



**GRAND VALLEY**

**The Corporation of the Town of Grand Valley**  
**Special Council Meeting Agenda – 2024 Operating Budget**  
Tuesday, January 30, 2024, 2:00 PM (approximately)  
Council Chambers, 5 Main Street North, Grand Valley

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- 1. Call to Order and Roll Call**
- 2. Adoption of Agenda**
- 3. Disclosure of Pecuniary Interest and the General Nature Thereof**
- 4. Correspondence**
  - 4.1. Grand Valley and District Fire Board – 2024 Proposed Budget
- 5. 2024 Operating Budget Discussions**
  - 5.1. Report – Municipal Staffing
  - 5.2. Preliminary 2024 Operating Budget Discussions
- 6. Adjournment**



## Grand Valley & District Fire Board

c/o Town of Grand Valley  
5 Main Street North  
Grand Valley, ON L9W 5S6  
FIRE DEPT: 519-928-3460  
[jforeman@gvdfd.com](mailto:jforeman@gvdfd.com)  
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January 17, 2024

Town of Grand Valley  
5 Main Street North  
Grand Valley, ON L9W 5S6

Dear Mayor Soloman and members of Grand Valley Council,

At the January 15<sup>th</sup>, 2024 Grand Valley & District Fire Board meeting a following resolution was passed:

**Resolution 2024-01-05**

Moved by S. Graham, Seconded by L. Dart

BE IT RESOLVED THAT the Board approve the 2024 Draft Budget.

**CARRIED.**

Please consider this request at your next Council meeting.

If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

Helena Snider  
Grand Valley & District Fire Board – Secretary/Treasurer

**2024 PROPOSED BUDGET**  
**GRAND VALLEY AND DISTRICT FIRE BOARD**

Account No. Account Name

| General Operating Expenses       |                                      | 2023 BUDGET | 2023 ACTUAL | 2024 BUDGET |
|----------------------------------|--------------------------------------|-------------|-------------|-------------|
| 6-4-4100-0110                    | HOURLY REMUNERATION                  | \$ 174,800  | \$ 184,900  | \$ 241,536  |
|                                  | SALARIED REMUNERATION                | \$ 123,700  | \$ 141,741  | \$ 145,516  |
| 6-4-4100-0120                    | BENEFITS - EHT RETURN & CPP PAYABLE  | \$ 8,500    | \$ 9,314    | \$ 10,000   |
| 6-4-4100-0130                    | WORKERS COMPENSATION                 | \$ 9,500    | \$ 8,358    | \$ 12,000   |
| 6-4-4100-0140                    | BANK CHARGES                         | \$ 750      | \$ 570      | \$ 750      |
| 6-4-4100-0150                    | INSURANCE                            | \$ 35,000   | \$ 32,255   | \$ 38,000   |
| 6-4-4100-0400                    | ANNUAL AUDIT REVIEW                  | \$ 5,300    | \$ 6,004    | \$ 6,500    |
| 6-4-4100-0500                    | MISC. LEGAL FEES                     | \$ -        | \$ 1,832    | \$ 2,000    |
| 6-4-4100-0600                    | FIRE STATION - SUPPLIES              | \$ 1,200    | \$ 1,183    | \$ 5,000    |
| 6-4-4100-0610                    | FIRE STATION - MAINTENANCE           | \$ 10,000   | \$ 5,183    | \$ 25,000   |
| 6-4-4100-0615                    | FIRE STATION - CONTRACTED SERVICES   | \$ 20,000   | \$ 10,818   | \$ 25,000   |
| 6-4-4100-0705                    | IT SERVICE, LICENSES & SOFTWARE      | \$ 7,000    | \$ 8,875    | \$ 10,000   |
| 6-4-4100-0710                    | OFFICE TELEPHONE                     | \$ 3,500    | \$ 3,403    | \$ 3,500    |
| 6-4-4100-0715                    | CELLUAR PHONE SERVICE                | \$ 2,100    | \$ 2,086    | \$ 3,000    |
| 6-4-4100-0720                    | HEAT                                 | \$ 4,200    | \$ 4,414    | \$ 5,000    |
| 6-4-4100-0730                    | HYDRO                                | \$ 4,500    | \$ 4,445    | \$ 5,500    |
| 6-4-4100-0750                    | OFFICE ADMINISTRATION                | \$ 7,800    | \$ 2,731    | \$ 3,000    |
| 6-4-4100-0755                    | FIRE CALLS - PLATE SEARCH FEES       | \$ -        | \$ 364      | \$ 500      |
| 6-4-4100-0760                    | TWP ADMINISTRATION SERVICES          | \$ 8,500    | \$ 10,524   | \$ 8,500    |
| 6-4-4100-0800                    | FIRE PREVENTION ~ PUBLIC EDUCATION   | \$ 6,000    | \$ 4,280    | \$ 6,000    |
| 6-4-4100-0810                    | MEMBERSHIP, CHIEF/DEPUTY CONFERENCES | \$ 6,200    | \$ 1,228    | \$ 5,000    |
| 6-4-4100-1086                    | FIREFIGHTER RECOGNITION              | \$ 6,500    | \$ 6,926    | \$ 7,500    |
| 6-4-4100-1500                    | BAD DEBTS - FIRE CALL WRITE OFFS     | \$ -        | \$ -        | \$ -        |
| 6-4-4100-5100                    | INTEREST EXPENSE - CAPITAL LEASE     | \$ -        | \$ -        | \$ -        |
|                                  | Fraud                                | \$ -        | \$ 31,214   | \$ -        |
|                                  | Intrest Earned                       | \$ -        | \$ (25,000) | \$ -        |
|                                  | Response Recoveries                  | \$ -        | \$ (37,598) | \$ -        |
|                                  | Carried Forward from previous year   | \$ -        |             | \$ (35,249) |
| Total General Operating Expenses |                                      | \$ 445,050  | \$ 420,049  | \$ 533,553  |

