	From: MACGILLVARY AVE To: MUD LAKE RD	High Class Bituminous	0.465	100	98
221	OLIVER RD	From: HILL ST To: 11-17 HWY	High Class Bituminous	0.134	100	98
239	TWIN CITY CROSSROAD	From: 11-17 HWY To: POLE LINE RD	High Class Bituminous	0.699	74	73
2423	DEHOOP RD	Rubin Industrial Park	High Class Bituminous	0.23	78	77
2425	WIDEMAN RD		High Class Bituminous	0.3	78	77

Middle Class Roadways

Asset ID	Name	Location	Material	Length (km)	2019 PCR	2020 PCR
1	CANDY MOUNTAIN DR	From: WEST RIVERDALE RD To: DEAD END	Low Class Bituminous	0.529	76	76
3	CALVERT RD	From: OLIVER RD To: JOHN ST. RD	Low Class Bituminous	3.2	63	77
4	MAKI RD	From: OLIVER RD To: MCNALLEY DR	Low Class Bituminous	1.724	68	77
5	NICHOLETTES RD	From: POLE LINE RD To: OLIVER RD	Low Class Bituminous	1.6	80	79
6	MUD LAKE RD	From: POLE LINE RD To: OLIVER RD	Low Class Bituminous	1.796	58	80
8	MCCLUSKEY DR	From: 61 HWY To: 130 HWY	Low Class Bituminous	0.928	77	73
9	C-LINE RD	From: BARRIE DR To: CANDY MOUNTAIN DR	Low Class Bituminous	2.029	65	59
10	POLE LINE RD	From: PINEVIEW RD To: 11-17 HWY	Low Class Bituminous	1.672	70	68
14	WING RD	From: 11-17 HWY To: POLE LINE RD	Low Class Bituminous	2.431	58	54
16	POINT DE MEURON RD	From: POLE LINE RD To: OLIVER RD	Low Class Bituminous	1.529	70	65
18	GARDNER RD	From: 130 HWY To: MACGREGOR ST	Low Class Bituminous	0.69	45	42
20	CENTRE ST	From: POLE LINE RD To: OLIVER RD	Low Class Bituminous	1.6	63	62
22	YURICK DR	From: TOWNLINE RD To: INTOLA RD	Low Class Bituminous	1.617	72	65
24	CANDY MOUNTAIN DR	From: HANNA RD To: 130 HWY	Low Class Bituminous	2.049	75	74
30	CANDY MOUNTAIN DR	From: GILLESPIE RD To: HANNA RD	Low Class Bituminous	2.015	59	87
31	JOHN ST. RD	From: MAKI RD To: DEAD END	Low Class Bituminous	0.9	90	85
33	HARSTONE DR	From: E-LINE RD To: LUCKENS RD	Low Class Bituminous	1.32	75	73
34	HARSTONE DR	From: FRASER RD To: 588 HWY	Low Class Bituminous	7.469	87	85
36	POLE LINE RD	From: TOWNLINE RD To: CENTRE ST	Low Class Bituminous	1.089	72	70
37	POLE LINE RD	From: CENTRE ST To: VIBERT RD	Low Class Bituminous	0.126	73	71
38	POLE LINE RD	From: VIBERT RD To: NICHOLETTES RD	Low Class Bituminous	0.412	69	68
39	POLE LINE RD	From: NICHOLETTES RD To: BOULTER RD	Low Class Bituminous	1.578	64	62
41	POLE LINE RD	From: POINT DE MEURON RD To: WING RD	Low Class Bituminous	0.534	67	63
42	POLE LINE RD	From: WING RD To: MUD LAKE RD	Low Class Bituminous	1.119	63	60
43	POLE LINE RD	From: MUD LAKE RD To: MCFARLINE RD	Low Class Bituminous	0.904	66	62
44	POLE LINE RD	From: MCFARLINE RD To: MINING RD	Low Class Bituminous	1.9	69	69
45	POLE LINE RD	From: MINING RD To: PINEVIEW RD	Low Class Bituminous	2.041	55	54
46	JOHN ST. RD	From: TOWNLINE RD To: NICHOLETTES RD	Low Class Bituminous	1.618	67	64
47	JOHN ST. RD	From: NICHOLETTES RD To: BOULTER RD	Low Class Bituminous	1.606	66	65
48	JOHN ST. RD	From: BOULTER RD To: CALVERT RD	Low Class Bituminous	1.609	66	67
49	JOHN ST. RD	From: CALVERT RD To: MUD LAKE RD	Low Class Bituminous	1.6	64	62
50	JOHN ST. RD	From: MUD LAKE RD To: MAKI RD	Low Class Bituminous	3.202	90	85
62	CANDY MOUNTAIN DR	From: 130 HWY To: MONTEITH RD	Low Class Bituminous	2.024	85	82
63	BARRIE DR	From: ASPEN RD To: C-LINE RD	Low Class Bituminous	2.044	59	90
64	BARRIE DR	From: MONTEITH RD To: RIVER RD	Low Class Bituminous	0.829	73	72
65	BOUNDARY DR	From: 61 HWY To: Spruce Dr.	Low Class Bituminous	0.469	65	65
66	BOUNDARY DR	From: WILDERNESS RD To: 61 HWY	Low Class Bituminous	0.527	65	65
67	WRIGLEY DR	From: MUD LAKE RD To: MAKI RD	Low Class Bituminous	3.17	90	89
68	MINING RD	From: POLE LINE RD To: OLIVER RD	Low Class Bituminous	1.6	62	60

