



**Municipality of Mississippi Mills**

**COMMITTEE OF THE WHOLE AGENDA**

**Tuesday, October 20, 2020**

**Immediately Following Council**

**Council Chambers, Municipal Office**

**3131 Old Perth Road**

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	<b>Pages</b>
<b>A. CALL TO ORDER (immediately following Council)</b>	
<b>B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF</b>	
<b>C. APPROVAL OF AGENDA</b> Recommended Motion: THAT the agenda be approved as presented.	
<b>D. APPROVAL OF MINUTES</b> Recommended Motion: THAT the minutes dated September 29 and 6, 2020 be approved.	8 - 16
<b>E. CONSENT REPORTS</b> None	
<b>F. STAFF REPORTS</b>	
<u>Roads and Public Works</u>	
<b>F.1. Award of Contract PW-20-19 One 2020-21 Single-Axle Truck</b> Recommended Motion: THAT Committee of the Whole recommend to Council to direct staff to award the contract for Tender No. PW-20-19, One 2020/21 Single-Axle Truck, be awarded to Antrim Western Star in the amount of \$139,668.00 (HST not included).	17 - 19
<b>F.2. Award of Contract PW-20-20 - One 2020-21 All Season Combination Dump Body Spreader</b> Recommended Motion: THAT Committee of the Whole recommend to Council to direct staff to award the contract for Tender No. PW-20-20, One 2020-21 All-Season Combination Dump/Body Spreader, be awarded to Gin-Cor Industries in the amount of \$128,970.00 (HST not included).	20 - 22

## **Building and Planning**

- F.3.      Zoning By-law Amendment Z-14-20 Concession 11, W Part Lot 12 and W Part Lot 11, 191 Waba Road, Pakenham** 23 - 34
- Recommended Motion:**  
**THAT** Council approve the Zoning By-law Amendment to change the zoning on part of the lands known legally as Concession 11, W Part Lot 12 and W Part Lot 11, Pakenham Ward, Municipality of Mississippi Mills from “Development” (D) to “Residential First Density” (R1).
- F.4.      Zoning B-law Amendment Z-12-20 Concession 10, Lot 16, being Part 1 on RP 27R-8990, Parts 1-4, 9-12 on RP 27R-8445, 430 Ottawa Street** 35 - 62
- Recommended Motion:**  
**THAT** Council approve the Official Plan Amendment to recognize a net density of up to 50 units per ha for medium to high density residential uses to permit a total of 124 units within two four-storey apartment buildings and apartment dwellings in the upper storeys of a non-residential use in addition to highway commercial uses on the subject lands known as Concession 10, Lot 16, being Part 1 on RP 27R-8990, Parts 1-4, 9-12 on RP 27R-8445, Almonte Ward, Municipality of Mississippi Mills (PIN05089-0147), municipally known as 430 Ottawa Street;  
**AND THAT** Council approve the Zoning By-law Amendment to change the zoning on the lands known as Concession 10, Lot 16, being Part 1 on RP 27R-6990, Parts 1-4, 9-12 on RP 27R-8445, Almonte Ward, Municipality of Mississippi Mills (PIN 05089-0147), municipally known as 430 Ottawa Street from “Shopping Centre Commercial – Special Exception 4” (C4-4) to “Shopping Centre Commercial – Special Exception” (C4-x) to recognize medium to high density residential uses in addition to highway commercial uses; a mid-rise apartment building; dwelling unit or units in the form of apartments in the upper storeys of a non-residential building; for residential uses, a maximum height of 15m and maximum density of 50 units per net hectare; and for a standalone apartment building, a minimum front yard setback from Ottawa Street of 60m and a minimum rear yard setback of 26m.
- F.5.      56 John Street Encroachment** 63 - 69
- Recommended Motion:**  
**THAT** Council approve the encroachment request for the lands legally described as Part Lot 97, Plan 6262, Almonte Ward, Municipality of Mississippi Mills, municipally known as 56 John Street and direct staff to prepare the encroachment agreement.

**F.6. Service Delivery Review Responses**

**Recommended Motion:**

**THAT** Committee of the Whole direct staff to include the following priority items (in order of priority) to be incorporated into the draft 2021 municipal budget funded through either taxation or the municipal modernization grant:

- a) Information Technology Plan (\$50,000)
- b) Human Resources Officer (\$65,000)
- c) IT Employee (\$61,000)
- d) Senior Planner (\$65,000)
- e) Executive Assistant (\$45,000)
- f) Deputy Chief Building Official (\$65,000)
- g) Communications and Engagement Plan (\$45,000 if no Communication Officer hired)
- h) Transportation Master Plan (\$50,000)
- i) Environment/Climate Action Plan (\$40,000)
- j) Economic Development and Branding Plan (\$35,000)

**G. NOTICE OF MOTION**

**Councillor Ferguson Motion**

**G.1. Cost Sharing Agreement**

**Recommended Motion:**

**WHEREAS** Mississippi Mills has received correspondence from Carleton Place Mayor Doug Black, verbal discussion with Beckwith Reeve Richard Kidd, significant residential feedback, Library Board comments and a formal presentation from Howard Allan all relating to the proposed terminate of the Cost Sharing Agreement between Mississippi Mills, Carleton Place and Beckwith;

**THEREFORE BE IT RESOLVED THAT** Council direct a Mississippi Mills staff and select members of Council to initiate dialogue with our Municipal partners (Carleton Place, Beckwith) with input from the Recreation Cost Sharing Committee, in order to conduct a review of the Cost Sharing Agreement along with any negotiated amendments.

### Councillor Maydan Motion

#### **G.2. Cost Sharing Agreement - Calculations and Review**

##### **Recommended Motion:**

**WHEREAS** Mississippi Mills Council has begun to undertake a review of the existing Cost Sharing Agreement with Carleton Place and Beckwith;

**AND WHEREAS** the agreement has not been reviewed since 2001;

**THEREFORE BE IT RESOLVED THAT** Council direct staff and select members of Council to communicate to Carleton Place and Beckwith members Mississippi Mills' desire to discontinue the current method of combining property value taxation with Carleton Place decisions on spending, and decide what future contribution is made and how;

**AND THAT** Council direct staff to engage an independent lawyer or third party to review the agreement, its parameters, the operational reports and service delivery findings and provide Council with advice on whether Mississippi Mills has the right to terminate the agreement and if not, what recourse does Mississippi Mills have to address the inequities in the agreement.

### Councillor Maydan Motion

#### **G.3. Cost Sharing Agreement - Carleton Place and District Aquatic Centre**

##### **Recommended Motion:**

**WHEREAS** Mississippi Mills Council has begun to undertake a review of the existing Cost Sharing Agreement with Carleton Place and Beckwith;

**AND WHEREAS** the agreement has not been reviewed since 2001;

**THEREFORE BE IT RESOLVED THAT** Council direct staff to thoroughly review the history and operational practices of the Carleton Place and District Aquatic Centre and recommend to Council if the cost-sharing agreement with Carleton Place should be continued based on:

- a) Ramsay and Almonte funding provided for the initial construction,
- b) Council opportunities for annual expenditure oversight and control,
- c) whether there is broad use across the Municipality,
- d) whether Mississippi Mills residents receive a reduction on all fees as a result,
- e) if funding should continue, in what form, manner and conditions; and
- e) whether fiscal support should be discontinued and for what reason.



## Councillor Maydan Motion

### **G.4. Cost Sharing Agreement - Library**

#### **Recommended Motion:**

**WHEREAS** Mississippi Mills maintains two libraries and two arenas as well as many other cultural and recreational facilities at 100% of their costs, and approximately 20% of Carleton Place's annual costs for their library and recreational facilities;

**AND WHEREAS** in 1987 the communities of Almonte, Ramsay, Carleton Place and Beckwith adopted a proposal from Howard Allan to use property tax values in order to share the operational costs of Carleton Place's recreation facilities and library, as determined solely by Carleton Place;

**AND WHEREAS** Mississippi Mills continued to participate post-amalgamation in 1998;

**AND WHEREAS** due to the agreement being based partly on rising property values/taxes and partly on Carleton Place decisions on spending, amounts billed to Mississippi Mills have increased by 8%, 8.2%, 9.4% and 12% in the last four years, for an increase of approximately \$50,000 from 2016 and totalling more than \$1M since 2012;

**AND WHEREAS** the resulting payments to Carleton Place on behalf of Mississippi Mills residents are higher than the non-resident costs charged to residents of other municipalities both in terms of actual residents and actual users;

**AND WHEREAS** the Province of Ontario has clarified that establishment of a library services agreement by a municipality for library services with another municipality when it has established its own Library Board is inconsistent with the Public Library Act;

**AND WHEREAS** the premise for a cost-sharing agreement was originally, and remains, for one municipality without services to help support those services available in another municipality;

**AND WHEREAS** the cost-sharing agreement abrogates Mississippi Mills Council's authority, control and management of its expenditures to third parties;

**THEREFORE BE IT RESOLVED** that Mississippi Mills Council terminate the cost-sharing agreement with Carleton Place for their Library.

## Councillor Maydan Motion

### **G.5. Cost Sharing Agreement - Recreation Facilities**

#### **Recommended Motion:**

**WHEREAS** Mississippi Mills maintains two libraries and two arenas as well as many other cultural and recreational facilities at 100% of their costs, and approximately 20% of Carleton Place's annual costs for their library and recreational facilities;

**AND WHEREAS** in 1987 the communities of Almonte, Ramsay, Carleton Place and Beckwith adopted a proposal from Howard Allan to use property tax values in order to share the operational costs of Carleton Place's recreation facilities and library, as determined solely by Carleton Place;

**AND WHEREAS** Mississippi Mills continued to participate post-amalgamation in 1998;

**AND WHEREAS** due to the agreement being based partly on rising property values/taxes and partly on Carleton Place decisions on spending, amounts billed to Mississippi Mills have increased by 8%, 8.2%, 9.4% and 12% in the last four years, for an increase of approximately \$50,000 from 2016 and totalling more than \$1M since 2012;

**AND WHEREAS** the resulting payments to Carleton Place on behalf of Mississippi Mills residents are higher than the non-resident costs charged to residents of other municipalities both in terms of actual residents and actual users;

**AND WHEREAS** the premise for a cost-sharing agreement was originally, and remains, for one municipality without services to help support those services available in another municipality;

**AND WHEREAS** the cost-sharing agreement abrogates Mississippi Mills Council's authority, control and management of its expenditures to third parties;

**THEREFORE BE IT RESOLVED THAT** Mississippi Mills Council terminate the cost-sharing agreement with Carleton Place for recreation operations other than the Carleton Place and District Aquatic Centre.

### **H. INFORMATION ITEMS**

**H.1. Mayor's Report**  
None

**H.2. Association of Municipalities of Ontario Report** 98 - 99

**H.3. Rural Ontario Municipal Association Report** 100 - 101

**H.4. County Councillor's Report**  
None

**H.5. Mississippi Valley Conservation Authority Report**  
None

**H.6. Information List** 102 - 183  
**Recommended Motion:**  
**THAT** the information list #11-20 be received for information.

**H.7. Meeting Calendar (October, November)** 184 - 185

**I. OTHER/NEW BUSINESS**

**J. PENDING LIST** 186 - 188

**K. ADJOURNMENT**

**Recommended Motion:**  
**THAT** the meeting be adjourned at X:XX p.m.



**The Corporation of the Municipality of Mississippi Mills**

**Special Committee of the Whole Meeting**

**Minutes**

**16-20**

**September 29, 2020**

**6:00 p.m.**

**Council Chambers, Municipal Office**

**3131 Old Perth Road**

Committee Present: Mayor Lowry  
Deputy Mayor Minnille  
Councillor Dalgity  
Councillor Maydan  
Councillor Holmes  
Councillor Guerard  
Councillor Ferguson

Staff Present: Ken Kelly, CAO  
Jennifer Russell, Deputy Clerk  
Rhonda Whitmarsh, Treasurer

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**A. CALL TO ORDER**

Councillor Dalgity called the meeting to order at 6:10 p.m.

**B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

None

**C. APPROVAL OF AGENDA**

**Motion No CW138-20**

**Moved by** Councillor Ferguson

**Seconded by** Councillor Maydan

**THAT** the agenda be approved as presented.

**CARRIED**

**D. SPECIAL REPORTS**

**D.1 Interim Report #8 on Financial Implications of COVID-19**

The Treasurer gave a summary of the current financial situation due to the impacts of COVID-19.

**Motion No CW139-20**

**Moved by** Councillor Ferguson

**Seconded by** Councillor Guerard

**THAT** Committee of the Whole accept the Treasurer's interim report on the financial implications of Covid 19 dated September 29, 2020 as information.

**CARRIED**

**D.2 Draft 2021 Budget**

The Treasurer presented the draft 2021 budget and provided an overview of the current draft budget including:

- Current shortfall amount of \$3,671,068
- Significant costs capital projects
- Staffing changes
- Service Delivery Review items could affect budget
- COVID 19 costs including cleaning, PPE, and signage
- Cost sharing agreement decision
- Revenues lower than estimated and lower than historical trends
- Grant funding
- Taxation - assessment values to remain the same from 2020 to 2021, tax revenue increase of 3%, average tax rate compared to local municipalities
- Long term debt repayment
- Reserves

- Water and Sewer - proposed rate increase of 3%

Items arising from discussion:

- Almonte downtown renewal grants
- Renegotiate Long Term Debt rates
- Water and Sewer debt paid only by water and sewer consumers

**Motion No CW140-20**

**Moved by** Councillor Ferguson

**Seconded by** Councillor Guerard

**THAT** the 2021 Draft Budget be received for information.

**CARRIED**

**D.3 2021 Draft Fees and Charges**

The Treasurer reviewed the draft 2021 Fees and Charges Schedule. She noted that the Fees and Charges By-law must be passed before year-end in order to take effect January 1, 2021.

ACTION: Chief Building Official to bring forward information explaining the increases to building fees in the proposed 2021 Fees and Charges By-law.

**Motion No CW141-20**

**Moved by** Mayor Lowry

**Seconded by** Councillor Holmes

**THAT** the Committee of the Whole receive the 2021 Draft Fees and Charges report for information.

**CARRIED**

**E. ADJOURNMENT**

**Motion No CW142-20**

**Moved by** Mayor Lowry

**Seconded by** Councillor Ferguson

**THAT** the meeting be adjourned at 7:00 p.m.

**CARRIED**

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Jennifer Russell, DEPUTY CLERK,  
Recording Secretary



**The Corporation of the Municipality of Mississippi Mills**

**Committee of the Whole Meeting**

**MINUTES**

**17-20**

**October 6, 2020**

**Council Chambers, Municipal Office**

**3131 Old Perth Road**

Committee Present: Mayor Lowry  
Deputy Mayor Minnille  
Councillor Dalgity  
Councillor Maydan  
Councillor Holmes  
Councillor Guerard  
Councillor Ferguson

Staff Present: Jeanne Harfield, Clerk  
Ken Kelly, CAO  
Jennifer Russell, Deputy Clerk  
Tiffany MacLaren, Community and Culture Coordinator

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**A. CALL TO ORDER**

Councillor Dalgity called the meeting to order at 7:17 p.m.

**B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**C. APPROVAL OF AGENDA**

**Resolution No CW143-20**

**Moved by** Councillor Maydan

**Seconded by** Councillor Holmes

**THAT** the agenda be approved as presented.



**CARRIED**

**D. APPROVAL OF MINUTES**

**Resolution No CW144-20**

**Moved by** Councillor Guerard

**Seconded by** Councillor Maydan

**THAT** the minutes dated September 15, 2020 be approved.

**CARRIED**

**E. CONSENT REPORTS**

**Resolution No CW145-20**

**Moved by** Deputy Mayor Minnille

**Seconded by** Councillor Holmes

**THAT** the minutes from the following advisory committees or boards be received:

**CARRIED**

**E.1 Library Board - August 12, 2020**

**E.2 Committee of Adjustment - August 19, 2020**

**F. STAFF REPORTS**

Recreation and Culture

**F.1 Budget Approval - Supply and Installation of Outdoor Digital Sign  
RFP Award**

**Resolution No CW146-20**

**Moved by** Councillor Holmes

**Seconded by** Councillor Maydan

**THAT** Committee of the Whole recommend that Council authorize a maximum of \$11,337 be used from the 2020 Economic Development Operating budget to cover the additional cost for the Community Digital Sign installation.

**CARRIED**

**G. NOTICE OF MOTION**

Councillor Maydan Motion

**G.1 Cost Sharing Agreement**

Councillor Maydan indicated that after receiving feedback from the public, Howard Allan and given that the Library Board will be a delegation at the October 20th Council meeting she is withdrawing her motion. Councillor Maydan indicated that she will be brining forward further notices of motions on the Cost Sharing Agreement to be considered by Committee of the Whole at the October 20th meeting.

Councillor Holmes Motion

**G.2 Greystone Trail Extension**

ACTION: CAO to determine what group or advisory committee will review the Active Transportation Master Plan and the possible extension of the Greystone Trail.

**Resolution No CW147-20**

**Moved by** Councillor Holmes

**Seconded by** Mayor Lowry

**WHEREAS** the existing Greystone Trail is 1 kilometre in length beginning at the Appleton Side road and extending down to Greystone Crescent;

**AND WHEREAS** in 2017 the former Active Transportation Advisory Committee recommended to Council that the municipality explore the option for a trail extension from Industrial Drive to Paterson Street to connect with the Greystone trail;

**AND WHEREAS** in the fall of 2017 Council provided direction to staff to proceed with discussions with the Upper Canada District School Board relating to the trail extension from Industrial Drive to Paterson Street;

**AND WHEREAS** as a result of staff turnover these discussions were never completed;

**THEREFORE BE IT RESOLVED THAT** the Committee of the Whole recommends that Council direct staff to recommence discussions with the Upper Canada District School Board regarding the potential extension of the Greystone Trail from Industrial Drive to Paterson Street;

**AND THAT** the outcome of these discussions form part of the review of the Active Transportation Master plan review as identified in the Strategic Plan.

**CARRIED**

**G.3 Verbal Notice of Motion**

Councillor Ferguson provided a verbal notice of motion regarding the Cost Sharing Agreement - the formal wording will appear and the motion will be debated at the October 20th Committee of the Whole meeting.

**H. INFORMATION ITEMS**

**H.1 Mayor's Report**

The Mayor highlighted information from the recent Association of Municipalities of Ontario Board meeting including: municipal cyber security tool kit; and that Rural Ontario Municipal Association (ROMA) will be putting together a broadband resource guide.

**H.2 County Councillor's Report**

Deputy Mayor Minnille provided highlights from the recent County Council meeting including: funding model review of long-term care homes; safe restart funding allocated for child care; and fire communication upgrade approval.

**H.3 Mississippi Valley Conservation Authority Report**

Councillor Holmes provided highlights from the recent MVCA board meeting and indicated that MVCA has started to draw down water levels in preparation of winter and that MVCA is currently running a deficit as a result of COVID-19.

**H.4 Information List**

**Resolution No CW148-20**

**Moved by** Mayor Lowry

**Seconded by** Councillor Holmes

**THAT** the information list #10-20 be received for information;

**AND THAT** items 6 re: Request for Revisions to Municipal Elections Act, 7 re: Increased Broadband Coverage, and 10 re: Parkland Dedication, Development Charges and the Community Benefits Charges Authority be pulled for further consideration.

**CARRIED**

**H.5 Meeting Calendar (October)**

**I. OTHER/NEW BUSINESS**

None

**J. PENDING LIST**

Members reviewed the pending list.

**K. ADJOURNMENT**

**Resolution No CW149-20**

**Moved by** Mayor Lowry

**Seconded by** Councillor Ferguson

**THAT** the meeting be adjourned at 7:50 p.m.

**CARRIED**

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Jeanne Harfield, CLERK,  
Recording Secretary

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** October 20, 2020

**TO:** Committee of the Whole

**FROM:** David Armstrong, Operations Manager

**SUBJECT:** Award of Contract – PW 20-19 – One 2020-21 Single-Axle Truck

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### RECOMMENDATION:

**THAT Committee of the Whole recommend to Council to direct staff to award the contract for Tender No. PW-20-19, One 2020/21 Single-Axle Truck, to Antrim Western Star in the amount of \$139,668.00 (HST not included).**

### BACKGROUND:

Mississippi Mills budgeted for a single-axle dump/plow truck as part of the 2020 budgeting process to replace an aging truck that compliments the Roads & Public Works fleet. The main purpose of this truck is to perform winter maintenance activities for ½ of the Almonte Ward of Mississippi Mills. Truck #22 is being replaced as it has completed its useful life for the Municipality. The existing truck was procured from a neighbouring Municipality in 2013 after servicing that Municipality for approximately 11 years.

### DISCUSSION:

Roads & Public Works released Tender No. PW-20-19 on August 12, 2020. It was posted on our website, the local newspaper and on MERX and the closing date was September 3, 2020, at 1:30pm. At the time of closing there were five (5) permissible bids for the Tender. They are outlined in the chart below:

<b><u>Company</u></b>	<b><u>Submitted Amount (excluding HST)</u></b>
Francis Canada Truck Centre (Western Star)	\$149,330.00
Francis Canada Truck Centre (Freightliner)	\$136,425.00
Oakes Truck Sales (International)	\$136,936.52
Antrim Western Star (Western Star)	\$139,668.00
Cornwall Freightliner (Freightliner)	\$135,148.00

In reviewing the tender submissions, it was noted that the only companies to meet all specifications in the tender document was Antrim Western Star and Francis Canada Truck Centre (Western Star model). Procuring a Western Star truck will aid in aligning our fleet, which should allow for substantial time and financial savings going forward.

#### **OPTIONS:**

Option 1: Accept the bid submitted by Antrim Western Star.

Option 2: Do not accept any of the submitted bids and re-tender. This is not recommended.

#### **FINANCIAL IMPLICATIONS:**

Council Approved \$240,000.00 in the 2020 Budget for the procurement of a plow truck and associated Combination Dump/Body Spreader. In addition to the originally budgeted \$240,000.00 an additional \$60,000.00 was added to the total amount for this procurement. The additional funds came from the Insurance Settlement from Truck #23 as identified in Council Resolution NO. 163-20. As a result a total of \$300,000.00 is available for the procurement of a plow truck and associated dump/body spreader to replace Truck # 22. The Dump/Body Spreader was tendered separately under Tender PW-20-20. The submitted bid from Antrim Western Star is within the approved amount allotted for this procurement.

<b>ACTIVITY</b>	<b>Amount (Non-recoverable Taxes Included)</b>
Antrim Western Star - Manufacture Truck per Spec.	\$142,126.16
Required Funding Allocated For Tender 20-20	\$131,239.87
Two-way Radio and GPS Install (approximately)	\$5,000.00
Total Required	\$278,366.03
Available Funds	\$300,000.00
Amount Remaining	\$21,633.97

#### **SUMMARY:**

A total of five (5) tender submissions for Tender No. PW-20-19 – One 2020/21 Single-Axle Truck were received at the time of closing. Antrim Western Star submitted the only bid that met all criteria as per the tender specifications with a bid of \$139,668.00 (HST

not included) to complete the required works. As well there is sufficient funds to purchase the required dump/body spreader.

Respectfully submitted by,

Reviewed by,



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David Armstrong, CRS  
Operations Manager



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Cory Smith  
A/Director of Roads & Public Works

Approved by,



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Ken Kelly  
CAO

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** October 20, 2020

**TO:** Committee of the Whole

**FROM:** David Armstrong, Operations Manager

**SUBJECT:** Award of Contract – PW-20-20 – One 2020-21 All-Season Combination Dump/Body Spreader

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### RECOMMENDATION:

**THAT Committee of the Whole recommend to Council to direct staff to award the contract for Tender No. PW-20-20, One 2020-21 All-Season Combination Dump/Body Spreader, to Gin-Cor Industries in the amount of \$128,970.00 (HST not included).**

### BACKGROUND:

Mississippi Mills budgeted for a single-axle dump/plow truck as part of the 2020 budgeting process to replace an aging truck that compliments the Roads & Public Works fleet. The main purpose of this truck is to perform winter maintenance activities for approximately ½ of the Almonte Ward of Mississippi Mills. Truck #22 is being replaced as it has completed its useful life for the Municipality. The existing truck was procured from a neighbouring Municipality in 2013 after servicing that Municipality for approximately 11 years.

### DISCUSSION:

Roads & Public Works released Tender No. PW-20-20 on August 12, 2020. It was posted on our website, the local newspaper and on MERX and the closing date was September 3, 2020, at 1:30pm. At the time of closing there were two (2) permissible bids for the Tender. They are outlined in the chart below:

<u>Company</u>	<u>Submitted Amount (excluding HST)</u>
Viking Cives	\$132,970.00
Gin-Cor Industries	\$128,970.00



**OPTIONS:**

Option 1: Accept the bid submitted by Gin-Cor Industries.

Option 2: Do not accept any of the submitted bids and re-tender. This is not recommended.

**FINANCIAL IMPLICATIONS:**

The submitted bid from Gin-Cor Industries is within the allowable amount in the 2020 Capital Budget, as approved by Council. The remaining funds that were received from the insurance payout for the damaged Truck #23 earlier in 2020 will cover the budgeted shortfall. The total put into Reserves from that was \$206,772.43 with “\$60,000.00 going toward the replacement of Truck #22”, as per resolution No. 163-20 of Council dated May 5, 2020. The total approved budget for both this Tender and Tender 20-19 was \$240,000, however the additional \$60,000 are enough to cover both purchases.

<b>ACTIVITY</b>	<b>Amount (Non-recoverable Taxes Included)</b>
Gin-Cor Industries - Manufactured per Spec.	\$131,239.87
Required Funding Allocated For Tender 20-19	\$142,126.16
Two-way Radio and GPS Install (approximately)	\$5,000.00
Total Required	\$278,366.03
Available Funds	\$300,000.00
Amount Remaining	\$21,633.97

**SUMMARY:**

A total of two tender submissions for Tender No. PW-20-20 – One 2020/21 All-Season Combination Dump Body/Spreader were received at the time of closing. Gin-Cor Industries submitted the lowest bid at \$128,970.00 (HST not included) to complete the required works.

Respectfully submitted by,



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David Armstrong, CRS  
Operations Manager

Reviewed by,



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Cory Smith  
A/Director of Roads & Public Works

Approved by,



---

Ken Kelly  
CAO

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** October 20, 2020

**TO:** Committee of the Whole

**FROM:** Maggie Yet, Planner 1

**SUBJECT:** **ZONING BY-LAW AMENDMENT Z-14-20**  
**Concession 11, W Part Lot 12 and W Part Lot 11,**  
**Pakenham Ward, Municipality of Mississippi Mills**

**KNOWN AS:** 191 Waba Road (PIN 05292-0067)

**OWNER(S):** Mervyn & Gail Downey

**APPLICANT:** ZanderPlan Inc.

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### **RECOMMENDATION:**

**THAT Council approve the Zoning By-law Amendment to change the zoning on part of the lands known legally as Concession 11, W Part Lot 12 and W Part Lot 11, Pakenham Ward, Municipality of Mississippi Mills from “Development” (D) to “Residential First Density” (R1).**

### **BACKGROUND**

The applicant (ZanderPlan Inc.) has submitted the zoning amendment application on behalf of their client (Mervyn and Gail Downey) in order to fulfill the conditions of approval for consent application B20-015, B20-016, B20-017 and B20-018. The owners seek to create four new lots from the original holding for the purpose of constructing single detached dwellings on the lands. The parent property will maintain the existing Development zoning.

### **PURPOSE AND EFFECT**

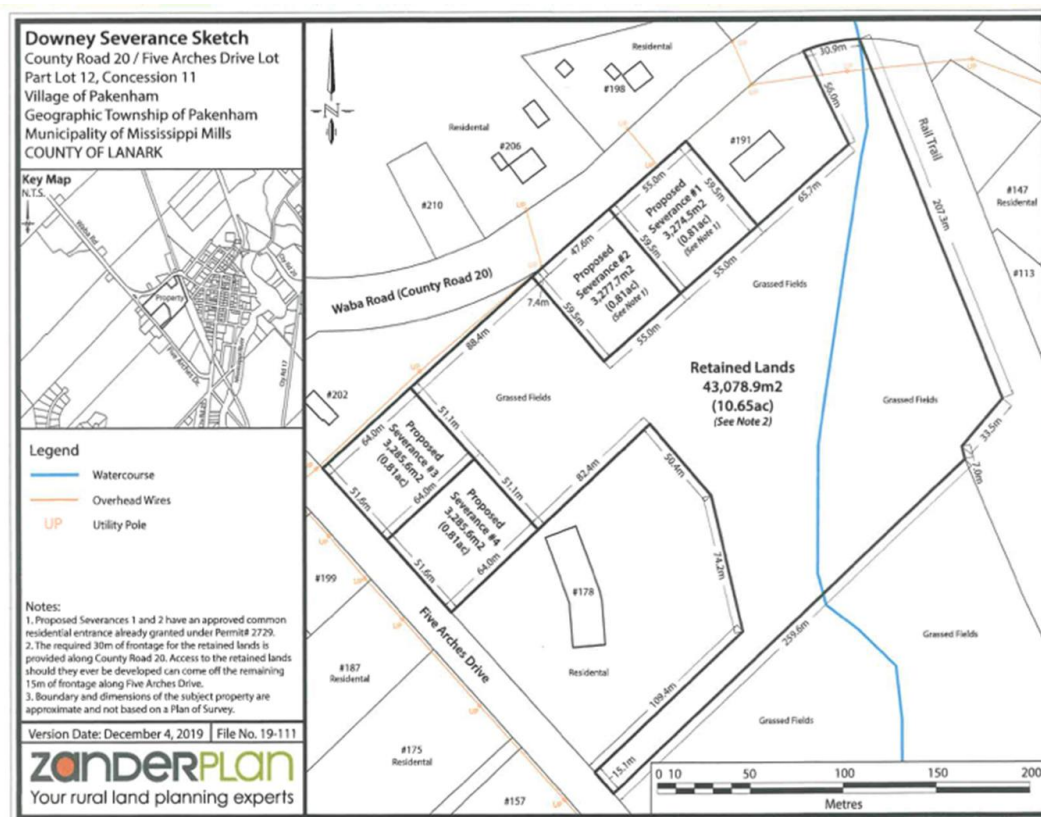
The purpose of the Zoning By-law Amendment is to rezone parts of the property from “Development (D)” to “Residential First Density (R1)” to recognize four severed lots for residential development. The remainder of the lands would remain zoned “Development”. The application is required as a condition of approval related to consent applications B20-015, B20-016, B20-017 and B20-018.

### **DESCRIPTION OF SUBJECT LANDS**

The subject lands are located in the Village of Pakenham along the western boundary of the settlement boundary. The lands are ±10.54 ha (26.05 ac) in size with frontage along Waba Road and Five Arches Drive. The lands are presently vacant and are generally surrounded by low and high density residential, open space and agricultural uses. The holding has been subject to the conditional approval of consent applications to create four new lots:

	Street Frontage	Frontage (m)	Area (ac)	Current Zoning	Proposed Zoning
Parcel 1	Waba Road	55.0	0.81	D	R1
Parcel 2	Waba Road	47.6	0.81	D	R1
Parcel 3	Five Arches Dr.	51.1	0.81	D	R1
Parcel 4	Five Arches Dr.	51.1	0.81	D	R1

**Figure 1 – Context Map:**



## **SERVICING & INFRASTRUCTURE**

The property falls outside of the urban settlement boundary of Almonte Ward, and thus the lands do not have access to municipal water and sanitary services. As such, development on the subject parcels will proceed on private services subject to approval by the Leeds, Lanark and Grenville District Health Unit. An additional condition of provisional consent for the severances will require the applicant to provide a Scoped Hydrogeological Evaluation Report to demonstrate a favourable groundwater quantity assessment, groundwater quality assessment, terrain evaluation and water quality impact risk analysis to the satisfaction of the Municipality and the County of Lanark.

Vehicular access to Parcels 1 and 2 will be new entrances on Waba Road, a County owned and maintained road, and Parcels 3 and 4 will have access from Fives Arches Drive, a municipal owned and maintained road. At the time of the consent application,

Parcels 1 and 2 were provisionally approved for entrance permits by the County's Public Works Department.

## **COMMENTS**

### *FROM INTERNAL CIRCULATION*

Comments received based on the circulation of this application have been summarized below:

**CAO:** No comments received.

**Clerk:** No comments received.

**CBO:** No comments received.

**Fire Chief:** No comments or concerns.

**Director of Roads and Public Works:** No issues at this time.

**Recreation Coordinator:** The OVRT trail is County responsibility. No further comments or concerns.

### *FROM EXTERNAL AGENCY CIRCULATION*

The Leeds, Grenville and Lanark District Health Unit has no objection to the proposed zoning.

The Mississippi Valley Conservation Authority (MVCA) provided comments on the severance application stating no objections and has no further comments.

Comments were also received from Enbridge Gas indicating no objection to the proposed application.

### *FROM THE PUBLIC*

The Municipality held a Public Meeting on October 6, 2020 to provide an opportunity for the public to comment on the application during the Public Meeting, no comments were received or have been received prior to the preparation of this report.

## **EVALUATION**

### *PROVINCIAL POLICY STATEMENT (PPS), 2020*

The PPS provides policy direction on matters of provincial interest related to land use planning and development. As per Section 3(5)(a) of the Planning Act, R.S.O. 1990, all planning decisions must be consistent with the PPS.

In general, the PPS provides that development and land use patterns shall achieve sustainability by:

- a) *promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;*
- c) *avoiding development and land use patterns which may cause environmental or public health and safety concerns;*
- e) *promoting cost-effective development patterns and standards to minimize land consumption and servicing costs; [Policy 1.1.1]*

Furthermore, specific to “Rural Areas”, the PPS proceeds to support development which:

- a) *Build[s] on rural character, and leverag[es] rural amenities and assets;*
- e) *us[es] rural infrastructure and public service facilities efficiently [Policy 1.1.4.1]*

The proposed change of use will not unduly impact the efficiency of providing services by the Municipality. It can also be assessed that the proposed development is representative of limited scale infill development in the Village of Pakenham.

### **COMMUNITY OFFICIAL PLAN (COP)**

Schedule C of the Official Plan identifies the subject lands as “Residential” and are located in the Village of Pakenham which is identified by the COP as a settlement area. The Residential designation permits low and medium density residential uses and accessory uses.

#### **3.6.1 Goals and Objectives (Residential):**

*It is a goal of this Plan to:*

***Promote a balanced supply of housing to meet the present and future social and economic needs of all segments of the community.”***

**Figure 2 - Community Official Plan Designation**



The severed parcels are within the Residential designation and as a result the provisions of Section 5.3.11.2 General Consent Policies permit the additional severance of the lands subject to the following:

- (i) *The scale of development proposed or the total development potential of the property would not require a plan of subdivision;*
- (ii) *The application represents infilling in an existing built up area;*
- (iii) *The proposed lots are in keeping with the lot area, frontage and density pattern of the surrounding neighbourhood;*
- (iv) *The creation of lots would not create or worsen traffic, access or servicing problems;*
- (v) *The application represents an orderly and efficient use of land, and its approval would not hinder the development of the retained lands;*
- (vi) *The application meets all other policies of this Plan.*

Analysis of the application determined the proposed severances were consistent with the General Consent policies and met all other applicable policies of the COP, including Section 3.6.7 Infilling and 3.6.1 Residential policies.

Any future development of the lands will also be subject to Site Plan Control during which special consideration should be given to the visual impacts of the development on surrounding Village character.

### **ZONING BY-LAW #11-83**

The subject property is presently zoned “Development” (D) by the Municipality of Mississippi Mills Zoning Bylaw #11-83.

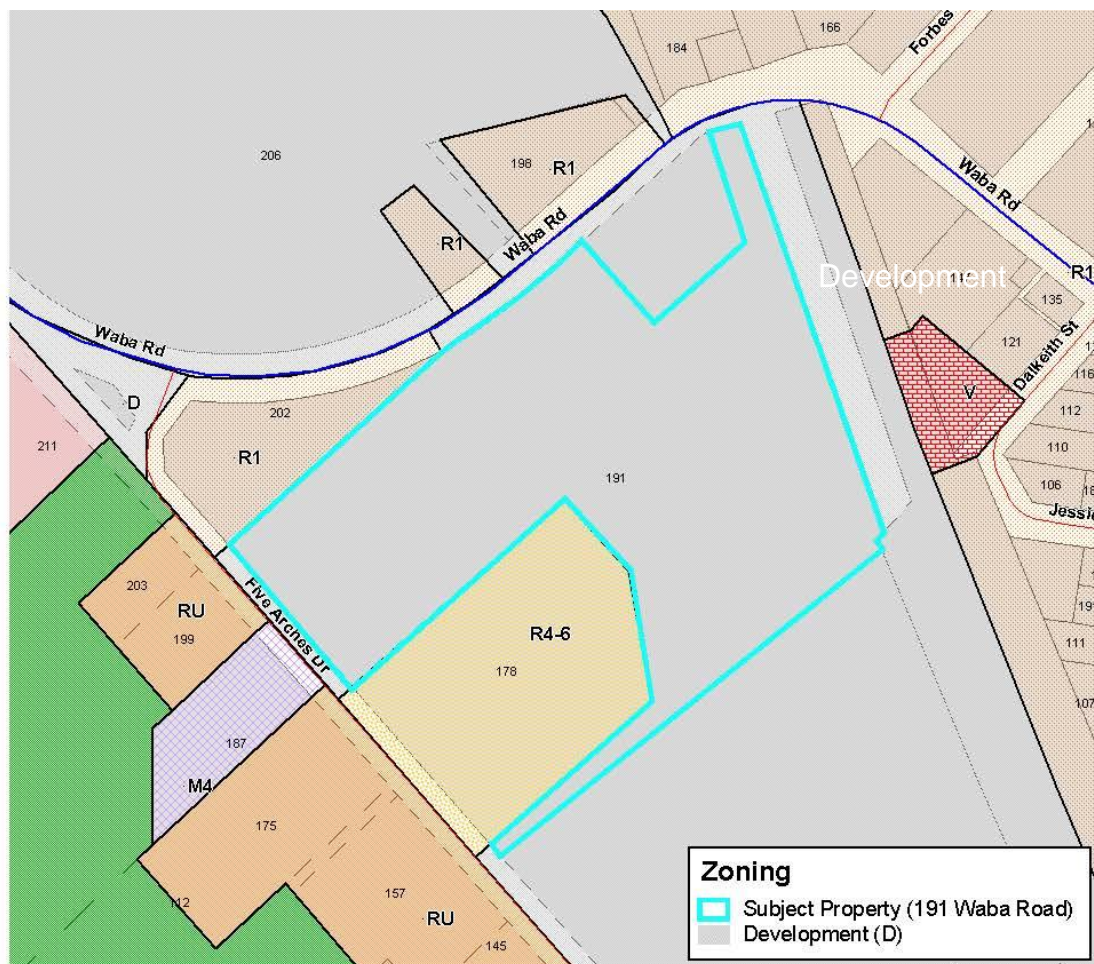
The “Development” zoning is considered to be a placeholder for the lands until a more detailed review of appropriate uses could be undertaken. The lands have since been subject to review through the consent processes in order to determine a supportable future use of the lands. Accordingly, it is now recommended that the four parcels subject to the consent be re-zoned to R1 to permit new residential development of the site.

<b>Zoning By-law Provisions</b>	<b>D Zone</b>	<b>R1 Zone</b>	<b>Retained Lands</b>	<b>Severance #1</b>	<b>Severance #2</b>	<b>Severance #3</b>	<b>Severance #4</b>
<b>Lot Area, Minimum (m<sup>2</sup>)</b>	Existing	2,000 <sup>1</sup>	99,734	3,274.5	3,277.7	3,258.6	3,285.6
<b>Lot Frontage, Minimum (m)</b>	Existing	30 <sup>1</sup>	88.4 (Waba Road); ±227.1 (Five Arches Drive)	55.0 (Waba Road)	47.6 (Waba Road)	51.6 (Five Arches Drive)	51.6 (Five Arches Drive)

<sup>1</sup> No municipal water and sewer services



**Figure 4 – Zoning Map:**



### **SUMMARY**

Having reviewed and assessed the proposed Zoning Amendment application, Staff are satisfied that the proposal complies with the provisions of the Provincial Policy Statement 2020, conforms to the policies of the Community Official Plan and satisfies the sections of the Comprehensive Zoning By-law #11-83.

As there are no outstanding objections or public comments with respect to the public interest issues associated with the application, Staff are satisfied with the approval of the application as requested.

All of which is respectfully submitted,

Maggie Yet, MPLAN BA  
Planner 1

Ken Kelly  
Chief Administrative Officer



**ATTACHMENTS:**

Appendix A – Context Map of the Site

Appendix B – Development (D) and Residential First Density (R1) Provisions

## APPENDIX A

### Context Map (2014)



## **APPENDIX B**

### **SECTION 40 – DEVELOPMENT (D) ZONE**

#### **PURPOSE OF THE ZONE**

The purpose of the Development (D) Zone is to:

- (1) recognize lands intended for future urban development in the Town of Almonte, and future village development within the Villages of Pakenham, Appleton, Blakeney and Clayton;
- (2) limit the range of permitted uses to those which will not preclude future development options; and
- (3) impose regulations which ensure a low scale and intensity of development to reflect the characteristics of the existing land uses.