Under Budget by 35,249  
with Interest & Recoveries  
factored in

**Equipment Operating Expenses**

|                                    |                                      |            |            |            |
|------------------------------------|--------------------------------------|------------|------------|------------|
| 6-4-4200-1010                      | FUEL                                 | \$ 10,000  | \$ 12,000  | \$ 15,000  |
| 6-4-4200-1020                      | TRUCK REPAIRS & MAINTENANCE          | \$ 20,000  | \$ 29,521  | \$ 35,000  |
| 6-4-4200-1040                      | EQUIPMENT REPAIRS & MAINTENANCE      | \$ 14,500  | \$ 2,913   | \$ 2,000   |
| 6-4-4200-1050                      | SCBA REPAIRS & MAINTENANCE           | \$ 7,000   | \$ 7,000   | \$ 7,000   |
| 6-4-4200-1060                      | COMMUNICATIONS REPAIRS & MAINTENANCE | \$ 7,500   | \$ 2,416   | \$ 3,000   |
| 6-4-4200-1065                      | FIRE DEPARTMENT DISPATCH SERVICES    | \$ 15,181  | \$ 15,181  | \$ 15,431  |
| 6-4-4200-1070                      | EXTINGUISHERS                        | \$ 1,000   | \$ 810     | \$ 1,000   |
| 6-4-4200-1080                      | MEDICAL SUPPLIES                     | \$ 1,000   | \$ 687     | \$ 1,500   |
| 6-4-4200-1100                      | HEALTH & SAFETY SERVICES             | \$ 1,000   | \$ 399     | \$ 500     |
| 6-4-4200-1202                      | HEALTH & WELLNESS                    | \$ 17,000  | \$ 16,500  | \$ 17,000  |
| 6-4-4200-1210                      | PROTECTIVE CLOTHING                  | \$ 8,000   | \$ 6,128   | \$ 10,000  |
| 6-4-4200-1220                      | MEDICAL/IMMUNIZATION                 | \$ 1,000   | \$ 905     | \$ 1,000   |
| 6-4-4200-1230                      | UNIFORMS                             | \$ 11,500  | \$ 11,682  | \$ 11,500  |
| 6-4-4200-1240                      | TRAINING - SUPPLIES                  | \$ 20,000  | \$ 17,696  | \$ 5,000   |
| 6-4-4200-1244                      | TRAINING - COURSES                   | \$ -       | \$ 596     | \$ 15,000  |
| 6-4-4200-6000                      | ANNUAL AMORTIZATION                  |            |            | \$ -       |
| Total Equipment Operating Expenses |                                      | \$ 134,681 | \$ 124,433 | \$ 139,931 |

**TOTAL OPERATING EXPENSES**

|                |                |                |
|----------------|----------------|----------------|
| <b>579,731</b> | <b>544,482</b> | <b>673,484</b> |
|----------------|----------------|----------------|

