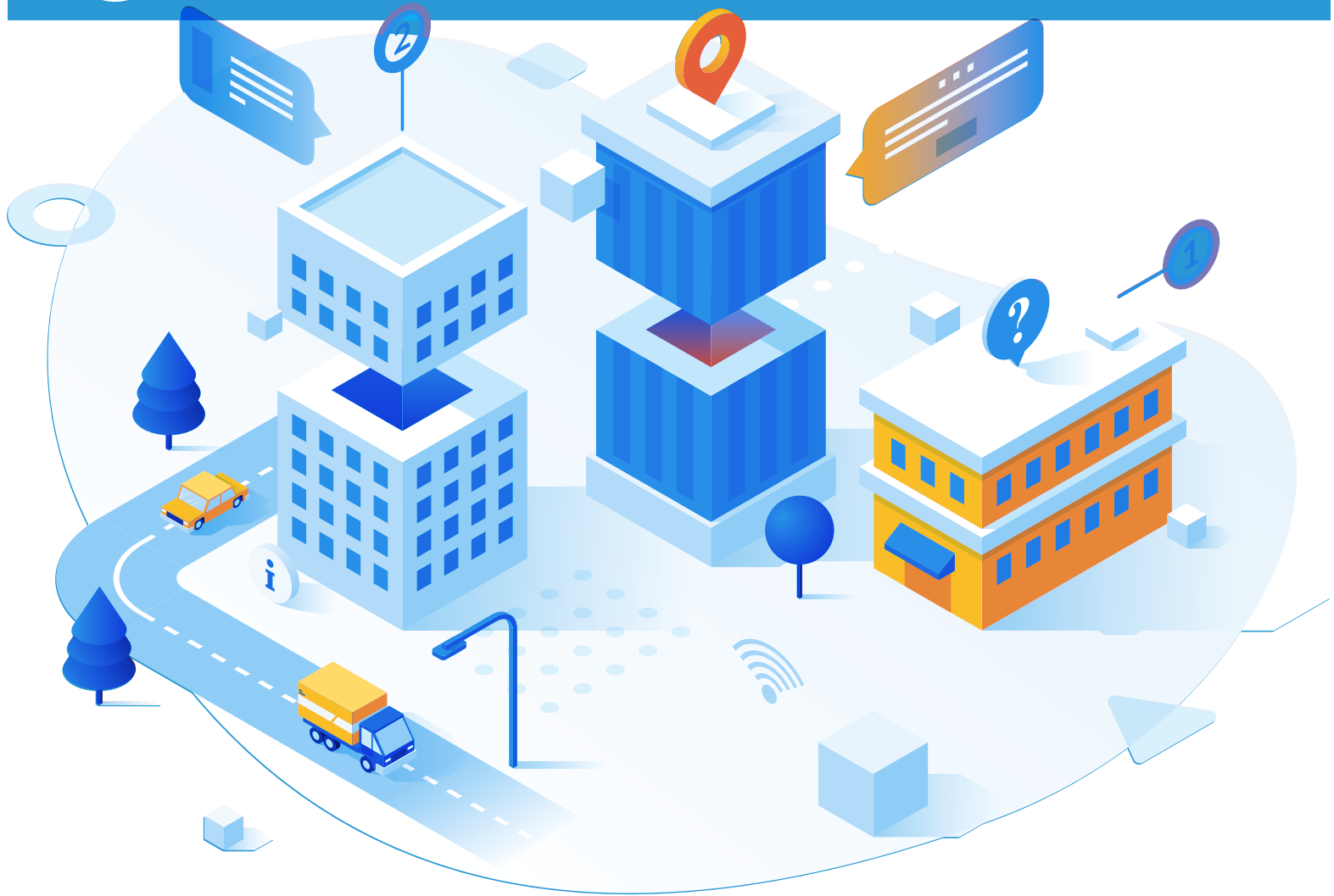




MUNICIPAL SOLUTIONS



FINAL REPORT

Municipal Shared Services in the Districts of Nipissing and North East Parry Sound

Prepared by VS Municipal Solutions
March 2021



MUNICIPAL SOLUTIONS

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1.0 Executive Summary

- 1.1 Feedback to the Interim Report generated three potential 'Professional Skills' (Land-Use Planning, Human Resources Management, Municipal Legal) and two 'Agreement Structures' (Inter-Municipal Service Contract, Purchasing Collaborative) which hold potential for further discussion and implementation. Modest changes to the 'Overarching Principles for Municipal Shared Services' were recommended by the Consultant Team, based upon feedback received to the Interim Report.
- 1.2 A total of three 'exemplars' in the examination of municipal sharing of services were outlined and assessed for feasibility (Temiskaming District Municipal Service corporation for CBO Services, Munic. Of E. Ferris Inter-Municipal Service contracts – Municipal Engineer, Muskoka-Parry Sound Public Purchasing Group).
- 1.3 A six-step implementation process for the consideration of additional types of Municipal Shared Services was outlined. In addition, the six-step process was applied to the potential additional shared services or agreements to meet an overall completion before the next municipal elections in 2022.
- 1.4 There were recommendations regarding which of the 10 municipalities might have the interest or capacity to provide the administrative duties associated with potential new types of Municipal Shared Services. In addition, the Consultant Team has made suggestions respecting how these Municipalities might be compensated for such services.
- 1.5 Overcoming challenges were acknowledged by the Consultant Team as real implementation concerns and a group of tips were recommended in order to sustain such agreements over the longer term.

2.0 Feedback on the Findings of the Interim Report

During a two-week period in February of 2021, a series of ten in-person interviews were held with the ten participating Chief Administrative Officers (CAOs) or equivalents on the findings of the Interim Report. In particular, the Consultant Team used these interviews as a follow-up from the original online survey and the first round of Mayors/CAOs interviews. Our attempt here was to determine if clear majorities could be found on either of the type(s) of skills or services to potentially be shared, or on the question of a preferred MSS 'model' of agreement. The results of those interviews follow.

- 2.1 Among the Interviewees, three 'professional skills' roles showed some level of preference (either a 'Top 1' or 'Top 2' pick): Human Resources Management, Land-Use Planning and Municipal Legal services. Reasons varied from imminent retirement of an existing provider, to distance limitations on where current provider is located affecting access, cost and frequency of on-site meetings. There was a fairly definitive 'second tier' of skills which scored consistently (albeit visibly lower): Economic Development, Financial Management/Accounting, Purchasing/Procurement, and Information Technology Management services. Reasons were similar to the 'Top 3' tier. It was interesting to note that there was a consistency in the interests in Municipal Legal, HR Management and Land-Use Planning skills from the earlier survey and interviews. Equally noteworthy was the apparent reconsideration of Economic Development skills from responses in the earlier processes.

