



ASSOCIATION OF
MANITOBA
MUNICIPALITIES

Tools for Change

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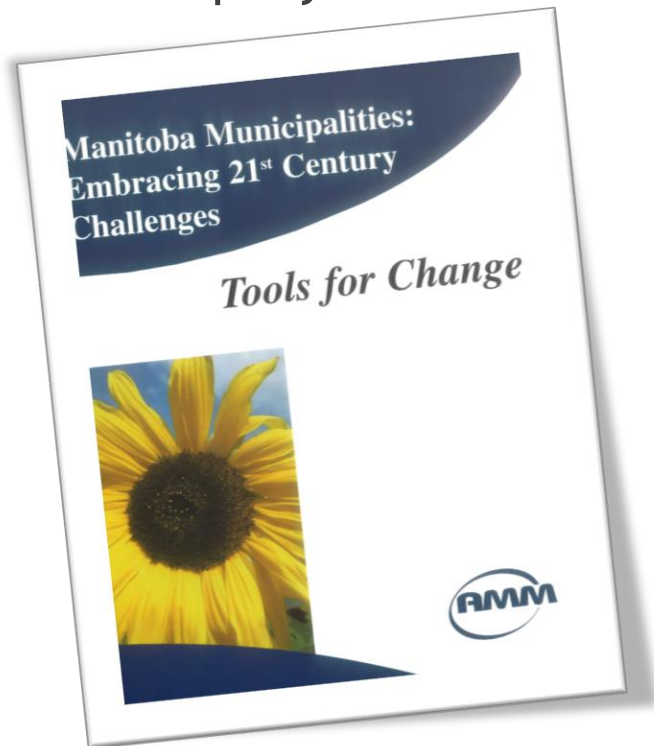
MANITOBA

Manitoba's Size, Population and GDP	
Total Size	649,950 km ²
Population	1,278,365
GDP	
• Total (2015)	C\$65.862 billion
• Per capita	C\$50,820



Association of Manitoba Municipalities

- ▶ Representing all **137** of Manitoba's incorporated municipalities, including the City of Winnipeg, the **AMM is funded solely by its members and by its business arm, the Municipalities Trading Company of Manitoba Ltd. (MTCML)**



Tools for change
is a tool for municipalities to use to help
determine the state of their communities.

Tools For Change

- ▶ *The purpose of Tools for Change is to help municipalities assess the health of their municipality and look at ways of improving how they do business.*
- ▶ *For this reason, the AMM partnered with the provincial department of Intergovernmental Affairs to develop the Tools For Change toolkit.*

Municipal Health Checklist

- ▶ The checklist is a set of 5 indicators designed to provide a better understanding of various aspects of the municipality, based on data:
 - ▶ demographics
 - ▶ total municipal and commercial assessment
 - ▶ basic information about municipal ratepayers
 - ▶ local interest and support in the municipality
- ▶ Much of this data is obtained from the municipality's audited financial statements, assessment rolls, census data (available from Statistics Canada), and Manitoba Community Profiles (Province of Manitoba website).

Indicator A: *Is your municipality's population stable?*

Population change is a leading indicator in identifying the overall well-being of your municipality. Changes in population impact local economy, financial strength, and the ability to deliver services at a reasonable cost.

Municipal Population and Demographics		
1. <i>What has been the overall population change in the last 5 years?</i>	<i>Scoring</i>	<i>Your Score</i>
<ul style="list-style-type: none"> • Increase by 10% or more • Increase by less than 10% • Stay the same • Decrease by less than 10% • Decrease by 10% or more 	6 4 0 -4 -6	
2. <i>What has been the change in the number of children and youth under 19 in the last 5 years?</i>	<i>Scoring</i>	<i>Your Score</i>
<ul style="list-style-type: none"> • More than 10% increase • Increase between 1 and 10% • Less than 1% increase • No change or decline by less than 5% • Decline by 5% or more 	6 4 0 -4 -6	
3. <i>What has been the change in the percentage of residents over 65 in the last 5 years?</i>	<i>Scoring</i>	<i>Your Score</i>
<ul style="list-style-type: none"> • No change/decline • Less than 5% increase • 5% increase or more • More than 10% increase 	6 0 -4 -6	
4. <i>How many families moved into your municipality last year?</i>	<i>Scoring</i>	<i>Your Score</i>
<ul style="list-style-type: none"> • More than 4 • 2 to 4 • 1 • None 	6 4 2 0	
	<i>Total Score</i>	<i>Your Total</i>
	Max: 24 Min: -18	

Indicator A: Is your municipality's population stable?

