



**Municipality of Mississippi Mills**

**COUNCIL AGENDA**

**Tuesday, November 19, 2019  
5:00 p.m.  
Council Chambers, Municipal Office**

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**PLEASE REMEMBER TO SET YOUR CELL PHONE TO SILENT AND THAT NO RECORDING DEVICES ARE PERMITTED.**

**A. CALL TO ORDER (5:00 p.m.)**

**B. CONSIDERATION OF A CLOSED SESSION**

1. HR Matters - personal matters about an identifiable individual, including municipal or local board employees (*Municipal Act, 329 (b)*)
2. Commemoration - personal matters about an identifiable individual, including municipal or local board employees (*Municipal Act, 329 (b)*)

**C. O CANADA**

**D. ATTENDANCE**

**E. APPROVAL OF AGENDA**

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

**G. APPROVAL OF MINUTES**

Council Minutes dated November 5, 2019

Pages 6-14

**H. DELEGATION, DEPUTATIONS, AND PRESENTATIONS**

1. Niki Dwyer, Director of Planning  
Re: Planning for Growth

Pages 15-32

Recommendation:

That the presentation by Niki Dwyer, Director of Planning re: Planning for Growth be received for information.

**I. PUBLIC MEETINGS (None)**

**J. COMMITTEE OF THE WHOLE**

*Motion to resolve into Committee of the Whole.*

**(J.1) CONSENT ITEMS**

*Motion to receive:*

- CAOs Report November 2019 Pages 33-35
- 3<sup>rd</sup> Quarter Building Report Pages 36-38

**Minutes**

*Motion to receive:*

- Parks and Recreation – Oct 29, 2019 Pages 39-41

**(J.2) REPORTS****Roads and Public Works**

- a. 2019 Wild Parsnip Management Program Pages 42-45

Recommendation:

That Council receive the summary report of the 2019 Wild Parsnip Management Program for information.

**Building and Planning**

- b. Land Sale Bylaw – Proposed Repeal and Replacement Pages 46-54

Recommendation:

That Council pass a bylaw to repeal and replace the current Land Sale Bylaw

- c. Zoning by-law amendment Z-14-19 Pages 55-64  
297 Strathburn Street, Almonte

Recommendation:

That Council approve the Zoning By-law Amendment to change the zoning on the lands known Municipally as 297 Strathburn Street, Almonte Ward, Municipality of Mississippi Mills to reduce to minimum lot area in the “Development-Special Exception (D-10)” Zone from 8.65ha to 8.55ha; and to rezone the severed parcels of land approved in Applications B19-081 and B19-082 to “Residential First Density” (R1).

- d. Transforming and Modernizing Delivery Ontario’s Building Code Services Pages 65-72  
(*Deferred from November 5, 2019*)

Recommendation:

That Council authorize staff to proceed with municipal feedback to the Ministry

## **Administration and Finance**

- e. Development of Business Park Lands Phase 3 Pages 73-77

Recommendation:

That Council accept the report to develop the remaining Phase of the Business Park Lands and direct staff to engage Novatech Engineering to complete design and tender preparation of the remaining infrastructure as per the attached proposal in the sum of \$20,000 plus HST with funding from the Business Park Reserve funds.

- f. Implementation of Recreation and Cultural Service Delivery Review Pages 78-148

Recommendation:

That Council accept the report seeking direction on the implementation of the recommendations contained in the service delivery review of the Recreation and Cultural Services Report dated July 2018.

### **(J.3) INFORMATION ITEMS**

- |  |               |
|--|---------------|
| • Mayor's Report                                   | None          |
| • County Councillors' Report                       | Pages 149-150 |
| • Mississippi Valley Conservation Authority Report | Page 151      |
| • Information List ( <i>motion to receive</i> )    | Pages 152-169 |
| • Meeting Calendars ( <i>November/December</i> )   | Pages 170-171 |

*Motion to return to Council Session.*

### **K. RISE AND REPORT**

Recommendation:

That the recommendations of the Committee of the Whole for the meeting of November 19, 2019 be adopted as resolutions of Council.

### **L. BY-LAWS**

That By-laws 19-111 to 19-109 be taken as read, passed, signed and sealed in Open Council.

- |   |               |
|---|---------------|
| 19-111 Part Lot Control Pt Block 13 Plan 27M-90 (Mill Run Sadler Dr)  | Page 172      |
| 19-112 Part Lot Control Pt Block 13 Plan 27M-90 (Mill Run Sadler Dr2) | Page 173      |
| 19-113 Part Lot Control Pt Block 13 Plan 27M-90 (Mill Run Sadler Dr3) | Page 174      |
| 19-114 Sale of Land   | Pages 175-181 |
| 19-115 Zoning Amendment Z-14-19 (297 Strathburn St.)                  | Pages 182-183 |

**M. OTHER/NEW BUSINESS**

1. Stewardship Ontario – Funding for Municipal Blue Box Recycling Page 184  
(from info list 18-19, item #3)

Recommendation:

That Council receive the letter from Stewardship Ontario re: funding for municipal blue box recycling programs as information.

2. Demand the Right - Letter re: Landfill Development Pages 185-186  
(from info list 18-19, item # 6)

Recommendation:

That Council support the proposed motion from the Demand the Right Coalition regarding landfill development.

3. Friends of Lanark County – Re: Award for Best Roadside Management Page 187  
(from info list 18-19, item #7)

Recommendation:

That Council receive the letter from Friends of Lanark County re: Award for Best Roadside Management as information.

4. Ministry of Finance – 2020 OMPF allocations Pages 188-189  
(from info list 18-19, item # 10)

Recommendation:

That Council receive the information from the Ministry of Finance re: 2020 Ontario Municipal Partnership Fund allocations as information.

5. Ministry of Natural Resources and Forestry – Provincial Statutes Pages 190-192  
(from info list 18-19, item # 11)

Recommendation:

That Council direct staff to provide comment on the proposed amendments to provincial statutes.



**N. NOTICE OF MOTION**

## 1. Councillor Holmes Motion

Whereas By-law No. 13-108 regulates the use of All Terrain Vehicles within Mississippi Mills;

And whereas the Ottawa Valley Recreation Trail is a multi-use trail and as a result more All Terrain Vehicles are passing through Mississippi Mills;

And whereas the Ottawa Valley Recreation Trail is an economic driver for the Municipality;

Therefore be it resolved that Council direct staff to bring forward options for Schedule "A" of By-law 13-108 for Council to determine if the roadway restrictions regarding the use of ATV's outlined in the schedule are appropriate in consideration of the recently opened OVRT.

**O. ANNOUNCEMENTS AND INVITATIONS****P. CONFIRMATORY BY-LAW – 19-116****Q. ADJOURNMENT**



## The Corporation of the Municipality of Mississippi Mills

### Council Meeting #35-19

#### MINUTES

A regular meeting of Council was held on Tuesday, November 5, 2019 at 6:00 p.m. in the Council Chambers.

#### **A. CALL TO ORDER**

Mayor Lowry called the meeting to order at 6:00 p.m.

#### **B. CONSIDERATION OF A CLOSED SESSION**

[None]

#### **C. O CANADA**

The Council meeting was opened with the singing of O Canada.

#### **MOMENT OF SILENCE**

A moment of silence was observed for Remembrance Day

#### **D. ATTENDANCE**

##### **PRESENT:**

Mayor Christa Lowry  
Deputy Mayor Rickey Minnille  
Councillor John Dalgity  
Councillor Denzil Ferguson  
Councillor Cynthia Guerard  
Councillor Bev Holmes  
Councillor Janet Maydan  
Ken Kelly, Chief Administrative Officer  
Jeanne Harfield, Acting Clerk  
Niki Dwyer, Director of Planning  
Guy Bourgon, Director of Roads and Public Works

##### **ABSENT:**

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#### **E. APPROVAL OF AGENDA**

##### **Resolution No. 623-19**

**Moved by Deputy Mayor Minnille**

**Seconded by Councillor Ferguson**

**THAT** Council amend the agenda to include an urgent staff report titled "Road Closure Request – Dr. James Naismith Birthday Street Celebration" to section J.2;

**AND THAT** the urgent item be added to close the proposed roads in order to ensure the safety of individuals attending the event scheduled for November 6, 2019.

**CARRIED**  
*Required 2/3 Majority*

**Resolution No. 624-19**  
**Moved by Councillor Dalgity**  
**Seconded by Councillor Ferguson**  
**THAT** the agenda be approved as amended.

**CARRIED**

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

[None]

**G. APPROVAL OF MINUTES**

**Resolution No. 625-19**  
**Moved by Deputy Mayor Minnille**  
**Seconded by Councillor Maydan**  
**THAT** the Council Minutes dated October 8, 15, 17, and 22, 2019 be approved as presented.

**CARRIED**

**H. DELEGATION, DEPUTATIONS, AND PRESENTATIONS**

1. Holly Apostoliuk, Lieutenant Colonel, Canadian Armed Forces  
Acting Director Military Strategic Communication  
Re: Importance of Remembering Veterans

Lieutenant Colonel Holly Apostoliuk spoke on the importance of remembering veterans, sacrifices made by Canadians throughout our history, and her personal story serving in the Canadian military.

**Resolution No. 626-19**  
**Moved by Councillor Maydan**  
**Seconded by Councillor Dalgity**  
**THAT** the delegation by Lieutenant Colonel Holly Apostoliuk, Canadian Armed Forces Acting Director Military Strategic Communication, re: Importance of Remembering Veterans be received.

**CARRIED**

2. Robert Eves, CEO Carebridge Community Support  
Re: Age Friendly Communities

Robert Eves and Danielle Shewfelt presented on the importance of age friendly communities and what that means, community consultations, priorities (housing and social isolation), considering including age friendly related priorities in the municipality's strategic plan, and requesting a member of council join the age friendly community committee.

**Resolution No. 627-19**

**Moved by Councillor Guerard**

**Seconded by Councillor Holmes**

**THAT** the delegation by Robert Eves, CEO Carebridge Community Support and Danielle Shewfelt, Public Health Nurse, Leeds Grenville and Lanark District Health Unit re: Age Friendly Communities be received.

**CARRIED**

**I. PUBLIC MEETINGS**

1. Zoning By-law Amendment Z-14-19  
Re: Jonathan Amodeo, 297 Strathburn St., Almonte

The Director of Planning provided an overview of the proposed amendments. The Chair invited members of the public to comment. The following individual spoke:

- Steve Maynard re: COP requirements such as landscaping plans, natural features, and significant trees

**J. COMMITTEE OF THE WHOLE**

**Resolution No. 628-19**

**Moved by Councillor Ferguson**

**Seconded by Councillor Dalgity**

**THAT** Council resolve into Committee of the Whole, with Deputy Mayor Minnille in the Chair.

**CARRIED**

**J.1 CONSENT ITEMS**

**Resolution No. 629-19**

**Moved by Councillor Holmes**

**Seconded by Councillor Maydan**

**THAT** the Financial Report to September 30, 2019 be received.

**CARRIED**

**Resolution No. 630-19****Moved by Mayor Lowry****Seconded by Councillor Dalgity****THAT** the minutes of the following committees be received:

- Library – September 25, 2019
- Agriculture – October 8, 2019
- Economic Development – October 15, 2019
- Committee of Adjustment – October 16, 2019
- Joint Recreation – October 16, 2019
- Finance and Policy – October 24, 2019

**CARRIED****J.2 STAFF REPORTS****Roads and Public Works**

- a. Tender 19-10 4 x 2, ½ ton Pick-up Truck

**Resolution No. 631-19****Moved by Councillor Ferguson****Seconded by Mayor Lowry****THAT** Council direct staff to award Tender No. 19-10 for the supply of a new 4 x 2, ½ ton pick-up truck to Surgenor Chevrolet Buick GMC Cadillac in the amount of \$32,237.57 (inclusive of net HST).**CARRIED**

- b. Ottawa Street Transportation Study

**Resolution No. 632-19****Moved by Councillor Dalgity****Seconded by Councillor Maydan****THAT** Council direct staff to award the Ottawa Street Transportation Study to Parsons engineering consultants under standing offer as detailed in the report by the Director of Roads and Public Works dated November 5<sup>th</sup>, 2019.**CARRIED****Building and Planning**

- c. Transforming and Modernizing Delivery of Ontario's Building Code Services

**Resolution No. 633-19****Moved by Councillor Maydan****Seconded by Councillor Holmes****THAT** Council authorize staff to proceed with municipal feedback to the Ministry.**DEFERRED – November 19, 2019**

ACTION: Councillors to provide comments to the Chief Building Official Dan Prest prior to next meeting

- d. What is Affordable Housing?

**Resolution No. 634-19**

**Moved by Councillor Maydan**

**Seconded by Councillor Dalgity**

**THAT** Council receive the report titled “What is Affordable Housing?” as information.

**CARRIED**

- e. Zoning By-law Amendment Z-13-19, 55 Spring Street, Almonte

**Resolution No. 635-19**

**Moved by Councillor Guerard**

**Seconded by Councillor Ferguson**

**THAT** Council approve the Zoning By-law Amendment to change the zoning on the lands known Municipally as 55 Spring Street, Almonte Ward, Municipality of Mississippi Mills to recognize an additional exception use to the current “Residential Second Density – Special Exception 6 (R2-6)” to permit a “Pharmacy” as a permitted use, and to permit one (1) car parking space in the front yard.

**CARRIED**

**Recreation and Culture**

- f. Road Closure Request – Dr. James Naismith Birthday Street Celebration

**Resolution No. 635-19**

**Moved by Mayor Lowry**

**Seconded by Councillor Ferguson**

**THAT** Council support the closure of Mill St. from Bridge St to before the Post Office from 12:45PM to 2:00PM November 6, 2019 for a street celebration of Dr. James Naismith’s Birthday.

**CARRIED**

**J. 3 INFORMATION ITEMS**

• **Mayor’s Report**

Highlights: Dr. James Naismith Birthday and 2020 Budget Spotlights

• **County Councillors’ Report**

Highlights: great veggie grow-off results, housing service level action plan approved, Lanark Lodge updates accepted, and endorsing AMO’s position re: joint and several liability. Committee highlights include: presentation by Steve Duff (OMAFRA), updates from Valley Heartland (BR+E project), Ontario Stewardship presentation (funding options)

• **Mississippi Valley Conservation Authority Report - None**

- **Information List 18-19**

**Resolution No. 636-19****Moved by Councillor Maydan****Seconded by Councillor Dalgity****THAT** Information List 18-19 be received;

**AND THAT** item # 7 re: Friends of Lanark County – Congratulation to Lanark County; item # 3 re: Stewardship Ontario – Funding for Municipal Blue Box Recycling; #6 re: Demand the Right – Landfill development; #10 re: Ministry of Finance – OMPF allocations; and #11 re: Ministry of Natural Resources and Forestry – Proposed amendments to provincial statutes be pulled for further consideration

**CARRIED**

- **Meeting Calendars** –November/2020 Council calendar  
Additions: Community Policing Nov 26 at 9:30 am, Library Nov 27 at 2:30 (Pakenham), Finance and Policy Nov 28, 9am

**Resolution No. 637-19****Moved by Councillor Ferguson****Seconded by Councillor Dalgity****THAT** the Committee rise and return to Council to receive the report on the proceedings of the Committee of the Whole.**CARRIED****K. RISE AND REPORT****Resolution No. 638-19****Moved by Deputy Mayor Minnille****Seconded by Councillor Ferguson****THAT** the recommendations of the Committee of the Whole for the meeting of November 5, 2019 be adopted as resolutions of Council.**CARRIED****L. BY-LAWS****Resolution No. 639-19****Moved by Councillor Dalgity****Seconded by Councillor Holmes****THAT** By-laws 19-102 to 19-109 be taken as read, passed, signed and sealed in Open Council.**CARRIED**

By-Law 19-102

**Resolution No. 640-19****THAT** By-law 19-102, being a by-law to remove certain lands from the part-lot control provisions of the *Planning Act*, R.S.O. 1990 Part of Block 14 Plan 27M-90 (Mill Run 4A)**CARRIED**

By-law 19-103

**Resolution No. 641-19**

**THAT** By-law 19-103, being a by-law to remove certain lands from the part-lot control provisions of the *Planning Act*, R.S.O. 1990 Part of Block 18 Plan 27M-90 (Mill Run 4A)

**CARRIED**

By-law 19-104

**Resolution No. 642-19**

**THAT** By-law 19-104, being a by-law to remove certain lands from the part-lot control provisions of the *Planning Act*, R.S.O. 1990 Part of Block 14 Plan 27M-90 (Mill Run 4A)

**CARRIED**

By-law 19-105

**Resolution No. 643-19**

**THAT** By-law 19-105, being a by-law to designate a community safety zone on Paterson Street between Ottawa Street and Robert Hill Drive.

**CARRIED**

By-law 19-106

**Resolution No. 644-19**

**THAT** By-law 19-106, being a by-law to amend Traffic and Parking By-law 02-27 to include no parking on Helen Street.

**CARRIED**

By-law 19-107

**Resolution No. 645-19**

**THAT** By-law 19-107, being a by-law to remove certain lands from the part-lot control provisions of the *Planning Act*, R.S.O. 1990 Blocks 59-60, Plan 27M-88(Riverfront)

**CARRIED**

By-law 19-108

**Resolution No. 646-19**

**THAT** By-law 19-108, being a by-law to prescribe a rate of speed for Golden Line Road between March Road and Hamilton Side Road.

**CARRIED**

By-law 19-109

**Resolution No. 647-19**

**THAT** By-law 19-109, being a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mill to add in another subsection "pharmacy" under section 11.3.

**CARRIED**



**M. OTHER/NEW BUSINESS**

1. Support for City of Hamilton Resolution, re: Single Use Wipes  
(from info list 17-19, item #5)

**Resolution No. 648-19****Moved by Councillor Ferguson****Seconded by Councillor Maydan**

**THAT** Council support the City of Hamilton's resolution respecting the City of Kitchener's request regarding the lobbying of the Federal Government to review the regulations regarding consumer packaging on single-use wipes to remove the word flushable.

**CARRIED**

2. Proclamation – Dr. James Naismith Day, November 6, 2019

**Resolution No. 649-19****Moved by Councillor Dalgity****Seconded by Councillor Ferguson**

**WHEREAS** Dr. James Naismith was born on November 6, 1861 in Ramsay;

**AND WHEREAS** Dr. James Naismith attended grade school in Bennie's Corners and Almonte District High School;

**AND WHEREAS** Dr. James Naismith invented the sport now known as Basketball in 1891;

**AND WHEREAS** residents of Mississippi Mills are proud of Dr. James Naismith and honour his achievements through the Naismith Foundation; Naismith Basketball Association, and the Naismith Museum;

**AND WHEREAS** Dr. James Naismith has been inducted into the: Canadian Basketball Hall of Fame; Canadian Olympic Hall of Fame; Canadian Sports Hall of Fames; and will be inducted into the Canada Walk of Fame later this fall;

**THEREFORE BE IT RESOLVED THAT** the Council of the Municipality of Mississippi hereby proclaims November 6<sup>th</sup> as Dr. James Naismith Day.

**CARRIED****N. NOTICE OF MOTION**

None

**O. ANNOUNCEMENTS AND INVITATIONS**

**P. CONFIRMATORY BY-LAW**

By-law 19-110

**Resolution No. 650-19**

**Moved by Deputy Mayor Minnille**

**Seconded by Councillor Holmes**

**THAT** By-law 19-110 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 15<sup>th</sup> day of October, 2019, be read, passed, signed and sealed in Open Council this 15<sup>th</sup> day of October, 2019.

**CARRIED**

**Q. ADJOURNMENT**

**Resolution No. 651-19**

**Moved by Councillor Ferguson**

**Seconded by Councillor Dalgity**

**THAT** the meeting be adjourned at 8:00.

**CARRIED**

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Christa Lowry  
MAYOR

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Jeanne Harfield  
ACTING CLERK



# Planning for Growth

AN OVERVIEW OF MISSISSIPPI MILLS' RESIDENTIAL LAND NEEDS



# What governs how we grow?

## Planning Act - Section 2

The Planning Act prescribes 19 defined "Matters of Provincial Interest" that planners and planning authorities must consider in decision making







# How much land is enough land?

## Provincial Policy Statement

*"Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 20 years... Within settlement areas, sufficient land shall be made available through intensification and redevelopment and, if necessary, designated growth areas. Nothing in policy 1.1.2 limits the planning for infrastructure and public service facilities beyond a 20-year time horizon. "*

*Policy 1.1.2*





# What happens when we run out?

## Provincial Policy Statement

A planning authority may allow the expansion of a settlement area boundary only where it has been demonstrated that:

- There is no further opportunity for intensification and infill
- Infrastructure and public services are planned and suitable for the growth
- MDS formulae are satisfied
- Impacts on adjacent Agricultural uses are mitigated where feasible On Prime Ag Lands:
  - There are no other reasonable alternatives
  - The land is not specialty crop land

*Policy 1.1.3.8*





# What about in our rural areas?

## Provincial Policy Statement

*"In rural areas, rural settlement areas shall be the focus of growth and development and their vitality and regeneration shall be promoted." - Policy 1.1.4.2*

*"Growth and development may be directed to rural lands in accordance with policy 1.1.5, including where a municipality does not have a settlement area." - Policy 1.1.4.4*

*"On rural lands located in municipalities, permitted uses are:  
c) limited residential development;"  
- Policy 1.1.5.2*





# What is a Comprehensive Review?

## Provincial Policy Statement

*"Comprehensive review: mean for the purpose of Section 1.1.3.8:*

*1. is based on a review of population and employment projections and which reflect projections and allocations by upper-tier municipalities; considers alternative directions for growth or development; and determines how best to accommodate the development while protecting provincial interests;"*

*- PPS Definitions*



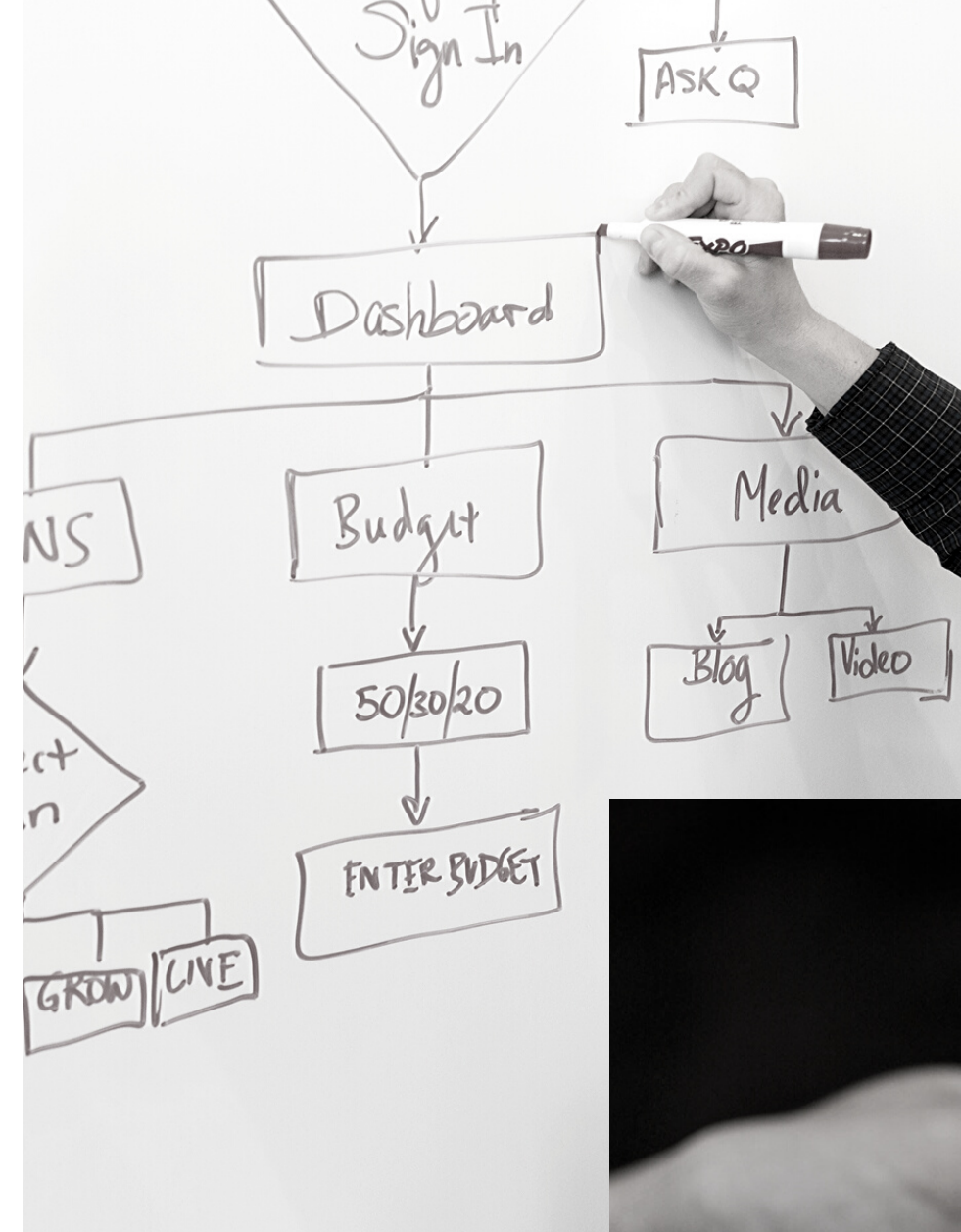
# What role does the County play?

## SUSTAINABLE COMMUNITIES OFFICIAL PLAN

### Section 2.4 Settlement Boundary Expansion:

- Demographic Projections
- Analysis of alternative settlement areas (intensification, redevelopment, land inventory)
- Water/Waste water and stormwater servicing requirements
- Compliance with MDS

*"The expansion of a Settlement Area or the creation of a new settlement area shall require an amendment to [the SCOP]."*



MISSISSIPPI MILLS

**21,122**

BY 2038

*"Lanark County is expected to experience a growth rate of 3% per year over the next 20 years... This plan will manage growth to a population of 96,443 by the year 2038, based on the projected population allocations for each local municipality..."*

SCOP Amendment No. 8  
June 2019





**WHAT DOES OUR  
OWN COP SAY?**



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

*- Policy 2.5.1*



- New 70/30 Settlement Strategy
  - 70% Almonte (on services)
  - 30% Rural (private service)
- Rural 2 Severance Limit
- Prohibition of Rural Settlement Areas on Private services
- Almonte Density of 15-35 units/ha



## New Builds in 2017

165 (2.7%)

### Location Distribution Statistics:

- 81% Almonte
- 9% Rural
- 10% Villages and Rural Settlement



## New Builds in 2018

236 (3.8%)

### Location Distribution Statistics:

- 91% Almonte
- 8% Rural
- 1% Village and Rural Settlement

**Population Increase since 2016:  
962 people (7.2%)**





Low Density  
(15 units/ha)

70%

SINGLES, SEMIS, DUPLEXES,  
CONVERTED DWELLINGS,  
TRIPLEX



Medium Density  
(35 units/ha)

30%

FOURPLEX, TOWNHOUSES, 3  
STOREY APARTMENT, "OTHER"





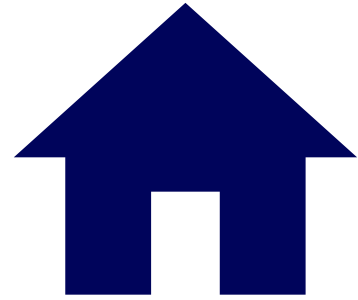
# Remember...

*"Within settlement areas, sufficient land shall be made available through **intensification** and **redevelopment** and, if necessary, designated growth areas. "*

PPS - Policy 1.1.2

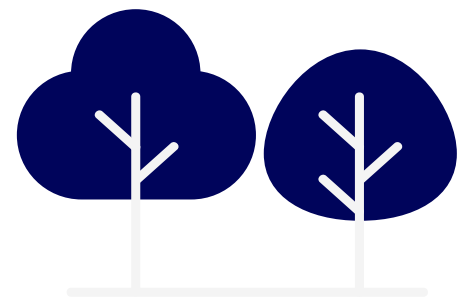


# Planning for Growth



## Infill

How many vacant buildable lots do we have right now?



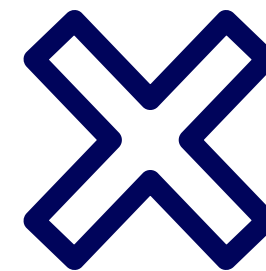
## Greenfield Land

How many large vacant parcels of land exist? How many new units could they accommodate?



## Redevelopment

How many vacant or underutilized properties do we have right now? How many new units could they accommodate?



## Impediments

Of the lands included in our inventory, are there any impediments to growth?



# Do we have enough land?

## **POPULATION**

How many new households (units) do we need?

## **EXISTING**

How many new units do we have left to build?

## **DEFICIT**

How many more units do we need?

**OR**

## **SURPLUS**

We cannot justify expansion.

## **EXPANSION**

Where can we support new growth?

# Supporting Growth



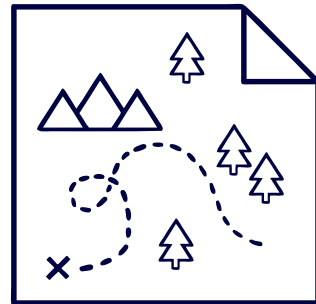
Developers are only responsible for construction of service infrastructure in the direct vicinity of their project.

The Municipality is responsible for upgrades necessary to existing infrastructure:

- Water
- Wastewater
- Roads
- Parks and Recreation

# How do we Prepare?

## Master Plans



Community  
Official Plan



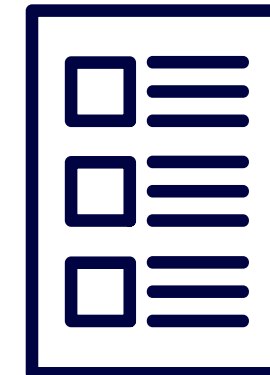
Servicing  
Master Plan



Long Term  
Financial  
Plan



Development  
Charge Plan



Strategic  
Plan

A top-down view of a desk with a laptop, a smartphone, a notebook, a pen, and earbuds. The laptop is silver and partially open, showing the keyboard. A smartphone is to its left. A grey notebook with a black pen is to the right. A pair of white earbuds is also visible. A spiral notebook and a pencil are in the bottom right corner. A dark blue semi-transparent overlay covers the left and center of the image, containing the title and list.

# What do we do next?

- Strategic Plan
- Comprehensive Review and OPA 22
- Update all Master Plans to reflect new growth projections
- Continue to fund Capital Works in accordance with the Master Plans

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**  
**INFORMATION REPORT**

**DATE:** November 19, 2019  
**TO:** Committee of the Whole  
**FROM:** Ken Kelly, Chief Administrative Officer  
**SUBJECT: CAO's Report November 2019**

The following information is an update on delegated authority items approved under By-law 13-18, namely for tenders, requests for proposals, and staff hiring.

<b>Staffing</b>
Dawn MacDonald, Recreation and Culture Administrative Assistant. Daniel Cousineau, Facilities/Health and Safety Coordinator. Mark Grossmith, Water Operator.

<b>Procurement</b>	<b>Award Amount</b>	<b>Approved Budget</b>
No items to report.	\$	

\*All items awarded within budget. HST not included.

\*\*All quotes and tenders awarded to the lowest compliant bidder.

\*\*\*Section IX 4b Procurement Policy for specialty services, no competitor in area or substitute available, extension of a pre-existing contract resulting in time and cost savings.

**Department Updates:**

The following is a list of current projects underway and planned items to come forward in the upcoming year (2019).

<b>CAO / Clerk's</b>		
<b>Item</b>	<b>Comments</b>	<b>Completion</b>
Procedural By-law	Options presented Aug 27 2019 draft bylaw to be presented December 2019	Q4
Website Upgrade	Proceeding to procure professional services – RFP issued	Q4
Strategic Plan	Process report presented Sept 17, 2019. Training session held Oct 8, second session Oct 17 and retreat session Nov/Dec 2019	Q3 Plan – execute into Q4
Business Park Phase 3	Plan and costs to Council December – costs to include tender design, capital, survey and registration.	Q4

<b>Finance</b>		
<b>Item</b>	<b>Comments</b>	<b>Completion</b>
Financial Plan	Update required	To be determined following strategic planning
Budget	Draft 2020 – Nov 21 all day staff presentations to Council	Q4

<b>Roads and Public Works</b>		
<b>Item</b>	<b>Comments</b>	<b>Completion</b>
Downtown Infrastructure Renewal	Project Plan presented to Council Sept 17 2019 direction to proceed with 90% Engineering Design costing	Q4 – costing to be brought back to Council
Pakenham Crosswalks	Staff report to Council Oct 15, 2019	Q4
Volunteer Policy	Draft policy being reviewed	Q4

<b>Building and Planning</b>		
<b>Item</b>	<b>Comments</b>	<b>Completion</b>
Community Official Plan	Growth Strategy and Land Evaluation and Area Review – completed.	
By-law Review and Update	Property standards, site plan, signs	Q3
Community Official Plan	Consultation – pending approval of COP Amendment 21	County decision presented to Council Oct 15, 2019
Pakenham Secondary Growth Plan	Undertaking of early stakeholder identification research	Q3/Q4
Affordable Housing	Update – continued monitoring of housing market trends in community and background base line research	Q3/Q4
Parking Assessment	Present to Council Oct 15, 2019	Q4
Delegated Authority Report (Dir of Planning)	Report for quarter ending Sept 31, 2019 submitted to CAO.	Q4
Land Sale Bylaw	Sale of Municipally owned land	Q4

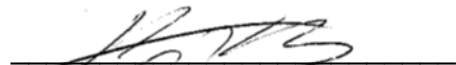
<b>Culture</b>		
<b>Item</b>	<b>Comments</b>	<b>Completion</b>
Filming Policy	Valley Heartland involvement	Q4
Signage	Digital – tender closed no suitable options may need to reissue. Downtown and Business Park in development.	Q3/Q4
Almonte Old Town Hall Exterior Painting	Tender for work in progress	Q3



Recreation		
Item	Comments	Completion
Mill Run Park	Detailed Design	Q4

Daycare		
Item	Comments	Completion
Daycare Expansion Holy Name of Mary School	Lease and reciprocal agreement signed. Equipment in place. Frist day of operations scheduled for December 1, 2019.	Q4

Respectfully submitted,

  
 \_\_\_\_\_  
 Ken Kelly,  
 Chief Administrative Officer

# MUNICIPALITY OF MISSISSIPPI MILLS

## Building Permit Activity Report - Q3 2019

Page 1 of 3

<b>January 1st, 2019 – September 30th, 2019</b>			
<i>Month</i>	<i>Count</i>	<i>Work Value</i>	<i>Fees</i>
January 2019	11	\$ 39,780.91	\$ 10,536.80
February 2019	15	\$ 98,966.67	\$ 43,325.00
March 2019	11	\$ 3,345,830.00	\$ 59,631.60
April 2019	19	\$ 1,173,494.00	\$ 8,615.00
May 2019	44	\$ 4,387,295.00	\$ 119,004.87
June 2019	65	\$ 7,515,630.00	\$ 30,470.00
July 2019	49	\$ 4,573,500.00	\$ 35,339.00
August 2019	44	\$ 5,237,600.00	\$ 35,128.00
September 2019	41	\$ 4,687,150.00	\$ 68,447.00
	<b>299</b>	<b>\$ 31,059,246.58</b>	<b>\$410,497.27</b>

<b>January 1st, 2018 – September 30th, 2018</b>			
<i>Month</i>	<i>Count</i>	<i>Work Value</i>	<i>Fees</i>
January 2018	10	\$ 600,500.00	\$ 9,375.00
February 2018	29*	\$ 931,000.00	\$ 2,566.75
March 2018	21	\$ 1,659,200.00	\$ 40,902.64
April 2018	47	\$ 6,913,020.00	\$ 69,670.55
May 2018	54	\$ 8,799,455.00	\$ 81,983.40
June 2018	40	\$ 5,427,125.00	\$ 65,245.00
July 2018	54	\$ 5,806,716.00	\$ 60,233.60
August 2018	30	\$ 2,093,550.00	\$ 40,442.59
September 2018	30	\$ 7,854,350.00	\$ 28,691.64
	<b>315*</b>	<b>\$ 40,084,916.00</b>	<b>\$399,111.17</b>

\* The total number of permits includes conditional foundation permits which creates a duplicate permit stat for a single project. With a procedural change in Q2 2018 to how conditional permits are issued and recorded, in order to compare stats between years, the total number of permits issued can be adjusted to **293 up to end of Q3 2018**, as compared to **299 up to end of Q3 2019** (22 conditional foundation permits were issued in Q1 2018, with the full dwelling permits for these issued later in Q3/Q4 2018)



**New Dwelling Units**

<b>Total new dwelling units</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
	<b>129</b>	<b>92</b>
<b># New Dwelling Units by Type</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
Single Detached House	52	34
Semi-detached House	14	20
Townhouse	26	34
Apartment (Individual Units)	36	3
Secondary unit accessory to a House	1	1
<b># New Dwelling Units by Ward</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
Almonte	113	75
Pakenham	6	8
Ramsay	10	9
<b># New Dwelling Units by Village/Rural</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
Almonte	113	75
Pakenham Village	0	1
Appleton, Blakeney, & Clayton Villages	0	1
Settlement/Subdivision	3	1
Rural Ramsay/Pakenham	13	14

**Building Permit Activity by Type/Location**

<b>Property Category</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
Commercial	12	15
Government/Institutional	7	2
Industrial/Agricultural	5	14
Residential	291	268
<b>Purpose of Permit</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
Addition	22	17
Change of Use	2	0
Demolish	7	5
Renovate/Alter/Repair	59	64
New Building/Accessory Structure	121	128
Foundation (Conditional)	22	0
Deck	61	64
Pool/Hot tub	14	21
Other (Woodstove, structure, tent, etc.)	7	0
<b># Permits by Ward</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
Almonte	196	181
Pakenham	42	29
Ramsay	77	89
<b># Permits by Village/Rural</b>	<b>Up to Q3 2018</b>	<b>Up to Q3 2019</b>
Almonte	196	181
Pakenham Village	3	4
Appleton, Blakeney, & Clayton Villages	2	19
Settlement/Subdivision	19	10
Rural Ramsay/Pakenham	95	85

**Open Building Permit Files**

<b>Permit File Year</b>	<b>End of 2017</b>	<b>End of 2018</b>	<b>End of Q3 2019</b>
1998	56	52	52
1999	91	71	70
2000	25	17	17
2001	83	69	69
2002	133	122	112
2003	87	81	79
2004	57	55	53
2005	42	37	35
2006	46	43	42
2007	34	28	26
2008	36	35	33
2009	41	36	31
2010	14	10	6
2011	8	5	5
2012	11	10	7
2013	45	38	10
2014	32	26	16
2015	112	43	38
2016	178	92	61
2017	215	215	158
2018		395	209
2019			259
<b>Total Open Permit Files</b>	<b>1346</b>	<b>1480</b>	<b>1388</b>

**Delegated Authority Statistics**

<b>Property Category</b>	<b>All of 2018</b>	<b>Up to Q3 2019</b>
Conditional Permit Agreements	64	47
Limiting Distance Agreements	0	0

CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS  
**PARKS & RECREATION ADVISORY COMMITTEE**

October 29, 2019

3:00 P.m.

