



Municipality of Mississippi Mills

COUNCIL AGENDA

Tuesday, October 5, 2021

6:00 p.m.

E-participation

Pages

- A. CALL TO ORDER
- B. CONSIDERATION OF A CLOSED SESSION
None
- C. RISE AND REPORT
- D. O CANADA
- E. MOMENT OF SILENT MEDITATION
- F. ATTENDANCE
- G. APPROVAL OF AGENDA
Recommended Motion:
THAT, the agenda be approved as presented.
- H. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF
- I. APPROVAL OF MINUTES
Recommended Motion:
THAT, the Council minutes dated September 21st, 2021 be approved as presented. 5 - 10
- J. DELEGATION, DEPUTATIONS, AND PRESENTATIONS
 - J.1. Davison Crescent Road Association Petition
Mike Gallagher and Krista Rose, Co-chairs 11 - 24

Recommended Motion:
THAT, the Davison Crescent Road Association presentation be received as information.
- K. PUBLIC MEETINGS
None.

L. COMMITTEE OF THE WHOLE REPORT

25 - 28

Recommended Motion:

THAT, Council approve the Committee of the Whole motions L.1 -L.11 from the September 21st and September 28th 2021 meeting.

L.1. Consent Reports

- Parks and Recreation Advisory Committee Minutes Aug 31 2021
- Community Economic Development Advisory Committee _Aug26_2021

L.2. Zoning Bylaw Amendment - 189 Snedden Farm Rd.

L.3. Drinking Water Quality Management System Endorsement

L.4. Final Acceptance - Riverfront Phase 4

L.5. Lease Agreement Pakenham Landfill 2022-2032

L.6. Request for Interest - Housing

L.7. Construction Financing Business Park Phase 3

L.8. Truth and Reconciliation Commission (TRC) Calls to Action

L.9. Affordable Housing - Secondary Units - Mayor Lowry

L.10. Information List #16-21

L.11. Water and Wastewater Rate Study and Long-Term Financial Plan

29 - 81

L.12. Information List #16-21 - Item C

82 - 86

September 7 2021_ Eastern Ontario Regional Network Seeking Board Member Press Release

Recommended Motion:

THAT, Information List #16-21 Item C be received as information;

AND THAT, the item be posted and shared on the municipal website.

L.13. Information List #16-21 - Item D

87

September 8 2021_ 5 Arches Bridge Closure - Media Release 2

Recommended Motion:

THAT, Information List #16-21 Item D be received as information;

AND THAT, the item be posted and shared on the municipal website.

L.14. Information List #16-21 - Item F

88

September 9 2021_ Ministry of Municipal Affairs and Housing Minister's letter site plan guide_for translation

Recommended Motion:

THAT, Information List #16-21 Item F be received as information;

AND THAT, the planning department bring a report back to the Committee of the Whole outlining how these changes could affect Mississippi Mills in early 2022.

- L.15. Information List #16-21 - Item H** 89 - 115
September 10 2021_ Lanark County Situation Table 2020 Final Report

Recommended Motion:

THAT, the Information List #16-21 - Item H be received as information;

AND THAT, the item be posted and shared on the municipal website.

- L.16. Information List #16-21 - Item J** 116 - 125
September 15 2021_Mississippi Mills Fire Department 2020 Year End Summary and 2021 Summary to Date

Recommended Motion:

THAT, the Information List #16-21 - Item H be received as information;

AND THAT, the item be posted and shared on the municipal website.

- L.17. Appointment of new Chief Building Official** 126 - 127
K. Kelly, Chief Administrative Officer

Recommended Motion:

THAT, the Committee of the Whole recommend to Council to appoint Mark Jeffery as Chief Building Official for the Municipality and appoint Dan Prest as a part time Deputy Chief Building Official.

M. BY-LAWS

Recommended Motion:

THAT, By-laws 21-084 to 21-089 be taken as read, passed, signed and sealed in Open Council.

- M.1. Bylaw 21-084 Part Lot Control - Johanna Street - 27M-88, Block 29** 128
- M.2. Bylaw 21-085 Assumption of Roadways Riverfront Estates Phase 4 Subdivision** 129
- M.3. Bylaw 21-086 Appoint CBO Jeffery (repeals 17-83)** 130 - 131
- M.4. Bylaw 21-087 repeal Appoint Bldg Inspector Atkinson** 132
- M.5. Bylaw 21-088 Appoint Deputy CBO Prest** 133
- M.6. Bylaw 21-089 Borrowing Authorization Business Park Phase 3** 134 - 136

N. ANNOUNCEMENTS AND INVITATIONS

O. CONFIRMATORY BY-LAW

Recommended Motion:

THAT, By-law 21-090 being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at its regular meeting held on the 5th day of October 2021, be read, passed, signed and sealed in Open Council this 5th day of October 2021.

P. ADJOURNMENT

Recommended Motion:

THAT the meeting be adjourned at x:xx p.m.



The Municipality of Mississippi Mills
Council Meeting
MINUTES

September 21, 2021
6:00 p.m.
E-participation

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
Casey Munro, Deputy Clerk

A. CALL TO ORDER

Mayor Lowry called the meeting to order at 6:01 p.m.

B. CONSIDERATION OF A CLOSED SESSION

C. RISE AND REPORT

D. O CANADA

Council stood for the playing of O Canada.

E. MOMENT OF SILENT MEDITATION

Council observed a moment of silent meditation.

F. ATTENDANCE

The Clerk announced attendance.

G. APPROVAL OF AGENDA

Resolution No 170-21

Moved by Councillor Holmes

Seconded by Councillor Ferguson

THAT, the agenda be approved as presented.

CARRIED

H. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

Mayor Lowry declared pecuniary interest on agenda items L.2. and M.2 due to a family member owning property.

I. APPROVAL OF MINUTES

Resolution No 171-21

Moved by Deputy Mayor Minnille

Seconded by Councillor Maydan

THAT, the Council minutes dated September 7, 2021 approved as presented.

CARRIED

J. DELEGATION, DEPUTATIONS, AND PRESENTATIONS

J.1 Ottawa River Power Corporation

Justin Allen CEO of the Ottawa River Power Corporation, addressed Council, highlighting items such as overall customer satisfaction, lower rates, and system reliability.

Resolution No 172-21

Moved by Councillor Guerard

Seconded by Councillor Maydan

THAT, the presentation from Justin Allen, President and CEO of Ottawa River Power Corporation be received as information.

CARRIED

J.2 Mississippi Mills Library Board

Christine Row Chief Librarian/ CEO and Cathy Peacock Library Board Chair, presented an overview of the 2020 Mississippi Mills Public Library Annual Report. They highlighted some of the ways the Library has adjusted programming throughout the pandemic.

Resolution No 173-21

Moved by Councillor Guerard

Seconded by Councillor Dalgity

THAT, the Mississippi Mills Public Library 2020 Annual Report be received as information.

CARRIED

K. PUBLIC MEETINGS

None.

L. COMMITTEE OF THE WHOLE REPORT

Resolution No 174-21

Moved by Councillor Holmes

Seconded by Councillor Dalgity

THAT, Council approve the Committee of the Whole motions L1 and L3-L5 from the September 7th, 2021 meeting.

CARRIED

L.1 Zoning Amendment - 4676 Dark Side Rd

L.3 Purchase and use of Protek WTS 100 within the winter sand/salt mixture

L.4 Business Organization Structures

L.5 Information List #15-21

L.2 Zoning Bylaw Amendment - 440 Ramsay Con 8

Mayor Lowry disclosed pecuniary interest on this item of the agenda due to a family member owning property.

Deputy Mayor Minnille chaired the meeting for this portion.

Resolution No 174-21

Moved by Councillor Dalgity

Seconded by Councillor Holmes

THAT, Council approve the Committee of the Whole motions L2 from the September 7th, 2021 meeting.

CARRIED

L.6 Information List #15-21 H.5.b

Resolution No 175-21

Moved by Councillor Maydan

Seconded by Councillor Ferguson

THAT, Information List Item H.5.b be received as information;

AND THAT, Staff be directed to ensure the item is posted on social media to help encourage residents to complete the survey.

CARRIED

L.7 Information List #15-21 H.5.d

Resolution No 176-21

Moved by Councillor Holmes

Seconded by Councillor Maydan

THAT, Information List Item H.5.d be received as information;

AND THAT, Council accepts the updates from the CAO on the current projects as information.

CARRIED

M. BY-LAWS

M.1 Bylaw 21-081 ZBLA - 4676 Dark's Side Road

Resolution No 177-21

Moved by Councillor Ferguson

Seconded by Councillor Holmes

THAT, By-law 21-081 be taken as read, passed signed and sealed in Open Council.

CARRIED

M.2 Bylaw 21-082 ZBLA - 440 Ramsay Con 8

Mayor Lowry disclosed pecuniary interest on this item of the agenda due to a family member owning property.

Deputy Mayor Minnille chaired the meeting for this portion.

Resolution No 178-21

Moved by Councillor Ferguson

Seconded by Councillor Dalgity

THAT, By-law 21-082 be taken as read, passed, signed and sealed in Open Council.

CARRIED

N. ANNOUNCEMENTS AND INVITATIONS

Councillor Maydan announced an appreciation BBQ at the RiverFront Estates dock on Sunday, September 26th at 2:00 pm.

Mayor Lowry announced the following items;

- Saturday, September 25th from 9:00 - 12:00, Tree Giveaway at the Lanark County Perth Garage.
- Thursday, September 30th at 9:00 am, ceremony dedicated to the National Day for Truth and Reconciliation at the Lanark County Administration Building.
- Thursday, September 30th at 7:00 or 7:30 pm, there will be a candlelight vigil at Almonte Old Town Hall. Additional information will be posted online.
- Saturday, October 16th, The 2nd Warden's Slow Roll from Almonte to Pakenham. More details to follow.

O. CONFIRMATORY BY-LAW

Resolution No 179-21

Moved by Councillor Maydan
Seconded by Councillor Dalgity

THAT By-law 21-083 being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at its regular meeting held on the 21st day of September 2021, be read, passed, signed and sealed in Open Council this 21st day of September 2021.

CARRIED

P. ADJOURNMENT

Resolution No 180-21

Moved by Councillor Ferguson
Seconded by Councillor Holmes

THAT, the meeting be adjourned at 7:05 p.m.

CARRIED

Christa Lowry, MAYOR

Cynthia Moyle, Acting Clerk

DAVISON CRESCENT RESIDENTS ASSOCIATION

PRESENTS

ROAD MAINTENANCE PROPOSAL

REQUEST FOR EXTENSION OF CONTRACT

RECOMMENDATION:

The objective of this petition is for the Municipality of Mississippi Mills to continue the annual maintenance contract for Davison Crescent indefinitely; this includes snow clearing, sanding, and grading.

A HISTORY IN RELATIONSHIP: DAVISON CRESCENT AND MOUNT PAKENHAM SKI RESORT

- Mount Pakenham is a small but vibrant community, comprised of approximately 60 residents, within 26 homes, 22 of which reside on Davison Crescent;
- Originally a subdivision to help facilitate the development of the ski resort, this community has a storied history of support for this local business;
- With the amalgamation of the County of Lanark into the Municipality of Mississippi Mills in 2000, in support of Mount Pakenham Ski Resort, Davison Crescent residents contributed thousands of dollars per household to upgrade Ski Hill Road for safer access to their business;
- This resulted growth in business fostered a prosperity in:
 - job creation
 - new business opportunity
 - community involvement
 - additional housing development

* thus increasing the municipality tax base.
- True to its design, Mount Pakenham Ski Resort and its surrounding community has undoubtedly prospered through a mutually beneficial relationship.



VICTOR AND CAROL BODE

LOCAL BUSINESS OWNERS ON DAVISON CRESCENT

Victor Bode is local business owner and past MPCA President (2007 - 2015) who ran Carnivic Lodge Bed and Breakfast on Davison Crescent, a supporting business for the Mount Pakenham Ski Hill Resort.

He and his wife Carol also presently have two other local businesses: Scoops Ice Cream, and Penny's Fudge Factory in Pakenham.

ROAD MAINTENANCE TIMELINE: SKI HILL ROAD AND DAVISON CRESCENT

- Between 1978 - 2006, all maintenance of Ski Hill Road and Davison Crescent were managed by the County of Lanark and Municipality of Mississippi Mills; funded by Mount Pakenham Ski Hill Resort and the Mount Pakenham Community Association (MPCA);
- In 2006, 974050 Ontario Ltd., the corporate owner of Davison Crescent relinquished commitment to maintenance of the road; the newly amalgamated Municipality of Mississippi Mills and MPCA then negotiated a satisfactory contract to assume all road maintenance;
- In 2016, road superintendent Troy Dunlop presented a detailed cost analysis for a 5-year road maintenance contract of Davison Crescent; performed by the municipality, quoting an annual fee of \$1,500 - \$2,000, with built in adjustments tied to consumer price index.



BOB ROBERTSON

MPCA President, 2002 - 2007

Past president of the MPCA, Bob worked closely with the municipality prior to assumption of Ski Hill Road and was instrumental in collecting funds from Davison Crescent Residents to help finance the upgrade of Ski Hill Road.

A resident for almost 20 years, he bore witness to the ongoing struggle of road maintenance within community including the relinquishment of responsibility by owner's of the private road.

WHERE WE ARE NOW

- In 2021, upon end of contract, the municipality presented an updated quote of same work by acting road superintendent Cory Smith to the amount of \$22,000; a staggering increase of 1,500%;
- As a result, the Davison Crescent Residents Association (DCRA) was formed and incorporated to specifically manage this issue;
- In support of the municipality's recommendation to seek out local businesses, the DCRA requested quotes from private contractors; and despite efforts, the DCRA was met with rejection or dismissal;
- DCRA has addressed all arguments against continuing the contract presented by the road superintendent in his 2016 analysis report; additionally DCRA has erected speed limit road signs of 20km/hr for increased risk mitigation;
- Along with the additional annual fees paid to the municipality, 22 households of Davison Crescent pay taxes that should help offset the cost for this service;

WHERE WE ARE NOW - ACCOUNTS OF REJECTION

Hi Krista,

Thank you for reaching out to us but at this time we would not be able to provide service to this area. We primarily work within the limits of Almonte and Carleton Place.

I have no doubt that you will have a challenge finding a private contractor to service this road unless they are already servicing other sites in the area. To clear a road requires larger equipment that a contractor would have to have operating in your area for it to make sense to service your location. In recent years there are less companies providing winter maintenance services with the changes many are facing acquiring affordable insurance.

I am sorry that I cannot be of more help. Good luck in your search.

Jennifer

--

Jennifer Cooney
Cooney Construction & Landscape Ltd.
Office: 613-256-6708
Cell: 613-880-1462
Fax: 613-256-8357
cooneyconst@xplornet.com



Wesley Thom <thomsnowsolutions@gmail.com>
To: Krista Kennedy <krista.rose.kennedy@gmail.com>

Hey Krista,

We unfortunately don't come as far as pakenham, we just surround Carleton Place. We do a few private roads and I recognize the challenge in finding someone willing to do it, and with the right equipment.

My husband and I will brainstorm on this, and I'll let you know any recommendations we can come up with!

Amy Thom
Thoms Snow Services

From: Matt Nesrallah
Sent: Monday, May 4, 2020 7:50 AM
To: M.P. Gallagher
Subject: RE: The Davison Crescent Snow Plowing and Grading

Hi Mike

Sorry for the delayed response. The response I received back from our construction division is that we are not really equipped to service this location on a full service basis. We would only be able to provide the stone to whoever is doing the work for you.

Thanks for thinking of us.

Regards
Matt



Fri, Apr 30, 2021 at 12:31 PM

WHERE WE ARE NOW - ACCOUNTS OF REJECTION

Tammy Smith <tammy@mcgrimmonholdings.ca>
To: krista.rose.kennedy@gmail.com

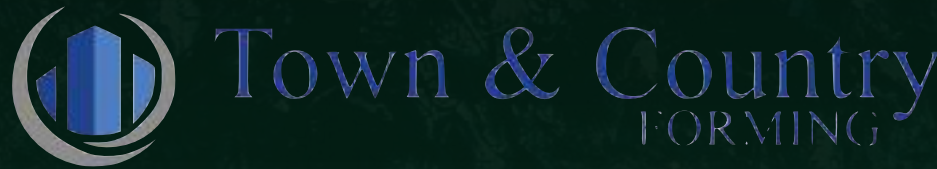
Thu, May 6, 2021 at 12:01 PM

Hello Krista, thank you for considering our company, but we are going to have to say no. We don't have big plow trucks or a grader.

Thank you

Tammy Smith

Town & Country Forming/Antrim Contracting



From: Barclay <barclaystewarttrucking@hotmail.com>
Sent: Wednesday, May 05, 2021 1:43 PM
To: Reed, Vincent <Vincent.Reed@safety-kleen.com>
Subject: Re: Mount Pakenham Road Association

Good afternoon Vincent

I am sorry I am not interested in plowing Davison Cres. I have my own contracts and do not have the manpower to take on anything else. I am sorry I dont know any other contractors to send you to. regards Barclay

Blake Robertson <blake@wrcccontracting.com>
To: Krista Kennedy <krista.rose.kennedy@gmail.com>

Good morning, our insurance will not provide coverage for this service.

If you need it in a formal letter I would be happy to provide it, let me know.

Thanks again
[Quoted text hidden]



THE NECESSITY FOR SAFE ROAD ACCESS

For Davison Crescent residents, the continued maintenance of the road is a basic necessity of their community's survival and growth. This includes:

- Enabling road access for
 - Emergency and Healthcare Support Vehicles - specifically for our aging residents;
 - Essential Services - propane and firewood, septic, hydro, curb-side garbage collection, telecommunication services;
 - Student Transportation - school bus access for better child safety during the winter months;
 - Courier Delivery
- Continued road maintenance would increase the viability for
 - Building new business opportunity, including the prevalence of cottage industries and other at-home businesses due to conditions of the COVID pandemic;
 - Community Development - making the neighbourhood more viable and appealing for young families and community organizations;
 - Municipality has issued a number of building permits over the past 25 years giving the expectation to buyers that road maintenance is a part of the supported infrastructure.



KRISTA KENNEDY
DCRA CO-CHAIR,

I am a resident of Davison Cres, a co-chair of our road association and a nurse practitioner in our community at the Ottawa Valley Family Health Team. COVID has created some challenges in trying to sort out our road issues. We have had delays in responses from the municipality, delays in responses from local snow removal contractors, difficulty in obtaining documents for previous Ontario Municipal Board rulings from OMB and the municipality, difficulty holding meetings with our association members, and life has just been generally chaotic for everyone.

In light of these challenges, we ask that you please consider extending our current contract for snow removal. We look forward to working closely with you over the next year to resolve our road issues.

PATH TO SOLUTION

- The process in finding a private company to assume road maintenance has been ongoing for the past 6 years, prior to the end of the 2016 contract. Within that period, despite exhaustive efforts, no workable solution for independent road maintenance has been found.
- Should the municipality no longer wish to continue contract with Davison Crescent and only conduct service for Ski Hill Road via the First Pass route, the DCRA is concerned that a significant portion of Ski Hill Road will be neglected and thus create further maintenance complications for residents. (See Figure 1.1, “ROAD PORTION”)
- This leaves the community with little option other than to plea with the municipality to continue maintenance of Davison Crescent, at least until the DCRA is able to resolve this issue, ensuring its livelihood.



Figure 1.1

PLOUGH ROUTE OVERVIEW

- Under current municipal standards for road maintenance, Ski Hill Road is a Class 3 roadway and usually receives two or more service passes than Davison Crescent depending on the necessity for winter control.
- Typically on first pass, the municipal plough comes up Ski Hill Road, goes only as far as the resort parking lot, in order to turnaround and retrace its path back out. Upon second pass, when accumulation dictates, it ploughs the balance of Ski Hill Road and then Davison Crescent.



REPORT OF THE COMMITTEE OF THE WHOLE September 28, 2021

The following is the Committee of the Whole report from the September 21st and September 28th, 2021 meeting.

September 21st, 2021

Consent Reports

L.1 Consent Reports

Resolution No CW223-21

THAT, the following consent reports and committee minutes be received.

- Parks and Recreation Advisory Committee Minutes Aug 31 2021
- Community Economic Development Advisory Committee_Aug26_2021

Staff Reports

L.2 Zoning Bylaw Amendment - 189 Snedden Farm Rd.

Resolution No CW224-21

THAT, the Committee of the Whole recommend Council approve the Zoning By-law Amendment to change the zoning of the lands subject to Consent Application B20/127 described as Concession 9 Part Lot 26 and 27, Ramsay Ward, from “Rural (RU) Zone” to “Limited Service Residential (LSR) Zone”.

L.3 Drinking Water Quality Management System Endorsement September 2021

Resolution No CW226-21

THAT, the Committee of the Whole recommend Council approve and endorse the Operational Plan for the Municipality of Mississippi Mills' Water Distribution System;

AND FURTHER THAT, the Mayor and Acting Clerk be authorized to endorse the Operational Plan on behalf of Council.

L.4 Final Acceptance - Riverfront Phase 4

Resolution No CW227-21

THAT, Committee of the Whole recommend that Council authorize final acceptance for the finalized portion of plan of subdivision 27M-78 Riverfront Estates Phase 4, to be known as Phase 4, in

accordance with Section 15 of the subdivision agreement with Houchaimi Holdings inc.;

AND THAT, Committee of the Whole recommend that Council direct staff to prepare an assumption by-law for the roads and associated infrastructure works constructed with the development of the portion plan of subdivision 27M-78 to be known as Phase 4.

**L.5 Lease Agreement Pakenham Landfill 2022-2032
Resolution No CW228-21**

THAT, the Committee of the Whole recommends that Council authorize the Mayor and Acting Clerk to execute a 10-year lease agreement with the current property owners for the purposes of operating and maintaining existing groundwater monitoring wells on Part of Lots 17 and 18 Concession 10, Pakenham.

**L.6 RFI Housing
Resolution No CW230-21**

THAT, Committee of the Whole recommend to Council that it direct staff to research initiatives and programs implemented by other municipalities including the issuance of a request for interest / expression of interest for partners in the development of creative housing options so that future decisions can be made on the use of surplus lands owned by the Municipality. This report to be presented to Council no later than March 30, 2022.

**L.7 Construction Financing Business Park Phase 3
Resolution No CW231-21**

THAT, the CAO/Deputy Treasurer be authorized to obtain interim construction financing in an amount not to exceed \$1,300,00 from the Royal Bank of Canada at a fixed rate of 1.09%, term of 16 months with repayment from grant funding and revenue from the sale of building lots in the Business Park;

AND THAT, any two of the Mayor and Acting Clerk or CAO be authorized to execute the agreement with the Royal Bank of Canada.

**L.8 Truth and Reconciliation Commission (TRC) Calls to Action
Resolution No CW232-21**

THAT, Committee of the Whole recommends Council waive the administrative fee for commissioning documents for residential school Survivors and their families who reside in the Municipality of Mississippi Mills to reclaim their names changed by the residential school system for a period of five (5) years.

Resolution No CW233-21

THAT, Committee of the Whole recommends Council include The Indigenous Bicentennial Working Group (IBWG) as a working subcommittee to the Mississippi Mills Bicentennial Planning Committee.

Notice of Motion

**L.9 Affordable Housing - Secondary Units - Mayor Lowry
Resolution No CW234-21**

WHEREAS, access to safe, affordable and adequate housing promotes overall health and wellbeing, increases resident safety and creates a more liveable community;

AND WHEREAS, housing options and supply are needed at all income levels in an inclusive community;

AND WHEREAS, housing is considered affordable when housing costs do not exceed 30% of a household's before-tax income;

AND WHEREAS, the population in Mississippi Mills is projected to increase 60% by 2038;

AND WHEREAS, increasing the supply could lead to rent reductions, and greater opportunities to free up entry level rental units, making housing available for those at the lowest income levels and those at risk of homelessness;

AND WHEREAS, the Provincial Policy Statement now requires planning authorities to allow an additional residential unit within the dwelling and with an accessory structure, for a total of three (3) dwelling units per parcel;

AND WHEREAS, the Town of Perth has implemented a successful Additional Residential Unit Grant Program as part of an affordable housing strategy;

THEREFORE, be it resolved that Committee of the Whole direct staff to develop an Additional Residential Unit Grant pilot program to facilitate the construction of additional dwelling units or additional dwellings for homeowners in Mississippi Mills;

AND THAT, the Additional Residential Unit Grant pilot program be brought forward to 2022 Budget discussions.

Information Items

L.10 Information List #16-21
Resolution Number CW235-21

THAT, the information list #16-21 be received for information.

AND THAT, items c,d,f,h and j be pulled for future consideration.

September 28th, 2021
Staff Reports

L.11 Water and Wastewater Rate Study and Long-Term Financial Plan
Resolution Number CW235-21

THAT, the Committee of the Whole recommend to Council to approve the recommendations as follows;

1. The Water and Wastewater Rate Study (as attached), dated September 23, 2021 prepared by Watson & Associates Economists Ltd.;
2. Staff are directed to prepare the Water Financial Plan in the format required under O.Reg. 453/07;
3. Water and wastewater rates presented in Table 6-1 be approved;
4. Staff be directed to prepared an update to this study in the coming years after updates to the Municipality's Official Plan, the Master Plan, and the Development Charges Background Study are completed.

Submitted by,

Reviewed by,

Councillor Bev Holmes,
Committee of the Whole Chair

Cynthia Moyle,
Acting Clerk



 **Watson
& Associates**
ECONOMISTS LTD.

Water and Wastewater Rate Study

Municipality of Mississippi Mills

September 23, 2021

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Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

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List of Acronyms and Abbreviations

| Acronym | Full Description of Acronym |
|----------|-----------------------------------|
| C.P.I. | Consumer Price Index |
| D.C. | Development Charges |
| G.I.S. | Geographic Information System |
| O. Reg. | Ontario Regulation |
| OCWA | Ontario Clean Water Agency |
| P.I.L. | Payment-in-Lieu |
| Q.S.R. | Quick Score Rating |
| S.D.W.A. | Safe Drinking Water Act |
| S.F.D.E. | Single Family Dwelling Equivalent |



Report



Chapter 1

Introduction



1. Introduction

1.1 Background

The Municipality of Mississippi Mills (Municipality) has a present population of approximately 13,163 people, based on the 2016 Census. There are approximately 3,474 customers using the municipal water and wastewater systems. The treatment, storage, and distribution/collection of water and wastewater are the responsibility of the Municipality.

All customers are currently billed a combined annual base charge for both water and wastewater. Additionally, a combined consumptive rate applied to metered water consumption is billed for both water and wastewater. The water and wastewater rates currently imposed are summarized below in Table 1-1.

