



The Corporation of the Municipality of Sioux Lookout

Service Delivery Review

Final Report

December 8, 2020



Municipality of Sioux Lookout Municipal Service Delivery Review

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The Corporation of the Municipality of Sioux Lookout

Chapter I: Executive
Summary



Executive Summary

KPMG LLP (“KPMG”) has been retained by the Municipality of Sioux Lookout (the “Municipality”) to undertake a review of the Municipality’s services and organizational structure. As outlined in the terms of reference for our engagement and consistent with the objectives of the Province of Ontario’s Municipal Modernization Program (the “MMP”), the overall goal of the review was to assist in an objective evaluation of current service offerings provided by the Municipality, with the view of identifying potential opportunities intended to maximize value-for-money, minimize pressure on taxes and contribute towards the long-term sustainability of the Municipality.

A. Background to the Review

The terms of reference for our engagement were established in KPMG’s engagement letters dated February 14th, 2020. The Municipality of Sioux Lookout (the ‘Municipality’) engaged KPMG LLP (‘KPMG’) to assist in an objective evaluation of current service offerings provided by the Municipality, with the view of identifying potential opportunities intended to maximize value-for-money, minimize pressure on taxes and contribute towards the long-term sustainability of the Municipality.

With respect to this engagement, KPMG’s specific role includes:

- Assisting the Municipality with the establishment of a methodology for the review;
- In conjunction with the Municipality’s staff, undertaking analysis of services, internal processes, service levels and associated costs and funding; and
- Summarizing the results of our analysis and presenting potential opportunities to the Municipality.

B. Service Based Opportunities for Consideration

Our report outlines the potential opportunities for the consideration of the Municipality and they generally fall into one of four categories:

- Operating efficiencies, with the anticipated benefit of (i) enhanced decision making and service delivery, (ii) potential capacity gains, and/or (iii) potential cost savings while maintaining current service levels;
- Service level adjustments, representing either (i) the discontinuance of the Municipality’s involvement in a non-core service; or (ii) a reduction in the level of service provided;
- Alternate service delivery, which involves changing the Municipality’s delivery model for a service (e.g. exploration of shared services); and
- Revenue generation. These opportunities seek to reduce the municipal levy by identifying alternate means of funding municipal services through user fees and other cost recovery methods.

Executive Summary

C. Process Based Opportunities for Consideration

Our report outlines the potential process based opportunities for the consideration of the Municipality where KPMG identified process inefficiencies, which may include duplication of efforts, manual vs. automated processes and the performance of work with nominal value.

D. Next steps

Our report provides the Municipality with potential work steps to advance the service review into a 'living' document including the provision of potential implementation tools for the Municipality's consideration.

E. Acknowledgement

We would like to take the opportunity to acknowledge the assistance and cooperation provided by staff of the Municipality that participated in the development of the service profiles, the process mapping, and the service delivery review. We appreciate that reviews such as this require a substantial contribution of time and effort on the part of Municipality employees and we would be remiss if we did not express our appreciation for the cooperation afforded to us.

As the scope of our review is intended to focus on areas for potential efficiency improvements and/or cost reductions, we have not provided commentary on the numerous positive aspects of the Municipality's operations identified during the course of our review.



The Corporation of the Municipality of Sioux Lookout

Chapter II: Background
to the Review



Background to the Review

Terms of Reference

The terms of reference for our engagement were established in KPMG's engagement letter dated February 14, 2020. The Municipality of Sioux Lookout (the 'Municipality') engaged KPMG LLP ('KPMG') to assist in an objective evaluation of current service offerings provided by the Municipality, with the view of identifying potential opportunities intended to maximize value-for-money, minimize pressure on taxes and contribute towards the long-term sustainability of the Municipality.

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- Summarizing the results of our analysis and presenting potential opportunities to the Municipality.

Project Methodology

The methodology for the review involved the following major work steps:

Project Initiation

- An initial meeting was held with the Chief Administrative Officer ('CAO') to confirm the terms of the review including the objectives, deliverables, methodology and timeframes.

Current State Assessment

The purpose of the second phase was to assess the current state of the Municipality and its departments. To achieve this, the following took place:

- Information concerning the Municipality's operations, staffing and financial performance were reviewed and summarized in order to identify the types of services delivered, the associated level of resources (personnel and financial) required, and the method of funding;
- In advance of the first set of meetings with municipal staff, KPMG prepared draft municipal service profiles for the Municipality's municipal services; and

Background to the Review

Project Methodology

Current State Assessment (Continued)

- KPMG interviewed all members of Council to discuss the Municipality and the services provided.
- Meetings were held with municipal staff to discuss the nature of the services provided and the associated service levels, the rationale for the Municipality's involvement in the delivery of these services and the method of delivery.

Review of Current Service Delivery Models

- Upon the completion of the first set of meetings, the Municipality provided commentary with respect to the municipal service profiles. Upon receipt, KPMG issued the final municipal service profiles. The service profiles illustrate the services offered by the Municipality, the rationale for service delivery, the current service level standard and service delivery model, financial performance, and benchmarking information.
- During this stage of our work, an analysis of the current procedures and practices was performed. In conjunction with the Municipality, key processes were mapped out, analyzed and reviewed to ensure compliance. Those processes included:
 - Resident complaints
 - Payroll processing
 - Accounts Receivable
 - Public Works – Work order management
 - Agenda preparation
 - Purchasing
 - Property taxation
 - Facility bookings
 - Budget
 - Accounts Payable
 - Building permits

Background to the Review

Project Methodology

Jurisdictional Analysis

- Discussions were held with the Municipality to determine appropriate municipal comparators that would be utilized during the course of the review. Municipal comparators were identified and selected based on the following considerations:
 - Single tier municipalities
 - Similar households and/or population
 - Geography – located in Northern Ontario
 - Typical and/or historical comparators

Municipality	Population ¹	Households ¹
Sioux Lookout	5,488	2,677
Dryden	7,749	3,541
Fort Frances	7,739	3,801
Greenstone	4,636	2,930
Hearst	5,070	2,486
Iroquois Falls	4,537	2,362
Red Lake	4,107	1,938

¹Source – Schedule 2 – Financial Information Returns (2018)

- Information concerning the comparator municipalities was obtained through analysis of available documentation (including information provided by the municipalities' websites and other information such as Financial Information Returns and statistics from each comparator's 2016 Census Profile).

Background to the Review

Project Methodology

Opportunity Identification

- During the second and third phases of the review, discussions were held to identify potential opportunities for enhancing efficiencies, reducing operating costs and increasing non-taxation revenues, as well as the potential implementation issues and risks associated with each opportunity

Stakeholder Engagement

- As part of the review, KPMG undertook stakeholder engagement to gain further perspective on municipal services. The engagement was done using the following approaches:
 - Targeted consultation with local community organizations; and
 - An online survey for residents to complete.

Draft Final Report

- KPMG consolidated all of the previous phases and provided the Chief Administrative Officer with a draft final report for the Municipality's review

Final Report

- Upon the acceptance of the contents of the draft final report, KPMG issued a final report for the service delivery review
- KPMG presented its findings to Council on December 15, 2020.

Background to the Review

Restrictions

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Municipality of Sioux Lookout. KPMG has not and will not perform management functions or make management decisions for the Municipality of Sioux Lookout.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Municipality of Sioux Lookout nor are we an insider or associate of the Municipality of Sioux Lookout or its management team. Our fees for this engagement are not contingent upon our findings or any other event. Accordingly, we believe we are independent of the Municipality of Sioux Lookout and are acting objectively



The Corporation of the Municipality of Sioux Lookout

Chapter III: Overview of
the Municipality



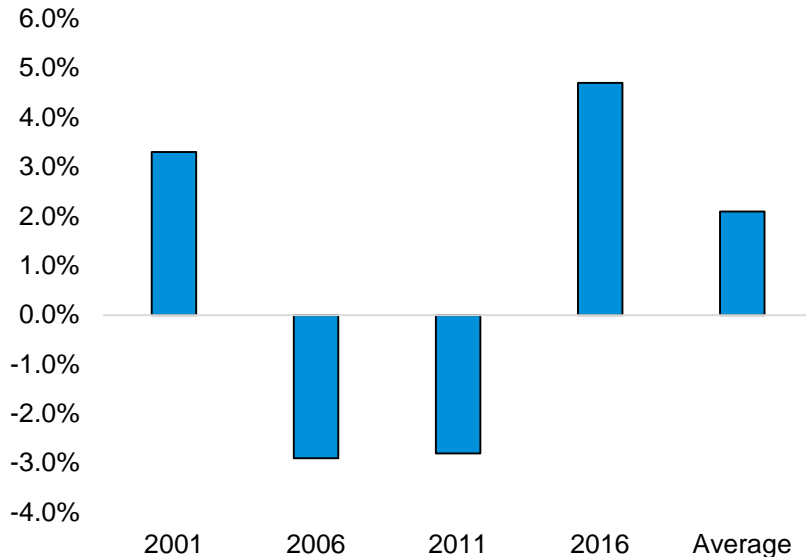
Overview of the Municipality

A. Community Demographics

Population Trend

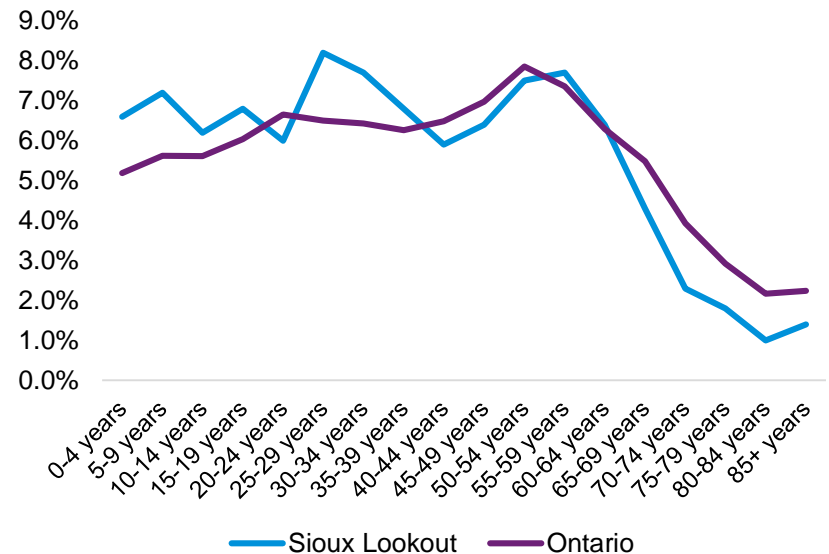
Based on analysis of information obtained through Statistics Canada's Census, the Municipality's population was 5,272 with 2,257 private dwellings in 2016. Over the twenty years or five Census reporting periods (1996 to 2016), the Municipality's population has remained relatively consistent with a slight increase of 107 residents. Overall, the Municipality's population has either experienced modest increases (4.7% between 2011 to 2016 and 3.3 between 1996 to 2001) or slight decreases (2.8% between 2006 to 2011 and 2.9% between 2001 to 2006) with an overall average increase of 2.1%.

Please note municipal documents show population increases opposed to decreases as reported by Statistics Canada.



Municipal Demographics

The demographics for the Municipality appear to be unlike many municipalities in Northern Ontario. Typically, municipalities in the North have fewer residents aged 19 years or younger with a higher number of residents aged 60 years or more. Based upon the analysis, 27% of the Municipality's residents are 19 years old or younger with 17% of the community aged 60 years or older.



Sources: Statistics Canada – Census Profiles for the Municipality of Sioux Lookout

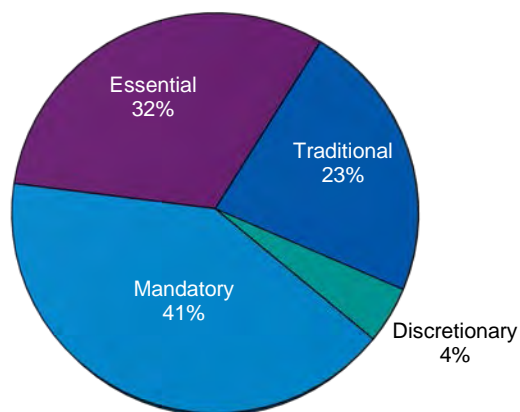
Overview of the Municipality

B. Municipal Services

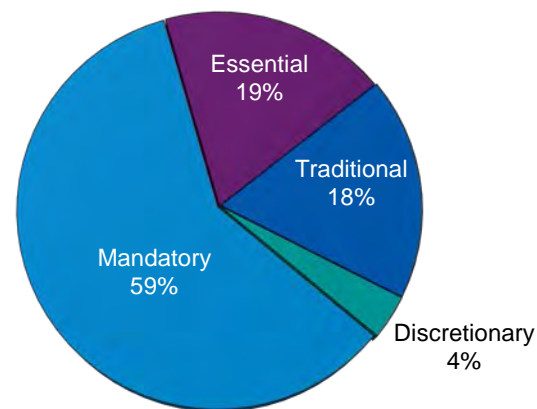
For the purposes of our review, we have classified the Municipality's services into one of four categories based on the rationale for the Municipality's delivery of the service.

- **Mandatory services** are those services that are required to be delivered by regulation or legislation.
- **Essential services** are those services that, while not mandatory, are required to be delivered in order to ensure public health and safety and/or the effective functioning the Municipality from a corporate perspective.
- **Traditional services** are those services that are not mandatory or essential but which are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided.
- **Discretionary services** are those services that are delivered at the direction of the Municipality without a formal requirement or expectation, including services that may not be delivered by other municipalities of comparable size and complexity.

Municipal Services by Category



Municipal Services by Category – Budgeted Net Levy (2020 budget)



Source: KPMG analysis of the Municipality's Municipal Service Profiles

Overview of the Municipality

B. Municipal Services

A representation of the service based on the Municipality's service level (at, above or below standard) and the basis for the Municipality's delivery of the service (mandatory, essential, traditional, other discretionary) is provided on the left. Service level standards reflect legislated service level standards or, where no legislated standard exists, service level standards enacted by municipalities of comparable size and complexity.

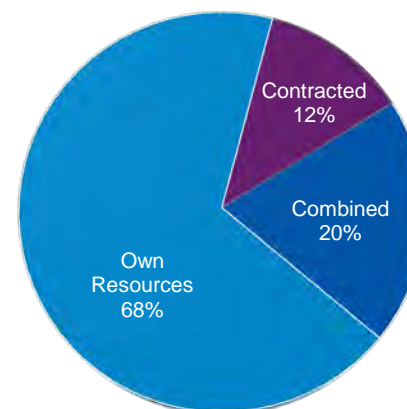
The second chart is a representation of the Municipality's services based on how the Municipality goes about in delivering municipal services. For the purposes of the reader, the categories are as follows:

- **Own resources** – the Municipality uses predominantly its own resources to deliver a service (there may be the use of contracted services but these are either infrequently used or for specific needs);
- **Contracted service** – the Municipality uses predominantly another organization (private and/or public) to provide a service;
- **Combined** – services where the Municipality delivers a service with the use of own resources and third party service providers.

Municipal Services by Service Level and by Budgeted Net Levy



Municipal Services by Service Delivery Model



Source: KPMG analysis of the Municipality's Municipal Service Profiles

Overview of the Municipality

C. Financial Overview

The following chart is a breakdown of the operating revenues and expenditures of the Municipality's departments on a review of the past three budgets excluding water/wastewater and airport services. Overall, operating expenditures have slightly increased over the past three operating budgets with an annual average increase of 2.8% and over the same time period, operating revenues have slightly decreased with an annual average of 1.7%. However, in many cases, the Municipality does not have control over operating revenues which is consistent with the municipal sector and therefore, it is expected to see fluctuations from year to year as well as over any period of time. For example, revenues associated with several departments (childcare, planning and development and recreation) are largely driven by usership and thus, dependent on the level of activity.

Department	2018 Budget	2019 Budget	2020 Budget	Average Annual Increase/Decrease
Governance (Council)				
Revenues	-	-	-	
Expenditures	\$238,345	\$230,329	\$215,731	-4.9%
Corporate Services (CAO, Clerks, HR, Finance, IT)				
Revenues	\$355,293	\$210,508	\$212,504	-20.0%
Expenditures	\$2,320,515	\$2,333,980	\$2,492,198	+3.7%
Child Care				
Revenues	\$1,632,751	\$1,546,217	\$1,352,153	-9.0%
Expenditures	\$1,806,543	\$1,725,926	\$1,653,338	-4.3%
Municipal Facility Maintenance				
Revenues	\$337,837	\$395,833	\$396,737	+8.7%
Expenditures	\$1,269,231	\$1,258,273	\$1,345,605	+3.0%

Source: KPMG analysis of municipal budgets

Overview of the Municipality

C. Financial Overview

Department	2018 Budget	2019 Budget	2020 Budget	Average Annual Increase/Decrease
Protective Services (Fire, Building and Bylaw)				
Revenues	\$303,250	\$378,400	\$378,300	+12.4%
Expenditures	\$834,899	\$770,697	\$801,732	-1.9%
Public Works (Operations, Fleet, Solid Waste)				
Revenues	\$609,559	\$574,090	\$696,479	+7.8%
Expenditures	\$3,198,703	\$3,096,596	\$3,455,855	+4.2%
Planning and Development (Development and Economic Development)				
Revenues	\$671,932	\$562,532	\$765,197	+9.9%
Expenditures	\$1,007,818	\$1,119,024	\$1,253,638	+12.0%
Recreation and Culture				
Revenues	\$552,373	\$548,436	\$506,080	-12.0%
Expenditures	\$1,904,760	\$2,073,795	\$2,068,415	+4.3%
External Transfers (DSSAB, Health Unit, Policing, Homes for the Aged)				
Revenues	-	-	-	-
Expenditures	\$3,381,491	\$3,486,769	\$3,385,868	+0.1%

Source: KPMG analysis of municipal budgets



The Corporation of the Municipality of Sioux Lookout

Chapter IV: Financial Indicators and Benchmarking Analysis



Financial Indicators and Benchmarking Analysis

In order to provide additional perspective on the Municipality's financial performance and position, we have included in this chapter an analysis of financial indicators for the Municipality and other comparative municipalities.

In Canada, the development and maintenance of principles for financial reporting fall under the responsibility of the Accounting Standards Oversight Council ('AcSOC'), a volunteer body established by the Canadian Institute of Chartered Accountants in 2000. In this role, AcSOC provides input to and monitors and evaluates the performance of the two boards that are tasked with established accounting standards for the private and public sector:

- The Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments; and
- The Accounting Standards Board ('AcSB'), which is responsible for the establishment of accounting standards for Canadian entities outside of the public sector.

In May 2009, PSAB released a Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is '*a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others*'. In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

- **Sustainability.** Sustainability is the degree to which the Municipality can deliver services and meet its financial commitments without increasing its debt or tax burden relative to the economy in which it operates. To the extent that the level of debt or tax burden grows at a rate that exceeds the growth in the Municipality's assessment base, there is an increased risk that the Municipality's current spending levels (and by association, its services, service levels and ability to meet creditor obligations) cannot be maintained.
- **Flexibility.** Flexibility reflects the Municipality's ability to increase its available sources of funding (debt, taxes or user fees) to meet increasing costs. Municipalities with relatively high flexibility have the potential to absorb cost increases without adversely impacting on affordability for local residents and other ratepayers. On the other hand, municipalities with low levels of flexibility have limited options with respect to generating new revenues, requiring an increased focus on expenditure reduction strategies.

Financial Indicators and Benchmarking Analysis

- Vulnerability.** Vulnerability represents the extent to which the Municipality is dependent on sources of revenues, predominantly grants from senior levels of government, over which it has no discretion or control. The determination of vulnerability considers (i) unconditional operating grants such as OMPF; (ii) conditional operating grants such as Provincial Gas Tax for transit operations; and (iii) capital grant programs. Municipalities with relatively high indicators of vulnerability are at risk of expenditure reductions or taxation and user fee increases in the event that senior levels of funding are reduced. This is particularly relevant for municipalities that are vulnerable with respect to operating grants from senior levels of government, as the Municipal Act does not allow municipalities to issue long-term debt for operating purposes (Section 408(2.1)).

As a means of reporting the Municipality's financial condition, we have considered the following financial indicators (*denotes PSAB recommended financial indicator).

Financial Condition Category	Financial Indicators
Sustainability	<ol style="list-style-type: none"> 1. Financial assets to financial liabilities* 2. Total reserves and reserve funds per household 3. Total operating expenses as a percentage of taxable assessment* 4. Capital additions as a percentage of amortization expense
Flexibility	<ol style="list-style-type: none"> 5. Residential taxes per household 6. Total long-term debt per household 7. Residential taxation as a percentage of average household income 8. Total taxation as a percentage of total assessment* 9. Debt servicing costs (interest and principal) as a percentage of total revenues* 10. Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets*
Vulnerability	<ol style="list-style-type: none"> 11. Operating grants as a percentage of total revenues* 12. Capital grants as a percentage of total capital expenditures*

Financial Indicators and Benchmarking Analysis

A detailed description of these financial indicators is included on the following pages, including a comparison of the Municipality's performance and position against other municipalities noted in the second chapter.

As noted on the following pages, the Municipality's financial indicators and comparative analysis appear to demonstrate the Municipality does not appear to have issues with the three financial condition categories. From an overall perspective, we note that:

- The Municipality appears to have the highest level of residential taxation per household but based upon our analysis, it would appear that municipal taxation appears to be relatively consistent within the comparator group;
- Beyond the indicator relating to taxation, the Municipality's financial position indicators are generally consistent with but in some cases more favourable, than the comparator municipalities (reserve and reserve fund levels and capital additions).
- While the Municipality has a high level of long-term debt, the Municipality's debt burden included almost \$8 million from its airport operations which skews their debt levels higher than the comparator group.
- With respect to the indicator related to the level of capital grants expressed as a percentage of total capital expenditures, the Municipality's percentage was lowest within the comparator group. Upon further analysis of the year prior (2017) and the year after (2019), the Municipality's percentage for both those years was either consistent or higher than the comparator.
- Overall, the Municipality's municipal service related operating costs are relatively consistent with the comparator group. The Municipality's personnel costs appear to be consistent with the comparator group. The Municipality's cost recovery for municipal services where fees and charges can be implemented was consistently either ranked higher than the comparative average or was the highest; this is considered to be a municipal best practice. However, there still remains the potential for the Municipality to explore user fee and service charge increases which is discussed in a following chapter.
- Policing costs for the Municipality are the second highest within the comparator group. The City of Dryden provides policing through its own resources versus the balance of the group which use the Ontario Provincial Police. It should be noted that the Municipality's costs are based on the provision of 35% discount which is negotiated into the contract.
- Planning and development costs per household are the highest in the comparator group based on the Municipality's usage of contracted services for the reporting year as result of large planning initiatives undertaken in that year. The Municipality's contracted service costs per household accounted for nearly 51% of the operating expenditures.
- A summary of the financial indicators can be found on the following page. For the purposes of the reader, indicators with a green shading appear to be favourable in comparison to the peer group whereas those with yellow shading may indicate a less favourable comparison to the Municipality's peers.

Financial Indicators and Benchmarking Analysis

Indicator	Description	Low	Consistent	High
Financial assets to financial liabilities	Assesses municipal solvency		X	
Total reserves and reserve funds per household	Assesses the Municipality's ability to absorb incremental expenses or revenue losses through reserves versus taxes, user fees or debt			X
Capital additions as a percentage of amortization expense	Assesses the Municipality's extent to which it can sustain tangible capital additions			X
Residential taxes per household	Assesses the Municipality's ability to increase taxes as a means of funding incremental operating and capital expenditures			X
Total long-term debt per household	Assesses the Municipality's ability to issue more debt by considering the existing debt loan on a per household basis			X
Residential taxation as a percentage of average household income	Indication of potential affordability concerns		X	
Total taxation as a percentage of total assessment	Indication of potential affordability concerns		X	
Debt servicing costs (interest and principal) as a percentage of total revenues	Indication as to the Municipality's overall indebtedness	X		
Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets	Indication as to the extent to which the Municipality is reinvesting in its capital assets as they reach the end of their useful lives		X	
Operating grants as a percentage of total revenues	Indication as to the Municipality's degree of reliance on senior government grants for the purposes of funding operating expenses		X	
Capital grants as a percentage of total capital expenditures* (See page 21)	Indication as to the Municipality's degree of reliance on senior government grants for the purposes of funding capital expenditures	X		

Financial Indicators and Benchmarking

FINANCIAL ASSETS TO FINANCIAL LIABILITIES

This financial indicator provides an assessment of the Municipality's solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and long-term debt). Low levels of financial assets to financial liabilities are indicative of limited financial resources available to meet cost increases or revenue losses.