Municipal Office - Council Chambers

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PRESENT: Rick Lotan (Chairperson)  
Councilor Dalgity  
Scott Newton  
Terry Ainsworth  
Sherryl Smith  
Councilor Guerard  
Christine Anderson

STAFF/OTHERS: Calvin Murphy- Recreation Manager  
Bonnie Ostrom, Recording Secretary

REGRETS: Denny O'Connell

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Chairperson Rick Lotan called the meeting to order at 3:00 p.m.

**A. APPROVAL OF AGENDA**

**Moved by Scott Newton**

**Seconded by Councilor Guerard**

**THAT** the October 29, 2019 agenda be accepted as presented.

**CARRIED**

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

None

**C. DELEGATIONS/PRESENTATIONS/TOURS - None**

**D. APPROVAL OF MINUTES – August 14, 2019**

**Moved by Sherryl Smith**

**Seconded by Councilor Dalgity**

**THAT** the August 14, 2019 Parks & Recreation Advisory Committee minutes be accepted as presented.

**CARRIED**

**E. BUSINESS ARISING OUT OF MINUTES**

1. Dog Park in Mississippi Mills

Council has directed staff to research potential liability associated with a municipally owned dog park. Council has also referred the potential dog park location, operation and public engagement to the Parks and Recreation Advisory Committee.

**Moved by Scott Newton**

**Seconded by Councilor Guerard**

**THAT** the Parks and Recreation Advisory Committee create a Dog Park working group;

**AND THAT** the following individuals be appointed to the working group; Scott Newton, Terry Ainsworth, Councilor Dalgity.

**CARRIED**

NOTE: Calvin Murphy will provide staff support to the working group as needed.

**F. ROUND TABLE**

Follow up on the letter received from Jane Young; Ms. Young has agreed to withdraw any request for funds for a commemorative bench in Don Maynard Park. She has agreed to let the “Old Home Week” event further fundraise for the bench.

The committee discussed also working on a “wish list” of maintenance jobs for 2020.

The surveillance cameras at the splash pad have helped with reducing vandalism.

**G. REPORTS – None**

**H. INFORMATION/CORRESPONDENCE**

1. Mississippi Valley Conservation Authority- Riverfront Estates

Overall the MVCA believes the buffer area is doing its job. They did observe some wild parsnip and burdock in the buffer area that could be removed. They do not advise mowing the area.

The undeveloped phase of the park along the river show much more wild parsnip that should be dealt with.

The Committee has asked staff to clarify MVCA specs on the buffer area, shoreline guideline restrictions so that the parameters can be understood. With MVCA’s mandate to educate residents; perhaps an education session could be arranged.

**I. OTHER/NEW BUSINESS**

1. Adopt a Park

Council has directed the Parks and Recreation Advisory Committee to research and develop a draft Municipal Adopt a Park Policy. The committee agreed that the Adopt a Park Policy should be worked on by all committee members and that the draft policy would support all of Mississippi Mills. To be further discussed at the November 26 meeting. Terry Ainsworth started collecting information on Adopt a Park, document to be forwarded to the committee members. Committee members are to investigate other municipal policies and report back at the November 26 meeting. Members are to report the area they are investigating to Bonnie to avoid duplication.

2. Recreation Program Review

Council has directed the Parks and Recreation Advisory Committee to research and propose possible additional recreation programs. The committee would like to look at the following: utilization of facilities, promotion types, needs assessment, current process to start programs, public consultation. This review is postponed to the new year.

3. 2020 Budget

The Recreation Manager reviewed the list of 2020 capital budget items. Both the Riverfront Estates and the Mill Run Park funds are from development fees and reserves so they do not impact the 2020 budget as the funds have already been allotted. The Recreation Manager will be discussing this list during the budget process and will advise on the outcome. The committee would like to see a change in the future of developing parks where the developers construct the parks and the Parks and Recreation staff would maintain afterwards.

**J. MEETING ANNOUNCEMENTS :**

Next meeting: Tuesday, November 26 at 3:00 p.m. in Council Chambers.

**K. ADJOURNMENT**

**Moved by Councilor Dalgity**

**Seconded by Christine Anderson**

**THAT** the October 29, 2019 Parks & Recreation Advisory Committee meeting be adjourned at 4:42 p.m.

**CARRIED**

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Bonnie Ostrom, Recording Secretary

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**MEETING DATE:** November 19, 2019

**TO:** Committee of the Whole

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

**SUBJECT:** **2019 Wild Parsnip Management Program**

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### **RECOMMENDATIONS:**

**THAT Council receive for information purposes the summary report of the Wild Parsnip Management Program for 2019.**

### **BACKGROUND:**

Council approved the removal of Wild Parsnip by mechanical and herbicide means in February 2018 with direction to staff to monitor the effectiveness of this program (Council Resolution No. 88-18). On February 19<sup>th</sup>, 2019, Council approved the 2019 Wild Parsnip Management Program, which outlined the use of boom spraying for medium and high infestations of wild parsnip and spot spraying for areas of light to very light infestation (Council Resolution 106-19).

Wild Parsnip (*Pastinaca Sativa*) is classified as an invasive weed under the *Weed Control Act* that has become increasingly prevalent within Mississippi Mills in areas of uncultivated land, roadside ditches, parkland, and nature trails. During 2017 and 2018, the extent of the infestation on Municipal road allowances was widespread with areas of public concern noted within all three Wards. The Municipality is the “road authority” under the *Public Transportation and Highway Improvement Act*, R.S.O. 1990, c. P.50 (“PTHIA”) and is responsible for all weed control on its roads pursuant to the *Weed Control Act*, R.S.O. 1990, c. W.5 (“WCA”). Under the *Weed Control Act*, municipalities must appoint a Weed Inspector to perform duties related to controlling the infestation of noxious and harmful weeds. The Weed Inspector is further appointed under Section 11 of the Municipal Act to carry out enforcement duties with respect to complaints regarding nuisance weeds affecting human health, safety, and well-being, as well as to proceed with remedial action as authorized by Section 446 of the Municipal Act. Mr. Ken Gilpin was officially appointed as Weed Inspector by County Council in 2017, with Mr. Gilpin serving for a five-year term (2017-2021).

In efforts to control wild parsnip, the Municipality has employed mechanical and herbicide spraying as control methods; the control method employed is based upon

infestation level. For Medium and High infestations boom spraying is used, for areas of light and very light infestations, mechanical (roadside cutting) and spot spraying is used. For mechanical control methods the Municipality has a roadside grass cutting program that commences in June, cutting a width of approximately two (2) metres of immediate roadside, after which Municipal staff cut areas on a scheduled basis for the remainder of the season. In 2019, a second cut was also completed by a contractor in October. The Municipality used the same infestation rating descriptions and corresponding method of application as the County of Lanark, who has been managing wild parsnip since 2015.

## **DISCUSSION:**

During the spring and summer of 2019, the Roads and Public Works Department monitored the infestation level of wild parsnip on all roads within Mississippi Mills, as well as the effectiveness of the Program; the monitoring program noted the following infestation categories: twenty-four roads (24) were categorized as heavy, twenty-one (21) medium, thirty-nine (39) categorized as light to very light and forty (40) were clear.

It should be noted, that roads categorized as clear in 2018, were not necessarily clear in 2019, as wild parsnip seeds can remain dormant and viable in the soil for up to five years.

In correspondence with the County, once a road has been boom sprayed, generally it is followed up with spot spraying the next year, unless sections have very high infestation levels. Roads classified with high wild parsnip infestation levels may require two consecutive years of boom spraying followed with spot spraying in the third year. Since starting their wild parsnip management program in 2015 the number of roads that the County has boom sprayed has decreased each year.

Prior to the 2019 Wild Parsnip Program, the public was welcome to comment on the Program. Respondents supportive of the Program indicated the need to control the spread, negative financial consequences to crops contaminated with wild parsnip, as well as health and safety of the public, pets, and wildlife; while respondents in opposition of the Program expressed concern over cost, possible negative effects to the environment and wildlife, the need for conducting education campaign over spraying, as well as whether control of wild parsnip is required. Further, ten (10) of the fifty-two (52) respondents in opposition of the Program indicated that they would be interested in participating in an Adopt-A-Road program which the Municipality included in its 2019 Program, which were signed in an agreement between the Municipality and the public on the following four (4) roads: Bennies Corners Road, Camelon Road, Ramsay Concession 2B, and Sugar Bush Road North Group. The Municipality continuously monitored these areas throughout the season and although satisfied with the level of effort brought forward of the participants, reminders to the Adopt-A-Road participants were required to ensure their continued efforts.

The 2019 Wild Parsnip Management Program identified roads that were targeted based on the level of infestation documented in 2018. Each identified area was treated to the property line based on its level of infestation. Roads that were sprayed in 2018 were

assessed in the spring to determine the levels of infestation and they were added accordingly to the 2019 program. Additionally, Landowners/Occupants were once again given the option of completing a “no spray” agreement and opting out of the spraying program. One hundred ninety-five (195) landowners chose to opt out in 2019 and were successful in addressing the wild parsnip in front of their properties; of these landowners, reminders were required of sixty-five (65) to ensure continued participation.

The Ministry of Environment, Conservation, and Parks mandates advertising and notification under the spray program and at a minimum advertisements in the local newspaper and signage at the spray location(s) was included. Advertisements included the ability of individual land owners to contact the Municipality to opt out of the spray program should it be so desired.

As there are numerous invasive species throughout the Municipality, staff continue to work with the Province and the County to move forward on best management practices.

The Roads and Public Works Department will bring forward a report to Council in the winter of 2020 to speak to recommendations to consider for the 2020 Wild Parsnip Management Program for continued effectiveness of the Program. The report will also include a public engagement strategy for Council approval. Once public consultation is completed, staff will return to Council with the results to obtain final direction from Council with regard to the 2020 Program.

**FINANCIAL IMPLICATIONS**

The Roads and Public Works budget was increased from \$20,000.00 to \$80,000.00 (an increase of \$60,000 for wild parsnip alone) in the 2019 Operating Budget, to ensure coverage of the Program along with the needs of regular roadside operations and maintenance, including grass mowing, weed spraying product, labour, equipment, and mechanical and boom/spot spraying. The increase also allowed flexibility to spot spray instead of boom spray in areas previously sprayed last year if the infestation was reduced to light and very light levels.

**Actual 2019 Wild Parsnip Program Costs**

<b>Method</b>	<b>Total</b>
Boom and Spot Contract (518 lane km) HST incl.	\$23,017.06
Mowing, Supplies HST incl.	\$23,406.56
<b>Total</b>	<b>\$46,423.62</b>

Note that due to varying site conditions, e.g. trees, rocks, etc., it is not possible to mow to the property line at all properties and that the Municipality does not have the resources to hand pull wild parsnip. The cost to hire additional staff, students or




contracted forces to hand pull wild parsnip would be significantly more costly than the cost associated with controlling wild parsnip by spraying.

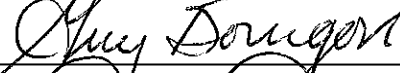
**SUMMARY**

In 2019, Council approved the continuation of the removal of Wild Parsnip by mechanical and herbicide means with direction to staff to monitor the effectiveness of this program in 2019. The Roads and Public Works Department monitored throughout the 2019 season and has determined that the herbicidal (boom and spot) spraying program was effective in controlling the growth of the plants; however, the overall efficacy of the program at large requires evaluation over multiple years of mechanical and herbicidal treatments due to the dormancy of the plant.


Respectfully submitted,

  
\_\_\_\_\_  
Abby Armstrong, B.A. (Env.)  
Environmental Compliance Coordinator

Reviewed by,

  
\_\_\_\_\_  
Guy Bourgon, P.Eng  
Director of Roads & Public Works

Approved by,

  
\_\_\_\_\_  
Ken Kelly  
Chief Administrative Officer

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** November 19, 2019  
**TO:** Committee of the Whole  
**FROM:** Niki Dwyer, Director of Planning  
**SUBJECT:** Land Sale Bylaw – Proposed Repeal and Replacement

---

### **RECOMMENDATION:**

**THAT Council pass a bylaw to repeal and replace the current Land Sale Bylaw.**

### **BACKGROUND**

The Municipality adopted the present Land Sale Bylaw (09-41) in 2009 to establish a procedure and policy to articulate the steps and considerations that shall be undertaken when Municipal Land Assets are conveyed to an interested purchaser.

Notably, the Bylaw was approved and drafted under the previous provisions of the Municipal Act (circa 2001) which provided minimum policies and requirements for the disposition of land from Municipalities and local boards.

However, more recent amendments to the Municipal Act have removed the prescribed minimums in favour of a more autonomous local approach to determining process:

#### ***Adoption of policies***

***270 (1) A municipality shall adopt and maintain policies with respect to the following matters:***

- 1. Its sale and other disposition of land.***

### **PURPOSE AND EFFECT**

The purpose of the proposed land sale by-law is to remove red tape from the land disposition process and establishes different processes depending on the usability of the land (non-viable vs. viable land parcels).

### **SUMMARY OF CHANGES:**

#### ***New Definitions:***

Several new definitions have been added to the bylaw to provide further clarity on the interpretation of the document. These new definitions include: Abutting land, CAO, Surplus land, Market Value, Registered Owner, and Viable Land.

Remove Reference to the Finance Administration and Policy Committee:

To ensure that staff can promptly respond to negotiations on Agreements of Purchase and Sale, it is recommended that perspective sales be directly forwarded to Committee of the Whole and Council for direction and action.

Staff have begun to maintain an inventory of lands that may be deemed to be surplus to the needs of the organization (Appendix A – Schedule A) as a reference, but the intent is to amend and enhance the list as new parcels become available.

Provide a formal process for “Request by Purchaser”:

From time to time, the Municipality is approached by an interested purchaser regarding the acquisition of land. This is particularly common for non-viable land (ie. orphaned parcels or unopened road allowances with encroachments). In practice, staff have first sought direction from Council which typically results in a directive for action. The proposed bylaw now suggests that the CAO will screen applications to ensure the lands are indeed surplus or non-viable assets and advance the process to dispose of the lands. The final decision to sell the land shall be that of Council.

Reducing duplicitous circulations of notification:

The current bylaw requires that the Municipality shall post notice to declare lands surplus to our needs, post notice to notify interested purchasers of the sale, and post notice a third time verifying that the sale is occurring. The costs incurred for each notification is typically between \$600-800.00. This is particularly burdensome on non-viable land assets, where the land is usually only conveyed to an adjacent property owner. The proposed new bylaw will still require the notification of the sale, but will only require the posting once.

Non-viable Lands:

In the case of non-viable land, which is deemed to be land which is not permissible for new development, the Municipality will notify directly any property owner who may have a direct interest in the land. This is an alternative to the present policy which requires general public notification and often results in inquiries and interest to purchase for new development, where no new development can occur. This amended is anticipated to reduce the time, cost and staff resource time to process such a request.


**SUMMARY:**

Staff suggest adopting the proposed Land Sale Bylaw as a replacement to the existing policy.

All of which is respectfully submitted,



Niki Dwyer  
Reviewed by Director of Planning



Ken Kelly  
Chief Administrative Officer

**Attachments:**

Appendix A – Proposed Bylaw

## Appendix A – Proposed Bylaw

### THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

#### BY-LAW NO. 19-xx

**BEING** a by-law of the Corporation of the Municipality of Mississippi Mills to establish procedures regarding the sale of land.

**WHEREAS** Section 270 (1)1 of the Municipal Act, 2001 (S.O. 2001, c.25), requires a municipality to adopt and maintain policies with respect to the sale and other disposition of land.

**AND WHEREAS** Section 270 (1)5 requires the municipality to adopt and maintain policies with respect to the manner in which it will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public;

**AND WHEREAS** this by-law sets out how property will be sold or disposed of and provide a transparent process.

**AND WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills from time to time, may wish to sell or dispose of surplus land;

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

#### 1. DEFINITIONS

For the purposes of this by-law:

- a) "Abutting Land" in the case of the disposal of a closed road or highway, abutting land refers to a property that is immediately to the side of the road or highway, but does not include a property which touches either end of the road or highway. With respect to any other land disposal, abutting land is any real property which touches the Municipality's land parcel.
- b) "CAO" means the Chief Administrative Officer of the Municipality, or their delegate.
- c) "Non-viable Land" means land that is deemed as being a potential liability to the Municipality and is determined to be of a size, shape or nature for which there is no general demand or market.
- d) "Sale" includes a lease of twenty-one years or longer.
- e) "Surplus Land" means all viable land owned by the Municipality that is not required to meet the current or future program or operational needs of the Municipality.
- f) "Market Value" means the highest price a willing buyer would pay and a willing seller would accept, both parties being fully informed, and the real property being marketed for a reasonable period of time.

- g) "Municipality" means the Corporation of the Municipality of Mississippi Mills.
- h) "Registered Owner" means the owner last identified on the Municipal Tax Assessment Roll.
- i) "Viable Land" means land which can be granted a building permit for development purposes.

## **2. COMMON PROCEDURES FOR THE DISPOSAL OF SURPLUS LAND**

- a) Council shall adopt and maintain a registry of lands surplus to the needs of the Municipality as Schedule "A" of this bylaw. Such maintenance may include the addition or removal of lands from the registry in consultation with the CAO and senior staff.
  - i. In each case, Council will identify whether the land included on the registry is deemed to be a viable or non-viable asset.
- b) The CAO shall obtain an appraisal of the fair market value of the surplus land unless exclusion of an appraisal is authorized by resolution of Council:
  - i. an appraisal obtained on a group of properties or on an individual property within the same zone of the surplus lands, may be used as the basis of calculating the fair market value of the subject site provided:
    - 1) such original appraisal has been obtained not more than three (3) years prior to the acceptance of an offer to purchase; and
    - 2) the Committee of the Whole is satisfied the original appraisal is an appropriate base for such calculation.
- c) The CAO shall ensure public notice is given of the proposed sale or disposition in the following manner:
  - i. Written notice is provided to the registered owner of abutting land by registered mail;
  - ii. Notice, as described in Schedule "C" of this bylaw, is posted on the Municipality's website for a period of not less than 14 days;
  - iii. Notice, as described in Schedule "C" of this bylaw, is posted in a newspaper that, in the opinion of the CAO, is of sufficient general circulation in the Municipality to give the public reasonable notice of the sale;
  - iv. Is posted within the Committee of the Whole-Council agenda package in the form of a staff report.

## **3. SALE BY REQUEST OF PURCHASER**

- a) Where the Municipality is approached by an interested purchaser to divest of a parcel of land, a written request by the purchaser will be directed to the CAO. The letter must contain the following information:
  - i. The Municipal Address of the individual;
  - ii. Contact information for the purchaser;
  - iii. Reasons for the request to purchase the land including the proposed or intended use;
  - iv. The address, legal description, or parcel map of the lands;

- b) The CAO will verify that the lands in question are owned by the Municipality and that they are included on the registry of surplus lands and declared to be a non-viable asset.
- c) If the lands are deemed to be surplus to the needs of the organization, the CAO will respond to the purchaser and continue with the disposal of the lands in accordance with the provisions of Section 2 c) and d) and Section 5 c) and d).
- d) If the lands are deemed to be necessary to the needs of the organization, the CAO will respond to the purchaser to confirm that the lands are not deemed surplus.

#### **4. SALE BY SEALED TENDER**

- a) The notice of sale of surplus lands by tender shall be provided in accordance with the common procedure of Section 2.
- b) Standard procedures for opening of sealed tenders shall be followed.
- c) The CAO shall present a summary of all tenders received to the first meeting of Committee of the Whole following the opening of tenders. The Committee shall make their recommendation to Council in open session.
- d) Council shall confirm the sale of the land to the purchaser with the adoption of the appropriate by-law.

#### **5. SALE OF LAND (MARKETED)**

- a) When Council deems it appropriate, an agreement to market certain land within the Town, may be signed with one or more Real Estate Agencies with a business address in the Town.
- b) The CAO shall negotiate the sale of the subject land(s) and present Agreements of Purchase and Sale to the Committee of the Whole in camera for consideration. The Committee shall make their recommendation to Council in open session.
- c) The Council shall then give notice to the public of the proposed sale of the land. Notice to the public shall be provided in the manner outlined in the Municipality's Notice By-law.
- d) Council shall confirm the sale of the subject land with the adoption of the appropriate by-law.
- e) Upon completion of the sale, if appropriate, the successful realtor shall be paid the applicable commission for the sale of the subject land.

#### **6. DISPOSITION OF NON-VIABLE LAND**

- a) When Council deems that land is "non-viable", an agreement may be reached with an abutting land owner or owners for transfer of the lands. Council will determine on a case by case basis whether transfer of the lands shall be required to one or all abutting land owners, though for zoning compliance reasons it shall be required that the land be transferred to an abutting land owner(s).

- b) Where the disposition of “non-viable” land is initiated by the Municipality:
  - v. The Municipality shall write to all adjacent landowners to declare the Municipality’s intention to dispose of the “non-viable” land.
  - vi. The Municipality shall inquire if each adjacent landowner has an interest in the “non-viable” land requesting a response within 28 days.
- c) “Non-viable” lands transferred to an abutting land owner will be subject to an application for consent for the purpose of a lot addition in accordance with Section 51 of the Planning Act.
  - i. Where the transfer is initiated by the Municipality, the Municipality will waive the Municipal Consent application fee and will evenly cost-share the associated costs of the survey and land transfer taxes and legal fees.
  - ii. Where the transfer is initiated by the purchaser, the purchaser will be responsible for all costs associated with the transaction including but not limited to: the survey, the consent application fees, land transfer taxes and legal fees.
- d) The CAO shall negotiate the disposition of the “non-viable” land and present Agreements of Purchase and Sale to the Committee of the Whole in camera for consideration. The Committee shall make a recommendation to Council in open session.
- e) Council shall confirm the transfer of the “non-viable” land with the adoption of the appropriate by-law.

**7. NOTICE ON CLOSING AND SALE OF A PUBLIC HIGHWAY**

- a) The provisions for giving Notice on the closing and sale of a public highway, which is surplus land to the requirements of the Municipality, shall be provided in accordance with the Municipality’s Notice By-law.

**8. CERTIFICATE OF COMPLIANCE**

- a) The CAO may issue a certificate verifying compliance with the provisions of the Municipal Act in the form of Schedule “B”

**9. REPEAL**

- a) By-law No. 09-41 is hereby repealed in its entirety.

**BY-LAW** read, passed, signed and sealed in open Council this 19<sup>th</sup> day of November, 2019.

\_\_\_\_\_  
Christa Lowry, Mayor

\_\_\_\_\_  
Jeanne Harfield, Acting Clerk

SCHEDULE 'A' TO BY-LAW NO. 19-xx

REGISTRY OF SURPLUS LAND

Roll Number	Area (Acres)	Area (m <sup>2</sup> )	Ward	Legal Description / Address	Land Use	Serviced	Servicable	Appraised Value
0931-020-020-08400-0000	0.41	1673.94	Almonte	PLAN 6262 LOT 53 LOT 54 MAUDE ST	Residential	N	N	
<b>0931-020-020-04700-0000</b>	0.81	3268.63	Almonte	34 VICTORIA ST	Residential	N	N	
0931-020-020-11500-0000	0.58	2329.62	Almonte	PLAN 6262 BLK C LOTS 1 TO 4	Residential	N	N	
0931-020-020-16700-0000	0.85	3422.95	Almonte	PLAN 6262 LOTS 5 TO 10	Residential	N	N	
0931-020-020-15200-0000	0.69	2798.29	Almonte	PLAN 6262 LOT 21 TO 25	Residential	N	N	
0931-020-020-16600-0000	0.40	1630.21	Almonte	PLAN 6262 LOTS 16 TO 18	Residential	N	N	
0931-020-020-19100-0000	0.13	526.62	Almonte	PLAN 6262 LOT 19 MCDERMOTT ST	Residential	N	N	
0931-020-020-11600-0000	0.25	995.07	Almonte	PLAN 6262 BLK C LOT 7 LOT 8	Residential	N	N	
0931-020-020-15000-0000	0.25	1025.04	Almonte	PLAN 6262 LOT 4 LOT 10 ADELAIDE ST	Residential	N	N	
0931-020-020-16800-0000	0.88	3551.36	Almonte	PLAN 6262 LOT 11 TO 14 19 AND 20	Residential	N	N	
0931-020-020-11300-0000	0.82	3330.33	Almonte	PLAN 6262 BLK A LOTS 67 TO 70	Residential	N	N	
0931-020-020-11400-0000	1.19	4812.80	Almonte	PLAN 6262 BLK A LOTS 61 TO 66	Residential	N	N	
0931-020-025-17801-0000	1.34	5435.17	Almonte	Industrial Drive	Industrial	N	Y	



SCHEDULE 'B' TO BY-LAW NO. 19-xx

**CERTIFICATE OF COMPLIANCE**

**FORM FOR USE WITH SECTION 270 OF THE MUNICIPAL ACT**

Certificate of Compliance with Section 270 of The Municipal Act in the sale of land described as:

\_\_\_\_\_

*(description may be attached)*

I, \_\_\_\_\_, Chief Administrative Officer of the Corporation of the Municipality of Mississippi Mills certify that:

1. The Municipality passed By-law \_\_\_\_\_ on \_\_\_\_\_.  
*(# if applicable) (date)*

It is a procedural by-law for the purposes of the sale of land and was in force on the date of the sale of the land described above.

3. An appraisal of the fair market value of the land was obtained on \_\_\_\_\_  
\_\_\_\_\_  
*(complete only if applicable) (date)*

4. The land sale is exempt from the requirement to obtain an appraisal of its fair market value under the following exemption: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Public notice of intent to sell the land was given by the following method(s):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
*(describe method(s))*

on the following date(s): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**NOTIFICATION OF SALE OF SURPLUS LAND**

**Municipality of Mississippi Mills**

**SALE OF LAND  
PUBLIC NOTICE**

**TAKE NOTICE** that the Council of the Municipality of Mississippi Mills is interested in selling the following parcel of land:

Unopened Road Allowance known as Maitland Street on PLAN 6262 in the Town of Almonte, located adjacent to the property known municipally as 216 Strathburn Street. (PINS 05088-0149 and 05088-0148)

(INSERT BLACK AND WHITE LOCATION MAP)

A reserve bid will apply to the sale of the lands.

Interested purchasers are requested to submit an offer to purchase in a sealed envelope clearly marked "Sale of Land" to the Chief Administrative Officer at the Municipal Office, 3131 Old Perth Road, Almonte Ontario K0A 1A0.

Offers to purchase will be accepted until noon on Tuesday, \_\_\_\_\_, 202\_\_.  
Successful purchasers will be contacted by the Chief Administrative Officer in the week following.

DATED: \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_, 202\_\_  
Chief Administrative Officer  
613-256-2064 x 220

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

**STAFF REPORT**

**DATE:** November 19, 2019

**TO:** Committee of the Whole

**FROM:** Niki Dwyer, Director of Planning

**SUBJECT:** **ZONING BY-LAW AMENDMENT Z-14-19**  
**Lot F Plan 6262, Being all of the lands described in Reference**  
**Plan 27R-10622, Almonte Ward**

**KNOWN AS:** 297 Strathburn Street (PIN 05102-0089)

**OWNER:** Jonathan Amodeo (Peter and Marilee Mansfield; Lloyd and Susan Bowler)

---

**RECOMMENDATION:**

**THAT Council approve the Zoning By-law Amendment to change the zoning on the lands known Municipally as 297 Strathburn Street, Almonte Ward, Municipality of Mississippi Mills to reduce to minimum lot area in the “Development-Special Exception (D-10)” Zone from 8.65ha to 8.55ha; and to rezone the severed parcels of land approved in Applications B19-081 and B19-082 to “Residential First Density” (R1).**

**BACKGROUND:**

The applicant, Jonathan Amodeo, is the owner of the lands known municipally as 297 Strathburn Street, Almonte Ward. Mr Amodeo has come to an arrangement with Peter and Marilee Mansfield and Lloyd Bowler and Susan Kipling-Bowler, to sever and sell them additional land for the rear of their properties located at 144 Malcolm Street and 101 Dunn Street respectively.

The applications for consent (B19-081 and B19-082) were supported by the County of Lanark, and no objections were raised to the proposal circulated at that time. In a review of the development proposal, staff identified that both the retained lands and the severed parcels would need to be rezoned as a condition of approval.

**PURPOSE AND EFFECT**

The purpose of the Zoning By-law Amendment is to rezone the property from “Development-Special Exception (D-10) to recognize a reduced minimum lot area of the lot from 8.65ha to 8.55ha; and to recognize two severed lots as “Residential First Density (R1)” as depicting in the mapping below:

**Figure 1 – Severance Proposal:**



The application is the result of a condition of approval associated with the consent application to sever the two referenced lots from the original holding for the purpose of a lot addition to the adjacent lands owned by the Mansfields and the Bowlers.

The intention of the lot addition was to enhance the greenspace in the rear of the each of the new dwellings and include the relocation of the historic rose garden to the property owned by the Mansfields.

The subject land is known locally as "The Cameron Estate" and is recognized as a local heritage home of status within the community.

### **DESCRIPTION OF SUBJECT LANDS**

The subject land represents a total area of approximately 8.65ha, with approximately 450m of frontage on Strathburn Street, 240m of frontage on County Road 29, and 145m of frontage on Malcolm Street. The original land holding totalled approximately 9ha, but has been subject to four (4) previous severances to create lots on the southside of the property. The original holding is composed of a significantly sized single detached dwelling with additional outbuildings, all of which are located on the northside of the property fronting on Strathburn.

The property is bisected by Wolf Grove Creek dividing the original and new residential uses.

Of the four severed parcels from the original holding, two have been recently developed into single detached dwellings. The remaining two lots are vacant and marketed for sale by the owner.

The properties are generally surrounded by low density residential development. Many of the lots in the vicinity are large estate holdings from the original subdivision of the Town of Almonte in 1862.

**Figure 2 – Context Map (2017)**



## **SERVICING & INFRASTRUCTURE**

The original holding is serviced by well and septic and no change is proposed to the dwelling at this time. The severed parcels are serviced by municipal water and sanitary serviced from Malcolm Street. The municipal servicing and infrastructure demands will not change as a result of the application.

Access to the original house is from Strathburn Street, while the severed parcels are accessed by Malcolm Street. Both roads are municipally owned and maintained local roads.

## **COMMENTS**

### *FROM INTERNAL CIRCULATION*

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

**CAO:** No comments received.

**Clerk:** No comments received.

**CBO:** No comments received.

**Fire Chief:** No comments received.

**Director of Roads and Public Works:** No concerns or objections

**Recreation Coordinator:** No concerns or objections.

### *FROM EXTERNAL AGENCY CIRCULATION*

Comments were received from Enbridge Gas indicating no objection to the application, and confirmation from the Mississippi Valley Conservation Authority that the application had been “screened out” as no issues were noted that warranted further study or permitting requirements.

## FROM THE PUBLIC

The Municipality held a Public Meeting on November 5, 2019 to provide an opportunity to the public to comment on the application. During the public meeting, the only resident to speak was Mr Steve Maynard. Mr Maynard's comments were generally related to his personal belief that the proposal is inconsistent with the Community Official Plan. More particularly he noted that a landscaping plan should have been submitted as part of a complete application which he noted is required by Section 3.1.2.3.1.5. He also noted that the proposal must retain natural features on the site (Section 4.2.3(1)(i)) and that natural features and landscapes must be connected within the municipal (Section 4.2.3(4)). Mr Maynard did not provide any further written comments to the municipality justifying or analyzing his opinion of non-compliance.

## **EVALUATION**

### *PROVINCIAL POLICY STATEMENT (PPS), 2014*

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

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

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

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

- b) accommodating an appropriate range and mix of residential (including second units, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;*
- e) promoting cost-effective development patterns and standards to minimize land consumption and servicing costs;*

The property is also notably a Part IV designation heritage property under the Ontario Heritage Act. As such, cultural heritage and archaeology policies apply.