69	PEBBLESTONE RD	From: 11-17 HWY To: POLE LINE RD	Low Class Bituminous	2.029	75	70
71	SPEACE RD	From: DEAD END To: OLIVER RD	Low Class Bituminous	0.8	62	58
73	C-LINE RD	From: 588 HWY To: BARRIE DR	Low Class Bituminous	1.394	67	66
75	MAKI RD	From: EVERETT DR To: MILLAR HEIGHTS DR	Low Class Bituminous	1.604	67	58
76	MAKI RD	From: WRIGLEY DR To: EVERETT DR	Low Class Bituminous	1.474	68	70
77	MAKI RD	From: JOHN ST. DR To: WRIGLEY DR	Low Class Bituminous	1.637	64	70
78	MAKI RD	From: NCNALLEY DR To: JOHN ST. RD	Low Class Bituminous	1.614	72	77
81	MCCLUSKEY DR	From: 130 HWY To: MONTEITH RD	Low Class Bituminous	2.029	85	77
82	MUD LAKE RD	From: EVERETT DR To: 102 HWY	Low Class Bituminous	5.629	61	60
83	MUD LAKE RD	From: WRIGLEY DR To: EVERETT DR	Low Class Bituminous	1.584	61	59
84	MUD LAKE RD	From: JOHN ST. RD To: WRIGLEY DR	Low Class Bituminous	1.605	72	70
85	MUD LAKE RD	From: OLIVER RD To: JOHN ST. RD	Low Class Bituminous	3.08	69	69
86	WILDERNESS RD	From: 61 HWY To: BOUNDARY DR	Low Class Bituminous	0.924	85	82
87	BOULTER RD	From: JOHN ST. RD To: DEAD END	Low Class Bituminous	1.363	67	64
88	BOULTER RD	From: OLIVER RD To: JOHN ST. RD	Low Class Bituminous	3.036	80	76
89	BOULTER RD	From: POLE LINE RD To: OLIVER RD	Low Class Bituminous	1.815	65	68
90	FRASER RD	From: 11-17 HWY To: POLE LINE RD	Low Class Bituminous	2.028	76	72
91	FRASER RD	From: BLINDLINE RD To: 11-17 HWY	Low Class Bituminous	1	75	74
92	CALVERT RD	From: SIM LANE To: DEAD END	Low Class Bituminous	0.9	56	53
93	CANDY MOUNTAIN DR	From: WEST RIVERDALE RD To: GILLESPIE RD	Low Class Bituminous	1.382	75	74
94	HANNA RD	From: BOUNDARY DR To: 61 HWY	Low Class Bituminous	2.036	82	80
95	HANNA RD	From: 61 HWY To: CANDY MOUNTAIN DR	Low Class Bituminous	2.43	75	72
96	INTOLA RD	From: 102 HWY To: DEAD END	Low Class Bituminous	1.2	74	72
97	INTOLA RD	From: YURICK DR To: 102 HWY	Low Class Bituminous	2.217	70	66
99	VIBERT RD	From: 11-17 HWY To: POLE LINE RD	Low Class Bituminous	1.9	83	80
100	GILLESPIE RD	From: CANDY MOUNTAIN DR To: 61 HWY	Low Class Bituminous	2.035	82	80
101	NICHOLETT'S RD	From: JOHN ST. RD To: DEAD END	Low Class Bituminous	2.6	69	66
102	NICHOLETT'S RD	From: OLIVER RD To: JOHN ST. RD	Low Class Bituminous	3.246	73	73
103	HACQUOIL RD	From: 61 HWY To: BOUNDARY DR	Low Class Bituminous	2.04	77	73
105	VELEY LANE	From: OLIVER RD To: NCNALLEY DR	Low Class Bituminous	1.672	72	72
106	HANNA RD	From: CANDY MOUNTAIN DR To: 130 HWY	Low Class Bituminous	2.065	63	90
107	BARRIE DR	From: C-LINE RD To: 588 HWY	Low Class Bituminous	1.4	71	65
116	BARRIE DR	From: RIVER RD To: ASPEN RD	Low Class Bituminous	3.227	58	90
