



CORPORATION OF THE
TOWNSHIP OF BLACK RIVER – MATHESON
COMPREHENSIVE MASTER PLAN
 ANNUAL REPORT
 2021

<p>Our Mission</p> <p>What We Do</p> <p>Our deepest purpose is to deliver effective, efficient municipal services through prudent planning, accountability, and good governance using democratic principles, while we work dynamically for a prosperous future for all.</p>	<p>Our Vision</p> <p>What We Want to Accomplish</p> <p>Known for its service excellence and transformative efforts, Black River-Matheson will be an inclusive, thriving, and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future</p>
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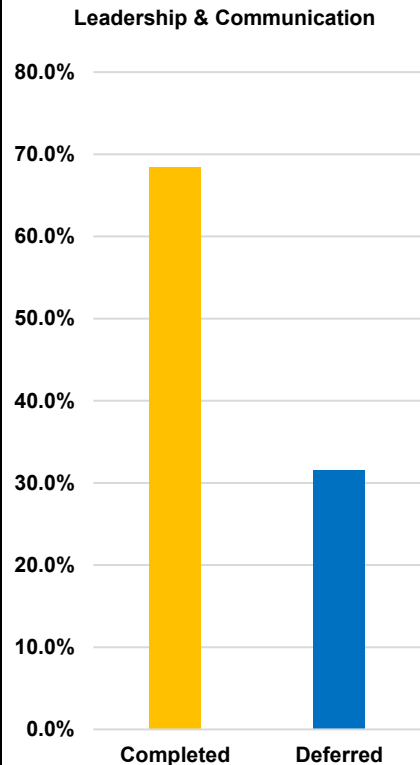
Our Values						
Leadership	Reputation	Service	Community	Stewardship	Innovation & Excellence	Human Resources

✓ Completed or in process

⊗ Not completed; deferred

Leadership & Communication from Council & Staff

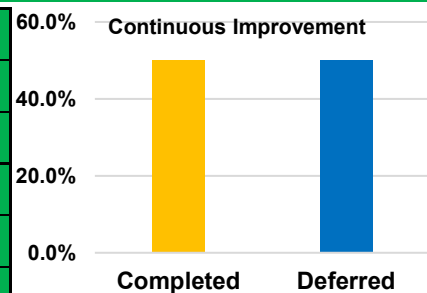
Item	Description	Status
8.1.1	Develop and adopt a Communications Policy	✓
8.1.2	Establish an ongoing relationship with MPAC and ensure regular communication	✓
8.1.3	Establish and participate in a Medical Professional Recruitment Committee	✓
8.1.4	Employ a Chief Administrative Officer	✓
8.1.5	Develop a Mission, Vision and Values for the Comprehensive Master Plan (Review in 2024)	✓
8.1.6	Improve communication to ratepayers on our land use planning process and implement a new process internally for managing land use planning	⊗
8.1.7	Register the Matheson Cenotaph with Veterans Affairs Canada	⊗
8.1.8	Establish an Economic Development Strategy / Plan	✓
8.1.9	Change Department Names	⊗
8.1.10	Plan and lobby for improved broadband service	✓
8.1.11	Prominently display pictures of all Council's and develop a staff recognition wall	⊗
8.1.12	Lobby for the return of the ONR Passenger Rail Service	✓
8.1.13	Establish a formal relationship with the Chamber of Commerce and explain the benefits of a BIA	⊗
8.1.14	Establish a series of Community Open Houses or Town Halls	⊗
8.1.15	Formalize the relationship with all local mines in the Township with the intention of Impact Benefit Agreements	✓
8.1.16	Flags for all Halls & Municipal Buildings (Municipal & Canadian)	✓
8.1.17	Strengthen the relationship with Wahgoshig First Nation	✓
8.1.18	Ensure that metrics are a part of any Comprehensive Master Plan and that those metrics can flow to staff	✓
8.1.19	Adopt Municipal Strategic Plan	✓



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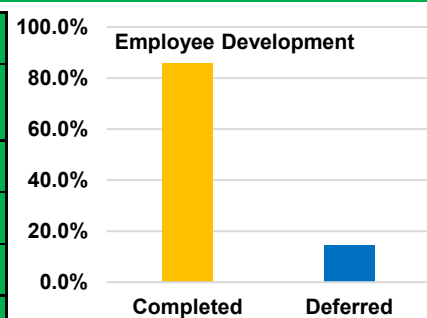
Service Enhancement & Continuous Improvement