#### *2.6.3 Planning authorities shall not permit development and site alteration on adjacent lands to protected heritage property except where the proposed development*



*and site alteration has been evaluated and it has been demonstrated that the heritage attributes of the protected heritage property will be conserved.*

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

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

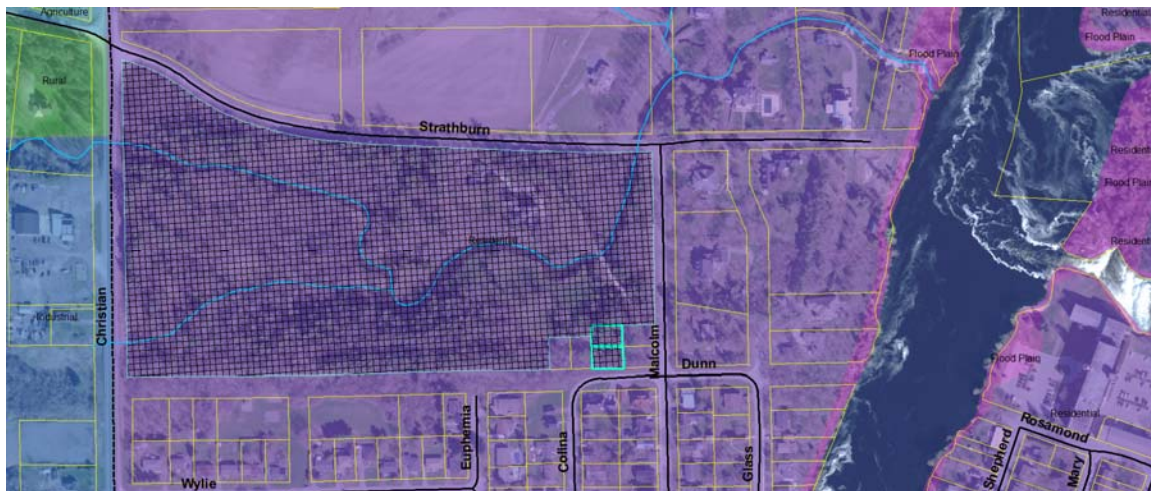
### **3.3.1 Goal and Objectives**

#### ***It is a goal of this Plan to:***

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

Generally, “Residential” lands shall be predominantly used for low and medium density uses and accessory uses (Policy 3.6.2). The purpose of the application is to recognize the addition of lands to the rear of residential single detached dwellings to enlarge the lot areas and provide greater amenity space and privacy around the dwellings. This is particularly common in the neighbourhood that the lots are located in, as many of the properties feature exemplary large lots with single detached dwellings. The original estate holding will remain as the largest land parcel in the vicinity and the severance is not anticipated to meaningfully alter the density or potential uses of either of the affected parcels.

**Figure 3 – Community Official Plan Designation**



As the site is also designated under the Ontario Heritage Act, staff must consider the implications of the proposed rezoning on the designation in accordance with Policy 4.3 of the Community Official Plan. The property was originally designated in 1984 by Bylaw 3-1984 and the Statement of Significance reads as follows:

*“The Glen is an excellent example of Tudor Revival, an architectural style seen nowhere else in the Almonte area. Since renovated to the contemporary style of 1919, the structure has been well cared for, maintaining such details as metal roof cresting,*

*multiple planes and bargeboard, which give the home its character. Moreover, this large grand home and forested lot is characteristic of the residence of prominent town industrialists.”*

While the designating bylaw does not include the more modern “Heritage Attributes List”, it does provide an analysis and detailed description of unique features of the building and site that give character to the property. The vast majority of the quoted features pertain to the main dwelling itself, however there are some notable landscape features including:

- The placement of the dwelling on the top of a hill;
- The orientation of the dwelling northeastward (towards Malcolm Street);
- A stone retaining wall and gateposts constructed of the same stone as the dwelling;
- A garage and shed located northwest of the kitchen wing.

Surprisingly the designating bylaw does not include reference to the original “Rose Garden”.

The Community Official Plan provides some guidance on the evaluation of development proposals for heritage designated properties. Generally, Policy 4.3.3, proposed that:

*2. Development and redevelopment will be permitted in and adjacent to heritage resources provided that they are compatible with the conservation or enhancement of the heritage values of the resource.*

More particularly, Policy 4.3.4.3 provides further guidance on considering alterations to designated properties:

*(i) no owner of property so designated shall alter the property or permit the alteration of the property where the alteration is likely to affect the reason for the designation, unless the owner applies to the town, through the building permit process and council consents in writing to such alteration.*

In this case, the alteration to the property is to adjust lot boundaries to provide additional greenspace to the adjacent lands. The Mansfields in particular have noted a desire to restore the original Rose Garden back to a thriving and maintained resource. The proposal does not pertain any alterations which would negatively impact the reason for the designation (being a rare example of Tudor architecture in Almonte).

As noted in the Public Comments review, the Municipality received comments pertaining to several sections of the Community Official Plan which have been sourced and analysed below.

#### **3.1.2.3.1 General Policies (Vegetation Cover and Significant Woodlands)**

*The policies governing development and forestry resources are as follows:*



*5. Applications for subdivisions, official plan and zoning by-law amendments, minor variances or site plan control shall be supported by a Landscaping Plan. Such a plan shall:*

- (i) retain as much natural vegetation as possible, especially along watercourses, on steep slopes, in valued woodlots, in areas linking green spaces and along roadways;*
- (ii) determine which stands of trees or individual trees warrant retention based on a preliminary assessment;*
- (iii) outline measures for the protection of those trees or stands of trees being retained during construction;*
- (iv) describe the area and nature of tree loss and compensation measures proposed. Such compensation measures may include off-site plantings;*
- (v) indicate tree planting or vegetative cover required to provide protection for stream courses or steep slopes;*
- (vi) investigate the use of native species in tree planting strategies;*
- (vii) provide guidelines for property owners on the importance and care of trees on their property;*
- (viii) consider the impact on the environment during and after construction and propose mitigation measures where there is substantial alteration of the existing tree cover on the site.*

While the subject property does have a robust tree canopy across the site, the property is not specifically identified as “Significant Woodland” in the Community Official Plan. As the proposal does not propose to alter the landscaping with the exception of the restoration of the Rose Garden, staff exercised discretion in accordance with the assertive policy 3.1.1:

- 3. Require an environmental review for development proposed on lands within or adjacent to areas that have been designated as environmentally sensitive/significant;*

It is staff’s professional interpretation that the policy is intended to protect and safeguard forestry resources that provide significant ecological and economic value to the municipality. The policies in the Community Official Plan associated with Environmental Land Uses provide context that the purpose and intent of the policy is to ensure that the inherent integrity of environmental features and ecosystems are protected and preserved under changing conditions. The COP recognizes that the evolution and development of the community is a healthy and sustainable practice when certain lenses are applied for consideration.

In the case of the subject application, the development does not pose any potential impact to the natural resources of the site which would not be possible under the present zoning designation.

The proposal will not see the infill of the subject lands with further intensified residential development as the purpose is to facilitate lot additions (rather than infill lots). Under the current parcel configuration and zoning designation, the owner of the land could proceed to cut, thin, grade, fill, or otherwise alter the land should they choose. The

trigger of this specific zoning amendment application does not alter the purpose of the space for private amenity space, but rather changes the ownership from one party to another.

It can also be said that the present proposal safeguards the site from future intensification as no further severances for new residential dwellings are possible on the Dunn Street frontage.

The Urban Design Policy 4.2.2 of the COP was also sourced as notable considerations in the review of the development proposal. Staff agree that the policies are equally as relevant as any of the other subsection of Policy 4.2.2 which are considered when staff pre-consult and review development proposals in the Almonte Ward. All 41 listed design criteria are considered where proposals which impact the built environment are submitted, however the subject proposal does not propose to meaningfully and tangibly alter the built landscape. Hypothetically, the proposed change could result in the added rear yards being enclosed or fenced, however this potential exists today under the present parcel configuration.

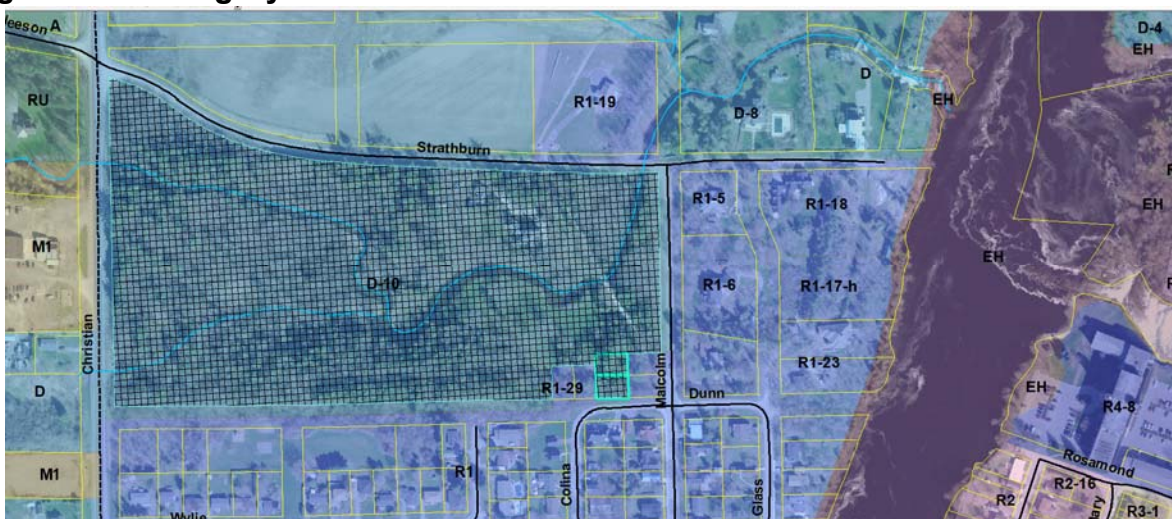
### **ZONING BY-LAW #11-83**

The subject property is presently zoned “Development – Special Exception” (D-10) in the Municipality of Mississippi Mills Zoning Bylaw 11-83.

The Development zone is intended to limit the use of the property to existing uses (single detached dwellings) until such time as the land can be infilled or developed. The purpose of the special exception zone was to recognize the existing area of the property as a minimum as it is significantly larger than the minimum lot area of the zone. This provision would serve the purpose to require evaluation of the appropriateness of applications to reduce and subdivide the parcel, rather than recognizing the severance potential as a right.

In this case, the severance review of the request deemed that the lot additions were appropriate and conformed to the intent of the Official Plan policies and that no servicing constrains existed to limit the development of the lands. It is therefore recommended that the special exception of the original holding be reduced to recognize the new proposed minimum lot area.

**Figure 4 – Zoning By-law #11-83**



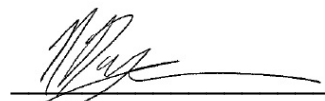
The lands which the lot additions will be added to are presently zoned “Residential First Density (R1)” and thus for consistency the severed parcels will be rezoned to mirror the receiving lands zoning.

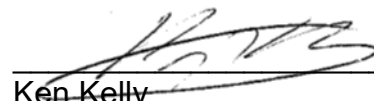
**SUMMARY:**

Having reviewed and assessed the proposed Zoning Amendment application, staff are satisfied that the proposals complies with the provisions of the Provincial Policy Statement 2014, conforms to the policies of the Community Official Plan and satisfies the applicable sections of the Municipal Zoning Bylaw #11-83.

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

All of which is respectfully submitted,

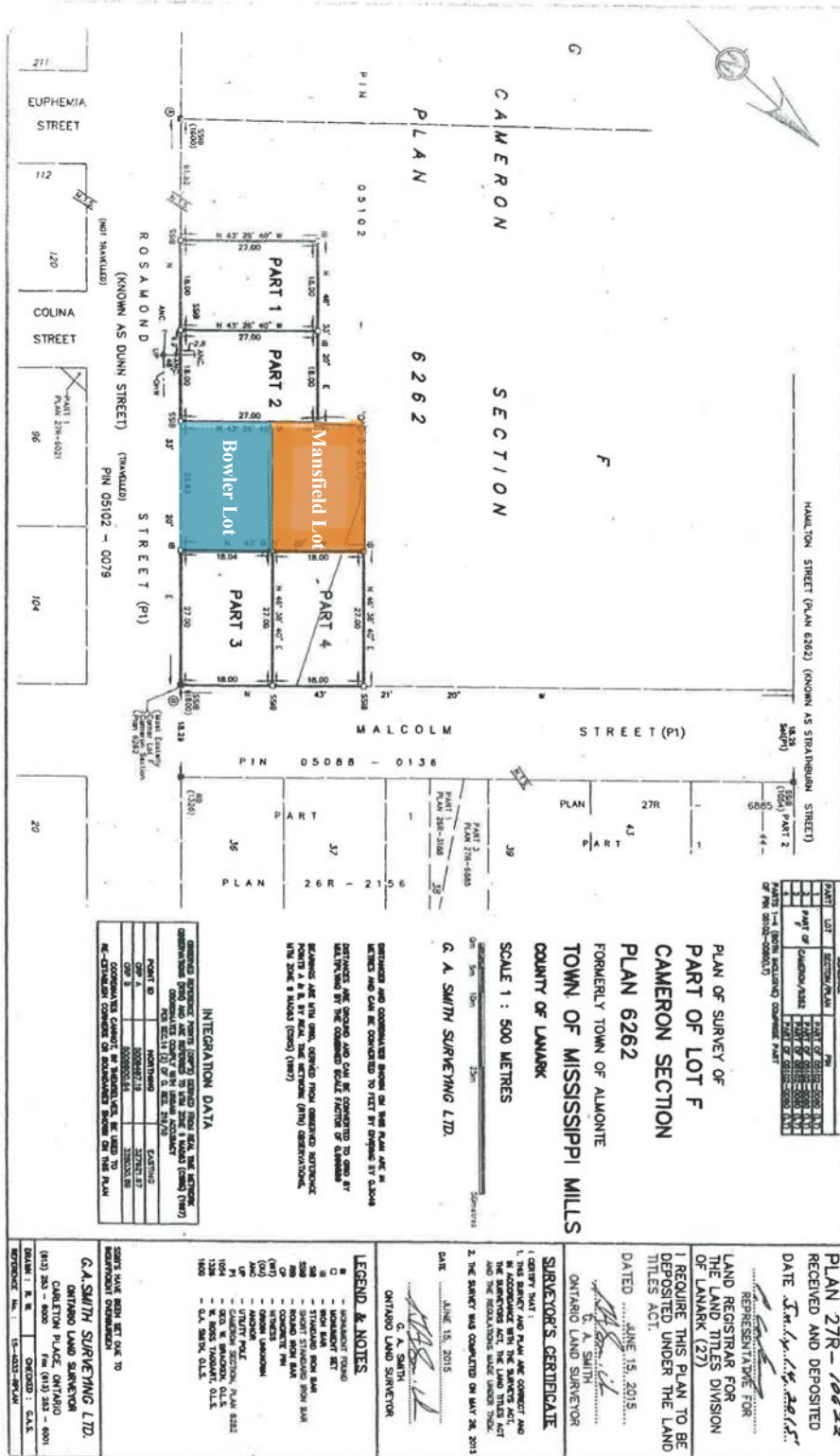
  
\_\_\_\_\_  
Niki Dwyer, MCIP RPP MA BES  
Director of Planning

  
\_\_\_\_\_  
Ken Kelly  
Chief Administrative Officer

**ATTACHMENTS:**

Appendix A – Context Plan

**Appendix A – Context Plan (provided by the applicants)**



Schedule B

*[Handwritten signature]*

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** November 19<sup>th</sup>, 2019  
**TO:** Committee of the Whole  
**FROM:** Dan Prest, Chief Building Official  
**SUBJECT:** Transforming and Modernizing Delivery of Ontario's Building Code Services – Discussion Paper

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### RECOMMENDATION:

**THAT Council authorize staff to proceed with municipal feedback to the Ministry.**

### BACKGROUND:

The Ontario Government is proposing an *administrative authority* to transform the delivery of a suite of new and enhanced approaches to using the Building Code, and promote public safety for all people across services to support the Building sector. Transformation will help streamline customer service, approval processes and promote a consistent Ontario. *Administrative authorities* are private, non-profit corporations that deliver regulatory programs on a cost-recovery basis. The ministry wants to hear from people across Ontario about their experiences with building code services and the proposed changes that are being considered.

### **The transformation and modernization of building code services would:**

- strengthen public safety;
- streamline customer service and approval processes;
- deliver sector-driven services;
- provide timely and modern tools and products;
- promote consistency across the province; and
- enhance integrity in the system.

Industry professionals and the public is encouraged to engage process and can access the documents and provide feedback. Details can be found at the following link:

[https://prod-environmental-registry.s3.amazonaws.com/2019-09/BC-Transforming\\_Sept-19-FINAL.pdf](https://prod-environmental-registry.s3.amazonaws.com/2019-09/BC-Transforming_Sept-19-FINAL.pdf)

## **DISCUSSION:**

### **Theme 1: Getting people working in the building sector**

The proposed enhanced and new services for consultation would look at ways to:

- modernize the current Building Code examination process to ensure that building code professionals have the required legal and technical knowledge so that public safety is protected;
- help support municipalities with recruitment and retention of experienced building officials;
- potentially introduce the use of Coordinated Professionals to coordinate work of professionals involved in a project; and
- potentially introduce the use of Certified Professionals to ensure Code compliance and streamline the permit approval process.

### **Theme 2: Promoting sustainability and transparency in the Building Code profession**

The proposed enhanced and new services for consultation would look at ways to:

- transform the public registry and registration process to be more streamlined and user-friendly;
- require building code professionals to complete Continuing Professional Development activities regularly to maintain knowledge in their areas of practice so they can understand and apply new / amended Code requirements and promote public safety; and
- establish a comprehensive, compliance-based, enforcement framework to ensure that building code professionals are meeting their qualification and registration requirements and are operating appropriately, which could include codes of conduct and annual attestations for all building code professionals, educational tools and resources, corrective actions for non-compliance such as financial penalties, a complaints process for public concerns, and increased transparency of disciplinary actions.

### **Theme 3: Building Code administration and enforcement**

The proposed enhanced and new services for consultation would look at ways to:

- enhance municipal enforcement to promote public safety by allowing the use of administrative penalties to help municipalities address non-compliance and contraventions of the *Building Code Act, 1992* and the building code;
- support local building service delivery by providing the option for smaller, rural, and/or northern municipalities to enter into an agreement with the administrative authority to deliver full or partial building services on their behalf; and
- provide a more active enforcement approach in unincorporated areas.

### **Theme 4: Improving building sector supports**

The proposed enhanced and new services for consultation would look at ways to:

- promote a consistent understanding and application of building code requirements by looking into additional and more comprehensive tools and services in a timely manner to provide clear, standardized, technical advice and interpretation;

- enable modern, digital services, which may include development of a digital version of the Building Code that meets the needs of users and supports municipal efforts to reduce building permit approval timelines; and
- improve the quality and quantity of building industry data and research.

### **Municipal Survey Response**

The attached schedule 'A' contains a summary of the questions contained in the discussion paper and proposed answers as reviewed by the department. Please review and provide us with any additional feedback or objections.

### **FINANCIAL IMPLICATIONS**

Cost of proposal covered by a provincial levy (0.016%) on total annual value of construction. The value of construction in 2017 was \$54,120,487.00 @ 0.016 = \$8659.27. Plus the costs for use of the administrative authority services if required. Fees would need to be adjusted to cover any additional costs from the provincial proposal.

### **FUTURE CONSIDERATIONS:**

Mississippi Mills and Carleton Place are communities people want to come to. Our building projects and new home construction continue to grow. The foreseeable future is more growth for our communities. Currently our agreement with Carleton Place to share our inspectors is working very well; however, the ability to retain our building staff levels remains challenging.

We have not replaced our part time inspector that we shared with Carleton Place which was 3 days in Mississippi Mills and 2 days in Carleton Place alternating. The part time inspector covered vacation, away time for training, sick, high bookings, enforcement and the 'project', which has suffered by being placed on a shelf until we find resources that can be allocated to complete it. Carleton Place has just lost 2 inspectors leaving them short. We will assist them as best we can as they have for us. Perhaps we should approach Carleton Place again to share an inspector that could provide that needed staff time and a redundancy to ensure we have sufficient staffing to cushion us from unexpected circumstances.

**SUMMARY:**

Council may proceed with one of the following options regarding the requested feedback:

- 1) Approve department feedback comments;
- 2) Recommend changes to feedback comments; or
- 3) No feedback comments from Municipality.

All of which is respectfully submitted,



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Daniel J. Prest, CMMII  
Chief Building Official

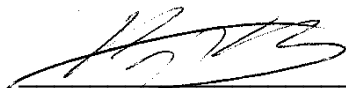
Reviewed by,



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Niki Dwyer, MCIP, RPP  
Director of Planning

Reviewed by,



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Ken Kelly, CAO

**ATTACHMENTS:**

Schedule A – Questions and Answers



<b>SCHEDULE 'A'</b>	
<b>Transforming and Modernizing Delivery of Ontario's Building Code Services – Discussion Paper</b>	
1.	How could the current examination design, content and/or delivery be improved? <i>Allow longer examination times. The 3 hour timeline to complete 75 questions, which equals 2.4 minutes per answer, is an unreasonable time line.</i>
2.	Are the current training offerings meeting your needs? If not, how could they be improved? <i>The locations are too Toronto centric. The Ottawa office should be re-established to provide better access to eastern Ontario.</i>
3.	Do you see a role for the administrative authority in the delivery of training for building code professionals? <i>Yes ... a regional office based out of Kingston would be helpful.</i>
4.	What factors could contribute to the low take-up of the current internship programs? <i>Smaller municipalities do not have the staff time or funding to provide the required supervision for training of interns only to have them move on to larger centres with greater pay.</i>
5.	What role could an administrative authority play in internship programs? <i>Provide a pool of interns and mentors over a larger geographic area.</i>
6.	Would implementing a provisional licence framework help with municipal recruitment challenges and what should be considered? <i>Yes ... professional designation.</i>
7.	Are there other ways to help building code enforcement bodies attract and retain experienced building professionals? <i>Promotion through the High Schools, Colleges and trades unions.</i>
8.	Do you think the use of a Prime Consultant, under certain circumstances, would support a more streamlined building permit application process? <i>Yes ... plans review comes to mind. Too many inspectors are rushed and may not always able to be thorough at this stage of the process. A central place to have the plans reviewed in a timely manner would catch problems at an early stage.</i>
9.	Do you think the use of Certified Professionals, under certain circumstances, would support a more streamlined building permit application process? <i>Not under the current 'Joint and Several Liability' provisions in Ontario.</i>
10.	If the ministry decides to move forward and allow the use of such professionals, what do you think needs to be considered in implementing this change? <i>Joint and several Liability provisions need to be changed.</i>
11.	How many activities or hours of CPD do you feel is reasonable to require of building

<p>code professionals?</p> <p>That would need to be established once it is determined what direction we are going in and what split between technical and management skills need to be developed.</p>
<p>12. What is the right mix of formal and informal CPD activities that building code professionals should be required to complete (e.g., courses, training, examinations, reading professional/technical journals or documents, volunteering in the sector, attending relevant conferences, etc.)?</p> <p>The problem here is many municipalities do not provide the sufficient staff levels to allow the many one person operations to avail themselves of training to the levels required to stay current or to advance. This puts the population of these smaller municipalities at a disadvantage as they are not receiving the most current information to ensure their projects are meeting current requirements.</p>
<p>13. What is a reasonable timeframe for completing CPD requirements to ensure knowledge is maintained (e.g., annually, at every new Building Code cycle which is usually 5-7 years, other)?</p> <p>This would seem to be reasonable.</p>
<p>14. Are there already mechanisms, materials, or offerings that would give building code professionals options on how they could meet their CPD requirements?</p> <p>There are however, they do not always come up in a timely manner to accommodate inspectors' schedules.</p>
<p>15. What types of compliance measures should be put in place to ensure building code professionals are meeting the requirements of their registration?</p> <p>Periodic reasonable testing of knowledge and versus traditional test driven / regurgitation evaluation techniques. The real world allows inspectors time to review the code to make a more realistic decision.</p>
<p>16. What types of accountability mechanisms do you think might be appropriate if a body enforcing the building code (i.e., municipality, Conservation Authorities, Boards of Health) is found not to be meeting its responsibilities under the Building Code Act, 1992?</p> <p>Provincial intervention to support CBO's would be required.</p>
<p>17. Do you see any challenges with requiring all building code professionals to adhere to a code of conduct?</p> <p>No</p>
<p>18. What should be considered when increasing the number of available enforcement tools and using an escalating enforcement model?</p> <ol style="list-style-type: none"> <li>1) Part 1 tickets to be issued by registered mail.</li> <li>2) Summons to be issued by registered mail.</li> <li>3) Costs to gain compliance be applied to the municipal property tax account.</li> <li>4) Costs to register ORDERS on title applied to the municipal property tax account.</li> </ol>

<p>5) Unpaid fines attached to driver licence or vehicle renewal same as parking tickets.</p> <p>6) Requirements for search warrants made easier.</p> <p>7) Warrantless entries provided proper notification is provided to allow inspectors to enter private property, buildings and homes to determine and verify suspected construction without proper permits.</p> <p>8) MPAC required to notify building department when new construction discovered that was not covered by a permit.</p> <p>9) Airplane Hangers or buildings constructed under aeronautics act be subject to provincial / municipal inspections.</p> <p>10) Businesses required to register with municipalities prior to obtaining their business licence similar to AGCO.</p>
<p>19. Under what circumstances do you think it would be appropriate for financial penalties to be used as a means of encouraging compliance with registration requirements?</p> <p>Uncooperative individuals to ensure that compliance is met.</p>
<p>20. How could these penalties be set so that they are fair?</p> <p>It should be high enough to motivate.</p>
<p>21. What types of orders do you think administrative penalties could be used for?</p> <p>All types of ORDERS ... cost recovery.</p>
<p>22. What do you think the province should consider in developing an administrative penalty framework?</p> <p>The administrative penalty should be high enough to encourage property owners to comply without using the courts and be placed on property tax account where compliance has not been achieved. A Property Standards type Committee could be an appeal process to ensure fairness.</p>
<p>23. Are there enforcement tools that would help principal authorities ensure compliance with technical requirements of the building code?</p> <p>ORDERS to COMPLY ... financial penalties to gain compliance placed on tax role.</p>
<p>24. Would it be beneficial for municipalities to have the ability to transfer some or all of their building service delivery to the administrative authority?</p> <p>Yes ... plans review of complex building where current staff lacks experience qualified staff.</p>
<p>25. Would you support the issuance of technical bulletins and/or code interpretations? Please explain.</p> <p>Yes ... provide ministry opinions to assist CBO</p>
<p>26. If additional resources and guides to help with code interpretation were created, what types of resources (e.g., type of content, format, etc.) would be most useful?</p> <p>Electronic format ... consensus opinions ... guidelines ... technical bulletins</p>
<p>27. Would the addition of more visual guidance materials for specific building code issues</p>

<p>be helpful?</p> <p>Yes and Yes --- code for dummies</p>
<p>28. As a member of the public, what resources and tools would you need to assist you with understanding code requirements for your small or personal construction projects (e.g., minor renovations, decks, sheds etc.)?</p> <p>Simple drawings and examples they can useful to individuals who are not skilled in design and construction methods.</p>
<p>29. If you would use an electronic version of the Code, on what type of electronic device would you most frequently view/use it on? (e.g., laptop/desktop, mobile device)</p> <p>All</p>
<p>30. In addition to digital versions of the Ontario Building Code Compendium, what other digital guides, resources or tools would you find most useful?</p> <p>Illustrated or simple CAD software ... plug in samples, taboc type examples</p>
<p>31. Does your organization collect building sector data? Do you have any policies in place for data collection, management, and/or transparency?</p> <p>Yes ...</p>
<p>32. How could the potential increase in municipal reporting burden be mitigated?</p> <p>Sufficient staff ... code related training for administrative staff to assist in reports and small projects.</p>
<p>33. Do you think it would be beneficial if the administrative authority conducted research on behalf of the sector?</p> <p>Yes</p>
<p>34. Is the proposed funding model a reasonable approach to delivering improved services to the sector?</p> <p>Yes</p>
<p>35. Are there impacts in implementing such a fee model that the government should consider?</p> <p>The end result should be a more efficient system that provides an increased level of safety and helps uncover the underground activities to provide a more balanced fee sharing and funding source as well as increased assessments for municipal tax revenue.</p>

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MLLS**

**STAFF REPORT**

**DATE:** November 19, 2019  
**TO:** Council  
**FROM:** Ken T. Kelly, Chief Administrative Officer  
**SUBJECT:** **Development of Business Park Lands Phase 3**

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**RECOMMENDATION:**

**THAT Council accept the report to develop the remaining Phase of the Business Park Lands and directs staff to engage Novatech Engineering to complete design and tender preparation of the remaining infrastructure as per the attached proposal in the sum of \$20,000 plus HST with funding from the Business Park Reserve funds.**

**BACKGROUND:**

The Mississippi Mills Business Park started Phase 2 development in approximately 2005. The works to develop Phase 2 cost approximately \$612,000. In 2006, approximately \$500,000 was borrowed over 15 years to complete this work. The loan payments were to be taken from the proceeds of the sale of the lots. While lots were slow to sell initially Phase 2 has been completely sold. Some lots have seen development take place while others remain vacant. The original lots that were sold carried a covenant to build within a 5 year timeframe or the Municipality had the option to repurchase the land at the original purchase price. This covenant was removed in later transactions. This has meant that owners do not have any added incentive to develop and can speculate or hold the land for a longer period of time without ramifications. Some of these vacant lots are being marketed for sale privately.

Of course, undeveloped lots within the Business Park minimize the potential for the Municipality to derive additional commercial property tax revenue.

At the end of 2019 it is projected that approximately \$106,880 will remain on the original Phase 2 development loan. The Business Park Reserve at the end of 2019 is projected to be have a balance of \$601,208. There is sufficient funding in reserves to address the outstanding debt on Phase 2 which is will be fully repaid in 2022 leaving the remaining balance to go towards Phase 3 of roughly \$494,000.

## **DISCUSSION:**

There has been keen interest in the status of the remaining lots within the Business Park Lands – Phase 3. Staff have been fielding inquiries and noting contact information for those that want follow up. However, the lack of a timeline for the development does limit the ability to effectively market the project.

There are 10 developable lots remaining within Phase 3 of the Business Park with a combined acreage of about 10.7 acres.

In 2005, Novatech estimated the cost to complete Phase 3 to be \$852,000. In 2011, the Director of Public Works and Roads updated the construction cost for Phase 3 and estimated that completion would be approximately \$1.2 million.

In order to estimate the potential cost of developing the remaining portion of the land a proposal was requested from Novatech Engineering as the engineers of record for the original 2005 design. This proposal includes the cost of reviewing and updating the current design requirements to ensure they meet today's standards. Their fee schedule includes a provisional amount of \$7,000 in additional design work if the Ministry of the Environment Conservation and Parks or the Mississippi Valley Conservation Authority require stormwater design changes from the previously approved 2005 design. If this additional work is not required the cost of the work is estimated to be \$13,000 plus HST. Novatech will also prepare and issue the tender package if directed by Council so that firm construction costs and a schedule for completion can be determined for this project.

In addition to the cost of infrastructure development a plan of subdivision has to be filed and there will be legal costs for the transactions. It is assumed that the Municipality would continue to market the properties itself and no realtor will be engaged.

In the preparation of this report an appraisal was commissioned to seek an updated 2019 market price per acre for the purposes of revenue projection.

During the presentation of the 2018 financial statements by Howard Allan and Associates there were several questions with regards to the level of commercial revenue generated by Mississippi Mills in comparison to its peers. In Table 1, the level of commercial taxable assessment in Mississippi Mills is depicted as a percentage of the total taxable assessment for the year 2014 – 2018. As a percentage of the total, commercial taxable assessment has been declining over this time period. It should be noted that this percentage is affected by the level of the residential and farm taxable assessment which has increased substantially over this time period – approximately \$370 million.



Table 1 – Taxable Assessment

December 31	2018	2017	2016	2015	2014
<b>Taxable Assessment</b> (000's)	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Residential and farm	1,788,497	1,691,275	1,616,203	1,518,663	1,418,289
Commercial and industrial	92,044	90,847	94,180	104,908	89,390
<b>Total</b>	<b>1,880,541</b>	<b>1,782,122</b>	<b>1,710,383</b>	<b>1,623,571</b>	<b>1,507,679</b>
Commercial, industrial as % of assessment	4.89%	5.09%	5.51%	6.46%	5.93%

The point of that discussion was that a well-rounded and financially stable municipality would have a mixture of revenue sources with commercial property tax being one of those. Given the higher level of taxation imposed on commercial properties the larger the commercial sector that more it contributes to the municipality. While 4.89% of taxable assessed value is not insignificant it is not a large portion of the municipal revenue stream for Mississippi Mills.

Having a supply of construction ready commercial lots is important to attract businesses development and ensure the financial stability of a municipality. Future sale of business park lots should include a covenant to develop within 2-3 years of revert back to the Municipality as a discounted rate to the original sale price.

**FINANCIAL IMPLICATIONS:**

To prepare a comprehensive revenue and cost projection for the next phase of the Business Park Lands it will require an estimate of the infrastructure left to be developed.

The cost of this engineering engagement would be funded as a cost of the Business Park Lands from the existing reserve funds of \$601,208. The potential \$13,000 project cost will still leave funding in place to repay the Phase 2 debt as well as contribute to the infrastructure costs of Phase 3.

**SUMMARY:**

Staff are requesting that Council authorize the engagement of Novatech Engineering so that we can define the costs of developing Phase 3 so that Council can make a decision to proceed with development or continue to hold the land.

Respectfully Submitted

  
 Ken T. Kelly,  
 Chief Administrative Officer

November 5, 2019

Municipality of Mississippi Mills  
3131 Old Perth Road  
Box 400  
Almonte, Ontario  
K0A1A0

**Attention: Guy Bourgon, P.Eng., Director Roads and Public Works**

Dear Sir:

**Reference: Mississippi Mills Business Park Phase 3 Tender**

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Further to your recent request, we are pleased to provide our proposal to undertake the required engineering for approvals and tender of Phase 3 of the Mississippi Mills Business Park. The following details our understanding of the scope of work and outlines the project team, anticipated schedule, and provides estimated fees.

### Scope

Design and approvals for Phase 3 were previously completed in and around 2005.

1. The ECA Application for sanitary and storm will need to be renewed and/or resubmitted for approval, including completing new applications. We do not expect any changes to the sanitary sewer information. However, the storm drainage and stormwater management may require changes and updating, including resubmission to MVC. We have included an allowance for this in our fee estimate.
2. The previously completed plans did not include utility works, save and except for a few duct crossings. We assume that no further work is required for utilities.
3. A full tender package for the Phase 3 work will be prepared, based on Novatech's Standard Tender Package and the addition of any specific municipal requirements. A tender estimate would also be prepared.
4. The tender package would be prepared for issuance by the Municipality. Novatech would, in concert with the Municipal Engineer, respond to questions, issue addendums as required, and review tenders submitted and provide a recommendation for award.
5. Contract administration and inspection would be completed by the Municipality.

### Project Team

The Novatech project team would consist of Melanie Riddell, P.Eng. as Project Manager, and Trevor McKay as Design Engineer.

Schedule

The anticipated schedule for work is Tender Presentation and Tender Closing by the end of March 2020.

Fees

Based on the foregoing, the following budget estimates for fees are provided. Fees would be billed hourly and Novatech would not exceed the budget estimates without authorization.

