



**Municipality of Mississippi Mills**

**SPECIAL COUNCIL AGENDA**

**Wednesday, June 26, 2024**

**9:00 a.m.**

**Hybrid**

**3131 Old Perth Road.**

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**Pages**

**A. CALL TO ORDER**

**B. ATTENDANCE**

**C. APPROVAL OF AGENDA**

**Recommended Motion:**

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

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

**E. SPECIAL REPORTS**

**E.1 New Minister's Zoning Order Process - 5400 Appleton Side Road**

**3 - 10**

**Recommended Motion:**

**THAT** Council direct Staff to proceed with the public consultation process, as a prerequisite for Council to consider passing a Municipal supported resolution to the Minister for a Zoning Order to permit the development of a senior's dementia village and associated long-term care facility for the subject lands which are legally known as Concession 11, Part of Lot 15, Ramsay Ward, Municipality of Mississippi Mills, municipally known as 5400 Appleton Side Road;

**AND THAT** Council direct staff to return with a report following the public consultation process, detailing the results of the public consultation and technical review of the proposal, for Council consideration of supporting a request to the Minister.

**E.2 2025 Budget Assumptions**

**Recommended Motion #1:**

**THAT** Council receive this report as information;

**AND THAT** Council direct staff to advise Council of any changes to the assumptions in this report that may be made known after the date of this report and before the tabling of the 2025 draft budget.

**Recommended Motion #2:**

**THAT** Council direct Human Resources staff to bring forward a summary report of all proposed new staffing positions for the 2025 draft budget including costing and rationale for each position, prior to the tabling of the 2025 draft budget.

**Recommended Motion #3:**

**THAT** Council direct staff to include qualitative and financial analyses related to proposed program expansion and new professional fees in their individual 2025 draft budget departmental presentations on October 22 and 24, 2024.

**F. BY-LAWS**

**F.1 Bylaw 24-042 Part Lot Control -Elmer West - 27M-88, Block 41**

25

**Recommended Motion:**

**THAT** By-law 24-042 being a by-law to remove certain lands from the part-lot control provisions of the Planning Act, for Plan 27M88, Part of Block 41, Parts 3, 4, 5, & 6 Plan 27R-11478, be read, passed, signed and sealed in Open Council.

**G. CONFIRMATORY BY-LAW**

**Recommended Motion:**

**THAT** By-law 24-043, being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Mississippi Mills at its special meeting held on the 26th day of June 2024, be read, passed, signed, and sealed in Open Council this 26th day of June 2024.

**H. ADJOURNMENT**

**Recommended Motion:**

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

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**STAFF REPORT**

**MEETING DATE:** June 26, 2024

**TO:** Council

**FROM:** Melanie Knight, Director of Development Services and Engineering

**SUBJECT:** **New Zoning Order Process  
CON 11 W PT LOT 15  
Almonte Ward, Municipality of Mississippi Mills  
Municipally Known as 5400 Appleton Side Road**

**OWNER:** **CHELLO BUILDING CORPORATION and DICHIARA  
CONSTRUCTION LTD.**

**PROPONENT:** Greg Winters, Novatech Engineering Inc.

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**RECOMMENDATION:**

**THAT Council direct Staff to proceed with the public consultation process, as a prerequisite for Council to consider passing a Municipal supported resolution to the Minister for a Zoning Order to permit the development of a senior's dementia village and associated long-term care facility for the subject lands which are legally known as Concession 11, Part of Lot 15, Ramsay Ward, Municipality of Mississippi Mills, municipally known as 5400 Appleton Side Road.**

**AND THAT Council direct staff to return with a report following the public consultation process, detailing the results of the public consultation and technical review of the proposal, for Council consideration of supporting a request to the Minister.**

**BACKGROUND:**

**Zoning Orders**

The process of a 'zoning order' has existed in the *Planning Act* for decades. No matter the name, a zoning order is a tool for the Minister of Municipal Affairs and Housing to approve a development outside of the typical, municipal planning application process.

In addition, it is important to note that a zoning order does not need to adhere to the Municipality's Official Plan or Zoning By-law and most recently, does not need to be consistent with the Provincial Policy Statement (PPS).

## **5400 Appleton Side Road**

In 2021, the property owner approached Council proposing a long-term care facility on the subject lands and requested that the property be approved for development through, a process that was referred to as a Minister's Zoning Order. In June of 2021 Council considered the concept and directed staff to provide a letter to the proponent that outlined the documentation, in general, that would be required if Council was to be asked to consider supporting this project. No application was submitted and none of the industry standard supporting studies for a major development were completed at that time. At the same time Official Plan Amendment 22 was completed, which was the process whereby the Almonte urban boundary was expanded to include an additional 73 ha of land to accommodate growth within the Municipality.

At the Council meeting held on April 19, 2022, the proponent appeared as a delegation and presented the proposed concept to Council. None of the supporting documentation or studies that Council had requested in its letter of June 2021 were provided as part of the delegation. The delegation was received for information and Council directed staff to bring back a report to a future Council meeting. A Staff report was provided to Council in [June 2022](#) and the following Resolution was passed:

*Resolution No CW193-22*

*THAT Committee of the Whole recommend that Council receive this report for information.*

*AND THAT Committee of the Whole recommend that Council confirm its position that it will not request a Ministerial Zoning Order or other exemption from the normal planning process for this parcel of land which is outside of the settlement area of the municipality on Appleton Side Road without public consultation and submission of the studies and documents that would normally be required by the Municipality to consider a development of this magnitude.*

## **Recent History of Minister's Zoning Orders**

As Council is aware, there have been many changes to the *Planning Act* in the past few years. These changes include introducing an alternative process at the Ministry level called a Community Infrastructure Housing Accelerator (CIHA) in 2023. Along with the changes introduced with Bill 185 in 2024, the Ministry of Municipal Affairs and Housing (MMAH) eliminated the CIHA process and introduced a new Zoning Order process.

Details of the new Zoning Order process are detailed on the [Province's website](#). The Zoning Order process provides several submission expectations including:

- *a description of the project and how it would support governmental objectives.*
- *a map and description of the subject lands.*
- *a copy of a draft zoning order.*

- a description of consultation with the public and engagement with Indigenous communities.
- for municipally supported zoning order requests:
  - **evidence of municipal support for the proposed project**, and
  - information related to land ownership and name of the requestor.
- rationale on why the project requires ministerial zoning relief rather than following municipal planning processes.
- a description of any licences, permits, approvals, permissions or other matters that would be required for the project after a zoning order is made.
- justification for the exemption of the application of provincial and local land use policies to downstream approvals, where requested.
- anticipated timelines related to applying for downstream approvals (for example, site plan, plan of subdivision, building permit).
- anticipated timing for project completion.
- justification for the use of any of the enhanced authorities, where requested
- information related to how and when servicing (water/wastewater) will be addressed; and
- a commitment that if a zoning order is made, the landowner will notify the minister 30 days in advance of the sale of any land it applies to.