TYPE OF INDICATOR

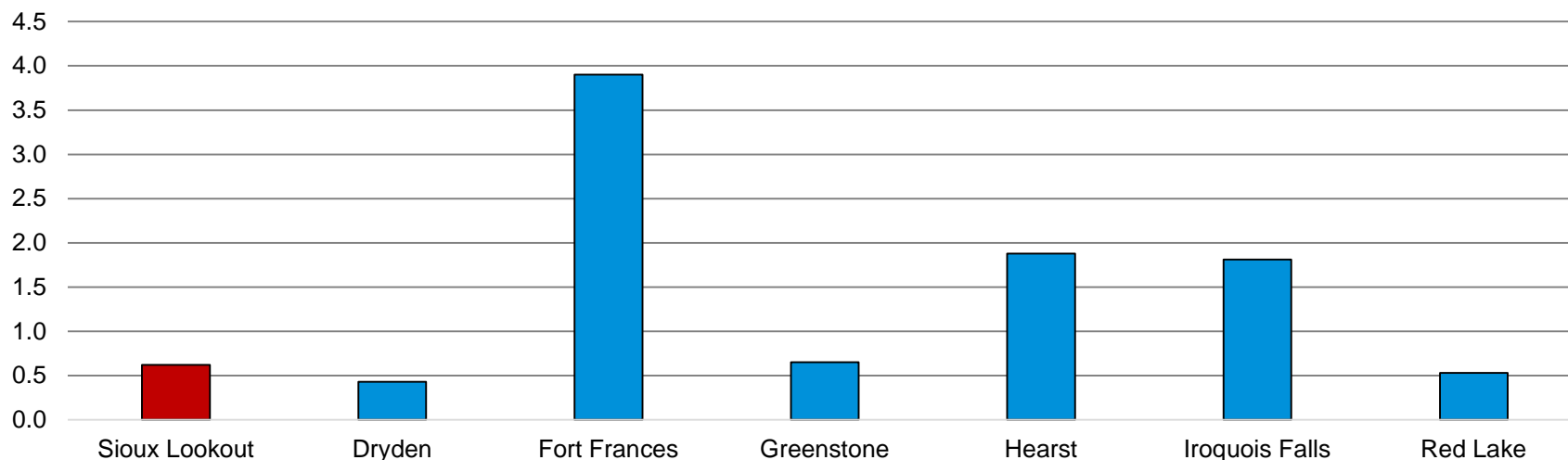
Sustainability ✓
Flexibility
Vulnerability

FORMULA

FIR Schedule 70, Line 9930,
Column 1 divided by FIR
Schedule 70, Line 9940,
Column 1

POTENTIAL LIMITATIONS

- Financial assets may include investments in government business enterprises, which may not necessarily be converted to cash or yield cash dividends
- Financial liabilities may include liabilities for employee future benefits and future landfill closure and post-closure costs, which may (i) not be realized for a number of years; and/or (ii) may not be realized at once but rather over a number of years



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

TOTAL RESERVES AND RESERVE FUNDS PER HOUSEHOLD

This financial indicator provides an assessment of the Municipality's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Municipality to revert to taxation or user fee increases or the issuance of debt.

TYPE OF INDICATOR

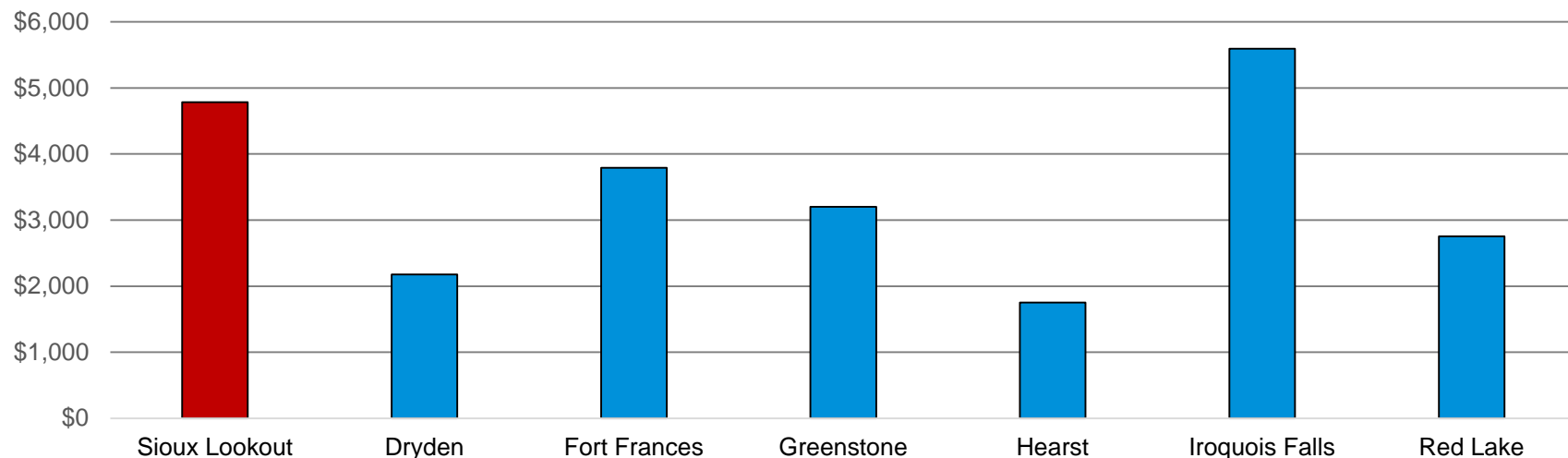
Sustainability ✓
 Flexibility
 Vulnerability

FORMULA

FIR Schedule 70, Line 6420,
 Column 1 divided by FIR
 Schedule 2, Line 40, Column 1

POTENTIAL LIMITATIONS

- Reserves and reserve funds are often committed to specific projects or purposes and as such, may not necessarily be available to fund incremental costs or revenue losses
- As reserves are not funded, the Municipality may not actually have access to financial assets to finance additional expenses or revenue losses



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

CAPITAL ADDITIONS AS A PERCENTAGE OF AMORTIZATION EXPENSE

This financial indicator provides an assessment of the Municipality's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Municipality's ability to continue to deliver services at the current levels may be compromised.

TYPE OF INDICATOR

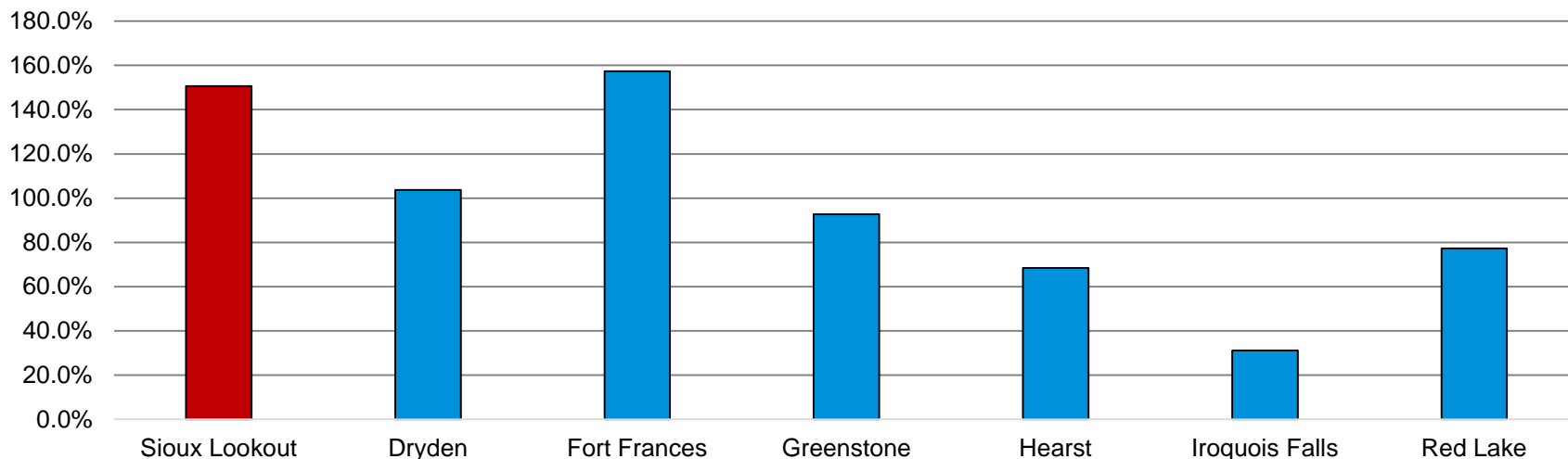
Sustainability ✓
Flexibility
Vulnerability

FORMULA

FIR Schedule 51, Line 9910,
Column 3 divided by FIR
Schedule 40, Line 9910,
Column 16

POTENTIAL LIMITATIONS

- This indicator considers amortization expense, which is based on historical as opposed to replacement cost. As a result, the Municipality's capital reinvestment requirement will be higher than its reported amortization expense due to the effects of inflation.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

RESIDENTIAL TAXES PER HOUSEHOLD

This financial indicator provides an assessment of the Municipality's ability to increase taxes as a means of funding incremental operating and capital expenditures.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

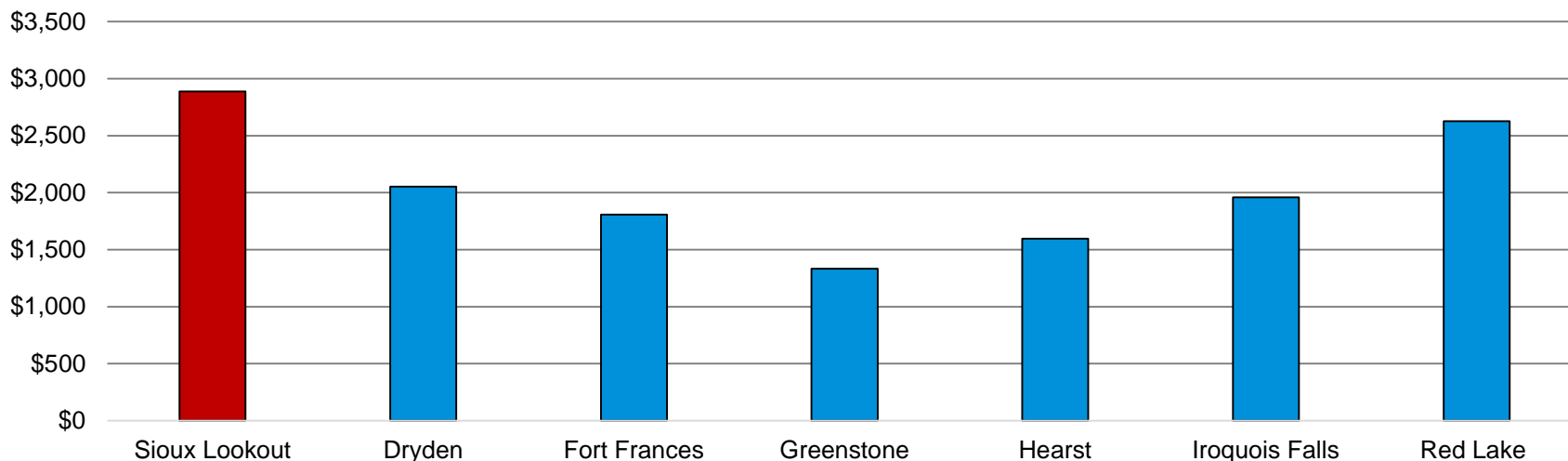
Vulnerability

FORMULA

FIR Schedule 26, Line 0010 and Line 1010, Column 4 divided by FIR Schedule 2, Line 0040, Column 1

POTENTIAL LIMITATIONS

- This indicator does not incorporate income levels for residents and as such, does not fully address affordability concerns.



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

RESIDENTIAL TAXATION AS A PERCENTAGE OF HOUSEHOLD INCOME

This financial indicator provides an indication of potential affordability concerns by calculating the percentage of total household income used to pay municipal property taxes.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

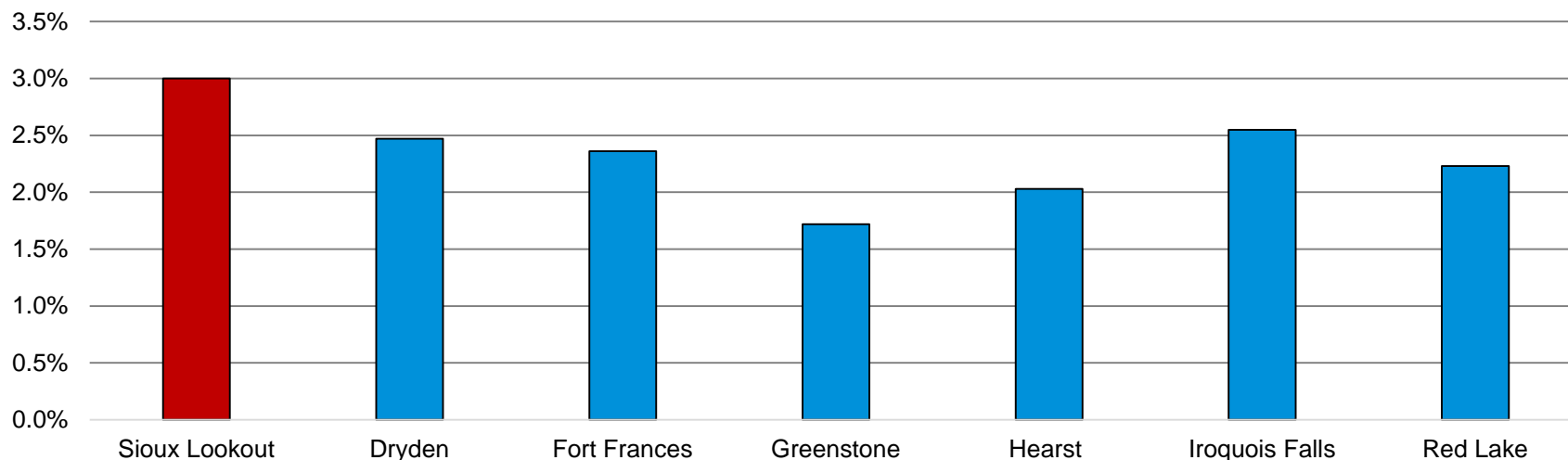
Vulnerability

FORMULA

FIR Schedule 26, Line 0010 and Line 1010, Column 4 divided by FIR Schedule 2, Line 0040, Column 1 (to arrive at average residential tax per household). Average household income is derived from the National Housing Survey.

POTENTIAL LIMITATIONS

- This indicator considers residential affordability only and does not address commercial or industrial affordability concerns.
- This indicator is calculated on an average household basis and does not provide an indication of affordability concerns for low income or fixed income households.



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

TOTAL LONG-TERM DEBT PER HOUSEHOLD

This financial indicator provides an assessment of the Municipality's ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

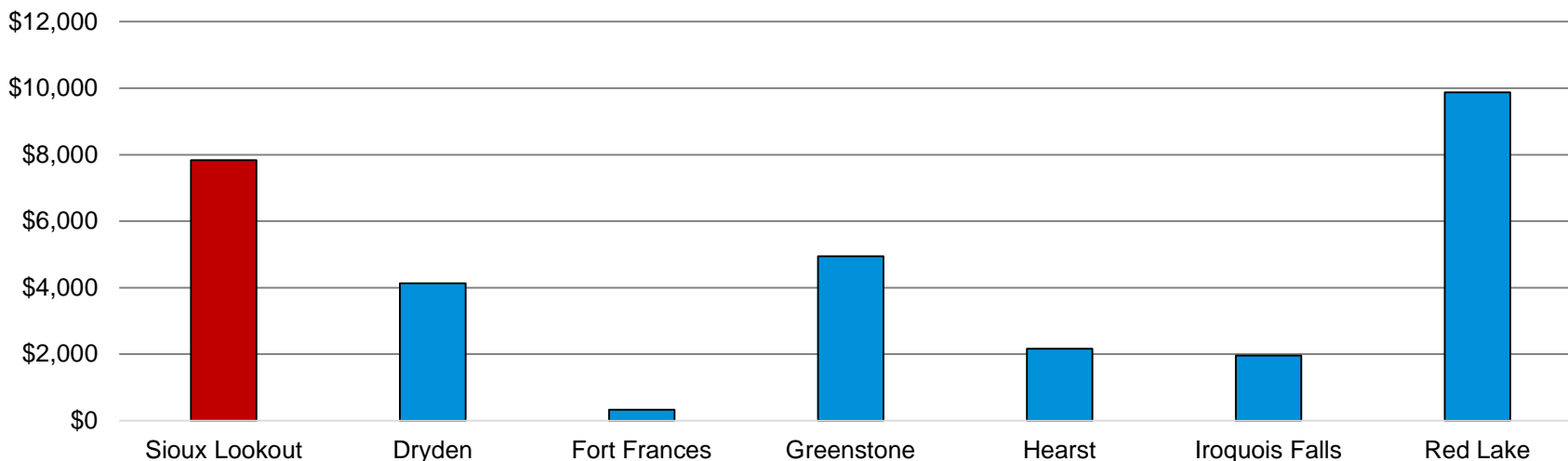
Vulnerability

FORMULA

FIR Schedule 70, Line 2699,
Column 1 divided by FIR
Schedule 2, Line 0040, Column
1

POTENTIAL LIMITATIONS

- This indicator does not consider the Provincial limitations on debt servicing cost, which cannot exceed 25% of own-source revenues unless approved by the Ontario Municipal Board



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

TOTAL TAXATION AS A PERCENTAGE OF TOTAL ASSESSMENT

This financial indicator provides an indication of potential affordability concerns by calculating the Municipality's overall rate of taxation. Relatively high tax rate percentages may limit the Municipality's ability to generate incremental revenues in the future.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

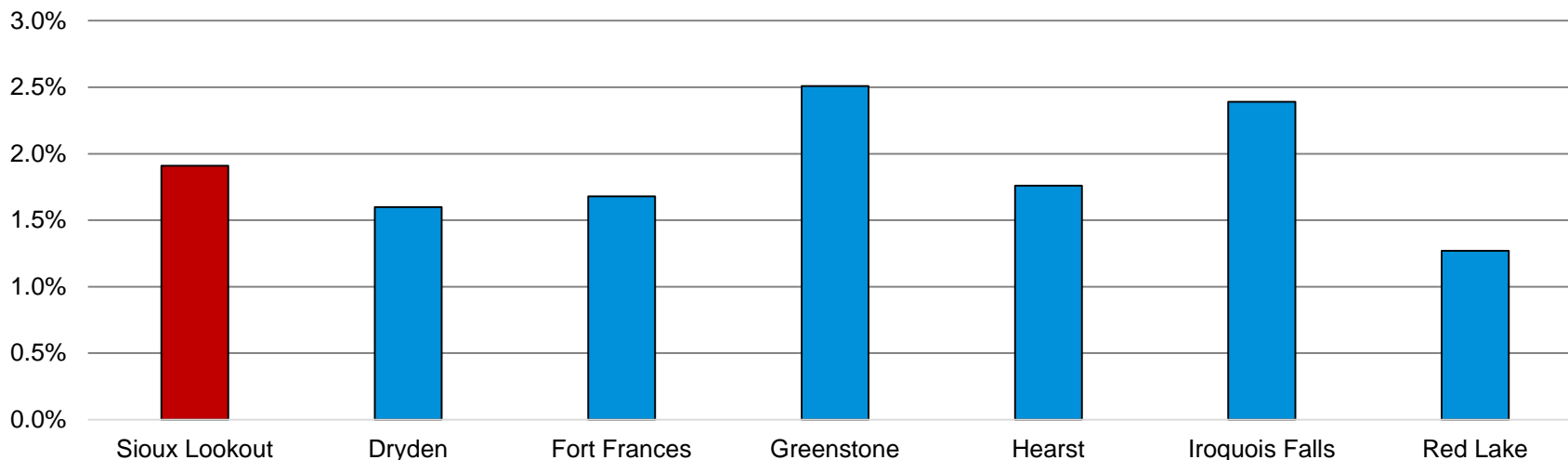
Vulnerability

FORMULA

FIR Schedule 26, Line 9199 and Line 9299, Column 4 divided by FIR Schedule 26, Line 9199 and 9299, Column 17.

POTENTIAL LIMITATIONS

- This indicator considers the Municipality's overall tax rate and will not address affordability issues that may apply to individual property classes (e.g. commercial).



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

DEBT SERVICING COSTS (INTEREST AND PRINCIPAL) AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Municipality's overall indebtedness by calculating the percentage of revenues used to fund long-term debt servicing costs. The Municipality's ability to issue additional debt may be limited if debt servicing costs on existing debt are excessively high.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

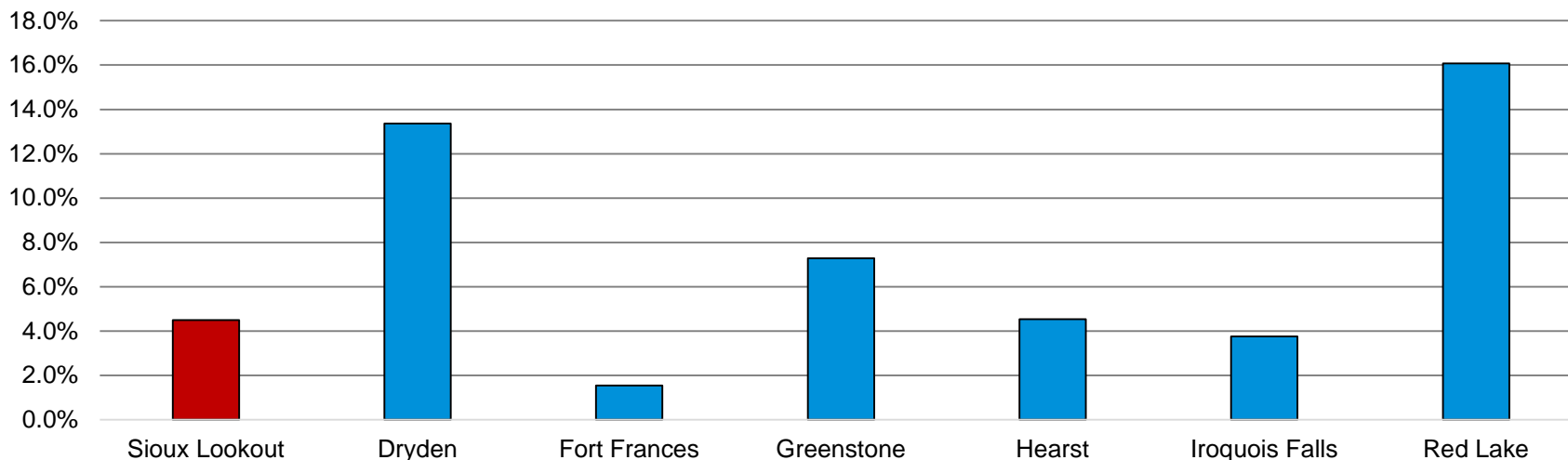
Vulnerability

FORMULA

FIR Schedule 74C, Line 3099, Column 1 and Column 2 divided by FIR Schedule 10, Line 9910, Column 1.

POTENTIAL LIMITATIONS

- No significant limitations have been identified in connection with this indicator



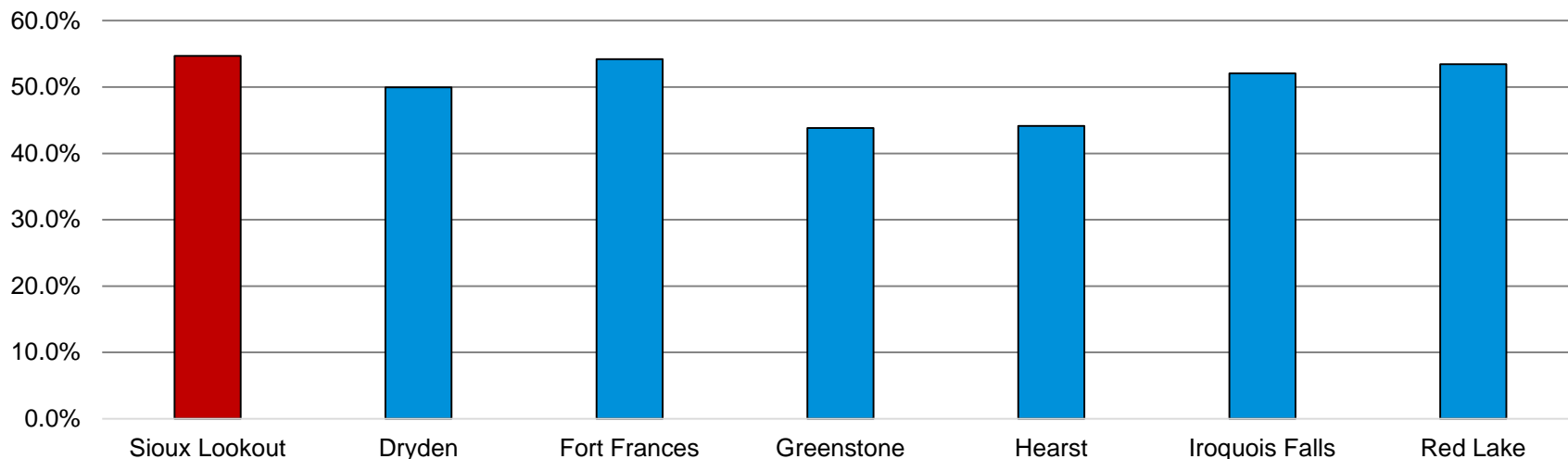
Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS AS A PERCENTAGE OF HISTORICAL COST OF TANGIBLE CAPITAL ASSETS

This financial indicator provides an indication as to the extent to which the Municipality is reinvesting in its capital assets as they reach the end of their useful lives. An indicator of 50% indicates that the Municipality is, on average, investing in capital assets as they reach the end of useful life, with indicators of less than 50% indicating that the Municipality's reinvestment is not keeping pace with the aging of its assets.

TYPE OF INDICATOR	FORMULA	POTENTIAL LIMITATIONS
Sustainability Flexibility ✓ Vulnerability	FIR Schedule 51A, Line 9910, Column 11 divided by FIR Schedule 51A, Line 9910, Column 6.	<ul style="list-style-type: none"> This indicator is based on the historical cost of the Municipality's tangible capital assets, as opposed to replacement cost. As a result, the Municipality's pace of reinvestment is likely lower than calculated by this indicator as replacement cost will exceed historical cost. This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

OPERATING GRANTS AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Municipality's degree of reliance on senior government grants for the purposes of funding operating expenses. The level of operating grants as a percentage of total revenues is directly proportionate with the severity of the impact of a decrease in operating grants.