Project Initiation and Approvals .....	\$6,000
- Stormwater Update (provisional) .....	\$7,000
Tender and Award.....	<u>\$7,000</u>
<b>Total</b>	<b>\$20,000</b>

Application fees, disbursements and HST would be in addition to fees noted.

We look forward to working with you on this project. Please call if you have any questions.

Yours truly,

**NOVATECH**



John Riddell, P.Eng.  
President

**THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MLLS**

**STAFF REPORT**

**DATE:** November 19, 2019  
**TO:** Council  
**FROM:** Ken T. Kelly, Chief Administrative Officer  
**SUBJECT:** **Implementation of Recreation and Cultural Service Delivery Review**

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**RECOMMENDATION:**

**THAT Council accept the Blackline Consulting report Service Delivery Review – Recreation and Cultural Services and provide staff direction on the implementation of the recommendations contained in the report dated July 2018.**

**BACKGROUND:**

The Municipality engaged Blackline consulting to complete a service delivery review of Recreation and Cultural Services in 2018. An interim report that captured the current “As-Is” structure was completed in June and a Final report of the recommendations for improvement was completed in July of 2018. Council received a presentation of the final recommendations in January of 2019.

**DISCUSSION:**

The consultants identified 27 opportunities for the Municipality to consider that when grouped had three themes: 1) Processes, 2) Organization, and 3) Technology. The consultant believes that executing them would result in:

- More efficient field operations and workload management
- An increase in revenue
- Easier access to services
- Improved communication and resident engagement
- More consistent customer experience

The consultants estimated ongoing savings for the RCS department of \$73k (without productivity gains) or \$184k (with productivity gains). There were also recommendations made with regards to organizational changes that would increase the costs of service delivery. These were not costed in the analysis

such as the development of a Director of Community and Cultural Services role that was not factored into the savings or productivity gains.

In the January 2019 presentation to Council the consultants recommended 11 opportunities that should be pursued for implementation.

Processes – Improvements to resource management can achieve cost efficiencies

Opportunity	Type	Timing	Net Operating Savings	Productivity Gains
Extend the use of lawn-cutting contractor to other outdoor spaces.	Efficiency	Medium	\$0-\$5k	No
Establish a formal work order management process.	Service Improvement	Medium	\$0-\$5k	Yes
Improve resource management by building an RCS resource plan.	Efficiency	Long	\$0-\$5k	Yes
Charge local businesses for Downtown Improvement Area (DIA) activities conducted by the Municipality.	Service Improvement	Short	\$15-\$20k	No

Organization and Governance – Shifting of responsibilities and rationalizing committee involvement can achieve greater alignment within the department

Opportunity	Type	Timing	Net Operating Savings	Productivity Gains
Establish a grant management process.	Efficiency	Short	\$30-\$40k	No
Provision of HR services across the Municipality.	Service Improvement	Short	\$0-\$5k	Yes
Provision of communication services across the Municipality.	Service Improvement	Short	\$0-\$5k	No
Rationalize committees and re-align to RCS services.	Efficiency	Medium	\$0-\$5k	Yes
Shift in responsibility to support more events and lead less.	Efficiency	Long	\$30-\$40k	Yes

Digital and Technology – Can help achieve greater efficiencies by reducing staff workload through self-service

Opportunity	Type	Timing	Net Operating Savings	Productivity Gain
Provide online services to automate registration / booking for programs and facilities.	Service Improvement	Short	\$0-\$5k	Yes
Implement a procedure to track and resolve public complaints.	Efficiency	Medium	\$0-\$5k	Yes

Upon reviewing the 11 recommendations there are some that require investment in technology, development time for new programs or new resources in order to implement.

While the review did identify opportunities they do not allow any straight forward savings through the elimination of services or resources. The recommendations

on a whole will move responsibilities to other areas and may allow better tracking but will not reduce the costs of the services provided to a marginal degree.

Some of the findings do point to issues that cross multiple departments such as human resource capacity (advice, hiring process, disciplinary processes), communications (website management, social media, public outreach) or a system to track work order maintenance and complaints from the public. Realization of many of these productivity gains would require the organization to incur an organization wide cost with a portion of it allocated to Recreation and Cultural. For example, an improvement in communications would be as a result of hiring a part time Communications and Marketing person for the organization as a whole. This would increase costs but would free up current resources to focus on other areas of the service offering.

One of the largest areas of savings identified is “shifting responsibility to support more events but lead less” which has a potential savings of \$35,000. This would entail the Municipality reducing its involvement in the 30 events that now take place in which 18 are Municipality lead to a more supportive role. This will have significant ramifications for community events in particular duplicate events – only one Santa Claus Parade, one Canada Day event. This would impact community events unless community groups took over full responsibility for the events.

Council has been provided with the full report of the consultant as background to this staff summary. Council is invited to review that document to glean the relevant details of each individual recommendation.

#### **FINANCIAL IMPLICATIONS:**

Depending on the specific recommendations chosen for implementation the financial impact could be a shift in costs from Recreation and Culture to other departments, one-time costs for technology, or an increase in salary costs in order to achieve a productivity offset.

#### **SUMMARY:**

Staff are recommending that Council provide direction on whether to proceed with the implementation of any of these recommendations or to further pursue them as part of an organization wide effort of service improvement.

Respectfully Submitted



Ken T. Kelly,  
Chief Administrative Officer



# CAO Report

## **Service Delivery Review – Recreation and Cultural Services**

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

**Final Report, DRAFT v0.2**

July 2018

# Disclaimer

This Service Delivery Review (the “Review” or “SDR”) report is provided to the Corporation of the Municipality of Mississippi Mills (“Mississippi Mills” or the “Municipality”) as per the Professional Services Agreement (“PSA”) dated January 23<sup>rd</sup>, 2018 and is subject in all respects to its terms and conditions, including restrictions on disclosure of this report.

This report is based on information and documentation that was made available to Blackline Consulting (“Blackline”) prior to the date of this report. Blackline has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to Blackline after the issuance of this report, Blackline reserves the right (but will be under no obligation) to review this information and adjust our comments accordingly. This report includes or makes reference to projected future financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the assumptions are realized, and the variations may be material.

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# CONTEXT

# Context

## Situation

The Municipality has a unique and rich heritage. It consists of rural farming, desirable outdoor landscape and a vibrant downtown. The Municipality has made a conscious decision to invest in cultural and recreational services as a basis for economic development; attracting residents, visitors and businesses. Since its amalgamation in 1998, the population of Mississippi Mills has been increasing. However, like many other municipalities in Ontario, Mississippi Mills is experiencing a shift to an aging population causing service demand changes. This, along with continued economic pressures, leaves many municipalities across Ontario questioning – what services should we deliver? And how best do we deliver them? It is within this context that the Municipality recognizes a desire to understand how effective it's services are and if there are any efficiencies to help address the economic realities.

## Objectives

The Municipality has initiated a review of the Recreation and Cultural Services (RCS) department, with the following objectives:

- ▶ To describe and evaluate the RCS department operating structure and services
- ▶ To critique the department's operations; identify opportunities for increasing efficiencies and improving service quality

## In this Document

The purpose of this report is to:

- ▶ Summarize the current environment, factors that have an impact on the Municipality's operations and service delivery
- ▶ Provide recommendations to the Municipality to help improve operational efficiencies and service delivery
- ▶ Outline a proposed roadmap for those recommendations
- ▶ Describe in detail the recommendations
- ▶ Layout additional opportunities available to the Municipality

**Note: The recommendations in this report are predicated on the findings and observations made in the Interim Report dated June 2018. Appendix A provides a summary of those key observations.**

# **BACKGROUND**



# Mississippi Mills is one of eight municipalities within Lanark County

Below is an overview of key facts of the about the Municipality and how it ranks to its peers in Lanark County.

	Mississippi Mills	Lanark County Median	Rank
<b>Population</b>	13,163	6,787	Highest
<b>Households</b>	5,550	3,712	Highest
<b>Area (Sq. KM)</b>	520	323	Median
<b>Municipal Staff Total</b>	136	44	Upper Quartile
<b>Operating Revenues</b>	\$18.7 million	\$7.4 million	Upper Quartile
<b>Operating Expenses</b>	\$18.7 million	\$6.9 million	Upper Quartile
<b>RCS Staff Total</b>	24	16	Median
<b>Percent of Total Workforce</b>	18%	21%	Lower Quartile
<b>RCS Revenues</b>	\$0.6 million	\$0.4 million	Median
<b>RCS Operating Expenses</b>	\$1.9 million	\$1.0 million	Median
<b>Outdoor Recreation Space</b>	*609,833 SqM	7,206 SqM	Highest

# There are several influencing factors impacting the Municipality’s future delivery of services and service levels

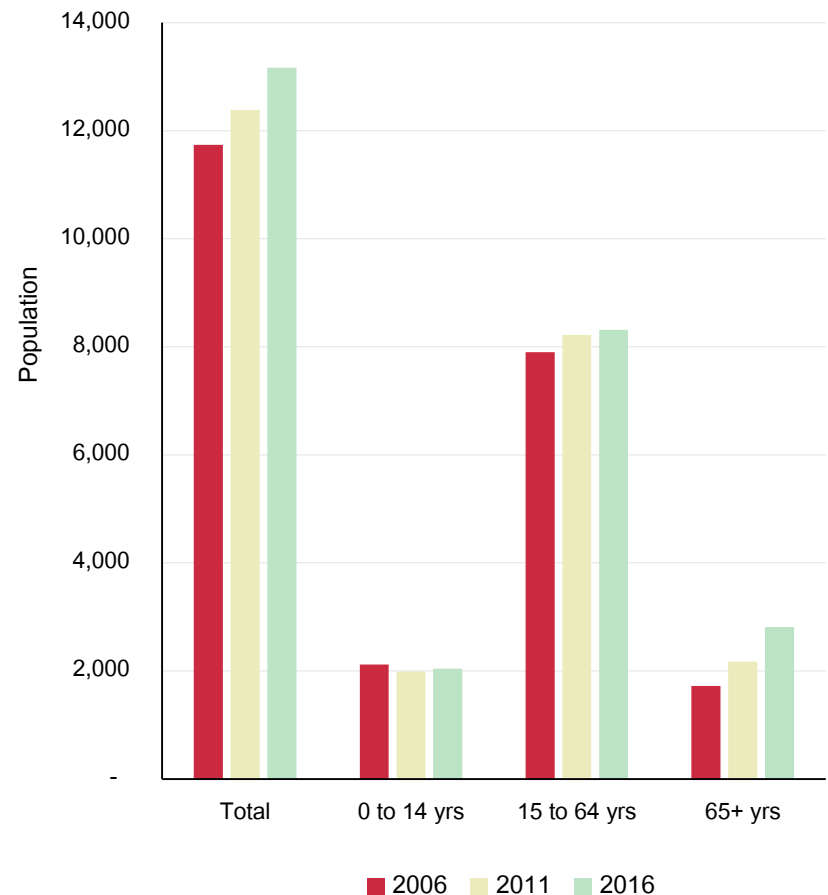
Factor	Description
<b>Political</b>	<ul style="list-style-type: none"> <li>▶ Elections – the recent provincial and upcoming municipal election brings a degree of uncertainty. This can cause delays on decision-making that can impact economic and social aspects of the Municipality.</li> <li>▶ Increasing legislative requirements – legislative changes can have a ripple effect on the operations of municipalities. Examples include the new asset management planning regulation under the Infrastructure for Jobs and Prosperity Act, and the Fair Workplace, Better Jobs Act. These may cause changes to ways of working, or the Municipality’s staff composition.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>▶ Ontario’s economy is improving – from a business perspective, Mississippi Mills’ downtown core is flourishing, the Municipality is attracting new businesses. This has played a substantial part in attracting the middle class. However, the provincial debt is at an all time high. This may impact businesses and residents in terms of spending habits, wages and job growth and potentially the municipality in terms of availability of grants or competition for those grants.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>▶ Aging population – the Municipality’s population is growing, and changing. The 65+ age group grew by over 60% in the last decade, pushing the median age from 42.6 to 47.9. This population shift will have an impact on the type of services and accessibility of services.</li> <li>▶ Increase in mental health awareness – Promoting mental health and wellbeing in the workplace is becoming increasingly important. The impact of this on all organizations is having access to trained individuals who are skilled in managing HR related activities to support staff and promote wellbeing in the workplace.</li> <li>▶ Different service expectations – the divide between rural and urban population has become more prominent with the influx from nearby cities. The implication to the Municipality is being able to balance the difference in service expectations.</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>▶ Rise of digital channels – increasing use of technology creates a demand for easy and accessible services / information. This will have implications as to how the services are delivered (e.g. online program registration). Additionally, new digital channels make it easier for residents to vocalize opinions about local issues and government, increasing the need for the Municipality to manage public responses.</li> </ul>

# Mississippi Mills has a growing and aging population

## Observations

- ▶ The Municipality's total population has experienced an increase over the last decade:
  - 5.5% increase between 2006 to 2011
  - 6.3% increase between 2011 to 2016
- ▶ Not all age groups are increasing at the same rate. The '65 and older' age category has grown by 63.4% since 2006, indicating an aging population. The "15 to 64" age category grew by only 5.3%. In contrast, the '0 to 14' age category experienced a decline of 3.8%.
- ▶ The median age increased from 42.6 to 47.9 in the last decade, further indicating an aging population.
- ▶ The Municipality's demographic is an important input into the type of services and the respective service levels offered by the RCS department.

### Age Distribution



# Certain work drivers have changed which impact the RCS department's ability to deliver services efficiently and effectively

Changes in work driver demand can have a material impact on the efficiency and effectiveness of service delivery. Overall, there has been an increase in the services provided by the RCS department. Below is an overview of the degree of change for each service. We use this information to consider the potential implications it has from an operations perspective.

Work Driver	Degree of Change	
Population size	↑	Increase – 12.1% over the past decade and population shift to seniors
Size (sq. km)	↑	Increase – the Municipality has grown 10 SqKM since 2006
Number of Businesses	↑	Increase – the Municipality has a highly utilized downtown and expanding business park
Number of Recreational Programs	↑	Increase – with non-municipal run programs
Outdoor Recreation Facility Space	↑	Increase – splash pad, skate park and new parks
Number of Trails	↑	Increase – extension of existing and net new trails
Number of Events and Festivals	↑	Increase – while some events have stopped running (Pakenham Home Show), more have been added (e.g. Movie Night in the Park, Downtown Almonte Car Show)
Legislation	↑	Increase – Asset Management, Fair Workplaces, Better Jobs Act



# EXECUTIVE SUMMARY

# As the Municipality continues to grow and change so should the Recreation and Cultural Services' department

## Transform the role of Recreation and Cultural Services

Change is happening to Mississippi Mills; the demographic, population growth, legislation and technology. Our review suggests that while residents are generally happy with recreation and cultural services there are changes that can improve the quality of services and the efficiency in which they are delivered. The Municipality has an opportunity to transform the role of the RCS department and reinvent itself as Community and Cultural Services. This transformation requires technology, changes to processes and organization. These changes and will help the Municipality to scale and manage both growth and uncertainty as summarized below:

### Embrace Technology

Currently, the RCS department operates largely paper-based and high reliance on key individuals. Over the coming 3-5 years a large portion of the RCS staff will be eligible for retirement representing an operational risk. In addition, as new residents continue to move to Mississippi Mills their expectation of accessing services and information will undoubtedly shift to digital first.

### Modernize Processes

As the Municipality continues to grow and add new assets, programs and events it also needs to advance the processes and practices of the staff that maintain those assets or support programs and events. As such, the Municipality should consider modernizing how resources are managed, allocation of staff, quality assurance of activities and have supporting information (performance metrics) to demonstrate improvements and delivery of services.

### Organize for Scale

Recreation and cultural services will continue to be a sought after service that the Municipality provides. To help ensure it continues to do so, organizational changes can help to address resource gaps, improve capabilities and allow for the Municipality to scale.

Critical to this is introducing a Director role for RCS and realigning responsibilities of current RCS management.

The following pages provide an overview of the opportunities to achieve the above and reinvent the RCS department of today.

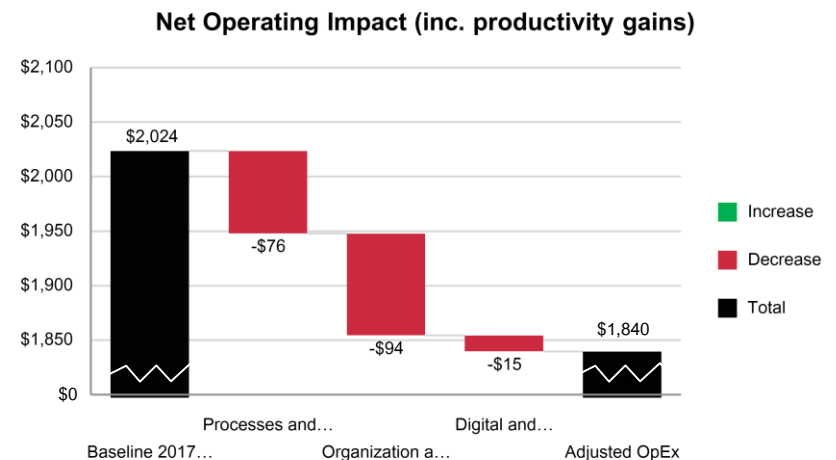
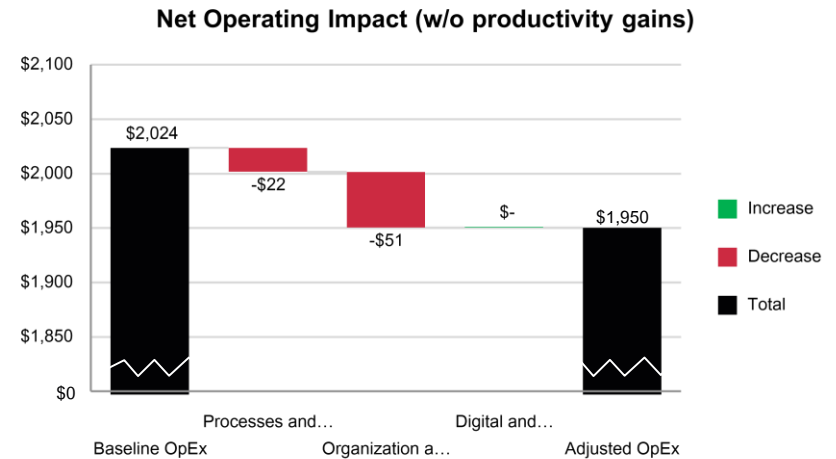
# Several improvements can be made that will make the RCS department more efficient and effective

We have identified 27 opportunities for the Municipality to consider. Executing them would result in:

- ▶ More efficient field operations and workload management
- ▶ An increase in revenue
- ▶ Easier access to services
- ▶ Improved communication and resident engagement
- ▶ More consistent customer experience

The estimated ongoing savings for the RCS department is \$73k (without productivity gains) or \$184k (with productivity gains).

Summary of Opportunities by Type		
Type	Net Impact (\$k)	
	Net Operating Impact (w/o productivity gains)	Net Operating Impact (inc. productivity gains)
Baseline OpEx	\$2,024	
Process Improvement	(22)	(76)
Operating Model	(51)	(94)
Digital / Technology	(-)	(15)
<b>Total</b>	<b>(73)</b>	<b>(184)</b>
<b>Adjusted OpEx</b>	<b>1,950</b>	<b>1,840</b>
<b>Percent Savings</b>	<b>4%</b>	<b>10%</b>



# Shifting of responsibilities and rationalizing committee involvement can achieve greater alignment within the department

Opportunity	Page Ref.	Timing	Net Operating Impact (w/o productivity gains)	Net Operating Impact (inc. productivity gains)	One-Time Costs
<b>Organization and Governance</b>					
Establish a grant management process.	23	Short	-\$35,889	-\$35,889	\$0
Provision of HR services across the Municipality.	25	Short	\$4,984	-\$2,881	\$0
Provision of communication services across the Municipality.	27	Short	\$10,755	\$5,396	\$0
Rationalize committees and re-align to RCS services.	35	Medium	\$0	-\$24,972	\$0
Shift in responsibility to support more events and lead less.	39	Long	-\$31,190	-\$35,348	\$0
<b>Total</b>			<b>-\$51,340</b>	<b>-\$93,694</b>	<b>\$0</b>

The majority of these opportunities will alleviate much of upper management's time, allowing each to dedicate their efforts to activities specific to their own department. This will ultimately improve efficiencies and service delivery to residents.

# Improvements to resource management can achieve cost efficiencies

Opportunity	Page Ref.	Timing	Net Operating Impact (w/o productivity gains)	Net Operating Impact (inc. productivity gains)	One-Time Costs
<b>Processes and Practices</b>					
Charge local businesses for DIA activities conducted by the Municipality.	29	Short	-\$18,477	-\$18,477	\$0
Extend the use of lawn-cutting contractor to other outdoor spaces.	31	Medium	-\$3,510	-\$3,510	\$0
Establish a formal work order management process.	37	Medium	\$0	-\$29,321	\$0
Improve resource management by building an RCS resource plan.	41	Long	\$0	-\$24,455	\$0
<b>Total</b>			<b>-\$21,987</b>	<b>-\$75,763</b>	<b>\$0</b>

There are several opportunities for the Municipality to improve internal efficiencies through process improvement and create a more predictable workload for staff.

Additionally, the Municipality conducts a large amount of Downtown Improvement Area (DIA)-type activities for local businesses, which provides an opportunity for the Municipality to share a portion of the costs with businesses.



# Technology can help achieve greater efficiencies by reducing staff workload through self-service

<b>Opportunity</b>	<b>Page Ref.</b>	<b>Timing</b>	<b>Net Operating Impact (w/o productivity gains)</b>	<b>Net Operating Impact (inc. productivity gains)</b>	<b>One-Time Costs</b>
<b>Digital and Technology</b>					
Provide online services to automate registration / booking for programs and facilities.	21	Short	\$0	-\$12,377	\$10,000
Implement a procedure to track and resolve public complaints.	33	Medium	\$0	-\$2,134	\$0
<b>Total</b>			<b>\$0</b>	<b>-\$14,511</b>	<b>\$10,000</b>

Digital and technology opportunities will help to improve efficiency as well as shift staff time to higher valued activities. It will also enable residents that choose to use online services to accommodate their needs.

# Recommendations have been phased over 3 years to implement starting in the fall of 2018

2018	2019				2020				2021			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Short Term (5)</b> Processes and Practices (1) Organization and Governance (3) Digital and Technology (1)												
					<b>Medium Term (4)</b> Processes and Practices (2) Organization and Governance (1) Digital and Technology (1)							
									<b>Long Term (2)</b> Processes and Practices (1) Organization and Governance (1) Digital and Technology (0)			

The above roadmap is a suggested prioritization to implement the opportunities. The prioritization takes into consideration ease of implementation and estimated benefits. It is our recommendation that following the acceptance of this report the RCS department Management team further validate the timeframes and develop detailed capital plans to implement any opportunities deemed appropriate.

Other opportunities beyond what have been listed in this section are available in the Section – Additional Opportunities and should also be considered by RCS Management. During this review we also provided the Municipality with tactical recommendations for consideration of renewing the curling club agreement – see Appendix C for details.

# RECOMMENDATION DETAILS

# An introduction to the recommendations section (1 of 2)

## Types of Recommendations

In this section, we present the recommendations that will have the greatest impact to the RCS department. Each recommendation is provided as a two-page **Project Overview Document (POD)**.

- ▶ This is a shortened business case. It includes analysis of the recommendation with figures and calculations to better portray the potential costs and savings.

## Descriptions used in this section

Below is a brief description of the contents provided for each recommendation.

- ▶ **Situation** – the problem statement
- ▶ **Recommendation** – the proposed solution
- ▶ **Benefits** – the potential advantages of executing the recommendation
- ▶ **Key Assumptions** – the assumptions used for quantifying the recommendations
- ▶ **Risk and Potential Barriers** – the potential roadblocks faced when implementing and executing recommendations

- ▶ **Impacted Area** – the core services (service level 2) that the recommendation targets
- ▶ **Timing** – the proposed time of recommendation execution
  - Short term: 0 to 12 months
  - Medium term: 12 to 24 months
  - Long term: 24 months +
- ▶ **Costs** – the cost of implementing the recommendation. Note that negative net figures (in red) indicate cost reductions.

**The following section is ordered by timing, starting with those that the RCS department should consider undertaking in the short term.**

# An introduction to the recommendations section (2 of 2)

Financial Summary of Opportunity	
<b>Adjustments</b>	
Impact of PT Communications role income on RCS Budget	10,755
<b>Net Operating Impact (w/o productivity gains)</b>	<b>\$10,755</b>
<b>Productivity Gains</b>	
Reduction in RCS Comms. Eff.	(5,359)
Total Productivity Gains	(5,359)
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>\$5,396</b>

One-time Costs	
n.a.	\$0

## Adjustments

- ▶ Refer to changes to the Municipality's operating expenditures. If it is an increase it will be in black – see example \$10,755.
- ▶ Adjustments can also include reductions. For example, a cost that the Municipality has today but may reduce. This will be illustrated in red and in brackets.
- ▶ The total for this section is the Net Operating Impact (without productivity gains). We have separated out any productivity gains to give you a sense of the hard numbers that will impact the operating expenditures.

## Productivity Gains

- ▶ The productivity gains will contain any information related to improving productivity and is quantified by the impact on staff and their salary. These benefits will be realized by having gained capacity for staff to do other things or for the department to avoid future headcount because the current staff have more capacity.

## One-time Costs

- ▶ These costs would be in addition to the adjustments to operating expenditures.

## Notes

- ▶ Provides a narrative to the costs and financial assumptions.



# #1 – Provide online services to automate registration / booking for programs and facilities

Impacted Area	Programs, Facility Op.
Timing	Short Term
Net Cost (inc. prod. gains)	-\$12,377

## Situation

Online program registration, payment and facility booking are not available to the Public. Rather, residents complete, and print forms located on the website or at Townhall and submit them to the RCS Administrative Assistant. Records of bookings are maintained as hard copy. Many RCS staff do not have access to the system and instead receive printed monthly schedules of facility and ice bookings. Having a limited number of staff with knowledge of this process presents operational risks, should these staff members be unavailable.

While the Municipality is using software (ActiveNET) it is not utilizing its full capability e.g. self-service.

## Recommendation

- ▶ Provide full online services for programs and facility bookings – from registration to payment processing.
- ▶ Provide editable RCS forms through ActiveNET.
- ▶ Provide ActiveNET training to more RCS staff and allow limited access to them.

## Benefits

- ▶ Reduction in staff workload.
- ▶ Reduction in physical storage of forms and receipts.
- ▶ Reduction in operational risk; knowledge concentration and miscommunications between staff.
- ▶ Improve wait time and service delivery time.
- ▶ Allows greater flexibility for residents to book services (e.g.24/7) and self service.
- ▶ Reduction in queries for schedule of events or programs.

## Key Assumptions

- ▶ A percent of the population will use online forms or the ActiveNET self-services.
- ▶ Accounting system is able to process online payments.

## Risks and Potential Barriers

- ▶ Poor uptake from residents.
- ▶ Staff adoption and adherence to using the system.

# #1 – Provide online services to automate registration / booking for programs and facilities

Impacted Area	Programs, Facility Op.
Timing	Short Term
Net Cost (inc. prod. gains)	<b>-\$12,377</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
No adjustments to on-going costs	-
<b>Net Operating Impact (w/o productivity gains)</b>	<b>\$ -</b>
<b>Productivity Gains</b>	
Reduction in Admin. Assistant Effort	(12,377)
Total Productivity Gains	(12,377)
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$ 12,377</b>

One-time Costs	
Implementation of ActiveNET online module	<b>\$10,000</b>

## Notes:

- 1) The RCS department already uses ActiveNET, no adjustments regarding the on-going system costs.
- 2) The productivity gains relate to the reduction in effort spent by the RCS Administrative Assistant on manual processes such as in-person program registration, facility booking / scheduling and manually duplicating data from forms into the system. This is estimated at 30% of their time.
- 3) The total net operating impact is based on the average salary grade for the RCS Administrative Assistant multiplied by the 30% effort reduction.
- 4) The RCS department currently utilizes ActiveNET; however, a one-time fee will be required to purchase and implement the online self-service module.

## #2 – Establish a grant management process

Impacted Area	Whole RCS
Timing	Short Term
Net Cost (inc. prod. gains)	- \$35,889

### Situation

Within the Municipality each manager is responsible for grants (identification and submission). In comparison to peers, the RCS department has received less revenue from grants in recent years. Metrics regarding available grants and performance of submissions were not available and are not tracked other than the amount of grants they receive in a given year.

### Recommendation

- ▶ Establish ownership for grant management across all departments. This should be with a member of the senior leadership team. This activity would include: identifying potential grant sources, any opportunities available for the Municipality to respond to, delegation of opportunities to the senior leadership team to deliver and track the submissions / win ratio.
- ▶ Establish templates and reference material for Municipal staff to use when developing grant proposals.

### Benefits

- ▶ Increase in grant funding for the RCS department.
- ▶ Greater insight on availability of funding and rationale for win/loss of grants.

### Key Assumptions

- ▶ The department has the same chances of being awarded grants as it's peers.
- ▶ The five year annual peer average is a reasonable amount to receive.
- ▶ The Municipality will be able to implement this change using existing resources once the organizational changes are made.

### Risks and Potential Barriers

- ▶ Increase in grant funding may take time, immediate gains may not been seen.

## #2 – Establish a grant management process

Impacted Area	Whole RCS
Timing	Short Term
Net Cost (inc. prod. gains)	<b>-\$35,889</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
Estimated annual value of potential grants	(35,889)
<b>Net Operating Impact (w/o productivity gains)</b>	<b>-\$ 35,889</b>
<b>Productivity Gains</b>	
n.a	-
Total Productivity Gains	-
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$ 35,889</b>

One-time Costs	
n.a	\$0

### Notes:

- 1) The estimated potential value is based on average amount of grants received by Mississippi Mills peer group between 2012-16\*:

Grant Information (average 2012 -2016)	
Peer Average Ontario Conditional Grants	39,794
Peer Average Canada Conditional Grants	5,982
<b>Total (\$)</b>	<b>45,775</b>

- 2) Mississippi receives on average \$9,886 per annum in RCS related grants. Therefore there is a \$35,889 potential grant value available to Mississippi.
- 3) There will be no productivity gains or losses.

\* Peer municipalities were selected by Mississippi Mills and are as follows; Arnprior, Carleton Place, Collingwood, Greater Napanee, North Grenville, North Perth, Perth, Severn and Stratford.

# #3 – Provision of HR services across the Municipality

Impacted Area	Whole RCS
Timing	Short Term
Net Cost (inc. prod. gains)	- \$2,881

## Situation

A growing trend is social responsibility to staff well-being, including mental health. Managing these in addition to regular HR related activities (hiring, performance management, training, termination and labour relations) can be time consuming, difficult and require Human Resource (HR) capabilities.

Currently, the responsibility of these HR activities lies with the senior management team and the CAO as an escalation point. In addition, the Municipality does not have guidance or documentation to support senior management on HR related activities and issues. Without formal HR practices in place, the Municipality has experienced continuous issues – little succession planning, ineffective performance management, limited training programs, non-standardized onboarding, as well as inconsistent and undocumented discipline matters. HR matters are also usually time sensitive, disruptive to planned work and time consuming.

## Recommendation

- ▶ Address the HR gap by provisioning HR services. Consideration should be given to potential options such as a part-time HR Coordinator or sharing a resource with neighbouring municipalities / the County.
- ▶ Implement HR related guidelines and awareness training for senior management.

## Benefits

- ▶ Formal succession planning and onboarding processes to ensure department's are fully equipped with capable and qualified staff.
- ▶ Standard approach to discipline matters.
- ▶ Alleviate workload of upper management conducting HR activities.

## Key Assumptions

- ▶ Wages are a reasonable amount.
- ▶ The HR service would help implement the HR guidelines, training and support services.

## Risks and Potential Barriers

- ▶ Difficulty in finding a qualified candidate.

### #3 – Provision of HR services across the Municipality

Impacted Area	Whole RCS
Timing	Short Term
Net Cost (inc. prod. gains)	<b>-\$2,881</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
Impact of PT HR Coordinator income on RCS Budget	4,984
<b>Net Operating Impact (w/o productivity gains)</b>	<b>\$4,984</b>
<b>Productivity Gains</b>	
Reduction in RCS Sr. Management HR Effort	(7,864)
Total Productivity Gains	(7,864)
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$ 2,881</b>

One-time Costs	
n.a.	<b>\$0</b>

#### Notes:

- 1) We have assumed the addition of a part-time Human Resource Coordinator.
- 2) The annual income is based on the accepted average wage of a part-time HR Coordinator is \$28k (excluding benefits)\*.
- 3) We used RCS headcount as a percentage of the total Municipal workforce to calculate the impact of cost on the RCS budget, with 18% of \$28k equating to less than \$5k.
- 4) Reduction in effort relates to an estimate of the current time RCS management spend on HR-related activities and calculated based on their average salary grade.
- 5) In addition, this would also help to improve productivity across the other departments. Using similar assumptions as above an additional \$36,397 could be achieved.

*\*Payscale as salary reference.*



## #4 – Provision of communications services across the Municipality

Impacted Area	Whole RCS
Timing	Short Term
Net Cost (inc. prod. gains)	\$5,396

### Situation

The Municipality does not have a dedicated communications role, part of the Deputy Clerk's role is communications, however the primary focus has been on internal communications with Council. Additionally, there is a substantial amount of external communications, marketing and advertising that occurs within the Municipality.

- ▶ Currently the Community, Economic and Cultural Coordinator has devoted much effort into the marketing, promotion and advertising of events and programs. While necessary, these activities require dedication and effort, some of which could be further spent on other activities such as economic development, tourism and business attraction / retention. Additionally, each department is tasked with updating their section of the Municipal website, leading to inconsistencies and dated information.
- ▶ In addition, while the resident survey suggests that the Municipality does a good job at communications, maintaining this level of effort has proven difficult. Previously, much of the external communications was managed by the CAO by addressing both planned and ad-hoc communication of key messages to the public. While this would likely continue, having communication expertise to handle the messaging may alleviate effort and mitigate risks.

### Recommendation

- ▶ Address communications gap by provisioning communication services to cover external communications, marketing and advertising. Consideration should be given to potential options such as, a part-time Communications & Marketing Coordinator, or sharing a resource with neighbouring municipalities or the County.

### Benefits

- ▶ Consistent approach to communicating with residents.
- ▶ Alleviate communication workload of RCS Managers and CAO.
- ▶ Greater consistency and quality of the Municipality's websites.

### Key Assumptions

- ▶ Wages are a reasonable amount.

### Risks and Potential Barriers

- ▶ Difficulty in finding a qualified candidate.
- ▶ No improvement in external communications and marketing.

## #4 – Provision of communications services across the Municipality

Impacted Area	Whole RCS
Timing	Short Term
Net Cost (inc. prod. gains)	\$5,396

Financial Summary of Opportunity	
<b>Adjustments</b>	
Impact of PT Communications role income on RCS Budget	10,755
<b>Net Operating Impact (w/o productivity gains)</b>	<b>\$10,755</b>
<b>Productivity Gains</b>	
Reduction in RCS Comms. Effort	(5,359)
Total Productivity Gains	(5,359)
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>\$5,396</b>

One-time Costs	
n.a.	\$0

### Notes:

- 1) We have assumed the addition of a part-time Communications & Marketing Coordinator.
- 2) The annual income is based on the accepted average wage of a part-time Coordinator at \$35k(excluding benefits).
- 3) We assumed that 30% of the communications role would be dedicated to RCS activities and calculated the impact of cost on the RCS budget – with 30% of \$35k equating to less than \$11k.
- 4) Productivity gains refer to a reduction in efforts currently spent by the Community, Economic and Cultural Coordinator on marketing of events and advertising tasks such as; social media, printing and distributing flyers. These productivity gains reduce the costs of the part-time Communications Specialist by \$5,359.
- 5) In addition to the above, a total productivity gain of \$10k would occur across the Municipality when taking into account the reduction in communications efforts across all senior management.

