



**THE CORPORATION OF THE UNITED TOWNSHIPS OF
HEAD, CLARA & MARIA**
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Friday, June-06-14

Re: Duties and responsibilities of Municipal Staff and Council of Head, Clara & Maria

Dear HCM Resident/Ratepayer

When it comes around to tax time staff frequently hear comments such as "I don't get anything for my taxes" or "What do I get for my taxes anyway?" Sometimes we hear that all we do is collect taxes, pick up garbage and plow the roads. Although not often visible; there is much that is done behind the scenes by staff and Council; much of which is dictated by the province. The ultimate goal of any municipality is customer service and Council's new Mission and Vision Statements reinforce that.

HCM Mission: At your service; working effectively to bring together people, partnerships and potential for a strong, connected community.

HCM Vision: Providing a healthy, connected, and sustainable community teeming with possibilities for our citizens now and into the future.

The following is a list of areas of responsibility addressed by the staff and Council of the Municipality of the United Townships of Head, Clara & Maria in any given year in our role providing governance and administration delivering excellent customer service to you. Even though we are a small rural municipality, we are responsible for many of the same tasks downloaded by the province as the largest city in the province is.

1. Customer Service - answer phones, emails, and correspondence and provide an office presence to answer questions and provide information to residents, ratepayers, visitors, neighbours, and other levels of government.
2. Municipal library provides internet connectivity, book and video lending, social interaction and social programming through arts and crafts. The Board also actively fundraises.
3. Policing - ensure service at a level and a cost over which we have no control.
4. Health and Safety
 - a. Bill 160 – Workplace Violence and Harassment compliance
 - b. Ontario Health and Safety Act compliance, Mandatory Training - WHMIS
 - c. Policy development and compliance
5. Accessibility
 - a. Compliance with legislation
 - b. Employee/volunteer training
 - c. Plan and policy creation
 - d. Annual reporting

6. Emergency Management
 - a. Employee, Council and volunteer training and annual exercises
 - b. Management of volunteers and volunteer liability
 - c. Management of relationship with Council, Emergency Management Ontario staff, Red Cross – contract negotiations
 - d. Plans and policies, Public education and outreach, Annual compliance and reporting
7. Waste Management
 - a. Blue Box and other recycling programs including: Waste Electronics, scrap metal, tires, Hazardous Waste as well as collection contract management
 - b. Site maintenance and management to legislated levels including record keeping and reporting
 - c. Public education and promotion plans and programs and annual reporting, bag tags
8. Facility Management - signage and supplies, utilities, building repair and maintenance, Grounds Keeping
Contract maintenance
9. Recreation, Health and Safety and Well Being of Residents
 - a. Hall rental and municipal alcohol policies and agreements
 - b. Management of rentals, stock supplies, coordinate users – resolve user queries/concerns
 - c. Equipment repair and maintenance
 - d. Hire and coordinate staff
 - e. Oversight of advisory and ad hoc committees such as the new Social Programming Committee - volunteer coordination, education and recruitment
10. Energy includes recording all usage to complete annual compliance reports, development of conservation plans and management of suppliers.
11. Small Drinking Water Systems management including ensuring compliance with legislation, equipment installation and maintenance, water testing and reports.
12. Accounting
 - a. Accounts payable and receivable, banking and monthly reconciliations, monthly reports to council and public, payroll, government remittances.
 - b. Complete annual financial statements as described by the province and financial information returns following ever changing Public Sector Accounting Practises.
 - c. Asset Management Program – list all capital assets and prepare a plan for their ultimate replacement including revenue generation, disposal, and depreciation
13. Grants and Funding
 - a. Grant applications and maintenance including follow up reports, segregated files/accounting, contract management
 - b. Compliance with provincial rules and regulations to ensure receipt of provincial and federal subsidies – Gas Tax, Ontario Municipal Partnership Fund
14. Purchasing and Procurement
 - a. All purchasing decision must be completed as per the Procurement By-law which includes quotes, tenders and request for proposals depending on the product/service being purchased
 - b. Tender package creation, advertising, receipt, analysis, award or recommendation to Council
15. Taxation
 - a. Work with County to set rates – attend meetings with County municipalities
 - b. Work with Municipal Property Assessment Corporation to resolve assessment issues

