



Municipality of Mississippi Mills

COMMITTEE OF THE WHOLE AGENDA

Tuesday, June 15, 2021

IMMEDIATELY FOLLOWING COUNCIL

E-participation

| | Pages |
|--|--------------|
| A. CALL TO ORDER (immediately following Council) | |
| B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF | |
| C. APPROVAL OF AGENDA Recommended Motion: THAT the agenda be approved as presented. | |
| D. APPROVAL OF MINUTES Recommended Motion: THAT the minutes from May 27, 2021 and June, 1 2021 be approved. | 4 - 13 |
| E. CONSENT REPORTS Recommended Motion: THAT the following reports and minutes be received. | |
| E.1. Committee of Adjustment - March 17, 2021 | 14 - 15 |
| E.2. Mississippi River Power Corporation (MRPC) - April 22, 2021 | 16 - 23 |
| E.3. Community and Economic Development (C&EDC) Advisory Committee - May 20, 2021 Meeting | 24 - 29 |
| E.4. Parks and Recreation Advisory Committee - May 25, 2021 | 30 - 33 |
| E.5. Agricultural Advisory Committee - June 2, 2021 ACTION: THAT a LEAR working group be developed comprised of the Agricultural Advisory Committee members plus the Council representatives from Ramsay and Pakenham wards. | 34 - 36 |
| E.6. 1st Quarter 2021 Drinking Water Quality Management Standard | 37 - 41 |
| F. STAFF REPORTS | |

Roads and Public Works

- F.1. Traffic and Parking By-law Amendment - Community Mailboxes** 42 - 44
Recommended Motion:
THAT the Committee of the Whole recommend to Council that By-law 02-27 - Traffic and Parking, Schedule C – Restricted Parking be amended to restrict parking in front of a community mailbox to five-minute parking” and that a five-minute parking sign be erected at these locations to be determined by the Director of Roads and Public Works.
- F.2. Mississippi Mills Wastewater Treatment Plant 2020 Annual Report** 45 - 47
Recommended Motion:
THAT Committee of the Whole recommend Council receive the 2020 Annual Summary Report for the Mississippi Mills Wastewater Treatment Plant as prepared by the Ontario Clean Water Agency for information purposes.
- F.3. Downtown Core Costing** 48 - 53
Recommended Motion:
THAT the Committee of the Whole receive this report for information;

AND THAT the Committee of the Whole recommend Council approve the proposed timelines for construction and direct staff to proceed with finalization of the tender based on the proposed dates.

Building and Planning

- F.4. Zoning By-law Amendment - 366 Spring Street** 54 - 67
Recommended Motion:
THAT Committee of the Whole recommends that Council enacts and passes Zoning By-law Amendment No.21-XXX being a site-specific amendment to change the zoning of the subject property (366 Spring Street) from from Residential First Density (R1-20) Zone to Residential Second Density (R2E-18) Zone to permit a semi-detached dwelling.
- F.5. Building Permit Activity: January 1, 2021 to May 31, 2021.** 68 - 70
Recommended Motion:
THAT Committee of the Whole recommend Council receive the staff report on building permit activity for the period January 1, 2021 to May 31, 2021 for information.

Culture and Recreation

- F.6. Municipal Film Policy** 71 - 87
Recommended Motion:
THAT Committee of the Whole recommend that Council approve the Municipal Film Policy, the Municipal Code of Conduct for Film Cast and Crew and the proposed Municipal Film Policy Schedule of Fees.

Finance and Administration

- F.7. Committee Restructuring 88 - 158

Recommended Motion:

THAT the Committee of the Whole recommends to Council to approve the Committee Restructuring Report as presented.

G. NOTICE OF MOTION

H. INFORMATION ITEMS

- H.1. Mayor's Report 159 - 160

- H.2. ROMA Report (verbal)

- H.3. County Councillor's Report 161 - 163

- H.4. Mississippi Valley Conservation Authority Report 164 - 165

- H.5. Library Board Report

- a. Library Board - April 15, 2021 Minutes 166 - 168

- b. Library Board - Special Meeting May 4, 2021 Minutes 169 - 170

- H.6. Information List #12-21 171 - 186

Recommended Motion:

THAT the information list #12-21 be received for information.

- H.7. Meeting Calendar (June/July/August) 187 - 189

I. OTHER/NEW BUSINESS

- J. PENDING LIST 190 - 191

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

May 27, 2021
6:00 p.m.
E-participation

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

Staff Present: Ken Kelly, CAO
Cynthia Moyle, Acting Clerk
Dawn McDonald, Admin. Assistant

A. CALL TO ORDER (immediately following Council)

Councillor Guerard called the meeting to order at 6:16 p.m.

B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

None

C. APPROVAL OF AGENDA

Resolution No CW152-21

Moved by Councillor Maydan

Seconded by Councillor Holmes

THAT the agenda be approved as presented.

CARRIED

D. DELEGATION, DEPUTATIONS, AND PRESENTATIONS

D.1 MISSISSIPPI MILLS LIBRARY BOARD - REIMBURSEMENT PLAN

Cathy Peacock, Chair - Mississippi Mills Library Board, Barb Button, Mississippi Mills Library Board member and Christine Row, Chief Librarian/CEO presented the library services reimbursement plan to the Committee of the Whole.

Action: Acting Clerk Moyle to provide Council Members with the Motion re: shared services survey

Resolution No CW153-21

Moved by Councillor Maydan

Seconded by Councillor Ferguson

THAT the delegation by Cathy Peacock, Barb Button and Christine Row re: Mississippi Mills Library Board reimbursement plan be received for information.

CARRIED

E. OTHER/NEW BUSINESS

None

F. ADJOURNMENT

Resolution No CW154-21

Moved by Councillor Dalgity

Seconded by Councillor Holmes

THAT the meeting be adjourned at 7:15 p.m.

CARRIED

Cynthia Moyle, ACTING CLERK



The Corporation of the Municipality of Mississippi Mills

Committee of the Whole Meeting

MINUTES

June 1, 2021

E-participation

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

Staff Present: Ken Kelly, CAO
Cynthia Moyle, Acting Clerk
Tiffany MacLaren, Economic & Cultural Coordinator
Dawn McDonald, Administrative Assistant
Cory Smith, A/Director Roads and Public Works
Calvin Murphy, Recreation Manager

A. **CALL TO ORDER (immediately following Council)**

Councillor Guerard called the meeting to order at 7:11 p.m.

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

None

C. **APPROVAL OF AGENDA**

Resolution No CW155-21

Moved by Councillor Dalgity

Seconded by Councillor Maydan

THAT the agenda be approved as presented.

CARRIED

D. APPROVAL OF MINUTES

Resolution No CW156-21

Moved by Councillor Ferguson

Seconded by Deputy Mayor Minnille

THAT the minutes dated May 18, 2021 be approved.

CARRIED

E. CONSENT REPORTS

Resolution No CW157-21

Moved by Councillor Holmes

Seconded by Councillor Maydan

THAT the following committee minutes be received.

CARRIED

E.1 Accessibility Advisory Committee Minutes - April 21, 2021

F. STAFF REPORTS

Roads and Public Works

F.1 Review of ATV By-Law

Resolution No CW158-21

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT Committee of the Whole refer the item back to staff to bring forward a report to the October 5, 2021 meeting with options for Council's consideration.

CARRIED

F.2 Hydro Services to Phase 3 of the Mississippi Mills Business Park

Resolution No CW159-21

Moved by Mayor Lowry

Seconded by Councillor Holmes

THAT Committee of the Whole recommends Council authorize the Mayor and Acting Clerk to enter into an agreement with Ottawa River Power Corporation to provide the hydro services and street lighting to Phase 3 of the Mississippi Mills Business Park in the amount of \$115,074.00 plus HST.

CARRIED

Recreation and Culture

F.3 Mississippi Mills Municipal Film Policy

Resolution No CW160-21

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT Committee of the Whole defer the report until the June 15th meeting to allow staff to revise the fee schedule.

CARRIED

Finance and Administration

F.4 Committee Restructuring 3

Resolution No CW161-21

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT the Committee of the Whole receive the Committee Restructuring 3 report for information;

AND THAT Committee of the Whole provide Staff with direction to amend the report to be brought back to the June 15th meeting.

CARRIED

F.5 Amendment to Safe Properties By-Law (By-Law No. 21-010) Section 7 Administration and Enforcement Amendments

Resolution No CW162-21

Moved by Councillor Maydan

Seconded by Mayor Lowry

THAT the Committee of the Whole directs the Acting Clerk to prepare the By-Law Amendment to the Safe Property By-Law.

CARRIED

F.6 Part 1 – Provincial Offences Act - Set Fine Schedule By-Law No. 07-72, Transient Traders, By-Law No. 19-41, Pool, By-Law No. 21-010, Safe Property

Resolution No CW163-21

Moved by Mayor Lowry

Seconded by Councillor Maydan

THAT the Committee of the Whole directs the Acting Clerk to proceed with Part 1 – Provincial Offences Act, Set Fine Schedule amendments to By-Law No. 07-72 Transient Traders, By-Law No. 19-41 Pool and By-Law No. 21-010 Safe Property.

CARRIED

F.7 Council position on MRPC Annual General Meeting business

Resolution No CW164-21

Moved by Councillor Holmes

Seconded by Councillor Dalgity

THAT the Committee of the Whole recommend to Council to designate Councillor Maydan as its representative to attend the Annual General Meeting of the Mississippi River Power Corporation and vote for the suggested motions of the Board.

CARRIED

F.8 Council requested information for Joint Cost Sharing Agreement

Resolution No CW165-21

Moved by Deputy Mayor Minnille

Seconded by Councillor Ferguson

THAT Committee of the Whole recommend Council receive this staff report as information to satisfy the resolution adopted at the May 11, 2021 Special Committee of the Whole meeting.

CARRIED

Resolution No CW166-21

Moved by Councillor Dalgity

Seconded by Councillor Ferguson

MOTION TO EXTEND CURFEW

THAT the Committee of the Whole meeting on June 1, 2021 be extended by one hour.

CARRIED

F.9 Recreation/Library Cost Sharing

F.9.a Recreation (Excluding Library)

Resolution No CW167-21

Moved by Councillor Ferguson

Seconded by Councillor Dalgity

THAT the Committee of the Whole recommend Council approve the 2% increase on the 2020 budget allocations in the cost sharing agreement for recreation and pool services as proposed by the Town of Carleton Place for 2021.

CARRIED

F.9.b Library

Resolution No CW168-21

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT the Committee of the Whole recommend Council approve the 2% increase on the 2020 budget allocations in the cost sharing agreement as proposed by the Town of Carleton Place for Library services to cover the period from January 1, 2021 to September 30, 2021.

CARRIED

Resolution No CW169-21

Moved by Councillor Maydan

Seconded by Councillor Dalgity

THAT the Committee of the Whole recommend Council approve the Municipality of Mississippi Mills library services reimbursement plan to south Ramsay residents for non-resident library fees incurred effective October 1, 2021.

CARRIED

G. NOTICE OF MOTION

H. INFORMATION ITEMS

H.1 Mayor's Report

Fire Chief Chad Brown has submitted an AMO conference delegation request regarding the Development of a Fire Training Centre. If it is accepted Councillors Ferguson and Dalgity may want to attend the conference in August.

H.2 County Councillor's Report

Deputy Mayor Minnille provided a summary of items discussed at the May 26, 2021 County Council meeting including endorsement of the housing and homelessness 10 year plan, hiring of a consultant to conduct a study on affordable housing demand and approval to create a small housing and homelessness working group. He also acknowledged the Warden's declaration of June as PRIDE month.

Mayor Lowry provided an overview on a number of AMO conference delegation requests submitted by the County which included: Code of Conduct, ATV after market parts, left turn lane in Ramsay at Concession 5A and Hwy. 7, benefits of electric vehicles and the increase in Mental Health referrals.

H.3 Mississippi Valley Conservation Authority Report

Councillor Bev Holmes brought to the attention of Council, the recent press release regarding proposed provincial regulations to remove visitor amenities (ie. parking, trails, washrooms, etc.) from the core mandate of conservation authorities. This would eliminate eligibility for funding under the municipal levy, resulting in a tremendous strain on the future of MVCA Conservation Areas, like the Mill of Kintail, and could have a potential negative impact for people who enjoy visiting these trails.

H.4 Library Board Report

H.5 Information List #11-21

Resolution No CW170-21

Moved by Councillor Maydan

Seconded by Councillor Ferguson

THAT the information list #11-21 be received for information.

THAT item #9 - Resignation letter from Paul Crozier re: the Accessibility Advisory Committee and the Agricultural Advisory Committee be pulled and a motion be brought forward to Council accepting his resignation with regret;

THAT item #8 - Request for Proclamation of Deafblind Awareness in Mississippi Mills be pulled and a proclamation be brought forward to the next Council meeting;

THAT item #3 - Municipality of West Elgin – (Phragmites) Invasive Perennial Grass be pulled and a motion of support be included in the next Committee of the Whole report;

AND THAT item #5 - Municipality of Chatham Kent - Exempt Carbon Tax on Primary Agriculture Producers be pulled and a motion of support be included in the next Committee of the Whole report.

CARRIED

H.6 Meeting Calendar (June, July, August)

June 22 - Special Council Meeting 4:00 p.m.

June 23 - Recreation Joint Cost Sharing 10:30 a.m.

June 24 - MRPC Annual General Meeting 11:00 a.m.

I. OTHER/NEW BUSINESS

J. PENDING LIST

Members reviewed the pending list.

K. ADJOURNMENT

Resolution No CW171-21

Moved by Councillor Ferguson

Seconded by Councillor Dalgity

THAT the meeting be adjourned at 9:38 p.m.

CARRIED

Cynthia Moyle, ACTING CLERK



**The Corporation of the Municipality of Mississippi Mills
Committee of Adjustment and Property Standards Meeting**

MINUTES

March 17, 2021

4:30 p.m.

E-participation

Committee Present: Stacey Blair
Connie Bielby
Patricia McCann-MacMillan

Staff Present: Maggie Yet, Planner I

A. CALL TO ORDER

The meeting was called to order at 4:38 pm.

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

None

C. APPROVAL OF AGENDA

Maggie Yet, Planner I, announced the applicant has requested the application be put on hold and the public hearing deferred to a later date. Item E.1 Minor Variance Application A-01-21 is removed from the agenda.

THAT the agenda be approved as amended.

CARRIED

D. APPROVAL OF MINUTES

Moved by Stacey Blair

Seconded by Connie Bielby

THAT the minutes dated December 16, 2020, be approved.

CARRIED

E. REPORTS

E.1 Minor Variance Application A-01-21

Item deferred to a later date.

F. OTHER / NEW BUSINESS

None

G. MEETING ANNOUNCEMENTS

Next meeting to be determined.

H. ADJOURNMENT

Moved by Patricia McCann-MacMillan

Seconded by Stacey Blair

THAT the meeting be adjourned at 4:41 pm.

Maggie Yet, Planner I,
Recording Secretary

Mississippi River Power Corp.
Meeting #224
Regular Monthly Board Meeting Minutes

Meeting Date: April 22, 2021

Meeting Location: Zoom Meeting

Attendance

Board: President Adrian Foster, Vice-President David Goldsmith, Treasurer Lyman Gardiner, Director Patrick McNeil, Director Christa Lowry

Staff: General Manager Scott Newton

Absent: None

Guests: Paul Norris, President, Ontario Waterpower Association

Meeting Opening

Adrian Foster confirmed that a quorum was present and called the meeting to order at 1:00pm.

Approval of Agenda

Motion #1-224

Moved by Director Patrick McNeil,

Seconded by Director Christa Lowry.

That the agenda for meeting #224, be approved, all in favour,

CARRIED.

Consent Agenda

Motion #2-224

Moved by Director David Goldsmith,

Seconded by Director Christa Lowry.

That the consent agenda be approved, all in favour,

CARRIED.

Guest Presentation

As part of MRPC's market research Strategic Planning process, Paul Norris, President of the Ontario Waterpower Association, was invited to make a presentation to the Board. Mr. Norris' presentation included topics such as the Independent Electricity System Operator's initiatives and resource adequacy, future electricity demand, future electricity contracts, new developments and acquisitions.

Audit and Finance

Board members reviewed the draft 2021 budget.

Motion #3-224

Moved by Director Lyman Gardiner,

Seconded by Director Patrick McNeil.

That the Board approves the 2021 budgeted Statement of Income and Expenses, as amended, all in favour,

CARRIED.

Approval of Operations Report

Motion #4-224

Moved by Director David Goldsmith,

Seconded by Director Lyman Gardiner.

That the Operations Report dated April 22, 2021, be approved as presented, all in favour,

CARRIED.

Regular Business

There was a discussion about the Hawk Replacement report that Scott Newton prepared for the Board. Scott will seek further information from the preferred supplier.

Board members reviewed the draft revised Bylaw and Unanimous Shareholder Declaration. It was agreed that President Adrian Foster will discuss the draft revisions with CAO Ken Kelly.

Format, content and timing of MRPC's Annual General Meeting were discussed. A suitable date will be sought through discussions with the Municipality of Mississippi Mills.

The new Whistleblower Policy and the revised Business Code of Conduct, were reviewed. A minor change was made to the Whistleblower Policy.

Motion #5-224

Moved by Director David Goldsmith,
Seconded by Director Patrick McNeil.

That the Business Code of Conduct and Whistleblower Policy be approved as amended, all in favour,

CARRIED.

Scott will distribute Annual Compliance Forms for the Business Code of Conduct, for all members to sign.

At the request of a Board member at the last monthly Board meeting, Scott presented the benefits of MPRC becoming a member of the Association of Power Producers of Ontario.

Motion #6-224

Moved by Director David Goldsmith,
Seconded by Director Lyman Gardiner.

That MRPC become a member of the Association of Power Producers of Ontario at an estimated annual fee of \$1,251, all in favour,

CARRIED.

Board members indicated that the presentation earlier in the meeting by Paul Norris of the Ontario Waterpower Association was informative and provided excellent value as we continue the Strategic Planning process. It was agreed that Scott should invite another industry-specific guest to speak at our next monthly meeting.

Scott was asked to add relevant documents to a Strategic Planning page on the Director's web portal on our website.

New Business

None

Next Board Meeting

May 27, 2021

Adjournment

Motion #7-224

Moved by Director Patrick McNeil,
Seconded by Director David Goldsmith.
That the meeting be adjourned at 3:49am.

Scott Newton, Secretary

Adrian Foster, President

Lyman Gardiner, Treasurer

Operations Report to Directors - Mississippi River Power Corp.

April 22, 2021

Last regular meeting – March 30, 2021

Generation for the month of March was 3,045,949 kWh. We generated 758,473 kWh on peak, at a rate of \$0.1515 per kWh for a total of \$114,908.61. We generated 2,287,476 kWh off peak, at a rate of \$0.1163 per kWh, for a total of \$266,033.48. Total generation revenue for the month of March was \$380,942.09. Kilowatt hour production for the month of March was about 90% of capacity.

As was outlined in last month's Operations Report, flows for the first part of March were below 30 cms. Flows increased gradually from there, until the 26th when they began to increase more rapidly. By the end of the month, flows measured just under 100 cms. The flow peaked at 104 cms on April 3rd, which is about 47 cms lower and one and a half weeks earlier than the average peak. As of last Friday, the flow in Appleton measured 36 cms and our generation output was 4200 kW.

Late last month, we inspected the roof of MS#1. I have since had a roofing contractor to the site to have a look and provide a quotation.

By the end of March we had pulled eight logs out of the Millfall Dam, one log from the Earthen Dam and one log from the bywash.

We brought our dump trailer in for servicing at the end of March.

I contacted two different companies to provide quotations for the 40,000-hour generator inspection and maintenance.

We ordered signs warning the public to stay on the path on the Earthen Dam. The signs were received and installed last week.

Our staff removed tarps from the geoheritage display, removed downed limbs, cleaned the parking lots at both parks, added more garbage cans, and cleaned the public washroom.

Our staff started putting logs back in the dams on April 8th. All logs were back in by April 13th.

On Monday, April 12th we had to briefly shut down (30 minutes) our units as requested by Hydro One Networks Inc., for maintenance.

Later, on the morning of April 12th, Schneider Electric had representatives onsite to perform infrared scanning of our station, substation, transformer and associated connections.

We added crushed stone to several areas on top of the Earthen dam last week, to eliminate trip hazards.

Staff continue to wear masks inside the generating station, and I've been working from home for the past 8 weeks. Tours of our station have been on hold since last March as well.

Generation Stats

This section shows annual figures

Budget Generation 2018 \$2,306,244
 Actual Generation 2018 \$2,455,780
 Actual Generation 2018 (kWh) 19,960,232

Budget Generation 2019 \$2,411,009
 Actual Generation 2019 \$3,007,133
 Actual Generation 2019 (kWh) 24,327,543

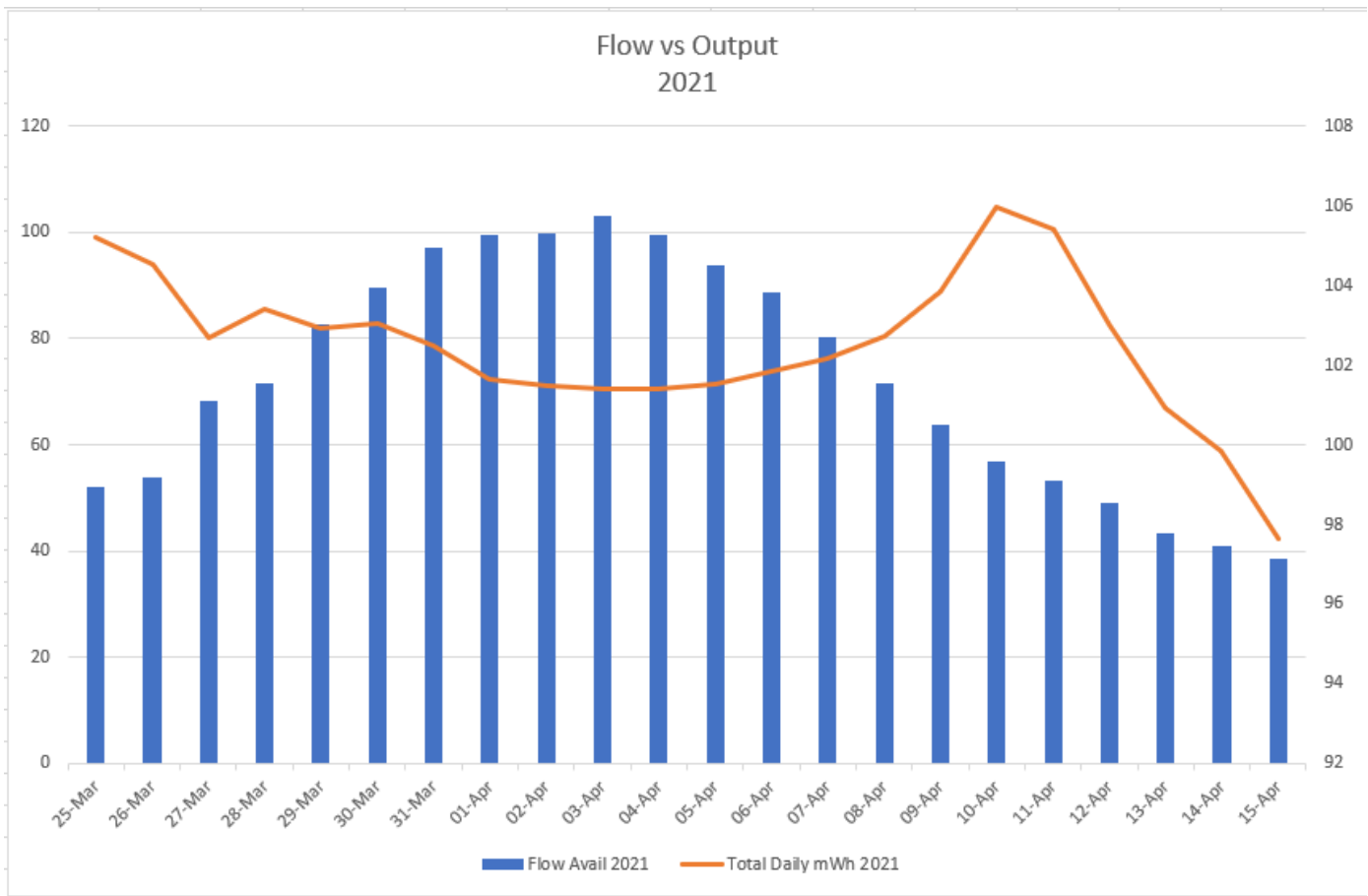
Budget Generation 2020 \$2,422,939
 Actual Generation 2020 \$3,062,511
 Actual Generation 2020 (kWh) 24,649,416

This section shows figures representing the period of January 1 – March 31 (2020 vs 2021)

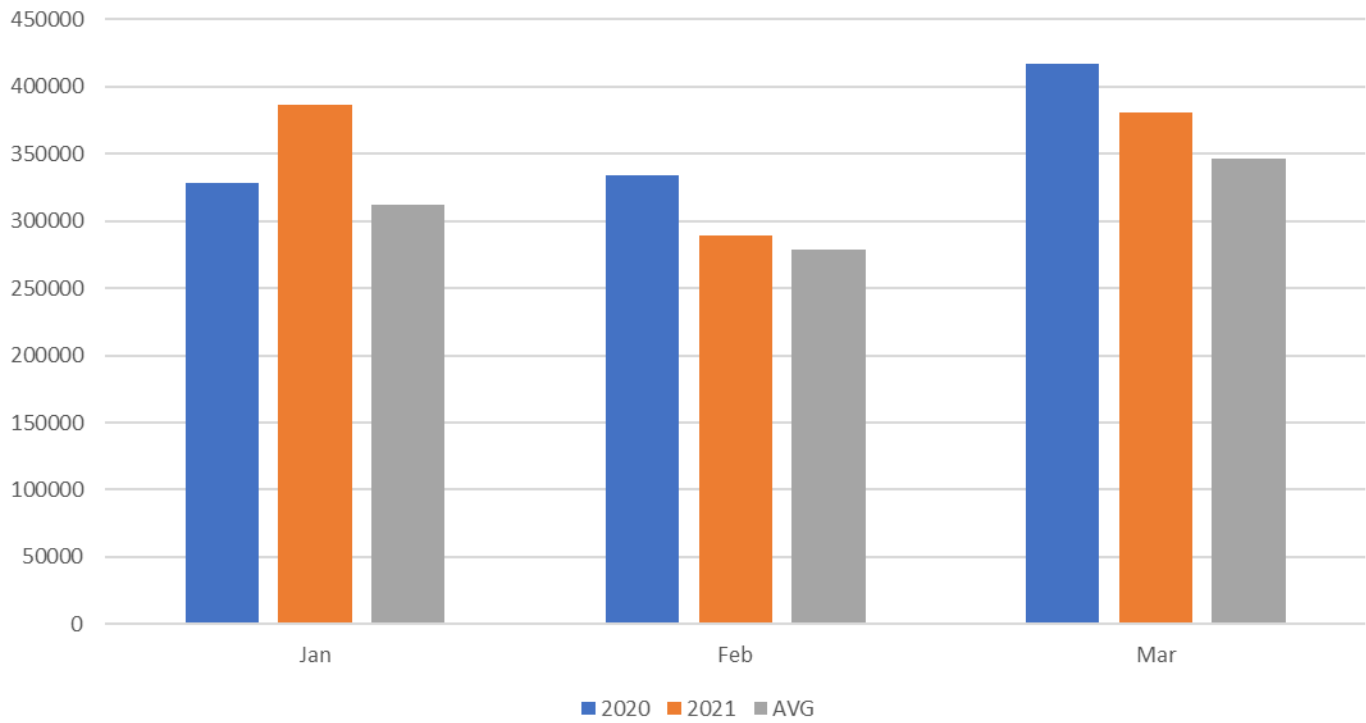
| 2020 | | 2021 | |
|-------------------|---------------|-------------------|---------------|
| Budget Generation | \$850,448 | Budget Generation | \$934,552 |
| Actual Generation | \$1,079,368 | Actual Generation | \$1,055,880 |
| Actual Generation | 8,671,483 kWh | Actual Generation | 8,466,660 kWh |

NOTE: The projected (or budgeted) revenue/kWh output is often well above or below the actual totals. As a run-of-river station we must base our projections on average flows.

Scott Newton, General Manager



Monthly Generation Revenue





The Corporation of the Municipality of Mississippi Mills

Community & Economic Development

Advisory Committee Meeting

MINUTES

May 20, 2021

8:00 a.m.

E-participation

Committee Absent: Councillor Ferguson
Councillor Guerard
Scott McLellan
Noreen Young
Mary Rozenberg
Ron MacMeekin
Greg Smith
Dawn McGeachy

Staff: Tiffany MacLaren- Community, Economic & Cultural Coordinator
Bonnie Ostrom – Recording Secretary

Regrets: Deputy Mayor Minnille

A. CALL TO ORDER

Chair, Scott McLellan called the meeting to order at 8:00am.

B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

C. APPROVAL OF AGENDA

To add G3. Riverwalk Working Group- Verbal update

THAT the C&EDC May 20, 2021 agenda be approved as amended.

Moved by Mary Rozenberg

Seconded by Greg Smith

CARRIED

D. APPROVAL OF MINUTES

THAT the C&EDC minutes from April 22, 2021 be accepted as presented.

Moved by Noreen Young

Seconded by Councillor Ferguson

CARRIED

E. DELEGATIONS AND PRESENTATIONS

F. REPORTS

G. BUSINESS ARISING OUT OF MINUTES

G.1 Pakenham River Trail- Verbal Update

The Pakenham River Trail Working Group applied for the Healthy Community Initiative Grant but was not successful in the first intake. The second intake is possibly in June so they are hoping for a successful outcome. The funds would help with the preliminary work such as design, engineered drawings.

G.2 Business Breakfasts - Verbal update and discussion

The Community, Economic & Cultural Coordinator conducted a survey from the attendee list of the Business Breakfast meetings. 28 responses, with 26 saying they would attend a virtual breakfast and 2 declined. It was confirmed that the professional zoom license would accommodate such a virtual meeting. Overall the 7:30am - 9:00am time frame worked for most and a potential of ordering breakfast through local restaurants was positive. Some suggested topics: Updates on the business park lots, downtown revitalization time lines, marketing during Covid-19, how some businesses pivoted their business plan to make it work in a pandemic, catching up on other business news in general.

A small working group consisting of: Tiffany MacLaren, Scott McLellan, Greg Smith, Dawn McGeachy, Mary Rozenberg will meet to discuss how to manage the overall meeting, breakout sessions and topics. It was suggested the virtual breakfast meeting take place the third week in June, date to be determined.

It was requested that the layout of the next phase of the business park be distributed to the committee members. The Community, Economic & Cultural Coordinator will reach out to Zoom to provide additional tools for the virtual meeting.

G3. Riverwalk Working Group- Verbal Update

Four of the five benches have been installed along the Riverwalk. Interpretive signs depicting heritage properties, the Mill Workers Staircase and walkway and more are being completed. The Textile Museum was successful with a Federal grant for the interpretive signs that will be bilingual. Consultation with Lanark County on the locations of the signage along the OVRT was completed. Additional Riverwalk directional signage will also be added.

Stone dust will be added to the path from Bridge to the park ensuring accessibility measures are met.

The next meeting is scheduled for May 27, 2021 to discuss any further business and the grand opening celebration hopefully by the fall.

H. ROUND TABLE

H1. Garbage/Dog Poop

There seems to be an increase amount of dog poop on our trails, parks, streets. It was suggested that more garbage cans and dog poop receptacles be placed in strategic places. Arrangements have been made for garbage to be picked up Friday's and Monday's with additional pick up on the Sunday of the long weekends.

Noreen Young agreed to help add humor to a possible public service announcement about picking up after your dog for the website and Facebook.

H2. Personal Preparedness

There will be a virtual one hour presentation from the Canadian Red Cross regarding 72 hour personal preparedness workshop. The Almonte Library will be organizing this virtual presentation on May 26 at 6:30pm.

H3. Pakenham Update

The new owners of the General Store have opened their doors and have been very busy.

With the increase of people in our town, the parking has become an issue along Hwy 29 at the 5 Span Park. Possibly asking by-law to monitor the area more often.

Pakenham has seen an increase in the number of dogs running off leash as well.

H4. Dog Park

Councillor Guerard announced that there will be a survey sent out by the Parks & Recreation committee in the coming weeks with regards to having a dog park in Mississippi Mills.

She suggested that everyone make their wishes and comments known. She will ensure the survey is forwarded to this committee as well.

H5. Pop- Up Puppets Up Update

On April 22 there was a virtual zoom meeting with 50 very enthusiastic and creative thinking volunteers who were wanting to help produce a Pop- Up Puppets Up event for 2022. Since then the number has increased to 72 people, with a number of new people to the area with a variety of skills. The Pop- Up Puppets Up event will take place August 12, 13, 14, 2022. Jane Torrance will be the Festival Director.

The next leadership meeting will take place June 3.

H6. Business Park

The next phase (10 serviced lots) of the Business Park should be completed by the end of the summer. The Community Economic & Cultural Coordinator confirmed there have been a number of inquiries about the lots from manufacturing businesses, local businesses looking to expand as well as new ventures.

The process has changed somewhat for potential buyers and all offers will be brought to Council for approval.

With no current senior planner the concern was that these 10 lots could potentially be sold out this summer/fall. The concern is that there is no other business park planned within Mississippi Mills so what will be the next steps?

Inquiries about the possible path through the new phase of the business park from the Greystone pathway to the neighboring schools. Further information to be brought to the next meeting.

H7. Healthy Community Initiatives

The Library CEO and the Community, Economic & Cultural Coordinator received some funding from the Healthy Community Initiatives grant. Their application dealt with the lack of internet service in rural communities.

This pilot project is funded for one year. A joint statement will be announcement soon.

