



**Municipality of Mississippi Mills**

**COUNCIL AGENDA**

**Tuesday, January 8, 2019**

**6:00 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 (6:00)**

**B. CONSIDERATION OF A CLOSED SESSION**

[None]

**C. O CANADA**

**D. ATTENDANCE**

**E. APPROVAL OF AGENDA**

**F. DISCLOSURE OF PECUNIARY INTEREST**

**G. APPROVAL OF MINUTES**

Council Minutes dated December 18, 2018

Pages 4-10

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

1. Mark Joynes, MM2020  
Re: Overview of Project and Status Update

Pages 11-13

Recommendation:

That the delegation by Mark Joynes, MM2020 re: Overview of Project and Status Update, be received.

2. Joe Princiotta and Joe Price  
Re: 7 Mill St. Development (Italian Restaurant)

Page 14

Recommendation:

That the delegation by Joe Princiotta and Joe Price re: 7 Mill St. Development, be received.

3. John Naas, Blackline Consulting  
Re: Service Delivery Review - Final Report

Pages 15-33

Recommendation:

That the deputation by John Naas, Blackline Consulting re: Service Delivery Review, Final Report be received.

**I. PUBLIC MEETINGS**

[None]

**J. COMMITTEE OF THE WHOLE**

*Motion to resolve into Committee of the Whole.*

**(J.1) CONSENT ITEMS**

[None]

**(J.2) REPORTS**

[None]

**(J.3) INFORMATION ITEMS**

- Mayor's Report Page 34
- County Councillors' Report None
- Mississippi Valley Conservation Authority None
- Information List Pages 35-40
- Meeting Calendars (*January/February*) Pages 41-42

**K. RISE AND REPORT**

*Motion to return to Council Session.*

Recommendation:

That the recommendations of the Committee of the Whole for the meeting of January 8, 2019 be adopted as resolutions of Council.

**L. BY-LAWS**

*That By-laws 19-01 to 19-02 be taken as read, passed, signed and sealed in Open Council.*

- 19-01 Procedural By-law Amendment
- 19-02 Interim Tax Levy

Page 43

Page 44

**M. OTHER/NEW BUSINESS**

[None]

**N. NOTICE OF MOTION**

[None]

**O. ANNOUNCEMENTS AND INVITATIONS**

**P. CONFIRMATORY BY-LAW – 19-03**

**Q. ADJOURNMENT**



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

**Council Meeting #30-18**

**MINUTES**

A regular meeting of Council was held on Tuesday, December 18, 2018 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.

**D. ATTENDANCE**

**PRESENT:**

Mayor Christa Lowry  
Deputy Mayor John Levi  
Councillor John Dalgity  
Councillor Janet Maydan  
Councillor Bev Holmes  
Councillor Cynthia Guerard  
Councillor Denzil Ferguson

**ABSENT:**

Shawna Stone, Acting Chief Administrative Officer  
Jeanne Harfield, Acting Clerk  
Dawn McDonald, Administrative Assistant  
Nicole Dwyer, Director of Planning  
Guy Bourgon, Director of Roads and Public Works  
Trish Petrie, Environmental Compliance Coordinator

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**E. APPROVAL OF AGENDA**

**Resolution No. 553-18**  
**Moved by Councillor Ferguson**  
**Seconded by Councillor Maydan**  
**THAT** the agenda be approved as presented.

**CARRIED**

**F. DISCLOSURE OF PECUNIARY INTEREST**

[None]

**G. APPROVAL OF MINUTES****Resolution No. 554-18****Moved by Councillor Ferguson****Seconded by Councillor Dalgity****THAT** the Council Minutes dated November 20 December 4 and 11, 2018 be approved as presented.**CARRIED****H. DELEGATION, DEPUTATIONS, AND PRESENTATIONS**

1. Mark Buchanan, JL Richards  
Re: Update on Infrastructure Master Plan

Mr. Buchanan presented an update on the Municipality's infrastructure master plan including: water supply and treatment; water storage; water distribution; wastewater treatment; wastewater pumping; wastewater collection; and timing for capacity and condition upgrades.