Increase  
93,753

| Updated Dec 2023                       |                                      | GRAND VALLEY & DISTRICT FIRE DEPARTMENT Proposed Capital Replacement Profile 2024 Budget |                 |               |               |               |
|--|--------------------------------------|--|-----------------|---------------|---------------|---------------|
|  |                                      | 2023   | 2024            | 2025          | 2026          | 2027          |
| <b>Protective Equipment</b>            |                                      |  |                 |               |               |               |
|  | Bunker Gear                          | \$ 44,200.00   | \$ 26,000.00    | \$ 44,976.00  | \$ 31,500.00  | \$ 32,500.00  |
|  | Helmets                              | \$ 2,200.00  | \$ -            | \$ 2,425.00   | \$ 2,500.00   | \$ 2,500.00   |
|  | Hoods                                |  | Moved to ops    |               |               |               |
|  | Boots                                | \$ 2,500.00  | \$ 3,500.00     | \$ 4,000.00   | \$ 4,500.00   | \$ 4,500.00   |
|  | Gloves                               |  | Moved to ops    |               |               |               |
|  | Coveralls                            | \$ 3,500.00  | \$ 2,000.00     | \$ 2,500.00   | \$ 2,500.00   | \$ 2,500.00   |
|  | <b>TOTAL</b>                         | \$ 52,400.00   | \$ 31,500.00    | \$ 53,901.00  | \$ 41,000.00  | \$ 42,000.00  |
| <b>Breathing Apparatus</b>             |                                      |  |                 |               |               |               |
|  | Air Packs                            | \$ 7,350.00  | \$ 7,750.00     | \$ 8,137.50   | \$ 8,544.38   | \$ 8,971.59   |
|  | Cylinders - repl 2-4/yr              | \$ 8,000.00  | \$ 8,500.00     | \$ 8,925.00   | \$ 9,371.25   | \$ 9,839.81   |
|  | Compressor                           | \$ 2,000.00  | \$ 4,000.00     | \$ 6,000.00   | \$ 7,000.00   | \$ 8,000.00   |
|  | Face Pieces - repl 3-6/yr            | \$ 1,575.00  | \$ 1,653.75     | \$ 1,736.44   | \$ 1,823.26   | \$ 1,914.42   |
|  | <b>TOTAL</b>                         | \$ 18,925.00   | \$ 21,903.75    | \$ 24,798.94  | \$ 26,738.88  | \$ 28,725.83  |
| <b>Firefighting Equipment</b>          |                                      |  |                 |               |               |               |
|  | TIC                                  | \$ 500.00  | \$ 4,000.00     | \$ 4,200.00   | \$ 4,400.00   | \$ 4,600.00   |
|  | Hoses & nozzles                      |  | \$ 12,500.00    | \$ 14,000.00  | \$ 15,500.00  | \$ 17,000.00  |
|  | Tools                                | \$ 5,000.00  | \$ 5,000.00     | \$ 5,500.00   | \$ 5,500.00   | \$ 6,000.00   |
|  | Hydraulics                           | \$ 40,000.00   | \$ 40,000.00    | \$ 15,000.00  | \$ 15,000.00  | \$ 15,000.00  |
|  | Medical                              | \$ 1,570.00  | \$ 1,600.00     | \$ 1,665.00   | \$ 1,720.00   | \$ 1,775.00   |
|  | Water Rescue                         |  | \$ 5,000.00     | \$ 10,000.00  | \$ 10,000.00  | \$ 10,000.00  |
|  | <b>TOTAL</b>                         | \$ 47,070.00   | \$ 68,100.00    | \$ 50,365.00  | \$ 52,120.00  | \$ 54,375.00  |
| <b>Communications</b>                  |                                      |  |                 |               |               |               |
|  | Portables                            | \$ 2,400.00  | \$ 50,000.00    | \$ 2,646.00   | \$ 2,778.30   | \$ 2,917.22   |
|  | Pagers                               | \$ 2,900.00  | \$ 11,000.00    | \$ 3,197.25   | \$ 3,357.11   | \$ 3,524.97   |
|  | Repeaters                            | \$ 500.00  | \$ -            | \$ 1,500.00   | \$ 2,000.00   | \$ 2,500.00   |
|  | Dispatch - needs renamed             | \$ 5,500.00  | \$ -            | \$ 6,500.00   | \$ 7,000.00   | \$ 7,500.00   |
|  | 2024 Communication System Update     |  | \$ 87,500.00    |               |               |               |
|  | <b>TOTAL</b>                         | \$ 11,300.00   | \$ 148,500.00   | \$ 13,843.25  | \$ 15,135.41  | \$ 16,442.18  |
| <b>Training Equipment</b>              |                                      | \$ 14,000.00   | \$ 10,000.00    | \$ 15,000.00  | \$ 20,000.00  | \$ 20,000.00  |
| Fire Master Plan                       |                                      |  | \$ 45,000.00    |               |               |               |
| Station Upgrades                       |                                      | \$ 25,000.00   | \$ 25,000.00    | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  |
| IT/Hardware Upgrades                   |                                      | \$ 3,000.00  | \$ 3,150.00     | \$ 3,307.50   | \$ 3,472.88   | \$ 3,646.52   |
| <b>TOTAL</b>                           |                                      | \$ 42,000.00   | \$ 83,150.00    | \$ 43,307.50  | \$ 48,472.88  | \$ 48,646.52  |
| <b>TOTAL EQUIPMENT COSTS</b>           |                                      | \$ 171,695.00  | \$ 353,153.75   | \$ 186,215.69 | \$ 183,467.17 | \$ 190,189.53 |
|  |                                      | 2023   | 2024            | 2025          | 2026          | 2027          |
| <b>Standard Firefighting Vehicles</b>  |                                      |  |                 |               |               |               |
| 20 yr                                  | 1996 #32 Pumper - \$1 275 000 - 2039 | \$0.00   | \$10,000.00     | \$55,000.00   | \$60,000.00   | \$70,000.00   |
| 20 yr                                  | 2012 #33 Rescue - \$845,000- 2032    | \$0.00   | \$40,000.00     | \$80,000.00   | \$105,000.00  | \$110,000.00  |
| 20 yr                                  | 2009 #34 Pumper - \$860,000 - 2029   | \$0.00   | \$120,000.00    | \$95,000.00   | \$105,000.00  | \$125,000.00  |
| 20 yr                                  | 2004 #35 Tanker - \$655,000 - 2024   | \$215,000.00   | \$445,000.00    | \$15,000.00   | \$15,000.00   | \$20,000.00   |
| 20 yr                                  | 2016 #36 Tanker - \$855,000-2035     | \$0.00   | \$10,000.00     | \$60,000.00   | \$60,000.00   | \$60,000.00   |
| 8yr                                    | 2014 #31 Pick-up- 2021 100000 IN 28  | \$0.00   | \$20,000.00     | \$20,000.00   | \$20,000.00   | \$20,000.00   |
| 10yr                                   | 2022 Car 301- 125,000 - 2032         | \$0.00   | \$10,000.00     | \$15,000.00   | \$10,000.00   | \$10,000.00   |
| <b>TOTAL VEHICLE REPLACEMENT COSTS</b> |                                      | \$215,000.00   | \$655,000.00    | \$340,000.00  | \$375,000.00  | \$415,000.00  |
| <b>Equipment</b>                       |                                      | \$ 171,695.00  | \$ 353,153.75   | \$ 186,215.69 | \$ 183,467.17 | \$ 190,189.53 |
| <b>Vehicle</b>                         |                                      | \$215,000.00   | \$655,000.00    | \$340,000.00  | \$375,000.00  | \$415,000.00  |
| <b>TOTAL CAPITAL CONTRIBUTIONS</b>     |                                      | \$ 386,695.00  | \$ 1,008,153.75 | \$ 526,215.69 | \$ 558,467.17 | \$ 605,189.53 |