The Zoning Order process also provides the following information:

*As best practice, proponents should consider whether there is a demonstrable need for urgency of zoning relief such as timelines relating to funding or grants, or an emergency public health and safety concern. Proponents should also assess project feasibility prior to making a request, such as anticipated timelines related to applying for downstream approvals, and progress to address water/wastewater and other servicing.*

*As a discretionary matter, the minister may elect to proceed with a zoning order where some, but not all, submission requirements are fulfilled to address an immediate public health or safety concern, or requests related to a provincial priority with support from a partner ministry.*

### **PURPOSE AND EFFECT:**

In November 2023, the proponent submitted a series of plans and studies which were required by staff based on historical pre-consultation meetings in 2021 and 2022. These plans have now been posted on the Municipality's Active Planning Application website for review by Council and the public.

At the time of submission, the CIHA process was in place; however, only a couple of CIHA proposals were completed across the province. Upon receiving the submission, staff met with MMAH staff and the proponent multiple times to understand and outline a clear path for the CIHA process. Staff also consulted with two other municipalities who had proceeded through the CIHA process. After a path forward was determined,

including scheduling a staff report for Council in May of 2024, the Ministry replaced the CIHA process with the new Zoning Order process.

After the introduction of the new Zoning Order process in 2024, staff met with MMAH and the proponent on several occasions to discuss and understand the Zoning Order process. Staff note that MMAH staff have been very helpful in discussing the different processes and acting as a resource for municipal staff in understanding the required steps and processes required.

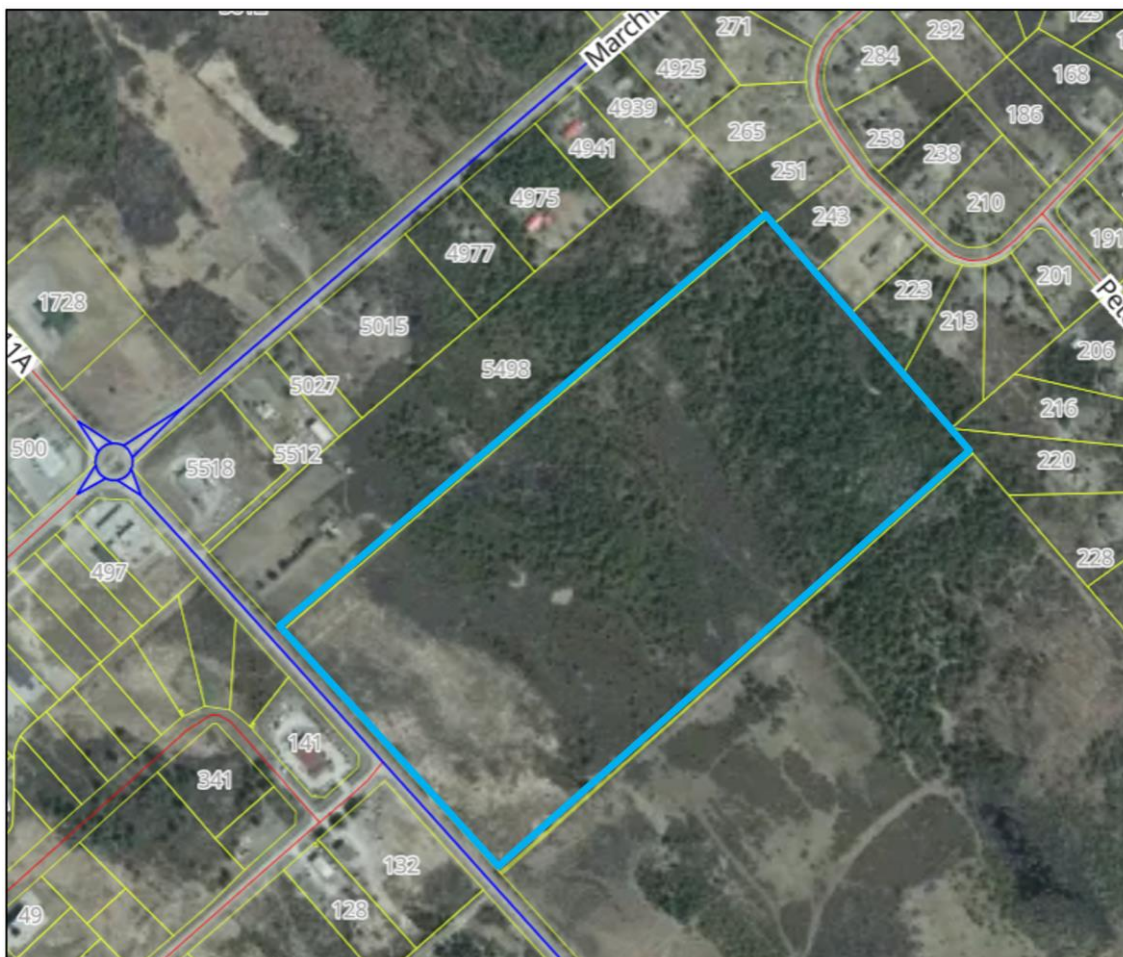
The following portion of the report provides an overview of the proposed development by the proponent. Similar to planning applications, staff have yet to form a recommendation for Council as the submission needs to proceed through a public consultation process and technical review of the proposed development.

Staff are seeking direction from Council as to whether to proceed with a public consultation process for the Zoning Order submission or for Council to provide alternative direction to staff.

#### **DESCRIPTION OF PROPERTY & SURROUNDING LAND USES:**

The subject property is located on the easterly side of Appleton Side Road across from the Municipality's Business Park and just outside of the boundary of the Town of Almonte. The property is vacant.

**Figure 1: Subject Lands**



 Subject Property

**PROPOSED DEVELOPMENT:**

The proposed development includes a four-storey, 192 bed Residential Care Facility (also known as a Long-Term Care Facility), a one storey Residential Care Facility arranged as a 'Dementia Village' providing 96 suites, a four-storey apartment building providing 66 units for seniors and 42 one storey semi-detached dwellings also intended for seniors.

For Council's information, the proponent has confirmed that these facilities do not include any Provincial long term bed allocation.

The development is proposed to include only a portion of the subject lands as illustrated in Figure 2 from the Proponent's Planning Brief.

**Figure 2 – Excerpt from Proponent’s Planning Brief**



**SERVICING & INFRASTRUCTURE:**

The subject property is not serviced. As Council is aware, the Municipality is currently undertaking an update to the Water Wastewater Master Plan (WWMP) and Transportation Master Plan (TMP).

The draft WWMP has highlighted several short-term infrastructure projects (within the next five years) that the Municipality will have to undertake to support growth within Almonte. These projects include identifying and securing a site for a new well, upgrades to the Gemmill’s Bay Pump Station, a river crossing for water infrastructure and a new sewage treatment plant.

The TMP proposes several longer-term transportation improvements including new collector roads, improvements to existing transportation corridors and further work with the County to address the capacity of County roads.

As part of the master planning process for both projects, staff met with several landowners to understand both the short-term development plans within Almonte and the longer-term development plans which include lands outside of the Almonte



boundaries. These lands are referred to as 'study areas' for master planning purposes and do not include the lands subject to the Zoning Order request.

At this time, staff cannot provide a detailed, comprehensive review of the servicing implications of the Zoning Order request; however, can confirm that if the development were to proceed in the short term, it would certainly impact the infrastructure capacity for the remaining lands within Almonte including the 73 ha of land added to Almonte as part of Official Plan Amendment 22.