**Resolution No. 555-18****Moved by Deputy Mayor Levi****Seconded by Councillor Guerard****THAT** the presentation by Mark Buchanan, JL Richards re: update on the Infrastructure Master Plan be received.**CARRIED****I. PUBLIC MEETINGS**

[None]

**J. COMMITTEE OF THE WHOLE****Resolution No. 556-18****Moved by Councillor Guerard****Seconded by Councillor Dalgity****THAT** Council resolve into Committee of the Whole, with Mayor Lowry in the Chair.**CARRIED****J.1 CONSENT ITEMS**

Memo – Municipal Election Voters' List

**Resolution No. 557-18****Moved by Councillor Ferguson****Seconded by Councillor Maydan****THAT** Council support the resolution from the Town of Kearney regarding the Municipal Voters' List.**CARRIED**

## CAO's Report

**Resolution No. 558-18****Moved by Councillor Holmes****Seconded by Councillor Guerard****THAT** the CAO's report – December 2018 be received.**CARRIED**

## Advisory Committee Minutes

**Resolution No. 559-18****Moved by Councillor Ferguson****Seconded by Councillor Guerard****THAT** the minutes of the Library Board dated September 17 and October 24, 2018 be received.**CARRIED**J.2 **STAFF REPORTS****Roads and Public Works**

## a. 2019 Wild Parsnip Management

**Resolution No. 560-18****Moved by Deputy Mayor Levi****Seconded by Councillor Dalgity****THAT** Council approve the recommended wild parsnip management program for 2019, to boom spray medium to heavily infested roads and spot spray areas with light/very light infestation.**DEFERRED**

ACTION: Staff to investigate public consultation options.

**Planning and Development**

## b. Cannabis Retail Opt-Out Report

**Resolution No. 561-18****Moved by Councillor Ferguson****Seconded by Councillor Holmes****THAT** Staff be directed to publish the draft Cannabis Policy Statement in conjunction with a survey to gather public feedback regarding the opt-in to cannabis retail services, with a report back to Council January 22, 2019 for final decision.**CARRIED**

- c. Cash in Lieu of Parking – 7 Mill Street Unit 2-3, Almonte ON

**Moved by Councillor Ferguson**

**Seconded by Councillor Holmes**

**THAT** Council accept the cash in lieu request for a five (5) year payment plan;

**AND THAT** a parking analysis be a strategic priority as part of the redevelopment of downtown streetscaping to investigate long-term parking solutions.

*Motion to amend*

**Resolution No. 562-18**

**Moved by Councillor Maydan**

**Seconded by Councillor Holmes**

Strike out: five (5) year payment plan

**CARRIED**

*Motion as amended*

**Resolution No. 563-18**

**Moved by Councillor Ferguson**

**Seconded by Councillor Holmes**

**THAT** Council accept the cash in lieu request;

**AND THAT** a parking analysis be a strategic priority as part of the redevelopment of downtown streetscaping to investigate long-term parking solutions.

**DEFEATED**

### **Administration**

- d. Advisory Committee – Follow-up

Council discussed potential changes to the advisory committee structure and decided that a review of the Service Delivery Review (SDR) recommendations and strategic planning options should come forward prior to making any changes to the structure.

Council recessed at 8:05 p.m. and resumed at 8:20 p.m.

- e. Hiring a Chief Administrative Officer

**Resolution No. 564-18**

**Moved by Councillor Ferguson**

**Seconded by Deputy Mayor Levi**

**THAT** Council authorize proceeding with Option 1 – recruit a permanent CAO, with respect to hiring a Chief Administrative Officer.

**CARRIED**

**ACTION:** Staff to contact Lanark County to request HR assistance with the recruitment process.

**J. 3 INFORMATION ITEMS****• Mayor's Report**

The Mayor's report outlined membership on the Rural Mayors Forum of Eastern Ontario; support for residents in Ramsay Meadows affected by water contamination; and a letter of support for the Mississippi Valley Textile Museum for nomination to the Ontario Historical Society.