GRAND VALLEY AND DISTRICT FIRE DEPARTMENT  
2024 MUNICIPAL LEVY SUMMARY

|  |             |            |                |                  |
|--|-------------|------------|----------------|------------------|
| OPERATING LEVY 2024                                      |             |            | \$ 681,203.63  | 2023 Bdgt Amount |
| * Based on 3 year average of incident response locations |             |            |                |                  |
|  | Total Calls | Percentage | Operating Levy |                  |
| Amaranth   | 66          | 20.6%      | \$140,060.56   | \$130,185.21     |
| East Garafraxa   | 52          | 16.2%      | \$110,350.74   | \$95,604.76      |
| Grand Valley   | 203         | 63.2%      | \$430,792.33   | \$353,941.03     |
| TOTAL  | 321         | 100.0%     |                |                  |

|                               |      |                |               |                    |              |
|-------------------------------|------|----------------|---------------|--------------------|--------------|
|                               |      | Equipment      | Trucks        |                    |              |
| EQUIPMENT RESERVE LEVIES 2024 |      | \$ 353,153.75  | \$ 655,000.00 | \$ 1,008,153.75    |              |
| Based on Assessments for 2023 |      |                |               | 2024               |              |
|                               |      | Assessment     | Percent       | Total Capital Levy |              |
| Amaranth                      | 2022 | 292,577,900    | 24%           | \$ 241,877.93      | \$92,478.93  |
| East Garafraxa                | 2021 | 172,763,300    | 14%           | \$ 142,825.65      | \$53,973.18  |
| Grand Valley                  | 2023 | 754,131,418.00 | 62%           | \$ 623,450.17      | \$240,242.89 |
| TOTAL                         |      | 1,219,472,618  | 100%          | \$ 1,008,153.75    |              |

\*\*\*\* East Gary based on 2021 assessment plus amount emailed. 2007000  
\*\*\*\* Amaranth still has 2022 assessment, if it changed it needs updated.

|                    |      |      |      |       |                     |
|--------------------|------|------|------|-------|---------------------|
| SUMMARY FIRE CALLS |      |      |      |       |                     |
|                    | 2021 | 2022 | 2023 | Total | Percentage of Total |
| Amaranth           | 23   | 20   | 23   | 66    | 20.56%              |
| East Garafraxa     | 16   | 18   | 18   | 52    | 16.20%              |
| Grand Valley       | 54   | 84   | 65   | 203   | 63.24%              |
| TOTALS             | 93   | 122  | 106  | 321   | 100.00%             |

|                |                |
|----------------|----------------|
| Total          |                |
| Amaranth       | \$381,938.49   |
| East Garafraxa | \$253,176.39   |
| Grand Valley   | \$1,054,242.50 |



## REPORT TO COUNCIL

**To:** Mayor Soloman and Members of Council  
**From:** Meghan Townsend, CAO/Clerk-Treasurer  
**Meeting Date:** January 30, 2024  
**Subject:** Municipal Staffing

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### Purpose

To present a recommendation report regarding Municipal Staffing.