Table 1-1
Municipality of Mississippi Mills
2021 Water and Wastewater Rates

| 2021 - Wastewater & WasteWastewater Billing Rates | | |
|---------------------------------------------------|-------|-------------------|
| Base Charge | | |
| Annual | \$ | 657 |
| Volume Charge | | |
| \$ | 12.28 | per 1,000 gallons |



1.2 Study Process

The Municipality retained Watson & Associates Economists Ltd. (Watson) to undertake a water and wastewater rate study. The objectives of the study and the steps involved in carrying out this assignment are summarized below:

- Update water and wastewater service demand assumptions based on analysis of the current customer profile, historical consumption, and recent trends;
- Estimate future consumption levels by applying revised demand assumptions to forecast growth identified in the Municipality's Official Plan Amendment No. 22;
- Identify all current and future water and wastewater system capital needs to assess the immediate and longer-term implications;
- Build a capital program that addresses specific needs identified by OCWA, the Municipality's 2018 Master Plan Update Report, and Municipality staff;
- Identify potential methods of cost recovery with respect to the capital needs listing. These recovery methods may include other statutory authorities (e.g. *Development Charges Act, 1997, Municipal Act*, etc.) as an offset to recovery through the water and wastewater rates;
- Forecast annual operating costs and rate-based funding requirements;
- Develop a long-term water and wastewater rate forecast;
- Provide an impact assessment on the rate payers;
- Develop a water financial plan based on the findings of the study; and
- Present findings to staff and Council for their consideration.

In approaching this study, the following analysis is provided:

- Chapter 2 – Forecast Growth and Service Demands
- Chapter 3 – Capital Infrastructure Needs
- Chapter 4 – Capital Cost Financing Options
- Chapter 5 – Operating Expenditure Forecast
- Chapter 6 – Forecast Water and Wastewater Rates



1.3 Legislative Context

Resulting from the water crisis in Walkerton, significant regulatory changes have been made in Ontario. These changes arose in consequence to the Walkerton Commission and the 93 recommendations made by the Walkerton Inquiry Part II report. Areas of recommendation included:

- watershed management and source protection;
- quality management;
- preventative maintenance;
- research and development;
- new performance standards;
- sustainable asset management; and
- lifecycle costing.

The following sections describe significant applicable regulatory areas.

1.3.1 Sustainable Water and Sewage Systems Act

The *Sustainable Water and Sewage Systems Act* was passed on December 13, 2002. The intent of the Act was to introduce the requirement for municipalities to undertake an assessment of the “full cost” of providing their water and wastewater services. In total, there were 40 areas within the Act to which the Minister may make regulations; however regulations were never issued. On December 31, 2012, the *Sustainable Water and Sewage Systems Act* was repealed.

1.3.2 Safe Drinking Water Act

The *Safe Drinking Water Act* was passed in December 2002. The *Safe Drinking Water Act* provides for 50 of the 93 Walkerton Part II recommendations. It focuses on the administrative and operational aspects of the provision of water.

The purposes of the *Safe Drinking Water Act* are to “recognize that the people of Ontario are entitled to expect their drinking water to be safe and to provide for the protection of human health and the prevention of drinking water health hazards through the control and regulation of drinking water systems and drinking water testing. 2002, c. 32, s. 1.”



The following is a brief summary of the key elements included in the *Safe Drinking Water Act*:

- Mandatory licensing and accreditation of testing laboratories;
- New standards for treatment, distribution quality and testing;
- Mandatory operator training and certification;
- Mandatory licensing of municipal water providers;
- Stronger enforcement and compliance provisions; and
- “Standard of care” requirements for municipalities.

This legislation impacts the costs of operating a water system with the need for higher skilled operators including increased training costs, increased reporting protocols and requirements, continuing enhancements to quality standards, and the costs to license each water system.

1.3.3 Financial Plans Regulation

On August 16, 2007, the Ministry of Environment introduced Ontario Regulation (O. Reg.) 453/07 which requires the preparation of financial plans for water systems (and municipalities are encouraged to prepare plans for wastewater systems). The Ministry of Environment has also provided a Financial Plan Guideline to assist municipalities with preparing the plans. A brief summary of the key elements of the regulation is provided below:

- The financial plan will represent one of the key elements to obtain a Drinking Water Licence.
- The plan is to be completed, approved by Council Resolution, and submitted to the Ministry of Municipal Affairs and Housing as part of the application for receiving approval of a water licence.
- The financial plans shall be for a period of at least six years, but longer planning horizons are encouraged.
- As the regulation is under the *Safe Drinking Water Act*, the preparation of the plan is mandatory for water services and encouraged for wastewater services.
- The plan is considered a living document (i.e., it can be updated if there are significant changes to budgets) but an update will need to be undertaken at a minimum every five years.



- The plans generally require the forecasting of capital, operating and reserve fund positions, and providing detailed capital inventories. In addition, Public Sector Accounting Board full accrual information on the system must be provided for each year of the forecast (i.e., total non-financial assets, tangible capital asset acquisitions, tangible capital asset construction, betterments, write-downs, disposals, total liabilities, net debt, etc.).
- The financial plans must be made available to the public (at no charge) upon request and be available on the municipality's web site. The availability of this information must also be advertised.

In general, the financial principles of this regulation follow the intent of the *Sustainable Water and Sewage Systems Act, 2002* to move municipalities towards financial sustainability for water services. Many of the prescriptive requirements, however, have been removed (e.g. preparation of two separate documents for provincial approval, auditor opinions, engineer certifications, etc.).

A guideline ("Towards Financially Sustainable Drinking-Water and Wastewater Systems") has been developed to assist municipalities in understanding the Province's direction and provides a detailed discussion on possible approaches to sustainability. The Province's Principles of Financially Sustainable Water and Wastewater Services are provided below:

Principle #1: Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.

Principle #2: An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.

Principle #3: Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.

Principle #4: Lifecycle planning with mid-course corrections is preferable to planning over the short term, or not planning at all.

Principle #5: An asset management plan is a key input to the development of a financial plan.



Principle #6: A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.

Principle #7: Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.

Principle #8: Financial Plans are “living” documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.

Principle #9: Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal council.

1.3.4 Water Opportunities Act

The *Water Opportunities Act* received Royal Assent on November 29, 2010. The Act provides for the following elements:

- Foster innovative water, wastewater, and stormwater technologies, services, and practices in the private and public sectors;
- Prepare water conservation plans to achieve water conservation targets established by the regulations; and
- Prepare sustainability plans for municipal water services, municipal wastewater services, and municipal stormwater services.

With regard to the sustainability plans:

- The Act extends from the water financial plan and requires a more detailed review of the water financial plan, and requires a full plan for wastewater and stormwater services; and
- Regulations (when issued) will provide performance targets for each service – these targets may vary based on the jurisdiction of the regulated entity or the class of entity.

The Financial Plan shall include:

- An asset management plan for the physical infrastructure;



- Financial Plan;
- For water, a water conservation plan;
- Assessment of risks that may interfere with the future delivery of the municipal service, including, if required by the regulations, the risks posed by climate change and a plan to deal with those risks; and
- Strategies for maintaining and improving the municipal service, including strategies to ensure the municipal service can satisfy future demand, consider technologies, services, and practices that promote the efficient use of water and reduce negative impacts on Ontario's water resources, and increase co-operation with other municipal service providers.

Performance indicators will be established by service that:

- May relate to the financing, operation, or maintenance of a municipal service or to any other matter in respect of which information may be required to be included in a plan; and
- May be different for different municipal service providers or for municipal services in different areas of the Province.

Regulations will prescribe:

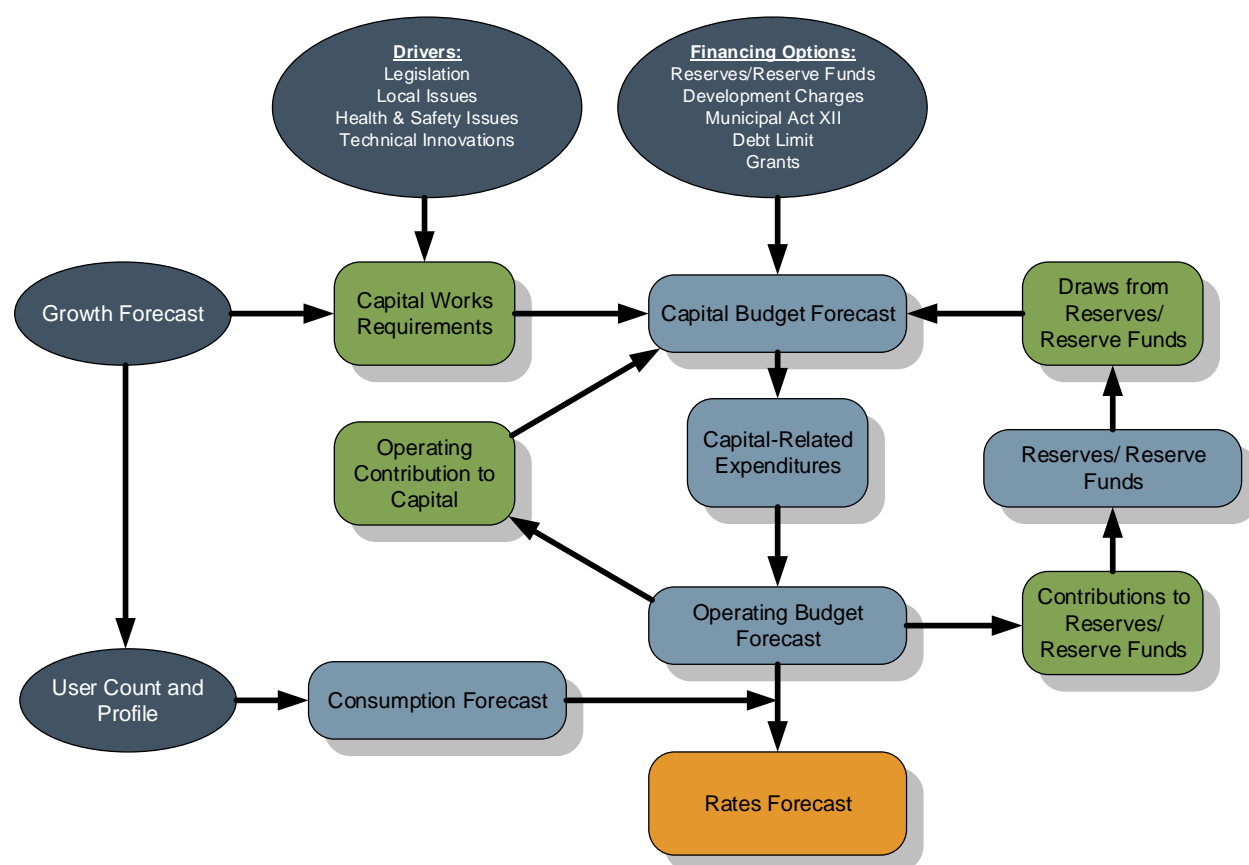
- Timing;
- Contents of the plans;
- Portions of the plan that will require certification;
- Public consultation process; and
- Limitations, updates, refinements, etc.



1.4 Water and Wastewater Rate Calculation Methodology

Figure 1-1 illustrates the general methodology used in determining the full cost recovery water and wastewater rate forecast.

Figure 1-1
Water and Wastewater Rate Calculation Methodology



The methodology employed generally consists of five major elements:

1.4.1 Customer Demands and Consumption Forecast

As noted in section 1.1, the Municipality employs a rate structure consisting of an annual base charge and a consumptive rate charged based on metered water consumption. The consumptive rate is imposed as a constant rate based on consumption.



This first step in the analysis is important as it produces the current base revenue by source and assumptions for forecasting purposes. The annual base charge revenues are forecast with customer growth. The customer profile forecast is modelled based on the growth targets outlined in the Municipality's Official Plan Amendment No. 22 and recent trends.

Water consumption has been forecast to grow with residential development at average per customer levels witnessed over the past three years.

1.4.2 Capital Needs Forecast

The capital needs forecast is developed to measure program/service level adjustments, lifecycle requirements, and growth-related needs. The capital forecast is informed by the Municipality's 2018 Master Plan Update Report (Master Plan) by J.L. Richards, in addition to analysis conducted by Municipality staff and the Ontario Clean Water Agency (OCWA), the operator of the Municipality's systems. Capital expenditures are forecast with inflationary adjustments based on capital cost indices.

1.4.3 Capital Funding Plan

The capital funding plan considers the potential funding sources available to address the capital needs forecast. The sources of capital funding include rate-based support, reserves/reserve funds, and debt for program/service level improvements. The use of rate-based funding is measured against the revenue projections and affordability impacts. The reserve/reserve fund sources are measured against the sustainability of these funds, relative to lifecycle demands, revenue projections, and affordability impacts. Debt financing is considered for significant capital expenditures where funding is required beyond long-term lifecycle needs or to facilitate rate transition policies. Debt financing is measured against annual repayment limits to ensure a practical and sustainable funding mix.

1.4.4 Operating Budget Forecast

The operating budget forecast considers adjustments to the Municipality's base budget reflecting program/service level changes, operating fund impacts associated with infrastructure, and financing for capital needs. The operating expenditures are forecast with inflationary adjustments and growth in service demand, based on fixed and variable cost characteristics. The operating budget forecast ties the capital funding plan and



reserve/reserve fund continuity forecast to the rate-based revenue projections. This ensures sufficient funding for both the ongoing annual operation and maintenance of water and wastewater services, as well as the capital cost requirements to ensure service sustainability. Operating revenues are projected to identify the billing revenues net of anticipated operating revenues, such as interest and dividends, connection fees, hydrant rentals, and other miscellaneous fees.

1.4.5 Rate Forecast and Structure

The rate forecast and structure component of the analysis considers various rate structures to recover the forecast rate-based revenue from the projected customer demands. At this stage in the analysis, the full costs of service are measured against the customer growth and consumption demands to determine full cost recovery rates. The analysis may consider alternative structures, consistent with municipal policies/strategies, industry practice, and customer affordability. Providing context to the rate forecast, the results are quantified to measure the impacts on a range of customer types and in relation to other municipalities.



Chapter 2

Forecast Growth and Service Demands



2. Forecast Growth and Service Demands

2.1 Current Service Demands

In preparing the demands forecast for water and wastewater services, annual water and wastewater billing records from 2018 to 2020 were analyzed. These records detailed the number of customers by type, enabling the development of a comprehensive profile of existing customers.

Based on analysis of this information, there were 3,474 water and wastewater customers in the Municipality at year-end 2020. The majority of customers on the Municipality's water and wastewater systems are residential, accounting for approximately 91% of all customer accounts.

2.2 Forecast Service Demands

Over the next ten years (i.e., to 2031), the number of water and wastewater system customers is anticipated to increase by 1,142 residential customers. The growth rate for the forecast period is based on the population targets to 2038 contained within the Municipality's Official Plan Amendment No. 22. Adjustments to the pace of growth have been considered to reflect volumes of building permits issued over recent years, resulting in higher customer growth initially. Customer growth is forecasted to continue at current levels (i.e., 150 new customers added annually) for the next four years, and subsequently taper off to an annual average of 83 new customers for the remainder of the forecast period. Table 2-1 provides the detailed customer forecast for the period 2021 to 2031 for water and wastewater.

Consumption records from 2018 to 2020 were used to develop a forecast of water demands for the period 2021 to 2031. Annual consumption levels by customer type were calculated from these consumption records and utilized to calculate an annual average per customer. Annual water demand per residential customer was approximately 31,321 gallons (i.e., 142 m³) over the past three years. This is lower than the consumption assumption used in previous studies of 32,285 (i.e., 147 m³ per year) due to conservation efforts. Table 2-2 presents the forecast of annual chargeable water consumption.



Table 2-1
Municipality of Mississippi Mills
Water and Wastewater Customer Forecast

| Customer Forecast | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Existing - Residential | 3,156 | 3,156 | 3,156 | 3,156 | 3,156 | 3,156 | 3,156 | 3,156 | 3,156 | 3,156 | 3,156 |
| Existing - Large Non-Residential | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| Existing - Other Non-Residential | 308 | 308 | 308 | 308 | 308 | 308 | 308 | 308 | 308 | 308 | 308 |
| New - Growth | 75 | 225 | 375 | 525 | 642 | 725 | 809 | 892 | 975 | 1,058 | 1,142 |
| Total | 3,549 | 3,699 | 3,849 | 3,999 | 4,116 | 4,199 | 4,283 | 4,366 | 4,449 | 4,532 | 4,616 |

Table 2-2
Municipality of Mississippi Mills
Water Consumption Forecast (imperial gallons)

| Water Volume Forecast (gallons) | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Existing - Residential | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 | 98,849,339 |
| Existing - Large Non-Residential | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 | 17,595,141 |
| Existing - Other Non-Residential | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 | 10,891,946 |
| New | 2,349,081 | 7,047,244 | 11,745,406 | 16,443,569 | 20,108,136 | 22,707,786 | 25,338,757 | 27,938,406 | 30,538,056 | 33,137,706 | 35,768,677 |
| Total | 129,685,508 | 134,383,670 | 139,081,833 | 143,779,995 | 147,444,562 | 150,044,212 | 152,675,183 | 155,274,833 | 157,874,483 | 160,474,133 | 163,105,104 |



Chapter 3

Capital Infrastructure Needs



3. Capital Infrastructure Needs

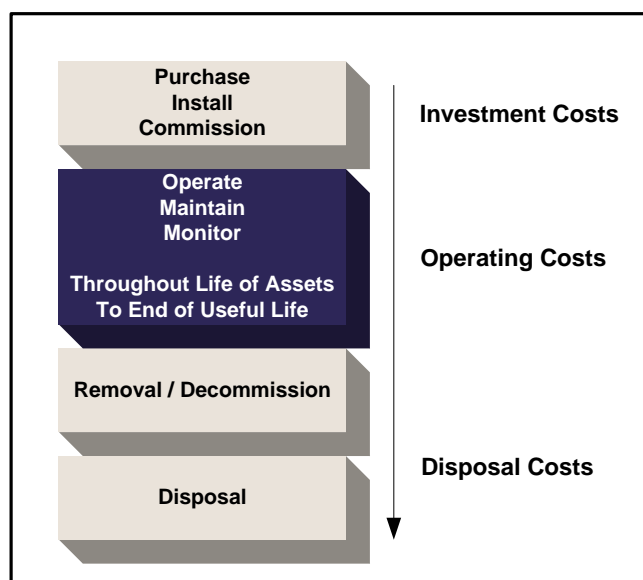
3.1 Overview of Lifecycle Costing

3.1.1 Definition

For many years, lifecycle costing has been used in the field of maintenance engineering and to evaluate the advantages of using alternative materials in construction or production design. The method has gained wider acceptance and use in the areas of industrial decision-making and the management of physical assets.

Lifecycle costs are all the costs which are incurred during the lifecycle of a physical asset, from the time its acquisition is first considered, to the time it is taken out of service for disposal or redeployment. The stages that the asset goes through in its lifecycle are specification, design, manufacture (or build), installation, commissioning, operation, maintenance, and disposal. Figure 3-1 depicts these stages in a schematic form.

Figure 3-1
Lifecycle Costing





3.1.2 Financing Costs

This section will focus on financing mechanisms in place to fund the costs incurred throughout the asset's life.

In a municipal context, services are provided to benefit tax/rate payers. Acquisition of assets is normally timed in relation to direct needs within the community. At times, economies of scale or technical efficiencies will lead to oversizing an asset to accommodate future growth within the municipality. Over the past few decades, new financing techniques such as D.C.s have been employed, based on the underlying principle of having tax/rate payers who benefit directly from the service, pay for that service. Operating costs which reflect the cost of the service for that year are charged directly to all existing tax/rate payers who have received the benefit. Operating costs are normally charged through the tax base or user rates.

Capital expenditures are recouped through several methods, the most common being operating budget contributions, D.C., reserves, developer contributions and debentures.

New construction related to growth could produce D.C.s and developer contributions (e.g. works internal to a subdivision which are the responsibility of the developer to construct) to fund a significant portion of projects, where new assets are being acquired to allow growth within the municipality to continue. As well, debentures could be used to fund such works, with the debt charge carrying costs recouped from taxpayers in the future.

Capital construction to replace existing infrastructure, however, is largely not growth-related and will therefore not yield D.C.s or developer contributions to assist in financing these works. Hence, a municipality will be dependent upon debentures, reserves, and contributions from the operating budget to fund these works.

Figure 3-2 depicts the costs of an asset from its initial conception through to replacement and then continues to follow the associated costs through to the next replacement.

As referred to earlier, growth-related financing methods such as D.C.s and developer contributions could be utilized to finance the growth-related component of the new asset. These revenues are collected (indirectly) from the new homeowner who benefits directly from the installation of this asset. Other financing methods may be used as well



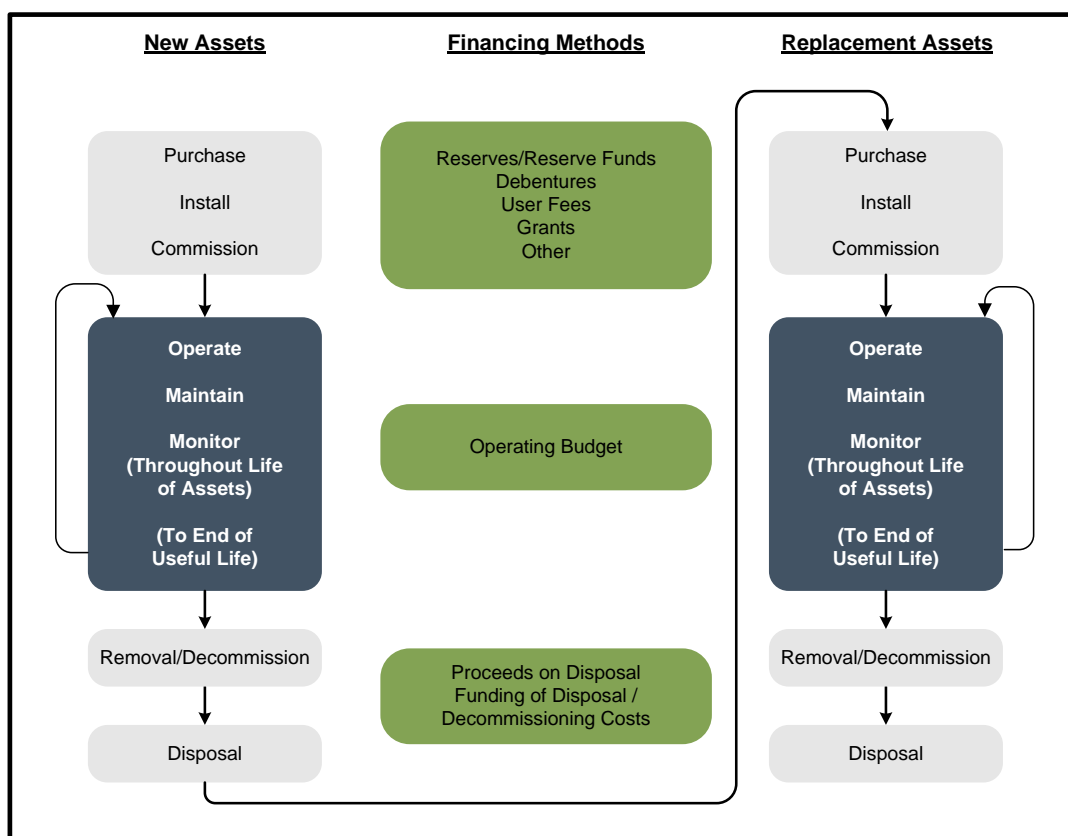
to finance the non-growth-related component of this project: reserves which have been collected from past tax/rate payers, operating budget contributions which are collected from existing tax/rate payers, and debt financing which will be carried by future tax/rate payers. Ongoing costs for monitoring, operating, and maintaining the asset will be charged annually to the existing tax/rate payer.

When the asset requires replacement, the sources of financing will be limited to reserves, debentures, and contributions from the operating budget. At this point, the question is raised: “If the cost of replacement is to be assessed against the tax/rate payer who benefits from the replacement of the asset, should the past tax/rate payer pay for this cost or should future rate payers assume this cost?” If the position is taken that the past user has used up the asset, hence he should pay for the cost of replacement, then a charge should be assessed annually through the life of the asset to have funds available to replace it when the time comes. If the position is taken that the future tax/rate payer should assume this cost, then debt financing and possibly a contribution from the operating budget should be used to fund this work.

Charging for the cost of using up an asset is the fundamental concept behind amortization methods utilized by the private sector. This concept allows for expending the asset as it is used up in the production process. The tracking of these costs forms part of the product's selling price and hence end users are charged for the asset's amortization. The same concept can be applied in a municipal setting to charge existing users for the asset's use and set those funds aside in a reserve to finance the cost of replacing the asset in the future.



Figure 3-2
Financing Lifecycle Costs



3.1.3 Costing Methods

Two methods of calculating the cost of the usage of an asset and for the provision of the revenue required when the time comes to retire and replace it were utilized. For water and wastewater facilities, the Canadian Infrastructure Report Card was consulted for the suggested annual reinvestment rates relative to asset replacement cost. Based on the range of annual reinvestment rates applicable to water and wastewater facility assets (from 1.7% to 2.5% of asset replacement value), an average of 2.1% of was utilized to estimate the annual lifecycle cost of all water and wastewater facilities.

For all other water and wastewater assets (i.e., mains, water meters, and vehicles), annual lifecycle costs were calculated using the straight-line method, whereby the current replacement cost of the asset is divided by the estimated number of years of useful life.



3.1.4 Asset Inventory

Water and wastewater capital asset inventory information was compiled from the Municipality's asset management inventory and discussions with Municipality staff.

Lifecycle contribution amounts for each piece of infrastructure have also been included. These calculations determine the level of capital investment to be included in the full cost assessment and rate forecast. Table 3-1 summarizes the current asset replacement value and long-term average annual lifecycle replacement needs (2021 \$). It is expected that the estimates of annual lifecycle costs will be further refined in the coming years through the Municipality's ongoing asset management efforts.

Table 3-1
Municipality of Mississippi Mills
Summary of Water and Wastewater Infrastructure (2021 \$)

| Asset | Total Replacement Cost | Annual Lifecycle Cost |
|-------------------------|------------------------|-----------------------|
| Water | | |
| PRV Access | 150,000 | 3,150 |
| Water Main | 30,789,587 | 384,870 |
| Well | 3,000,000 | 63,000 |
| Water Storage (NEW) | 3,250,000 | 68,250 |
| Water Tower | 2,500,000 | 52,500 |
| Water Meter | 1,650,150 | 82,508 |
| Total Water | 41,339,737 | 654,277 |
| Wastewater | | |
| Forcemain | 3,427,387 | 42,842 |
| Lagoon Outfall | 662,150 | 8,277 |
| Pumping Station | 2,987,042 | 62,728 |
| Sewer Main | 26,223,575 | 284,661 |
| WWTP | 40,000,000 | 840,000 |
| Total Wastewater | 73,300,155 | 1,238,508 |
| Shared | | |
| Vehicles | 195,000 | 19,500 |
| Total Shared | 195,000 | 19,500 |
| Total | 114,834,892 | 1,912,286 |



3.2 Capital Needs Forecast

Seven-year capital forecasts were provided by OCWA and further refined through discussions with Municipality staff to address known capital needs across the water and wastewater systems. Additionally, capital works identified in the Municipality's Master Plan and D.C. Background Study have been included. Lastly, annual provisions for the replacement of aging water and wastewater mains have been included based on an age analysis of the asset inventory.