**• County Councillors' Report**

Highlights: Orientation and appointments to committees complete.

**• Mississippi Valley Conservation Report**

[None]

**• Information List 16-18**

**Resolution No. 565-18**

**Moved by Councillor Maydan**

**Seconded by Councillor Ferguson**

**THAT** Information List 16-18 be received.

**CARRIED**

**• Meeting Calendars**

Amendments: none

**K. RISE AND REPORT**

**Resolution No. 566-18**

**Moved by Councillor Maydan**

**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**

**Resolution No. 567-18**

**Moved by Deputy Mayor Levi**

**Seconded by Councillor Ferguson**

**THAT** the recommendations of the Committee of the Whole for the meeting of December 18, 2018 be adopted as resolutions of Council.

**CARRIED**



**L. BY-LAWS**

Notice was provided pursuant to section 9 of the Procedural By-law 17-03 that Council intends to consider an amendment to Section 117 (a) Striking Committee at the January 8, 2019 Council meeting.

**M. OTHER/NEW BUSINESS**

1. Rezoning of Don Maynard Park

**Resolution No. 568-18****Moved by Deputy Mayor Levi****Seconded by Councillor Maydan**

**THAT** Council direct staff to commence a municipally led Official Plan and Zoning Amendment application process to recognize Block 40, Plan 69547, Almonte Ward (Don Maynard Park) as Parkland and Open Space (OS) in congruence, and advise Lanark County and the Local Planning Appeal Tribunal (LPAT).

**CARRIED**

2. MRPC Board Member Extension Request

**Resolution No. 569-18****Moved by Councillor Dalgity****Seconded by Deputy Mayor Levi**

**THAT** Council approve extending Adrian Foster and Lyman Gardiner to the Mississippi River Power Corporation (MRPC) until January 31, 2019.

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

[None]

**O. ANNOUNCEMENTS AND INVITATIONS**

[None]

**P. CONFIRMATORY BY-LAW**

By-law 18-106

**Resolution No. 570-18****Moved by Councillor Ferguson****Seconded by Councillor Maydan**

**THAT** By-law 18-106 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 18<sup>th</sup> day of December 2018, be read, passed, signed and sealed in Open Council this 18<sup>th</sup> day of December 2018.

**CARRIED**

**Q. ADJOURNMENT**

**Resolution No. 571-18**

**Moved by Councillor Maydan**

**Seconded by Councillor Dalgity**

**THAT** the meeting be adjourned at 8:52 p.m.

**CARRIED**

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Christa Lowry  
MAYOR

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Jeanne Harfield  
ACTING CLERK



### **Background on Broadband Services:**

There is no argument amongst governments, social planners and economists that access to broadband is an essential part of a country's overall economy and social development. World-wide, citizens rely on high-speed Internet to access basic services like healthcare and education as well as to improve social inclusion. While contributing to innovation by helping business processes become more efficient, broadband services in smaller rural communities can bring new entrepreneurs to a global audience.

For Mississippi Mills the involvement began over a decade ago when the Eastern Ontario Warden's Caucus (EOWC) recognized that a regional approach was required to address amongst other challenges, the broadband gaps within the 13 Counties representing over 750,000 rural residents in the Eastern Ontario region of 50,000 km<sup>2</sup>.

The EOWC created the Eastern Ontario Regional Network (EORN) Inc. as a separately incorporated not for profit entity controlled by EOWC. Working with provincial and federal counterparts, the EOWC and EORN secured private and public-sector investment of over \$175M to improve internet services for 89% of Eastern Ontario households (up to 10Mbps and a further 9% from 1.5Mbps to 9Mbps). The project was completed in collaboration with EORN's 6-private commercial Internet Service Provider (ISP) partners, who own and operate the network.