However, the absence of identifying some skill sets (for example, Chief Building Official, Treasury/Accounting, even CAO professionals) in many of these discussions is concerning, given that respondents restricted their interests to 'vacation/illness relief' coverage in the face of large scale (or localized) retirements in these technical or professional specialties across Ontario's municipal sector. Talent recruitment and retention has become a significant imperative in the Ontario municipal sector (Municipal World magazine, January 2019), along with 'Baby Boom' generation retirements coming to an end. A more rigorous approach to Employee Succession Planning (perhaps through an HR specialist)

2.2 may be called for, although this is beyond the Scope of Work in this Report. Determining a preferred 'Agreement Model' was a somewhat clearer analysis. A clear preference was expressed for the use of Inter-Municipal Service Contracts to be tailored amongst potential partners for any type of 'internal' (corporate) or 'external' (inter-municipal) shared service. In second place was the model of a Purchasing Collaborative. Both of these will be dealt with in the sections of this Report dealing with Exemplars and Implementation.

Two additional things should be noted in this analysis: Several respondents indicated the use of all three alternative models, depending upon circumstance and the service under consideration. Also, one of the Respondents expressed a desire to see clarification in the detail of billings and payment (especially if there were to be a Lead Municipality billing others), and that such an operational matter requires mutual agreement between the parties BEFORE any model is to be implemented. The Consultant Team will speak to these matters under the Implementation section of this Report as well.

2.3 Some of the additional commentary from the Interviewees has led the Consultant Team to recommend some minor revisions to the 'Overarching Principles' for MSS in Nipissing and North East Parry Sound, outlined in Section 6.1 of the Interim Report. The revised set of Principles is as follows:

- "(i) No Municipal Partner will get 'lost' in the larger group enterprise for Municipal Shared Services (MSS). All parties will be treated fairly and, in all cases, use 'revenue neutrality' as a working principle, subject to (v) below.***
- (ii) The Models of Agreement (for MSS) will vary by the type and duration of services required, the type and details of Agreement structure to be used, number of municipalities involved and the Risk to the Lead Municipality to provide the Shared Service.***
- (iii) The Partners will commence this initiative with the simplest array of the most basic shared services. The Partners will start with a foundation of mutual trust and build upon success over time.***
- (iv) Management and supervision of dedicated Professional or Technical Service Staff under a Municipal Shared Service arrangement will be the responsibility of the Provider or Lead Municipality, UNLESS otherwise negotiated at the time of Agreement.***
- (v) Invoicing and Financial Management for Municipal Shared Services will be timely, complete and with all necessary support documents. Monthly billings are preferred. A Provider Municipality may, with the agreement of all parties, receive reasonable compensation for administrative services.***
- (vi) The Partners will incorporate processes and methods to resolve disputes amicably and quickly, and these will be included in the Agreements for service."***

3.0 Municipal Shared Services – Selected Exemplars for Consideration

Almost every Municipality within the group undertakes some form of shared services, even at present. This information was originally identified by the area CAOs in their 2016 survey. KPMG, in its report (2013) for the Province on shared services, noted that 90% of responding municipalities were involved in 'some form of shared service arrangement'. KPMG, for example in both of its 2013 report and more recently in its report for the Central Temiskaming MMP Project (2020), not only discuss similar types of exemplars, but perform detailed financial analyses using information from client operating budgets and Financial Information Returns (FIRs).

However, widespread adoption of shared services amongst Municipalities in Nipissing North East Parry Sound is quite variable, due in part to prevailing moods and interests of local Councils and support for this kind of 'Best Practice' innovation when dealing with municipal staff.

The purpose of this Section of the Report is to briefly outline three of these 'Best Practices' examples – including some that are very local – which may shed light on the viability of Municipal Shared Services in various forms. Each exemplar will be summarized under the following characteristics:

- Type of innovation
- History of use, participants, major changes (if any) since inception
- Organization/Governance
- Methods of billing/payments
- Potential for annual efficiencies/savings (low-<\$10K, medium->\$10K<\$25K, high->\$25K) as estimated by the Consultant Team

3.1 Exemplar No. 1: District-Scale Shared CBO Services (Temiskaming District Municipal Service Corporation)

Characteristics	Notes
History of Use, participants, etc.	Original organization in 2005 of 20 Dist. Of Temiskaming municipalities, increased to 21 in 2017. Involved hiring of CBO, other inspectors, purchase of assets, ongoing training/certification, etc.
Organization/Governance	Joint committee of management (mostly senior staff) in 5 zones, administrative lead municipality assigned.
Methods of Billing/Payments	Fixed member fee plus percentage of 3 yr. average of Building Permit activity/fees. General operating principle among members of 'revenue neutral' on this program. Evolved to a 'Municipal Service Corporation' model in 2017 for liability purposes.
Potential for Annual efficiencies/savings	High (salary cost of trained/certified specialist staff is spread, access to high standard of service for applicants, meets a statutory requirement for all Municipalities as required by Ontario Building Code.

3.2 Exemplar No. 2: Inter-Municipal Service Contracts (Munic. Of East Ferris and Municipal Engineer Services with various Partners)

Characteristics	Notes
History of Use, participants, etc.	Since hiring of a Civil Engineer around 2006, East Ferris has proactively shared this expertise with others by way of Inter-Municipal Service Contract. At time of writing, East Ferris has provided the services of the Municipal Engineer to at least 4 other Municipalities under contract for a variety of projects.
Organization/Governance	East Ferris is Lead Municipality/is the Municipal Engineer's Employer of Record. General operating principle appears to be 'revenue neutral' and the sharing of a specialized service at a reasonable cost. Contract Agreements set out all details of the provision of the service between the parties, including scope of work to be performed by the Municipal Engineer, pay scales, expenses, reporting, dispute resolution mechanisms and term of agreement.
Methods of Billing/Payments	East Ferris creates invoices and submits monthly to client Municipality.
Potential for Annual efficiencies/savings	High (Outside Professional Engineering fees associated with project design, approvals and/or project management are often calculated as a percentage of the dollar value of the project. Client municipalities receive a higher level of service with expertise that is located within the District, rather than at a distance.)