#### **40.1 USES PERMITTED**

No person shall within a D Zone use any lot or erect or use any building or structure, for any purpose except for the following:

- uses, buildings and structures legally existing at the date of passing of this By-Law.
- accessory structures for uses, buildings and structures legally existing at the date of passing of this By-Law.

#### **40.2 ZONING PROVISIONS**

<b>Zoning Mechanism</b>	<b>Provisions</b>
Lot Area, minimum	existing
Lot Frontage, minimum	existing
Front Yard, minimum	6 m (19.7 ft)
Side Yard, minimum	6 m (19.7 ft)
Exterior Side Yard, minimum	6 m (19.7 ft)
Rear Yard, minimum	8 m (26.2 ft)
Height, maximum	11 m (36.1 ft)

## SECTION 13 – RESIDENTIAL FIRST DENSITY (R1) ZONE

### PURPOSE OF THE ZONE

The purpose of the R1 – Residential First Density Zone is to:

- (1) limit the building form to single detached dwellings in areas designated as **Residential and Rural Settlement Area & Village** in the Community Official Plan;
- (2) permit a number of other residential uses to provide additional housing choices within detached residential areas;
- (3) permit ancillary uses to the principal residential use to allow residents to work at home;
- (4) regulate development in a manner that is compatible with existing land use patterns so that the residential character of a neighbourhood is maintained or enhanced; and
- (5) permit different development standards, identified by subzones, primarily for developing areas designated **Residential** in the Almonte Ward, which promote efficient land use and compact form incorporating newer design approaches [By-law #18-77].

### 13.1 USES PERMITTED

- (1) The following uses are permitted uses subject to:
  - (a) the provisions of subsection 13.2 (1) to (3);
  - (b) a maximum of 3 guest bedrooms in a **bed and breakfast**;
  - (c) a maximum of 10 residents is permitted in a **group home Type A**;
  - (d) a maximum of 10 residents is permitted in a **retirement home**, converted
    - accessory apartment
    - bed and breakfast
    - detached dwelling
    - garden suite
    - group home Type A
    - home-based business - domestic and household arts
    - home-based business - professional uses
    - park

### CONDITIONAL PERMITTED USES

- (2) The following conditional use is also permitted in the R1 zone, subject to the following:
  - (a) it is located on a lot fronting on and having direct vehicular access to Main Street East or West; and

- (b) a maximum of seven rooming units, or a maximum of one dwelling unit and six rooming units.

**rooming house, converted**

- (3) The following conditional use is also permitted in the R1 zone, subject to the following:
  - (a) the use is located in residential buildings with heritage value and the unique historic characteristics of the buildings are preserved in keeping with the Municipality's heritage and design policies and guidelines.
  - (b) adequate off-street parking is provided per Section 9 – Parking, Queuing, and Loading Spacing Provisions of this Plan;
  - (c) each guest room has a minimum floor area of 25 square meters;
  - (d) signage shall be in keeping with the Municipality's heritage and design policies and guidelines;
  - (e) a minimum of 15% of the site has to be maintained as usable landscaped open space;
  - (f) the site has to be located on or within 50 m of an arterial road;
  - (g) the use is subject to Site Plan Control;

**country inn**

## 13.2 ZONE PROVISIONS

- (2) The zone provisions are set out in Tables 13.2A, 13.3A and 13.3B
- (3) A park is not subject to the provisions of Tables 13.2A, 13.3A and 13.3B, however, any development will be subject to the zone provisions for a detached dwelling.
- (4) Conversions that alter an existing residential use building to create another listed permitted use are subject to the provisions of Section 8.3 – Conversions.

**TABLE 13.2A - R1 Zone**

Provisions	No Municipal Water or Sewer	Either Municipal Water or Sewer	Municipal Water and Sewer
Lot Area, Minimum (m <sup>2</sup> )	2000 (c)	1000 (c)	450
Lot Frontage, Minimum (m)	30	20	18
Front Yard, Minimum (m)	7.5	6	6
Side Yard, Minimum (m)	3 (d)	3 (d)	1.2 (a), (d)
Exterior Side Yard, Minimum (m)	7.5	7.5	4.5
Rear Yard, Minimum (m)	10	10	7.5
Building Height, Maximum (m)	9	9	9
Lot Coverage, Maximum	30%	30%	40%, 45%(e)
Floor Area, Minimum (m <sup>2</sup> )	75	75	75

**Footnote**

- a) The minimum interior side yard width shall be 1.2 m, except where a garage or carport is located in the rear yard and accessed by a driveway, the minimum shall be 4.5 m.
- b) The maximum gross density shall be 15 units per hectare.
- c) Lots serviced by private services may require lot sizes larger than that necessary to meet zone provisions in order to accommodate the servicing systems capable of handling the increased levels of water consumption and sewage generation that may be associated with these uses.
- d) On lots abutting a non-residential use the minimum interior side yard requirement is 3.5 m.
- e) If the dwelling type is a bungalow, maximum lot coverage is 45%.



# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** October 20, 2020

**TO:** Committee of the Whole

**FROM:** Maggie Yet, Planner 1

**SUBJECT:** **BACKGROUND REPORT – OFFICIAL PLAN AND ZONING BY-LAW AMENDMENT OPA 26 and Z-12-20**  
**Concession 10, Lot 16, being Part 1 on RP 27R-8990, Parts 1-4, 9-12 on RP 27R-8445**  
**Almonte Ward, Municipality of Mississippi Mills**

**KNOWN AS:** 430 Ottawa Street (PIN 05089-0147)

**OWNER:** 2241497 Ontario Limited (Agent: Novatech)

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### **RECOMMENDATION:**

**THAT Council approve the Official Plan Amendment to recognize a net density of up to 50 units per ha for medium to high density residential uses to permit a total of 124 units within two four-storey apartment buildings and apartment dwellings in the upper storeys of a non-residential use in addition to highway commercial uses on the subject lands known as Concession 10, Lot 16, being Part 1 on RP 27R-8990, Parts 1-4, 9-12 on RP 27R-8445, Almonte Ward, Municipality of Mississippi Mills (PIN05089-0147), municipally known as 430 Ottawa Street;**

**AND THAT Council approve the Zoning By-law Amendment to change the zoning on the lands known as Concession 10, Lot 16, being Part 1 on RP 27R-6990, Parts 1-4, 9-12 on RP 27R-8445, Almonte Ward, Municipality of Mississippi Mills (PIN 05089-0147), municipally known as 430 Ottawa Street from “Shopping Centre Commercial – Special Exception 4” (C4-4) to “Shopping Centre Commercial – Special Exception” (C4-x) to recognize medium to high density residential uses in addition to highway commercial uses; a mid-rise apartment building; dwelling unit or units in the form of apartments in the upper storeys of a non-residential building; for residential uses, a maximum height of 15m and maximum density of 50 units per net hectare; and for a standalone apartment building, a minimum front yard setback from Ottawa Street of 60m and a minimum rear yard setback of 26m.**

### **BACKGROUND**

The applicant (Novatech) as applied to the Municipality on behalf of the owner, 2241497 Ontario Limited, to seek relief from the Highway Commercial designation of the Community Official Plan as well as various provisions of the Zoning By-law to permit residential uses in addition to commercial uses on the subject property. Residential uses will take the form of a standalone four-storey apartment building and apartment

dwelling units on the upper storeys of a non-residential building. A total of 124 dwelling units are proposed for the site with a maximum net density of 50 units per ha.

The original application filed by the applicant sought relief for 46 units per ha based on a lot area of 2.74 ha. The relief to the net density has been revised based on a more accurate lot area of 2.54 ha, whereas the request for 46 units per net ha was calculated based on a lot area of 2.74 ha. **There are no changes to the concept plan or the number of proposed dwelling units within the apartment building.** Given that the revision is minor and does not change the substance of the application, no further notice is required to be provided.

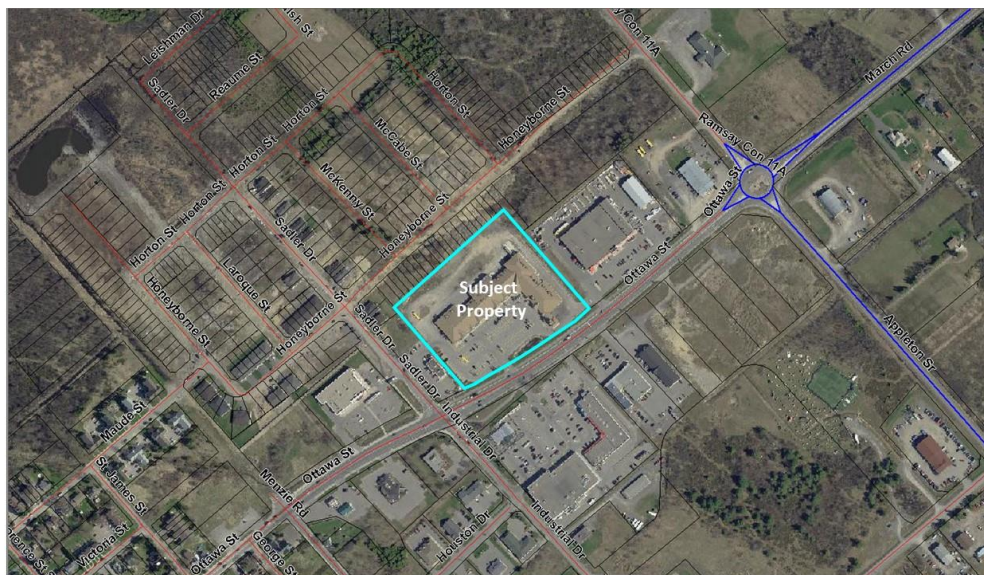
### **PURPOSE AND EFFECT**

The purpose of the Community Official Plan Amendment is a site-specific amendment to the Highway Commercial policies to recognize medium to high density residential uses with a maximum net density of **50 units per ha** to permit a total of **124-units in a 4-storey apartment building and apartment dwelling(s) in the upper storeys of a non-residential building**. The Community Official Plan recognizes a general maximum net density of “medium density development” of 35 units per ha (Policy 3.6.5).

The purpose of the Zoning By-law Amendment application is to change the zoning of the proposed subject lots from “Shopping Centre Commercial – Special Exception 4 (C4-4)” to “Shopping Centre Commercial – Special Exception (C4-x)” to recognize medium to high density residential uses in addition to highway commercial uses as follows:

- Permit residential uses in the form of an apartment building, mid-rise, in accordance with the R4 Zone and apartment dwelling unit(s) in the upper storeys of a non-residential building
- Residential uses with a maximum height of 15m and maximum density of 50 units per net ha, and for a standalone apartment building, a minimum 60m front yard setback from Ottawa Street and minimum required rear yard setback of 26m

**Figure 1 – Context Map**





## **DESCRIPTION OF SUBJECT LANDS**

The subject land represents an area of approximately 2.54 ha, with 170 m frontage on Ottawa Street. The property is presently the site of a commercial shopping centre known commonly as the Almonte Mall.

The shopping centre has a total gross floor area of 5,128 m<sup>2</sup> (55,200 ft<sup>2</sup>). There are presently two commercial tenants, Rexall and Pet Value. The two commercial tenants occupy a total floor area of 1,505 m<sup>2</sup> (16,199 ft<sup>2</sup>). The remainder of the commercial units are vacant. The Mall is constructed in a 'L-shaped' design facing Ottawa Street with parking available at the front of the building accessible through an entrance from Ottawa Street. At the rear of the property, 0.5 ha of land remains undeveloped on the site.

Adjacent land uses include highway commercial and residential uses. Commercial uses immediately abutting the property are Tim Hortons and Home Hardware on Ottawa Street. Other adjacent uses include retail, financial services, restaurants and gas stations. To the north, the subject property backs on to a row of bungalow townhouses in the Mill Run Subdivision. To the northeast of the subject site, a total of four 24-unit apartment buildings are proposed on Honeybourne Street as part of the Mill Run Subdivision. Two of the four apartment buildings are constructed. The property is approximately 244 m from the Settlement and Ward Boundary for Almonte Ward.

The proposed redevelopment would result in a mixed-use development on the subject lands, with the commercial units fronting closer to Ottawa Street and a medium to high density residential apartment development to the rear of the property. Phased construction is proposed with construction of commercial uses in the first phase to relocate existing mall tenants to the new commercial building, followed by construction of the two apartment buildings. Phased construction will also allow the development to respond to local market conditions.

## **SERVICING & INFRASTRUCTURE**

The site is presently serviced by municipal water and sanitary services. During the initial circulation of the application, the Roads and Public Works Department requested confirmation from the applicant that municipal sanitary capacity exists to service the proposed density. The applicant has subsequently provided confirmation of available capacity of the sanitary lines to the satisfaction of the Acting Director of Roads and Public Works, provided that confirmation of adequate site servicing is still required during detailed design. There are no servicing concerns related to water servicing capacity.

Future vehicular access to the site is envisioned to be located on Ottawa Street. The existing entrance to the site is expected to be maintained and an additional entrance is proposed for residential use. Existing driveway connections to the east and west are expected to remain and may be modified at time of Site Plan Control.

A Transportation Impact Statement (TIS) was submitted with the application for review. The TIS examined projected site traffic during weekday peak traffic periods, reviewed existing and proposed entrances from Ottawa Street and potential impact on nearby

intersections of Ottawa Street at Sadler Drive and Industrial Drive. Based on the TIS, the proposed development will not significantly increase traffic on local roads nor the Ottawa Street intersections at Sadler Drive and Industrial Drive.

## **COMMENTS**

### *FROM INTERNAL CIRCULATION*

Comments received based on the circulation of this application have been summarized below:

**CAO:** No comments received.

**Clerk:** No comments received.

**CBO:** No comments received.

**Fire Chief:** No comments received.

**Director of Roads and Public Works:** During detailed design, confirmation of adequate site servicing will be required. This can be done through the Site Plan approval process.

**Recreation Coordinator:** No concerns at this point.

### *FROM EXTERNAL AGENCY CIRCULATION*

Comments were received from Mississippi Valley Conservation Authority stating there are no significant natural heritage features existing on the subject property and that the property is not subject to MVCA's regulations. Concerning stormwater management, MVCA will be circulated at a later time to conduct a review of an anticipated storm water management report.

### *FROM THE PUBLIC*

In reviewing Official Plan Amendment applications, Section 22(6.7) of the Planning Act requires that the notice of a decision of an amendment to the plan must include a brief explanation of the effect, if any, that the written and oral submissions provided in the public consultation process has had on the decision.

A table summarizing comments received and the impact they have had on the recommendation has been appended to this report (Appendix E).

## **EVALUATION**

### PROVINCIAL POLICY STATEMENT (PPS), 2020

The PPS provides policy direction on matters of provincial interest related to land use planning and development. As per Section 3(5)(a) of the *Planning Act, R.S.O. 1990*, all planning decisions must be consistent with the PPS.

The PPS encourages Municipalities to manage and direct land use activities in healthy, livable and safe communities by promoting efficient development patterns and accommodate an appropriate range and mix of land uses within the settlement area (Policy 1.1.3.2).

Healthy livable communities in Settlement Areas will be composed of a range of uses supportive of the long-term needs of the community, and will be encouraged to take the form of intensified redevelopment where appropriate for the context of the community (Policy 1.1.1).

*1.1.1 Healthy, liveable and safe communities are sustained by:*

- b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;*
- e) promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;*

Additionally, municipalities are encouraged to promote development standards which facilitate intensification, redevelopment and compact form where risks to public health and safety can be avoided (Policy 1.1.3.4):

- 1.1.3.4 Appropriate development standards should be promoted which facilitate intensification, redevelopment and compact form, while avoiding or mitigating risks to public health and safety.*

## **LANARK COUNTY SUSTAINABLE COMMUNITIES OFFICIAL PLAN (SCOP)**

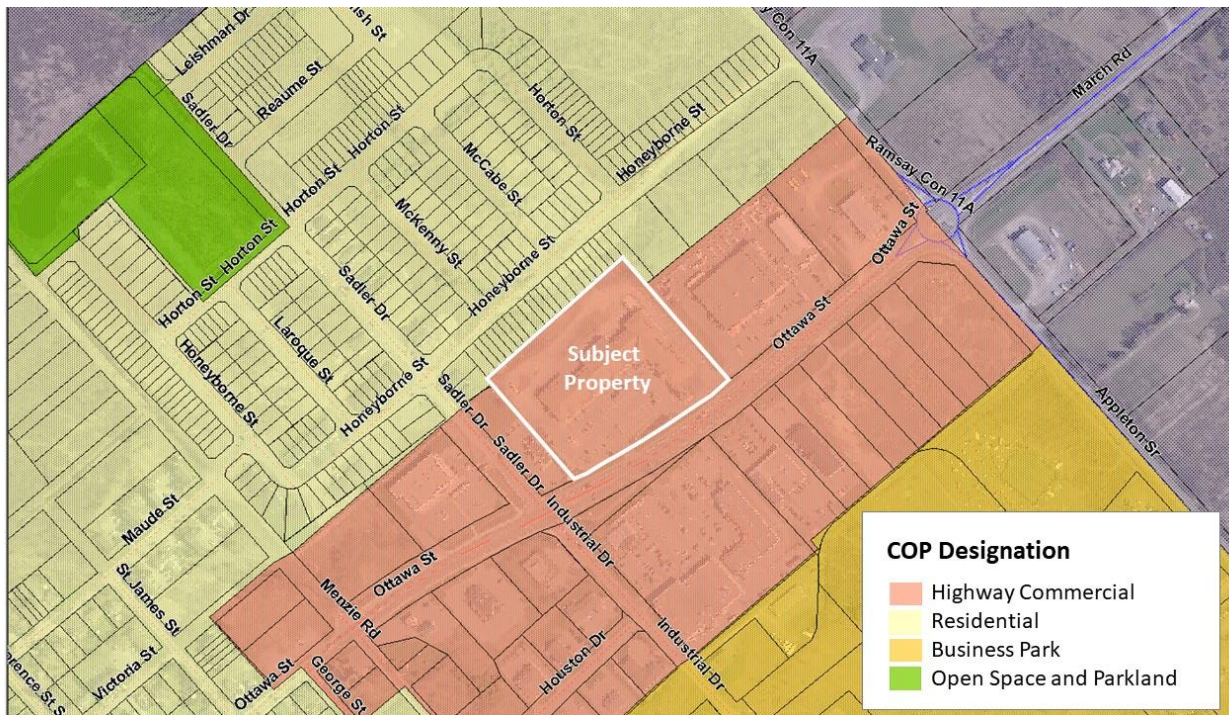
Schedule A of the SCOP designates Almonte as a Settlement Area. The Settlement Area policies include the accommodation of lands for a broad range of uses to meet current and future needs. The SCOP also calls for efficient development patterns that optimize the use of land, resources, infrastructure and public service facilities.

The County Official Plan states that the Official Plans of lower-tier municipalities should include policies that encourage mixed use development including residential, commercial, employment lands, parks and open space and institutional uses in their respective settlement areas.

## **COMMUNITY OFFICIAL PLAN (COP)**

Schedule B of the Official Plan identifies the subject lands as “Highway Commercial”.

## **Figure 5 – Community Official Plan Designation**



Generally, “Highway Commercial” areas contain uses that are largely automobile-oriented and serves uses dependent on high traffic volumes or are heavily transportation oriented (Policy 3.7.3 and 3.7.1). Highway Commercial areas also provide a gateway to urban communities within the Municipality and shall be used to define the edges of urban areas and rural areas (Policy 3.7.3.3). Gateway features such as design and landscaping related to tree/vegetative planting, sidewalks and boulevards, lighting, signage and advertising will be reviewed at time of Site Plan Control.

Where highway commercial areas abut residential areas, appropriate buffering and pedestrian linkages shall be established. The COP encourages pedestrian friendly design and connection between commercial development and residential neighbourhoods.

The application seeks a special policy area to permit mixed use highway commercial and medium to high density residential uses on the subject lands, and relief from the general maximum net density of “medium density development” of 35 units per ha (Policy 3.6.5). The proposed Amendment seeks a net site density of 50 units per ha.

Within the Highway Commercial designation, shopping centre commercial development is listed as a permitted use. The subject site is one of two shopping centre commercial developments in Mississippi Mills on Ottawa Street. Shopping centre commercial development is identified in Policy 3.7.3.4:

### **3.7.3.4 Shopping Centre Commercial Development**

*Shopping centre commercial development is defined as a group of retail, service commercial or other similar uses under separate ownerships which function as a unit within an enclosed building, with common parking and loading facilities and egress and*

*ingress under one ownership. Freestanding buildings shall be permitted on lands zoned for shopping centre commercial development provided they do not adversely affect access or traffic circulation within the shopping area.*

Within the Highway Commercial and Shopping Centre Commercial Development policies, residential uses are not contemplated. As such, the applicant is seeking a site specific amendment to permit residential uses on the subject property. The Planning Rationale provided by the applicant acknowledges that the location and size of the parcel is favourable for highway commercial use and development, however, that the existing mall has maintained a high vacancy rate over the last 10 years following construction of the building. The applicant has additionally prepared a Retail and Residential Market Demand Study in favour of a mixed-use development on the subject lands to support the proposed redevelopment. The findings of the study concludes that there is an oversupply of commercial retail space in Almonte and that a mix of commercial, retail and residential uses are the highest and best use of the subject property. While the application proposes 124 units, the study determined 300 units would be supportable on the subject property.

The concept plan proposes to reduce commercial floor space from 5,128 m<sup>2</sup> to 2,500 m<sup>2</sup>, resulting in a total reduction of 2,628 m<sup>2</sup>. Two commercial buildings are proposed for the site set closer to the Ottawa Street frontage in order to provide additional lands in the rear for the proposed residential development and associated landscaping and parking areas. Residential development will consist of two apartment buildings with a maximum residential density of 50 units per net ha. The concept plan provided by the applicant demonstrates sufficient room for the proposed commercial and medium to high density residential uses while providing sufficient space to provide parking for the residential and commercial uses and buffering. The proposed redevelopment would maintain the Highway Commercial designation and permit the existing range of commercial uses.

COP policies for Growth and Settlement and Smart Growth instructs the Municipality should promote “*managed, co-ordinated and fiscally responsible growth*” (Policy 2.5.1):

#### **2.5.1 Growth and Settlement Goals and Objectives**

*It is a goal of this Plan to:*

***Promote managed, co-ordinated and fiscally responsible growth, which represents an efficient use of land and is environmentally sustainable. Direct the majority of new growth to areas where municipal services are available and where capacity exists to support new development.***

*The following objectives are designed to implement the goals:*

*2 Establish an urban density which promotes a sustainable and efficient use of the land.*

*3 Encourage a mix of residential, commercial and industrial uses which meet the needs of the community and increases local employment.*

#### **2.5.2 Smart Growth**

*This Plan embraces the concept of “Smart Growth”. For Mississippi Mills, “Smart Growth” means:*

- ii. directing urban development towards existing communities with the majority of development being located in fully serviced, compact, efficient urban communities with a broad mix of land uses;*
- iii. diverse, balanced growth which is integrated into existing design with linkages between the new and the old, a focus on pedestrian travel, shopping, working, street layout, open spaces, mix of housing stock and support for existing institutional and commercial services; and,*
- iv. maintaining and enhancing distinctive, attractive communities with a strong sense of place through design.*

The proposal would maximize development of a parcel of land that is presently underutilized and underdeveloped. The addition of residential uses on the subject lands would complement the existing commercial uses compatible with Smart Growth principles for urban development and balanced growth for complete communities that are municipally serviced, efficiently use the land and result in a mix of land uses that facilitate individual and community needs.

The applicant has demonstrated available servicing capacity for the proposal and meets the above objectives for Growth and Settlement and Smart Growth.

The Residential Land Use objectives instruct that the Municipality should “*Promote and support development which provides for affordable, rental and/or increased density of housing types*”.

Range of housing provisions also encourage the adherence of a 70:30 housing tenure target (Policy 3.6.5). The proposed redevelopment assists in meeting the 30% rental housing stock.

Affordable Housing provisions of the COP describe that an “*adequate supply of affordable housing*” shall be encouraged and that “[t]he [Municipality] shall attempt to have 25% of all new residential construction affordable” based on a three-year average (Policy 3.6.3):

### **3.6.1 Residential Goals and Objective**

*It is a goal of this Plan to:*

***Promote a balanced supply of housing to meet the present and future social and economic needs of all segments of the community.***

*The following objectives are designed to implement the goals:*

- 1. Promote and support development which provides for affordable, rental and/or increased density of housing types.*
- 4. Direct the majority of new residential development to areas where municipal sewer and water services are/will be available and which can support new development.*
- 5. Ensure that residential intensification, infilling and redevelopment within existing neighbourhoods is compatible with surrounding uses in terms of design.*

The Plan also provides that the Municipality may leverage increased height and density provisions in order to achieve the affordable housing policies of this plan.



In accordance with the Provincial Policy Statements definition of “Affordable”, staff have analyzed the current market conditions for rental housing within the prescribed “regional market area” (Lanark County). A more comprehensive analysis of affordable housing compliance can be found in the Background Report for OPA 23 (dated: January 28, 2020)<sup>1</sup>.

The PPS defines affordable rental housing as the lesser of the following:

- *Rent not exceeding 30% of the gross annual household income for low and moderate income<sup>2</sup> households:*
  - o The Ministry of Municipal Affairs and Housing reports this statistic in Lanark County as less than \$1,130 a month<sup>3</sup>.
- *Rent which is at or below the average market rent of a unit in the regional market area:*
  - o This is not a statistic which is reported by the Ministry, however staff reviewed the average market rents reported by Lanark County in their recent Housing Study. The Study only reported rental values by Settlement Area (ie Almonte Ward) and is not consistent with the assessment of the “regional market area” in accordance with the PPS. The reported findings are included in the table below:

**Figure 4 - Average Market Rent by Bedroom Size\* (Housing Study, 2018, Lanark County)**

<i>Almonte</i>	<i>Room</i>	<i>Bachelor</i>	<i>1 Bdrm</i>	<i>2 Bdrm</i>	<i>3 Bdrm</i>
<i>AMR</i>	\$575	\$624	\$709	\$951	\$1,190
<i>Annual Household Income to Afford Rent</i>	\$23,000	\$24,960	\$28,360	\$38,040	\$47,560

**For the purposes of this report, affordable rental housing is determined to be a three-bedroom dwelling rented for less than \$1,190.00/month.**

In a review of new construction units in the past three (3) years in the Municipality a notable 13.6% of units (69 units total) were constructed as rental accommodation, of which only 17.4% were considered to be affordable (12 units total). These 12 units were all constructed and managed by Carebridge Community Support.

The applicant has indicated that the proposed residential units will be rented at market rates.

Affordable Housing can be generated through the establishment of a diverse housing base at mixed densities and housing types. Generally, dwelling units offered at a

<sup>1</sup> [https://www.mississippimills.ca/uploads/12/Doc\\_637158247506862328.pdf](https://www.mississippimills.ca/uploads/12/Doc_637158247506862328.pdf)

<sup>2</sup> “in the case of rental housing, households with incomes in the lowest 60 percent of the income distribution for renter households for the *regional market area*.” PPS Definition

<sup>3</sup> Based on 2016 Statistics Canada data.

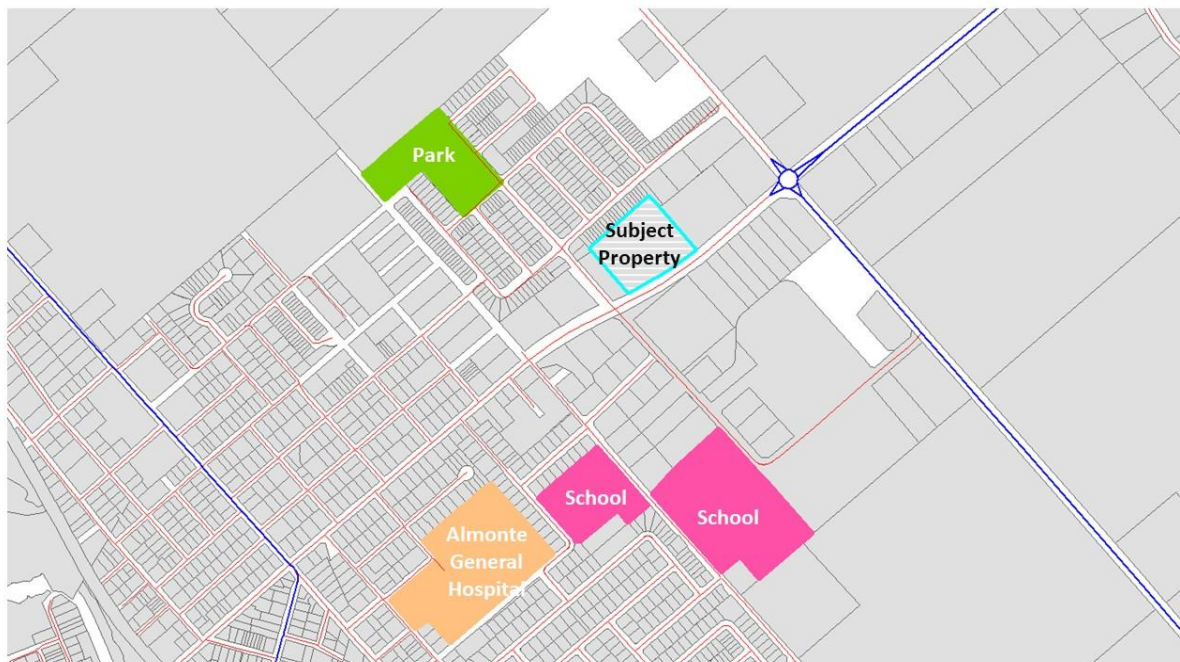
medium or high density can be offered at a more affordable price point as the cost to develop the land is less than lower density forms of development.

Medium density development proposal must also demonstrate compliance with the following criteria (Policy 3.6.5):

**3.6.5 (i)** *Proximity to shopping, parkland, health care, education and other community amenities;*

The proposed redevelopment would locate medium to high density residential uses on a mixed use property. Given its location on Ottawa Street, proximity to shopping amenities are available on site and within walking distance. The site is also serviced by two local schools on Patterson Street ( $\pm 500\text{m}$ ), parkland access in the abutting Mill Run Subdivision accessible through an existing pathway ( $\pm 238\text{m}$ ) and local hospital ( $\pm 420\text{m}$ ).

**Figure 5: Proximity to Services**



**3.6.5 (ii)** *compatibility with existing land uses in the immediate area and the historical character of existing buildings;*

The subject lands are located in a commercial corridor. Adjacent commercial uses and residential uses represent relatively newer construction. The subject lands are outside of the Heritage Conservation District and there is no historical character to the existing commercial or residential dwellings in the surrounding area. As the proposed redevelopment would maintain commercial frontage along Ottawa Street in addition to new residential uses at the rear of the property, the proposal is compatible with adjacent land uses. Appropriate buffering and landscaping between commercial and residential uses on site will be reviewed at time of Site Plan Control.



3.6.5 (iii) *designed with a maximum of three (3) stories and where possible, a building profile which conforms visually with the surrounding residential structures;*

While the proposed apartment buildings would exceed the maximum three-storey requirement for medium density residential, the proposed apartment buildings would maintain sufficient setbacks and buffering to reduce the impact on adjacent residential uses. The proposed zoning by-law amendment would require a minimum setback of 26m from the apartment buildings to the rear yard lot line. The applicant has submitted a shadow study (Attachment C) to demonstrate minimal impacts of a four storey building on adjacent residential uses and a building height comparison demonstrating that the four storey height is consistent with adjacent building heights as the grade rises significantly on the lands north of the subject property (Attachment B). The proposed four storey building would exceed the maximum building height of 14m in the C4 Zone and low-rise apartment dwelling provision in the R4 zone of 11m, for a total building height of 15m, constituting a relief of 1m and 4m respectively.

3.6.5 (iv) *availability of adequate off-street parking and appropriate access and circulation for vehicular traffic, including emergency vehicles;*

The site will have direct vehicular access from Ottawa Street, a four-lane arterial corridor. The applicant has submitted a Transportation Impact Study which concludes that the additional traffic from the proposed density can be supported on Ottawa Street.

Parking areas have been proposed for the commercial and residential uses. Commercial parking will be located in front of the commercial building, while residential parking is proposed to be located along the boundaries of the property and between the two uses. Sufficient area is expected to be available for the required parking spaces.

3.6.5 (v) *necessary buffering from abutting uses;*

The apartment buildings may potentially have the most significant impact on the dwellings located immediately north of the subject property. The proposed Official Plan Amendment and Zoning By-law Amendment would establish a 26m rear yard setback and 60m front yard setback to ensure sufficient separation and buffering space between the proposed commercial and residential use on the subject property and between the proposed apartment buildings and immediately adjacent residential uses.

3.6.5 (vi) *suitable landscaping, lot grading, drainage and on-site amenities; and,*

Landscaping, lot grading, drainage and on-site amenities to be addressed at time of Site Plan Control. Preliminary landscaping in the concept plan demonstrates compliance with minimum requirements for landscaping.

3.6.5 (vii) *the availability of full municipal services to accommodate the proposed density of development.*

The site is presently serviced by municipal water and sewage services. Future development on the subject property will be required to be on municipal servicing. The applicant has demonstrated sufficient capacity to service the proposed density.

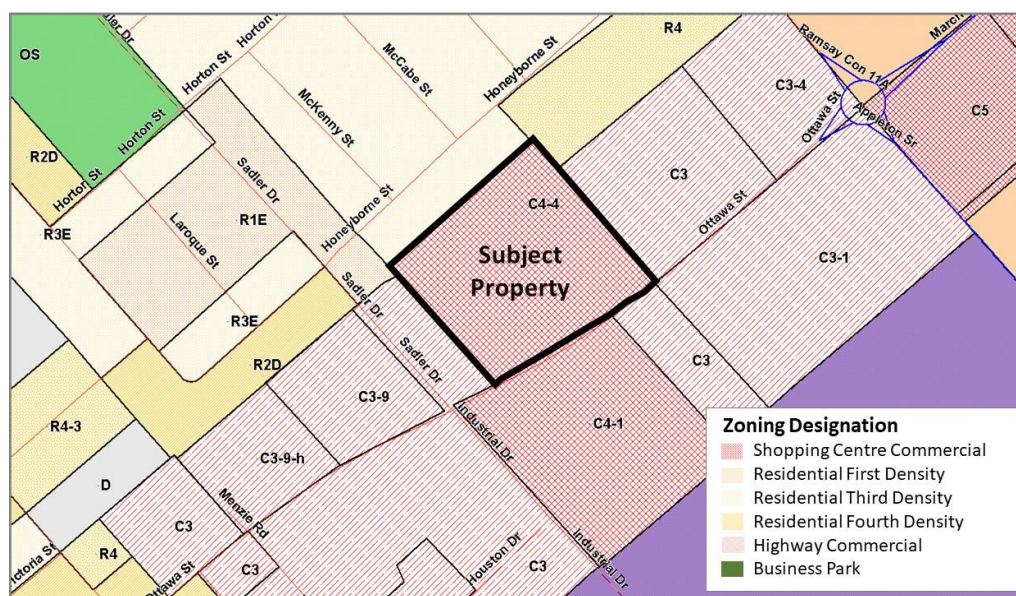
## **ZONING BY-LAW #11-83**

The subject property is presently zoned “Shopping Centre Commercial – Special Exception 4 (C4-4)” by the Municipality of Mississippi Mills Zoning Bylaw 11-83. The Shopping Centre Commercial Zone permits a shopping centre and accessory buildings and uses. Residential uses are not permitted within the C4 Zone. Specifically, the Special Exception 4 (C4-4) provision identifies site specific setback and parking requirements with provisions relating to the gross floor area, retail pads, interior commercial units, walkways, accessory storage and office space.

The proposed zoning by-law amendment seeks to rezone the property to “Shopping Centre Commercial – Special Exception (C4-x)” to permit the following residential uses in addition to existing shopping centre commercial uses:

- *apartment building-mid rise, in accordance with the R4 zone, ancillary to established commercial uses*
- *dwelling unit or units in the form of apartments in the upper storeys of a non-residential building*

**Figure 6 – Zoning By-law #11-83**



The following table represents the proposed developments adherence to the prescribed zone provisions:

**Figure 11 – C4 Zone Provisions (Commercial Building)**

Provisions	Shopping Centre Commercial Zone	Proposed Development
Lot Area, Minimum (m2)	1000	24,000
Lot Frontage, Minimum (m)	30	170
Front Yard, Minimum (m)	7.52 (Note A)	TBD (Commercial)
Rear Yard, Minimum (m)	6 (Note B)	26
Side Yard, Minimum (m)	3	TBD
Maximum Height (m)	14	15
Landscaped Open Space, Min.	10	44 (Residential)

(%)	29 (Commercial)
-----	-----------------

Note A: Site specific setback requirement as per C4-4 Zone provisions

Note B: The minimum rear yard setback of the C4 Zone is 3m, however 6m is required where the rear yard abuts a residential zone

**Figure 12 – Zone Provisions of the Residential Fourth Density Zone (Apartment Building)**

Provisions	Dwelling, Apartment (low-rise)	Proposed Development
Lot Area, Minimum (m2)	600	24,000
Lot Frontage, Minimum (m)	30	170
Front Yard, Minimum (m)	5	60
Rear Yard, Minimum (m)	7.5	26
Side Yard, Minimum (m)	6	26
Exterior Side Yard, Minimum (m)	6	Not applicable
Maximum Height (m)	11	15
Lot Coverage, Maximum (%)	45	12.5 (Residential only)
Courts	(c)	Not applicable
Privacy Yards	6m setback from ground floor units to parking areas or driveways	TBD
Equipped Children's Play Area	(e)	Not applicable

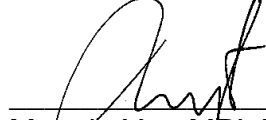
The R4 zone provisions also prescribe a maximum net density of 35 units per hectare whereas a density of 50 units per net hectare are proposed (Section 15.2A(a)).

### **SUMMARY**

Having reviewed and assessed the proposed Zoning Amendment application, Staff are satisfied that the proposal complies with the provisions of the Provincial Policy Statement 2020, conforms to the policies of the Community Official Plan and satisfies the applicable sections of the Municipality's Comprehensive Zoning By-law #11-83.

As there are no outstanding or unaddressed comments and concerns raised by members of the public, Staff are satisfied that the proposal will not result in negative impacts within the local community.