### Background

At the November 14, 2023 meeting, Council received [Report – Treasury Department Staffing](#), after which the Accounting Assistant position was approved for a 12-month contract, and Council directed the CAO to present a report regarding the recruitment of a Treasurer in 2024.

At the November 28, 2023 meeting, Council passed [Resolution 2023-11-46](#), directing the CAO to provide a comprehensive review on all items related to human resources, including job descriptions, job reviews, benefits, etc.

In this report, a recommendation for the recruitment of a Treasurer and additional staff requests are presented, including a scope of work for the review of human resources is included for Council discussion.

### Discussion

#### 1. Recruitment of Treasurer

The initial report from November 14 outlined the various ways in which the management of the Town's finances have become more complex in recent years. In summary:

- Increase in property tax management requirements (more properties, more payment methods, more assessment changes to process, etc.)
- More accounts payable and receivable to manage
- Obligations for financial oversight (segregation of duties recommended by the Town auditor, auditing requirements, reporting
- Obligations for asset management



Not highlighted in the original report were the following matters:

- Increased complexity of funding for growth
  - o Development Charges (DC) – more complicated to manage, with front-ending agreements, DC deferral agreements, and changes to legislation increasing the scope and complexity of the Development Charge program.
  - o Borrowing for growth – the Town has only had one loan for the sewage treatment plant. Council is now examining options for borrowing to fund several projects. Each loan will require negotiation, monitoring, and likely agreements and collections from partner municipalities.
  - o Infrastructure agreement monitoring – the Town partners with others for the capital costs of new projects (e.g., sponsorship agreements, common interest project agreements such as Scott Street).
- Drainage Program
  - o The Town's municipal drains are funded by the rateable properties benefiting from those drains. The Town is several years behind in collecting from property owners.
  - o Tile drainage loans continue to be issued and require monitoring.
  - o New drains have been proposed and are in the works, and funding for those will need to be managed.
- User Fees
  - o Staff have not had the capacity to properly analyze the non-tax revenue opportunities available to the Town; therefore, the Town is missing out on revenue to offset costs and potentially alleviate some property tax burden.
- Investment and Interest
  - o To help offset costs, a strong investment program that earns interest in a strategic manner will improve the Town's financial position, helping to save for future projects or offsetting operating costs. A strong program requires the dedication of time by staff, and current staffing levels do not give us the capacity to devote time to creating and managing investments.
- Asset Management
  - o A well researched, designed and implemented multi-year asset management strategy is needed. To date, staff have just met requirements for reporting to satisfy provincial regulation, but have not found time to turn our asset management plans into a meaningful strategy to move the Town forward.

To give the Town the capacity to address these issues, and any others not mentioned, it is recommended that the Town recruit a Treasurer. This position will take responsibility off the shoulders of the CAO, who would become CAO/Clerk and be appointed as Deputy Treasurer to manage the Town's finances in the absence of the Treasurer. The Treasurer would oversee the Accounting Clerk, and it is recommended that the temporary Accounting Clerk position be transitioned to a full time, permanent position before the end of the current 12-month contract.

The new Treasurer job description is attached as Appendix A to this report.

## **2. Public Works**

The Public Works department's workload is about to increase again this year, and will continue to increase; therefore, additional staffing is requested.

Increased workload is arising due to:

- A. Assumption of Cachet Phase 2.
- B. Maintenance period for parts of Mayberry Phase 3.
- C. Significant backlog of storm water infrastructure maintenance, new requirements placed on the Town under the CLI-ECA for storm water, and the addition of new storm water assets.
- D. Asset management program requirements that must now include all Town owned infrastructure, not just the core assets of roads, water, wastewater and storm water.
- E. Increased demands for Ontario ONECall Program locates and requests for road occupancy permits.
- F. New developments in the plans, where existing infrastructure will need to be upgraded and new proposals will require review and monitoring by the Director.
- G. The need for the winter maintenance program to operate efficiently while giving operators the required time off to comply with their operator's licenses.