The Master Plan identified the anticipated capital needs for water and wastewater services to provide municipal services to accommodate future growth over the buildout of the service area. These works have been incorporated into the Municipality's D.C. Background Study to summarize the total growth-related capital spending and to measure the impacts on the Municipality's D.C. by-law.

Some of the most significant works identified for water and wastewater services include the following:

- Medium and long-term water supply and treatment improvements to Wells 7 & 8 to address future demands;
- Construction of a new storage reservoir to provide additional capacity for future growth;
- Upgrades to water and wastewater mains to ensure sufficient transmission capacity; and
- Replacement of specific water and wastewater mains in the downtown core to address aging infrastructure.

The total capital forecast—in current dollars—includes approximately \$32.90 million in capital needs. The capital forecast includes lifecycle renewal/replacement needs of the Municipality's water and wastewater infrastructure.

The average annual value of the capital program is approximately \$2.99 million, which includes all growth-related capital needs. However, when considering only the renewal/replacement needs (i.e., non-growth) of the forecast, the average annual costs total approximately \$1.97 million. This level of expenditure closely aligns with the annual lifecycle costs identified in section 3.1.4. This suggests that the 11-year forecast of infrastructure renewal and replacement needs identified in this study are generally in



alignment with the longer-term capital funding requirements of the Municipality's current water and wastewater infrastructure.

The listing of water and wastewater capital needs is presented in Tables 3-2 and 3-3, respectively. For rate determination purposes, the capital needs forecast has been indexed by 3.5% annually. This is generally reflective of the average annual capital cost inflation witnessed in the Statistics Canada Building Construction Price Index over the past 20 years.



Table 3-2
Municipality of Mississippi Mills
Water Capital Budget Forecast (Uninflated \$)

| Description | Total | Budget 2021 | Forecast | | | | | | | | | |
|--------------------------------------------------------------------------------|-----------|----------------|-----------|---------|---------|---------|-----------|-----------|---------|---------|---------|---------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Capital Expenditures | | | | | | | | | | | | |
| OCWA-WATER TREATMENT CAPITAL | 1,206,560 | 53,560 | 101,000 | 98,000 | 116,000 | 116,000 | 124,000 | 118,000 | 135,000 | 115,000 | 115,000 | 115,000 |
| CHLORINE ANALYZERS | 20,000 | 20,000 | | | | | | | | | | |
| WELL 7 & 8 GENERATOR WIRING | 5,000 | 5,000 | | | | | | | | | | |
| ENGINEERING DESIGN/MOECC APPROVAL | 37,000 | 37,000 | | | | | | | | | | |
| RADIO FREQUENCY METER CONVERSION PER LTFP | 19,500 | 19,500 | | | | | | | | | | |
| SAMPLE MONITORING WELLS UPSTREAM OF WELL 5 (REGULATORY) | 17,000 | 17,000 | | | | | | | | | | |
| W&S RATE STUDY/FINANCIAL PLAN UPDATE | 14,250 | 14,250 | | | | | | | | | | |
| WATER TOWER REPAIRS | 55,000 | 55,000 | | | | | | | | | | |
| WELL 3 MAINTENANCE | 32,700 | 32,700 | | | | | | | | | | |
| REPLACE VEHICLE W014 | 17,500 | 17,500 | | | | | | | | | | |
| Water Related to Condition Assessment | 599,000 | | 49,000 | 145,000 | 108,000 | 136,000 | 89,000 | - | 72,000 | | | |
| Downtown Core Renewal Water | 1,314,775 | | 1,314,775 | | | | | | | | | |
| RADIO FREQUENCY METER CONVERSION PER LTFP | 19,500 | | 19,500 | | | | | | | | | |
| SAMPLE MONITORING WELLS UPSTREAM OF WELL 5 (REGULATORY) | 17,000 | | 17,000 | | | | | | | | | |
| Upgrade RF Reciver/Software | 10,000 | | 10,000 | | | | | | | | | |
| Replace 1 PRV | 30,000 | | 30,000 | | | | | | | | | |
| REPLACE VEHICLE W015 | 23,750 | | 23,750 | | | | | | | | | |
| Linear Network Replacement Provision | 1,161,000 | | | 129,000 | 129,000 | 129,000 | 129,000 | 129,000 | 129,000 | 129,000 | 129,000 | 129,000 |
| Growth Related: | | | | | | | | | | | | |
| Mid-Term Supply Option (wells 7 & 8) - Increase capacity to demonstrated yield | 3,129,000 | | | | | 447,000 | 1,341,000 | 1,341,000 | | | | |
| Mid-Term Storage Option - Construct a Reservoir at a new site | 3,300,000 | 3,300,000 | | | | | | | | | | |
| County Road 29 Looping Wylie to Dunn Street Upgrades - Design | 35,000 | | 35,000 | | | | | | | | | |
| County Road 29 Looping Wylie to Dunn Street Upgrades - Construction | 105,000 | | | 105,000 | | | | | | | | |
| Ottawa Street and Industrial Street Looping | 893,000 | | | 893,000 | | | | | | | | |
| Create Pressure Zone 3 | 140,000 | | | | | | | | | | | 140,000 |
| Modify Pressure Zone 2/Pressure Zone 2 Optimization | 212,000 | | | | 212,000 | | | | | | | |
| Water/Sewer Master Plan Updates (5 year cycle) | 95,000 | | 67,500 | | | | | 27,500 | | | | |
| County Road 29 Well 6 to Wylie Street Upgrade | 888,000 | | | | | | | 888,000 | | | | |



Table 3-2 (continued)
Municipality of Mississippi Mills
Water Capital Budget Forecast (Uninflated \$)

| Description | Total | Budget 2021 | Forecast | | | | | | | | | |
|-------------------------------------------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Martin Street North, from Teskey Street to Adelaide | 642,000 | | | | | | 642,000 | | | | | |
| Princess Street and Martin Street North Upgrades | 190,000 | | | 190,000 | | | | | | | | |
| Union Street North, from Princess Street to Carss Street - Design | 90,500 | | 90,500 | | | | | | | | | |
| Union Street North, from Princess Street to Carss Street - Construction | 384,500 | | | | 384,500 | | | | | | | |
| Carss Street, from Mitcheson Street to Union Street North | 140,000 | | | | 140,000 | | | | | | | |
| Carss Street, from Union Street North to Mississippi River | 246,000 | | | | | 246,000 | | | | | | |
| Mississippi River Third Crossing | 2,838,000 | | | | | 2,838,000 | | | | | | |
| Well 3 rehabilitation to demonstrated yield | 670,000 | | | | | | | | 670,000 | | | |
| Well 5 rehabilitation to demonstrated yield | 670,000 | | | | | | | | | 670,000 | | |
| Appleton Side Road Looping | 682,000 | | | | | | | | | | 682,000 | |
| Total Capital Expenditures | 19,949,535 | 3,571,510 | 1,758,025 | 1,560,000 | 1,089,500 | 3,912,000 | 2,325,000 | 2,503,500 | 1,006,000 | 914,000 | 926,000 | 384,000 |



Table 3-3
Municipality of Mississippi Mills
Wastewater Capital Budget Forecast (Uninflated \$)

| Description | Total | Budget 2021 | Forecast | | | | | | | | | |
|--------------------------------------------------------|-----------|----------------|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Capital Expenditures | | | | | | | | | | | | |
| OCWA-SANITARY PUMP STATION CAPITAL PER LTFP | 825,700 | 70,700 | 65,000 | 71,000 | 76,000 | 65,000 | 65,000 | 65,000 | 144,000 | 68,000 | 68,000 | 68,000 |
| OCWA-WASTEWATER TREATMENT PLANT CAPITAL PER LTFP | 1,861,430 | 181,430 | 169,000 | 162,000 | 164,000 | 159,000 | 170,000 | 167,000 | 185,000 | 168,000 | 168,000 | 168,000 |
| WWTP TURBO BLOWER 3 REPLACEMENT | 107,500 | 107,500 | | | | | | | | | | |
| WWTP-FILTER MEDIA TOP-UP/REPLACEMENT | 17,000 | 17,000 | | | | | | | | | | |
| WWTP FENCING ALTERATIONS | 5,000 | 5,000 | | | | | | | | | | |
| WWTP PUMP REPAIRS | 27,200 | 27,200 | | | | | | | | | | |
| WWTP ROOF REPAIRS | 140,000 | 140,000 | | | | | | | | | | |
| WWTP UV SYSTEM MAINTENANCE | 10,000 | 10,000 | | | | | | | | | | |
| WWTP ATAD-SNDR TANK AND FILTRATE CLEANOUT | 17,500 | 17,500 | | | | | | | | | | |
| ELECTRICAL/INSTRUMENTATION/CONTROLS -PUMP STATIONS | 50,000 | 50,000 | | | | | | | | | | |
| ENGINEERING DESIGN/MOECC APPROVAL | 37,000 | 37,000 | | | | | | | | | | |
| SANITARY SEWER REPAIRS | 230,976 | 230,976 | | | | | | | | | | |
| ANNUAL CLEANING AND CCTV PROGRAM-INFILTRATION PER LTFP | 40,000 | 40,000 | | | | | | | | | | |
| RADIO FREQUENCY METER CONVERSION PER LTFP | 19,500 | 19,500 | | | | | | | | | | |
| W&S RATE STUDY/FINANCIAL PLAN UPDATE | 14,250 | 14,250 | | | | | | | | | | |
| REPLACE VEHICLE W014 | 17,500 | 17,500 | | | | | | | | | | |
| SPS Related to Condition Assessment | 92,000 | | 20,000 | 11,000 | 42,000 | 19,000 | - | - | - | | | |
| Odour Study at pump stations | 15,000 | | 15,000 | | | | | | | | | |
| Willam street | 25,000 | | 25,000 | | | | | | | | | |
| Infiltration /sewer Lining | 275,000 | | 275,000 | | | | | | | | | |
| Downtown Core Renewal Sanitary | 1,308,500 | | 1,308,500 | | | | | | | | | |
| ANNUAL CLEANING AND CCTV PROGRAM-INFILTRATION PER LTFP | 45,000 | | 45,000 | | | | | | | | | |
| RADIO FREQUENCY METER CONVERSION PER LTFP | 19,500 | | 19,500 | | | | | | | | | |
| Upgrade RF Reciver/Software | 10,000 | | 10,000 | | | | | | | | | |
| REPLACE VEHICLE W015 | 23,750 | | 23,750 | | | | | | | | | |
| WWTP Turbo Blowers Replacement | 400,000 | | | | | | 400,000 | | | | | |
| Linear Network Replacement Provision | 3,771,000 | | | 419,000 | 419,000 | 419,000 | 419,000 | 419,000 | 419,000 | 419,000 | 419,000 | 419,000 |



Table 3-3 (continued)
Municipality of Mississippi Mills
Wastewater Capital Budget Forecast (Uninflated \$)

| Description | Total | Budget 2021 | Forecast | | | | | | | | | |
|------------------------------------------------|-------------------|------------------|------------------|------------------|------------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Growth Related: | | | | | | | | | | | | |
| Gemmill's Bay SPS Expansion - Design | 130,000 | 130,000 | | | | | | | | | | |
| Gemmill's Bay SPS Expansion - Construction | 429,000 | | | 429,000 | | | | | | | | |
| Union Street North Upgrades - Design | 90,500 | | 90,500 | | | | | | | | | |
| Union Street North Upgrades - Construction | 2,144,500 | | | | 2,144,500 | | | | | | | |
| Water/Sewer Master Plan Updates (5 year cycle) | 92,500 | | 65,000 | | | | | 27,500 | | | | |
| Spring Street SPS Expansion - Design | 41,000 | | | 41,000 | | | | | | | | |
| Spring Street SPS Expansion - Construction | 115,000 | | | | | 115,000 | | | | | | |
| Collection System - Industrial Park Sewer | 504,475 | 504,475 | | | | | | | | | | |
| Total Capital Expenditures | 12,952,281 | 1,620,031 | 2,131,250 | 1,133,000 | 2,845,500 | 777,000 | 1,054,000 | 678,500 | 748,000 | 655,000 | 655,000 | 655,000 |



Chapter 4

Capital Cost Financing Options



4. Capital Cost Financing Options

Historically, the powers that municipalities have had to raise alternative revenues to taxation to fund capital services have been restrictive. Over the past number of years, legislative reforms have been introduced. Some of these have expanded municipal powers (e.g. Bill 130 providing for natural person powers for fees and charges by-laws); while others appear to restrict them (Bill 98 in 1997 providing amendments to the *Development Charges Act*).

The most recent *Municipal Act* came into force on January 1, 2003, with significant amendments in 2006 through the *Municipal Statute Law Amendment Act*. Part XII of the Act and O. Reg. 584/06 govern a municipality's ability to impose fees and charges. This Act provides municipalities with broadly defined powers and provides the ability to impose fees for both operating and capital purposes. Under s. 484 of the *Municipal Act, 2001*, the *Local Improvement Act* was repealed with the in-force date of the *Municipal Act* (January 1, 2003). The municipal powers granted under the *Local Improvement Act* now fall under the jurisdiction of the *Municipal Act*.

The methods of capital cost recovery available to municipalities are provided as follows:

| Recovery Methods | Section Reference |
|--------------------------------------|-------------------|
| <i>Development Charges Act, 1997</i> | 4.1 |
| <i>Municipal Act, 2001</i> | |
| ○ Fees and Charges | 4.2 |
| ○ Local Improvements | |
| Grant Funding | 4.3 |
| Reserves/Reserve Funds | 4.4 |
| Debenture Financing | 4.5 |



4.1 Development Charges Act, 1997

The *Development Charges Act* received Royal Assent on December 8, 1997, replacing the previous Act, which had been in-force since November 23, 1989.

The Province's stated intentions were to “create new construction jobs and make home ownership more affordable” by reducing the charges and to “make municipal Council decisions more accountable and more cost effective.” The basis for this Act is to allow municipalities to recover the growth-related capital cost of infrastructure necessary to accommodate new growth within the municipality. The *Development Charges Act, 1997* as amended, provides for limitations and ceilings on services that can be included in the charges.

The Municipality currently imposes D.C.s on new development as a source of funding for anticipated growth-related capital needs. However, it is noted that the Municipality's current D.C.s were calculated with build-out of the systems in mind but were based on lower growth projections than those contained in the Municipality's Official Plan Amendment No. 22. As a result, deductions to the otherwise chargeable amount were made to account for the post period benefits to growth that would occur after the time horizon that the D.C.s were calculated upon (i.e., 2037). For the purposes of this Rate Study, the Post Period Benefit deductions identified in the Municipality's 2018 D.C. Background Study have been reduced considering the increased amount of growth identified in the Official Plan Amendment No. 22. It is important to note that these assumptions will need to be thoroughly reviewed through the next update of the Municipality's D.C. Background Study in 2023.

4.2 Municipal Act

The *Municipal Act, 2001*, came into force on January 1, 2003. Part XII Fees and Charges, gives municipalities the statutory authority to recover the costs of services, including capital costs, through by-law. Municipalities have used these types of charges to recover infrastructure costs associated with the extension of municipal services to private service users, to recover capital improvement costs from existing developments, and to recover growth-related costs of service extensions. These by-laws are typically used where D.C.s would not be applicable (e.g. recovery from existing developments)



or where existing and growth-related cost recovery would be simplified under the administration of one by-law.

The Municipality does not recover capital costs through capital charges imposed under the *Municipal Act*.

4.3 Grant Funding Availability

No capital grant funding has been identified as a funding source for the Municipality's water and wastewater systems. To the extent that the Municipality is successful in securing additional grant funding for future infrastructure needs and the financial impacts are material, the rate forecast may be revisited.

4.4 Existing Reserves/Reserve Funds

The Municipality has established reserves for water and wastewater capital costs. These reserves have been used in the capital funding forecast for rate-based needs. The following table summarizes the water and wastewater reserves utilized in this analysis and the respective January 1, 2021 opening balances.

Table 4-1
Municipality of Mississippi Mills
Water and Wastewater Projected Reserve/Reserve Fund Balances

| Reserve | 2021 Balance |
|---------------|---------------------|
| Water & Sewer | \$ 4,248,181 |
| Total | \$ 4,248,181 |

4.5 Debenture Financing

Although it is not a direct method of minimizing the overall cost to the ratepayer, debentures are used by municipalities to assist in cash-flowing large capital expenditures.

The Ministry of Municipal Affairs and Housing regulates the level of debt incurred by Ontario municipalities through its powers established under the *Municipal Act*. O. Reg. 403/02 provides the current rules respecting municipal debt and financial obligations.



Through the rules established under these regulations, a municipality's debt capacity is capped at a level where no more than 25% of the municipality's own-purpose revenue may be allotted for servicing the debt (i.e., debt charges).

The Municipality has outstanding external debt for water and wastewater services. As of 2021, annual water and wastewater debt servicing costs (principal and interest) total approximately \$642,400.

The capital forecast proposes debt financing for both the water and wastewater systems. Debt financing of \$6.23 million for the water system and \$1.05 million for the wastewater system have been proposed throughout the forecast period.

4.6 Recommended Approach

The following table summarizes the capital funding sources for the capital needs forecast, for consideration by the Municipality.

Table 4-2
Municipality of Mississippi Mills
2021 to 2031 Water and Wastewater Capital Funding Program (Inflated \$)

| Description | Total |
|-------------------------------------------|---------------------|
| Provincial/Federal Grants | \$ - |
| Development Charges Reserve Fund | \$ 8,219,055 |
| Non-Growth Related Debenture Requirements | \$ 2,699,664 |
| Growth Related Debenture Requirements | \$ 4,585,831 |
| Operating Contributions | \$ 443,690 |
| Water/Wastewater Reserve | \$21,744,301 |
| Total | \$37,692,541 |

Table 4-3 provides the full 11-year capital expenditure and funding program. These capital funding plans are provided in inflated dollars.



Table 4-3
Municipality of Mississippi Mills
Water and Wastewater Service Capital Budget Forecast (Inflated \$)

| Description | Total | Budget 2021 | Forecast | | | | | | | | | |
|-------------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Capital Expenditures | | | | | | | | | | | | |
| Water | 22,885,510 | 3,571,510 | 1,821,000 | 1,671,000 | 1,208,000 | 4,489,000 | 2,761,000 | 3,078,000 | 1,280,000 | 1,203,000 | 1,262,000 | 541,000 |
| Wastewater | 14,807,031 | 1,620,031 | 2,207,000 | 1,215,000 | 3,156,000 | 892,000 | 1,252,000 | 834,000 | 951,000 | 863,000 | 893,000 | 924,000 |
| Total Capital Expenditures | 37,692,541 | 5,191,541 | 4,028,000 | 2,886,000 | 4,364,000 | 5,381,000 | 4,013,000 | 3,912,000 | 2,231,000 | 2,066,000 | 2,155,000 | 1,465,000 |
| Capital Financing | | | | | | | | | | | | |
| Provincial/Federal Grants | - | - | - | - | - | - | - | - | - | - | - | - |
| Development Charges Reserve Fund | 8,219,055 | 937,789 | 137,384 | 996,019 | 825,642 | 3,462,337 | 283,823 | 51,053 | 492,414 | 509,753 | 431,367 | 91,474 |
| Non-Growth Related Debenture Requirements | 2,699,664 | 2,699,664 | - | - | - | - | - | - | - | - | - | - |
| Growth Related Debenture Requirements | 4,585,831 | 57,831 | - | - | 710,000 | - | 1,663,000 | 2,155,000 | - | - | - | - |
| Operating Contributions | 443,690 | 443,690 | - | - | - | - | - | - | - | - | - | - |
| Water/Wastewater Reserve | 21,744,301 | 1,052,567 | 3,890,616 | 1,889,981 | 2,828,358 | 1,918,663 | 2,066,177 | 1,705,947 | 1,738,586 | 1,556,247 | 1,723,633 | 1,373,526 |
| Total Capital Financing | 37,692,541 | 5,191,541 | 4,028,000 | 2,886,000 | 4,364,000 | 5,381,000 | 4,013,000 | 3,912,000 | 2,231,000 | 2,066,000 | 2,155,000 | 1,465,000 |



Chapter 5

Net Operating Expenditure Forecast



5. Net Operating Expenditure Forecast

5.1 Operating Expenditures

The Municipality provided its 2021 Operating Budget and draft 2022 Operating Budget which formed the basis for the water and wastewater services net operating expenditure forecast, which was further refined through discussions with Municipality staff. The operating expenditure estimates were inflated at 2% annually, reflecting historical Consumer Price Index (C.P.I.) rates. An additional adjustment was made in the operating expenditure forecast to account for increases in operating costs resulting from further growth in customers and the associated increased water demands and wastewater flows, as well as expansions/extensions of infrastructure. This additional adjustment factor was set at half of the annual customer growth rate.

The operating budget forecast generally includes two components – operating expenditures and capital-related expenditures. The former is based on the Municipality's projected annual spending for ongoing operations and maintenance, while the latter is based on the capital funding plan decisions (i.e., transfers to reserve funds, debt repayment, and capital fund transfers) presented earlier.

Capital-related annual expenditures in the forecast include annual debt repayments and contributions to reserves and reserve funds to support the forecast and future needs. While operating aspects identified above generally increase with inflation over the period, the capital-related aspects tend to increase more specifically with the increase in capital funding requirements.

As a result, gross operating expenditures for water and wastewater services are projected to increase from \$2.22 million in 2021 to \$3.16 million by 2031.

5.2 Operating Revenues

The Municipality has operating revenue sources including interest and dividends, hydrant rentals, connection charges, and other miscellaneous revenues that offset some of the annual operating costs. These operating revenues have generally been forecast over the period with general inflation of 2% annually. Additionally, operating revenues include transfers from D.C. Reserve Funds to offset the principal and interest



payments for growth-related debt. The annual operating revenues are forecast to increase from \$512,600 in 2021 to \$871,100 by 2031. Increases in operating revenues are mainly a result of increasing growth-related debt payments over the forecast period.

Table 5-1 provides the operating budget forecasts for water and wastewater. The operating budget forecast is presented in inflated dollars.



Table 5-1
Municipality of Mississippi Mills
Water and Wastewater Service Operating Budget Forecast (Inflated \$)

| Description | Budget 2021 | Forecast | | | | | | | | | |
|-------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Expenditures | | | | | | | | | | | |
| <u>Operating Costs</u> | | | | | | | | | | | |
| Water | 1,353,795 | 1,493,819 | 1,554,600 | 1,615,400 | 1,656,000 | 1,683,100 | 1,733,600 | 1,782,200 | 1,833,300 | 1,885,200 | 1,939,900 |
| Wastewater | 867,776 | 936,240 | 975,100 | 1,014,000 | 1,052,800 | 1,074,000 | 1,087,000 | 1,119,100 | 1,150,200 | 1,183,200 | 1,216,400 |
| Sub-Total Operating Costs | 2,221,571 | 2,430,059 | 2,529,700 | 2,629,400 | 2,708,800 | 2,757,100 | 2,820,600 | 2,901,300 | 2,983,500 | 3,068,400 | 3,156,300 |
| <u>Capital-Related</u> | | | | | | | | | | | |
| Existing Debt (Principal) - Growth Related | 134,965 | 140,597 | 146,463 | 152,575 | 158,941 | 165,573 | 172,482 | 179,679 | 187,177 | 194,987 | 203,123 |
| Existing Debt (Interest) - Growth Related | 214,153 | 208,521 | 202,655 | 196,543 | 190,177 | 183,545 | 176,636 | 169,439 | 161,942 | 154,131 | 145,995 |
| New Growth Related Debt (Principal) | - | 2,045 | 2,117 | 2,191 | 27,374 | 28,332 | 88,129 | 167,416 | 173,276 | 179,341 | 185,618 |
| New Growth Related Debt (Interest) | - | 2,024 | 1,953 | 1,878 | 26,652 | 25,694 | 82,907 | 155,248 | 149,388 | 143,323 | 137,046 |
| Existing Debt (Principal) - Non-Growth Related | 167,182 | 168,709 | 169,805 | 174,680 | 179,973 | 184,781 | 167,564 | 168,446 | 173,657 | 178,883 | 184,446 |
| Existing Debt (Interest) - Non-Growth Related | 126,107 | 121,060 | 116,118 | 111,243 | 105,950 | 100,623 | 95,379 | 90,520 | 85,308 | 80,137 | 74,585 |
| New Non-Growth Related Debt (Principal) | - | 95,463 | 98,804 | 102,262 | 105,842 | 109,546 | 113,380 | 117,348 | 121,456 | 125,707 | 130,106 |
| New Non-Growth Related Debt (Interest) | - | 94,488 | 91,147 | 87,689 | 84,110 | 80,405 | 76,571 | 72,603 | 68,496 | 64,245 | 59,845 |
| Transfer to Capital | 443,690 | - | - | - | - | - | - | - | - | - | - |
| Transfer to DC Reserve Fund (exemption funding) | - | 47,492 | 49,155 | 50,875 | 52,656 | 54,499 | 56,406 | 37,203 | 38,505 | 39,853 | 33,316 |
| Transfer to Capital Reserve | 1,129,126 | 1,363,769 | 1,507,701 | 1,656,196 | 1,797,487 | 1,939,515 | 2,096,546 | 2,245,581 | 2,376,317 | 2,512,497 | 2,663,605 |
| Sub-Total Capital-Related | 2,215,223 | 2,244,169 | 2,385,918 | 2,536,133 | 2,729,160 | 2,872,513 | 3,126,000 | 3,403,483 | 3,535,521 | 3,673,103 | 3,817,684 |
| Total Expenditures | 4,436,794 | 4,674,228 | 4,915,618 | 5,165,533 | 5,437,960 | 5,629,613 | 5,946,600 | 6,304,783 | 6,519,021 | 6,741,503 | 6,973,984 |
| Revenues | | | | | | | | | | | |
| <u>Operating Revenues</u> | | | | | | | | | | | |
| Interest & Dividends-ORPC | 26,115 | 26,600 | 27,200 | 27,700 | 28,300 | 28,900 | 29,400 | 30,000 | 30,600 | 31,200 | 31,900 |
| Interest and Dividends-MRPC | 61,200 | 62,500 | 63,600 | 64,900 | 66,200 | 67,500 | 68,900 | 70,300 | 71,700 | 73,100 | 74,600 |
| Waterworks-Remote meters | 43,350 | 44,200 | 45,200 | 46,000 | 47,000 | 47,800 | 48,800 | 49,800 | 50,800 | 51,800 | 52,800 |
| Waterworks-W&S Connections | 9,180 | 9,400 | 9,600 | 9,800 | 10,000 | 10,200 | 10,400 | 10,600 | 10,800 | 11,000 | 11,200 |
| Waterworks-Hydrant Rental | 3,500 | 3,600 | 3,600 | 3,700 | 3,800 | 3,900 | 3,900 | 4,000 | 4,100 | 4,200 | 4,300 |
| Waterworks-Other Fees & S/C | 100 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 140 | 140 | 140 |
| Interest on overdue water accounts | 20,000 | 20,400 | 20,800 | 21,200 | 21,700 | 22,100 | 22,500 | 23,000 | 23,400 | 23,900 | 24,400 |
| Transfer from DC Reserve Fund | 349,118 | 353,187 | 353,187 | 353,187 | 403,143 | 403,143 | 520,154 | 671,782 | 671,782 | 671,782 | 671,782 |
| Sub-Total Operating Revenues | 512,563 | 520,017 | 523,317 | 526,617 | 580,273 | 583,673 | 704,184 | 859,612 | 863,322 | 867,122 | 871,122 |
| <u>Billing Revenues</u> | | | | | | | | | | | |
| Base Charge | 2,331,693 | 2,436,319 | 2,541,453 | 2,647,097 | 2,731,356 | 2,793,400 | 2,856,405 | 2,919,038 | 2,981,967 | 3,045,192 | 3,109,388 |
| Consumptive Charge | 1,592,538 | 1,717,892 | 1,850,848 | 1,991,818 | 2,126,331 | 2,252,539 | 2,386,011 | 2,526,132 | 2,673,732 | 2,829,189 | 2,993,474 |
| Sub-Total Billing Revenues | 3,924,231 | 4,154,210 | 4,392,300 | 4,638,916 | 4,857,687 | 5,045,939 | 5,242,416 | 5,445,171 | 5,655,699 | 5,874,381 | 6,102,862 |
| Total Revenues | 4,436,794 | 4,674,228 | 4,915,618 | 5,165,533 | 5,437,960 | 5,629,613 | 5,946,600 | 6,304,783 | 6,519,021 | 6,741,503 | 6,973,984 |



Chapter 6

Forecast Water and Wastewater Rates



6. Forecast Water and Wastewater Rates

To summarize the analysis presented thus far, Chapter 3 reviewed capital-related needs for all customers within the water and wastewater systems and responds to the lifecycle needs of the Municipality's infrastructure. Chapter 4 provided a review of capital financing options of which internal sources (i.e., reserve fund transfers) and external sources (i.e., debt) will be the predominant basis for financing future capital needs. Chapter 5 established the 11-year operating forecast of expenditures for the Municipality's water and wastewater systems. This chapter presents the calculated rates over the next 10-year period. These calculations are based on the net operating expenditures identified in Chapter 5 and the customer counts and water volumes forecasted in Chapter 2.