8.2.1	Proactively and aggressively monitor and enforce the Property Standards Bylaw	⊗
8.2.2	Establish a data bank of all forms used by the Township and convert each to PDF fillable	✓
8.2.3	Move to new office upon budget approval. Start plans for the required changes	✓
8.2.4	Complete an Age Friendly Study using funds provided by the Province. Recreational Programming ideas to be included.	✓
8.2.5	Establish Industrial Park; use grant funding opportunities where available	⊗
8.2.6	Develop a Community Improvement Plan for Matheson	⊗



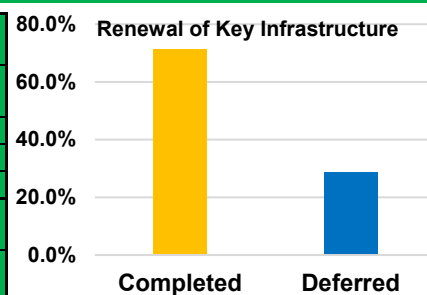
Employee Engagement & Development

8.3.1	Use all opportunities to increase staff capacity, such as FEDNOR and NOHFC Internships	✓
8.3.2	Develop and implement a new HR Management Practices (HR Manual) that speak to both required and best practice policies. A Performance Management system should be included.	✓
8.3.3	Use a Neutral Third Party to Develop and Maintain a Staffing Compensation Plan (Including a review of the Pay Equity Plan)	✓
8.3.4	Approve and adopt recommended changes to the Organizational Chart & Distribute to Staff	✓
8.3.5	Continue with the Annual Christmas Dinner and add a mid-year event. Develop a more comprehensive staff recognition program.	⊗
8.3.6	Establish a Municipal Resource Library in Municipal Library	✓



Renewal of Key Infrastructure & Services

8.4.1	Plan for Highway 11 and 101 improvements, including grant funding applications	✓
8.4.2	Technology Review and development of Strategy and Management Plan	✓
8.4.3	Full review of municipal landfills	✓
8.4.4	Repair Val Gagne & Monahan Rd	✓
8.4.5	Correct Holtyre "brown" Water Issue	✓
8.4.6	Improve policies on annual capital spending and include the required aspects of the Asset Management Plan.	⊗
8.4.7	Implement a program to address issues with and improve all cemeteries	⊗



Highlights 2021

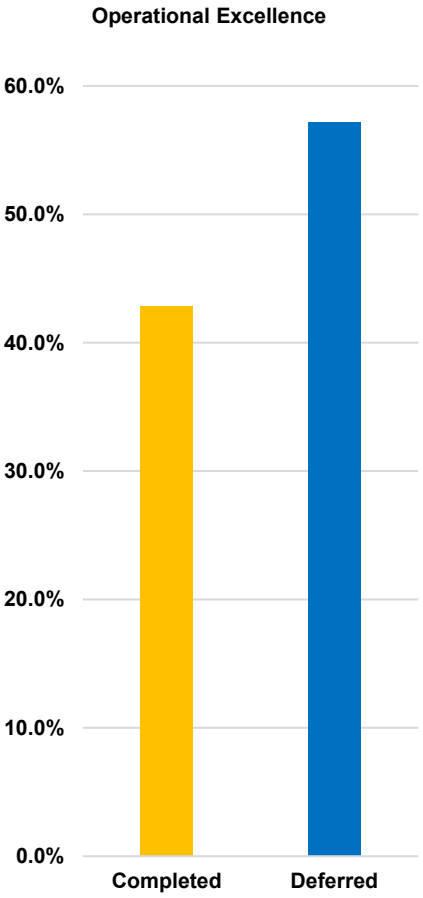
- ✓ *Despite critical staffing issues, the Township completed many of the 2021 action items.*
- ✓ *Limited funding resulted in the deferral of some actions.*
- ✓ *In 2021, the Township was awarded \$249,756 in grants. Improvements in this area are required.*
- ✓ *The development of new Human Resource Policies was key to the Township's responsibility as an employer.*
- ✓ *The Township survived two (2) Covid-19 outbreak, managing municipal services throughout.*
- ✓ *The Holtyre "brown water issue" was resolved.*
- ✓ *Engineering started on the Monahan & Val Gagne Rds.*
- ✓ *Review of the municipal landfills was completed.*