All of which is respectfully submitted,

  
Maggie Yet, MPLAN BA  
Planner 1

  
Ken Kelly  
Chief Administrative Officer

**Attachments:**

**Attachment A – Concept Plan**

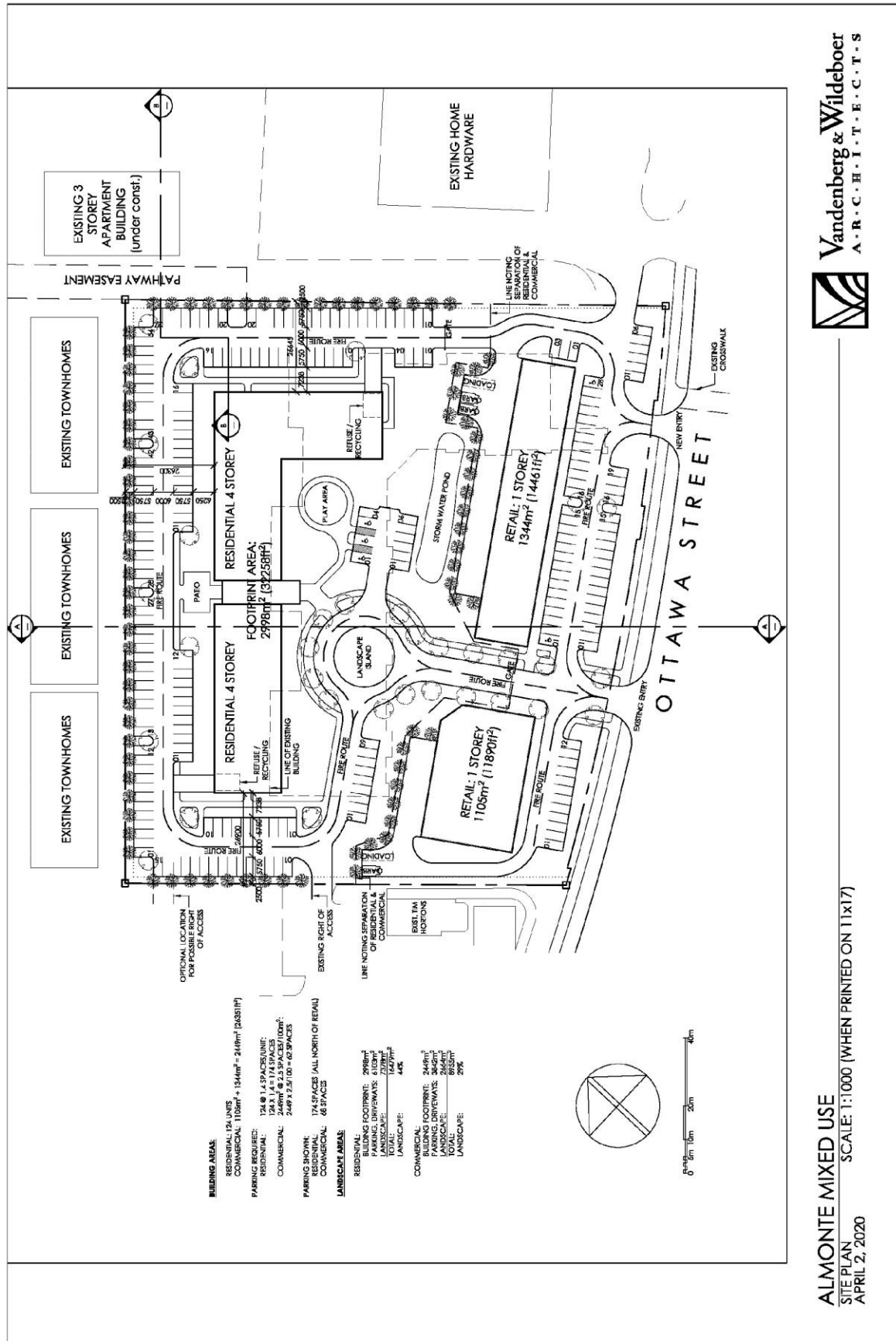
**Attachment B – Cross Section**

**Attachment C – Shadow Study**

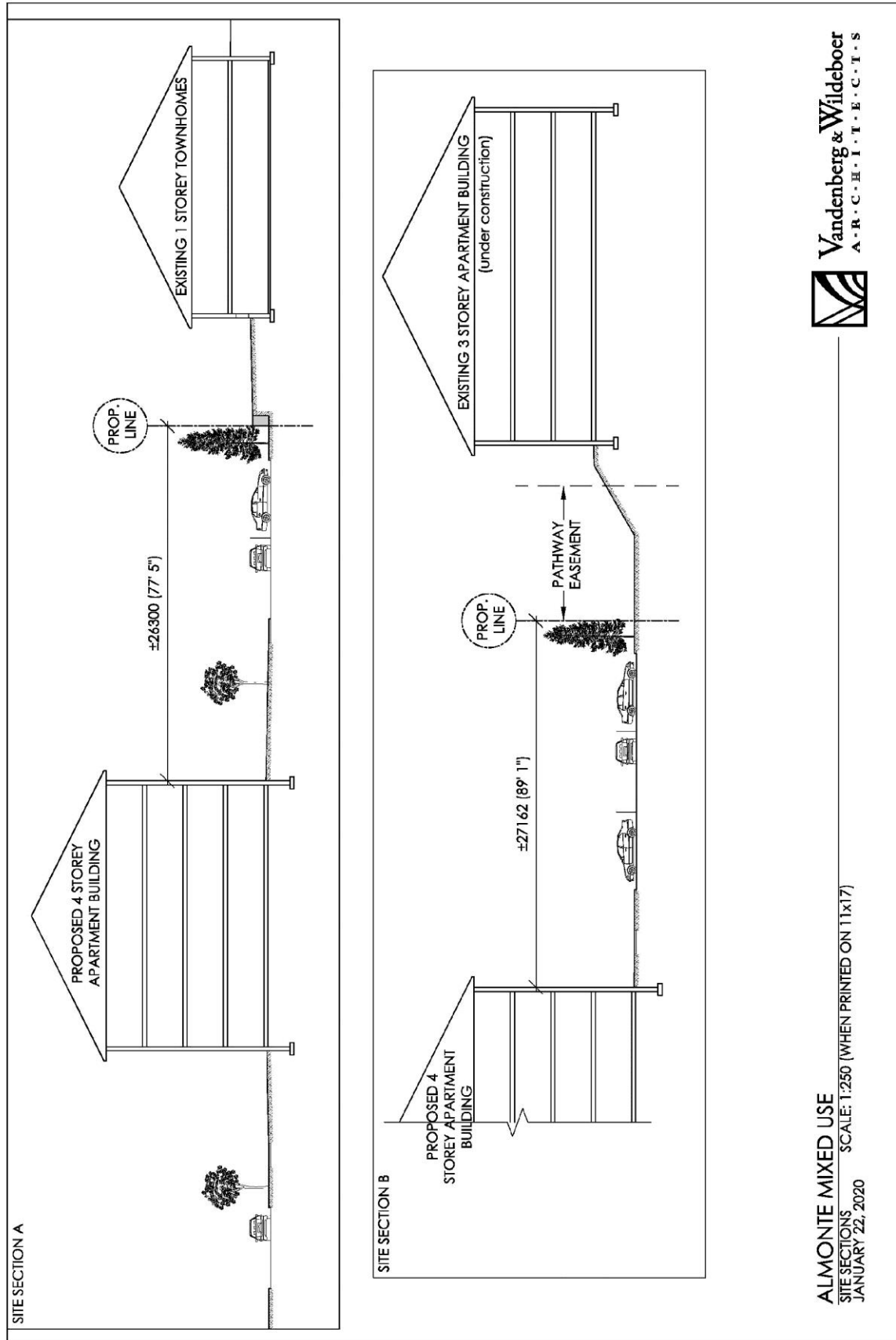
**Attachment D – Perspective Drawings**

**Attachment E – Proposed Amendments**

**Attachment F – Public Comments**



## Attachment B – Cross Section





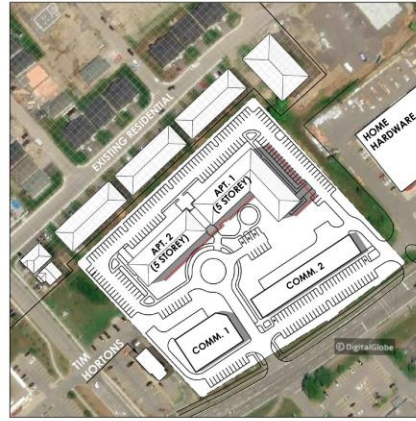
## Attachment C – Shadow Study



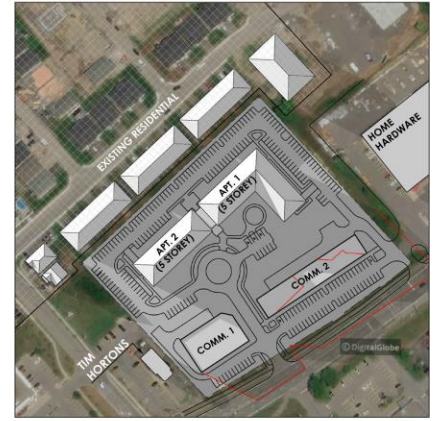
JUNE 21 - 12PM



RED LINE INDICATES EXTENT OF 4-STORY SHADOW



JUNE 21 - 4PM



JUNE 21 - 8PM



430 OTTAWA ST. ALMONTE - ELM DEVELOPMENTS  
SOLAR STUDY - SUMMER SOLSTICE



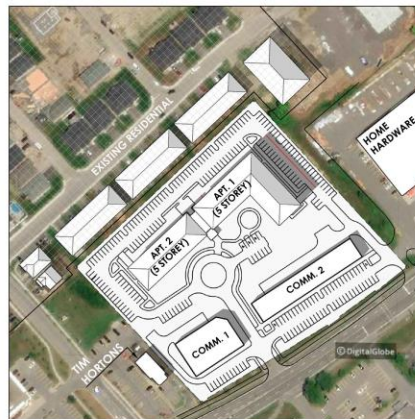
Vandenberg & Wildeboer  
A R C H I T E C T S



SEPTEMBER 21 - 12PM



RED LINE INDICATES EXTENT OF 4-STORY SHADOW



SEPTEMBER 21 - 3PM



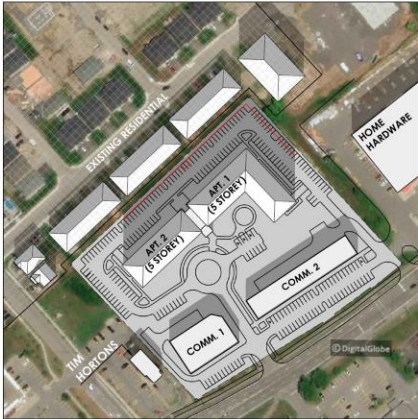
SEPTEMBER 21 - 6PM



430 OTTAWA ST. ALMONTE - ELM DEVELOPMENTS  
SOLAR STUDY - EQUINOX



Vandenberg & Wildeboer  
A R C H I T E C T S



DECEMBER 21 - 12PM



DECEMBER 21 - 3PM



RED LINE INDICATES EXTENT OF 4-STORY SHADOW

430 OTTAWA ST. ALMONTE - ELM DEVELOPMENTS  
SOLAR STUDY - WINTER SOLSTICE



Vandenberg & Wildeboer  
A R C H I T E C T S



## **Attachment D** Perspective Drawings

*Front Perspective*



*Rear Perspective*

**Proposed view**



**Existing views**

## **Attachment E** Proposed Amendments

### *Official Plan Amendment*

#### 3.7.3.5 Special Site-Specific Policy for Highway Commercial (430 Ottawa Street)

On lands described as Part Lot 16, Concession 10, geographic Township of Ramsay (430 Ottawa Street), the following provisions shall apply:

1. Medium to high density residential development shall be permitted as an additional use and shall be developed in accordance with the following:
  1. A maximum residential density of 50 units per net hectare is permitted. For the purpose of this policy, residential density shall be interpreted to apply to the entirety of the property.
  2. Residential development may include apartment buildings and residential uses in the upper storeys of non-residential use buildings.
  3. Standalone residential buildings shall be located to the rear of commercial buildings facing Ottawa Street.
  4. Residential building height shall be limited to a maximum of 4 storeys for apartment buildings.

### *Zoning By-law Amendment*

“Notwithstanding the ‘C4’ zoning, on lands delineated as ‘C4-4’ the following additional provisions shall apply:

- 1) The following residential uses are permitted as additional uses:
  - apartment building-mid rise, in accordance with the R4 zone
  - dwelling unit or units in the form of apartments in the upper storeys of a non-residential building
- 2) The following provisions shall apply to residential uses:

a)	Maximum Height (m)	15m
b)	Maximum Density	50 units per net hectare
c)	Minimum Setback from Ottawa Street (m)	60m

Notwithstanding the provisions of subsection 2(c) above, the minimum required setback from Ottawa Street shall not apply to a dwelling unit located in the upper storeys of a non-residential building.

Notwithstanding the provisions of subsection 16.2, the minimum required rear yard associated with an apartment building shall be 26m.

### **Attachment E** Comments Received

The Planning Department received correspondence from twenty-eight parties regarding the application. Mr. Peter Miller indicated support for a mixed-use development although noted that he believed there is insufficient buffer space from the rear of the development and the existing townhomes. Mr. Steve Maynard requested clarification on the applications. Twenty-six of the correspondences indicated opposition, objection and/or concerns regarding the proposal.

Commenting Party	Comment Received	Impact on Recommendation
Duncan Abbott, Joseph Abbott and Evelyn Wheeler	Proposal not within good planning principles	The proposal is consistent with the policies of PPS 2020 which promotes efficient development patterns and accommodate an appropriate range and mix of residential and employment areas, and based on densities and mix of land uses which efficiently use available infrastructure. Additionally, the proposal complies with various sections of the COP including growth and settlement, residential and smart growth policies, including establishing new development where services exist to support it and development of affordable, rental and/or increase density of housing types.
	Commercial zoning allows for increased vehicular and pedestrian traffic, increased noise and night illumination; residential zoning and commercial zonings should be kept separate	The proposed apartment building and commercial building on the site will be delineated spatially and visually through landscaping and buffering. Internal pedestrian and vehicular traffic, noise and lighting will be reviewed at Site Plan Control for the proposed uses on the subject site.
	Removal of commercial space which is limited within the Municipality	A new commercial building is proposed for the subject property in addition to residential uses as part of site redevelopment. The proposed building will have a reduced footprint and square footage than the existing commercial building by approximately 50%. The site redevelopment is supported by a Market Study which concludes there is an oversupply of commercial retail space in Almonte and that a mix of commercial, retail and residential uses is the highest and best use of the subject property.
Peter and Pat Albert	Traffic concerns with proposed developments on Ottawa Street	A TIS was submitted in support of the application and no concerns have been identified by staff in review of the study. The study concluded that the proposed redevelopment is not expected to have any major impact on overall operations of the study intersections and projects 11 new primary two-way vehicle trips in the AM peak hour and a reduction of 39 new primary two-way vehicle trips in PM peak hour traffic.
	Water servicing and capacity concerns	No concerns were identified by staff regarding water servicing capacity in the review of the application.
David and Brenda Aida	Traffic concerns	Please refer to comments regarding traffic above.
	Water servicing and capacity concerns	Please refer to comments regarding water servicing and capacity above.

	Additional rental units not consistent with smart growth strategy	The Municipality's Smart Growth policies direct urban development in areas where there are existing communities, capable of being serviced and facilitates a mix of land uses including residential and commercial. The proposed development is located in an area where there are existing residential communities, amenities, municipal infrastructure and commercial uses, thereby facilitating balanced growth. As such, the proposal conforms with policies for Smart Growth as per Section 2.5.2 of the COP.
	Insufficient park space - Mill Run park not developed	The subject property is located in proximity to Mill Run Park ( $\pm 238\text{m}$ ) and accessible through an existing pathway. Development of Mill Run park is expected to commence in Spring 2021.
	Concerns regarding access to health care practitioners	This concern is noted for the record as it does not pertain specifically to the proposed development but rather the conditions of health care of the community.
Anna Barr	Privacy concerns	The concept plan proposed a 26m buffer between the apartment building and existing dwellings. Privacy, buffering and noise mitigation measures will be reviewed at Site Plan Control.
	Parking and traffic concerns	The applicant will be required to provide parking as per the minimum parking space provisions of the Zoning By-law. Parking will be reviewed at Site Plan Control. See previous comments on traffic above.
	Retaining commercial lands for future growth	The subject proposal would maintain highway commercial uses on the subject site. The existing mall would be removed and replaced with a proposed commercial building located closer to the Ottawa Street frontage. The removal of commercial space and addition of residential uses at the rear of the property are supported by a Market Study submitted by the applicant which concluded that the Almonte Mall is not viable at its current size given the high vacancy rate and configuration of retail spaces. The study additionally concluded that the projected population growth could support 580 residential units, with 169 rentals, over the next 10 years in Almonte.
Larry and Jeannie Batchelar	Sun and shadowing concerns	The applicant has submitted a shadow study which demonstrates that the proposed four-storey building as situated on the subject property and in relation to the orientation of the sun will have minimal impact on daylight exposure and shadowing for abutting dwellings to the rear.



	Impact on small town character	The redevelopment will contribute to maintaining and enhancing Almonte's small town character by redeveloping an underutilized site to enhance the community gateway on Ottawa Street and facilitating development of a complete community. The development is expected to create new pedestrian linkages between the commercial area and the proposed and existing residential neighbourhoods, promoting connectivity, walkability and accessibility between the residential and commercial communities. The proposed commercial building will be relocated closer to the Ottawa Street frontage and would reduce the commercial parking area along Ottawa Street, facilitating human- and street-oriented commercial presence on the subject site. Gateway features such as design and landscaping related to tree/vegetative planing, sidewalks and boulevards, lighting, signage and advertising will be reviewed at Site Plan Control.
	Traffic impact concerns	Please refer to previous comments on traffic above.
	Removal of existing retail stores in the mall (Pet Valu and Rexall)	The proposed development would be constructed in phases in order to relocate existing tenants prior to demolition of the existing commercial building.
	Privacy and buffering concerns	Privacy and buffering measures will be reviewed at Site Plan Control.
Brian Booth	Infrastructure concerns - adequate water supply	No concerns were identified by Staff regarding water servicing capacity in the review of the application.
	Impact on small town character	See previous comments on small town character impacts above.
Claudette Bourque	Noted agreement with all previous arguments made against the proposal	Noted for the record.
	Limited grocery shopping in Almonte	This concern is noted for the record as it does not pertain specifically to the proposed development but rather the market conditions of the community.
J. Castellano	Water and sanitary capacity concerns	The applicant has provided confirmation of sanitary servicing capacity. No concerns were identified by Staff regarding water servicing capacity in the review of the application.
Peter and Nancy Clare	How many apartment buildings are currently on Ottawa Street?	There are presently no apartment buildings on Ottawa Street. There are presently two completed apartment buildings on Honeybourne Street and two more buildings planned as part of the Mill Run Subdivision.
	If this is approved, where will there be future sites for commercial development in this community?	A new commercial building is proposed for the subject property in addition to residential uses as part of site redevelopment. The proposed building will have a reduced footprint and square footage than the existing commercial building by approximately 50%. The site redevelopment is supported by a Market Study which concludes there is an oversupply of commercial retail space in Almonte and that a mix of commercial, retail and residential uses is the highest and best use of the subject property.
	How many hectares are there in the plan?	The subject property is 2.54 hectares.

	Why not reface the existing structure for commercial use?	The applicant has indicated the configuration of the existing commercial building does not provide adequate frontage for the area required by square foot and as such, the owners have been unable to lease commercial units within the mall.
	What will the rental rate be per unit?	The applicant has indicated the units would be rented at market rates.
	If approved, all parking should be facing the Ottawa Street side.	The concept plan proposes separate parking areas for residential and commercial spaces. Commercial parking will be located on the Ottawa Street frontage. Parking will be reviewed at Site Plan Control.
Tony Cross	Concerns regarding traffic, sightlines and vehicular safety	Please refer to previous comments on traffic. Sightlines will be reviewed at Site Plan Control.
	Impact on small town character	Please refer to previous comments on character impacts.
Bryan Dumouchel	Privacy concerns	Privacy and buffering measures will be reviewed at Site Plan Control.
	Reduced setback from rear yard lot line	The apartment building would maintain a setback of 26m. The minimum required rear yard setback in the C4 zone where a rear yard abuts a lot in a residential zone is 6m. As such, the requested zoning provision would result in a greater rear yard setback than is required generally in the C4 zone.
	Sun and shadowing concerns	Please refer to previous comments on sun and shadowing concerns.
	Improvements to infrastructure, traffic flow to deal with higher population density	No infrastructure or traffic upgrades are required to servicing the proposed redevelopment. The applicant has confirmed servicing capacity for proposed density and the TIS concludes there will not be a significant increase in traffic from the site redevelopment as proposed.
	Impacts on residential area has received no consideration	The proposal would maintain a 26m setback from apartment buildings to the rear lot line in order to provide spatial separation and privacy. Privacy and buffering will be reviewed at time of Site Plan Control.
Edgar Elliot and Diane Ford	Concerns with existing traffic	Concerns regarding existing traffic conditions have been forwarded to Public Works for consideration.
Gord Johnson	Availability of infrastructure and water	The applicant has provided confirmation of sanitary servicing capacity. No concerns were identified by Staff regarding water servicing capacity in the review of the application.
	Privacy and noise concerns	The concept plan proposed a 26m buffer between the apartment building and existing dwellings. Privacy, buffering and noise mitigation measures will be reviewed at Site Plan Control.
Joanne Dorion and Geoff Broadfoot	Density and public health concerns relating to COVID-19	Density has not been conclusively linked to the increased spread of COVID-19. The proposal conforms with Provincial policies identified in PPS 2020 to encourage intensification and redevelopment of underutilized sites within settlement areas as per policy 1.1.3.2.
	Water servicing and capacity concerns	No concerns were identified by Staff regarding water servicing capacity in the review of the application.

	Insufficient park space	The subject property is located in proximity to Mill Run Park (±238m) and accessible through an existing pathway. Development of Mill Run park is expected to commence in Spring 2021.
	Concerns regarding increase in traffic	Please refer to previous comments on traffic.
Robert and Louise Laplante	Support installation of 4-way stop signs at Sadler Drive and Honeybourne Street and at Sadler Drive and Horton Street	The comment has been forwarded to Public Works for review.
	Concerns with impact on traffic conditions	Please refer to previous comments on traffic.
	Water servicing and infrastructure concerns	Please refer to previous comments on water and sanitary servicing and capacity.
	Privacy concerns	Privacy and buffering measures will be reviewed at Site Plan Control.
Steve Maynard	The concept plan for 430 Ottawa Street includes 2 four storey apartment buildings. Does this mean the developer is planning for twice the occupancy then has been applied for?	The application is for relief for a total of 124 units between the two proposed apartment buildings.
Peter Moller	Would favour a development that uses a portion of the existing land and/or commercial space for a residential use	Noted for the record.
	Concern regarding insufficient space between existing dwellings and the rear of the development	The concept plan proposed a 26m buffer between the apartment building and existing dwellings. Privacy and buffering measures will be reviewed at Site Plan Control.
Vicki and Fred Geuer	Water capacity and servicing concerns	No concerns were identified by Staff regarding water servicing capacity in the review of the application.
	Traffic congestion and pedestrian concerns	Please refer to comment regarding traffic above.
	Sun and shadowing concerns	Please refer to previous comment regarding sun and shadowing concerns above.
Helene Gilhooley	There is not a shortage of available land in the area that would substantiate the need for a dense infill of this property which is more appropriately designated as commercial and again commercial use would be in conformity with existing uses in this area.	The proposal complies with PPS policy 1.1.3.2 which encourages intensification and redevelopment within settlement areas that can accommodate a supply and range of housing options. The proposed development would maintain existing highway commercial uses in addition to residential uses on the subject property.
	Market Study only references one rental building in the immediate area - impact on perceived demand for rental units	A total of four apartment buildings is expected on Honeybourne Street. The Market Study estimates that 580 new units will be required in Almonte over the next 10 years, including at least 169 rental units. The Study concludes that 300 rental units, in phases, would be supportable on the subject lands. Staff did not request revision to the Market Study to account for the additional apartment buildings on Honeybourne Street as the estimated need for housing is sufficient to accommodate for the unaccounted apartment units.

	Future growth will lead to more demand for retail space	The site redevelopment is supported by a Market Study which concludes there is an oversupply of commercial retail space in Almonte and that a mix of commercial, retail and residential uses is the highest and best use of the subject property. Additionally, the applicant has indicated the configuration of the existing commercial building does not provide adequate frontage for the area required by square foot and as such, the owners have been unable to lease commercial units within the mall.
Alexis and Andrew Hum	Water servicing and capacity concerns and municipal infrastructure	Please refer to previous comment on water and sanitary servicing and capacity above.
	Traffic impact concerns	Please refer to previous comment regarding traffic above.
	Access to medical practitioners	This concern is noted for the record as it does not pertain specifically to the proposed development but rather the conditions of health care of the community.
Rhonda Goodfellow and Ken Klimpel	When was this proposal brought to Council	The application was circulated for review and comments on June 16, 2020.
	How close is the building going to be to the homes	The rear of the apartment building will be setback 26m from the rear lot lines of dwellings located on Honeybourne Street.
	Where is the parking lot going to be located	Commercial parking will be located along the Ottawa Street frontage and residential parking will be provided surrounding the apartment building.
	Is any blasting required	Below grade parking is not proposed as part of the current concept plan. The applicant has not yet investigated the extent to which rock excavation will be required for site preparation. This will be reviewed by staff at time of Site Plan Control.
	Privacy concerns	Privacy and buffering measures will be reviewed at Site Plan Control.
	Is there a requirement for this number of rentals	The applicant has submitted a Market Study in support of residential development on the subject property. The population projections of the Market Study estimates that 580 new units will be required in Almonte over the next 10 years, including at least 169 rental units. The Study concludes that 300 rental units, in phases, would be supportable on the subject lands.
	Has the town conducted a survey or have information confirming there is a need for all of these rentals or is the town expecting new residents to move to Almonte	Please see the above response.
	Will this building be geared to low income or a percentage of the units	The building is expected to be rented at market rates.
	Why would you take down a commercial property	The applicant has indicated the configuration of the existing commercial building does not provide adequate frontage for the area required by square foot and as such, the owners have been unable to lease commercial units within the mall. The site redevelopment proposal consists of a residential apartment building at the rear of a new commercial building with frontage closer to Ottawa Street.



	Type of trees along fenceline, concerns regarding tree roots and damage to fence	The application will be reviewed for compliance with the Municipality's Tree Conservation Guidelines at time of Site Plan Control.
	Concerns regarding lights in parking lot	The development will be required to conform with the Municipality's Night Sky Illumination By-law and will be reviewed at time of Site Plan Control.
	Water and sewer infrastructure concerns	The applicant has provided confirmation of sanitary servicing capacity. No concerns were identified by Staff regarding water servicing capacity in the review of the application.
	Suggests not having shrubs or trees at the entrances to the property to protect sightlines	Landscaping and sightlines will be reviewed at Site Plan Control.
Tracy Julian	Noted objection to the proposal due to lack of information provided regarding rental rates and accountability concerns regarding provision of 25 percent affordable housing as per the PPS	Noted for the record.
Donna Panke	Does Almonte have a bylaw indication max height of an apartment building. In my opinion Three stories is more than enough.	The COP permits a three-storey residential apartment building. The Zoning By-law permits a maximum building height of 14m in the C4 zone and 11m in the R4 zone for a low-rise apartment. The applicant has also submitted a cross-section comparing the proposed 4-storey building and adjacent residential dwelling heights, demonstrating visually consistent building heights given grade raises north of the subject property. As such, the requested 4-storey building request is generally considered to be minor.
Sal Pirro	Future growth will lead to more demand for retail space at this location	Please refer to previous comment regarding future growth and commercial space.
	Traffic concerns	Please refer to previous comment regarding traffic above.
Perry Richardson	Proximity of apartment buildings	The subject property and adjacent apartment buildings is in an attractive area with proximity to commercial and retail uses, where existing infrastructure exists and can accommodate the proposed density and makes use of existing public and community amenities such as parkland, health care and education.
	What infrastructure upgrades will be made to accommodate the extra automobile traffic?	Please refer to previous comments regarding traffic. Given the projected changes to peak AM and PM traffic, no infrastructure changes are required to accommodate expected traffic as a result of the site redevelopment.
	Water capacity and servicing concerns	Please refer to previous comment regarding water servicing and capacity above.
	Privacy concerns	Privacy and buffering measures will be reviewed at Site Plan Control.

	If this project goes ahead, I think 2 stories would be high enough for the apartment buildings.	The COP permits a three-storey residential apartment building. The Zoning By-law permits a maximum building height of 14m in the C4 zone and 11m in the R4 zone for a low-rise apartment. The applicant has also submitted a cross-section comparing the proposed 4-storey building and adjacent residential dwelling heights, demonstrating visually consistent building heights given grade raises north of the subject property. As such, the requested 4-storey building request is generally considered to be minor.
	Noise concerns due to proximity of parking to the abutting properties at the rear	Noise impacts and mitigation measures will be reviewed at time of Site Plan Control.
John and Helen Turner	Noise and traffic concerns	Please refer to previous comment regarding traffic above. Noise impacts and mitigation measures will be reviewed at time of Site Plan Control.
	Concerns regarding night lighting	Proposed development would be required to meet the requirements of the Municipality's Night Illumination By-law. Site lighting will be further examined at time of Site Plan Control.
	Parking concerns	Parking will be reviewed at time of Site Plan Control.
	Retaining small indoor mall in the best interest of the residents	The proposed development would maintain existing highway commercial uses in addition to residential uses on the subject property. The applicant has proposed phased construction whereby the new mall would be constructed prior to demolition of the existing mall in order to relocate existing tenants.
	Impact on small town character	Please refer to previous comment regarding character impacts above.
John and Debbie Zdrilich	Water servicing and traffic concerns	No concerns were identified by Staff regarding water servicing capacity or in the review of the TIS submitted in support of the application.
	Concerns regarding access to health care practitioners	This concern is noted for the record as it does not pertain specifically to the proposed development but rather the conditions of health care of the community.
	Impact on small town character	Please refer to previous comment regarding character impacts above.

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** October 20, 2020  
**TO:** Committee of the Whole  
**FROM:** Maggie Yet, Planner 1  
**SUBJECT:** 56 John Street Encroachment  
Part Lot 97, Plan 6262  
Almonte Ward, Municipality of Mississippi Mills  
Municipally known as 56 John Street

**OWNER(S):** William Treusch & Donna Sloan-Treusch

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### **RECOMMENDATION:**

**THAT Council approve the encroachment request for the lands legally described as Part Lot 97, Plan 6262, Almonte Ward, Municipality of Mississippi Mills, municipally known as 56 John Street and direct staff to prepare the encroachment agreement.**

### **APPLICATION SUMMARY**

The Owners are requesting permission for a 1.22m (4ft) porch encroachment within the municipal right of way on John Street.

### **BACKGROUND**

The subject property is located on John Street, west of the intersection at John Street and Water Street. The entire property is 269.8m<sup>2</sup> (2,904ft<sup>2</sup>) with frontage of 13.4m (44ft) along John Street. The property is generally surrounded by low density residential uses, institutional uses and open space uses: the Almonte Baptist Church on Reserve Street abuts the rear property line of the subject property while the Ottawa Valley Rail Trail (OVRT) and Almonte Fairgrounds are located west and east, respectively, of the subject property

The subject property is occupied by a single detached dwelling, porch and shed. The structures were constructed in 1910, according to records from the Municipal Property Assessment Corporation (MPAC). The front entrance into the dwelling consists of a covered porch which projects into the municipal right of way by 1.22m (4.0ft).

The Owners are seeking to repair the existing porch, upgrade the infrastructure and reclad the decking. The improvements are expected to improve the overall safety of the

structure and will be brought up to meet the requirements of the Ontario Building Code (OBC). A building permit will be required for the proposed works.

**Figure 1. – Aerial Photo of the Property (2014)**



### **COMMENTS FROM CIRCULATION OF THE APPLICATION**

Comments received based on the circulation of this application have been summarized below:

**CAO:** No comments received.

**Clerk:** No comments received.

**Fire Chief:**

**Chief Building Official:**

**Acting Director of Roads and Public Works:** The Public Works Department does not object at this time, provided that the existing footprint is not expanded on.

**Recreation Coordinator:** No concerns.

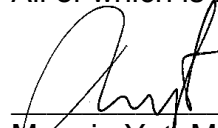
### **DISCUSSION**

The location of the existing dwelling is built up to the front lot line and as such, there remains no available space on the subject property to locate a covered porch. No comments or concerns were received in the circulation of the application regarding impeding sight lines or maintenance of the municipal right of way from the Public Works Department. As such, given that the proposed repair will not increase the footprint of the porch or further encroach onto the municipal right of way, the request does not result in any foreseeable impacts to the ongoing maintenance of John Street.

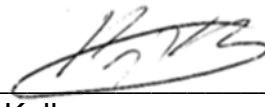
**RECOMMENDATION**

THAT the Committee of the Whole recommend that Council support the encroachment request for Part Lot 97, Plan 6262, Almonte Ward, Municipality of Mississippi Mills, municipally known as 56 John Street and direct staff to prepare the required encroachment agreement.

All of which is respectfully submitted,



Maggie Yet, MPLAN BA  
Planner 1



Ken Kelly  
Chief Administrative Officer

**ATTACHMENTS:**

- Attachment 1 – Request Letter re: Encroachment Agreement for 56 John Street
- Attachment 2 – Site Plan
- Attachment 3 – Location Map
- Attachment 4 – Site Photos

**Maggie Yet**

**Planner 1**

Municipality of Mississippi Mills  
3131 Old Perth Road, P.O. Box 400  
Almonte, ON, K0A 1A0

Bill Treusch

56 John Street, P.O. Box 686  
Almonte, ON, K0A 1A0

October 1, 2020

RE: Encroachment Agreement for 56 John Street

Dear Maggie,

Please accept this letter as our request to have you bring a report forward to Council for consideration of an Encroachment Agreement for our property at 56 John Street, Almonte, ON, K0A 1A0.

Our intention with this project is to maintain the character of our roughly 100 year old front porch, which is showing it's age. We want to upgrade the infrastructure and reclad the 'decking', to improve safety and bring it up to code. We will be applying for a building permit to ensure this. We will not be doing anything with the pillars and roof.

Thank you.

Sincerely,

Bill Treusch

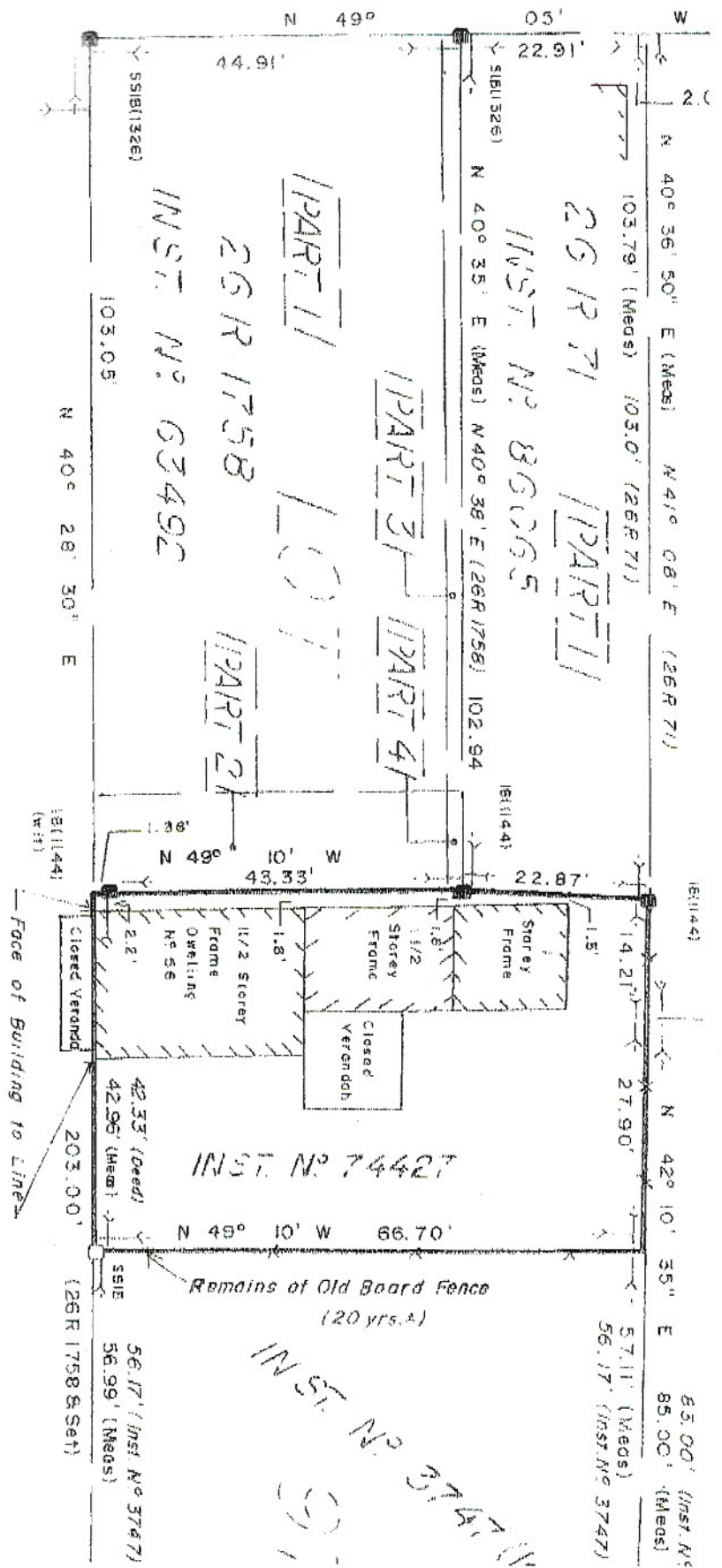
56 John Street, P.O. Box 686  
Almonte, ON, K0A 1A0

H: 613-256-5181

C: 613-371-2540



WESLEY  
STREET



LEGEND

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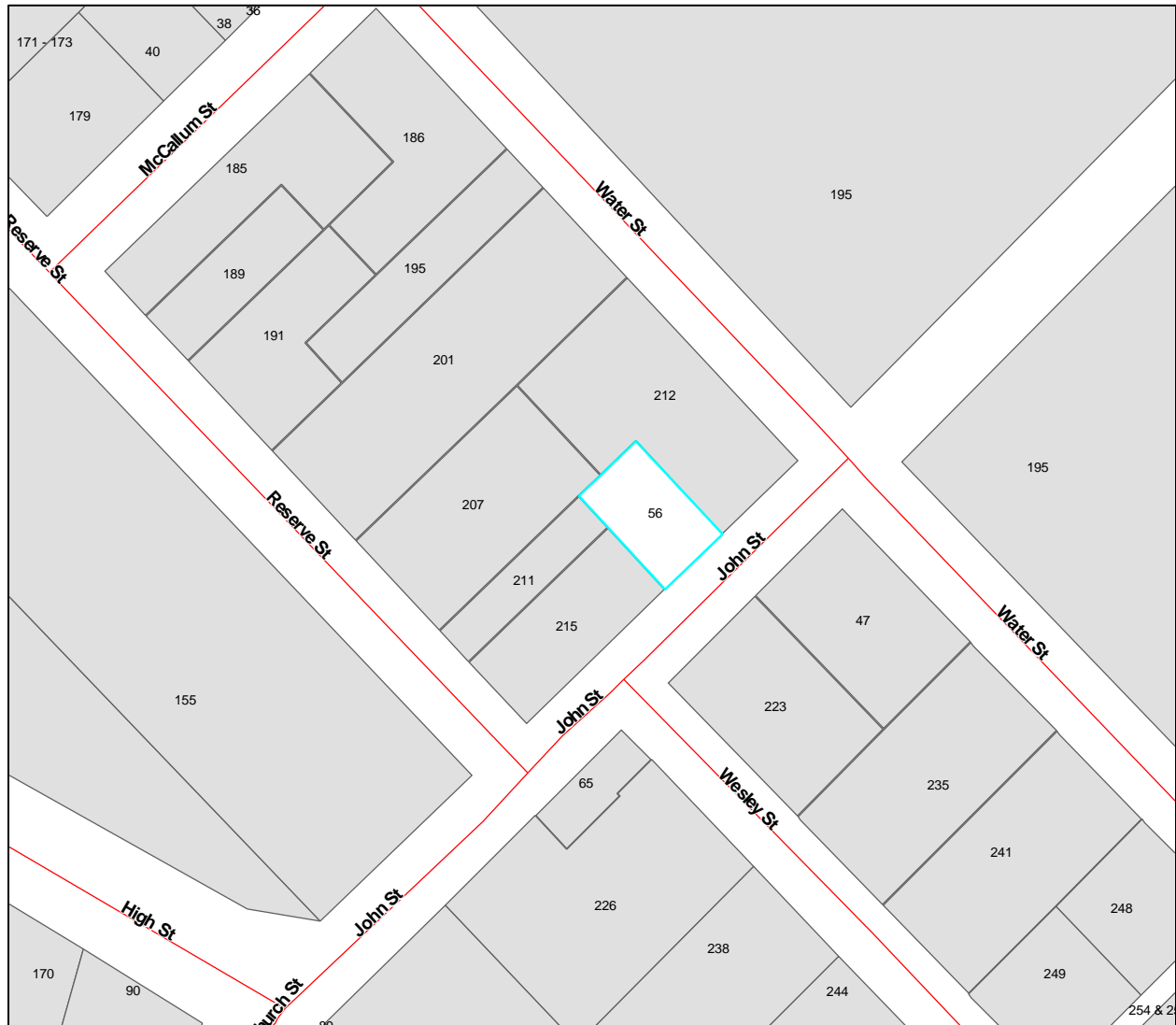
1. DEMOTES FEND

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## LOCATION MAP



TREUSCH-SLOAN ENCROACHMENT  
Part Lot 97, Plan 6262  
Almonte Ward, Municipality of Mississippi Mills  
Municipally known as 56 John Street





**Attachment D** Site Photos



# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** October 20, 2020  
**TO:** Committee of the Whole  
**FROM:** Ken T. Kelly, Chief Administrative Officer  
**SUBJECT:** Senior Management Team Plan to Implement SDR Priority Initiatives

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### RECOMMENDATION:

**THAT** Committee of the Whole direct staff to include the following priority items (in order of priority) to be incorporated into the draft 2021 municipal budget funded through either taxation or the municipal modernization grant:

- a) Information Technology Plan (\$50,000)
- b) Human Resources Officer (\$65,000)
- c) IT Employee (\$61,000)
- d) Senior Planner (\$65,000)
- e) Executive Assistant (\$45,000)
- f) Deputy Chief Building Official (\$65,000)
- g) Communications and Engagement Plan (\$45,000 if no Communication Officer hired)
- h) Transportation Master Plan (\$50,000)
- i) Environment/Climate Action Plan (\$40,000)
- j) Economic Development and Branding Plan (\$35,000)

### BACKGROUND:

The Province provided each municipality with an allocation of funds in 2019 to encourage municipalities to review their operations for opportunities to implement cost savings and service delivery improvements. Mississippi Mills received \$625,944 from the Province for this purpose. On November 1, 2019 the Minister of Municipal Affairs and Housing announced \$125 million over 4 years to continue the support for municipal governments to modernize.

Future funding stages of the 4-year program will focus on funding the implementation of the service delivery efficiencies to achieve costs savings. It is not a requirement for later stages of funding to have participated in the first intake phase of the program. However, allocation of funding for implementation projects will likely require that some justification or rational report has been completed to estimate the potential to achieve savings or efficiencies.

In December, 2019 Council provided direction to staff to issue a request for proposals (RFP) to seek qualified companies to conduct a comprehensive service delivery review.

In May of 2020 Council engaged Strategy Corp to conduct a comprehensive service delivery review of the organization. A similar exercise was completed in 2018 that focused on the Recreation and Culture Department. However, many of the recommendations from that engagement were not acted upon because they were of a corporate nature and impacted areas outside of the project department.