TYPE OF INDICATOR

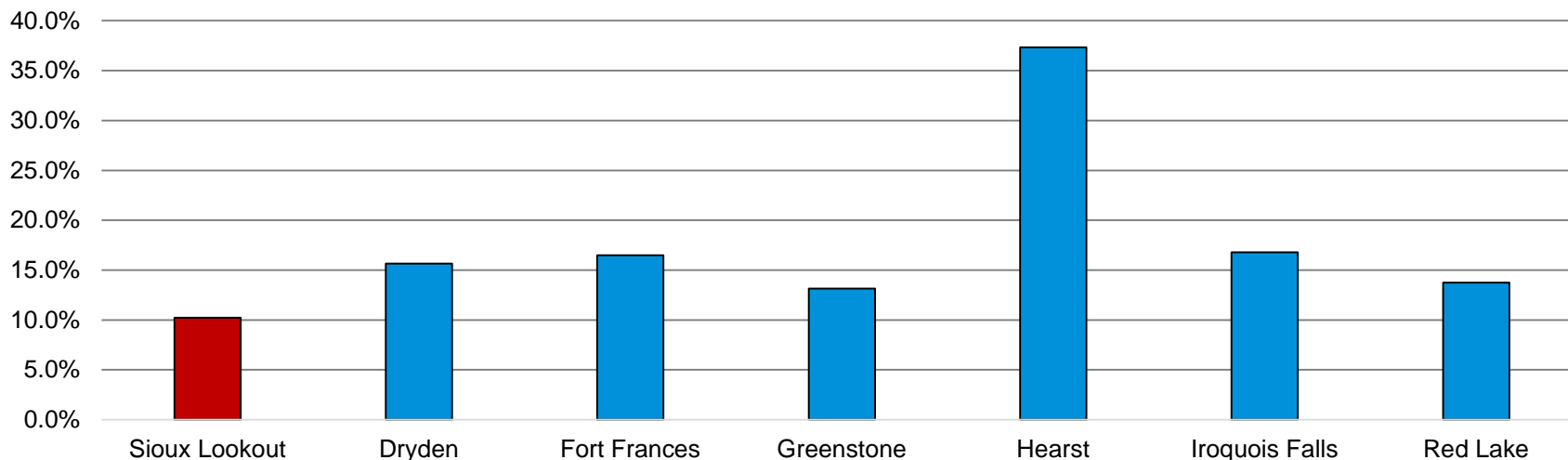
Sustainability
 Flexibility
 Vulnerability ✓

FORMULA

FIR Schedule 10, Line 0699,
 Line 0810, Line 0820, Line
 0830, Column 1 divided by FIR
 Schedule 10, Line 9910,
 Column 1.

POTENTIAL LIMITATIONS

- To the extent possible, the Municipality should maximize its operating grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

CAPITAL GRANTS AS A PERCENTAGE OF TOTAL CAPITAL EXPENDITURES

This financial indicator provides an indication as to the Municipality's degree of reliance on senior government grants for the purposes of funding capital expenditures. The level of capital grants as a percentage of total capital expenditures is directly proportionate with the severity of the impact of a decrease in capital grants.

TYPE OF INDICATOR

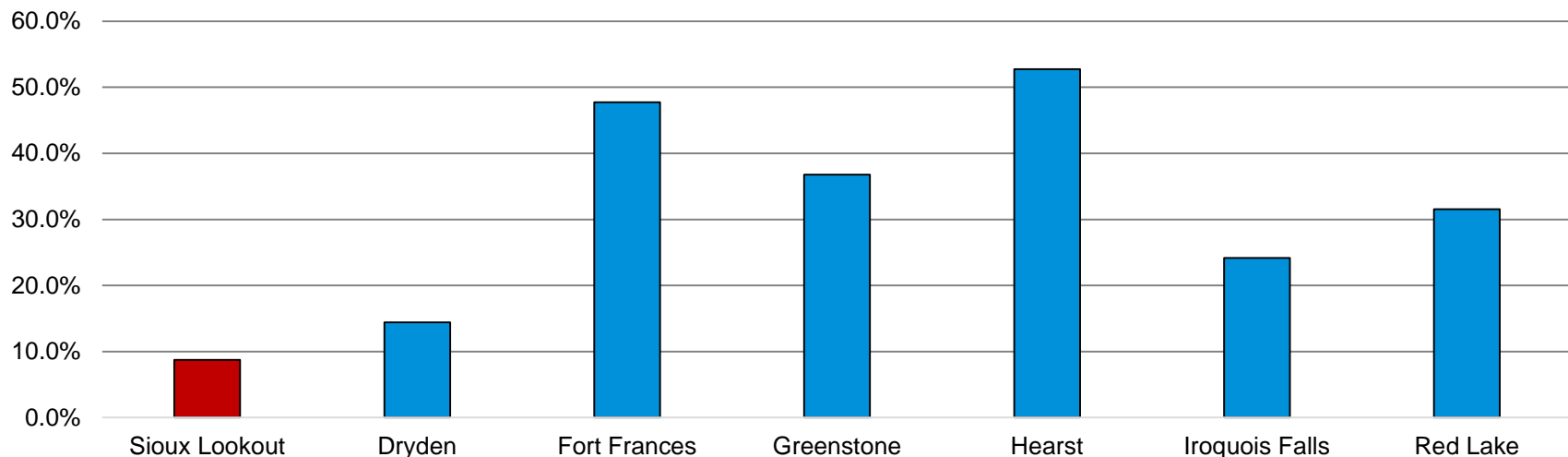
Sustainability
 Flexibility
 Vulnerability ✓

FORMULA

FIR Schedule 10, Line 0815,
 Line 0825, Line 0831, Column
 1 divided by FIR Schedule 51,
 Line 9910, Column 3.

POTENTIAL LIMITATIONS

- To the extent possible, the Municipality should maximize its capital grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



Source: KPMG analysis of FIR Information (2018)

Financial Indicators and Benchmarking

Service	Indicator	Sioux Lookout	Comparator Municipalities		
			Low	High	Average
Corporate	Wages and benefits per household	\$3,375.39	\$1,745.09	\$3,835.65	\$2,814.69
	Contracted services per household	\$1,260.59	\$672.38	\$2,506.44	\$1,341.45
General Government	Operating costs per household	\$1,138.69	\$509.15	\$1,380.56	\$846.26
	Wages and benefits as a % of department expenditures	62.2%	40.9%	67.1%	54.8%
Protective Services	Policing Services – Operating costs per household (See page 22 for explanation)	\$623.69	\$291.03	\$1,109.05	\$557.30
	Fire Services – Operating costs per household	\$131.36	\$77.07	\$288.15	\$198.46
	Fire Services – Wages and benefits as a % of department expenditures	44.6%	34.7%	87.2%	56.4%
	Building/Bylaw Services – Operating costs per household	\$95.96	\$27.11	\$80.77	\$55.09
	Building/Bylaw Services – Wages and benefits as a % of department expenditures	85.3%	73.5%	89.3%	83.6%
Public Works	Roads – Operating cost per lane kilometre	\$7,914.37	\$1,830.21	\$11,820.36	\$5,627.04
	Winter Control – Operating costs per lane kilometre	\$1,345.04	\$783.48	\$4,400.97	\$2,277.42
	Transportation Services – Wages and benefits as a % of department expenditures	14.6%	30.3%	53.4%	43.0%
	Solid Waste Management Services – Net operating costs per household	\$37.19	(\$70.46)	\$353.94	\$102.51

Financial Indicators and Benchmarking

Service	Indicator	Sioux Lookout	Comparator Municipalities		
			Low	High	Average
Public Works	Solid Waste Management Services – Cost recovery achieved through non-taxation revenues	81.8%	2.5%	153.5%	66.8%
	Water/Wastewater Services – Cost recovery achieved through non-taxation revenues	135.1%	55.1%	210.4%	142.9%
	Environmental Services – Wages and benefits as a % of department expenditures	33.9%	0.0%	42.7%	22.7%
Recreation and Culture	Recreational Facilities – Net operating costs per household	\$457.08	\$188.62	\$554.26	\$325.96
	Recreational Facilities – Cost recovery achieved through non-taxation revenues	4.3%	1.2%	47.8%	27.1%
	Recreational Programming – Net operating costs per household	\$206.69	\$14.22	\$87.00	\$57.50
	Recreational Programming – Cost recovery achieved through non-taxation revenues	26.6%	0.0%	51.1%	11.7%
	Parks – Operating costs per household	\$50.74	\$4.24	\$173.88	\$74.36
	Library – Operating costs per household	\$134.63	\$52.47	\$156.60	\$102.07
	Wages and benefits as a % of department expenditures	59.1%	53.9%	64.9%	58.4%
Planning and Development	Operating costs per household	\$333.06	\$26.27	\$297.15	\$131.69
	Wages and benefits as a % of department expenditures	21.3%	15.1%	74.7%	39.9%



The Corporation of the Municipality of Sioux Lookout

Chapter V: Service Based Opportunities



Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Review the current committees of Council to ensure that the committees to meet the needs of Council and the community.	<p>At the time of the report, the Municipality has eleven active Committees of Council with the Sioux Lookout Youth Development Commission considered to be inactive at this time. Of those eleven, four of the committees are required by the Municipality (Committee of Adjustment, Library Board, Hydro Board, and Police Services Board).</p> <p>The Municipality may want to give consideration to the following:</p> <ul style="list-style-type: none"> • Review the Terms of Reference for each to ensure that the committees still meet their intended mandate; • Explore the potential of reducing the number of committees through a consolidation – for example, Recreation and Culture Committee oversees all recreational and cultural assets and activities in the Municipality. <p>The opportunity provides the Municipality with the ability to maintain opportunities for community engagement while more effectively managing municipal resources who provide direct support to these committees.</p>	Enhanced decision-making and service delivery; Potential capacity gains within the organization

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Review for consistency and/or develop municipal corporate systems	<p>Corporate systems including formalized performance management, corporate training, and other programs including succession planning assist municipalities in ensuring that municipal personnel are provided with the opportunity to develop and maximize potential. Based on information shared during the review, the Municipality may want to consider the following:</p> <ul style="list-style-type: none"> • Ensure that the Municipality’s performance management program is consistently applied across the organization in particular non-management personnel. A performance management system is critical to the effective and efficient delivery of municipal services. The intent of a performance management system is to provide to effectively evaluate the performance of staff where an employee’s performance is discussed in a meaningful way. Areas where employees excel and/or may require attention should be discussed with plans to address those areas which may need to be improved.; • Flowing from the point above, ensure participants in the performance management program have access to training opportunities to foster growth and/or address potential deficiencies; and • Explore the potential for formal succession planning within the organization to assist with the development and retention of municipal staff. 	Enhanced decision-making and service delivery; Potential capacity gains within the organization

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Review the Municipality's delegation of authority bylaw	To ensure that the Municipality's level of delegation of authority is appropriate given the size of the municipality and provides the opportunity for more effective and efficient decision making.	Enhanced decision-making and service delivery
Revenue Generation	Explore the establishment of a capital levy for the purpose of creating another revenue stream for the Municipality's capital needs	Many municipalities similar to the Municipality recognize their inability to unilaterally address their respective infrastructure financial needs but at the same, recognize that capital needs cannot be ignored. This opportunity would provide the Municipality with additional capital revenues to leverage for the maintenance and replacement of municipal assets and the implementation of a capital levy is considered to be a municipal best practice within the municipal sector. Typically, municipalities establish a capital levy ranging between 1% to 3% of its annual levy and may set the rate for pre-determined amount of time prior to review (5 years). Municipalities may also communicate how the capital levy was used on an annual basis.	Potential increased capital specific revenues in excess of \$100,000 annually
Operating Efficiency/Alternate Service Delivery	Explore the potential of shifting the annual maintenance of community flower beds and outdoor rinks to interested community groups	At the time of the review, the Municipality currently maintains a number of flower beds across the community and two outdoor rinks through the use of their own resources. A common practice is to shift the responsibility of community flower beds and outdoor rinks to interested parties including local businesses, Chamber of Commerce and other community based organizations. To assist, municipalities may provide a small annual stipend for maintenance and this may free up capacity for municipal resources to be deployed elsewhere. The Municipality may want to consider this shift.	Potential capacity gains within the organization

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Service Level Adjustment	Explore the implementation of a pilot project for bi-weekly residential garbage collection for winter months	<p>Solid waste management is a municipal service area to which municipalities have adjusted service levels and/or overall approach to providing the service the intended outcome of trying to encourage diversion by users, reduce amount of waste collected and received at their respective landfill sites. To achieve this, municipalities utilize various strategies including limiting the number of bags collected as part of scheduled collection, the introduction of multiple streams (household waste, recyclable materials and/or organics), and changes to the collection schedule.</p> <p>The Municipality currently provides for year round pick up of residential waste on a weekly basis. The Municipality may want to implement a pilot project by which residential waste is collected on a bi-weekly basis for winter months</p>	Potential capacity gains within the organization
Alternate Service Delivery	Explore the potential creation of a Municipal Services Corporation for the purposes of the Sioux Lookout Municipal Airport	<p>Currently, the Sioux Lookout Municipal Airport is a municipal department and as such, all financial matters (operating and capital) of the airport's operations are those of the Municipality. Given the nature of the airport's operations being business like opposed to other municipal services, the Municipality may wish to explore the creation of a Municipal Services Corporation ('MSC'). The creation of a MSC may provide the following benefits:</p> <ul style="list-style-type: none"> • Financial liabilities belong to the MSC • Ability to appoint a skills based board to oversee operations • Mechanisms that allow for revenues to be shared with the Municipality 	Enhanced decision-making and service delivery

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Alternate Service Delivery/Operating Efficiency	Explore the Municipality's role in Cedar Bay	<p>The Municipality owns and operates the Cedar Bay Recreational Complex and the intended outcome of the facility's operation was to be revenue neutral. Based on our analysis of the past four municipal budgets, the net operating loss at the facility has increased by nearly 43% from 2017 to 2020 with an annual average increase of 13%. The Municipality may want to explore the following in relation to Cedar Bay:</p> <ul style="list-style-type: none"> • Attempt to seek out a third party to be responsible for the operation of the facility including the assumption of operating gains and/or losses; or • Should the Municipality be unable to find a suitable partnership, the Municipality may want to suspend operations of the facility. 	<p>Potential capacity gains within the organization; Potential cost savings in excess of \$75,000 annually</p>
Revenue Generation	Explore the potential of shifting building services to a full cost recovery model	<p>Under Section 7 of the Ontario Building Code Act, municipalities are provided with the authority to establish fees for building inspection services and associated permits. With respect to the establishment of its building inspection and permitting fees, a municipality has the ability to operate its building inspection department at full cost recovery. At the time of the report and upon KPMG's analysis of the budgeted revenues and expenditures in 2020, the Municipality expected to recover approximately 58% of its costs through building permits. Given this, the Municipality may want to shift to a full cost recovery model on an incremental basis.</p>	<p>Potential increased revenues in excess of \$50,000 annually</p>

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Financial policy review and development	<p>During the course of our review, we noted that the Municipality does not possess financial policies which are considered to best practice in the municipal sector. In our experience, the absence of policy can potentially create delays/inefficiencies within related processes.</p> <p>The Municipality may want to consider the development and/or review of the following:</p> <ul style="list-style-type: none"> • Formal budget process – based on our analysis in a following chapter, the Municipality’s process appears to be consistent with municipal best practice. However, the Municipality may want to take its current process and formalize it as a Standard Operating Procedure • Reserve and reserve fund policy - The development and investment in reserves and reserve funds is a key component to the long-term financial sustainability of a municipality. In order to guide the municipal use of reserves and reserve funds, municipalities may develop and adopt a reserve and reserve fund policy. The purpose of the policy is to establish the framework and outline requirements for establishing reserve funds, authorizations required for use of reserve funds, and for reporting requirements to Council. • Debt policy - Establishment of a debt policy sets out the guiding principles for the approval, issuance and administration of any debt, which shall adhere to all statutory requirements. • Purchasing – The Municipality may want to review the policy to ensure that the limits established within remain relevant and do not place barriers on effective and efficient decision making at both the operational and strategic level. 	Potential capacity gains within the organization

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
<p>Operating Efficiency/Alternate Service Delivery</p>	<p>Review of Information Technology operations</p>	<p>Currently, the Municipality provides Information Technology services with the use of internal resources. It appears that the Municipality receives services from a third party service provider associated with their internal resources.</p> <p>Based on information shared, the Municipality's approach to IT does not include a formal work order system (the issuance of tickets) with respect to the organization's IT needs.</p> <p>The Municipality may want to consider the following:</p> <ul style="list-style-type: none"> • The implementation of a formal work order system for all IT related requests – this system provides the organization with the ability to perform analytics as to common issues across the organization as well as internally benchmarking the amount of time required to resolve issues from the time of receipt of an issue. • Determine how the Municipality wants to receive IT services either from an internal resource or from a third party service provider; The current practice may not be meeting the needs of the organization as well potentially exposing the Municipality to risk 	<p>Enhanced decision-making and service delivery;</p>

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Revenue Generation	Review the Municipality's approach to user fees	<p>During the course of the review, municipal staff indicated that the Municipality's user fees are not consistently reviewed and/or adjusted on an annual basis whereas some departments will review and adjust annually and others do not appear to do the same.</p> <p>The Municipality also maintains user fees in various bylaws opposed to all being within one larger and comprehensive user fees and service charges bylaw.</p> <p>Given the current state, the Municipality may wish to consider the following going forward:</p> <ul style="list-style-type: none"> • The development of a comprehensive user fees and service charges bylaw that captures every department's user fees and service charges; • The development of a process by which all departments are required to review user fees and service charges and determine whether or not those fees and charges should increase • Ensure that the current level of user fees and service charges reflect a level of cost recovery that the Municipality deems to be suitable • Where applicable, ensure that the user fees and service charges contain a component for capital replacement 	Enhanced decision-making and service delivery

Service Based Opportunities

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Shift the responsibility and delivery of facility maintenance from Development Services to Public Works	<p>During the course of the review, it was identified that facility maintenance is the responsibility of the Municipality's Development Services department. Based on our experience with other municipalities and consistent with the comparator group, the responsibility for the maintenance of municipal facilities is typically a function of a municipality's Public Works/Operations/Infrastructure department.</p> <p>Shifting the function to Public Works provides the Municipality to align similar work within one department and provide Development Services to apply more capacity to development related services and activities.</p>	Enhanced decision-making and service delivery

Service Based Opportunities

Opportunities in Progress

Opportunities were identified by KPMG that over the course of the review were initiated by municipal staff or scheduled to commence in the short-term. For the purposes of the Municipality, the opportunities are noted below:

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Explore the increased use of technology across the organization including but not exclusive to Finance Services, Human Resources, Development Services, and Recreation	Based on analysis conducted as part of the workflow process mapping workshops as well as part of the current state assessment of the Municipality, the Municipality's current software packages does not appear to support effective and efficient operations and/or service delivery and/or the Municipality appears to be reliant on manual processes. As a result, the Municipality's approach to service delivery may result in inefficiencies (duplication of efforts, potential increased risk of errors, manual processes vs automated, and workarounds). This appears to be the most prevalent in the lack of automated linkages between the Municipality's Finance and Human Resources departments The Municipality may want to explore the acquisition of new software packages that provide for electronic access and manipulation of information (including the ability to perform analytics such as human resources based trend analysis), full integration of related processes (payroll) and enhanced customer/resident services (recreation).	Potential capacity gains within the organization



The Corporation of the Municipality of Sioux Lookout

Chapter VII: Process Based Opportunities



Process Based Opportunities for Consideration

Introduction – How to read this chapter

For each process under review, we have provided process maps that outline the individual worksteps undertaken as part of the process in Chapter VII. These maps are outlined in flowchart form and are intended to assist in understanding (i) the individual worksteps performed by Municipality personnel; (ii) the sequential ordering of the worksteps; and (iii) decision points included in the process.

Where an area for potential improvement has been identified, they have been indicated in the process maps through the following markers:



Process inefficiencies, which may include duplication of efforts, manual vs. automated processes and the performance of work with nominal value



Financial risk, representing areas where the Municipality's system of internal controls is insufficient to prevent the risk of financial loss



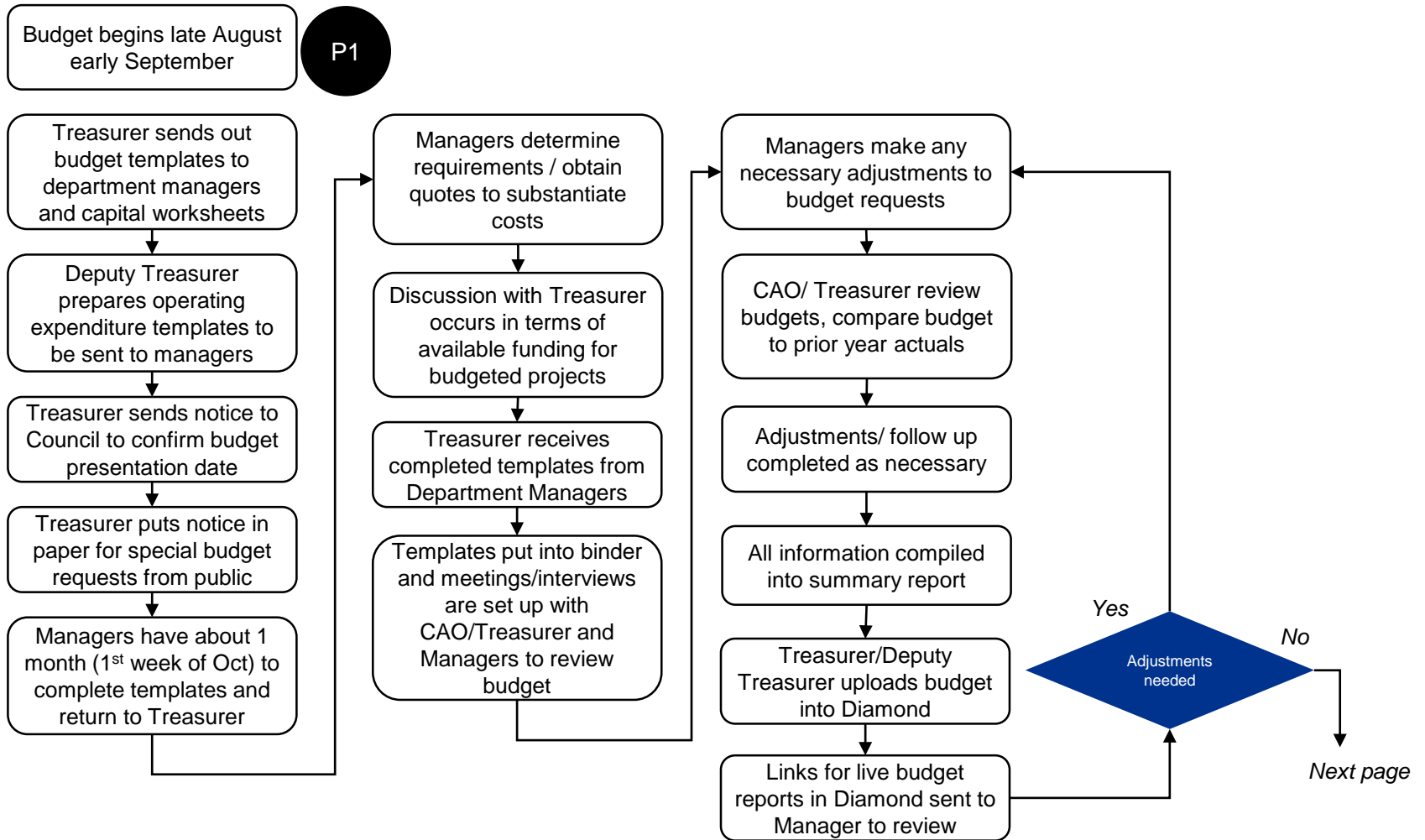
Client service limitations, representing aspects of the Municipality's operations that may adversely impact on customer satisfaction



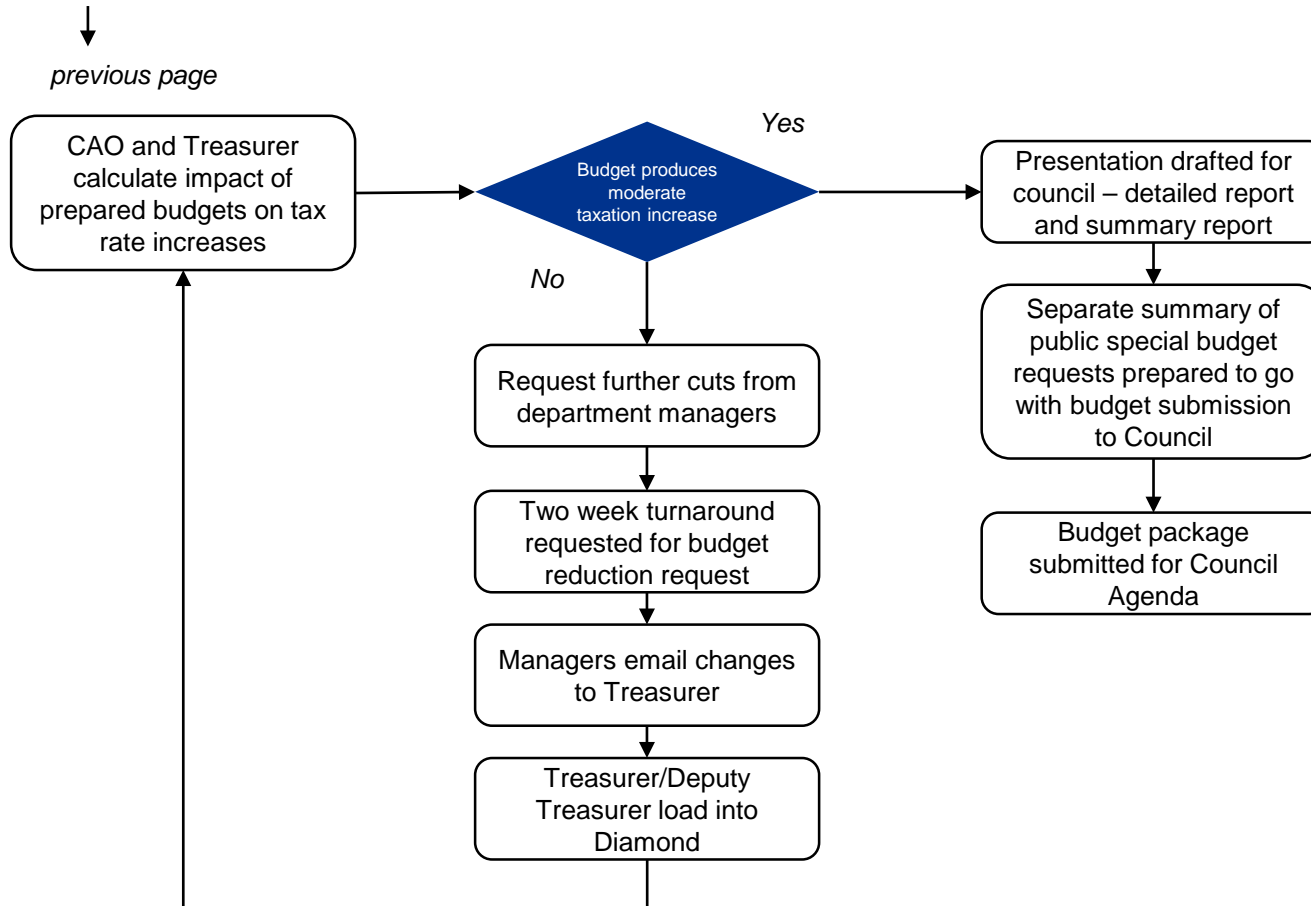
Litigation risk, consisting of potential areas where the Municipality's processes may expose it to risk, including areas where existing measures to mitigate risk are considered insufficient

Included with the process maps are the potential areas for improvements, as well as potential courses of action that could be adopted by the Municipality to address the identified issues.