The project included a fibre backbone across Eastern Ontario, with 160 Points of Presence, as well as last mile based on a variety of technologies including DSL, FTTP, and fixed wireless. A satellite component was included to ensure a measure of service was available to all residents.

Notwithstanding the above, Mississippi Mills remains one of the poorest served municipalities in Canada, with rural access limited to only those with proximity to the more urban centres. The capacity and performance associated with the initial EORN project is being rapidly outstripped by the bandwidth consumption patterns of the public. Demand for constantly increasing speeds and capacity continues to put pressure on the networks and its technologies.

The CRTC's universal service objective of providing internet speeds of 50 Mbps upload, and 10 Mbps down (50/10) with a 100GB data cap by 2021 for 90% of Canadian homes and small businesses represents a huge stretch for rural Mississippi Mills users. In a 2016 study published by CIRA (Canadian Internet Registration Authority), the urban areas of the City of Ottawa registered 22.53/10.19 while Greely, primarily rural reported speeds of 6.02/1.3. This would be more representative of the rural areas of Mississippi Mills with some reporting capacity at even lower speeds.

Investment to-date by large and small carriers in Canada has been limited to broadband roll-out in the urban centres or areas close by e.g. Arnprior or Carleton Place. There has been little increase in

coverage, speeds or capacity for rural Mississippi Mills since EORN's initial broadband project was completed in 2010.

EORN is also currently feeling the pressure from residents requiring cellular services. This issue has become front and center for them as having access to a cell phone is seen as essential, especially in remote areas. The 2019 priority for EORN will be improving cellular service while conducting a gap analysis of broadband coverage in Eastern Ontario.

This development leaves rural Mississippi Mills without much hope of improving broadband access during the next five years and further emphasizes the need for a local push for broadband services such as MM2020.

#### **MM2020:**

**MM2020** is a community volunteer group, supported by the Municipality of Mississippi Mills. MM2020 exists solely to:

- ▶ **Assess and Inform** regarding Mississippi Mills broadband requirements;
- ▶ **Promote & Facilitate** accelerated broadband deployment for **ALL** of Mississippi Mills; and is
- ▶ Targeting the **year 2020** for rural delivery of broadband services.

Originally, the MM2020 plan was for each service area/community to work together for a bulk purchase of service with MM2020 assisting with the technical aspects of the network as well as dealing with the providers. Some movement has been made through market forces, residents working together and sheer determination on the part of some volunteers.

By 2018 year-end most of Almonte residents and businesses will have gigabit fiber access - service levels that are amongst the best in Canada; Appleton is moving forward with purchasing a community-wide service paid for by the residents; and Clayton is currently surveying their residents for commitment to a pilot project for a buried cable network.

It is clear from surveys conducted by MM2020 that much of rural Mississippi Mills falls within that 61% of homes and small businesses in Eastern Ontario that are poorly serviced, and it is also clear that the poor access to this critical infrastructure is now inhibiting Mississippi Mills economic development, a circumstance that will only worsen as reliance on internet technologies deepens. In response, MM2020 is driving the initiative to accelerate deployment of CRTC-compliant broadband to address the needs of rural Mississippi Mills for economic development and social needs; the assertion being that other forces are not likely to address the requirement in the targeted timeline of 2021, much less 2020.

In this effort, in the winter and spring of 2018, residents in Clayton, Pakenham and Blakeney have responded overwhelmingly that they are willing to contract with a sole provider for broadband services. About half of the 1600 homes replied to the survey, with identical results in all three communities. The vast majority were not satisfied with their internet service or cell phone service (in Clayton). Surprisingly, 38% of respondents telecommute and 28% have a home-based business.