The Strategy Corp. work included a staff survey, focus groups with staff, interviews of Council members, benchmarking with comparator municipalities on process, staff levels and best practices. A report capturing the current methods of service delivery, costs, issues and potential opportunities was presented to Council in July. The Final work of the consulting team has been received.

## **DISCUSSION:**

In response to the consultant's work the Senior Management Team has reviewed the work and discussed the key priorities for the organization as well as the implementation plan to coincide with affecting change.

The findings of the work can be briefly summarized as follows:

- The organization is lean and lacks key positions found in other similar sized municipalities providing similar services;
- The corporate strategic planning framework needs to be strengthened;
- The technology capabilities are limiting the ability to be more efficient and provide a higher level of service – a Digital Master Plan is required to guide IT development; and
- The Winter Maintenance and Control program is low cost in comparison to other similar sized municipalities in eastern Ontario given our large road network.

A more detailed list of the opportunities recommended by the consultant for implementation and the rational is included in Attachment 1.

The Staff approach to make use of the consultant report is laid out in the following pages and we have completed a comparison of the recommendations against the Strategic Plan. The point of the comparison is to show the linkages between the SDR recommendations and how they support the achievement of the Strategic Plan priorities by allowing the organization to complete the actions and deliverables. This is included in Table 1 below.

Table 1 – Comparison of SDR with Strategic Plan and Implementation

SERVICE DELIVERY REVIEW RECOMMENDATIONS	STRATEGIC PLAN	ACTION
<b>Processes &amp; Technology</b>	<b>Action/Deliverable</b>	
<b>Adequately resource technological and digital solutions</b> by creating a <b>dedicated IT management position</b> to effectively select and implement digital tools across the organization ( <i>Opportunity 8</i> )	11. Information Technology Plan	Hire Consultant using Modernization Funding
<b>Modernize basic internal functions</b> to streamline processes and create efficiencies ( <i>Opportunity 8</i> ), including digitization and <b>automation of work orders</b> ( <i>Opportunity 22</i> ), and providing <b>mobile access to field data</b> including GIS ( <i>Opportunity 20</i> )	11. Information Technology Plan	Procure funded by Modernization funding or new applications to program (MMP)
Implement a <b>Customer Relationship Management (CRM) software</b> ( <i>Opportunity 11</i> ) as part of a <b>customer experience strategy</b> that leverages digital service delivery ( <i>Opportunity 10</i> ), and <b>supports resident engagements and interactions</b> ( <i>Opportunity 25</i> )	11. Information Technology Plan 10. Communications and Engagement Plan	Procure funded by Modernization funding or new applications to program (MMP)
Evaluate the <b>effectiveness and value-for-money of winter control services</b> within the broader context of the cost and benefits of contracted services models ( <i>Opportunity 23</i> )	8.Service Delivery Review	Procure funded by Modernization funding or new applications to program (MMP)
<b>People &amp; Culture</b>		
<b>Review the organizational structure</b> and alignment of business functions within various departments ( <i>Opportunity 7</i> )	8.Service Delivery Review	Completed
<b>Customer service and daycare functions</b> ( <i>Opportunity 17</i> ), and <b>facilities maintenance</b> ( <i>Opportunity 19</i> )	8.Service Delivery Review	Realignment as part of SDR implement new organizational structure
<b>Create new positions</b> (capacity and skills) <b>Increase departmental capacity to meet community needs and succession planning readiness</b>	2. Community Safety Plan	Realignment of Fire Chief responsibilities
	3. Official Plan Amendment 22 - Planning For Growth 5. Transportation Master Plan Update 6. Master Infrastructure Projects 7. Environment / Climate Action Plan	Creation of Development Services Dept
<b>human resources</b> ( <i>Opportunity 6</i> ),	9. Human Resources Plan	Hire staff person and consultant use MMP
<b>IT support</b> ( <i>Opportunity 8</i> )	11. Information Technology Plan	



SERVICE DELIVERY REVIEW RECOMMENDATIONS	STRATEGIC PLAN	ACTION
Processes & Technology	Action/Deliverable	
<b>asset management planning (Opportunity 21)</b>	13. Long Term Financial Plan	Deputy Treasurer Role, Realignment of Development Services, Facilities moving to Corporate Services
<b>corporate communications(Opportunity 4)</b>	10. Communications and Engagement Plan	Included in 2021 budget and previous budgets
<b>recreation programming(Opportunity 28)</b>	1. Community Services Master Plan	Creation of Community Services Dept and Economic Development Function 2024
<b>Deputy Treasurer position (Opportunity 16)</b>	13. Long Term Financial Plan	
<b>senior planner resource(Opportunity 24)</b>	3. Official Plan Amendment 22 - Planning For Growth	
<b>executive assistant position</b>		Create additional capacity
<b>deputy Chief Building Officer</b>		Create additional capacity
<b>Governance &amp; Strategy</b>		
Develop comprehensive <b>corporate strategic planning framework</b> (performance measurement, monitor and evaluate progress ( <i>Opportunity 1</i> )		Building on SDR recommendations, O'Connor presentations, feedback during Strategic Plan develop review and implement
<b>Clearly defining and strengthening Council's role</b> balance operational and strategic oversight and bolstering the staff-Council relationship ( <i>Opportunity 3</i> )	4. Plan for Advocacy and Partnerships	Implement Project Charter developed during Strategic Plan process
Conduct a <b>review of advisory committee structures, roles, and responsibilities</b> ( <i>Opportunity 5</i> )		Building on SDR recommendations, O'Connor presentations, feedback during Strategic Plan develop review and implement

Of utmost importance and emphasis from the Strategy Corp work is the need to enable the organization with technology. The report outlines a process of analyzing the need and that development of the implementation plan. Staff agree that the development of a Digital Strategy / Master Plan for the Municipality is the first priority of the organization and other initiatives should not proceed until this project is complete and implemented.

The Mississippi Mills Digital Strategy will provide the Municipality with a high-level plan to incorporate digital technology into municipal service. When possible, the Strategy will include recommendations and budgets for any new software, hardware, services or other resources. The Mississippi Mills Digital Strategy will review each department's needs and gaps, provide options and ensure integration of various aspects of concept and technology across the organization. This Strategy will also recommend that future IT department structure based on reviewing municipal best practices and viable IT department configurations (internal vs outside contracts for troubleshooting and strategic management).

Following the Digital Strategy and the implementation of key projects that are envisioned to form the essence of the Digital Strategy such as work order management system, electronic timesheets, and mobile GIS and expansion of its use in general are the organizational changes.

The People & Culture recommendations in the SDR project included the realignment of some reporting functions as well as the creation of new positions. However, to appropriately integrate these positions the technology component needs to be addressed, the potential attrition of staff needs to be understood, job description changes and potential job evaluations re-done to reflect new responsibilities, space requirements and also the development of skills of current staff to move into these new roles.

We are proposing a two stage transition for the organizational reporting and staffing. In Attachment 2 is a detailed table of the proposed positions, proposed salary, and the rationale for each. Attachment 3 included a chart for the 2021 organizational chart and a 2024 organizational chart. The reason the organization will take a two stage approach is to allow the technology to be incorporated and for key questions to be analyzed such as the Ontario Clean Water Association contract that is an expenditure of approximately \$1.5 in 2021. The contracting out of this service needs to be reviewed so that we can determine the best value delivery approach for the Municipality. If this work is brought in house this will require additional changes as identified in the 2024 organizational chart.

One issue that is noted in the SDR and raised by Staff is the lack of additional space for staff offices and desk space. Since the main administrative building was renovated there has been additional staff hired. The space needs of the Municipality have also become more pressing or evident as a result of COVID-19. In situations where staff have been doubled up in offices maintaining appropriate social distancing is a challenge

and we have had to modify work schedules and work practices to address physical distancing.

As continual process and service improvement is a key component of managing taxpayer funds we will continue with more specific frontline service delivery review work in Roads & Public Works and Recreation Departments. This will follow and compliment the proposed corporate wide changes that have been submitted for Council consideration.

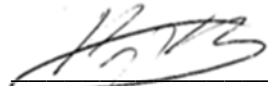
### **FINANCIAL IMPLICATIONS:**

As per the Chart in Attachment 4 which details a combined \$392,300 for the Strategic Plan and Service Delivery Review projects and staffing impacts.

### **SUMMARY:**

Staff have provided their response to the recommendations of the Strategy Corp Service Delivery Review project. The findings have identified the lack of capacity in terms of technology, space and staffing that needs to be addressed in order to improve the delivery of services.

Respectfully submitted by,



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Ken Kelly,  
CAO

### **ATTACHMENTS:**

1. Excerpts from SDR Consulting Project
2. Proposed Staffing Rational and Timing
3. Proposed Organizational Structure 2021 and 2024 Transition
4. Implementation Timeline and 2021 Budget Year Impacts



## Attachment 1: Excerpts from SDR Consulting Project

### 5. Strategy Corp Report of the opportunities to be implemented in their 4 priority areas:

Consider the development of a comprehensive **corporate strategic planning** with a performance measurement framework to monitor and evaluate progress (*Opportunity 1*).

•**Rationale:** Although the Municipality maintains many of the right policies, these documents have at times been developed out of sequence, or without strategic coordination. Council and staff should continue to collaborate to ensure alignment across guiding frameworks.

Work towards **clearly defining and strengthening Council's role** by striking the appropriate balance between operational and strategic oversight and bolstering the staff-Council relationship (*Opportunity 3*).

•**Rationale:** Both staff and Council identified the critical need for continuous improvement in their collaboration, openness, and trust.

**Opportunity:** Conduct a **review of advisory committee structures, roles, and responsibilities** (*Opportunity 5*).

•**Rationale:** Feedback from Council, committee members, and staff indicate misalignment in the desired outcomes of the Municipality's Advisory Committees. This has led to further drains on staff resources, as well as unsatisfied committee members and councillors. Benchmarking has also shown that Mississippi Mills maintains a greater number of such bodies than its peers, suggesting that this is an area deserving of further attention.

**Review the organizational structure** and alignment of business functions within various departments (*Opportunity 7*) including the Municipality's **customer service and daycare functions** (*Opportunity 17*), and **facilities maintenance** (*Opportunity 19*).

•**Rational:** Several service delivery functions were highlighted by management and staff to be misaligned with their department's main function.

**Create new positions** to support functions the Municipality currently lacks the capacity or skills to provide effectively including **human resources** (*Opportunity 6*), **IT support** (*Opportunity 8*), **asset management planning** (*Opportunity 21*), **corporate communications** (*Opportunity 4*) and **recreation programming** (*Opportunity 28*).

•**Rational:** Several direct or supporting service delivery functions were flagged as lacking in the organization, and this was most often attributed to lack of available staff capacity and specialized skills to dedicate to special projects or initiatives.

Increase departmental capacity to meet community needs and succession planning readiness through the **creation of a Deputy Treasurer position** (*Opportunity 16*) and the **addition of a senior planner resource** (*Opportunity 24*).

•**Rational:** Mississippi Mills is an incredibly lean organization that functions with lower staffing levels than most of its peers. The absence of mid-level management as one of the largest impediments to strategic planning capacity, succession planning, and meeting basic service delivery expectations of the community.

**Adequately resource technological and digital solutions** by creating **a dedicated IT management position** to effectively select and implement digital tools across the organization (*Opportunity 8*).

•**Rational:** Planning and implementation of digital solutions has been inconsistent and often unreliable due to insufficient staff capacity to fulfill planning and execution functions.

**Modernize basic internal functions** to streamline processes and create efficiencies (*Opportunity 8*), including digitization and **automation of work orders** (*Opportunity 22*), and providing **mobile access to field data** including GIS (*Opportunity 20*).

•**Rational:** Many of the Municipality's processes are manual and outdated, leading to lost staff capacity. These processes lead to duplication, inconsistency, and missed tasks and opportunities. Lack of tracking through basic digitization also leads to unclear or non-existent performance and service standards due to lack of data.

Implement a **Customer Relationship Management (CRM) software** (*Opportunity 11*) as part of a **customer experience strategy** that leverages digital service delivery (*Opportunity 10*), and **supports resident engagements and interactions** (*Opportunity 25*).

•**Rational:** Positive resident interactions are often hindered by siloed and ad hoc information tracking and responsiveness and limited channels for service delivery (few online options). This leads to poor resident experience and wasted staff resources.

Evaluate the **effectiveness and value-for-money of winter control services** within the broader context of the cost and benefits of contracted services models (*Opportunity 23*).

•**Rationale:** Residents, staff, and Councillors alike have expressed intrigue in the effectiveness of the current model of winter control service provision, including the division of responsibility between Mississippi Mills and Lanark County and the value of a contracted service. Given its importance to the community, this question deserves further analysis to determine an optimal model for Mississippi Mills' strategic priorities.

## Attachment 2: Proposed Staffing Rational and Timing

Position	Job Description	Rationale/Suggested Changes	Timing	Dollars	Strategic Plan Alignment
Deputy Treasurer	Assist the Treasurer with finance related matters such as tax collection, annual audits, asset management, financial planning and monitoring as well as day to day related activities	This position is identified in the SDR. This position is missing in the organization for succession planning and as a backup to the Treasurer when absent from the office. None of the accounting clerks are able to act in this capacity. Treasurer often has to come in while on holidays to address issues	Latter part of 2022 or early 2023. Dependent upon the retirement of an accounting Clerk. Many other technological improvements /efficiencies and realignment of workload needs to occur as does an assessment of workspace to accommodate this position.	Would have to be evaluated- possibly same level as Deputy Clerk \$66,800 to \$82,220 (2020\$) plus benefits. There could also be the savings of an accounting clerk at approx. \$52,000 plus benefits	The position would assist the Treasurer with long term financial planning including asset management planning both of which are identified in the strategic plan
Finance Clerks	There may be a re-alignment of duties based on the addition of a Deputy Treasurer and the retirement of an accounting Clerk from 4 clerks down to 3	This change in the number of accounting clerks is identified in the SDR	See Deputy Treasurer comments	See Deputy Treasurer comments	N/A

IT	This function could be performed by a staff person or a contract-TBD	The intent of moving IT to Corporate Services is to ensure that this function is under the management of one Department for the entire corporation instead of being managed by each Senior Staff person for their respective department. Economies of scale could potentially be realized for the purchase of hardware or any other corporate wide resource needs	The digitization plan would inform how to address IT issues for the Municipality. It will determine if IT should be a Staff person, a contract, or a combination of both. It will also determine what improvements could be made to realize efficiencies in the way the Municipality delivers services and conducts business including communications and public engagement. The RFP could be issued in early 2021 with any changes to be included in the 2022 budget.	This project could be funded from the modernization grant from the Province. The remaining modernization funding is included in the 2021 draft budget	The completion of a Digitization Plan is included in the strategic plan.
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Daycare Manager	No change	Move from Corporate Services to the Community Services portfolio per the SDR recommendations. Interim 2021 until new department created report to CAO.	This change will not occur until such time as the Community Services Department is created and staffed appropriately and the Community Services Master Plan is complete	No change for this position. The Community Services Master Plan is included in the 2021 draft budget.	The Community Services Master Plan is identified in the Strategic Plan
Facilities	Realignment of duties of the existing Manager of Health and Safety and Facilities	Move from the Public Works to the Director of Finance to align with long term financial planning, asset management planning and budget oversight. The health and safety aspect of this job would be removed and moved to Human Resources. The manager would be responsible for the maintenance and capital needs for all facilities leading to economies of scale, consistency in procurement and improved	2021 budget is possible for the facility piece however the health and safety piece would need to be re-aligned as well and this may not be feasible in 2021. H&S and facilities would transition until the Human Resources Specialist is in place – potentially Q1, 2021.	All operating and capital budgets for facilities that are presently in each departmental budget would move to a new section. The job would need to be re-evaluated. There may be an increase in the current salary for this position.	The position would assist the Treasurer with long term financial planning including asset management planning of which are identified in the strategic plan

		management of work rather than each Senior Staff member being responsible for their respective facilities			
Communications Officer	Act as the central developer of all communication materials for the municipality. Draft messages for the Mayor, Council and CAO. Assist with media training and coordination of media requests and interviews.	<p>This will free up time in all departments that are currently developing their own communication materials. It will also create a more unified and proactive approach to communications. The communications officer will be responsible for the review of the communications plan and the development of a community engagement plan as per the strategic plan.</p> <p>This position would also free up the Clerk and Deputy Clerk to focus on governance framework/strategies and the implementation of</p>	The draft 2021 budget identifies the hiring of a communications officer. If approved, the communications officer position would be advertised in early 2021 with the goal to start by Q1/Q2 of 2021	It is expected that this position will be in the \$ \$60,746.77 to \$74,673.28 payscale (plus benefits).	This position would be responsible for completing the project charters associated with communications (review of communications plan and development of community engagement strategy). Once both are completed the communications officer will be responsible for actioning recommendations in both plans.

		other best practices.			
HR Specialist	Perform all HR-related tasks for the municipality including but not limited to: recruitment, review of HR policies, contract review, assist managers with performance reviews, handling of complaints, and ensuring compliance with relevant legislation and best practices. The HR specialist will also be the Health and Safety Coordinator for the municipality.	Currently all departments are responsible for their own HR functions and there is no one person responsible for the review and drafting of HR policies and practices. HR is a highly specialized field and as the municipality grows it requires a dedicated individual to help plan for growth, succession planning and to ensure that all HR legislative requirements are adhered to.	Both the strategic plan and the service delivery review identify HR as a priority area with a number of improvement and deliverables that can be attained should a position be filled. As such, it is proposed that a HR specialist be hired in Q1 of 2021	It is expected that this position would fall in the \$66,800 to \$82,220 (2020\$) payscale plus benefits.	The strategic Plan identifies HR as a key deliverable. The HR specialist would be responsible for the development of the HR strategies identified within the Strategic Plan.
Executive Assistant	Administrative support.	Create capacity for administrative support for Mayor, Councillors and CAO to improve work flow and workload management – space needs to be created	Space needs to be created which may include changes to the Mayor/CAO/Clerk work space to accommodate – such as reduced kitchen space.	In line with administrative role	Human Resources Master Plan and workload management.



			Could be Summer 2021		
Recreation Programming	Provide programming of recreational activities and events.		This position would be staffed based on the outcomes of the Community Services Master plan – 2024.	As per SDR report	Community Services Master Plan
Senior Planner	Lead staff on Official plan, zoning, site plan, variance, LPAT, Heritage, within Municipality.	This role would replace the Director of Planning role and maintain the capacity of the department to complete work in a timely fashion. Consultant resources have secured to address workload issues on a temporary basis.	This would be staffed as soon as Council provides direction.	As per SDR report	Human Resources Master Plan and workload management.
Deputy Chief Building Official	Perform building inspection duties and Chief Building Official as required.	There are aspects of the building inspection workload that are not being attended to such as follow-ups on non scheduled inspections, closing off aged building permits.	This would be staffed as soon as Council provides direction.	Salary	Human Resources Master Plan and workload management.
Director of Planning	Position Eliminated			Savings \$100,000 per	

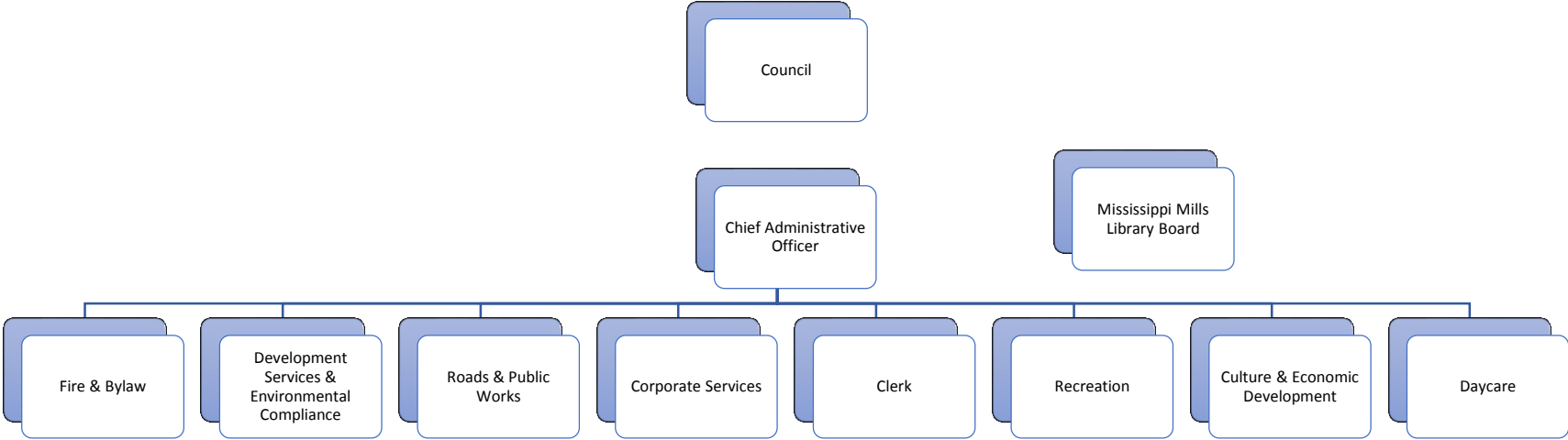
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# Attachment 3 - Proposed Organizational Structure 2021 and 2024 Transition

## Outline of this Document

- Included in this slide presentation is an organization chart for 2021 and a chart for 2024 onwards
- 2024 would see a change in Public Works and Development Services depending on the decision for the Water Treatment and Sewer Treatment operations. Decision is whether Municipality continues to contract with Ontario Clean Water Association for management and operations. Current contract ends Dec 31, 2024.
- Community Services Department would also see the introduction of a Director Position for Cultural Events, Recreation, and Childcare.
- Economic Development becomes a distinct function but not a new position.
- A Position that has orange shading in the background means it is a new position.

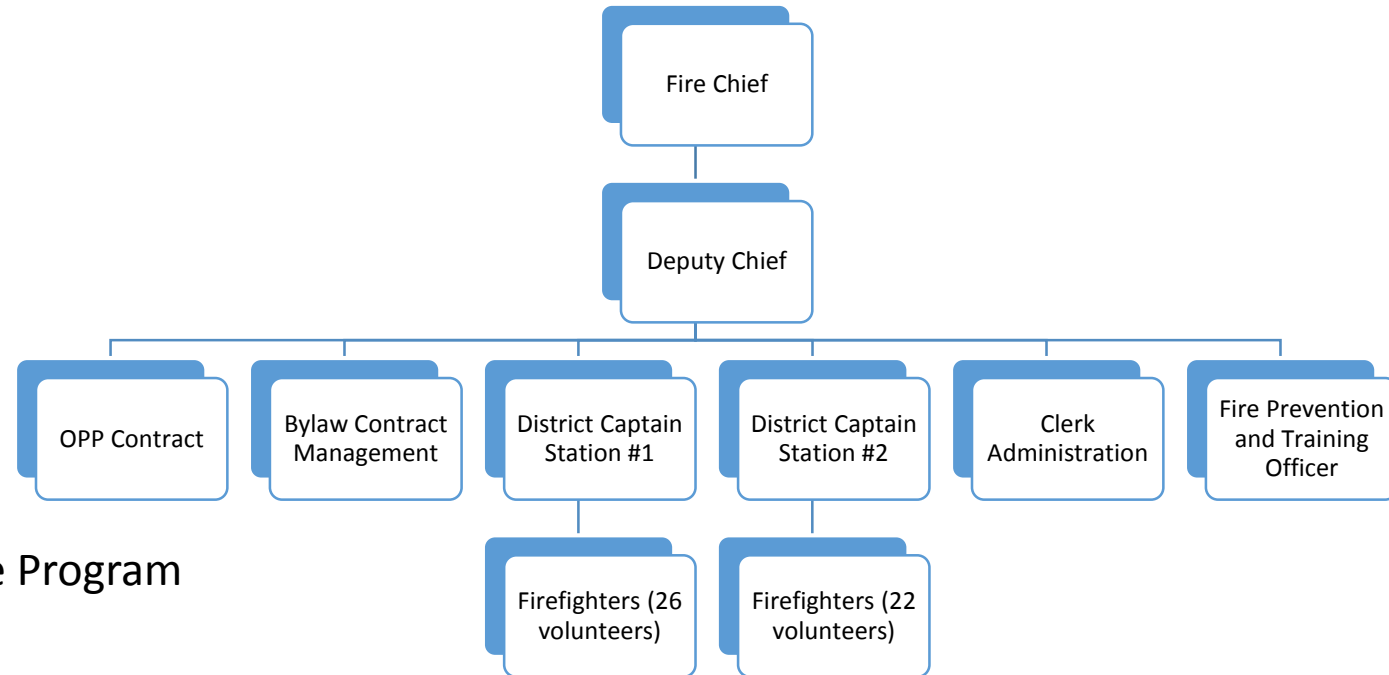
# PROPOSED 2021 – 2023 DEPARTMENTAL STRUCTURE



# FIRE & BYLAW ENFORCEMENT DEPARTMENT

## Core Responsibilities:

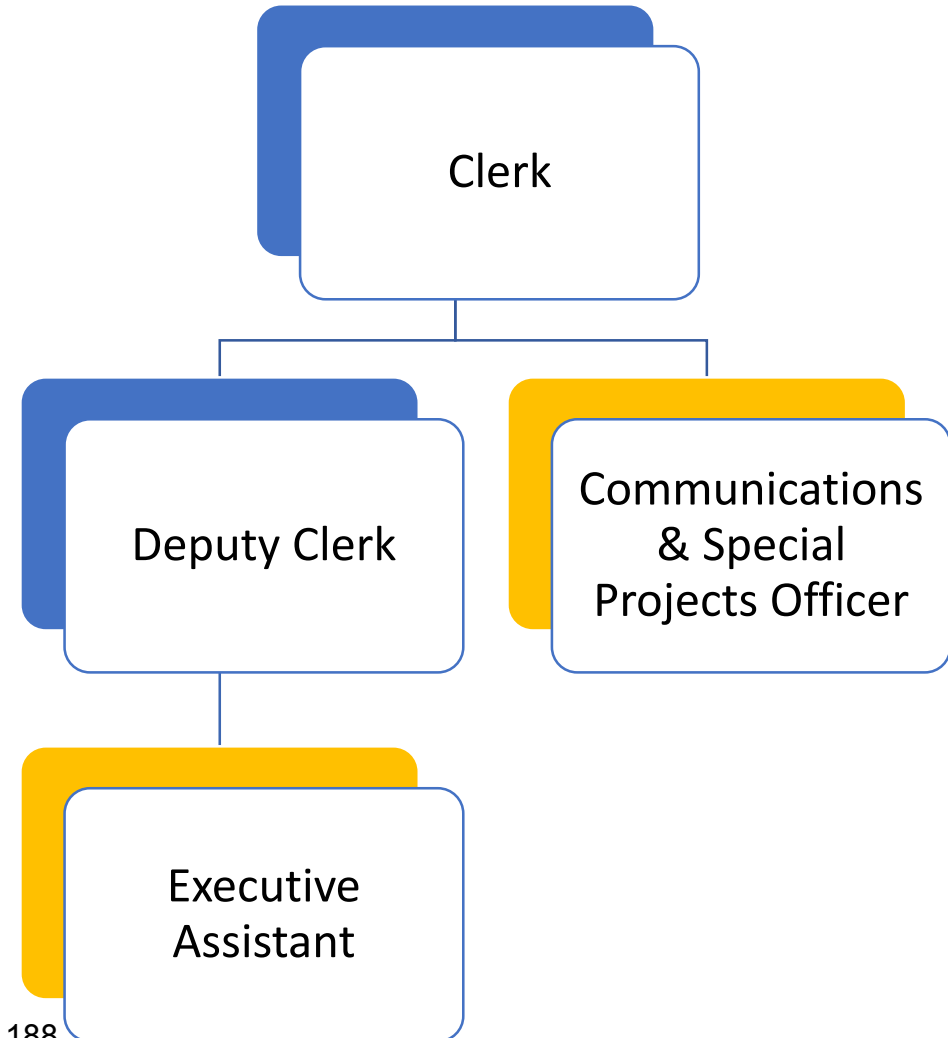
- Prevention Education
- Emergency Response
  - Fire response
  - Medical response
  - Motor vehicle accidents
  - Water rescue
- Community Emergency Response Program
- Administer Burn Permit System
- Fire Inspection and Enforcement
- Fleet and Equipment Management
- Management of Bylaw Enforcement Contract (parking and property standards)
- OPP Contract Management ??



# CLERK Department

## Core Responsibilities:

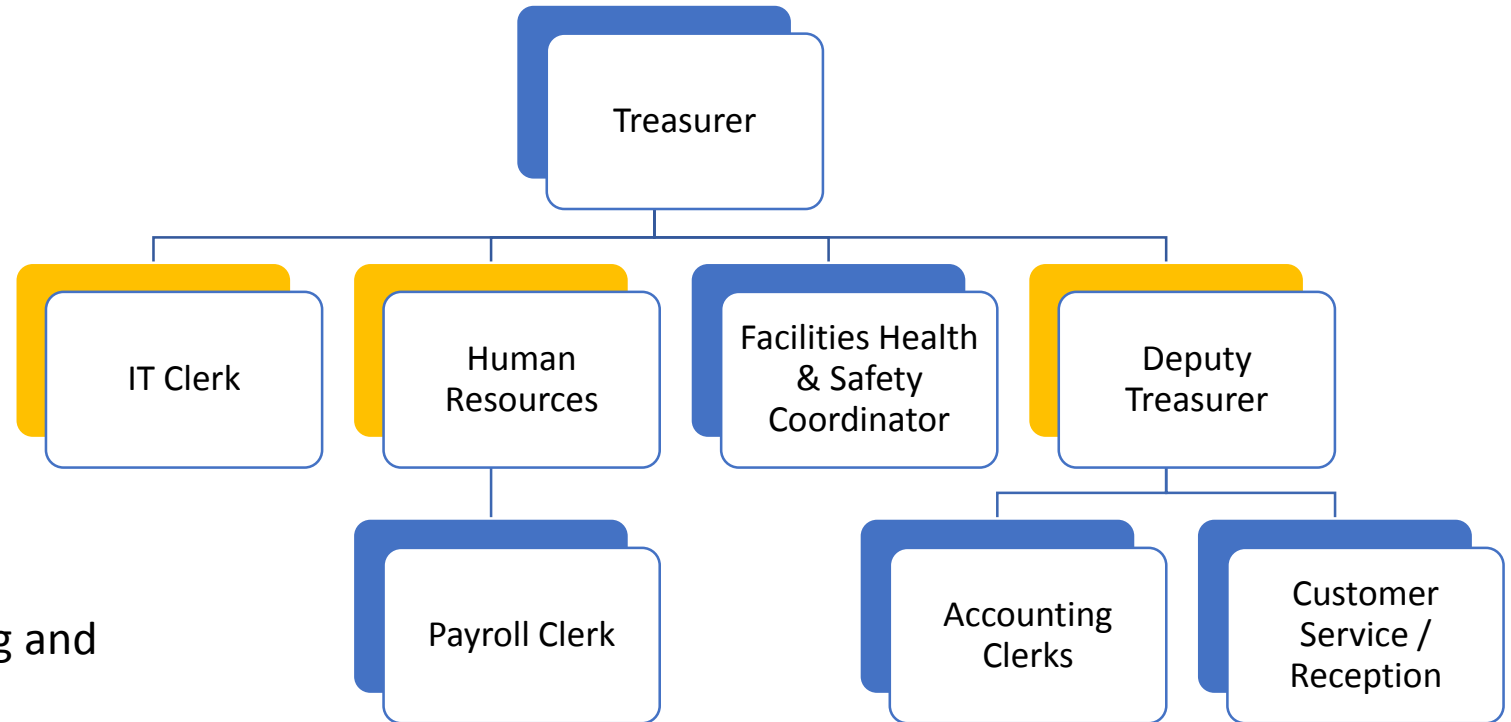
- Council Support, Mayor and CAO
- Formal Requests (FOI, Closed Meeting Requests, Integrity Commissioner, Formal Complaints)
- Records Management
- Bylaws & Policies Administration
- Commissioner of Oaths
- Council Communications
- Website and Social Media Management
- Special Projects (Strategic Plan Implementation, Performance Measurement – note this is not performance appraisals)
- Public Consultation Management
- Registrations and Licensing
- AODA Compliance (Accessibility)
- Tile/Municipal Drain applications
- Fence Viewers
- Municipal Elections



# CORPORATE SERVICES Department

## Core Responsibilities:

- Financial Management
  - Cashflow and Investment Management
  - Accounts Payable
  - Accounts Receivable
  - Payroll
  - Utility and Tax
- Budget Development
- Human Resources
- Facilities Management
- Asset Management Planning
- Health and Safety
- Information Technology networking and help desk
- Procurement Audit and Management
- Long-Term Financial Planning
- Financial Statements/FIR
- PSAB Reporting
- Rates & Charges studies

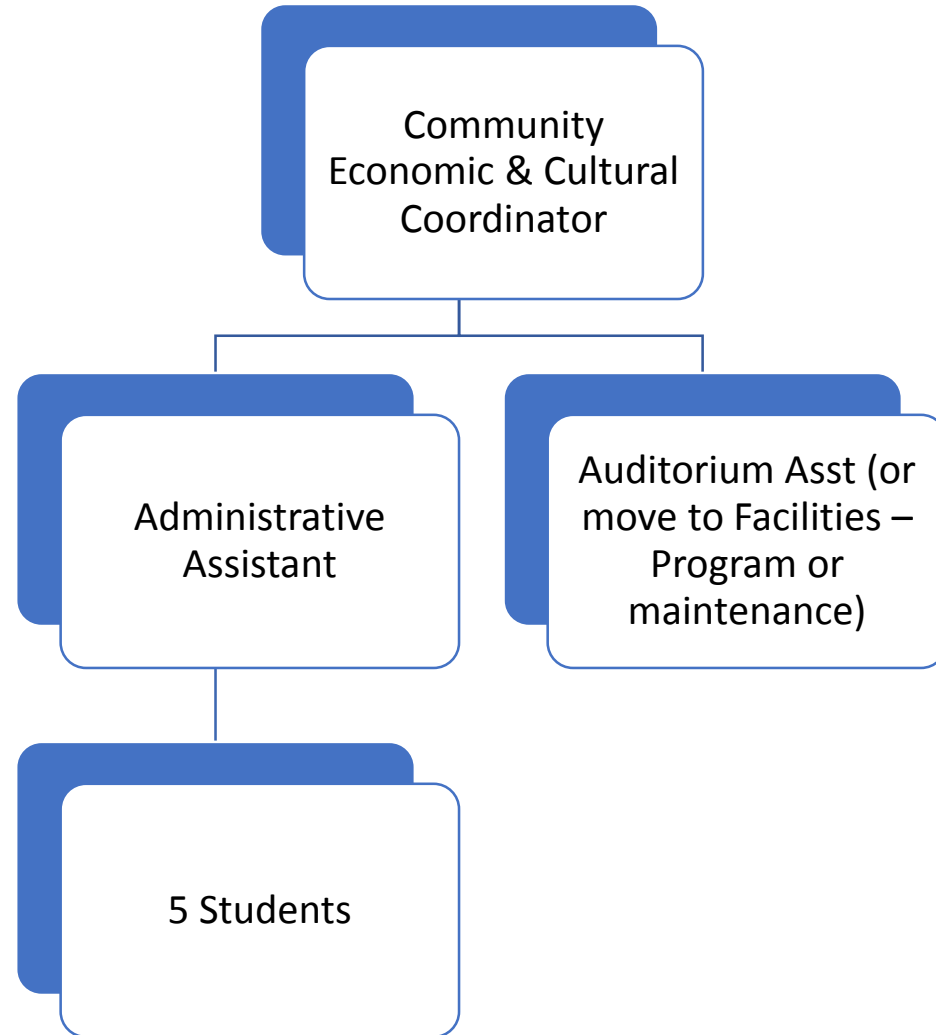




# Community Economic Development & Culture

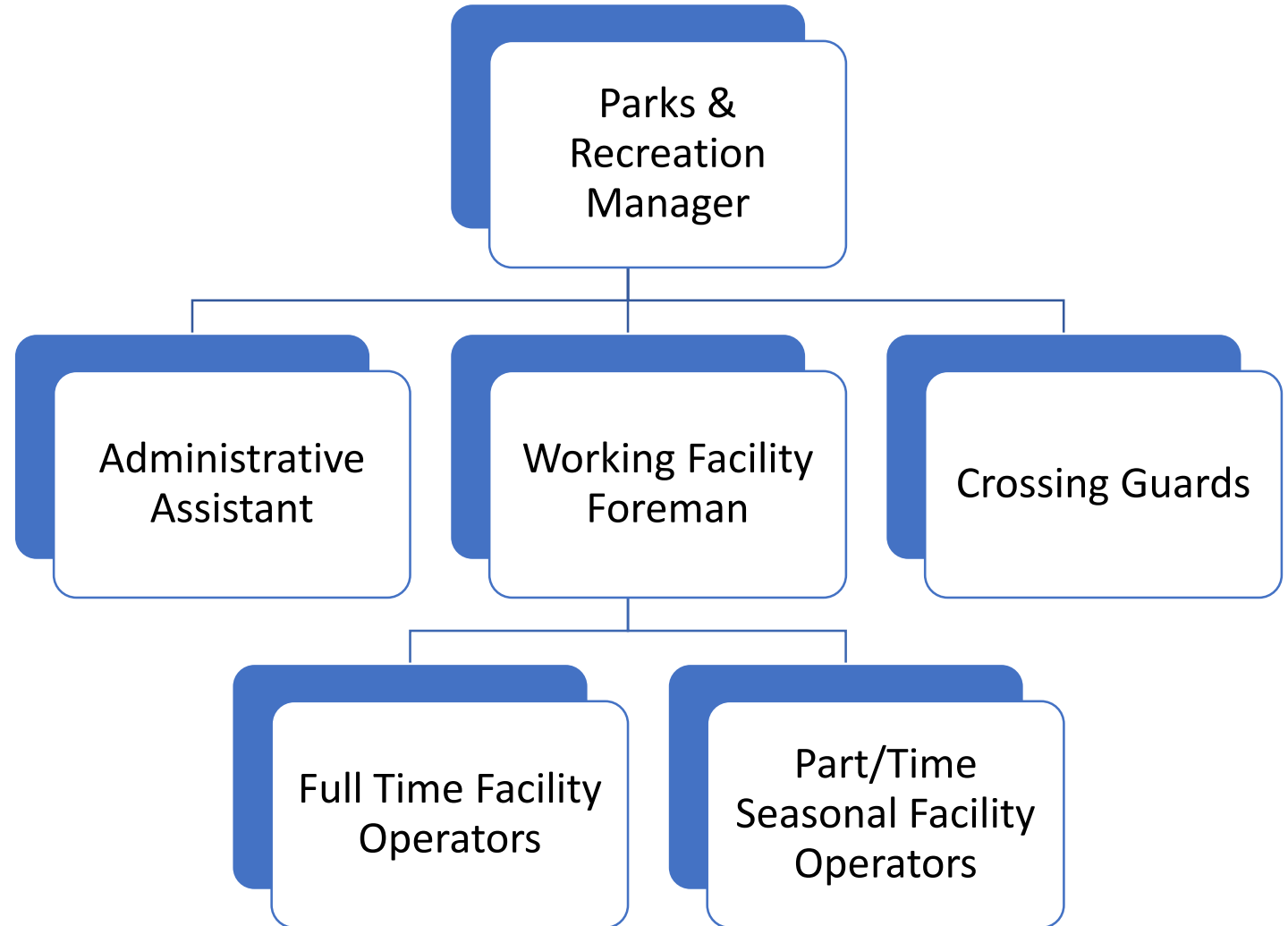
- Organizing or facilitating through spaces, equipment, promotional support, etc. the Municipality's events, festivals, and cultural programming (Almonte Old Town Hall User Groups and bookings, Canada Day, Parades etc., )
- Sit on community event committees (Pakenham Fair, Light Up the Night)
- Community development (volunteer, community groups, backyard garden etc.)
- Museums Network Relations
- Tourism Marketing & Management (Office, Summer Staff, Promotional Materials, Industry Events)
- Community Economic Development & Land Sales
- Business Support & Retention (Film, downtown groups, business networking, municipal contact for business owners)