The current Public Works Department has one director and seven full time operators. An additional full-time operator and one winter seasonal operator are required to give the department sufficient person-hours to complete all the tasks being assigned to the department. The Director will then implement a reorganization of the department, with an internal posting for the Public Works Lead Hand position (currently vacant) and an internal posting for a Coordinator to assist the Director. The Coordinator position will be a Roads Employee with operator responsibilities but amended to include administration tasks to support the Director. These changes will give the Department back the structure it used to have and provide the needed operational support, with a net increase of 1.5 full-time equivalent personnel.

A job description for the Coordinator will be required, but the other positions mentioned already have job descriptions in place.

## **3. Recreation**

The 2023 season was the first full season where the Town operated the campground and recreation programs were fully operational post-pandemic. We also completed construction of two new baseball diamonds, ready for play in 2024. We are going to be constructing a new multi-use structure at the arena, which is to be owned and operated by the Town. Proper inspections and maintenance records for the Town's recreation facilities have started and need to continue and expand.

After a review of the 2023 operations of the Recreation Department and analysis of expected workload with the addition of new recreation assets, programs and responsibilities, the addition of one Recreation Facility Operator is required to give the department the person hours needed to complete all the tasks assigned. This position would be a joint position with the Community Centre, in the same way that the two



existing Operators' contracts are managed. Because of the shared nature, approximately half of the costs of this new position will be for the Town to carry.

No new job descriptions are required.

#### **4. Scope of Human Resources Review project**

It has been eight years since the Town last conducted a human resources program review of any kind. At that time, job evaluations were completed to ensure job descriptions were up-to-date and a pay equity review was also completed. The Town's benefits offerings have not been reviewed in many years.

Council has identified that we are operating in a competitive job market and want to ensure that staff are compensated fairly for the work they provide to the community.

The following project scope is recommended in order to give Council a review of the current program and to present recommendations for changes to the human resources program for the Town found during the review:

- 1) A review of the current organizational structure
  - a) How the Town has structured the functional assignments and management of the overall organization and its departments.
  - b) Recommendations of changes to the current organizational structure to best provide services for the residents, businesses and visitors now and in the future.
  - c) A comparison of similar sized Municipalities and the Town's current organizational structure.
- 2) Brief review of previous related studies and reports linked to the organization.
- 3) Consultations with staff, members of Council and the local boards to gather strengths, weaknesses, opportunities, and threats of the current organizational structure.
- 4) Review of current Pay Grid, Bands and Job Evaluation tool ensuring pay equity.
- 5) Review of the Town's current Benefits program and make recommendations for improvements so that the Town is able to retain and attract employees.
- 6) Analysis of current shared service and contract-for-service arrangements
  - a) Are they operating efficiently?
  - b) Are there other opportunities that should be explored?
- 7) An Implementation Plan including estimated implementation costs and future costs savings for any proposed changes to the Organizational Structure, Pay Structure, Shared or Contract Services.
- 8) Any additional recommendations based on current best practices that would be applicable to the Town's operations.

#### **Financial Impact**

##### **1. Treasurer**

In 2023, the Town paid for a Deputy Treasurer, and part of the CAO/Clerk-Treasurer's salary was for treasury duties, costing the Town approximately \$130,000.

The Accounting Clerk will cost the Town \$65,000 per year. A Treasurer position will need to be added to the Town's pay grid, and it is estimated that this position will cost the Town \$120,000, including hourly wage, benefits, computer licensing, etc.

Therefore, an additional \$55,000 is required to be added to the budget for wages and benefits in order to add a Treasurer to the Town's payroll.

An additional \$12,000 will be required for start up costs for the Treasurer, including recruitment costs, a new computer, startup training, and office furniture. These costs are included in the administration budget. Office arrangements will be handled internally.

## 2. Public Works

A new Roads Employee will cost approximately \$90,000 including hourly wages, benefits, pension and employer mandatory costs.

A new seasonal employee will cost approximately \$40,000, as health benefits are not provided to seasonal employees.

## 3. Recreation

A new Recreation Facilities Operator will cost the Town approximately \$45,000, depending on the demands placed on this position by the Community Centre.

## 4. Human Resources Review Project

Per Council's request, once the scope of work is confirmed, a Requests for Proposals will be prepared to obtain the assistance of a qualified consultant. This project will cost around \$40,000, based on costs for similar consultant-lead projects.

Total Budget Impact of all recommendations = \$282,000.

## **Recommendation**

THAT Council receive Report – Municipal Staffing

AND THAT Council approves:

- changing the Accounting Clerk role to be a full-time, permanent position, to be negotiated at the discretion of the CAO;
- the immediate recruitment of a Treasurer with assistance from Ward and Uptigrove's human resources consultants;
- the recruitment of a Roads Employee upon the passing of the 2024 budget,
- the recruitment of a Seasonal Roads Employee to start in Q4 2024;
- the recruitment of a Recreation Facilities Operator to start in Q2 2024;,

and directs the CAO to seek Requests for Proposals from qualified consultants for the Human Resources Review project, based on the scope of work discussed,

AND THAT Council authorizes the inclusion of costs related to the new employee recruitments and the project in the 2024 budget.

