

GENERAL GOVERNMENT

VALUE STATEMENT

I expect the municipal government to be responsive to community needs, accessible, and trust that it will be accountable and fiscally responsible.

GENERAL GOVERNMENT

What is this Service?

Governance and Corporate Management refers to the component of municipal government responsible for governing the municipality, providing direction and leadership to staff, and sustaining the organization.

Corporate management activities include:

- Chief Administrative Officer / City Manager
- Corporate Accounting
- Corporate Finance
- Debt Management & Investments
- Development Charges Administration
- Taxation
- Corporate Communications
- Real Estate and properties owned by the City but not used for service delivery

Governance activities include:

- Election Management
- Municipal Council administration and support
- Office of the Mayor administration and support

Influencing Factors:

- **Council:** Cost related to full-time vs. part-time Councils, and increased costs during election years.
- **Government Structure:**
 - a) Different tiers of municipal government and the corresponding differences in responsibilities for service provision, i.e. responsibility for POA Courts, Property Assessment costs, property tax collection and write-offs and water and wastewater billing.
 - b) Split of services that remain in general government vs those that do get allocated out through Program support.
 - c) Consolidated entities.
 - d) Upper tier vs lower tier (total expenses)
- **Organizational Form:** Centralized vs. decentralized structure for administration services.

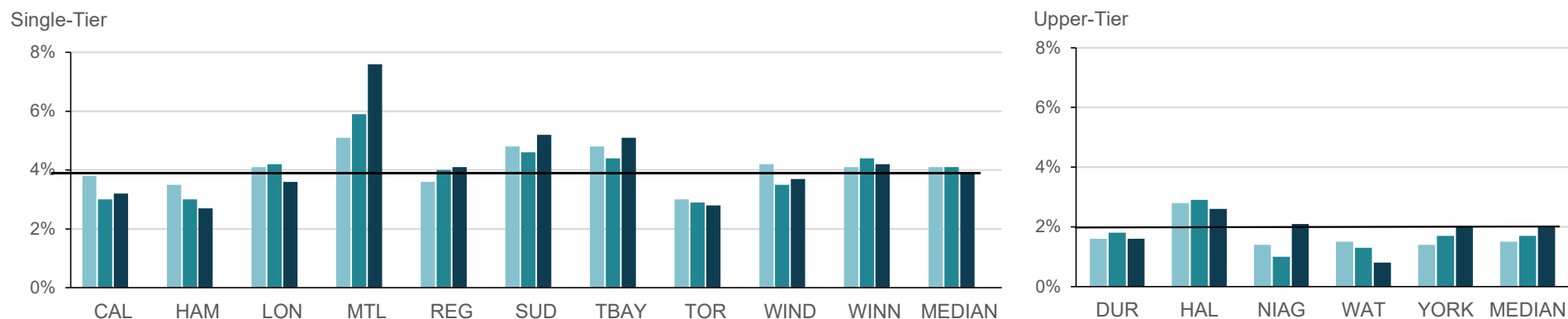
Extenuating Circumstances:

- **COVID-19 Pandemic:** In response to the COVID-19 pandemic, municipalities transitioned to digital/remote work solutions in order to maintain service delivery, including, but not limited to governance and staff meetings and on-line public service options. In addition, there was an increase in health and safety protocols for municipal headquarters. Many municipalities also re-allocated resources to facilitate their local COVID response.

General Government

Figure 12.1 Operating Cost for General Government as a Percent of Municipal Operating Cost

This measure includes operating costs relating to Governance, i.e. Mayor, Council, Council support and election management; and costs related to Corporate Management, i.e. CAO/City Manager, finance, communication, legal, real estate, etc. Current discrepancies exist among municipalities with regards to the classification of External Transfers and Amortization as either Corporate Management or Program Support costs. These differences in classification currently impact the comparability of this cost measure consistently across municipalities. Through the work being conducted with the Measure Identification Review and further clarification being sought from the Ministry of Municipal Affairs and Housing, resolution on the proper classification of these costs is being determined for implementation in 2022.



2018	3.8%	3.5%	4.1%	5.1%	3.6%	4.8%	4.8%	3.0%	4.2%	4.1%	4.1%	1.6%	2.8%	1.4%	1.5%	1.4%	1.5%
2019	3.0%	3.0%	4.2%	5.9%	4.0%	4.6%	4.4%	2.9%	3.5%	4.4%	4.1%	1.8%	2.9%	1.0%	1.3%	1.7%	1.7%
2020	3.2%	2.7%	3.6%	7.6%	4.1%	5.2%	5.1%	2.8%	3.7%	4.2%	3.9%	1.6%	2.6%	2.1%	0.8%	2.0%	2.0%

Source: GENG301 (Efficiency)