Information Sources:

- Census data – available online from Manitoba Community Profiles (www.communityprofiles.mb.ca) or Statistics Canada (www12.statcan.ca/english/profil01/PlaceSearchForm1.cfm)

Other indicators

► **Indicator B: *Is your municipality's tax base stable or growing?***

Assessment is the base for taxation. A stable and diverse tax base provides revenue needed to deliver services on an ongoing basis at a cost that residents can afford.

► **Indicator C: *Is your municipality financially strong?***

Municipalities in a strong financial position are able to maintain competitive tax rates and have the flexibility to take advantage of opportunities for growth.

► **Indicator D: *Does your municipality take advantage of opportunities to work with others?***

Thinking on a regional basis is becoming essential for municipalities to adapt successfully to a changing environment.

► **Indicator E: *Is there local interest and support in your community?***

Interest by citizens in the affairs of the municipality, strong administrative support now and into the future and an active volunteer/non-profit sector make your community a viable and vibrant place to live.

Evaluation



<u>Indicator</u>	<i>Total Score</i>	Your Total
A – Is your municipality’s population stable?	Max: 24 Min: -18	
B – Is your municipality’s tax base stable or growing?	Max: 25 Min: -30	
C – Is your municipality financially strong?	Max: 21 Min: -28	
D – Does your municipality take advantage of opportunities to work with others?	Max: 15 Min: -12	
E – Is there strong interest in community matters?	Max: 15 Min: -12	



<i>Grand Total</i>	<i>Your Overall Score</i>
Max: 100 Min: -100	

Evaluation

- ▶ The maximum score is 100 and the minimum score is -100.
- ▶ Scores should be interpreted in broad terms:
 - ▶ municipalities that score well above zero typically can interpret that things are working relatively well.
 - ▶ municipalities that score well below zero can use their score as the first step in identifying challenges and determining if there is a new approach that makes sense for the municipality.

Next Steps

- ▶ The municipality can consider the four different approaches:
 - ▶ Better Municipal Business Practices
 - ▶ Providing more superior services at lower costs more efficiently and effectively.
 - ▶ Service Sharing
 - ▶ Garbage Collection, water/sewer services, landfills, building inspections, by-law enforcement, snow clearance
 - ▶ Revenue (Tax) Sharing
 - ▶ Promotes regional competitiveness & reduces inter-municipal competition
 - ▶ Municipal Restructuring (voluntary amalgamation)
 - ▶ Build on existing strength while dealing with concerns of loss of identity, representation, changes in services and taxation

BETTER MUNICIPAL BUSINESS PRACTICES

Automatic Water Meter Reading

The Rural Municipality of Macdonald, Manitoba

“Old” System

- ▶ Of the 1,750 customers required to call in their readings, only about 60% responded, leaving 40% with estimated bills.
- ▶ It took at least 3 weeks of valuable staff time to collect and enter the readings into the computer, prepare and enter estimated readings and finally to print and mail the water bills.
- ▶ Lost revenue resulting from older, inaccurate meters and the inability to monitor unaccounted water

New System

- ▶ 1,750 water meters with radio frequency meter interface units that allowed automatic meter reading while driving past the water service locations with the mobile reader in the vehicle.
- ▶ The overall cost of the new system was \$380,000.00. The municipality financed \$100,000.00 and the balance by the issue and sale of a debenture.
- ▶ The cost to each utility customer was \$147.83 that could be paid up-front as a one-time payment or in equal instalments of \$40.38 / year for 5 years.
- ▶ The R.M. of Macdonald also expects to see an increase of approximately \$20,500.00 in water sales revenue this year as a result of the new, more accurate, meter read system.



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