**Seasonal Maintenance Coordinator (potential shared with PW) ???**



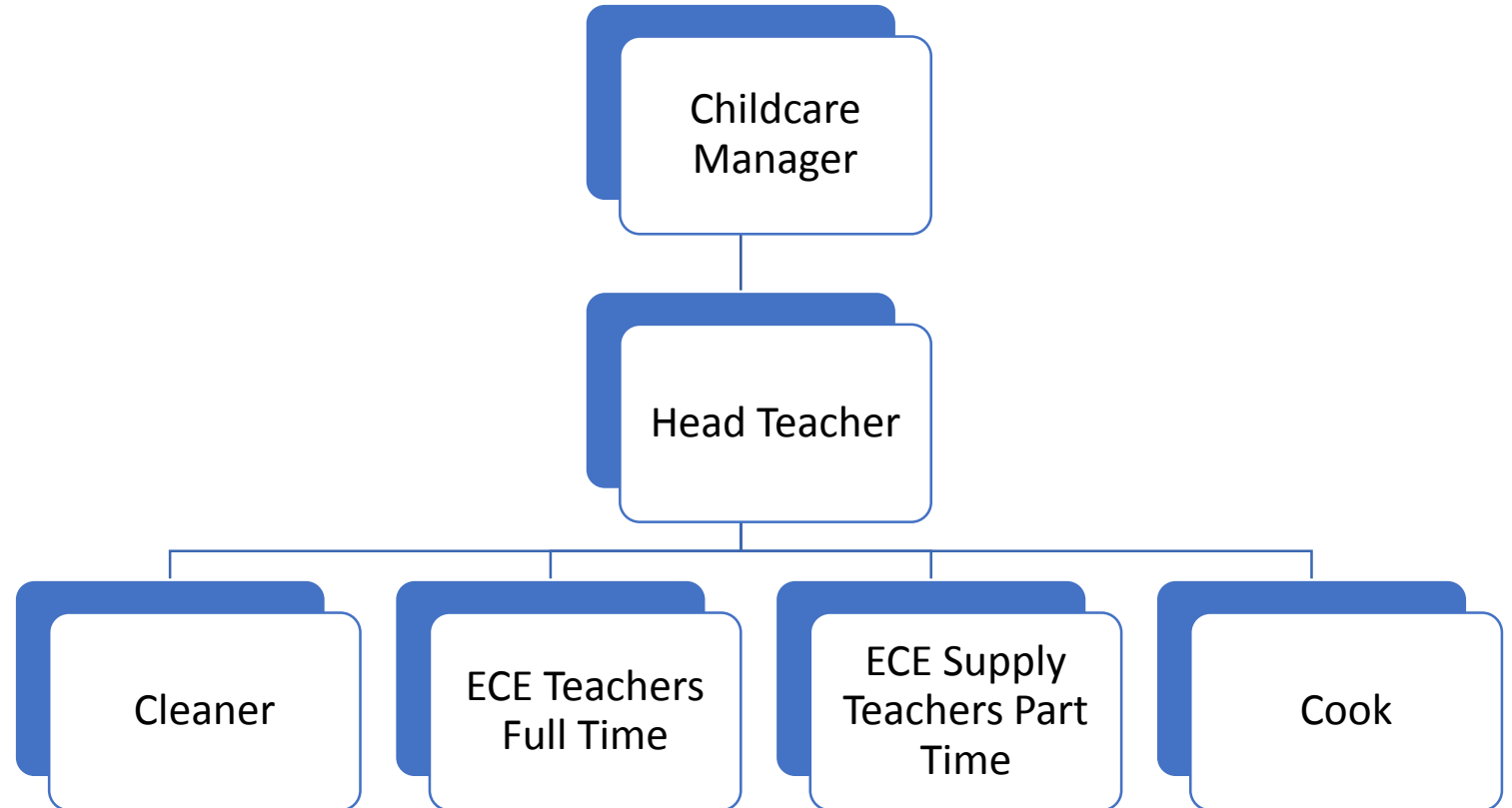
# Recreation Programming, Outdoor Facilities & Parks

- Administration of all bookings and use of community spaces including arenas, community centers, parks, and outdoor spaces
- Park development, management & budgeting
- Program management and budgeting
- Operational Budgets for Recreation Staff, Parks, Facilities & Fleet
- User Group Relations (sports clubs, facility club - curling, lawn bowling, tennis etc.)
- Non municipally owned facility relations and support
- Crossing Guard program
- NOTE – facility envelope managed corporately – program specific facility components may be Recreation



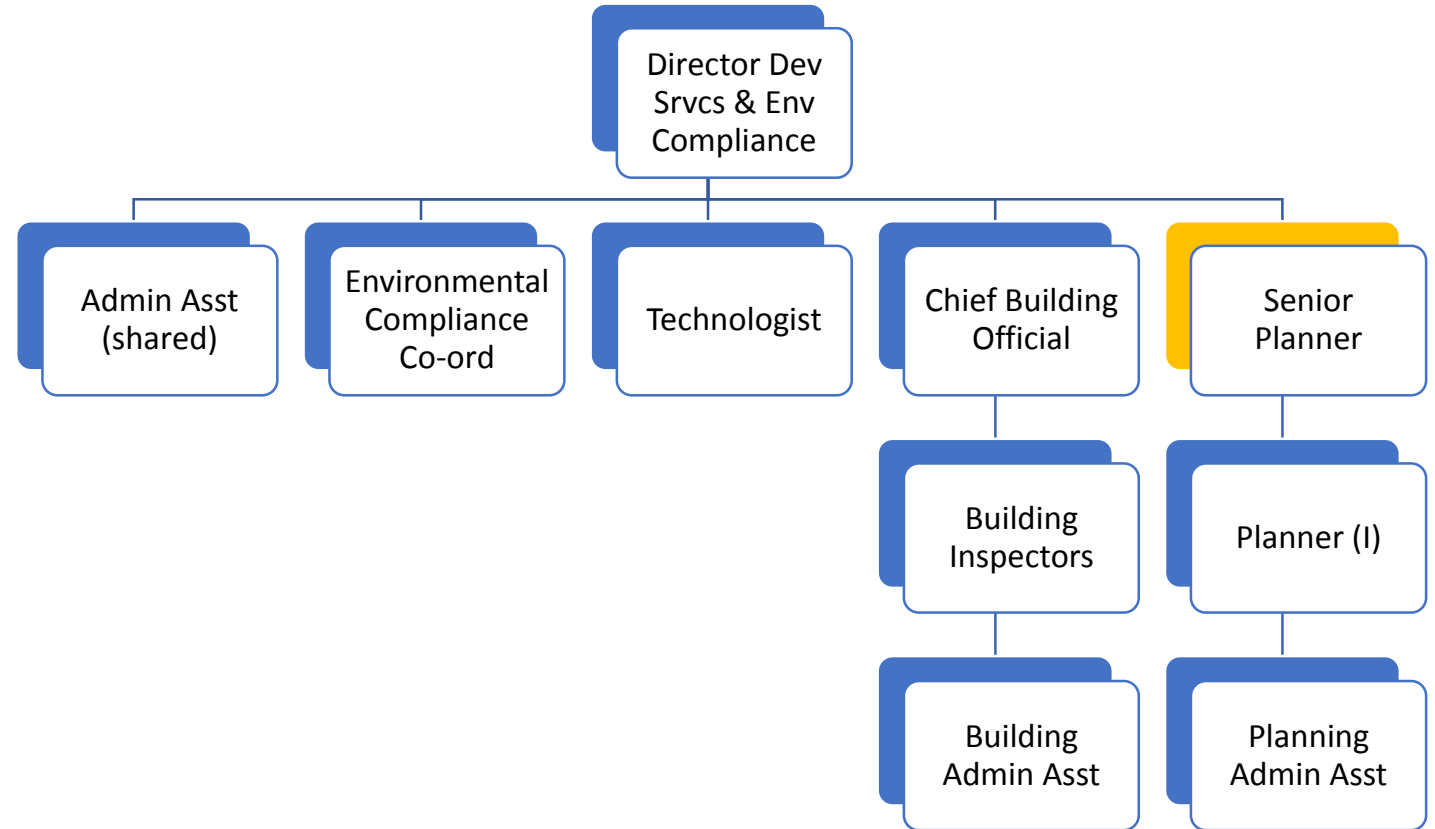
# Childcare, Before & After School Programs

- Administration of the Municipality's daycare and school-age programming
- Daycare (2 facilities)
- School-age programming
- Relations with School Boards for facility usage
- Relations with County for Funding
- Provincial Licensing and Compliance
- Program Budgeting and Revenue



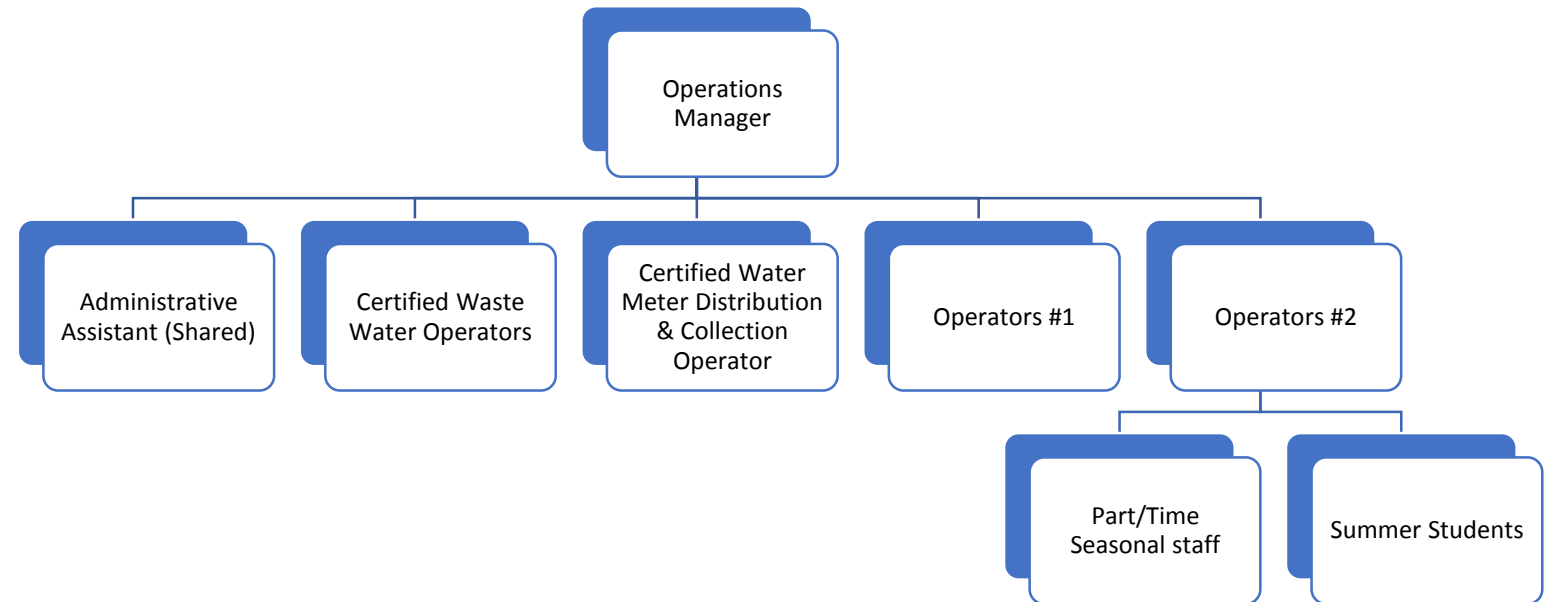
# Development Services & Environmental Compliance

- Engineering and new transportation, water, and sewer construction
- Inspection & coordination of new construction
- Budgeting and planning new infrastructure
- Planning application review / processing in accordance with the Planning Act (Official Plan Amendments, Zoning Bylaw Amendments, Minor Variances, Site Plan Control, Subdivisions
- Consent)
- Building permit applications, issuance, inspections, and enforcement in accordance with the Ontario Building Code
- Environmental Compliance – DWQMS
- Climate Change Management (incl Veg)
- Waste Management (Landfill Administration, Curbside Pick up (Waste & Recycling), Waste Disposal Programs, Household Hazardous Waste)
- GIS Data and Management

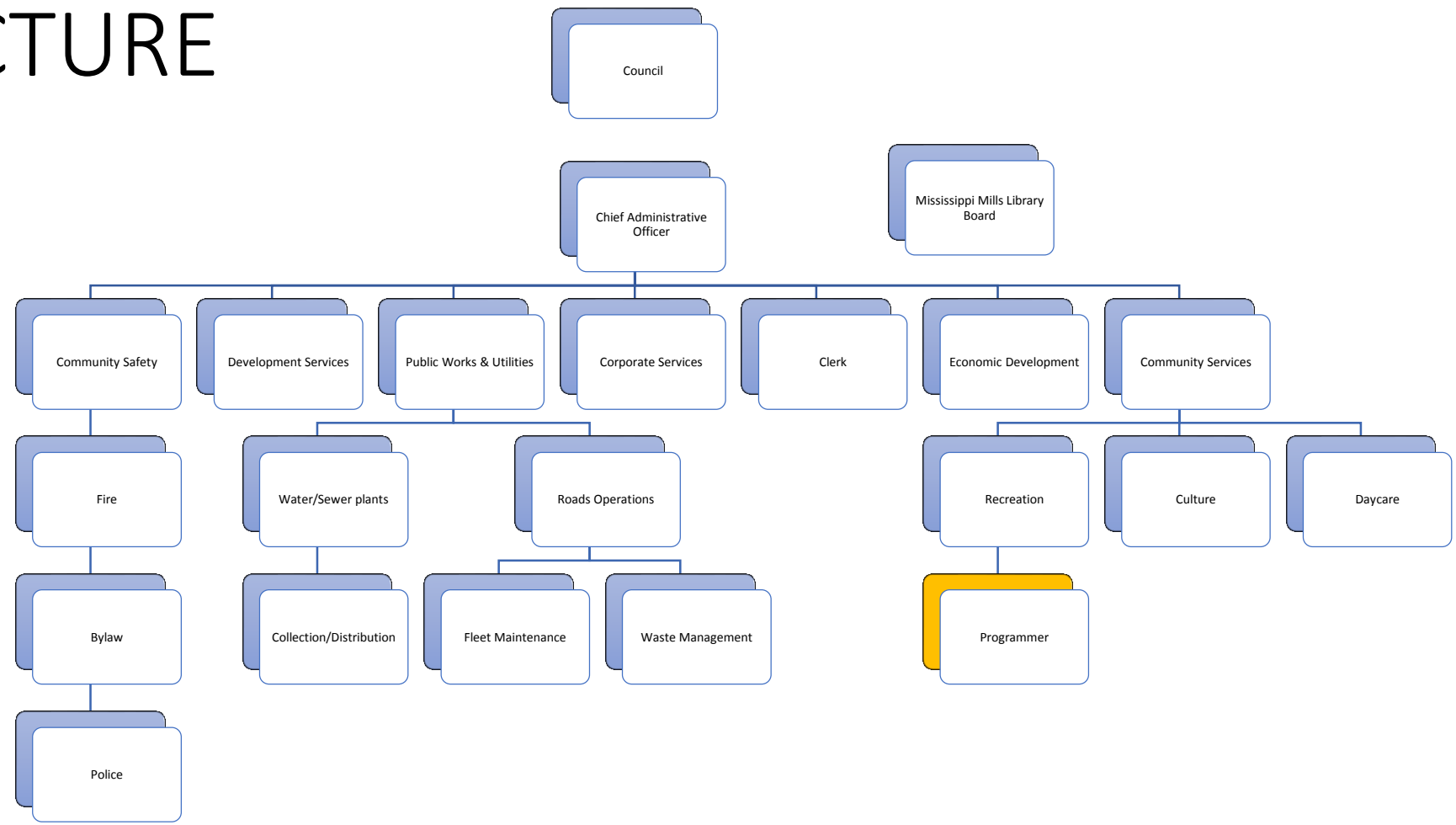


# Roads & Public Works

- Delivers the water distribution and sewage collection systems
- Fleet Management
- Street Lighting & Signals
- Drainage & Flood Control
- Municipal Drain Maintenance
- Roadside Brushing & Road Sweeping
- Grading & Dust Control
- Gravel Resurfacing
- Tree Maintenance
- Bridges & Large Structural Maintenance
- Roadside Mowing & Ditch Maintenance
- Stormwater Catchment Maintenance
- Hardtop Maintenance
- Shoulder Maintenance
- Winter Controls
- and beautification (Summer Students), Beautification (Murals, Banners, Public Art, Flowers, Hort Society Relations, Christmas Decor Staff)



# PROPOSED 2024 ONWARDS DEPARTMENTAL STRUCTURE



**Attachment 4 - Implementation Timeline and 2021 Budget Year Impacts**

STRATEGIC PLAN 2020-2023		Funding	2020		2021				2022		2023	
		2021	Q3	Q4	Q1	Q2	Q3	Q4	1st Half	2nd Half	1st Half	2nd Half
<b>Quality of Life</b> Action/Deliverable 1 Community Services Master plan 2 Community Safety Plan 3 Official Plan Amendment 22 - Planning For Growth 4 Plan for Advocacy and Partnerships  <b>Infrastructure</b> 5 Transportation Master Plan Update 6 Master Infrastructure Projects 7 Environment / Climate Action Plan  <b>Modernization Operational Excellence</b> 8 Service Delivery Review 9 Human Resources Plan 10 Communications and Engagement Plan 11 Information Technology Plan  <b>Economic Development</b> 12 Economic Development and Branding Plan  <b>Financial Management</b> 13 Long Term Financial Plan	Taxation	Other										
	MMP	Internal										
		CFWD										
		Internal										
	\$50,000	Internal										
	\$40,000											
	MMP	Completed										
	\$150,000	Internal										
	MMP	\$45,000										
	\$35,000											
SUBTOTAL		\$125,000										
<b>PROPOSED SDR CHANGES 2021-2024</b>												
human resources (Opportunity 6),	65000	\$65-\$85K										
IT support (Opportunity 8)	61000	\$61-\$75k										
Corporate communications(Opportunity 4)		\$61-\$75k										
Recreation programming(Opportunity 28)		\$45-\$55k										
Deputy Treasurer position (Opportunity 16)		\$67-\$82K										
Senior planner resource(Opportunity 24)	65000	\$65-\$85K										



**Attachment 4 - Implementation Timeline and 2021 Budget Year Impacts**

Executive assistant position	42000	\$42-\$57k											
Deputy Chief Building Officer	65000	\$65-\$85K											
Childcare Manager		No Change											
Facilities & Health and Safety Co-rodinator		No Change											
Reduced Salary	-100000												
<b>SUBTOTAL</b>	<b>198000</b>												
35% for Benefits and payroll Burden	69300												
<b>TOTAL OF STRATEGIC PLAN AND SDR CHANGES 2021</b>	<b>\$392,300</b>												

# OFFICE OF THE MAYOR



**Mayor Christa Lowry**

## **AMO Board Meeting - October 20, 2020**

The AMO Board met via Zoom on September 25, 2020. The Board of Directors consists of 43 Directors organized into the following organizations:

- Association Française des Municipalités de l'Ontario
- County Caucus
- Ontario Big City Caucus (formally Large Urban Caucus)
- Northern Caucus
- Regional and Single Tier Caucus
- Rural Caucus
- Small Urban Caucus

Of note, Perth CAO Michael Touw also serves as an AMO Board Director as the staff position on the Small Urban Caucus. Board Orientation and administrative matters took a significant portion of the agenda. Matters of note include:

### **AMO Board Vacancies**

Two director positions are currently vacant: the staff positions in the Rural and Large Urban Caucus. Outreach is currently underway to identify qualified candidates. All candidates will be interviewed by the Caucus directors, and a subsequent recommendation for appointment by the Caucus to the AMO Executive Committee and/or Board in December or January.

### **Presentation: Winter Maintenance Road Salt**

Martin Keller, Source Protection Program Manager Grand River Conservation Authority  
Chitra Gowdra, Senior Manager, Watershed Planning and Source Protection, Conservation Halton

Their report and presentation highlighted trends showing the over-application of salt and increased sodium and chloride concentrations in groundwater. The application of salt on roads and parking lots are identified as a primary source of this contamination. The report also highlighted liability legislation which provides a framework for the over-application of salt including the Minimum Maintenance Standards, the Occupier's Liability Act, and by extension, joint and several liability. It also discussed the lack of standards for private parking lots where plowing contractors often engage in over-application of salt to maintain contracts and limit liability. The report also highlights federal endeavours related to salt use.

### **Salt Application Resolution from Lake Erie Source Protection Committee**

The Lake Erie Region Source Protection Region's report, referenced above, identifies the limits of what currently can be done under the Clean Water Act addressing over application of winter maintenance chemicals and factors influencing winter maintenance decisions. The Committee sought AMO's endorsement of their resolution. The Committee's resolutions contain recommendations to find a balanced approach to the identified challenge, addressing broader issues such as liability and training, but also more technical items to improve the source protection regulatory framework.

## **Cybercrime and Municipal Cyber Security**

At the 2019 AMO Conference in Ottawa, cybercrime and municipal cyber security emerged as key topics with delegates. The experiences of several AMO members effected by cyberattacks made it clear that in this age of ever-expanding use of digital technology and systems connectivity, municipal governments are prime targets for cyber criminals.

In response, AMO reconstituted its Digital Government Task Force to explore opportunities in municipal cyber security. The culmination of the Task Force's work is a Municipal Cyber Security Toolkit. AMO's Digital Government Task Force consists of elected officials and municipal staff with expertise in municipal IT systems, government services, reporting, and digital initiatives. Chief Information and Technology Officers, CAOs, Clerks, directors and managers in information and technology systems, business planners, risk managers, and legal staff participated at Task Force meetings.

The Municipal Cyber Security Toolkit speaks to municipal policy and procedures, IT policy and procedures, insurance, audit and legal considerations, training and education, as well as roles of AMO, the Province and police services.

The Toolkit can be found on the AMO website here: [www.amo.on.ca/AMO-PDFs/Reports/2020/A-Municipal-Cyber-Security-Toolkit-FINAL-2020-09-3.aspx](http://www.amo.on.ca/AMO-PDFs/Reports/2020/A-Municipal-Cyber-Security-Toolkit-FINAL-2020-09-3.aspx)

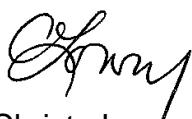
*Of note: AMO is also co-hosting a Municipal Cyber Security 101 forum on October 22. The forum is targeted to council members and municipal staff who may not be familiar with cyber security basics. Details will be communicated through all AMO channels leading up to that event.*

## **Child Care and Early Years COVID-19 Update and Advocacy**

Since the onset of the pandemic, AMO staff and municipal service manager representatives have been working productively with the Ministry of Education to promote safety, sustainability, flexibility, and advance notice of changes (as much as possible).

There is an opportunity for AMO advocacy to both the federal and provincial governments to sustain and grow childcare and the early years system during the COVID-19 period and beyond into the post pandemic years. There is a good business case for AMO to do so which the Board supports; both to protect against rising municipal costs and to provide better services that will improve residents' quality of life and contribute to healthy and prosperous communities.

If funded adequately, childcare can play a key role in Ontario's economic recovery from COVID-19. Maintaining existing childcare spots has been essential to allowing parents to return to the workplace. Maintaining employment in the childcare sector is also key to recovery, especially in northern and rural communities, where child care systems can help attract and retain the skilled workforce needed to grow local economies. Further, childcare can help reduce poverty and is essential for early childhood development, leading to improved educational outcomes and a stronger labour force in the long term.



Christa Lowry  
Mayor of Mississippi Mills

# OFFICE OF THE MAYOR

Mayor Christa Lowry



## ROMA Board Meeting October 20, 2020

The Rural Ontario Municipal Association (ROMA) Board met via Zoom on October 2, 2020. The Board of Directors consists of 10 Zone Representatives and the 4 Rural Caucus Members from AMO.

Matters of note from the October 2<sup>nd</sup> meeting include:

### Strategic Plan

ROMA is undertaking a strategic plan that will focus on three areas:

- 1) Communication/Social Media with ROMA members
- 2) Review of Rules and Procedures (Governance)
- 3) Review of Zone Configurations

A workplan and timeline has been set with proposed amendments coming forward to the 2022 AGM for voting followed by the 2023 Election in 2023.

### 2021 ROMA Conference

Building from AMO's successful online Conference in August, ROMA has decided to move forward with a virtual conference in 2021 using the same platform and working with TVO as well. *ROMA: Connecting Rural Ontario*, the virtual conference will take place on January 25-26. The Board decided to use a condensed, 2 day conference with a lower registration fee. The Ministry of Municipal Affairs and Housing has already committed to partnering and the Board is expecting good media coverage again, as the virtual format provides easier access to media. An emphasis on networking opportunities was encouraged by the board as a priority.

Early bird pricing is in place until December 31<sup>st</sup>:

[www.roma.on.ca/Events/2021ROMAConference.aspx](http://www.roma.on.ca/Events/2021ROMAConference.aspx)

### Resource Guide on Broadband Connectivity

The Board endorsed the creation of a Resource Guide on Broadband Connectivity. To assist local leadership, this Resource Guide on Broadband Connectivity is being created for municipal elected officials.

Because municipalities have a limited sphere of influence in this policy area, as telecommunications falls under federal jurisdiction, the guide is intended to help standardize knowledge and understanding of important terms and issues when

considering how to achieve improved connectivity. In turn, this Guide will help communities to advocate for sustainable solutions to connectivity challenges and work with industry and other governments for progress. The Guide is proposed to include the following sections/concepts:

- Importance of Rural Broadband
- Telecommunications 101
- 7 Tangible Steps for Councils to Consider
- How Other Levels of Government Can Help
- How Industry Can Help

Staff anticipate having the guide finished and presented at the ROMA Board meeting on November 13 for approval.

### **Communications Plan**

Redbrick Communications provides support for communication to ROMA - the voice for rural municipal governments in Ontario. ROMA works closely with AMO and other peers in the municipal community, providing a rural lens on policy priorities. This collaboration provides an effective, unified voice to advance municipal interests.

Communication to members, stakeholders, up levels of government and other municipal associations will be made through:

- Social media - Facebook, Twitter
- ROMA Insider Newsletter - Board content and conference promo
- Website update - brief advocacy content around a few of key files.
- Conference promotion - Promo video

### **Working Groups**

The Board created a Communications Working Group and 2021 Conference Working Group. I have been appointed to serve on both.



Christa Lowry  
Mayor of Mississippi Mills

## INFORMATION LIST #11-20

### October 20, 2020

The following is a list of information items received up until October 14, 2020

Item #	Date	Originator	Subject	Page #
1	Sept 23	Municipal Property Assessment Corporation (MPAC)	Pandemic Support Plan	104
2	Sept 30	Upper Canada District School Board	Orange Shirt Day and Legacy of Residential Schools	105
3	Oct 1	Town of Wasaga Beach	Deterring Unauthorized Car Rallies	107
4	Oct 1	Association of Municipalities Ontario (AMO)	Federal Gas Tax Fund in 2019	110
5	Oct 1	Township of Baldwin	Resolution re: Supporting Municipality of Mississippi Mills' Rural Broadband	152
6	Oct 2	Solicitor General	Anti-Racism Initiatives	155
7	Oct 2	County of Wellington	Resolution re: Aggregate Resource Properties	162
8	Oct 6	Corporation of the Township of North Glengarry	Resolution re: Allowing Capital Expenditures under the Safe Restart Agreement	168
9	Oct 7	Township of Asphodel-Norwood	Resolution re: Governing Body for Cannabis Production	169
10	Oct 7	Almonte General Hospital & Fairview Manor/ Open Doors	Media Release re: AGH Welcomes Open Doors for Lanark Children and Youth	171
11	Oct 7	Eastern Ontario Regional Network (EORN)	EORN Fall Newsletter	173
12	Oct 7	City of St. Catharines	Resolution re: Development Approval Requirements for Landfills (Bill 197)	176
13	Oct 8	Ministry of Municipal Affairs and Housing	Changes to the <i>Residential Tenancies Act</i>	178
14	Oct 9	Township of Lake of Bays	Joint Several Liability Insurance Costs	180

Item #	Date	Originator	Subject	Page #
15	Oct 9	Almonte General Hospital & Fairview Manor	Media Release re: Enriching Life at Fairview Manor	182



**From:** Board Chair <[MPACBoard.Chair@mpac.ca](mailto:MPACBoard.Chair@mpac.ca)>

**Sent:** September-23-20 3:46 PM

Info List # 11-20 Item #1
------------------------------

Good afternoon Christa,

We want to take this opportunity to thank you for the work you are doing to keep our communities safe and healthy. We recognize the disruptions and challenges the pandemic has caused for our partners and, in consultation with our Municipal Liaison Group, we have continued to review our priorities, strategies and approaches to find new and efficient ways to deliver services and supports to municipalities and property owners.

Our pandemic support plan has three elements: controlling MPAC costs, supporting municipal priorities and finding new ways to deliver services.

### **Controlling costs: 2021 Provincial Municipal Levy**

In light of the challenges posed by COVID-19, MPAC's Board of Directors has approved the corporation's 2021 operating budget with a total municipal levy increase of 0%. This budget reflects our understanding of the financial challenges faced by municipalities and the need for us to continue to deliver on our service commitments.

Like many businesses, MPAC responded to the uncertainty created by COVID-19 by putting hiring on hold and stopping travel, resulting in cost savings. We have strictly managed our cash flow and have worked to identify efficiencies and cost reductions to maintain our budget at the current level for 2021. That means the total levy amount is the same as 2020, without any reduction to service levels.

Municipal billing partners can expect to receive more details about their individual 2021 levy, which is determined by a formula based on costs, your assessment base and number of properties within each municipality, later this year. Municipalities can contact their Account Manager with inquiries in the interim.

### **Supporting priorities: extended timeline to capture 2020 new construction and additions, renovations**

We know that funding from new construction, additions and renovations are a critical stream of new revenue for municipalities, and more so now than ever as municipalities manage the impacts of the pandemic. In response to a suggestion by our Municipal Liaison Group, we have identified opportunities to speed up our processes in order to deliver approximately \$1-billion in additional new assessment for municipalities this year.

### **New ways to deliver services: easier, faster access to assessment data**

While the pandemic may have fueled disruptions in our communities and businesses, it has also taught us the importance of flexibility and decisiveness in decision-making. We want to support you with insightful data and analysis as you navigate the future.

We are developing the next iteration of Municipal Connect, our data-sharing tool with municipalities, in-house and have accelerated the project to meet the needs of municipalities. The new system will create the foundation for a highly collaborative, transformational tool that improves the user experience to make information easier to access. It will also enable the opportunity to expand the ways municipalities can use MPAC's data and support municipal governments into the future.

We know that the challenges we face from the pandemic will not end overnight and we are committed to continuing to look for new ways to serve you better.

Thank you for your dedication and work in our communities.

Alan Spacek  
Chair, MPAC Board of Directors  
Nicole McNeill  
President and Chief Administrative Officer, MPAC

## **UCDSB Observes Orange Shirt Day and the Legacy of Residential Schools**

**September 30, 2020 (Brockville, ON)** – Staff and students across the [Upper Canada District School Board](#) (UCDSB) are dressed in orange today, September 30, to honour and recognize the injustices that happened in residential schools and how the actions impacted so many young children, their families and their communities.

Orange Shirt Day: Every Child Matters is an annual event held each year on September 30. It is a chance for classrooms to have meaningful discussions about the harmful effects of residential schools and the legacy they have left behind.

In addition to wearing orange and having classroom discussions or activities, some classes are participating in a free half-day virtual event being hosted by the National Centre for Truth and Reconciliation.

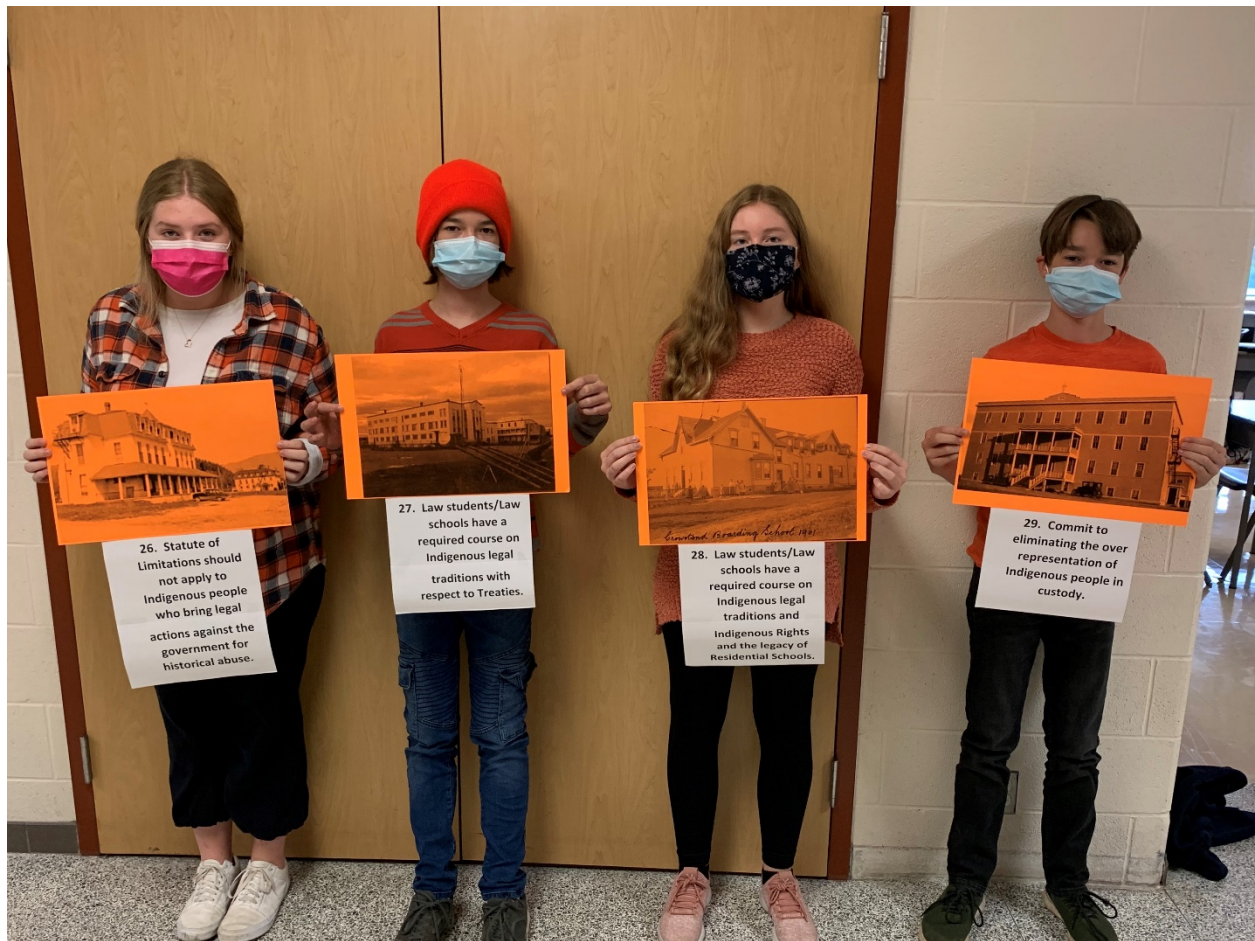
“In the UCDSB, we are committed honouring truth and reconciliation and bringing awareness to why days like Orange Shirt Day matter,” says Gail Brant-Terry, UCDSB Principal of Indigenous Education. “Orange Shirt Day is one of the many ways we support and teach Indigenous Education in our school district.”

This special recognition day was created in 2013 and inspired by [residential school survivor Phyllis Webstad](#), who had her new orange shirt taken from her on the first day of school at the St. Joseph Mission Residential School.

**PHOTO** - Students from Smiths Falls District Collegiate Institute hold pictures of residential schools with attributed Truth and Reconciliation Calls to Action Recommendations.

For media inquiries, please contact:

Gail Brant-Terry  
Principal of Indigenous Education  
(613) 485-0159  
[gail.brant-terry@ucdsb.on.ca](mailto:gail.brant-terry@ucdsb.on.ca)





October 1, 2020

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Room 281  
Queen's Park  
Toronto, ON  
M7A 1A1

BY EMAIL ONLY

Dear Premier:

I am writing today to follow-up on our conversation about the recent car rally that took place in our Town.

The Town of Wasaga Beach was thankful for the efforts of the officers from the Huronia West OPP Detachment, the OPP Traffic Safety Division, as well as officers from York and Peel regions who joined forces this past weekend to address an unauthorized car rally in Wasaga Beach.

Over the weekend, officers worked around the clock to ensure the safety of residents, visitors, and businesses during extremely trying circumstances and I applaud them for their amazing work. The event disrupted people's enjoyment of their property and put people's safety at risk. This is not acceptable and it must stop. The arrogant and selfish behavior shown over the weekend is costing all Ontarians financially due to the resources required to deal with these impromptu community invasions.

Not everyone here this past weekend was inconsiderate. However, it puts a dark cloud over true car enthusiasts and events such as show and shines that can be great family entertainment and are welcomed in communities. I have heard from true car enthusiasts who do not want to be lumped in with this group.

Kudos to Police Services for implementing "Project Drift" and "Project E.R.A.S.E." which are addressing concerns regarding stunt driving and high-speed chases.

I believe mayors and councils of every municipality in Ontario must support the Premier and Provincial Government in developing tougher laws with larger financial penalties than currently exist when dealing with unauthorized car rallies and participants. Another municipality may be invaded next.



Our Provincial Government must take the lead in increasing penalties and fines. Every municipality should be reviewing their by-laws to ensure that measures are in place to allow the OPP to act on their behalf when events such as these unauthorized car rallies take over a community or parking lot. For example, Wasaga Beach authorized the OPP to enforce no trespassing laws this past weekend to ensure safety of the town's property and the community. This allows the OPP to consider damage to the town's property as mischief and is considered a criminal offence.

While common sense needs to be used by officers when dealing with every day regular people not associated with rallies or street racing, some potential infractions that could benefit from **significantly** higher fines when dealing with these situations and act as a deterrent could be:

- **Licence Plates** must be on the front and back of a vehicle - current fine for not adhering to this is \$85.00/\$110.00.

Increase in fine is suggested. In the event of rallies such as the one in Wasaga Beach, there was lots of camera footage of inappropriate behavior. It is harder to identify vehicles with only one plate. Two properly installed license plates would assist in recording the cars not adhering to the law to allow charges.

- **Loud/Unnecessary Noise/Improper Exhaust** (also missing muffler) - current fine \$85.00/\$110.00.

Increase in fine is suggested. In the event of rallies such as the one in Wasaga Beach, part of the enjoyment for participants is to have loud cars. A larger fine will be a deterrent.

- **Prohibited Nitrous Oxide Fuel Systems** are putting the driver, passenger, others on the road and emergency responders in accident situations in added danger and needs to result in a significant financial fine. Currently there is no set fine. Permanent confiscation of the vehicle followed by destruction of the vehicle would make the message clear and be a deterrent.
- **Insurance** Police require the authority to not just confirm with an insurance agency that a vehicle is insured but they need to be permitted to advise the company that modifications have occurred to a vehicle that they have insured on behalf of an owner. If insurance is hard to get for these modified vehicles or too costly, it is yet another deterrent. Tougher convictions are required for people caught attempting insurance fraud associated with these events.
- **Impoundment** Currently a vehicle can be impounded for 1 week. This needs to increase with all costs being born by the vehicle owner. Impounding it for a greater length of time (1-2 months) would be inconvenient, expensive and be a significant deterrent.
- **Border Crossing Prevention** Street racers or law breakers from other Provinces or Countries need to be banned from crossing into Ontario for a period. If breached a large fine will be a deterrent.
- **Automatic License Suspensions** for a significant period of time for those endangering the public by street racing, performing stunts or any other activity that may cause injury to a bystander.

- **Municipal Authority to Close our Borders** In the event a municipality is made aware of such an event being planned for their community, consideration needs to be given to the municipal council having the authority to close their borders with OPP assistance to turn away anyone who is not a resident or property owner.
- **Access to Hospital Information when Dealing with a Crime** We were told that at these events people “take care of their own.” If someone is hurt they drop them off at the hospital for care. Under the current rules it is my understanding that officers are not permitted to know if a hospital patient is someone they are looking for in an active investigation/situation. The Police could spend hours or days looking for someone who is actually sitting in the hospital. This rule may need to change in several situations to avoid unnecessary time being spent by officers which also costs the taxpayers of Ontario.
- **Other considerations**
  - With this growing trend, should there be more access for officer training and equipment to deal with these situations.
  - This could happen to any municipality without notice and suggest that a municipal awareness program including the public may be beneficial.
  - Tougher convictions for people associated with the promotion of these events (i.e.: administrators of social media sites) as well as industries found to be associated with assisting these events such as tow companies and auto modification shops.
  - Authority provided to the OPP to do an “Air Drop” on the spot of any video footage captured by attendees’ cell phones that would aid in possible investigations.

I feel that serious consideration needs to be given to deterring these types of events province-wide. We don’t want to just push them out of our community so they can land in another community causing the same disruption, disrespect and cost to the tax payer. It is only through penalties that cause severe financial hardship that we can deter these unsanctioned and dangerous events from happening in our communities.

In closing, I want to again commend you for the great leadership during these difficult times and I look forward to hearing from you.

Sincerely,



Nina Bifulchi  
Mayor  
Town of Wasaga Beach

- c. Sylvia Jones, Solicitor-General  
Doug Downey, Attorney General  
Thomas Carrique, OPP Commissioner  
Dwight Peer, OPP Chief Superintendent  
Philip Browne, OPP Commander  
Derek Banks, OPP Sergeant  
Kevin Winiarski, OPP Sergeant  
Association of Municipalities of Ontario  
All Mayors of Ontario  
Wasaga Beach Town Council Members

# The Federal Gas Tax Fund in 2019





# Letter from the AMO President



In 2019, the federal Gas Tax Fund was once again a significant source of infrastructure funding for communities all across Ontario – and in fact it was twice as impactful as it usually is.

That’s because in March of 2019, the federal government announced a one-time doubling of the Fund. This “top-up” funding meant that Ontario’s municipalities received more than \$1.6 billion in federal Gas Tax funding in 2019.

This major commitment from the federal government allowed municipalities to move forward on hundreds of local infrastructure projects, many of which would have been delayed without the additional funding.