H8. Miscellaneous

- Some time between roughly May 24 to June 2, Wood Duck hatchlings will be trying to cross Spring Street to reach the river from their nesting cavity in a tree at 169 Spring Street. It is asked that residents be cautious in the area.
- Resident Heather Phaneuf sent a letter to Council asking permission to post a plaque for Stuart MacLean who describes downtown Almonte in the most eloquent way. With consultation with Roads and Public Works the plaque will be located at Mill Street and Bridge St out of the way of the sidewalk plow.
- Greg Smith has been working with Carleton University to develop self directed learning programs. These will be at no charge to businesses and should be released in June. Greg will send the links once finalized.
- Committee asked if Deputy Mayor Ricky Minnille could update the committee if Lanark County is looking into any limits to the size of ATV's allowed on the OVRT.
- Council approved benches to be installed along the OVRT. Benches will be installed in Pakenham and Blakeney this spring.
- The Almonte Fair Grounds will be opening up on Friday May 21 so people can access the boat launch.

H9. The Pebble Mosaic Project

The Almonte Old Town Hall garden was chosen for the site of The Pebble Mosaic Project which is being organized by the Red Dress Productions and Lanark County Interval House. There was an initial zoom meeting on May 13, whereby those attending could put forth their creative ideas for the project. The projects Art Director - Ann Camilleri will put those ideas together to produce a design that amplifies the creative ideas that are unique to our community. The next meeting will be in June and the finished product should be completed and installed by September 2021.

The Almonte Horticultural Society will be redesigning the garden around the mosaic project. Public Works will install the concrete base later this summer.

I. INFORMATION AND CORRESPONDENCE

J. OTHER / NEW BUSINESS

K. MEETING ANNOUNCEMENTS

The next meeting is Thursday June 17, 2021 at 8:00am.

L. ADJOURNMENT

THAT the May 20, 2021 C&EDC meeting be adjourned.

Moved by Mary Rozenberg

Seconded by Greg Smith

CARRIED

Bonnie Ostrom, Recording
Secretary



The Corporation of the Municipality of Mississippi Mills
Parks and Recreation Advisory Committee Meeting
MINUTES

May 25, 2021
3:45 p.m.
E-participation

Committee Present: Councillor Dalgity
Councillor Guerard
Christine Andersen
Lyn Button
Sherryl Smith
Scott Newton
Terry Ainsworth
Vicki Lowe
Victoria James-Lafleur

Staff Present: Calvin Murphy, Recreation Manager
Dawn McDonald, Administrative Assistant

A. CALL TO ORDER

Chair Newton called the meeting to order at 4:05 p.m.

B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

C. APPROVAL OF AGENDA

Moved by Vicki Lowe

Seconded by Councillor Dalgity

THAT the agenda be approved as presented.

CARRIED

D. APPROVAL OF MINUTES

Moved by Sherryl Smith

Seconded by Councillor Guerard

THAT the minutes of the Parks and Recreation Advisory Committee meeting on March 30, 2021 be approved.

CARRIED

E. DELEGATIONS AND PRESENTATIONS

E.1 Don Maynard Park

Steve Maynard provided a deputation on Don Maynard Park, outlining the proposed changes for 2021 including removal of sumacs and vegetation along the back of the park and planting of blue spruce trees as per the drawing provided. Work to be completed by volunteers and funds raised through donations. Possible plans for future work include additional planting, cedar rail fence, firm surface path and accessible playground.

ACTION: Deputant to submit detailed plan to Recreation Manager for discussion at the next Parks and Recreation Advisory Committee meeting on June 29, 2021.

Moved by Councillor Dalgity

Seconded by Terry Ainsworth

THAT the Parks and Recreation Advisory Committee receive the deputation by Steve Maynard re: Don Maynard Park for information.

CARRIED

F. REPORTS

F.1 Dog Park Working Group Minutes

Moved by Councillor Guerard

Seconded by Councillor Dalgity

THAT the minutes from the Dog Park Working Group dated April 8, 2021 and April 22, 2021 be received for information.

CARRIED

F.2 Dog Park Working Group - Survey

Councillor Dalgity provided a brief demonstration using a response driven survey program.

ACTION: That the Dog Park Working Group proceed with the development of a roll out plan for survey distribution.

Moved by Vicki Lowe

Seconded by Councillor Guerard

THAT the Parks & Recreation Advisory Committee accept the survey as presented.

CARRIED

G. BUSINESS ARISING OUT OF MINUTES

The Recreation Manager provided the following updates on items previously discussed:

- A meeting to view the upper hall kitchen at the Almonte Community Centre will be scheduled once municipal facilities re-open.
- The Almonte Soccer Club is still hoping to run some type of a soccer season, likely in July in accordance with the Provincial roll out however due to the late season start, it is doubtful that there will be a 2021 municipal recreation soccer program.
- Staff are getting ready to line and prepare the pitches. Baseball will hopefully start up in July.
- Tennis, disc golf, and play structures are now open.
- Splash pads opened Sunday, May 23 along with washrooms which are being cleaned every 2 hours, on advisement of the public health unit. Staff are commended on their hard work in pulling this together. Councillor Dalgity thanked Calvin and his staff for responding so quickly.
- The provincial stay at home order is still in effect until June 2nd. Step 1 of the Provincial Plan is scheduled to take effect June 14th. Staff will react as quickly as possible once guidelines are finalized and disseminated.

- The award of contract for construction of Mill Run Park has been approved by Council. The layout has been finalized and grading will begin in the next couple of weeks. Anticipated completion is mid to late October.

H. ROUND TABLE

- Community Service Master Plan
- Gypsy Moss
- Vaccinations continuing at Almonte Arena.
- Beach and boat launch open at the Almonte fair grounds.
- Noxious weeds reported at the boat launch in Appleton. Residents advised to notify Public Works.

I. INFORMATION AND CORRESPONDENCE

John Miotla provided a delegation at the May 18th Council meeting re: moving the Junior C Inferno hockey team to Almonte.

J. OTHER / NEW BUSINESS

K. MEETING ANNOUNCEMENTS

The next meeting of the Parks and Recreation Advisory Committee will be June 29, 2021 at 3:45 p.m. The committee will not be meeting in July.

L. ADJOURNMENT

Moved by Vicki Lowe

Seconded by Lyn Button

THAT the meeting be adjourned at 4:58 p.m.

CARRIED

Dawn McDonald, Recording
Secretary



The Corporation of the Municipality of Mississippi Mills

Agricultural Advisory Committee Meeting

MINUTES

June 2, 2021

12:30 p.m.

E-participation

Committee Present: Councillor Holmes
Brenda Cochran
Lorne Heslop
Merlin Knapton
Scott Sigurdson

Staff Present: Cynthia Moyle, Acting Clerk
Jennifer Russell, Administration

A. CALL TO ORDER

Brenda Cochran, Chair, called the meeting to order at 12:31 pm

B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

None

C. APPROVAL OF AGENDA

Moved by Lorne Heslop

Seconded by Scott Sigurdson

THAT the agenda be approved as presented.

D. APPROVAL OF MINUTES

Moved by Merlin Knapton

Seconded by Councillor Holmes

THAT the minutes dated January 28 and April 22, 2021, be approved

E. DELEGATIONS AND PRESENTATIONS

None

F. REPORTS

F.1 OPA 29 – Prime Agricultural Area Designation Review

The following items were discussed:

- 70/30 weighted criteria
- Marc Rivet, JL Richards Planner, has offered to attend Agricultural Committee meetings
- Cooperation/collaboration needed between Planning department and Committee
- Delegations to be invited for their input and expertise

ACTION: Acting Clerk to determine availability of Marc Rivet, JL Richards Planner, to attend committee meetings.

ACTION: Acting Clerk to determine the budget for the direct mailing.

Moved by Scott Sigurdson

Seconded by Lorne Heslop

THAT a LEAR working group be developed comprised of the Ag Advisory Committee members plus the Council representatives from Ramsay and Pakenham wards.

CARRIED

Moved by Scott Sigurdson

Seconded by Merlin Knapton

THAT committee member Lorne Heslop be the Vice Chair for the LEAR advisory working group.

CARRIED

G. BUSINESS ARISING OUT OF MINUTES

G.1 Drainage Act Discussion Paper (ERO #D19-1187) - February 16, 2021

H. ROUND TABLE

Councillor Holmes - Invasive perennial grass and exemption of carbon tax Information List items will be discussed further at the next Council meeting.

I. INFORMATION AND CORRESPONDENCE

I.1 Resignation of Committee Member Paul Crozier

New members will not be requested until after the Committee Restructuring Report is approved by Council.

I.2 Committee Restructuring Update

Acting Clerk advised of the updates to the Committee Restructuring Report that will be sent to Council for approval. The Terms of Reference for the committee will be revised.

ACTION: Acting Clerk to provide the committee with the revised Terms of Reference for review.

J. OTHER / NEW BUSINESS

None

K. MEETING ANNOUNCEMENTS

To be determined.

L. ADJOURNMENT

Moved by Scott Sigurdson

Seconded by Lorne Heslop

THAT the meeting be adjourned at 1:22 pm.

CARRIED

Cynthia Moyle, ACTING CLERK,



1st Quarter 2021 Drinking Water Quality Management Standard Report to Members of Council

The purpose of this report is to summarize the activities of the Roads and Public Works Department (water distribution system) for the period of January 1st, 2021 through March 31st, 2021.

Operational Plan Revisions

The following Operational Plan Revisions were completed during this Quarter.

Element 2 – added to state a commitment to comply with applicable legislation.

Appendix B: section 2.0 - added - Considers potential hazardous events and associated hazards, as identified in the Ministry of the Environment and Climate Change document titled Potential Hazardous Events for Municipal Residential Drinking Water Systems, dated February 2017 as it may be amended.

Appendix B – section 5.7 – removed on an annual basis and replaced with every Calendar Year.

Appendix B – Table 2A – replaced in its entirety.

Appendix G – section 2.0 – added - Ensures that the adequacy of the infrastructure necessary to operate and maintain the Subject System is reviewed at least once every Calendar Year.

Element 21 – added - The Operating Authority shall develop a procedure for tracking and measuring continual improvement of its Quality Management System by:

- a) reviewing and considering applicable best management practices, including any published by the Ministry of the Environment and Climate Change and available on www.ontario.ca/drinkingwater, at least once every thirty-six months;
- b) documenting a process for identification and management of Quality Management System Corrective Actions that includes:
 - i. investigating the cause(s) of an identified non-conformity,
 - ii. documenting the action(s) that will be taken to correct the nonconformity and prevent the non-conformity from re-occurring, and
 - iii. reviewing the action(s) taken to correct the non-conformity, verifying that they are implemented and are effective in correcting and preventing the re-occurrence of the nonconformity.
- c) documenting a process for identifying and implementing Preventive Actions to eliminate the occurrence of potential non-conformities in the Quality Management System that includes:
 - i. reviewing potential non-conformities that are identified to determine if preventive actions may be necessary,
 - ii. documenting the outcome of the review, including the action(s), if any, that will be taken to prevent a non-conformity from occurring, and
 - iii. reviewing the action(s) taken to prevent a non-conformity, verifying that they are implemented and are effective in preventing the occurrence of the non-conformity.

DO – The Operating Authority shall strive to continually improve the effectiveness of its Quality Management System by implementing and conforming to the procedure.

Internal Audits

There were no Internal Audits during this Quarter.

External Audits

The Municipality's DWQMS Certification Surveillance System Audit of the Municipality's QMS-Operational Plan (OAP-178) was completed. The process included an off-site audit on February 25, 2021 and a virtual on-site audit is scheduled in Q2. The Municipality was provided its Audit Report for the off-site audit on March 6, 2021 indicating conformance with our drinking water system.

Status of License

The Municipality's Municipal Drinking Water License (MDWL) – Issue #3 expires on July 19, 2021. The Municipality completed and submitted the MDWL application for draft review to the Ministry of Environment, Conservation, and Parks. The Drinking Water Works Permit (DWWP) – Issue #4 expires on August 31, 2027.

Drinking Water Quality

Customer Service Inquiries

During the first Quarter of 2021, 4 (four) inquiries received relating to water supply and/or qualities are summarized as follows:

- Frozen service – 1
- No water – 2
- Water quality – 1

Adverse Water Quality Incidents

There were no reportable adverse quality incidents in the first Quarter (per Ontario Regulation 170/03).

Management Review

The next Management Review is not scheduled until the fourth Quarter of 2021.

Operational Activities

The following activities have been initiated or completed during the first Quarter:

- January 26/21 – water main repair – Almonte Street
- January 31/21 – water service request – Main Street
- February 2/21 – water main repair – Almonte Street
- February 13/21 – frozen service – Shepherd Street
- February 17&18/21 – hydrant repair – Reaume Street
- February 20/21 – water main repair – Almonte Street

- February 25/19 – SAI Global External Audit
- February 26/21 – water main repair – Little Bridge Street
- March 9/21 – water connection – Antler Court
- March 29/21 – water connection – Antler Court
- Leak detection activities ongoing
- Meter reading
- Water main flushing ongoing
- Water meter change-outs ongoing

Water Production Statistics

- Refer to attached Graph / Table.

Upcoming Events / Activities

April

Construction Mill Run, Riverfront, White Tail Ridge
 Service Repairs
 Training
 Watermain flushing – Almonte Ward
 Water Meter Reading
 Water storage construction

May

Construction Mill Run, Riverfront, White Tail Ridge
 Training
 Watermain flushing – Almonte Ward
 Water storage construction

June

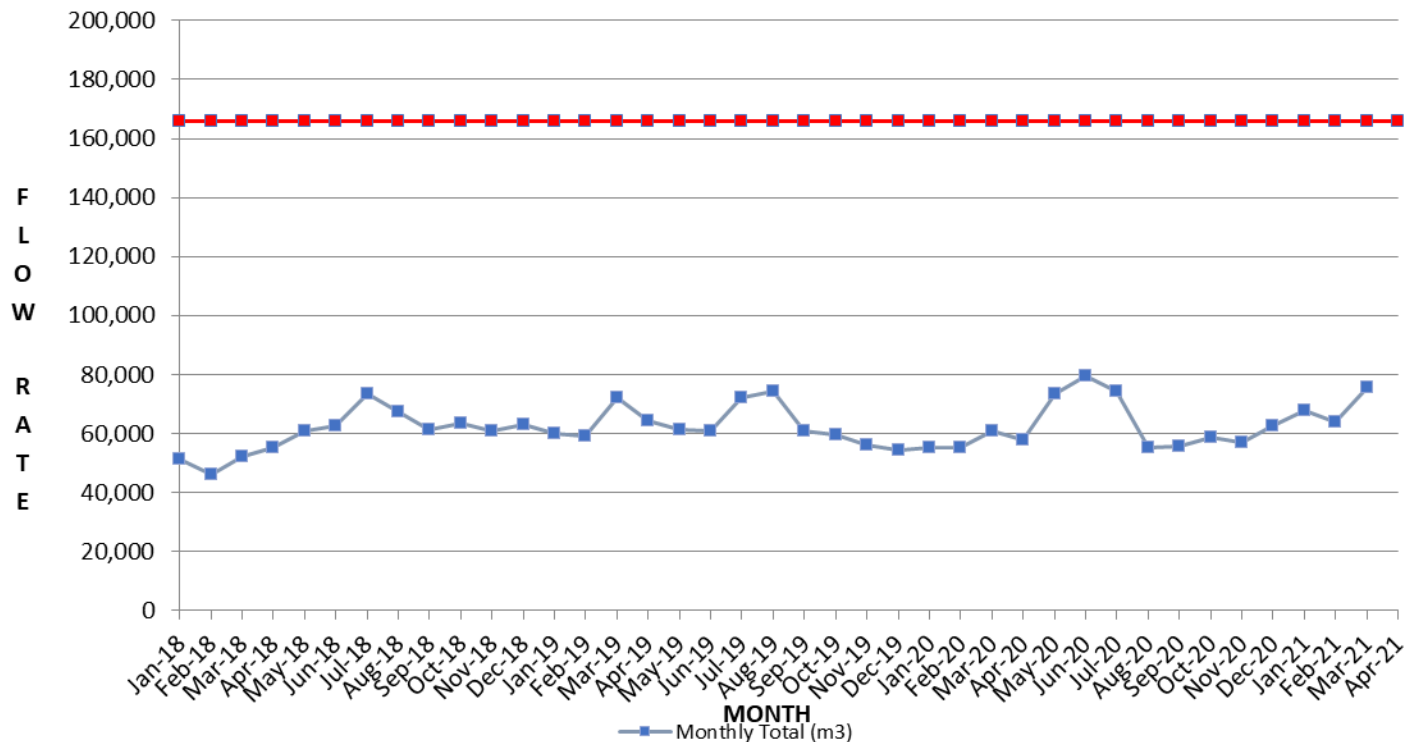
Annual Equipment Calibrations
 Construction Mill Run, Riverfront, White Tail Ridge
 Spring Hydrant Flushing Program
 Training
 Watermain flushing – Almonte Ward
 Water Meter Reading
 Water storage construction
 Valve Turning Programs

Cc: All Licensed Waterworks Staff



Mississippi
Mills

WTP Treated Water Trending



Mississippi
Mills

WATER TREATMENT PRODUCTION (2021 YEAR TO DATE Q1)

| Month/Year | Well 3 Monthly Total (m3) | Well 5 Monthly Total (m3) | Well 6 Monthly Total (m3) | Well 7 Monthly Total (m3) | Well 8 Monthly Total (m3) | Monthly Total (m3) | Operating Limit (m3) |
|------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------|-------------------------|
| Jan-21 | 5.04 | 6344.86 | 7765.45 | 26868.61 | 26637.2 | 67621.11 | 165826.8 |
| Feb-21 | 2553.89 | 5693.44 | 7777.53 | 24164.17 | 23689.6 | 63878.66 | 165826.8 |
| Mar-21 | 6045.46 | 5449.25 | 8774.23 | 27954.05 | 27424.7 | 75647.66 | 165826.8 |
| Apr-21 | | | | | | | 165826.8 |
| May-21 | | | | | | | 165826.8 |
| Jun-21 | | | | | | | 165826.8 |
| Jul-21 | | | | | | | 165826.8 |
| Aug-21 | | | | | | | 165826.8 |
| Sep-21 | | | | | | | 165826.8 |
| Oct-21 | | | | | | | 165826.8 |
| Nov-21 | | | | | | | 165826.8 |
| Dec-21 | | | | | | | 165826.8 |

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: June 15, 2021

TO: Committee of the Whole

FROM: Roxanne Sweeney, Building, Planning and By-law Lead Hand

SUBJECT: Traffic and Parking By-law Amendment – Community Mailboxes

RECOMMENDATION:

THAT the Committee of the Whole recommend to Council that By-law 02-27 - Traffic and Parking, Schedule C – Restricted Parking be amended to restrict parking in front of a community mailbox to five-minute parking” and that a five-minute parking sign be erected at these locations to be determined by the Director of Roads and Public Works.

BACKGROUND:

That the By-law Department has been receiving complaints regarding parking at the community mailbox on Merrithew Street. Vehicles are parking in front of the community mailbox for hours at a time making it difficult for residents to stop quickly to access the community mailbox.

In 2008, there were parking concerns regarding the community mailbox on Spring Street. By-law 08-062 amended By-law 02-27, Schedule C – Restricted Parking to include:

| HIGHWAY/ STREET | HIGHWAY DIRECTION | FROM | TO | SIDE |
|--|----------------------|------|----|------|
| Spring Street in front of the community mail box – 5 minutes | North and South | | | East |

A five-minute parking sign was erected at the community mailbox on Spring Street in 2008.

If any complaints or concerns arise regarding a community mailbox at a different location, a five-minute parking sign could be erected at that location at that time.

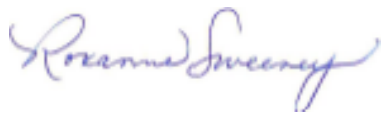
FINANCIAL IMPLICATIONS:

The only financial implication would be the cost of the five-minute parking sign for the Merrithew Street community mailbox location. The work would be completed by Municipal Staff and no additional unforeseen costs are expected at this time.

RECOMMENDATION:

Staff are recommending that Council approve the request for the amendments to By-law 02-27 and approve the erection of a five-minute parking sign at the community mailbox on Merrithew Street as concerns have been raised regarding this location.

Respectfully submitted,



Roxanne Sweeney
Building, Planning and By-law Lead Hand

Reviewed by,



Cory Smith
A/Director of Roads & Public Works

Approved by,

**ATTACHMENTS**

1. DRAFT by-law amendment 02-27

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 21-XXX

BEING a by-law to amend Traffic and Parking By-law 02-27.

WHEREAS the Municipal Act, 2001 (S.O.2001, c.25) Section 11(2), provides the authority to municipalities to pass by-laws within the following sphere of jurisdiction: highways, including parking and traffic on highways.

NOW THEREFORE the Council of the Corporation of the Municipality of Mississippi Mills enacts as follows:

THAT By-law 02-27, Schedule C – Restricted Parking be amended to include:

| HIGHWAY/ STREET | HIGHWAY DIRECTION | FROM | TO | SIDE |
|---|----------------------|------|----|---------------|
| Any highway street where a community mailbox has been placed - 5 Minute Parking for three spaces directly in front of and adjacent to mailboxes as defined by Zoning By-law 11-83 | As applicable | | | As applicable |

That Canada Post Corporation or its contractors be exempt from the 5 Minute Parking restriction in front of community mailboxes.

NOW THEREFORE the Council of the Corporation of the Municipality of Mississippi Mills enacts as follows:

1. By-law 02-27 is hereby amended.
2. This by-law shall come into force on the day of its passing.

BY-LAW READ passed, signed and sealed in open Council this 15th day of June, 2021.

Christa Lowry, Mayor

Cynthia Moyle, Acting Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

ROADS AND PUBLIC WORKS REPORT

MEETING DATE: June 15, 2021

TO: Committee of the Whole

FROM: Abby Armstrong, B.A. (Env.)
Environmental Compliance Coordinator

**SUBJECT: MISSISSIPPI MILLS WASTEWATER TREATMENT PLANT 2020
ANNUAL REPORT**

RECOMMENDATION:

THAT Committee of the Whole recommend Council receive the 2020 Annual Summary Report for the Mississippi Mills Wastewater Treatment Plant as prepared by the Ontario Clean Water Agency for information purposes.

BACKGROUND:

Terms and conditions contained within the Municipality's Certificate of Approval for the Municipality's Wastewater Treatment Plant require that the Owner prepare and submit an annual summary report to the Ministry of Environment, Conservation, and Parks (MECP) for each calendar year of operations.

Each report submission is required to summarize system compliance with respect to monitoring for volumetric flows as well as compliance limits for all chemical analysis performed for influent and effluent parameters. The attached report by the Ontario Clean Water Agency (OCWA) presently satisfies these reporting requirements and will be submitted to the MECP for review.

DISCUSSION:

The facility automatically diverts all flows over 14,100 m³/day to the attenuation pond Cell A where the effluent is stored and returned to the facility for processing during lower flow periods. Compliance limits have not exceeded, with the annual average flow of the Wastewater Treatment Plant at 3,951.7 m³/d, which is in compliance with the limit of 4,700 m³/d.

For ease of review, staff have provided a series of tables below that summarize events during the reporting cycle. Additional details on these reporting areas may be found in the parent summary document appended to this report.

Table 1 – Bypass/Overflow Events

| <i>Event</i> | <i>Comments</i> |
|---------------------------------------|--|
| Gemmill's Bay SPS January 11, 2020 | A heavy rain and snow melt caused high flows at Gemmill's Bay sewage pumping station. Both pumps were running at full speed could not keep up with the flow. This resulted in an overflow of raw sewage. |

Table 2 – Spills

| <i>Event</i> | <i>Comments</i> |
|---------------------------------------|---|
| Gemmill's Bay SPS February 8, 2020 | Staff received a high wet well alarm and arrived at Gemmill's Bay SPS to find no power. The Transfer Switch was stuck in the neutral position which caused the diesel generator backup to be offline. This resulted in an overflow of raw sewage. |
| Gemmill's Bay SPS August 11, 2020 | Power outage throughout the municipality and no back up power through the Transfer Switch was available caused the overflow raw sewage at Gemmill's Bay SPS. This resulted in an overflow of raw sewage. |

Table 3 – Biosolids Applications (Terratec Environmental)

| <i>Date</i> | <i>Comments</i> |
|--------------------|-----------------------------------|
| May 12, 2020 | 470.5 tonnes land applied. |
| November 9, 2020 | 366.9 tonnes land applied. |
| Total | 938.4 tonnes land applied. |

Table 4 – Septage

| <i>Year</i> | <i>Comments</i> |
|--------------------|---|
| 2020 | 3356.7 m ³ of septage was received in 2020. The spill containment area for the septage receiving station received an upgrade in 2020. The upgrade included relocate piping to the catch basin adjacent to the WWTP, relocated piping to the septage tank in the WWTP and proper slope of septage receiving station to ensure no spill or overflow from the spill containment area to the natural environment will occur. |

In closing, the event summaries provided, and the appended Annual Report, demonstrate that the Municipality's wastewater system continues to operate with a high rate of environmental compliance. The Municipality and OCWA's ongoing commitment to invest in system management, operational improvements and efficiencies, capital investments, and training continues to reflect in system performance.

FINANCIAL IMPLICATIONS:


None.

SUMMARY:

The Municipality must prepare and an Annual Summary Report to the Ministry of Environment, Conservation, and Parks. The attached 2020 Annual Report prepared by the Ontario Clean Water Agency currently serves to meet the reporting requirements pursuant to this regulatory approval.

Respectfully submitted,

Reviewed by,



Abby Armstrong
Environmental Compliance Coordinator



Cory Smith
A/Director of Roads & Public Works

Approved by,



Ken Kelly
Chief Administrative Officer

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: June 15, 2021
TO: Committee of the Whole
FROM: Cory Smith, A/Director of Public Works
SUBJECT: Downtown Core Costing

RECOMMENDATION:

THAT the Committee of the Whole receive this report as information

AND THAT Committee of the whole recommend Council approve the proposed timelines for construction and direct staff to proceed with finalization of the tender based on the proposed dates.

BACKGROUND:

The Municipality of Mississippi Mills has gone through a Municipal Class EA for the purposes of completing a renewal of our downtown core. The process started in 2015. Several public meetings have been held, throughout the EA process and during the detailed design process. Parsons Consultants Inc. was engaged for the EA process, and JP2G Consultants Inc. for completion of the detailed design. Staff and Council have reviewed the process several times along the way and taken into consideration comments from the public, stakeholders, professional engineers and consulting teams hired to come up with an appropriate detailed design that balances the needs and wants of the community and stakeholders, with considerations for the required fiscal responsibilities of the Municipality.

In order to achieve the desired balance, the scope of the project has been reduced from its original concept of a complete renewal of an area including the downtown core and surrounding areas to a more deliberate scope focusing primarily on the downtown core itself, while recognizing the future possibility of the development of the area surrounding the downtown core. The need to create this balance between the needs, wants and required works and maintain fiscal responsibility also reduced the scope of the surface works, from the original concept. The final scope is felt to have achieved this balance between the modern upgrades needed for the downtown core and maintaining the historic character of our community.

DISCUSSION:

A final cost estimate has been completed by JP2G based on the finalized design and incorporating several factors including historic unit rates seen by Mississippi Mills. JP2G used their experience with the design and construction of the downtown cores of Arnprior and Renfrew to derive the unit rates for our project. Staff have reviewed the unit rates for this project as well as other projected costs based on the work proposed for completion and feel that the estimated cost as provided by JP2G to be acceptable for budgetary purposes.

The project works have been broken down into 5 different segments which will allow for staging of works and for cost forecasting based on this.

The segments are as follows;

| Item | Estimated Cost |
|--|----------------|
| Phase 1A Mill Street – Almonte Street to Little Bridge Street | \$2,190,000 |
| Phase 1B Mill Street – Little Bridge to Bridge Street | \$960,000 |
| Phase 2 Little Bridge Street | \$1,240,000 |
| Phase 3 Brae Street | \$580,000 |
| Phase 3 High Street and Parking Lot | \$450,000 |
| Sub-Total Construction | \$5,420,000 |
| Contract Administration, Site Review, and Testing (Assuming 1 contract for 2 years) | \$350,200 |
| Total Construction and Non-Construction | \$5,770,000 |
| Total Including 20% Contingency | \$6,924,240 |
| Total Including HST | \$7,824,391 |

The costs above are for construction costs and include costs for Road Construction, Watermain, Sanitary and Storm Sewers, Landscaping, and provisional Costs. In addition to these costs, consideration needs to be included for Contract Administration purposes, utility relocation, and a contingency of 20% should be included. The contingency is required to deal with unexpected issues including unforeseen conflicts, substrate issues, or unforeseen environmental costs. It is felt that 20% is adequate for this project.

The costs for Contract Administration for this project should include 1 full time Public Works Staff Member, contracted inspection staff and engineering review from the designer.

Utility relocation is required for 3 locations due to conflict with Enbridge Gas. The relocation of the Enbridge Gas main needs to occur in advance. A detailed final costing will be brought forward in a separate report once a finalized design and costing is completed for the relocation of the gas mains.

The other key consideration for these works is scheduling and phasing. The design is set up so that we can tender it all at once and allow the contractor to provide a schedule of works to complete all five (5) phases, or if required, the works can be tendered one (1) phase at a time or in combined packages. Typically, these types of projects would be tendered as one complete contract and the contractor would provide a schedule for completing each phase. It is anticipated that the contract would take a total of two (2) years to be completed. A proposed schedule of activities to demonstrate the process is as follows.

The process from where we are at to completion are as follows in the proposed timelines below;

1. Council Approve the works to proceed and commit to the funding of this project.
2. Staff will work with JP2G to finalize dates in the tender for a 2022 commencement of works.
3. Staff will start a communication strategy to effectively communicate the upcoming works.
4. Staff would recommend tendering no later than January 2022, however, a late fall tender may be possible, allowing for an early contract award, with a construction start date of May 2022.
 - a. An early tender is generally beneficial for better pricing.
 - b. An early award is also important to allow time for the contractor to order materials, take appropriate time to develop staging and traffic control plans and prepare a well thought out schedule of works.
5. Based on a January Tender, the contract award would be Late February to Early March based on tendering time and the process of Council Approval for award of contract taking two Council Cycles one for COW and one for Council.
6. After award of the contract, the contractor would prepare the required submissions based on the contract documents including a detailed schedule and phasing plan, shop drawings, plans for temporary water and sanitary servicing, pedestrian and traffic control plans etc.
7. Once all required submissions are received and authorization to proceed is given.
8. Some minor works such as installation of signage and delivery of notices and ordering of materials would then commence.
9. Commencement of on-site works would begin in May of 2022.
10. Works on-site to be completed based on accepted schedule and phasing strategy.
11. Works expected to be completed by late fall 2023.

An important part of the renewal project will be a communications strategy. Assuming authorization to proceed with construction in 2022 is given by council, a communications strategy based on the outline below will be implemented.

1. June/July of 2021 General Notice that the downtown core renewal will be taking place in the spring/summer of 2022 will go out in the form of a letter to directly affected residents and businesses. The notice will also be posted on our website and social media. This will be a basic outline of the project and timelines.
2. October and December 2021 a reminder notice will be reissued including new and additional information such as tendering dates.
3. In late March, upon award of Tender and once in receipt of the schedule and phasing plan a more detailed notice will be provided to the affected businesses and residents providing them with more accurate information about when, where and how they will be affected that could not be communicated until the schedule/phasing plan was received and approved. This information will also be posted on our website and social media.
4. Prior to works commencing on-site, the contractor will be required to provide a letter to affected businesses and residents, providing them with contact information and details on how to address any concerns, including after hours contact information.
5. Details of accessing businesses for retail traffic, deliveries etc. including alternate plans as the project moves from phase to phase.
6. Prior to any works being completed that will affect traffic flow or temporary service interruptions additional notifications will be provided to the affected businesses and residents.
7. During the construction a monthly update of activities will be posted on social media by our staff. The frequency will be increased to weekly during times of key activities as required.

OPTIONS:

1. Committee of the Whole can accept the information provided and recommend council direct staff to proceed with the project with the intent of including funding for the project in the 2022 Budget :
2. Committee of the Whole can accept the information provided by staff and provide further instruction to staff.

FINANCIAL IMPLICATIONS:

The total costs of the project are estimated to be \$6,924,240 (Plus HST). This includes construction costs, contract administration costs, and a 20% contingency. Staff have reviewed this estimate and are comfortable with these projections based on current conditions. The source of funding for this project will need to be determined during budget deliberations.

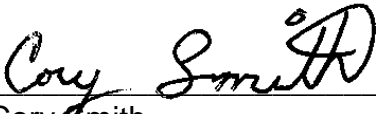

SUMMARY:

Staff have reviewed the scope of the project and the proposed cost estimate for the project as provided by JP2G and feel that the costs provided are reasonable projections based on current conditions. Staff are prepared to move forward with final preparations

for the works and implementing a communications strategy once Council approves the timelines.