Budget Process



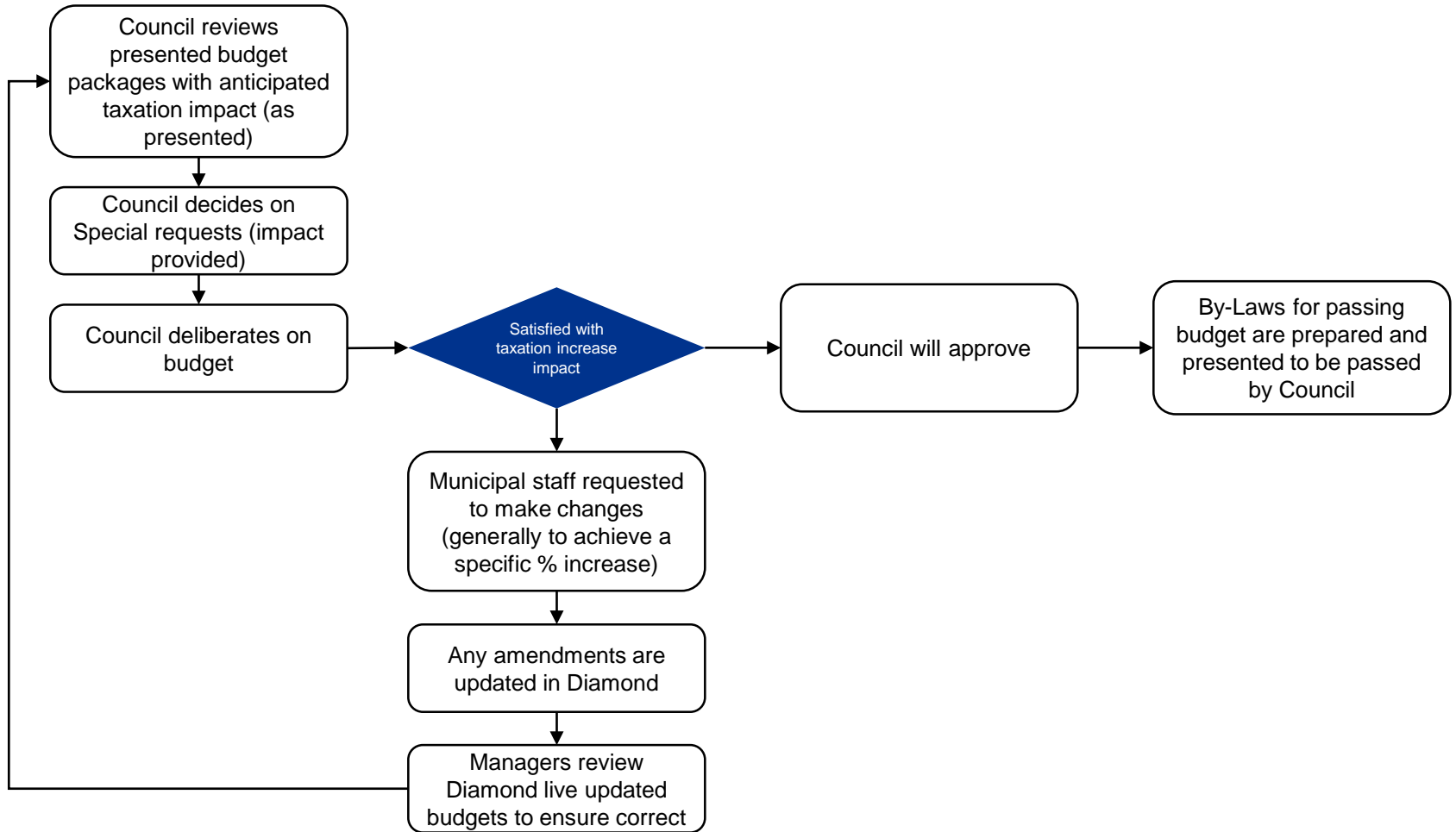
Budget Process



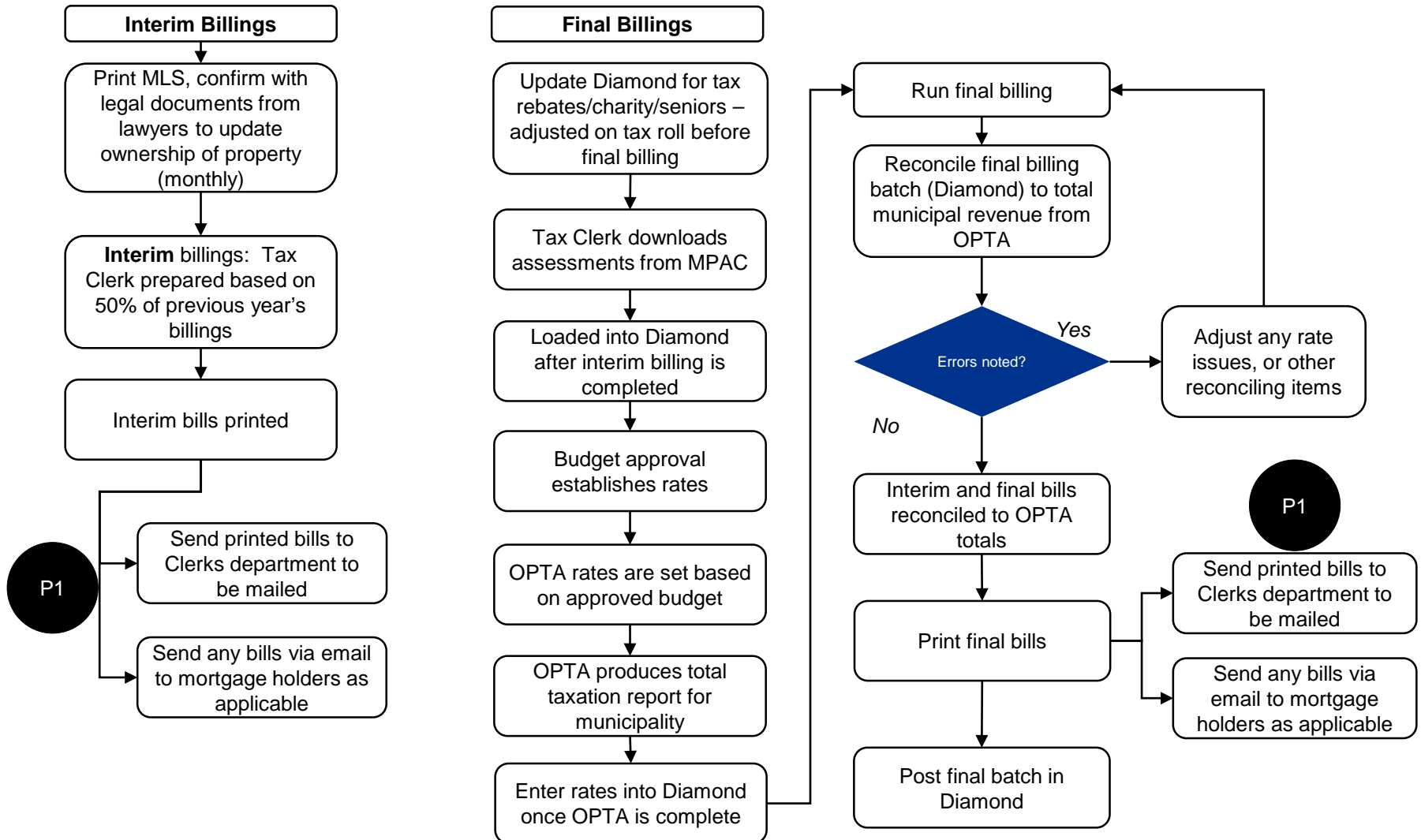
Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>In its current process, the Municipality does not appear to have a formal policy that sets out the budget process.</p>	<p>The current process that the Municipality follows appears to have a number of work steps that would be considered to be best practice including the timing of the entire process and the involvement of Council and the community. The Municipality may want to formalize this process in a policy which can then serve as a documented Standard Operating Procedure ('SOP').</p>

Budget Process: Council Approval



Property Taxation – Assessment & mailing

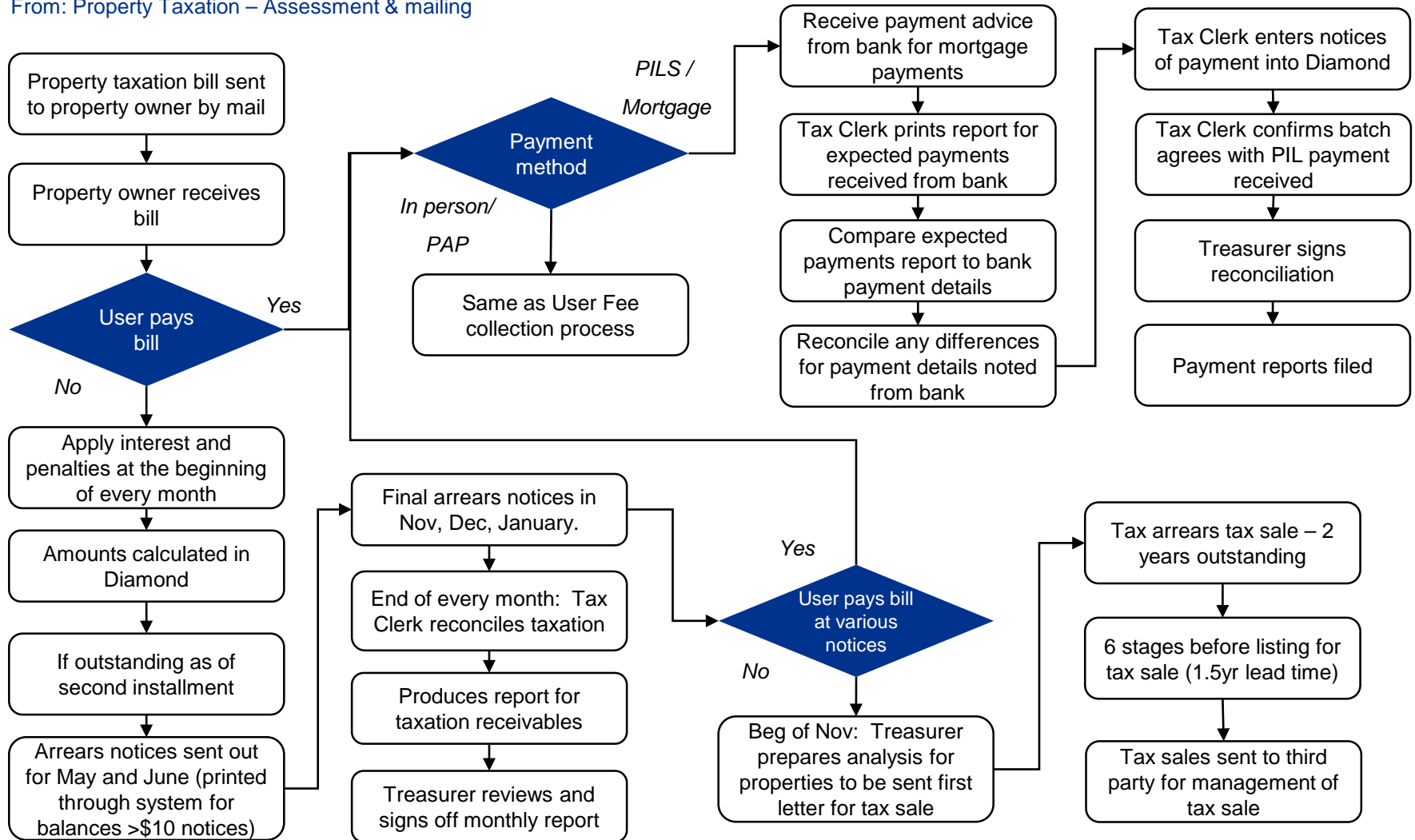


Potential Courses of Action

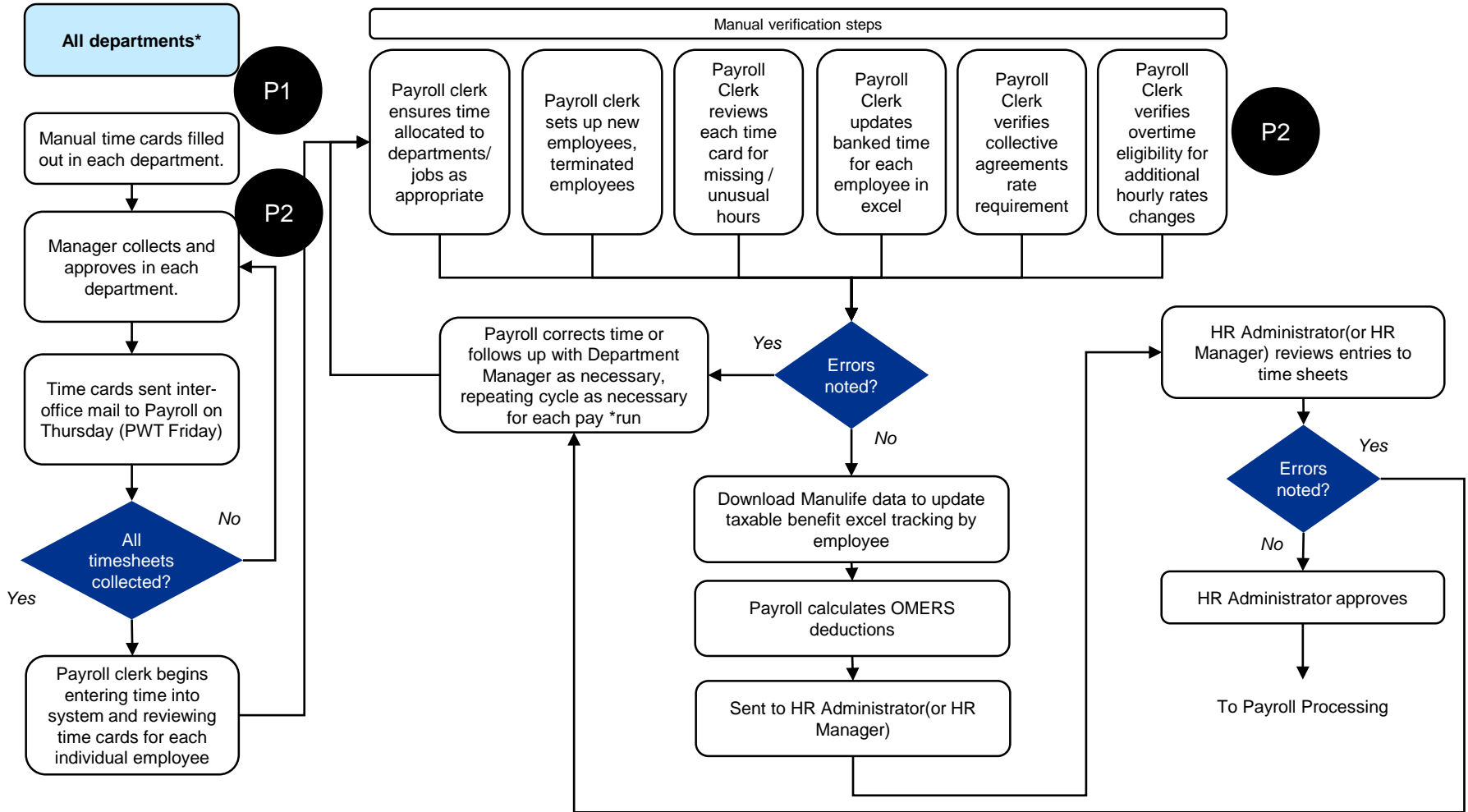
Issue	Potential Course of Action
<p>P1 All property tax bills are currently manually prepared and sent by mail. This results in additional time and postage costs incurred by the Municipality.</p>	<p>Allow users to receive bills electronically through email or “epost” through Canada Post. System generated emails can be produced that will send user’s their bills electronically reducing costs associated with post and the time required to prepare and mail the bills.</p>

Property Taxation

From: Property Taxation – Assessment & mailing



Payroll Process: Time entry

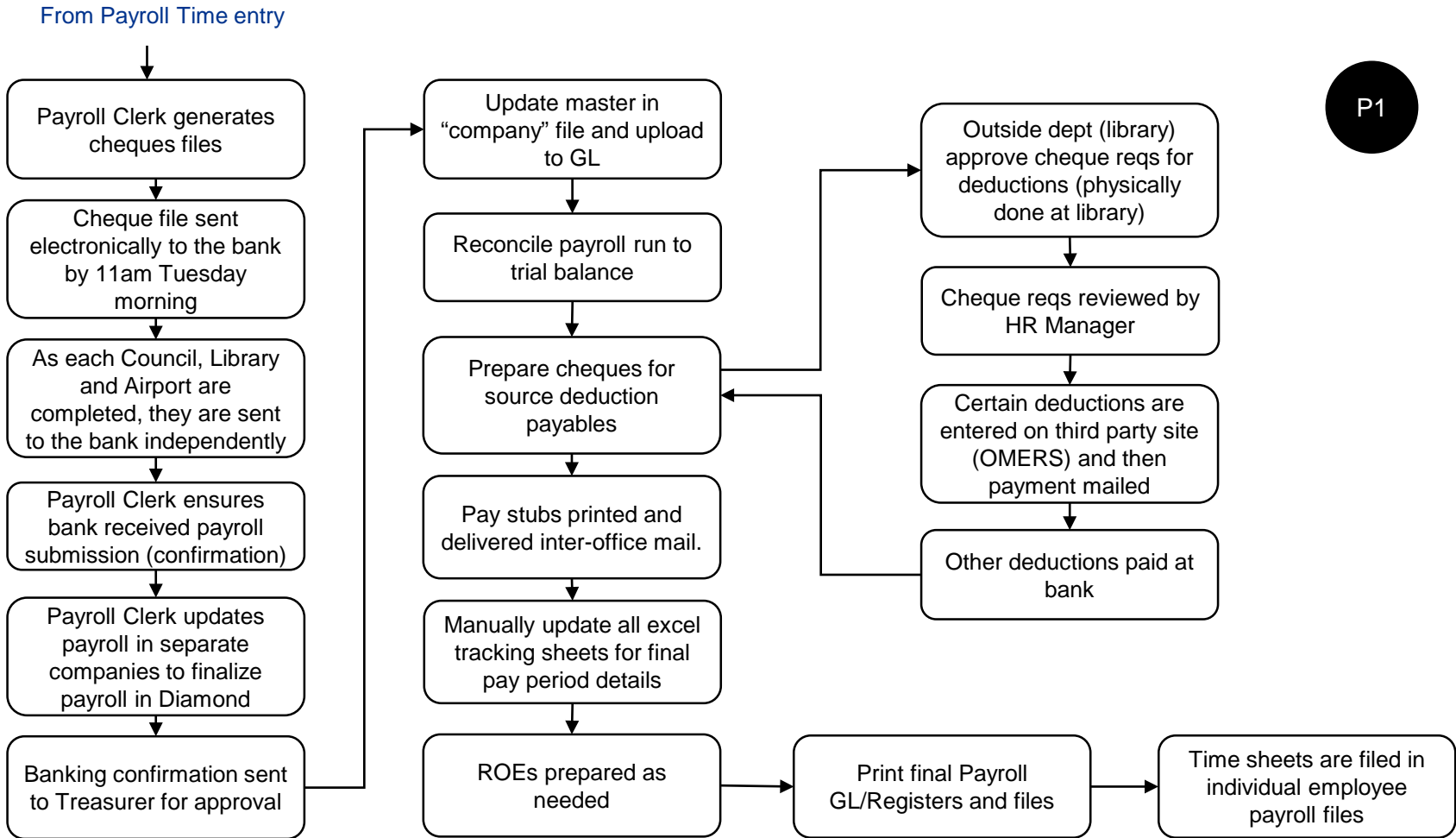


*Four pay runs prepared for Council, Library, Airport and Municipality separately but each follows the same process

Potential Courses of Action

Issue	Potential Course of Action
<p>P1 Timesheets are prepared manually which can result in timesheets being inaccurate (e.g. all hours not adding to the correct number of hours every pay period) or incomplete (e.g. description of the tasks and projects completed not being recorded).</p>	<p>Have staff complete timesheets electronically, restricting submission until all errors or discrepancies have been addressed.</p>
<p>P2 Timesheets are approved by Department Managers and provided to the Payroll Clerk with a number of errors. The result is the payroll process takes up to 4 days to process which includes approximately 2.5 days of the Payroll Clerk manually inputting timesheet information.</p>	<p>The Municipality may want to consider the following to address this issue:</p> <ul style="list-style-type: none"> • Ensure Department Managers are reviewing and approving timesheets prior to submission to Payroll; reducing the number of errors at this level has the potential of freeing up capacity within the position of Payroll Clerk • Explore the potential implementation of a Payroll module to reduce the number of manual work steps within the process.

Payroll Process: Processing payment

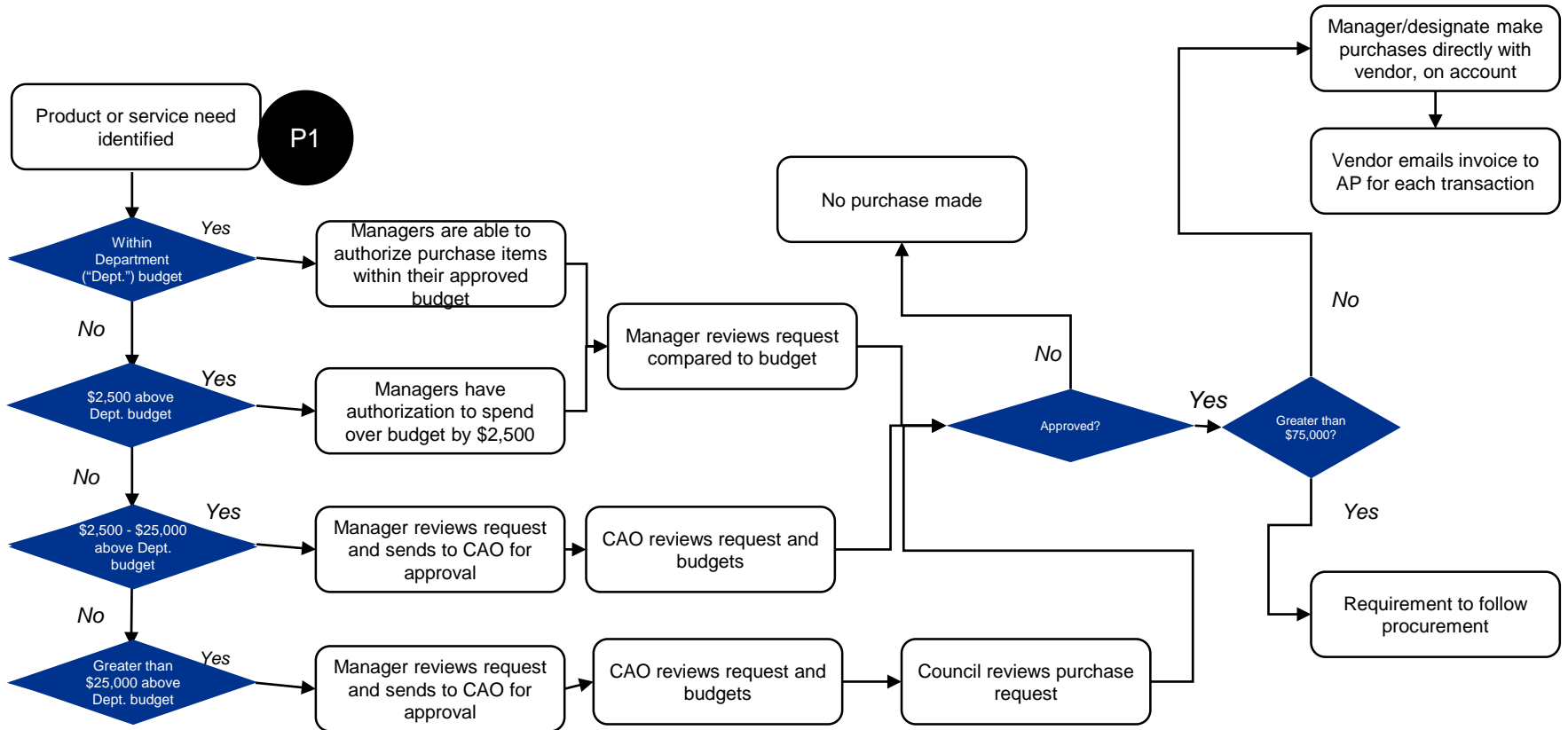


P1

Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>The Municipality's payroll process is largely based on manual work steps and the Municipality may not be maximizing the software currently being used.</p>	<p>The Municipality may want to explore the following:</p> <ul style="list-style-type: none">• Investigate as to what the full capabilities of its current software are with respect to processing payroll;• If the current software program can address current issues, the Municipality may want to explore additional training for involved staff to make the best use of its current software package;• If the current software cannot meet the needs of the organization, the Municipality may want to explore the acquisition of a new software program that both meets the need of the organization and is considered to be user friendly.