Respectfully submitted by,

Meghan Townsend  
CAO/Clerk-Treasurer

## Appendix A – Draft Treasurer Job Description

|                                     |   |
|-------------------------------------|---|
| <b>Job Title:</b> Treasurer         | <b>Reports To:</b> Chief Administrative Officer |
| <b>Supervises:</b> Accounting Clerk | <b>Date Created:</b> January 2024               |
| <b>Pay Grade:</b>                   | <b>Date Updated:</b>                            |

**The Town of Grand Valley employs a Treasurer, reporting to and supporting the Chief Administrative Officer.**

**Education:** University degree in business administration or public administration, with a CPA designation.

**Experience:** 7 to 10 years minimum senior finance and management experience with solid understanding of PSAB as well as knowledge in areas of municipal taxation and payroll.

**Applied Skills:****Possess:**

- Thorough knowledge of municipal government financial operations.
- Managerial and administrative skills to plan, direct, supervise and co-ordinate the functions of the Treasurer's office.
- Analytical skills to initiate and execute programs, to identify and resolve problems and to formulate policies and procedures relevant to same.
- Understanding of accounting theory, principles practices and their respective applications to municipal accounting requirements.
- Excellent verbal, written and computer skills to prepare reports, make presentations to committees and Council, and to present sound, practical recommendations to Council.
- A thorough knowledge of all legislation and regulations pertinent to the financial function.

**Demonstrate:**

- Flexibility and ability to deal with issues, from simple to complex.
- Leadership and the ability to develop a team environment with internal as well as external contacts.
- Actively promote the growth of staff through monitoring, delegation, coaching and empowerment.
- Integrity, fairness, honesty and uncompromising ethics.
- Ability to use Microsoft Word, Excel applications and municipal financial software (iCity by CentralSquare).
- Ability to act independently within approved guidelines set by Council and Legislation.
- Ability to operate in an environment with a variety of changing priorities, with constant interruptions and conflicting demands.

**General Accountability:**

- The position of Treasurer, reporting directly to the CAO and Council, is responsible to serve as the Town's Chief Financial Officer and custodian of the revenues and securities, liaise with other department heads, direct operations of the Treasury functions and develops, recommends, and implements short- and long-term goals for the Treasury Department.

**Specific Accountabilities:**

- Administers and interprets all policies initiated by Council, legislation, and by-laws relating to the Treasury function.
- Key financial contact of the Municipality for Council, Committees, Department Heads, staff, residents, and outside agencies.
- Key signing authority on all financial matters including accounts payable, receivable, and payroll approval.
- Oversees and directs the administration staff within the Treasury department including resource allocation, hiring, staffing, performance management and priority setting.
- Ensures accurate recording of monies received and disbursed, of assets and liabilities and all other accounting and financial transactions of the Corporation in accordance with accounting principles generally accepted for Ontario municipalities.
- Provides input in policy and funding strategies to Council and attends Council meetings as required; may represent the Town at local meetings and with various municipal governments.
- Organizes and supervises the effective and efficient implementation of Council's policies and programs and ensures corporate compliance with all relevant statutory and regulatory requirements as they pertain to the Treasury Department.
- Responsible for and directs all special studies relating to the Treasury Department, including but not limited to the Development Charges Background Study.
- Involved in strategic planning of capital works and municipal operations and is the key financial contact.
- Oversees all accounts payable, accounts receivable, and payroll systems.
- Oversees all municipal water billing functions, and specifically,
  - Reviews water arrears reconciliation and makes necessary adjustments to the general ledger.
  - Liaises with counsel on legal issues pertaining to water billing arrears and collection.
  - Updates amortization schedules for outstanding water capital receivables, when applicable.
- Registered ARIS user to download MVC and Drivers abstract reports where required.
- Prepares HST returns online, records journal entries to clear accounts and transfers funds between accounts when return is processed.

- Oversees all procedures necessary for the flow and handling of cash, calculations, posting, banking operations and reconciliations, and the collection of outstanding accounts and tax arrears.
- Creates annual Borrowing By-law and forwards to Bank Manager
- Performs other duties as assigned.

#### Investing and Cash Management

- Liaises with bank contacts on various issues.
- Arranges investments for reserves, reserve funds, and other funds as necessary to earn Town the highest interest reasonably possible.
- Arranges and effects borrowing authorized by Council, with Ontario Municipal Board approval where required, including short-term borrowing and debenture financing.
- Protects the municipality's credit standings through correct accounting controls, investments, and debt management procedures.

#### Budgeting

- Co-ordinates and prepares the Town's operating and capital budgets in conjunction with the Chief Administrative Officer and Department Heads.
- Prepares multiple budget presentations to Council and the public per the fiscal policy.
- Creates and maintains long term capital and operating budget/plan.