### **COMMUNITY OFFICIAL PLAN:**

The subject lands are designated Rural in the Official Plan. As noted previously in this report a Zoning Order is not required to adhere to the Official Plan policies and thus, the designation of the land is not applicable to this submission.

In addition, once the Minister has issued a Zoning Order the lands can proceed to the develop process without the requirement for the Official Plan to be amended and without the requirement for the Almonte urban boundary to be expanded. Staff anticipate that, if the Zoning Order is supported by Council and issued by the Minister, the next step in the process that will involve Council would be at the stage of consideration of a Site Plan application.

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

The subject lands are zoned Rural in the Zoning By-law. As noted previously in this report a Zoning Order is not required to adhere to the Zoning By-law and thus, the designation of the land is not applicable to this submission.

### **PUBLIC AND AGENCY CIRCULATION:**

Staff have not yet circulated the application to technical agencies because staff first required that Council provide direction to proceed with the request for technical and public circulation.

The Zoning Order process outlined by MMAH includes an expectation that consultation be part of the process; however, provides no guidance or procedures to follow. As a result, staff are proposing that the proponent follow a process similar to a typical Official Plan Amendment or Zoning By-law Amendment.

This process would include:

- public notification sent to all property owners within 120 metres of the subject lands and public posting on-site,
- posting of the plans and studies on the Municipality's website,
- circulation to internal departments and external agencies,
- a public meeting,
- issue resolution stage, and

- a staff recommendation to Council.

It is also noted that Indigenous consultation is one of the expectations by MMAH. Staff recommend that this consultation be led by the proponent and attended by municipal staff.

### **OPTIONS**

Option One:

That Council direct staff to work with the proponent proceed with the proposed public consultation and technical circulation process, as detailed in this report.

Option Two:

That Council direct staff to not proceed with the Zoning Order process and recommend that the proponent proceed through the regular planning application process.

Option Three:

That Council direct staff to modify the proposed public consultation process and that Council provide details on how the process is to be altered.

### **SUMMARY:**

Having received the Zoning Order request by the proponent, it is recommended that Council direct staff to proceed with the public consultation process and technical agency circulation and return to Council with a report detailing the results of the public consultation process and technical review of the proposal.

All of which is respectfully submitted by,

Approved by,



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Melanie Knight, MCIP, RPP  
Director of Development Services and  
Engineering

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Ken Kelly  
CAO

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**STAFF REPORT**

**DATE:** June 26, 2024  
**TO:** Council  
**FROM:** Kathy Davis, Director of Corporate Services, Treasurer  
**SUBJECT:** 2025 Budget Assumptions

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**RECOMMENDATION:**

**THAT Council receive this report as information, AND THAT Council direct staff to advise Council of any changes to the assumptions in this report that may be made known after the date of this report and before the tabling of the 2025 draft budget.**

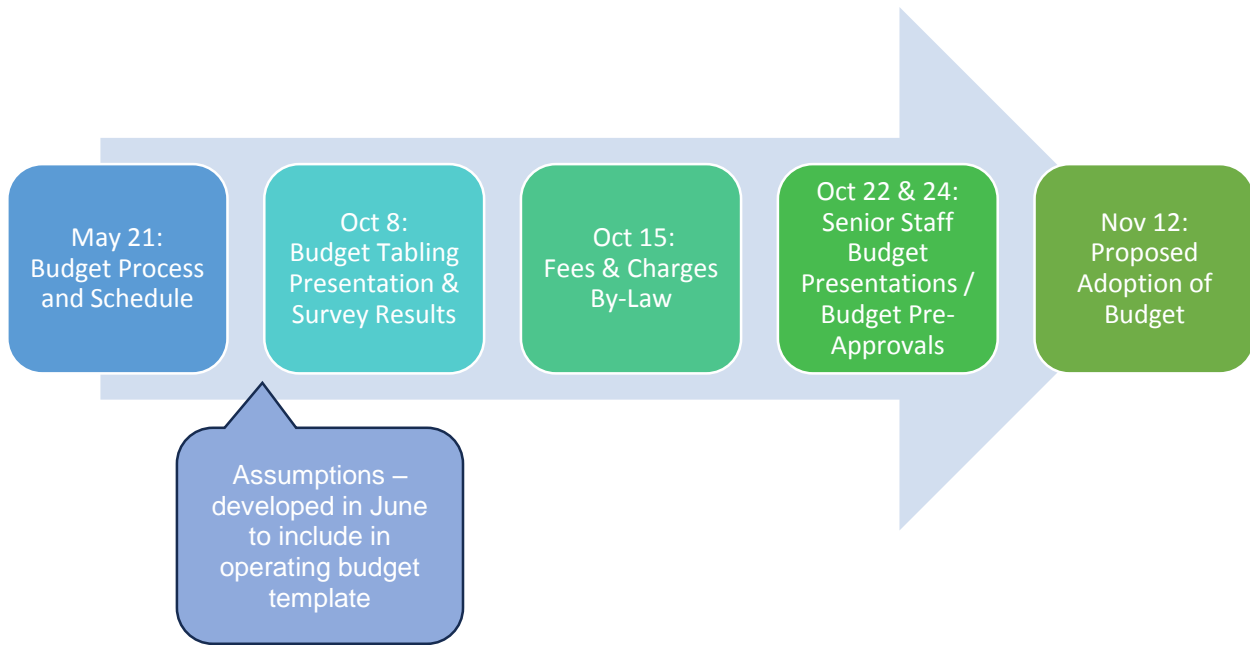
**THAT Council direct Human Resources staff to bring forward a summary report of all proposed new staffing positions for the 2025 draft budget including costing and rationale for each position, prior to the tabling of the 2025 draft budget.**

**THAT Council direct staff to include qualitative and financial analyses related to proposed program expansion and new professional fees in their individual 2025 draft budget departmental presentations on October 22 and 24, 2024.**

**BACKGROUND:**

This report is written further to the Budget Plan and Process presentation made to Council on May 21, 2024. The purpose of this report is to provide Council with further details related to the development of assumptions that are used in constructing the annual proposed budget. Accounting and budget assumptions include expected changes, estimates, or trends that are used to help inform a draft budget. Municipal staff identify and research multiple factors that inform the development of the budget. In this report we hope to provide clarity and transparency for Council around how they are developed and utilized in the drafting of a proposed budget.

The report also aims to provide clarification for Council related to decision making points throughout the budget process. As the budget is developed, there are several checkpoints for Council to receive information, approve or reject different components of the proposed budget, give direction to staff, and provide feedback, ideas, and suggestions leading up to the presentation of a final proposed budget for approval or amendment per Council's direction. As described at the May 21, 2024, meeting, there are a number of key stages and activities for Council during the budget cycle.



Between each of these checkpoints, staff are available to meet with Councilors to discuss questions, feedback, ideas, points of analysis and data requests, and items that Council would request be included in the draft budget.

Critical decision making points for Council include:

- June 26, 2024 Budget Assumptions:

Council's decision making includes receiving estimates for the purposes of developing the draft budget, and direction related to items of interest for Council, such as providing details specific to proposed staffing and program expansion.