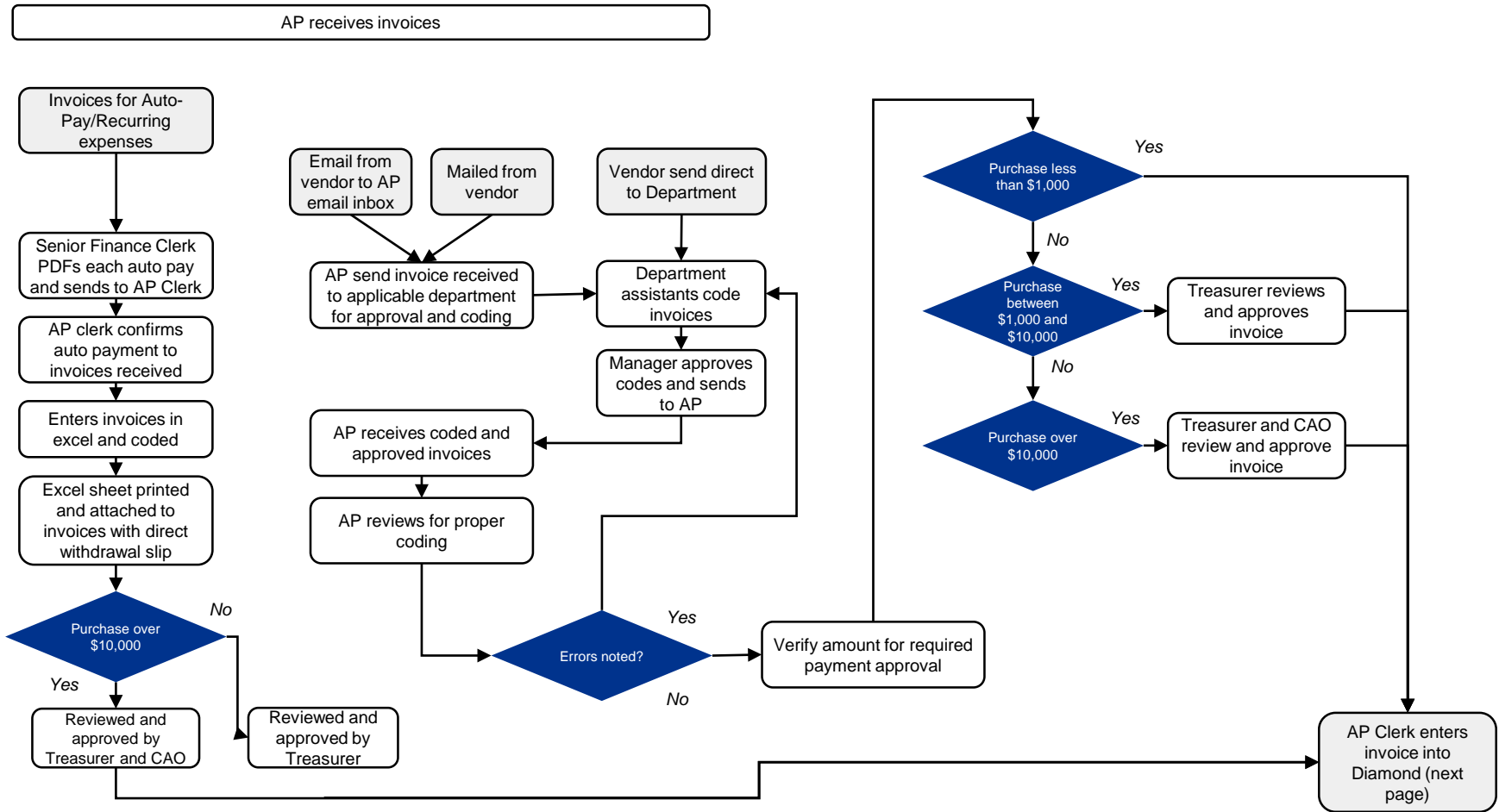
Procurement



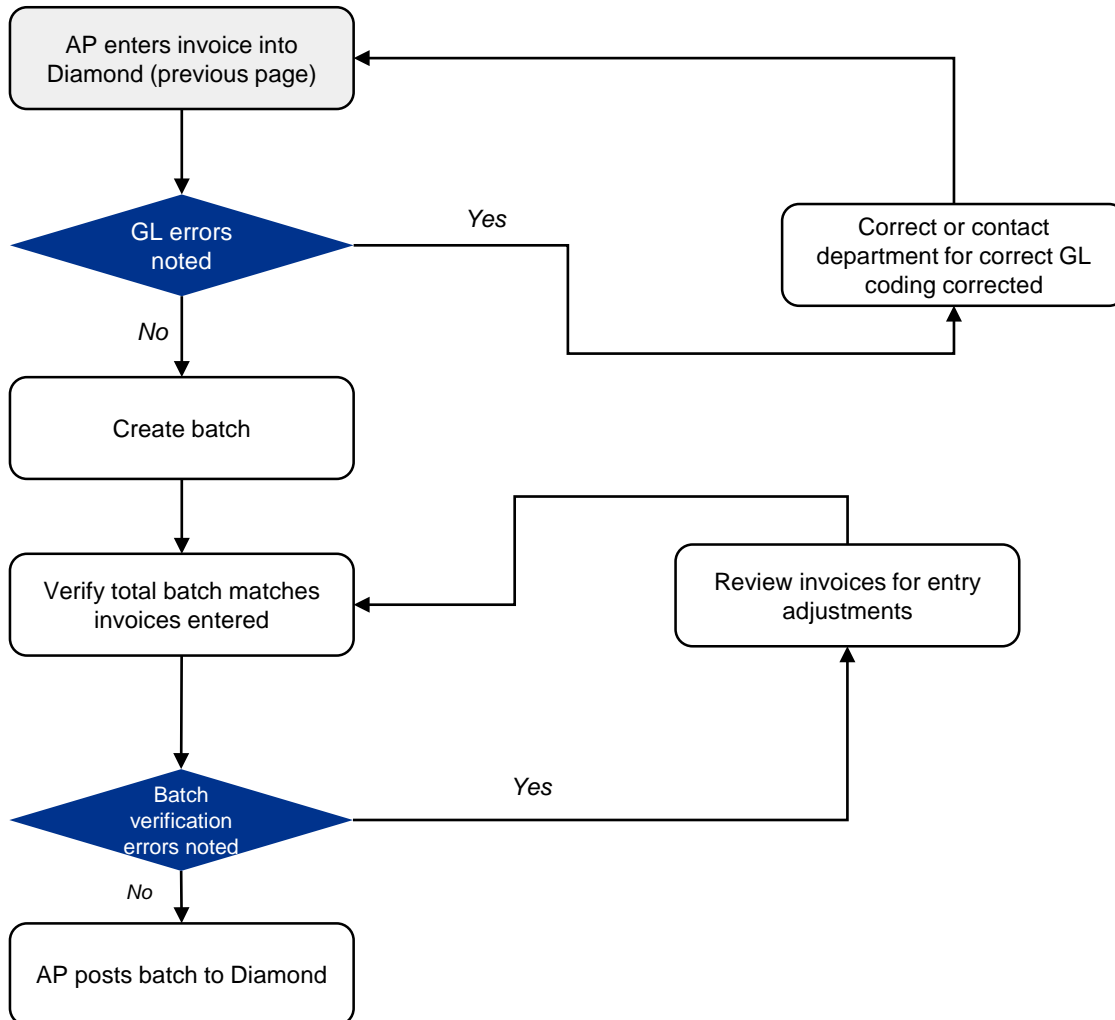
Potential Courses of Action

Issue	Potential Course of Action
 The Municipality has not reviewed its procurement policy since September 2010	The Municipality may want to review its procurement policy to ensure that its spending thresholds are appropriate and meet the needs of the organization.