Exemplar No.3: Muskoka-Parry Sound Public Purchasing Group

Characteristics	Notes
History of Use, participants, etc.	This association probably had its start during the 1990s. Respondent has been involved in this group since 2016 and a similar group in Innisfill since 2008.
Organization/Governance	Approximately 24 Municipalities in the Districts of Muskoka and East Parry Sound, along with 3 other 'local public sector' organizations. Municipal members (usually clerks/Treasurers) govern the group, which meets only on occasion. Members 'volunteer' with Tender preparation on a rotating basis. Town of Huntsville provides overall administrative support. Operating principle appears to be 'revenue neutral' and the current array of goods purchased appears to be focused in the areas of office supplies and services. There have been Joint Tenders for Bulk Goods and even Vehicles in the past.
Methods of Billing/Payments	There is no fee to any Municipality to be a member of the group. If named as a party to a Tender, then all financial arrangements, payments are between the Municipality and the successful Vendor.
Potential for Annual efficiencies/savings	Medium (bulk purchases of supplies and services could reasonably expect to fetch 5-10% savings, potentially more depending upon the frequency, value and complexity of the other equipment or materials purchased. This approach also shares 'procurement expertise' which, in the absence of a Professional Purchaser, usually falls to a CAO or Treasurer. Since the group effort is voluntary, additional savings are constrained by value of goods procured, volume and type of Tenders being prepared, and employee time priorities in other areas.)

3.4 What do These Exemplars Suggest?

The Towns Task Force of the Province of Nova Scotia outlined several potential advantages in its guide on sharing services amongst municipalities (2014). A primary advantage of multi-municipal approaches to service delivery is the potential to increase cost effectiveness (per unit of service), while maintaining or even improving service delivery standards (especially a service that did not previously exist or was delivered remotely/by third parties). Sharing services can also prevent against duplication "of services, equipment or facilities". Equally noteworthy, it can allow the costs of providing a service (even professional or technical staff services) to be spread out over a larger population. Finally, services or even facilities that do not correspond well to a municipal boundary are often shared (this should be a consideration in more rural and northern regions of Ontario, although practical application appears to be uneven).

The exemplars of shared services illustrated briefly in this Section simply confirm that Municipal Shared Services is a proven concept, that it can and does work here, and it can cover a wide range of skills and services. The Consultant Team believes that this 'Best Practice' is poised to make a significant scaling up, if there is political will to do so. Senior staff support for this concept already exists and there is willingness to explore the concept further.

4.0 Prerequisites and Suggested Implementation for MSS

4.1 A Suggested Implementation Process

The Municipal Finance Officers Association of Ontario (MFOA) has developed very useful research and guidance in the area of shared services for municipalities. In its lead document on the matter (2013),

the MFOA recommends a six-step process for implementation, which can be summarized as follows.

1. Taking Stock
 2. Pre-engagement
 3. Initiating Shared Services
 4. Setting up a governance agreement
 5. Managing new staff roles and internal changes
 6. Evaluating, and improving shared service arrangements
-
1. Taking Stock
 - Develop your Municipality's objectives for sharing services
 - Consider what your municipality NEEDS TO SHARE to deal with an issue (understaffing, new needs, access to expertise, etc.) or to improve service
 - Consider what your municipality CAN SHARE in terms of staff expertise, specialized expertise, or even capacity of facilities or equipment
 2. Pre-Engagement
 - Research and planning (find examples, consider collaborators, conduct financial analysis, estimate baseline costs to deliver service today)
 - Anticipate concerns of ratepayers
 - Consult employment contracts and collective agreements
 - Acquire senior management support
 3. Initiating Shared Services
 - Informal initiation internally (get ready) and exploratory discussions with potential partners
 - Prepare the economic, social and political 'business case' for sharing services for elected official. Educate them on the rewards, risks and resource requirements of the arrangement.
 4. Setting up a Governance Agreement
 - Obtain outside (legal) assistance, if required, in drafting an Agreement
 - Have Council pass a Bylaw to adopt a finalized Agreement
 - Communicate your intentions with stakeholders
 - Map out the problem, need or opportunity clearly. List major activities, sub-tasks, critical success factors
 - Make sure new arrangements have adequate staff resources to support
 - Identify the basis for sharing services and/or the formula for sharing costs
 - Clarify individual roles and responsibilities, reporting relationships
 - Include metrics to evaluate process impact and effectiveness of shared services.
 5. Managing New Staff Roles and Internal Changes
 - Be mindful of collective bargaining agreements and the impact of shared services on employment contracts
 - Understand and address the impact of shared services on municipal staff, assets and resources
 6. Evaluating and Improving Arrangements
 - Review the performance metrics, service enhancements and contributions of others. Compare expected financial results to actuals.
 - If necessary, adjust each participant's contribution to reflect actual costs of shared services based

upon cost drivers and cost data

- Consider inviting new parties in to the arrangement or expanding services provided

4.2

Suggested Timing to Implement Municipal Shared Services in Nipissing and North and East Parry Sound

It is clear to the Consultant Team that this group has both past experience in MSS and a willingness to consider ‘digging deeper’ in this Best Practice. The key question here becomes one of timing. In the Interim Report, the Consultant Team noted that 65% of respondents to the on-line survey indicated a desire to implement the next steps in MSS locally over the 12- 18-month time frame (in other words, get something in place/approved by Councils on or before June, 2022).

If we consider the skills/services that are prioritized through the CAO interviews (i.e., Human Resources Management, Land-Use Planning, and/or Municipal Legal, OR some other Professional/Municipal Corporate skill which will become the subject of a search in the very short term) in Section 2.1 of this Report, along with the ‘Agreement Models’ of both an Inter-Municipal Service Contract and a Purchasing Collaborative, as identified in Section 2.2 of this Report, then a time frame for implementation might look something like the following. Meeting and work planning for each could run either concurrently or together (with Sub-Committees doing work off-line and reporting to the larger group). In terms of general organization, there is internal expertise within the group to conduct all of these proceedings, but there may be merit in at least starting with an external facilitator to start the group on a clear path.

MSS Implementation Step (from Section 4.1)	Main Item of Business	Approximate Date(s)
Taking Stock	Consider what the group needs most	Early to Mid-April, 2021
Pre-Engagement	Research examples of this skill/service/model used by others, find partners interested in sharing	May - July 2021
Initiating Shared Services	Refine needs of partners, building of ‘Business Case’ for the skill/service/Collaborative, Reports To Council to seek approval, briefings of staff, determine costing criteria/sharing allocations	July - December 2021
Setting Up a Governance Agreement	Develop a draft Agreement/Collaborative, Approval by Partner Council(s), budget allocations/resourcing/’managing’ the ‘project’. Assignments of Lead Municipality (if required). Develop invoicing/billing procedures.	December, 2021 - early March 2022
Managing New Staff Roles and Internal Changes	Detailed briefings of municipal staff(s), offers of training if required, recruitment/selection/hire or issuance of first Tenders by Collaborative for 2022 Operating Budget year	March - May 2022
Evaluating & Improving Arrangements	Review of performance metrics by Partners	June - September 2022