#### Financial Statements and Financial Information Return (FIR)

- Prepares financial reports for Council.
- Coordinates the Town's annual audit with external auditors and liaises with them on accounting issues as necessary.
- Ensure that all necessary information, documents and working papers are prepared, accurate and available for the completion of the annual interim and final audit.
- Oversees the annual preparation of the Town's financial statements.
- Responsible for ensuring FIR reporting is completed per provincial regulations.
- Provides auditors with Performance Measures and other information to complete the annual Financial Information Return (FIR).

#### Grants

- Oversees the process for researching and identifying project funding/grants for a variety of municipal projects and operations.
- Reviews and assists with grant applications and reporting.
- Oversees the signing of grant agreements and adherence to terms therein.

#### Procurement

- Directs, co-ordinates, and oversees the procurement process and management of projects.
- Ensures procurement by-law is adhered to by all staff.

- Liaises with staff members and consultants to ensure by-law and procurement processes are in alignment with the trade agreements and any applicable legislation.
- Oversees Bids and Tenders website to ensure utilization is being maximized and practices and procedures are developed and maintained to support procurement by-law.

#### Asset Management

- Oversees asset management functions and maintains related policies.
- Determine what should be capitalized.
- Tracks and records annual additions and disposals in the Town's asset management system and general ledger.
- Records gains and losses on sales in general ledger.
- Creates and prints reports to determine and record amortization amounts to record in general ledger.
- Oversees the creation and updating of the Town's capital asset management plan.
- Oversees the inputting and tracking of asset data in the applicable asset management and GIS modules.

#### Taxation

- Oversees all municipal taxation functions.
- Calculates tax rates yearly based on actual current assessment, creates tax rate by-law and enters rates into OPTA.
- Completes monthly and annual tax reconciliation.
- Oversees, receives and responds to taxation enquiries from the public.
- Determines assessment growth projections.
- Oversees Month end duties (balancing, printing of arrears notices).
- Reviews calculation for county and education levies.
- Reviews ownership changes and new roll numbers and oversees input into systems.
- Sets-up and calculate PILs, ensure payment received and write off non-payments.
- Receives and process S357/358/357 applications.
- Oversees the registration of tax arrears certificates, liaises with lawyer and implements extension agreements.

#### Insurance

- Monitors the Municipal liability insurance coverage and ensures that all municipal property and assets are adequately covered by insurance.
- Monitors and track any legal claims made against the Town.
- Fulfills requirements to renew annual insurance policy for Town and Boards.

#### Information Technology

- Responsible for annually updating financial software licenses and updates.

- Responsible for the safeguarding of municipal data including all financial information on the municipality's central computer server.

### Human Resources

- Assists with the development of policy, and coordinates human resources activities such as employment, compensation, labour relations, benefits, training, and employee services by performing the following duties:
  - Ensures Corporate Policies and Procedures comply with ESA and any other appropriate Legislation and makes recommendations for changes to policy.
  - Oversees the analysis, maintenance, and communication of records required by law or local governing bodies, or other departments in the organization.
  - Assists the Chief Administrative Officer with all recruitment, interviews, tests, and employee selections to fill vacant positions.
  - Coordinates management training in interviewing, hiring, terminations, promotions, performance review, safety, and sexual harassment.
  - Administers salary administration program to ensure compliance and equity within organization.
  - Initiates organizational reviews for ensuring competitive wages and job duties are appropriate.
  - Administers performance review program to ensure effectiveness, compliance, and equity within organization.
  - Oversees the record keeping of benefits plan participation such as insurance and pension plan, personnel transactions such as hires, promotions, transfers, performance reviews, and terminations, and employee statistics for government reporting.
  - Oversees benefits programs such as life, health, and dental insurance, pension plans, vacation, sick leave, leave of absence, and employee assistance.
  - Prepares employee separation notices and related documentation, and conducts exit interviews to determine reasons behind separations.
  - Prepares reports and recommends procedures to reduce absenteeism and turnover.
- Contracts with outside suppliers to provide employee services, such as temporary employees, search firms, or relocation services.
- Maintains and updates employee files with contracts, performance reviews, signed forms, training certificates, etc. ensuring security and confidentiality.
- Assists with the updating of the Town's Corporate Policy and Procedure Manual and assists with the adherence to the manual.
- Liaises with the Town's Benefits provider and OMERS as necessary, and helps to maintain the database as notified, ensuring all changes are reported including employment status, pay and personal information.
- Back-up for all payroll functions.



**WORKING CONDITIONS**

- Moderately routine, office environment.
- Full time regular hours plus overtime as required.

**PHYSICAL REQUIREMENTS**

- Manual dexterity to operate a computer, typewriter, and other office equipment as necessary.