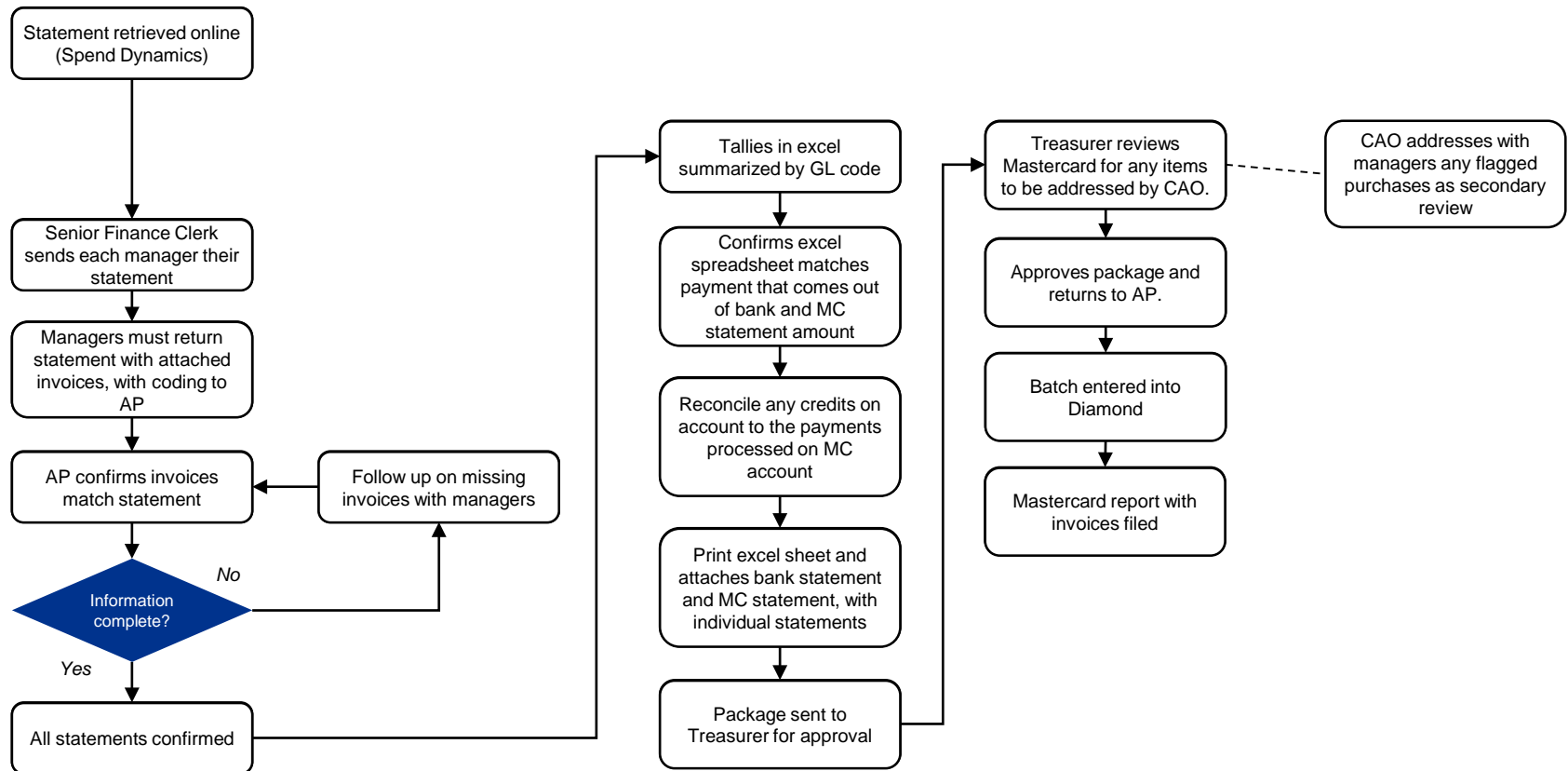
Accounts Payable: Recording



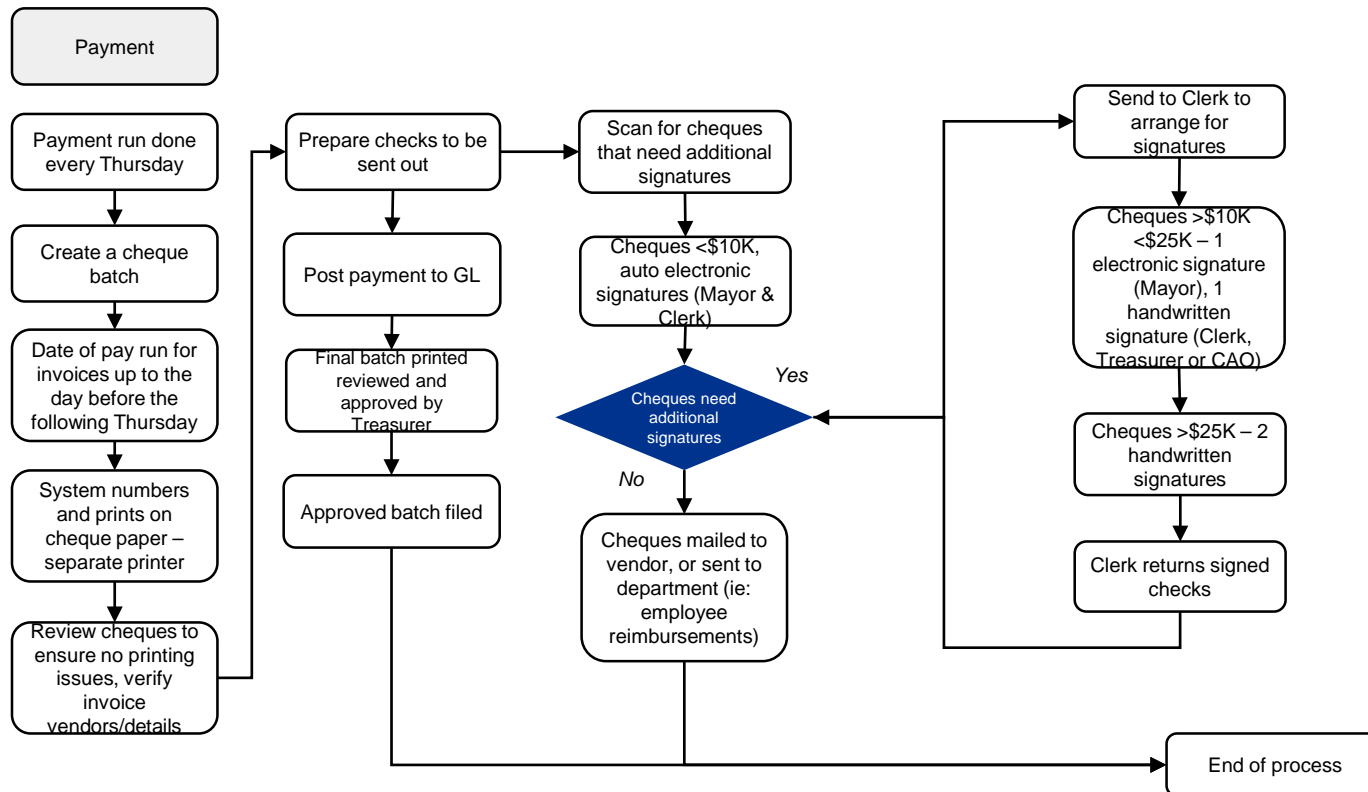
Accounts Payable: Recording



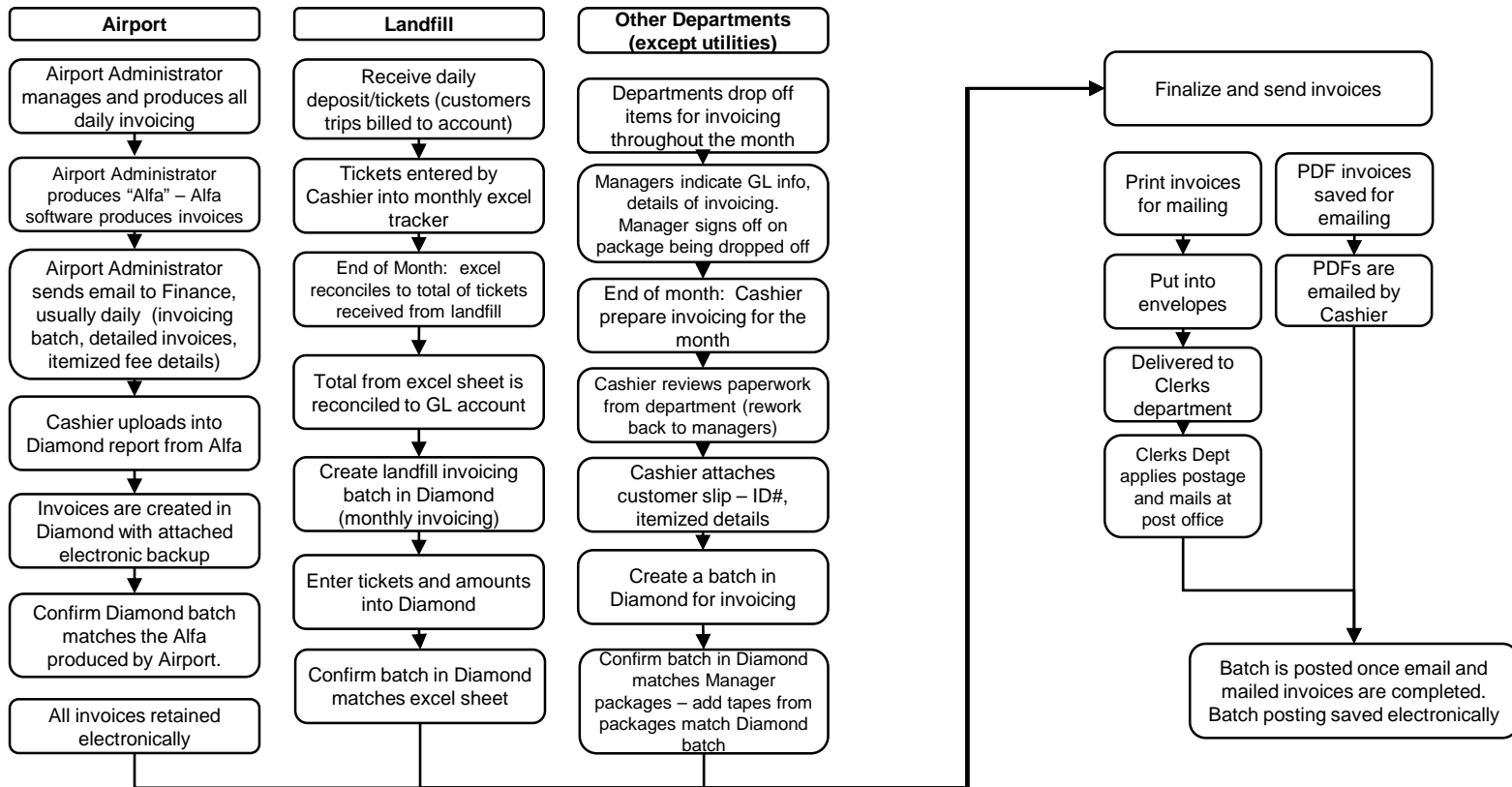
Accounts Payable: Use of Credit Cards



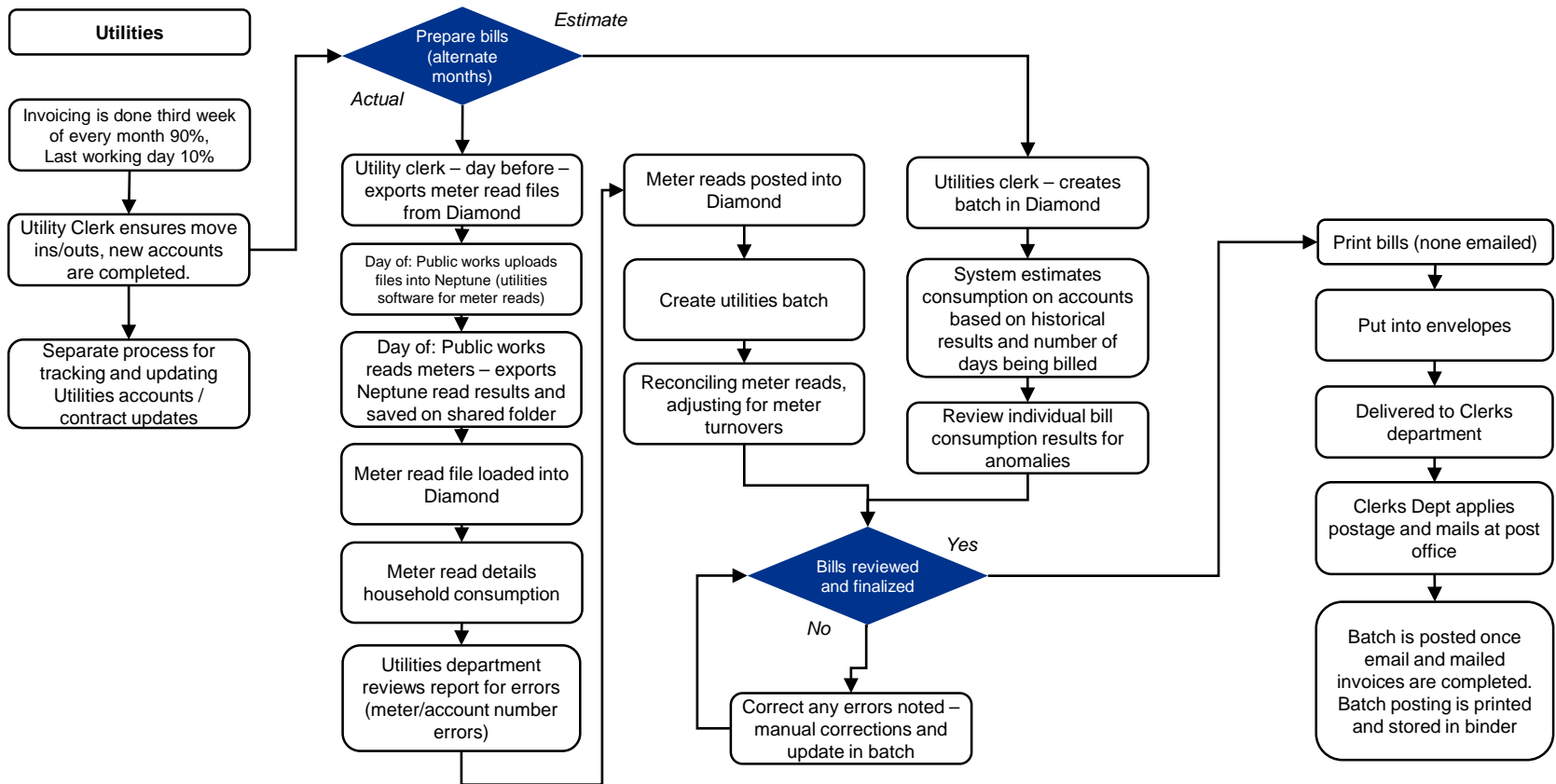
Accounts Payable: Payment



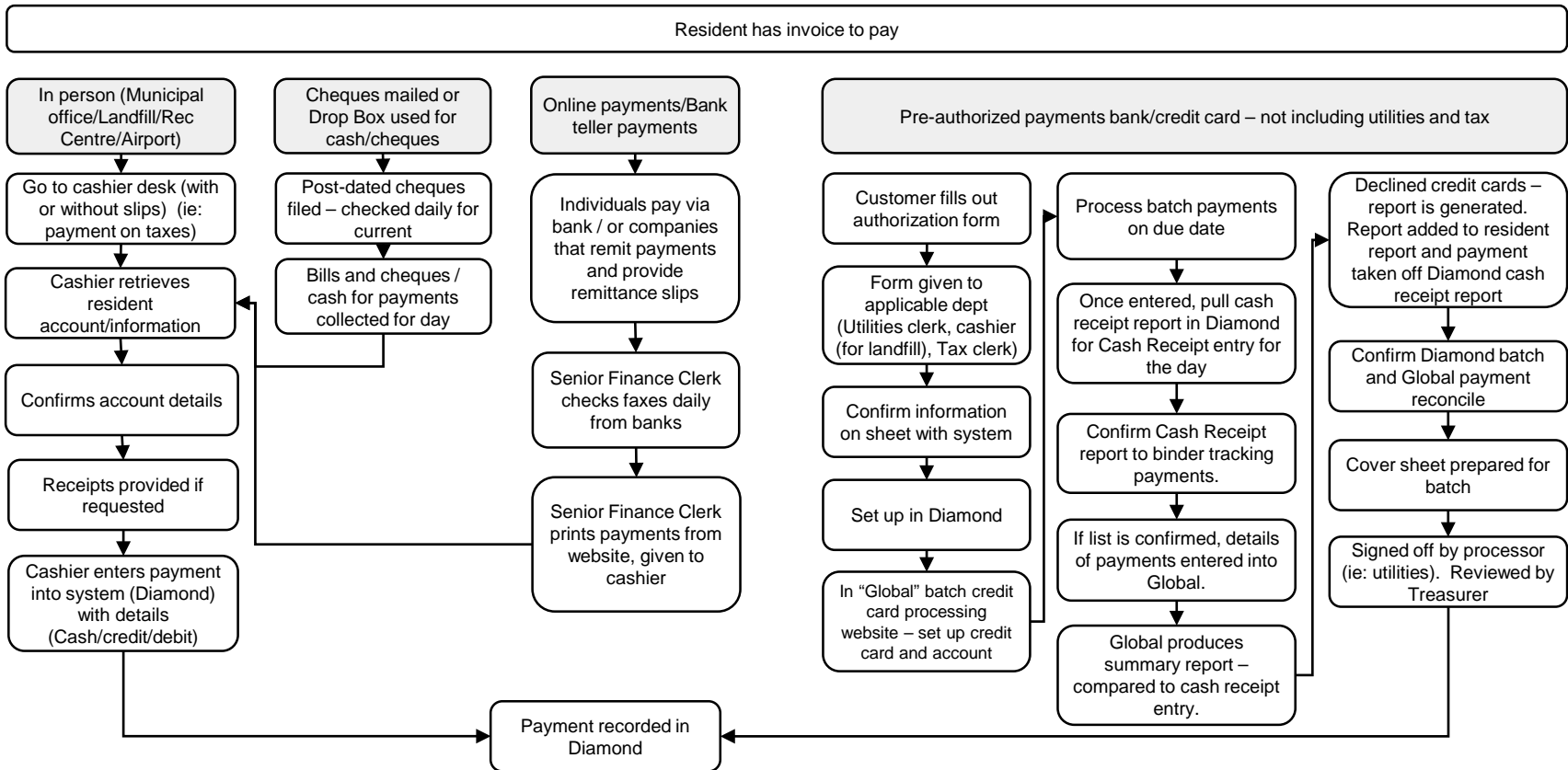
User Fees - Invoicing



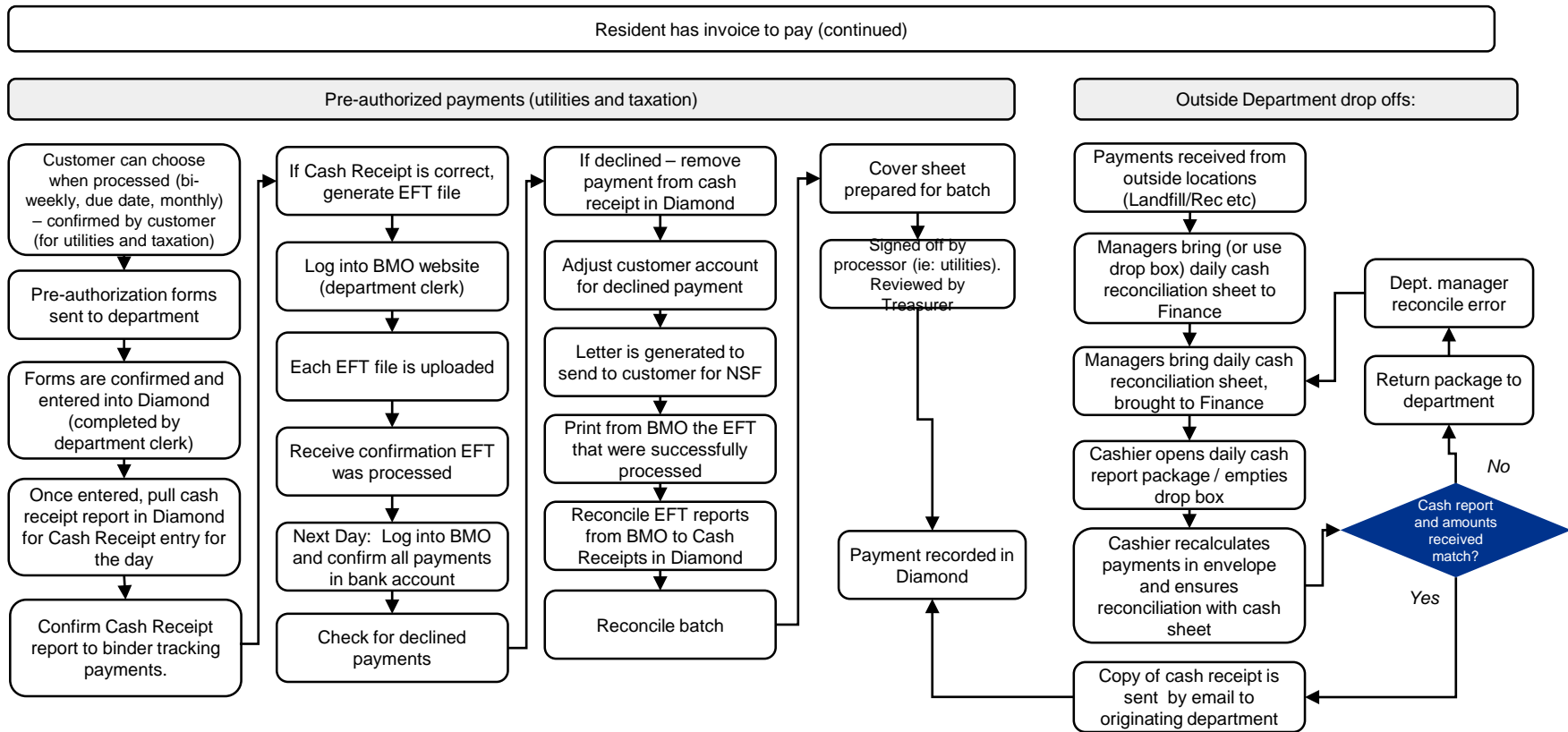
User Fees - Invoicing



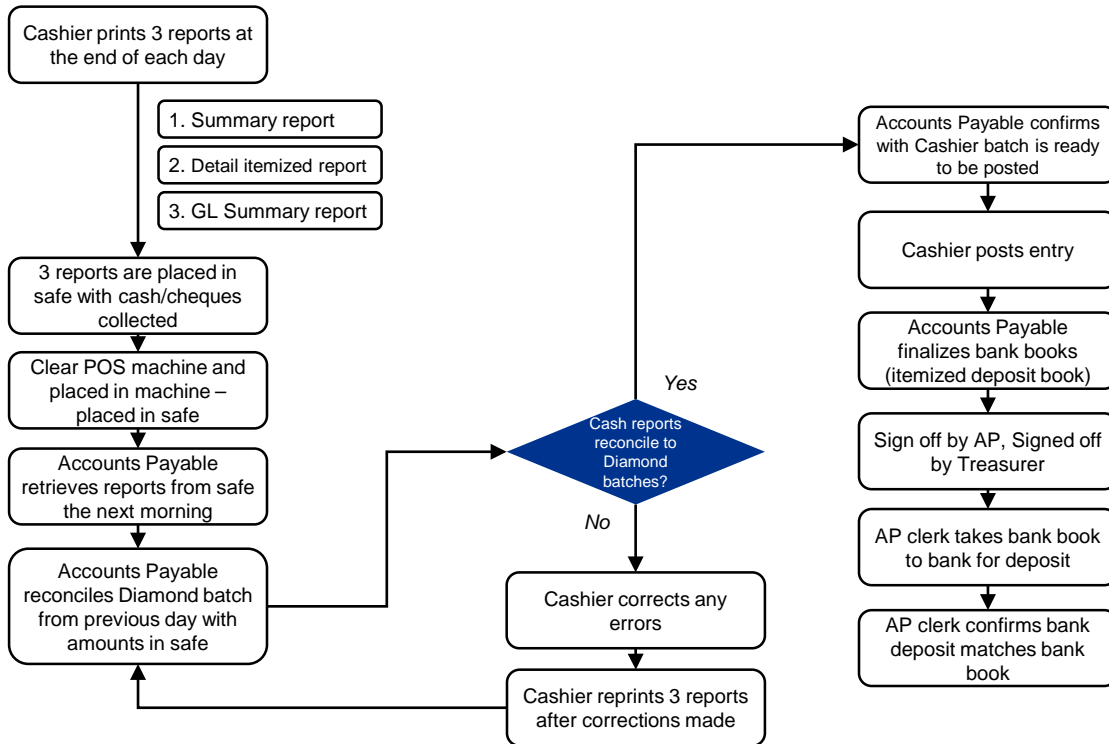
Accounts Receivable: Receipt of User Fees



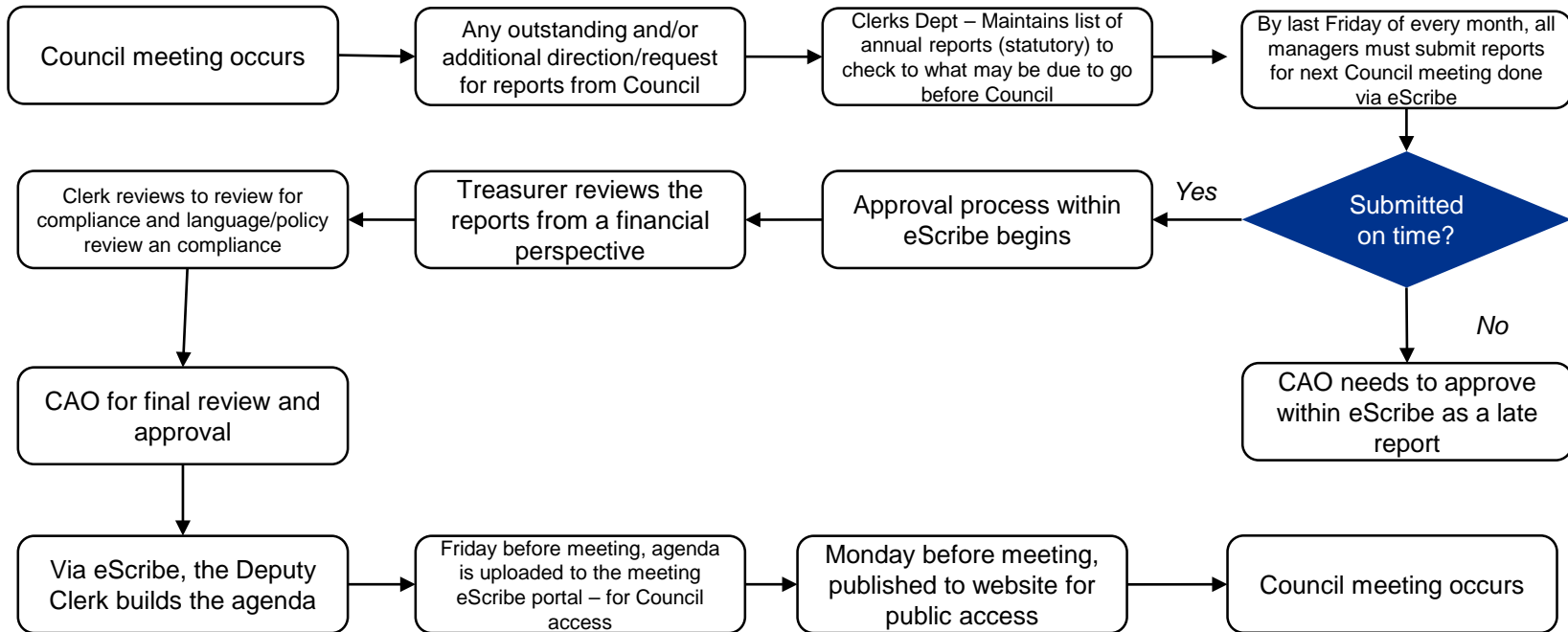
Accounts Receivable: Receipt of User Fees



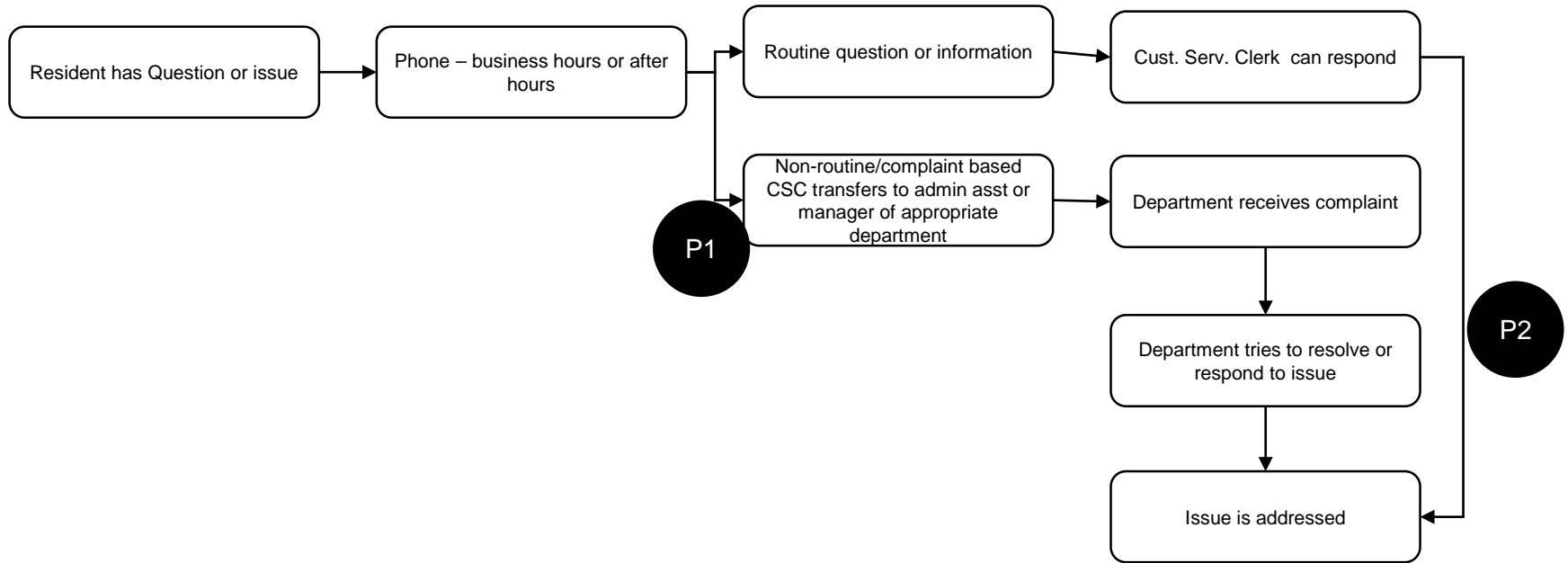
Accounts Receivable: End of Day Reconciliation



Agenda Preparation



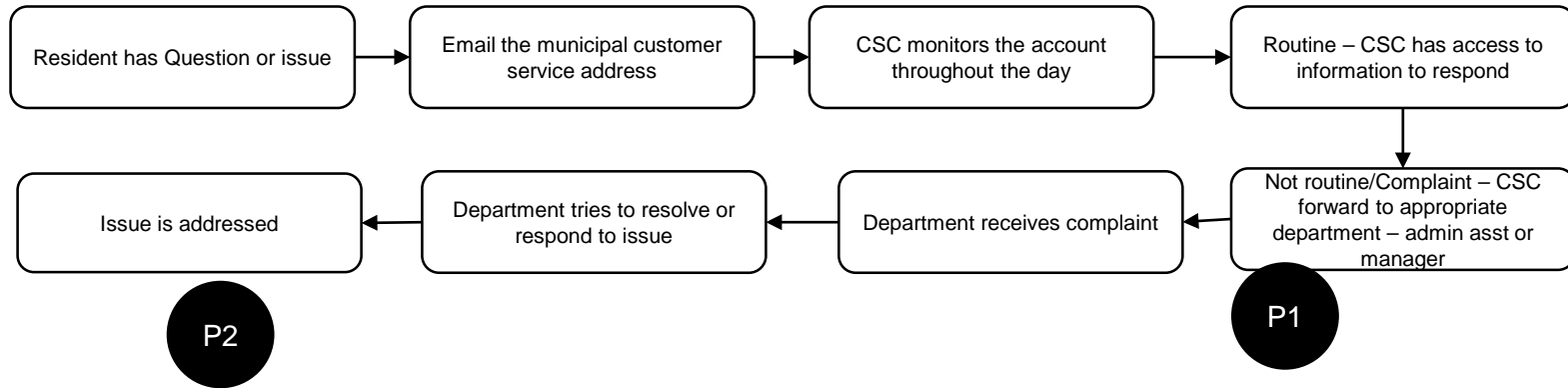
Customer Service - Phone Based



Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>Based on information shared, the Municipality does not log incoming call in a consistent fashion. Additionally, direct calls and/or emails create issues as not all calls are then captured – direct phone lines to department also create inefficiencies in overseeing incoming resident inquiries/issues.</p>	<p>The Municipality may want to explore an approach that is more streamlined whereas there is a process in place that all calls are logged. This could be accomplished through one of two ways – the investment in software to track calls or as a start, a call log within a shared folder for staff to input calls and allow for these then to be tracked from initiation to resolution.</p>
<p>P2</p> <p>The Municipality’s policy with respect to the acknowledgement and response to resident inquiries has not been reviewed in a number of years and may no longer best serve the community.</p>	<p>The Municipality may want to consider a review and refresh to its customer service policy to ensure that the timelines associated with response times are both achievable and consistent with municipal best practices.</p>

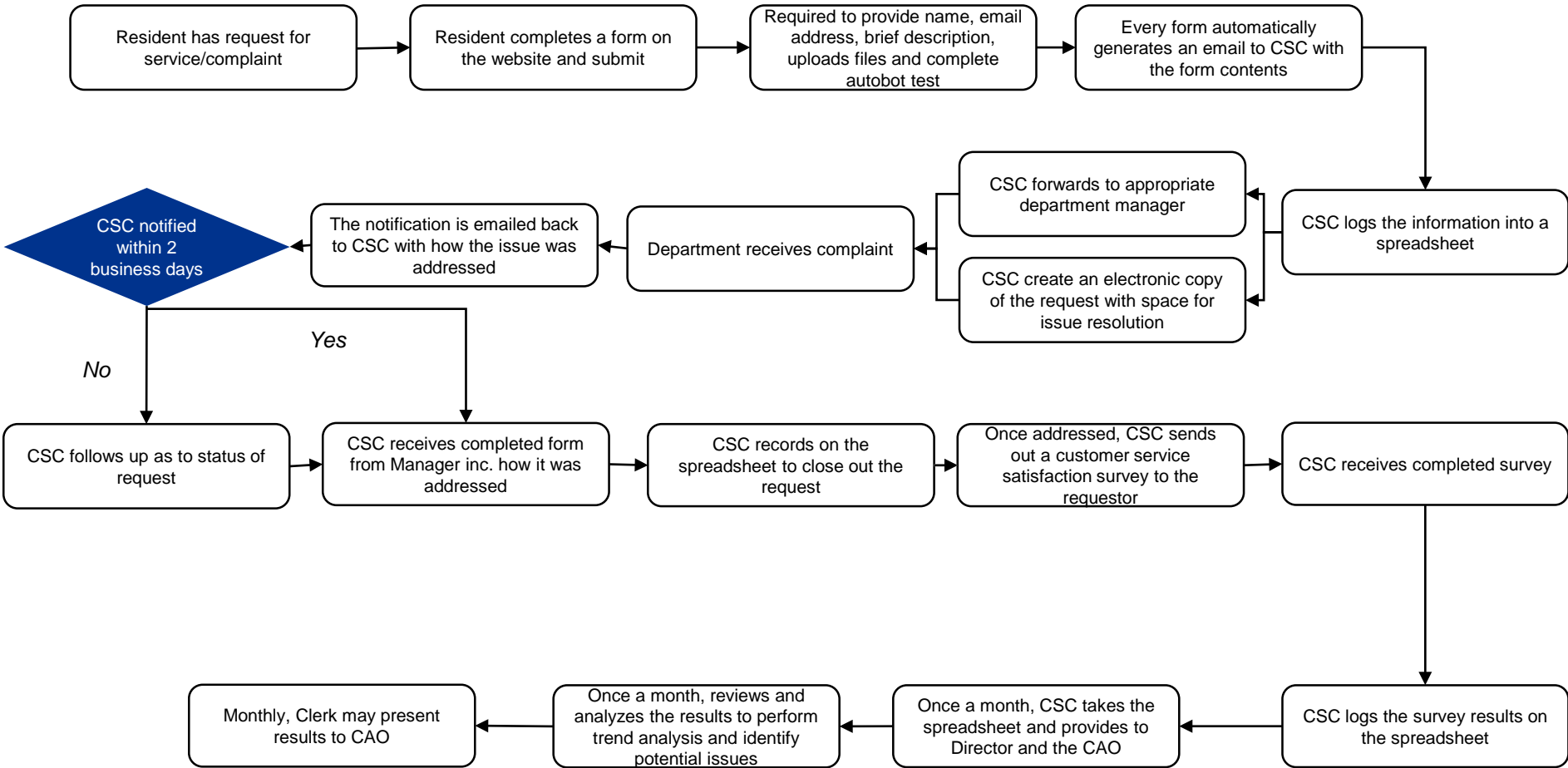
Customer Service - Email



Potential Courses of Action


Issue	Potential Course of Action
<p>P1</p> <p>The Municipality’s policy with respect to the acknowledgement and response to resident inquiries has not been reviewed in a number of years and may no longer best serve the community.</p>	<p>The Municipality may want to consider a review and refresh to its customer service policy to ensure that the timelines associated with response times are both achievable and consistent with municipal best practices.</p>
<p>P2</p> <p>Based on information shared, the Municipality does not log incoming issues related emails in a consistent fashion.</p>	<p>The Municipality may want to explore an approach that is more streamlined whereas there is a process in place that all emails are logged. This could be accomplished through one of two ways – the investment in software to track issues or as a start, an electronic log within a shared folder for staff to input emails and allow for these then to be tracked from initiation to resolution.</p>

Request for Service



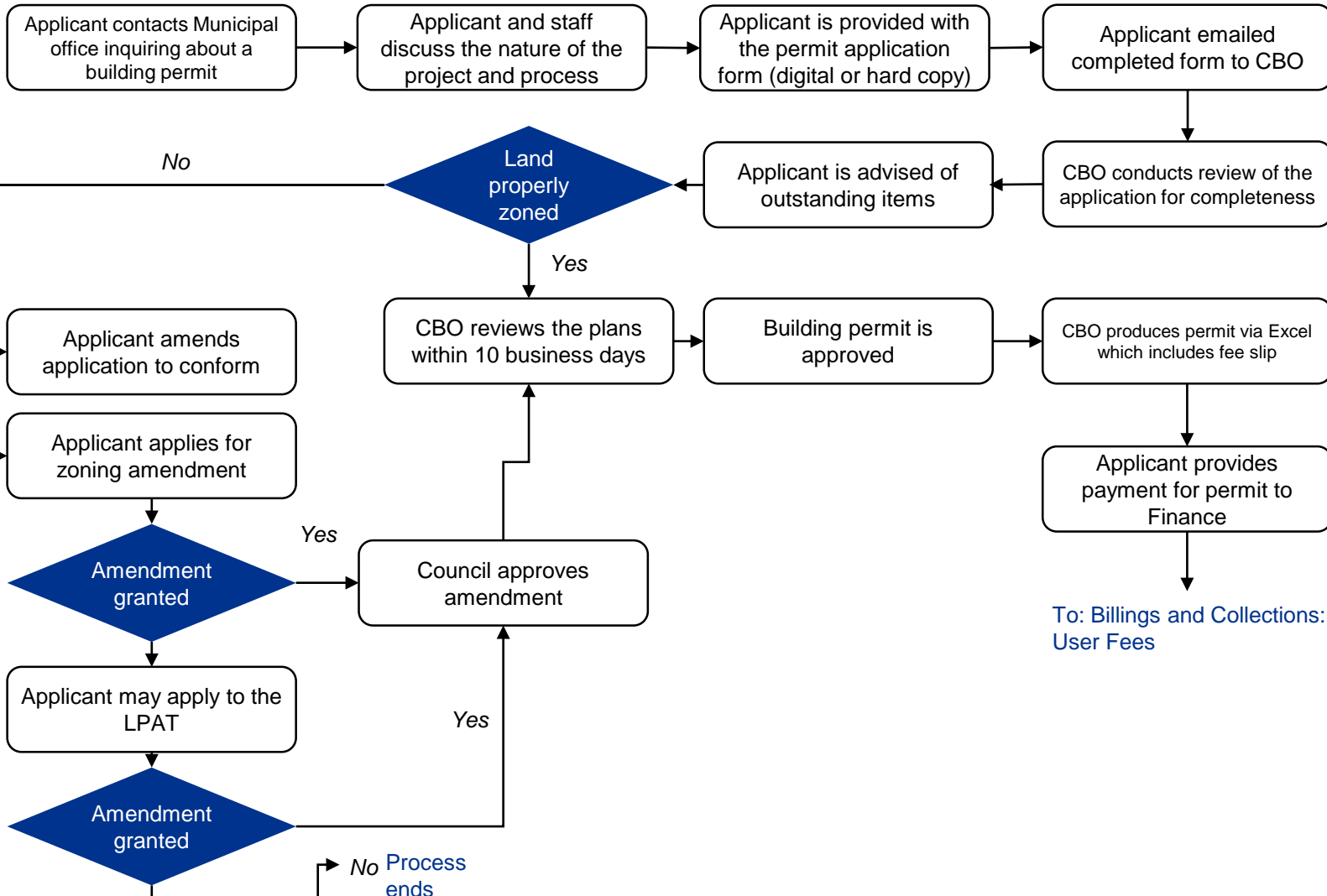
P1

Potential Courses of Action

Issue	Potential Course of Action
<p> There does not appear to be a formal mechanism by which staff report to Council on issues received within this process.</p>	<p>The Municipality may want to establish a report back to Council on issues received within this process. This could be done on a quarterly basis which summarizes the nature of the issues opposed to case by case identification.</p>


Municipality of Sioux Lookout Municipal Service Delivery Review

Building Permits



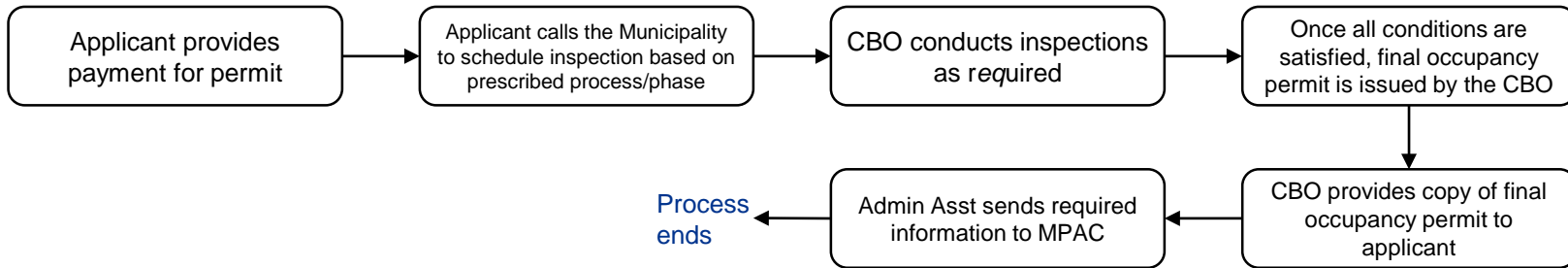
P1

Potential Courses of Action

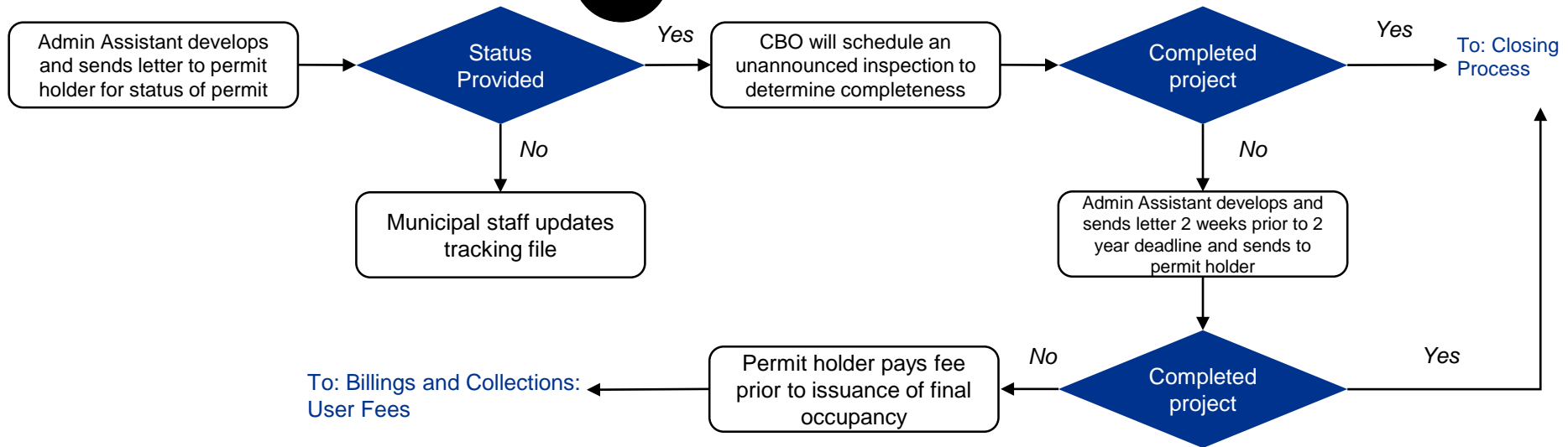
Issue	Potential Course of Action
<p> There may be a gap between Development Services and Finance as a result of the manual creation of a building permit through the use of Excel.</p>	<p>The Municipality may want to explore the potential of a software solution that would address this gap and allow for Finance to be automatically notified of payment for a building permit opposed to the manual process currently in place.</p>