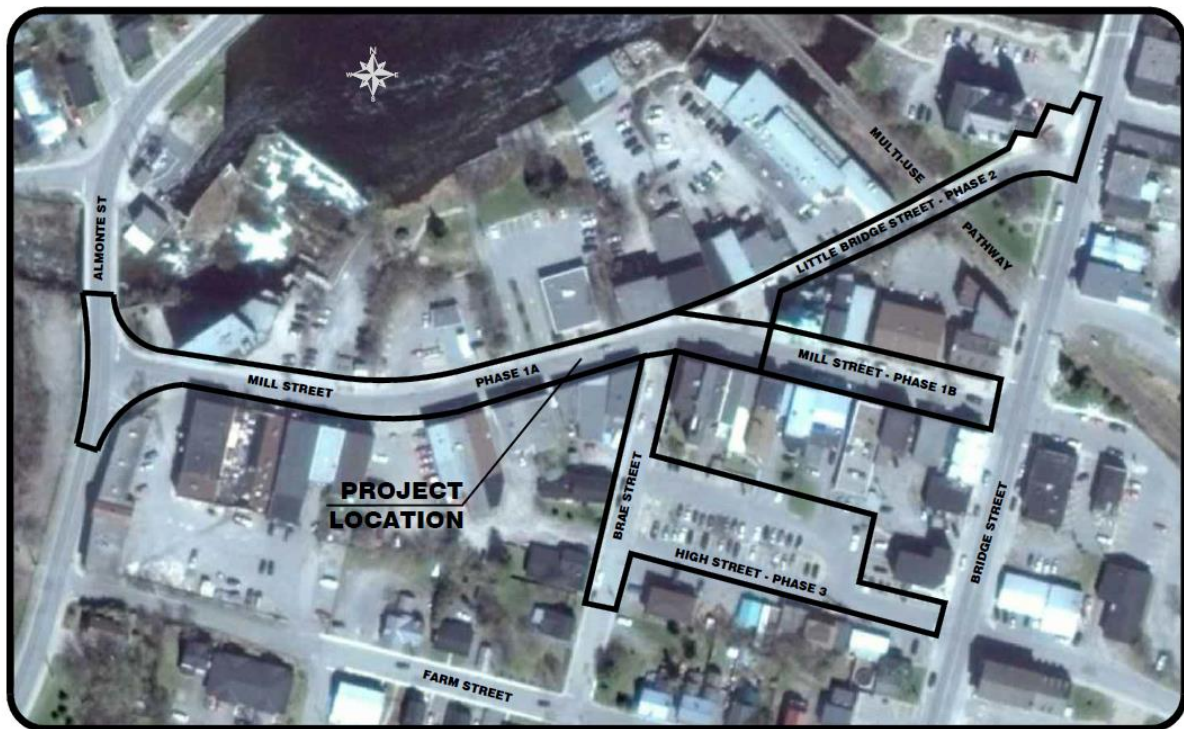
Respectfully submitted by,

Reviewed by:


Cory Smith,
A/Director of Public Works
Ken Kelly,
CAO

ATTACHMENTS:

1. Drawing outlining the phases.



**ALMONTE DOWNTOWN CORE INFRASTRUCTURE RENEWAL PROJECT
PHASING**

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS
ZONING BY-LAW AMENDMENT NO. 2021-XXX

DATE: June 15, 2021

TO: Committee of the Whole

FROM: Marc Rivet, MCIP, RPP, Acting Director of Planning

SUBJECT: BACKGROUND REPORT:
ZONING BY-LAW AMENDMENT NO 2021-XXX (Z-07-21)
Lot 68 Registered Plan 27M88
Almonte Ward, Municipality of Mississippi Mills

KNOWN AS: 366 Spring Street

OWNER: Houchaimi Holdings Inc.

RECOMMENDATION:

THAT Committee of the Whole recommends that Council enacts and passes Zoning By-law Amendment No. being a site-specific amendment to change the zoning of the subject property (366 Spring Street) from from Residential First Density (R1-20) Zone to Residential Second Density (R2E-18) Zone to permit a semi-detached dwelling.

PURPOSE AND EFFECT

The purpose and effect of this report is to provide background on the proposed development and required amendments to permit the semi-detached dwelling.

The subject property is located within Phase 5 of the Riverfront Estate Subdivision.

The purpose and effect of the Zoning By-law Amendment application is to change the zoning of the subject property from Residential First Density (R1-20) Zone to Residential Second Density (R2E-18) Zone to permit a semi-detached dwelling.

DESCRIPTION OF SUBJECT PROPERTY

The subject property has a lot area of approximately 681.38 sq. metres, with 22.87 metres of frontage on Spring Street.

The land uses surrounding the Subject Property include:

- To the north: Detached dwelling;
- To the south: Park;
- To the east: Mississippi River
- To the west: Spring Street (towns and low-rise apartment)



Figure 1: Location Map

DESCRIPTION OF PROPOSED DEVELOPMENT

The development consists of a semi-detached dwelling, consisting of Lot A, with a lot area of 338.92 sq. metres and lot B with a lot area of 342.46 sq. metres for a combined area of 681.38 sq. metres.

In support of the proposed development, the applicant has submitted:

- Site Plan
- Elevation Drawings

Proposed Site Plan and Elevation Drawings have been included in Appendix “A” and “B”, respectively.

SERVICING & INFRASTRUCTURE

The development is to be fully serviced by municipal water and sanitary services. The municipal servicing and infrastructure demands are not anticipated to change as a result of the application.

MUNICIPALITY OF MISSISSIPPI MILLS' COMMUNITY OFFICIAL PLAN (COP)

As per Schedule 'A' of the COP the subject lands are currently designated Residential which permits the proposed residential use.

MUNICIPALITY OF MISSISSIPPI MILLS' ZONING BY-LAW #11-83

The lands are currently zoned as Residential First Density Subzone 20. The current zoning would not allow for the proposed development.

The R1-20 has the following exceptions:

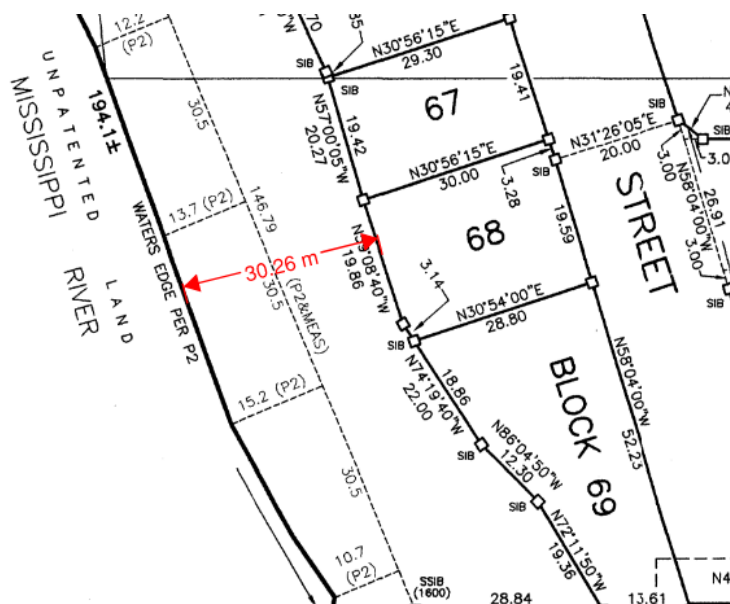
- the minimum front yard setback for the main residential dwelling shall be 3.0 m (9.8 ft) with a garage, detached or attached being no closer than 6.0 m (19.7 ft) from the front lot line;
- the minimum interior side yard setback shall be 1.2 m (3.9 ft);
- the minimum exterior side yard setback shall be 3.0 m (9.8 ft); and
- the maximum lot coverage shall be 40%.

The R2E-18 has the following provisions:

- the maximum lot coverage shall be 55%; and
- single-detached dwellings shall adhere to R1I-31 standards

As such, the Zoning By-Law Amendment proposes to rezone the lands on Schedule C Almonte Ward from Residential First Density (R1-20) Zone" to Residential Second Density (R2E-18) Zone to permit a semi-detached dwelling with specific zone exceptions. See Appendix "C"

The R1 zone has a minimum rear yard setback of 7.5 m whereas the R2E zone has a minimum rear yard setback of 6.0 metres. The lot is 30 metres from the high-water line.



CIRCULATION COMMENTS:

The application was circulated to municipal staff and the list of prescribed bodies and persons in accordance with the Planning Act.

COMMENTS FROM INTERNAL CIRCULATION

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

CAO: No comments received.

Clerk: No concerns.

Public Health Official and CBO: No objections.

Building Department: No objections.

Fire Chief: No objections.

Acting Director of Roads and Public Works: No concerns.

Recreation Coordinator: No concerns.

COMMENTS FROM EXTERNAL AGENCIES

Mississippi Valley Conservation Authority (MVCA): ---

Algonquins of Ontario Consultation Office

No comments received.

PUBLIC COMMENTS RECEIVED:

Staff circulated the application in accordance with the provisions of the Planning Act. The Planning Act prescribes that notice be placed on site and mailed to all property owners within 120m of the subject lands.

Summary of comments are included in Appendix "D". Staff have reviewed these comments and feel that the proposed change from a detached dwelling to a semi-detached dwelling is good land use planning and will not negatively impact the neighbourhood. Each unit has a garage for parking.

All of which is respectfully submitted,

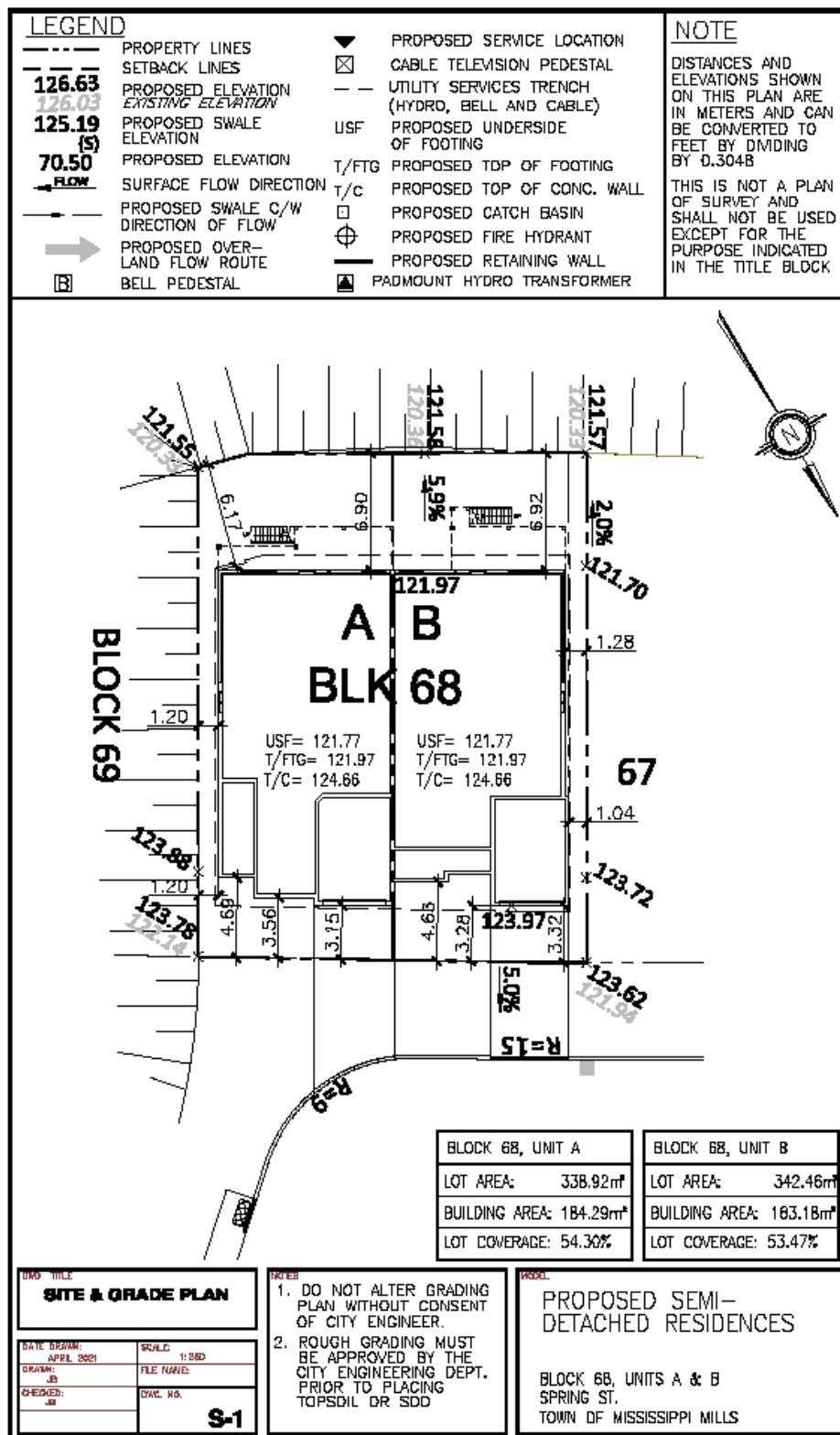


Marc Rivet, MCIP, RPP
Acting Director of Planning



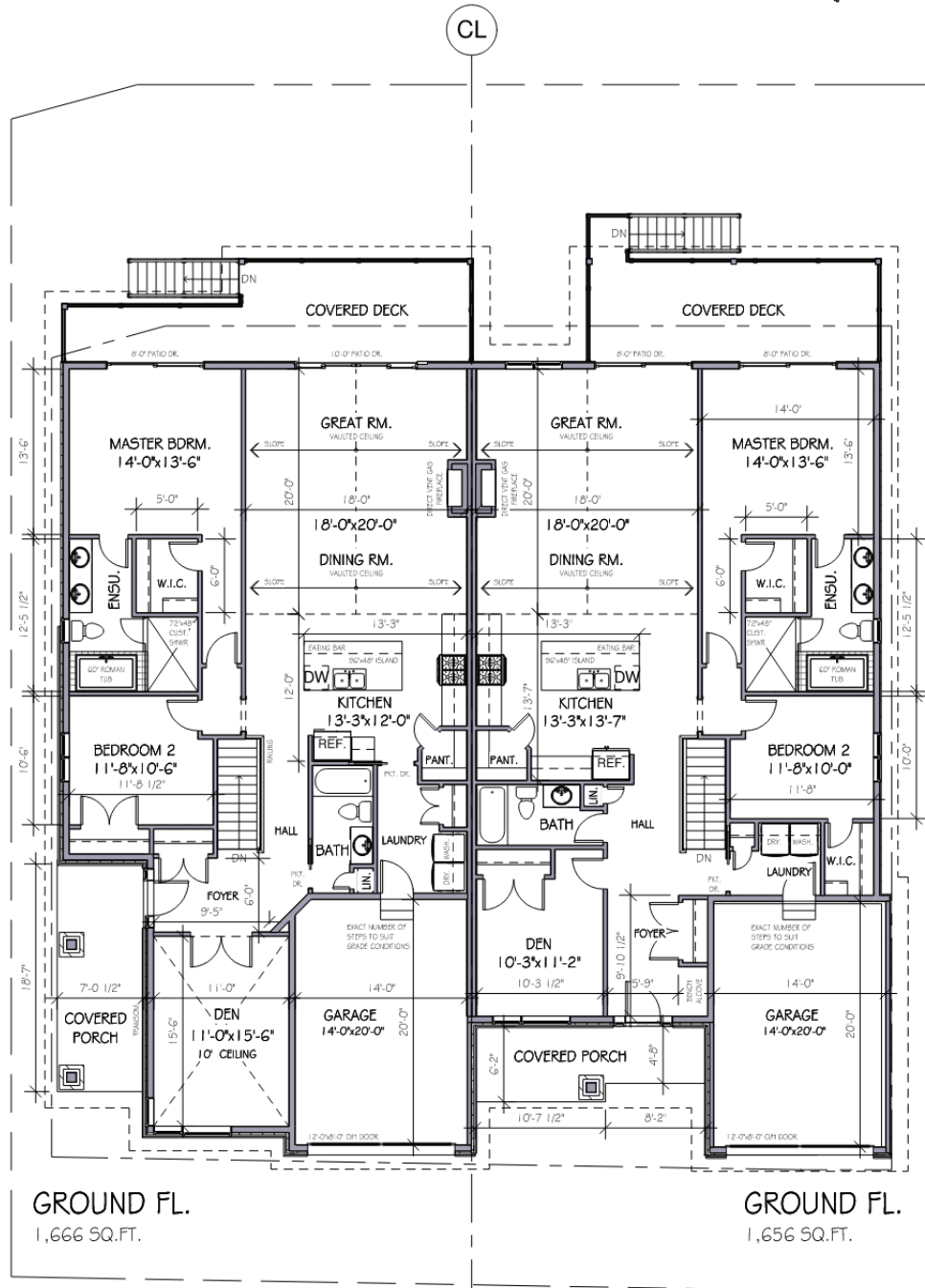
Ken Kelly
Chief Administrative Officer

APPENDIX A – SITE PLAN



APPENDIX B – PROPOSED ELEVATIONS

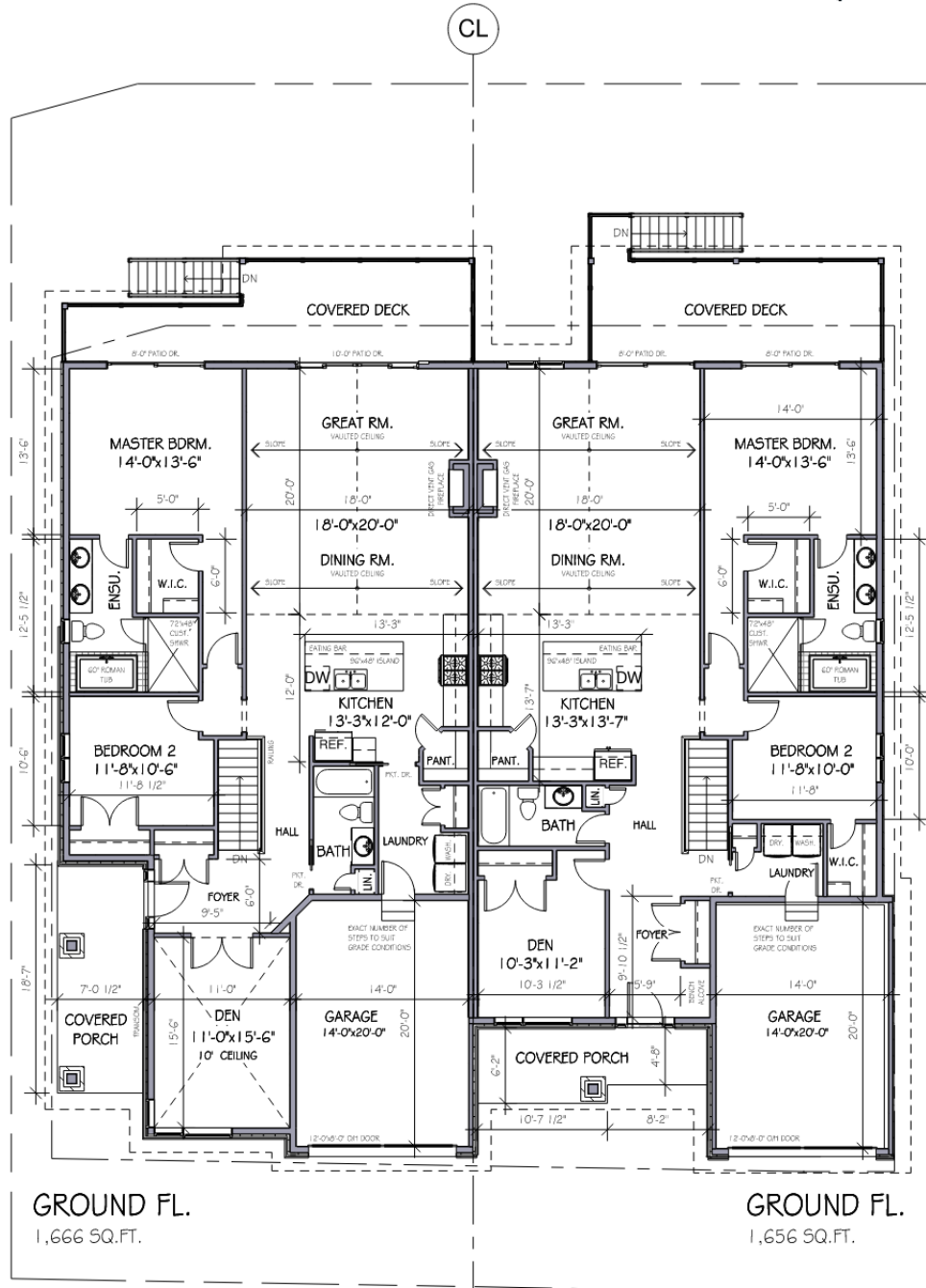
SEMI BUNGALOW- LOT 68 SPRING ST.



APPENDIX B – PROPOSED ELEVATIONS

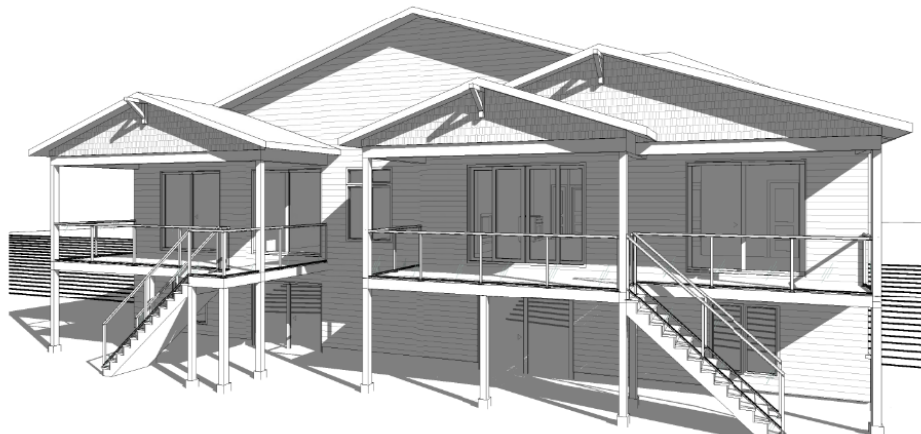
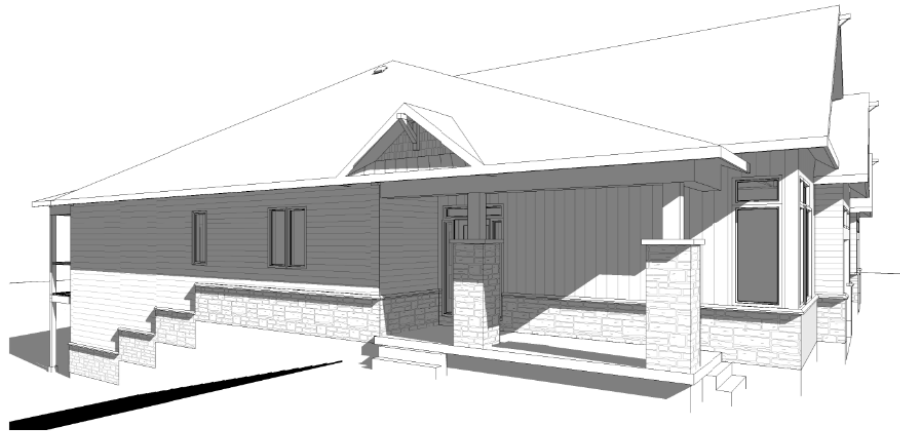
SEMI BUNGALOW- LOT 68 SPRING ST.

Riverfront
estates



APPENDIX B – PROPOSED ELEVATIONS
SEMI BUNGALOW- LOT 68 SPRING ST.

Riverfront
estates



APRIL 6 2021

APPENDIX C – PROPOSED ZONING BY-LAW

EXPLANATORY NOTE

The purpose and effect of the Zoning By-law Amendment application is to rezone the lands on Schedule C Almonte Ward from Residential First Density (R1-20) Zone to Residential Second Density (R2E-18) Zone to permit a semi-detached dwelling with specific zone exceptions.

THE MUNICIPALITY OF MISSISSIPPI MILLS

By-law No. 2021-_____

Being a By-law to Amend Zoning By-law No.11-83

WHEREAS By-law No.11-83 regulates the use of land and the use and erection of buildings and structures within the Municipality of Mississippi Mills;

AND WHEREAS the Council of the Municipality of Mississippi Mills has the authority to pass a by-law under Section 34 of the *Planning Act*;

AND WHEREAS the Council of the Municipality of Mississippi Mills deems it advisable to amend By-law No. 11-83 as hereinafter set forth;

NOW THEREFORE the Council of the Municipality of Mississippi Mills enacts as follows:

1. The lands affected by this By-law are shown on Schedule "A" attached hereto.
2. Schedule C Almonte Ward to By-law No. 11-83 is hereby amended by changing the zoning of Lot 68, Registered Plan 27M88 from Residential First Density (R1-20) Zone to Residential Second Density (R2E-18) Zone.
3. This By-law shall come into full force and effect in accordance with the *Planning Act*, R.S.O. 1990.

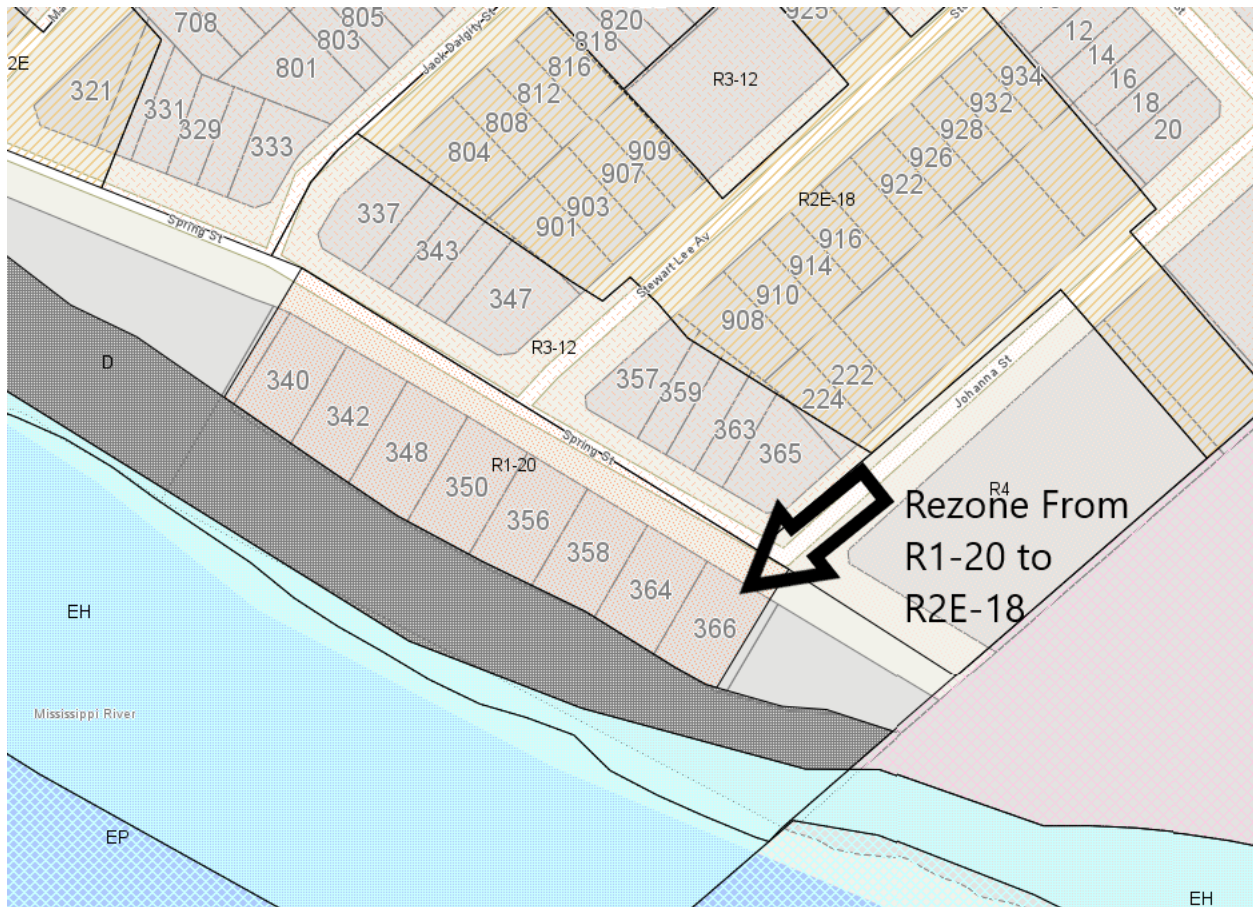
READ a first and second time this ____ day of ____, 2021.

READ a third time and finally passed this ____ day of ____, 2021.

Mayor/ Reeve

_____ SEAL
Clerk

SCHEDULE 'A'



APPENDIX D – PUBLIC COMMENTS

Written Submissions:

Bonnie Leclair – May 25th, 2021

I am writing in regards to the zoning by law amendment application. I am asking that this is not permitted to go ahead. When I bought here, there were only to be large houses across the road from me, no semi-detached dwellings. If I had the money to buy one of those homes I would not want a semi - detached dwelling beside me. This corner is already going to have a population once the apartment building is up. 44 units and room for 2 cars each for the owners. Now you want to add a semi at 366 Spring Street which will add to more congestion. People are parking across the street now to get to the river with their canoes and kayaks. Something has to give. Also we have people on Spring street that own 5 cars and they are on the road as well. You get everyone having friends visit and what is going to happen down here at this end. Someone has to make the correct decision here and not just think of the tax money generated. I hope you will seriously take a look at this and do the right thing. I will be looking forward to a response to make sure you received this. I would also like to be put on the list for the zoom public meeting held on Tuesday, June 1st, 2021 at 6 o'clock pm. Please send me an invite. Thank you for your time.

Oral Submissions:

Rhonda Keeler

- Echo's similar comments made by Bonnie (Written submission)
- Concerned from the original apartment building- and the addition of more housing in the area (over-population).
- Issues with congestion in this corner – in this area.
- Congestion – safety and moving through areas properly

Ms Bonnie LeClair – written comments :

- Would like to see her concerns addressed.
- Adding two semis units doesn't seem like a lot but would lead to more people traffic than you think.
- Big Picture: congestion, not only just people that live in the area but also friends visiting
- Constantly parking in the 366 area and on the bend.
- No allowance made for this on the parking (along the street).
- At the Apartment Building – everyone park on the street.
- Don't want to deal with anymore more congestion or developments that add more compounds – there is an urgent problem ahead of us.

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: June 15, 2021
TO: Committee of the Whole
FROM: Dan Prest, CBO
SUBJECT: Building Permit Activity Report: January 1, 2021 to May 31, 2021

RECOMMENDATION:

THAT Committee of the Whole recommend Council receive the staff report on building permit activity for the period January 1, 2021 to May 31, 2021 for information.

BACKGROUND:

The pandemic has created many unexpected trends including a demand for real estate in many different forms. The information in this report includes a comparison of data from 2019, 2020 and 2021 to illustrate the significant increase in building permit activity so far this year.

While there are staff vacancies within the Building and Planning Department we have dealt with the volume and peak workload through outside contracts. JL Richards has been retained to assist with day to day planning matters and RSM consultants has been retained to provide building code plans examination services. Both of these contracts have enabled the organization to maintain a very high level of service to the public for information and processing of applications for minor variances, consents, site plan applications, zoning bylaw amendments, subdivision developments, official plan amendments and other policy work.

Data that is not contained in the tables below is the high number of emails and phone calls that are also processed. This includes perspective buyers of property looking for information, requests about building permit processes and planning matters.

The staff of the Building & Planning Department should be commended for their commitment, dedication and their hard work to ensure the high level of service to our residents and builders continues.

| | 2021 | | 2020 | | 2019 | |
|---------------------------|------------|---------------------|------------|---------------------|------------|---------------------|
| | Permits | Work Value | Permits | Work Value | Permits | Work Value |
| Demolitions | 2 | \$12,000 | 7 | \$72,075 | 2 | \$7,500 |
| New Res. Construction | 107 | \$41,064,427 | 41 | \$14,220,000 | 55 | \$15,496,000 |
| New Com. Construction | 1 | \$7,000 | | | 1 | \$225,000 |
| Addition Res. | 6 | \$319,000 | 1 | \$3,000 | 1 | \$40,000 |
| Addition Com. | 1 | \$250,000 | | | 1 | \$10,000 |
| Alteration Res. | 24 | \$952,878 | 17 | \$498,502 | 26 | \$697,979 |
| Alteration Com. | 2 | \$32,900 | 3 | \$59,000 | 8 | \$794,130 |
| Other | 39 | \$1,458,032 | 22 | \$953,050 | 27 | \$190,100 |
| Pool | 17 | \$809,318 | 3 | \$175,000 | 4 | \$75,000 |
| Garage/Accessory-Building | 16 | \$1,000,500 | 6 | \$126,700 | 4 | \$43,000 |
| Agriculture | | | 4 | \$111,000 | 3 | \$2,050,000 |
| Mixed-use | | | | | | |
| Change of Use | | | | | | |
| | | | | | | |
| YEAR TO DATE | 215 | \$45,906,055 | 104 | \$16,218,327 | 132 | \$19,628,709 |

Notes: This data is for the time frame January 1 to May 31 of each year.

There may be multiple units associated with one permit such as a multi unit building.

If no data existed for that category than it is left empty.

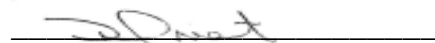
FINANCIAL IMPLICATIONS:

This report is for information purposes only and does not have any financial implications.

SUMMARY:

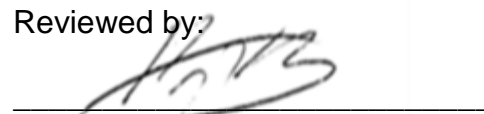
Council should receive this report as information.

Respectfully submitted by,



Dan Prest,
Chief Building Official

Reviewed by:



Ken T. Kelly,
Chief Administrative Officer

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: June 15, 2021

TO: Committee of the Whole

FROM: Tiffany MacLaren, Community Economic and Cultural Coordinator

SUBJECT: Mississippi Mills Municipal Film Policy

RECOMMENDATION:

THAT Committee of the Whole recommend that Council approve the Municipal Film Policy, the Municipal Code of Conduct for Film Cast and Crew and the proposed Municipal Film Policy Schedule of Fees.

BACKGROUND:

Since 2012, the Municipality of Mississippi Mills has been used as the location for approximately twenty film productions. Production requests are increasing in regularity. While there can be an appeal and economic benefit, some residents and businesses may be affected negatively by these productions if proper management tools are not in place.

To protect the interests and mitigate any negative impact on its residents, property owners and business owners, Council requested that the Community and Economic Development Committee (C&EDC) research and develop a draft Municipal Film Policy.

Through collaboration with C&EDC staff developed the Municipal Film Policy, Code of Conduct for Film Crew and Cast along with a recommended Schedule of Fees.

DISCUSSION:

The purpose of this Municipal Film Policy is to ensure there is a fair, safe, respectful, and mutually beneficial relationship between all parties. The film industry has demonstrated direct and indirect economic benefits to the community. The film permit application process is essential in ensuring that Municipal property and the rights, safety, and privacy of the citizens of Mississippi Mills are protected.

The C&EDC Committee began the process of developing this policy by circulating a survey to residents of Mississippi Mills. This helped to form the foundation of our research and from there staff researched other existing film policies and processes.

Once a draft was developed it was circulated to the Community & Economic Development Committee for discussion and revision. In addition, the draft policy was reviewed by a Mississippi Mills resident in the film industry and a Film Production team that often works in Mississippi Mills. These industry contacts helped to ensure the policy was relevant and that the correct terminology was being used.