This annual report showcases some of the projects that benefited from the top-up funding, and outlines how important investing in municipal infrastructure is to building better communities and improving quality of life across Canada.

As the voice of Ontario’s municipalities, AMO represents almost one in three Canadians. We are proud of our work in administering the federal Gas Tax Fund. Local governments are responsible for so much of the infrastructure that people use every day. From clean drinking water and recreational facilities, to safe roads and bridges – municipalities are at the heart of delivering these services, along with many more.

Clearly, funding provided by the federal Gas Tax Fund is absolutely essential for municipalities to be able to keep providing these vital services. And the knowledge that the Fund is a permanent and predictable source of income for local infrastructure means that municipalities can plan their work and uphold their commitments to residents.

This annual report contains information on the benefits each project has brought to the community, showing how no matter where you live in Ontario, the federal Gas Tax Fund has had a positive impact.

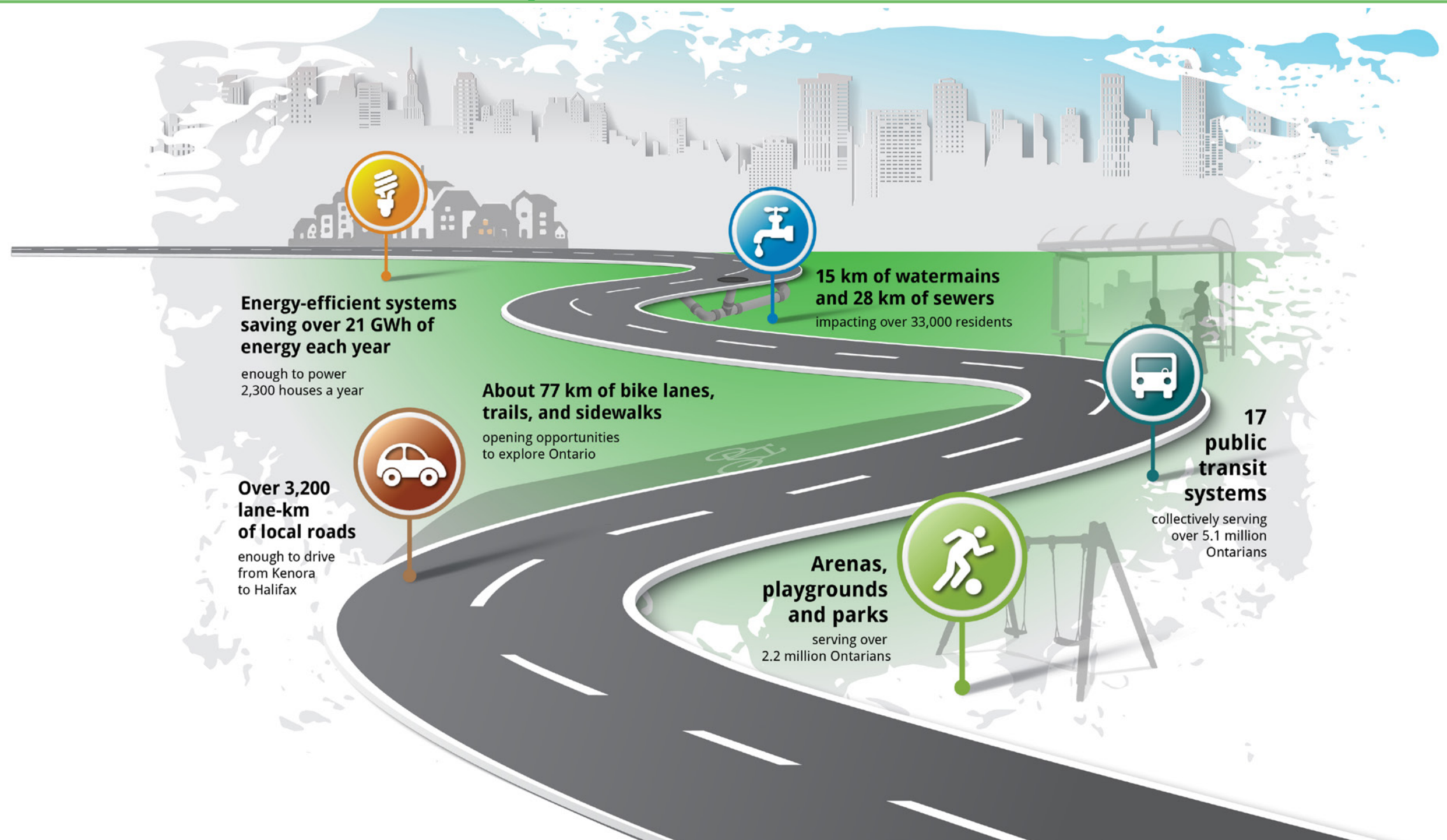
In 2020 the federal government expedited the release of federal Gas Tax funding, distributing the full amount in June rather than in two installments as in previous years. This ensured important projects could continue even as the world was in the grip of uncertainty brought on by the COVID-19 pandemic. This report makes it very clear how important the predictability of this funding is to the people of Ontario.

Sincerely,

A handwritten signature in black ink, which appears to read 'Graydon Smith'. The signature is stylized and fluid.

Graydon Smith - AMO President

# In 2019, municipalities invested federal Gas Tax funds in:



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This report describes how Ontario’s communities invested and benefited from the federal Gas Tax Fund in 2019. The report is split into two parts. Part I summarizes investments, benefits, and AMO’s approach to the administration of the Fund. [Part II](#) provides detailed financial information, compliance statements, and descriptions of projects supported by the Fund.

Both parts of this report are available at [www.gastaxatwork.ca](http://www.gastaxatwork.ca).








# The Federal Gas Tax Fund

## About the Fund

The federal Gas Tax Fund provides permanent and stable federal funding for local infrastructure projects. Canadian municipalities receive over \$2 billion from the Fund each year.

Funds can be invested in the construction, enhancement or renewal of local infrastructure, used to improve long-term plans and asset management systems, shared with other communities to achieve common goals, or banked to support future projects. The Fund is flexible; local governments decide how funds can be best directed to address local priorities.

Municipalities can spread investments of the Fund over several project categories to boost productivity and economic growth, create a cleaner environment, and build stronger cities and communities – key national objectives of the Fund. Eligible project categories are listed below.<sup>1</sup>

Productivity and Economic Growth	Clean Environment	Strong Cities and Communities
 Broadband Connectivity	 Brownfield Redevelopment	 Capacity Building
 Local and Regional Airports	 Community Energy Systems	 Culture
 Local Roads and Bridges	 Drinking Water	 Disaster Mitigation
 Public Transit	 Solid Waste	 Recreation
 Short-Line Rail	 Wastewater	 Sport
 Short-Sea Shipping		 Tourism

<sup>1</sup> Highways are also eligible under the federal Gas Tax Fund – but are not listed in the table above because highways are provincially owned and maintained in Ontario.



## The Federal Gas Tax Fund in Ontario

Federal Gas Tax funds are distributed to provinces, territories and First Nations on a per-capita basis.<sup>2</sup> Ontario's communities received \$5.5 billion between 2014 and 2019.<sup>3</sup> An additional \$3.4 billion will be transferred between 2020 and 2023.<sup>4</sup>

Administration of the Fund in Ontario is governed by the [Administrative Agreement on the Federal Gas Tax Fund](#). Under the Administrative Agreement, AMO distributes funds to all municipalities in Ontario except for the City of Toronto, which receives funding directly from the Government of Canada. The Government of Ontario delivers funds to unincorporated areas of the province.<sup>5</sup>

AMO flows funds directly to municipalities upon receipt from the Government of Canada.<sup>6</sup> Funds are distributed on a per-capita basis, with funding split 50/50 between upper- and lower-tier municipalities in two-tier systems. Municipal allocations can be found at [www.gastaxatwork.ca/about-the-fund/allocations](http://www.gastaxatwork.ca/about-the-fund/allocations).

Predictable, up-front funding from the federal Gas Tax Fund allows local governments to plan for the long term, target funding to local priorities, and get projects moving quickly. The Ontario model recognizes that municipalities are a duly elected, accountable and transparent order of government. AMO's success in administering the program results in municipalities receiving funds in a timely fashion.

Each municipality's use of federal Gas Tax funds is governed by a [Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds](#).

Under the Municipal Funding Agreement, municipalities can use funds to:

- Cover the full cost of an eligible project;
- Support an eligible project that benefits from other funding sources;
- Save and/or invest for future eligible projects;
- Finance long-term debt incurred for eligible projects;
- Accrue interest for subsequent application toward eligible projects;
- Develop and implement asset management plans; and
- Collaborate with other municipalities or non-municipal entities to fund an eligible project.

AMO works with municipalities to ensure that they comply with the *Municipal Funding Agreement*. See the Risk Management and Compliance section of this report for more information.

### Municipal Top-Up

The federal government transferred an additional \$2.2 billion to communities across Canada through the federal Gas Tax Fund in 2019 – doubling 2019's distribution and accelerating critical local infrastructure projects. See narratives scattered throughout this report to learn more about how the top-up is helping municipalities in Ontario meet urgent needs.

<sup>2</sup> The federal Gas Tax Fund is allocated to provinces, territories and First Nations on a per-capita basis, but provides a base funding amount – equal to 0.75% of total annual funding – to Prince Edward Island and each territory.

<sup>3</sup> This amount includes the additional \$819.4 million released through Budget 2019 – effectively doubling 2019's distribution of the Fund.

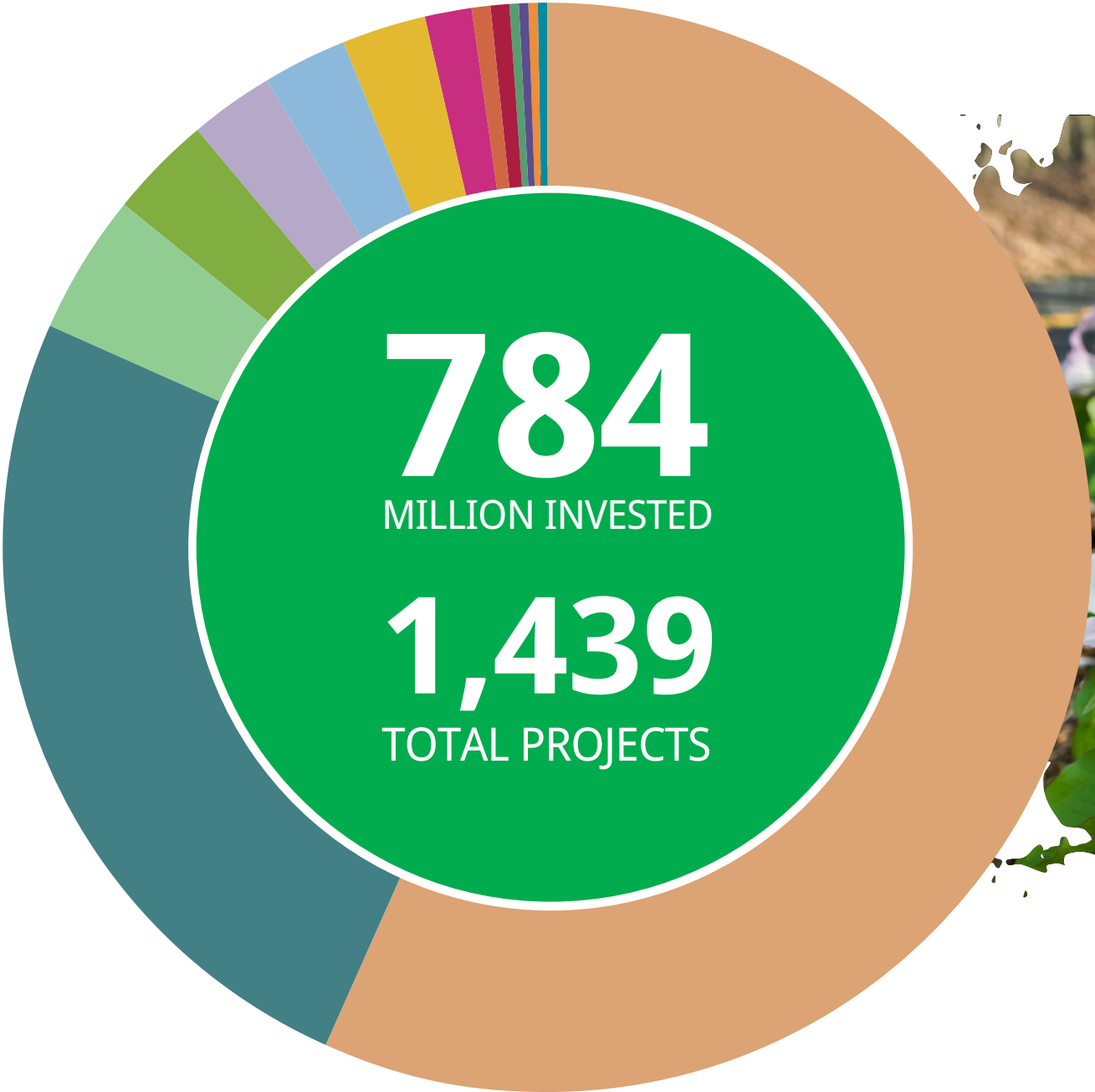
<sup>4</sup> The Administrative Agreement (see next paragraph) came into effect in 2014 and expires in 2023.

<sup>5</sup> All subsequent references to communities, municipalities and local governments in this report are exclusive of the City of Toronto unless otherwise noted.

<sup>6</sup> AMO distributed approximately \$4.4 billion between 2014 and 2019 (including additional funding released through Budget 2019) and will distribute an additional \$2.7 billion between 2020 and 2023.

# Investment in 2019

	Local Roads and Bridges	\$445.9M
	Public Transit	\$196.5M
	Solid Waste	\$31.9M
	Recreation	\$23.6M
	Wastewater	\$20.6M
	Drinking Water	\$20.2M
	Community Energy Systems	\$19.6M
	Culture	\$9.3M
	Capacity-Building	\$5.1M
	Disaster Mitigation	\$4.8M
	Broadband Connectivity	\$2.4M
	Regional and Local Airports	\$2.4M
	Tourism	\$0.8M
	Sports	\$0.7M





# Lakeshore Drive Improvements in Barrie

This project has improved the natural environment and enhanced a key community and economic area in the City of Barrie. Previously, culverts at Lakeshore Drive were unable to cope with even minor storms, resulting in frequent flooding. Federal Gas Tax funding was invested in the construction of much larger concrete box culverts to safely accommodate significant storms.

The new culverts were constructed as part of a larger project to restore Bunker's Creek and Dymont's Creek to a natural open channel, relocate Lakeshore Drive and create additional waterfront park space. Barrie's waterfront is a community gathering place, home to charity fun runs, festivals, family picnics and more.



Wastewater

A thriving community hub is benefiting from improved flood protection and an enhanced natural environment.



## City of Barrie

Population: 141,434

2019 Federal Gas Tax Allocation: \$17,410,050



# Small Water System Pump Replacement in Temagami

Top-up funding helped the Municipality of Temagami replace and upgrade pumps in the backwash system at a water treatment facility – accelerating the completion of an urgent investment required to continue the distribution of clean water.

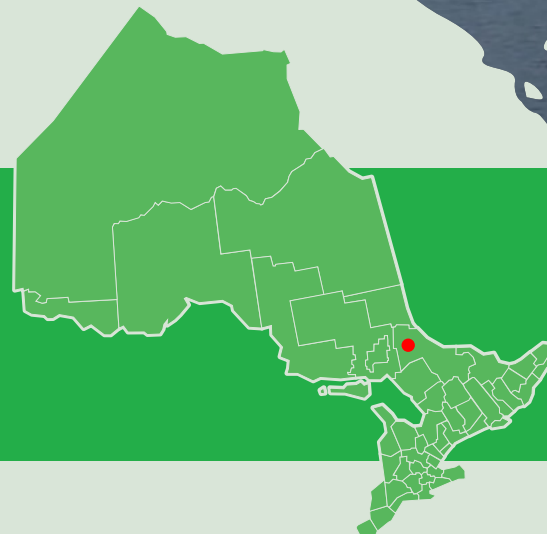
The Ontario Clean Water Agency (OCWA) identified the need for this investment several years ago, and work was initially slated for 2017. But with a population of 802, the municipality hadn't raised enough through water rates to finance the project.

Temagami added a 15% capital levy to their rates in 2019 and was finally able to tackle the project in 2019 thanks to the levy and the top-up funds.



Drinking Water

The continued supply of clean water has been secured by upgraded pumps at a water treatment facility.



## Municipality of Temagami

Population: 802

2019 Federal Gas Tax Allocation: \$103,166



# Investments of the Federal Gas Tax Fund

## Safe and reliable infrastructure is critical to all Canadians

From the water we drink, to the internet we use, to the roads we travel – these assets impact many aspects of our lives. Keeping this infrastructure up to date is a significant undertaking, for which municipalities are largely responsible. Municipalities primarily use federal Gas Tax Funds to ensure their assets are in a state of good repair, which is no surprise given the overwhelming need in this area. In order to maintain and upgrade these infrastructure assets, investments from all levels of government are required.

Ontario has 444 municipal governments, each with its own needs and circumstances. Some are expanding to meet the demands of a growing population, while others are managing existing assets on a shrinking tax base. All communities, however, are adapting to the many changes that 2020 has brought, while continuing to adapt to climate change and extreme weather.

The federal Gas Tax Fund is a direct, permanent source of funding for municipal infrastructure that is designed to meet the needs of communities of all types, locations and sizes. In 2019, communities across the country received a one-time doubling of their annual allocation. The next few pages explain how municipalities used the Fund, and this additional funding, in 2019. The subsequent section, Benefits of the Federal Gas Tax Fund, describes how this investment benefits our communities.





## Allocations in 2019

Communities across Canada received \$4.4 billion from the federal Gas Tax Fund in 2019 – an increase of \$2.2 billion over 2018’s distribution. The increase was due to the one-time doubling of the Fund announced in Budget 2019.

Ontario’s share of the Fund came to \$1.6 billion in 2019. AMO delivered nearly \$1.3 billion to municipalities across the province. Municipal allocations in 2019 are listed in [Part II](#) of this report.

Due to operational efficiencies in administering the Fund, AMO distributed an additional \$12 million to communities from its reserves in 2019. This distribution is included in the allocations listed in [Part II](#). Surplus administrative funds are generally distributed every five years.

Communities carried an additional \$832 million in funding forward from 2018. Municipalities therefore had \$2.1 billion in federal Gas Tax funding available for investment in 2019.

## Investment in 2019

Ontario’s municipalities invested nearly \$784 million from the federal Gas Tax Fund in 2019.<sup>7</sup> Investments supported 1,439 local infrastructure and capacity-building projects worth a total of \$8.5 billion. To put this in perspective, municipal investment in infrastructure from all sources of funding totalled \$7.8 billion in 2018 (the latest year for which data is available).<sup>8</sup> Funds left unused at the end of 2019 were held in municipal reserves to earn interest for future investments, and were largely allocated to ongoing or future projects.

Detailed project information is available in [Part II](#) of this Report. Benefits generated by these projects are summarized in [Appendix A](#).

Federal Gas Tax funds can be invested across 17 project categories, giving municipal governments the flexibility that they need to meet unique local needs. Investments made in 2019 spanned all but three of these categories – brownfield redevelopment, short-line rail, and short-sea shipping – indicating the diversity of infrastructure needs in communities across Ontario.

Transportation infrastructure was the primary beneficiary of federal Gas Tax investment in 2019. Investments in roads, bridges, and public transit infrastructure collectively comprised 82% of 2019’s federal Gas Tax expenditures.<sup>9</sup> This focus on transportation infrastructure was expected; Ontario’s municipalities own over 140,000 km of roads and 15,000 bridges and large culverts – most of which were built over 50 years ago.

<sup>7</sup> Financial information shown on this page was compiled from annual reports submitted to AMO by municipal staff. All but three communities had submitted an annual report to AMO by the time of compilation (August 21, 2020).

<sup>8</sup> Municipalities (excluding Toronto) reported capital investment of \$7.8 billion in their 2018 Financial Information Returns, 2018 being the most recent year for which nearly complete information is available (two municipalities had not submitted their Returns by the time of publication).

Municipal capital investment is calculated by summing additions and betterments to tangible capital assets (schedule 51A, line 9910, column 3), construction in progress (schedule 51C, line 9910, column 2), and contributed (less donated) capital assets (schedule 53, line 1031, column 1), then subtracting capitalized construction in progress (schedule 51C, line 9910, column 3). See <https://efis.fma.csc.gov.on.ca/fir/Welcome.htm> for more information.

<sup>9</sup> This number notably does not include investments made by the City of Toronto – which has historically invested the entirety of its federal Gas Tax allocation in public transit through the Toronto Transit Commission – or Local Roads Boards receiving funds through the Government of Ontario. Taking these recipients into account would increase the share of Ontario’s federal Gas Tax funding dedicated to transportation infrastructure.

# Rehabilitation of John Street in Sundridge

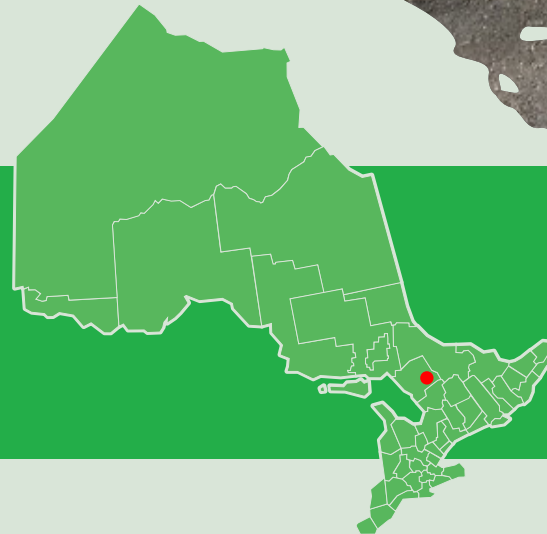
The small, rural community of the Village of Sundridge is benefiting from the investment of federal Gas Tax funding in the rehabilitation of a busy main street.

The rehabilitation of John Street has had a substantial impact on the community – both in economic growth and the strength of the community. John Street is home to the only grocery store in the village, as well as the only bank and hardware store. These businesses are vital to the economy and the community. Part of the rehabilitation included widening the street to allow for a new sidewalk.



Local Roads  
and Bridges

Rehabilitating a busy main street has improved access for the community and boosted the local economy.



## Village of Sundridge

Population: 961

2019 Federal Gas Tax Allocation: \$122,221



# Sidewalk and Trail Construction in Richmond Hill

The City of Richmond Hill has seen the number of cyclists more than double since construction of this new 2.25 km sidewalk and multi-use trail. Federal Gas Tax funds were invested in the creation of this route, which forms part of 18 km of recreational and commuter trails that also form part of the Lake to Lake Cycling Route and Walking Trail.

The multi-use path allows recreational users and commuters to share off-road space, and provides cyclists with physically separated bike lanes that allow for more direct trips. It provides commuters with an active transportation option directly linked to the City's largest business park, promoting a cleaner environment and benefiting local businesses.



Local Roads  
and Bridges

More people are enjoying an active, healthy lifestyle thanks to a new recreational trail and sidewalk.



## City of Richmond Hill

Population: 195,022

2019 Federal Gas Tax Allocation: \$11,935,955

## Investment of 2019's Top-up Funding

Top-up funding released in 2019 is expediting and kickstarting infrastructure projects across Ontario. The additional funding allows municipalities to tackle projects that had been long delayed for lack of funds, invest in innovative new assets, undertake larger-scale projects, accelerate timelines and complete additional projects. Examples of some of the projects that municipalities have already completed using top-up funds are scattered throughout this report.

A significant amount of top-up funds were nevertheless held in municipal reserves and carried into 2020 at the end of 2019. The delay between the distribution of funds and their expenditure is partially a matter of timing. Municipal councils typically approve capital budgets in the winter preceding the construction season. Top-up funds were distributed in the summer. Some communities will therefore take at least a year to plan for the investment of top-up funds.

The delay is also, in part, a desirable consequence of effective asset management. Municipal staff plan infrastructure investments years in advance of construction, taking into account the condition of assets, council's priorities, community demands for service, and other factors. This planning process can be lengthy – and is critical to effectively target limited resources to long-term needs.

## Leveraging Funds

Federal Gas Tax funds are intended to complement – without replacing or displacing – other sources of funding for local infrastructure. Many municipalities therefore leverage the Fund by combining federal Gas Tax funds with other sources of capital financing to stretch each federal Gas Tax dollar even further. For every \$100 of federal Gas Tax funds invested in projects completed between January 1, 2019 and December 31, 2019, municipalities invested an additional \$91 from other funding sources.<sup>10</sup>

Of course, municipalities also invested heavily in infrastructure projects that were not supported by the Fund – and this investment has increased drastically since the Fund was established. Between 2000 and 2004, municipal capital expenditures averaged \$3.9 billion per year. But over the five-year period preceding this report, municipalities invested \$7.6 billion per year in infrastructure.<sup>11</sup>

This increased investment is critical to seal the infrastructure investment gap. The gap reflects the unfunded investment required to replace infrastructure that has exceeded its intended life, meet annual lifecycle costs, and accommodate growth. Some municipalities have implemented capital levies and turned to other revenue sources to ensure the continued and sustainable delivery of local services. Federal Gas Tax funding complements these efforts and provides critical support for small communities with limited fiscal capacity.

<sup>10</sup> The City of Ottawa completed a \$2.1 billion light rail project in 2019 with \$74.5 million in federal Gas Tax funding. This long-running project began in 2011 and is unrepresentative of the typical project financed by the Fund in 2019. The project was therefore ignored when calculating leveraging above. Inclusion of the project would increase the leveraged amount to \$279 from other funding sources per \$100 from the federal Gas Tax Fund.

<sup>11</sup> Under the terms and conditions of the Administrative Agreement, the municipal sector is required to invest federal Gas Tax funds incrementally (i.e., as a complement to – rather than as a replacement or displacement of – other sources of funding for local infrastructure). Average annual municipal infrastructure investment over the life of the Administrative Agreement (i.e., 2014-2023) is compared to average annual municipal infrastructure investment over the five-year period preceding the establishment of the Fund (i.e., 2000-2004) to confirm that the sector is meeting this requirement. The growth in average annual municipal infrastructure investment suggests that it is.



# Elevator Replacement in Wawa Community Centre

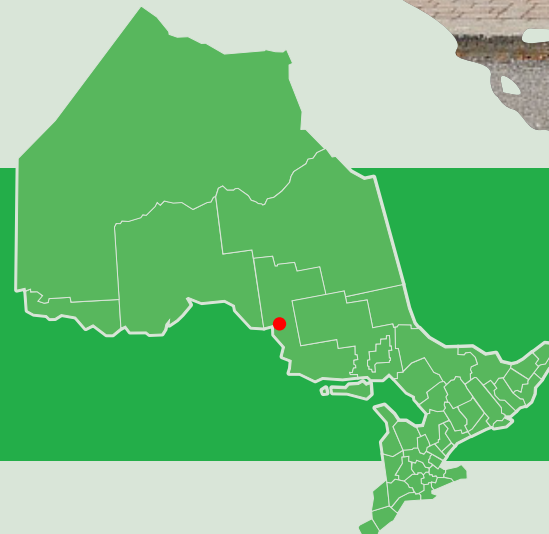
The elevator in the Municipality of Wawa's Community Centre has required more frequent repairs in recent years, impacting the accessibility of areas of the important facility. By investing federal Gas Tax funding in the purchase and installation of a vertical platform lift suitable for wheelchairs, the Municipality has ensured Wawa Community Centre can be safely and comfortably used by all members of the community.

Wawa Community Centre is used for a wide range of activities including hockey, dance classes, fitness classes, curling, figure skating and summer youth programs. It is also home to events such as the Wawa Fish Derby and the Winter Carnival.



Recreation

All visitors can safely and comfortably access the popular community centre thanks to a new elevator.



## Municipality of Wawa

Population: 2,905

2019 Federal Gas Tax Allocation: \$369,296



# Energy-Efficient Equipment Upgrades in Oshawa

Two key municipal recreational facilities in the City of Oshawa have been given energy-efficient upgrades thanks to the federal Gas Tax Fund. First, the Civic Recreation Complex benefited from the replacement and integration of boilers, dehumidification units, lighting control and connection to the building automation systems.

And at the Northview Community Centre – a shared recreation facility with youth and seniors’ groups – the lighting system was upgraded to reflect the latest environmental LED technology, and a high efficiency tankless hot water system was installed.



Community  
Energy Systems

Recreational facilities have been improved for users with a series of energy-efficient upgrades.



## City of Oshawa

Population: 159,458

2019 Federal Gas Tax Allocation: \$9,691,229



## Trends from 2014 to 2019

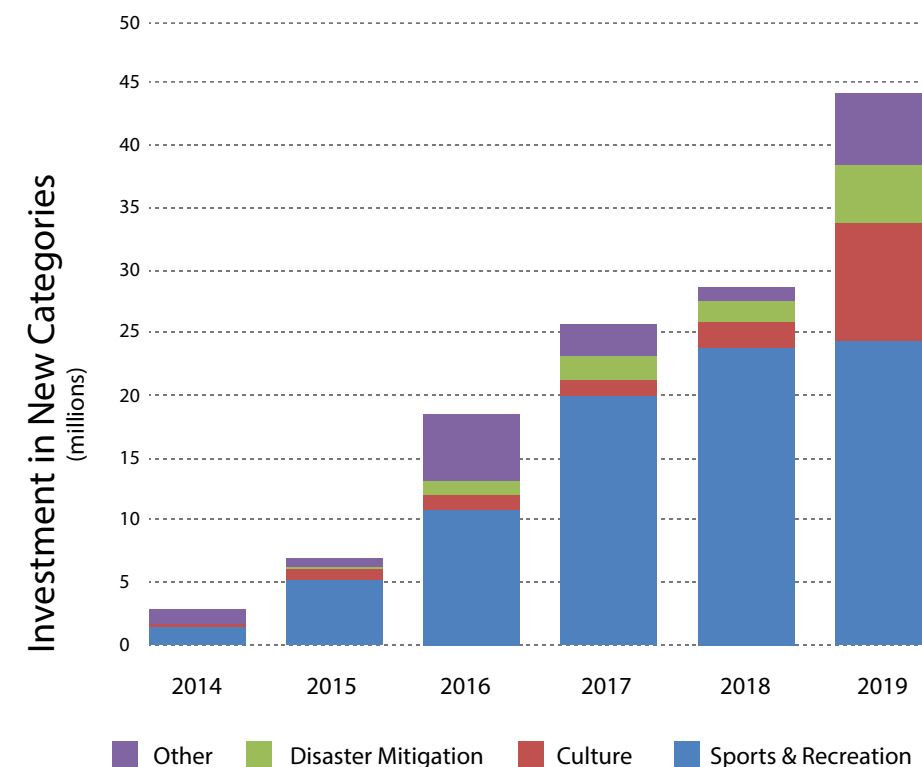
Municipalities have consistently targeted federal Gas Tax funds to transportation infrastructure. Of the \$3.8 billion that municipalities invested over the 2014 to 2019 period, 80% was invested in roads, bridges and public transit infrastructure.<sup>12</sup> This share has been remarkably consistent from year to year, indicating the recurring demand for investment in these assets.

Roads, bridges and public transit infrastructure have been eligible for federal Gas Tax investment since the Fund was established in 2005. Investments in capacity-building programs, community energy systems, drinking water systems, wastewater systems, and solid waste infrastructure have also been eligible since this time. Remaining project categories were introduced with the renewal of the Fund under the *Administrative Agreement* in 2014.

Investments in project categories introduced in 2014 have grown more than tenfold over the 2014 to 2019 period – from \$3 million to \$44 million. Growth was initially driven by investment in sports and recreation infrastructure as communities seized the opportunity to renovate arenas and expand recreation centres to deliver better services to residents. Municipalities invested over \$24 million in sports and recreation infrastructure in 2019 – up from less than \$2 million in 2014.

Investments in sports and recreation infrastructure stabilized around 2018, but a few large investments in cultural infrastructure (e.g., community centres and theatres) continued to push investment in new categories higher. Municipalities invested over \$9 million in cultural infrastructure in 2019.

Several communities have additionally invested funds in break walls and shoreline protection measures in recent years. These investments were partially in response to disastrous levels of flooding experienced across the province – 23 municipalities declared emergencies due to flooding in 2019 alone – and partially in preparation for further flooding brought on by climate change.



<sup>12</sup> The federal Gas Tax Fund was established in 2005, but the Administrative Agreement – which establishes the requirement to produce this report – governs the use of the Fund from 2014 through to 2023. Trends are therefore discussed only as far back as 2014. See AMO's website on the federal Gas Tax Fund, [www.gastaxatwork.ca](http://www.gastaxatwork.ca), for information regarding the use of the Fund since 2005.

# Breakwall Reconstruction in Blind River

Matinenda Landing boat launch is the Town of Blind River’s only access point for people who have cottages on Lake Matinenda. A breakwall – critical to protect the boat launch’s structure – was in need of repair, but the work had been postponed for several years due to a lack of available funds. In 2019, the Town experienced unusually high water levels on Lake Matinenda, and the need for the breakwall to be reconstructed became urgent.

With the federal government providing a top-up to the federal Gas Tax Fund in 2019, municipalities in Ontario received over \$800 million in additional funding. Blind River was one of many communities that used the funding to accelerate an urgent project using this one-time top-up, and the breakwall was reconstructed without the municipality having to delay other vital infrastructure projects.



Disaster Mitigation

Urgent work to protect an important boat launch structure was completed following repeated delays.

**Town of Blind River**  
Population: 3,472  
2019 Federal Gas Tax Allocation: \$440,943



# Breakwall Construction in James

A retaining wall on approximately 90 m of the Montreal River shoreline was failing and in need of urgent replacement. The retaining wall was built in the 1960s and had deteriorated so badly that it created a significant liability issue for the Township of James.

The 2019 federal Gas Tax Fund top-up allowed the failing wall to be replaced by a more modern, permanent solution. The work has reduced the risk of flooding and property damage. Residents and visitors can now walk along the breakwall safely and enjoy the beautiful scenery.



Disaster Mitigation

Properties are protected from flooding following the construction of a new riverside breakwall.

**Township of James**  
Population: 420  
2019 Federal Gas Tax Allocation: \$52,995



# Benefits of the Federal Gas Tax Fund

## Tangible Benefits

Investing the federal Gas Tax Fund boosts productivity and economic growth, creates a cleaner environment, and helps build stronger cities and communities. Municipalities track and report the benefits generated by federal Gas Tax projects to demonstrate the value of these investments to the community.

## Measuring Benefits

AMO, in consultation with municipalities and with the approval of the Fund's Oversight Committee, developed a series of output and outcome indicators to measure the benefits of each infrastructure project. Municipalities began reporting benefits generated by federal Gas Tax investments under these new indicators in the 2016 reporting year. Municipalities now report benefits annually. Benefits are reported for each infrastructure project once construction is complete.<sup>13</sup>

## Benefits Generated in 2019

Municipalities completed 847 infrastructure projects with help from the federal Gas Tax Fund in 2019. These projects involved the rehabilitation of roadways, installation of energy-saving retrofits, upgrade of recreation facilities, and more. Benefits generated by projects completed in 2019 are summarized in [Appendix A](#).



<sup>13</sup> Outputs can typically be reported accurately immediately after construction – but many outcomes generally cannot. When resurfacing a road, for example, a community can easily assess the length of road resurfaced (the output) – but perhaps not the impact on traffic flow or usage of the road (the outcomes).

AMO therefore uses a mixture of outcome indicators that speak to both service levels (e.g., the length of road in a good state of repair) and service impacts (e.g., the number of residents benefitting from the investment). The former can typically be measured shortly after construction; the latter cannot. This approach balances the need for timely reporting against the practical constraints imposed by the data available.

# Progress in Asset Management

## Asset Management and the Fund

Municipalities own and manage local infrastructure to provide essential services that contribute to our quality of life. Asset management is the coordinated activity of municipal staff and elected officials to provide sustainable levels of service to the community.

Under the *Administrative Agreement*, municipalities are required to develop an asset management plan. Municipalities must also use the plan to guide infrastructure planning and investment decisions and to invest federal Gas Tax funds in priority projects.

The federal Gas Tax Fund provides critical support in helping municipalities make progress in the development and implementation of asset management plans. Municipalities have used \$44 million from the Fund to support 237 capacity-building projects focusing on asset management and long-term planning since 2014; 75% of the projects would help communities utilize asset management to identify local priorities for infrastructure investment.

Municipalities are expected to continuously improve and implement their asset management plans according to the requirements of the [Asset Management Planning Regulation](#).

## Municipal Progress in Asset Management

Asset management plans are collected and reviewed in order to assess and report on progress and inform current and future capacity-building initiatives. In 2019, an additional 53 municipalities improved their asset management plans.

While municipalities continue to make progress in asset management, very few municipalities identify priority projects in their plans due to lack of:

- Understanding of asset lifecycle costs, levels of service and risk assessment;
- Financial resources to collect and maintain the required data; and
- Adequate staff resources and training.

257 municipalities completed an optional asset management questionnaire in 2019 to report to AMO that they are improving their internal capacity by investing staff resources in training and educational programs, developing asset management governance structures, policies and strategies, improving quality of asset condition data, utilizing technology through use of financial, analytical and GIS software to gather information for better Council decision-making.

Under the guidance of its asset management working group, AMO will continue to monitor the municipal sector's progress in the development and implementation of asset management plans as required under the *Administrative Agreement*.



# Guelph's Asset Management Decision Support System

By fostering an asset management culture which relies on accuracy and completeness of infrastructure data, the City of Guelph has been able to successfully address community needs in a timely and cost-effective way.

In 2019 the City used federal Gas Tax funds to implement a decision support system used to analyze the impact of funding and priority changes on condition and level of services in real time. The municipality uses the data it collects on costs, risks and service levels to support its budgetary and operational decision-making process.

Guelph describes this approach as a game-changer that has ensured the best outcomes regarding financial sustainability of assets. They are committed to using evidence-based business cases to set priorities for long-term financial planning.



Capacity-building

Long-term financial planning is helping community needs be met in a timely and cost-effective way.



## City of Guelph

Population: 131,794

2019 Federal Gas Tax Allocation: \$15,892,398



## Technical Assistance for Small Municipalities

In 2019, AMO collaborated with Asset Management Ontario to provide hands-on training and [technical assistance](#) to 17 municipalities across the province. Training and assistance involved educating multi-disciplinary staff and elected officials on key concepts to help participating municipalities progress in the implementation of their asset management plans and establishment of a robust asset management system. The program was delivered in partnership with the Federation of Canadian Municipalities' [Municipal Asset Management Program](#) (MAMP), which is funded by the government of Canada.

Building on the success of the pilot project, AMO will continue to facilitate technical assistance activities in 2020-21 for an additional 33 municipalities with diverse challenges and training needs. AMO's involvement in this initiative leveraged existing support directed at ensuring sector progress in asset management and helped AMO support other associations and organizations (like local communities of practices) more effectively. With MAMP support and successes, there is also stronger advocacy at the federal level.

Municipalities that participated in the technical assistance project were able to successfully demonstrate progress in various competencies like policy and governance and planning and decision-making. Some of the participants were profiled in [AMO's video series](#) on asset management success stories featuring the role of elected officials in fostering a culture of collaboration and long-term thinking across their municipalities.

## Online Training for Elected Officials

For a municipality to be successful in asset management, it is critical that both Council and staff are engaged and understand the benefits of asset management. Elected officials are the stewards of public infrastructure and set strategic direction on the allocation of financial resources that affect the quality and delivery of services provided to their communities.

In 2019, AMO launched a new introductory online course on asset management for elected officials. The course provides fundamental information on asset management, clarity on the role of Council, and guidance on the information that Council requires from municipal staff to adopt asset management as a decision-making tool for infrastructure investments. For more information, visit [www.gastaxatwork.ca/asset-management/asset-management-elected-officials](http://www.gastaxatwork.ca/asset-management/asset-management-elected-officials).

# Fulton Street Pump Station Modifications in Halton

The Region of Halton created a 600 m pipeline connecting the newly constructed Fulton Street Pumping Station to the existing regional wastewater collection. Connection of the pipeline allows wastewater from the Town of Milton to be diverted to the Mid-Halton Wastewater Treatment Plant. Diverting this wastewater to the Mid-Halton site meant that the Milton Wastewater Treatment Plant was no longer required. It has since been closed, eliminating the associated operating costs.

The closure of the Milton Wastewater Treatment Plant will positively contribute to reducing greenhouse gas emissions and hydro consumption in treating wastewater. Federal Gas Tax funds were invested in this important work.



Wastewater

A new wastewater pipeline has led to a reduction in greenhouse gas emissions and hydro consumption.