# #5 – Charge local businesses for DIA activities conducted by the Municipality

Impacted Area	Ec. Development
Timing	Short Term
Net Cost (inc. prod. gains)	- \$18,477

## Situation

The downtown core is a desirable location for businesses. It has high occupancy rates and little turnover. However, it operates without a Downtown Improvement Area (DIA). As a consequence, the Municipality has taken up the responsibility of funding and providing resources to deliver DIA related services. For example, beautification and seasonal decoration of the downtown core. In comparison to other municipalities this is uncommon and can be costly. While businesses provide some financial assistance for specific activities (e.g. flower baskets), the majority of DIA-related costs are covered by the Municipality.

## Recommendation

Charge local businesses a DIA levy. The charge should be phased in over a period of time with a goal to achieve 80% of the related DIA costs that the Municipality currently provides. This would include:

- ▶ Establish a committee to explore opportunities for sharing responsibility (boundaries and scope of services)
- ▶ Assess options for cost sharing
- ▶ Develop a cost sharing arrangement
- ▶ As required, enact an agreement or bylaw that outlines the terms

## Benefits

- ▶ With partial funding, the Municipality will be able to eliminate resource gaps and clarify scope of service for DIA related activities.
- ▶ Offset DIA related expenses with levy.

## Key Assumptions

- ▶ 25 businesses are within the scope of the DIA levy.
- ▶ Future operating expenses will remain inline with 2017 costs.
- ▶ Assumes the RCS department will be able to implement this levy using existing resources.

## Risks and Potential Barriers

- ▶ Businesses may not support levy.

# #5 – Charge local businesses for DIA activities conducted by the Municipality

Impacted Area	Ec. Development
Timing	Short Term
Net Cost (inc. prod. gains)	<b>-\$18,477</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
Total annual DIA fee	(18,477)
<b>Net Operating Impact (w/o productivity gains)</b>	<b>-\$ 18,477</b>
<b>Productivity Gains</b>	
n.a	-
Total Productivity Gains	-
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$ 18,477</b>

One-time Costs	
n.a	\$0

### Notes:

- 1) There are 25 businesses that benefit from DIA related services the Municipality provides.
- 2) The annual fee is predicated on 50% of the 2017 DIA-related expenses the Municipality incurs:

Students Salaries & Wages	6,155
Beautification Projects	28,842
Beautification Vehicle Maint.	1,957
<b>Total Expenses (\$)</b>	<b>36,954</b>

- 3) We recommend increasing the DIA fee over several years until it reaches 80% of the Municipality DIA-related costs. Using 2017 as an example, this would be a fee of \$1,183 per business, for a total of \$29,564.
- 4) There will be no productivity gains, as the level of service will continue as is.

## #6 – Extend the use of the lawn-cutting contractor to other outdoor spaces

Impacted Area	Outdoor Space
Timing	Medium Term
Net Cost (inc. prod. gains)	<b>-\$3,510</b>

### Situation

The Municipality's outdoor space and assets continues to grow (new parks, splashpads, skateparks, etc.) without an increase in resources to manage the outdoor space. This resource gap hinders RCS' ability to deliver park-related services. In recent years, this has led to an increase in the volume of public complaints received by the department.

Additionally, some public space areas are maintained by non-parks staff such as the roundabout, which is maintained by the Beautification Students under the direction of the Community, Economic and Cultural Coordinator. This causes conflicting priorities and varying service standards across the department.

Currently, of the 26 parks that RCS manages, the grass-cutting of three are contracted to a 3<sup>rd</sup> party. Many of the parks are concentrated in the Almonte ward.

### Recommendation

- ▶ Increase the number of outdoor spaces maintained by the contractor. Focus on park areas that are close to those already in scope for the contractor and do not require special services e.g. lining grass for soccer field.

### Benefits

- ▶ Repurpose staff time towards management of new parks and park assets e.g. splashpads.
- ▶ Improve the conditions of public outdoor space.

### Key Assumptions

- ▶ Contractor is able to provide services to additional outdoor spaces at the same price.

### Risks and Potential Barriers

- ▶ Contractor is unable to extend current contract scope – will need to go to market for selecting a new contractor.
- ▶ Quality of service may not be at the desired level – requiring additional time to procure a new vendor.

## #6 – Extend the use of the lawn-cutting contractor to other outdoor spaces

Impacted Area	Outdoor Space
Timing	Medium Term
Net Cost (inc. prod. gains)	<b>-\$3,510</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
Additional contracted outdoor spaces	8,000
Reduction costs associated with M&S and licenses	(1,715)
Reduction in labour associated with grass-cutting	(9,094)
Reduction in labour associated with vehicles and equip	(701)
<b>Net Operating Impact (w/o productivity gains)</b>	<b>-\$ 3,510</b>
<b>Productivity Gains</b>	
n.a.	-
Total Productivity Gains	-
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$ 3,510</b>
<b>One-time Costs</b>	
n.a	<b>\$0</b>

### Notes:

- 1) The average cost of per park the contractor currently cuts is \$1,000.
- 2) We have assumed the addition of 8 outdoor spaces to the agreement – approximately 35% of the total number of parks. The additional spaces would not include sports fields as the Municipality has maintenance agreements in place with the various clubs throughout Mississippi Mills.
- 3) A reduction in the number of parks maintained by RCS will decrease the overall associated material and labour costs, however the reduction is not linear, Thus, reductions represent 10% of the RCS 2017 actuals.
- 4) Reducing the number of parks maintained by RCS could allow for either a reduction in the number of seasonal employees required or a shift in staff utilization to fill gaps in other areas.
- 5) The reduction in costs associated with vehicle and equipment maintenance will occur over time, as the vehicles are sold or phased out (e.g. break down and are not replaced).



## #7 – Implement a procedure to track and resolve public complaints

Impacted Area	Whole RCS
Timing	Medium Term
Net Cost (inc. prod. gains)	<b>-\$2,134</b>

### Situation

The Municipality recently introduced new guidelines for managing formal complaints. However, a growing trend is informal complaints that occur on social media, direct to council members or staff. Both formal and informal complaints require tracking, investigation and follow-up. The RCS department relies on individuals to help ensure this happens effectively and in a timely manner. Currently, most complaints are received via phone or emails directly by the RCS department. However, the complaints are not recorded. Once the complaints are passed along to staff, there is no way of knowing the status of resolution – there is no follow-up process to ensure completion. This can cause resident frustration due to poor customer service experience, which may possibly lead to an increased volume of repeat complaints.

### Recommendation

- ▶ Using the new guidelines, create a procedure for handling complaints which includes the roles and responsibilities of the RCS department.
- ▶ Implement an excel-based solution for recording, notifying and tracking progress against public complaints, and the completion of RCS work orders to resolve complaint.

### Benefits

- ▶ Improved customer service.
- ▶ Improved quality of RCS space and assets.
- ▶ Increased efficiency – reduce the need for staff to communicate and investigate complaints.
- ▶ Performance metrics to help improve RCS operations.

### Key Assumptions

- ▶ Performance metrics will be monitored by RCS management and supervisors to ensure compliance with Municipality's complaints guideline.
- ▶ The Municipality will be able to implement this change using existing resources once the organizational changes are made.

### Risks and Potential Barriers

- ▶ Adherence to the complaints procedures including tracking of complaints.

# #7 – Implement a procedure to track and resolve public complaints

Impacted Area	Whole RCS
Timing	Medium Term
Net Cost (inc. prod. gains)	<b>-\$2,134</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
No adjustments to on-going costs	-
<b>Net Operating Impact (w/o productivity gains)</b>	<b>\$ -</b>
<b>Productivity Gains</b>	
Reduction in Admin. Assistant Effort	(1,160)
Reduction in Facility Foreman Effort	(973)
<b>Total Productivity Gains</b>	<b>(2,134)</b>
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$ 2,134</b>

One-time Costs	
n.a	<b>\$0</b>

### Notes:

- 1) This process can be completed with existing resources as an excel-based solution. As such, adjustments to on-going costs are not required. While there will be an initial effort required to create the solution and train staff on it's use, the effort is minimal and for a short amount of time.
- 2) We have assumed that implementing this procedure will reduce efforts related to complaints by 5%.
- 3) Reduction in effort relates to productivity gains derived from eliminating the need for staff to investigate complaints and decreasing time spent on contacting individuals to resolve the complaint and following up to ensure completion of work – having a system will expedite complaint look-ups.
- 4) Additionally, implementation of this procedure will likely reduce the volume of repeat complaints.

## #8 – Rationalize committees and re-align to RCS services

Impacted Area	Whole RCS
Timing	Medium Term
Net Cost (inc. prod. gains)	- \$24,972

### Situation

RCS staff are actively involved in 14 advisory committees. Committees are also a driver of work for staff through the interactions required with each committee; preparation, research, report writing, attendance and follow-up. In addition, staff members often present information to Council on behalf of the committees.

Many of the committees have overlapping and similar scope (e.g. the AOTH and the Arts and Culture Committee; or CEDC, Beautification and Agricultural Committees). Furthermore, there are gaps as it relates to the primary services that RCS provides; most there is no committee that is responsible to look at RCS programs.

### Recommendation

- ▶ Review the 14 advisory committee terms of reference. Rationalize committees where there is overlap and consider realigning them to RCS's scope of services (Economic Development, Programs, Facility Operations, and Outdoor Space).
- ▶ On an annual basis create a plan for each committee on key objectives to help predict staff effort.

### Benefits

- ▶ Improved communication and alignment between staff and committees.
- ▶ Improved clarity of goals and objectives for each committee.
- ▶ Allow for public input on all services, ultimately leading to improvement in service delivery.

### Key Assumptions

- ▶ Reduction in staff time commitment.
- ▶ Committee can remain functional with less staff commitment.

### Risks and Potential Barriers

- ▶ Committee members are not supportive of changes.

## #8 – Rationalize committees and re-align to RCS services

Impacted Area	Whole RCS
Timing	Medium Term
Net Cost (inc. prod. gains)	<b>-\$24,972</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
No adjustments to on-going costs	-
<b>Net Operating Impact (w/o productivity gains)</b>	<b>\$ -</b>
<b>Productivity Gains</b>	
Reduction in Staff (Committee Effort)	(24,972)
Total Productivity Gains	(24,972)
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$24,972</b>

One-time Costs	
n.a.	<b>\$0</b>

### Notes:

- 1) There are no adjustments to the Municipality's operating expenses.
- 2) Productivity gains refers to the reduction in staff time spent on conducting committee-related activities. This includes, meeting preparation, attendance and post-meeting duties.
- 3) We have assumed that staff offer additional support functions, approximately four requests per year, per committee, for assistance with activities such as investigations and analysis – we have assumed an average of 10 hours a year per request.

	CECC	RM	Admin
Pre Meeting (hrs)	58	14	0
Meeting (hrs)	117	28	38
Post Meeting (hrs)	117	28	0
Support (hrs)	440	200	0
Total Commitment (hrs)	732	270	38
<b>Total Cost (\$)</b>	<b>43,950</b>	<b>16,200</b>	<b>2,280</b>

- 4) We assumed a 40% reduction in time can be achieved by rationalizing the committees, which equates to \$25k and alleviates 0.25 FTE time.

## #9 – Establish a formal work order management process

Impacted Area	Outdoor, Facility Op.
Timing	Medium Term
Net Cost (inc. prod. gains)	- \$29,321

### Situation

Today, the RCS department does not have a work order management process, system or paper-based. This can lead to inefficient use of resources and difficulties for performance management. Moreover, the department's time and attendance management process are paper-based, with no overall reporting capabilities. Additionally, the RCS department had two supervisors with differing oversight practices leading to inconsistent and potentially inefficient resource management. As a consequence, RCS staff did not have standardized handbooks, guidelines or checklists. Currently, there is no formal process in place for outdoor space inspections, resulting in reactive (rather than proactive) maintenance of parks, trails, etc.

### Recommendation

- ▶ Implement an excel based solution to capture work orders and time tracking for RCS staff.
- ▶ Provide a checklist of duties that relate to RCS activities and standardize work orders based on those activities. Create completion time expectations and have management assess variances.
- ▶ Introduce a formal quality assurance and performance management process whereby the Supervisor will have the overall responsibility for ensuring that processes are followed and up to quality standards.

### Benefits

- ▶ Gained capacity due to improved workforce productivity to avoid future staff increases.
- ▶ Performance metrics will be available to assess individuals as well as the department.
- ▶ Ability to quickly respond to complaints or mitigate complaints.
- ▶ Reduce risk of staff turnover and improve onboarding of new staff.

### Key Assumptions

- ▶ Supervisor will ensure compliance with implemented process.
- ▶ The Municipality will be able to implement this change using existing resources once the organizational changes are made.

### Risks and Potential Barriers

- ▶ Difficulty to create and implement solution.
- ▶ Change management to ensure staff are comfortable and capable of using the solution.

# #9 – Establish a formal work order management process

Impacted Area	Outdoor, Facility Op.
Timing	Medium Term
Net Cost (inc. prod. gains)	<b>-\$29,321</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
No adjustments to on-going costs	-
<b>Net Operating Impact (w/o productivity gains)</b>	<b>\$0</b>
<b>Productivity Gains</b>	
Reduction in Facility Foreman Effort	(4,867)
Gained Staff Efficiency	(24,455)
Total Productivity Gains	(29,321)
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$29,321</b>
<b>One-time Costs</b>	
n.a.	<b>\$0</b>

**Notes:**

- 1) Implementing a formal work order management process will not impact the Municipality’s operating expenses as this can be completed with existing resources, such as an excel-based solution. There will be an initial effort required to establish the processes, however, the effort is minimal and for a short amount of time.
- 2) The productivity gains are a combination of a reduction in effort and gain in staff efficiency.
- 3) The reduction in effort is associated with decreasing the time spent organizing, assigning, managing and inspecting work order completion. Additionally, migrating from a laborious paper-based time tracking process to a digital solution will decrease efforts in collecting, organizing, and trouble shooting timesheet inconsistencies.
- 4) Productivity gains are also derived from overall increased efficiencies due to streamlined processes.



# #10 – Shift in responsibility to support more events and lead less

Impacted Area	Ec. Dev.
Timing	Long Term
Net Cost (inc. prod. gains)	- \$35,348

## Situation

Mississippi Mills is a desirable place to visit, work and live as there are many cultural activities and events. Currently, there are over 30 annual events. The RCS department leads 18 of these events, some of which are duplicated between the wards. In comparison to peers, Mississippi Mills has the largest event budget and leads almost twice as many events.

In addition, the culture and event activities are highly reliant on a few key individuals in the Municipality.

## Recommendation

- ▶ Over a period of three years shift the focus of RCS staff from leading events to a more supportive role. Limit the lead role to key events such as Canada Day, Light Up the Night and the Santa Clause Parade.
- ▶ Create a support structure for events, including planning packs for leading an event, access to supporting material and contacts.

## Benefits

- ▶ By leading less events the department will be able to support more or events (e.g. introduce new events) with the same resources they have today.
- ▶ Avoids the need to hire additional staff to lead and support events.
- ▶ Decreases the RCS' operating expenditure.
- ▶ Reduces staff workload and risk of overworking key resources.

## Key Assumptions

- ▶ Assume that the Municipality will lead Canada Day and Christmas events; however, will not repeat events (e.g. one Santa Clause parade for the municipality).

## Risks and potential barriers to overcome

- ▶ Community groups do not take an active role in leading events and festivals.

# #10 – Shift in responsibility to support more events and lead less

Impacted Area	Ec. Dev.
Timing	Long Term
Net Cost (inc. prod. gains)	- \$35,348

Financial Summary of Opportunity	
<b>Adjustments</b>	
Reduction in M&S associated with events	(21,336)
Reduction in advertising associated with events	(9,854)
<b>Net Operating Impact (w/o productivity gains)</b>	<b>-\$ 31,190</b>
<b>Productivity Gains</b>	
Reduction in labour associated with events	(4,158)
<b>Total Productivity Gains</b>	<b>(4,158)</b>
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$ 35,348</b>

One-time Costs	
n.a	\$0

## Notes:

- 1) We have assumed the Municipality will continue to lead three events, each cornerstone to the community:

	Canada Day	Light Up the Night	Santa Clause Parade
M&S (\$)	616	306	0
Advertising (\$)	12,387	13,608	474
Labour (\$)	668	961	392
<b>Total Cost (\$)</b>	<b>13,671</b>	<b>14,875</b>	<b>866</b>

- 2) Shifting to a support role for the remaining events will decrease the Municipality's operating expenses. Specifically, the expenses associated with advertising, and materials and supplies. As costs are variable, we used an average of the last 5 years.
- 3) Productivity gains are derived from the overall decrease in the number of events that require staff to set-up, take-down and act as security.

# #11 – Improve resource management by building an RCS resource plan

Impacted Area	Whole RCS
Timing	Long Term
Net Cost (inc. prod. gains)	- \$24,455

## Situation

Recently, RCS has begun to experience an increase in workload with new additions of trails and parks, including the skate park and splash pad. However, there has been no change in capacity (headcount). Additionally, full-time and part-time staff have limited availability in the summer, creating additional resource gaps.

## Recommendation

- ▶ Using an Excel model, build an RCS resource plan for current and future workload for each RCS service. The resource plan will help predict the impact of new assets and additional workload.
- ▶ Include resourcing for all RCS responsibilities (e.g. events, programs, parks etc.) and the level of effort that will be needed (e.g. # FT).

## Benefits

- ▶ Proactive approach will likely improve resident satisfaction.
- ▶ Planned resourcing will increase staff efficiency.
- ▶ Improved budgeting and forecasting of expenses.

## Key Assumptions

- ▶ Resource plan will be monitored by management to ensure the right measures are put in place to accommodate changes in workload.

## Risks and potential barriers to overcome

- ▶ Unpredictable work drivers will not be captured during the planning process.

# #11 – Improve resource management by building an RCS resource plan

Impacted Area	Whole RCS
Timing	Long Term
Net Cost (inc. prod. gains)	<b>-\$24,455</b>

Financial Summary of Opportunity	
<b>Adjustments</b>	
Not adjustments to on-going costs	-
<b>Net Operating Impact (w/o productivity gains)</b>	-
<b>Productivity Gains</b>	
Gained Staff Efficiency	(24,455)
Total Productivity Gains	(24,455)
<b>Total Net Operating Impact (inc. productivity gains)</b>	<b>-\$24,455</b>

One-time Costs	
n.a.	<b>\$0</b>

## Notes:

- 1) While there are currently no adjustments to on-going costs, implementation of a resource management plan would reduce or eliminate potential overtime costs.
- 2) With an appropriate resource management plan in place, the department will be able to coordinate amongst staff and ensure an appropriate amount of resources will be in place at all times. It seems reasonable to predict that this will lead to increased staff efficiency. We have assumed a 5% increase in efficiency, providing productivity gains of approximately \$24k.

# ADDITIONAL OPPORTUNITIES

# An introduction to the additional opportunities section

Themes	Opportunities	Problem statement	Description	Opportunity Type	Impacted Area	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Processes / Practices	Create an RCS KPI dashboard.	There are no performance metrics for the RCS department.	The KPI dashboard will align with the Municipality's corporate strategy and performance management of staff.	Efficiency	Whole RCS	1	2	2	3	1.9

**There are 16 additional opportunities. These recommendations are less impactful on the RCS department.**

## Opportunity Type:

- ▶ The type varies depending on the impact it has.
  - Service Improvement: the primary benefit is improving the quality of the service
  - Service Efficiency: will result in more efficient municipal operations.

## Impacted Area:

- ▶ The core services (service level 2) that the recommendation targets

## Financial Benefit – Weight = 0.30

- ▶ Score 1: No financial benefit derived (net may increase cost)
- ▶ Score 2: Some financial benefits derived
- ▶ Score 3: Significant cost savings or revenue generating

## Impact to Residents – Weight = 0.25

- ▶ Score 1: No noticeable impact felt
- ▶ Score 2: Noticeable impact, but only to a portion of residents
- ▶ Score 3: All residents will feel impact

## Impact to Organization – Weight = 0.25

- ▶ Score 1: Impact is within a department
- ▶ Score 2: Impact is multi-departmental
- ▶ Score 3: Impacts the entire organization

## Difficulty to Implement – Weight = 0.20

- ▶ Score 1: Very difficult – barriers need to be removed to implement
- ▶ Score 2: Moderate – requires some investment of time or effort to implement
- ▶ Score 3: Easy - within the current control of the Municipality to implement

## Opportunity Score:

- ▶ The opportunity score is the sum of the above criteria



# Additional Opportunities (1 of 3)

Themes	Opportunities	Problem statement	Description	Opportunity Type	Impacted Area	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Processes / Practices	Identify opportunities to increase the use of the arenas during summer months.	Both arenas are infrequently used in the summer season.	Use committees and staff to research, identify and assess options that will be most beneficial to the Municipality and residents.	Service Improvement	Facility Op.	2	3	2	3	2.5
Processes / Practices	Ensure new developments includes the scope for designing and building outdoor space.	RCS responsibilities are increasing beyond capacity and capability.	RCS role will be to maintain and advise on design rather than lead, reducing responsibility and addressing resource gaps.	Efficiency	Outdoor Space	2	1	3	3	2.4
Digital / Technology	Create a municipal technology strategy.	The County does not provide IT advisory services to inform the Municipality of opportunities to automate or digitize services.	The strategy will address both internal IT as well as improving digital services.	Efficiency	Whole Municipality	2	2	3	3	2.4
Processes / Practices	Create volunteer management practices and guidelines.	Volunteers are heavily relied on, however there is no consistency in the training they receive.	Staff will create a standardized training and management procedure that will ensure all volunteers get equal training and feedback.	Service Improvement	Ec. Dev. Programs	1	3	2	3	2.2
Processes / Practices	Create an RCS KPI dashboard.	There are no performance metrics for the RCS department.	The KPI dashboard will align with the Municipality's corporate strategy and performance management of staff.	Efficiency	Whole RCS	1	2	2	3	1.9
Digital / Technology	Contract 3 <sup>rd</sup> party to provide both IT and AV services.	While IT is contracted through the County, there is no day-to-day personnel available on premise, nor anyone trained to maintain AOTH AV equipment.	Assign a point person at the Municipality to maintain communication with the 3 <sup>rd</sup> party (e.g. planning / coordination of IT opportunities and escalation of issues).	Efficiency	Facility Ops.	2	1	3	2	1.9

# Additional Opportunities (2 of 3)

Themes	Opportunities	Problem statement	Description	Opportunity Type	Impacted Area	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Organization / Governance	Give Public Works ownership of the RCS fleet.	There is inconsistent storage and duplication of fleets between RCS, Public Works and Beautification.	Public Works would be responsible for storage and maintenance of all fleets.	Efficiency	Outdoor Space	2	1	2	3	1.9
Organization / Governance	Give Public Works the responsibility of RCS and Beautification equipment maintenance.	Beautification stores their equipment between Public Works and RCS. RCS are not able to maintain their own equipment due to lack of training / skillset.	A central storage location and correct processes to effectively track and conduct equipment maintenance will increase the lifespan of equipment.	Efficiency	Outdoor Space	2	1	2	3	1.9
Organization / Governance	Improve communications across the Municipality.	Having two buildings for municipal staff that are not in close proximity is not cost efficient and has also lead to feelings of disconnect between the different departments.	Upper management to identify a process that allows for enhanced communication, such as having scheduled team meetings.	Service Improvement	Whole Municipality	1	1	3	3	1.8
Organization / Governance	Standardize practices on performance management, quality control and communications.	Management and supervisors within the RCS department manage staff independently and inconsistently.	Upper management to identify a standard process that prevents gaps for staff issues to be raised.	Service Improvement	Whole RCS	1	1	3	3	1.8
Processes / Practices	Build an RCS succession plan.	Approximately 4 RCS staff will be retiring in the next 5 years, with no succession plan in place.	Work closely with the future HR personnel (reco. #4) to build a succession plan for RCS and across the Municipality.	Efficiency	Whole RCS	1	1	3	3	1.8

## Additional Opportunities (3 of 3)

Themes	Opportunities	Problem statement	Description	Opportunity Type	Impacted Area	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Processes / Practices	Create an evidence based performance evaluation process	There is no formal / enforced evaluation process conducted by the RCS department (or the municipality as a whole)	This will help ensure staff are incentivised to do good work but also reprimanded for poor performance when not addressed.	Service Improvement	Whole RCS	1	1	3	2	1.6
Organization / Governance	Create a distinct scope of duties for PW and RCS.	Facilities and outdoor space maintenance is performed by multiple departments. This leads to inconsistency and unmaintained assets.	RCS scope will cover all non-mechanical maintenance (e.g. park benches, play equipment). PW will cover mechanical maintenance (e.g. splash pad, equipment maintenance).	Efficiency	Facility Ops Outdoor Space	1	1	2	3	1.6
Processes / Practices	Change the current arena shift schedule to alternate shifts (e.g. 4 days on, 3 days off).	The current shifts are 7 days, 2 days off, 8 nights, 4 days off. This has caused strain and exhaustion for many staff.	Identify a shift schedule that works best for the staff, which will decrease staff exhaustion and increase staff morale and efficiencies.	Efficiency	Facility Op. Outdoor Space	2	1	1	2	1.5
Processes / Practices	Create a protocol for ensuring safety for staff that work alone.	Currently, there is only one staff member present in the building at night during ice flooding, which creates an unsafe situation.	Work closely with arena staff and supervisors to create a protocol they are comfortable with (e.g. check-in / check-out SMS)	Efficiency	Facility Op.	1	1	1	3	1.4
Digital / Technology	Provide access to schedule of events at facilities for staff and public.	Neither arenas have WiFi accessible to staff or public, making it difficult for staff to look up information regarding game times and teams.	Work with staff to identify a convenient and cost-effective way for them to gain access to the schedule (e.g. provide WiFi, or advertise the full schedules on the existing arena TV).	Service Improvement	Facility Ops.	1	2	1	1	1.3

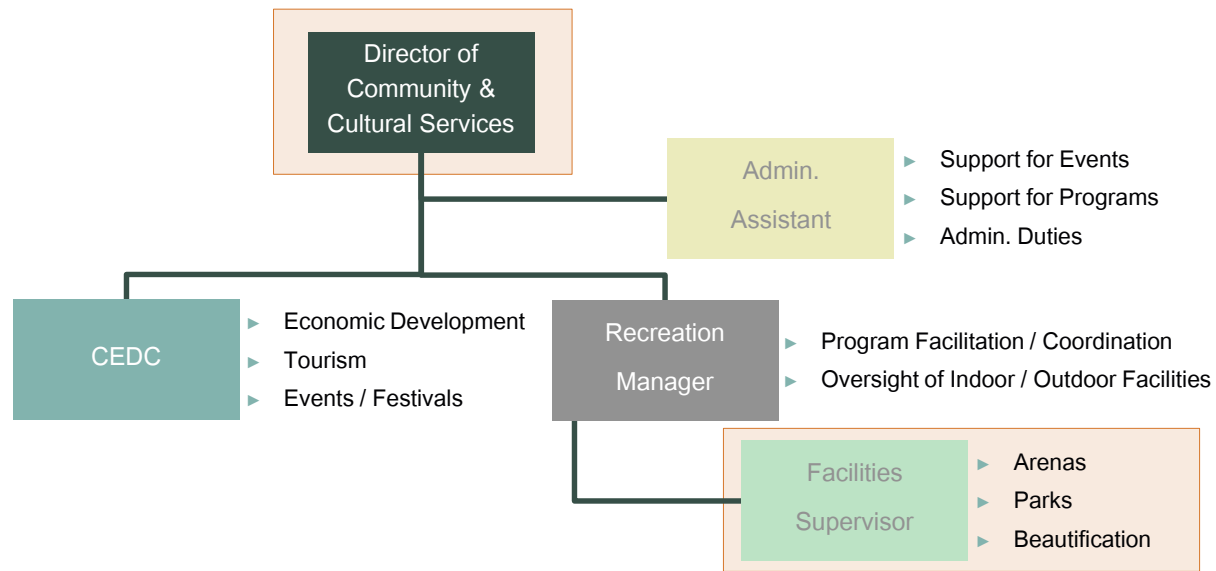
# ORGANIZATIONAL OPPORTUNITIES

# While there are multiple options that could improve the Municipality’s structure, option three will gain the most efficiencies

In addition to the opportunities in the report we also outline a set of options the Municipality should consider. All three options below assume the provisioning of HR and communications services. It is Blackline’s view that option three is most appropriate for the Municipality.

#	Summary of Changes	Summary of Pro’s	Summary of Con’s
1	<ul style="list-style-type: none"> <li>▶ Introduction of a Director role</li> <li>▶ Consider changing the name to “Community &amp; Cultural Services”</li> <li>▶ Operate with one supervisor instead of two</li> <li>▶ Move Beautification under the direction of the supervisor</li> </ul>	<ul style="list-style-type: none"> <li>▶ Capacity gain for the Admin. Assistant and Economic Development Coordinator</li> <li>▶ Addition of the Director will reduce the CAO span of control and alleviate work volume</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased responsibility for Recreation Manager</li> <li>▶ Volume of responsibilities may hinder CEDC capacity for economic development</li> </ul>
2	<ul style="list-style-type: none"> <li>▶ Supervisor will report to Director</li> <li>▶ Manager of Day Care will report to Director, instead of Treasurer</li> </ul>	<ul style="list-style-type: none"> <li>▶ Without the oversight of facilities, the Programs Manager can focus efforts entirely on programs</li> <li>▶ Moving Day Care into Community Services alleviates the Treasurer’s workload, and ensures alignment with all community services.</li> </ul>	<ul style="list-style-type: none"> <li>▶ As with option 1 – the CEDC may not have the capacity to focus efforts entirely on economic development strategies</li> </ul>
3	<ul style="list-style-type: none"> <li>▶ Split the role of the current CEDC into two; an Economic Development Officer and a Junior Events Coordinator</li> <li>▶ Have the Economic Development Officer report directly to the CAO</li> </ul>	<ul style="list-style-type: none"> <li>▶ Report to CAO to ensure alignment of economic development to the strategic plan</li> <li>▶ Shift in focus to solely economic development</li> <li>▶ Keeping events in house may make it easier to coordinate events with economic development projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase CAO span of control</li> <li>▶ Potential silo mentality risk</li> </ul>

# Option 1 – Two reports to Director, economic development responsibilities stay the same



**Pro**

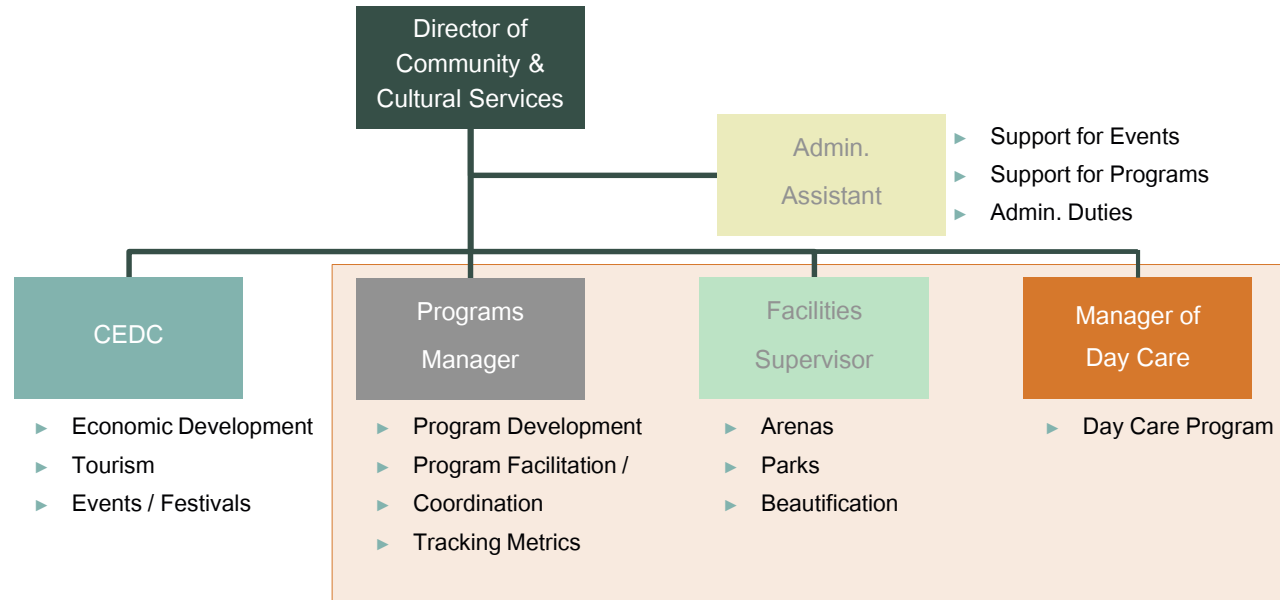
- ▶ As much of the beautification scope of work is similar to that of parks, supervision of both groups will not increase the workload for facilities supervisor, but will decrease the efforts required by the Admin. Assistant and Economic Development Coordinator.
- ▶ Addition of the Director will reduce the CAO span of control and alleviate work volume. It will also give greater clout to community & cultural services at council and externally to the public.

**Con**

- ▶ With the responsibility of facility oversight, the Recreation Manager may not have the capacity to focus efforts on program development.
- ▶ With the responsibility of leading events, the CEDC may not have the capacity to focus efforts on economic development.



## Option 2 – Three reports to Director, economic development responsibilities stay the same



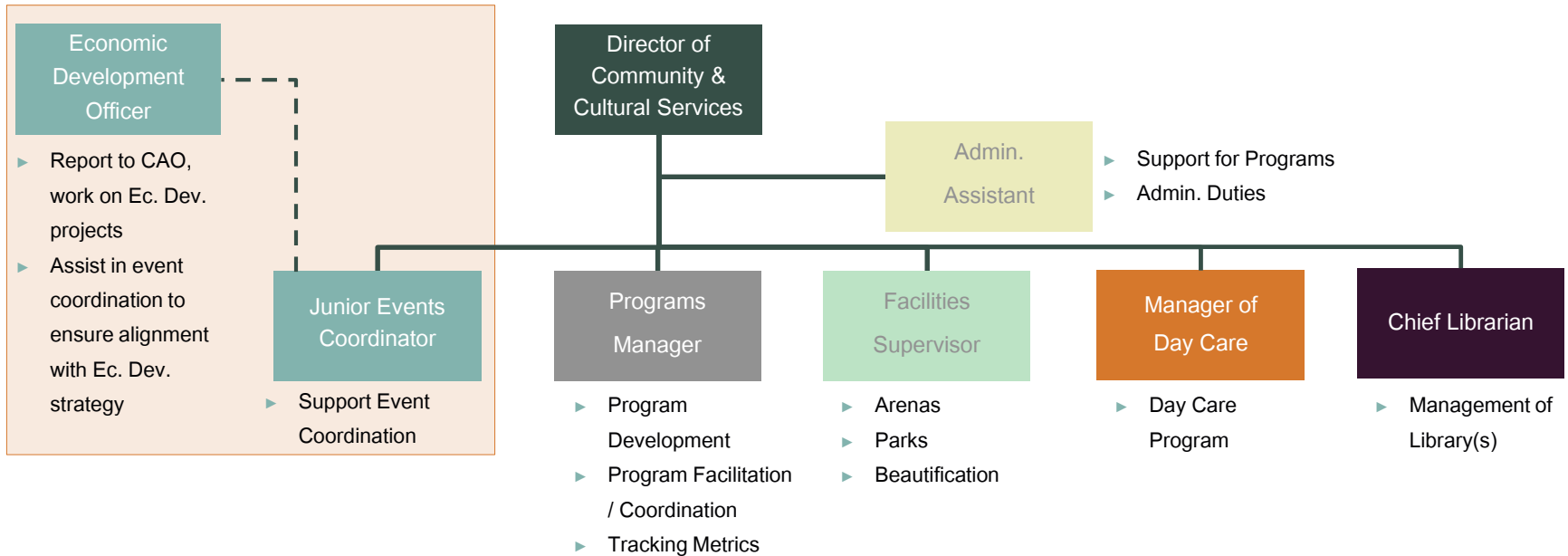
### Pro

- ▶ Without the oversight of facilities, the Programs Manager can focus efforts entirely on the design, development, coordination and execution of programs – grant writing, needs assessments, facilitation, volunteer training and coordination, and monitoring program metrics. This would also include coordinating programs that are non-municipal led.
- ▶ The Director will have oversight of Day Care, alleviating the Treasurer from these duties, and ensuring alignment with all community & cultural services.