The calculated rate forecasts are provided to address full costs of the water and wastewater systems, including annual operating and capital expenditures from a lifecycle perspective.

The resultant rate forecast is presented in Table 6-1 below. The detailed financial forecast and rate calculations for water and wastewater services are provided in Appendix A to this report.

6.1 Forecast Water and Wastewater Rate Impacts

Table 6-2 summarizes the impacts of the proposed rates on a typical medium-density residential customer, an average low density residential customer, and a large non-residential customer.

For a typical medium-density residential customer consuming 18,700 gallons (i.e., 85 m³) annually, the current 2021 annual bill would be approximately \$887. Under the proposed 2022 rates the annual bill would total \$898, which represents an \$11 (1.2%) increase relative to what the bill would be based on the rates that are currently in effect. The annual water and wastewater bill for this type of customer would further increase by approximately 1.3% to 1.5% annually thereafter over the forecast period.

For an average low density residential customer consuming 34,000 gallons (i.e., 155 m³) annually, the current 2021 annual bill would be approximately \$1,076. Under the proposed 2022 rates the annual bill would total \$1,094, which represents a \$19 (1.7%)



increase relative to what the bill would be based on the rates that are currently in effect. The annual water and wastewater bill for this type of customer would further increase by approximately 1.8% to 2.1% annually thereafter over the forecast period.

For a large non-residential customer consuming 1.01 million gallons (i.e., 5,000 m³) annually, the current 2021 annual bill would be approximately \$14,163. Under the proposed 2022 rates the annual bill would total \$14,719, which represents a \$555 (3.9%) increase relative to what the bill would be based on the rates that are currently in effect. The annual water and wastewater bill for this type of customer would further increase by approximately 3.9% to 4.0% annually thereafter over the forecast period.



Table 6-1
Municipality of Mississippi Mills
Water and Wastewater Rate Forecast

| Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Annual Base Charge | \$ 657.00 | \$ 658.64 | \$ 660.29 | \$ 661.94 | \$ 663.59 | \$ 665.25 | \$ 666.92 | \$ 668.58 | \$ 670.26 | \$ 671.93 | \$ 673.61 |
| Annual Percentage Change | | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% |
| Consumptive Charge per 1,000 gallons | \$ 12.28 | \$ 12.78 | \$ 13.31 | \$ 13.85 | \$ 14.42 | \$ 15.01 | \$ 15.63 | \$ 16.27 | \$ 16.94 | \$ 17.63 | \$ 18.35 |
| Annual Percentage Change | | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% |

Table 6-2
Municipality of Mississippi Mills
Annual Water and Wastewater Bill Impact

| Customer | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|-------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Average Medium Density Residential | \$ 887 | \$ 898 | \$ 909 | \$ 921 | \$ 933 | \$ 946 | \$ 959 | \$ 973 | \$ 987 | \$ 1,002 | \$ 1,017 |
| \$ Increase | | \$ 11 | \$ 11 | \$ 12 | \$ 12 | \$ 13 | \$ 13 | \$ 14 | \$ 14 | \$ 15 | \$ 15 |
| % Increase | | 1.2% | 1.3% | 1.3% | 1.3% | 1.4% | 1.4% | 1.4% | 1.5% | 1.5% | 1.5% |
| Average Low Density Residential | \$ 1,076 | \$ 1,094 | \$ 1,114 | \$ 1,134 | \$ 1,155 | \$ 1,177 | \$ 1,200 | \$ 1,223 | \$ 1,248 | \$ 1,273 | \$ 1,299 |
| \$ Increase | | \$ 19 | \$ 20 | \$ 20 | \$ 21 | \$ 22 | \$ 23 | \$ 24 | \$ 24 | \$ 25 | \$ 26 |
| % Increase | | 1.7% | 1.8% | 1.8% | 1.9% | 1.9% | 1.9% | 2.0% | 2.0% | 2.0% | 2.1% |
| Large Non-Residential | \$ 14,163 | \$ 14,719 | \$ 15,297 | \$ 15,898 | \$ 16,525 | \$ 17,177 | \$ 17,855 | \$ 18,562 | \$ 19,297 | \$ 20,062 | \$ 20,859 |
| \$ Increase | | \$ 555 | \$ 578 | \$ 602 | \$ 626 | \$ 652 | \$ 679 | \$ 706 | \$ 735 | \$ 765 | \$ 797 |
| % Increase | | 3.9% | 3.9% | 3.9% | 3.9% | 3.9% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |



6.2 Recommendations

Based upon the analysis in this report, the following recommendations are provided for Council's consideration:

1. That Council provide for the recovery of all water and wastewater costs through full cost recovery rates and maintain reserve funds for water and wastewater services;
2. That Council approve the water and wastewater rates presented in Table 6-1;
3. That Council approve the Rate Study and direct staff to prepare the Water Financial Plan in the format required under O.Reg. 453/07 and submit the plan to the Province to maintain the Municipality's Municipal Drinking Water License; and
4. That Council direct staff to prepare an update to this study in the coming years after updates to the Municipality's Official Plan, the Master Plan, and the D.C. Background Study are completed.



Appendices



Appendix A

Water and Wastewater Services



Table A-1
Municipality of Mississippi Mills
Water & Wastewater Service
Capital Budget Forecast
 Inflated \$

| Description | Total | Budget 2021 | Forecast | | | | | | | | | |
|-------------------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Capital Expenditures | | | | | | | | | | | | |
| Water | 22,885,510 | 3,571,510 | 1,821,000 | 1,671,000 | 1,208,000 | 4,489,000 | 2,761,000 | 3,078,000 | 1,280,000 | 1,203,000 | 1,262,000 | 541,000 |
| Wastewater | 14,807,031 | 1,620,031 | 2,207,000 | 1,215,000 | 3,156,000 | 892,000 | 1,252,000 | 834,000 | 951,000 | 863,000 | 893,000 | 924,000 |
| Total Capital Expenditures | 37,692,541 | 5,191,541 | 4,028,000 | 2,886,000 | 4,364,000 | 5,381,000 | 4,013,000 | 3,912,000 | 2,231,000 | 2,066,000 | 2,155,000 | 1,465,000 |
| Capital Financing | | | | | | | | | | | | |
| Provincial/Federal Grants | - | - | - | - | - | - | - | - | - | - | - | - |
| Development Charges Reserve Fund | 8,219,055 | 937,789 | 137,384 | 996,019 | 825,642 | 3,462,337 | 283,823 | 51,053 | 492,414 | 509,753 | 431,367 | 91,474 |
| Non-Growth Related Debenture Requirements | 2,699,664 | 2,699,664 | - | - | - | - | - | - | - | - | - | - |
| Growth Related Debenture Requirements | 4,585,831 | 57,831 | - | - | 710,000 | - | 1,663,000 | 2,155,000 | - | - | - | - |
| Operating Contributions | 443,690 | 443,690 | - | - | - | - | - | - | - | - | - | - |
| Water/Wastewater Reserve | 21,744,301 | 1,052,567 | 3,890,616 | 1,889,981 | 2,828,358 | 1,918,663 | 2,066,177 | 1,705,947 | 1,738,586 | 1,556,247 | 1,723,633 | 1,373,526 |
| Total Capital Financing | 37,692,541 | 5,191,541 | 4,028,000 | 2,886,000 | 4,364,000 | 5,381,000 | 4,013,000 | 3,912,000 | 2,231,000 | 2,066,000 | 2,155,000 | 1,465,000 |

Table A-2
Municipality of Mississippi Mills
Water & Wastewater Service
Schedule of Non-Growth Related Debenture Repayments
 Inflated \$

| Debenture Year | Principal (Inflated) | Budget 2021 | Forecast | | | | | | | | | |
|----------------------------------|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| 2021 | 2,699,664 | | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 |
| 2022 | - | | | - | - | - | - | - | - | - | - | - |
| 2023 | - | | | | - | - | - | - | - | - | - | - |
| 2024 | - | | | | | - | - | - | - | - | - | - |
| 2025 | - | | | | | | - | - | - | - | - | - |
| 2026 | - | | | | | | | - | - | - | - | - |
| 2027 | - | | | | | | | | - | - | - | - |
| 2028 | - | | | | | | | | | - | - | - |
| 2029 | - | | | | | | | | | | - | - |
| 2030 | - | | | | | | | | | | | - |
| 2031 | - | | | | | | | | | | | |
| Total Annual Debt Charges | 2,699,664 | - | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 | 189,951 |



Table A-3
Municipality of Mississippi Mills
Water & Wastewater Service
Schedule of Growth Related Debenture Repayments
 Inflated \$

| Debenture Year | Principal (Inflated) | Budget 2021 | Forecast | | | | | | | | | |
|----------------------------------|-------------------------|----------------|--------------|--------------|--------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| 2021 | 57,831 | | 4,069 | 4,069 | 4,069 | 4,069 | 4,069 | 4,069 | 4,069 | 4,069 | 4,069 | 4,069 |
| 2022 | - | | | - | - | - | - | - | - | - | - | - |
| 2023 | - | | | | - | - | - | - | - | - | - | - |
| 2024 | 710,000 | | | | | 49,956 | 49,956 | 49,956 | 49,956 | 49,956 | 49,956 | 49,956 |
| 2025 | - | | | | | | - | - | - | - | - | - |
| 2026 | 1,663,000 | | | | | | | 117,010 | 117,010 | 117,010 | 117,010 | 117,010 |
| 2027 | 2,155,000 | | | | | | | | 151,628 | 151,628 | 151,628 | 151,628 |
| 2028 | - | | | | | | | | | - | - | - |
| 2029 | - | | | | | | | | | | - | - |
| 2030 | - | | | | | | | | | | | - |
| 2031 | - | | | | | | | | | | | |
| Total Annual Debt Charges | 4,585,831 | - | 4,069 | 4,069 | 4,069 | 54,025 | 54,025 | 171,036 | 322,664 | 322,664 | 322,664 | 322,664 |

Table A-4
Municipality of Mississippi Mills
Water & Wastewater Service
Water & Wastewater Reserves/ Reserve Funds Continuity
 Inflated \$

| Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|-------------------------|------------------|------------------|------------------|----------------|----------------|---------------|----------------|----------------|------------------|------------------|------------------|
| Opening Balance | 4,248,181 | 4,367,987 | 1,859,551 | 1,492,044 | 323,081 | 203,924 | 78,035 | 473,321 | 990,119 | 1,828,291 | 2,643,326 |
| Transfer from Operating | 1,129,126 | 1,363,769 | 1,507,701 | 1,656,196 | 1,797,487 | 1,939,515 | 2,096,546 | 2,245,581 | 2,376,317 | 2,512,497 | 2,663,605 |
| Transfer to Capital | 1,052,567 | 3,890,616 | 1,889,981 | 2,828,358 | 1,918,663 | 2,066,177 | 1,705,947 | 1,738,586 | 1,556,247 | 1,723,633 | 1,373,526 |
| Transfer to Operating | - | - | - | - | - | - | - | - | - | - | - |
| Closing Balance | 4,324,740 | 1,841,140 | 1,477,272 | 319,882 | 201,905 | 77,263 | 468,635 | 980,316 | 1,810,189 | 2,617,154 | 3,933,404 |
| Interest | 43,247 | 18,411 | 14,773 | 3,199 | 2,019 | 773 | 4,686 | 9,803 | 18,102 | 26,172 | 39,334 |



Table A-5
Municipality of Mississippi Mills
Water & Wastewater Service
Water & Wastewater Development Charges Reserve Fund Continuity
 Inflated \$

| Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|-----------------------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
| Opening Balance | 2,291,060 | 2,188,004 | 2,977,150 | 2,951,165 | 3,142,687 | 105,671 | 287,697 | 608,827 | 358,058 | 119,469 | 2,289 |
| Development Charge Proceeds | 1,162,188 | 1,202,748 | 1,244,848 | 1,288,360 | 774,762 | 811,646 | 829,903 | 872,678 | 903,258 | 946,093 | 961,406 |
| Transfer from Rates | - | 47,492 | 49,155 | 50,875 | 52,656 | 54,499 | 56,406 | 37,203 | 38,505 | 39,853 | 33,316 |
| Transfer to Capital | 937,789 | 137,384 | 996,019 | 825,642 | 3,462,337 | 283,823 | 51,053 | 492,414 | 509,753 | 431,367 | 91,474 |
| Transfer to Operating | 349,118 | 353,187 | 353,187 | 353,187 | 403,143 | 403,143 | 520,154 | 671,782 | 671,782 | 671,782 | 671,782 |
| Closing Balance | 2,166,341 | 2,947,673 | 2,921,946 | 3,111,571 | 104,624 | 284,849 | 602,799 | 354,512 | 118,286 | 2,266 | 233,754 |
| Interest | 21,663 | 29,477 | 29,219 | 31,116 | 1,046 | 2,848 | 6,028 | 3,545 | 1,183 | 23 | 2,338 |
| Required from Development Charges | 995,620 | 137,384 | 996,019 | 1,535,642 | 3,462,337 | 1,946,823 | 2,206,053 | 492,414 | 509,753 | 431,367 | 91,474 |



Table A-6
Municipality of Mississippi Mills
Water & Wastewater Service
Operating Budget Forecast
 Inflated \$

| Description | Budget 2021 | Forecast | | | | | | | | | |
|-------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Expenditures | | | | | | | | | | | |
| <u>Operating Costs</u> | | | | | | | | | | | |
| Water | 1,353,795 | 1,493,819 | 1,554,600 | 1,615,400 | 1,656,000 | 1,683,100 | 1,733,600 | 1,782,200 | 1,833,300 | 1,885,200 | 1,939,900 |
| Wastewater | 867,776 | 936,240 | 975,100 | 1,014,000 | 1,052,800 | 1,074,000 | 1,087,000 | 1,119,100 | 1,150,200 | 1,183,200 | 1,216,400 |
| Sub-Total Operating Costs | 2,221,571 | 2,430,059 | 2,529,700 | 2,629,400 | 2,708,800 | 2,757,100 | 2,820,600 | 2,901,300 | 2,983,500 | 3,068,400 | 3,156,300 |
| <u>Capital-Related</u> | | | | | | | | | | | |
| Existing Debt (Principal) - Growth Related | 134,965 | 140,597 | 146,463 | 152,575 | 158,941 | 165,573 | 172,482 | 179,679 | 187,177 | 194,987 | 203,123 |
| Existing Debt (Interest) - Growth Related | 214,153 | 208,521 | 202,655 | 196,543 | 190,177 | 183,545 | 176,636 | 169,439 | 161,942 | 154,131 | 145,995 |
| New Growth Related Debt (Principal) | - | 2,045 | 2,117 | 2,191 | 27,374 | 28,332 | 88,129 | 167,416 | 173,276 | 179,341 | 185,618 |
| New Growth Related Debt (Interest) | - | 2,024 | 1,953 | 1,878 | 26,652 | 25,694 | 82,907 | 155,248 | 149,388 | 143,323 | 137,046 |
| Existing Debt (Principal) - Non-Growth Related | 167,182 | 168,709 | 169,805 | 174,680 | 179,973 | 184,781 | 167,564 | 168,446 | 173,657 | 178,883 | 184,446 |
| Existing Debt (Interest) - Non-Growth Related | 126,107 | 121,060 | 116,118 | 111,243 | 105,950 | 100,623 | 95,379 | 90,520 | 85,308 | 80,137 | 74,585 |
| New Non-Growth Related Debt (Principal) | | 95,463 | 98,804 | 102,262 | 105,842 | 109,546 | 113,380 | 117,348 | 121,456 | 125,707 | 130,106 |
| New Non-Growth Related Debt (Interest) | | 94,488 | 91,147 | 87,689 | 84,110 | 80,405 | 76,571 | 72,603 | 68,496 | 64,245 | 59,845 |
| Transfer to Capital | 443,690 | - | - | - | - | - | - | - | - | - | - |
| Transfer to DC Reserve Fund (exemption funding) | - | 47,492 | 49,155 | 50,875 | 52,656 | 54,499 | 56,406 | 37,203 | 38,505 | 39,853 | 33,316 |
| Transfer to Capital Reserve | 1,129,126 | 1,363,769 | 1,507,701 | 1,656,196 | 1,797,487 | 1,939,515 | 2,096,546 | 2,245,581 | 2,376,317 | 2,512,497 | 2,663,605 |
| Sub-Total Capital-Related | 2,215,223 | 2,244,169 | 2,385,918 | 2,536,133 | 2,729,160 | 2,872,513 | 3,126,000 | 3,403,483 | 3,535,521 | 3,673,103 | 3,817,684 |
| Total Expenditures | 4,436,794 | 4,674,228 | 4,915,618 | 5,165,533 | 5,437,960 | 5,629,613 | 5,946,600 | 6,304,783 | 6,519,021 | 6,741,503 | 6,973,984 |
| Revenues | | | | | | | | | | | |
| <u>Operating Revenues</u> | | | | | | | | | | | |
| Interest & Dividends-ORPC | 26,115 | 26,600 | 27,200 | 27,700 | 28,300 | 28,900 | 29,400 | 30,000 | 30,600 | 31,200 | 31,900 |
| Interest and Dividends-MRPC | 61,200 | 62,500 | 63,600 | 64,900 | 66,200 | 67,500 | 68,900 | 70,300 | 71,700 | 73,100 | 74,600 |
| Waterworks-Remote meters | 43,350 | 44,200 | 45,200 | 46,000 | 47,000 | 47,800 | 48,800 | 49,800 | 50,800 | 51,800 | 52,800 |
| Waterworks-W&S Connections | 9,180 | 9,400 | 9,600 | 9,800 | 10,000 | 10,200 | 10,400 | 10,600 | 10,800 | 11,000 | 11,200 |
| Waterworks-Hydrant Rental | 3,500 | 3,600 | 3,600 | 3,700 | 3,800 | 3,900 | 3,900 | 4,000 | 4,100 | 4,200 | 4,300 |
| Waterworks-Other Fees & S/C | 100 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 140 | 140 | 140 |
| Interest on overdue water accounts | 20,000 | 20,400 | 20,800 | 21,200 | 21,700 | 22,100 | 22,500 | 23,000 | 23,400 | 23,900 | 24,400 |
| Transfer from DC Reserve Fund | 349,118 | 353,187 | 353,187 | 353,187 | 403,143 | 403,143 | 520,154 | 671,782 | 671,782 | 671,782 | 671,782 |
| Sub-Total Operating Revenues | 512,563 | 520,017 | 523,317 | 526,617 | 580,273 | 583,673 | 704,184 | 859,612 | 863,322 | 867,122 | 871,122 |
| <u>Billing Revenues</u> | | | | | | | | | | | |
| Base Charge | 2,331,693 | 2,436,319 | 2,541,453 | 2,647,097 | 2,731,356 | 2,793,400 | 2,856,405 | 2,919,038 | 2,981,967 | 3,045,192 | 3,109,388 |
| Consumptive Charge | 1,592,538 | 1,717,892 | 1,850,848 | 1,991,818 | 2,126,331 | 2,252,539 | 2,386,011 | 2,526,132 | 2,673,732 | 2,829,189 | 2,993,474 |
| Sub-Total Billing Revenues | 3,924,231 | 4,154,210 | 4,392,300 | 4,638,916 | 4,857,687 | 5,045,939 | 5,242,416 | 5,445,171 | 5,655,699 | 5,874,381 | 6,102,862 |
| Total Revenues | 4,436,794 | 4,674,228 | 4,915,618 | 5,165,533 | 5,437,960 | 5,629,613 | 5,946,600 | 6,304,783 | 6,519,021 | 6,741,503 | 6,973,984 |



Table A-7
Municipality of Mississippi Mills
Water & Wastewater Service
Combined Water & Wastewater Rate Forecast
Inflated \$

| Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Annual Base Charge | \$ 657.00 | \$ 658.64 | \$ 660.29 | \$ 661.94 | \$ 663.59 | \$ 665.25 | \$ 666.92 | \$ 668.58 | \$ 670.26 | \$ 671.93 | \$ 673.61 |
| Annual Percentage Change | | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% |
| Consumptive Charge per 1,000 gallons | \$ 12.28 | \$ 12.78 | \$ 13.31 | \$ 13.85 | \$ 14.42 | \$ 15.01 | \$ 15.63 | \$ 16.27 | \$ 16.94 | \$ 17.63 | \$ 18.35 |
| Annual Percentage Change | | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% |

EORN Seeks Members for Board of Directors

(September 7, 2021) - The Eastern Ontario Regional Network (EORN) is currently seeking applications from the public to serve on their Board of Directors. Eastern Ontario residents who want to contribute to the economic and technological advancement of the region are encouraged to apply.

Qualified candidates with public or private sector expertise in finance, law, and/or technology are being sought to fill one (1) immediate short-term vacancy with an option to renew for a two-year term in January 2023. This is a volunteer position requiring attendance at monthly board meetings and various other events and activities.

Interested individuals should visit the EORN website, www.eorn.ca for further information regarding submission of interest. A job description is available on the website. To apply for this position, please forward resume and cover letter to:

David Fell, CEO, EORN
County of Peterborough
County Court House
470 Water Street
Peterborough, ON
K9H 3M3
Email: dfell@eorn.ca

Applications will be accepted until 4:00 p.m. on **Thursday September 30, 2021**

EORN is a non-profit organization, created by the Eastern Ontario Wardens' Caucus (EOWC), which is comprised of the 13 upper and single tier municipalities in eastern Ontario. EORN also works closely with the separated municipalities and Indigenous communities within the region. EORN has created a 10-year Digital Strategy to build on its success and to ensure that the broadband and cellular networks fulfil their potential to deliver economic growth and improved quality of life to Eastern Ontario communities.

EORN is currently working on a \$300 million project, funded by public and private sector partners, to improve and expand cellular services across the region. The project began in the spring of 2021.

From 2010 to 2014, EORN helped to improve broadband access to nearly 90 per cent of eastern Ontario through a \$175 million public-private partnership. The network was funded by federal, provincial, and municipal governments and private sector service providers. As a result, it has also spurred more than \$100 million in additional private sector investment in the region, over and above their initial commitments.

In accordance with the Municipal Freedom of Information and Protection of Privacy Act, the information gathered will be used for the purpose of selection for the board of directors. Any inquiries should be directed to the EORN CEO.

We thank all applicants who respond to this advertisement. Only those applicants selected for an interview will be contacted.



Board of Directors Job Description

Scope

The Board of Directors acts as the governance body responsible for operating both the not-for-profit Eastern Ontario Regional Network (EORN), and the for-profit wholly owned subsidiary called EORN Consulting Services (ECS). The EORN Board does this on behalf of the 13 upper- and single-tier municipalities within eastern Ontario (the Eastern Ontario Warden's Caucus – EOWC), as well as separated municipalities (the Eastern Ontario Mayors Committee – EOMC) and First Nations communities. It is accountable to these communities for ensuring:

1. That EORN/ECS fulfills its mission as outlined in its funding agreements with the Municipalities as well as the Federal Government and the Government of Ontario.
2. That the EORN/ECS fulfills the specific obligations detailed in its agreements with the private sector partners engaged to build the project.
3. That EORN/ECS maintains the ethical standards of the Corporation and fulfills its legal obligations under the Corporations Act and the Municipal Act.

Members of the Boards of Directors have both collective responsibilities and individual accountabilities.

Collective Responsibilities

The collective responsibilities of the members of Board of Directors are:

Planning and Performance

1. Approve policies, which are consistent with the EORN/ECS Vision, the Strategic Plan, and the funding agreements.
2. Ensure responsibilities outlined in the contracted service agreement between EORN/ECS and the government funding bodies as well as the private sector partners are met.
3. Determine the vision and mission of EORN/ECS and approve its philosophy of management.
4. Develop and update an ongoing strategic planning framework for EORN/ECS and ensure that all decisions are made in accordance with the plan.