4.3

Providing ‘Administrative Services’ to the Group and Methods of Compensation

One of the charges under the Scope of Work in the RFP was to offer some suggestions or recommendations to the group on whether or not there may be one (or more) municipalities who

might be willing to provide general administrative services as the MSS initiative expands as per the recommendations in this Report. At first glance, this question would have a short answer in the negative. The Consultant Team heard from several sources during the first round of individual interviews that many (if not most) of the Member Municipalities were 'going flat out' on the staff side. Many CAOs or their equivalents indicated that they take on additional tasks simply because municipal workforces are small and there is no one else to do the work. There are several alternatives for the group to consider in this context:

A) Every Municipality 'volunteers' to take a turn at managing the administrative services side of MSS for a fixed term;

B) The group 'contracts out' the administrative services component of MSS and folds the costs into the services to be shared (although it would appear to be counterintuitive to the main rationale for shared services in the first place); or

C) One (more likely two) of the Member Municipalities take on the administrative services component of MSS, for which there will be modest compensation (see the second next paragraph). Of the group of 10 municipalities, candidates for Administrative Lead should possess depth in the Finance/Accounting, have extensive experience in administering some form of Shared Services already, OR see this as a possible staff development opportunity and are willing to invest in this initiative for the good of the whole.

The Consultant Team holds the opinion that the Municipality of East Ferris should at least be approached to determine their interest. The associated challenge of standing up a Purchasing Collaborative should be administered by a separate Member Municipality with expertise to share in procurement, staff capacity and interest in working on behalf of the group (or members thereof).

The second question to be addressed in this matter would be the most appropriate method of compensation to the Administrative Lead municipalities. The answers here may be somewhat easier to deal with. In the private sector and certainly in the consulting sector, it is common to include an allocation for General and Administrative (G&A) expenses on the overall cost of a unit of product or service (www.rand.org). G&A costs commonly include Front Office Staff, Utilities, Insurance, Permits or Approvals, Office Supplies, etc., and these costs are often charged out at anywhere from 10-25% of the direct factory labour (day) rate. Shenson (1990), in his text on entitled Contract and Fee Setting Guide for Consultants and Professionals, uses a slightly different approach that the Team believes is a better fit for government projects. In short, a rate of approximately 5% would be a separate G&A expense from profit or overhead.

Since the purpose of the MSS initiative is to be 'revenue neutral', 5% may be an upper limit for well documented G&A expenses. The Consultant Team recommends that Member Municipalities be willing to consider G&A expenses from 2-5% of any monthly invoice received from the Administrative Lead municipality to reflect the pressure on their resources to do this work on behalf of the group. The rate should be one of the first items discussed once the Member Municipalities meet on implementing the MSS initiative.

4.4 Overcoming Challenges to the Implementation of MSS

There can be little doubt that there will be concerns expressed by some stakeholders to the concept of Municipal Shared Services – simply put, there is always fear of the unknown. It is possible that, amongst elected officials, there may be concerns focused on transparency, accountability and changes to service levels if providing a service to others. The Consultant Team identified these kinds of concerns from both of the on-line surveys and the individual interviews reflected in the Interim Report. We suggest that these kinds of concerns are neither unique to our region nor to the municipal sector itself. With that said, these concerns can be critical in the successful implementation of MSS. It is helpful to incorporate the following tips for sustaining agreements over the long-term (as noted in the MFOA document):

- Link shared services and service efficiency to municipal plans, political priorities, etc.
- Enter agreements with a political understanding that lasting changes AND major savings MAY take a few

- years to materialize
- Quantify the efficiency gains in financial and service terms
- Incorporate service sharing arrangements into new council orientation sessions (particularly after the 2022 municipal elections)
- Focus on 'why' service sharing arrangements have been implemented, rather than 'how it works'
- Build strong, mutually respectful and mutually beneficial working relationships with staff and Councils from the partner organizations. Try to contain issues internally.

5.0 Conclusion

For the member municipalities in the Districts of Nipissing and North East Parry Sound, embarking on a larger array of Municipal Shared Services is more like a journey, rather than a destination. The economies of scale available through MSS could offer smaller and rural communities a chance to recruit for skills and services that they might not otherwise be able to obtain, or to retain specialized (and costlier) talent. Communities in the North have always looked out for their neighbours, and MSS offers another example of putting this value into practice. With ongoing financial constraints, increased ratepayer expectations around services and costs, and the looming 'hunt for talent', municipalities cannot afford to pass over these kinds of Best Practices. Building upon traditions of mutual trust, Municipal Shared Services in this region has a high potential for success and relatively speedy implementation.

The VS Municipal Solutions Team

Appendix – Reference Documents, Reports & Key Informant Interviews

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19. Interview with R. Hockin re: Muskoka-Parry Sound Public Purchasing Group, date of interview 02/25/21
20. Interview with J. Buell re: Blue Sky Municipal GIS Partnership, date of interview 03/01/21

Thank You/Merci/Migwetch/Mille Grazie

The Consultant Team wishes to acknowledge the invaluable contributions of the Heads of Council and the Chief Administrative Officers or equivalents in the conduct of this analysis. Your passion for the improvement of the communities where you live and work is evident. Your insights greatly improved the Team's work to make it more pragmatic and reflective of local concerns and needs.

We extend our deepest thanks and appreciation to the Interviewees.

The VS Municipal Solutions Team

March 2021



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MUNICIPALITY OF CALVIN

2021CT19 REPORT TO COUNCIL

REPORT DATE: **March 19, 2021**
ORIGINATOR: **Cindy Pigeau – Clerk-Treasurer**
SUBJECT: **LAS - Buying Group – Cooperative Purchasing**

BACKGROUND

Further to our investigation into shared services, one of the areas investigated was group buying or purchasing in order to potentially receive cost savings.

The following information is a virtual meeting that many of the regional municipalities attended exploring the option that LAS (A division of AMO) has for Cooperative Purchasing.

RECOMMENDATION

It is recommended that the Corporation of the Municipality of Calvin enter this Cooperative Purchasing group as there is no risk to the Municipality and the Municipality still has the option to use the traditional procurement route if it is in the best interest of the Municipality.

Respectfully submitted;
Cindy Pigeau
Clerk-Treasurer

Cindy Pigeau

From: Tim Elms <TElms@amo.on.ca>
Sent: Thursday, March 11, 2021 1:51 PM
To: Cindy Pigeau
Subject: LAS Buying Group- Follow up to our meeting this morning (From my new email)
Attachments: Cooperative Purchasing Guide 1.5 - single pages.pdf; LAS Group Buying Opt-in Form - Fillable.pdf

Hi Cindy,

Follow up to our webinar this morning.

Feel free to review the following attachments and links below to see more info on our trade programs
<https://www.las.on.ca/groupbuying>.