- October 8, 2024 Tabling of the Draft Budget

At this meeting, Council typically receives the Draft Budget as information, and can provide direction to staff related to different elements of the budget. For example, at the tabling of the last budget in 2024, Council directed staff to bring forward more information about discretionary reserves, and more information about asset sustainability and asset management.

- October 15, 2024 Fees and Charges

The proposed changes to the Fees and Charges By-Law will be brought to Council for consideration on October 15, 2024. At this meeting, Council can approve, amend, or reject approval of the proposed changes. Any new fees need to be considered by Council and approval at this stage in the budget process would help eliminate any doubt that the fees should be included as part of revenue.

- October 22, 2024 and October 24, 2024 Presentations

At this time, staff would propose to follow the same presentation order as was employed in the 2024 budget process and would seek Council's feedback related to receiving information and presentations from staff. The proposed presentations for October 22 would relate specifically to infrastructure, growth, and asset management, including:

- Public Works
- Waste Management
- Water and Wastewater
- Planning
- Building

The proposed presentations for October 24 would relate to strategic initiatives and priorities, including:

- Culture and Recreation
- Economic Development
- Protection and Fire
- Corporate Services
- Childcare
- Facilities

After each presentation, staff will seek Council's feedback and questions, input and direction related to the proposed departmental budgets. It is understood that Council may also wish to hear all the presentations and then, given the context of the proposed budget across all areas, take more time to consider and weigh different priorities and the implications of different decision making. Council direction and decisions at these meetings will help staff further refine the proposed budget.

- November 12, 2024 Proposed Adoption

Given the direction and input from Council in the previous meetings, staff will bring further revisions and a proposed draft budget to Council for consideration. At this meeting, Council may still require further information, provide additional direction for staff, and propose future meetings to consider new information requested of staff. Alternatively, Council may choose to approve the draft budget with specific amendments as directed.

## **DISCUSSION:**

### **1. Inflationary Assumptions**

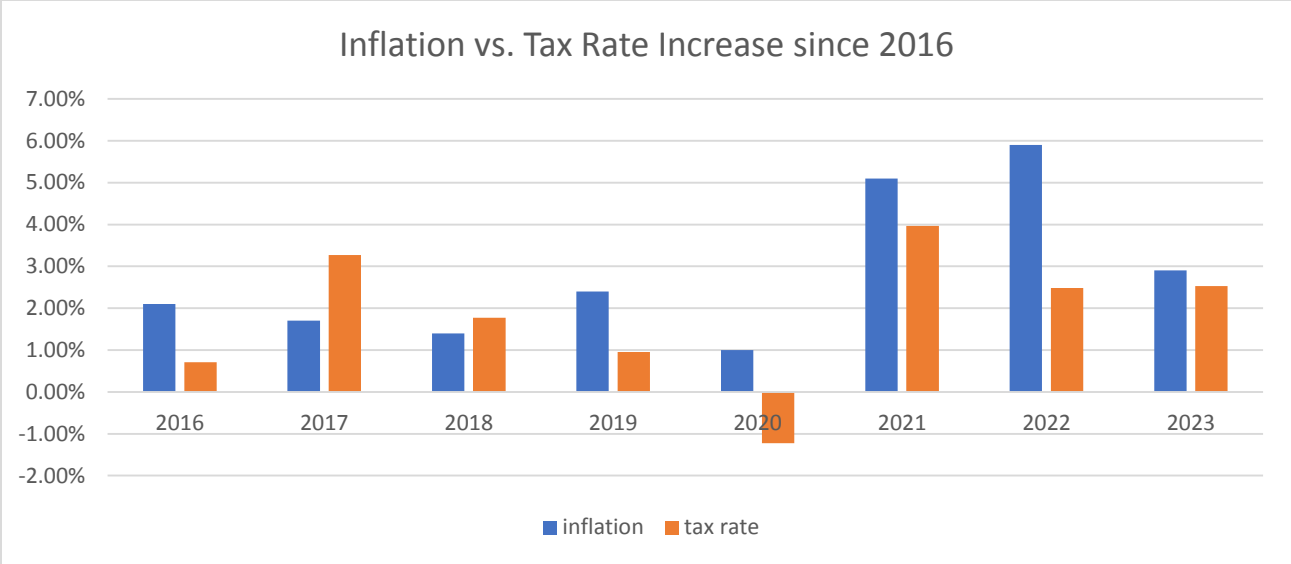
Each year, staff review historical inflation indicators and economic forecasts to determine inflation estimates to be applied to the coming year's budget. While these predictions are estimates, the inclusion of increased budget amounts based on these

inflation estimates provides assurance that services will not be eroded and that Council's previous direction and decision making with respect to investments and services is still fully funded.

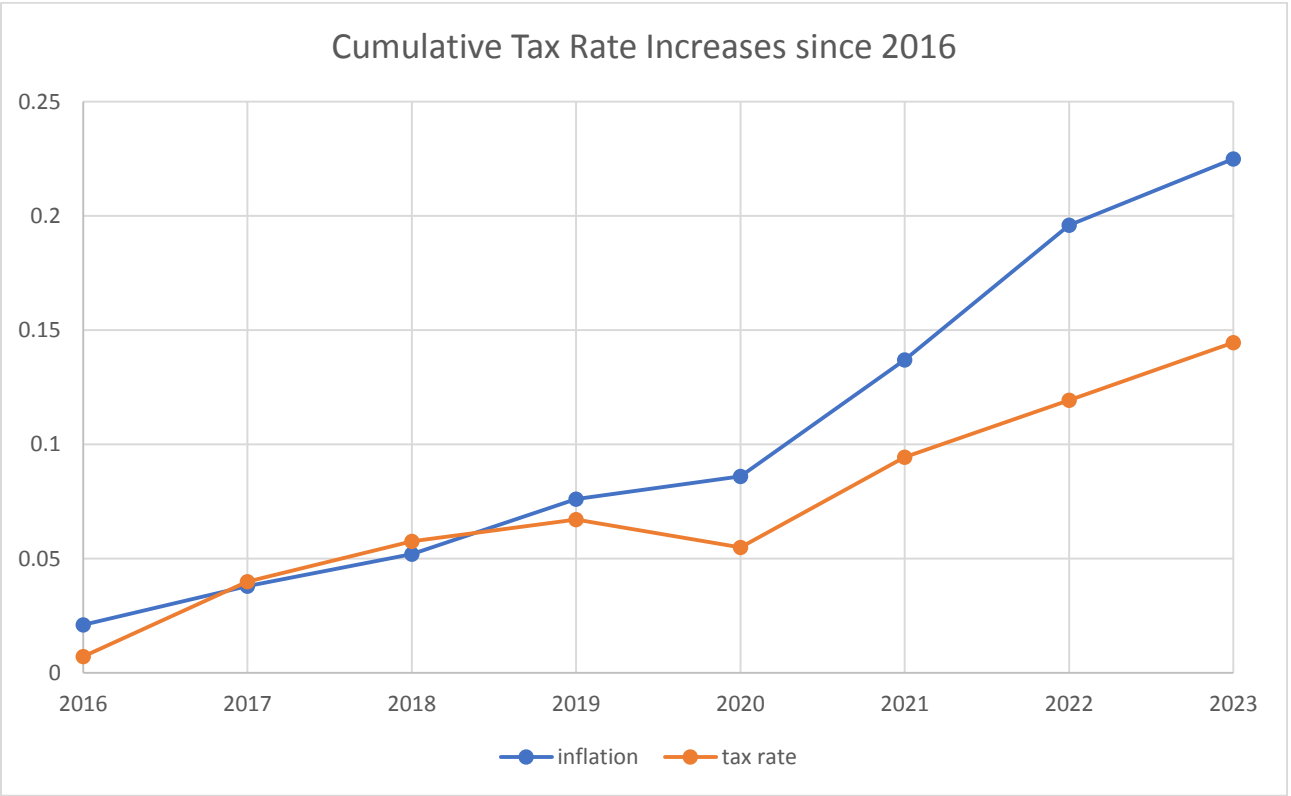
Different categories of inflation are derived and applied to the spending categories in the budget. Below is a summary of 2023 estimates, and the 2024 assumptions that are currently under development.