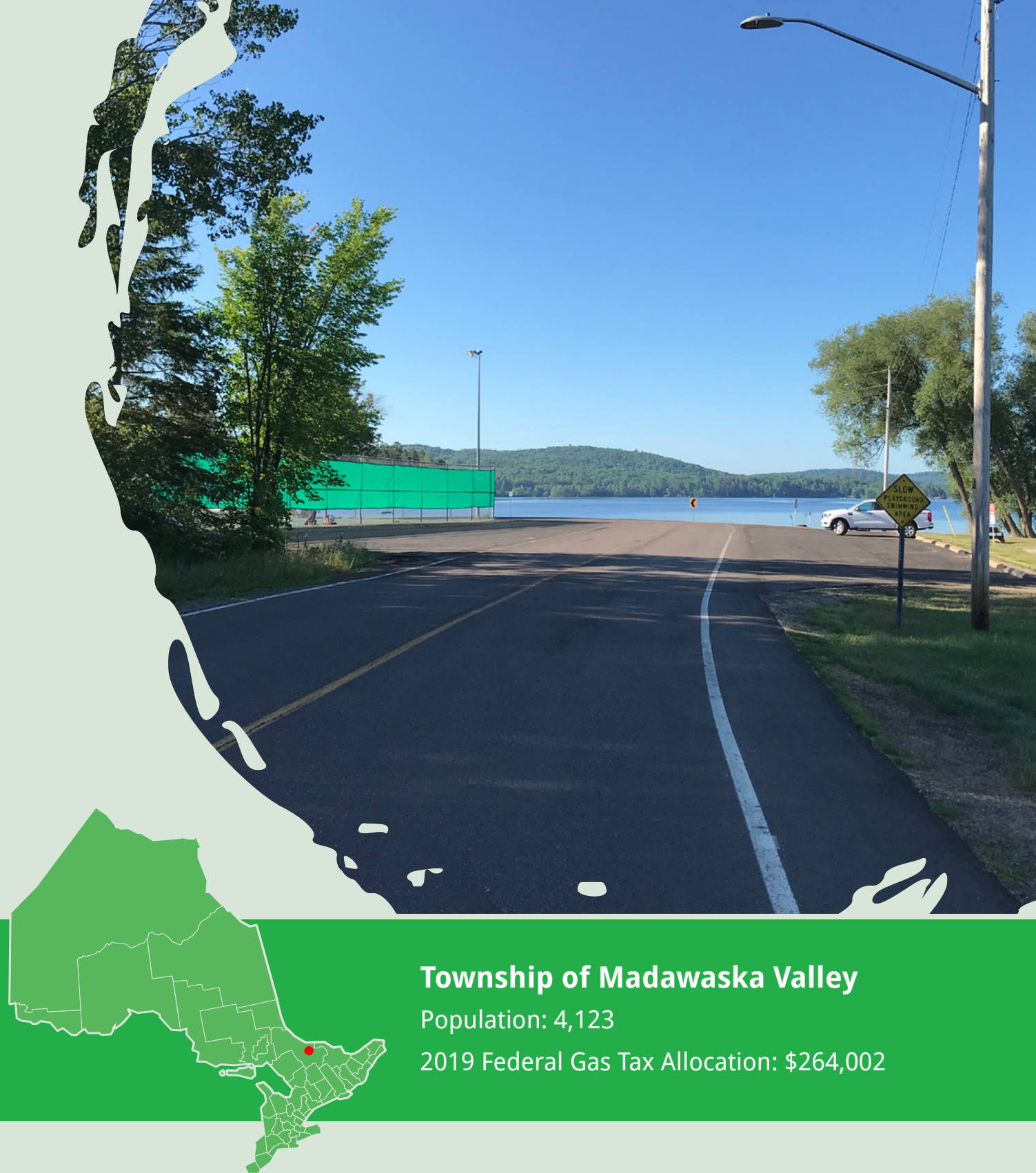
**Region of Halton**  
Population: 548,435  
2019 Federal Gas Tax Allocation: \$32,913,683



# Rehabilitation of Lakeshore Drive in Madawaska Valley

The Township of Madawaska Valley invested federal Gas Tax funds in improving access to its waterfront area. Lakeshore Drive’s road surface was replaced, and landscaping around the construction area has greatly improved access to much of the community’s recreational attractions.

Families are enjoying the new outlook on their way to walking paths, the public beach, play structures in the park, and the tennis club, and the new infrastructure is further encouraging healthy, active lifestyles.



Local Roads  
and Bridges

Residents and visitors are enjoying improved access to a number of recreational waterfront attractions.

**Township of Madawaska Valley**  
Population: 4,123  
2019 Federal Gas Tax Allocation: \$264,002

# Communications: Sharing the Benefits of the Federal Gas Tax Fund

## Communications in 2019

Over a thousand local infrastructure projects across Ontario benefit from the support of the federal Gas Tax Fund every year. The Fund helps municipalities invest in the things that people rely on most and that improve the quality of life in communities – recreation centres, transit, roads and bridges, water systems and more.

Municipalities are expected to share news of the benefits of their local federal Gas Tax projects with parliament, the media, and their residents. AMO works with local governments and with Infrastructure Canada to help municipalities tell their success stories. In 2019, municipalities directed the Fund to 1,439 projects in Ontario.

AMO increasingly uses digital platforms to spread the word about the federal Gas Tax Fund and its positive impact on communities across the province. Traditional news releases also play a part, and AMO also regularly produces video profiles of various projects. AMO maintains a dedicated federal Gas Tax Fund website, [www.gastaxatwork.ca](http://www.gastaxatwork.ca), that is home to an online database of federal Gas Tax project information.

## News Releases and Media Events

Despite the move to online platforms, traditional news releases still have a role to play in spreading the word about the federal Gas Tax Fund. News releases can attract local media coverage, a useful way of communicating construction starts and completion and highlighting local project benefits. In 2019, AMO worked with Infrastructure Canada and local governments to issue news releases on project announcements and to promote the top-up of the Fund.






## Social Media

With nearly all Canadians using the internet, it's clear that the internet and social media are very effective ways to share news about the benefits of the federal Gas Tax Fund. AMO posts regular Gas Tax updates on dedicated [Twitter](#), [Instagram](#) and [YouTube](#) channels.




The [@GasTaxInOntario](#) Twitter account was more active in 2019 than in 2018, with a 20% increase in total posts, a 275% increase in video posts, and a 7% increase in published links. Analytics reveal that video posts are most popular. The account also saw a 2.6% increase in followers in 2019.




**GasTaxInOntario**  
Tue 8/20/2019 2:35 pm UTC

The [@City\\_of\\_Vaughan](#)'s Civic Centre Resource Library is a captivating space that serves 20,000+ people each month. It's a




Association of  
Municipalities Ontario

gasatwork.ca





Total Engagements	135
Likes	18
@Replies	1
Retweets	10
Post Link Clicks	-
Other Post Clicks	106
Other Engagements	0




**GasTaxInOntario**  
Wed 3/20/2019 3:19 pm UTC

[#YourBudget2019](#) includes a one-time \$2.2 billion top-up to the [#federalGTF](#)! Ontario's share is around \$820 million. Municipalities





4 items

Total Engagements	105
Likes	10
@Replies	2
Retweets	9
Post Link Clicks	4
Other Post Clicks	80
Other Engagements	0



**GasTaxInOntario**  
Thu 7/18/2019 3:59 pm UTC

This week [@AMOPolicy](#) transferred almost \$1 billion in federal Gas Tax funding to [#Ontario](#) municipalities. The [#FederalGTF](#)



4 items

Total Engagements	86
Likes	11
@Replies	0
Retweets	3
Post Link Clicks	7
Other Post Clicks	65
Other Engagements	0



In 2019, AMO launched an Instagram account to showcase the federal Gas Tax in Ontario. While this is still a relatively new account, statistics show that videos shared on the [@federalgastaxontario](#) account are often more popular than photos.





## Videos

Video is an extremely effective way to promote a message, with social media users often unwilling to dedicate time to reading reports or articles. AMO produces video profiles of projects funded by the federal Gas Tax Fund. These are hosted on [YouTube](#), and can also be embedded directly on [Twitter](#) and [Instagram](#), as well as shared with municipalities for use on their own online platforms. The videos are also included in project profile articles hosted on the [www.gastaxatwork.ca](http://www.gastaxatwork.ca) website.

AMO produced five Gas Tax videos in 2019.

- Central Huron's New Storm Drain
- Vaughan's Civic Centre Resource Library
- Brampton's Investment in Public Transit
- North Perth's Steve Kerr Memorial Complex
- 2019 Gas Tax Awards

The videos were viewed 814 times directly on YouTube. On Twitter, the videos were viewed 4,081 times in total.



## Gas Tax At Work

AMO's dedicated [Gas Tax At Work](#) website features a mapping tool with information about exactly where and how the Fund is invested in Ontario's communities. In 2018, AMO began working on a complete website overhaul, including updating the mapping tool and giving the site an entirely new look and feel. The new site launched in spring 2019, and includes regular updates in the form of project profiles, a blog, and news releases.

The website also hosts Annual Reports and a large amount of useful information on the Fund. After launching in the spring, the website attracted 13,500 views up to the end of 2019.

## Education

As an administrator of the Fund, AMO works directly with municipal governments to ensure that reporting and other requirements are met. AMO communicates program information through email, the WatchFile (AMO's weekly e-newsletter), at municipal education forums, by producing informational videos and through social media. Program information is always available on AMO's federal Gas Tax website, [www.gastaxatwork.ca](http://www.gastaxatwork.ca) and our online reporting system includes detailed instructions.

AMO delivered a workshop on asset management and provided an update on the Fund at the 2019 AMO Conference in Ottawa, a gathering of roughly 2,400 municipal elected officials and staff. The workshop focused on the role of asset management as a decision-making tool for councils to help with identifying infrastructure priorities. Information about the federal Gas Tax Fund was also presented at the Municipal Finance Officers' Association (MFOA) and the Rural Ontario Municipal Administrators (ROMA) conferences in 2019.





# Broadband Infrastructure Installation in Pickering

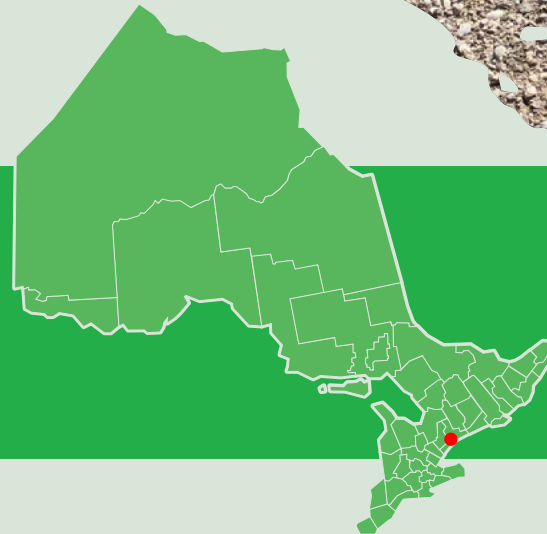
The City of Pickering invested federal Gas Tax funds in providing broadband infrastructure for a new business and housing development, Seaton Lands. Conduit and fiber optic cable was laid along the road as part of the work.

More than 300 households in the new development benefited from the broadband investment, with almost 10,000 more homes due to be built on the site by 2023. These new homes will also benefit from this project, as will commercial and business properties included in the plans for part of Seaton Lands.



Broadband  
Connectivity

Businesses and thousands of homes will benefit from investment in broadband infrastructure.



## City of Pickering

Population: 91,771

2019 Federal Gas Tax Allocation: \$5,662,465



# Installation of a Rink Cover in The North Shore

The Township of The North Shore’s outdoor ice rink was built in the early 1990s, but had become difficult to maintain in the changing seasons. As well as problems with the ice surface, the change room facilities were in need of upgrades.

The new ice rink cover has made the ice surface easier to manage, and has allowed the area to be used in the summer for a range of activities including roller skating, markets and fairs. The top-up fund allowed for new energy-efficient LED lighting to be installed, improving energy efficiency at the facility. And the change rooms also now benefit from better insulation, heating and lighting.



Recreation

A new rink cover has improved a well-used facility and made it suitable for additional events.



## Township of The North Shore

Population: 497

2019 Federal Gas Tax Allocation: \$63,182

## Gas Tax Awards

The AMO Federal Gas Tax Awards celebrate projects that demonstrate excellence in the use of the federal Gas Tax Fund and honour the communities that administer them. Between 2008 – when the Awards were established – and 2019, 29 municipalities received an award or honourable mention, representing communities of all sizes across Ontario. Applicants are evaluated by AMO’s Awards Committee, which considers the extent to which projects:

**Advance national objectives** - by boosting productivity and economic growth, promoting a cleaner environment, or strengthening the community;

**Support long-term planning** – by building capacity for planning and asset management, addressing long-term needs, or generating long-lasting benefits;

**Address local needs** – by creating wide-ranging community benefits that meet the diverse needs of multiple residents and businesses; and

**Demonstrate excellence** – in design or execution, by adopting an innovating, efficient or effective approach to address local needs and achieve outcomes.





## Region of Niagara's Trunk Sewer Rehabilitation

At the AMO Conference in August 2020 – held online for the first time due to the COVID-19 pandemic – AMO Past President Jamie McGarvey announced Niagara Region as the Gas Tax Award winner. The Hon. Catherine McKenna, Canada's Minister of Infrastructure and Communities, also recognized the project's innovation in her address to the Conference.

Niagara Region used an innovative engineering approach when replacing 2,300 m of trunk sanitary sewer in the City of Niagara Falls. Faced with a report that recommended immediate rehabilitation of the sewer, the Region was determined to keep costs down while minimizing disruption and any risk to the environment.

Federal Gas Tax funding was invested in the project, which utilized a trenchless method over the traditional open cut construction method, because of the overwhelming social, economic, environmental, and cost-savings benefits of using this technology. Thanks to this approach, the City's tourism sector was largely unaffected and the risk of sewage spills and flooding was avoided.

The project was featured in a [video](#) unveiled at the Gas Tax Awards ceremony, as part of the AMO Annual Conference.



AMO's annual Gas Tax Award is such a wonderful way to showcase the great work being done across the province. It really highlights the value and the impact of the federal Gas Tax Fund. Congratulations to this year's winner, Niagara Region. You combined innovation and environmentally-friendly engineering and supported long-term planning with your sewer pipeline project. And you did a great job keeping the impact on the busy Niagara Falls tourism sector minimal. Very impressive work.

*The Hon. Catherine McKenna, Canada's Minister of Infrastructure and Communities*

Since 2008 we have recognized projects that demonstrate excellence in the use of federal Gas Tax funds. This year, we had a dozen entries from all over the province, from municipalities both large and small. I know that the committee had a hard time choosing the winner. Congratulations to Niagara Region on their success.

*Jamie McGarvey, AMO Past President*

It's great to get recognition for the innovation that went into this project. The federal Gas Tax Fund played a very big role in making this happen.

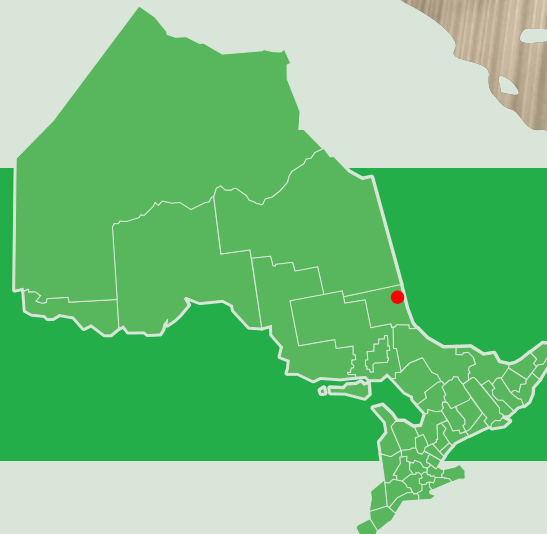
*Jim Bradley, Regional Chair  
Niagara Region*



# Energy-Saving Retrofits in Harris

The Township of Harris invested federal Gas Tax funds in a project that has increased energy efficiency in a key building in the community. The Township’s municipal hall is now fitted with a new, energy-efficient furnace.

Also, the energy-efficient upgrades extended to the municipal hall’s garage, where upgraded insulation was installed and old wooden doors were replaced with modern alternatives. These upgrades have resulted in a reduction of approximately 40% in annual energy used to heat the Hall, benefiting the environment and allowing the Township to reduce their operating costs.



Community  
Energy Systems

Annual energy costs have been reduced by 40% at a key municipal building following upgrade work.

## Township of Harris

Population: 545

2019 Federal Gas Tax Allocation: \$67,003

# Risk Management and Compliance

## AMO's Risk Management Framework

The *Administrative Agreement* establishes terms and conditions on the use of federal Gas Tax funds. AMO uses a risk-based approach that minimizes municipal administrative costs and recognizes municipalities as a mature order of government to monitor compliance with these requirements. The approach is defined by AMO's risk management framework.

The framework combines policies, plans, processes and education. These components collectively state AMO's goals and objectives pertaining to risk management, describe responsibilities and procedures for managing risk, and guide the development of training materials for municipal staff managing federal Gas Tax funds. The framework is reviewed annually. Components evolve as the framework matures.

## Assessing Risk

Municipalities complete a questionnaire when reporting their use of federal Gas Tax funds to AMO. The questionnaire asks if specific financial policies and standard operating procedures relevant to administration of the Fund have been implemented. Sample policies and procedures are available to municipalities through AMO's online federal Gas Tax reporting tool. Responses to the risk management questionnaire are used to assess compliance risks and target AMO's efforts to manage risks. See [Part II](#) of this report for a copy of the 2019 questionnaire.

## Monitoring Compliance

At least 10% of municipalities receiving federal Gas Tax funds through AMO are selected each year for a compliance audit. Municipalities are randomly selected by AMO's auditor, BDO Canada LLP, in accordance with established selection criteria. Audits are completed by BDO Canada LLP or Baker Tilly KDN LLP.

Compliance audits confirm that terms and conditions on municipalities' use of federal Gas Tax funds, as set out in the *Municipal Funding Agreement*, are met. Auditors additionally attest to the accuracy of responses to the questionnaire described above. Summaries of the compliance audits completed for the 44 municipalities selected in 2019 are available in [Part II](#) of this report.

## AMO's Compliance Audit

The *Administrative Agreement* also establishes terms and conditions for AMO's administration of the Fund. A compliance audit is conducted each year to confirm that AMO has fulfilled these requirements.

The compliance audit for the year ending December 31, 2019 was completed by BDO Canada LLP. The audit confirms that AMO has complied with terms and conditions set out in the *Administrative Agreement*. A copy of the audit is included in [Part II](#) of this report.



# Runway Rehabilitation in North Bay

YYB North Bay Jack Garland Airport is an important regional economic development asset and important logistical and engineering support hub that requires reliable and consistent air service.

The City of North Bay invested federal Gas Tax funds in the rehabilitation of the 4,500 foot crosswind runway, which will help retain existing agreements with carriers while also allowing for future expansion. The airport attracts industrial and commercial investments to the region and also serves routes to winter vacation destinations.



Regional and Local Airports

Existing agreements with key airline carriers have been secured thanks to the rehabilitation of a runway.



**City of North Bay**  
Population: 51,553  
2019 Federal Gas Tax Allocation: \$6,609,171

# Arena Roof Surface Replacement in Wellesley

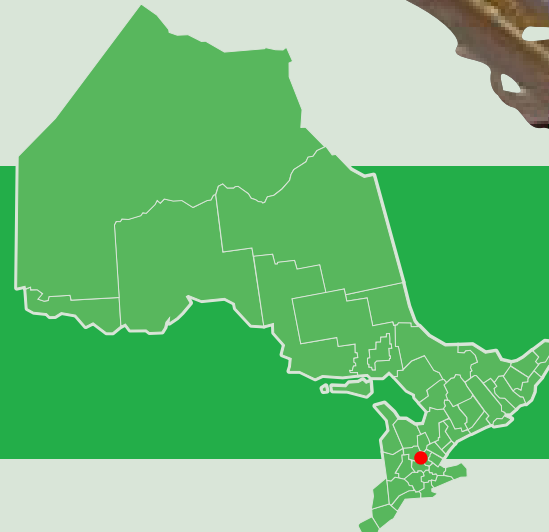
Wellesley Arena in the Township of Wellesley is a busy community facility, home to an ice rink, fitness centre, skate park, meeting rooms and more. The arena is more than 40 years old and has had ongoing problems with its roof. Federal Gas Tax funding was invested in replacing the roof, including coating and removal of interior low-e ceiling and insulation.

If this work was not done, Council would have had to close the facility due to structural concerns identified by two independent engineering firms. The roof was leaking and the weight of the insulation, which was by now absorbing large amounts of water, was deemed a hazard.



Recreation

The life of a busy community asset has been extended thanks to vital improvements to its roof.



## Township of Wellesley

Population: 11,260















2019 Federal Gas Tax Allocation: \$689,160



# Appendix A: Project Results Reported in 2019

## Investment in Completed Projects

Municipalities completed 847 infrastructure projects in 2019. The table below illustrates the distribution of these projects – and the funds that supported them – across project categories.<sup>14</sup>

Project Category	Completed Projects	Cumulative Federal Gas Tax Investment	Cumulative Project Costs
 Broadband Connectivity	3	\$ 2,250,711	\$ 2,880,437
 Brownfield Redevelopment	1	541,290	5,000,000
 Community Energy Systems	43	21,074,659	48,142,294
 Culture	13	6,909,619	26,419,001
 Disaster Mitigation	4	456,647	2,913,100
 Local Roads and Bridges	620	476,075,542	949,759,128
 Public Transit	24	492,408,375	2,771,758,205
 Recreation	41	13,027,739	26,627,857
 Regional and Local Airports	5	4,372,310	11,344,412
 Solid Waste	7	19,457,286	25,650,803
 Sports	4	898,035	1,580,834
 Tourism	3	1,415,168	2,196,663
 Wastewater	35	35,210,967	84,780,011
 Water	44	28,471,734	92,709,184
<b>Total</b>	<b>847</b>	<b>\$ 1,102,570,081</b>	<b>\$ 4,051,761,927</b>

<sup>14</sup> Cumulative federal Gas Tax investment is shown to the end of December 31, 2019 – but financing is ongoing for 54 of the 847 projects that completed construction in 2019.

<sup>15</sup> Quantitative results were not available for 44 of the 847 infrastructure projects that completed construction in 2019.



## Project Results

Municipalities report results achieved by infrastructure projects supported by the federal Gas Tax Fund when construction is completed. Results achieved by the 847 infrastructure projects that completed construction in 2019 are described in the tables below.<sup>15</sup>



Broadband Connectivity	Projects	Total
Number of businesses positively affected	2	2,011
Number of households with improved broadband access (≥10 Mbps)	2	7,590



Brownfield Redevelopment	Projects	Total
Area remediated, decontaminated or redeveloped (ha)	1	5,524
Volume of contaminated soil removed (m³)	1	5,260



Community Energy Systems	Projects	Total
Number of buildings retrofitted	25	83
Number of buildings built with energy-efficient materials or systems	1	1
Number of LED street lights installed	4	16,126
Number of new or upgraded municipal electric vehicle charging stations	1	23
Number of new or upgraded solar power systems in municipal buildings	2	5
Increase in annual energy generation (MWh)	2	493
Reduction in annual energy consumption (GWh)	29	21
Reduction in annual fossil fuel consumption (ML)	4	153
Reduction in annual greenhouse gas emissions (tonnes of CO <sub>2</sub> e)	3	356



Culture	Projects	Total
Number of new, renovated or upgraded arts facilities	1	1
Number of new, renovated or upgraded libraries	3	3
Number of new, renovated or upgraded memorial buildings or structures	1	1
Number of renovated heritage sites or buildings	3	3
Increase in number of cultural events held annually	3	118
Increase in annual number of residents participating in cultural activities	4	25,609
Increase in annual number of visitors to the community	5	32,274
Number of businesses positively affected	7	539



Solid Waste	Projects	Total
Number of new garbage or recycling trucks	1	1
Number of new blue bins	1	417
Number of new landfill facilities	1	1
Number of rehabilitated or expanded landfill facilities	3	3
Increase in number of households participating in recycling collection	1	61
Increase in total waste collected, disposed in landfills, incinerated and diverted from landfills annually (tonnes)	1	3,531



Disaster Mitigation	Projects	Total
Reduction in area at risk of damage from natural catastrophes (ha)	4	2
Reduction in projected annual emergency response cost	2	\$45,300



Drinking Water	Projects	Total
Length of new watermain (km)	5	2
Length of rehabilitated or replaced watermain (km)	20	13
Increase in capacity of water storage tanks and reservoirs (ML)	2	33
Reduction in annual number of watermain breaks	16	125
Increase in number of properties connected to fire hydrants and/or with fire protection	5	288
Number of residents with access to new, rehabilitated or replaced water distribution pipes	22	15,290
Reduction in number of annual adverse water quality test results	3	8
Volume of drinking water treated to a higher standard (ML)	4	5,314



Public Transit	Projects	Total
Number of new conventional buses	6	387
Number of new para transit vehicles	3	22
Number of new street cars or rail cars	1	17
Number of rehabilitated, refurbished or replaced conventional buses	1	3.0
Number of rehabilitated, refurbished or replaced para transit vehicles	3	24.0
Increase in number of accessible vehicles	7	316
Increase in number of accessible transit facilities	2	145
Average increase in annual number of regular service passenger trips on conventional transit per capita	2	7
Average increase in annual revenue vehicle kilometres per capita	2	1
Decrease in average age of fleet (%)	5	9
Number of residents with improved access to transit facilities	6	1,545,960
Number of transit facilities with accessibility or service upgrades/enhancements	8	181.0
Number of transit vehicles with accessibility or service upgrades/enhancements	8	321.0



Regional and Local Airports	Projects	Total
Increase in number of annual aircraft take-offs or landings at the airport	1	300
Increase in number of annual airline passengers	1	790
Number of businesses positively affected	3	36



## Local Roads and Bridges – Roads

### Roads

	Projects	Total
Length of new paved roads and gravel roads converted to paved roads (lane-km)	35	162
Length of new unpaved roads (lane-km)	2	3
Length of rehabilitated unpaved roads (lane-km)	45	392
Length of rehabilitated or replaced paved roads (lane-km)	382	2,844
Length of roads with improved drainage (lane-km)	128	843
Increase in length of paved roads rated as good and above (lane-km)	357	2,532
Increase in length of unpaved roads rated as good and above (lane-km)	43	253
Increase in capacity of sand or salt storage sites (tonnes)	1	50
Number of intersections with advanced traffic management systems	16	36
Number of residents with access to new, rehabilitated or replaced roads	172	1,733,893
Number of residents with improved access to highways or neighbouring municipalities	94	1,029,146

### Bridges and Culverts

	Projects	Total
Number of new bridges	5	5
Number of new culverts	2	2
Number of rehabilitated or replaced bridges	43	59
Number of rehabilitated or replaced culverts	25	50
Increase in surface area of bridges with condition of the primary component rated as good and above (m²)	38	15,575
Increase in surface area of culverts with condition of the primary component rated as good and above (m²)	19	2,512
Surface area of new bridges (m²)	6	2,842
Surface area of new culverts (m²)	2	30
Surface area of rehabilitated or replaced bridges (m²)	41	20,745
Surface area of rehabilitated or replaced culverts (m²)	17	1,229
Number of residents with access to new, rehabilitated or replaced bridges	32	749,239
Number of residents with access to new, rehabilitated or replaced culverts	24	765,699

### Active Transportation

	Projects	Total
Length of new bike lanes (km)	6	9
Length of new sidewalks (km)	24	15
Length of new trails (km)	14	15
Number of new pedestrian bridges	2	4
Length of rehabilitated or replaced sidewalks (km)	23	33
Length of rehabilitated or replaced trails (km)	5	5
Number of rehabilitated or replaced pedestrian bridges	2	9
Surface area of new pedestrian bridges (m²)	2	588
Surface area of rehabilitated or replaced pedestrian bridges (m²)	1	88
Increase in surface area of pedestrian bridges with condition of the primary component rated as good and above (m²)	1	233
Number of residents with access to new, rehabilitated or replaced bike lanes, sidewalks, hiking and walking trails, and/or pedestrian bridges	45	2,596,705



## Recreation

	Projects	Total
Number of new, renovated or rehabilitated comfort stations	3	13
Number of new, renovated or rehabilitated picnic shelters	3	3
Number of new, renovated or rehabilitated playground structures	4	5
Number of new, renovated, rehabilitated or upgraded arenas	10	10
Number of new, renovated, rehabilitated or upgraded community centres	8	9
Number of new, renovated, rehabilitated or upgraded fitness facilities	1	1
Number of new, renovated, rehabilitated or upgraded sport-specific courts	1	7
Number of new, renovated or upgraded public swimming pools	4	5
Length of recreational paths or trails constructed or improved	5	3,169
Increase in annual number of visitors to the community	5	45,018
Increase in annual number of registered users	3	2,807
Capacity of new, renovated, rehabilitated or upgraded arenas	2	1,350
Capacity of new, renovated, rehabilitated or upgraded community centres	1	3,000
Number of businesses positively affected by the investment in recreational infrastructure	6	173
Number of residents who will benefit	33	2,204,848



## Sports

	Projects	Total
Increase in annual available ice/field time (h)	1	1,600
Number of businesses positively affected	1	4
Increase in annual number of visitors to the community	3	24,518
Increase in number of registered users in a year	1	150
Increase in sporting events held annually	1	10



## Tourism

	Projects	Total
Number of businesses positively affected	3	45



## Wastewater

	Projects	Total
Length of new sanitary sewers (km)	3	2
Length of new stormwater sewers (km)	8	4
Length of rehabilitated or replaced sanitary sewers (km)	9	7
Length of rehabilitated or replaced stormwater sewers (km)	16	15
Increase in reserve sewage treatment plant capacity	1	39
Change in number of residents serviced by stormwater/sanitary infrastructure	9	18,464
Reduction in energy used by treatment system per ML of wastewater treated (kWh)	2	28
Reduction in annual number of sanitary sewer backups	6	25

# Appendix B: Financial Statements



	2019	2014 – 2019
<b>Opening Balance</b>	<b>\$1,457,756</b>	
<b>Revenues</b>		
Received from Canada	\$1,297,872,568	\$4,381,248,773
Interest Earned	\$867,425	\$2,325,181
Transferred from the original program	\$0	\$16,190,205
Transfer from AMO's reserves	\$8,794,577	\$8,794,577
<b>Net</b>	<b>\$1,307,534,570</b>	<b>\$ 4,392,368,531</b>
<b>Expenditures</b>		
Transferred to Municipalities	\$(1,303,427,490)	\$(4,387,631,660)
Administration Costs	\$(3,239,655)	\$(18,601,895)
<b>Net</b>	<b>\$(1,306,667,145)</b>	<b>\$(4,406,233,555)</b>
<b>Closing Balance</b>	<b>\$2,325,181</b>	

## Ultimate Recipients

	2019	2014 – 2019
<b>Opening Balance</b>	<b>\$831,512,032</b>	
<b>Revenues</b>		
Allocations Received from AMO	\$1,303,427,490	\$4,387,133,498
Proceeds from the Disposal of Assets	\$65,000	\$266,488
Interest Earned	\$24,894,759	\$94,509,660
<b>Net</b>	<b>\$1,328,387,249</b>	<b>\$4,481,909,646</b>
<b>Transfers</b>		
In	\$79,792,243	\$271,840,393
Out	\$(79,792,243)	\$(271,840,393)
<b>Net</b>	<b>-</b>	<b>-</b>
<b>Expenditures<sup>16</sup></b>		
Broadband Connectivity	\$(2,362,898)	\$(2,388,762)
Brownfield Redevelopment	-	\$(5,697,411)
Capacity-Building	\$(5,081,371)	\$(43,726,929)
Community Energy Systems	\$(19,590,152)	\$(112,055,281)
Culture	\$(9,323,483)	\$(15,091,482)
Disaster Mitigation	\$(4,797,575)	\$(9,465,735)
Drinking Water	\$(20,213,223)	\$(99,279,607)
Local Roads and Bridges	\$(445,896,310)	\$(2,306,936,038)
Public Transit	\$(196,482,204)	\$(770,153,820)
Recreation	\$(23,585,450)	\$(82,916,208)
Regional and Local Airports	\$(2,442,311)	\$(5,769,810)
Short-line Rail	-	\$(215,000)
Short-sea Shipping	-	-
Solid Waste	\$(31,945,099)	\$(144,381,937)
Sports	\$(709,073)	\$(3,002,893)
Tourism	\$(834,682)	\$(2,225,263)
Wastewater	\$(20,616,907)	\$(193,665,845)
<b>Net</b>	<b>\$(783,880,738)</b>	<b>\$(3,796,972,022)</b>
<b>Closing Balance</b>	<b>\$1,376,018,543</b>	

<sup>16</sup> Financial information shown in this table was compiled from annual reports submitted to AMO by municipal staff. All but three communities had submitted an annual report to AMO by the time of compilation (August 21, 2020).



**Association of Municipalities of Ontario (AMO)**

200 University Ave., Suite 801, Toronto, ON M5H 3C6

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Toll-free in Ontario:	1-877-4-AMO-LAS (1-877-426-6527)
E-mail:	<a href="mailto:gastax@amo.on.ca">gastax@amo.on.ca</a>
Twitter:	@GasTaxinOntario
Instagram:	@federalgastaxontario
Linkedin:	The Federal Gas Tax Fund in Ontario
Websites:	<a href="http://www.amo.on.ca">www.amo.on.ca</a>
	<a href="http://www.GasTaxAtWork.ca">www.GasTaxAtWork.ca</a>
	<a href="http://www.infrastructure.gc.ca">www.infrastructure.gc.ca</a>

Part I and II of this report can be downloaded at AMO's website.





The Corporation of the  
**TOWNSHIP OF BALDWIN**

P.O. Box 7095, 11 Spooner Street  
MCKERROW, ONTARIO P0P 1M0  
TEL: (705) 869-0225 FAX: (705) 869-5049  
CLERK: Karin Bates – karin@baldwin.ca

MOVED BY: Ray Maltais

DATE: September 14, 2020

SECONDED BY: J. Boucher

MOTION NO.: 20- 61

**NOW THEREFORE BE IT RESOLVED THAT:** Council support Resolution 246-20 from the Corporation of the Municipality of Mississippi Mills pertaining to "Rural Broadband".

Carried ✓ Defeated \_\_\_\_\_ Mayor [Signature]

RECORDED VOTE	FOR	AGAINST
Vern Gorham		
David Fairbairn		
Jo-Anne Boucher		
Ray Maltais		



**CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

3131 OLD PERTH ROAD • PO BOX 400 • RR 2 • ALMONTE ON • K0A 1A0

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WEBSITE: [www.mississippimills.ca](http://www.mississippimills.ca)

**VIA E-MAIL**

June 19, 2020

Hon. Doug Ford  
Premier of Ontario  
[doug.fordco@pc.ola.org](mailto:doug.fordco@pc.ola.org)

**Bylaws & Resolutions**

2

Hon. Steve Clark  
Minister of Municipal Affairs and Housing  
[minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)

Hon. Vic Fedeli  
Minister of Economic Development, Job Creation and Trade  
[MEDJCT.Minister@ontario.ca](mailto:MEDJCT.Minister@ontario.ca)

Hon. Lisa MacLeod  
Minister of Heritage, Sport, Tourism and Culture Industries  
[Minister.MacLeod@ontario.ca](mailto:Minister.MacLeod@ontario.ca)

Hon. Stephen Lecce  
Minister of Education  
[minister.edu@ontario.ca](mailto:minister.edu@ontario.ca)

Hon. Laurie Scott  
Minister of Infrastructure  
[laurie.scottco@pc.ola.org](mailto:laurie.scottco@pc.ola.org)

Dear Premier and Ministers,

**RE: Support for Rural Broadband**

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On behalf of the Council of the Corporation of the Municipality of Mississippi Mills, this is to advise you that the following resolution was adopted by Council at its meeting held on June 16, 2020.

**Resolution No. 246-20**  
**Moved by Councillor Maydan**  
**Seconded by Councillor Dalgity**

**WHEREAS** in December 2016 the Canadian Radio-television and Telecommunications Commission declared broadband internet an essential service for Canadians;

**AND WHEREAS** access to internet in many rural communities in Ontario is limited or non-existent;

**AND WHEREAS** current broadband investment projects across Ontario will still leave many residents unserved;

**AND WHEREAS** the COVID-19 pandemic has underscored the digital divide leaving many rural residents unable to participate in e-commerce, online schooling, are unable to move businesses online or access healthcare and other services online;

**AND WHEREAS** communities and municipalities are developing economic recovery plans;

**AND WHEREAS** there may be potential federal and provincial funding for shovel-ready infrastructure programs to kick-start the economy;

**THEREFORE BE IT RESOLVED THAT** the Municipality of Mississippi Mills calls on the provincial and federal governments to include rural broadband investment as part of the economic recovery shovel-ready projects for municipalities;

**AND THAT** Council direct staff to circulate this resolution to the Prime Minister of Canada; the Federal Minister of Rural Economic Development; the Federal Minister of Innovation, Science and Industry; the Federal Minister of Economic Development; the Minister of Infrastructure and Communities; the Federal Minister of Health; the Premier of Ontario; the Minister of Municipal Affairs; the Minister of Economic Development, Job Creation and Trade; the Minister of Heritage, Sport, Tourism and Culture Industries; the Minister of Education; the Minister of Infrastructure; and all Ontario Municipalities; the Association of Rural Municipalities of Ontario; the Association of Municipalities of Ontario and The Federation of Canadian Municipalities.

**CARRIED**

Should you have any questions please feel free to follow up with our office directly at 613-256-2064 or [jharfield@mississippimills.ca](mailto:jharfield@mississippimills.ca)

Kind Regards,

  
Jeanne Harfield  
Clerk

**Solicitor General**

Office of the Solicitor General

25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416 325-0408  
MCSCS.Feedback@Ontario.ca

**Solliciteur général**

Bureau de la sollicitrice générale

25, rue Grosvenor, 18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél.: 416 325-0408  
MCSCS.Feedback@Ontario.ca

Info List # 11-20  
Item #6



132-2020-3484

**By email**

October 2, 2020

Dear Head of Council:

The Ministry of the Solicitor General is committed to keeping communities across Ontario safe, supported and protected. I would like to take this opportunity to share some information with your municipality regarding the anti-racism initiatives of my ministry and the Anti-Racism Directorate (ARD), the regulatory work being done to bring the *Community Safety and Policing Act, 2019*, into force, new police oversight measures, police training as it relates to de-escalation, mental health and diverse communities, mental health and addictions initiatives and investments, Community Safety and Well-Being (CSWB) Planning and police-hospital transition protocol.

**Anti-Racism**

Our government has zero tolerance for hate, racism or discrimination in all its forms. We share a responsibility to speak out and act against racism and hate and build a stronger society. Our government is committed to addressing racism and building a stronger, more inclusive province for us all.

I am proud to be the minister responsible for Ontario's Anti-Racism Directorate (ARD), which leads strategic initiatives to advance anti-racism work across government with a plan that is grounded in evidence and research. Through the ARD, the government continues to invest in community-led research, public education and awareness initiatives. This includes investments to the Canadian Mental Health Association (CMHA) Ontario to undertake research that seeks to identify key mental health issues impacting survivors of victims of homicide violence in Ontario.

**Community Safety and Policing Act, 2019**

Our government is also committed to addressing racism at a systemic level through the regulatory framework under the *Anti-Racism Act, 2017*, and through the work we are doing to bring the *Community Safety and Policing Act, 2019*, into force. As we work to develop regulations under the *Community Safety and Policing Act, 2019*, we will continue to engage racialized groups, including Black, South Asian, First Nation, Inuit and Métis organizations. We are committed to ensuring that Ontario's communities are well supported and protected by law enforcement and that all interactions between members of the public and police personnel are conducted without bias or discrimination, and in a manner that promotes public confidence and keeps our communities safe.

.../2

The *Community Safety and Policing Act, 2019*, which is part of the *Comprehensive Ontario Police Services Act, 2019*, provides policing and police oversight legislation. Once in force, the *Community Safety and Policing Act, 2019*, will address a number of recommendations made by Justice Michael H. Tulloch, including:

- Mandatory training for all police service board members, the Inspector General, inspectors, police officers and special constables on human rights, systemic racism as well as training that promotes the diverse, multiracial and multicultural character of Ontario society and the rights and cultures of First Nation, Inuit and Métis Peoples;
- The requirement for each municipality that maintains a municipal board to prepare and publish a diversity plan to ensure members of the board are representative of the diversity of the population of the municipality;
- Not releasing the names of officials and witnesses in SIU investigations;
- Ensuring information made available to the public about an SIU investigation helps them understand the decision made by the SIU director; and
- Ensuring the SIU continues to publish investigative reports on its website.

#### New Measures for Police Oversight

##### *Inspector General of Policing*

The *Community Safety and Policing Act, 2019*, will establish an Inspector General (IG) of Policing who will be required to monitor and conduct inspections related to compliance with the Act and regulations. The IG will work with policing entities to ensure consistent application of policing across the province by measuring compliance with prescribed standards.

Key functions of the IG include:

- Consulting with, advising, monitoring and conducting inspections of police service boards, Ontario Provincial Police (OPP) detachment boards, First Nation OPP boards, OPP Advisory Council, chiefs of police, special constable employers, police services and other policing providers regarding compliance with the Act and regulations.
- Receiving and investigating, if warranted, public complaints about members of police service boards, OPP detachment boards, First Nation OPP boards and the OPP Advisory Council regarding misconduct and policing complaints regarding the provision of adequate and effective policing, failure to comply with the Act and regulations, and policies and procedures.
- Reporting inspection findings, issuing directions to remedy or prevent non-compliance with the Act and imposing measures if the direction is not complied with, or, reprimanding, suspending or removing a board member if board member misconduct is identified.
- Conducting analysis regarding compliance with the Act and regulations.
- Reporting on the activities of the IG annually, including inspections conducted, complaints dealt with, directions issued and measures imposed; and compliance with the Act and regulations.