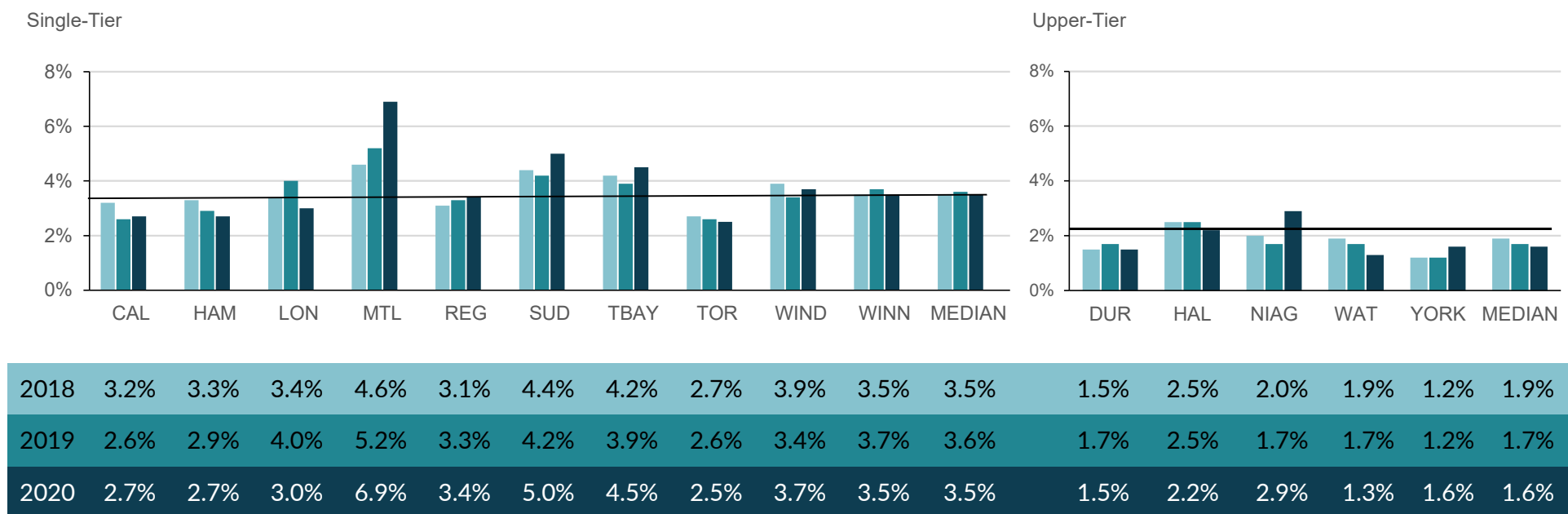
Thunder Bay: Included in General Government is \$5.9 million (2019 \$3.8 million) related to emergency evacuation expenses which were fully funded by federal grants and approximately \$1 million (consistent with 2019) related to the administration of provincial land taxes which was fully funded by the province.

Windsor: Increased capital costs in 2018, along with a review of the allocation methodology in 2019, resulted in a decrease in costs attributed to General Government for 2019.

General Government

Figure 12.2 Total Cost for General Government as a Percent of the Total Municipal Operating Cost

This measure includes the operating costs plus amortization relating to governance, i.e. Mayor, Council, Council support and election management; and costs related to Corporate Management, i.e. CAO/City Manager, finance, communication, legal, real estate, etc. Current discrepancies exist among municipalities with regards to the classification of External Transfers and Amortization as either Corporate Management or Program Support costs. These differences in classification currently impact the comparability of this measure consistently across municipalities. Through the work being conducted with the Measure Identification Review and further clarification being sought from the Ministry of Municipal Affairs and Housing, resolution on the proper classification of these costs is being determined for implementation in 2022.



Source: GENG301T (Efficiency)

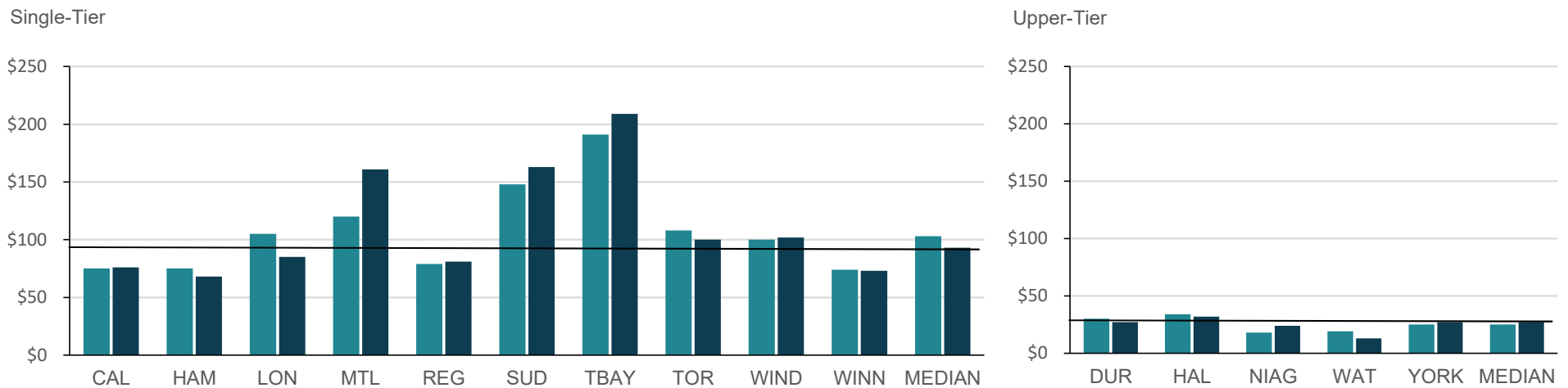
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General Government