<b>Cost Category</b>	<b>2023 inflation index</b>	<b>2024 inflation index</b>	<b>Research / sources / historical information</b>
Wages	2%	3%	Collective agreement
Benefits	2%		From broker
Supplies	4%	2.69%	Year over year Bank of Canada inflation rate (4.1% 2022-23, 2.69% 2023-24)
Contracts	3%	2.5%	Bank of Canada inflation rate + historical experience – savings component
Insurance	20%	15%	From broker
Fuel and oil	10%	11.1%	StatsCan retail fuel and oil data (7.2% May 23 to Apr 24 – NOTE that In some research, a carbon tax increase is expected for 2025, a lower value of the Canadian Dollar and Political Unrest (Military uprisings) estimates are between 10 – 20% for budgeting purposes. It may be prudent to pick a midpoint of 15%.
Materials	5%	5.96%	Building construction price index Q1 to Q1 <a href="https://www150.statcan.gc.ca/n1/pub/54-62-x/2023001/article/00001-eng.htm">Building construction price indexes, by type of building and division (statcan.gc.ca)</a>
M&R Parts	5%	5.96%	Building construction price index
Food	4%	2.69%	Bank of Canada inflation rate (4.1%)
Investments	5 to 5.75%	4.75 to 5.5%	Interest rate on investments

The chart below demonstrates inflation since 2016, compared to tax rate increases over this same period. Because assessment values have been frozen since 2016, this provides a baseline for comparison. As can be seen from the chart, most of the time the increases are within two percent of each other; as costs of operations increase with inflation, the tax rate also increases accordingly.



The chart below demonstrates the cumulative impact of inflation as compared to the tax rate over the same period. As can be seen from the chart, inflation has increased on average 2.81% per year, and the tax rate 1.81% per year. Over this period of time, inflation increases are 8.04% higher than tax rate increases overall.



## 2. Staffing Recommendations

Each year, staff review staffing allocations and staffing needs to meet the service demands of their respective departments. Requests for additional staffing may be made in response to Council direction, increased demand in a particular department, new regulatory requirements, or new or changing services.

A preliminary review of staff position considerations that staff would propose to include in the 2025 draft budget is below:

<b>Department</b>	<b>Position</b>	<b>Rationale</b>
Facilities	Cleaner / facilities support	Combine existing contracts into a new position; cost neutral – supports facilities initiatives and project management
SMT	Director Community Services	Service delivery review – this is the final position recommended
Protection	By-law	Bring internal bylaw service to increase presence and quicker response to complaints. Potential to utilize AMP's more effectively on other bylaw enforcement.
Protection	Admin support	To assist in administrating our future goals in Bylaw, Emergency Management, Public Education and Training Centre
Public Works	Public Works staff	A review of overtime data in Public Works has identified the opportunity to reduce overtime by hiring additional staff; cost neutral.
Recreation	Facility operator	Staffing requirement at the Stewart Community Centre in Pakenham with only 1 full time staff person dedicated to this facility.
Finance	Summer student	Front desk, vacation coverage, administrative support; could make this contingent on receiving grant funding

The Human Resources Business Partner is gathering data and financial implications related to each of these proposed positions.

## 3. Program Expansion

Each year, staff review program and service needs, Council priorities, and Council direction while planning for the coming year and ensuring that programs meet the service demands of their respective departments. Requests for additional program related funding may be made in response to Council direction, increased demand in a particular department, new regulatory requirements, or new or changing services.



A preliminary review of program expansion considerations that staff would propose to include in the 2025 draft budget is below:

<b>Department</b>	<b>Program description</b>	<b>Rationale</b>
Child Care	Before and After School	Expansion of program to address wait list for service.
Recreation	Summer Camp for the month of July 2025	More summer camp options for children in the community.
Corporate Services	Process / quality / efficiency / automation training  Leadership Training	To support the operational efficiency project and ensure all staff are involved and informed and able to implement positive change in their roles  Change management efforts require aligned, active and effective leadership; the current Corporate Services training budget has not been increased even though staffing has.
PW, Rec, Fire, other	Reserve for Climate Change and Emergencies / Incident Management, Just In Time Agreement with Red Cross	This has been flagged as an item to add to budget discussions for Council's consideration.
Protection	Fire Training Centre	Enhance and expand the training services offered, with the goal to increase revenue.

Department heads are gathering data and financial implications related to each of the proposed program expansions above.

#### **4. New Professional Fees**

Each year, staff review program and service needs, Council priorities, and Council direction while planning for the coming year and ensuring that programs meet the service demands of their respective departments. Requests for additional Professional Services funding may be made in response to Council direction, increased demand in a particular department, new regulatory requirements, or new or changing services.

A preliminary review of professional fees considerations that staff would propose to include in the 2025 draft budget is below:

<b>Department</b>	<b>Description</b>	<b>Rationale</b>
Website upgrades	Online payments and new upgrades	Back-end of the website no longer supported and required to upgrade (cost \$19,000) inclusion of online payment on website (\$10,000)

Legal Services	Additional funds required for existing complex legal cases	Ongoing legal matter not covered by insurance is expected to wrap up in 2025. Will likely require additional funds.
Consulting	Process automation and financial system integrations	To support implementation of a new FIS and integration with financial data capture from other departments and the web site.
New OCWA Contract	Increase due to services and Chemical Costs increases	This will be refined in proposal to be received end of June.
Almonte Tennis Courts (Recreation)	Repair work to the Almonte Tennis courts	Minor repairs are required to be completed on an annual basis to keep the Almonte Tennis courts functional until major repairs are completed.

Department heads are gathering data and financial implications related to each of the proposed program expansions above.