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The Act also gives the IG and its inspectors the right to access closed police service board meetings.

#### *Law Enforcement Complaints Agency*

The *Community Safety and Policing Act, 2019* will continue the office of the Independent Police Review Director as the Law Enforcement Complaints Agency (LECA), headed by the Complaints Director.

The LECA will receive and screen complaints from the public about the conduct of police officers. In addition, the LECA will have the authority to initiate an investigation in the absence of a public complaint if, in the Complaints Director's opinion, it is in the public interest to do so.

The Complaints Director may also undertake reviews of issues of a systemic nature that have been the subject of public complaints or investigations, or that may contribute or otherwise be related to misconduct.

#### *The Special Investigations Unit*

The *Special Investigations Unit Act, 2019*, (SIU Act), once in force, will set out a new legal framework for the SIU. The SIU Act will focus and clarify the mandate of the SIU to better ensure more timely, efficient, reasonable and transparent investigations. Key changes contained in the Act will focus the SIU's investigative resources where they are needed most – on criminal activity.

The Ministry of the Attorney General will continue to consult with law enforcement, community organizations and advocates to ensure their input is incorporated into the development of regulations under the SIU Act.

#### Police Training

Training is developed and delivered in a manner that reinforces principles of fairness, equity and compliance with the Ontario *Human Rights Code* and *Canadian Charter of Rights and Freedoms*.

All Basic Constable Training (BCT) recruits undergo diversity-focused training designed to improve their ability to engage with the public and respond to victims of crime. This training focuses on improving recruits' understanding of the experiences of, and systemic barriers faced by, diverse communities, including racialized, Indigenous, First Nations and Metis, and Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning and Two-Spirited (LGBTQ2S) people.

Diversity and anti-racism training includes:

- Human rights framework for policing;
- Equity and inclusion;
- Harassment and discrimination;

- Defining police professional;
- Collection of Identifying Information in Certain Circumstances regulation;
- History of profiling in policing and the impact of racial profiling on the community;
- Profiling practices and the mindset behind it;
- Stereotyping;
- Bias free policing – racial profiling vs. criminal profiling;
- Hate crimes and bias incidents of a non-criminal nature; and
- Practical skills scenario that reinforces academic learning on hate crimes.

Training on Indigenous issues includes:

- Indigenous culture;
- Residential schools;
- Land claims and treaties;
- First Nations Policing;
- Cultural appropriation;
- Cultural practices; and
- Practical skills scenario that reinforces academic learning on Indigenous issues.

The Serving with Pride organization attends each intake to deliver a presentation to all recruits entitled “LGBTQ2S 101” which covers a number of issues related to the LGBTQ2S communities including historical events, current and appropriate terminology, gender expression, gender identity and other topics.

In addition to the standalone sessions, the above noted issues are interwoven and reinforced throughout the BCT program. For example, recruits are taught to respond to victims in a trauma-informed manner for all victims of crime acknowledging potentially vulnerable groups.

#### *De-escalation and Mental Health Crisis Response Training*

The Ontario Police College’s current de-escalation training emphasizes communication techniques such as establishing rapport, threat management and conflict resolution and mediation.

The training specifically addresses scenarios in which police interact with people in crisis with a goal of resolving conflicts in a manner that protects the safety of the public, the person in crisis and police officers. Officers must also undertake follow-up training every 12 months. Police services are also encouraged to have policies and procedures in place as set out in the “Use of Force” Guideline. This includes procedures for impact weapons, aerosol weapons, conducted energy weapons, firearms and use of force reporting.

Training on the BCT program is reviewed and updated to reflect the most current information after every BCT intake.

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Once in force, the *Community Safety and Policing Act, 2019*, will require all police officers, special constables and board members to successfully complete training related to human rights, systemic racism and the rights and cultures of Indigenous Peoples. This training will also be required for the new Inspector General of Policing, its inspectors, the Complaints Director at LECA and LECA investigators. This is part of the government's commitment to ensure that all interactions are conducted without bias or discrimination, and in a manner that promotes public confidence and keeps communities safe.

### Mental Health and Addictions Initiatives and Investments

#### *Dedicated Funding for Mental Health and Addictions Programs*

Ontario's community mental health services include:

- assertive community treatment teams, case management, crisis intervention, early psychosis intervention, eating disorders programs, vocational programs, supportive housing and consumer/survivor initiatives, peer supports and other programs; and
- initiatives to keep people with serious mental health issues out of the criminal justice system which include, but are not limited to, court support and diversion, crisis intervention and safe beds.

In July 2018, Ontario announced its commitment to invest \$3.8 billion over 10 years, with the support of the Government of Canada, to develop and implement a comprehensive and connected mental health and addictions strategy. This includes \$174 million for mental health and addictions programs in 2019-20. As part of the \$174 million commitment of funds to support mental health and addictions in 2019-20, my ministry partnered with the Ministry of Health to announce \$18.3 million in new funding to support those affected by mental health and addictions challenges in the justice sector.

Specifically, in 2019-20, the Ministry of Health provided funding for an integrated set of mobile crisis services that assist in the de-escalation and stabilization of persons in crisis and their connection to community programming and supports to address their physical and mental well-being over the longer term, in order to prevent further crises. Five teams were implemented in 2019-20 with \$6.95 million of the \$174 million in new, annualized funding to develop and enhance mobile crisis services. Mobile crisis services partner police with community mental health organizations to respond to persons in mental health and addictions (MHA) crises and determine if the crisis:

- can be de-escalated and resolved at the scene;
- warrants further psychiatric attention at hospital emergency rooms; or
- requires short-term community stabilization and reintegration.

Part of the \$18.3 million in new funding also includes \$2.5 million for various programs run by the ministry, one of which includes de-escalation training.

### *Ministry of the Solicitor General Grant Programs*

Apart from the dedicated funding for mental health and addictions programs highlighted above, the ministry also offers a number of grant programs that are primarily available to police services, working in collaboration with municipal and community partners, to support local Community Safety and Well-Being (CSWB) initiatives, including mental health-related programs. For example, under the 2019-20 to 2021-22 Community Safety and Policing Grant local and provincial priorities funding streams, the ministry is providing funding to 27 police services/boards for projects involving an integrated response between police and a mental health worker to respond to situations of crisis (e.g., Mobile Crisis Response Teams).

### Community Safety and Well-Being Planning

The ministry developed the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet, which includes the CSWB Planning Framework and a toolkit of practical guidance documents to assist municipalities, First Nations and their community partners as they engage in the CSWB planning process. The Framework encourages communities to work with various partners across sectors to proactively identify and address local priority risks in the community before they escalate and result in situations of crisis (e.g., crime, victimization or suicide). This involves reducing the number of incidents that require enforcement by shifting to more proactive, preventative programs and strategies that improve the social determinants of health (e.g., education, housing, mental health).

In support of this work, effective January 1, 2019, the government mandated municipalities lead the development of CSWB plans which identify and address local priority risks to safety and well-being, working in partnership with police services/boards and various other sectors, including health/mental health, education, community/social services and children/youth services.

Complementary to the Framework, a Situation Table is one type of multi-sectoral risk intervention model that is being implemented across our province.

The ministry also offers the Risk-driven Tracking Database (RTD), which allows for the collection of risk-based data and helps to inform the CSWB planning process, free of charge to communities across Ontario that are engaged in multi-sectoral risk intervention models, such as Situation Tables. As of June 2020, 60 sites have been on-boarded to the RTD and any communities who are interested in being on-boarded to the RTD is encouraged to contact the ministry.

.../7

Police-Hospital Transition Protocol

Additionally, to improve front-line response to persons experiencing a mental health or addictions-related crisis, my ministry partnered with the Ministry of Health to support the Provincial Human Services and Justice Coordinating Committee and CMHA of Ontario to develop a framework for local police emergency room transition protocols for persons apprehended under the *Mental Health Act*.

On June 3, 2019, the Ministry of the Solicitor General and the Ministry of Health jointly endorsed the release of [Improving Police-Hospital Transitions: A Framework for Ontario](#), as well as the supporting toolkit, *Tools for Developing Police-Hospital Transition Protocols in Ontario*. The purpose of the framework and toolkit is to assist police services and hospitals with developing joint emergency department transition protocols, which are responsive to unique local needs, in order to ensure the seamless transfer of care for persons in a mental health or addictions crisis brought to a hospital by police officers.

I hope you find this information useful and I appreciate your municipality's support during this time of uncertainty.

Sincerely,



Sylvia Jones  
Solicitor General  
Minister Responsible for Anti-Racism

c: Chief Administrative Officers

Municipal Clerks





COUNTY OF

KIM COURTS  
DEPUTY CLERK  
T 519.837.2600 x 2930  
F 519.837.1909  
E kimc@wellington.ca

74 WOOLWICH STREET  
GUELPH, ONTARIO  
N1H 3T9

October 2, 2020

Sent via email to all Ontario Municipal Clerks

Dear Municipal Clerks,

At its meeting held September 24, 2020, Wellington County Council approved the following recommendation from the Administration, Finance and Human Resources Committee:

**WHEREAS previous assessment methodologies for aggregate resource properties valued areas that were used for aggregate resources or gravel pits at industrial land rates on a per acre basis of the total site and such properties were formally classified and taxed as industrial lands; and**

**WHEREAS Wellington County Council supports a fair and equitable assessment system for all aggregate resource properties; and**

**WHEREAS the Municipal Property Assessment Corporation determined, with the participation only of the Ontario Stone, Sand and Gravel Association, revised criteria for assessing aggregate resource properties; and**

**WHEREAS Wellington County Council has concerns that the revised criteria does not fairly assess the current value of the aggregate resource properties.**

**NOW THEREFORE BE IT RESOLVED:**

**(a) That Wellington County Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties; and**

**(b) That Wellington County Council believes there is a need to review the current assessment scheme for aggregate resource properties to address the inequity of property values; and**

**(c) That Wellington County Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value; and**

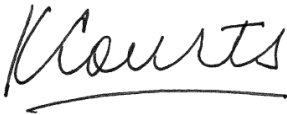
**(d) That Wellington County Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).**

Please find the Aggregate Resource Property Valuation and Advocacy report and Municipal Resolution enclosed.

Wellington County Council is requesting that all Ontario municipalities adopt the Municipal Resolution and forward to Donna Bryce, Wellington County Clerk at [donnab@wellington.ca](mailto:donnab@wellington.ca) upon passing.

Should you have any questions please contact Ken DeHart, County Treasurer, at [kend@wellington.ca](mailto:kend@wellington.ca) or call 519.837.2600 ext 2920.

Sincerely,

A handwritten signature in black ink that reads "Kim Courts". The signature is written in a cursive style with a horizontal line underneath the name.

Kim Courts  
Deputy Clerk



## COMMITTEE REPORT

**To:** Chair and Members of the Administration, Finance and Human Resources Committee  
**From:** Ken DeHart, County Treasurer  
**Date:** Tuesday, September 15, 2020  
**Subject:** **Aggregate Resource Property Valuation and Advocacy Report**

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### Background:

Through the County's Assessment Base Management Policy and Programme approved in 2016; Wellington County has made significant efforts to maintain, protect and enhance the quality of the assessment roll. This includes reviewing the accuracy of individual assessments and ensuring the equitable distribution of the tax burden. The County remains a strong advocate for the accurate and equitable valuation and property tax treatment of all properties, including gravel pit and aggregate resource properties in the County and throughout Ontario.

The County has been actively pursuing fair and accurate assessment valuations for gravel pits through two streams:

1. Assessment appeals heard by the Assessment Review Board
2. Advocacy through the province on a permanent policy solution

### Assessment Appeals

The County has filed assessment appeals on all aggregate producing properties in its three southern-most municipalities, being Puslinch, Erin and Guelph/Eramosa for the 2017 to 2020 taxation years. The purpose of these appeals is to ensure that the current value assessment of these properties is captured through the existing legislation, and to deal with how those properties are classified for taxation purposes.

The effect of the current property tax valuation structure by the Municipal Property Assessment Corporation ("MPAC") unfairly sees active gravel pits incurring less property tax than many single-family homes and small businesses as a result of unduly low and inaccurate current value assessments. It also leads to properties that are located in the same areas and are similar to gravel pits receiving vastly different property valuations, which contradicts the principle of fairness and transparency underpinning our taxation system that similar properties should be treated and taxed equally. Arbitrarily classifying gravel pits as among the lowest form of farmland (Class 5) sets an artificial cap on these producers' property assessments and keeps their property taxes well below what they should be paying. In turn, residents and businesses are subsidizing the break that gravel producers are receiving.

In terms of next steps for these appeals, a settlement conference is scheduled to take place on September 16 and hearings are scheduled for the weeks of November 16 and 23.

### **Advocacy for a Permanent Policy Solution**

The County has been working with its colleagues through the Top Aggregate Producing Municipalities of Ontario (TAPMO) to raise awareness of the assessments and the inequitable treatment of these properties and ask the government to review how these properties are assessed and treated from a property tax policy perspective through the MPAC review that is currently taking place.

Through this work, TAPMO endorsed the attached municipal resolution to be shared with TAPMO municipalities for consideration at local Councils. The resolution formally asks the province to review how these properties are assessed in light of the inequitable treatment in comparison to other residential and business properties in the municipality. Several municipalities across the province have approved and forwarded this resolution to the province and local MPPs.

To be clear, the County believes MPAC's property valuation is incorrect even within the current legislation, however, the County is looking for further direction and possible legislative or regulatory changes that will eliminate future disputes. This kind of permanent policy change is in everyone's best interest to resolve this issue once and for all.

Staff recommend that the Administration, Finance and Human Resources Committee support the resolution and pass it along to County Council for approval. This is also an opportunity for the County to remind its member municipalities to review and give consideration to this resolution as well.

### **AMO Delegation Meeting**

On August 18, 2020, in collaboration with the Top Aggregate Producing Municipalities of Ontario (TAPMO), County representatives met with Stan Cho, Parliamentary Assistant to the Minister of Finance, to discuss the need to improve how aggregate properties are assessed across Ontario under an equitable valuation system. The meeting was held during the Association of Municipalities of Ontario (AMO) conference. This is where municipal and provincial policymakers come together to discuss pressing issues facing both levels of government.

Wellington County and other TAPMO members presented several policy-driven solutions to Mr. Cho that would make MPAC's property tax valuations accurate and equitable. There are many possible legislative, regulatory or policy changes that can achieve a permanent solution. These include:

- Creating a separate class for aggregate producing properties (as was done for landfills in 2015);
- Directive (or regulation) from the Minister to MPAC regarding how to assess these types of properties to reflect their true market or industrial value;
- Remove the aggregate exemption from the *Assessment Act* (as was the situation prior to 2008).

This would enable municipalities to maintain stability in local taxation levels and meet the needs of their communities. Directing MPAC on how to assess these properties based on their true market value makes common sense and will result in stability and accuracy in the assessment process. The solution to remove the exemption of aggregate in the *Assessment Act* would allow MPAC to assess the full value of the property.

**Summary**

Aggregate sites are important job creators and an increasingly critical element of public works that help to fuel steady economic growth across Ontario, especially as part of municipalities' post-pandemic recovery. Yet, under the current MPAC valuation formula, their current value assessment is inaccurate such that these sites generate significantly less revenue for municipalities and the Province than other possible uses for the same land. This costs Ontario municipalities millions of dollars in lost tax revenue every year and negatively impacts their abilities to deliver more fulsome services and programmes to residents. The current system also generates less Education property taxes which shifts even more tax burden onto homeowners and small businesses. Municipalities are therefore eager to find a solution that is fair for all involved: the municipality, taxpayers, and aggregate producers.

COVID-19 has highlighted the urgency for a policy-driven, equitable approach. Municipalities across Ontario are fighting to continue providing a high standard of services to our families and businesses who need them now more than ever. The lost tax revenue undermines our ability to enhance those services and make key infrastructure investments at a time when our residents are suffering. The County wants to be fair to aggregate producers while recognizing that they should be part of the solution in terms of helping families and businesses get back on their feet – the very people who are carrying the burden of the current MPAC system.

**Recommendation:**

That the Aggregate Resource Property Valuation and Advocacy Update Report be received for information; and

That the attached resolution be supported by County Council and sent to the Ministry of Finance.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish extending to the right.

Ken DeHart, CPA, CGA  
County Treasurer



## **SCHEDULE A – MUNICIPAL RESOLUTION**

WHEREAS previous assessment methodologies for aggregate resource properties valued areas that were used for aggregate resources or gravel pits at industrial land rates on a per acre basis of the total site and such properties were formally classified and taxed as industrial lands; and

WHEREAS Wellington County Council supports a fair and equitable assessment system for all aggregate resource properties; and

WHEREAS the Municipal Property Assessment Corporation determined, with the participation only of the Ontario Stone, Sand and Gravel Association, revised criteria for assessing aggregate resource properties; and

WHEREAS Wellington County Council has concerns that the revised criteria does not fairly assess the current value of the aggregate resource properties;

NOW THEREFORE BE IT RESOLVED:

- (a) That Wellington County Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties; and
- (b) That Wellington County Council believes there is a need to review the current assessment scheme for aggregate resource properties to address the inequity of property values; and
- (c) That Wellington County Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value; and
- (d) That Wellington County Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).

**CORPORATION OF THE  
TOWNSHIP OF NORTH GLENGARRY**

**Resolution #**

**Date:**

Monday, September 28, 2020

**Moved by:** Jeff Manley

**Seconded by:** Johanne Wensink

THAT Council of the Township of North Glengarry adopt the following resolution:

WHEREAS the Ontario government has provided emergency assistance funding to municipalities through the Safe Restart Agreement to offset the financial impact due to the COVID-19 pandemic;

AND WHEREAS the Province has specified funding must be used for operating costs and pressures due to COVID-19;

AND WHEREAS due to the nature of the pandemic and the necessity to make physical retrofits to offices to accommodate staff and the public in a safe environment, capital costs will be incurred by municipalities;

AND WHEREAS the Township has been advised by SDG County, through the Ministry of Finance that COVID-19 related capital costs are ineligible for Safe Restart Agreement Funding;

THEREFORE, BE IT RESOLVED THAT the Township of North Glengarry urges Ontario to allow capital expenditures under the Safe Restart Agreement, and that a copy of this resolution be forwarded to Premier Doug Ford, Jim McDonell, MPP and the Association of Municipalities of Ontario (AMO).

**Carried**

**Deferred**

**Defeated**

\_\_\_\_\_  
Mayor / Deputy Mayor

## Office of the Mayor

Rodger Bonneau

October 7, 2020

Sent via E-mail

### Re: Cannabis Production

Dear Ministers, Members of Parliament, and Members of Provincial Parliament,

Please be advised that the Council for the Corporation of the Township of Asphodel-Norwood passed the following resolution at its regular meeting of September 22, 2020:

Motion No. 239/20 | Moved by: Councillor Walsh | Seconded by: Deputy Mayor Burt

**WHEREAS** the Ontario Federation of Agriculture has adopted the position that licenced cannabis production for medical and/or recreational-use purposes should be considered a farming activity;

**AND WHEREAS** the Government of Canada introduced Bill C-45 (the Cannabis Act) to create the foundation for a comprehensive national framework to provide restricted access to regulated cannabis, and to control its production, distribution, sale, importation, exportation, and possession;

**AND WHEREAS** Section 7 of the Cannabis Act requires that any person who intends to submit an application for a licence for cultivation, a licence for processing, or a licence for sale that authorizes the possession of cannabis must provide written notice to: a) The local government, b) The local fire authority, and c) The local police force or the Royal Canadian Mounted Police detachment responsible for providing policing services to the area in which the site is referred to in the application;

**AND WHEREAS** Section 35(1) of the Act requires a holder of a licence for cultivation, a licence for processing, or a licence for sale that authorizes the possession of cannabis to provide a written notice to the local authorities within 30 days of issuance, amendment, suspension, reinstatement or revocation of a licence and provide a copy of said notice to the Minister; and

**FURTHER BE IT RESOLVED THAT** the Township of Asphodel-Norwood requests a governing body in cannabis production that:

1. Takes a unified approach to land use planning restrictions;
2. Enforces the regulations under the Cannabis Act on behalf of the licencing agency and ensures local authorities are in fact provided with notification of any licence issuance, amendment, suspension, reinstatement, or revocation within their region;
3. Communicates more readily with local governments; and
4. Provides local governments with more support.

**AND FURTHER BE IT RESOLVED THAT** the Township of Asphodel-Norwood will forward this motion to the following partners: All municipalities in Ontario, the MP and MPP of Northumberland-Peterborough South, the MP and MPP of Peterborough-Kawartha, the Minister of Agriculture, Food and Rural Affairs, and the Minister of Agriculture and Agri-Food with the request that they enact legislation to support local governments with land use management and enforcement issues.

Thank you for your time and consideration.

Sincerely,



Rodger Bonneau, Mayor  
Township of Asphodel-Norwood

- c. E. Hardeman, Minister of Agriculture, Food and Rural Affairs  
M. Bibeau, Minister of Agriculture and Agri-Food  
D. Piccini, MPP Northumberland-Petrborough South  
P. Lawrence, MP Northumberland-Petrborough South  
D. Smith, MPP Peterborough –Kawartha  
M. Monsef, MP Peterborough-Kawartha  
All municipalities in Ontario



# MEDIA RELEASE

October 7, 2020

## AGH WELCOMES **OPEN DOORS FOR LANARK CHILDREN AND YOUTH**

Today, Almonte General Hospital welcomed **Open Doors for Lanark Children and Youth** to the hospital campus on Spring Street. A Registered Psychotherapist will now be on-site one day a week, offering counselling and crisis support for children and youth up to the age of 18, and their families.

In addition to pre-booked appointments, the Registered Physiotherapist will provide Emergency Department (ED) consultations for children and youth. She will assess risk and develop safety plans in consultation with the ED team.

“We are pleased to welcome Open Doors for Lanark Children and Youth and to work together to provide these much-needed services in the community for children, youth and families of Mississippi Mills,” noted Mary Wilson Trider, President and CEO. “Open Doors will augment the vital adult services already provided on-site by Lanark County Mental Health, helping families navigate the mental health system.”

“We are excited to improve accessibility to high quality child and youth mental health through this partnership with Almonte General Hospital,” adds Kevin Clouthier, Executive Director, Open Doors for Lanark Children and Youth. “Not only can people access us more easily, this is a wonderful opportunity to build strong relationships with our health partners at the hospital and elsewhere in Mississippi Mills.”

The Registered Psychotherapist will be located in the Lanark County Mental Health office. Clients will access AGH through the main doors where they will be screened upon arrival. These clients will have pre-booked appointments which will be made through Open Doors.

Open Doors for Lanark Children and Youth provides services throughout Lanark County. Each staff member is dedicated to working with each child, youth and family to gain an understanding of each person’s unique circumstances and social relationships. In doing so, they can tailor a plan that is fitted to their unique needs.

For more information, call 613-257-8260, email [admin@opendoors.on.ca](mailto:admin@opendoors.on.ca), or visit [www.opendoors.on.ca](http://www.opendoors.on.ca).



**Media Contact:**

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[jane@brainstorm.nu](mailto:jane@brainstorm.nu)



It's an exciting time at the Eastern Ontario Regional Network (EORN) as we get closer and closer to having shovels in the ground, aiming to drastically improve cell phone coverage and capacity in the areas of eastern Ontario where people live, work and travel. We hope you enjoy this update and please encourage others to [sign up](#) for the newsletter as well.

## A message from the board

Welcome to the first edition of the EORN newsletter. I'm glad to see this publication come to fruition at a very important time for our organization and eastern Ontario as a whole. While we are all living and working in the midst of the COVID-19 pandemic, staff at EORN have continued to meet deadlines associated with our \$213 million Cell Gap Project. We will provide an update on the Cell Gap Project further down in this newsletter.

While we remain committed to achieving exceptional cell coverage in eastern Ontario, we are also looking ahead to improving broadband. This is why we are asking all levels of government to support the newly proposed EORN Gig Project, an endeavour that would see internet in our region fixed for an entire generation.

Please read more on the EORN Gig Project below. Thank you for your interest in EORN.

*J. Murray Jones*

*Chair of the EORN Board of Directors*



EORN Chairman J. Murray Jones with Premier Doug Ford at an event in Peterborough in August.



## Cell Gap Project

“At this critical time it’s important that all Canadians can stay connected through reliable cell service and high-speed internet. This important project will bring mobile service to more than 100 communities and over 1 million people across Eastern Ontario and ensure that residents and businesses have better access to online services and tools.”

*The Honourable Maryam Monsef, Minister of Women and Gender Equality and Rural Economic Development*

### Objectives

In April this year we issued a request for proposal to tackle cellular dead zones across eastern Ontario. With it our region became one step closer to improved cellular services that will help rural communities take part in the digital economy, create jobs and improve public safety.

The project aims to achieve these cell phone targets in areas of eastern Ontario where people live, work and travel:

- 99 per cent coverage of basic voice service such as day to day calls
- 95 per cent coverage with standard data services such as email, web browsing and social media
- 85 per cent coverage with high demand data services such as video conferencing and moviestreaming

Submissions for the Cell Gap Project were received September 3 and EORN staff is currently going through an extensive evaluation process. More information will be announced later this year.

## EORN Gig Project proposal

The EORN Gig Project is a proposed project to bring ultra-high-speed internet to eastern Ontario. Today’s digital economy is key to the economic development of rural regions. The COVID-19 pandemic has laid bare the massive divide between rural and urban Canadians when it comes to accessing high-speed internet services. Rural residents need high-speed broadband to work from home, participate in online education and access online medical care. In a recent business survey conducted by the Eastern Ontario Leadership Council (EOLC), 57 per cent of the more than 250 participants identified internet connectivity and high-speed internet as the most significant barrier to growth in our region. The EORN Gig Project is a proposed solution that would fix broadband in eastern Ontario for a generation. Why invest now in previously proposed technology that would only provide us with broadband at speeds of 50 Mbps download and 10 Mbps upload by 2030 or 2035? By that time, the proposed technology will be outdated again. The cost to get 1 Gbps service to 95 per cent of the residences and businesses in eastern Ontario could be as high as \$1.6 billion.

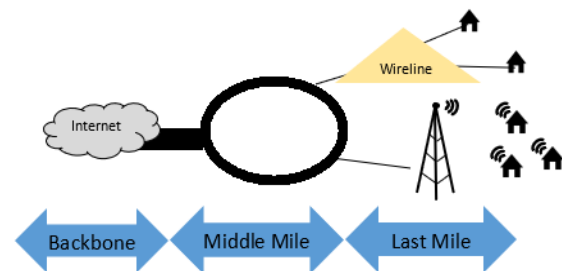


## Tech corner

*At EORN we spend a lot of time analyzing data and developing models that are ultimately meant to help improved cell coverage and capacity as well as broadband. It can be challenging to “translate” some of the technicalities of our industry. In each edition of the EORN newsletter we’ll try to unravel the mystery around one technical term. In this issue we’ll talk about “the last mile”.*

The term last mile is often used when describing the process of delivering internet (also known as broadband) to homes. It is the final leg of a telecommunications network that delivers the service to the customers. When introducing the last mile, it comes with two other terms, namely: the middle mile and the backbone. The backbone of a network is the major data routes in a telecom service provider’s (TSP) infrastructure. This is most often a network made of thick fibre cables through which data travels in the form of light. The major routes bring the data to “access points” where TSPs will take it and bring it as close to the home as they can get. That section (from the back bone to the last mile) is called middle mile. Now that the data is close to the home, it needs

to get across the final hurdle, the last mile. This can be achieved in various ways but let us pick the two most common ones. First, the last mile can be delivered wirelessly. The data has made it to a tower near you and from there will be transmitted through radio frequencies to your home. This is known as fixed wireless. Fixed wireless can have a range of approximately 15 kilometres (so actually more than a mile!) depending on several factors including the height of the tower and the terrain over which the signal travels. The other main way of getting across the last mile is through another cable, for example an “old fashioned” copper phone cable or another fibre option. Each option has its own pros and cons depending on use. So there you have it.



## Your questions answered

*Every day we receive emails from residents in eastern Ontario with questions about cell and broadband issues. In this newsletter we’ll highlight and answer one of your questions.*

### Question

I recently bought a home and our cell service is terrible. We know that EORN is working on a cell project, but how do you determine where service will be improved?

### Answer

EORN used data from the Municipal Property Assessment Corporation (MPAC) to create a “demand area” map, which is where homes, businesses and major roads can be found. MPAC has the most reliable and detailed data available on residential, commercial and industrial properties, as well as whether properties are multi-unit or seasonal. This data identified demand areas where EORN wants to see new or improved services. For more information on our project, visit [www.eorn.ca/cell](http://www.eorn.ca/cell).

October 7, 2020

Honourable Jeff Yurek  
Minister of Environment, Conservation and Parks  
College Park 5th Flr,  
777 Bay St, Toronto, ON M7A 2J3

Sent via email: [minister.mecp@ontario.ca](mailto:minister.mecp@ontario.ca)

**Re: Development Approval Requirements for Landfills - (Bill 197)  
Our File 35.2.2**

Honourable and Dear Sir,

At its meeting held on October 5, 2020, St. Catharines City Council approved the following motion:

WHEREAS Schedule 6 of Bill 197, COVID-19 Economic Recovery Act, 2020 considers amendments to the Environmental Assessment Act relating to municipal autonomy and the principle that municipalities can veto a development outside their municipal boundary in an adjacent municipality; and

WHEREAS Bill 197 empowers multiple municipalities to 'veto' development of a landfilling site within a 3.5 km zone inside the boundary of an adjacent municipality; and

WHEREAS Bill 197 establishes a dangerous precedent that could be expanded to other types of development; and

WHEREAS Bill 197 compromises municipal autonomy and the authority of municipal councils to make informed decisions in the best interest of their communities and municipal taxpayers; and

WHEREAS amendments in Schedule 6 could cause conflict in the effective management of landfill sites, put significant pressure on existing landfill capacity, and threaten the economic activity associated with these sites;

THEREFORE BE IT RESOLVED That the City of St. Catharines calls upon the Government of Ontario (Ministry of the Environment, Conservation and Parks (MOECP) to amend Bill 197, COVID-19 Economic Recovery Act, 2020, to eliminate the development approval requirement provisions from adjacent municipalities and that the 'host' municipality be empowered to render final approval for landfills within their jurisdiction; and



BE IT FURTHER RESOLVED that a copy of this motion be forwarded to Premier Doug Ford, Jeff Yurek the Minister of Environment, Conservation and Parks, Steve Clark the Minister of Municipal Affairs and Housing, local MPP's., the Association of Ontario Municipalities (AMO) and Ontario's Big City Mayors (formerly Large Urban Mayors Caucus of Ontario-LUMCO)

BE IT FURTHER RESOLVED, that a copy of this resolution be forwarded to all Ontario municipalities with a request for supporting motions to be passed by respective Councils and copies of the supporting motion be forwarded to Premier Doug Ford, Jeff Yurek the Minister of Environment, Conservation and Parks, Steve Clark the Minister of Municipal Affairs and Housing, the local MPP's, the Association of Ontario Municipalities (AMO).

If you have any questions, please contact the Office of the City Clerk at extension 1506.



Bonnie Nistico-Dunk, City Clerk  
Legal and Clerks Services, Office of the City Clerk  
:ra

Cc. Hon. Premier Doug Ford [premier@ontario.ca](mailto:premier@ontario.ca)  
Hon. Steve Clark, Minister of Municipal Affairs, Housing [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)  
Jennifer Stevens, MPP - St. Catharines, [JStevens-CO@ndp.on.ca](mailto:JStevens-CO@ndp.on.ca)  
Jeff Burch, MPP - Niagara Centre, [JBurch-QP@ndp.on.ca](mailto:JBurch-QP@ndp.on.ca)  
Wayne Gates, MPP - Niagara Falls, [wgates-co@ndp.on.ca](mailto:wgates-co@ndp.on.ca)  
Sam Oosterhoff, MPP - Niagara West-Glanbrook, [sam.oosterhoff@pc.ola.org](mailto:sam.oosterhoff@pc.ola.org)  
Association of Municipalities of Ontario [amo@amo.on.ca](mailto:amo@amo.on.ca)  
Chair of Ontario's Big City Mayors, Cam Guthrie [mayor@guelph.ca](mailto:mayor@guelph.ca)  
All Ontario Municipalities (via email)

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél.: 416 585-7000



234-2020-4374

October 8, 2020

Dear Heads of Council and Chairs of District Social Services Administration Boards:

On August 28, 2020, our government announced its intention to stabilize rent by introducing legislation this fall to ensure that the vast majority of families do not see a rent increase in 2021.

On October 1, 2020, the *Helping Tenants and Small Businesses Act, 2020* received Royal Assent. The Act amends the *Residential Tenancies Act, 2006* (RTA), to deliver on the commitment to freeze residential rent increases in 2021 to give the vast majority of Ontario tenants some relief and financial security as we continue to recover from the pandemic.

The amendments set the 2021 rent increase guideline to zero per cent and freeze annual rent increases starting January 1, 2021 and lasting until December 31, 2021. The rent freeze applies to the majority of rental units that are covered by the RTA, including:

- Newly built units occupied for the first time on or after November 15, 2018, which are typically exempt from the rent increase guideline;
- Purpose-built rental apartments, condos, houses and basement apartments;
- Rented sites in mobile home parks and land lease communities;
- Care homes, including retirement homes;
- Affordable housing units created through various federally and/or provincially funded programs; and
- Households living in community housing that receive rent-geared-to-income (RGI) assistance or pay low end of market rent, with the exception of non-profit housing co-op members who pay market rates.

The Ministry of Municipal Affairs and Housing is committed to engaging the community housing sector through consultations under the Community Housing Renewal Strategy to monitor and understand the impacts of the rent freeze, as we work together to mitigate the financial impacts of COVID-19 on Ontarians, increase housing affordability, and deliver on our goal to sustain and grow the community housing system.

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The Act is available [online here](#) and additional details can be found [online here](#).

On behalf of our government, I would like to extend our thanks for your support in working with the ministry to support tenants during this challenging time. We welcome your continued input and look forward to continuing to work with our municipal partners in the coming months.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark". The signature is written in a cursive, flowing style.

Steve Clark  
Minister

October 9, 2020

*Via Email*

Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON 1A1

Dear Honourable Premier Doug Ford:

**RE: Reform to the Municipal Insurance Policy**

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On behalf of the Council of the Corporation of the Township of Lake of Bays, please be advised that Council would like to express their concern and request a reform to the Municipal Insurance Policy.

As outlined in the Association of Municipalities of Ontario (AMO) report entitled, "[Towards a Reasonable Balance: Addressing Growing Municipal Liability and Insurance Costs](#)", dated October 1, 2019, joint and several liability creates a higher insurance cost for municipalities. Local municipalities within Muskoka have experienced a 20% increase in municipal liability for 2019 and are expecting at least 20% increase for 2020.

Throughout the Township of Lake of Bays, the area of concern is the Errors and Omissions for building code claims. There is a much higher value of newly built cottages/seasonal residences within Lake of Bays and it is populated by a commanding number of ratepayers who possess the financial means to sue and will endure the protracted legal process. The Township has a lower than average number of building claims, however a higher than average payout.

Please consider an amendment to Bill 124 to make it a requirement that the building contractor name be disclosed and that the contractor must provide proof of insurance, thus providing greater accountability and responsibility and ensuring that municipalities will not bear the burden alone.

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*Page 2*

Kindly review and consider the recommendations as outlined in the above-noted AMO report. Should you have any questions or concerns, please do not hesitate to contact the Municipal Office at 705-635-2272.

Sincerely,



Carrie Sykes, *Dipl. M.A., CMO, AOMC,*  
Director of Corporate Services/Clerk.

CS/cw

Copy to: MP, Scott Aitchison  
MPP, Norm Miller  
Association of Municipalities of Ontario  
Municipalities in Ontario





# MEDIA RELEASE

October 9, 2020

## ENRICHING LIFE AT FAIRVIEW MANOR

Connections between our Residents and their families are a top priority and Fairview Manor's Life Enrichment team has gone above and beyond to keep everyone connected. In fact, in the first four months of the COVID-19 pandemic, the team worked with their colleagues to organize 849 family connections. The entire team including Nursing, Personal Support Workers, Laundry, Maintenance, Dietary, Housekeeping and Hairdressing staff pulled together to make it work. Each visit lasted approximately 20 minutes – resulting in 16,980 minutes of together time!

"The team quickly set up window visits, but they also looked for other ways to connect virtually," explains Karen Bunes, Director of Resident Care. "One iPad was not sufficient, but thanks to the Fairview Manor Auxiliary, the team was able to purchase a second one. They became experts in FaceTime, Skype, Messenger, WhatsApp, and Google Duo to help connect loved ones in our care to their families."

In addition to these important visits, the Life Enrichment Team has continued to provide ongoing programming. They also deliver mail, newspapers, parcels, and room décor. They ensure new clothing items fit, are labelled, or returned to families. Every effort has been made to juggle visits with the regular full calendar of activities.

Finally, the team created a Facebook page and invited families to join. Special events such as BBQs, Mother's Day, Father's Day, dessert socials, preserve-making, and pictures are all shared so that everyone can join in the celebrations.

"We have a very dedicated Life Enrichment team who took on this new way of 'doing business' without hesitation and they kept families connected to their loved ones during a very difficult, frightening time," sums up Amanda Becking, Assistant Director of Care. "We want to celebrate the dedication of the entire Fairview Manor team as they work together to keep the lines of communication open with families and friends."

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Cutline: Resident Denise Hayes (right) enjoys delicious cookies with Recreation Therapy Aide Kayla Nichols (left). The cookies were made by Denise's daughter in celebration of Nursing Week.



Cutline: Doris Dyck celebrates her 100<sup>th</sup> birthday with family. The family sent a heartfelt thank you to Fairview Manor staff, noting it was a happy occasion, despite the restrictions.

**Media Contact:**

Jane Adams  
 Communications Lead  
 Almonte General Hospital  
 613-729-4864  
[jane@brainstorm.nu](mailto:jane@brainstorm.nu)

# COUNCIL CALENDAR

## October 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Sp Council 8am (in camera Training)	6 Council 6pm	7	8	9	10
11	12 Thanksgiving Office Closed	13 Sp Budget 9am – 12pm	14	15 Sp Budget 9am – 4pm	16	17
18	19	20 Council 6pm	21 CoA 5:30pm AAC 3pm	22	23	24
25	26	27 Parks & Rec Advisory Committee 3 pm	28 Heritage 3pm Library 3pm-5pm	29	30	31

# COUNCIL CALENDAR

## November 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 Council 6pm	4	5	6	7
8	9	10	11 Remembrance Day Office Closed	12	13	14
15	16	17 Council 6pm	18	19	20	21
22	23	24 Sp Budget 6pm	25	26	27	28
29	30					



**Municipality of Mississippi Mills**  
**PENDING LIST**  
**October 20, 2020**

<b>Title</b>	<b>Department</b>	<b>Comments/Status</b>	<b>Report to Council (Date)</b>
Wild Parsnip - Information status Reports	Public Works	Staff to bring forward two information reports following the spring and late summer observations of the 2020 plan	November 3, 2020
Update on Fire Truck Conversion	Public Works	Provide Council with an update on the Fire Truck conversion project	November 3, 2020
Storm Water Management - Finner Court Subdivision and Surrounding Area	Public Works	Staff to review Stormwater Maintenance schedule and report on conditions of dry-pond and municipal drain. Any capital projects to be brought forward to the first Budget meeting in September.	November 17, 2020
Almonte Downtown Revitalizations - Follow-up Report on Cost Breakdown	Treasurer/Public Works	Special meeting and report detailing breakdown of costing to reflect water and sewer costs and other costs	November 17, 2020



Municipal By-law Enforcement Policy	CAO	Staff to bring forward options to have By-law enforcement services in-house as part of the 2021 budget deliberations. Amendments to proposed By-law Enforcement Policy (Parking and dispute resolution)	November 17, 2020
Review of ATV By-law	Public Works	Bring forward options for Schedule "A" of By-law 13-108 to determine appropriate roadway restrictions in Mississippi Mills. Focus on OVRT	December 1, 2020
Integrated Vegetation Management Plan	Public Works	Staff to review Lanark County's plan and propose plans for Council to review (potentially including input from Agriculture Advisory Committee)	December 2020
Wild Parsnip Plan - Monarch Pledge	Public Works	To form part of the 2021 Wild Parsnip Management Plan	December 2020
Review of Procedural By-law	Clerks	Postponed until January 2021 as a result of COVID-19	January 2021
Pedestrian Safety and Speed Limits on Gravel Roads	Public Works	Councillor Holmes Notice of Motion	January 2021
Public Consultation - Dog Park	Recreation and Parks and Recreation Advisory Committee	Conduct public consultation on potential new dog park in Mississippi Mills and report findings back to Committee of the Whole	January 2021
Mississippi Mills Bicentennial Celebrations	Ec Dev/Culture	Development workplan and budget for 2023 celebrations	TBD
Mill of Kintail Independent Model	CAO	\$10,000 for legal to set up model for independent model for Mill of Kintail	Q1 2021

Update Debt Management Policy	Finance	Referred to staff at Dec. 17, 2019 Council meeting. Likely to be brought forward with Long Term Financial Plan	December 2021
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