In their presentation on June 2, 2018, to the Community and Economic Development Committee (CEDC) of Mississippi Mills, MM2020 received support to move forward with a business plan to accomplish the goal to provide Broadband Internet access to all rural areas of Mississippi Mills. The business plan was needed:

- because the market has not naturally delivered Broadband infrastructure to MM;
- to document the requirement for broadband by analyzing the regional MM2020 survey data sets to quantify and characterize the need for rural broadband access;
- to identify financial and non-financial benefits;
- to outline approaches for accelerating commercial delivery of the infrastructure;
- examine Municipal involvement; alignment with overall Municipal strategy, and other levels of governance as appropriate;
- Identify steps from Business Case acceptance through to Broadband service delivery

### **Business Plan Progress**

On Dec 5, 2018, Robert Leitch and Nelson Rogers from SONOPTIC Media & Communications were selected as consultants for the MM2020 – Business Case & Validation of Deployment Options project. They have been working closely with the MM2020 team of Mark Joynes MM2020 Committee Chair, Clem Pelot, Doris Rankin, and Howard Robinson to review and discuss the Consolidated Survey Data and background documentation including maps of the Clayton and Pakenham study areas. A tour of the study areas to familiarize the consultants with the geographic challenges of underserved areas was conducted. A review of municipal procurement policies as they relate to the Municipal Act and funding options research are currently underway. On Jan 10, 2019, the consultants will attend and participate in the MM2020 Committee meeting with Pakenham and Clayton MM2020 Broadband Project working group volunteers.

### **2019: A New Year**

2018 was a year of information gathering and organizing to drive the case forward for rural broadband access. With the Business Case & Deployment Options project well underway and the Clayton Pilot poised for deployment as soon as the frost clears from the ground, MM2020 sets its sights on the year 2020. We are optimistic that 2019 will see broadband planning for Mississippi Mills taken to the next level.

Town Council  
**Municipality of Mississippi Mills**  
31131 Old Perth Road, P.O. Box 400  
Almonte, Ontario K0A 1A0

Council members,

Our names are Joe Princiotta and Joe Price and we are the owners of the corporation, Joes Hospitality Inc. which will be operating a potential restaurant that will be in a building on 7 Mill St. in the town of Almonte which will operate as **“Joe’s Italian Kitchen”**.

I can’t tell you how disappointed we are in the decision at the council meeting on December 18<sup>th</sup>, 2018, to not allow the cash in Lieu of parking which virtually has put the complete project on hold and at a standstill. We have been up front and honest about our intentions, since we proposed the project to the Planning department, and were prepared to put a substantial investment into the property to make it a show piece business in Almonte. Our restaurant will be a 40-seat interior and 30 seat exterior authentic affordable Italian restaurant that will boast “home style” Italian cuisine that will consist of wood fired pizza, assorted pastas and home style Italian sandwiches (panini’s). Our patrons will have a view that will be unmatched in the Ottawa area enjoying the beautiful rapids and waterfalls of the Mississippi while dining at our restaurant.

We have estimated that we would be employing upwards of 25 local residents. Our plan was to partner with local farmers in Almonte and the valley to showcase their local products and to be heavily involved in the social well being of the residents of Mississippi Mills with fundraising efforts on their behalf as well.

You may or may not know, as well as the sitting council that we are directly involved in owning and operating the Orchard View by the Mississippi retirement home on Paterson street in Almonte. We pay hundreds of thousands of dollars in taxes every year, employ upwards of 150 people, all being local. There are 150 residents at Orchard View, that again, are mostly local. We are in the process of finishing the building of 32 town homes behind us (more tax revenue) and are in discussions to build another retirement home as well as more townhomes in the not so far future in Almonte. We have also hired all local labour and contractors to do our work and are currently buying all of our construction materials locally here in town at a rate far more expensive than what we could purchase from larger suppliers.

Many businesses I’m sure have parking issues downtown, but a better resolution would have been to find a solution rather than shutting down a business that would add much more to this already amazing community.

The town is an amazing pedestrian community that is enjoyed by many local residents as well as visitors from other communities. Every new visitor of Almonte that we have spoken to has been so impressed with the town centre. There was never a mention of any lack of parking.