Here is how to begin your program use:

1st step is to complete the opt in form and return to me so I can organize account set up 'next steps' with some of the key vendors, Staples, Grainger, Napa etc. as well as all billing. (note: because this is for Accounting purposes, you can even respond back to me with the 'Bill-to' and 'Ship-to' addresses. -but *signature is not necessarily mandatory*)

2nd step to utilize the programs to and meet trade regulations, you have to create your municipality's declaration, copy and paste the paragraph below onto a document with your municipality's letterhead and post it to their designated tendering website.

The following language should satisfy the requirements of the CFTA:

[Insert Organization Name] intends to participate in the LAS Municipal Group Buying Program between [month/year to month/year OR for indefinite term projects include one year only and post annually]. For further information and access to LAS request for proposal (RFP) notices, please review the website at www.las.on.ca.

You only need to do this once a year and you would post this on your website or your normal bidding site.

As mentioned, I'm always here to help if you have questions and I'd be happy to meet with any other of your team members.

Reach out anytime.

Regards,

Tim Elms, MBA
Client Relations Manager
T: 1.289.539.0656





COOPERATIVE PROCUREMENT GUIDE





WHAT IS COOPERATIVE PROCUREMENT?

Cooperative procurement is the process of aggregating purchases for a large group of customers with similar buying needs, securing better prices and service due to the increased volume. Across Canada, many municipalities, public agencies, and not-for-profit organizations have similar requirements and expenses, making a large and ideal group for leveraging cooperative procurement.



Compliant

- ◆ Open RFP process using approved tendering processes
- ◆ Satisfies CFTA and other trade legislative requirements for all members



Cooperative

- ◆ Like-minded municipal associations across the country
- ◆ Securing best value by leveraging over 5,000 member organizations in Canada



Credible

- ◆ Facilitating public sector cooperative procurement since 1936
- ◆ Not-for-profit group representing municipalities across Canada and committed to creating mutually beneficial relationships for both members and suppliers



WHAT LEGISLATION IS INVOLVED IN PUBLIC PROCUREMENT?

The Canadian Free Trade Agreement (CFTA) provides legislative direction across all provinces and territories of Canada. In addition, there are three regional trade agreements that may impact procurement laws depending on your jurisdiction:

- ◆ The Atlantic Procurement Agreement (APA) for Newfoundland and Labrador, Nova Scotia, Prince Edward Island, and New Brunswick
- ◆ The Ontario-Quebec Trade and Cooperation Agreement (OQTCA) for Ontario and Quebec
- ◆ The New West Partnership Trade Agreement (NWPTA) for Manitoba, Saskatchewan, Alberta, and British Columbia



WHAT ARE MY OBLIGATIONS UNDER THESE REGULATIONS?

Trade agreements (along with government directives and policies) generally require municipal purchasers to conduct open, competitive procurement processes. This requirement arises if the estimated value of the goods or services to be purchased exceeds certain value thresholds.

This means that once the value threshold is exceeded, the municipal purchaser must purchase from a contractor who is successful in a competitive process (e.g. a request for proposals, request for quotation) that is open to the entire marketplace. That competitive process must meet the requirements of applicable trade treaties, which usually involves posting notices, disclosing relevant information, running a fair evaluation process, etc.

WHAT IS A BUYING GROUP?

A ‘buying group’ is generally understood as a group of two or more members that combines the purchasing requirements and activities of the members of the group into one joint procurement process.

For municipal purchasers, using a buying group can have advantages that include:

- ◆ Reduced procurement process costs – since group members share in the costs of running procurement processes, rather than each group member bearing the full cost;
- ◆ Access to greater resources and expertise – since group members can pool procurement resources, and can centralize procurement experience; and
- ◆ Potentially better pricing – since the group can leverage its combined buying power, offering suppliers greater purchase volumes.

WHO IS INVOLVED IN THIS BUYING GROUP?

We are a group of municipal associations from nearly every province across the country – representing the vast majority of cities, towns, villages, counties, and other types of municipalities – creating one of the largest and most influential public sector buying groups in Canada! Due to the governmental and not-for-profit nature of the group, other public sector entities and not-for-profit groups may also be eligible to join.

We have been operating since 1936 and manage tendering, vendor relations, legal considerations, accounting, and communications on behalf of members across Canada.

As we exist to support our member municipalities, we are not-for-profit, working instead to connect members and suppliers in mutually-beneficial relationships.

HOW DO I COMPLY WITH THE LEGISLATION?

We are keenly aware of the trade agreement obligations that apply to our members. In order to ensure compliance for ourselves and our membership, we:

- ♦ actively review our policies, practices, and process documents to continually improve them based on feedback. We have also engaged external experts to review our process documents to support trade agreement compliance.
- ♦ only run open, competitive procurement processes – we do not engage in invitation-only or non-competitive contract awards (we leave that to our members to decide).
- ♦ are transparent about who our members are. Each municipal association involved is able to provide a list of relevant members so that the marketplace is aware of who may purchase through awarded contracts.
- ♦ ensure our processes account for distributor networks. A network of regional distributors can collectively bid on opportunities, with member organizations entering into contracts with the applicable distributor for their region. Suppliers are not permitted to charge higher pricing than was proposed to us, and must honour the terms of the agreement.

HOW CAN I BECOME A MEMBER?

In order to join, your organization must be a municipality, public sector entity, or registered not-for-profit group. Membership gives your organization access to all cooperative procurement programs, ranging from office supplies to capital purchases, fuel to employee benefit packages, and much more!

Membership for municipalities is generally handled through your territory or province's municipal association. To join, contact the municipal association representative for your province from the contact page in this guide.

WHAT DO I NEED TO DO ONCE I JOIN?

In order to make sure your organization is compliant with governing legislation, you should:

1. Review and update your organization's procurement policy to enable participation in group programs (if applicable).
2. Post an annual notice of intention of membership to your designated tendering website and link to the appropriate municipal association.
3. If you are a new member and intend to contract with a supplier under the cooperative procurement process, issue an Advance Contract Award Notice (ACAN) on your designated tendering site. For more details, including example verbiage for the above compliance pieces, contact one of our Client Relations Managers through your territory or province's municipal association. For a list of relevant contacts, see the Contact Us page at the back of this guide.

HOW DO I MAKE A PURCHASE?

Once your organization has an active account and the steps noted previously are taken, you can make a purchase through one of our programs by contacting the approved supplier of your choice and placing your order. Usually, you will need to let the supplier know that you would like to use the cooperative procurement program through your municipal association. Indicate that you are purchasing through the buying group on all correspondence and purchase orders.

For information about approved suppliers or assistance with any program, you can contact your local association's Client Relations Manager listed in the back of this guide.