If Council adopts this policy staff will develop an application form as well as communication plan for the new policy. A Film Industry page will be included on the Mississippi Mills Municipal website.

FINANCIAL IMPLICATIONS:

The Mississippi Mills Municipal Film Policy and Fees are not being developed to generate revenue. The attached schedule of fees was created through extensive research into similar policies in other Municipalities.

The true financial impact of film production happens directly with local businesses and residents through rental of property, and other location related expenses. A single film production typical of what we see in Mississippi Mills budgets to spend between \$15,000 and \$100,000 on location rental and related expenses. The Municipality directly benefits through rental of Municipal facilities; often occurring during off peak times when the facility would be otherwise empty.

Parking fees are being charged to discourage the use of public parking except where essential to the operation of the film shoot.

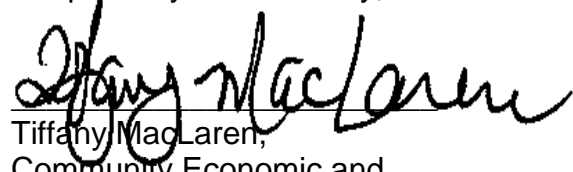
The Application Fee is intended to cover administrative costs including staff time, photocopies etc.

SUMMARY:

This draft film policy was created through research and community consultation. It has been created uniquely for Mississippi Mills however is in keeping with similar policies from other Municipalities.

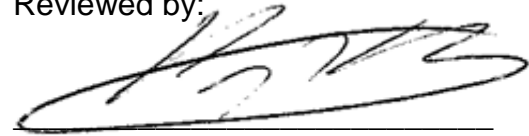
Staff recommends that Council approve the proposed Municipal Film Policy, The Municipal Code of Conduct for Film Cast and Crew and the Municipal Film Policy Schedule of Fees.

Respectfully submitted by,



Tiffany MacLaren,
Community Economic and
Cultural Coordinator

Reviewed by:



Ken Kelly,
Chief Administrative Officer

ATTACHMENTS:

1. MM Municipal Film Policy Draft.pdf
2. MM Film Policy Schedule of Fees Draft.pdf
3. Code of Conduct Film Policy Draft.pdf
4. List of Movies Filmed in MM.pdf



Municipal Film Policy

PREAMBLE

Over the past few years, the Municipality of Mississippi Mills has been used as the location for numerous film productions. Production requests are increasing in regularity. While there can be an appeal and economic benefit, some residents and businesses can be affected negatively by these productions if proper management tools are not in place.

To protect the interests and mitigate any negative impact on its residents, property owners and business owners, the Municipality Mississippi Mills Municipal has developed this Filming Policy, Film Permit Process including guidelines, restrictions and a Code of Conduct for Film Crew and Cast.

PART I - CORE PURPOSE

The purpose of this Municipal Film Policy is to ensure there is a fair, safe, respectful, and mutually beneficial relationship between all parties.

Municipality of Mississippi Mills recognizes the direct and indirect economic benefits to the community associated with the film industry. The film permit application process is essential in ensuring that Municipal property and the rights, safety, and privacy of the citizens of Mississippi Mills are protected. Film permits will be issued only in accordance with applicable by-laws, including but not limited to bylaws governing noise, road closures, along with facility fees and charges.

PART II - SCOPE

This policy applies to all Commercial Filming which takes place on, or significantly impacts, Municipal property in the Municipality of Mississippi Mills, excluding current affairs and newscasts. The Production Company or individuals are required to notify the Recreation and Culture Department prior to filming to determine if their project requires a permit. Photography and videography related to weddings, sports teams and family photos do not require a Film Permit and are not subject to this policy. Student and non-profit film projects shall also be exempt from permit fees.

With respect to location filming on private property or individual businesses, the property or business owner is responsible for negotiating with the Production Company the terms, conditions and fees related to the use of the private property. A film permit is not required for filming taking place on/in

private property. However, the Production Company or individual must still notify the Municipality, through the Recreation and Culture Department.

With respect to location filming on private property or individual businesses, the property or business owner is responsible for negotiating with the Production Company the terms, conditions and fees related to the use of the private property. A film permit is not required for filming taking place on/in private property. However, the Production Company or individual must still notify the Municipality, through the Recreation and Culture Department or Municipal Film Liaison.

PART III - DEFINITIONS

Destination Almonte (DA) is the current unofficial coordinating committee of the Downtown Almonte Area business owners.

Pakenham Business and Tourism (PBTA) is the current unofficial coordinating committee of the Pakenham Area business owners.

Commercial Filming use of motion picture, videotaping, sound recording, or other moving image or audio recording equipment on public lands that involves the advertisement of a product or service, the creation of a product for sale, or the use of actors, models, sets, or props, but not including activities associated with broadcasts for news programs and filming activities by persons hired by the Municipality for specific municipal business.

Film Liaison means the staff person determined to be the Film Liaison for the Municipality; the Film Liaison person may, depending upon the nature of the filming, be a staff person from the Parks, Recreation & Culture Department or the Public Works Services Department or the Clerk's Department.

Film Permit means a permit and/or letter authorizing filming with the Municipality.

Location Contacts: refers to Production Company staff responsible for booking and managing locations. These can include Location Manager and/or Location Assistants.

Minor Special Effects means effects such as water, snow and other materials that are used in the production of filming and may impact the filming location and surrounding areas.

Major Special Effects means effects such as fireworks, explosions and pyrotechnics that are used in the production of filming and may impact the filming location and surrounding areas.

Production Company means a company of individuals conducting filming.

Production Vehicles mean vehicles carrying' equipment involved in filming.

Municipality refers to the Municipality of Mississippi Mills

PART IV - GUIDING PRINCIPLES

1. Permit Application Process

Applicants can apply for a Film Permit by completing the Film Permit Application (Appendix A). The application can be found on the Municipal website at www.mississippimills.ca/filming. The application package includes production information, location permit application, insurance requirements and related fees. This package must be completed and submitted, along with any additional forms/letters/maps to the Film Liaison (by email or in person) prior to the issuance of a film permit.

Additional information including Filming Guidelines and Regulations, Code of Conduct for Cast and Crew, Sample Letter of Notification, Notification Checklist, and relevant by-laws are available on our Municipal Website, under "Filming."

Applications must be submitted to the Recreation and Culture Department a minimum of 5 business days prior to commencement of the first day of filming. Notice length varies based on application see 1.1 below. Permit should be submitted allowing for the longest requirement time based on the films specific needs.

Applications are considered on a case-by-case basis by the appropriate staff or authority. Any concerns are discussed, and special requirements/approvals will be identified (fire services approval, special effects). Staff requirements are determined, and appropriation fees and security deposits are established, based on the nature of the production.

Prior to the issuance of the permit, the Production Company must provide the Recreation and Culture Department with an insurance certificate, the security deposit (if applicable) and payment of all required fees.

1.1 Key Application Timeframes/Approvals

| Applications involving: | Application Processing Time | Required Approval | Notes |
|---|-----------------------------|---|---|
| Road Closures | 7 Business Days | -Director of Public Works -CAO -Community Economic & Cultural Co-ordinator - Lanark County Public Works for County Roads | Traffic Plan may be requested by Director of Public Works. Production Company must: Notify County; and Provide Public Notice |
| Municipal Parks and Facilities | 7 Business Days | CAO, Recreation Manager, Economic & Cultural Co-ordinator, Fire Chief | Subject to space availability; rental fees apply |
| Filming in residential areas: - between 11 pm and 7 am | 5 Business Days | Written consent of majority of affected | Must notify all affected residents. Restrictions on |

| | | | |
|---|------------------|--|--|
| | | residents (after 3 rd occurrence) | orientation of equipment for overnight filming. |
| Use of Flammable Liquids and materials | 10 Business Days | Fire Chief | Film Production must notify Mississippi Mills Fire Services |
| Filming on Private Property - Requiring public or on street parking | 5 Business Days | Economic & Cultural Co-ordinator | Printed Notice to Residents minimum 5 days in advance |
| Filming on Private Property – no parking requirements | 5 Business Days | Economic & Cultural Co-ordinator | Printed Notice to Residents minimum 5 days in advance |
| Changes to approved permit | 48 hours | Economic & Cultural Co-ordinator | Notify residents 48 hours in advance. *Changes involving road closures are <u>not</u> permitted. |

1.2 Application Process Notes

- Plan ahead, add rain dates to your application before you submit it, not after your permit has been issued.
- Applications received after 4:00 pm will be considered as received the following business day
- Have backup shoot dates in mind in case your application is deemed too short notice.

2. Fees and Charges

Fees for filming are indicated on the Film Permit Application/Schedule of Fees (attached as Appendix B) and in the Fees and Charges bylaw. Projects which are not considered to be "commercial" are not subject to permit fees.

2.1 Application Fee

The application fee must be submitted with the application package. If the application is denied 50% of the Fee will be returned to the applicant.

2.2 Security Deposit

A security deposit is required prior to the issuance of a film permit as stipulated on the permit application. This deposit will not be returned until all invoices, charges and claims have been cleared. Security deposits can be paid by certified cheque, made out to the Municipality of Mississippi Mill. The amount required for the security deposit is determined based on the nature of the project and the number of special effects used during production (see Film Permit Application/Schedule of Fees).

2.3 Other Costs/Fees

The Production Company is responsible for all out-of-pocket expenses related to the use of Municipal roads, properties, parks, or equipment and shall be given an estimate of these costs prior to permitting.

Once filming begins or is about to begin, if there are any changes to these arrangements, the Production Company is to be notified immediately. The Production Company may be required to pay for the services of Municipal staff when filming on Municipally owned property, such as recreation facilities or parks. The necessity for such staff and any associated costs will be determined on a case-by-case basis at the discretion of the appropriate staff.

Emergency services personnel may be required to be contacted prior to filming or to be on site during filming. All costs associated with these requirements are the responsibility of the applicant. Where required services are not being provided by the Municipality, the applicant shall be required to pay the service provider directly.

Any policing required should be contracted through the Ontario Provincial Police paid off-duty officers' program.

3. Insurance Requirements

All companies filming in the Municipality of Mississippi Mills must present to the Film Liaison, prior to permit issuance, a certificate of comprehensive general liability insurance, naming the Corporation of the Municipality of Mississippi Mills as an additional insured party. The amount of coverage will be \$5 Million per occurrence or such higher limits as the Municipality of Mississippi Mills reasonably requires, depending on the nature of filming.

3.1 Indemnification

The Production Company shall indemnify and save harmless the Municipality from and against all claims, actions, damages, injuries, costs, expenses or losses whatsoever, which may arise or be brought against the Municipality as a result of or in connection with the operations of the Production Company and the said use of location(s) by the Production Company, including its employees, contractors, agents or representatives; and specifically, the Municipality will not be responsible for any liability arising from these activities with respect to the advertising or any copyright or trademark infringements.

4. Public Communications

The success of a project is often contingent on keeping the right people informed. This policy outlines the mandatory requirements as they relate to communication and public notice.

4.1 Community Notification

Both the Municipality and the Production Company have a role to play in communicating with the public.

4.1.1 Municipality

The Municipality will ensure any road closures are communicated with residents in advance. This information will be shared via the municipal website, social media, municipal e-news. Where appropriate our Community Digital Sign may be used.

If filming is expected to have an impact on residents or their ability to access business districts this information will be communicated via the municipal website, social media and e-news.

As part of the application process the Municipality will ensure the production company provides written filming notice to all residents and business owners located in the designated filming areas.

Residents enjoy hearing about filming details including working titles, locations and cast members etc. In consultation with the Film Production team the Municipality will share any public details via our Municipal Facebook page and with local newspapers.

The Municipality understands this may not always be possible. There may be situations where this information is determined to be confidential. In cases where sharing of set location could result in additional traffic pressures Municipal staff may decide to keep these details internal.

4.1.2 Production Company

The Production Company must provide written notice of filming a minimum of 5 days in advance to affected residents/occupants and businesses, or as instructed by the Recreation and Culture Office. The notification must include the duration and location of filming and information about planned special effects, road and lane closures, and sidewalk usage without obstructing pedestrians. It must also reference times that cones will be placed on the street to restrict parking.

In the following circumstances, filming that takes place in residential areas will require the written consent of the majority of affected residents:

- Filming between 11 :00 pm and 7:00 am
- Filming on Sundays or Statutory Holidays
- Overnight filming, where equipment (lighting and generators) is oriented towards neighboring residences
- Filming on a residential block that has already occurred three times during the calendar year

4.2 Councillor Notification

Councillors will be notified by the Film Liaison of filming in their respective wards once the permit application is approved.

4.3 Business Community Notification

When necessary, Production Company will notify the affected Business Community advising them of the duration and location of filming, and any information about special effects, road and lane closures, sidewalk usage, and the times when cones will be placed in the street allowance. Notification will include the name of the production manager, title of the production, and a contact telephone number for the location contacts.

5. Restrictions

It is the Production Company's responsibility to ensure that there is a minimum of disruption to residents, occupants, and businesses where filming occurs. Consideration to Residents/Occupants/Businesses should be free from any negative environmental conditions resulting from filming including spill-over lighting, exhaust fumes or noise that affect their ability to remain at their property or conduct their business, unless they have been contacted and do not express any objection.

5.1 Lighting

Lighting for filming should be oriented away from neighbouring residences unless residents have been contacted and do not express any objection and should not interfere with the safe movement of traffic. Night filming involving intensive lighting between 11 p.m. and 7 a.m. requires written approval by a majority of affected residents.

5.2 Noise

The Production Company must comply with legislation governing noise. If the affected residents/occupants/businesses have been advised in advance of the nature of the noise and do not object, the likelihood of a complaint will be reduced.

5.2.1 Generators:

All generators used on streets in residential areas or in municipality owned parks will be inverters unless otherwise approved by the Film Liaison.

5.3 Hours/Days for Filming

Permits authorizing filming in areas zoned residential between 11:00 p.m. and 7 a.m. will not be approved unless all affected residents have been notified in advance. Depending on the potential impact on the area, written consent may be required by the majority of affected residents.

Filming in Downtown Almonte, (Mill Street and Bridge St. Commercial Area) or Downtown Pakenham (Hwy 29/ Main St – business district) will not be permitted on Friday, Saturday, or Sunday.

5.4 Location of Filming

Location filming in areas zoned residential will be limited to 3 occasions per year for each residential block unless a majority of affected residents' consent to additional filming. Written approval must be provided for additional occurrences and all notification procedures are to be followed to the satisfaction of the Film Liaison.

The amount of filming in other areas may also be limited as determined by the Film Liaison.

5.5 Environmental Requirements

The production company agrees to undertake sustainable practices wherever possible. Such practices include using recyclable/reusable/compostable products, protecting the Town's natural resources and habitats and minimizing their carbon footprint. Efforts must be made to avoid any potential contamination through the use of chemicals. Any potential accident contamination must be immediately reported to the Film Liaison for investigation by Municipal

Environmental Compliance Coordinator. Security Deposit will be used towards any potential remediation.

5.6 Health and Safety

The production company confirms that all provincial health and safety measures are followed while in the Municipality of Mississippi Mills.

5.6 Compliance

Despite the issuance of a permit, the Production Company must ensure that all staff, crew and agents comply with all applicable legislation and by-laws in addition to the conditions provided on the Film Permit.

6. Traffic Impacts

No interference with pedestrian or vehicular traffic is to occur without being noted on the permit. Every opportunity is to be taken to ensure that access, either vehicular or pedestrian, is not restricted to persons with disabilities. Production vehicles must comply with appropriate traffic regulations unless stated otherwise on the permit.

6.1 Road Closures

Any filming on Municipal roads that intersect County roads, or that has the potential for impact on County roads, will require approval from the Director of Public Works for Lanark County. Lanark County may require a traffic management plan be submitted for any stoppage of traffic affecting a County road. It is the responsibility of the Production Company to contact Lanark County for the necessary process.

6.2 Traffic Stoppages

Intermittent traffic stoppages to a maximum of 5 minutes, unless stated otherwise must be approved by the Director of Public Works and the Film Liaison. Supervision of a Paid Duty Police Officer may be requested. For high traffic roads and/or high traffic timeframes a traffic plan may be requested before a filming permit is issued.

The Film Liaison will arrange for the Public Works Services Department to cover, alter, remove and/or reinstall traffic or street signs as may be necessary.

6.3 Parking and/or Standing

Production vehicles must not block fire hydrants or be parked in fire routes or within 9 metres of an intersecting street or impede any emergency response vehicles and must also adhere to any other requirements specified on the permit.

Production vehicles must not block parking lot access/egress ramps and accessible parking for persons with disabilities.

In municipal parks, production vehicles and equipment must not block driveways or other access/egress ramps. Production vehicles must leave at least two feet clearance on either side of a driveway, ramp, or other accesses/egresses/ingresses.

In all other circumstances, vehicles cannot block private driveways or other access ramps without the approval of the owner.

No production equipment/vehicles are to be within 30 metres of a pedestrian crossover or a signalized intersection unless special arrangements have been made with the Director of Public Works.

Relocating vehicles by towing to accommodate filming or parking is not permitted.

It is up to the film company to make alternate parking arrangements for crew and actors available; public parking cannot be used. The Film Liaison can provide a list of private parking available for rent. These arrangements must be negotiated independently by the Film crew and the property owner.

A Production Company may be able to reserve parking in Municipal Parking lots. For information about parking availability, please contact the Recreation and Culture Department.

7. Other Significant Duties and Responsibilities

7.1 Filming Activities and Relationship to Police/Fire/Ambulance

Ontario Provincial Police Paid Duty Police Officers may be required for intermittent traffic stoppages and detour traffic control and/or when required to direct pedestrian or vehicular traffic including those instances involving city parks/properties. They may also be required to supervise the detonation of pyrotechnic special effects.

It is the responsibility of the Production Company to make arrangements with the Ontario Provincial Police and Paramedics for their services. All costs associated with these requirements are the expense of the applicant - the Film Production Company.

It is the responsibility of the Production Company to notify the Mississippi Mills Fire Services in advance when the use of flammable liquids/materials is being planned. The notice must provide details of how the materials will be used. Mississippi Mills Fire Services may impose conditions regarding the use of these materials. Any conditions will be included as part of the Film Permit. When applying for a Film Permit, the Production Company must indicate any special effects and pyrotechnics being used. A blast analysis may be required, and additional time is needed to arrange for this activity.

Qualified Emergency Medical Services personnel (paramedics) must be on site during the filming of dangerous situations such as special effects, stunts, and /or detonation of pyrotechnics.

7.2 Code of Conduct

It is the responsibility of the Production Company to ensure that their staff operate in a safe and professional manner in the course of their duties and adhere to the Municipality of Mississippi Mills Code of Conduct for Cast and Crew (attached as Appendix C).

The Code of Conduct will be posted on the municipal website for Production Companies, residents

The Production Company must ensure that a copy of the Code of Conduct is provided to all cast and crew and that it is signed by the Location Manager and Production Manager and submitted when applying for a Film Permit.

7.3 Safety Guidelines and Regulations

Interior safety signs in buildings must not be covered, (e.g. fire exit signs) unless expressly agreed to by the property manager/owner. All production companies must adhere to the Ontario Ministry of Labour Safety Guidelines for the Film & Television Industry in Ontario. Copies of the Ontario Ministry of Transportation's Ontario Traffic Manual Series (OTM) are available for download from the Ontario Ministry of Transportation.

7.4 Clean Up

Clean Up Production crews must clean the location at the end of the day with a minimum amount of noise and disruption and ensure that the area is returned to its original condition, unless otherwise approved by the Film Liaison or other arrangements are made with the Municipality and noted on the permit, in which case the Production Company will be billed accordingly.

7.5 Monitoring

The Production Company must always keep a copy of the Film Permit on site. At the commencement of the scheduled shoot, the Film Liaison (if deemed necessary) will oversee the activities of the Production Company and will act as the Municipalities' contact person. They will be responsible for monitoring the Production Company on site and has the authority to revoke the Film Permit if the Production Company does not adhere to the Film Permit, or to grant last minute on-site requests.

The Production Company must place signs in public access areas or in heavily trafficked areas to inform the public that the area is being used for filming and delays may occur. Any such delays must not exceed five (5) minutes unless prior approval has been arranged.

7.6 Location Credit

Film permits are dependant on the Production Company agreeing to include the following text in the closing credits of the film:

Thank-you to the Municipality of Mississippi Mills, Ontario, Canada for accommodating filming in the Town of Almonte and surrounding areas.

Thank-you to the Municipality of Mississippi Mills, Ontario, Canada for accommodating filming in the Village of Pakenham and surrounding rural areas.

Thank-you to the Municipality of Mississippi Mills, Ontario, Canada for accommodating filming in their municipality.

Attachments:

Appendix A – Municipal Film Permit Application Schedule of Fees

Appendix B – Municipal Code of Conduct for Film Cast and Crew

MUNICIPAL FILM PERMIT APPLICATION SCHEDULE OF FEES

NOTE: The film permit fees are waived for all post-secondary film projects and charitable organization/non-profit film projects, or at the discretion of the Film Liaison.

| | | |
|---|-----------------------|--|
| Administration Fee (50% non-refundable) | \$200 | <i>Due with application. 50% of application cost will be permitted for unsuccessful applications.</i> |
| Parking Space Fee | \$20/per spot per day | <i>Street parking and spaces in Municipal parking lots will be billed per space/ per day. Film companies are encouraged to find off street private parking. Contacts can be provided.</i> |
| Municipal Facility Rentals | Per Fee Schedule | Visit www.mississippimills.ca for up to date facility rental rates. |
| Last minute application charge | \$200 | <p>Due with application for any permit being requested less than the required number of days outlined in the Film Policy*.</p> <p>Application approval is not guaranteed.</p> <p>*See Municipal Film Policy Section 1.1 Key Application Timeframes/Approvals</p> |

Security Deposits

Determination of the Security Deposit requirement will be made by the designated Municipal Film Liaison. Security deposits must be in the form of cash or certified cheque. Security deposits are returned following confirmation that any costs relating to damages, repairs, cleaning, etc. have been paid by the applicant.

| | | |
|--|----------|--|
| NO Special Effects | N/A | |
| MINOR Special Effects (e.g. snow, water) | \$5,000 | |
| MAJOR Special Effects (e.g. explosives, fire) | \$20,000 | |

MUNICIPAL CODE OF CONDUCT FOR FILM CAST AND CREW

TO THE PUBLIC

If you find this production company is not adhering to this Code of Conduct, please call the Municipality of Mississippi Mills Recreation and Culture Office at 613-256-1077-Monday-Friday between the hours of 8:30am and 4:30pm; e-mail info@mississippimills.ca

| | | |
|---------------------|--------------------|------------------|
| | | |
| Title of Production | Production Manager | Telephone Number |

1. When filming in a neighbourhood or business district, proper notification is to be provided to each merchant or resident directly affected by filming activity (this includes parking and base camp areas).

The filming notice shall include:

- Name of production company
- Title of production
- Production type (feature film, television film, mini-series, TV pilot, TV special, etc.)
- Type, duration and description of activity (i.e. times, dates and number of days, including prep and strike)
- Company contacts and contact information: Location Manager and Assistant Location Manager (where applicable)

2. The code of conduct shall be attached to every filming notification which is distributed in the neighbourhood or business district.

3. Production vehicles arriving on location in or near a residential neighbourhood shall not enter the area before the time stipulated on the film permit. Cast and crew vehicles shall observe designated parking areas provided to them by location managers. Filming may only take place between 7:00am and 11:00pm unless residents are surveyed, and a majority has given their approval (written approval where possible; name and address noted if homeowner / tenant / business owner has no objection but does not wish to sign).

4. Relocating vehicles by towing to accommodate filming or parking will not be permitted. Moving any vehicle is prohibited without the express permission of the owner of the vehicle.

5. Production vehicles shall not block, or park in, driveways without the express permission of the driveway owner.
6. Intermittent Pedestrian traffic is permitted however best efforts should be made to minimize. shall not be obstructed at any time. All cables and similar items must be channelled.
7. Cast and crew shall not trespass on residents' or merchants' property. They must remain within the boundaries of the property that has been permitted for filming.
8. Cast and crew shall observe designated smoking areas and always extinguish cigarettes in appropriate containers. Smoking is not permitted in or outside any Municipally owned facility.
9. Removing, trimming and/or cutting of vegetation or trees are prohibited unless approved by the relevant municipal authority or property owner.
10. Film crew shall not remove Municipal street signs.
11. Every member of the cast and crew shall keep noise levels as low as possible at all times. Cast and crew will refrain from the use of lewd or improper language. It will be the sole responsibility of The Production Company to ensure that the crew is conducting themselves professionally.
12. Film company employees shall wear appropriate clothing while on location. It will be the sole responsibility of The Production Company to ensure that the crew is conducting themselves professionally and dressing to the appropriate industry standards.
13. It will be the sole responsibility of The Production Company to ensure that crew members do not display signs, posters, or pictures on vehicles that members of the public may find offensive or objectionable (i.e. material containing vulgar language or sexual content).
14. Where possible every member of the crew should wear a production pass (badge) when on location.
17. The company will comply at all times with the provisions of the filming permit. A copy of the filming permit shall be on location at all times with the location department.

Signatures

| | |
|------------------|--------------------|
| | |
| Location Manager | Production Manager |
| DATE: | |

Movies Filmed in Mississippi Mills (all or in part)

1987

1. **Les Portes Tournantes** 1987

2007

2. **The House Sitter** (Tory Spelling and Dean McDermott) Thriller

2013

3. **Clara's Deadly Secret** 2013 Thriller

2015

4. **A Rooftop Christmas** 2015 (Tim Reid, Michelle Morgan) Christmas
5. **Two Countries** 2015 Comedy

2016

6. **Awakening the Zodiac** 2016 (Shane West, Leslie Bibb, Matt Craven) Thriller
7. **Love on a Limb** 2016 (Marilu Henner, Ashley Williams, Trevor Donovan) Holiday – thanksgiving

2017

8. **Christmas Festival of Ice** (2017 February)

2018

9. **The No Escape Room** (Spring 2018) Thriller
10. **Mommy's Little Princess** (July 2018) Thriller
11. **Christmas Around the Corner** (September 2018) Directed by Megan Follows

2019

12. **Christmas Coach** (February 2019)
13. **Christmas Scavenger Hunt** (March 2019)
14. **The Exchange** (April 2019) (Justin Hartley, Avan Jogia, Ed Oxenbould) Dark Comedy
15. **Two Deaths of Henry Baker** (July 2019) Thriller
16. **On the Count of Three** (Fall 2019) – Henry Winkler, Jarrod Carmichael, Tiffany Haddish)

2020

17. **Fatman** (February 2020) (Mel Gibson, Walter Goggins, Marianne Jean-Baptist) Dark Comedy
18. **The Evil Twin** (September 2020) Thriller
19. **The Christmas Set-up** (September 2020) (Ben Lewis, Blake Lee, Fran Dresher)
20. **Unwrapping Christmas** (October 2020) (Steve Lund, Taylor Cole)
21. **Two for the Win** (November 2020) Winter Lifetime
22. **A Mother's Lie** (December 2020) Thriller

2021

23. **A Chance for Christmas** (February March 2021)
24. **Christmas Explorer** (February March 2021)
25. **Deadly Divorce Party** (March 2020)
26. **A Christmas Stray** – (March April 2021)

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: June 15, 2021
TO: Committee of the Whole
FROM: Cynthia Moyle, Acting Clerk
SUBJECT: Committee Restructuring Report

RECOMMENDATION:

THAT the Committee of the Whole recommends to Council to approve the Committee Restructuring Report as presented.

BACKGROUND:

Definitions

For the purpose of this report:

Advisory Committee - A committee established to provide advice to Council in accordance with the committee's Mandate/Terms of Reference.

Community Development - A process for making a community a better place to live and work (eg. Bicentennial Celebration).

Committee of the Whole (COW) – A committee of all Council Members convened to facilitate discussion using a less formal meeting process in which the Committee of the Whole will not generally vote on any substantive matter (Procedural By-Law 19-127).

Consent Reports - A listing of items that include, but are not limited to, those with no delegations, where no discussion is anticipated, informational items and routine matters.

Economic Development - Purely and simply the creation of wealth from which many community benefits are created (eg. Business Park).

Information Reports – The presentation of data, facts, response, and other types of information without analysis or recommendations.

Local Board – A municipal service board, public utility commission, public library board, board of health or any other board, commission, committee or board or local authority established or exercising any power or authority established or exercising any power or authority under any general or special act with respect to any of the affairs.

Minor Variance – A change from the specific requirements of the Zoning By-Law. Zoning By-Laws are specific in terms of setbacks, lot coverage etc., while they are crafted to anticipate most scenarios, they simply cannot anticipate all. The minor variance process allows a property owner the opportunity to seek permission or relief from a specific provision of the Zoning By-Law. The minor variance application must meet the four (4) tests to determine if the minor variance applies (Section 45(1) of the Planning Act). The four (4) tests are:

1. Is the application minor in nature?
2. Is it desirable for the appropriate development or use of land, building or structure?
3. Is it in keeping with the general intent and purpose of the Zoning By-Law?
4. Is it in keeping with the general intent and purpose of the Official Plan?

Special Purpose (Ad Hoc) Committee - A committee established by Council for the purpose of dealing with a special project with a clear mandate and a start and finish date.

Standing Committee - A committee of members of Council appointed by Council to consider policy matters with respect to the committee's mandate. Council has the final say on all matters.

Striking Committee – A committee comprised of all members of Council for the purpose of preparing recommendations for appointments to Boards and Commissions and Sub-Committee/Working Groups.

Sub-Committee/Working Group - A committee/working group established by a standing, advisory or legislated committee and authorized by Council with a clear mandate that has a beginning and ending and reports directly to the standing, advisory or legislated committee.

Current Committee Structure

The current committee structure breakdown is as follows:

Committee of the Whole Meetings – A committee comprised of all Council Members which meets immediately following Council meetings on the 1st and 3rd Tuesday of each month. The Committee receives reports from Staff on all departmental and programming issues;

Statutory Committees - Accessibility, Heritage, Property Standards & Committee of Adjustment, Mississippi Mills Public Library Board, Community Policing Advisory Committee, Emergency Management Community Control Group;

Advisory Groups – Agriculture, Community and Economic Development, Finance and Policy, Public Works, and Parks and Recreation;

Working Groups – Beautification, Riverwalk Expansion, Pakenham Walking Trail, and Mississippi Mills Bicentennial Planning Committee; and

Council Board Representation - Mississippi Valley Conservation Authority (MVCA), Mississippi River Power Corporation (MRPC), Mississippi Mills Public Library; and Joint Recreation Cost Sharing Committee (2 Council appointed members); and

Public Appointments – Ottawa River Power Corporation

Service Areas

Council engaged Strategy Corp to conduct a Service Delivery Review (SDR) during the summer of 2020 to identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources, to service our growing community. Council adopted the organizational design at a special meeting held on October 27, 2020.

The organizational redesign divides Mississippi Mills' service areas into the following four (4) core departments:

1. **Development & Infrastructure Services**– Building, Public Works, Engineering, Planning and Environment (Climate Change).
2. **Corporate Services** - Finance, Human Resources, Facilities Management, Information Technology, and outside agencies reporting to Council.
3. **Community & Cultural Services** - Parks and Recreation, Crossing Guards, Day Care, Community Development including Culture and Tourism/Special Events/Festivals; and

4. **Public Safety** – Fire and Emergency Management and Preparedness, Municipal Law Enforcement and management of the Ontario Provincial Police contract.

The Chief Administrative Officer is responsible for Corporate Communication and Economic Development.

DISCUSSION:

For this portion of the report, the report is grouped into sections by Committee type, titles in **bold** font.

Statutory Committees

The Community Policing Advisory Committee will be dissolved with the implementation of the Community Safety and Policing Act that the Province will be implementing in 2022. Mississippi Mills will instead have a representative on a Police Service Board that will be formed as part of the new governance model for OPP detachments.

Accessibility Committee

Accessibility for Ontarians with Disabilities Act, 2005

The Member of Council who is appointed to the Accessibility Committee will be the committee's liaison to Council and accountable to colleagues around the Council table for committee activities. The appointed Council Member will report monthly at the Corporate Services Committee of the Whole Meetings.

Heritage Committee

Municipal Heritage Advisory Committee By-Law (By-law 19-08)

The Member of Council who is appointed to the Heritage Committee will be the committee's liaison to Council and accountable to colleagues around the Council table for committee activities. The appointed Council Member will report monthly at the Development & Infrastructure Services Committee of the Whole Meetings.

Property Standards & Committee of Adjustment

Planning Act & Property Standards By-Law (By-law 03-35)

The Planner shall present a monthly Property Standards & Committee of Adjustment Consent Report at the Development & Infrastructure Services Committee of the Whole Meetings.

Emergency Management Community Control Group

Emergency Management and Civil Protection Act and O.Reg 380/04

The meetings for this group shall be closed to the public and the minutes shall not be published as per the Emergency Management and Civil Protection Act.

All Statutory Committees

Council shall require and approve a work plan for each Statutory Committee aligning with the municipal election cycle.

All Statutory Committees shall report progress on an annual basis to Council.

Local Boards and Other Special Purpose Bodies

Mississippi Mills Public Library Board

Public Libraries Act

Council works in partnership with the public library board to deliver library services that are responsive to community needs. Council is directly responsible for appointing public library board members and provides most of their funding. The appointed Council member will report monthly at the Corporate Service Committee of the Whole meetings.

Mississippi River Power Corporation (MRPC)

Ontario Business Corporations Act

The Corporation of the Municipality of Mississippi Mills owns 100% of the shares in MRPC. Council is directly responsible for appointing MRPC board members. The appointed Council member will report monthly at the Corporate Services Committee of the Whole meetings.

Departmental Committee of the Whole

The Committee of the Whole meetings shall be separated into three (3) areas of service delivery to facilitate the decision-making process of Council as follows:

- 1.1 Development & Infrastructure Services;
- 1.2 Public Safety & Community Services; and
- 1.3 Corporate Services.

Three (3) Chairs shall be appointed for a one (1) year term by the Striking Committee for the respective committees above.

1. **Development & Infrastructure Services Committee** shall be responsible for enhancing and maintaining municipal infrastructure while balancing community growth through land use planning. The Development & Infrastructure Services Committee would provide advice and recommendations to Council resulting from matters related to:

- a. Planning;
- b. Building Permits and Inspections;
- c. Public Works (including Utilities);
- d. Environment (including Climate Change).