117	BARRIE DR	From: 130 HWY To: MONTEITH RD	Low Class Bituminous	2.031	71	67
123	CALVERT RD	From: JOHN ST. RD To: SIM LANE	Low Class Bituminous	1.582	66	67
126	HARSTONE DR	From: 588 HWY To: E-LINE RD	Low Class Bituminous	3.087	71	72
135	GERMAIN RD	From: 588 HWY To: DEAD END	Low Class Bituminous	0.3	74	70
141	PIPER DR	From: 130 HWY To: DEAD END	Low Class Bituminous	0.748	85	84
144	FRASER RD	From: ROSSLYN RD To: BLINDLINE RD	Low Class Bituminous	1.167	76	75
145	RIDLER DR	From: ROSSLYN RD To: MAPLE ST	Low Class Bituminous	0.104	73	71
146	BLINDLINE RD	From: FRASER ST To: JELLY RD	Low Class Bituminous	1.613	79	77
147	BLINDLINE RD	From: JELLY RD To: DEAD END	Low Class Bituminous	0.951	74	72
148	JELLY RD	From: BLINDLINE RD To: 11-17 HWY	Low Class Bituminous	1.023	80	78
153	MCCLUSKEY DR	From: MONTEITH RD To: WEST BOUNDARY	Low Class Bituminous	2.004	85	81
155	VELEY LANE	From: NCNALLEY DR To: DEAD END	Low Class Bituminous	0.441	70	72
185	RIDLER DR	From: ALDER LANE To: BLINDLINE RD	Low Class Bituminous	0.714	78	75
186	ALDER LANE	From: RIDLER DR To: DEAD END	Low Class Bituminous	0.36	68	68
194	RIDLER DR	From: MAPLE ST To: ALDER LANE	Low Class Bituminous	0.109	68	65
226	BLINDLINE RD	From: RIDLER DR To: FRASER ST	Low Class Bituminous	1.2	75	75
229	BOUNDARY DR	From: HACQUOIL RD To: FALLS RD	Low Class Bituminous	2.655	78	78
230	BOUNDARY DR	From: MONTEITH RD To: West Boundary	Low Class Bituminous	2.5	71	68
231	BOUNDARY DR	From: SPRUCE DR To: MONTEITH RD	Low Class Bituminous	1.039	68	68
232	POLE LINE RD	From: BOULTER RD To: POINT DE MEURON RD	Low Class Bituminous	1.5	67	65
245	WEST RIVERDALE RD	From: WEST RIVERDALE RD To: CANDY MOUNTAIN DR	Low Class Bituminous	0.775	77	76
2371	MORROW RD	From: MILLAR HEIGHTS DR To: EVERETT DR	Low Class Bituminous	1.554	90	85
2373	MONTEITH RD	From: CANDY MOUNTAIN DR To: BARRIE DR	Low Class Bituminous	2.009	78	70
2374	EVERETT DR	From: MUD LAKE RD To: MORROW RD	Low Class Bituminous	1.562	74	72
2378	EVERETT DR	From: MORROW RD To: MAKI RD	Low Class Bituminous	1.566	73	70
2488	Townline Rd	From: JOHN STREET RD To: SIMKO DR	Low Class Bituminous	3.2	70	69
2489	Townline Rd	From: Simko Dr To: Yurick Dr	Low Class Bituminous	1.6	71	71
2490	Townline Rd	From: YURICK DR To: HWY 102	Low Class Bituminous	1.2	67	65
98	MACGREGOR ST	From: GARDNER RD To: ROSSLYN RD	Low Class Bituminous	0.248	68	68
19	MACGREGOR ST	From: 130 HWY To: GARDNER RD	Low Class Bituminous	0.806	65	59
61	CANDY MOUNTAIN DR	From: MONTEITH DR To: ASPEN RD	Low Class Bituminous	2.42	85	80
35	ROSSLYN RD	From: RIDLER DR To: FRASER RD	Low Class Bituminous	1.267	60	82