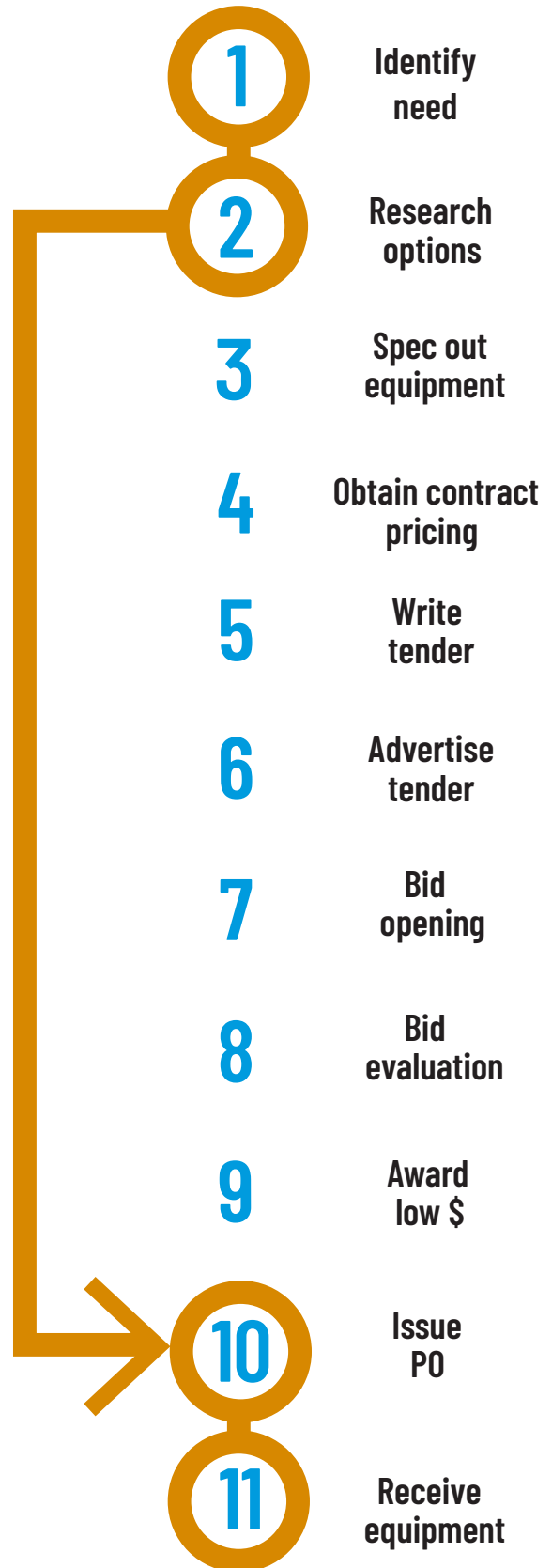


ONCE I'M A MEMBER, IS PARTICIPATION IN THE PROGRAMS MANDATORY?

No, participation in all cooperative procurement programs is completely voluntary. You can think of the programs as tools that can assist your organization in generally securing better prices and services than individual organizations by leveraging the buying power of the entire membership. However, if you have a preferred purchasing method already in place, you are free to continue using it.

Traditional vs. Cooperative Purchasing

We save time and money for our suppliers and members.



WHAT ARE THE BENEFITS OF BEING A MEMBER?



Preferred pricing

Cooperative procurement provides discounted pricing and preferred service to members due to the large volume of aggregated purchases.



Trade-compliant

All cooperative procurement processes are tendered nationally using legislated purchasing methods, meaning any buying done through the programs is compliant with the Canadian Free Trade Agreement (CFTA) and regional trade agreements.



Simplified process and reduced administration

Because all programs are tendered in compliance with Canadian trade law, members using the programs are not required to go through the tendering process again on their own, reducing administration time and cost.

DO I NEED TO POST AN RFP OR GO TO TENDER?

As the RFP process is done in advance on behalf of the entire membership, you do not need to post the RFP again. Depending on the program and your local laws, however, you may need to ensure that you have posted notice of your intention to procure using a cooperative buying group on province's approved tendering system.

If you have questions, please reach out to your province's municipal association and we will help you through the process.

HOW DO YOU SELECT SUPPLIERS?

Approved suppliers are selected based on a successful proposal to an open tendering process for the entire membership. Approved suppliers have demonstrated that they are able to provide financial benefit and value to municipalities, public entities, and not-for-profit groups.

Representing over 5,000 members including rural and urban municipalities, school districts, rural electrification associations, and water irrigation districts, cooperative procurement suppliers get their products and services in front of an enormous market that would otherwise be challenging for many businesses to navigate. Regulatory compliance for the programs is handled by the municipal associations on behalf of the membership, providing streamlined administration for members and suppliers alike.

OUR REACH





I HAVE OTHER QUESTIONS.

Your local municipal association is committed to ensuring cooperative procurement programs provide your municipality with the best value available. Contact your local association listed on the contact page if you have any other questions or need additional support at any step of the process – we're here to help!

CONTACT US

British Columbia

Kim Thiessen

Client Relations Manager

250.215.1818

kim@RMAtrade.com

Alberta

Rural Municipalities of Alberta (RMA)

Jerad Uytterhagen

Client Relations Manager

403.620.1155

jerad@RMAtrade.com

Ryan Yavis

Client Relations Manager

780.720.5145

ryan@RMAtrade.com

Saskatchewan

Saskatchewan Association of Rural Municipalities (SARM)

Jerad Uytterhagen

Client Relations Manager

403.620.1155

rma@sarm.ca

Manitoba

Association of Manitoba Municipalities (AMM)

Ainsley Murdock

Client Relations Manager

204.249.0203

amurdock@amm.mb.ca

Ontario

Local Authority Services (LAS)

Ainsley Murdock

Client Relations Manager

Municipal Group Buying Program

877.426.6527 ext. 203

amurdock@amo.on.ca

Newfoundland & Labrador

Municipalities Newfoundland and Labrador (MNL)

Tim Elms

Client Relations Manager

902.818.0980

purchasing@municipalnl.ca

Nova Scotia

Nova Scotia Federation of Municipalities (NSFM)

Tim Elms

Client Relations Manager

902.818.0980

telms@nsfm.ca

Prince Edward Island

Federation of Prince Edward Island Municipalities (FPEIM)

Tim Elms

Client Relations Manager

902.818.0980

tradeprograms@fpeim.ca

New Brunswick

Union of Municipalities of New Brunswick (UMNB)

Tim Elms

Client Relations Manager

902.818.0980

Nunavut

Ryan Yavis

Client Relations Manager

780.720.5145

ryan@RMAtrade.com

Northwest Territories

Northwest Territories Association of Communities (NWTAC)

Ryan Yavis

Client Relations Manager

780.720.5145

ryan@RMAtrade.com

February 28, 2021

Mayor and Council

RE: Human Resource Policies

Your Worship & Members of Council

Many of the municipality's that E4m has been working with do not have in office human resource support and lack up to date human resource policies. Recently, a Human Resource Expert has joined the E4m Team.