5. Monitor and evaluate plans, programs and standards to ensure that they meet the priorities, goals and policies of EORN/ECS, and approve appropriate resources to achieve these objectives.
6. Strive for continuous improvement and foster the concept of lifelong learning within the organization.
7. Approve an Annual Business Plan for the EORN/ECS encompassing programs, human resources and financial plans.
8. Ensure the existence of a corporate information system and risk management process, which allows EORN/ECS to make informed decisions.
9. Enter into contractual arrangements with various levels of government and private sector companies.
10. Ensure the existence of succession policies and manage the process.
11. Provide reports to all of the relevant stakeholder groups.

Delegation of Powers and Privileges

1. Recruit, select and evaluate the Chief Executive Officer or any other Officer who may report to the Board.
2. Provide an annual mandate letter to the Chief Executive Officer.
3. Determine measurement criteria for the Chief Executive Officer.
4. Ensure the establishment of an appropriate management organization and structure to promote the goals of the project.
5. Ensure the development of an operating plan that executes the strategic plan and the needs of the communities served.

Resource Management

1. Ensure that policies, procedures and controls are established which ensure the financial stability and viability of the EORN/ECS.
2. Approve annual and multi-year operating budgets.
3. Ensure the appointment of an independent auditor.

The Board's Practices

1. Recruit, develop, and support members of the Board of Directors. Develop and maintain on the part of members of the Board of Directors a level of understanding of EORN/ECS activities, and the Board's role responsibilities and governance issues.
2. Establish a board operating structure (e.g. committees, executive).
3. Establish procedures for conducting the business of the Board.
4. Ensure that there is an ongoing mechanism to evaluate the Board's performance.

Relationship with the Community

1. Strive to understand and meet the needs and expectations of the communities served by the EORN/ECS.
2. Ensure that the EORN/ECS maintains respectful, supportive and mutually beneficial relationships with the municipal Councils and all stakeholders of the project.

3. Ensure that EORN/ECS maintains harmonious relationships with government, allied organizations and other stakeholders.
4. Ensure that the community and all stakeholders are well informed about the EORN/ECS and its plans and activities.

Individual Accountabilities

The individual accountabilities of the members of the Board of Directors are:

1. To act honestly and in good faith and in the best interests of the EORN/ECS and the community.
2. To respect the confidentiality of matters brought before the Board.
3. To attend regular Board meetings on a monthly basis.
4. To attend and participate in Board education events.
5. To review and understand the by-laws, board policies, and the roles and responsibilities of Directors and management in the leadership of EORN/ECS.
6. To prepare for all meetings.
7. To actively participate in discussions.
8. To support decisions of the Board.
9. To declare any conflict of interest in fact or in appearance as required.
10. To actively participate on Board Committees and attend regular meeting of Committees to which he/she is named.
11. To attend and participate in as many EORN/ECS events as possible.
12. To positively promote the EORN/ECS in the community.

Five Arches Bridge closure slated for Sept. 22

The Five Arches Bridge in Pakenham will be closed on Sept. 22 from 8 a.m. to 6 p.m. to accommodate a masonry condition survey.

Lanark County has retained WSP for engineering services to conduct a detailed enhanced investigation of the historic bridge and to complete the detail design of the selected rehabilitation strategy.

A detour will be in place on County Road 20 (Kinburn Side Road), Regional Road 3 (Upper Dwyer Hill Road) and Regional Road 22 (Galletta Side Road).

“The masonry condition survey is part of the enhanced investigation needed in the process to protect this Lanark County landmark,” explained Sean Derouin, public works manager. “The bridge must be fully closed to complete the work, and we thank motorists for their patience.”

For more information, the public works department can be contacted at 613-267-1353 or toll-free at 1-888-952-6275.

– 30 –

For more information, contact:
Sean Derouin
Public Works Manager
County of Lanark
1-888-9-LANARK, ext. 3194

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre
777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2021-4132

September 9, 2021

Dear Head of Council:

Our government believes everyone deserves a safe and affordable place to call home. Inadequate supply and high housing costs have made housing unattainable for too many people in Ontario. We want to reduce red tape and streamline development approvals so that we can help to put affordable home ownership in reach of more Ontario families, and provide more people with the opportunity to live closer to where they work.

That is why I am pleased to provide you with this [Site Plan Control Guide](#). This guide provides an overview of site plan control and shares best practices from some communities across Ontario which municipalities may consider implementing to make the site plan process more efficient.

The Site Plan Control Guide also works to support The Provincial Policy Statement, 2020 and other recent changes to the land use planning system – including changes to the *Planning Act* through Bill 108, the *More Homes, More Choice Act, 2019* and to A Place to Grow: Growth Plan for the Greater Golden Horseshoe. Collectively, these changes support key government priorities of increasing housing supply, supporting job creation and reducing red tape – while continuing to protect Ontarians' health and safety and the environment, including the Greenbelt.

If you have any questions about the Site Plan Control Guide, please email the Ministry at provincialplanning@ontario.ca.

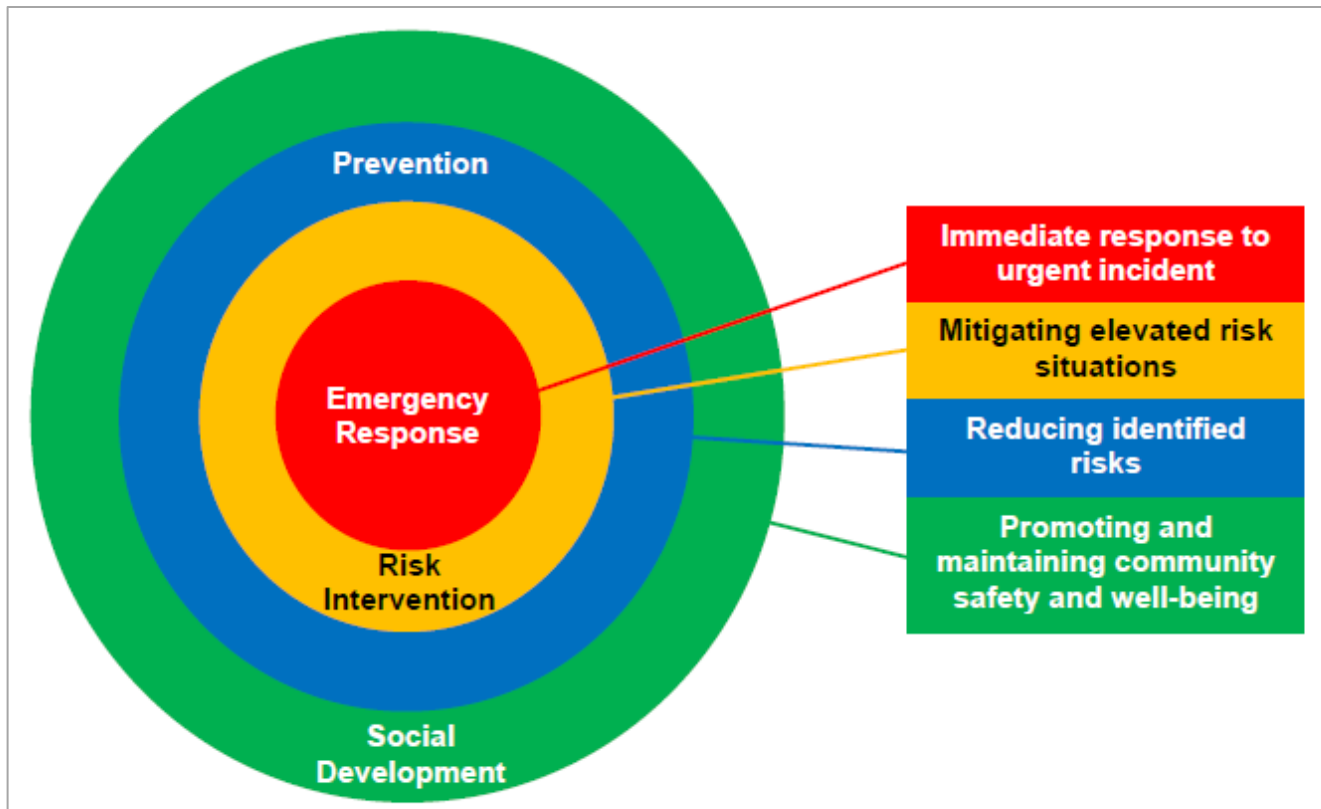
Sincerely,

A handwritten signature in blue ink that reads "Steve Clark".

Steve Clark
Minister

c: Chief Administrative Officer

LANARK COUNTY SITUATION TABLE



ANNUAL REPORT

2020
&
January 1-June 30, 2021

*Report by Stephanie Gray
Coordinator
Lanark County Situation Table
Community Plan for Safety and Well-being
LanarkCST@gmail.com * 613-812-3778*

Cover image: A Framework for Planning Community Safety and Well-being, SOLGEN

LANARK COUNTY SITUATION TABLE

EXECUTIVE SUMMARY

In 2020 and the first half of 2021, the effects of the pandemic could be seen in the nature of operations for the Lanark County Situation Table and throughout the community. The table met consistently in a virtual format throughout this time, and agency representation has remained strong. This strength translated into opportunities for community collaboration to meet needs specific to the pandemic as well. This is contributing to efforts to enhance community safety and well-being.

There are currently 25 local front-line, human-service agencies actively participating at the situation table, with others serving in an ad hoc capacity. The group meets twice per month, with an ad hoc provision when necessary. Referrals to the table that meet the threshold of acutely elevated risk (AER) proceed to an intervention with appropriate agencies, all managed in a privacy-protective process. No personal information is collected or maintained by the situation table, but a de-identified Risk-Driven Tracking Database supported by the Ministry of the Solicitor General allows for the tracking of general demographics, risk factors, study flags, involved agencies and services mobilized. There is also a pre-consent-based non-AER process to try to reach individuals and families before their risk is elevated to acute.

In 2020, 28 discussions were held, with 24 meeting the threshold of AER. Of those, 15 were individuals and seven were families. More females were referred than males, with a particular jump in the first half of 2021. The number of youths referred has dropped dramatically, which could be related to the lockdowns and fewer referrals coming from schools. In general, the number of referrals has been increasing slightly over the last couple of years after a drop in 2018 when the Mobile Crisis Response Team was introduced. From inception to the end of June 2021, 269 referrals have been made, with 81% meeting the threshold for acutely elevated risk and, of those, 83% had overall risk lowered.

In 2020, and so far in 2021, there has been a shift in the level of agency involvement in discussions, likely attributed to the pandemic, with an increased frequency of involvement by Victim Services and Lanark County Social Services. The top risk factor continues to be mental health, but housing is increasing as a risk factor. The pandemic also saw a rise in poverty and basic needs for families, as well as mental health. For the first time, “homelessness” has appeared as the top study flag in 2021, replacing “recent escalation.” Domestic violence and risk of losing housing/unsafe living conditions were also top study flags. In 2020, mental health, medical health and victim support were the top services mobilized.

Lanark County OPP continues to track pre- and post-referral numbers for calls for service for individuals referred by them to the situation table, and analysis continues to show a trend in the reduction of officer hours and calls for service being dedicated to the individuals referred. Total calls for service in 2019 for those individuals decreased by 56%.

The project continues to be funded through provincial grants. The current grant cycle will sustain the situation table and community safety and well-being components until March 2022. Through the Perth Police Services Board, \$700,000 for various programs has been secured since 2015 for the benefit of the entire county.

The coordinator is a member of several local committees that play a key role in information sharing and networking and have been valuable in the community safety planning process and for shared training opportunities, as well as presentations and mentorship activities related to Lanark County’s community safety and well-being journey.

Thanks to the many partners that have contributed to the success of this project, which strives to make Lanark County and Smiths Falls a strong and vibrant community. This community’s collaborative spirit serves as a role model for others.

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LANARK COUNTY SITUATION TABLE

INTRODUCTION

The Lanark County Situation Table Project began in September 2015 with two main objectives: to establish and maintain a situation table and to undertake a community plan for safety and well-being for Lanark County and Smiths Falls. Since then it has become a hub for community collaboration and networking.

The overall project pursues the philosophy of identifying root causes of crime and social disorder and finding ways to prevent them or mitigate harms. The situation table is a risk-intervention tool that mitigates harm, and the community plan for safety and well-being focuses on prevention and building social programs to strengthen the health and well-being of the community.

The purpose of this document is to provide community partners, police services boards/community policing advisory committees, local municipal councils and communities with an overview of activities in 2020 and the first half of 2021. It will provide background, situation table statistics for the reporting period and compared with other years, and information about grants and other activities. A separate “Community Plan for Safety and Well-being: Lanark County and the Town of Smiths Falls, Progress Report 2020” was released in February 2021.

This project has been made possible by grants from the Ministry of the Solicitor General (formerly Community Safety and Correctional Services), contributions from local municipalities and police services boards/community policing advisory committees, and in-kind support. Thanks to the Lanark County OPP and the Perth Police Services Board for taking the lead in establishing this model for Lanark County, to local municipalities for their support of the endeavour, and to the many partner agencies and their representatives who work tirelessly to help vulnerable people throughout Lanark County and Smiths Falls.

Background

The Lanark County Situation Table is based on a risk-intervention model that originated in Glasgow, Scotland and made its way to Prince Albert, Saskatchewan, where officials sought an innovative way to combat waves of violent crime. Ontario began to promote the model through the Ontario Association of Police Services Boards in 2012 and has since become a national leader. The concept incorporates the philosophy that when a population’s social determinants of health are strong (related to income and income distribution, education, unemployment and job security, employment and working conditions, early childhood development, food insecurity, housing, social exclusion, social safety network, health services, Aboriginal status, gender, race, disability), it can eliminate many of the roots causes of crime. When an individual has the tools to succeed, it leads to better outcomes.

The Perth Police Services Board incorporated these principles into its 2014-2016 Business Plan, as did the Lanark County OPP for the same cycle. The PSB, in partnership with Lanark County OPP, applied for and received provincial funding to pilot the project in 2015. A coordinator was hired in September of that year, and after preparation and training, the first situation table meeting was held on Dec. 9, 2015 with 14 agencies represented.

Thanks to continued provincial funding to support coordination and training each year, the community plan for safety and well-being was developed for Lanark County and Smiths Falls. Numerous training sessions for police and agencies have been held, and the overall program has expanded to provide opportunities for community networking in complex situations, including the pandemic. In 2019, the Community Safety and Policing Grant-Local Stream was approved for the Town of Perth by the Ministry of the Solicitor General to continue to coordinate this work for Lanark County and Smiths Falls up to March 31, 2022.

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DISCUSSION

This section will provide an overview of situation table operations, results for 2020 and the first six months of 2021, and the effect the situation table has had on police calls for service. It will also provide information about grants and other activities that have taken place.

How the Lanark County Situation Table Works

The situation table brings front-line, acute-care, human-service agencies together to provide wrap-around support for individuals who meet a defined threshold of “acutely elevated risk” (AER). AER means someone is at imminent risk of self-harm or harming someone else. In 2020 there were representatives from 25 local agencies actively participating at the situation table, with several other agencies serving in an ad hoc capacity. Representatives work in a privacy-protective manner to rapidly connect individuals to appropriate services. Coordination support is provided by the part-time position that has been funded by provincial grants through the Perth Police Services Board. The situation table has been meeting twice monthly since December 9, 2015. It also meets on an ad hoc basis when necessary, and has done so 33 times from inception to the end of June 2021. The frequency of ad hoc meetings escalated during the pandemic. No personal information is collected or retained by the Lanark County Situation Table, but a privacy-protective database allows for de-identified tracking of limited demographic information and prevalent local risk factors. The situation table has also been an effective medium for representatives to identify systemic gaps, many of which were incorporated into the community plan for safety and well-being process.

In 2019, the Lanark County Situation Table began a new non-AER referral process in an effort to capture more individuals before their situations escalated to acutely elevated risk, including those who may have chronic issues and who would be considered to be at a high risk of harm. These individuals would exhibit multiple risk factors and would benefit from a multi-agency response. The referral process used is essentially the same as for acutely-elevated risk referrals, except consent for discussion is required upfront. Privacy legislation allows, in circumstances of imminent harm, for a discussion to take place prior to consent being received for individuals who are at acutely elevated risk. Consent up front is always preferred.

The Lanark County Situation Table uses the online Risk-Driven Tracking Database (RTD) through an agreement with and supported by the provincial Ministry of the Solicitor General (SOLGEN). This allows for nationally comparative data for analysis and for the situation table to track referrals in a de-identified format using a case number, general information about gender and age range, risk factors, study flags, agencies involved (originating and assisting) and services mobilized. No personal information is retained in the database. There are 105 risk factors and 33 study flags included in the database, encompassing a wide range of categories (e.g. addictions, mental and physical health, criminal involvement, housing). Three individuals are licensed and trained by SOLGEN to use the RTD for the Lanark County Situation Table (the coordinator and two OPP data analysts who are authorized as data recorders for the meetings). The system includes reporting capabilities to help with trend analysis and community safety planning. Reports are specific to each situation table and the system adheres to strict privacy and security guidelines.

The following agencies are actively represented at the Situation Table as of June 30:

- Adult Probation and Parole – Ministry of Community Safety and Correctional Services
- Almonte General Hospital/Carleton Place Memorial District Hospital
- Catholic District School Board of Eastern Ontario
- Cornerstone Landing Youth Services

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- ConnectWell Community Health (formerly North Lanark Community Health Centre)
- Family and Children's Services of Lanark, Leeds and Grenville
- Lanark County Interval House
- Lanark County Mental Health
- Lanark County Paramedic Services
- Lanark County Sexual Assault & Domestic Violence Program
- Lanark County Social Services (Ontario Works, Social Housing, Children's Services and Developmental Services)
- Lanark, Leeds, Grenville Addiction and Mental Health
- Leeds, Grenville, Lanark District Health Unit
- Local Health Integration Network – South East
- Ontario Disability Support Program
- Open Doors for Lanark Children and Youth
- OPP – Lanark County
- Perth and Smiths Falls District Hospital
- Rideau Community Health Services
- RNJ Youth Services
- Smiths Falls Police Service
- Transitional Aged Youth Program
- Thrive (Upper Canada Family Health Team)
- Upper Canada District School Board
- Victim Services of Lanark County

Representation at the situation table has been very stable, with numerous individuals consistently attending on behalf of their member agencies – some since inception in 2015. The agencies at the situation table represent a range of human-service sectors and typically have a mandate to provide case management. This may include, for example, counselling for mental health or addictions; support for basic needs, including financial, housing, disabilities or health care; supports related to domestic violence and sexual assault, or programs directed by and through probation. School boards are represented for the early intervention capabilities they inherently have through their daily contact with students who may be at risk, as well as the support systems they have for students. Representatives from participating agencies determine the level of risk for individuals before referring them to the situation table for consideration.

The Lanark County Situation Table itself does not conduct case management. Rather, the agencies involved at the intervention stage take on that role as appropriate and with consent. In addition, self-referrals are not accepted; referrals are made through one of the participating agencies. Several agencies that are not full participating members at the situation table, but that may encounter individuals who could be referred, have been made aware of the referral process and are sometimes involved.

Referrals are made by core participating agencies following a four-filter process (see below), which helps to determine whether the referral meets the threshold for acutely elevated risk (see below). Guidelines are provided by the Information Privacy Commission of Ontario. If an individual meets the threshold of acutely elevated risk, relevant agencies coordinate a rapid intervention with appropriate supports in an effort to prevent a crisis.

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Acutely Elevated Risk

The Lanark County Situation Table uses the following definition of acutely elevated risk:

“Acutely elevated risk” is a reference to any situation impinging on individuals, families, groups or places where circumstances indicate an extremely high probability of the occurrence of victimization from crime or social disorder. Left untended, such situations would likely result in serious harm or lead to the situation worsening to the point where a more formal and intrusive intervention is required, such as targeted enforcement and/or other emergency responses.

The “acute” nature of these situations is an indicator that threatening circumstances have accumulated to the point where a crisis is imminent, new circumstances have contributed to severely increased chances of victimization, and/or any effort to mitigate victimizations requires a multi-agency response.

Objective and standardized criteria for acutely elevated risk do not exist owing to the complexity and uniqueness of each situation. Therefore professionals sitting at the Lanark County Situation Table are required to rely on their combined experience and professional judgment to discriminate whether any given situation merits the designation “acutely elevated risk.”

Four Filter Process

The Lanark County Situation Table uses the following procedure to assess AER referrals:

- Filter One – Agency determines a situation is beyond its scope and may meet threshold for AER.
- Filter Two – De-identified discussion held at situation table in order for group to determine if it meets threshold.
- Filter Three – If it meets the threshold, most relevant/appropriate agencies are determined for intervention planning.
- Filter Four – Identified agencies with a direct role meet separately to discuss limited personal/confidential information in order to inform plan to address risk factors.

In all cases, obtaining consent to provide multi-sector services, and to permit any further sharing of personal and confidential information in support of such services, will be the first priority of the combined agencies responding to the situation.

Non-AER Referrals

Agencies may now make referrals for individuals who give consent to be discussed and who are deemed to be at a high level or risk, although not acutely elevated. The definition for non-acutely elevated risk is as follows:

“High” or “elevated” risk is deemed to be occurring if an agency representative determines the following:

- *Multiple risk factors are present.*
- *Continuation of the situation would likely result in the level of risk escalating to “acute” and increasing the possibility of serious harm or victimization and the need for a more formal and intrusive intervention or an emergency response.*

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- A multi-agency response and the release of limited personal information is needed in order to reduce the risk of harm.

The four-filter process is essentially the same in non-AER referrals, with the exception that consent **MUST** be obtained prior to the referral. The situation table records the risk factors, study flags, involved agencies and services mobilized using a separate spreadsheet provided by the Ministry in order to continue to assess risks and vulnerable populations in the community. No identifiable information is retained by the situation table.

Follow Up

At subsequent meetings of the situation table, the lead agency at filter four reports back to the group regarding the conclusion of the intervention, for example, whether risk was lowered because an individual was connected to services or whether there is still acutely elevated risk and further intervention needs to occur.

The following section provides detailed statistics from 2020 and the first half of 2021, as well as comparisons with previous years.

Lanark County Situation Table Statistics

Demographics

In 2020, 28 discussions were held. Of the 24 that proceeded to intervention, 15 were individuals, seven were families and two was classified as “environmental.”

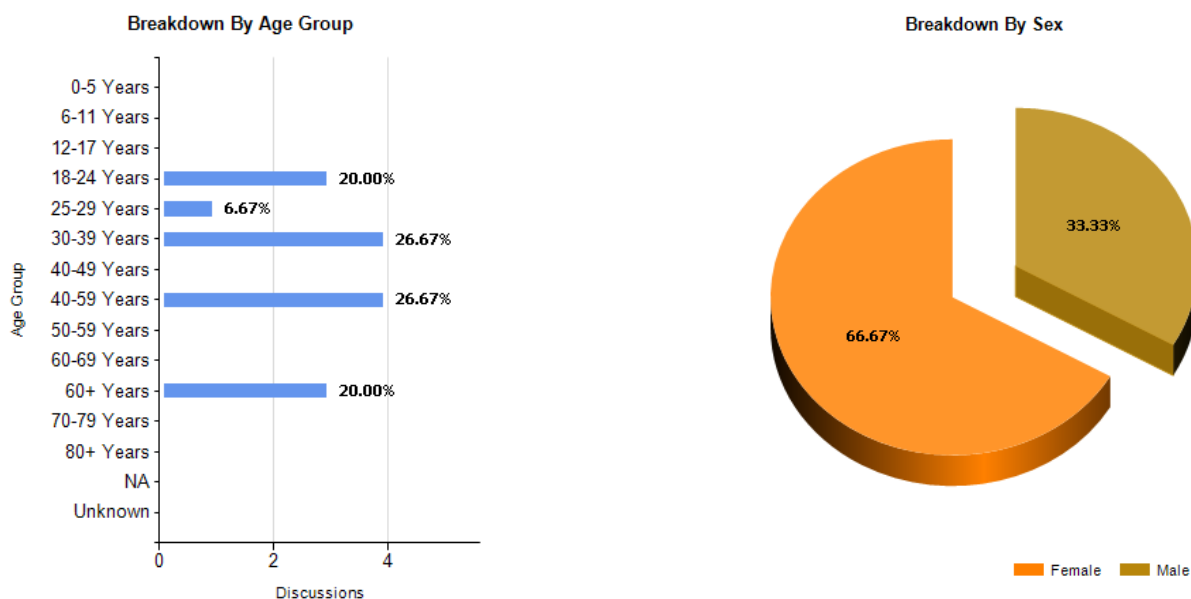


Figure 1 Demographics - 2020

NOTE: Data that appear in the “Breakdown by Age Group” and “Breakdown by Sex” graphs are only associated with discussions where Discussion Type is identified as “Person.”

LANARK COUNTY SITUATION TABLE

The charts below represent the total from inception Dec. 9, 2015 to June 30, 2021.

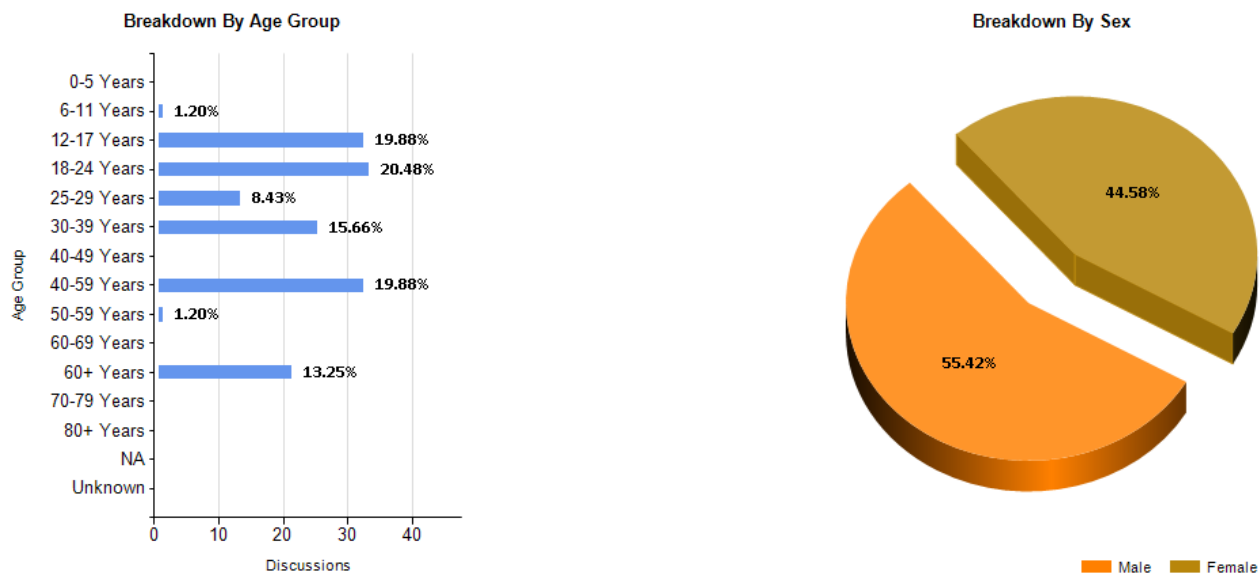


Figure 2 Demographics – December 2015 to June 30, 2021

The following charts represent the first six months of 2021.