- c. Work with Ontario Property Tax Analysis program to obtain data and use tools available for forecasting tax rates and revenues
 - d. Calculations – property, payments in lieu, railways, Ontario Hydro, special rates calculations
 - e. Collection for school boards and submissions and reconciliations
 - f. Collection for county and submissions and reconciliations
 - g. Billing and collections
 - h. Overdue accounts and back taxes, tax sales
 - i. Software management, maintenance and troubleshooting
- 16. Information Technology - including computer, fax, printer and photocopier maintenance, and the purchase of hardware, software; contract management
- 17. Fire Safety and Public Education including annual program creation and administration, smoke detector and CO programs. Management of the Fire Contract with the Ministry of Natural Resources.
- 18. Building services
 - a. Building plan review, permit issuance, maintenance and follow up
 - b. Legislated inspections, occupancy permits
 - c. Compliance with zoning by-law and provincial legislation
 - d. Letters of compliance for purchase/sales
 - e. Continued education and training; Association meetings and trainings
- 19. Economic Development – community marketing and advertising and coordination with the County
- 20. Governance including research, development and creation of by-laws and policies the following mandated by the province: Staffing, accountability, transparency, notices, sale of land, Emergency Mgmt.
 - a. Compliance with the Municipal Act and many others most often the Municipal Conflict of Interest Act, Codes of Conduct – Council and staff
 - b. Investigative services upon complaint, referral to municipal solicitor and insurance agent
 - c. Meetings held according to the Municipal Act, Rules of Order and the Procedure By-law
- 21. Human Resources
 - a. Hiring/firing, compliance with legislation – Employment Standards Act and others
 - b. Employee motivation and retention, dispute resolution, performance appraisals
 - c. Employee meetings, continuous education and training
 - d. Create and follow policies compliant with legislation
- 22. Cemeteries - maintenance of inherited cemeteries as per legislation including annual provincial reporting
- 23. Insurance and Risk Management
 - a. Tender preparation and award, policy creation and monitoring
 - b. Various certificates of insurance for special grants/projects
 - c. Consultation with insurance provider in anticipation of any new service, project and reports to Council or policy review
 - d. Requirement for contractors to obtain insurance and provide proof of same
- 24. Council Meetings and Administration
 - a. Scheduling and advertising including preparation and circulation of agenda and reports
 - b. Research and reports to Council, follow up as per council direction
 - c. Resolutions and minutes prepared, follow up as directed by council
 - d. Interaction with other levels of government
 - e. First Aid Training, Project management, Contract management

- f. Communications – Newsletters, Municipal web page – maintenance and updating, posters, notices and ads
 - g. Records retention and safe keeping
25. Roads
- a. Maintenance following provincial Minimum Maintenance Specifications – potholes, sign reflectivity, snow and ice removal, brushing, grading and calcium
 - b. Manage contracts - garage and vehicle maintenance
 - c. Reports to staff and Council and monthly/quarterly public works meetings
26. Planning
- a. coordinate with the county on severance applications, zoning by-law amendments, exemptions, compliance
 - b. client response and information
27. Freedom of Information and Protection of Privacy Act
- a. Governs the use, storage and sharing of all information including annual reporting
 - b. Understand and operate within the guidelines to ensure privacy is maintained and which should be shared.
28. North Renfrew Emergency Services - management of agreement with Deep River and Laurentian Hills
29. Deep River and District Hospital Physician Recruitment, representation and consultation with Committee, review of reports from DRDH administration
30. Elections and Bi-Elections
- a. Meet legislative requirements including preparing policies and guidelines, accessibility
 - b. Prepare information packages for candidates, plan, develop and conduct council orientation
 - c. Staff and train staff to run a transparent election

All of these tasks (and some likely forgotten) are carried out by the equivalent of three and a half full time positions and a five person Council. We are a small municipality with big responsibilities. It is also worth noting that of every \$100 we collect in taxes, we only keep \$31.98 or less than 1/3 collected. The rest is forwarded to the province for education purposes and to the County for their programs and services.

So, what happens if we don't fulfill our obligations as created by the province? Since municipalities "exist at the pleasure of" the province, depending on the legislation contravened or ignored, the options might include: law suits, increased liability, bankruptcy, loss of provincial funding, fines, forced amalgamation or individual jail time. For your information and consideration.

On a final note, Council has decided at its meeting in May to close the municipal office every Thursday beginning in June to allow staff to work towards eliminating the substantial backlog in work resulting from these provincial downloads. We appreciate your understanding and cooperation when making plans to drop off your taxes. This decision will be reassessed at year end.

Respectfully, on behalf of Staff and Council

Melinda Reith
Municipal Clerk and CAO

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