The Development & Infrastructure Services Committee would be divided into three (3) sections with the standard agenda items as follows:

Planning

- i) Statutory Public Meetings – planning related.

The Planning Act requires the Municipality to hold statutory public meetings to consider all applications and amendments to the Official Plan, Zoning By-laws and Plans of Subdivision. The purpose of the public meeting is to consider the staff report and provide a public forum for debate on the merits of the application.

Format for Public Meeting

- Municipal Staff will provide a brief overview of the application.
- Members of the public and/or stakeholders in attendance and wishing to speak may make an oral submission.
- The Chair may call on the applicant and/or Staff to provide clarification on matters raised by the public and/or stakeholders.
- The applicant or their representative may appear and provide information regarding the application at the conclusion of the public meeting.

- ii) Subdivision & Condominium Status Information Report
- iii) Property Standards & Committee of Adjustment Consent Report
- iv) Planning Activity Monthly Report – include minor site plans approved under delegated authority, consent applications, zoning

amendment applications, official plan amendment applications and etc.

- v) Mississippi Valley Conservation Authority Board of Directors Report

Building Permits and Inspections

- i) Quarterly Building Status Report

Public Works (including Utilities)

- i) Capital Projects/Contracts Status Report – includes budget and progress payments approved
- ii) Operations Status Report

Environment

- i) Climate Change
- iii) Waste/Recycling

Membership

Membership of the Development & Infrastructure Services Committee shall consist of all members of Council.

2. **Public Safety & Community Services Committee** shall be responsible for creating and maintaining a safe and healthy community that promotes and supports the quality of life, while encouraging resident involvement in the culture and life of their communities. The Public Safety & Community Services Committee would provide advice and recommendations to Council resulting from matters related to:

- a. Public Safety - Fire Services, Emergency Services, and By-Law Enforcement; and
- b. Community Services - Parks and Recreation, Day Care, and Community Development including Culture and Tourism/Special Events/Festivals, and trails.

Public Safety

Fire Chief would provide a monthly status report on the Fire Department's activities.

Community Services

- a. Parks and Recreation including Joint Recreation Cost Share Committee Reports;

- b. Day Care;
- c. Community Development including Culture and Tourism/Special Events/Festivals;
- d. Trails and cycling; and
- e. Other

Membership

Membership of the Public Safety & Community Services Committee shall consist of all members of Council.

3. **Corporate Services Committee** shall be responsible for ensuring appropriate policies, principles and procedures are established to guide effective corporate governance, strategic planning and priority, annual review, and recommendation of operating and capital budgets.

The Corporate Services Committee would provide advice and recommendations to Council resulting from matters related to:

- a. CAO (including Economic Development) – report to include delegated authority;
- b. Clerk (including Corporate Communications);
- c. Finance – special meetings to be set to deal with annual budget process;
- d. Human Resources – recruitment, labour statistics;
- e. Facilities Management;
- f. Information Technology; and
- g. Outside agencies reporting to Council such as Carleton Place Library, Mississippi Mills Public Library, Mississippi River Power Corporation, and Ottawa River Power Corporation. List to be kept up to date with changes.

The Corporate Services Committee would have special meetings set during the annual budget process.

Membership

Membership of the Corporate Services Committee shall consist of all members of Council.

Schedule

A sample calendar would look like:

a. First Tuesday

Council at 6:00 p.m.

Development & Infrastructure Services Committee
– immediately following Council

b. Third Tuesday

Council at 6:00 p.m.

Public Safety & Community Services Committee
– immediately following Council

Corporate Services Committee
– immediately following Public Safety & Community Services

Working Groups

Council shall require and approve a work plan for each Working Committee aligning with the municipal election cycle.

Working Committees shall report progress on an annual basis to respective Committee of the Whole.

1. Beautification

Explore partnership with Almonte & District Horticultural Society and Pakenham Horticultural Society.

2. Riverwalk Expansion

Disband Riverwalk Expansion Working Group.

3. Mississippi Mills Bicentennial Planning Committee

Report directly to Council during celebration year.

Advisory Groups

The role of advisory committees is to provide advice to Council in accordance with the committee's Mandate/Terms of Reference. The nature of Advisory Committee recommendations to Council is purely advisory. Council makes the final decision on all matters that affect a municipality. Advisory Committees have no authority, as per section below:

Section 224 of the Municipal Act states:

It is the role of council,

- a. to represent the public and consider the well-being and interests of the municipality;*

- b. to develop and evaluate the policies and programs of the municipality;*
- c. to determine which services the municipality provides;*
- d. to ensure that administrative policies, practices and procedures and controllership policies, practice and procedures are in place to implement the decisions of council;*
 - d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;*
- e. to maintain the financial integrity of the municipality; and*
- f. to carry out the duties of council under this or any other Act.*

Staff recommendation is to disband the following advisory committees:

1. Finance and Policy Committee;
2. Public Works Committee;
3. Community and Economic Development Committee and;
4. Parks and Recreation Committee.

The following steps will be taken to disband all advisory committees listed above:

- a. Council resolution dissolving all Advisory Committees;
- b. Advisory committee members will be removed from the active committee lists;
- c. Thank you letters on behalf of Council will be sent to committee members for serving on the respective advisory committee with encouragement to volunteer on the Mississippi Mills Bicentennial Planning Committee or Adopt a Park; and
- d. Relevant staff members will be informed.

An advisory committee should only be created to provide advice and technical expertise on a major public issue and act as a vehicle for public engagement on an issue of municipal interest.

The following new Working Committees would be established:

1. Business Improvement Area (BIA) - a group of property and business owners within a defined geographic area who collectively develop, promote, and protect the commercial viability of the area. A BIA is established through municipal by-law and is governed under *The Municipal Act, 2001, Sub-sections 204-215*.
2. Almonte Parade Committee – responsible for coordinating and managing the conduct of the annual Canada Day and Santa Claus Parades. Committee would establish a theme for the parade and organize all aspects of the event – parade entries, public safety, donations, etc.

3. Pakenham Parade Committee - responsible for coordinating and managing the conduct of the annual Canada Day and Santa Claus Parades. Committee would establish a theme for the parade and organize all aspects of the event – parade entries, public safety, donations, etc.

The terms of reference for the new working committees would need to be drafted for Council approval.

The Agricultural Advisory Committee would be changed to a working committee with a new Terms of Reference with a focus on agriculture projects including topics such as nutrient management, agri-tourism, value added agriculture, agricultural education, and any other emerging agricultural issues. The Agricultural Advisory Committee Chair would be the appointed Council Member to this committee. As a further consideration, the committee structure may consider extending an invitation to the Lanark County Zone 8 OMFRA Representative as an advisor/resource participant.

Mississippi Mills' is committed to public engagement and there are better ways to involve residents and work collaboratively with Council for the betterment of the community. Council may wish to explore a public engagement framework.

Implementation

1. Staff recommendation is to disband immediately the following two (2) advisory committees:
 - 1.1 Finance and Policy Committee; and
 - 1.2 Public Works Committee
2. Staff recommendation is to begin revising the Agricultural Advisory Committee's Terms of Reference – resource material – Agriculture Economic Development – A Resource Guide for Communities – Executive Summary (attachment # 4). This would be a joint initiative with committee members and staff.
3. Staff recommendation is to draft Terms of Reference for the Almonte and Pakenham Parade Committees.
4. Staff recommendation is for Community Economic & Cultural Coordinator to work in partnership with Almonte Downtown Businesses to create a Business Improvement Area (BIA).
5. Staff recommendation is to implement the new committee structure effect January 1, 2022 with the current Council (2018 – 2022) to work out any glitches. This provides an opportunity for newly elected Council (2022 – 2026) to smoothly transition into this new reporting structure.

6. Staff recommendation is to dissolve the Community and Economic Development and Parks and Recreation Committee effective December 31, 2021.
7. Staff recommendation is to complete a full review of the procedural by-law to take effect January 1, 2022. The new committee structure will need to be taken into consideration for this review.

Other Considerations

- Closed Session (“In Camera”) meetings when the situation arises shall be scheduled at the end of each Council meeting.
- The authority of any Committee of the Whole is limited to the making of recommendations to Council. No decision to take any action or do anything other than administrative in nature, shall be recognized as emanating from any Committee, and all Committee recommendations shall be referred to Council before becoming effective.
- A time sensitive matter will be directly dealt with at the next regular Council meeting. A time sensitive matter means a matter that relates to a significant financial, legal or contractual deadline that may require a decision of, or direction from, Council before the next regular meeting of Council.
- Presentations/delegations shall be assigned to a Committee of the Whole agenda unless the nature of the presentation is to recognize the contribution of Council (i.e. presentation of a certificate, employee long service recognition).

FINANCIAL IMPLICATIONS:

Potential staff savings in attendance at meetings.

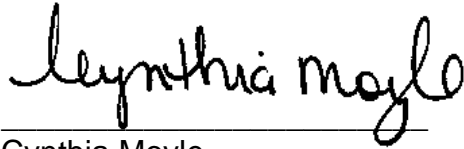
SUMMARY:

Conducting effective meetings ensures agenda items are dealt with in an organized manner. Redesigning the Committee of the Whole meeting structure into 3 departmental areas 1. Development & Infrastructure Services, 2. Public Safety & Community Services and 3. Corporate Services, will help move the business of Council along in a timely, transparent, and accountable manner.

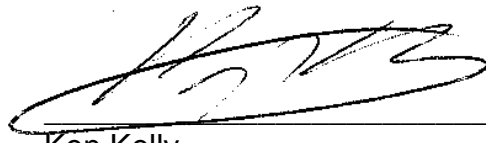
Staff would also need to amend the procedural by-law based on the changes in the adopted report.

Respectfully submitted by,

Reviewed by:



Cynthia Moyle,
Acting Clerk

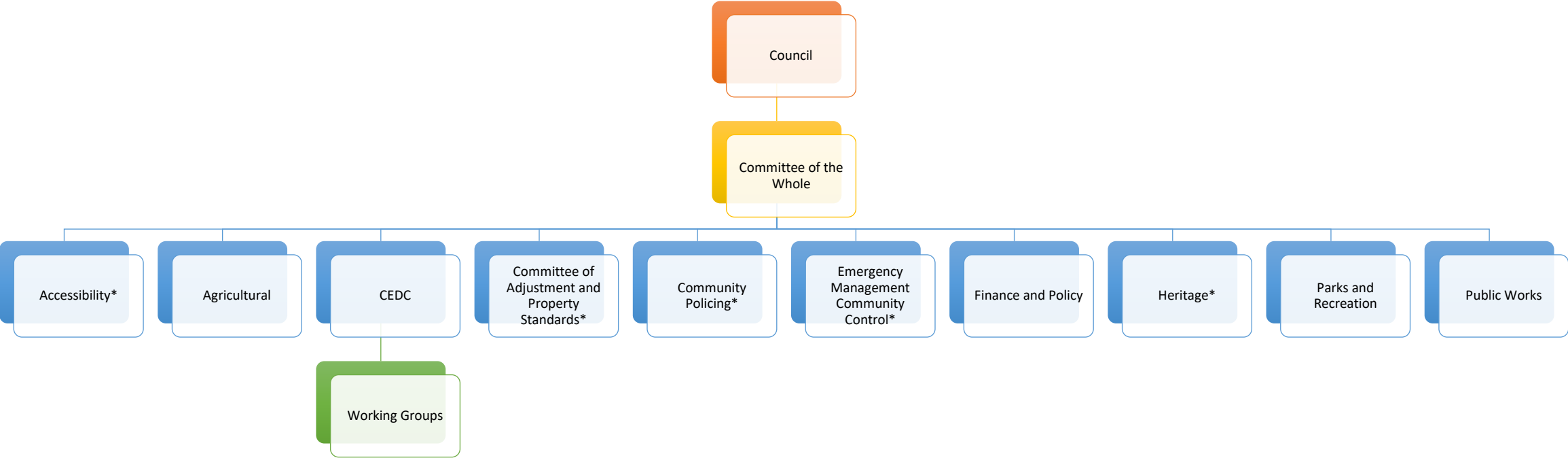


Ken Kelly,
Chief Administrative Officer

ATTACHMENTS:

1. Current Committee Flow Chart
2. Proposed Committee Flow Chart
3. Proposed Committee Calendar
4. Agriculture Economic Development – A Resource Guide for Communities – Executive Summary
5. Sample Agenda – Development & Infrastructure Services Committee

CURRENT COMMITTEE DESIGN

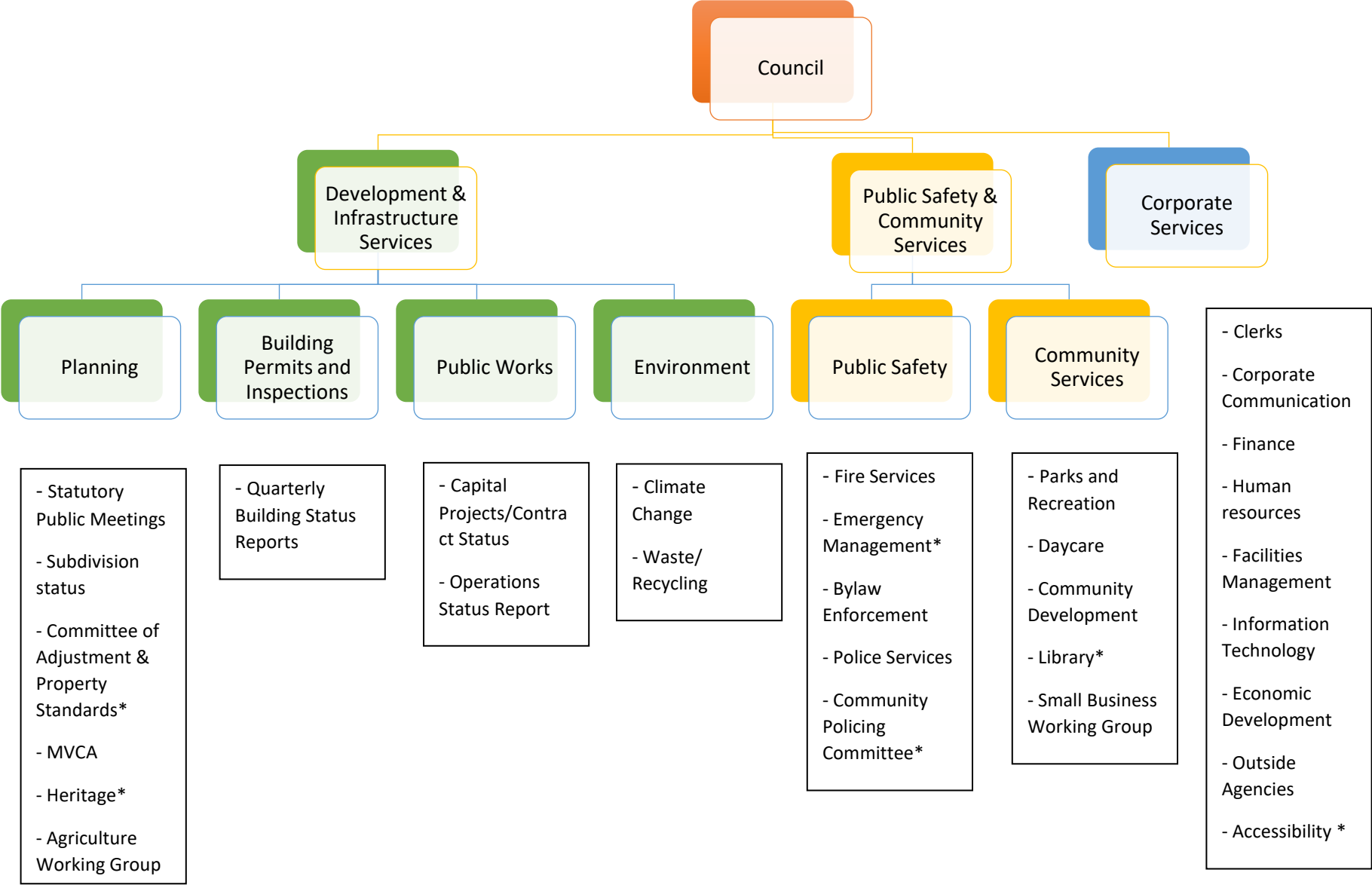


*Statutory Committees or Boards

Additional Committees/Boards include:

- Joint Recreation Cost Sharing Committee
- Mississippi River Power Corporation
- Ottawa River Power Corporation
- Mississippi Valley Conservation Authority

PROPOSED COMMITTEE DESIGN



* Statutory Committees or Boards
- appointed Council representative to report monthly on committee activities at the appropriate Committee of the Whole department meetings.

PROPOSED COUNCIL CALENDAR

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|--|-----------|----------|--------|----------|
| 1 | 2 | 3 Council @ 6pm Development & Infrastructure Services Committee | 4 | 5 | 6 | 7 |
| 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 Council @ 6pm Public Safety & Community Services Committee Corporate Services Committee | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |

* Incamera meetings/Closed sessions will be held at the end of Council meetings.

* Committee meetings will immediately follow Council meetings.

Agriculture Economic Development



A Resource Guide for Communities

First Edition
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For inquiries:

Ontario Ministry of Agriculture, Food and Rural Affairs
Regional Economic Development Branch
Economic Development Programs Unit
Phone: 1-877-424-1300

Foreword

This Agricultural Economic Development Guidebook is designed to help economic developers, land-use planners, municipal councils and community leaders explore agriculture as an economic development opportunity. Many are aware of the importance of the agri-food sector to the economies of rural communities across Ontario. This guidebook focuses on use of a community-led planning process to enhance the prosperity of the sector and boost the rural economy. Communities can benefit from using this guidebook regardless of their current capacity or the stage they are at in exploring agriculture as an economic development opportunity. This guidebook can be adapted to all different community circumstances and capacities.

This resource:

1. Emphasizes how economic development practitioners can work with the agricultural system to increase a region's overall economic strength and sustainability.
2. Raises awareness about the importance of agriculture in regional economies.
3. Increases the understanding of the opportunities that can be created and processes that can be used to support agriculture and related businesses.

This guide is intended to serve communities across Ontario. In addition, as the agricultural system approach is implemented in the Greater Golden Horseshoe, it will be a key resource for implementing strategies that sustain and enhance that system and the agri-food sector's economic prosperity and viability.

Table of Contents

| | |
|---|----|
| Introduction..... | 4 |
| Agriculture as a System..... | 4 |
| The Opportunity for Agriculture..... | 5 |
| Defining Agricultural Economic Development..... | 9 |
| Agricultural Economic Development Process | 10 |
| Your Many Roles in Agricultural Economic Development..... | 12 |
| Stage 1: Plant..... | 13 |
| Community Readiness for Agricultural Economic Development..... | 14 |
| Evaluating Community Readiness | 14 |
| Building a Preliminary Snapshot of Local Agriculture | 18 |
| OMAFRA Census Profiles..... | 18 |
| Understanding the County Profiles - Guiding Questions | 20 |
| Organizing for Action | 22 |
| Identifying Partners | 22 |
| Building Community Leadership..... | 23 |
| Stage 2: Grow | 27 |
| Developing an Inventory of Your Agriculture System..... | 28 |
| Talking to Your Agriculture Sector..... | 29 |
| Conduct an Environmental Scan | 32 |
| PESTO Analysis..... | 33 |
| SWOT Analysis | 34 |
| Stage 3 – Harvest | 35 |
| Goals, Objectives and Action Plans..... | 36 |
| Actions for Agricultural Economic Development | 37 |
| Capacity Rankings | 46 |
| Additional Resources to Support Agricultural Economic Development Initiatives | 48 |
| Measuring and Reporting Outcomes | 49 |
| Conclusion..... | 50 |
| Acknowledgements..... | 50 |

Introduction

Agriculture as a System

Agriculture and food are shaped by a complex web of relationships between people, businesses and the land. This web of relationships is a "system" or a group of interconnected elements. A successful agri-food sector in Ontario depends on a protected land base and complete supply chain. As we look to agricultural economic development, it is important to evaluate the potential for growth and improvements across the entire agricultural system.

There are two primary aspects of any agricultural system:

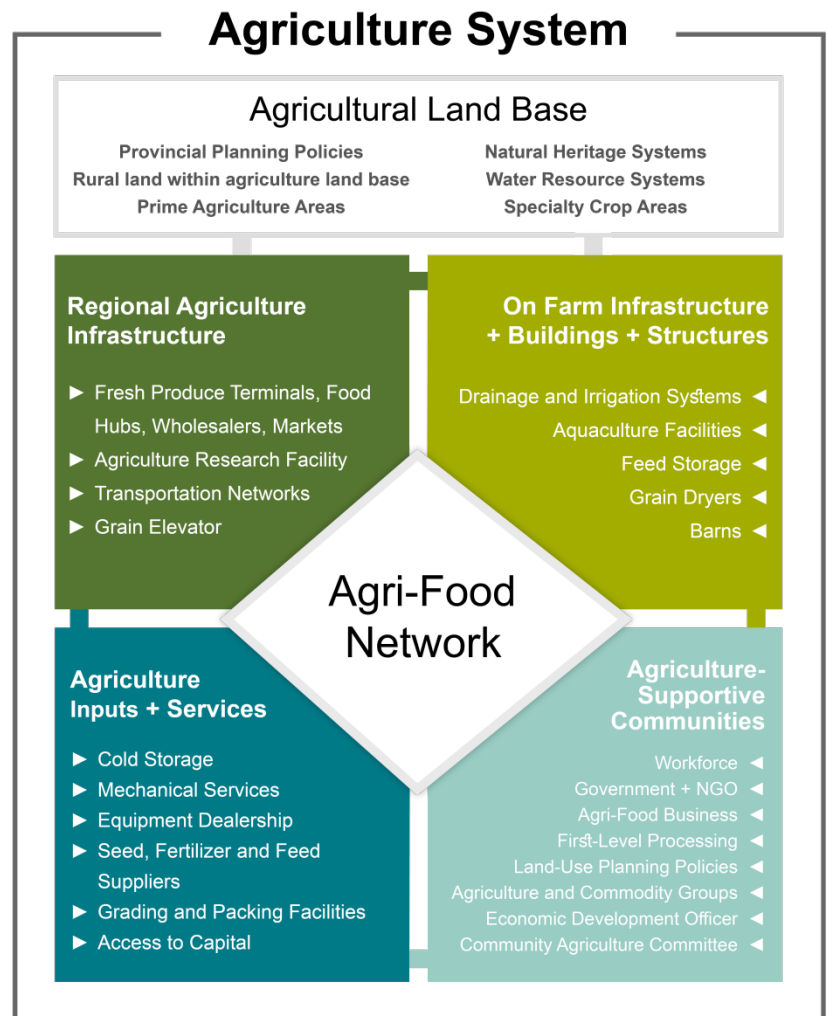
- Agricultural land base
- Agri-food network¹

The first component of an agricultural system, the agriculture land base, includes prime agricultural areas, specialty crop areas, and rural lands. Together, these areas create a continuous productive land base for agriculture — the foundation of both Ontario's and Canada's agri-food sector.

The second component of an agricultural system, the agri-food network, consists of interconnected infrastructure, services and agri-food assets important to the viability of the agri-food sector. The agri-food network includes:

- Regional infrastructure
- On-farm infrastructure, buildings and structures
- Agricultural inputs and services
- Agriculture-supportive communities

¹ OMAFRA has prepared mapping and Implementation Procedures to identify and support the agri-food sector in the Greater Golden Horseshoe (GGH). Outside the GGH, the agricultural system approach may be considered a best practice. For more information, see <http://www.omafra.gov.on.ca/english/landuse/agsys-ggh.htm>.



The Opportunity for Agriculture

Canadian Agriculture and Global Demand

Canada's agri-food sector was recently highlighted in the federal government's Advisory Council on Economic Growth report (February 2017) as one of Canada's high-potential sectors for growth.

Roughly one in nine jobs depend on the agricultural system — a value chain that stretches from farm gates to consumers' plates. Canada is the world's fifth-largest exporter of agricultural and agri-food products and the sector generates over \$100 billion for the Canadian economy — close to seven per cent of Canada's gross domestic product (GDP). In 2016 the total value of Canadian agricultural exports was in excess of \$55 billion, with products exported to almost 200 countries.

From coast to coast, Canada produces a rich diversity of agricultural products that are well adapted to temperate and northern climates. There is great opportunity for further growth and prosperity if the Canadian agricultural and agri-food industry is prepared and well-positioned to take advantage of new and emerging opportunities both domestically and globally.

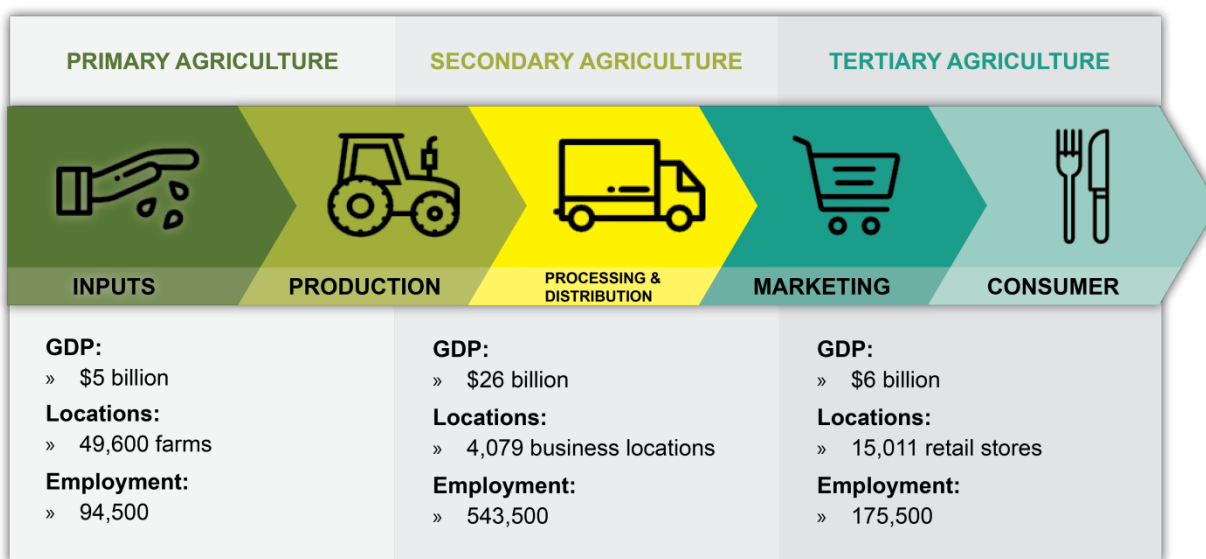
Ontario's Agricultural Sector

Ontario's agricultural sector is a significant driver of the national, provincial and local economy.

Ontario has a significant natural advantage with its concentration of prime agricultural land and a favourable climate for productivity and high-value crops. Ontario has over half (51 per cent) of Canada's best (Class 1) farmland. Paired with a relatively moderate climate, Ontario's agricultural lands are capable of producing a greater diversity of crops than most other parts of Canada. There are over 200 different commodities produced in Ontario including tender fruit and vegetable crops, grains and oilseeds. Additionally, there are significant and mature livestock and dairy sectors in Ontario that also take advantage of this rich growing environment for feed.

This land and the diversity of production it provides, lays the foundation for the prosperity of Ontario's agri-food sector, one of the province's largest economic contributors. Agricultural productivity in Ontario comes from more than 49,000 farm businesses, of which 98 per cent remain family owned and operated. In 2016 Ontario's broader agri-food industry contributed approximately \$37 billion in gross domestic product (GDP) to the provincial economy and jobs for over 800,000 people (roughly 11.5 per cent of provincial employment).

Economic Impacts along Ontario's Agricultural Value Chain

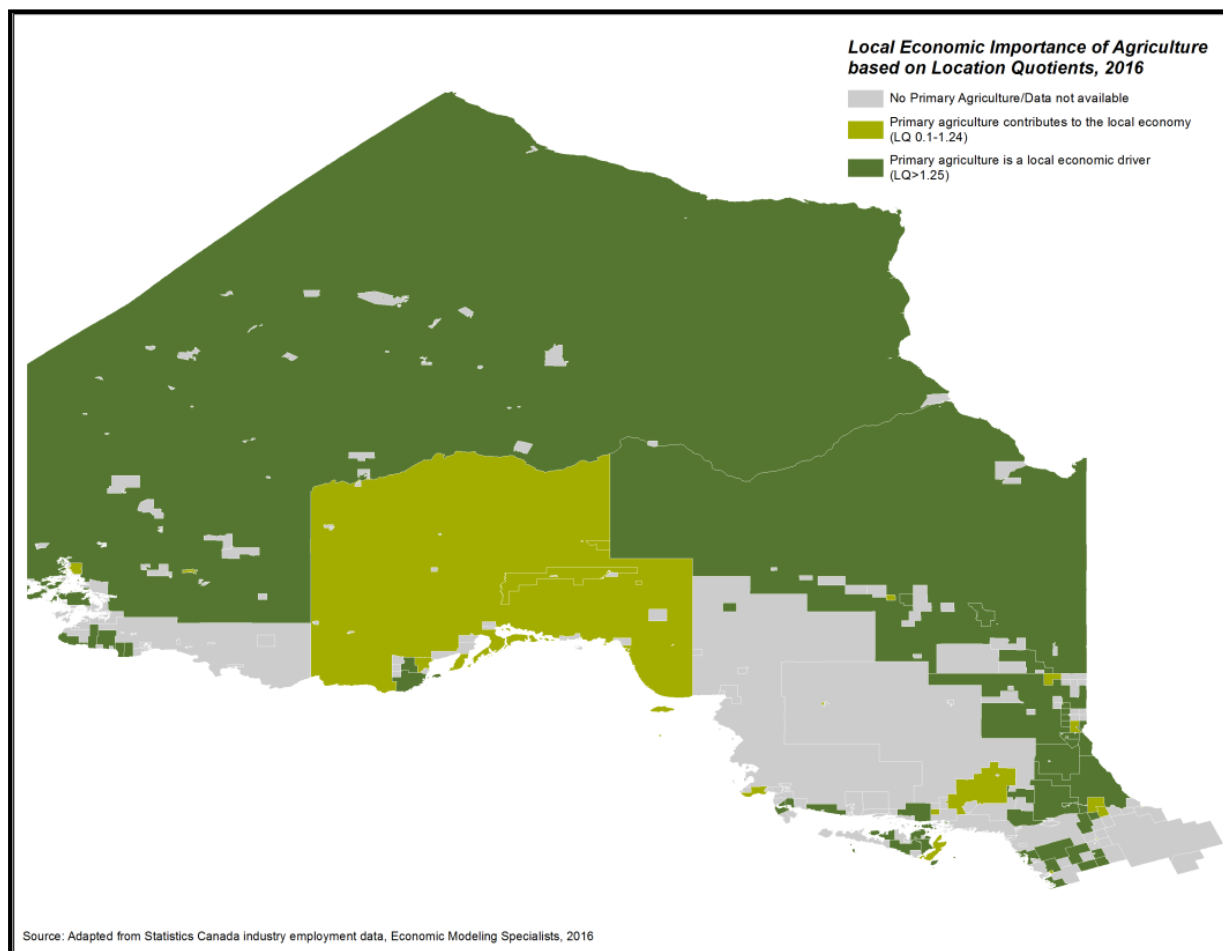


Ontario is not just a leader in productivity, it's also a leader in emerging and ground-breaking new research and development. New technologies and agricultural practices are continually being developed in Ontario — ready to be used close to home and exported around the world. The future of agribusiness in Ontario is promising. Through the efforts of producers, processors and distributors along the value chain, as well as governments, the sector's impact will continue to grow.

Agriculture Close to Home

Agriculture is an important sector to many communities across Ontario. Using location quotients, we can evaluate the importance of agriculture for local employment relative to the rest of Canada. The dark green in the map below shows those regions where primary agriculture is a more significant employer in communities across Ontario, when compared with the national average. The map incorporates farms and support activities for farms in the calculations.

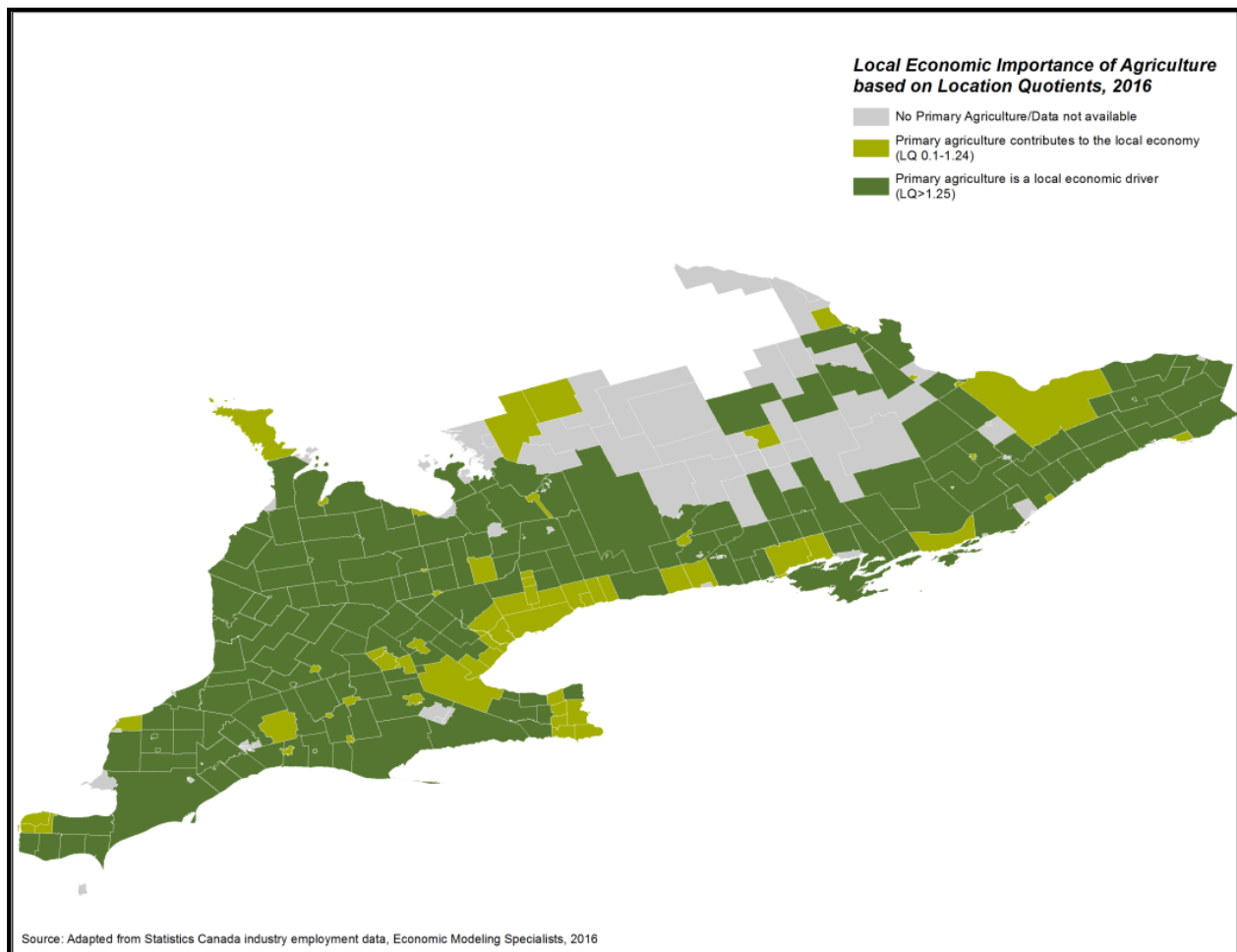
Local Economic Importance of Agriculture, 2016 – Northern Ontario



In many rural communities, primary production of livestock, crops and horticulture is well-established, generating significant economic activity. These farms are the foundation of our agribusiness sector — supplying local food to processors, purchasing of crop inputs and agricultural services, and inspiring entrepreneurship and innovation in the burgeoning bioeconomy. Farm businesses produce great opportunities to build on existing productivity by

increasing or diversifying local production, adding value to existing production through processing or preserving, and identifying new connections in the local value chain.