### Con

- ▶ As with option 1 – the CEDC may not have the capacity to focus efforts entirely on economic development strategies. However, there is opportunity to prevent this by reducing the number of Municipal led events.

# Option 3 – Economic development reports to CAO, shift in responsibilities



**Pro**

- ▶ EDO reports to the CAO, this provides an opportunity to assist in execution and alignment of economic development across the organization.
- ▶ Removing the responsibility of events from the CEDC allows for a shift in focus to solely economic development.
- ▶ Keeping events in house may make it easier to coordinate events with economic development projects.

**Con**

- ▶ Increase CAO direct reports (span of control).
- ▶ Potential silo mentality risk – effort will be required by the EDO to ensure a cohesive collaboration between events and economic development. This will still require a portion of their time which could be spent on cultural activities

# Overview of the potential changes in roles and responsibilities

## Director of Community & Cultural Services

Will report directly to the CAO. Support development and implementation of departmental plans and monitor performance against the plan. The director will also assume certain responsibilities that the CEDC and RCS Manager provide today.

## CEDC

The primary change would be to split the economic development and events / festivals into two separate roles. This would require a change in the current operating model and is also dependent on if the Municipality chooses to change its role in leading events / festivals. Options for reporting lines also vary; from no change (e.g. direct to CAO) or reporting to a Director of Community & Cultural Services

## Programs Manager

Formally titled Recreation Manager. Potential responsibilities could include focusing efforts entirely on the development of programs, grant writing, needs assessments, facilitation, volunteer training / coordination and monitoring program metrics

## Facilities Supervisor

This role was initially covered by two staff members. However, having one supervisor has the potential to ensure standardized processes, training and performance management. Additionally, it is recommended that this role oversee the beautification resources. As their responsibilities are similar to parks, the supervision of beautification will not increase workload of the supervisor.

## Admin. Assistant

Many of the responsibilities will remain the same. There is opportunity for the admin. assistant to gain the responsibility of coordinating events.

## Manager of Day Care

The Director of Day Care currently reports to the Treasurer and will soon be retiring. This provides an opportunity to realign this service with similar community services and place under the direction of a manager, who will report to the Director of Community Services.

# APPENDIX

## Appendix A

# Summary of Observations – Services Review

**Our assessment of RCS department is not limited to its internal operations, but also the external factors that may impact the department's scope of service or service levels. Below we summarize some of the key observations that have been identified thus far:**

- ▶ Over the past decade, the Municipality has experienced a 12.1% increase in population, with the fastest growing category being the 65 and older age group. Assuming this trend continues, the department will need to consider how best to serve the increasing population and changing demographic.
- ▶ By design, the Municipality relies on the services provided by the RCS department to attract visitors, residents and businesses. In this past year, the RCS department spent 13% of the Municipality's total operating expenditure and contributed to 10% of the Municipality's total revenue. Although the department is revenue generating, the difference between expenses and revenue does not break even, requiring the Municipality to subsidize the difference. This is common among other municipalities, however subsidies have increased by 14% Since 2013.
- ▶ Mississippi Mills' primary source of revenue, other than taxation, comes from user fees and services charges. Compared to it's peers, the department charges substantially less per resident – neighbouring peers Carleton Place and Arnprior charge more than twice as much. This indicates that there may be opportunity for Mississippi Mills to increase their user fees and service charges.
- ▶ In terms of the departments operations, there are very few formal processes and practices that result in inconsistent service delivery and capability gaps. Further, for some of the services offered by the department, the roles and responsibilities are unclear for some of the services offered by the department. Miscommunication of this nature may result in gaps in service delivery.
- ▶ Currently, the Municipality as a whole is not leveraging technology to the fullest extent. There are opportunities to expand the use of technology which will both improve service delivery to the public and increase staff productivity.
- ▶ While organizationally, the Municipality has a traditional structure, there are many functional gaps. Core functions such as HR, IT and communications, are a shared responsibility across the Municipality.
- ▶ The RCS department operates without a director position, a dual reporting line to the CAO contributing to a high span of control.

**While this is an interim report, these findings represent our initial observations and will be the basis for which recommendations are derived. To date, we have identified over 30 opportunities that will be further defined, quantified and mapped out over a period of time for the Municipality to consider.**

# Appendix A

## Summary of Observations – Services Review



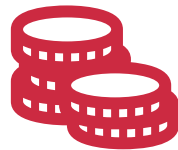
### General

- ▶ In comparison to the peer group, Mississippi Mills is in line with the median in population and slightly below in number of households. However, the Municipality is over twice as large as the median for square KM.



### Workforce

- ▶ In comparison to peers, Mississippi has the second smallest RCS department. The department makes up only 17.6% of the total Municipality, half of the peer median.



### Financial

- ▶ The RCS department is in the bottom quartile for both revenue and operating expenditure.
- ▶ However, is in the top quartile for the total net loss\*.



### Recreation Space

- ▶ The Municipality has the largest square metre of outdoor facility space out of the peer group. However, is below the median for both kilometres of trails and square metres of indoor facility space

Metrics	Mean	Min	Median	Max	Mississippi Mills	(%) Var. from Median	(#) Var. from Median
<b>General:</b>							
Population	14,834	5,930	13,147	31,465	13,163	0%	17
Households	6,967	3,172	6,128	14,302	5,550	-10%	-578
Square KM	247	9	193	550	520	63%	327
<b>Workforce:</b>							
Total Workforce	192.55	48.00	145.26	584.00	136.00	-7%	-9.26
RCS Workforce	61.19	3.00	57.95	141.00	24.00	-141%	-33.95
RCS as % of total	33%	6%	39%	48%	18%	-119%	-0.21
<b>RCS Workforce Distribution:</b>							
FTE	33%	18%	24%	100%	33%	27%	9%
PTE	35%	0%	38%	64%	21%	-84%	-17%
SE	32%	0%	29%	73%	46%	36%	16%
<b>RCS Financials:</b>							
Revenue (\$)	906,786	187,273	1,015,497	1,396,018	583,763	-74%	-431,734
OpEx (\$)	3,096,786	674,508	2,590,591	7,458,551	1,677,501	-54%	-913,090
Net Loss (\$)	-2,189,999	-6,931,521	-1,239,067	-443,378	-1,093,738	-13%	145,329
<b>Recreation Space:</b>							
Trails (km)	38	6	23	175	20	-13%	-3
Outdoor (SqM)	165,441	50	13,787	609,833	609,833	98%	596,047
Indoor (SqM)	21,667	2,053	10,674	106,000	**8,946	-19%	-1,728

Source: Publicly available information from FIRs.

\* Net Profit / Loss: revenue – expense; excluding municipal grants)

\*\* Estimated value: building assessments of both arenas and Cedar Hill School House, plus an estimation of AOTH



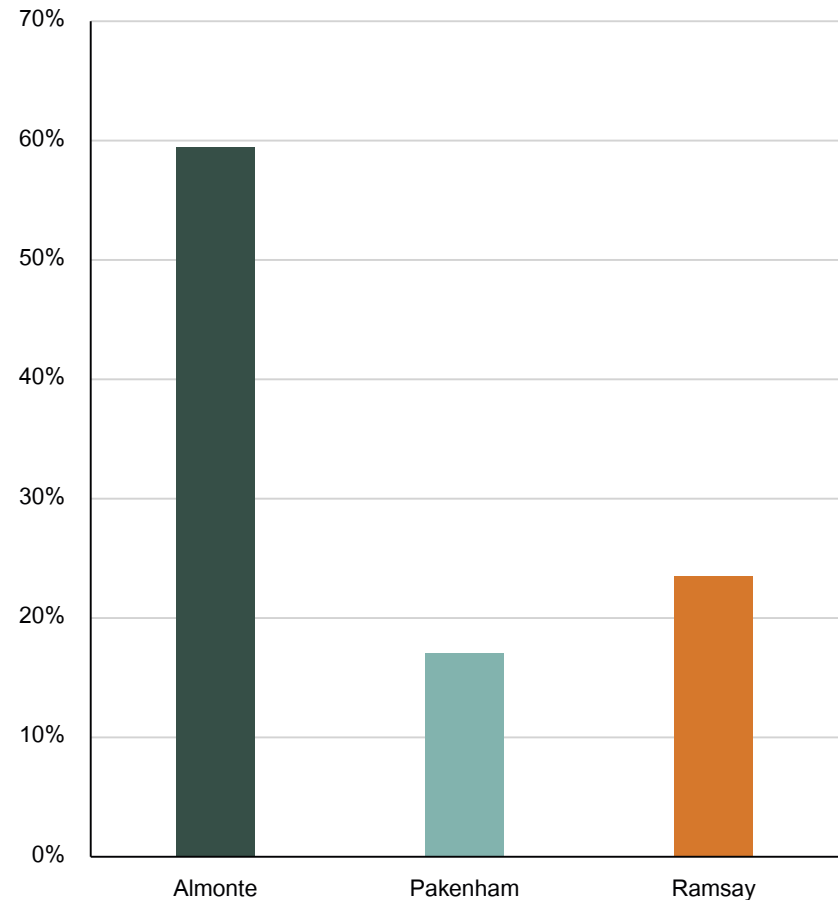
# Appendix B

## Resident Survey

Below summarizes the statistical relevance of the survey. Of the Municipality's total population we assume that only 15 years of age and older are eligible to complete a survey.

Statistic	Figure
Total population aged 15 and over	11,125
Recommended sample size*	263
Total respondents	340
Respondent's average age	54 years
Respondents' average time lived in Municipality	24 years

The majority of responses came from residents of the Almonte ward.

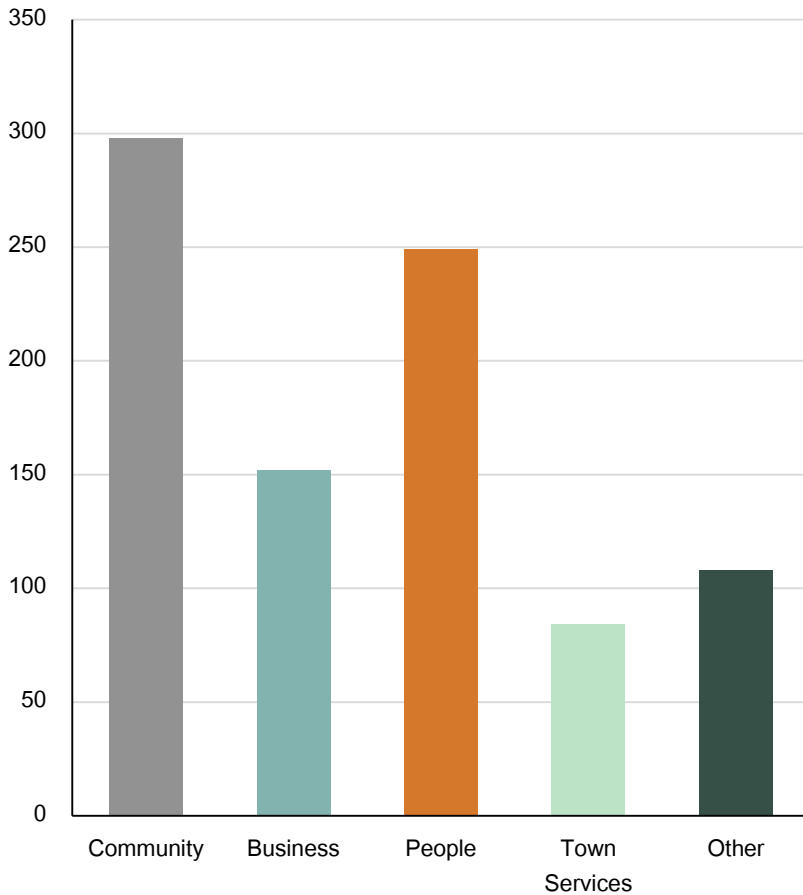


# Appendix B

## Resident Survey

*There are many attributes of the Municipality that the residents enjoy.*

“What do you like most about living in here?”



Other reasons residents enjoy living in Mississippi Mills include:

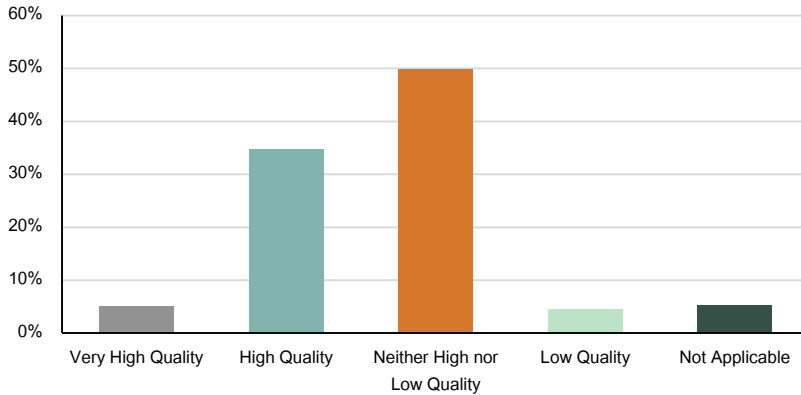


# Appendix B

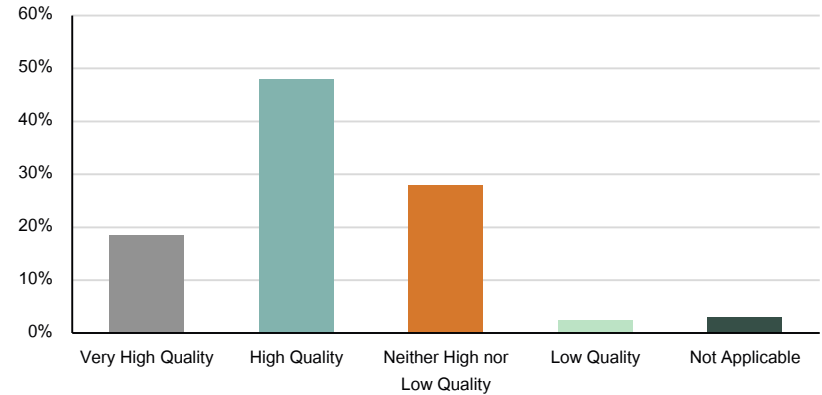
## Resident Survey

Based on public surveys, overall, the residents of the Municipality seem to be satisfied with the quality of the indoor and outdoor facilities.

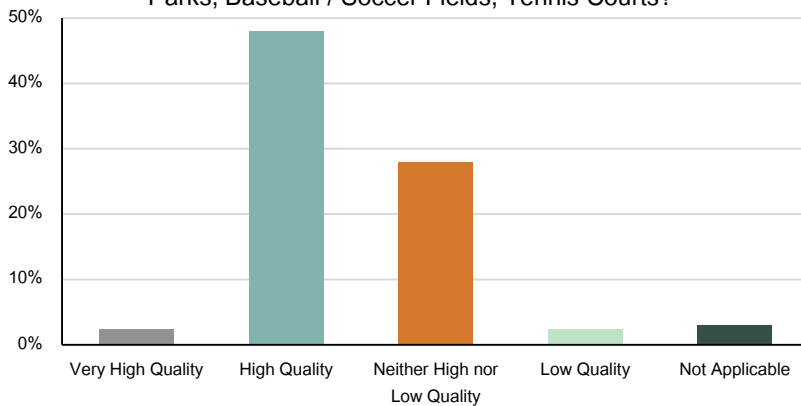
“How would you rate the quality of the Indoor Facilities – Arenas, Curling Rink?”



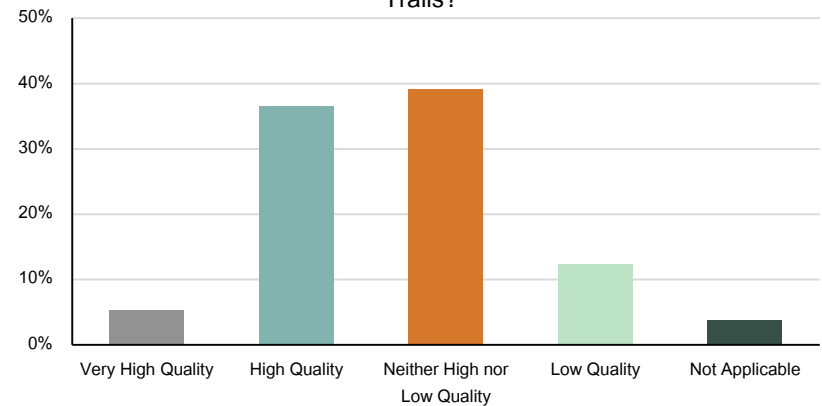
“How would you rate the quality of the Indoor Facilities - Almonte Old Town Hall?”



“How would you rate the quality of the Outdoor Facilities – Parks, Baseball / Soccer Fields, Tennis Courts?”



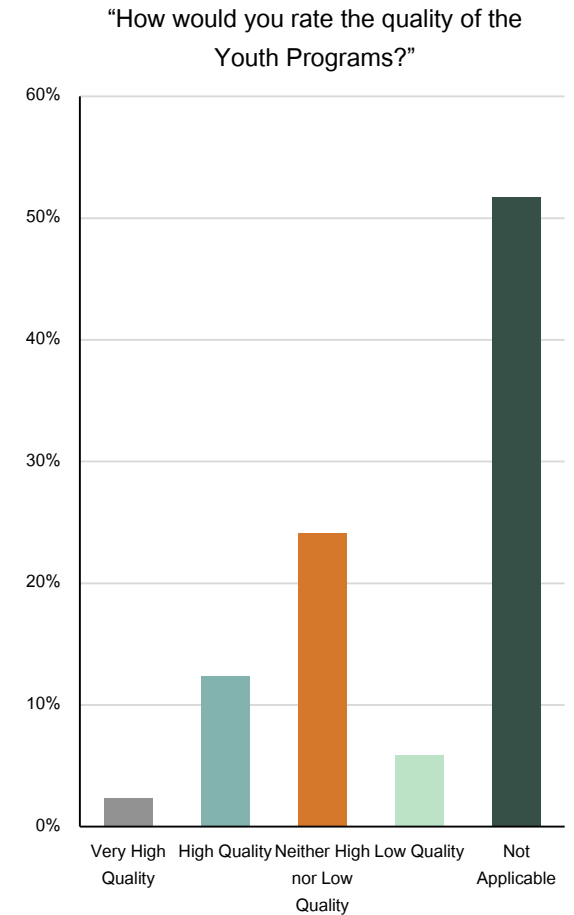
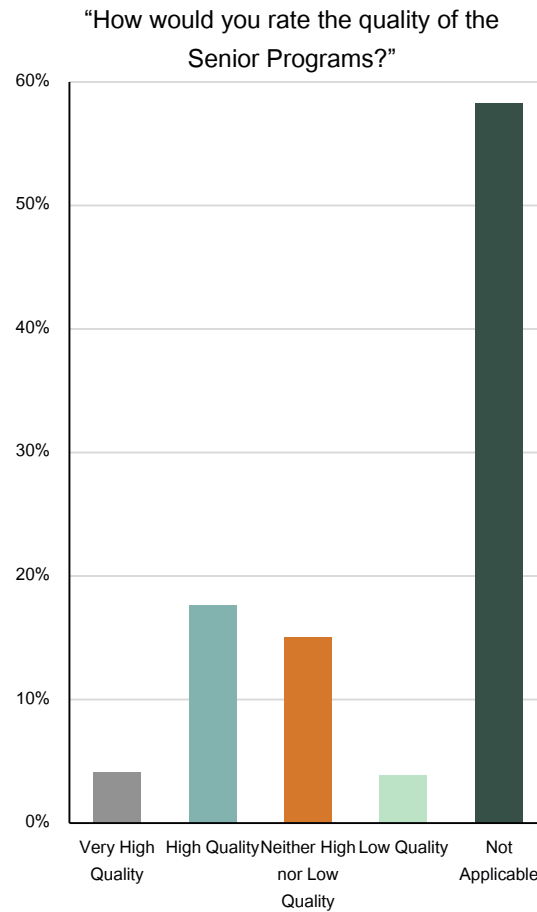
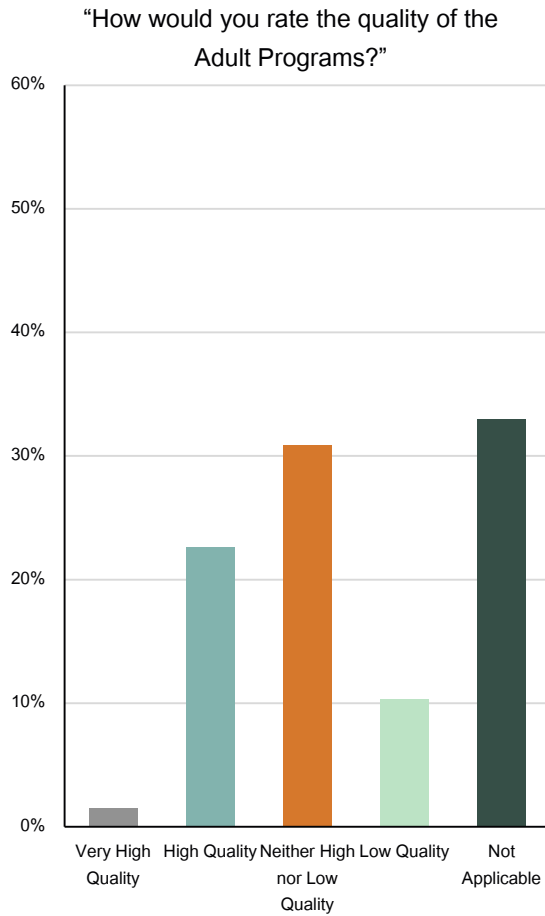
“How would you rate the quality of the Outdoor Facilities – Trails?”



# Appendix B

## Resident Survey

*The residents seem to be satisfied with the quality of the Adult Programs, however, the majority of senior and youth programs were not applicable to the survey participants.*

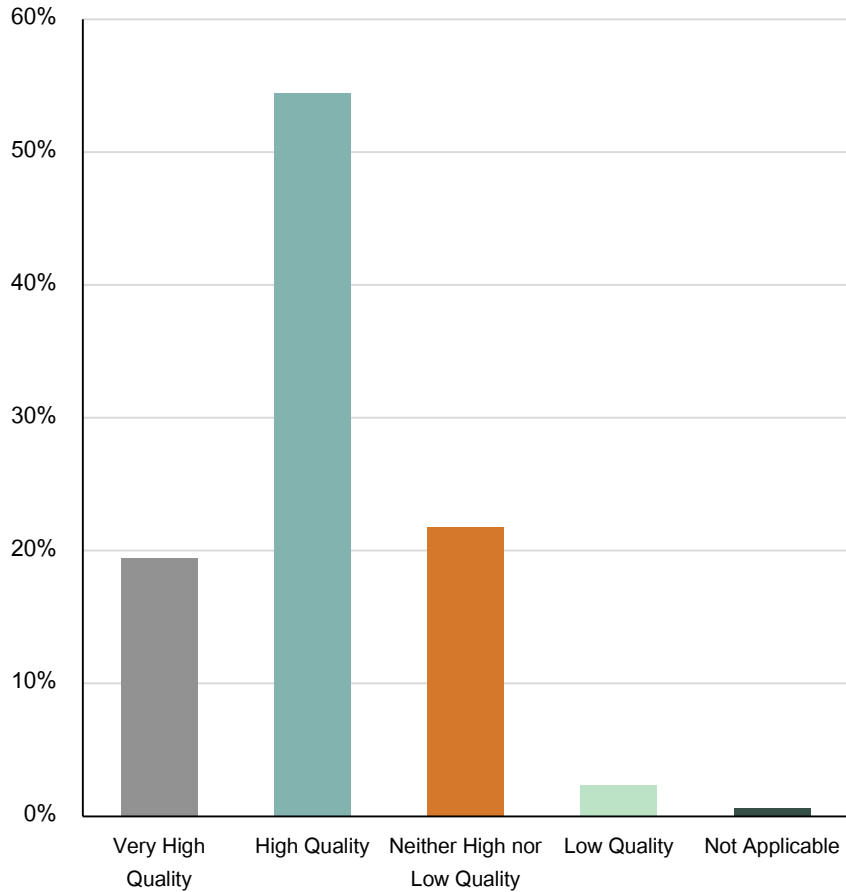


# Appendix B

## Resident Survey

Based on public surveys, overall, the residents of the Municipality seem to be fairly happy with the quality of the festival and events.

“How would you rate the quality of the Festivals and events?”



“Please list the festivals and events that you attend in Mississippi Mills?”



“What was the last event you attended at Almonte Old Town Hall?”

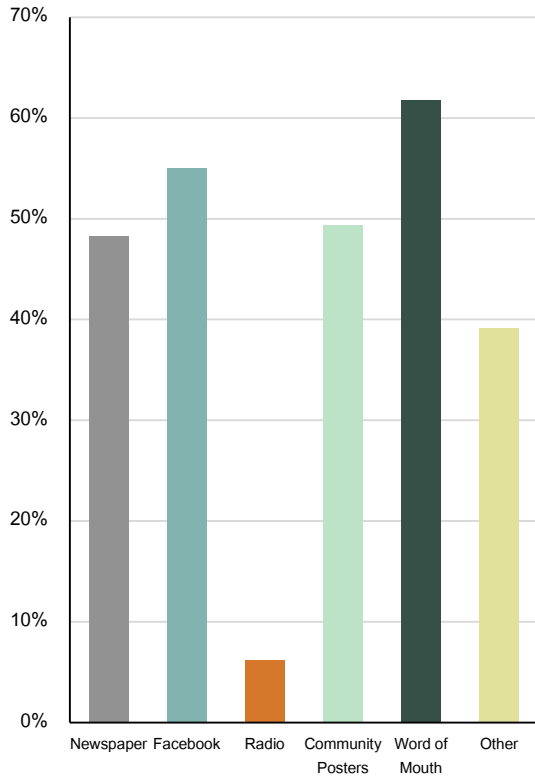


# Appendix B

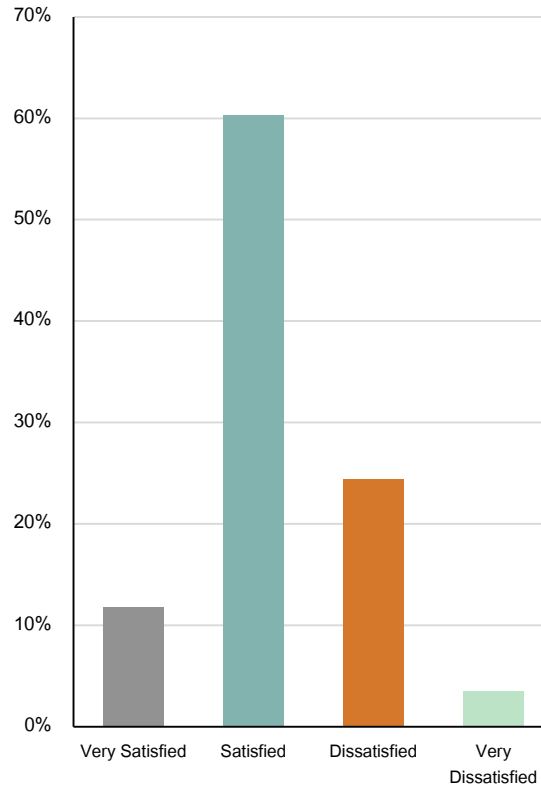
## Resident Survey

Residents are broadly satisfied with Mississippi Mills' communication and learn about the programs through many outlets. Additional popular outlets include, *The Humm* and *Millstone News*. Interestingly, the majority of respondents prefer to access the Municipality's services online.

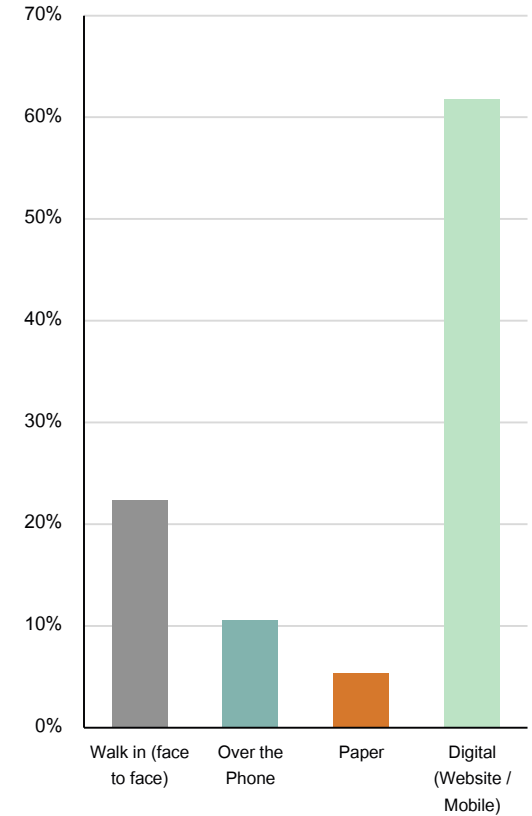
"How do learn about community events and programs?"



"How would you rate the Mississippi Mills' communication and marketing of recreation and cultural services?"



"What is your preferred way of accessing Mississippi Mills services?"



# Appendix B

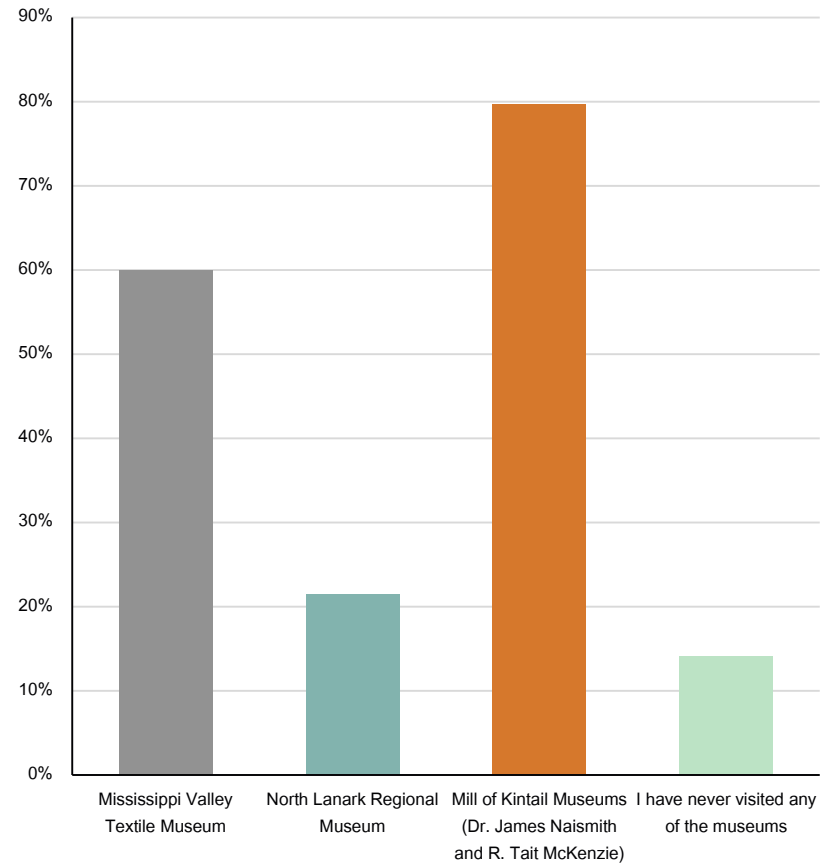
## Resident Survey

The most popular recreation activities appear to be attending the parks, arena and events at Almonte Old Town Hall. Specifically, Gemmill Park and Almonte in Concert. The most popular museum among the respondents are the Mill of Kintail museums.

“What recreation (facilities, events, programs, parks or trails) do you or your family attend / use more often?”



“Please indicate which of Mississippi Mills museums you have visited.”





# Appendix C – Curling Contract Renewal

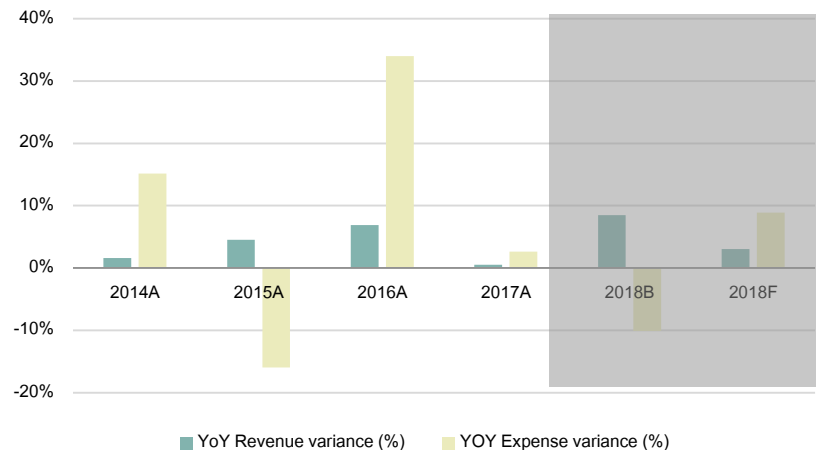
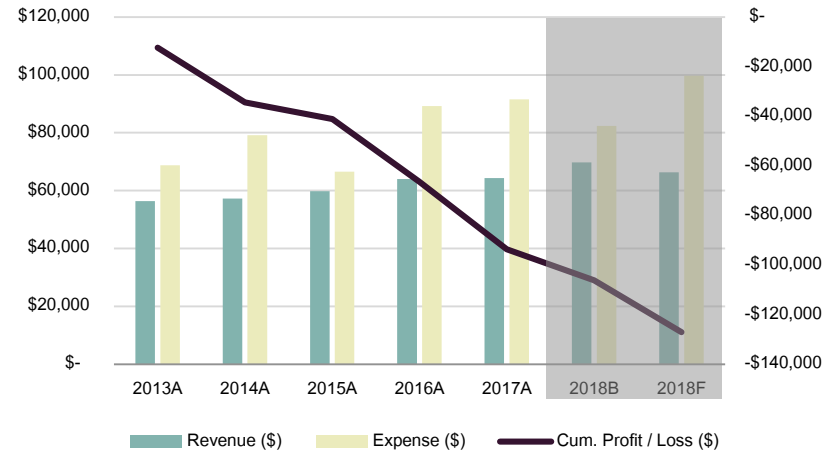
## Current Situation – Overview

**The Municipality has been losing on average \$18k per year since 2013. If this trend continues it will exceed \$100k by the end of 2018.**

- ▶ As illustrated in the first graph, expenses and revenue have never been in sync. 2015 was the variance between them was the lowest at \$6k.
- ▶ Excluding 2018 budget, the trend is that expenses will continue to increase as well as revenue however both at different rates.