## 5. Revenue Sources

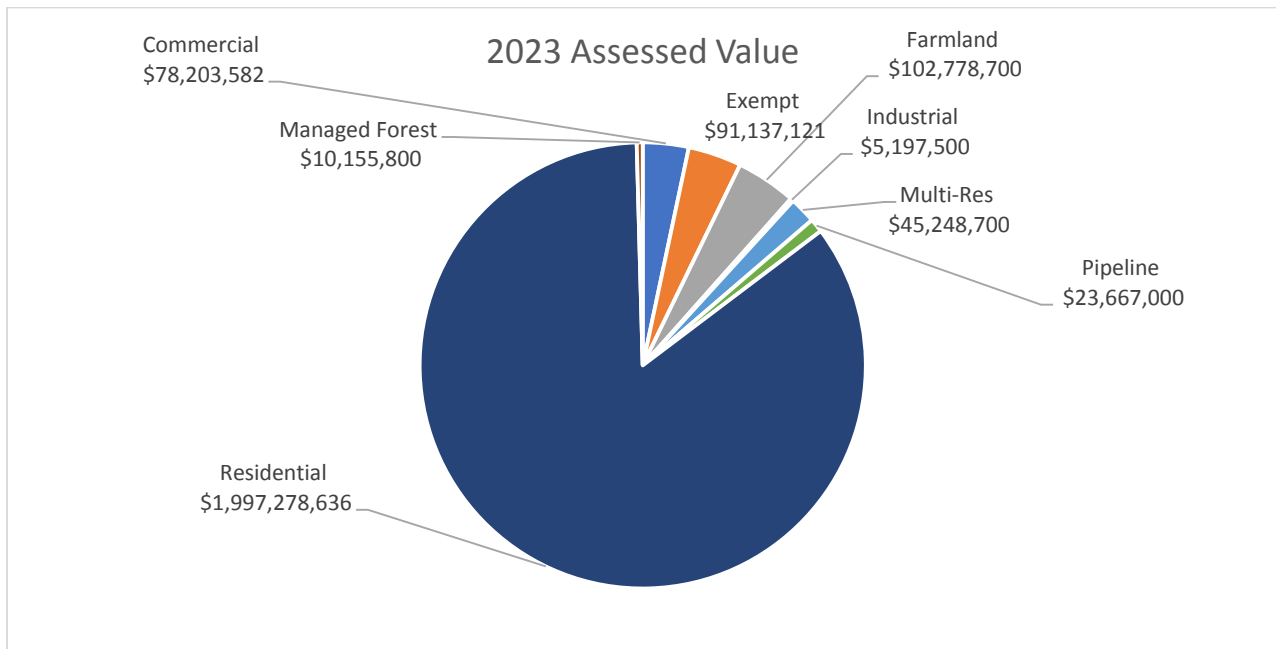
There are multiple sources of revenue that are considered in budget planning. While developing budget assumptions, staff review:

Revenue Source	Assumption	Research / sources / historical information
Assessment Values	Increase due to new growth (residential and commercial)	MPAC
Fees and Charges	Based on Council approved changes	By-Law
Interest rates and Investment Income	Based on prime rate and forecast changes per Bank of Canada	Bank of Canada prime rate, economic forecasts
Reserves	Per Council direction	Based on reserve health, policy, options of funding different projects
Debt	Per policy and Council direction	Funding of projects as detailed in policy being appropriate for debt financing
Grant Funding	OCIF – decrease of 15%; OMPF – unknown; CCBF – increase of 4.17%; Other – as approved	Grant funding assumptions are normally based only on approved funding

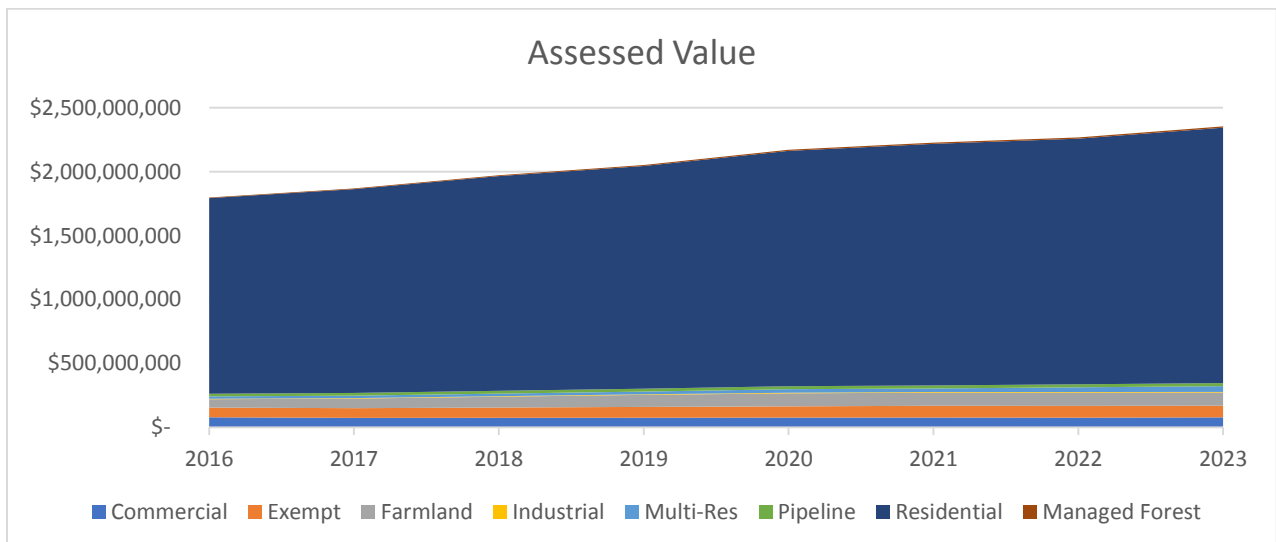
## 6. Growth vs. Constraint

As staff develop the annual budget, consideration is made for planned growth and development and the impact of this on the needs of the community as well as the tax base and associated revenues.

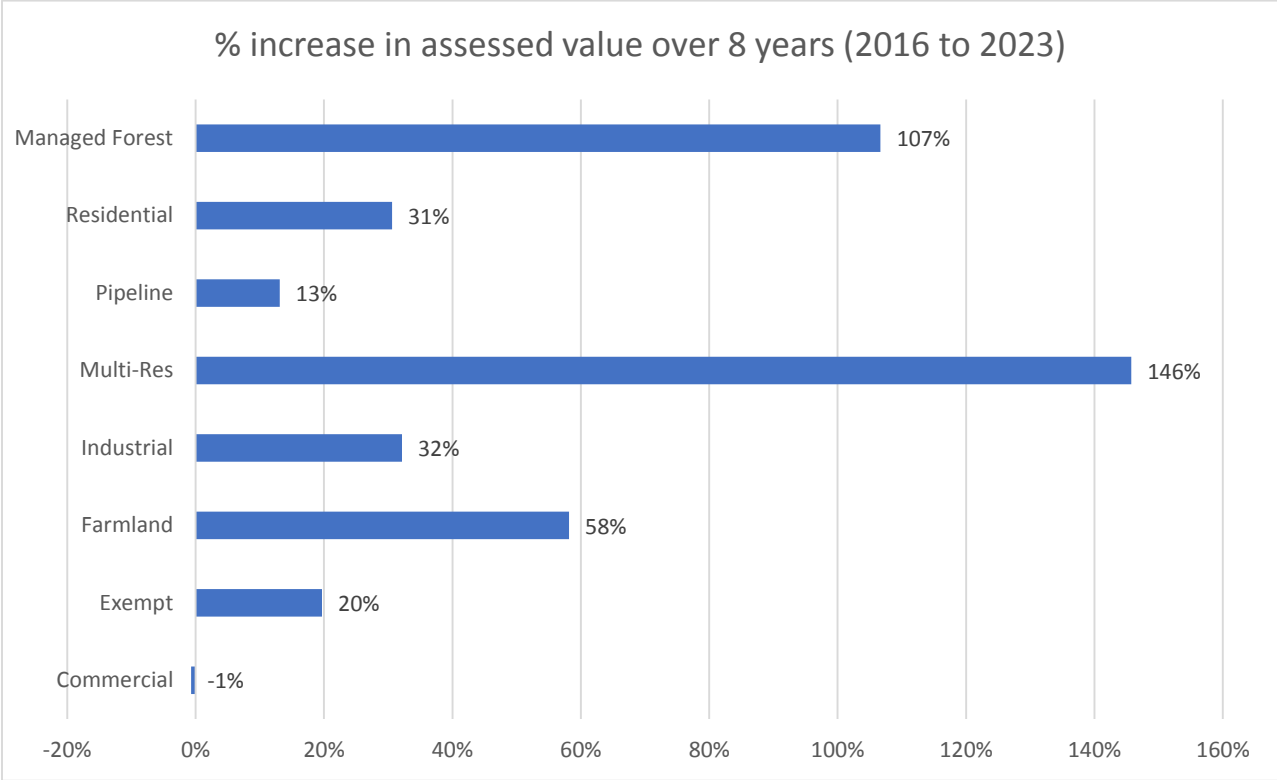
The mix of assessed property values in Mississippi Mills is below. The majority of assessment value is related to residential and multi-residential properties.