We feel that our proposed “cash in lieu of parking” should be accepted by us as well as other potential businesses in order to fund other municipal parking areas throughout the downtown core.

Thank you,

Joe Princiotta and Joe Price




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

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

Council – Final Report Presentation

January 2019

# Agenda

<b>The Current Situation</b>	<b>Opportunities to Consider</b>	<b>The Road Ahead</b>
		
<p>Our observations of the current state</p>	<p>Blackline’s opinion on the opportunities that are available to improve services and efficiency</p>	<p>A suggested timeline of activities to achieve the opportunities available</p>





## The Current Situation

## The current situation highlights an opportunity for change

### 1. Change is happening to Mississippi Mills

- ▶ The Municipality has experienced a 12.1% increase in population – young families and baby boomers
- ▶ Changing social expectations of municipal services and information
- ▶ The pace of technology is increasing

*However, RCS operations have not substantially changed over the years and many processes are still paper based*

### 2. Recreation and Cultural Services are a focal point for economic development

- ▶ By design, the Municipality relies on the services provided by the RCS department to attract visitors, residents and businesses

*However, workforce wise the Municipality is under resourced, have functional gaps and unconventional reporting lines*

### 3. Residents are generally happy with Recreation and Cultural Services (RCS)

- ▶ Our survey indicates that residents seem to be satisfied with the quality Programs, facilities and the state of outdoor space

*However, while there may not be significant issues to address, there are tactical improvements for the Municipality to consider that span all aspects of RCS*

## The Municipality's organizational structure has gaps which fall on management to provide

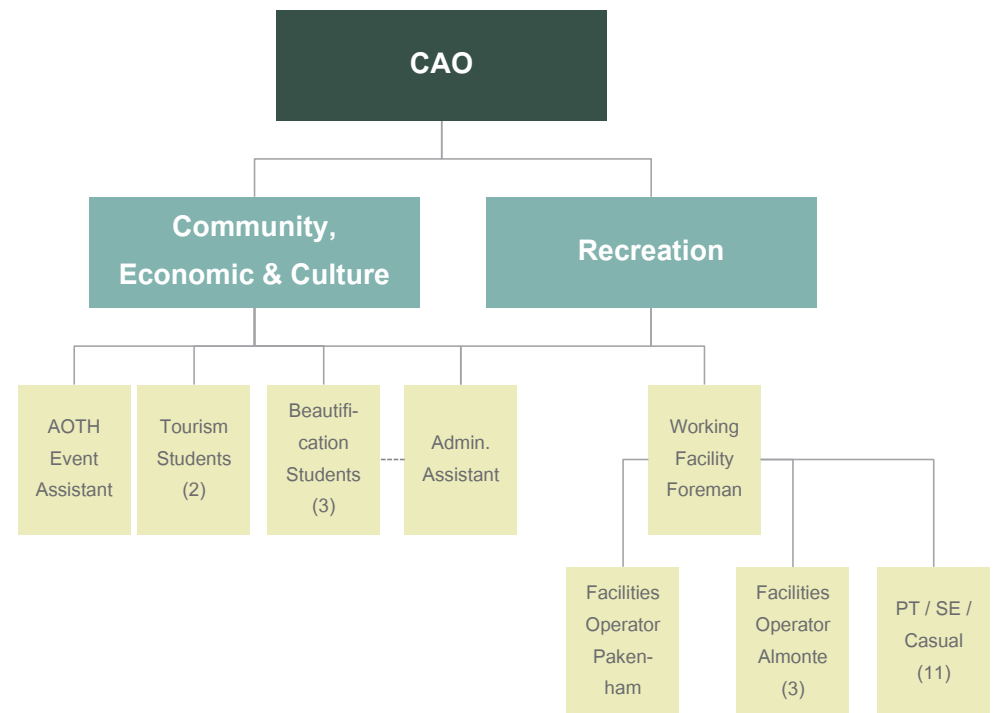
### Observations:

There are functional gaps that increase workload on RCS management

- ▶ Human Resources – shared responsibility
- ▶ IT – reliance on County, gap with advice
- ▶ Communications – shared responsibility

Mississippi Mills operates with an unconventional reporting structure, two RCS managers – reporting to the CAO:

- ▶ Recreational Services are traditional services (parks, programs, facilities)
- ▶ Cultural Services; economic development (tourism, events) and beautification
- ▶ Daycare – reports into the Treasurer

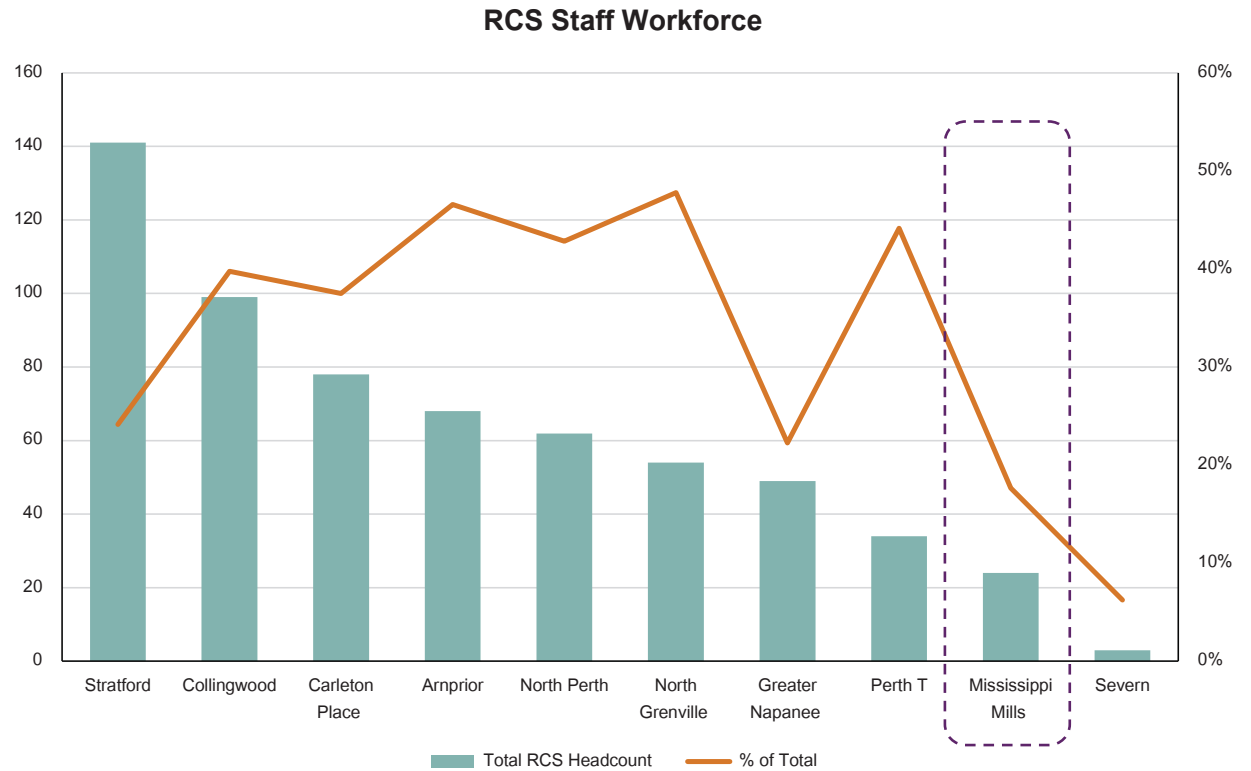


## In comparison to your peer group, Mississippi Mills has a smaller RCS workforce

### Observations:

- ▶ Mississippi Mills has the 2<sup>nd</sup> smallest RCS department (17.6% of the total), half of the peer median.
- ▶ Mississippi Mills has one of the higher percentages of seasonal employees at 46% percent, after North Perth (1<sup>st</sup> with 73%) and Stratford (2<sup>nd</sup> with 60%).