Building Permits


Open Building Permits and Closing Process



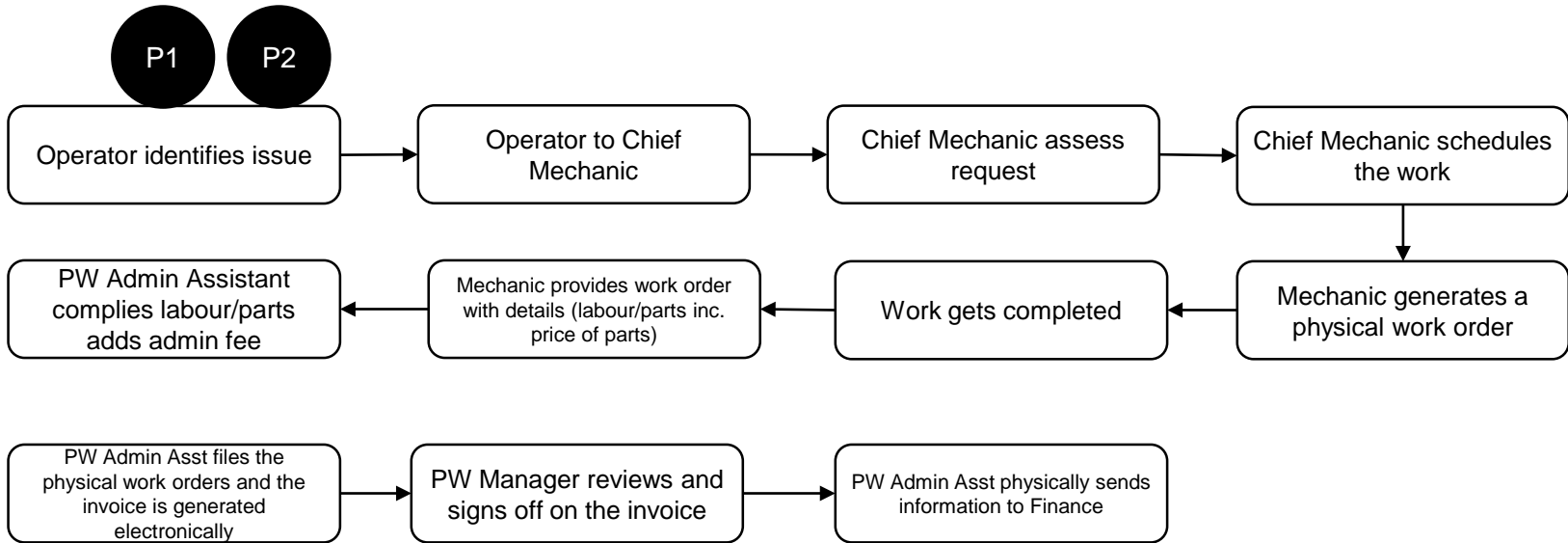
Open Permits (18 months from issuance)



Potential Courses of Action

Issue	Potential Course of Action
<p> The Municipality does not charge a maintenance fee for open permits after the two year expiration date for a building permit.</p>	<p>To encourage permit holders to close permits and to assist the municipality in capturing additional taxation revenues, a common approach used within the municipal sector is the establishment of a 'maintenance' fee for open permits that exceed one year. Fees can range \$100 (smaller projects) to \$250 (major projects) for permits remaining open after one year.</p>

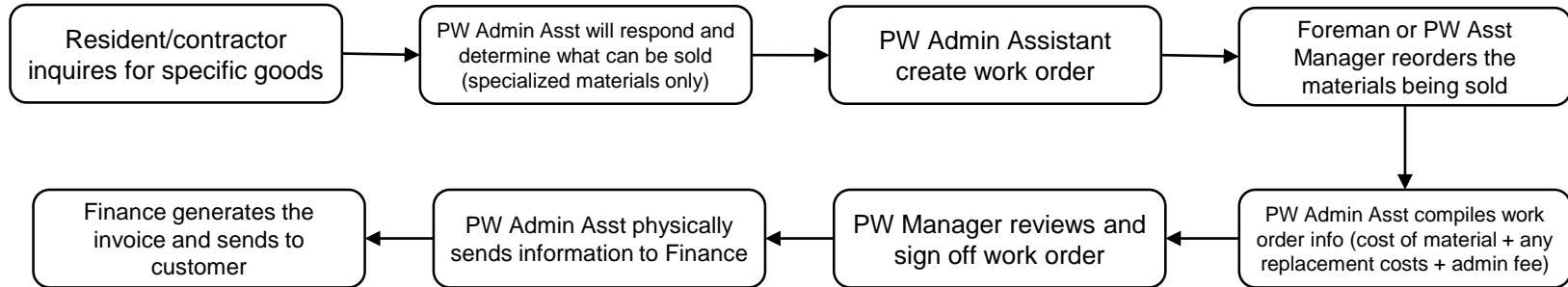
Work Order Management - Public Works



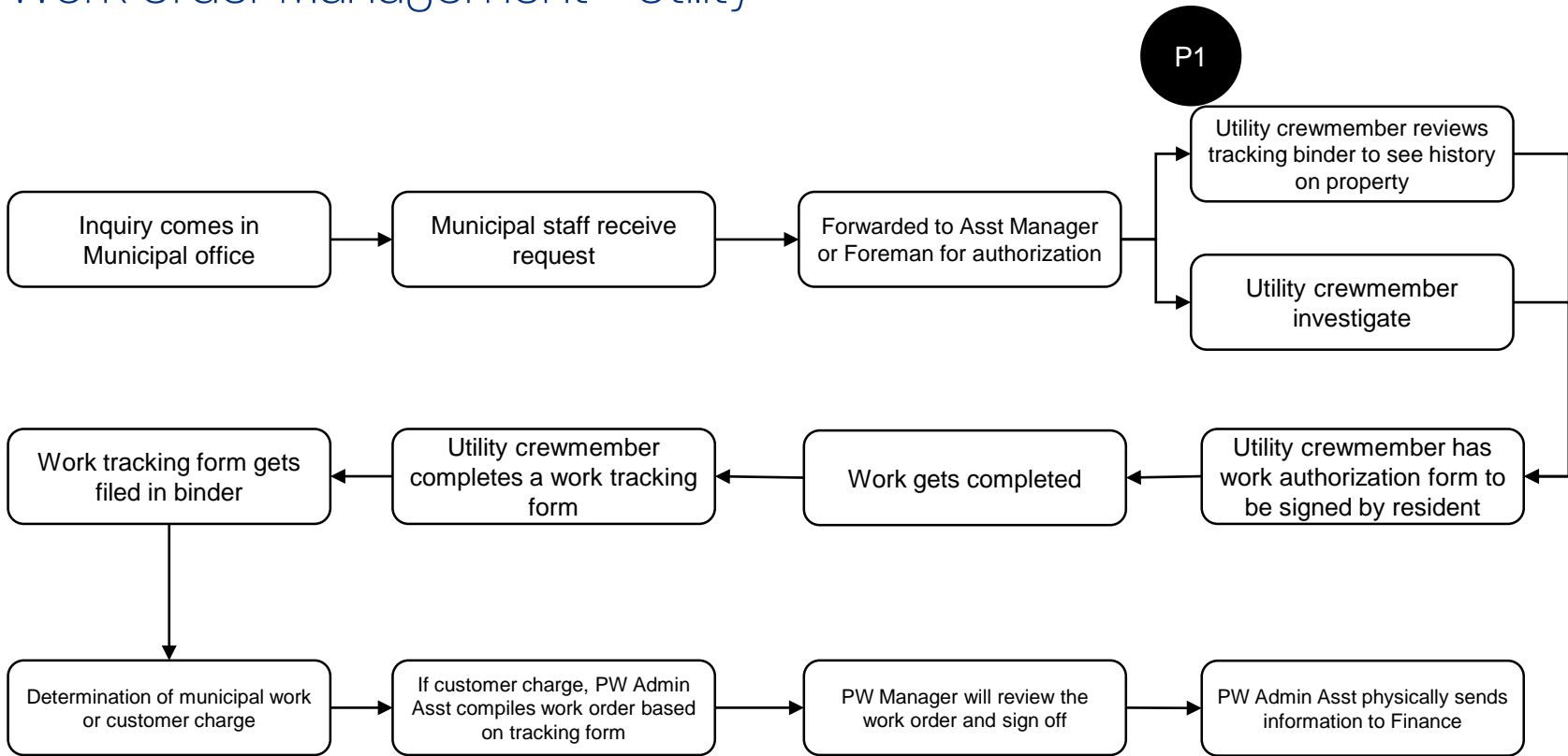
Potential Courses of Action

Issue	Potential Course of Action
<p>P1</p> <p>There does not appear to be a formal prioritization for work. This presents challenges for the department as resources can be deployed to respond to other areas (airport, hydro) versus the Municipality's direct needs.</p>	<p>The Municipality may want to develop a formal prioritization for works to be completed. This would allow for resources to be deployed more effectively to any issues versus the current approach.</p>
<p>P2</p> <p>Overall, there does not appear to be any formal tracking of other works including road maintenance. This limits the department's the ability to do analysis of operations. Based on information shared, the Municipality has the module but it has not been fully implemented.</p>	<p>The Municipality may want to explore the costs associated with the full implementation of the module. The direct benefits will be the ability to track all work as well perform analytics which is beneficial to both operations and future departmental needs.</p>


Work Order Management - Public Works - sale of goods



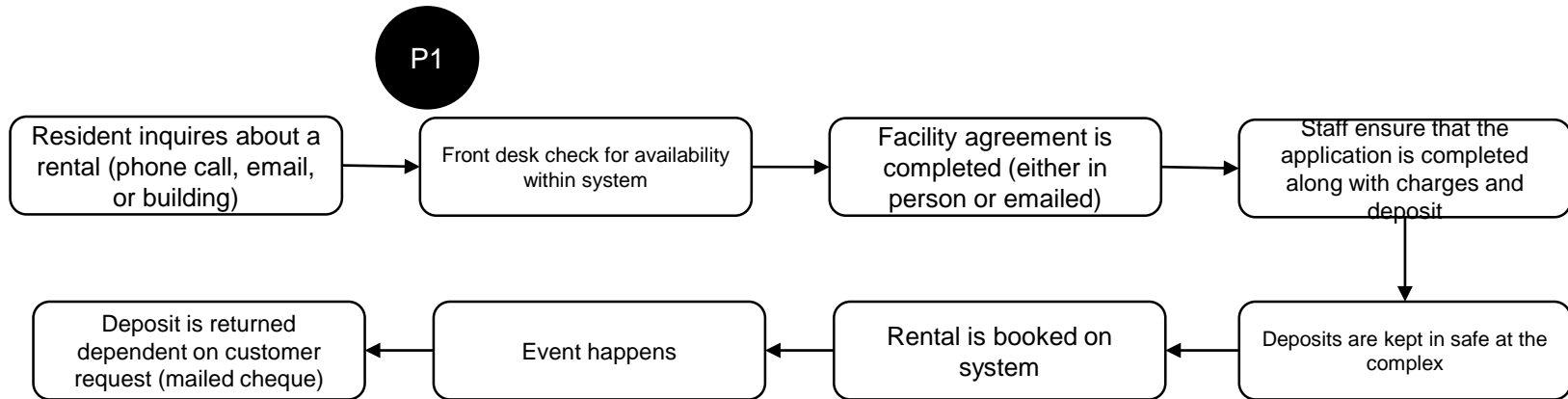
Work Order Management - Utility



Potential Courses of Action

Issue	Potential Course of Action
<p> Municipal staff rely on a physical binder which contains potentially all work related matters for a property.</p>	<p>The Municipality may want to consider shifting the binder to an electronic platform to mitigate the risk associated that the physical record could be destroyed with all information being lost as a result.</p> <p>Additionally, the Municipality may want to house this information in a manner that would allow for staff to access through the use of hardware (for example, tablets) for more efficient and effective access to the information.</p>

Facility Rentals



Potential Courses of Action

Issue	Potential Course of Action
<p>P1 Currently the process of booking is based on manual processes. The Municipality does not appear to make sure of technology for the purposes of booking and managing rentals at recreational facilities.</p>	<p>Currently, the Municipality is in the process of training staff on the use of recreational software (Perfect Mind) to allow for greater ease of use both internally and externally.</p>



The Corporation of the Municipality of Sioux Lookout

Chapter VII: Community
Consultation

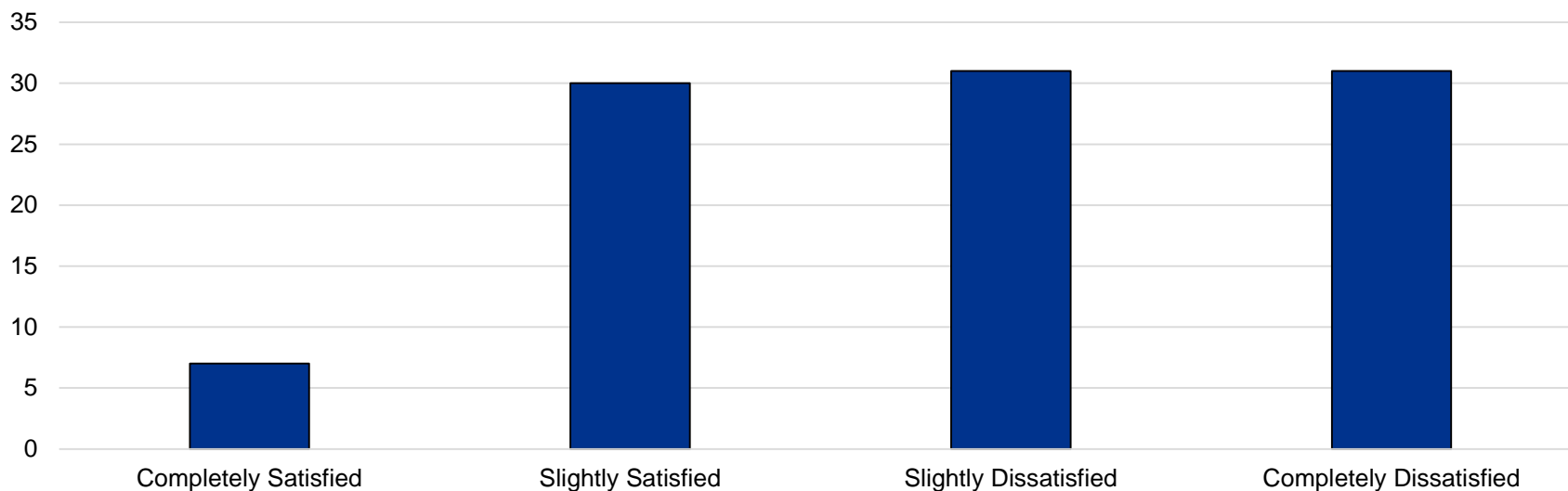


Community Consultation

Over the month of November 2020, KPMG undertook community consultation with two approaches: directed stakeholder engagement where KPMG sought input from specific community groups (The Sioux Lookout Chamber of Commerce, Sioux Lookout Minor Hockey Association and the Rotary Club of Sioux Lookout) and concurrent to the directed stakeholder engagement, an online survey was developed and available for members of the community to complete and share their thoughts about current municipal services and selected opportunities associated with the review. The online survey received 105 responses from the community. The following are the results of the two streams of consultation.

Level of Satisfaction – Current Service Levels

The initial question of the online survey asked residents to rank their level of satisfaction with current service levels in the Municipality of Sioux Lookout. Based on the responses provided for this question, the majority of respondents are dissatisfied with current service levels. Subsequent questions provide more information as to areas where residents believe the Municipality is doing well and where there may exist an opportunity to improve.

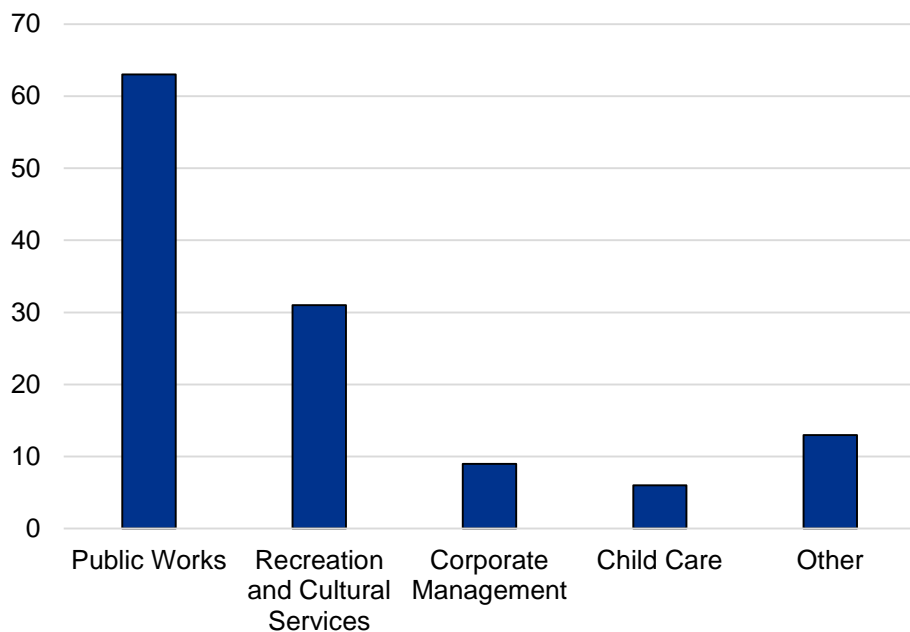


Community Consultation

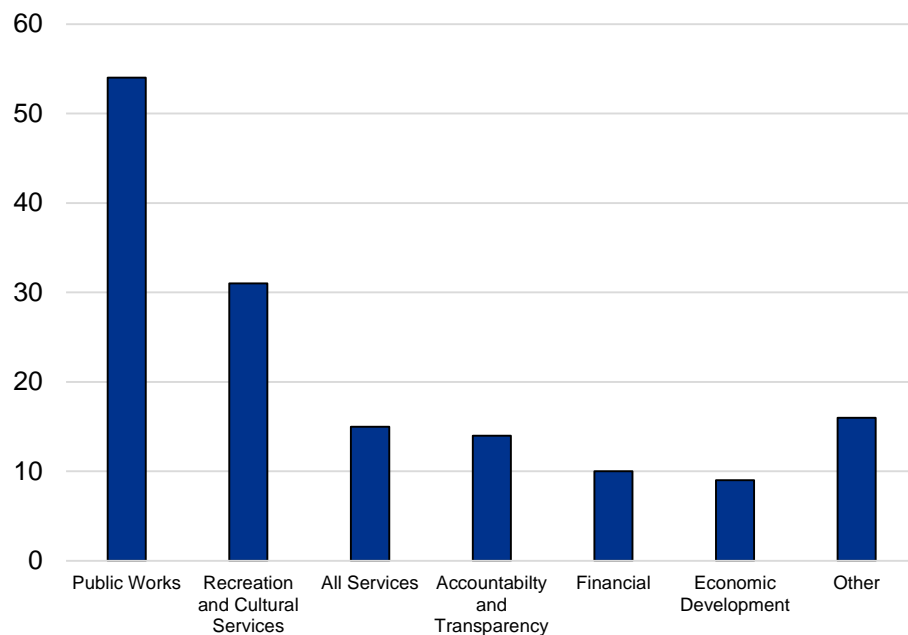
The next two questions of the online survey sought input from residents with respect to municipal services and more specifically, services that the respondents believe the Municipality does well at delivering and services that could be improved. For both questions, services related to public works (road maintenance, solid waste management and water/wastewater) were the most commonly noted for both being done well and where there may be the potential for improvements and this was similar for recreational services.

Based on our analysis of the survey results, the following charts are a summary of the responses received.

Municipal Services – Provided Well by the Municipality



Municipal Services – Municipality Could Improve On



Community Consultation

Two questions of the online survey asked residents to identify service area gaps and services that they believe do not need to be provided by the Municipality. Based on our analysis of the survey results, the following is a summary of the responses received:

Potential service gaps:

- *Recreational Services* – Residents appear to be seeking an increase in recreational services including an expansion of recreational programming for all ages as well as recreational facilities – the most common response provided was the potential for a municipal swimming pool.
- *Enhanced solid waste management services* – Residents who provided responses related to solid waste management services appear to seek the introduction of the collection of “green” waste (compostable waste and yard waste), expanded recycling program and potentially discontinuing the current use of bag tags.
- *Seniors based programming* – Respondents appear to be seeking seniors based programming for residents.
- Increased road maintenance

Potential service discontinuance:

- *Marina operations* – Respondents specifically noted the municipal marina as a service that could be potentially phased out.
- *Economic development* – Those responded to this question provided municipal economic development as a potential candidate to be scaled down versus an outright elimination.

Community Consultation

Based upon the additional commentary provided within the online survey and the results of the directed stakeholder consultation, the following common themes were identified:

Focus on core service delivery

A number of respondents provided comments with respect to municipal service delivery and one common theme was the perceived need for the Municipality to focus upon its core services (respondents specifically noted infrastructure based services – roads, water/wastewater and solid waste management). Additionally, there appears to be apprehension among the respondents for the Municipality to continue to pursue larger projects that are not directly related to municipal infrastructure.

Affordability

A number of respondents provided comments regarding property taxes including a common response that property taxes appear to be high in relation to municipal services received. It should also be noted that a number of respondents appear to believe that the level of taxation is in line with the current complement of municipal services.

Communications

Based on the information received as part of the consultation process, respondents appear to be seeking more from the Municipality with respect to the lines of communications. A number of participants provided comment about the municipal website is hard to navigate and the Municipality may need to improve upon how it shares information with the public. There did not appear to be any potential suggestions beyond the municipal website within the responses received.

Community Consultation

Several opportunities identified as part of the service delivery review which could potentially impact upon the residents of the Municipality and because of this, residents were asked whether or not they were in support of these opportunities. Based on the responses received, the majority of the opportunities received more than 50% support with two receiving less – the implementation of a capital levy and the potential shift of responsibilities of certain recreational/cultural services to community groups.

Opportunity	Yes	No
Review Council Committees and overall function/mandate to ensure that these committees and membership are achieving desired outcomes	86%	14%
Make better use of technology for service delivery	88%	11%
Implement a capital tax levy to assist in addressing the Municipality's current and future infrastructure needs	31%	69%
Shift responsibilities of certain recreational/cultural services (outdoor ice rinks, gardens, etc.) to interested community groups	38%	62%
Implement a pilot project - bi-weekly garbage collection during the winter months	50%	50%
Explore the future of Cedar Bay - including a third party operator and/or suspension of operations	58%	42%
Shift building permit fees to a full cost recovery model - a municipal common/best practice	58%	42%
Complete a review of user fees to ensure an appropriate balance between municipal taxation and user fee revenues	84%	16%



The Corporation of the Municipality of Sioux Lookout

Chapter VIII: Next Steps



Next Steps

Upon the acceptance of the final report and as the Municipality moves forward with the implementation of opportunities identified through the review, the Municipality may wish to consider the following:

1. The Municipal Service Review becomes a Scheduled Report on Council's Agenda Going Forward

As Council moves into its new role of implementation, the Municipality has an opportunity to ensure that the results of the municipal service review maintain momentum and to accomplish this, the Municipality may wish to consider having the service review as a quarterly report to Council. This practice assists in maintaining momentum but also provides an opportunity for Council and the community at large to be kept up to date as to the progress of the opportunities identified within the review. Ultimately, it has the potential keep everyone who invested resources into the process to remain engaged.

2. Establishment of Project Sponsorship

In our experience, a number of transformational projects do not achieve their expected results due to the absence of support from those tasked with governance, which in the case of the Municipality means Council. For the purposes of this review, the Municipality should consider appointing the CAO as the Project Sponsor to oversee the subsequent work efforts associated with the review. The potential mandate of which should include:

- Receiving reports from staff as to the progress of implementation activities, which are then communicated to Council quarterly – these would logically flow into the first item identified;
- Providing approval for specific implementation plans
- Reporting to Council on the progress of transition activities (quarterly)
- Providing guidance and advice (as requested) to staff in support of transition activities.

We suggest that the Municipality first establish terms of reference that outline the responsibilities of the Project Sponsor, including a delineation of responsibilities between Council and staff (recognizing that staff have an operational responsibility for the implementation activities).