We have identified below thirty-eight (38) policies that a Municipality, as an Employer, should have in place.

- Workplace harassment
- Workplace violence
- Accessibility
- Human rights/accommodation
- Occupational Health and Safety*
- Municipal Freedom of Information
- Recruitment
- Hiring and selection (including applications, screening procedures, candidate evaluation form, reference form, conflict of interests in hiring decisions)
- Orientation/Onboarding and training
- Criminal record checks
- Probationary period
- Performance management (general and for specific management positions)
- Code of conduct
- Conflict of interest
- Progressive discipline
- Attendance management
- Acceptable use of technology and electronic communications
- Media relations
- Alcohol and drug use
- Employee assistance program
- Dress code
- Whistleblowing
- Use of company vehicles
- Compensation and benefits
- Leaves of absence
- Public/Statutory holidays
- Transfers
- Temporary assignment/secondments

- Vacation
- Hours of work/Overtime
- Flexible work arrangements/remote work
- Layoffs
- Retirement
- Resignation
- Exit interviews
- Termination procedures checklist
- Employee privacy
- Confidentiality

*NOTE: policy related to occupational health and safety is department specific and while mentioned will not be completed as part of this project.

Most small municipalities cannot afford to hire a consulting firm to draft these policies, or have your staff draft them all in a timely manner and have them legally reviewed. What we propose is to cost share the development of these policies with several municipalities.

The fee for us to provide all thirty-eight (38) to your Municipality would be \$35,100 plus HST. We are currently working with two other municipalities that require the same policies and they have agreed to participate in this project. If Council is agreeable to participate in this project, the cost would be significantly reduced (\$11,700) and could be reduced further if the other municipalities invited to participate agree. We will allow a maximum of ten (10) municipalities to participate.

one	two	three	four	five	six	seven	eight	nine	ten
\$35,100.00	\$17,550.00	\$11,700.00	\$8,775.00	\$7,020.00	\$5,850.00	\$5,014.29	\$4,387.50	\$3,900.00	\$3,510.00

Thank you for the considering letting E4m assist you with this. If you would like additional information, please contact Vikki at support@e4m.solutions .

Warm Regards,



Peggy Young-Lovelace
 Director/Independent Consultant

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE: March 23, 2021

NO. _____

MOVED BY _____

SECONDED BY _____

“That Council would like to participate in the Expertise for Municipalities (E4M) Human Resources Policies Project and hereby authorizes the Clerk-Treasurer to inform E4M of our request for participation.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEAS</u>	<u>NAYS</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE: March 23, 2021 NO. _____

MOVED BY _____

SECONDED BY _____

“WHEREAS an application for Consent No. 2021-03 in the name of Waram/Bergeron has been filed with the East Nipissing Planning Board on land known as Concession 4 Lot 18, Municipality of Calvin, to create one (1) new residential lot of approximately 25 ac., the municipal address being 1446 Peddlers Dr., which is a year round maintained municipal road;

NOW THEREFORE the Council of the Municipality of Calvin RESOLVES that:

1. It is recommended that the East Nipissing Planning Board give provisional consent to this application, and;
2. The Public Works Superintendent must be contacted for entrance permit and for locate of entrance on the proposed new lot.
3. A copy of the completed survey for the new residential lot shall be provided to the municipality, in both digital format and hard copy, and;
4. That the 5% Cash in lieu shall apply to the newly created lot and is payable in full to the municipality as a requirement of consent.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____

MUNICIPALITY OF CALVIN

2021CT17 REPORT TO COUNCIL

REPORT DATE: **March 19, 2021**
ORIGINATOR: **Cindy Pigeau – Clerk-Treasurer**
SUBJECT: **Emergency Control Group Meeting Summary – March 10, 2021**

The Emergency Control Group meeting scheduled for Wednesday, March 10, 2021 was cancelled due to other meetings that Members needed to attend.

The next scheduled meeting is for Wednesday, March 24, 2021.

The Municipal State of Emergency still remains in effect.

Respectfully submitted;
Cindy Pigeau
Clerk-Treasurer

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE March 23, 2021_____

NO. _____

MOVED BY _____

SECONDED BY _____

“Be it resolved that the Council of the Corporation of the Municipality of Calvin supports the resolution from the Town of Carleton Place requesting the Government of Ontario to:

- a. Prioritize children and childcare as part of its overall post pandemic recovery plan;
- b. Develop, adequately fund and release publicly a comprehensive plan that can support facilities through the provision of licensed childcare and early learning education; and
- c. Provide increased funding to childcare provides reflective of COVID-19 operating cost increases to ensure a safe reopening and long-term sustainability for the sector.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEAS</u>	<u>NAYS</u>
Coun Cross	_____	_____
Coun Maxwell	_____	_____
Coun Olmstead	_____	_____
Mayor Pennell	_____	_____

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE: March 23, 2021

NO. _____

MOVED BY _____

SECONDED BY _____

“That Resolution No. 2018-162 passed on December 11, 2018 concerning the Members of the Workplace Respect Committee (WRC) be hereby rescinded.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEAS</u>	<u>NAYS</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____

MUNICIPALITY OF CALVIN

Resolution

DATE March 23, 2021

No. _____

MOVED BY _____

SECONDED BY _____

“WHEREAS THE Municipality of Calvin is currently involved in a number of confidential employment related proceedings;

AND WHEREAS one or more members of Council are directly involved in those proceedings;

AND WHEREAS Council will need to provide some direction regarding the proceedings and will need to receive reports regarding the same by way of the Workplace Respect Committee (WRC);

BE IT RESOLVED THAT Council appoint the following members of Council to the Workplace Respect Committee (WRC) pursuant to By-Law No. 2010-020, effective immediately;

1. Mayor Pennell
2. Councillor Cross
3. Councillor Maxwell.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____

MUNICIPALITY OF CALVIN

DATE March 23, 2021

Resolution No. _____

MOVED BY _____

SECONDED BY _____

“That Council hereby suspends the notice time provisions of By-Law No. 2008-008 – commonly called “The Procedural By-Law for Notice of Committee Meetings, specifically for the Workplace Respect Committee, when dealing with the confidential statutory investigation. For clarity, Notice of Committee Meetings will still be provided but the time provisions for that notice does not apply.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE March 23, 2021_____