Figure 12.3 Operating Cost for General Government per Capita

This measure includes the operating costs related to Governance, i.e., Mayor, Council, Council support and election management; and costs related to Corporate Management, i.e., CAO/City Manager, Finance, Communication, Legal, Real Estate, etc. Current discrepancies exist among municipalities with regards to the classification of External Transfer and Amortization as either Corporate Management or Program Support costs. These differences in classification currently impact the comparability of this cost measure consistently across municipalities. Through the work being conducted with the Measure Identification Review and further clarification being sought from the Ministry of Municipal Affairs and Housing, resolution on the proper classification of these costs is being determined for implementation in 2022. This measure was introduced in 2019.



2019	\$75	\$75	\$105	\$120	\$79	\$148	\$191	\$108	\$100	\$74	\$103	\$30	\$34	\$18	\$19	\$25	\$25
2020	\$76	\$68	\$85	\$161	\$81	\$163	\$209	\$100	\$102	\$73	\$93	\$27	\$32	\$24	\$13	\$27	\$27

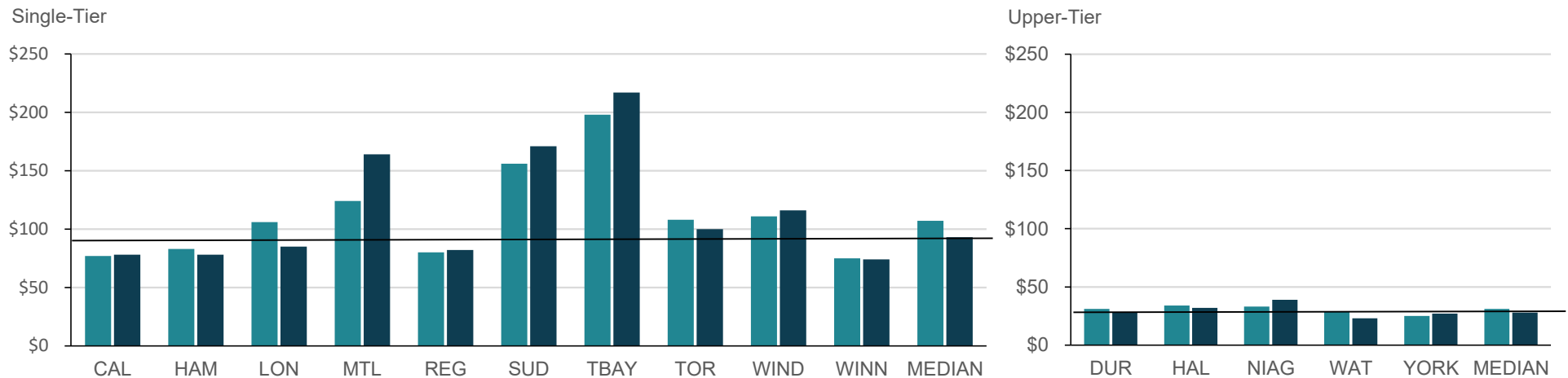
Source: GENG206 (Service Level)

Thunder Bay: Included in General Government is \$5.9 million (2019 \$3.8 million) related to emergency evacuation expenses which were fully funded by federal grants and approximately \$1 million (consistent with 2019) related to the administration of provincial land taxes which was fully funded by the province.

General Government

Figure 12.4 Total Cost for General Government per Capita

This measure includes operating costs plus amortization to reflect the total costs related to Governance, i.e. Mayor, Council, Council support and election management; and total costs related to Corporate Management, i.e. CAO/City Manager, Finance, Communication, Legal, Real Estate, etc. Current discrepancies exist among municipalities with regards to the classification of External Transfer and Amortization as either Corporate Management or Program Support costs. These differences in classification currently impact the comparability of this cost measure consistently across municipalities. Through the work being conducted with the Measure Identification Review and further clarification being sought from the Ministry of Municipal Affairs and Housing, resolution on the proper classification of these costs is being determined for implementation in 2022. This measure was introduced in 2019.



2019	\$77	\$83	\$106	\$124	\$80	\$156	\$198	\$108	\$111	\$75	\$107	\$31	\$34	\$33	\$29	\$25	\$31
2020	\$78	\$78	\$85	\$164	\$82	\$171	\$217	\$100	\$116	\$74	\$93	\$28	\$32	\$39	\$23	\$27	\$28

Source: GENGT206T (Service Level)

Thunder Bay: Included in General Government is \$5.9 million (2019 \$3.8 million) related to emergency evacuation expenses which were fully funded by federal grants and approximately \$1 million (consistent with 2019) related to the administration of provincial land taxes which was fully funded by the province.