Low Class Roadways						
Asset ID	Name	Location	Material	Length (km)	2019 PCR	2020 PCR
143	ROSSLYN RD	From: VIBERT RD To: ELM ST	High Class Bituminous	0.234	61	58
150	HANIAK RD	From: 11-17 HWY To: DEAD END	High Class Bituminous	0.62	75	72
151	KINGSWOOD DR	From: ROSSLYN RD To: KINGSWOOD CT	High Class Bituminous	0.1	77	77
159	LAWRENCE ST	From: DEAD END To: MCLEAN AVE	High Class Bituminous	0.3	65	60
160	LAWRENCE ST	From: MCLEAN AVE To: MACGILLVARY AVE	High Class Bituminous	0.111	64	60
161	MACGILLIVRAY AVE	From: LAWRENCE ST To: HUGES ST	High Class Bituminous	0.241	73	71
162	MACGILLIVRAY AVE	From: HUGES ST To: OLIVER RD	High Class Bituminous	0.4	73	70
163	MCLEAN AVE	From: HUGES ST To: LAWRENCE ST	High Class Bituminous	0.241	62	60
164	HUGHES ST	From: MACGILLVARY AVE To: MCLEAN AVE	High Class Bituminous	0.12	60	54
166	MCLEAN AVE	From: OLIVER RD To: BAXENDALE DR	High Class Bituminous	0.141	59	55
167	MCLEAN AVE	From: BAXENDALE DR To: HUGES ST	High Class Bituminous	0.222	59	57
168	BAXENDALE DR	From: OLIVER RD To: MCLEAN AVE	High Class Bituminous	0.227	52	45
170	QUEENS RD	From: ROSSLYN RD To: DEAD END	High Class Bituminous	0.353	70	68
171	KINGSWOOD DR	From: KINGSWOOD CT To: KINGSWOOD DR	High Class Bituminous	0.616	76	74
172	KINGSWOOD CT	From: KINGSWOOD DR To: DEAD END	High Class Bituminous	0.1	76	75
175	PENNOCK DR	From: ROSSLYN RD To: PINEWOOD DR N	High Class Bituminous	1.23	73	72
176	PENNOCK DR	From: PINEWOOD DR N To: 130 HWY	High Class Bituminous	0.286	73	72
177	PINEWOOD DR	From: PENNOCK DR To: ROSSLYN RD	High Class Bituminous	1.025	73	72
178	ROSSLYN RD	From: ROSSDALE ST To: PINE ST	High Class Bituminous	0.202	65	62
179	ROSSLYN RD	From: PINE ST To: ST MARKS ST	High Class Bituminous	0.144	62	60
180	ROSSLYN RD	From: ST MARKS ST To: VIBERT RD	High Class Bituminous	0.2	62	58
181	PINE ST	From: BIRCH LANE To: DEAD END	High Class Bituminous	0.07	68	65
183	CEDAR LANE	From: VIBERT RD To: DEAD END	High Class Bituminous	0.328	75	74
184	ROSSLYN RD	From: ELM ST To: RIDLER DR	High Class Bituminous	0.6	58	54
187	ROSSDALE ST	From: ROSSLYN RD To: MAPLE ST	High Class Bituminous	0.129	69	65
188	ROSSDALE ST	From: MAPLE ST To: ROSEDALE CT	High Class Bituminous	0.481	62	59
189	ST. MARKS ST	From: ROSSLYN RD To: MAPLE ST	High Class Bituminous	0.109	67	60
190	PINE ST	From: ROSSLYN RD To: MAPLE ST	High Class Bituminous	0.106	71	67
191	PINE ST	From: MAPLE ST To: BIRCH LANE	High Class Bituminous	0.289	63	60
192	VIBERT RD	From: MAPLE ST To: CEDAR LANE	High Class Bituminous	0.1	69	61
193	ELM ST	From: ROSSLYN RD To: MAPLE ST	High Class Bituminous	0.098	64	58
195	MAPLE ST	From: ELM ST To: RIDLER DR	High Class Bituminous	0.573	61	57
196	MAPLE ST	From: VIBERT RD To: ELM ST	High Class Bituminous	0.256	67	66
197	MAPLE ST	From: ST. MARKS ST To: VIBERT RD	High Class Bituminous	0.193	67	65
198	MAPLE ST	From: PINE ST To: ST. MARKS ST	High Class Bituminous	0.203	65	64
199	MAPLE ST	From: ROSSDALE RD To: PINE ST	High Class Bituminous	0.202	73	70
200	VIBERT RD	From: ROSSLYN RD To: MAPLE ST	High Class Bituminous	0.1	62	59
202	MARIAN ST	From: DOROTHY ST To: 11-17 HWY	High Class Bituminous	0.179	66	66
203	RUPERT ST	From: DOROTHY ST To: 11-17 HWY	High Class Bituminous	0.188	60	57