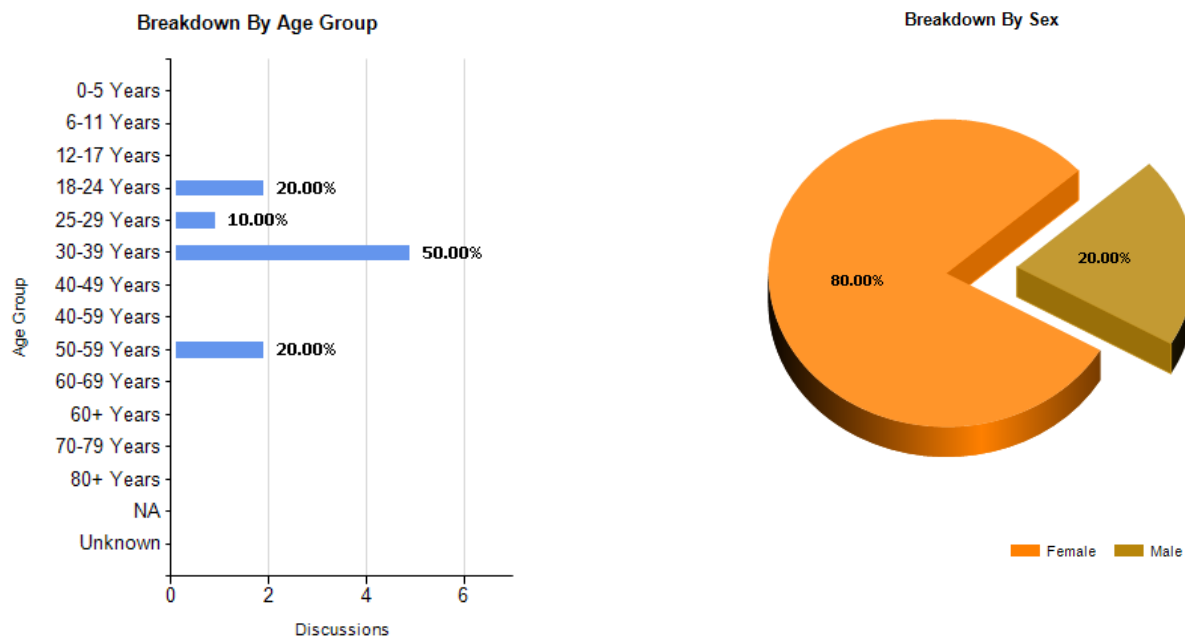


Figure 3 Demographics – Jan. 1 to June 30, 2021

Of note is a large jump in the number of females being referred to the situation in 2021 as compared to previous years. In the first few years of operation, the split was closer to even, with males tending to be referred more often. This started to change in 2019, with the most significant increase in the number of women being referred occurring so far in

LANARK COUNTY SITUATION TABLE

2021. In 2020 and 2021, the number of individuals under the age of 18 has dropped dramatically, we may be related to schools being closed to in-person learning and fewer adult eyes on vulnerable youth.

The following chart shows Vulnerable Age Groups by Year from Jan. 1, 2017 to the end of June 2021. A spike in the number of seniors referred to the situation table in 2018 may be attributed to the addition of Health Link agencies to the table.

Highlights Year-over-Year ▾

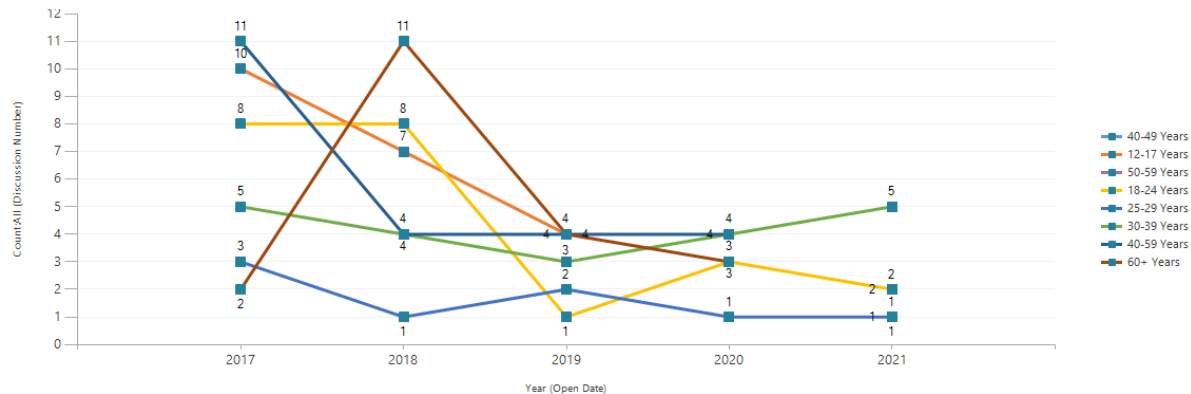


Figure 4 Vulnerable Age Group by Year

The following chart shows the total number of discussions in five years (2017 to the first half of 2021). Referral numbers increased in 2020 compared to the previous year and are tracking for another increase in 2021. The decline in discussions in previous years can be attributed to improved screening of referrals prior to coming to the situation table, more networking and awareness of services by agencies leading to connections prior to crisis, and the inception of the Mobile Crisis Response Team, with mental health nurses embedded with Lanark OPP and Smiths Falls Police Service beginning in the fall of 2018, allowing for interventions prior to individuals being referred to the situation table.

Highlights Year-over-Year ▾

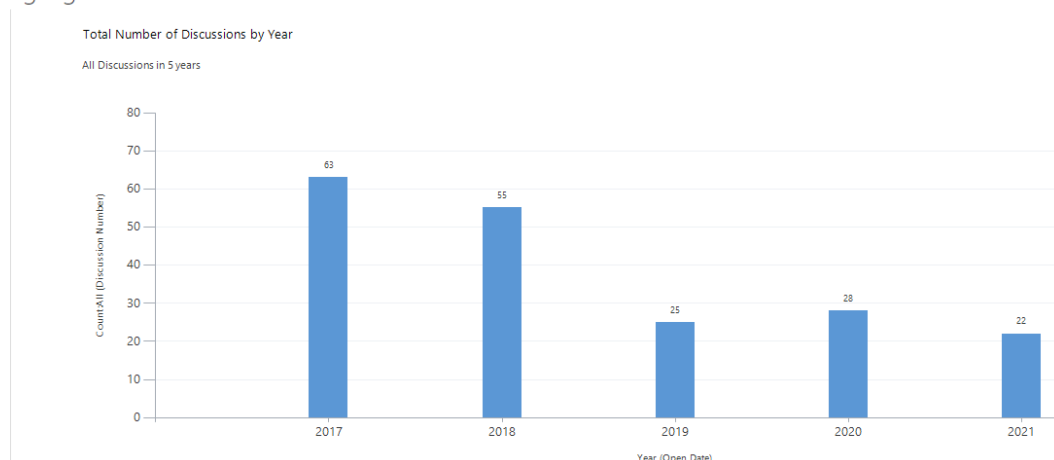


Figure 5 Total Discussions by Year

LANARK COUNTY SITUATION TABLE

Conclusion Reasons

Of the 28 discussions held in 2020, four were rejected. Of those, three were deemed to not be at acutely elevated risk and were referred to the non-AER process instead. For the other, it was determined more could be done by the originator.

The conclusions for the 28 discussions in 2020, including the 24 that proceeded, are shown below.

| Conclusion Grouping | # of Discussions | Percentage |
|----------------------|------------------|----------------|
| Overall risk lowered | 17 | 60.71% |
| Still AER | 5 | 17.86% |
| Rejected | 4 | 14.29% |
| Other | 2 | 7.14% |
| Total | 28 | 100.00% |

Table 1 Conclusions - 2020

Of the 17 referrals that had overall risk lowered, 15 were connected to services and two had risk lowered through no action of the situation table. The remaining two relocated out of the jurisdiction. Five were concluded as “still at acutely elevated risk.” Of those, three refused services and two were deemed to be “systemic” issue (roadblocks in the system). Consequently, 71% of the referrals that proceeded to intervention were resolved with overall risk lowered.

From inception to June 30, 2021, there were 269 referrals to the situation table. Of those, 217 (81%) met the threshold of acutely elevated risk and 181 (83%) subsequently had overall risk lowered. So far in 2021, 16 of the 20 discussions (80%) have met the threshold, with 87.5% concluded with overall risk lowered.

Occasionally a discussion will be re-opened if acutely elevated risk is identified again later. Sometimes persisting risk factors are involved or a new risk factor has been introduced. Reopenings can also be due to an individual not being located the first time, but connected to services after a second referral.

Agency Involvement

In 2020 and 2021, a shift began to occur in agency engagement, possibly attributed to the pandemic. In 2020, Lanark County OPP and Lanark County Victim Services were the top referrers to the situation table. So far in 2021, Adult Probation is the top referrer. Since inception, police have been the top referrers to the table due to the 24/7 nature of their service and the tracking of repeat calls for service. There was a dramatic drop in the number of referrals when the Mobile Crisis Response Team began in 2018, as previously mentioned. Police involvement at the intervention stage typically drops off significantly once appropriate services are engaged, unless there is a safety concern involved or an officer has a good rapport with individuals that could help to establish contact with other agencies.

In 2020, almost every agency represented at the situation table was involved with a discussion that proceeded to the intervention stage as either an originating, lead or assisting agency. In 2020, Victim Services led four interventions and Probation led three, while Lanark County Mental Health was by far the top assisting agency, being involved in 18 of the 24 referrals that proceeded to intervention. Overall in 2020, Victim Services had the most engagement, followed by Lanark County Mental Health and the OPP. Due to the prevalence of housing issues in 2021, Lanark County Social

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Services has had the most overall engagement so far this year, followed by Victim Services and Probation. Overall risk factors are examined in more detail later in the report.

The charts below show overall agency engagement for 2020, from inception to June 30, 2021, and for the first six months of 2021 (respectively) in the originating, lead and assisting categories.

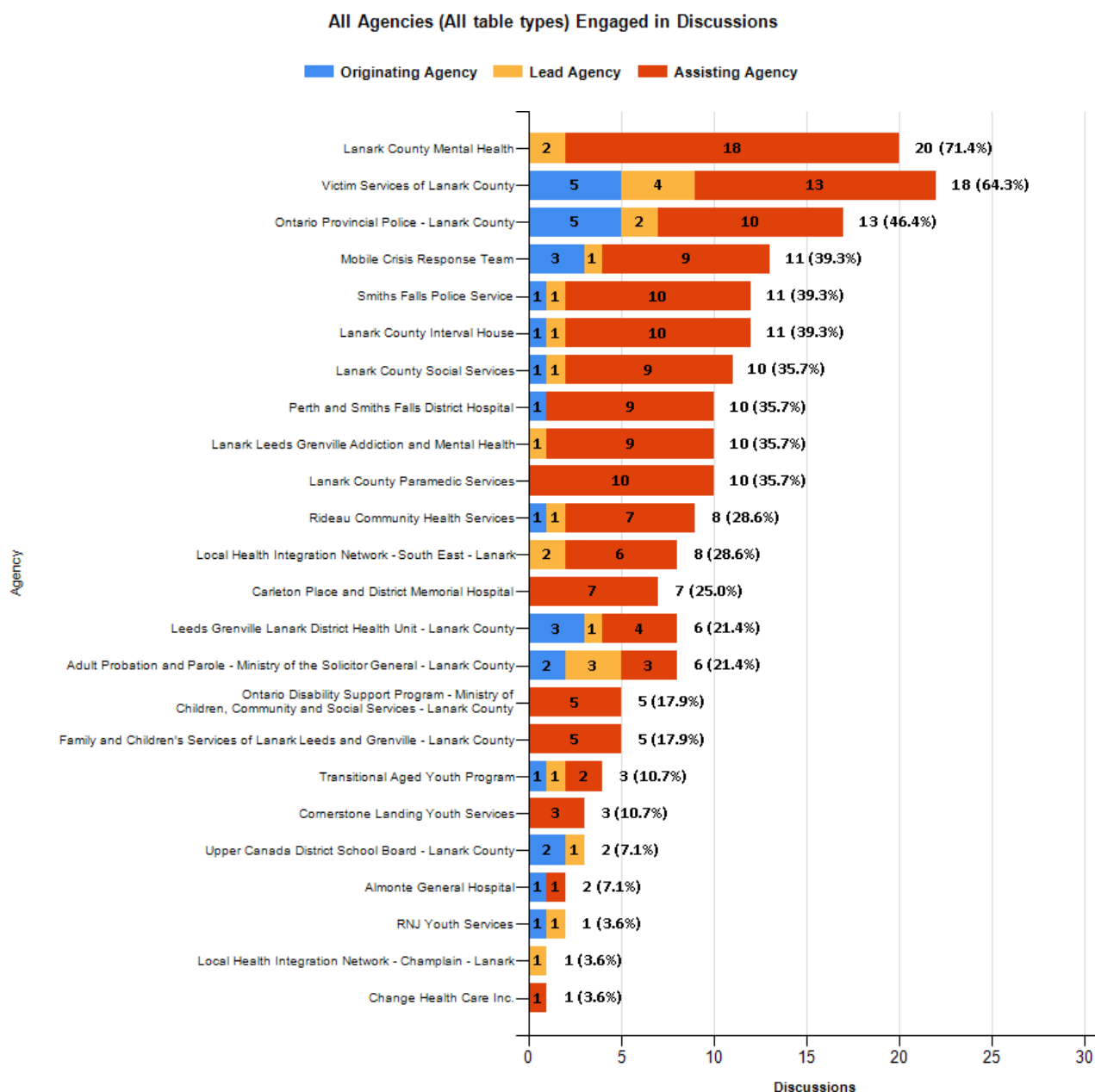


Figure 6 Agency Engagement 2020

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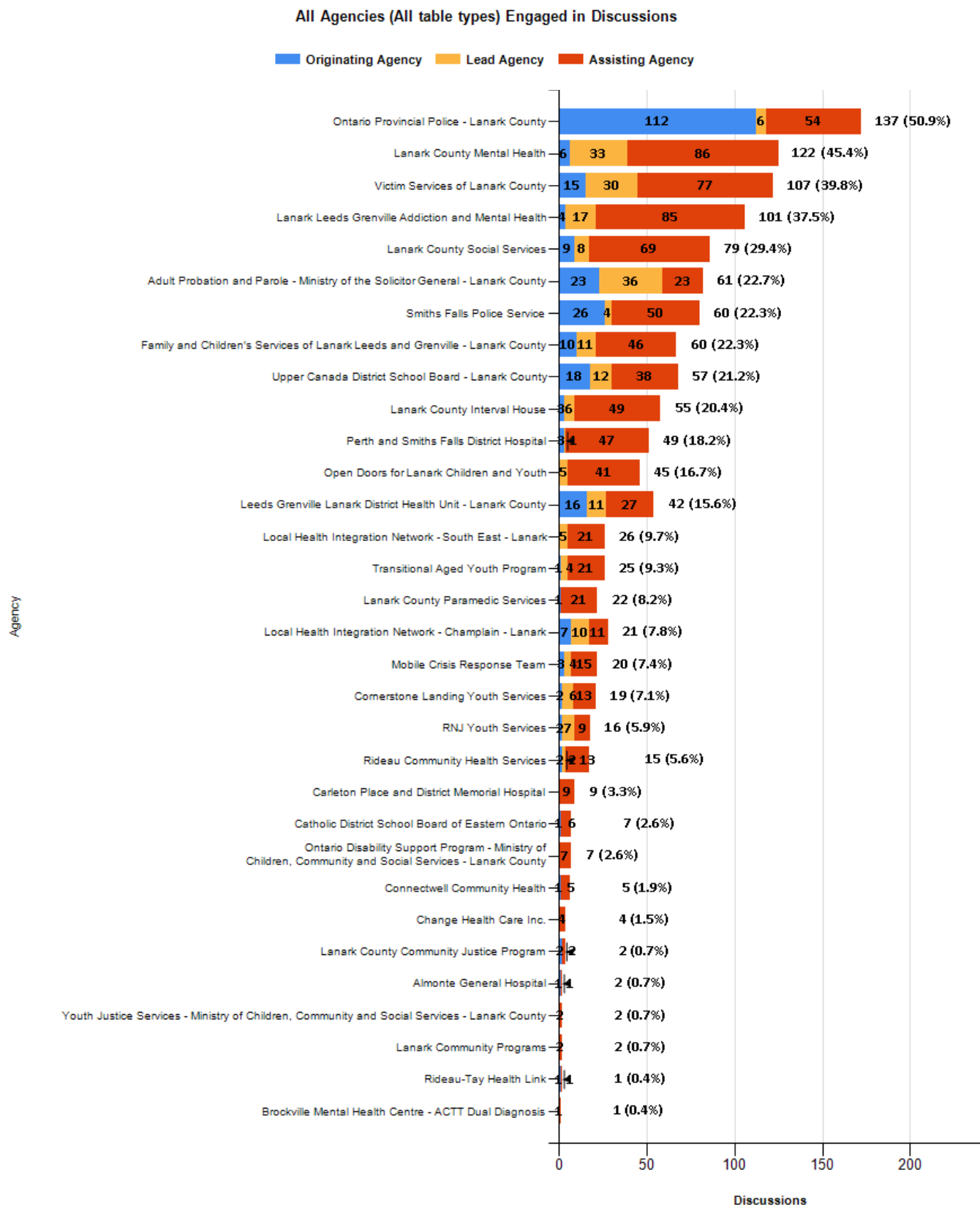


Figure 7 Agency Engagement 2015 to June 2021

LANARK COUNTY SITUATION TABLE

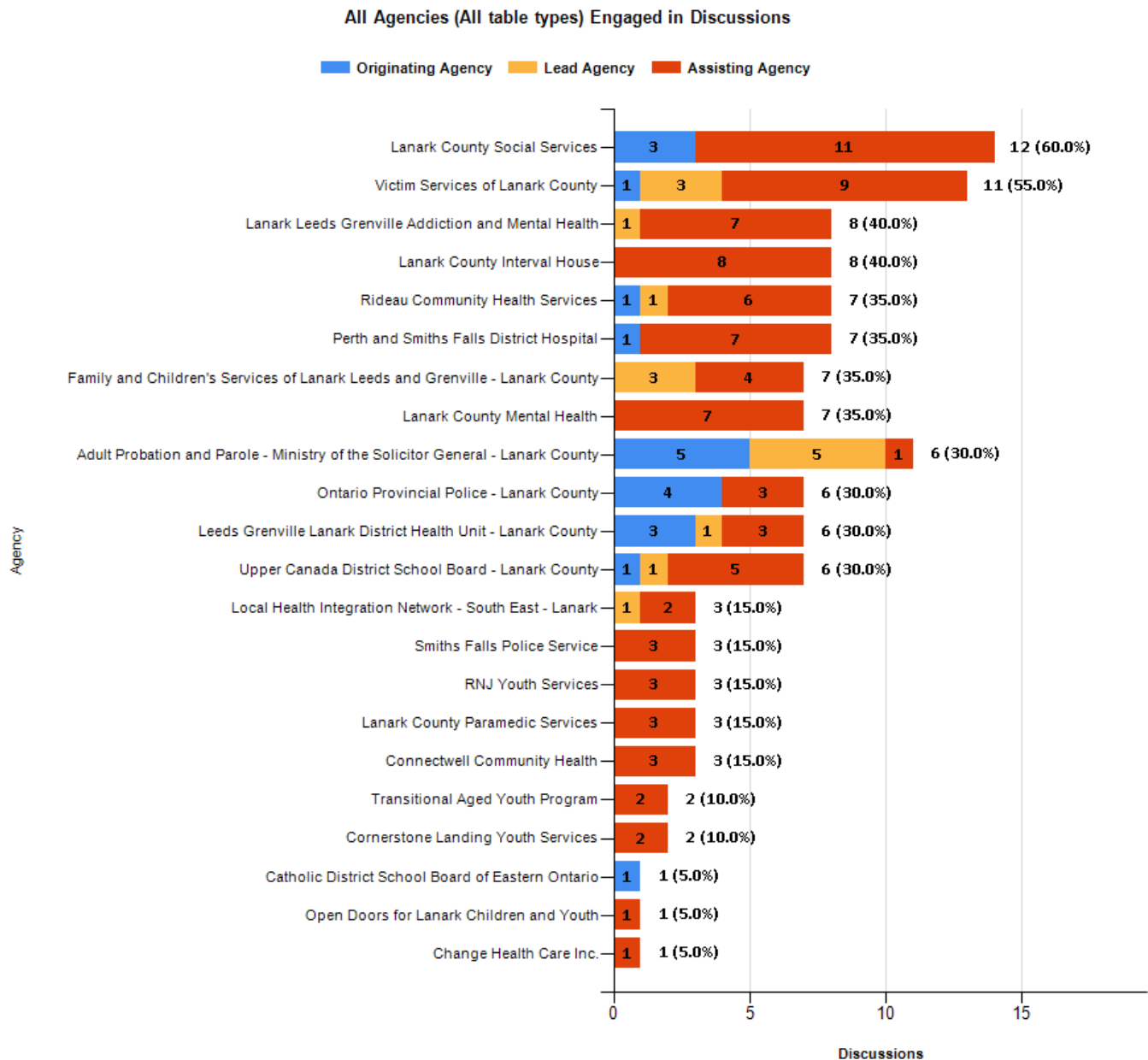


Figure 8 Agency Engagement Jan. 1-June 30, 2021

With referral numbers increasing slightly over the last two years since the large drop in 2018 following the inception of MCRT, decreased police engagement in referrals and more referrals coming from different agencies could be considered a positive step towards wider involvement in the situation table and increased early intervention when police are involved that diverts from the situation table.

Risk Factors

The RTD system places risk information into different groupings. SOLGEN defines risk factors as “negative characteristics and/or conditions present in individuals, families and communities that may increase the presence of crime or fear of crime in a community.” There are 105 risk factors included in the RTD. These fit into 27 categories along with 13 Community Safety and Well-being high-level priorities, which allows for different types of analysis. The following tables show the top five risk categories for individuals and families respectively for the last three full years, the first half of

LANARK COUNTY SITUATION TABLE

2021 and for all time. Housing, basic needs and poverty are highlighted to show the increasing incidence of these risks in the referrals coming to the table in recent years, which also reflects the nature of agency involvement. Housing is becoming a critical concern in communities. In light of the pandemic, poverty and basic needs are also being tracked.

| Top Risk Categories – Persons | | | | | | | | | | |
|-------------------------------|---------------|-----|-----------------------------------------------|-----|-----------------------------------|-----|---------------------------------------|-----|------------------------------------------------------------------|-----|
| Year | Top 1 | | Top 2 | | Top 3 | | Top 4 | | Top 5 | |
| 2018 (35 disc.) | Mental Health | 86% | Criminal Involvement, Drugs | 49% | Antisocial/Negative Behaviour | 40% | Basic Needs, Parenting | 34% | Suicide | 31% |
| 2019 (18 disc.) | Mental Health | 94% | Alcohol | 61% | Antisocial/Negative Behaviour | 56% | Criminal Involvement, Physical Health | 44% | Drugs, Housing | 39% |
| 2020 (15 disc.) | Mental Health | 93% | Antisocial/Negative Behaviour, Drugs, Housing | 60% | Basic Needs, Criminal Involvement | 47% | Crime Victimization, Physical Health | 40% | Alcohol, Physical Violence | 33% |
| 2021 (10 disc. to June 30) | Mental Health | 90% | Criminal Involvement | 80% | Drugs | 70% | Poverty | 60% | Alcohol, Antisocial/Negative Behaviour, Housing, Physical Health | 50% |
| 2015-2021 (166 disc.) | Mental Health | 87% | Criminal Involvement | 58% | Drugs | 50% | Alcohol | 45% | Parenting | 35% |

Table 2 Top Five Risk Categories for Individuals by Year

In 2018, housing was a risk in 29% of referrals, and poverty in 11%. In 2019, housing made the top 5, with basic needs and poverty inching up at 33%. In 2020 housing and basic needs were the #2 and 3 risks, with poverty at 20%. So far in 2021, poverty is a factor in more than half of the referrals, with housing at 50% and basic needs at 40%. For all time, housing is in sixth place at 30%, followed by basic needs at 28% and poverty at 19%. Mental health continues to dominate referrals, consistently appearing as the top risk in 87 to 94% of referrals.

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| Top Risk Categories – Families | | | | | | | | | | |
|--------------------------------|--------------------------------------------------------------------|------|--------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------|-----|-----------------------------------------------|-----|---------------------------------------------------------------------------|-----|
| Year | Top 1 | | Top 2 | | Top 3 | | Top 4 | | Top 5 | |
| 2018 (11 disc.) | Parenting | 91% | Criminal Involvement | 64% | Alcohol, Antisocial/Negative Behaviour, Drugs, Physical Violence | 45% | Mental Health | 36% | Missing School | 27% |
| 2019 (3 disc.) | Crime Victimization, Parenting, Physical Health, Physical Violence | 67% | Alcohol, Antisocial/Negative Behaviour, Cognitive Functioning, Criminal Involvement, Drugs, Housing , Mental Health, Poverty | 33% | (no further risks identified for the 3 discussions) | | | | | |
| 2020 (7 disc.) | Mental Health | 100% | Parenting | 86% | Antisocial/Negative Behaviour, Emotional Violence, Physical Health | 71% | Elderly Abuse, Physical Violence | 57% | Alcohol, Basic Needs , Cognitive Functioning, Criminal Involvement | 43% |
| 2021 (6 disc. to June 30) | Mental Health | 100% | Basic Needs , Drugs, Parenting, Physical Health | 83% | Housing | 67% | Antisocial/Negative Behaviour, Poverty | 50% | Emotional Violence, Missing School, Supervision | 33% |
| 2015-2021 (47 disc.) | Parenting | 77% | Mental Health | 64% | Criminal Involvement | 47% | Drugs | 45% | Physical Health | 43% |

Table 3 Top Five Risk Categories for Families by Year

The number of family referrals to the situation table is much smaller than individuals, making it more difficult to establish trends; however, it is worth noting that mental health was the number one risk in 2020 and so far in 2021 at 100% of the referrals and that basic needs, housing and poverty were all in the top five risks so far this year. The number of family referrals has been trending higher each year after a drop in 2019. In 2018, basic needs were a factor in 18% of referrals, with housing and poverty 9%. In 2019 there were only three referrals and the risks were similar in all cases, with housing and poverty a factor in a third of referrals. (Basic needs was not noted as a risk.) In 2020 poverty was at 14% and housing was not listed. For all time, basic needs was at 36%, housing at 26% and poverty at 13%.