*"It never hurts to keep looking for sunshine."
 A.A. Milne, Winnie the Pooh*

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Operational Excellence

8.5.1	Establish an up to date and appropriate Reserve and Reserve Fund Policy	✓
8.5.2	Establish an appropriate Use of Debt Policy	✓
8.5.3	A complete review of all township policies and refresh as necessary	✓
8.5.4	Establish township procedures in all Departments	⊗
8.5.5	Develop a set of metrics that can be used as an ongoing monitor to a municipal peer group	⊗
8.5.6	Develop a policy or procedure to guide when jobs are contracted out and when staff resources can be used.	⊗
8.5.7	Make grant programs a priority and engage GrantMatch for assistance	✓
8.5.8	Prepare and distribute RFPs for all major services and adopt a policy for the frequency of such RFP's.	✓
8.5.9	Review the protocol for retaining a workplace investigator.	⊗
8.5.10	Any Agreement or Contract to be reviewed by the Township insurance carrier.	✓
8.5.11	Develop a complete financial framework and reporting process for management related financial reporting; should include budgeting and forecasting	✓
8.5.12	Update the Procedural Bylaw and move to the Committee of the Whole System	⊗
8.5.13	Develop, document, and implement a municipal savings program which includes using LAS when possible	✓
8.5.14	New BRM Website	✓
8.5.15	Review the building and land inventory and sell all surplus	⊗
8.5.16	Investigate an agreement with Fire Marque to recover fire costs through insurance companies	⊗
8.5.17	RFP banking arrangements to reflect suggested efficiencies and lobby major bank to establish a branch in Matheson	⊗
8.5.18	Water Leak Detection Program (before any rate study)	⊗
8.5.19	Review the water and sewer bylaw and rates and consider water meters. This could be accomplished through a study	⊗
8.5.20	Complete and follow a Long-Term Financial Plan	⊗
8.5.21	Complete Asset Management Plan; obtain necessary software and skilled oversight.	⊗



Highlights 2021 - Continued

- ✓ *New polices were adopted for the Annual Budget, Debt and Reserves.*
- ✓ *Major RFP's were issued and completed for legal services and insurance services.*
- ✓ *Standardized Staff Reporting was implemented*
- ✓ *A Master Comprehensive Plan and an Economic Development Plan was adopted.*
- ✓ *Plans were finalized to move to the new township office.*
- ✓ *Staff efforts created \$121,900 in unanticipated savings and \$8,400 in annual revenues.*
- ✓ *Insurance premiums increased by 120% due to market conditions*
- ✓ *Established physician recruitment committee called "Worker Bees"*
- ✓ *Improved relationship with Wahgoshig First Nation*

Category	Percentage
Completed	60%
Deferred	40%

"Instead of cursing the darkness, light a candle for where we're going. There's something ahead worth fighting for."

Neil Young

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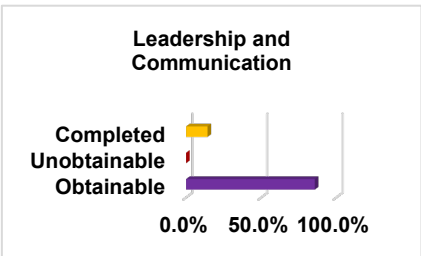
Action Items – Forecast 2022

“You can’t always get what you want, but if you try, you might find, you get what you need”
 Mick Jagger

☺ Obtainable ☹ Potentially Non-Obtainable

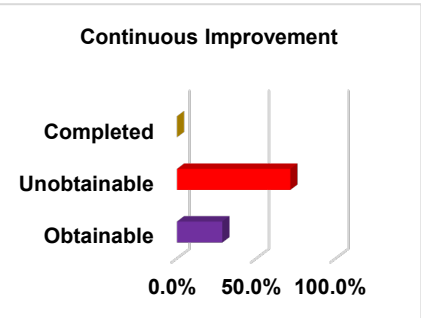
Leadership & Communication from Council & Staff

8.1.20	Develop a plan to improve the Township profile and external relationships	☹
8.1.21	Develop, implement, and publish a Customer Service Standard	☹
8.1.22	Support Existing Community Groups	☺
8.1.23	Explore the Development of a Mennonite Community Cohesion Program	☹
8.1.24	Start Implementation of Actions in the Economic Development Plan	☹
8.1.25	Help Curling Club to Insulate building & roof	✓
8.1.26	Work with the Agricultural Society to improve the Farmer’s Market	☹



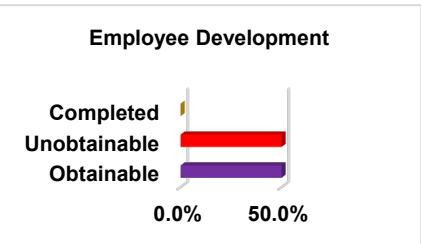
Service Enhancement & Continuous Improvement