204	FLORENCE ST	From: DOROTHY ST To: 11-17 HWY	High Class Bituminous	0.185	60	57
205	DOROTHY ST	From: MARION ST To: RUPERT ST	High Class Bituminous	0.116	67	66
206	DOROTHY ST	From: RUPERT ST To: FLORENCE ST	High Class Bituminous	0.11	65	65
207	DOROTHY ST	From: FLORENCE ST To: CLERGUE ST	High Class Bituminous	0.044	66	65
208	MARIAN ST	From: 11-17 HWY To: DITMARS DR	High Class Bituminous	0.152	65	63
209	RUPERT ST	From: 11-17 HWY To: DITMARS DR	High Class Bituminous	0.188	62	59
210	FLORENCE ST	From: 11-17 HWY To: DITMARS DR	High Class Bituminous	0.214	41	41
211	PORTER ST	From: DITMARS DR To: 11-17 HWY	High Class Bituminous	0.234	65	65
212	CLERGUE ST	From: 11-17 HWY To: TAYOR ST	High Class Bituminous	0.248	67	63
213	DITMARS DR	From: MARION ST To: RUPERT ST	High Class Bituminous	0.124	66	66
214	DITMARS DR	From: RUPERT ST To: FLORENCE ST	High Class Bituminous	0.115	65	63
215	DITMARS DR	From: FLORENCE ST To: PORTER ST	High Class Bituminous	0.114	66	64
216	DITMARS DR	From: PORTER ST To: CLERGUE ST	High Class Bituminous	0.305	61	59
217	CLERGUE ST	From: DITMARS DR To: DELVECCIO ST	High Class Bituminous	0.052	67	66
218	DELVECCIO ST	From: CLERGUE ST To: DEAD END	High Class Bituminous	0.14	60	60
220	MARTYN DR	From: LEITERMAN ST To: MARTYN DR	High Class Bituminous	0.4	64	59
222	CLERGUE ST	From: DELVECCIO ST To: HILL ST	High Class Bituminous	0.014	64	62
223	CLERGUE ST	From: HILL ST To: LEITERMAN ST	High Class Bituminous	0.128	64	62
224	HILL ST	From: OLIVER RD To: CLERGUE ST	High Class Bituminous	1.037	63	58
225	CLERGUE ST	From: DOROTHY ST To: 11-17 HWY	High Class Bituminous	0.242	67	67
227	CLERGUE ST	From: TAYLOR ST To: DITMARS DR	High Class Bituminous	0.112	66	64
228	TAYLOR ST	From: CLERGUE ST To: DEAD END	High Class Bituminous	0.1	63	62
235	KING GEORGE'S PARK DR	From: 130 HWY To: Private Road	High Class Bituminous	0.98	72	71
236	KING GEORGE'S PARK DR	From: Dirt Road To: WHITEWATER PL	High Class Bituminous	0.53	67	67
238	WHITEWATER PL	From: KING GEORGE'S PARK DR To: DEAD END	High Class Bituminous	0.205	73	73
240	KING GEORGE'S PARK DR	From: Private Road To: Dirt Road	High Class Bituminous	1.4	73	72
219	LEITERMAN ST	From: CLERGUE ST To: DEAD END	High Class Bituminous	0.159	80	67
182	BIRCH LANE	From: PINE ST To: DEAD END	Low Class Bituminous	0.3	72	69