**The 2018 Budget suggests expenses will reduce by 10% (\$9k) and revenue will increase by 9% (\$5k). This is contrary to the average and median analysis of previous years.**

- ▶ On average expenses are increasing by 9%, however have been highly variable; between +34% to -16%. The majority of this is caused by fluctuations in Hydro costs (Hydro costs represent the majority of expenses – see next page) and repairs / maintenance.
- ▶ Conversely revenues have been increasing by 3%. This indicates that the gap will continue to widen leaving greater financial risk; losses that the Municipality will need to fund.



# Appendix C – Curling Contract Renewal

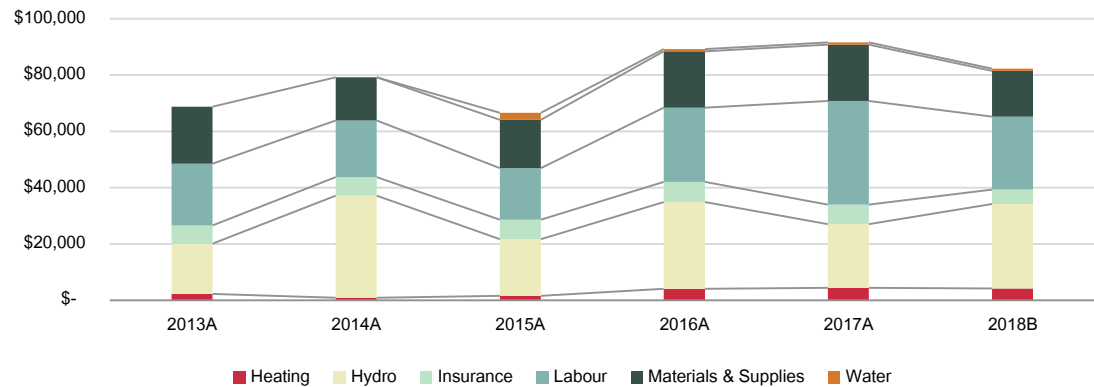
## Current Situation – Expenses

Hydro is the single largest cost to operate the curling arena representing ~26%-46%.

- ▶ Hydro costs are consumption based and have been increasing over recent years. Following Hydro the next largest cost categories are labour and materials / supplies:
  - Labour for staffing the bar and performing the ice maintenance is between 25% - 40% of costs.
  - Material and supplies is the last major cost category and represents between 19 – 26% of costs.

**For any significant cost reduction to occur it will have to impact one or all of these categories.**

**Curling Expenses**



	2013A	2014A	2015A	2016A	2017A	2018B
Heating	\$ 2,279	\$ 896	\$ 1,608	\$ 4,056	\$ 4,477	\$ 4,200
Hydro	\$ 17,866	\$ 36,285	\$ 20,147	\$ 30,868	\$ 22,537	\$ 30,000
Insurance	\$ 6,462	\$ 6,620	\$ 6,916	\$ 7,195	\$ 6,941	\$ 5,095
Labour	\$ 21,898	\$ 20,049	\$ 18,266	\$ 26,349	\$ 36,876	\$ 25,950
Materials & Supplies	\$ 20,290	\$ 15,363	\$ 17,230	\$ 19,997	\$ 20,040	\$ 16,300
Water	\$ -	\$ -	\$ 2,433	\$ 777	\$ 718	\$ 800
<b>Total</b>	<b>\$ 68,795</b>	<b>\$ 79,212</b>	<b>\$ 66,599</b>	<b>\$ 89,242</b>	<b>\$ 91,588</b>	<b>\$ 82,345</b>

# Appendix C – Curling Contract Renewal

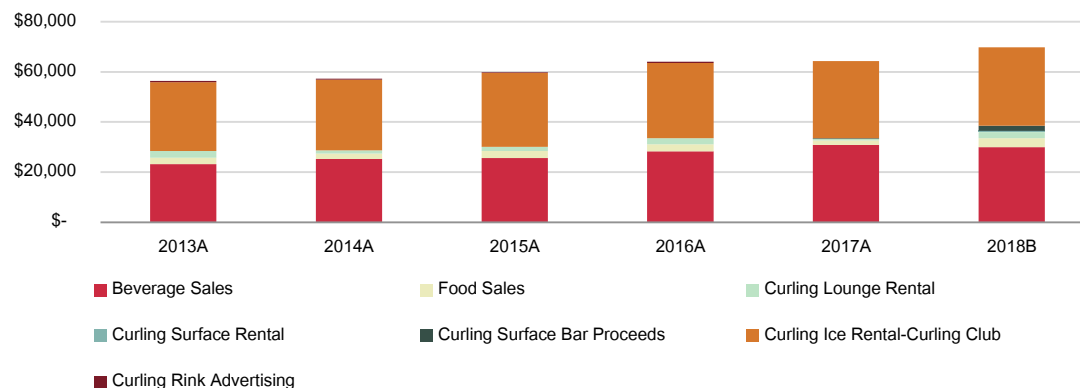
## Current Situation – Revenue

Revenue is from two major sources; Ice rental (leasing contract with club) and beverage sales.

- ▶ Beverage sales have been fairly consistent over the years even though membership has been increasing.
- ▶ Rental fees are based on the lease agreement following a CPI price adjusted schedule.
- ▶ Very little revenue is gained from advertising, lounge rental or surface rentals.

**Excluding price increases for the curling club the only other opportunities would be to get higher utilization (more rentals) of the facility or advertisement revenue.**

**Curling Revenue**



	2013A	2014A	2015A	2016A	2017A	2018B
Beverage Sales	\$ 23,189	\$ 25,248	\$ 25,581	\$ 28,242	\$ 30,853	\$ 30,000
Food Sales	\$ 2,579	\$ 2,086	\$ 2,898	\$ 2,834	\$ 1,827	\$ 3,500
Curling Lounge Rental	\$ 2,681	\$ 1,289	\$ 1,661	\$ 2,432	\$ 634	\$ 2,500
Curling Surface Rental						\$ 500
Curling Surface Bar Proceeds					\$ 172	\$ 2,000
Curling Ice Rental-Curling Club	\$ 27,418	\$ 28,240	\$ 29,427	\$ 30,094	\$ 30,859	\$ 31,315
Curling Rink Advertising	\$ 500	\$ 400	\$ 300	\$ 400		
<b>Total</b>	<b>\$ 56,366</b>	<b>\$ 57,263</b>	<b>\$ 59,866</b>	<b>\$ 64,002</b>	<b>\$ 64,345</b>	<b>\$ 69,815</b>

# Appendix C – Curling Contract Renewal Considerations

**The following are a set of options to consider for the contract renewal to address the financial gap. We have broken them into opportunities to increase revenue or reduce costs:**

## Addressing the Hydro costs

- ▶ Evaluate options to reduce the hydro costs at the arena e.g. energy efficient equipment, smart metering, changes to the facility, etc.
- ▶ Change hours of operations and tenant use time so that hydro consumption is lower during peak times
- ▶ And contractual terms that if hydro costs increase during the course of the contract by more than 5% there is additional fees that the curling club will have to provide

## Increase revenue

- ▶ Redraft schedule A of the contract, allowing the club to take 100% revenue for advertising revenue to offset any cost increases
- ▶ Increase the curling club lease agreement so that is more closely in-line with expenses. This could be done over a period of time (incremental increases) or year one
- ▶ Advertise and hold more events at the curling area
- ▶ Restructure the agreement so that it is a profit sharing arrangement e.g. split of costs and split of revenue. This would incentives both parties to focus on cost containment and revenue generation

## Additional considerations for the agreement

- ▶ Consider changing the term of the contract to an odd number e.g. five so that it spans more than one council term, also reduces effort for renegotiations
- ▶ Schedule A should have a price increase year-over-year to match with inflation is the \$200 threshold was set in 2008 (10 years ago)
- ▶ Item 5.1.2.6 change from inform to approve any renovations



Here are the highlights from the regular Lanark County Council meeting held Wednesday, Nov. 13.

- **2020 Warden and Committee Chair Nominations Announced:** Council has accepted a nomination report for the positions of 2020 warden and committee chairs. The report was presented at the close of close of nominations during the council meeting. This marks a change from previous years as a result of amendments to the procedural by-law, which now include a requirement for a nomination period prior to the inaugural meeting. Nominations open on Nov. 1 and must be submitted within 10 days, with council receiving a report on valid nominations at the first regular council meeting in November. If an election is required, voting is by secret ballot at the second meeting in November (Nov. 27). The official swearing-in ceremony takes place at the inaugural meeting on the first Tuesday of December (Dec. 3). Standing for election as warden will be Councillors Brian Campbell (Tay Valley Reeve) and Peter McLaren (Lanark Highlands Reeve). Standing for community services committee chair are Councillors Rickey Minnille (Mississippi Mills Deputy Mayor) and Sharon Mousseau (Beckwith Deputy Reeve). Acclaimed chairs include Warden Richard Kidd (Beckwith Reeve) for corporate services chair, Councillor John Fenik (Perth Mayor) for economic development and Councillor Klaas Van Der Meer (Montague Deputy Reeve) for public works. For more information, contact Leslie Drynan, Clerk/Deputy CAO, at 1-888-9-LANARK, ext. 1502.
- **County Road Access Policy Approved:** Council has passed a by-law approving an updated Access to County Roads Policy. The initial policy was created in 1976 to control the construction of entrances on county roads, and a more comprehensive policy was adopted in 2004. At the public works committee of the whole meeting last month, Public Works Business Manager Janet Tysick explained that with land available for development becoming more restricted, causing lots to be created in areas that would not have been previously considered, unique locations are causing an increase in complex entrance applications. “Some entrance applications cannot be approved due solely to spacing of adjacent entrances,” she explained, noting the amendments still focus on road safety, road efficiency and local site condition criteria, but include minor changes to take current standards and neighbouring policies into consideration. In addition to procedural and housekeeping changes, major amendments include spacing to adjacent entrances, entrance design specifications and quality of entrance construction. An updated fee structure will better ensure costs are recovered from the applicant for time spent by county staff administering and inspecting entrances. “Responsibility for entrance installations and maintenance is solely the applicant’s and all costs are borne by the applicant,” Ms. Tysick said. For more information, contact Janet Tysick, Public Works Business Manager, at 1-888-9-LANARK, ext. 3110.
- **National Housing Day Proclaimed:** Warden Richard Kidd (Beckwith Reeve) proclaimed Nov. 22, 2019 to be National Housing Day in Lanark County to recognize “the many individuals and organizations that play an important role in providing safe, secure and affordable housing opportunities to those in need.” The proclamation indicates the lack of affordable, stable and available housing in the county affects the well-being of all residents, including the most vulnerable and low-income households, and limits their ability to fully participate and contribute in the community. The day has been designated by the federal government to commemorate housing partnerships that contribute to the social and economic health of Canadians. The goal is to raise awareness about local housing issues while striving for effective solutions. “The day is an opportunity to remind us there is still much work to do to ensure that all residents have access to

safe and healthy homes that help to build strong, local communities,” Mr. Kidd said, adding the county is committed to working with the federal and provincial governments, as well as private and non-profit housing organizations to deliver positive housing outcomes. For more information, contact Shawna Stone, Housing Manager, at 1-888-9-LANARK, ext. 2401.

- **County to Seek Climate Action Plan Funds:** Council has passed a motion to apply to the Federation of Canadian Municipalities (FCM) to obtain funding from their Municipalities for Climate Innovation Program to advance and develop a climate action plan. This comes following a large delegation at the economic development committee meeting last month, with a presentation by Gord Harrison of the Lanark County Stewardship Council. The stewardship council created the Climate Action Network (Smiths Falls/Lanark County) earlier this year, and one of the group’s priorities is to support the county in securing the FCM funding. “Climate change has become the defining issue of our time,” Mr. Harrison said. “It is critical that at this time we address the issue.” He highlighted concerns about climate change, including increases in ticks, extreme weather events, risks to maple syrup production and water levels in local watersheds. FCM’s Partners for Climate Protection Program provides step-by-step guidance on developing a climate action plan. Perth and Tay Valley Township have both started the process, which Mr. Harrison noted can be integrated with a county plan. Lanark County became a member of the program in 2015. Funding would allow for the county to create a greenhouse gas inventory, establish emission reduction targets and develop a local action plan. Warden Richard Kidd (Beckwith Reeve) said a climate action plan falls within the county’s strategic plan. For more information, contact Leslie Drynan, Clerk/Deputy CAO, at 1-888-9-LANARK, ext. 1502.
- **Upcoming Meetings:** Special Corporate Services (Budget), Friday, Nov. 22, 9 a.m. **County Council, Wednesday, Nov. 27, 5 p.m.;** Public Works, Nov. 27 (following County Council); Economic Development, Nov. 27 (following Public Works). **Lanark County Inaugural Meeting, Tuesday, Dec. 3, 11 a.m. County Council, Wednesday, Dec. 4, 5 p.m.;** Community Services, Dec. 4 (following County Council); Services, Dec. 4 (following Community Services). All meetings are in Council Chambers unless otherwise noted. For more information, contact 1-888-9-LANARK, ext. 1502. Like "LanarkCounty1" on Facebook and follow "@LanarkCounty1" on Twitter!

– 30 –



**Meeting of Mississippi Valley Conservation Report  
October 10, 2019**

**Items of interest:**

**1. Budget Control Report – up to September 30,2019**

Report reflects that expenditures are on course for this time of year along with operational savings that have been realized to offset the impacts of the provincial funding shortfall and flood response.

**2. Proposed Approach to 2020 Budget**

Sent to Finance Committee for recommendations

**3. 2020 Fee Schedule**

Fees are set on a cost recovery model and are not subsidized by the Municipal Levy.

- Fees were increased for:
  - Planning Advisory Program
  - Development, Interference with Wetlands & Alterations to Shorelines
  - Technical Report Reviews
  - Conservation Areas, Rentals, Programs and Administration

A complete list of the updated fees will be available on the MVCA website.

Minutes of all MVCA Board meeting can be reviewed on their website. There is no scheduled Board Meeting for November.

## INFORMATION LIST #19-19 November 19, 2019

The following is a list of information items received as of November 12, 2019.

<b>Item #</b>	<b>Date</b>	<b>Originator</b>	<b>* Subject</b>	<b>Page #</b>
1	Oct 30, 2019	Big Brothers Big Sister of Lanark County	Funding Request	153
2	Oct 31, 2019	City of Belleville	Resolution in Support of Mississippi Mills Resolution re: Reducing Litter and Waste	154
3	Oct 31, 2019	Ministry of Municipal Affairs and Housing	Delegation requests at ROMA	156
4	Oct 31, 2019	Ministry of Energy, Northern Development and Mines	Ontario Electricity Rebate	157
5	Oct 31, 2019	Solicitor General	Reply to Council resolution re: Safety on family farms	160
6	Nov 1, 2019	Niagara Region	Resolution re: Proposed cuts to Legal Aid Ontario Budget	161
7	Nov 1, 2019	Minister of Municipal Affairs and Housing	Regional Government Review	164
8	Nov 4, 2019	Township of St. Joseph	Letter re: Support of Mississippi Mills Resolution re: Reducing Litter and Waste	166
9	Nov 7, 2019	Township of Ramara	Resolution re: Conservation Authority Exit Clause	167
10	Nov 12, 2019	Ministry of Municipal Affairs and Housing	Municipal Modernization Program	169

\* Click on the subject name to go to the document



Big Brothers Big Sisters  
of Lanark County



Info List #19-19  
Item # 1

October 28, 2019

Attention: Mayor Christa Lowry  
Town of Mississippi Mills  
3131 Old Perth Road  
RR#2, PO Box 400  
Almonte, ON K0A 1A0

Dear Mayor Lowry and Mississippi Mills Town Council:

We are proud to share that in 2018 we served over 735 children and youth in Lanark County, more than any prior year.

As you know, Big Brothers Big Sisters has been in Lanark County for over 46 years. We have been offering life changing mentoring programs designed to help children build self-esteem, reduce the impacts of bullying, and increase their school success rate.

During the last few years we have grown substantially to meet the community's growing need, adding more diverse mentoring programs and building staff capacity to answer the call. We hire trained Social Service Workers to carefully screen volunteers, to analyze the needs of the children and their families and to monitor the safety and success of the mentoring programs and services we provide. Child safety is our number one priority.

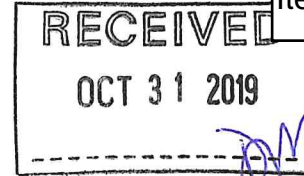
Big Brothers Big Sisters of Lanark County needs government support to sustain its work. The agency has stretched its resources, maintained its low cost service and diversified its funding sources. Your township's commitment to mentoring has been a welcome investment. We would ask for your consideration in providing \$1,000 to help fund our work again in 2020.

Thank you for considering our request. If you have any questions, please do not hesitate to call me at 613-283-0570. I would be more than happy to return to do a delegation should you require more information.

Yours sincerely,

Angie Beaupre  
Fund Development Coordinator





OFFICE OF CITY CLERK

# City of Belleville

169 FRONT STREET  
BELLEVILLE, ONTARIO  
K8V 2Y8

October 21, 2019

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

Dear Premier Ford:

**RE: Request Province Review & Implement a Deposit/Return Program  
for Single Use Plastic, Aluminum and Metal Drink Containers  
8.c.3.a) Belleville City Council Meeting, October 15, 2019**

This is to advise you that at the Council Meeting of October 15, 2019, the following resolution was approved.

“THAT the Council of The Corporation of the City of Belleville supports the following motion of the Municipality of Mississippi Mills:

THAT the Corporation of the Municipality of Mississippi Mills endorse and supports the resolution of the Municipality of Bluewater calling upon the Province of Ontario , through the discussion paper entitled 'Reducing Litter and Waste in our Communities', to review and implement a deposit/return program for all single use plastic, aluminum and metal drink containers;

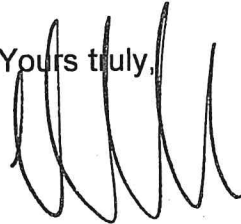
**AND FURTHER THAT** the Province of Ontario review current produce requirements and look for extended producer responsibility for all packaging;

**AND FURTHER THAT** a copy of this motion be sent to the Premier of Ontario, the Minister of the Environment, Conservation and Parks, the Minister of Municipal Affairs, the Association of Municipalities of Ontario, the County of Huron and all municipalities of the Province of Ontario; **and,**

**THAT the September 17, 2019 resolution from the Municipality of Mississippi Mills be referred to the City of Belleville Green Task Force."**

Thank you for your attention to this matter.

Yours truly,



Matt MacDonald  
Director of Corporate Services/City Clerk

MMacD/nh

Attach.

Pc: Becky McWhirter, Green Program Coordinator/Public Education Officer  
Todd Smith, MPP, Prince Edward-Hastings

Jeanne Harfield, Deputy Clerk, Municipality of Mississippi Mills  
Minister of the Environment, Conservation and Parks  
Minster of Municipal Affairs & Housing  
AMO

**Jeanne Harfield**

---

**From:** Delegations (MMA) <Delegations@ontario.ca>  
**Sent:** October 31, 2019 11:48 AM  
**To:** Delegations (MMA)  
**Subject:** Municipal Delegations at ROMA 2020 Conference

Hello/ Bonjour,

Please be advised that the Municipal Delegation Request Form for the Rural Ontario Municipal Association 2019 Annual Conference is available online. Information about delegations and a link to the form are available here: [English](#). The deadline to submit requests is **Monday December 2, 2019**.

Le formulaire pour demander une rencontre avec le ministères pour le Congrès annuel de la ROMA (Rural Ontario Municipal Association) 2019 est disponible en ligne. Pour plus d'information sur les délégations et le formulaire, veuillez suivre le lien suivant : [French](#). Date limite pour présenter une demande: **lundi 2 décembre 2019**.

Thank you/ Merci

Ministry of Energy,  
Northern Development  
and Mines

Ministère de l'Énergie,  
du Développement du Nord  
et des Mines

Office of the Minister

Bureau du ministre

77 Grenville Street, 10<sup>th</sup> Floor  
Toronto ON M7A 2C1  
Tel.: 416-327-6758

77, rue Grenville, 10<sup>e</sup> étage  
Toronto ON M7A 2C1  
Tél. : 416 327-6758



October 31, 2019

**Memorandum to: Ontario Municipalities**  
**Subject: Ontario Electricity Rebate (OER)**

---

I am writing to inform you about the upcoming introduction of the new Ontario Electricity Rebate (OER) on November 1, 2019. The Ontario government has made several regulatory changes as part of the transition away from Global Adjustment (GA) Refinancing under the previous government's Fair Hydro Plan to the new, more transparent on-bill rebate. These changes include amendments to Ontario Regulation 363/16 made under the *Ontario Rebate for Electricity Consumers Act, 2016*.

The transition to the OER is a key part of the government's commitment to strengthen transparency, accountability and fiscal responsibility in the electricity sector and respond to the recommendations of the Auditor General of Ontario.

The OER will replace the 8% rebate and the reduction previously provided through Regulated Price Plan (RPP) rates, as well as the GA reduction that was provided to consumers not participating in the RPP. As a result, the Electricity line on bills will rise, the OER will provide an increased percentage rebate, and the average residential bill will increase in line with inflation.

Consumers that were previously eligible for the 8% rebate will be eligible for the OER including low-volume consumers such as households and small businesses, as well as farms, certain long-term care homes, and certain larger multi-unit complexes that are primarily residential (i.e. where at least 50% of the units are "qualifying units" as defined), such as apartment buildings and condominiums (see section 1.1 (1) 5 of O. Reg. 363/16 as amended).

.../cont'd



Under the new rules, certain larger multi-unit complexes that are not primarily residential (as contemplated above), and certain types of multi-unit complexes (see section 1.1 (2) of O. Reg. 363/16 as amended), are not eligible for the OER. This includes, but is not limited to:

- hotels, motels or motor hotels, resorts, lodges, tourist camps, cottages or cabin establishments, inns, campgrounds, trailer parks, tourist homes, bed and breakfast vacation establishments or vacation homes;
- hospitals (as defined under O. Reg. 363/16, as amended);
- living accommodations occupied by a person for penal or correctional purposes, or premises that are subject to the *Ministry of Correctional Services Act* or the *Child, Youth and Family Services Act, 2017*;
- short-term living accommodations provided as emergency shelter;
- universities, colleges of applied arts and technology or other entities that provide post-secondary education; and
- premises that are identified by a NAICS code commencing with digits 21, 22, 23, 31, 32 or 33.

However, consumers that were receiving the 8% rebate on October 22, 2019 but are not eligible for the OER will nevertheless receive the OER until October 31, 2020 if they meet the new notice requirements set out in section 1.3 of O. Reg. 363/16 (as amended) before February 1, 2020. If they don't meet those notice requirements, they will receive the OER until January 31, 2020 (see section 1.2 (2) of O. Reg. 363/16 as amended).

Additional new notice requirements are also being introduced for certain larger multi-unit complexes that are eligible under the new rules (see section 1.3 of O. Reg. 363/16 as amended). These notices are due to Local Distribution Companies (LDCs) before February 1, 2020 (see section 1.1 (4) of O. Reg. 363/16 as amended).

Consumers with inquiries regarding their eligibility or notice requirements should be directed to their LDC.

Note that while this letter is intended to provide useful information about these regulatory changes and Energy, Northern Development and Mines' (ENDM) administrative policy intent, it is not intended as legal advice. You should consult with your legal advisers or with the Ontario Energy Board if you have any questions.

.../cont'd

I hope you find this information helpful. Thank you for your support as the government works to deliver on its commitment to build a fair and efficient electricity system.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Rickford". The signature is written in a cursive style with a large initial "G" and "R".

The Honourable Greg Rickford  
Minister of Energy, Northern Development and Mines

**Solicitor General**

Office of the Solicitor General

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

**Solliciteur général**

Bureau de la solliciteure générale

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



132-2019-2219  
**By e-mail**

October 31, 2019

Ms. Jeanne Harfield  
Acting Clerk  
Municipality of Mississippi Mills  
[jharfield@mississippimills.ca](mailto:jharfield@mississippimills.ca)

Dear Ms. Harfield:

Thank you for sharing your Council's resolution about ensuring safety on family farms.

We are committed to the well-being of all animals across Ontario and are working to ensure reports of abuse and distress are handled diligently. The assistance of community stakeholders like you is vital in achieving this goal and is greatly appreciated.

Farmers work with animals everyday and they care deeply for their well-being. Trespassing onto private property is illegal and farmers have the right to protect themselves and their property from theft or harm. If any of your residents observe illegal activity of this nature, they should contact the police.

Also, any residents with concerns about the welfare of farm animals should call **1-833-9ANIMAL** (1-833-926-4625) to report the issue.

As we enter the final phase of our transition in which we develop a more robust animal protection system, I assure you the protection of animals is just as important to the government as it is to you. By working together, we can ensure appropriate and effective measures are in place to provide animals with the protections they deserve and that the people of Ontario expect.

Thank you again for sharing your concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sylvia Jones".

Sylvia Jones  
Solicitor General

November 1, 2019

**CL 18-2019, October 17, 2019**

***DISTRIBUTION LIST***

***SENT ELECTRONICALLY***

**Re: Proposed Cuts to Legal Aid Ontario Budget**

Regional Council, at its meeting held on October 17, 2019, passed the following resolution:

WHEREAS the Niagara Community Legal Clinic is a not-for-profit agency providing access to justice and vital service to low-income Niagara citizens in civil law matters, including landlord-tenant disputes, Ontario Disability Support Payment (ODSP) appeals, pension appeals, workplace injury/WSIB compensation, consumer law protection, refugee assistance, migrant worker support, human rights law, power of attorney matters, and wills and estates for low-income seniors;

WHEREAS the Niagara Community Legal Clinic is funded by Legal Aid Ontario, an arm's-length agency of the Ministry of the Attorney General for Ontario, which (in addition to funding the province's legal clinics) provides much-needed support to low-income people in matters of family law, refugee law, and criminal law;

WHEREAS the two historic Niagara legal clinics – Justice Niagara, founded in 1978, and Niagara North Community Legal Assistance, founded in 1982 – merged on January 1, 2019, to form the Niagara Community Legal Clinic;

WHEREAS Legal Aid funding saves money in the overall justice system budget, in light of the evidence that the cases of self-represented parties (i.e., parties without Legal Aid support) consume significantly greater amounts of expensive court time and/or tribunal time; and

WHEREAS the Province cut approximately \$70 million from the Legal Aid Ontario budget in 2019, with approximately \$14.5 million of that being cut from the legal clinic system, and has indicated an intention to cut an additional \$17.3 million from the LAO budget in 2020:

**NOW THEREFORE BE IT RESOLVED:**

1. That Regional Chair Jim Bradley **BE DIRECTED** to send a letter to Ontario Attorney General Doug Downey, on behalf of Regional Council, reading as follows:

“The Region of Niagara is grateful for the work of the Niagara Community Legal Clinic, whose professionals provide meaningful access to justice for low-income people in Niagara. In light of the deep challenges Niagara faces in terms of poverty and lack of sufficient affordable housing, the services that the Niagara Community Legal Clinic provides are truly vital to our community.

It has come to our attention that the Province has proposed additional cuts to the budget of Legal Aid Ontario (LAO), the Niagara clinic’s funder, to be implemented in 2020. Because our Council deeply values the work of our Niagara Community Legal Clinic, and the supports that LAO provides to citizens facing challenges in family law, criminal law, and refugee law, we request that you not implement any additional cuts to the LAO budget. We also ask that you re-invest in the Legal Aid and clinic systems, so as to address the many barriers to access to justice that our citizens face.

Thank you for your consideration.”

2. That this motion and the Chair’s letter **BE CIRCULATED** to municipalities throughout Ontario and the Association of Municipalities of Ontario.

Yours truly,



Ann-Marie Norio  
Regional Clerk

CLK-C 2019-245

Distribution List:

All Municipalities in Ontario  
Association of Municipalities of Ontario



**Office of the Regional Chair | Jim Bradley**

1815 Sir Isaac Brock Way, PO Box 1042 Thorold, ON L2V 4T7  
Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-685-6243  
Email: jim.bradley@niagararegion.ca  
[www.niagararegion.ca](http://www.niagararegion.ca)

---

October 21, 2019

The Honourable Doug Downey, Attorney General of Ontario  
Ministry of the Attorney General  
McMurtry-Scott Building  
720 Bay Street, 11<sup>th</sup> Floor  
Toronto, ON M7A 2S9

Dear Attorney General Downey,

The Region of Niagara is grateful for the work of the Niagara Community Legal Clinic, whose professionals provide meaningful access to justice for low-income people in Niagara. In light of the deep challenges Niagara faces in terms of poverty and lack of sufficient affordable housing, the services that the Niagara Community Legal Clinic provides are truly vital to our community.

It has come to our attention that the Province has proposed additional cuts to the budget of Legal Aid Ontario (LAO), the Niagara clinic's funder, to be implemented in 2020. Because our Council deeply values the work of our Niagara Community Legal Clinic, and the supports that LAO provides to citizens facing challenges in family law, criminal law, and refugee law, we request that you not implement any additional cuts to the LAO budget. We also ask that you re-invest in the Legal Aid and clinic systems, so as to address the many barriers to access to justice that our citizens face.

Thank you for your consideration.

Sincerely,

Jim Bradley, Chair  
Niagara Region

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M5G 2E5  
Tel.: 416 585-7000  
Fax: 416 585-6470

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M5G 2E5  
Tél. : 416 585-7000  
Télééc. : 416 585-6470



November 1, 2019

Dear Head of Council:

Our government understands that municipalities are closest to the people. We also know that each municipality is unique, and one size does not fit all. This approach is reflected in a number of announcements that we have made recently, which are summarized below.

### **Regional Government Review**

After careful consideration of the feedback we heard through the course of the Regional Government Review that was launched in January 2019, and in consultation with my Cabinet colleagues, our government is committed to partnering with municipalities without pursuing a top-down approach. We will work collaboratively and in partnership, and we will not impose any changes on municipalities.

### **Renewal of funding programs to identify efficiencies**

The government has announced \$143 million in funding for municipalities across the province to help lower costs and deliver important services to residents over the long term. The new programs include:

#### **Audit and Accountability Fund**

- We will extend funding for 39 large urban municipalities, by providing up to \$6 million annually for three years beginning in fiscal year 2020-21. More information on the application process will follow in the coming months.

#### **Municipal Modernization Program**

- Building on Ontario's previous investment to modernize municipal service delivery, 405 small and rural municipalities will have access to an application-based program, which will provide up to \$125 million until 2022-23. The first round of funding under this program will be available in the current provincial fiscal year to support service delivery reviews, similar to the types of reviews eligible under the Audit and Accountability Fund. Details on eligibility and application process for this year's funding are coming soon.



### **Municipal Fiscal Year**

The government is committed to consulting with the municipal sector in 2020 on the alignment of the municipal fiscal year with the Province's. We believe municipalities will be able to provide valuable input regarding how the current budget cycles affect funding allocations for their programs – and if aligning the municipal and provincial budget cycles could enhance public transparency and improve program and service delivery.

### **Voters' List**

Our government is also proposing to work with Ontario's Chief Electoral Officer to eliminate duplication by combining the provincial and municipal voters' lists and giving Elections Ontario the responsibility of managing one voters' list.

### **Ontario Municipal Partnership Fund**

In addition, I would like to highlight that the Minister of Finance recently sent out letters to all Heads of Council regarding the 2020 Ontario Municipal Partnership Fund (OMPF) allocations. This is the earliest that OMPF allocations have ever been announced. As indicated in that letter, the government is maintaining the current structure of the OMPF for 2020.

Thank you for your ongoing commitment to delivering efficient, effective and modern services to the people of Ontario. I look forward to continuing to work together to help the people and businesses in communities across our province thrive.

Sincerely,

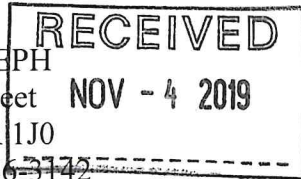


Steve Clark  
Minister of Municipal Affairs and Housing

c: The Honourable Rod Phillips, Minister of Finance



THE TOWNSHIP OF ST. JOSEPH  
P.O. Box 187, 1669 Arthur Street  
Richards Landing, Ontario P0R 1J0  
Ph: 705-246-2625 Fax: 705-246-3142  
[www.stjosephtownship.com](http://www.stjosephtownship.com)



Oct 15, 2019

The Municipality of Mississippi Mills  
Jeanne Harfield, Deputy Clerk  
3131 Old Perth Road  
RR #2, PO Box 400  
Almonte, ON  
K0A 1A0

Dear Jeanne Harfield

Thank you for your resolution of September 17, 2019 endorsing and supporting the resolution of the Municipality of Bluewater calling on the Ministry of the Environment, Conservation and Parks to review and implement a deposit/return program for all single use plastic, aluminum and metal drink containers.

At its meeting of October 9, 2019, the Council of The Township of St. Joseph supported your resolution. Council also believes that the producer responsibility for single use containers has not been adequately addressed by the Province of Ontario, and that the Province of Ontario should review current producer requirements.

If you require additional information, or support, please do not hesitate to contact me. You have the full support of this municipality.

Yours truly,

Carol O. Trainor, A.M.C.T.  
Clerk Administrator

sg  
cc. Premiere Doug Ford  
Minister of Environment Conservation and Parks, Jeff Yurek  
MPP Michael Mantha



2297 Highway 12,  
PO Box 130  
Brechtin, Ontario L0K 1B0  
p.705-484-5374  
f.705-484-0441

November 7, 2019

Honourable Jeff Yurek  
Minister of Environment, Conservation and Parks  
College Park 5th Floor  
777 Bay St  
Toronto, ON M7A 2J3

**Re: Conservation Authority Exit Clause**

The Council of the Corporation of the Township of Ramara passed the following motion at their regular meeting held October 28, 2019, unanimously by a recorded vote:

WHEREAS the TOWNSHIP OF RAMARA has consistently expressed its view that its watershed conservation authorities are duplicative, financially unaccountable, in conflict with citizens and private property rights;

AND WHEREAS the TOWNSHIP OF RAMARA has encountered the regulatory obstacles to challenge the arbitrary, inefficient, non-transparent, and unsustainable municipal levy forced upon it annually by its watershed conservation authorities;

AND WHEREAS the TOWNSHIP OF RAMARA questions the efficacy and relevance of its watershed conservation authorities' programs and services and their performance in achieving the goals of conservation and environmental stewardship;

AND WHEREAS the TOWNSHIP OF RAMARA finds the current Conservation Authorities Act, 1990, R.S.O. 1990, c. C.27 and its proscribed regulations inconsistent and obsolete;

AND WHEREAS the Minister of Environment, Conservation, and Parks the Honourable Jeff Yurek signaled the province's intent to reconsider and update the Conservation Authorities Act, 1990, R.S.O. 1990, c. C.27 and its proscribed regulations;

THEREFORE BE IT RESOLVED THAT: the TOWNSHIP OF RAMARA support the province's determination that the existing Conservation Authorities Act, 1990, R.S.O. 1990, c. C.27 and its proscribed regulations require review;

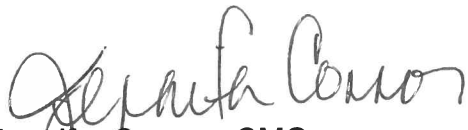
AND THAT the TOWNSHIP OF RAMARA signal to the Ministry of the Environment, Conservation, and Parks of its willingness to participate in all consultations and submissions to the same;

AND THAT further the TOWNSHIP OF RAMARA signal its express desire that an exit clause be provided in any new Conservation Authorities Act to permit municipalities that determine the objects of conservation and environmental stewardship can be provided by alternative governance, programs, and/or services to exist costly and unwarranted conservation authority(ies) jurisdiction(s);

AND THAT this resolution be forwarded the Minister of the Environment, Conservation, and Parks, the Honourable Jeff Yurek, Conservation Ontario, Ontario's thirty-six conservation authorities, and all upper and lower-tier Ontario municipalities.