Local Economic Importance of Agriculture, 2016 – Southern Ontario



In some regions across the province, we are also seeing growth in new forms of primary production, from greenhouses and covered agriculture to advanced aquaculture operations. Ontario's emerging aquaculture operations are making innovative use of existing agricultural techniques, buildings and infrastructure. From shrimp to tilapia, these producers are challenging what is possible for Ontario agriculture.

Identifying where these opportunities lie, and how to foster this type of economic development involves a process of data analysis and in-depth consultations with individual communities. Building support in communities to explore these opportunities is important. Leveraging existing agricultural knowledge and experience in a community can lead to embracing a wider vision for agricultural economic development as a whole.

Defining Agricultural Economic Development

The International Economic Development Council states that no single definition incorporates all aspects of economic development. Economic development can be described as a process influencing growth or the restructuring of an economy to enhance the economic well-being of a community. Just as there is no single definition for economic development, there is no single strategy, policy or program for achieving successful economic development. Agricultural economic development, quite simply, involves traditional community economic development practices tailored and adapted to the agricultural sector.

In the past, a top-down approach may have been standard, but the focus in economic development today is shifting. Today's expectation is that communities will mobilize to stimulate growth in their economy. Supporting agriculture through community economic development strategies begins with the recognition of agriculture's many contributions, challenges and opportunities, as well as an awareness that the community itself can be the source of solutions.

Components of Agricultural Economic Development

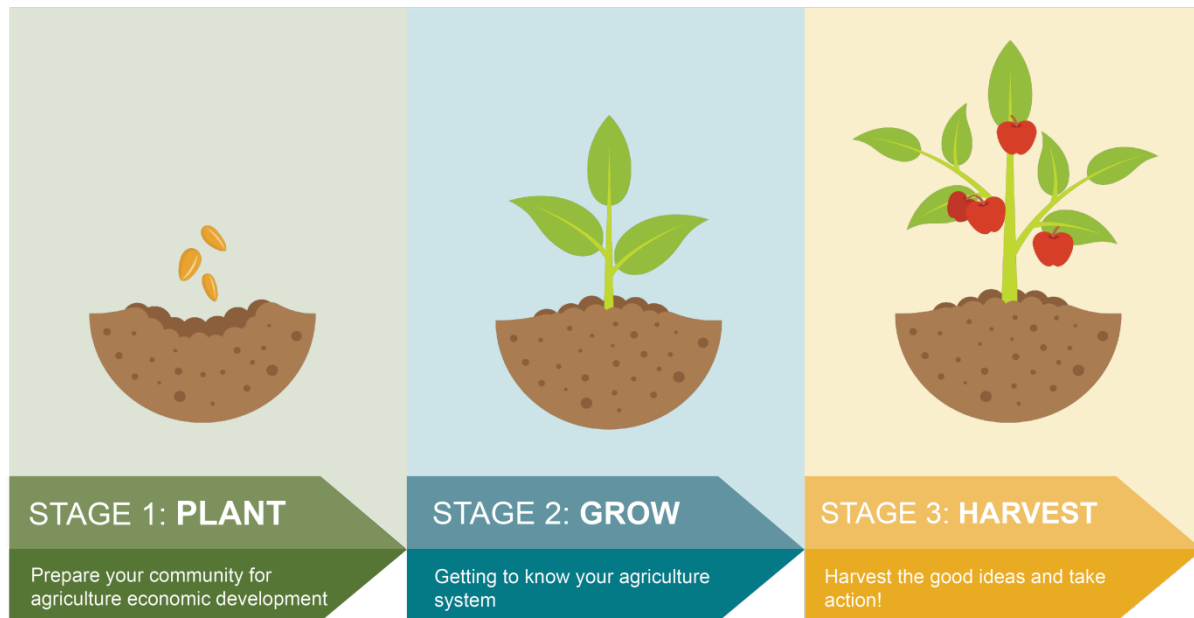
There are many economic development activities that can be undertaken to support agriculture. These categories include:

- Stakeholder engagement
- Communications and marketing
- Business development
- Workforce and leadership development
- Investment attraction
- Agricultural infrastructure and land-use planning
- Research and innovation

These categories and their associated activities will be discussed in greater detail later in this guidebook.

Agricultural Economic Development Process

There are many different ways to undertake agricultural economic development in your community. For the purposes of this guide we use a three-stage process called plant, grow and harvest.



While each of the steps in the process is important, it is designed for flexibility. If one of the steps does not seem to fit well with what is happening in your community, or if the timing of some events would make more sense in a different order, modify accordingly. Agricultural economic development is a process for change and needs to be tailored to your community. This guidebook is set up to support communities in carrying out community-led plans.

Examples of Strategic Plans Specific to the Agri-Food Sector:

[Durham Region Agriculture Strategy 2013-2018](#)

[Golden Horseshoe Food and Farming Action Plan 2012 - 2021](#)

[Halton Region – Rural Agriculture Strategy](#)

[Kawartha Lakes Agricultural Action Plan](#)

Your Many Roles in Agricultural Economic Development



Promoter

- Local Food Map
- Community Agricultural Profile
- Local/Regional Branding Initiatives



Connector

- Local Food Conference
- Dinner on the Farm
- Value-chain analyses



Educator

- Evaluating Value-Added Opportunities (EVAO) Workshop
- Food-E Entrepreneurship Seminars
- On-Farm Familiarization Tours



Enabler

- Agricultural/Rural Community Improvement Plans (CIP)
- Official plan updates: language supporting on-farm value-added processing
- One-window municipal services



Organizer

- Agricultural Economic Development Strategic Planning
- Local/ Regional Farmers Market
- Agricultural Advisory Committee

As a **promoter** of local agriculture, you help spread the word of all the great things going on in the sector. This can range from direct promotion of local businesses, to regional branding initiatives to building support from community leadership.

As a **connector**, you bring people together throughout the agricultural value chain and the local economy. Building new relationships and identifying mutual interests creates new synergies and new opportunities for the agricultural sector to work together.

As an **educator**, you help decision makers better understand agriculture and help to spark new ideas amongst farmers and business owners. From councillors learning about local farming practices, to farmers learning about food processing and handling, new ideas bring new opportunities!

As an **enabler**, you work to make sure the entrepreneurial drive and hard-working spirit of your agricultural community are able to take root. From access to funding to agriculture friendly municipal policies, your work in creating a supportive environment that will help your agricultural sector flourish.

As an **organizer**, you see the bigger picture and work to ensure your community has a plan. Not everything will happen on its own. Agricultural business operators are busy people, with a lot of responsibilities and don't always see opportunity where it lies.

Tips for Successful Agricultural Economic Development:

- Visibly demonstrate the importance of the agricultural sector (e.g., tours, brochures, infographics).
 - Understand that agriculture is about the long game; results are rarely instantaneous and are often long term. Be persistent, keep trying, and celebrate the small wins as part of a long-term process.
 - Accurately assess the needs of the local agricultural sector; base decisions on information obtained through systematic and sound analysis.
 - Build networks and capacity in the community, recognizing the value of community knowledge. Use a participatory approach to mobilize individuals and harness the resources and talents of community members and organizations.
-

STAGE 1: PLANT

Prepare your community for agriculture economic development

This stage includes:

- ☐ Community Readiness for Agricultural Economic Development
 - ☐ Evaluating Community Readiness
- ☐ Building a Preliminary Snapshot of Agriculture in Your Community
- ☐ Organizing for Action
 - ☐ Identifying Partners
 - ☐ Building Community Leadership
 - ☐ Structuring the Work — Developing Terms of Reference

Community Readiness for Agricultural Economic Development

Community readiness is the degree to which a community is prepared to take action on agricultural economic development initiatives. Readiness can vary greatly from one community to another. Understanding your community's readiness will give you a sense of where you stand today and will allow you to develop a realistic approach to what the community is willing and able to accept and support. Some communities may need to get started with simple actions like networking events, while others may be ready to take on more ambitious projects like the Business Retention and Expansion program (BR+E). This exercise should give your community an understanding of where it can get started and where it may need to focus greater attention.

Evaluating Community Readiness

There are five aspects of community readiness to take action on agricultural economic development, which include:

- Knowledge and awareness
- Leadership
- Collaboration
- Resources
- Engagement

The table below provides the community readiness questions related to these aspects that will help evaluate community readiness.

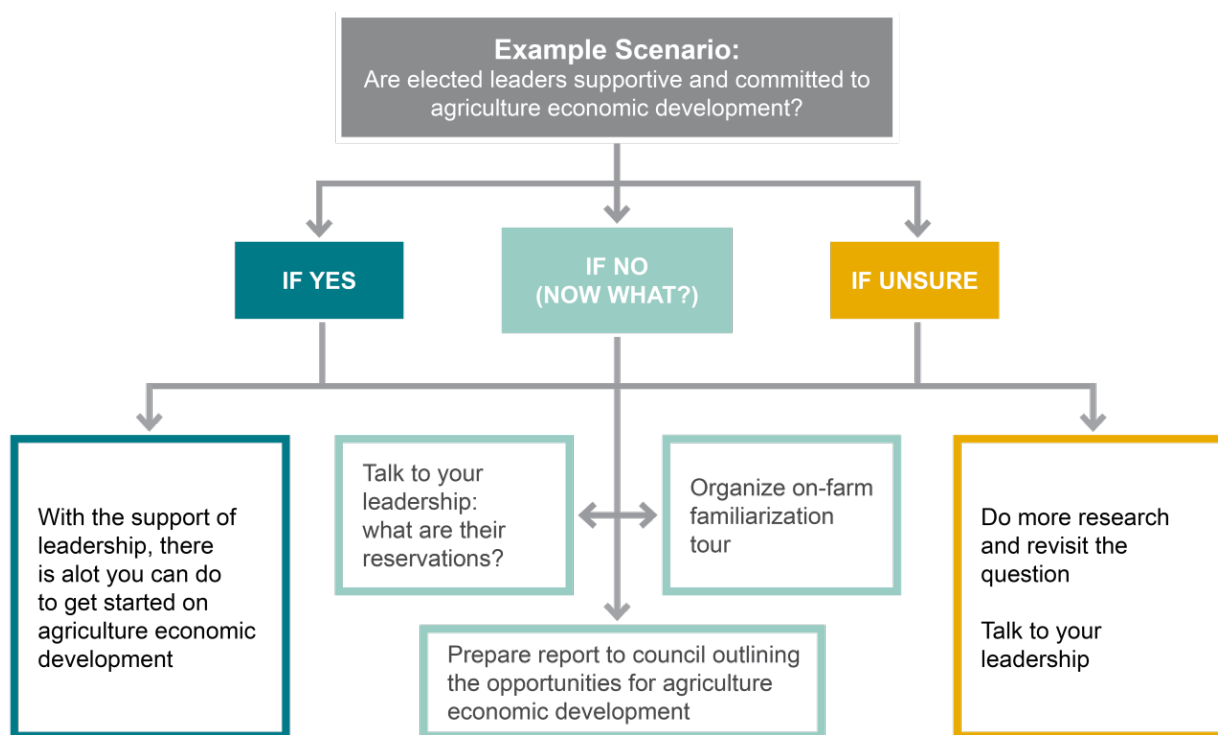
| Readiness Questions | | Response |
|-------------------------|---|-------------------|
| Knowledge and Awareness | Is agriculture seen as a priority sector (e.g., economic development strategic plan, or official plan)? | Yes No Unsure |
| | Has your community identified opportunities to support the local agricultural sector? | Yes No Unsure |
| | Does your community understand the local agricultural sector's social and economic impacts? | Yes No Unsure |
| Leadership | Are elected officials supportive and committed to agricultural economic development? | Yes No Unsure |
| | Are there community leaders or volunteers that have time and interest to support and commit to agricultural economic development? | Yes No Unsure |

| | | |
|---------------|---|-------------------|
| Collaboration | Are local businesses, organizations and community leaders working with the local agricultural sector on common initiatives? | Yes No Unsure |
| | Does your community have existing working relationships or networks with other communities and development organizations? | Yes No Unsure |
| Resources | Are there resources available to support agricultural economic development today? | |
| | Time | Yes No Unsure |
| | People | Yes No Unsure |
| | Budget | Yes No Unsure |
| Engagement | Is there a positive prevailing attitude in the community regarding agriculture? | Yes No Unsure |
| | Is the agricultural community open to growth or change, and is it engaged in the process? | Yes No Unsure |

As you work through these questions, remember they do not offer an exact formula for readiness. These questions do, however, lead you toward some important considerations:

- If you answered yes to any of these questions, it is a good indicator of some level of community readiness. Note, sometimes ongoing work is necessary to maintain this yes position.
- Answering *no*, is not a reason to give up on this process. Rather, this identifies an opportunity for action — an area to focus on first. By taking small steps forward that take into account your community's ability and openness to take action, you can make steady progress. Maybe nothing is needed.
- Where you are *unsure* of where your community stands on a question, take some time to look into this more. The act of inquiry is all part of the process of getting to know where your community stands. This inquiry process is important in and of itself.

Example scenario for community readiness responses



Want to build support from leadership? Try a dinner on the farm.

Showcasing agriculture first-hand helps people understand the realities of what is involved and the great diversity of this sector. Local food events such as Feast on a Farm and Harvests of Haldimand bring opportunities to increase community awareness around local agriculture and build this support from community leaders.

Remember, the intent of assessing community readiness is to identify where your community might need to focus greater attention as it moves forward, or highlight that your community is poised to make significant progress right away.

Advice from an Economic Development Practitioner: Working with your Agricultural Community

Every Community has a History

1. A history exists between farmers, governments and local residents that needs to be handled with care. This history can be positive and can also be a significant barrier to collaborative work. A strong understanding of your community's past will help you build positive relationships for the future.
2. Get to know the language of your community: which ideas will resonate with farmers and lead to positive action? Which ideas will meet strict opposition and fall dead in the water?
3. Keep conversations confidential. Agriculture can be a highly competitive industry; a detail shared by one farmer about his or her operation may be seen to give an edge to another farmer, if shared.

Learning and Growing

4. Most farmers will not claim to be an expert in their field. Don't be fooled. Respect the knowledge they have for their operation and industry.
5. Start small in the support you provide and build on your repertoire of expertise.
6. Find a local mentor who you trust to answer all of your questions and someone who will connect you to their networks.
7. Reach out to neighbouring jurisdictions with agricultural economic development officers to share ideas, experiences, and opportunities.

Building a Preliminary Snapshot of Local Agriculture

Many communities recognize agriculture's contribution to the region's economy, but it is important that community leaders have an accurate understanding of what the sector is actually producing. Building a snapshot of your local agricultural sector will support you in prioritizing agriculture in your economic development planning, building relationships, harnessing support and establishing a baseline of information against which you can benchmark the impact of future actions.

The Ontario Ministry of Agriculture, Food and Rural Affairs' (OMAFRA's) [statistics website](#) has a number of data sources it maintains with summaries of agriculture and agriculture-related businesses across rural Ontario.

OMAFRA Census Profiles

[County Agricultural Profiles](#) and [County Business Profiles](#) are a good place to start building your initial snapshot with regard to the agricultural sector. Looking at both profiles allows you to see a quick overview of the agricultural productivity in your region and to compare this with other industries/sectors of the economy.

County Agricultural Profiles

The data found within the county profiles include: number of farms, types of land use, total greenhouse area, hired farm labour, farm capital value, total gross farm receipts, major field crops, major fruit crops, major vegetable crops, livestock inventories, poultry inventories, and major field crops.

County Business Profiles

The data found within county business profiles include: population, family income, employment rates, employment by industry, and number of business locations by industry.

Norfolk County – Ontario's Garden

When Norfolk County took a long, hard look at its community profile of agriculture, it was clear the region had some comparative advantage in agriculture and horticulture. Norfolk County farmers are, in fact, Ontario's number one growers of a number of crops, from asparagus, to ginseng, to strawberries and more. After analyzing the data, and noting the local agricultural know-how, Norfolk County began promoting itself as Ontario's Garden, a slogan backed up by the data. Farmers, council and the general public have bought into the slogan enthusiastically, and it continues to be widely used today.

Understanding the County Profiles - Guiding Questions

The table below provides some guiding questions to review the county profile information.

| Questions | 2011 | 2016 | What is the Trend? |
|---|------|------|--------------------|
| 1. What is the total number of farms? | | | |
| 2. What is the total number of farm operators? | | | |
| 3. What is the average size of farm? | | | |
| 4. What are the top three farms by industry group? | | | |
| 5. What are your top three commodities, by farm cash receipts? | | | |
| 6. Identify the highest producing: | | | |
| • Field Crop | | | |
| • Fruit Crop | | | |
| • Vegetable Crop | | | |
| • Livestock / Poultry | | | |
| 7. What is the total employment in your local agri-food industry? | | | |
| 8. What is the percent of provincial employment in agri-food? | | | |
| 9. Other interesting facts identified from the Profile? | | | |

Discussion Questions

- What does the data say about your community? Are realities of local agriculture different from common public perceptions?
- Does your community stand out from the provincial average in any ways (positively or negatively)?
- What do the trends suggest? Is there need for more data to look at longer reaching trends?
- How does your community compare with neighbouring regions with similar demographics?
- How does agriculture compare to other prominent industries in your community?

Sharing Data

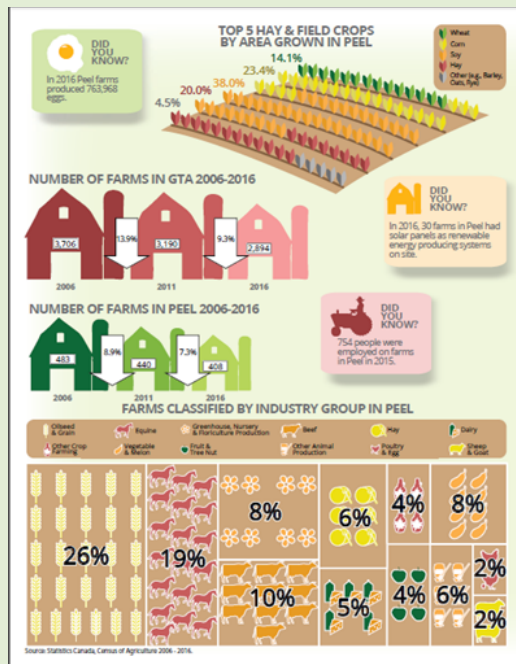
Compiling and sharing data is central to economic development because data helps people understand current strengths and identify new opportunities. Equally important is making data consumable and accessible for the right user. Creating an easily accessible and understandable data resource helps to build awareness of your local agriculture community and can be a fundamental tool in building support from community leaders and citizens.

There are a variety of mechanisms and tools communities can use to generate and disseminate data resources, such as reports, news bulletins, social media posts and infographics. Choose one that best fits your abilities and your community's needs.

Agriculture Census Bulletin: A Planning Tool for Peel Region

The Region of Peel uses a wide variety of data sources to inform policy. It recently converted Census of Agriculture data into an infographic, to serve as evidence for why agriculture is an important sector in economic development work. It was recognized by the Region of Peel that census data, if presented correctly, can help to build a storyline around agriculture.

The Region of Peel used infographics because they can be shared across a variety of platforms, and present information in an accessible way. Through effective design, complex data becomes consumable and actionable.



Organizing for Action

Identifying Partners

The partners in your agri-food sector are individuals or organizations with a stake in the sector. Partners may include agricultural producers, supportive industries, or community members who see the opportunity for agricultural economic development. Identifying mutual interests and encouraging buy in to the process is critical as this will help to ensure the long-term viability of your initiatives.

Potential partners include:

- Local chapters of farm organizations (e.g., Ontario Federation of Agriculture)
- Agricultural advisory committees
- Local agricultural societies
- Commodity groups or sector-specific organizations
- Farmers and farm employees
- Suppliers (e.g., equipment)
- Distributors
- Processors
- Community-driven agricultural groups
- Chambers of commerce
- Local health unit
- Conservation authorities
- Financial lending institutions

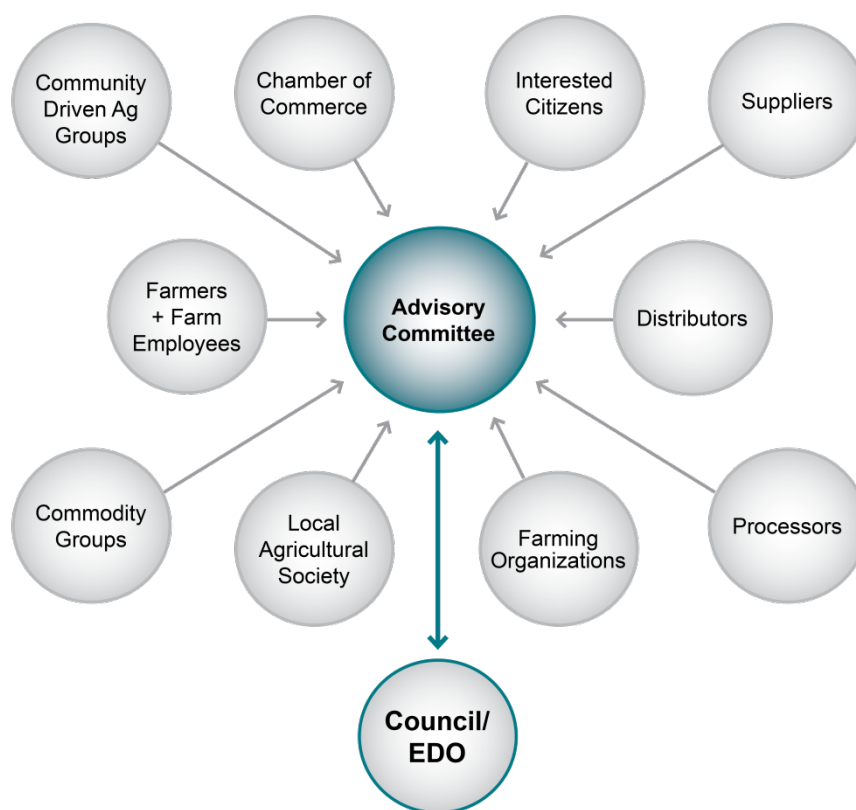
Tip: For many farmers, one's business and home are co-located. When the sun sets, the agricultural industry isn't just about making money — it is equally about a way of life. Understanding and acknowledging this will help you to build trust and acceptance.

Building Community Leadership

Agricultural economic development doesn't happen at a single point in time — there are a host of issues that come up on an ongoing basis that will affect the agriculture sector.

For a community to support agriculture, it is important to develop guidelines for municipal actions that take into account the unique needs of the agricultural sector. When evaluating municipal actions, there are many things to consider that might affect agriculture. Some of these include future growth areas, road or bridge design and construction, port development, municipal signage, trails, and economic development. The ongoing involvement of agricultural advisory committees helps ensure the agricultural sector has a voice in the municipality.

We recommend developing agriculture-focused committees that provide advice to municipal staff and councils.



An agricultural advisory committee may take on an advisory role, or may take on a more active role in implementing projects. You might choose to use this committee as a project leadership team, or you may need to recruit agricultural partners as needed for specific agricultural economic development initiatives.

No matter how it is structured, it is important to have a leadership team of engaged people to support agricultural economic development.

- **Agriculture advisory committees** provide advice and guidance to staff and council and bring important considerations to the forefront that affect the local agricultural sector. These committees help council to see decisions from an agricultural perspective.
- **Agricultural action committees** take a more active role in the community and focus on the design and delivery of local initiatives, often taking the role of agriculture-focused economic development officers.

Staff Resources

A coordinator may also be identified or hired to work with the community to provide information, organization and guidance through all stages of the agricultural economic development process. The hiring of a staff person will depend on your community's financial resources.

Halton Agricultural Liaison Officer

Halton Region created its Agricultural Liaison Officer position in 2012 to ensure staff support existed for the local agricultural sector. An agricultural liaison officer brings emphasis to the importance of agriculture, builds a broader understanding of issues, and builds capacity to take on more complex initiatives.

Provincial Staff Advisors

OMAFRA Regional Advisors are available to support agricultural economic development projects by providing coaching and guidance. For more information on your local advisor, please contact the Agriculture Information Contact Centre (AICC)

By phone: 1-877-424-1300

By email: ag.info.omafra@ontario.ca

Online: www.ontario.ca/omafra

Structuring the Work: Developing Terms of Reference

With a group of local key partners identified from across your local agricultural sector, it is now important to now consider the process you would like to follow in developing a plan for agricultural economic development.

A terms of reference will help to build a more detailed work plan which sets out the tasks, and steps you will take to complete them, over the course of the agreed upon time period.

Due to the diversity of agriculture, and often a wide array of strong opinions, developing a well-laid-out terms of reference is a good idea to guide your leadership team/committee. Developing a terms of reference is a communal activity that should be done with all members present. Check with your municipality or neighbouring municipalities as they may have an existing template to work from.

A good terms of reference document will:

1. Define the purpose
2. Establish the mandate
3. Set parameters and limitations
4. Define accountability
5. Define the time frame
6. Determine resources required
7. Determine potential membership
8. Determine the communication process

It is a good idea to use a third-party facilitator, if feasible, to ensure this process maintains objectivity. Once consensus has been reached on the structure and expectations for the committee, members are required to sign off on the terms of reference document, and this represents their ongoing commitment to the group. For support in facilitating a terms of reference, contact your OMAFRA Regional Advisor.

Tip: Sunny Skies Matter — Farmers who grow feed for animals, field crops, and horticultural crops make their income during the growing season. During sunny summer months when planting, spraying and harvesting are happening, farmers will likely not be available to provide input to your work. Try to plan your project accordingly, or move meetings to rainy days to accommodate farmers' unique schedules.

Quick Wins

The **plant** stage is also an opportunity for the committee to identify some quick wins. It is important for your team to tackle, where possible, some visible, high-impact, short-term projects to build and maintain buy in from leadership and from the community. The objective of these smaller projects will help to promote and garner support for agricultural economic development.

City of Kawartha Lakes' Food Charter

The City of Kawartha Lakes' Food Charter was a good example of a low-capacity, highly visible exercise that brought together a diverse group of stakeholders in the agriculture community. The final product was eventually turned into a life-sized document for community members to sign, and take ownership of.

STAGE 2: GROW

Getting to know your agriculture system

This stage includes:

- ☐ Developing an inventory of your agriculture system
- ☐ Talking to your agriculture sector
- ☐ Conduct an environmental scan
 - ☐ Political Economic Social Technological Other (PESTO) Analysis
 - ☐ Strengths Weaknesses Opportunities Threats (SWOT) Analysis

There are certain guiding questions that can underpin your examination of your local agricultural sector:

- What type of agriculture is most prevalent, emerging, or struggling?
- Within your local agricultural sector, what makes your community unique?
- What are the issues, challenges or barriers to growth?
- What are the opportunities for growth or expansion?
- Who are the partners throughout the local agricultural system?
- Where are the opportunities for building connections along the value chain?

Developing an Inventory of Your Agriculture System

Developing an inventory of your agricultural system is a good first activity for your committee or leadership team. The goal of this activity is not to be a full and complete inventory of the agricultural system, but to build your initial understanding of its components.

An inventory will help you identify and build on what you already have, and uncover potential opportunities for further development.

Components of an Agricultural System Inventory

- Existing Land Base: prime agricultural areas, specialty crop areas, and rural lands in (or out of) agricultural production
- Agriculture Activity: this includes the types of products grown in the area

Agri-Food Network

- Regional infrastructure
- Agricultural services
- Retail and direct sales
- Distributors
- Processors
- Agricultural partners

Agricultural Economic Development Underway

- What is your community currently doing to actively support/enhance local agriculture?

OMAFRA's Agricultural System Portal is a handy source of information that can be used to visually represent the agri-food supply chain. The portal identifies agri-food assets, clusters and supply chains within and across municipalities. While some datasets cover the Greater Golden Horseshoe (GGH), others have full provincial coverage.

Data sources that can support this process include:

- [OMAFRA Agricultural Information Atlas](#)
- [Census of Agriculture](#)
- [OMAFRA Agricultural Census Maps](#)
- [AAFC Soil Survey Reports](#)
- [County Agricultural Profiles](#)
- [County Business Profiles](#)
- [OMAFRA Asset Mapping Tools](#)
- [OMAFRA's Analyst tool](#)

Talking to Your Agriculture Sector

As you start to engage with your agricultural sector in conversation, there are three important questions to ask:

1. Who should I talk to?
2. How should I talk to them?
3. What are the right questions to ask?

1. Who should I talk to?

A broad list of agricultural partners from across the agricultural system is a good place to start. Look at the list of potential partners in agricultural economic development as well as the composition of your leadership committee or agricultural advisory committee. As you continue with data collection and you notice certain themes begin to emerge, you may want to focus more specifically on certain individuals.

2. How should I talk to them?

Consultations can take different forms: interviews, surveys or focus groups. While you can choose which method works best for your needs, we recommend using a combination of these options for a well-rounded consultation process.

Interviews: An interview-style survey provides an opportunity to build a relationship between your organization and business owners, something particularly important to long-term success in agricultural economic development. The surveyor is able to ask in-depth questions, clarify responses and ask for elaboration on key concepts. This method, however, can be time-consuming, which may limit the number of businesses that can be surveyed.

Print or Online Survey: Surveys may be distributed to agriculture businesses as a mail out, an insert into a newsletter, or as a link in an email message. This approach is less time consuming than interviews and allows businesses more flexibility in responding to survey questions. Online surveys should consider the number of businesses with computer and Internet access, as this might limit the participation. Print or online surveys often result in a lower response rate and, as such, will be most effective if used as in conjunction with interviews, focus groups or a combination of both.

Focus Groups: Focus groups typically involve six to eight people and can dive into greater depth on specific topics. The discussion questions included in the survey would be good references to start your planning. Focus groups can be used in addition to individual surveys to analyse the survey findings and probe for further information on questions of interest. We recommend using focus groups to conduct analysis and build on findings generated through either

individual or online surveys. Sharing data (i.e., survey results, community agricultural snapshot and inventory data) in advance of focus group meetings is useful to help guide the conversation.

Tip: If you are meeting in person, engage with your agriculture community where they already meet: field visits, kitchen tables, coffee shops, fair grounds and occasionally more formal venues. Take the opportunity to get involved with local committees and agriculture organizations. Reaching out to these groups and attending their meetings helps to build a relationship of trust. It provides an opportunity to learn about their priorities and shows you are looking to work together toward common interests. Show you're committed beyond your job responsibilities.

3. What are the right questions to ask?

To help you better understand your local agricultural system, a draft survey and discussion questions have been prepared to support your data-gathering efforts. This survey is flexible and can be adapted according to your community's capacity and project needs. This survey gathers:

- Information to assist communities' strategic decisions for the local agri-food sector
- General business information to support an inventory of community assets
- Strengths, weaknesses, opportunities and threats facing your agribusinesses

Leadership Review

Before conducting community consultations with agricultural operators and agri-business owners, take the opportunity to test your chosen methods with your leadership team or advisory committee. This is a good opportunity to engage them in the process and will help to build support for the process.

Getting the Word Out

The agricultural community is a small world. Leveraging your existing networks through referrals and word of mouth can go far in bringing together participants. Recruit community champions who believe in this work and can spread the word amongst their peers. These referrals are important in working with your agricultural community.

Hold Consultations, Summarize and Share Your Results

It is recommended that a small group prepare a summary of all of the survey results and the other data which then informs the larger team.

- What data stands out either positively or negatively?
- What surprised you about the data?
- Are there any trends?

Share and present a summary of the data to inform your leadership team. It is

AGRICULTURAL BR+E PROGRAM

Carrying out an OMAFRA-guided, community-driven, Business Retention and Expansion (BR+E) is another option for getting to know your agriculture community. This option requires significant commitment of time and resources. A BR+E survey is a structured, action-oriented and community-based approach to economic development. It promotes economic and job growth by helping communities learn about issues as well as opportunities for local businesses and sets priorities for projects to address these needs.

A BR+E project is supported by a team of trained volunteers who visit businesses in-person to conduct confidential interviews with senior level management, owners or managers. Data analysis and action planning is then undertaken by a broader steering committee to address issues and opportunities facing businesses. Ideally, BR+E should be incorporated as a key component of the community's ongoing economic development strategy.

Sector specific BR+E surveys are very useful where communities have defined a priority sector. There have been very successful BR+E initiatives that have focussed specifically on the local agricultural sector, or on local food production and consumption.