Appendix 10.18 List of Reference Materials

The following are resources relied upon by the Restructuring Committee in preparing this Report:

- Asset management plans for both municipalities
- Financial statements and FIRs for both municipalities
- Economic development documents for Oliver Paipoonge
- By-laws for both municipalities, including Official Plans and Zoning By-laws
- Condition audits for both municipalities
- Bridge inspection reports for both municipalities
- Budgets for both municipalities
- Insurance records for both municipalities
- Work assembled by the Restructuring Committee and/or other municipal staff in preparation of the report (i.e. individual studies for roads, financial review, etc.)
- Detailed Public Communications work by GT
- Detailed peer review of the Restructuring Committee's Financial Analysis by GT
- The Fire Underwriters Technical document on fire apparatus
<file:///C:/Users/firechief/Downloads/FUS-TechnicalBulletin-InsuranceGradingRecognitionofUsedorRebuilt.pdf>
- "Municipal Government for Victoria County: A New Beginning" by Harry Kitchen, Commissioner for the Victoria County Restructuring Commission, April 19, 2000
- Provincial Legislation & Regulations

Appendix 10.19 Legislation Summary

Restructuring is provided for in the first several sections of Part V of the Municipal Act, 2001 (S.O. 2001, c. 25, as amended), being sections 171 through to, and including 186.1. In addition, there are two relevant Regulations passed under the Act. The first is Ontario Regulation 216/96, which prescribes various matters relating to restructuring proposals. The second is Ontario Regulation 204/03, which sets out the Powers of the Minister of Municipal Affairs and Housing (or a Commission appointed by the Province) in terms of implementing restructuring proposals.

Table 10.17.1, below, summarizes the legislation.

Table 10.17.1	Municipal Act, 2001, Part V
Section	Comments
171	Sets out the purposes for the legislation – to allow restructuring to proceed in a timely and efficient manner, etc.
172	Various relevant definitions
173	Authority to make a restructuring proposal to the Province & requirements for inclusion in the restructuring report. Specifies that only “prescribed” restructurings may be proposed. Provides for amendments to the proposal. Requires publication of the Minister’s order. Gives the Minister regulation-making authority.
174	Minister may establish commissions to examine restructuring (not relevant to voluntary restructuring proposals)
175	Powers of the commission (not relevant to voluntary restructuring proposals)
176	Gives the Minister further regulation-making authority relating to commissions (not relevant to voluntary restructuring proposals)
177	Procedures for commissions (not relevant to voluntary restructuring proposals)
178	Costing for the commission (not relevant to voluntary restructuring proposals)
179	Further regulation-making authority – to establish “principles” and “standards” for restructuring
180	Minister may incorporate a TWOMO by application to the LPAT (not relevant to the circumstances of this report)
181	Process to apply to LPAT to annex a TWOMO to a local municipality (not relevant to the circumstances of this report)
182	Process for Minister to apply for dissolution (not relevant to the circumstances of this report)
183	LPAT hearings relating to applications under section 182 (not relevant to the circumstances of this report)
184	Provision that by-laws approving restructuring proposals are deemed not to conflict with official plans
185	Transitioning from former municipalities to the new one based on a restructuring order
186	Provision that the Minister’s order under Section 173 prevails over acts and regulations with which it conflicts (with some exceptions)
186.1	Revocation of some historic restructuring orders (not relevant to the circumstances of this report)

Table 10.17.2, below, summarizes Ontario Regulation 216/96.