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Mental health continues to be found as a prevalent risk in every year. It should be noted that for each individual discussion, there can be numerous risk factors within a single risk category. For example, an individual who has had repeated and escalating contacts with police may be demonstrating several different criminal involvement risk factors within the single criminal involvement category (e.g. mischief, assault and theft). Criminal involvement is frequently seen as a risk considering the volume of referrals that come from police, often due to escalating contacts with police. The criminal involvement category can include instances when a person is suspected, charged, arrested or convicted of an offence (as opposed to only convicted, for example).

Risk Factors and Demographics

The RTD does provide the ability to analyse prevalent risk factor variances between genders and age groups. Over time with a larger sample, it may be possible to determine trends related to age group and gender and the types of risks encountered in an effort to pinpoint strategies to mitigate those risks at an earlier point through community safety planning.

Study Flags

The RTD offers reports to show the range of study flags associated with discussions. Since inception, the most frequent study flag has been, by far, “recent escalation.” This is typically associated with referrals from police, as frequency of involvement with individuals is often an indicator of the need for a referral. In 2020, 75% of the discussions that proceeded to intervention included the “recent escalation” study flag. In 2019, the number was 77%, it is 69% so far in 2021 and 61% since inception. For the first time since inception, “recent escalation” has dropped down in the study flag list for the first six months of 2021 – replaced by homelessness at 69% and followed by domestic violence and risk of losing housing/unsafe living conditions – which is consistent with some of the trends noted during the pandemic. As shown in the charts below, those study flags, along with transportation and social isolation, have consistently been within the top five study flags since inception. Unlike risk factor records, not all discussions include recorded study flags.

| Study Flag | Number of Study Flags Reported |
|-------------------------------------------------|--------------------------------|
| Recent Escalation | 17 |
| Homelessness | 10 |
| Transportation Issues | 8 |
| Risk of Losing Housing/Unsafe Living Conditions | 7 |
| Domestic Violence | 7 |
| Child Involved | 6 |

Table 4 Top Five Study Flags (22 Discussions), 2019

LANARK COUNTY SITUATION TABLE

| Study Flag | Number of Study Flags Reported |
|-------------------------------------------------|--------------------------------|
| Recent Escalation | 18 |
| Risk of Losing Housing/Unsafe Living Conditions | 12 |
| Domestic Violence | 11 |
| Homelessness | 9 |
| Social Isolation | 9 |
| Cognitive Disability | 8 |

Table 5 Top Five Study Flags (24 Discussions), 2020

| Study Flag | Number of Study Flags Reported |
|-------------------------------------------------|--------------------------------|
| Homelessness | 11 |
| Domestic Violence | 7 |
| Risk of Losing Housing/Unsafe Living Conditions | 7 |
| Custody Issues/Child Welfare | 6 |
| Recent Escalation | 6 |
| Methamphetamine Use | 4 |
| Child Involved | 4 |
| Sex Trade | 3 |
| Social Isolation | 3 |

Table 6 Top Five Study Flags (16 Discussions), Jan. 1-June 30, 2021

LANARK COUNTY SITUATION TABLE

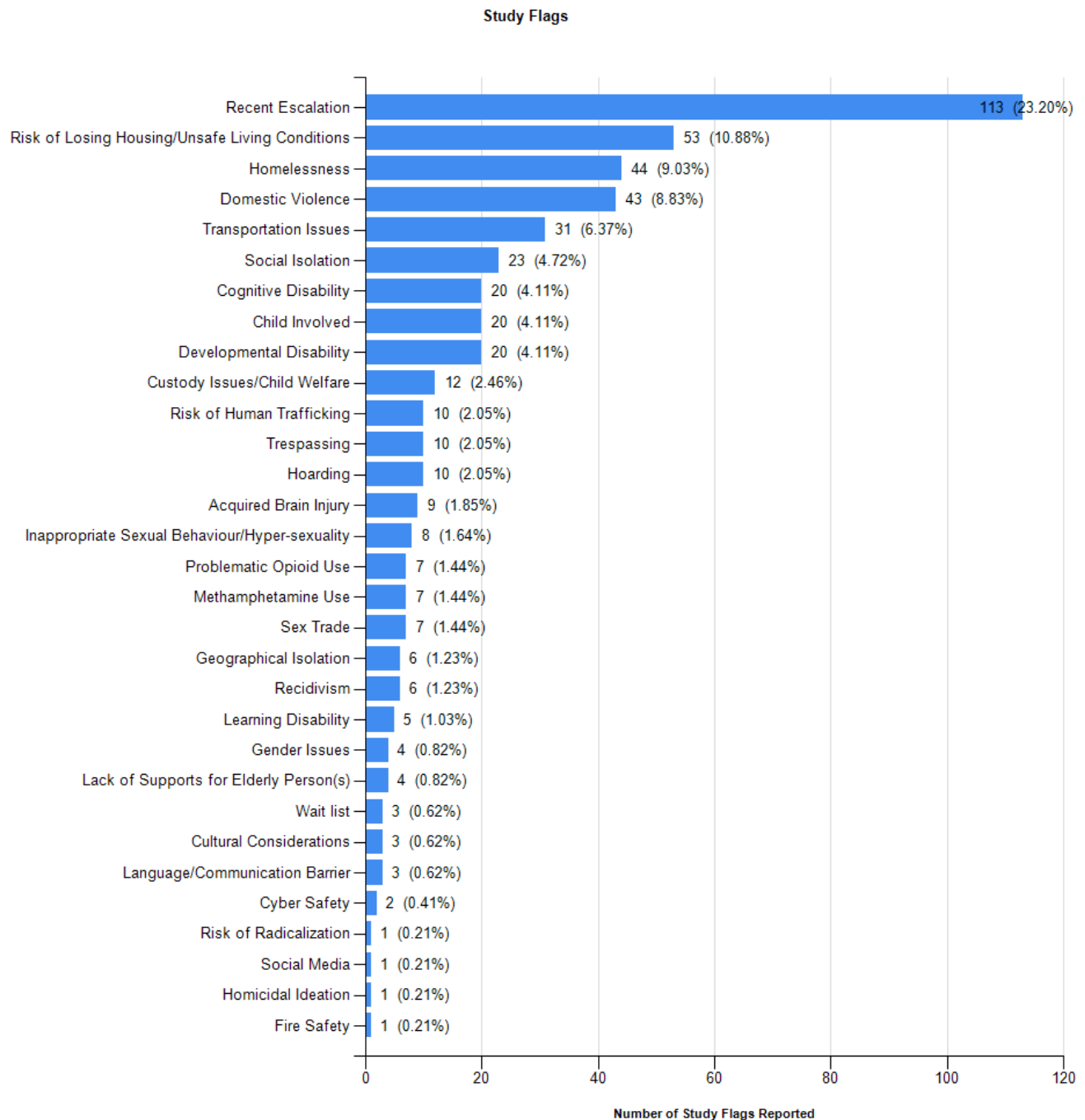


Figure 9 All Study Flags (184 Discussions), 2015-2021

LANARK COUNTY SITUATION TABLE

Services Mobilized

The Risk-driven Tracking Database (RTD) system now has a “Services Mobilized” section, and the Lanark County Situation Table began tracking that information in late 2017, with 2018 representing the first full year of data. This includes different categories of services and allows the lead agency to indicate during the report-back process whether individuals (or others) were engaged, informed of, connected to or refused a service. It also can indicate if a service is not available. Mental health continues to be the service mobilized most often. The charts below show the range of services that were mobilized in 2020 and the first six months of 2021. Note the prevalence of social services and housing so far in 2021.

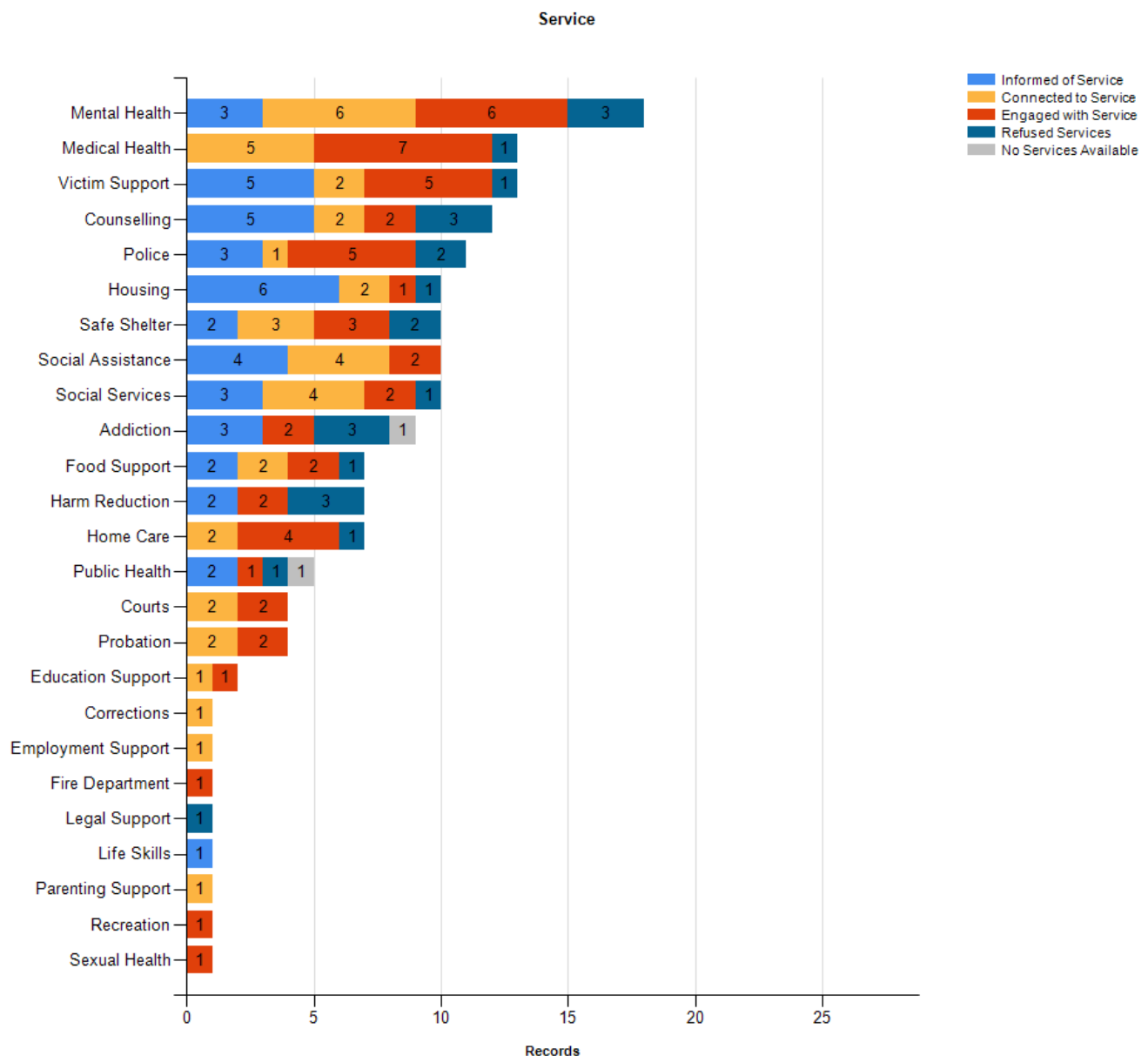


Figure 10 Services Mobilized Categories, 2020

LANARK COUNTY SITUATION TABLE

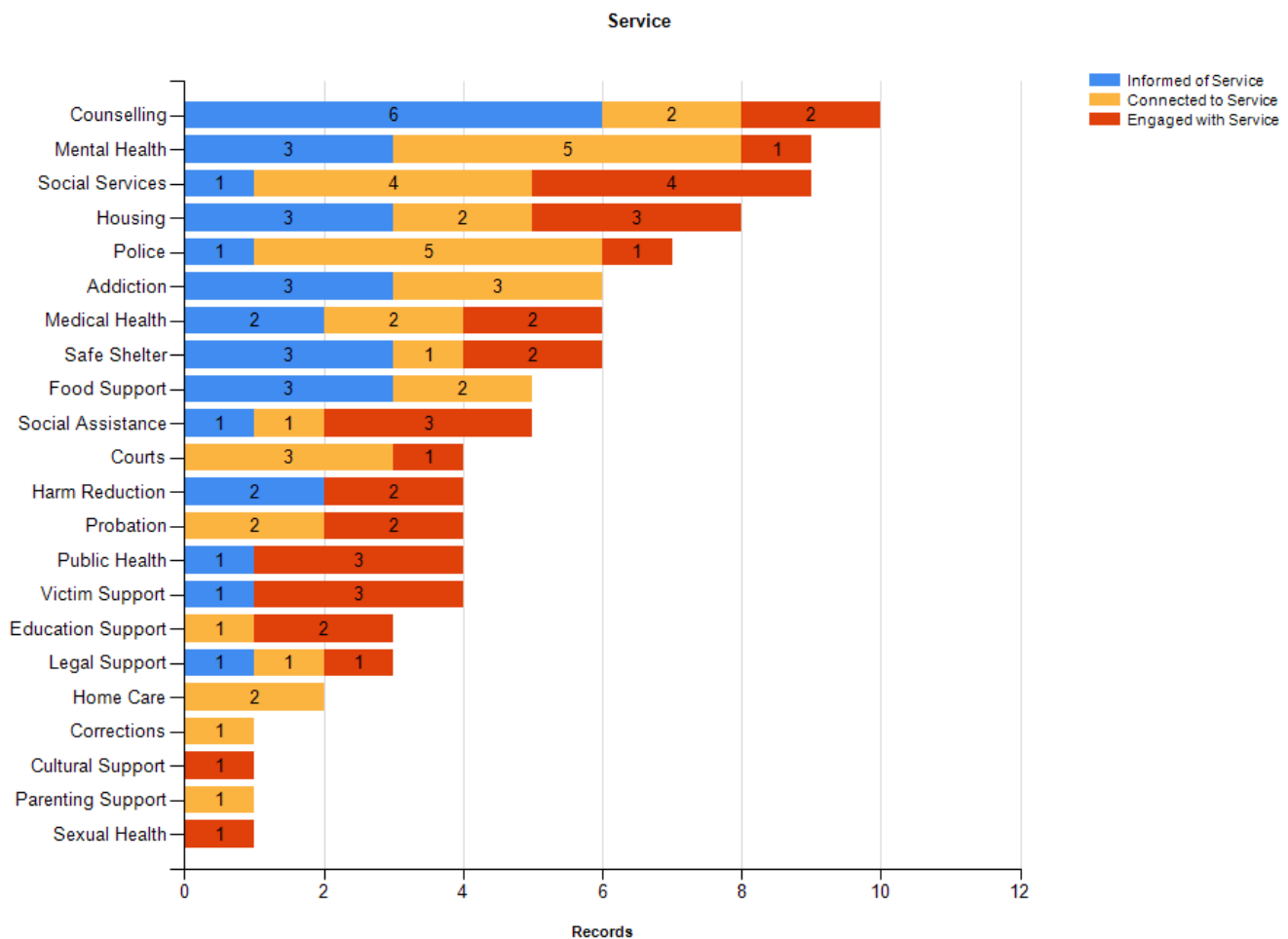


Figure 11 Services Mobilized Categories, Jan. 1-June 30, 2021

OPP

Pre- and Post-Referral Data

Since the start of the Lanark County Situation Table, Lanark County OPP has been evaluating its effectiveness in relation to calls for service pre-referral and post-referral. This applies only to individuals referred to the situation table by the OPP. From inception to the end of June 2021, OPP have made a total of 112 out of 269 referrals. In 2020, OPP reviewed the five referrals they made that year to determine if there had been a reduction of officer hours and calls for services committed to those individuals.

The report showed with the combined data for the individuals there continues to be a trend in the reduction of officer hours and calls for service dedicated to those involved. Overall, and in keeping with the previous years' analysis, there continues to be a trend in the reduction of officer interactions with subjects, down 56%. CAD hours (Computer Aided Dispatch), which indicates the number of hours multiplied by the number of officers responding to a call, decreased by 51%, and there was a 38% decrease in total officer hours, which is the number of CAD hours plus any supplemental hours noted in occurrences. Total calls for service decreased by 61%. While some individuals have seen a less dramatic decrease, others have seen a significant reduction. Based on the rate of decrease there is an overall average of 42.4 total officer hours reduced per subject and an average reduction of seven calls for service per individual. The analysis does not include time spent by court officers or support staff after initial interactions with a subject, nor does it include any

LANARK COUNTY SITUATION TABLE

court time accrued by officers relating to any of the interactions. It can be inferred that those hours would also be reduced with fewer interactions.

Grants and Activities

Since 2015, the Lanark County Situation Table and related activities (e.g. the Community Plan for Safety and Well-being and collaborative projects) have been funded by a combination of provincial grants through the Perth Police Services Board, as well as municipal and in-kind contributions. A summary follows.

Completed Grants

The following is an outline of the initial and completed grants that have been authorized by the Perth Police Services Board related to the situation table and other projects.

1. Proceeds of Crime (2015-2016). Initial grant to pilot the Lanark County Situation Table. The PSB received \$59,962 to hire the coordinator, launch the situation table, begin the Community Safety and Well-being Plan component and coordinate training activities with community partners.
2. Proceeds of Crime (2016-2017). This grant continued the initial work of the Lanark County Situation Table, including operations and coordination. It moved the CSWB Plan forward, and supported training initiatives and education. The PSB received \$59,935.
3. Policing Effectiveness and Modernization Grant (2017-2018). The PSB received an allocation of \$60,000 to continue coordination of the LCST and CSWB Plan, as well as ongoing training partnerships and mobilization and engagement activities with police.
4. Proceeds of Crime (2018-2020). This is the \$158,000, two-year grant to pilot the mental health nurse program, now known as the Mobile Crisis Response Team.
5. Policing Effectiveness and Modernization Grant (2018-2019). The PSB again received the \$60,000 allocation to sustain situation table and CSWB plan coordination.

Current Grants

The following grants are currently underway through the Perth Police Services Board:

1. Community Safety and Policing – Local Stream (2019-2022). This grant provides \$45,000 per year for three years to support Lanark County Situation Table and Community Safety and Well-being Plan coordination, as well as some training activities. (The Local Stream is the former PEM Grant allocation. The allocation was reduced as part of provincial budget cuts in 2019.)
2. Community Safety and Policing – Provincial Stream (2019-2022). This grant has a theme around sexual assault, harassment and human trafficking. Funding was awarded in December, with \$46,650 in the first year, \$60,000 in the second year and \$60,000 in the third year. It primarily supports a part-time Victim Advocate position (in partnership with Lanark County Interval House), as well as training activities, survivor engagement, the development of a training video for police, and a victim-centred interview room in Carleton Place.

LANARK COUNTY SITUATION TABLE

Since 2015, a total of \$699,547 in provincial grant funding has been secured for the Town of Perth (for the benefit of the entire county) through the Perth Police Services Board via Lanark County OPP and agency partners, as well as many thousands more in in-kind support.

Municipal and In-Kind Contributions: In 2016 and 2017, several local municipalities generously contributed funds to support situation table operations. These funds were intended to be seed and/or bridge funding between grants as the coordinator worked to secure additional funds. Perth (through the Police Services Board budget), Tay Valley, Montague, Mississippi Mills, Drummond/North Elmsley and Lanark Highlands made contributions. These funds are held in reserve to be used if needed. In addition, Lanark County provides meeting space and IT support as an in-kind contribution, the Town of Perth provides in-kind contract administrative support and Lanark County OPP provides in-kind office space for the coordinator.

Committees: In addition to the regular situation table operations and activities related to the community safety planning process, the coordinator continues to participate in several committees that are relevant to the work outlined in the community plan for safety and well-being, which provides valuable networking and information that supports the plan, including:

- Lanark County Child and Youth Services Collaborative
- Community of Practice (Situation Table Coordinators)
- Child and Youth Advocacy Centre Steering Committee
- Vital Signs (Perth & District Community Foundation)
- Human Services Justice Coordinating Committee
- Successful Aging Advisory Committee
- Justice and Mental Health Rural Outreach Project Committee (project until September 2020)
- Community Pandemic Response Committee
- Planet Youth Lanark County
- Lanark County Emergency Management
- Isolation Centre Working Group
- Victim Advocate Partners
- United for All (United Way)

2020 Activities:

- Continued working with Lanark OPP (A/Detachment Commander Insp. Karuna Padiachi) and Lanark County Mental Health to advocate for sustainable funding for the Mobile Crisis Response Team.
- On March 3 and 4, the coordinator was invited to speak about Lanark County's community safety planning journey and our various collaborative initiatives at the Community Safety and Well-being Symposium held in Regina, Saskatchewan. Close to 300 people attended the event, including representatives from Scotland, and the coordinator's presentation was well received. It was an excellent learning and networking opportunity, and a chance to hear about progress made in many communities regarding the CSWB model. The full cost was paid by the Government of Saskatchewan.

LANARK COUNTY SITUATION TABLE

- With the onset of COVID-19, the coordinator worked to switch the situation table format to a virtual model, which has continued to meet regularly and on an ad-hoc basis since March 2020 without interruption. The format has been well received and eliminated travel time for many agency representatives.
- On March 17, the first meeting of the Community Pandemic Response Committee was convened by video conference. Organized by Ramsey Hart of The Table Community Food Centre and hosted through United Way Eastern Ontario, this assembly of local agencies came together quickly to attempt to mobilize services such as food delivery, mental health supports and access to information concerning the lockdown measures. As part of this group, the coordinator worked with Lanark County to develop a COVID information page on the County's website, which has been updated over the months. This venue, including a survey of the community, has contributed to a better understanding of the impacts of the pandemic in our area.
- The coordinator took part in the County's Emergency Management meetings with all municipalities to provide updates regarding services for vulnerable populations. The work of the Community Pandemic Response Committee was very informative for this process.
- The coordinator was asked to be part of a working group to set up an isolation centre for COVID-positive homeless/precariously housed individuals for Lanark County and Smiths Falls. The coordinator assisted with communications about the centre and spreading the word to local agencies on the referral process. The centre was set up through emergency Social Services Relief Funding (Phase 1) through Lanark County Social Services provided by the province and is set to operate until the end of 2021.
- Final reports for the 2019-2020 year for both Community Safety and Policing Grants were submitted to the ministry in May, and interim reports for 2020-2021 were submitted in November.
- The situation table supported virtual human trafficking training for five Lanark OPP officers.
- Filming began for the officer training video.
- The Culture and Diversity Working Group of the CSWB Plan launched the Inclusive Voices social media platforms to inform on racism and diversity.
- The need for affordable housing in Lanark County continues to be a major issue, and the coordinator continued to work with various agencies to try to support short- and long-term solutions and advocacy.
- The CSWB Advisory committee met in December and our new co-chairs, Insp. Karuna Padiachi and Larry McDermott, led a process to help prioritize actions.

2021 Activities

- The 2020 Progress Update for the CSWB was released in February.
- The coordinator supervised a placement student from Algonquin College, Jacob Legault, in the winter and spring. Jacob worked with the coordinator and community partners, including Lanark County Interval House, the Victim Advocate and the Sexual Assault/Domestic Violence Advisory Committee. Of particular note he took a leading role in a final report to evaluate the victim experience in the Victim Advocate Program, which was presented to the SADV Advisory Committee and partners. He will continue to work with the coordinator on a contract for curriculum for the police training video.
- The coordinator attended special Lanark County Community Services Committee meetings in the spring was subsequently invited to sit on the Lanark County Housing Working Group with other agencies, county staff and a private developer, which was tasked with making recommendations to Lanark County Council on elements of the 10-Year Housing and Homelessness Plan and moving partnerships forward.

LANARK COUNTY SITUATION TABLE

- An Indigenous Health & Well-being Working Group has formed under the plan with co-chairs Insp. Karuna Padiachi and Larry McDermott, Lanark County Warden Christa Lowry, Perth Mayor John Fenik and Lanark County Interval House Executive Director Erin Lee. Its goal is to make recommendations on Indigenous/Municipal relations for Lanark County Council.
- The coordinator was invited to make a presentation to the provincial Inter-ministerial Working Group in June, which consists of representatives across the spectrum of provincial services. The presentation was to highlight Lanark County's work on the CSWB Plan, as well as the situation table and other collaborative projects. There were several informative presentations.
- In the spring two successful trauma-informed care training sessions were held virtually with ATTCH. This was done with support from multiple partners, including Lanark County OPP, Hawkesbury OPP, the Perth Police Services Board, Hawkesbury Police Services Board, the Lanark County Situation Table, Lanark County Interval House and Community Support, and Open Doors for Lanark Children and Youth. Participants included agency representatives and OPP officers from across eastern Ontario.
- The final reports for year two of the Community Safety and Policing Grants – local and provincial streams – were completed and submitted to the Ministry of the Solicitor General in April. The grants are now in their final year.
- The coordinator continues to provide information presentation to various groups and helps to provide coordinators in other communities with information about the situation table and community plans for safety and well-being.

CONCLUSION

Community partners drive the success of the Lanark County Situation Table and the Community Plan for Safety and Well-being. A consistent and committed membership has been a strength at the situation table and has enhanced the ability of partners to come together to help those requiring support, not only at the situation table but in other instances as well. Examples of collaboration were evident throughout the pandemic, when agencies and organization rallied to provide services and supports.

Thank you to the many partners and participants who have supported the work of the Lanark County Situation Table and the Community Plan for Safety and Well-being, and to the Ministry of the Solicitor General for its ongoing support of this valuable risk-intervention model.



2020 ANNUAL REPORT

MISSISSIPPI MILLS PUBLIC LIBRARY

www.MISSMILLSLIBRARY.com

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ALMONTE BRANCH

155 High Street Almonte
P.O. Box 822
Almonte, ON
K0A 1A0
Phone: 613-256-1037



PAKENHAM BRANCH

128 MacFarlane St.
P.O. Box 250
Pakenham, ON
K0A 2X0
Phone: 613-624-5306



Mississippi Mills Public Library

MESSAGE FROM THE CEO/CHIEF LIBRARIAN

No one could have predicted the year to come. In January, the Library was preparing for an exciting year ahead. Staff members were working on innovative STEM (science, technology, engineering and mathematic) programs thanks to support from the Elizabeth Kelly Library Foundation and our meeting room was booked with Travelogues, movie afternoons, book clubs and Storytimes. The branches were bustling.