"A BR+E is really important for small rural municipalities in the absence of an economic development strategy. As a new EDO to the area, every initiative I launched came back to the BR+E. Because it was previously endorsed by council, it gave credibility to projects and was the evidence I needed to enable action. I presented to council and said, "you've approved this, here is how we're addressing the goals and objectives and here is how we will implement the plan." – Bluewater EDO Mark Cassidy speaking about his local food focussed BR+E.

For more information or to start the BR+E process in your community, please visit:
<https://www.ontario.ca/page/business-retention-and-expansion-program>

OMAFRA's Analyst Tool

Analyst is a web-based tool that provides data on regional economies and work forces. It helps economic development organizations better understand their regions and use evidence-based decision making to build strong regional economic strategies. Analyst combines multiple data sources such as Census, Canadian Business Patterns, employment and labour force surveys, Canadian Occupational Projection System, CANSIM Demographics and Postsecondary Student Information System Education Data. It can be used to identify regional strengths, conduct workforce analysis and cluster analysis, business attraction and regional comparison/competitiveness analysis. Training on use of Analyst is available and advice and guidance may be obtained from OMAFRA's specialists and advisors.

Conduct an Environmental Scan

Drawing on the collective insights of your committee, environmental scanning processes are a good way to sort through the wealth of data you have collected. Again, this is another great opportunity for conversation and for strengthening relationships amongst those on your committee.

Some different approaches to organizing and understanding information include:

- ✓ PESTO (Political, Environmental/Economy/Education, Social, Technological, and Other)
- ✓ SWOT (Strengths, Weaknesses, Opportunities and Threats).

Using the results of the PESTO and SWOT analysis, the group should generate a list of ideas. Some questions that may be asked to help refine the results include:

- How can we utilize our strengths to capitalize on the opportunities?
- How can we use our strengths to mitigate each weakness?
- Can any of the opportunities identified offset the identified threats?
- What will have the biggest impact?

Following PESTO and SWOT analyses, the final step is to identify if there are any potential issues not previously identified. These issues should be fundamental issues for your group (e.g., potential loss of major funding). If addressing an issue will not have a major impact on your group, it is not a critical issue. The results of these exercises will be used in the next stage to develop goals and actions.

PESTO Analysis

PESTO analysis is an exercise used to examine different factors that a group should take into consideration during their planning. Based on the following table, the group should discuss the following questions:

- What trends are apparent?
- What issues or challenges are there?
- What advantages or opportunities are there?

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| P | Political – political climate, shifts in thinking, changes to programs or regulations, and changes in administration or leadership. These should consider municipal, provincial or national jurisdictions (ex: Provincial Policy Statement zoning bylaws for on-farm value-added activity) |
| E | Environment/Economy/Education – changes in environmental trends or potential impacts, new funding opportunities, or the general economic state of the region, educational needs of staff, volunteers/citizens. |
| S | Social – changing demographics, cultural trends, ways of interacting. (e.g., ethno cultural food production for immigrant communities) |
| T | Technological – emerging trends in communications, technology and the various applications, and/or availability of technology (e.g., precision agriculture) |
| O | Other – trends in the sector, clients, customers (e.g., public understanding of agriculture sector) |

The results of the PESTO analysis will be used to inform the external aspects of the SWOT analysis.

SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a group exercise that examines the current state of your agriculture sector. By evaluating current conditions using a SWOT analysis, a group is better positioned to effectively set goals and define strategies.

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| Internal | S | Strengths are positive internal aspects to the group or sector that can contribute to achieving the group's vision. Example: We have innovative farmers. |
| | W | Weaknesses are negative internal aspects that can hinder the group from meeting its vision. Example: Our agriculture community won't work together |
| External | O | Opportunities are positive aspects, circumstances or trends external to the group with the potential to contribute to successful achievement of the vision. Example: There is increasing demand for new crops (i.e., world foods) as our communities become more and more diverse |
| | T | Threats are negative aspects, circumstances or trends external to the group with the potential to hinder the successful realization of the vision. Example: Development pressure is removing cropland from production |

Tip: When conducting this exercise, remember to consider:

- PESTO analysis
- Agricultural systems inventory/community profile
- Survey results

STAGE 3: HARVEST

Harvest the good ideas and take action!

This stage includes:

- ☐ *Goals, objectives and action plans*
- ☐ *Actions for agricultural economic development*
- ☐ *Capacity rankings*
- ☐ *Measuring and reporting outcomes*

- ✓ *You've collected and analyzed data*
- ✓ *You've identified strengths, weaknesses opportunities and threats*
- *It's time to harvest the good ideas and take action*

Goals, Objectives and Action Plans

With a good understanding of the local agricultural sector and the internal and external environments that affect and support progress, it's time to answer the question: what actions do we need to take to best support local agriculture?

Goals

Setting goals and objectives go hand in hand. Goals describe what your group wants to accomplish. They refer to the desired end results (outcome) that a group wants to achieve in fulfilling its mission and moving toward its vision. Goals describe areas of emphasis and what your group looks to accomplish.

Objectives

Objectives are the next level below the goal statements and they answer questions like: how much? or by when? The group's objectives drive strategy formation and should follow the SMART formula:

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| S | SIMPLE AND SPECIFIC | Is this easy to understand and communicate to others? |
| M | MEASURABLE | How can we measure our achievement? How will we know if we have reached our target? |
| A | ACHIEVABLE | Is this something we are capable of doing? Do we have the capacity to achieve this? |
| R | REALISTIC | In light of the day-to-day work of our group, is it realistic to expect that we can accomplish this? |
| T | TIMELY | Have we identified a timeframe or deadline for achieving this? |

Action Plans

Action plans answer the question, what do we need to do to achieve the goals and objectives? There could be few or many actions for each goal and objective, depending on your group's human and financial resources. The collective activities from the action plan directly contribute to achieve your goals which, in turn, contribute to achieve the vision. This is the on-the-ground level in strategic planning. At this stage, each goal and related objectives are matched with the activities needed to achieve the goal.

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| Goal 1 | Objective 1 | Action 1.1 |
| | | Action 1.2 |
| | | Action 1.3 |
| | Objective 2 | Action 2.1 |
| | | Action 2.2 |
| | | Action 2.3 |

Actions for Agricultural Economic Development

In reviewing the list of possible actions your community can take on, look back to the agricultural system inventory you have completed with members of your leadership committee and local agricultural partners. Where is your community already taking action? What can be improved upon and where can you avoid duplication of efforts? It's useful to look beyond your borders as well to see where neighbouring communities may be able to support your action plans, or where you can get involved in existing efforts. Functional agricultural systems often extend beyond municipal boundaries.

Across the agriculture value chain, there are a number of different action areas for agricultural economic development. These include:

- Stakeholder engagement
- Communications and marketing
- Business development
- Workforce and leadership development
- Investment attraction
- Agriculture infrastructure and land-use planning
- Research and innovation

Depending on the actions you choose, your role will change and/or evolve over time. Remember there are five different roles for you to take on in doing agricultural economic development:



Promoter



Connector



Educator



Enabler



Organizer

Stakeholder Engagement

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| Agricultural Advisory/Action Committee | Municipalities are encouraged to establish agricultural advisory committees and consult with them on decisions that affect agriculture. The ongoing involvement of agricultural advisory committees ensures the agricultural sector has a voice in the municipality. Agricultural advisory committees can have planning and/or economic development as a priority. Many organize annual agricultural tours that provide community leaders with exposure to the local sector. Advisory committees are typically supported administratively by municipal staff who help to keep council informed on agricultural issues. |
| Agribusiness Networking Events | Connecting the partners along the agricultural value chain, or agricultural system helps foster resilience, can point to missing elements in the value chain or new opportunities and innovations. Whether it's bringing people together over lunch, or recruiting committees to work together toward a specific goal, don't underestimate the value in creating new connections. |
| Regular Communication with Agricultural Organizations | Relationships are important in working with the agricultural sector, perhaps more so than other sectors as many businesses are family run. Maintain ongoing communications with your agricultural sector to keep them informed of what you are doing and to stay abreast of any emerging issues/needs. New opportunities for collaboration and support often emerge from keeping lines of communication open. |

Communications and Marketing

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| Agriculture Familiarization Tours | Hosting familiarization tours can involve taking a group of potential investors, community leaders and interested citizens to visit some of the agricultural operations in the community. Where people can see first-hand what is taking place in the community, they may build a greater appreciation for the sector's needs going forward. |
| Agri-Tourism Initiatives | Focussed initiatives such as seasonal tours, dinners, flavour trails and events including farms, markets, restaurants, wineries, ciders and other food experiences may all help to build awareness of availability, and grow the demand for local food. OMAFRA's website provides information on developing agri-tourism operations and training on value-added agriculture is available through workshops such as OMAFRA's Exploring Value-Added Opportunities and Selling Food to Ontario . |

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| Community/ Regional Branding | This Involves overseeing all elements of the design of the community brand (e.g., logo, slogans, tag lines, colour schemes, messaging, etc.) and setting guidelines for the use of the brand. Regional brands help individual businesses to access new markets and to raise awareness of your local/regional strengths. Municipalities may consider taking on these initiatives themselves or supporting local not-for-profits or farm fresh organizations already doing this work. |
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Business Development

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| Agribusiness Recognition Programs | Activities and events bring together business people in an effort to stimulate new business opportunities and opportunities for collaboration and cooperation. Events can also provide an opportunity to celebrate excellence within the local business community. |
| Export & Trade Development | Export and Trade Development Services support local businesses in understanding, assessing and reaching international markets. |
| Business Retention + Expansion (BR+E) | A Business Retention and Expansion (BR+E) survey is an approach to economic development that focuses on nurturing existing businesses as key drivers of ongoing economic health and vitality in a community. Recognizing that the majority of new jobs created come from existing businesses, BR+E initiatives engage local business owners in a dialogue in order to fully understand the challenges they are facing and the opportunities on the horizon. Where possible, strategies are developed to assist the agri-food business community in addressing those challenges and realizing opportunities for growth. A specialized survey exists for agriculture and local food. |
| Local Food Procurement | Municipalities and public institutions may adopt local food procurement targets. Through actions or policies, your municipality can promote and encourage the purchase of local goods and services. Institutions, organizations and municipalities can harness their purchasing power to support local farmers, food entrepreneurs, distributors and processors who may have been unable to access large institutional markets in the past. Aside from supporting local agriculture, these initiatives fit with Ontario's Climate Change Action Plan in terms of greenhouse gas emission reductions and access to more local, healthy, affordable food choices. The <u>Association of Municipalities of Ontario</u> has a guide to best practises in local food for municipalities. |

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| Agribusiness Incubator | Business Incubators are designed to accelerate the development of new ventures by reducing costs and providing ready access to management advice. Tenants of an incubator might share common space, business equipment, administrative support, technical support and other overhead, thereby realizing cost efficiencies in the critical start-up phase of each enterprise. |
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Workforce and Leadership Development

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| Workforce Development | Economic development strategies may need to consider human capital and workforce development. Local workforce planning and development boards, in partnership with industry, can develop agri-food labour force strategies that may include identification of emerging careers in agri-food and agriculture technology, attraction of newcomers to the sector and working with industry for potential job fairs for the sector. This strategy may also incorporate training and education including apprenticeships, engagement and retention of youth in the industry. |
| Youth in Agriculture | Opportunities to promote youth leadership in agriculture may involve organizations, such as 4-H and Junior Farmers that are already actively involved in this area. These organizations often have local or regional chapters to contact. There may be opportunities to support or expand existing programs to reach a broader audience, or tailor programs to fit agricultural employer demands. |
| Promote mentorship and co-operative education programs | Mentorship programs bring together seasoned business professionals with new entrepreneurs to assist the development of new businesses. Co-operative education programs likely exist through your local high school and provide an opportunity to actively engage local youth with local agri-businesses. |
| Future Needs for the Labour Force | Keeping an ongoing relationship with local employers in the agricultural and agri-food sector will help you identify where future demands may arise and will help you tailor other programming to support their needs. Work with local workforce planning and development boards to develop an agri-food labour force strategy for the sector. In partnership with industry appropriate training, apprenticeships or education, consider engagement and retention of youth in agriculture. |

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| Agribusiness Recruitment Initiatives | There is an important role to be played in bridging the gap between agri-businesses and local youth – the workforce of tomorrow. Are members of your community (e.g., guidance counsellors, parents, youth etc.) aware of the opportunities for employment that exist in agriculture? Open houses and employment fairs are important in supporting ongoing productivity and helping businesses grow by educating the community about opportunities and allowing employers to recruit employees. |
| Workshops/ Resources for Succession Planning | The average age of farm operators across the province is increasing. With this comes the challenge of connecting the next generation with opportunities in farming, as they become available. Succession planning involves a strategy to transfer knowledge, skills, labour, management, control and ownership of the farm business from one generation, sometimes known as the founder or retiring generation, to the successor generation. This is a continuous process. |
| Leadership Development Training | Connect with existing organizations already working in this field (e.g., Junior Farmers, 4H and the Rural Ontario Institute). Identify opportunities for the agricultural community to get engaged in your community in other ways. |
| Resources for Agribusiness Entrepreneurs | Entrepreneurs are crucial to fostering a vibrant and diverse agri-food sector for the future, through the production of local food and niche-market products that meet growing consumer demands. There are a variety of ways to support emerging agricultural businesses such as developing tailored and specific training opportunities and maintaining an environment that is supportive of innovation. |
| Access to Farmland | Obtaining access to farmland can be a significant challenge, especially for new farmers. There are several opportunities to facilitate this and examples to draw on, whether by linking prospective farmers up with landowners, leasing public land to farmers or using agricultural easements and land trusts. FarmLink.net , for example, connects farm seekers, farmers and landowners. This online match-making service posts information on farm seekers, their vision, experience and skills. It also identifies farm businesses seeking farmers to run, or partner with in running, their farms. FarmLink also supports broader municipal efforts to attract farmers to their community. |

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| Business Counselling | <p>Business counselling refers to one-on-one business consulting services provided to owners and managers of a single business entity. The business could be an agri-food entity that is a new start-up or an existing business. Information provided to the client might include advice on financing, marketing, exporting, human resources, or any other functional area of the operation.</p> <p>Business counselling resources for new farm businesses can be found in Starting a Farm in Ontario or Starting a Farm in Northern Ontario. The Ontario Soil and Crop Improvement Association also offers Growing Your Farm Profits Workshops to help entrepreneurs maximize their long-term business goals.</p> |
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Investment Attraction

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| Investment Attraction | Municipalities with high capacity economic development departments may engage in investment attraction activities related to the agri-food sector. Generating leads, attending trade shows where buyers and suppliers connect, and marketing local assets suited to a particular industry can help to attract potential investors. |
| Resources for Investment Attraction | Investment attraction in the agriculture system can range from farmland purchases to new producers or processors who are looking to occupy industrial lands. It is important to have prepared resources that document your community's competitive advantages for agri-business and facilitate answering investors' inquiries for when they become necessary. |
| Land Inventory Database | A land/property inventory is an up-to-date listing of all the commercial and industrial lands and buildings available for sale or lease in a community. In addition to containing all of the relevant contact information related to the property, the inventory usually lists other key information such as a comprehensive description of the property (i.e., square footage, zoning, servicing, lease rate etc.). |
| Inquiries Office for Investors & Agribusiness | The importance of having staff available to respond to questions on short notice cannot be underestimated. Responding to site selector inquiries involves providing answers to key questions (i.e., land availability, labour costs, utility costs etc.) posed by a potential investor. It is not uncommon for a site selector to request a response within 24 hours. Engaging the province (i.e. OMAFRA and the Ministry of Economic Development and Growth) is recommended to help ensure provincial investment attraction specialists are aware of the |

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| | assets, sector strengths and opportunities in their respective regions. |
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Agriculture Infrastructure and Planning

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| Infrastructure | <p>Agri-food businesses depend on a variety of infrastructure including transportation assets such as bridges, roads, rail and ports; electricity; natural gas; broadband internet; water for irrigation, livestock and processing; and more. Investments into rural Ontario infrastructure can boost agri-food production, processing and distribution, while expanding the commercial and industrial tax base and creating jobs. Municipalities should consider identifying infrastructure improvements needed to support the agri-food sector. Municipalities can also develop design guidelines for roads, bridges and traffic circles to allow for safe passage of large farm equipment. Municipalities could lead or support initiatives to increase access to natural gas, broadband and multi-modal transportation. Regional agri-food strategies or BR+E studies may help identify infrastructure priorities.</p> |
| Open for Business Approaches | <p>An "Open for Business Approach" means a community implements policies, procedures and regulations that accomplish their underlying goals but work in harmony with the needs of the business community. Developing clear and timely municipal processes, that take into account unique agricultural timelines, is one way your community can assist both existing and new businesses in making investments.</p> |
| Official Plans and zoning bylaws that support agri-food & related activities e.g., value-added | <p>The Provincial Policy Statement and the four GGH land use plans permit a wide range of uses in <i>prime agricultural areas</i> which includes <i>agricultural, agriculture-related and on-farm diversified uses</i>. These uses are often part of the agricultural system, making a positive contribution to the agricultural industry either directly or indirectly. They may result in new farm products or necessary and/or valued rural services. Striking a balance between good planning practice and economic development can be a challenge and OMAFRA has guidelines to assist with this. Note: Agriculture advisory committees are helpful to ensure official plan policies and zoning are supportive to agriculture.</p> |
| Identify Gaps and Support Expansion of Regional Infrastructure | <p>Work with regional partners and governments to promote the importance of increasing access to natural gas, broadband and cellular expansion. With your agricultural advisory committee, promote the importance of agriculture in local planning decisions (e.g., transportation networks that are suitable for agricultural equipment, grain dryers, cold storage</p> |

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| | facilities etc.) |
| Develop agriculture/rural focussed Community Improvement Plan | <p>Ontario's <i>Planning Act</i> gives municipalities the power to implement Community Improvement Plans (CIPs) to provide financial incentives (grants or loans) to private property owners to undertake physical improvements in areas designated within the municipal official plan. This tool has traditionally been used in urban areas; however, a growing number of municipalities in Ontario are directing CIPs to agricultural and rural areas.</p> <p>The Ministry of Municipal Affairs has a handbook on community improvement plans.</p> |
| Agricultural Impact Assessments (AIA) and Edge Planning | <p>As outlined in OMAFRA's Agricultural Impact Assessment Guidelines, the <i>Growth Plan</i> and <i>Greenbelt Plan</i> may require AIAs for settlement area expansions, aggregate applications and infrastructure projects. Edge planning addresses the interface between settlement areas and active farmland and aims to achieve compatibility between these two uses. Where high quality farmland is close to areas of concentrated growth, edge planning can help ensure the two can co-exist.</p> |
| Food Systems Planning | <p>At least 25 rural and urban communities in Ontario have food charters and/or food policy councils (MacRae and Donahue, 2013). These initiatives often involve participants from across the food system including producers, municipal leaders, universities, schools, hospital, public health and food and beverage businesses. When developing food charters/strategies or establishing food policy councils, agricultural representation would be beneficial.</p> |

Research and Innovation

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| Agri-food Asset Mapping | Agri-food asset mapping can highlight Ontario's agri-food strengths. It can also provide an overview of research and industry research collaborations, food and agriculture resources, unique commercialization facilities and government supports in place to drive the growth of food processing. Gaining a more comprehensive understanding your community's agri-food assets will help you to draw important connections along the value chain and tailor your economic development activities to be relevant to your local agriculture sector. |
| Agricultural Value Chain Analyses | Agricultural value chains can be adapted or expanded to increase local competitive advantage. Collaborations along the value chain link producers, processors, marketers, food service companies, retailers and supporting groups such as shippers, research groups and suppliers. A value chain can be defined as a strategic partnership among inter-dependent businesses that collaborate to progressively create value for the final consumer resulting in a collective competitive advantage. Gaining a better understanding of your local agricultural value chain will help you draw new connections and support the overall sector. |
| Celebrate Local Agribusiness Innovations | Celebrate and showcase where local agri-businesses are adopting or developing innovative technologies or practices. Sharing new innovations with farmers and agri-businesses is an important capacity-building role for a community to take on. |
| Share Best Management Practices | Identify and deliver education and training opportunities for local producers. Your role lies in identifying where local producers would benefit from additional information and education, and connecting them with the necessary resources and authorities on these topics. Topics range from new crop opportunities to new technologies and processes for planting, spraying, harvesting and food processing. |
| Agribusiness Research and Development | Research and innovation is important to produce safe and higher quality food, protect our environment, produce bio-products and renewable fuels, achieve growth and profitability and build stronger rural communities. |

Capacity Rankings

Capacity is based on the availability of dedicated staff and volunteers, awareness of the agriculture sector and budget allocation for agricultural economic development. All communities are unique and have varying levels of capacity to take on agricultural economic development. The following section has ranked each activity according to its relative capacity. The legend describes how level of capacity is defined and is categorized by colour in the following table.

Capacity Ranking Legend

| Low Capacity | |
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| No dedicated staff with little to no volunteer support. Current staff have little familiarity with the agri-food sector. Little to no budget is available to support agricultural economic development activities. | |
| Medium Capacity | |
| 1/2 FTE staff and/or some volunteer support. They have moderate experience and expertise in the agri-food sector. Moderate budget for carrying out some activities. | |
| High Capacity | |
| 1 or more FTE staff and active volunteers to support economic development activities. Staff have a wealth of expertise and experience working in the agri-food sector. Significant budget is available to support agricultural economic development. | |

It is important to remember that capacity rankings are not absolute. The capacity required for any given activity will vary depending on the scale and scope of your community's needs. There are opportunities to adapt each of these activities to fit your community's capacity. Collaborating with neighbouring communities, sponsoring existing initiatives, and scoping an initiative's activities may help adapt agricultural economic development initiatives to your community's capacity. Anyone can be a community champion and volunteers will join in when they see momentum building, even through small successes.

There are many other programs, tools and resources to help communities achieve their long-term sustainable economic development goals. Many initiatives are scalable and deliverable with support and assistance from OMAFRA's Regional Agricultural and Rural Economic Development Advisors. Working with an OMAFRA regional advisor can help a municipality identify which economic development tools are most appropriate for their community.

Community-Based Programs to Support Agricultural Economic Development

| Agriculture Sector Support Activities | Low Capacity | Medium Capacity | High Capacity |
|--|--------------|-----------------|---------------|
| Investment Attraction | | | ✓ |
| Export and Trade Development Services | | | ✓ |
| Agriculture / Local Food BR+E | | | ✓ |
| Regional Infrastructure (e.g., Food Processing Facilities, Grain Terminals etc.) | | | ✓ |
| Agriculture Community Improvement Plan | | | ✓ |
| Agriculture System Inventory - Value Chain Gap Analysis | | ✓ | ✓ |
| Implement Local Food Procurement Policies | | ✓ | ✓ |
| Agriculture Strategic Action Plan | | ✓ | ✓ |
| Implement/Update Agriculture Impact Study | | ✓ | ✓ |
| Develop & Promote Agri-Tourism and Local Food Initiatives | | ✓ | ✓ |
| Promote Local Agri-Business Innovations | ✓ | ✓ | ✓ |
| Regional Collaborations | ✓ | ✓ | ✓ |
| Food Charter | ✓ | ✓ | ✓ |
| Familiarization / VIP Ag Tours | ✓ | ✓ | ✓ |
| Agricultural Advisory Committee | ✓ | ✓ | ✓ |
| Stakeholder Engagement | ✓ | ✓ | ✓ |
| Agriculture Innovation, Research and Development | ✓ | ✓ | ✓ |
| Agri-Business Workshops: New Crop Opportunities, Value-Added Food etc. | ✓ | ✓ | ✓ |
| Community Leadership & Volunteer Development | ✓ | ✓ | ✓ |
| Agriculture Sector Community Profile | ✓ | ✓ | ✓ |

Additional Resources to Support Agricultural Economic Development Initiatives

Agriculture Resources: Explore OMAFRA's ["Agriculture"](#) page for detailed information on a wide variety of agricultural products and practices

Food Production Resources: Explore OMAFRA's ["Food"](#) page for detailed information on programs, tools and resources available to industry stakeholders and the public at large.

Agri-Business Resources

- [Direct Farm Marketing Business Resources](#)
- ["Selling Food to Ontario" Workshops](#)
- [Value Chains in Agriculture, Food and Agri-Products Sectors](#)
- [Best Practices in Local Food: A Guide for Municipalities](#)
- [Guide to Food and Beverage Manufacturing in Ontario](#)
- [Exploring Value-Added Opportunities – Workshops and Resources](#)
- [Growing a Food Processing Business](#)
- [Growing Your Farm Profits](#)
- [OMAFRA Business Development Consultants](#)
- [OMAFRA Investment Consultants](#)
- [OMAFRA's Ontario Food Exports \(OFEX\) Program](#)

Agricultural Data Resources

- [OMAFRA Agricultural Information Atlas](#)
- [Census of Agriculture](#)
- [OMAFRA Agricultural Census Maps](#)
- [AAFC Soil Survey Reports](#)
- [County Agricultural Profiles](#)
- [County Business Profiles](#)
- [OMAFRA Asset Mapping Tools](#)
- [OMAFRA's Agricultural System Portal](#)
- [Business Retention & Expansion Survey Data](#)
- [Statistics Canada: Canadian Census and National Household Survey](#)
- [OMAFRA's Online Analyst Tool \(includes input/ output data\)](#)
- [Municipal Property Tax Assessment \(MPAC\) data \(shared with municipalities\)](#)
- Agricultural organizations (e.g. [Food and Beverage Ontario](#))
- [Food, Agricultural and Resource Economics](#) (University of Guelph)
- Agriculture Impact Studies (where available)
- Municipal Business Count Data and Business Directories
- [Golden Horseshoe Food and Farming Asset Mapping \(for GGH\)](#)

Measuring and Reporting Outcomes

As the action plans are being implemented, you and your leadership team or advisory committee will need to monitor performance measures and report on your progress. It is your responsibility to monitor progress and ensure that the community will follow through on its actions.

The leadership team should work with the coordinator to develop a process for tracking the results of the projects. This will help identify the impact your work is having on the local economy and community. Taking a purposeful approach to performance measurement will help foster a culture of continuous improvement within an organization that can lead to more successful outcomes for all initiatives.

Benefits of measuring performance

By using performance measures on a regular basis to make informed decisions, plans can be corrected mid-course or priorities can be reset to take advantage of emerging opportunities. An internal performance measurement system will drive results and enable your organization to learn from its successes and failures. Regular performance measurement:

- ✓ Provides insight on how to improve organizational practices
- ✓ Helps demonstrate and document changes in initiatives over time
- ✓ Informs decision-making processes including budgeting and staff resources
- ✓ Increases accountability by demonstrating the value of initiative activities in achieving desired outcomes
- ✓ Supports communication of achievements to agricultural partners and the public

Performance Measurement: A Guide for Agriculture and Agri-Food Organizations

OMAFRA has developed a resource guide to help organizations understand, develop and benefit from the performance measurement process. It can be applied to programs and projects that are new or ones that are already up and running. It employs qualitative and quantitative measures and can be used as a report back measure for the success of funded projects and strategic plans.

Conclusion

Agriculture is an important sector in Ontario's economy and to the rural communities throughout the province, in particular. There is unquestionably great opportunity in the agri-food sector to support growth in productivity and foster expansion of innovation.

It is important to note that every community is unique – each with its own challenges and opportunities. While your community may not implement every idea presented in this guide, there are certainly some important elements that extend to most situations. It is important to:

- build community leadership and public support for agricultural economic development;
- get to know your local agriculture sector – both the key players and the type of agriculture taking place;
- understand what businesses need and where they want to go; and
- take action, big or small.

At the end of the day, understand that agriculture does not exist in a vacuum. The actions you take are important and will make a significant difference.

Acknowledgements

The materials in this manual have been adapted from a variety of economic development resources including the Economic Developers of Alberta Agriculture as an Economic Opportunity guide.

The Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA) would like to thank the following communities and their representatives for their input into making this guide relevant to the needs of communities across Ontario.

- | | |
|--------------------------------|-------------------------------------|
| • Municipality of South Dundas | • Northumberland County |
| • Town of Lincoln | • Ontario Federation of Agriculture |
| • Temiskaming Shores | • City of Kawartha Lakes |
| • Haldimand County | • Norfolk County |

Contact Information

Agricultural Information Contact Centre: 1-877-424-1300

www.Ontario.ca/Rural

DRAFT COMMITTEE AGENDA

The Corporation of the Municipality of Mississippi Mills

Development & Infrastructure Services Committee

Date
Time
Location

Chair's Name

A. CALL TO ORDER

B. ATTENDENCE

C. DISCLOSURE OF PECNIARY INTEREST AND GENERAL NATURE THEREOF

D. APPROVAL OF AGENDA

E. APPROVAL OF MINUTES

F. PUBLIC MEETINGS at 7:00 p.m.

G. DELEGATIONS AND PRESENTATIONS

H. PLANNING

G.1. Staff Reports

G.1.1 Subdivision Status Information Report – *report to provide information on new residential construction including the status and illustration of Draft Approved Plans of Subdivision, Registered Plans of Subdivision and Active Plans in Process.*

G.1.2. Property Standards & Committee of Adjustment Consent Report – *report to provide information on minor variance applications (refer to definition) and property standards appeals on orders issued.*

G.1.3 Planning Activity Report – *report to provide information on minor site plans approved under delegated authority, pre-consultation meetings and any other activity.*

G.1.4 Other Planning Reports – zoning, site plans, etc.

G.2 Mississippi Valley Conservation Authority Board of Directors Report

I. BUILDING PERMITS AND INSPECTIONS

H.1 Staff Reports

H. 1 Quarterly Building Status Report

F.2. Other Building Reports

J. PUBLIC WORKS (including Utilities)

I.1 Staff Reports

I.1.1 Capital Projects/Contracts Status Report

I.1.2 Operations Status Report

I.1.3 Other Public Works Reports

K. ENVIRONMENT

J.1 Climate Change

J.2 Waste/Recycling

L. INFORMATION AND CORRESPONDENCE

M. MEETING DATE

N. ADJOURNMENT



OFFICE OF THE MAYOR

Municipality of Mississippi Mills
3131 Old Perth Rd • Almonte ON • K0A 1A0

Phone: 613-256-2064
Fax: 613-256-4887
E-mail: clowry@mississippimills.ca

June 15, 2021

Update: Countdown Public Art Project

Pebble Mosaic Honouring Survivors of Gender-Based Violence

Red Dress Productions and Lanark County Interval House are moving forward with next steps in the creation process of the pebble mosaic that will be installed in the garden beside the Almonte Old Town Hall. This monument is a place to gather to remember, mourn and celebrate those who have been affected by violence.

I was honoured to participate in the first workshop on May 13, 2021 – the kickoff for the project. Council and members of the public are invited to take part in the mosaic design creation process. Next steps are broken into three parts:

- **Design Feedback & Collaboration Workshop: 2 pm on June 16th, via Zoom**
Drawing on themes and imagery gathered during past Lanark County Countdown workshops, Lead Artist Anna Camilleri will produce a design presentation with a minimum of three design drafts to reveal at this session. Together, participants will look at and discuss the proposed design ideas and collect feedback.
- **Self-Guided Feedback - June 16-19**
The design presentation from the June 16th workshop will be available online for Community members to provide feedback through email or our phone interface until June 25. Anna will consider and incorporate all design feedback into one single design that will be offered on June 23.
- **Final Design Workshop/Presentation: 2pm on June 23rd, via Zoom**
At this session, Anna will present one single design that incorporates the feedback and ideas gathered from June 16 – 19. Together, participants will discuss any further adaptations or revisions needed for Anna to produce a final design for the Lanark County Countdown Monument.

To register, contact emma.kinsman@lcih.com. Participation is free & all are welcome!

What is Countdown?

The Countdown Public Art Project is a province-wide initiative that creates outdoor monuments in public spaces to honour survivors of gender based violence and to imagine, or count down to, a world without gender based violence.

"Countdown" is produced and led by Red Dress Productions with local leadership and community and civic partners. For more information, visit <https://reddressproductions.org/current/countdown-project/>

LANARK COUNTY

COUNTDOWN DESIGN WORKSHOPS

June 16 - 2pm-3:30pm

June 23 - 2pm-3:30pm



Christa Lowry
Mayor of Mississippi Mills

Here are the highlights from the regular Lanark County Council meeting held Wednesday, June 9.

Community Safety Zones Approved: Council has passed a by-law authorizing community safety zones in three areas near schools on county roads.

The new zones are located as follows:

- County Road 17 (Martin Street North) at Almonte District High School between Wilkinson and Brookdale streets
- County Road 18 (Port Elmsley Road) at North Elmsley Public School from 815 metres west of County Road 43 to 500 metres west of same
- County Road 23 (Rosedale Road South) at Montague Public School from 340 metres south of Roger Stevens Drive to 60 metres south of same

At a public works committee meeting last month, Public Works Manager Sean Derouin reported a review of existing community safety zones determined there were three locations with a school located on a county road with no zone in place, and all three met the criteria for establishing one. "With consistent police enforcement, the community safety zones should reduce speeding near the public schools and improve public safety," Derouin said. Set fines for speeding infractions are increased in community safety zones, and they will be in effect 8 a.m. to 5 p.m. Monday to Friday.

For more information, contact Sean Derouin, Public Works Manager, at 1-888-9-LANARK, ext. 3194.

Gypsy Moth Update Provided: Climate Environmental Coordinator Michelle Vala updated councillors at the recent public works committee meeting regarding the infestation of gypsy moths in parts of Lanark County.

Vala explained egg mass survey results provided by the province indicated areas of predicted moderate to severe defoliation in parts of the county. Some areas in western Lanark County are seeing the worst of the infestation.

The county is providing education and awareness with information on websites, social media, media releases, fact sheets and outreach. This includes information about how landowners can reduce infestations by destroying egg masses, banding trees with burlap, eradicating caterpillars and biological control methods.

Details can be found on Lanark County's Climate Action page on Facebook or at <https://www.lanarkcounty.ca/en/environmental-initiatives/invasive-species.aspx>. For more information, contact Michelle Vala, Climate Environmental Coordinator, at 1-888-9-LANARK, ext. 3114.

Program to Phase Out Water Bottles Outlined: Council has accepted a report outlining a program to phase out the sale of bottled water at municipal facilities throughout Lanark County.