Historical growth has also been primarily in the residential property category.



Below is the percent change in assessment value for different property classifications over the past eight years. Industrial, commercial, and pipeline properties are subject to higher tax rates and growth in these areas will have a more material impact on revenues for the Municipality. As can be seen below, there has historically been minimal growth in these areas as compared to residential and multi-residential.



While the growth trend for residential and multi-residential property is expected to continue, the Municipality anticipates growth in commercial properties as well in the coming years. The potential impact on tax revenues is shown in the chart below. Looking a few years into the future can help with decision making for 2025, as Council considers the need for services as the population grows, and the potential future revenues that can help offset the costs for services. Additionally, this information may help Council with decision making related to capital project funding and the use of debt, reserves, and operating cash flow.

	2025	2026	2027
Anticipated Commercial Growth (Assessed Value)	\$1,000,000	\$3,000,000	\$12,000,000
Anticipated Commercial Growth (Tax Revenue)	\$10,698	\$32,096	\$128,384

For every \$10,000,000 investment in commercial property, Municipal tax revenue would increase by roughly \$100,000.

## **Discussion Part II – Development of the Draft Budget for Tabling**

As discussed at the May 21, 2024 Committee of the Whole Meeting, staff propose to build the draft budget over the summer of 2024 for tabling in October.

- Draft capital budgets are developed based on master plans and strategic plan
- Draft operating budget is developed based on inflation indexes, strategic plan, and items as provided in this report
- Staff consult the Debt policy to determine appropriate projects eligible for borrowing
- Staff consult the Reserve policy and historical direction from Council to determine appropriate projects eligible for funding through reserves
- Staff consult the Reserve policy and historical direction from Council to determine appropriate amounts to contribute to reserves
- Staff propose the mix of debt and reserves based on this analysis
- Staff determine the proposed remaining funding needed to balance the in-year budget
- Staff propose a tax rate increase based on anticipated assessment values that would cover the remaining funding needed

Staff would then seek Council's direction and approval related to all items in the list above, which can result in changes to debt funding, reserve funding and contributions, and the remaining funding needed (and consequently the tax rate impact).

## **Councilor Initiated Projects**

At any time in the process an individual Councilor can use the Notice of Motion process to advance discussion that they wish to have on a particular item or project if they feel that it is not coming up during the regular debate at Committee of the Whole or Council. Examples of members of Council using the notice of motion process to initiate debate include the Affordable Housing Grant, and the Aquatics Reimbursement Program.

## **OPTIONS:**

**Option A (recommended):** Council approves the recommendations as provided in this report.

**Option B:** Council amends the second recommendation to direct that individual Staff Reports for the staffing proposals be brought forward by Department Heads in advance of the Budget Tabling, for review and direction by Council.

**Option C:** Council approves the recommendations as amended following Council discussion.

**Option D:** Council may request further information from staff.

### **FINANCIAL IMPLICATIONS:**

At this time there are no direct financial implications. All information in this report will still be subject to Council approval as the budget process unfolds throughout Q3 and Q4 of 2024. Staff proposes that Human Resources bring forward a summary report related to the proposed staffing changes, including financial implications. The budget tabling presentation scheduled for October 8, 2024, will demonstrate the financial impact of the various inflation indexes, proposed program expansion, and anticipated professional services fees.

### **STRATEGIC PLAN**

This report supports Council's strategic priorities 4 (sustainable financial stewardship) and 6 (transparent and accountable governance).

### **PUBLIC ENGAGEMENT**

None at this time. The 2025 Budget Process includes public engagement and communication initiatives throughout.

### **SUMMARY:**

This report is written to provide Council with details and data related to budgeting assumptions, estimates, and expected changes related to the 2025 budgeting process, and to seek Council direction and feedback related to these items.

The report summarizes six different aspects of budget development: inflationary indexes and assumptions, staffing changes, program expansion, professional services, revenue sources, assessment growth and Councilor initiated discussion. Because it is early in the budget development process, detailed estimates and projections are not provided; rather, the conceptual framework and budgeting methodology is shared for Council's review and consideration.

Respectfully submitted by,

Kathy Davis,  
Director of Corporate Services, Treasurer

Reviewed by:

Ken T. Kelly,  
Chief Administrative Officer

### **ATTACHMENTS:**

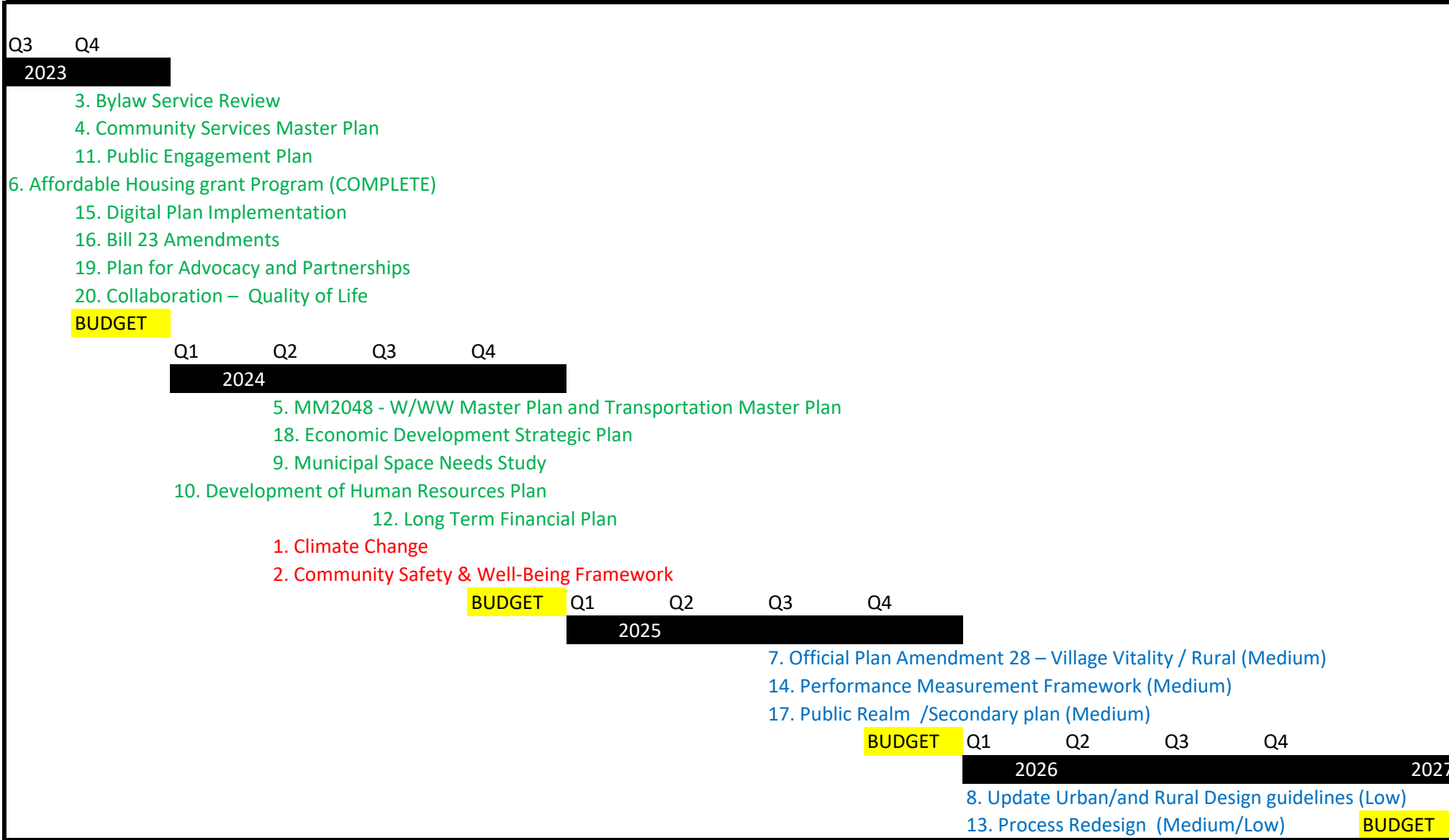
1. Strategic Plan Map
2. Budget Process from May 21, 2024

**DOCUMENT TWO**

NOT PRIORITIZED

HIGH PRIORITY

MEDIUM/LOW PRIORITY



## 2024 Budget Development Schedule and Deliverables

June 20, 2024

Deliverable	Description	Prime	Due Date
Budget Process and Schedule	Process and Schedule approved by COW	KD	21-May-24
Capital Forecast and Carryforward templates to Dept Heads	Provide templates (Due back July 3)	KD	19-Jun-24
2024 New Capital Projects templates to Dept Heads	Provide templates (Due back July 10)	KD	21-Jun-24
Operating Budget templates to Dept Heads	Provide templates (Due back July 10)	KD	2-Jul-24
Capital Forecast and Carryforward templates	Due back to Finance July 3	Senior Staff	3-Jul-24
2024 New Capital Projects	due back to Finance July 10	Senior Staff	10-Jul-24
Operating Budget templates	due back to Finance July 10	Senior Staff	10-Jul-24
Reserves and Debt schedules	Templates developed and draft schedules populated	AH/KD	12-Jul-24
Finalize Survey Issues and Questions		KD/AH/AK	18-Jul-24
Draft budget tabling presentation	Develop framework for budget tabling presentation	KD/AH	19-Jul-24
Provide 2024 Fees & Charges By-Law to SMT for amendments	Review and propose any changes to By-Law	Senior Staff	22-Jul-24
Develop Senior Staff presentation templates	Provide presentation templates for Senior Staff presentations to COW	KD/AK	22-Jul-24
Budget Preview communication	public communication introducing process, spotlights, and survey	KD/AK	22-Jul-24
Complete SMT Presentation # 1	Highlight significant variances, missing information, questions	KD/AH	22-Jul-24
SMT Budget Review #1	Finance team to present 1st draft operating and capital budget	KD/AH	24-Jul-24
Public Engagement Survey Launched		KD/AK	30-Jul-24
Fees and Charges Changes Due to Finance	Department Heads to submit any proposed amendments to fees & charges by-law	KD/AK	2-Aug-24
Budget Spotlight # 1		KD/AK	5-Aug-24
Operating and Capital Budget refinements		KD/AH	7-Aug-24
Complete SMT Presentation # 2	Highlight updates and changes	KD/AH	12-Aug-24
SMT Budget Review #2	Finance team to present 2nd draft operating and capital budget	KD/AH	14-Aug-24
Budget Spotlight #2		KD/AK	19-Aug-24
Budget Presentation Draft # 1 complete	Senior team to submit completed presentation templates	Senior Staff	29-Aug-24
Finalize Draft Operating and Capital Budget for Tabling	Lock in draft Budget numbers for Tabling	KD/AH	29-Aug-24
Public Engagement Survey Closed		KD/AK	29-Aug-24
Budget Spotlight #3		KD/AK	2-Sep-24
Develop tabling presentation and report		KD/AH	9-Sep-24
Budget Spotlight #4		KD/AK	16-Sep-24
Budget Spotlight #5		KD/AK	30-Sep-24
Survey Results Presentation	Presentation to COW on survey results	KD/AH	8-Oct-24
2024 Budget Tabling Presentation - COW		KD/AH	8-Oct-24
Final Budget Pre-Approvals submitted to Finance	Senior team to submit final requests for preapproval	Senior Staff	10-Oct-24
Departmental Budget Presentations completed	senior team to submit final presentations to CAO/Finance for review	Senior Staff	10-Oct-24
Fees and Charges By-Law presentation to COW		KD/AK	15-Oct-24
Senior Staff Budget Presentations to COW	Use presentation templates to ensure consistency across departments	Senior Staff	22-Oct-24
2024 Budget Pre-Approvals - Council	Budget pre-approval requests brought forward	KD/AH	22-Oct-24
Senior Staff Budget Presentations to COW	Use presentation templates to ensure consistency across departments	Senior Staff	24-Oct-24
2024 Budget Pre-Approvals - Council	Budget pre-approval requests brought forward	KD/AH	24-Oct-24
Budget Spotlight #6		KD/AK	21-Oct-24
Budget Spotlight #7		KD/AK	4-Nov-24
Fees and Charges By-Law presentation to Council		KD/AK	5-Nov-24
Finalization of Budget	Finalizing budget		12-Nov-24
Budget Spotlight #8		KD/AK	18-Nov-24
2024 Operating and Capital Budget Adoption			19-Nov-24
Budget Spotlight #9		KD/AK	3-Jan-25

COW meeting

Communications

SMT

Council meeting



**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

**BY-LAW NO. 24-042**

**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 Plan 27M88, Part of Block 41, Parts 3, 4, 5, & 6 Plan 27R-11478 to convey each unit of the existing townhouses separately.

**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 27M88, Part of Block 41, Parts 3, 4, 5, & 6 Plan 27R-11478, 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 18<sup>th</sup> of June 2025, 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 26<sup>th</sup> of June 2024.

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Christa Lowry, Mayor

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Jeanne Harfield, Clerk