NO. _____

MOVED BY _____

SECONDED BY _____

“That this portion of the meeting be now closed under the Municipal Act, 2001, as per Section 239 (2)(b) personal matters about an identifiable individual, including municipal or local board employees and Section 239 (2) (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose - for the purposes of considering confidential workplace matters.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEAS</u>	<u>NAYS</u>
Coun Cross	_____	_____
Coun Maxwell	_____	_____
Coun Olmstead	_____	_____
Mayor Pennell	_____	_____

orporation of the Municipality of Calvin
ouncil/Board Report By Dept-(Unpaid)



AP5130

Page : 1

Date : Mar 18, 2021

Time : 4:01 pm

upplier : 0000000 To PT00000007
atch : All
epartment : All

Cash Requirement Date : 18-Mar-2021
Bank : 099 To 1
Class : All

Supplier	Supplier Name	Invoice #	Invoice Description	Batch	Inv Date	Inv Due Date	Amount
3.L. Account	CC1	CC2	CC3	GL Account Name			
DEPARTMENT 0101	ADMINISTRATION						
011	RECEIVER GENERAL FOR CANADA						
210040809	Radio Authorization Renewal 2021			34	18-Mar-2021	18-Mar-2021	
5-0101-106	MISCELLANEOUS & MEMBERSHIPS - ADMIN						333.97
020	SELECTCOM INC.						
04928433	Phone for Admin, Fire & Roads- Mar 2021			34	09-Mar-2021	18-Mar-2021	
5-0101-103	TELEPHONE, FAX, CELL PHONE						213.62
Department Total :							547.59

DEPARTMENT 0200	FIRE PROTECTION						
014	GRANT ENERGY INC						
5002952	Firehall Heat- Mar 2021			34	11-Mar-2021	18-Mar-2021	
5-0200-108	HEATING FUEL - FIRE						366.49
011	RECEIVER GENERAL FOR CANADA						
210040809	Radio Authorization Renewal 2021			34	18-Mar-2021	18-Mar-2021	
5-0200-137	COMMUNICATIONS - FIRE						685.61
020	SELECTCOM INC.						
04928433	Phone for Admin, Fire & Roads- Mar 2021			34	09-Mar-2021	18-Mar-2021	
5-0200-137	COMMUNICATIONS - FIRE						41.10
010	WILSON'S BUILDERS SUPPLIES						
2759	Firehall Supplies			34	18-Mar-2021	18-Mar-2021	
5-0200-101	MATERIALS & SUPPLIES-FIRE						266.28
Department Total :							1,359.48

DEPARTMENT 0300	ROADS						
014	GRANT ENERGY INC						
5002953	Garage Heat - Mar 2021			34	11-Mar-2021	18-Mar-2021	
5-0300-108	HEATING FUEL - ROADS						1,642.66
010	BUMPER TO BUMPER - H.E. BROWN						
6301/D	Reflective Tape			34	09-Mar-2021	18-Mar-2021	
5-0300-150	OFFICE AND SHOP EXPENSE - ROADS						211.88
011	RECEIVER GENERAL FOR CANADA						
210040809	Radio Authorization Renewal 2021			34	18-Mar-2021	18-Mar-2021	
5-0300-150	OFFICE AND SHOP EXPENSE - ROADS						213.25
020	SELECTCOM INC.						
04928433	Phone for Admin, Fire & Roads- Mar 2021			34	09-Mar-2021	18-Mar-2021	
5-0300-103	TELEPHONE, CELL PHONE - ROADS						54.83
Department Total :							2,122.62

DEPARTMENT 0325	TRUCK EXPENDITURES						
010	BUMPER TO BUMPER - H.E. BROWN						
4378/D	DEF Fluid			34	02-Mar-2021	18-Mar-2021	
5-0325-101	REPAIRS AND MAINTENANCE-TRUCK						62.09
4503/D	Alternator Core Credit for Truck 76-05			34	03-Mar-2021	18-Mar-2021	
5-0325-101	REPAIRS AND MAINTENANCE-TRUCK						-30.51
Department Total :							31.58

DEPARTMENT 0326	GRADER EXPENDITURES						
010	BUMPER TO BUMPER - H.E. BROWN						
4378/D	DEF Fluid			34	02-Mar-2021	18-Mar-2021	
5-0326-101	REPAIRS AND MAINTENANCE-GRADER						62.10
Department Total :							62.10

DEPARTMENT 0400	ENVIRONMENTAL						
028	LEWIS MOTOR SALES (North Bay)						
9808	Tow Back to Landfill			34	18-Mar-2021	18-Mar-2021	

orporation of the Municipality of Calvin
 Council/Board Report By Dept-(Unpaid)



AP5130 Page : 2
 Date : Mar 18, 2021 Time : 4:01 pm

Supplier : 0000000 To PT00000007
 Batch : All
 Department : All

Cash Requirement Date : 18-Mar-2021
 Bank : 099 To 1
 Class : All

Supplier	Supplier Name	Invoice #	Invoice Description	Batch	Invc Date	Invc Due Date	Amount
3.L. Account	CC1	CC2	CC3	GL Account Name			
DEPARTMENT 0400 ENVIRONMENTAL							
5-0400-183				COMPACTION			395.50
Department Total :							395.50
DEPARTMENT 0600 SOCIAL SERVICES							
5-0600-110				DIST. OF NIPISSING SOCIAL SERV March 2021 Levy	34	01-Mar-2021 18-Mar-2021	20,204.95
Department Total :							20,204.95
DEPARTMENT 0700 RECREATION							
5-0700-108				GRANT ENERGY INC Hall/Office Heat- Mar 2021	34	11-Mar-2021 18-Mar-2021	458.72
5-0700-155				WILSON'S BUILDERS SUPPLIES Dock Forms	34	10-Mar-2021 18-Mar-2021	610.13
Department Total :							1,068.85
DEPARTMENT 0800 PLANNING AND DEVELOPMENT							
5-0800-110				CGIS CENTRE QTR#2 - 2021 SLIMS	34	18-Mar-2021 18-Mar-2021	2,323.33
5-0800-163				K.SMART ASSOCIATES LTD. Drainage Super Services- Jan 1 to Feb 28/21	34	18-Mar-2021 18-Mar-2021	891.29
Department Total :							3,214.62
DEPARTMENT 0900 BUILDING							
5-0900-110				TOWNSHIP OF PAPINEAU/CAMERON CBO Services - Feb 2021	34	09-Mar-2021 18-Mar-2021	1,753.30
Department Total :							1,753.30
Unpaid Total :							30,760.59

Total Unpaid for Approval : 30,760.59
 Total Manually Paid for Approval : 0.00
 Total Computer Paid for Approval : 0.00
 Total EFT Paid for Approval : 0.00
 Grand Total ITEMS for Approval : 30,760.59