Table 10.17.2	Ontario Regulation 216/96 – Restructuring Proposals
Section	Comments
1	Various definitions
2	Provisions relating to restructurings involving TWOMOs (not relevant to the circumstances of this report)
3	Prescribed (permitted) types of restructurings that may form part of a restructuring proposal submitted to the province
4	Support required for restructuring proposals
5-9	(These sections were revoked and no longer exist)
10	Provides that support for a restructuring proposal can be either by passage of a by-law or by resolution
11	Determination of support by persons in TWOMOs (not relevant to the circumstances of this report)

Table 10.17.3, below, summarizes Ontario Regulation 204/03.

Table 10.17.3	Ontario Regulation 204/03 – Powers of the Minister of a Commission in Implementing a Restructuring Proposal
Section	Comments
1	Purpose of the regulation; various definitions
2	Powers of the Minister (or a commission) in restructuring
3	Powers of the Minister (or a commission) in dissolving
4	Restrictions on the powers set out in sections 2 and 3
5	Limitations relating to restructuring orders as they apply to local boards (not relevant to the circumstances of this report)
6	Powers relating to Boards that are not Local Boards (not relevant to the circumstances of this report)
7	Ability to create a transitional board as a corporation to undertake work prior to a new municipality coming into being (not relevant to the circumstances of this report)
8	Ability for Minister to establish a new Council
9	Ability for Minister to provide for qualifications for the head of a new council (not relevant to the circumstances of this report)
10	Ability for Minister to establish voting for new Council (not relevant to the circumstances of this report)
11	Ability for Minister to establish wards (not relevant to the circumstances of this report)
12	Rules for restructuring into a two-tier system (not relevant to the circumstances of this report)
13	Ability for the Minister to allow for agreements for transfers of services between entities (not relevant to the circumstances of this report)
14	Ability for Minister to provide for and change the status and name of municipalities and local boards

15	Ability for Minister to transfer assets, liabilities, etc. between municipalities and local boards
16	Ability for Minister to impose requirements or restrictions on any of the parties to the restructuring (i.e. maintenance of reserve funds, hiring employees, spending on certain services, etc.)
16.1	Ability for Minister to require the new council to review one or more matters, including time frames within which to do so
17	Ability for Minister to impose road maintenance standards where there is a transfer of maintenance obligations between tiers (not relevant to the circumstances of this report)
18	Ability for Minister to allow more than one fire department and more than one fire chief (not recommended by this report)
19	Ability for Minister to make rulings regarding identities of employees in the restructured community (not recommended by this report)
20	Ability for Minister to make rulings regarding identities of employees in the restructured community who were not represented in a bargaining unit in the historic communities (not recommended by this report)
21	Ability for Minister to name alternate councillors where there are two tiers (not relevant to the circumstances of this report)
22	Ability for the Minister to make rulings relating to Official plans, by-laws and resolutions
23	Ability for the Minister to establish an interim council
24	Rules relating to annexation of TWOMOs to organized municipalities (not relevant to the circumstances of this report)
25	Special provisions when restructuring occurs during an election year (not relevant to the circumstances of this report)
26	Ability for the Minister to provide for the phase-in of shifts of changes in property taxes
27	Rules associated with the dissolution of roads boards or service boards (not relevant to the circumstances of this report)
28	Ability for the Minister to require arbitration to resolve any disputes arising out of the order (not recommended by this report)
29	Ability for the Minister to restrict the parties in a restructuring order to make further restructuring proposals (not recommended by this report)
30	Rules relating to effective dates specified in Ministers' orders
30.1	Special provision relating to a specific annexation in 2006 (not relevant to the circumstances of this report)
31	Section has been revoked