8.2.8	Document on how the public complaint process is used and improve upon the system and reporting. Consider public reporting of the metrics	☹
8.2.9	In conjunction with any economic development initiative, establish a directional and other sign policy	☹
8.2.10	Work to bring a new hotel or motel to Matheson.	☹
8.2.11	Clean community mailboxes in the winter	☹
8.2.12	Maximize the use of our Recreation Facilities	☹
8.2.13	Determine if the Township is meeting the recreational needs of the youth.	☹
8.2.14	Establish recreational events; Kayak Challenge, Boat Races and Annual Community Event, etc.	☹



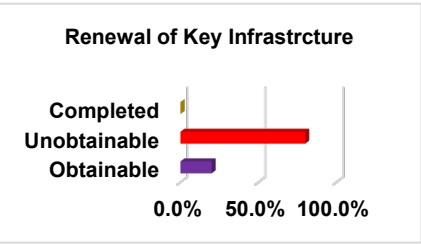
Employee Engagement & Development

8.3.8	Develop a Procedure on Employing Summer Students and Continue Applying for all Student Grants	☹
8.3.9	Establish a “Staff Succession Plan”	☹
8.3.10	Develop a system of training and “Mentorship Plans” for all employees	☹
8.3.11	Develop a written procedure on a staff allocation and deployment model.	☹
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Renewal of Key Infrastructure & Services

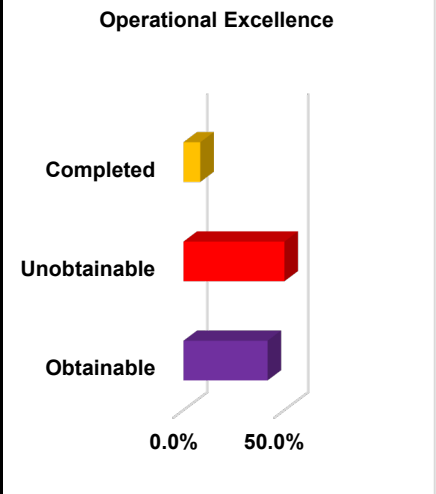
8.4.8	Identify and adopt all key infrastructure priorities using the Asset Management Plan.	☹
8.4.9	Prioritize required Sewer Repairs	☹
8.4.10	Written procedure to effectively manage all mandatory signs. The MMS and GIS system to be used.	☹
8.4.11	Conduct a Roads & Bridges Needs Study	☹
8.4.12	Develop a municipal policy on ditches and municipal drains	☹
8.4.13	Sidewalk Repairs by Post Office & Stores	✓
8.4.14	Highway 11 Sewer at Guay’s Garage	☹



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8.5.22	Examine Tax Ratios and Policies	✓
8.5.23	Develop a process to repurpose or demolish un-needed or condemned buildings	☺
8.5.24	Standardize a format for all MOU's and Collaboration Agreements	☺
8.5.25	Ensure that all municipal plans where applicable, are integrated as possible – there should be a section in each plan that describes the integration	☺
8.5.26	Develop a Risk Management Plan	☺
8.5.27	Review Records Retention Bylaw and develop a new records retention program that should include plans for storage (perhaps electronically)	☺
8.5.28	Work with the Fire Chief to establish the necessary policies and procedures for a successful Volunteer Fire Department	☺
8.5.29	Review the Municipal Energy Management	☺
8.5.30	Snow Removal Plan and the reporting procedures	☺
8.5.31	Develop and implement one Fees and Charges Bylaw	☺
8.5.32	Develop a policy and procedure for cross charging of appropriate costs	☺
8.5.33	Develop models for cost recovery and revenue generation	☺



Comments 2022

- ✓ Lack of finances and staffing continue to slow progress of the plan
- ✓ It will be important to concentrate of non-cash matters such as policy development
- ✓ Mining development may assist in addressing some of our issues
- ✓ New sources of revenue are needed
- ✓ The Infrastructure Deficit will continue to grow
- ✓ The implementation of the Economic Development Plan will be important
- ✓ Bylaw enforcement, particularly for the Property Standards Bylaw will be important
- ✓ Continued service improvement is vital
- ✓ Community engagement will become more important

Overall Forecast

“One good thing about the past is that you can’t change it. So there’s no reason to go back. It’s there. It is what it is. The only thing you can change is right now and what’s happening next.”
Neil Young