At the recent public works committee meeting, Climate Environmental Coordinator Michelle Vala explained the program aligns with the Blue Communities Project, which encourages municipalities to "support the idea of a water commons framework by passing resolutions that recognize water and

sanitation as human rights, ban or phase out the sale of bottled water in municipal facilities and at municipal events, and promote publicly financed, owned and operated water and wastewater services.”

Vala said the proposed plan would start with discussions with the Climate Action Committee once it is formed, which would include representatives from each local municipality and Smiths Falls. Once the committee develops strategies, they would be taken to the local municipalities for discussion and feedback, followed by finalization and implementation of the plan to phase out the sale of bottled water in municipalities and at municipal events.

Warden Christa Lowry (Mississippi Mills Mayor) brought the project idea forward for consideration. “This is an opportunity for municipalities to try to make a difference.”

The report is being circulated to all local municipal clerks. For more information, contact Michelle Vala, Climate Environmental Coordinator, at 1-888-9-LANARK, ext. 3114.

Vegetation Management Activities and CWF Partnership Highlighted: Council accepted a report by Climate Environmental Coordinator Michelle Vala at the recent public works committee meeting regarding the county’s 2021 Vegetation Management Plan activities, restoration projects and the partnership between the county and the Canadian Wildlife Federation (CWF).

The county began efforts to control wild parsnip in 2015, when it was declared a noxious weed in Ontario. In 2016, the Integrated Pest Management Vegetation Management Plan for Lanark County was adopted, which is a long-term multi-faceted approach to managing vegetation in order to maintain safe roadsides.

Vala explained a variety of control measures have been implemented over the years, with spraying declining and hand pulling and other measures increasing. This year hand pulling of wild parsnip will take place on 270 kilometres of county roads, a 25 per cent increase from 2020. No boom spraying was conducted last year or this year, and some targeted spot spraying is planned starting this month.

Efforts to control phragmites, another invasive weed, are also underway. Vala highlighted education and awareness through brochures, signage at each phragmites cell, presentations, and webinars to stakeholders. Cells are monitored and control efforts include mowing throughout the year, spading by hand and herbicide use at dry sites in the fall.

The county is also hydroseeding construction projects with a custom wildflower mix to promote pollinator-friendly plants and prevent the growth of invasive plants. Over three years 30 km have been hydroseeded. More pollinator habitat is being created on county property where a three-acre field is being converted from mowed grass.

A pilot project in 2019 with the Canadian Wildlife Federation tested whether creating native meadows along roadsides could successfully control wild parsnip, restore Monarch butterfly habitat and reduce management costs. Vala said the project determined wild parsnip must be under control first. A new

pilot project this year with CWF aims to restore pollinator habitat on a stretch of County Road 21 (Elm Grove Road) following wild parsnip control.

A new collaboration agreement with CWF aims to restore and improve pollinator habitat on rights-of-ways managed by the county until Dec. 31, 2023. As part of the agreement, the county is to participate in the Rights-of-Way Eastern Ontario Habitat Network, provide training and resources for other managers, provide in-kind support in restoration planning and projects, and continue controlling invasive plants on roadsides throughout the Vegetation Management Plan. CWF provides restoration expertise, coordinates the network and training opportunities, and provides funds for projects if needed.

Carolyn Callaghan of CWF explained the rights-of-way project (e.g., roadsides, pipeline and hydro corridors, along trails, etc.) offers an opportunity to provide landscape-scale habitat that promotes native habitat for wild pollinators, flood attenuation and reduced roadway runoff, natural snow fencing, lower maintenance costs and carbon sequestering. The project will cover 7.3 square kilometres and is funded by the Ontario Trillium Foundation. Hydro One is another partner and discussions are taking place with townships. "There could be as much as 233km sq of potential habitat restoration considering county and township roads, which shows the effect of connected habitats on a larger scale," she said.

"These projects and partnerships are part of a long-term plan that not only helps to maintain safe roadways, but also shows environmental responsibility and creates natural habitats to help vulnerable species flourish," added Warden Christa Lowry (Mississippi Mills Mayor). "I commend staff and council for the leadership shown with this plan."

For more information, contact Michelle Vala, Climate Environmental Coordinator, at 1-888-9-LANARK, ext. 3114.

Upcoming Meetings: County Council, Wednesday, June 23, 5 p.m.; Public Works, June 23 (following County Council); Economic Development, June 23 (following Public Works), Special County Council (following Economic Development). **Please note there are no regular meetings scheduled in July.** **County Council, Wednesday, Aug. 11, 5 p.m.;** Community Services, Aug. 11 (following County Council); Corporate Services, June 9 (following Community Services). Watch for details about public access to meetings on agendas and through online notifications. For more information, contact 1-888-9-LANARK, ext. 1502. Like "LanarkCounty1" on Facebook and follow "@LanarkCounty1" on Twitter!

– 30 –



Re: WATERSHED CONDITIONS STATEMENT – Low Water – June 09, 2021

LEVEL 1 “MINOR” Drought Condition in Mississippi Valley Watershed



June 09, 2021 MISSISSIPPI VALLEY WATERSHED—This statement is to advise that present conditions in the Mississippi River watershed are now at the threshold for Level 1 Minor Drought status under the [Ontario Low Water Response Program](#).

As the dry weather continues in the Mississippi and Carp River watersheds, drought conditions are expected to extend into the summer months as flows and levels continue to decline. Rainfall amounts have been extremely low since April with below average precipitation forecasted for June and July.

The **MVCA is requesting all water users that are not on the City of Ottawa's** municipal distribution network to reduce their water consumption by 10% to help mitigate the impacts of the low water conditions.

Those who have permits for taking water from surface or groundwater sources are asked to reduce their actual taking as much as possible. Residents are also urged to use water conservatively by using rain barrels to

water lawns and gardens and avoid using pressure washers to clean houses, driveways, decks and fences. Please check your municipality's website for current water usage restrictions.

This message will be in effect until (or updated before) July 16, 2021.

Daily water levels and flows are available on the MVCA website at <http://mvc.on.ca/water-levels/>

-end-

Contact: Jennifer North
Water Resource Technologist
613-253-0006 ext. 243
jnorth@mvc.on.ca www.mvc.on.ca

More Resources:

City of Ottawa: <https://ottawa.ca/en/living-ottawa/water-utility-bills/water-conservation>

Ministry of Environment, Conservation and
Parks: <https://www.ontario.ca/page/managing-your-water-well-times-water-shortage>

MISSISSIPPI MILLS PUBLIC LIBRARY BOARD

MINUTES

Regular Meeting

A regular meeting of the Mississippi Mills Public Library Board was held on April 15, 2021 at 3 p.m. online through Zoom.

1. CALL TO ORDER

The meeting was called to order at 3:08 p.m.

2. ATTENDANCE:

PRESENT:

Cathy Peacock, Chair
Leanne Czerwinski, Vice Chair
Councillor Jan Maydan
Micheline Boucher
Barbara Button
Jeff Fraser
Warren Thorngate
Marie Traversy
Christine Row, staff

ABSENT:

3. APPROVAL OF AGENDA

Resolution No. 18-21

Moved by M. Boucher

Seconded by W. Thorngate

THAT the MMPLB approve the agenda as amended with the addition of correspondence from the Carleton Place Public Library, update from CEO on the municipal recreation master plan and Communication to Municipality/Council as an ongoing item on future agendas.

CARRIED

4. DISCLOSURE OF PECUNIARY INTEREST

[None]

5. DELEGATIONS/PRESENTATIONS

[None]

6. CONSENT ITEMS

- a. Approval of minutes from March 18, 2021 and April 1, 2021 Special Board Meeting minutes as presented
- b. Correspondence – HR Williams Consulting In the Know newsletter
- c. Reports- CEO report

- d. Incidents- None
- e. Financial Statement- None

Resolution No. 19-21

Moved by J. Fraser

Seconded by J. Maydan

THAT the MMPLB accepts the consent items and approves the March 18, 2021 minutes as amended and the April 1, 2021 Special Board Meeting minutes as presented.

CARRIED

5. FOR DISCUSSION/DECISION

- a) Closed meeting
[None]
- b) Policy review - GOV-08 Board Evaluation (which includes the Board Evaluation as an Appendix) and GOV-09 Board-CEO Partnership (which includes the CEO Evaluation as an Appendix)

Resolution No. 38-19

Moved by M. Boucher

Seconded by J. Maydan

THAT the MMPLB approves the Policy Committee's Terms of Reference.

CARRIED

Be amended to read **Resolution No. 38-19**

Moved by M. Boucher

Seconded by W. Thorngate

THAT the MMPLB formally strike a standing Policy Committee consisting of C. Peacock, M. Boucher and CEO/Chief Librarian C. Row and staff as required, and further, that it is recognized that such committee was authorized to be established, without resolution, at the regular meeting of the MMPLB on October 23, 2019, and further, that the Policy Committee's Terms of Reference were approved then.

Resolution No. 20-21

Moved by L. Czerwinski

Seconded by M. Traversy

THAT the MMPLB approves Board Evaluation (GOV-08) and Board-CEO Partnership (GOV-09) as presented.

CARRIED

c) **Municipal Recreation Master Plan**

C. Row provided an update on the Municipal Recreation Master Plan RFP meeting. The draft RFP includes library service in the plan's objectives. The plan will include a vision and mission for recreation and culture in Mississippi Mills. MMPL already has a vision and mission for library service. K. Kelly suggested that the Library might be better suited as a partner/stakeholder in the plan. The Library Board agrees that acting as a partner would eliminate any potential conflicts with the Board's Strategic Plan.

6. **OTHER/NEW BUSINESS**

- a) Cost Sharing update
- b) C. Peacock will send the tentative meeting agenda to the Carleton Place Public Library Board.
- c) Friends of the Library update
- d) J. Fraser provided an update on the Friends' fundraising plans including selling masks and birdhouses at
- e) the Almonte Farmers Market and working on the Reading in Mississippi Mills 2022 calendar.

7. **NEXT MEETING**

Friday, May 14, 2021 at 3 p.m. via Zoom

8. **ADJOURNMENT**

Resolution No. 21-21

Moved by J. Fraser

Seconded by W. Thorngate

THAT the meeting be adjourned at 4:26 p.m.

CARRIED

MISSISSIPPI MILLS PUBLIC LIBRARY BOARD
MINUTES
Special Meeting

A special meeting of the Mississippi Mills Public Library Board was held on May 4, 2021 at 11 a.m. online through Zoom.

1. **CALL TO ORDER**

The meeting was called to order at 11:00 a.m.

2. **ATTENDANCE:**

PRESENT:

Cathy Peacock, Chair
Leanne Czerwinski, Vice Chair
Micheline Boucher
Barbara Button
Jeff Fraser
Councillor Jan Maydan
Warren Thorngate
Marie Traversy
Christine Row, staff

ABSENT:

3. **APPROVAL OF AGENDA**

Resolution No. 22-21

Moved by J. Fraser

Seconded by L. Czerwinski

THAT the agenda be approved as presented.

CARRIED

4. **DISCLOSURE OF PECUNIARY INTEREST**

[None]

5. **FOR DISCUSSION/DECISION**

a) 2021 library portion of the cost sharing invoice- recommendation to Council

Resolution No. 23-21

Moved by M. Traversy

Seconded by J. Fraser

THAT Mississippi Mills Council pays the Library portion of the Recreation Cost Sharing Agreement payment from January 1, 2021 to September 30, 2021, and the reimbursement payment plan to South Ramsay residents comes into effect October 1, 2021.

CARRIED

b) Report to Council

Library Board discussed the meeting report.

6. ADJOURNMENT

Resolution No. 24-21

Moved by B. Button

Seconded by M. Traversy

THAT the meeting be adjourned at 12:05 p.m.

CARRIED

INFORMATION LIST #12-21

June 15, 2021

The following is a list of information items received up until June 10, 2021.

| Item # | Date | Originator | Subject | Page # |
|--------|---------------|---|---|--------|
| 1 | May 25, 2021 | Municipality of Calvin (also supported by South Bruce Peninsula) | 2 nd level of licensing to permit small organizations to hold fundraisers to benefit community | 172 |
| 2 | June 1, 2021 | Town of Fort Erie | Capital Gains Tax on Primary Residence | 173 |
| 3 | June 1, 2021 | Town of Halton Hills | Elimination of LPAT | 175 |
| 4 | May 19, 2021 | David Thomson | Resignation from the Heritage Advisory Committee | 179 |
| 5 | June 9, 2021 | Minister of Energy, Northern Development and Mines | Natural Gas Expansion | 180 |
| 5a | June 10, 2021 | Enbridge Gas | Natural Gas Expansion Program | 182 |
| 6 | May 28, 2021 | Shannon Stubs, MP Lakeland | Bill C-21 | 183 |

CORPORATION OF THE MUNICIPALITY OF CALVINResolutionDATE: May 25, 2021NO. 2021-136MOVED BY Heather OlmsteadSECONDED BY Christine Shippam

“That Council hereby requests Staff to contact the Ministry responsible for the Alcohol and Gaming of Ontario to seek their assistance in implementing an additional level of licensing which would permit small organizations to hold fundraisers as a method of sustaining our community and organizations;

And further that all municipalities in Ontario are sent this resolution to seek their assistance in lobbying the Ministry.”



CARRIED _____

DIVISION VOTE

| <u>NAME OF MEMBER OF COUNCIL</u> | <u>YEA</u> | <u>NAY</u> |
|----------------------------------|------------|---------------|
| Coun Cross | <u>X</u> | <u> </u> |
| Coun Maxwell | <u>X</u> | <u> </u> |
| Coun Olmstead | <u>X</u> | <u> </u> |
| Coun Shippam | <u>X</u> | <u> </u> |
| Mayor Pennell | <u>X</u> | <u> </u> |



Community Services

Legislative Services

June 1, 2021
File #120203

The Right Honourable Justin Trudeau
Prime Minister
House of Commons
Ottawa, ON K1A 0A6
Justin.trudeau@parl.gc.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON M7A 1A1
premier@ontario.ca

Honourable and Dear Sirs:

Re: Capital Gains Tax on Primary Residence

The Municipal Council of the Town of Fort Erie at its meeting of May 31, 2021 passed the following resolution:

Whereas primary residences are currently exempt from a capital gains tax, and

Whereas currently secondary and additional non-primary properties are subject to capital gains, and

Whereas the Federal Government is currently looking into a primary residence capital gains tax as they have recognized that affordable housing has become a serious issue in Canada, and

Whereas smaller communities including the Town of Fort Erie are seeing unprecedented higher selling prices that are outpacing prices in larger cities, and

Whereas many hard-working Canadians who have only a primary residence with no additional non-primary homes count on their home equity as financial aid to apply to upsizing or downsizing their home depending on their personal situation, and

Whereas a change in taxation to primary residences would be a significant financial blow to Canadians and would create an unfair, two-tiered taxation which could lead to depleted savings, inter-generational disparities, disparities among diverse groups such as seniors who may have a significant portion of their savings vested in their primary residence, as well as, reducing the ability of home ownership thereby a further, higher need for rentals, and

Whereas the Federal government could look at other means to slow down the rapidly escalating housing costs to improve housing affordability;

...2

Mailing Address:

The Corporation of the Town of Fort Erie
1 Municipal Centre Drive, Fort Erie ON L2A 2S6

Office Hours 8:30 a.m. to 5:00 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: www.forterie.ca

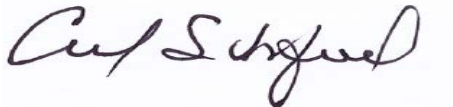
Now therefore be it resolved,

That: The Federal Government cease further consideration of eliminating capital gains tax exemptions on primary residences, and further

That: A copy of this resolution be circulated to The Right Honourable Justin Trudeau, The Honourable Doug Ford, Premier of Ontario, All Members of Parliament, All Members of Provincial Parliament, The Regional Municipality of Niagara, and all Municipalities, for their support.

Thank you for your attention to this matter.

Yours very truly,



Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk

cschofield@forterie.ca

CS:dlk

c.c. All Members of Parliament
All Members of Provincial Parliament
The Regional Municipality of Niagara
Ontario Municipalities

June 1, 2021

The Honourable Doug Ford, Premier of Ontario
Via Email

Dear Premier Ford;

Re: Elimination of LPAT

Please be advised that Council for the Town of Halton Hills at its meeting of Tuesday, May 25, 2021, adopted the following Resolution:

Resolution No. 2021-0115

WHEREAS The Government of Ontario, on June 6, 2019, passed the *More Homes, More Choice Act*, 2019, (Bill108);

AND WHEREAS the changes to the Local Planning Appeal Tribunal (LPAT), contained in Bill 108 gives LPAT the authority to make final planning decisions based on a subjective "best planning outcome" approach rather than compliance with municipal and provincially approved official plans and consistency with provincial plans and policy;

AND WHEREAS Bill 108 restricts third party appeals of plans of subdivision only to the applicant, municipality, Minister, public body or prescribed list of persons;

AND WHEREAS Bill 108 takes local planning decision-making out of the hands of democratically elected municipal councils and puts it into the hands of a non-elected, unaccountable tribunal;

AND WHEREAS the LPAT adds cost and delays delivery of affordable housing by expensive, time consuming hearings, contrary to the intent of the *More Homes, More Choice Act*, 2019;

AND WHEREAS Regional and City/Town Councils have spent millions defending provincially approved plans at the OMB/LPAT;

AND WHEREAS Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans;

NOW THEREFORE BE IT RESOLVED THAT in the short term, the Minister of Municipal Affairs and Housing immediately restore the amendments to the Planning Act that mandated the evaluation of appeals on a consistency and conformity with Provincial policies and plans basis;

AND FURTHER THAT in the long term the Government of Ontario eliminate the LPAT entirely, as an antiquated body that slows delivery and adds costs to housing supply via expensive and drawn out tribunal hearings;

1 Halton Hills Drive, Halton Hills, Ontario L7G 5G2

Tel: 905-873-2600

Toll Free: 1-877-712-2205
haltonhills.ca

Fax: 905-873-2347

AND FURTHER THAT this resolution be forwarded to the Premier, the Minister of Municipal Affairs and Housing, Halton's Members of Provincial Parliament, Leaders of the New Democratic, Liberal and Green parties, the Association of Municipalities of Ontario, the Small Urban Mayors' Caucus of Ontario, Mayors and Regional Chairs of Ontario and Halton's local municipalities.

CARRIED

Attached for your information is a copy of Resolution No. 2021-0115.

If you have any questions, please contact Valerie Petryniak, Town Clerk for the Town of Halton Hills at 905-873-2600 ext. 2331 or valeriep@haltonhills.ca.

Yours truly,



Melissa Lawr
Deputy Clerk – Legislation

- c. The Honourable Steve Clark, Minister of Municipal Affairs and Housing
Halton's Members of Provincial Parliament
Leaders of the New Democratic, Liberal and Green parties
Association of Municipalities of Ontario (AMO)
Small Urban Mayor's Caucus of Ontario
Mayors and Regional Chairs of Ontario
Halton Region
Town of Milton
Town of Oakville
City of Burlington

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**THE CORPORATION
OF
THE TOWN OF HALTON HILLS**

Resolution No.: 2021-0115

Title: Elimination of LPAT

Date: May 25, 2021

Moved by: Mayor R. Bonnette

Seconded by: Councillor J. Fogal

Item No. 12.1

WHEREAS The Government of Ontario, on June 6, 2019, passed the *More Homes, More Choice Act, 2019*, (Bill108);

AND WHEREAS the changes to the Local Planning Appeal Tribunal (LPAT), contained in Bill 108 gives LPAT the authority to make final planning decisions based on a subjective "best planning outcome" approach rather than compliance with municipal and provincially approved official plans and consistency with provincial plans and policy;

AND WHEREAS Bill 108 restricts third party appeals of plans of subdivision only to the applicant, municipality, Minister, public body or prescribed list of persons;

AND WHEREAS Bill 108 takes local planning decision-making out of the hands of democratically elected municipal councils and puts it into the hands of a non-elected, unaccountable tribunal;

AND WHEREAS the LPAT adds cost and delays delivery of affordable housing by expensive, time consuming hearings, contrary to the intent of the *More Homes, More Choice Act, 2019*;

AND WHEREAS Regional and City/Town Councils have spent millions defending provincially approved plans at the OMB/LPAT;

AND WHEREAS Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans;

NOW THEREFORE BE IT RESOLVED THAT in the short term, the Minister of Municipal Affairs and Housing immediately restore the amendments to the Planning Act that mandated the evaluation of appeals on a consistency and conformity with Provincial policies and plans basis;

AND FURTHER THAT in the long term the Government of Ontario eliminate the LPAT entirely, as an antiquated body that slows delivery and adds costs to housing supply via expensive and drawn out tribunal hearings;

AND FURTHER THAT this resolution be forwarded to the Premier, the Minister of Municipal Affairs and Housing, Halton's Members of Provincial Parliament, Leaders of the New Democratic, Liberal and Green parties, the Association of Municipalities of Ontario, the Small Urban Mayors' Caucus of Ontario, Mayors and Regional Chairs of Ontario and Halton's local municipalities.



Mayor Rick Bonnette

David Thomson - Resignation

Dated: May 19, 2021

Addressed to: Roxanne Sweeney, Secretary for the Heritage Advisory Committee

I called Michael last week to let him know that I am resigning from my position on the Heritage Advisory Committee, due to an increasing work load at my business. I want to thank you for all your efforts on behalf of the HAC and all the best in the future.

Best regards David

**Ministry of Energy,
Northern Development
and Mines**

Office of the Associate Minister
of Energy

77 Grenville Street, 10th Floor
Toronto ON M7A 2C1
Tel.: 416-327-6758

**Ministère de l'Énergie,
du Développement du Nord
et des Mines**

Bureau du ministre associé
de l'Énergie

77, rue Grenville, 10^e étage
Toronto ON M7A 2C1
Tél. : 416-327-6758



ITEM #5

June 9, 2021

Her Worship Christa Lowry
Mayor
Municipality of Mississippi Mills
clowry@mississippimills.ca

Dear Mayor Lowry:

I am writing to update you about our government's efforts to expand access to natural gas for families and businesses in rural, Northern and Indigenous communities in Ontario through Phase 2 of the Natural Gas Expansion Program.

Access to natural gas both lowers heating costs and drives economic development. The Natural Gas Expansion Program encourages communities to partner with natural gas distributors on potential projects that are not currently financially viable and would not be built without additional financial support.

While I appreciate your interest in Phase 2 of the program, I regret to inform you that we will not be able to provide funding for the MISSISSIPPI MILLS proposal at this time.

I would like to ensure that you understand how this decision was reached.

There was tremendous interest in Phase 2 of the program. The 210 submissions received by the Ontario Energy Board requested a total of \$2.6 billion in funding. The government originally intended to make \$130 million in ratepayer-funded financial support available for Phase 2 projects over the three-year period from 2021 to 2023. Even with our decision to increase the budget to \$234.24 million and extend funding to 2025, the total requested funding for the 210 submissions still greatly exceeded the funding available. With so many worthy proposals to consider, I'm sure you can appreciate our challenge.

I can assure you that, in assessing the project submissions, my ministry used consistent criteria to assess each and all projects.

.../cont'd

Our top priority was to connect the most customers, as broadly across the province as possible, in the most economically feasible way. To account for these factors, we used the Ontario Energy Board's Profitability Index (PI) indicator to guide us in recommending the most suitable projects for eligibility under Phase 2.

The PI measures the economic viability of a project. The OEB determines whether a project is economical based on the number of customers forecast to connect to the project over a 10-year period in relation to the costs of the project. While none of the projects were fully viable without support, after ensuring that short-listed projects were regionally distributed, the projects that were ultimately selected were the ones with the strongest indexes.

Going forward, we will continue to consider opportunities to further support natural gas expansion beyond Phase 2. I would note that natural gas utilities are welcome to propose expansion projects to the OEB at any time if they are economically viable, and municipalities may want to consider what they can do to assist with the economics of projects in their areas.

Our government will continue to work hard to deliver on our commitment to reduce energy costs.

Thank you for your interest in the Natural Gas Expansion Program and please accept my best wishes.

Sincerely,

A handwritten signature in dark ink, appearing to read "Bill Walker", with a long horizontal flourish extending to the right.

The Honourable Bill Walker
Associate Minister of Energy

c: Randy Hillier, MPP, Lanark-Frontenac-Kingston
Hon. Greg Rickford, Minister of Energy, Northern Development and Mines,
Minister of Indigenous Affairs

June 10, 2021

ITEM 5A

Dear Mayor Lowry and Members of Council,

Re: Natural Gas Expansion Program

Recently, the Government of Ontario announced the projects that are eligible for funding assistance under its Natural Gas Expansion Program. Regrettably, our project(s) to expand the access to natural gas in your municipality was not selected.

The Natural Gas Expansion Program was oversubscribed and not all projects could be funded. It is our understanding that the Ministry of Energy, Northern Development and Mines has determined that funding will be made available to projects that best meet the Natural Gas Expansion Program objectives and will deliver the maximum benefit possible.

Enbridge Gas remains committed to delivering reliable and affordable energy to more communities, businesses and First Nations. To that end, we are hopeful that the government will recognize the need for continued support of the expansion of natural gas services so that we may have the opportunity to provide expanded access in your municipality, and others, to natural gas in the future.

Enbridge Gas has been meeting Ontario's energy needs for more than 170 years. Our customers count on us to deliver clean, reliable and affordable natural gas, and we are proud to deliver on this commitment. Our work to expand access to natural gas will continue – so too will our exploration of alternative energy solutions, such as renewable natural gas, hydrogen blending and geothermal energy, as pathways to lower-cost, clean and reliable energy options for Ontarians.

Please do not hesitate to contact me, or your municipal advisor, if you have any questions regarding the expansion of access to natural gas. We would be more than happy to meet with you and/or attend a meeting of Council.

Sincerely,



Jean-Benoit Trahan
Director, Eastern Region Operations
Enbridge Gas Inc.
Jean-Benoit.Trahan@enbridge.com
819-776-8876

CC: Sonia Fazari, Sr. Municipal Advisor, Sonia.Fazari@enbridge.com



Shannon Stubbs, MP
Lakeland

May 28, 2021

Mayor and Council/Reeve and Council,

On February 16, 2021 Bill C-21, a bill that makes changes to the Criminal Code and the Firearms Act, and targets law abiding firearms owners, was introduced and is being debated in the House of Commons. Conservatives constitutently call for cracking down on illegal gun smuggling, trading, gang and crime gun use, but Bill C-21 misses the mark if the aim really is to improve and protect the personal and public safety of Canadians. Bill C-21 focuses on the wrong people and groups, while also creating uncertainty and adding undo pressure on other levels of government.

Bill C-21 includes provision to allow municipalities to create handgun bylaws, which would place conditions on federal firearms licenses relating to handgun use, storage, or transportation within municipalities that have passed such bylaws.

Residents in cities and other places, with ever increasing gang shootings and violence rightfully expect their government ought to be taking action to keep them safe, but a regulation that gives municipalities the ability to pass bylaws does not do that. The municipal provision in Bill C-21 would be a bylaw on licenses, so this measure literally, specifically, and only targets Canadians who have licenses. This does nothing to stop dangerous criminals who certainly would never comply with a municipal bylaw when they do not obtain their guns legally, do not get licenses and who frankly do not care about criminal laws. What this purposed municipal bylaw section would do is lead to yet another layer of confusing, overlapping regulations and a patchwork of rules for already law-abiding Canadians within and between communities, while violations could result in two years imprisonment or permanent license revocations.

I have been hearing from municipalities concerned with being tasked by the Federal government to create these types of bylaws. They are sharing fears about economic and housing impacts by the perception that one community has higher safety standards than others, or that law-abiding firearms citizens will literally be unaware they are in violation just by crossing a municipal boundary that has different bylaws.

Some municipalities are saying that they do not have the expertise to create these bylaws and certainly would not have the resources to enforce such regulations. They are also concerned these bylaws potentially violate their own provinces' jurisdiction. Some provinces in opposition to the federal legislation have already passed or are proposing laws that would prohibit this type of power to shift to individual municipalities. Saskatchewan has already passed such a provincial law, and Alberta's bill received royal assent on April 29, 2021.

Due to these concerns, some municipalities have already opposed Bill C-21 and have taken the steps to pass resolutions in opposition to this potential new power that they neither requested, nor have the resources to impose and enforce.

I have attached a copy of the resolution passed by the council in Kingsville, Ontario. I encourage you to seek feedback from your rate payers, and to discuss this issue in council. You may decide to pass a similar resolution on behalf of your community. Please feel free to advise my office if you do so, and to reach out if you require any additional information on Bill C-21.

Sincerely,

Thank you



Shannon Stubbs, MP
Lakeland



2021 Division Road North
Kingsville, Ontario N9Y 2Y9
Phone: (519) 733-2305
www.kingsville.ca
kingsvilleworks@kingsville.ca

Sub-Item 3

SENT VIA EMAIL

March 25, 2021

The Right Honourable Justin Trudeau, MP
Prime Minister of Canada
Langevin Block
Ottawa, Ontario K1A 0A2

Prime Minister:

RE: Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms)

At its Regular Meeting held on March 8, 2021 Council of the Town of Kingsville passed the following Resolution:

“205-2021

Moved By Councillor Thomas Neufeld, **Seconded By** Councillor Larry Patterson

A Resolution concerning Bill C-21, An Act to amend certain Acts and to make certain consequential amendments (firearms), specifically Amendment 26, Section (58.01 (1-8), Conditions-by-law.

WHEREAS municipalities have never been responsible for gun control laws in Canada;

AND WHEREAS law abiding Kingsville residents who own legal handguns have already been thoroughly vetted through the CFSC, PAL and ATT applications;

AND WHEREAS illegal gun owners and smugglers do not respect postal codes;

AND WHEREAS if one municipality enacts a ban and not a neighbouring municipality, this will create a patchwork of by-laws;

AND WHEREAS a municipal ban would be difficult to enforce and easy to get around.

NOW THEREFORE BE IT RESOLVED that The Corporation of the Town of Kingsville is OPPOSED to the adoption of any by-laws restricting the possession, storage and transportation of legally obtained handguns;

AND BE IT FURTHER RESOLVED that this resolution be forwarded to the following public officials: MP Chris Lewis-Essex, MPP Taras Natyshak-Essex, Premier of Ontario The Honourable Doug Ford, Leader of the Official Opposition Andrea Horwath, Prime Minister of Canada The Honourable Justin Trudeau, and Leader of Official Opposition The Honourable Erin O'Toole.”

..2/

If you require any further information, please contact the undersigned.

Yours very truly,



Sandra Kitchen
Deputy Clerk-Council Services
Legislative Services Department
skitchen@kingsville.ca

cc: Hon. Doug Ford, Premier
cc: Hon. Andrea Horwath, Official Leader of the Opposition
cc: Hon. Erin O'Toole, Official Leader of the Opposition
cc: MP Chris Lewis- Essex
cc: MPP Taras Natyshak-Essex
cc: Hon. Bill Blair, Minister of Public Safety and Emergency Preparedness
cc: MP Shannon Stubbs
cc: Mayor Aldo DiCarlo, Town of Amherstburg
cc: Mayor Larry Snively, Town of Essex
cc: Mayor Tom Bain, Town of Lakeshore
cc: Mayor Marc Bondy, Town of LaSalle
cc: Mayor Hilda MacDonald, Municipality of Leamington
cc: Mayor Gary McNamara, Town of Tecumseh
cc: all Municipalities in Ontario

premier@ontario.ca
horwatha-qp@ndp.on.ca
erin.otoole@parl.gc.ca



COUNCIL CALENDAR

June 2021

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|--|--|----------------------------|--------------------------------|----------|
| | | 1 Council 6PM | 2 Agricultural 12:30 pm | 3 | 4 | 5 |
| 6 | 7 | 8 | 9 | 10 | 11 Library Board 3pm | 12 |
| 13 | 14 | 15 Council 6 PM | 16 | 17 C&EDC 8 AM | 18 | 19 |
| 20 | 21 | 22 Special Council 4 PM | 23 Recreation Joint Cost Sharing 10:30 AM | 24 MRPC AGM 11AM | 25 | 26 |
| 27 | 28 | 29 Parks and Rec 3:45 pm Special Council 6pm | 30 Page 187 of 191 | 31 | | |

COUNCIL CALENDAR

July 2021

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|---------|-----------|----------|--------|----------|
| | | | | 1 | 2 | 3 |
| 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 |
| | | | | | | |

COUNCIL CALENDAR

August 2021

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|----------------------|-------------------------------|------------------------|----------------------|----------|--------------------------------|----------|
| 1 | 2 Civic Holiday | 3 | 4 | 5 | 6 | 7 |
| 8 | 9 | 10 6 PM Council | 11 | 12 | 13 Library Board 3pm | 14 |
| 15 AMO London | 16 AMO London | 17 AMO London | 18 AMO London | 19 | 20 | 21 |
| 22 | 23 | 24 6 PM Council | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |



Municipality of Mississippi Mills
PENDING LIST
June 15, 2021

| Title | Department | Comments/Status | Report to Council (Date) |
|---|------------------------|--|---------------------------------|
| 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 | Q2 2021 |
| Pedestrian Safety and Speed Limits on Gravel Roads | Public Works | Councillor Holmes Notice of Motion | Q2 2021 |
| 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 | Q4 2021 |
| 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) | Q2 2021 |
| Wild Parsnip Plan - Monarch Pledge | Public Works | To form part of the 2021 Wild Parsnip Management Plan | Q2 2021 |
| Mill of Kintail Independent Model | CAO | \$10,000 for legal to set up model for independent model for Mill of Kintail | Q2 2021 |
| Master Fire Plan Review | Fire | Strike a committee to review MFP and assess standards | Q2 2021 |

| | | | |
|---|--|---|---------------|
| Review of Procedural By-law | Clerks | Postponed as a result of COVID-19 | Q2 2021 |
| Film Policy | Ec Dev/Culture | Recommendation from CEDC | Q2 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 | May/June 2021 |
| Museum Funding Review | Ec Dev/Culture | Review of Museum funding before 2022 budget approval | Q3 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 |
| Communication of Downtown Revitalization Project | Public Works | Meeting with downtown businesses regarding revitalization project | TBD |
| Priorities of Council for the Remainder of Term of Office | CAO | Updated list to be brought forward in August | Q3 2021 |