I trust the above is self-explanatory however if you require further information or clarification, please contact me.

Yours truly,



Jennifer Connor, CMO  
Legislative Services Manager/Clerk

JC/cw

c.c. Jill Dunlop, MPP  
Conservation Ontario  
Ontario Conservation Authorities  
Ontario Municipalities

Ministry of Municipal Affairs  
and Housing

Ministère des Affaires municipales  
et Logement

Municipal Services Division

Division des services aux municipalités

777 Bay Street, 16<sup>th</sup> Floor  
Toronto ON M5G 2E5  
Telephone: 416-585-6427

777, rue Bay, 16<sup>e</sup> étage  
Toronto ON M5G 2E5  
Téléphone: 416-585-6427



November 12, 2019

Dear Municipal Administrator,

Further to the November 1, 2019 letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing, I am writing to provide additional information about Ontario's new Municipal Modernization Program and advise that Intake 1 under the program is now open.

Under the Municipal Modernization Program, the province is making up to \$125 million available through 2022-23 to help 405 small and rural municipalities conduct new service delivery reviews, implement recommendations from previous reviews and undertake a range of projects, such as IT solutions or process improvements, to achieve cost savings and efficiencies.

Program guidelines and an Expression of Interest form for Intake 1 of the program are attached. Eligible projects under Intake 1 are reviews of municipal service delivery expenditures by independent third-party reviewers that will be completed by June 30, 2020. I encourage you to consider how your municipality might benefit from participation in Intake 1 of the Municipal Modernization Program and submit an Expression of Interest by December 6, 2019. Please see the attached guidelines for details about the program and how to apply.

Under future intakes of the program, municipalities will have the opportunity to apply for projects aimed at implementing service delivery efficiencies to achieve cost savings, in addition to service delivery reviews. Intake 2 under the program is planned for Spring/Summer 2020, with additional intakes expected through 2022-23. Participation in Intake 1 is not a requirement for participation in future intakes.

I look forward to continuing to work together to support your municipality in delivering efficient, effective and modern services for your residents. If you have questions about the program, I encourage you to reach out to your Municipal Services Office contact or email the ministry at [Municipal.Programs@ontario.ca](mailto:Municipal.Programs@ontario.ca).

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Wallace", written over a blue horizontal line.

Marcia Wallace  
Assistant Deputy Minister

c. Municipal Treasurer



# COUNCIL CALENDAR

## November 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5 6pm Council	6	7	8	9
10	11 <b>Remembrance Day Office Closed</b>	12	13 Eastern Ontario Local Food Conference →	14	15	16
17	18	19 8am CEDC 6pm Council	20 3pm AAC 5:30 pm CoA	21 7am Business Breakfast  Sp Council – All Day Budget	22	23
24	25 2:30pm PWAC	26 9:30 am Policing 3pm Parks & Rec	27 2:30 Library Board (Pakenham) 5pm Heritage	28 9am Fin & Pol	29 OAPSB Zone 2 Gananoque	30





# COUNCIL CALENDAR

## December 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 6pm Council	4	5	6	7
8	9	10 6pm Sp Council Budget	11	12	13	14
15	16	17 8am CEDC 6pm Council	18 3pm AAC 5:30 pm CoA	19 9am Fin & Pol	20	21
22	23	24 <b>Office Closes at 12:00 pm</b> Christmas Eve	25 <b>Office Closed</b> Christmas Day 	26 <b>Office Closed</b> Boxing Day	27 <b>Office Closed</b>	28
29	30 <b>Office Closed</b>	31 <b>Office Closed</b> New Year's Eve 				



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

**BY-LAW NO. 19-111**

**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 Part of Block 13, Plan 27M-90, in order to accommodate the development of one (1) semi-detached dwelling;

**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-90, Part Block 13, described as Parts 1-6 inclusive on Reference Plan 27R-11339, 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 19<sup>th</sup> day of November, 2021, 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 19<sup>th</sup> day of November, 2019.

---

Christa Lowry, Mayor

---

Jeanne Harfield, Acting Clerk

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

**BY-LAW NO. 19-112**

**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 Part of Block 13, Plan 27M-90, in order to accommodate the development of one (1) semi-detached dwelling;

**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-90, Part Block 13, described as Parts 1-8 inclusive on Reference Plan 27R-11349, 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 19<sup>th</sup> day of November, 2021, 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 19<sup>th</sup> day of November, 2019.

---

Christa Lowry, Mayor

---

Jeanne Harfield, Acting Clerk

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

**BY-LAW NO. 19-113**

**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 Part of Block 13, Plan 27M-90, in order to accommodate the development of one (1) semi-detached dwelling;

**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-90, Part Block 13, described as Parts 1-3 inclusive on Reference Plan 27R-11347, 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 19<sup>th</sup> day of November, 2021, 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 19<sup>th</sup> day of November, 2019.

---

Christa Lowry, Mayor

---

Jeanne Harfield, Acting Clerk

## THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

### BY-LAW NO. 19-114

**BEING** a by-law of the Corporation of the Municipality of Mississippi Mills to establish procedures regarding the sale of land;

**WHEREAS** Section 270 (1)1 of the Municipal Act, 2001 (S.O. 2001, c.25), requires a municipality to adopt and maintain policies with respect to the sale and other disposition of land;

**AND WHEREAS** Section 270 (1)5 requires the municipality to adopt and maintain policies with respect to the manner in which it will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public;

**AND WHEREAS** this by-law sets out how property will be sold or disposed of and provide a transparent process;

**AND WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills from time to time, may wish to sell or dispose of surplus land;

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

#### 1. DEFINITIONS

For the purposes of this by-law:

- a) "Abutting Land" in the case of the disposal of a closed road or highway, abutting land refers to a property that is immediately to the side of the road or highway, but does not include a property which touches either end of the road or highway. With respect to any other land disposal, abutting land is any real property which touches the Municipality's land parcel.
- b) "CAO" means the Chief Administrative Officer of the Municipality, or their delegate.
- c) "Non-viable Land" means land that is deemed as being a potential liability to the Municipality and is determined to be of a size, shape or nature for which there is no general demand or market.
- d) "Sale" includes a lease of twenty-one years or longer.
- e) "Surplus Land" means all viable land owned by the Municipality that is not required to meet the current or future program or operational needs of the Municipality.
- f) "Market Value" means the highest price a willing buyer would pay and a willing seller would accept, both parties being fully informed, and the real property being marketed for a reasonable period of time.
- g) "Municipality" means the Corporation of the Municipality of Mississippi Mills.

- h) "Registered Owner" means the owner last identified on the Municipal Tax Assessment Roll.
- i) "Viable Land" means land which can be granted a building permit for development purposes.

## **2. COMMON PROCEDURES FOR THE DISPOSAL OF SURPLUS LAND**

- a) Council shall adopt and maintain a registry of lands surplus to the needs of the Municipality as Schedule "A" of this bylaw. Such maintenance may include the addition or removal of lands from the registry in consultation with the CAO and senior staff.
  - i. In each case, Council will identify whether the land included on the registry is deemed to be a viable or non-viable asset.
- b) The CAO shall obtain an appraisal of the fair market value of the surplus land unless exclusion of an appraisal is authorized by resolution of Council:
  - i. an appraisal obtained on a group of properties or on an individual property within the same zone of the surplus lands, may be used as the basis of calculating the fair market value of the subject site provided:
    - 1) such original appraisal has been obtained not more than three (3) years prior to the acceptance of an offer to purchase; and
    - 2) the Committee of the Whole is satisfied the original appraisal is an appropriate base for such calculation.
- c) The CAO shall ensure public notice is given of the proposed sale or disposition in the following manner:
  - i. Written notice is provided to the registered owner of abutting land by registered mail;
  - ii. Notice, as described in Schedule "C" of this bylaw, is posted on the Municipality's website for a period of not less than 14 days;
  - iii. Notice, as described in Schedule "C" of this bylaw, is posted in a newspaper that, in the opinion of the CAO, is of sufficient general circulation in the Municipality to give the public reasonable notice of the sale;
  - iv. Is posted within the Committee of the Whole-Council agenda package in the form of a staff report.

## **3. SALE BY REQUEST OF PURCHASER**

- a) Where the Municipality is approached by an interested purchaser to divest of a parcel of land, a written request by the purchaser will be directed to the CAO. The letter must contain the following information:
  - i. The Municipal Address of the individual;
  - ii. Contact information for the purchaser;
  - iii. Reasons for the request to purchase the land including the proposed or intended use;
  - iv. The address, legal description, or parcel map of the lands;
- b) The CAO will verify that the lands in question are owned by the Municipality and that

they are included on the registry of surplus lands and declared to be a non-viable asset.

- c) If the lands are deemed to be surplus to the needs of the organization, the CAO will respond to the purchaser and continue with the disposal of the lands in accordance with the provisions of Section 2 c) and d) and Section 5 c) and d).
- d) If the lands are deemed to be necessary to the needs of the organization, the CAO will respond to the purchaser to confirm that the lands are not deemed surplus.

#### **4. SALE BY SEALED TENDER**

- a) The notice of sale of surplus lands by tender shall be provided in accordance with the common procedure of Section 2.
- b) Standard procedures for opening of sealed tenders shall be followed.
- c) The CAO shall present a summary of all tenders received to the first meeting of Committee of the Whole following the opening of tenders. The Committee shall make their recommendation to Council in open session.
- d) Council shall confirm the sale of the land to the purchaser with the adoption of the appropriate by-law.

#### **5. SALE OF LAND (MARKETED)**

- a) When Council deems it appropriate, an agreement to market certain land within the Town, may be signed with one or more Real Estate Agencies with a business address in the Town.
- b) The CAO shall negotiate the sale of the subject land(s) and present Agreements of Purchase and Sale to the Committee of the Whole in camera for consideration. The Committee shall make their recommendation to Council in open session.
- c) The Council shall then give notice to the public of the proposed sale of the land. Notice to the public shall be provided in the manner outlined in the Municipality's Notice By-law.
- d) Council shall confirm the sale of the subject land with the adoption of the appropriate by-law.
- e) Upon completion of the sale, if appropriate, the successful realtor shall be paid the applicable commission for the sale of the subject land.

#### **6. DISPOSITION OF NON-VIABLE LAND**

- a) When Council deems that land is "non-viable", an agreement may be reached with an abutting land owner or owners for transfer of the lands. Council will determine on a case by case basis whether transfer of the lands shall be required to one or all abutting land owners, though for zoning compliance reasons it shall be required that the land be transferred to an abutting land owner(s).
- b) Where the disposition of "non-viable" land is initiated by the Municipality:

- v. The Municipality shall write to all adjacent landowners to declare the Municipality's intention to dispose of the "non-viable" land.
  - vi. The Municipality shall inquire if each adjacent landowner has an interest in the "non-viable" land requesting a response within 28 days.
- c) "Non-viable" lands transferred to an abutting land owner will be subject to an application for consent for the purpose of a lot addition in accordance with Section 51 of the Planning Act.
- i. Where the transfer is initiated by the Municipality, the Municipality will waive the Municipal Consent application fee and will evenly cost-share the associated costs of the survey and land transfer taxes and legal fees.
  - ii. Where the transfer is initiated by the purchaser, the purchaser will be responsible for all costs associated with the transaction including but not limited to: the survey, the consent application fees, land transfer taxes and legal fees.
- d) The CAO shall negotiate the disposition of the "non-viable" land and present Agreements of Purchase and Sale to the Committee of the Whole in camera for consideration. The Committee shall make a recommendation to Council in open session.
- e) Council shall confirm the transfer of the "non-viable" land with the adoption of the appropriate by-law.

**7. NOTICE ON CLOSING AND SALE OF A PUBLIC HIGHWAY**

- a) The provisions for giving Notice on the closing and sale of a public highway, which is surplus land to the requirements of the Municipality, shall be provided in accordance with the Municipality's Notice By-law.

**8. CERTIFICATE OF COMPLIANCE**

- a) The CAO may issue a certificate verifying compliance with the provisions of the Municipal Act in the form of Schedule "B"

**9. REPEAL**

- a) By-law No. 09-41 is hereby repealed in its entirety.

**BY-LAW** read, passed, signed and sealed in open Council this 19<sup>th</sup> day of November, 2019.

\_\_\_\_\_  
Christa Lowry, Mayor

\_\_\_\_\_  
Jeanne Harfield, Acting Clerk



SCHEDULE 'A' TO BY-LAW NO. 19-114

REGISTRY OF SURPLUS LAND

Roll Number	Area (Acres)	Area (m <sup>2</sup> )	Ward	Legal Description / Address	Land Use	Serviced	Servicable	Appraised Value
0931-020-020-08400-0000	0.41	1673.94	Almonte	PLAN 6262 LOT 53 LOT 54 MAUDE ST	Residential	N	N	
<b>0931-020-020-04700-0000</b>	0.81	3268.63	Almonte	34 VICTORIA ST	Residential	N	N	
0931-020-020-11500-0000	0.58	2329.62	Almonte	PLAN 6262 BLK C LOTS 1 TO 4	Residential	N	N	
0931-020-020-16700-0000	0.85	3422.95	Almonte	PLAN 6262 LOTS 5 TO 10	Residential	N	N	
0931-020-020-15200-0000	0.69	2798.29	Almonte	PLAN 6262 LOT 21 TO 25	Residential	N	N	
0931-020-020-16600-0000	0.40	1630.21	Almonte	PLAN 6262 LOTS 16 TO 18	Residential	N	N	
0931-020-020-19100-0000	0.13	526.62	Almonte	PLAN 6262 LOT 19 MCDERMOTT ST	Residential	N	N	
0931-020-020-11600-0000	0.25	995.07	Almonte	PLAN 6262 BLK C LOT 7 LOT 8	Residential	N	N	
0931-020-020-15000-0000	0.25	1025.04	Almonte	PLAN 6262 LOT 4 LOT 10 ADELAIDE ST	Residential	N	N	
0931-020-020-16800-0000	0.88	3551.36	Almonte	PLAN 6262 LOT 11 TO 14 19 AND 20	Residential	N	N	
0931-020-020-11300-0000	0.82	3330.33	Almonte	PLAN 6262 BLK A LOTS 67 TO 70	Residential	N	N	
0931-020-020-11400-0000	1.19	4812.80	Almonte	PLAN 6262 BLK A LOTS 61 TO 66	Residential	N	N	
0931-020-025-17801-0000	1.34	5435.17	Almonte	Industrial Drive	Industrial	N	Y	110,000 / acre

SCHEDULE 'B' TO BY-LAW NO. 19-114

**CERTIFICATE OF COMPLIANCE**

**FORM FOR USE WITH SECTION 270 OF THE MUNICIPAL ACT**

Certificate of Compliance with Section 270 of The Municipal Act in the sale of land described as:

\_\_\_\_\_

*(description may be attached)*

I, \_\_\_\_\_, Chief Administrative Officer of the Corporation of the Municipality of Mississippi Mills certify that:

1. The Municipality passed By-law \_\_\_\_\_ on \_\_\_\_\_.  
*(# if applicable) (date)*

It is a procedural by-law for the purposes of the sale of land and was in force on the date of the sale of the land described above.

3. An appraisal of the fair market value of the land was obtained on \_\_\_\_\_  
*(complete only if applicable) (date)*

4. The land sale is exempt from the requirement to obtain an appraisal of its fair market value under the following exemption: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Public notice of intent to sell the land was given by the following method(s):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
*(describe method(s))*

on the following date(s): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**NOTIFICATION OF SALE OF SURPLUS LAND**

**Municipality of Mississippi Mills**

**SALE OF LAND  
PUBLIC NOTICE**

**TAKE NOTICE** that the Council of the Municipality of Mississippi Mills is interested in selling the following parcel of land:

Unopened Road Allowance known as Maitland Street on PLAN 6262 in the Town of Almonte, located adjacent to the property known municipally as 216 Strathburn Street. (PINS 05088-0149 and 05088-0148)

(INSERT BLACK AND WHITE LOCATION MAP)

A reserve bid will apply to the sale of the lands.

Interested purchasers are requested to submit an offer to purchase in a sealed envelope clearly marked "Sale of Land" to the Chief Administrative Officer at the Municipal Office, 3131 Old Perth Road, Almonte Ontario K0A 1A0.

Offers to purchase will be accepted until noon on Tuesday, \_\_\_\_\_, 202\_\_.  
Successful purchasers will be contacted by the Chief Administrative Officer in the week following.

DATED: \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_, 202\_\_  
Chief Administrative Officer  
613-256-2064 x 220

## THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

### BY-LAW NO. 19-115

**BEING** a by-law to amend By-law No. 11-83 being the Zoning By-law for the Municipality of Mississippi Mills.

**WHEREAS** the Council of the Corporation of the Municipality of Mississippi Mills passed Zoning Bylaw 11-83, known as the Zoning By-law, to regulate the development and use of lands within the Municipality;

**NOW THEREFORE** the Council of the Corporation of the Municipality of Mississippi Mills pursuant to Section 34 of the *Planning Act*, R.S.O. 1990, Chapter P.13, enacts as follows:

1. That Schedule 'A' to By-law No. 11-83, as amended, is hereby further amended by changing thereon the zoning of the lands identified on the attached Schedule "A" as "Residential First Density" (R1), which are legally described as Part of Lot F Plan 6262, Almonte Ward, Municipality of Mississippi Mills.
2. That By-law No. 11-83, as amended, is hereby further amended by replacing Section 40.3.10 with the following:  
*[By-law #15-74, #19-xx] Notwithstanding their "D" zoning designation, lands designated as "D-10" on Schedule 'A' to this by-law, may be used in accordance with the D zone provisions contained in this by-law, excepting however that:*
  - 1) *the minimum lot frontage shall be 25.62 m (84 ft); and*
  - 2) *the minimum lot area shall be 8.55 ha (21.13 ac).*
3. This By-Law takes effect from the date of passage by Council and comes into force and effect pursuant to the provisions of the *Planning Act*, R.S.O. 1990, Chapter P.13.

**BY-LAW** read, passed, signed and sealed in open Council this **19<sup>th</sup> day of November, 2019.**

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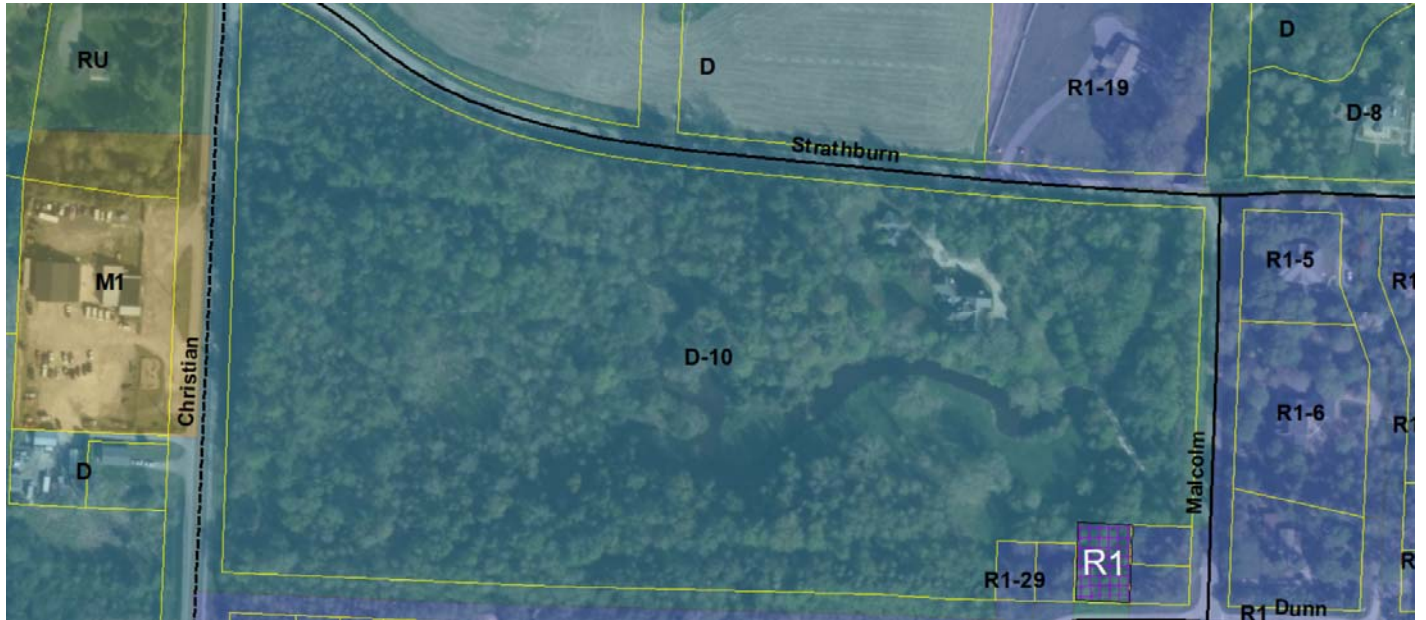
Christa Lowry, Mayor

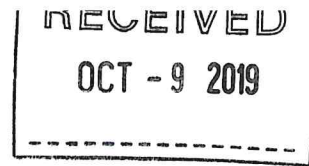
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Jeanne Harfield, Acting Clerk

SCHEDULE 'A'  
TO BY-LAW NO. 19-115

Zoning Bylaw Application Z-14-19  
Part of Lot F PLAN 6262  
Almonte Ward, Municipality of Mississippi Mills  
Municipally 297 Strathburn Street





September 30, 2019

MISSISSIPPI MILLS, TOWN OF  
3131 Old Perth Road,  
Almonte ON  
K0A 1A0

**RE: Industry funding for Municipal Blue Box Recycling for the second quarter of the 2019 Program Year**

Dear Mayor and Members of Council:

Stewardship Ontario provides payments to municipalities and First Nations equal to 50% of the total net costs incurred by those communities as a result of the Blue Box Program. Payments are made on a quarterly basis. The funding for these payments comes from companies that produce, import and sell packaging and printed paper to Ontario residents.

RPRA is responsible for setting payments to individual communities. Further details with respect to the RPRA Board's determination of the 2019 obligation and the allocation to individual municipalities and First Nations is available on the RPRA website ([www.rpra.ca/blue-box](http://www.rpra.ca/blue-box)).

Thank you for your ongoing dedication to resource recovery and reutilization.

Sincerely,



David Pearce  
Supply Chain Officer  
Stewardship Ontario

**MOTION**  
**COUNCIL FOR THE**  
**[INSERT NAME OF MUNICIPALITY]**

**MUNICIPALITIES CALL ON PROVINCE TO ENSURE ITS**  
**“MADE-IN-ONTARIO ENVIRONMENT PLAN”**  
**INCLUDES MUNICIPAL “RIGHT TO APPROVE” LANDFILL DEVELOPMENTS**

**WHEREAS** municipal governments in Ontario do not have the right to approve landfill projects in their communities, but have authority for making decisions on all other types of development;

**AND WHEREAS** this out-dated policy allows private landfill operators to consult with local residents and municipal Councils, but essentially ignore them;

**AND WHEREAS** Ontario’s proposed “Made-in-Ontario Environment Plan” states that the province will grant municipalities a “greater say in siting of landfills”;

**AND WHEREAS** municipalities already have exclusive rights for approving casinos and nuclear waste facilities within their communities, whether to host cannabis retail in their communities, **AND FURTHER** that the province has recognized the value of municipal approval for the siting of power generation facilities;

**AND WHEREAS** the recent report from Ontario’s Environmental Commissioner has found that Ontario has a garbage problem, particularly from Industrial, Commercial and Institutional (ICI) waste generated within the City of Toronto, where diversion rates are as low as 15%;

**AND UNLESS** significant efforts are made to increase recycling and diversion rates, a new home for this Toronto garbage will need to be found, as landfill space is filling up quickly;

**AND WHEREAS** municipalities across Ontario are quietly being identified and targeted as potential landfill sites for future Toronto garbage by private landfill operators;

**AND WHEREAS** other communities should not be forced to take Toronto waste, as landfills can contaminate local watersheds, air quality, dramatically increase heavy truck traffic on community roads, and reduce the quality of life for local residents;

(over)



**AND WHEREAS** municipalities should be considered experts in waste management, as they are responsible for this within their own communities, and often have decades' worth of in-house expertise in managing waste, recycling, and diversion programs;

**AND WHEREAS** municipalities should have the exclusive right to approve or reject these projects, and assess whether the potential economic benefits are of sufficient value to offset any negative impacts and environmental concerns;

**THEREFORE BE IT RESOLVED THAT** the **[INSERT NAME OF MUNICIPALITY]** calls upon the Government of Ontario, as part of its "Made-in-Ontario Environment Plan" to formally entrench the right of municipalities to approve or reject landfill projects in or adjacent to their communities;

**AND THAT** in the case of a two-tier municipality, the approval be required at both the upper-tier and affected lower-tier municipalities;

**AND FURTHER THAT** the **[INSERT NAME OF MUNICIPALITY]** encourage all other municipalities in Ontario to consider this motion calling for immediate provincial action;

**AND THAT** the **MOTION** adopted by Council be forwarded to the **DEMAND THE RIGHT COALITION OF ONTARIO MUNICIPALITIES**.

## Jeanne Harfield

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**From:** [REDACTED]  
**Sent:** October 22, 2019 5:30 PM  
**To:** Jeanne Harfield; Christa Lowry; Rickey Minnille; Denzil Ferguson; Jan Maydan; Bev Holmes; Cynthia Guerard; John Dalgity  
**Subject:** [BULK] Congratulations to Lanark County! Please add as communication

Dear Clerk,

Please add this to the agenda as communication. Thanks!

Dear Mayor, Deputy Mayor and Councillors,

Congratulations to Lanark County Public Works Business Manager Janet Tysick and Vegetation Management Intern Michelle Vala on receiving the Best Roadside Management Award from the North American Pollinator Protection Campaign! Coming soon after Warden Kidd proclaimed the Mayor's Monarch Pledge in June, Friends of Lanark County (FOLC) are delighted that County Staff has worked so hard to reduce herbicide use and has moved forward in protecting pollinator habitat.

FOLC was happy to have been part of the solution, collaborating with experts, organizing Adopt-A-Road teams and getting our gloves dirty pulling parsnip, holding educational events and native plant sales, and demonstrating how invasives can be managed without the use of untested chemical mixtures, earning the thanks of CAO Kurt Greaves for being the impetus for change.

We should all be proud of the unpaid volunteers who continue to bring forward ideas for ensuring healthy pollinator corridors, such as the adoption of roads and bridges, and innovative mowing strategies and timelines that foster native roadside plantings.

But there's still so much to do. Roadsides that have been sprayed continue to have less diversity than unsprayed adopted roads, and these will take time and much work to recover, especially those sensitive pollinator corridors that run through agricultural areas of the County. This can only happen if Council adopts a *Strategic* Vegetation Management Plan that adopts the Precautionary Principle and makes herbicides the weapon of last resort.

Friends of Lanark County will continue to encourage Council and Staff to eliminate the use of herbicides and their residues on roadsides so these habitats can be fully restored for the benefit of all flora, fauna and human health.

We look forward to positive next steps.

Yours truly,  
Sonia Cirka  
Friends of Lanark County

**Ontario Municipal Partnership Fund (OMPF)**  
**2020 Allocation Notice**



**Town of Mississippi Mills**  
**County of Lanark**

0931

In 2020, the Province is providing the Town of Mississippi Mills with \$890,600 in funding through the OMPF, which is the equivalent of \$151 per household.

<b>A</b>	<b>Total 2020 OMPF</b>	<b>\$890,600</b>
	1. Assessment Equalization Grant Component	-
	2. Northern Communities Grant Component	-
	3. Rural Communities Grant Component	\$772,600
	4. Northern and Rural Fiscal Circumstances Grant Component	\$118,000
	5. Transitional Assistance	-

<b>B</b>	<b>Key OMPF Data Inputs</b>	
	1. Households	5,897
	2. Total Weighted Assessment per Household	\$351,624
	3. Rural and Small Community Measure	99.7%
	4. Farm Area Measure	n/a
	5. Northern and Rural Municipal Fiscal Circumstances Index	2.0
	6. 2020 Guaranteed Level of Support	85.0%
	7. 2019 OMPF	\$863,300

*Note: See line item descriptions on the following page.*

# Ontario Municipal Partnership Fund (OMPF)

## 2020 Allocation Notice

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Town of Mississippi Mills

0931

County of Lanark

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### 2020 OMPF Allocation Notice - Line Item Descriptions

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Sum of 2020 OMPF grant components and Transitional Assistance, which are described in the 2020 OMPF

**A** Technical Guide. This document can be accessed on the Ministry of Finance's website at:

<http://www.fin.gov.on.ca/en/budget/ompf/2020>

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**A5** If applicable, reflects the amount of transitional support provided to assist the municipality in adjusting to year-over-year funding changes.

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**B1** Based on the 2019 returned roll from the Municipal Property Assessment Corporation (MPAC).

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**B2** Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.

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**B3** Represents the proportion of a municipality's population residing in rural areas and/or small communities. For additional information, see the 2020 OMPF Technical Guide, Appendix A.

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**B4** Represents the percentage of a municipality's land area comprised of farm land. Additional details regarding the calculation of the Farm Area Measure are provided in the 2020 OMPF Technical Guide, Appendix B.

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**B5** Measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province, and ranges from 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances. For additional information, see the 2020 OMPF Technical Guide, Appendix D.

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**B6** Represents the guaranteed level of support the municipality will receive through the 2020 OMPF. For additional information, see the 2020 OMPF Technical Guide.

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**B7** 2019 OMPF Allocation Notice (Line A).

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*Note: Grant components and Transitional Assistance are rounded up to multiples of \$100.*

**Ministry of Natural  
Resources and Forestry**

Strategic and Indigenous  
Policy Branch

Policy Division

300 Water Street  
3<sup>rd</sup> Floor North  
Peterborough ON K9J 3C7  
Tel: 705-755-1727

**Ministre des Richesses  
naturelles et des Forêts**

Direction des politiques relatives aux  
stratégies et aux affaires autochtones

Division de la politique

300, rue Water  
3e étage Nord  
Peterborough (Ontario) K9J 3C7  
Tél.: 705-755-1727



October 29, 2019

Re: Environmental Registry notice (019-0732) by the Ministry of Natural Resources and Forestry regarding proposal to amend three statutes and make a new regulation

Greetings,

The Ministry of Natural Resources and Forestry (MNRF) is proposing legislative changes to seven statutes and to make a new regulation under the *Lakes and Rivers Improvement Act*. The legislative changes are part of the proposed *Better for People, Smarter for Business Act, 2019*. If passed, these changes are intended to support the government's commitment to reduce unnecessary red tape and regulatory burden and modernize government to be simpler, faster and more cost-effective, while ensuring the sustainable use of natural resources and public health and safety are not compromised.

A proposal to amend the following three Acts and propose a new regulation is posted on the Environmental Registry.

1. *Crown Forest Sustainability Act, 1994*
2. *Oil, Gas and Salt Resources Act*
3. *Lakes and Rivers Improvement Act* and new Minister's regulation under the Act

The proposed amendments and new regulation are described below:

- Proposed amendments to the *Crown Forest Sustainability Act, 1994*, would if passed:
  - Enable the issuance of a "permit" to allow a person to remove forest resources from a Crown forest for non-forestry purposes.
  - Modernize the requirements for annual work schedules by removing the requirement for MNRF approval.
  - Enable the Minister to extend a Forest Management Plan.

- Proposed amendments to the *Oil, Gas and Salt Resources Act*, would if passed:
  - Allow future regulations to be made, where appropriate, to relieve existing activities from requirements that would apply to new activities.
  - Enable the use of a rules-in-regulation approach, or the mandatory issuance of approvals for more activities, subject to conditions and requirements that would be set out in regulation intended to streamline approvals for the specified activities.
  - Clarify the types of geological evaluation and testing activities captured by the definition of “well”.
  
- Proposed amendments to the *Lakes and Rivers Improvement Act*, would if passed:
  - Create a new Minister’s regulation-making authority in the Lakes and Rivers Improvement Act to allow the Minister to require some owners of electricity-producing dams to, where necessary, assess, monitor and report on methyl mercury related impacts to water and fish.
  - Amend an existing authority to incorporate guidelines by reference in the regulations.

#### Regulation Proposal

- If the proposed Lakes and Rivers Improvement Act legislative amendment is passed, the ministry proposes to develop a subsequent Minister’s regulation that if made, would require some dam owners of electricity-producing dams to, where necessary, assess, monitor and report on mercury levels in surface water and/or fish tissue. We are also seeking comments on this proposed regulation via this notice.

Owners of the twelve existing dams that currently have mercury assessment, monitoring and reporting requirements established through Ministry of Environment, Conservation and Parks issued Permits to Take Water, would, if the regulation is made, continue these requirements under the authority of the Lakes and Rivers Improvement Act and reporting would be to the Ministry of Natural Resources and Forestry. Each of these twelve Permits to Take Water were subject to consultation prior to their issuance.

New or significantly redeveloped electricity-producing dams may, if the regulation is made, require assessment, monitoring and reporting of mercury, where there is a new or expanded head pond area and/or where there are identified risks associated with human consumption of fish.

The Ministry of Environment, Conservation and Parks is concurrently consulting on a proposal to amend the Ontario Water Resources Act Permit to Take Water requirements for electricity-producing facilities. For more information, please visit <https://ero.ontario.ca> and enter 019-0545 in the search to view this Environmental Registry notice.

In addition, there are other administrative and housekeeping changes proposed for the *Crown Forest Sustainability Act, 1994* and the *Oil, Gas and Salt Resources Act*.

All proposed changes to MNRF statutes appear in the proposed *Better for People, Smarter for Business Act, 2019*, which can be found through the following link to the Bill on the Legislative Assembly, <https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-132> .

MNRF recognizes that this proposal may be of interest to you. To view the Environmental Registry notice, please visit <https://ero.ontario.ca> and enter 019-0732 in the search.

Proposed changes to the *Aggregate Resources Act* are also included in the proposed *Better for People, Smarter for Business Act, 2019* and are the subject of a separate registry proposal posting. For more information, please visit Environmental Registry of Ontario and enter 019-0556 in the search. Please note the posting related to proposed changes to the *Aggregate Resources Act* will close on November 4, 2019.

We invite you to contact Tigist Abebe at 416-314-0961 or [SIPB@ontario.ca](mailto:SIPB@ontario.ca) with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'T. Gierk', written in a cursive style.

Tosh Gierk  
A/Director  
Strategic and Indigenous Policy Branch  
Policy Division





**Municipality of Mississippi Mills**  
**PENDING LIST**  
**November 15, 2019**

<b>Title</b>	<b>Department</b>	<b>Comments/Status</b>	<b>Report to Council (Date)</b>
Community Official Plan (COP) Registry	Planning	Quarterly Updates, invitation sent to County to present to Council	Every Quarter
Strategic Plan	CAO	Ongoing	Q4
Procedural By-law	Clerks	Comprehensive review of the Procedural By-law	Q4