As COVID-19 quickly became a real threat, the Library had to close to the public on March 14, 2020. Thanks to the lobbying effort of the Library Board and the public library community, the Ontario government included libraries in the first stage of the reopening plan. Starting May 19th, libraries were able to offer pickup service. In our community, pickup service was welcome news because many residents do not have adequate high-speed internet needed to access online digital material.

We have opened, closed, and reopened for pick-up service several times throughout the year and community support has remained strong. As you will see from the following highlights and statistics, we have transformed library service to meet community needs. From activity kits to online robotics programs, the Mississippi Mills Public Library continues to grow and expand.

Through all the disruptions and changes, we have many people to thank for our success. To start, the Library would not be able to reopen and offer new service options without dedicated staff. The Library Board has been library champions, taking time to approve new health and safety guidelines, write letters to ministers, and advocate for the needs of residents and staff. We have also received guidance and support from the Municipality and Council. The Friends of the Library continue to raise money for new programs and the Elizabeth Kelly Library Foundation checks in regularly to see how they may help. There are too many individuals to thank personally so please know that your support and encouragement has been appreciated.

Sincerely,

Christine Row
CEO/Chief Librarian
Mississippi Mills Public Library

ABOUT THE LIBRARY

MISSION

To inspire lifelong learning, provide equitable access to information, advance knowledge and strengthen our community.

VISION

An informed, engaged, creative & connected community.



**Did you know
your library has**

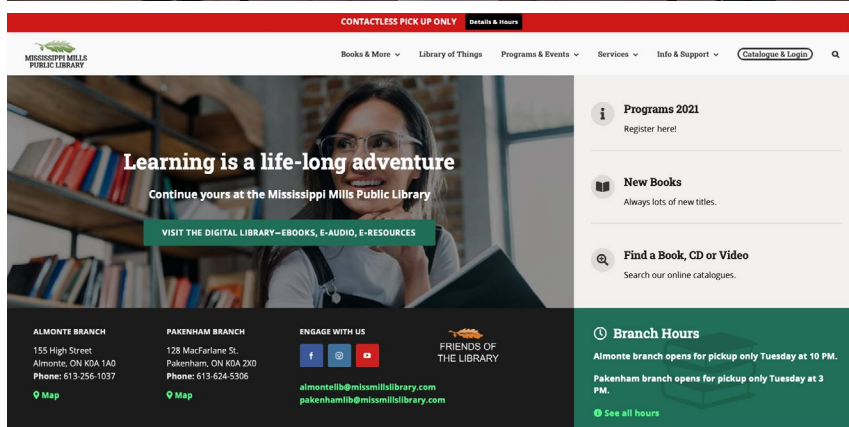
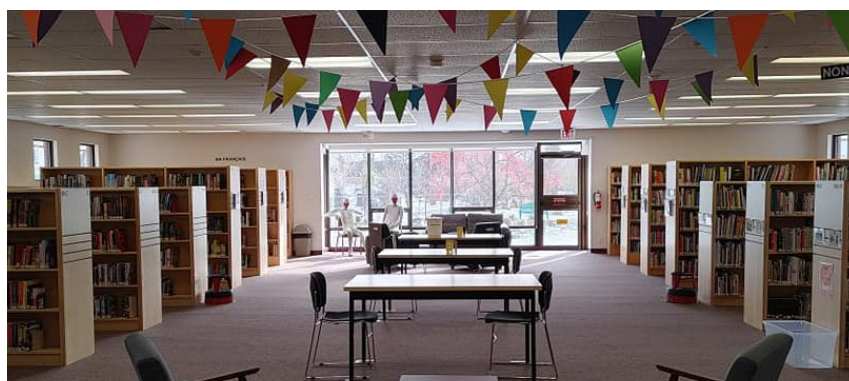
**SO MUCH MORE THAN
BOOKS AND DVDS**

Ukuleles ▪ Frisbee golf discs ▪
Projectors & screen ▪ Museum & park
passes (limited) ▪ Jigsaw puzzles ▪ Knit
Kits ▪ Audiobooks ▪ Digital library ▪
Free streaming film with Kanopy ▪ Kill-
a-watt metres ▪ Seeds ▪ MAPsacks ▪
Magazines ▪ Genealogy/Ancestry
resources ▪ Facebook groups ▪ Book
club sets ▪ Scan services ▪ FREE WiFi ▪
Surprise book bundles for adults (TBA)

www.missmillslibrary.com

Mississippi Mills
Public Library

2020 HIGHLIGHTS



- ☐ Installed new accessible shelving in the adult fiction area
- ☐ Built a new website
- ☐ Pick-up Service
- ☐ Collaborated with the Community Economic & Cultural Coordinator, and participated in the Mississippi Mills Backyard Garden Program and Puzzle Lending Program.
- ☐ Tripled our graphic novel collection (now the most popular collection)
- ☐ Craft in a Bag program
 - storytime
 - seniors (in partnership with MMTogether)
 - kids
 - teens
- ☐ STEM Programming (science, technology, engineering and mathematics)

2020 LIBRARY STATISTICS

Active Library Cardholders 6,137

Activity Kits

- Kids – 1241
- Teens – 210
- Seniors – 215

STEM Programs (October-December)

- 266 attended 48 programs
(Lego robotics, Ozobots)

Technology

- helped 335 people with technology
- boosted internet access at both branches
- hosted 7,736 internet connections

2020 Circulation

- circulation of physical library material = 69,315
- streaming and downloading of eBooks, downloadable audiobooks and videos = 21,830
- **TOTAL CIRCULATION = 91,145**
(73% of 2019)

Digital Library

things to do & learn online

- Overdrive / Libby e-books, digital audiobooks
- Kanopy & Kanopy Kids streaming TV
- Cantook Station French-language ebooks and audiobooks
- Magazines & research such as Consumer Reports
- History & genealogy Ancestry online and more

Available here:
www.missmillslibrary.com/digital-library

Tech help offered by phone. Book a time with the tutor: 613-256-1037 or email techtutor@missmillslibrary.com

Almonte & Pakenham branches continue with contactless pickup

Reserve physical library books, audiobooks & DVDs by phone or email: almonte@missmillslibrary.com or pakenham@missmillslibrary.com or with your library card & PIN via the library's online catalogue at www.missmillslibrary.com/search-catalogues

Online Programs & Events:

STEM workshops for kids & teens and 3D printer workshops for all ages. LOOK FOR UPDATES: Facebook & www.missmillslibrary.com

CHILDREN & YOUTH SERVICES

ONLINE AND IN-LIBRARY

READY to go backpacks, 3D printer workshops, disc golf frisbees, DVDs & music CDs, ukuleles, graphic novels & non-fiction on 1000s of topics, Libby / Overdrive digital library, Chromebooks to lend, STEAM craft bags & preschooler storytime bags + Facebook videos, FREE WiFi, interlibrary loan services, French collection & Cantook Station digital French library, magazines, babies' board books, MapSacks, online coding & robotics programs, diversity reading lists at our website, Kanopy Kids streaming TV...

almontekids@missmillslibrary.com 613-256-1037
pakenhamlib@missmillslibrary.com 613-624-5306

CRAFT IN A BAG

NovelList K-8 Plus

Mississippi Mills Public Library

LEGO ROBOTICS WORKSHOPS

Saturdays 10am-4pm
Wednesdays 4:30-7:30pm
Almonte Branch

Sign up online or call 613-256-1037

TECH TUTOR

MMPL TECH SERVICES

Need Tech help? Need help accessing digital resources? email techtutor@missmillslibrary.com with your questions

NOTE: Until further notice, Tech Tutor appointments are by phone only. Email or phone to make an appointment.

Other tech services available at the library:

- Free WiFi (available from outside both branches)
- Photocopying, printing and scanning - email: almonetlib@missmillslibrary.com to access/for info
- Public access computers at both branches, working/meeting/Zoom rooms, and the Pakenham Memory Lab (unfortunately all are unavailable during the lockdown)
- 3D printer - coming soon!

Almonte: 613 256-1037 ● Pakenham: 613 624-5306
www.missmillslibrary.com

VALUE OF LIBRARY SERVICE

VALUE OF SERVICES

| Quantity of Use | Library Services | Value of Service |
|-----------------|-------------------------------------|--------------------|
| 69,315 | Print/DVDs/Audiobooks (\$25) | \$1,732,875 |
| 21,830 | eTitles (\$20) | \$436,600 |
| 7,736 | Internet Access (\$5) | \$38,680 |
| 266 | Programs-STEM (\$25) | \$6,650 |
| 335 | Technology Tutoring (\$25) | \$8,375 |
| | TOTAL Value of Services | \$2,223,180 |

FEEDBACK ON SERVICES

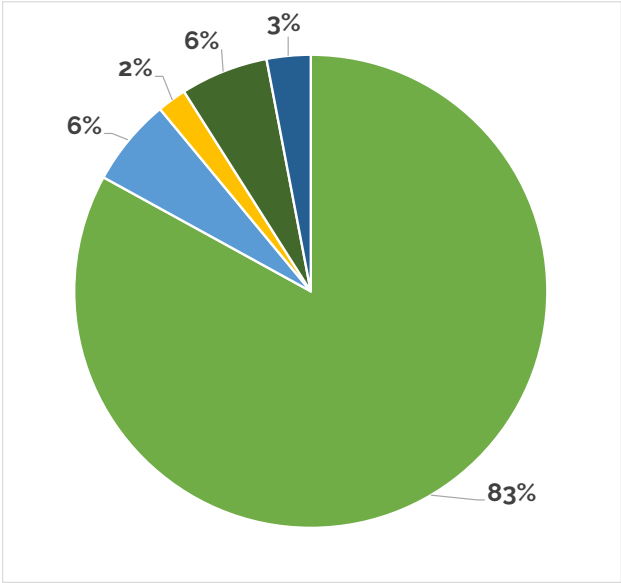
“Thanks for all you and your colleagues do. When I consider the things that could be worse during this pandemic, having no library service invariably figures large.”

“Thank you so very much for offering this service. I don’t know if I’ll ever be able to relay to you how amazing it has been to still be able to borrow reading material, when the rest of the world seems to be falling apart this last year. We appreciate you all so much!”

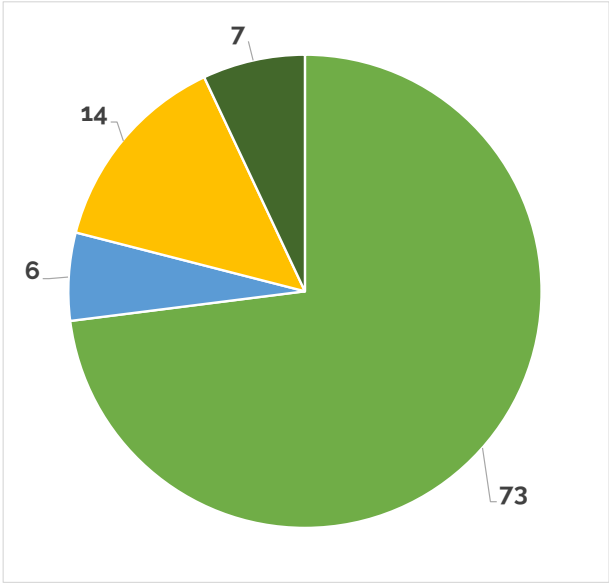
“This was by far the funnest thing we have been a part of since COVID. It was absolutely enjoyable from start to finish. The direction that was given was perfect. We were able to build our robot and program it together. It was so fun. As an added touch, the staff of the library had a little gift and card prepared at my husband and my station. It was so thoughtful and brought tears to my eyes. I felt very loved by my community!!! The facilitators were super friendly and helpful and kept things going at a fun pace. I can’t believe I have not tried an event at my library before. It was fantastic!!!

FINANCIALS

REVENUE VS EXPENSES



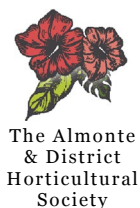
- Municipality
- Province
- Library Generated
- Reserve
- Grants



- Wages & Benefits
- Administration
- Materials
- Building Operation

Note: 2020 financials-revenue and expenses impacted by closures and staff placed on declared emergency leave (DEL).

PARTNERSHIPS



VOLUNTEERS



MMPL VOLUNTEERS

For volunteering over 917 hours delivering books to people throughout the community, helping to run programs and keep our branches organized.



THE CORRIDOR GALLERY

Carell Farmer

Thank You!

MMPL STAFF

Christine Row,
CEO /Chief Librarian

Monica Blackburn,
Deputy Librarian

CIRCULATION STAFF

Margo Hay-Goodings

Heather Hahn

Karen Kiddey

Berta Madrigal Aboroa

Jill McCubbin

Brenda Woodhall

Sheila Robertson

CLEANERS

Bev Guay, Almonte

Kim Pelton, Pakenham

COURIERS

Rick Waddell

TECH ASSISTANT

Greg Young

PART-TIME STUDENTS

Alyson Murray

Ruby Watters

Portia Whelan

2019-2022 LIBRARY BOARD

Cathy Peacock, Chair

Leanne Czerwinski, Acting Chair

Micheline Boucher

Barbara Button

Jeff Fraser

Jan Maydan, Council Representative

Warren Thorngate

Marie Traversy



THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: October 5, 2021
TO: Committee of the Whole
FROM: Ken T. Kelly, Chief Administrative Officer
SUBJECT: Appoint a Chief Building Official

RECOMMENDATION:

THAT, the Committee of the Whole recommend to Council to appoint Mark Jeffrey as Chief Building Official for the Municipality and appoint Dan Prest as a part time Deputy Chief Building Official.

BACKGROUND:

Mr. Prest has expressed his desire to retire from full time duties with the Municipality. Both Mr. Prest and the Municipality want to ensure an orderly transition to a new Chief Building Official. A process to select a new CBO was completed with Mark Jeffrey as the successful candidate. Mr. Jeffrey has agreed to assume the position as of October 4, 2021.

To ensure that we have a continuity of services in the Building Department Mr. Prest will continue with the Municipality on a part time basis. This will allow for a smooth transition of knowledge and allow additional resources to perform inspections and address enforcement issues until all positions are staffed.

The process to replace Shane Atkinson as a building inspector has been started and the process to select a full time Deputy Chief Building Official will begin shortly. The part year funding for the Deputy CBO role was budgeted in 2021. These funds and the vacant building inspector position salary will be used to fund the part time role in 2021.

The Building Department is a self-financing division of the Municipality through the collection of fees for the services performed and any additional costs will be drawn from the Building Department reserve.

In the absence of the full time Chief Building Official the Deputy Chief Building Official will assume the duties and responsibilities to ensure the continuity of business.

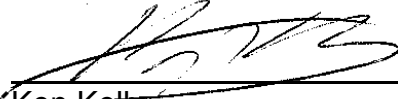
FINANCIAL IMPACT:

The are no budget implications for the appointment of the Chief Building Official. The Deputy Chief Building Official was included in the 2021 budget as a new position starting June, 2021.

SUMMARY

I recommend Council appoint Mark Jeffrey as Chief Building Official for Mississippi Mills and Dan Prest as part time Deputy Chief Building Official.

All of which is respectfully submitted,


Ken Kelly
Chief Administrative Officer

Attachment

- 1) Bylaw to appoint Chief Building Official

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 21 - 084

BEING a by-law to remove certain lands from the part-lot control provisions of the *Planning Act*, R.S.O. 1990, Chapter P.13 (The 'Act').

WHEREAS subsection 50(7) of the *Planning Act* states in part that the Council of a local municipality may by by-law provide that subsection (5) does not apply to land that is within such Registered Plan of Subdivision or parts thereof as is designated in the By-law, and where the By-law is approved by the County of Lanark, subsection (5) ceases to apply to such lands;

AND WHEREAS the Municipality of Mississippi Mills is in favour of the re-subdivision of the land in Block 29, Plan 27M-88, in order to accommodate the development of five (5) town house dwelling units, for a total of five (5) freehold lots;

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

1. That subsection 50(5) of the Act, does not apply to the following lands within the Municipality of Mississippi Mills:
 - i) Registered Plan of Subdivision 27M-88, Block 29, described as Parts 1, 2, 3, 4, 5, 6, 7, 8, and 9 on Reference Plan 27R-11733, Almonte Ward, Municipality of Mississippi Mills, County of Lanark.
2. This By-law shall come into full force and take effect after the requirements of subsection 50(7.1) have been complied with.
3. This By-law shall be automatically repealed on the 5th day of October, 2023, unless the Council of the Municipality of Mississippi Mills has provided an extension by amendment to this by-law prior to its expiry.

BY-LAW READ, passed, signed and sealed in open Council this 5th day of October, 2021.

Christa Lowry, Mayor

Cynthia Moyle, Acting Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 21 - 085

BEING a by-law to establish a municipal highway.

WHEREAS the Corporation of the Municipality of Mississippi Mills acquired the lands described herein for its purposes pursuant to Section 31(2) of the Municipal Act, 2001, S.O. 2001, c.25 as amended;

AND WHEREAS the owner of the lands described herein have dedicated the said lands to the Corporation of the Municipality of Mississippi Mills for road purposes;

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

1. This By-law shall be short-titled: "Assumption of Roadways Riverfront Estates Phase 4 subdivision By-law".
2. THAT the Phase 4 portion of lands defined as Riverfront Estates on registered plan of Subdivision 27M-78, now Municipality of Mississippi Mills, (hereinafter called "the lands") shall be and are hereby laid out and established as a highway.
3. THAT the lands shall be and are hereby included into the Road System for the Corporation of the Municipality of Mississippi Mills.

BY-LAW READ, passed, signed and sealed in open Council this 5th day of October 2021.

Christa Lowry, Mayor

Cynthia Moyle, A/Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 21-086

BEING a by-law to appoint Mark Jeffery as the Chief Building Official, a By-law Enforcement Officer and a Property Standards Officer.

WHEREAS the Municipal Act 2001, S. 2001, c.25 as amended, authorizes the Council of any municipality to appoint certain officers and employees as may be necessary for the purposes of the corporation, or for carrying into effect or enforcing any Act of By-Law of the Council;

AND WHEREAS the Building Code Act, 1992, Section 3 (2) authorizes the Council of a municipality to appoint such officials as are necessary for the purpose of the enforcement of the Building Code Act in the areas in which the municipality has jurisdiction;

AND WHEREAS under Section 15.1(3) of the Building Code Act, S.O. 1992, Chapter 23 as amended, municipality may pass by-laws relating to property standards;

AND WHEREAS the Council of the Municipality of Mississippi Mills deems it necessary and expedient to appoint Property Standards Officers for the administration and enforcement of the Property Standards By-law;

AND WHEREAS Section 15(1) of the *Police Services Act*, R.S.O. 1990, Chapter P.15, as amended, permits a municipality to appoint persons to enforce the by-laws of the municipality.

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

1. **THAT** Mark Jeffery is hereby appointed:
 - a) as the Chief Building Official for the Corporation of the Municipality of Mississippi Mills;
 - b) as a Property Standards Officer for the administration and enforcement of the Property Standards By-law for the Corporation of the Municipality of Mississippi Mills.
 - c) as a By-law Enforcement Officer for the administration and enforcement of all the municipal by-laws for the Corporation of the Municipality of Mississippi Mills.
2. **THAT** as the Property Standards Officer and By-law Enforcement Officer Mark Jeffery is hereby authorized and directed to administer and enforce the

provisions of the all the municipal by-laws including the Property Standards By-law for the Municipality of Mississippi Mills;

3. **THAT** this By-law shall take force and effect on the day of its passing.

4. **THAT** By-law No. 17-83 is hereby repealed.

BY-LAW READ, passed, signed and sealed in open Council this 5th day of October, 2021.

Christa Lowry, Mayor

Cynthia Moyle, Acting Clerk

THE CORPORATION OF THE TOWN OF MISSISSIPPI MILLS

BY-LAW NO. 21-087

BEING a by-law to repeal Building Inspector, Bylaw Enforcement Officer and Property Standards Officer appointment.

WHEREAS, the Council of the Corporation of the Municipality of Mississippi Mills deems it desirable to repeal as follows;

1. THAT By-law 12-15, being a by-law to appoint Shane Atkinson as a Building Inspector, a By-Law Enforcement and a Property Standards Officer.
2. THAT this By-law shall take force and effect on the day of its passing.

BY-LAW READ, passed, signed and sealed in open Council this 5th day of October, 2021.

Christa Lowry, Mayor

Cynthia Moyle, Acting Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 21-088

WHEREAS the Municipal Act 2001, S. 2001, c.25 as amended, authorizes the Council of any municipality to appoint certain officers and employees as may be necessary for the purposes of the corporation, or for carrying into effect or enforcing any Act of By-Law of the Council;

AND WHEREAS the Building Code Act, SO. 1992, c.23 s.3(2) provides that the Council of each Municipality shall appoint a Chief Building Official and such Inspectors as are necessary for the enforcement of the Building Code Act in the areas in which the Municipality has jurisdiction ;

AND WHEREAS Clause 28(0) of the Interpretation Act, R.S.O. 1990, c.I.11, as amended, confers authority to Council to appoint a Deputy Chief Building Official;

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

1. THAT Dan Prest is hereby appointed as Deputy Chief Building Official for the Municipality of Mississippi Mills.
2. That this By-Law shall come into force and take effect the 5th day of October, 2021.

BY-LAW READ, passed, signed and sealed in open Council this 5th day of October, 2021.

Christa Lowry, Mayor

Cynthia Moyle, Acting Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 21-089

BEING a by-law to authorize the borrowing from the Royal Bank of Canada the principal amount of \$1,300,000 for the financing of the construction of road, water and sewer infrastructure for the Mississippi Mills Business Park Phase 3.

WHEREAS the Council of the Corporation of the Municipality of Mississippi Mills (the "Municipality"), authorized the road, water and sewer work and has authorized term financing, the principal amount not to exceed \$1,300,000 over a term of 16 months not to exceed two years (the "Borrowing");

WHEREAS the Municipality entered into a bank loan agreement in connection with the Borrowing with a maturity date of February 6, 2023;

WHEREAS the Municipality on the maturity date of the Borrowing wishes to enter into a refinancing bank loan agreement with the Royal Bank of Canada;

AND WHEREAS before authorizing the Project and any additional cost amounts and the additional long-term debt authorities in respect thereof, the Municipality had its Treasurer update its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable debt and financial obligation limits regulation and, prior to authorizing the Project, each such additional cost amount and each such additional long-term debt authority the Treasurer determined that the estimated annual amount payable in respect of the Project, each such additional cost amount and each such additional long-term debt authority would not cause the Municipality to exceed the updated limit and that the approval of the Project, each such additional cost amount and each such additional long-term debt authority by the Ontario Municipal Board pursuant to such regulation was not required;

AND WHEREAS the Municipality now deems it to be expedient to ratify, confirm and approve the entering into a financing bank loan agreement, dated October 5, 2021 with the Royal Bank of Canada which agreement provides for the borrowing of the principal amount of \$1,300,000 provides for a fixed rate of interest not to exceed of 1.25% and provides for installments of combined (blended) principal and interest payable in lawful money of Canada on the terms hereinafter set forth in the form attached hereto as Schedule "A" (the "Agreement") over a term not to exceed 2 years;

NOW THEREFORE BE IT ENACTED:

1. That for the Project, the entering into of the Agreement is hereby ratified, confirmed and approved.

2. That the Mayor and the Deputy Treasurer of the Municipality are hereby authorized to incur debt by way of the bank loan as described in Section 1 above (the “Royal Bank of Canada Facility 6” loan).
3. That the Municipality has incurred debt in respect of the Project and pursuant to this By-law authorizes long-term borrowing for such debt by the entering into of the Agreement, that the Royal Bank of Canada Facility 6 Loan shall bear interest from October 6, 2021 at the rate not to exceed 1.25% per annum with equal monthly installments of combined (blended) principal and interest payable on the terms and condition set forth in the Agreement attached as Schedule “A”.
4. (a) That in each year in which a payment of an installment of combined (blended) principal and interest becomes due in respect of the Royal Bank of Canada Facility 6 Loan there shall be raised as part of the general levy the amounts of principal and interest payable by the Municipality to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality, provided that the total amount of principal and interest to be raised in the final year of the Royal Bank of Canada Facility 6 Loan does not include any outstanding amount of principal specified as payable on the maturity date if one or more refinancing debentures will be issued in respect thereof or one or more refinancing bank loan agreements will be entered into by the Municipality on or before the maturity date in respect of the outstanding principal, in accordance with the provisions of the Ontario, *Municipal Act*, 2001.

(b) To the extent that the amounts of principal and interest payable by the Municipality in each year are raised as part of a general levy, such amounts shall be applied only for the payment of the principal and interest that become due in respect of the Royal Bank of Canada Facility 6 Loan.
5. (a) That the entering into of the Agreement by the Mayor and the Deputy Treasurer is hereby ratified, confirmed and approved, the Mayor and the Deputy Treasurer are hereby authorized to cause debt to be incurred by way of the Royal Bank of Canada Facility 6 Loan, and the Deputy Treasurer and the Acting Clerk are hereby individually authorized to generally do all things and to execute all other documents and papers in the name of the Municipality in order to carry out the incurring of debt by way of the Royal Bank of Canada Facility 6 Loan and the Deputy Treasurer is authorized to affix the Municipality’s municipal seal to any of such documents and papers.

(b) That the money received by the Municipality from the Royal Bank of Canada Facility 6 Loan and any earnings derived from the investment of that money shall be applied only for the Project and shall not be applied towards payment of current or other expenditures of the Municipality except as permitted by the Ontario, *Municipal Act*, 2001.

6. That this By-law takes effect on the day of passing.

BY-LAW READ, passed, signed and sealed in open Council this 5th day of October, 2021.

Christa Lowry, Mayor

Cynthia Moyle, Acting Clerk

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 21-090

BEING a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at a **regular** meeting held on the **5th day of October, 2021**.

WHEREAS by Section 5(1) of the Municipal Act 2001, S.O. 2001, c.25 as amended, the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS by Section 5(3) of the Municipal Act 2001, S.O. 2001, c.25 as amended, a municipal power shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at this meeting be confirmed and adopted by By-law;

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

1. The action of the Council of the Corporation of the Municipality of Mississippi Mills at a **regular** meeting held on the **5th day of October, 2021** in respect of each recommendation contained in the reports of the Committees and each motion and resolution passed and other action taken by the Council of the Corporation of the Municipality of Mississippi Mills at its meeting is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. The Mayor and Clerk of the Corporation of the Municipality of Mississippi Mills are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Municipality of Mississippi Mills referred to in the preceding section hereof.
3. The Mayor and Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of the Corporation of the Municipality of Mississippi Mills.

BY-LAW read, passed, signed and sealed in open Council this **5th day of October, 2021**.

Christa Lowry, Mayor

Cynthia Moyle, Acting Clerk