Next Steps

3. Prioritization of Opportunities

With regard to anything that may bring upon change, there is the potential for “decision paralysis” whereas Council may find it difficult to prioritize one opportunity over another and as a result, opportunities may not be implemented. To assist in the potential implementation of opportunities and to assist Council in its decision making process, the Municipality should consider the development of opportunity ranking criteria provided in some form. This criteria allows for Council to assess opportunities through a number of lens and provide both staff and the community at large with a clear path as to the prioritization and potential implementation of the highest ranked opportunities. Those lenses include but not exclusive to:

- *Financial Impact* – What would the impact of this opportunity be to the Municipality’s in terms of cost savings, revenue gains and capacity increases?
- *Customer Service* – Does this opportunity allow the Municipality to better respond to the needs of its residents/customers?
- *Impact on the Public* – How would the public be impacted by this opportunity? Would this opportunity enhance or reduce public health and safety and quality of life? Does this opportunity benefit or adversely impact vulnerable segments of the community?
- *Implementation Timeline* – In what approximate time frame could this idea be feasibly implemented?
- *Consistent with Municipal Best/Common Practices* – Is the opportunity consistent with best/common practices for similar-sized municipalities?
- *Effort and Cost to Implement* – How much effort, primarily in terms of cost, will be required to implement this opportunity? What are the ongoing costs to maintain this opportunity?
- *Regulatory Compliance* – Will the opportunity result in the Municipality being non-compliant with respect to Provincial or Federal legislation or regulation?

A sample prioritization scorecard can be found in Appendix A of the report.

Next Steps

4. Develop Implementation Plans

Once the Municipality has prioritized the opportunities, the next step is the development of implementation plans. The requirement for implementation planning and the associated level of detail will vary depending on the nature of the opportunity and its inherent complexity. Notwithstanding differences in detail, we suggest that a standardized template for implementation activities be developed so as to ensure that all important factors are considered as well as to facilitate communication with Council and the community at large. A potential template has been provided within Appendix A.

Upon completion of the implementation plans, the plans would be presented to the Council for their review and approval. Upon approval, staff would then execute the plans, revising the approach as circumstances warrant.

5. Monitor and report on outcomes

The final component of the implementation process should be the monitoring and reporting on implementation outcomes, the purpose of which is to communicate the overall impact and/or benefits of the implementation process and any 'lessons learned' that may be relevant to other transition activities.

In reporting on implementation outcomes, we suggest that the following areas be addressed:

- Actual implementation activities vs. planned activities
- Actual implementation timeframes vs. planned timeframes
- Actual financial benefits (cost reductions) vs. planned benefits
- Actual one-time costs vs. planned one-time costs
- Outcomes of public meetings (if any)
- Major challenges experienced during the implementation process
- Implications for future/other transition initiatives (i.e. lessons learned)

Ongoing monitoring and reporting activities link back to the first point in this section whereas Council is kept apprised of progress on a quarterly basis.



The Corporation of the Municipality of Sioux Lookout

Appendix A: Implementation Tools



Implementation Tools

Potential Prioritization Scorecard

Criteria	Description	Scoring Range	
		Low	High
Financial Benefits	What would the impact of this opportunity be to the Municipality's in terms of cost savings, revenue gains and capacity increases?	0	+70
	• Minimal impact	0	
	• Incremental impact of less than \$25,000	+5	
	• Incremental impact of \$25,000 to \$49,999	+15	
	• Incremental impact of \$50,000 to \$99,999	+35	
	• Incremental impact of more than \$100,000	+70	
Public Impact	How would the public be impacted by this opportunity? Would this opportunity enhance or reduce public health and safety and quality of life? Does this opportunity benefit or adversely impact vulnerable segments of the community?	-40	+40
	• Significant positive public impact could be expected for multiple and/or vulnerable constituent groups	+40	
	• Positive public impact could be expected for some constituent groups	+20	
	• Minimal public impact	0	
	• Adverse public impact expected for some constituent groups	-20	
	• Significant adverse public response expected for multiple and/or vulnerable constituent groups	-40	
Customer Service	Does this opportunity allow the Municipality to better respond to the needs of its customers?	-10	+10
	• Significant enhancement in customer service, addresses major customer need(s)	+10	
	• Some contribution to enhanced customer service, addresses secondary customer need(s)	+5	
	• No impact on customer service (positive or negative)	0	
	• Opportunity will result in some deterioration in customer service	-5	
	• Opportunity will have a major negative impact on customer service (timeliness, access)	-10	

Implementation Tools

Potential Prioritization Scorecard

Criteria	Description	Scoring Range		
		Low	High	
Time to Implement	In what approximate time frame could this idea be feasibly implemented?	-5	+5	
	• Before end of 2020			+5
	• Before end of 2021			+3
	• Before end of 2022			0
	• 2023 and subsequent years			-5
Consistency With Best/Common Practices	Is the opportunity consistent with best/common practices for similar-sized municipalities?	-5	+5	
	• Consistent with best/common practices			+5
	• Unknown			0
	• Inconsistent with best/common practices			-5
Effort and Cost to Implement	How much effort, primarily in terms of cost, will be required to implement this opportunity? What are the ongoing costs to maintain this opportunity?	-10	0	
	• Minimal implementation costs			0
	• Implementation costs less than 50% of expected levy impact			-4
	• Implementation costs of 50% to 100% of expected levy impact			-7
	• Implementation costs in excess of 100% of expected levy impact			-10
Regulatory Compliance	Will the opportunity result in the Municipality being non-compliant with respect to Provincial or Federal legislation or regulation?	-5	0	
	• No potential challenges with respect to non-compliance with legislation or regulation			0
	• Potential challenges with respect to immaterial non-compliance with legislation or regulation			-5

Implementation Tools

Potential Implementation Tracking Sheet

Opportunity				
Implementation strategy	Timeframe	Responsibility	One-time Cost	Annual Cost
• Work step #1				
• Work step #2				
• Work step #3				
• Work step #4				
• Work step #5				
• Work step #6				

Considerations		Response
Impact on staffing levels/labour relations	Y/N	
Community relations	Y/N	
Service levels	Y/N	
Contractual obligations	Y/N	






The Corporation of the Municipality of Sioux Lookout

Appendix B: Municipal
Service Profiles



Municipality of Sioux Lookout

Municipal Service Profile Mayor and Council

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Mayor and Council</td> </tr> </table>	Program		Mayor and Council		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>The Mayor provides leadership to Council in fulfilling the requirements of government legislation, as well as the strategic goals and objectives identified by Council. The Mayor also represents the Municipality, both in the community and externally. The Municipality provides support to elected officials, allowing them to exercise their responsibilities as municipal councillors.</p> </td> </tr> </table>	Service Overview		<p>The Mayor provides leadership to Council in fulfilling the requirements of government legislation, as well as the strategic goals and objectives identified by Council. The Mayor also represents the Municipality, both in the community and externally. The Municipality provides support to elected officials, allowing them to exercise their responsibilities as municipal councillors.</p>		<table border="1"> <tr> <td colspan="2" rowspan="2"></td> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Basis of Delivery</td> <td>Mandatory</td> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Mayor and Council																												
Service Overview																												
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FTE's		-																										




Municipality of Sioux Lookout

Municipal Service Profile Mayor and Council

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents and organizations within the community • Office of the CAO
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Municipal employees, who may not necessarily interact with Council but are impacted by corporate decisions
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Leadership of Council (2) Advocacy and promotion of the Municipality (3) Political representation, including resolution of constituency matters and issues
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>Strategic goals identified Number of meetings Number of committees Number of memberships with various organizations</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own resources - The function of Mayor and Council is provided through the Municipality's own resources</p>

Municipality of Sioux Lookout

Municipal Service Profile Office of the CAO

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Municipality of Sioux Lookout

Municipal Service Profile Office of the CAO

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Mayor and Council • Municipal management
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Municipal employees, who may not necessarily interact with the CAO but are impacted by corporate decisions • Residents of the Municipality who benefit from the services provided
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Strategic and operational decision making and problem resolution (2) Linkages between Council's strategic plan and the Municipality's operations (3) Intergovernmental relations (4) Council support
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>Work plan items identified Number of meetings attended Number of memberships with various organizations</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own resources - The Office of the CAO is provided through the Municipality's own resources</p>

Municipality of Sioux Lookout

Municipal Service Profile Sioux Lookout Municipal Airport

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Municipality of Sioux Lookout

Municipal Service Profile Sioux Lookout Municipal Airport

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Users of the municipal airport • Airlines • Those users requiring aviation fuel services
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality who benefit from the services provided
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Airport operations and maintenance (2) Terminal operations and maintenance (3) Aviation fuel sales (4) Airport administration
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Township Information could include:</p> <p>Number of movements Number of daily scheduled flights Fuel sales</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The Municipality's airport operations is delivered predominantly with the use of its own resources.</p>

Municipality of Sioux Lookout

Municipal Service Profile Municipal Clerk - Secretariat Support

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Municipality of Sioux Lookout

Municipal Service Profile Municipal Clerk - Secretariat Support

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal Council • Municipal management
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality who benefit from the services provided
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Clerical and administrative support for Council meetings and committees (2) Records of all meetings of Council and other governance bodies (3) Communication of governance matters to the general public and civic administration via agendas, minutes, and correspondence (4) Compliance to public accountability and transparency matters
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>Number of meetings attended</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The function of Municipal Clerk is provided with internal resources.</p>




Municipality of Sioux Lookout

Municipal Service Profile Municipal Clerk - Secretariat Support

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Clerk - General Government	Mandatory	Own Resources	\$ 785,692	\$ (13,960)	\$ 771,732	6.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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Total			\$ 785,692	\$ (13,960)	\$ 771,732	6.0

Municipality of Sioux Lookout

Municipal Service Profile Municipal Clerk - Legislative Services

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Municipality of Sioux Lookout

Municipal Service Profile Municipal Clerk - Legislative Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal Council • Municipal management • Individuals receiving licences, certificates and services from the Municipality • Eligible voters and candidates
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality who benefit from the services provided
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Records management (2) Licences and permits (3) Certifications and attestations (4) Cemetery administration (4) Municipal elections
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>Number of FOI requests Number of licenses and certificates issued</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The function of Municipal Clerk is provided with internal resources.</p>

Municipality of Sioux Lookout

Municipal Service Profile Communications/Customer Service

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Municipality of Sioux Lookout

Municipal Service Profile Communications/Customer Service

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal staff and elected officials (internal communications) • Residents (external communications and issues management) • Media •
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Not applicable
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Communications and information dissemination with respect to municipal services, (2) Customer service
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <ul style="list-style-type: none"> Number of issues/questions received Number of website visits Number of social media page visits
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The function of Municipal Clerk is provided with internal resources</p>

Municipality of Sioux Lookout

Municipal Service Profile Information Technology

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Municipality of Sioux Lookout

Municipal Service Profile Information Technology

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal departments and employees • Residents
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents who benefit from the services delivered by the Municipality
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Planning (2) IT systems management and support (3) IT security (4) Advice and assistance to other departments (5) Information data management (6) IT infrastructure and technologies
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Municipality Information could include:</p> <p>Number of physical infrastructure (work stations, laptops, printers, etc) Number of tickets</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Information Technology Services are predominantly provided with the use of the Municipality's own resources.</p>




Municipality of Sioux Lookout

Municipal Service Profile Information Technology

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Information and Technology	Essential	Own Resources	\$ 182,357	\$ -	\$ 182,357	1.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 182,357	\$ -	\$ 182,357	1.0

Municipality of Sioux Lookout

Municipal Service Profile Child Care

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Day Care</td> </tr> </table>	Program		Day Care		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>The Municipality of Sioux Lookout operates two (2) licensed Child Care Centres. The Biidaaban Children's Centre and the Sioux Mountain Children's Centre for a total of one hundred and forty-seven (147) spaces. Each site offers child care for toddler, preschool, kindergarten and school-aged children.</p> <p>The Sioux Lookout Municipal Child Care Centres are supported by the Day Care Advisory Committee which is a committee of council. This committee is comprised of members of the public as well as one council member that have a vested interest in the Municipal Child Care Centres.</p> </td> </tr> </table>	Service Overview		<p>The Municipality of Sioux Lookout operates two (2) licensed Child Care Centres. The Biidaaban Children's Centre and the Sioux Mountain Children's Centre for a total of one hundred and forty-seven (147) spaces. Each site offers child care for toddler, preschool, kindergarten and school-aged children.</p> <p>The Sioux Lookout Municipal Child Care Centres are supported by the Day Care Advisory Committee which is a committee of council. This committee is comprised of members of the public as well as one council member that have a vested interest in the Municipal Child Care Centres.</p>		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional</th> </tr> <tr> <th>Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Municipality of Sioux Lookout

Municipal Service Profile Child Care

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Children and their families in the Municipality • Child care providers and other sector stakeholders (ie. School boards)
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Employers that benefit from employees that have access to child care and other resources and supports • Social service agencies and other stakeholders
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Child care operations (2) Before and after programming (3) Special needs
Service Output Level	The quantum of service outputs provided to direct clients.	To be populated based on activity based information information provided by the Municipality Information could include: Licensed child care spaces Number of centres Number of fee subsidy recipients
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Township provides childcare services through the use of its own resources.




Municipality of Sioux Lookout

Municipal Service Profile Child Care

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Day Care - Biidaaban	Discretionary	Own Resources	\$ 850,901	\$ (636,180)	\$ 214,721	21.0
Day Care - Sioux Mountain	Discretionary	Own Resources	\$ 718,931	\$ (585,998)	\$ 132,933	
Day Care - Special Needs	Discretionary	Own Resources	\$ 83,506	\$ (129,975)	\$ (46,469)	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
Total			\$ 1,653,338	\$ (1,352,153)	\$ 301,185	21.0

Municipality of Sioux Lookout

Municipal Service Profile Economic Development

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Economic Development</td> </tr> </table>	Program		Economic Development		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The Sioux Lookout Economic Development Department works with local business owners and entrepreneurs to further develop retail opportunities in the community. The Department is involved in initiatives that promote tourism, land development, and job creation.</td> </tr> </table>	Service Overview		The Sioux Lookout Economic Development Department works with local business owners and entrepreneurs to further develop retail opportunities in the community. The Department is involved in initiatives that promote tourism, land development, and job creation.		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional</th> </tr> <tr> <th>Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Municipality of Sioux Lookout

Municipal Service Profile Economic Development

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal Council • Potential investors • Individuals seeking assistance in business development
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality who benefit from the services provided • Economic development partners • Municipal business community
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Linkages between the Municipality and potential investors (2) Strategic initiatives (3) Financial support (4) Customer service/guidance (5) Business development and retention
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>Number of active projects Number of active partnerships</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Economic development services are predominantly provided with the Municipality's own resources with the exception of special projects overseen by economic development.</p>

Municipality of Sioux Lookout

Municipal Service Profile Building Services

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Development Services</td> </tr> </table>	Program		Development Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Buid enforces the Ontario Building Code through examination of plans, issuance of building permits and performing inspections. The department provides assistance with zoning inquiries, building code information and technical advice during the constuction process.</td> </tr> </table>	Service Overview		Buid enforces the Ontario Building Code through examination of plans, issuance of building permits and performing inspections. The department provides assistance with zoning inquiries, building code information and technical advice during the constuction process.		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional</th> </tr> <tr> <th>Discretionary</th> </tr> </table>			Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Municipality of Sioux Lookout

Municipal Service Profile Building Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Individuals or companies undertaking construction, renovation or other building-related projects that require permits
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Individuals purchasing homes directly from contractors/developers Individuals purchasing homes on the resale market Title insurers who rely on Building Approvals Realtors and real estate lawyers
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Reviews of construction plans as part of the building permit issuance process Inspections during construction Final occupancy inspections
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <ol style="list-style-type: none"> # of applications processed \$ value of permits
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The administration of the Municipality's building approval services are predominately delivered through internal resources</p>

Municipality of Sioux Lookout

Municipal Service Profile Planning Services

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Municipality of Sioux Lookout

Municipal Service Profile Planning Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Members of the development community City departments involved in or affected by planning and growth issues
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Residents of the Municipality who benefit from a comprehensive and planned approach to growth in the community Community stakeholder groups with interests in development decisions that impact neighbourhoods and taxpayers
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Approvals of applications under the Planning Act Coordination and support of other departments re: planning and growth matters
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>1- # of applications processed by type</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Combined - The administration of the Municipality's planning and development services are delivered through the use of internal resources as well as third party service providers.</p>

Municipality of Sioux Lookout

Municipal Service Profile Facility Maintenance

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Municipality of Sioux Lookout

Municipal Service Profile Facility Maintenance

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal departments housed in municipal facilities • Residents who make use of municipal facilities
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality who benefit from services delivered from municipal facilities
Service Output	The output of a service that fulfills a recognized client's need.	(1) Operational maintenance and management of facilities
Service Output Level	The quantum of service outputs provided to direct clients.	To be populated based on activity based information information provided by the Municipality Information could include: 1- # of facilities maintained 2- # of work orders received and completed
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Combined - The administration of the Municipality's facility maintenance services are delivered through the use of internal resources as well as third party service providers.




Municipality of Sioux Lookout

Municipal Service Profile Facility Maintenance

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Facilities - Administration	Essential	Own Resources	\$ 276,531	\$ -	\$ 276,531	4.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 276,531	\$ -	\$ 276,531	4.0

Municipality of Sioux Lookout

Municipal Service Profile Community Development

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Municipality of Sioux Lookout

Municipal Service Profile Community Development

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal departments • Municipal residents
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality who benefit from services delivered by the Municipality
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Special projects (2) Real estate (3) Site development
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>Number of ongoing projects</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Combined - The community development services are delivered through the use of internal resources with third parties delivering the special projects</p>

Municipality of Sioux Lookout




Municipal Service Profile Community Development

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Special Projects - Energy Plan	Traditional	Contracted Services	\$ 39,130	\$ (39,130)	\$ -	
Special Projects - Resource Sector	Traditional	Contracted Services	\$ 40,000	\$ (49,619)	\$ (9,619)	
Special Projects - NRCan	Traditional	Contracted Services	\$ 435,000	\$ (435,000)	\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 514,130	\$ (523,749)	\$ (9,619)	-

Municipality of Sioux Lookout

Municipal Service Profile

Finance

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Municipality of Sioux Lookout




Municipal Service Profile

Finance

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Mayo and Council • Municipal departments and employees • Third parties involved in financial transactions with the Municipality • Third parties receiving financial reporting from the Municipality
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents who benefit from the financial decision-making undertaken by the Municipality • Other levels of government
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Financial policy, planning and analysis (2) Financial transaction processing (3) Financial reporting (4) Procurement management (5) Advice to other departments
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <ul style="list-style-type: none"> # of T4s # of EFTs processed # of cheque # of RFPs, tenders FIR submission date
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Financial services are predominantly provided with the Municipality's own resources.</p>

Municipality of Sioux Lookout

Municipal Service Profile Fire Services

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Municipality of Sioux Lookout




Municipal Service Profile

Fire Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Resident of the Municipality who receive fire services • Property owners that are subject to fire inspections • Third parties (OFMEM) involved in fire and emergency service operations with the Municipality
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Municipal residents and visitors • Occupants of properties subject to inspection • Residents of the Municipality who benefit from the services provided
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Fire and emergency service policy (2) Reporting (3) Fire incident response and operation (4) Fire education and prevention
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality information could include:</p> <p>Number of calls received Number of inspections Number of public education sessions</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The provision of fire services are predominantly delivered with the use of own resources.</p>

Municipality of Sioux Lookout

Municipal Service Profile Bylaw Enforcement

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Revenues	\$	(274)																										
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FTE's		1.0																										




Municipality of Sioux Lookout

Municipal Service Profile Bylaw Enforcement

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents lodging complaints with respect to by-law non compliance
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Residents and visitors who benefit from by-law compliance
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Bylaw enforcement Animal control
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality information could include:</p> <p>Number of complaints</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The provision of bylaw enforcement are predominantly delivered with the use of own resources.</p>

Municipality of Sioux Lookout

Municipal Service Profile Emergency Management

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Emergency Services</td> </tr> </table>	Program		Emergency Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>Emergency Management provides leadership, guidance and direction to ensure the safety of the community by engaging in mitigation, prevention and preparedness for an emergency. Emergency Management is a legislative service that focuses on (i) emergency operations and training (response plans, infrastructure, best practices, training); and (ii) business continuity, public education, awareness and notification.</p> </td> </tr> </table>	Service Overview		<p>Emergency Management provides leadership, guidance and direction to ensure the safety of the community by engaging in mitigation, prevention and preparedness for an emergency. Emergency Management is a legislative service that focuses on (i) emergency operations and training (response plans, infrastructure, best practices, training); and (ii) business continuity, public education, awareness and notification.</p>		<table border="1"> <tr> <td colspan="2" rowspan="2"></td> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Basis of Delivery</td> <td>Mandatory</td> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Municipality of Sioux Lookout

Municipal Service Profile Emergency Management

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Mayor and Council • Municipal employees • Residents of the Municipality • Emergency response partners
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Municipality
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Emergency response planning (2) Incident management system (3) Training for municipal personnel and response partners (4) Public education and awareness for residents (5) Emergency operations centre
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality Information could include:</p> <p>Number of exercises Number of emergency events</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Emergency management is predominantly provided with the Municipality's own resources.</p>

Municipality of Sioux Lookout

Municipal Service Profile Public Works - Operations

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Municipality of Sioux Lookout

Municipal Service Profile Public Works - Operations

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Municipal Council • Municipal departments • Users of the Municipality's road network and other infrastructure
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and other parties that benefit from effective transportation
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Overall management and administration of public works activities (2) Summer road operations (3) Winter road operations (4) Fleet maintenance (5) Traffic signal maintenance (6) Street lighting (6) Storm water sewer system
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality information could include:</p> <p>Number of lane kms maintained Infrastructure maintained (bridges, etc) Amount of fleet maintained</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Public Works services are predominantly provided with the use of the Municipality's own resources.</p>




Municipality of Sioux Lookout

Municipal Service Profile Public Works - Operations

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Municipal Fleet and Equipment	Mandatory	Own Resources	\$ 498,843	\$ (20,000)	\$ 478,843	3.0
Project and Infrastructure Management	Mandatory	Own Resources	\$ 98,581	\$ -	\$ 98,581	0.0
Public Works	Mandatory	Own Resources	\$ 2,096,380	\$ (58,301)	\$ 2,038,079	16.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 2,693,804	\$ (78,301)	\$ 2,615,503	19.0

Municipality of Sioux Lookout

Municipal Service Profile Public Works - Water and wastewater

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Municipality of Sioux Lookout

Municipal Service Profile Public Works - Water and wastewater

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residential and ICI customers • Ministry of the Environment (recipient of drinking water quality reporting)
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and organizations who benefit from access to potable water and wastewater management activities
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Distribution of potable water (2) Water system maintenance (3) Water servicing connections (4) Distribution network repairs (5) Emergency response to network needs (6) Contract administration
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality information could include:</p> <p>Volume of water treated and distributed Volume of wastewater treated</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Combined - Water and wastewater services are provided with third party service providers (plant operations) and own resources (distribution and collection).</p>

Municipality of Sioux Lookout

Municipal Service Profile Solid Waste Management

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Municipality of Sioux Lookout

Municipal Service Profile Solid Waste Management

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents and non-residential users that receive curbside collection service • Residents and users that utilize waste collection facilities located in public spaces • Residential and non-residential users of waste management facilities
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents, non-resident sectors and visitors to the Municipality that benefit from effective solid waste collection and diversion services •
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Residential garbage collection (2) Residential recyclables collection (3) Landfill operations
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality information could include:</p> <ul style="list-style-type: none"> - # of tonnes of garbage, recycling collected - # of tonnes of garbage, recycling processed - # of tonnes of garbage landfilled
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Combined - Garbage and recycling collection are provided with the use of municipal resources (garbage collection and landfill operations) and recycling (third party provider).</p>

Municipality of Sioux Lookout

Municipal Service Profile Recreation and Culture

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Municipality of Sioux Lookout

Municipal Service Profile Recreation and Culture

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Individuals utilizing community centres and programming • Community groups utilizing community centres • Other parties offering programming at the community centres
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and visitors of the Municipality who utilize recreation and community services
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Access to recreational facilities for leisure and recreational purposes (2) Building maintenance (3) Recreational programming (4) Scheduling and bookings (5) Customer service
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality information could include:</p> <p>Number of active user groups Number of hours of utilization by facility Number of special events hosted at facilities</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The Municipality's operation of its recreational and cultural facilities and associated programming is provided through the use of their own resources.</p>

Municipality of Sioux Lookout

Municipal Service Profile Human Resources

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Municipality of Sioux Lookout

Municipal Service Profile Human Resources

Profile Component	Definition													
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Municipal employees (for personal employee matters) Municipal management (for corporate human resource support) Collective bargaining units 												
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Residents of the Municipality, who benefit from the work undertaken by municipal employees 												
Service Output	The output of a service that fulfills a recognized client's need.	<table border="0"> <tr> <td>(1) Recruitment and retention</td> <td>(7) Employee engagement</td> </tr> <tr> <td>(2) Labour relations</td> <td>(8) Learning and development</td> </tr> <tr> <td>(3) Occupational health and safety</td> <td>(9) Pension and Compensation Mgmt</td> </tr> <tr> <td>(4) Employee and client relations</td> <td>(10) Policy development and enforcement</td> </tr> <tr> <td>(5) Benefits administration</td> <td></td> </tr> <tr> <td>(6) Return to work</td> <td></td> </tr> </table>	(1) Recruitment and retention	(7) Employee engagement	(2) Labour relations	(8) Learning and development	(3) Occupational health and safety	(9) Pension and Compensation Mgmt	(4) Employee and client relations	(10) Policy development and enforcement	(5) Benefits administration		(6) Return to work	
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Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Municipality information could include:</p> <p>Number of collective bargaining units/agreements Number of recruitments Number of grievances Number of HR related claims</p>												
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - Human Resources are predominantly provided with the Municipality's own resources.												



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