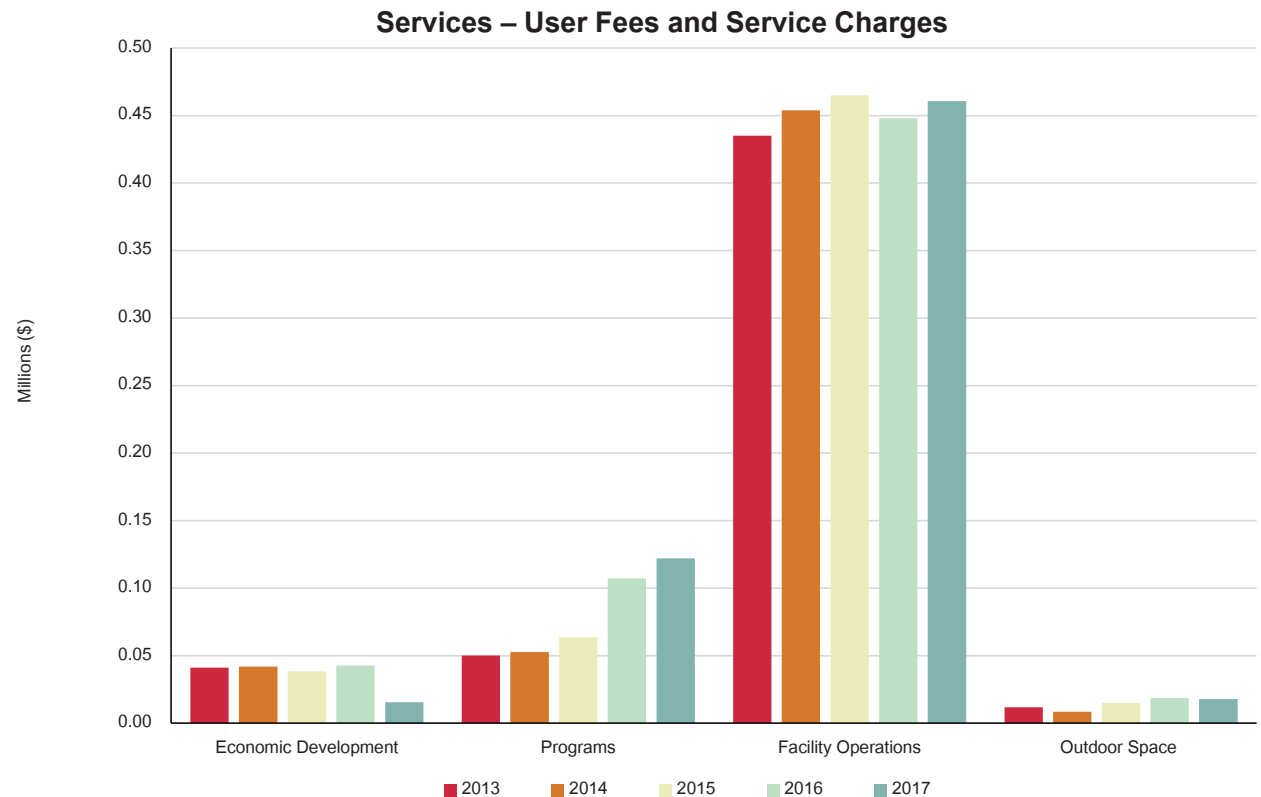
Full-time	Part-time	Seasonal
8.0	5.0	11.0



## The total revenue from user fees and service charges has been fairly consistent

### Observations:

- ▶ Majority of RCS revenue is generated from Facility Operations: Arenas and Curling.
- ▶ Compared to its peers, Mississippi Mills revenue from user fees is substantially less per resident – neighbouring peers Carleton Place and Arnprior receive more than twice as much.
- ▶ The inconsistency and variation in revenue sources will likely increase the difficulty for accurate yearly budgeting and forecasting.



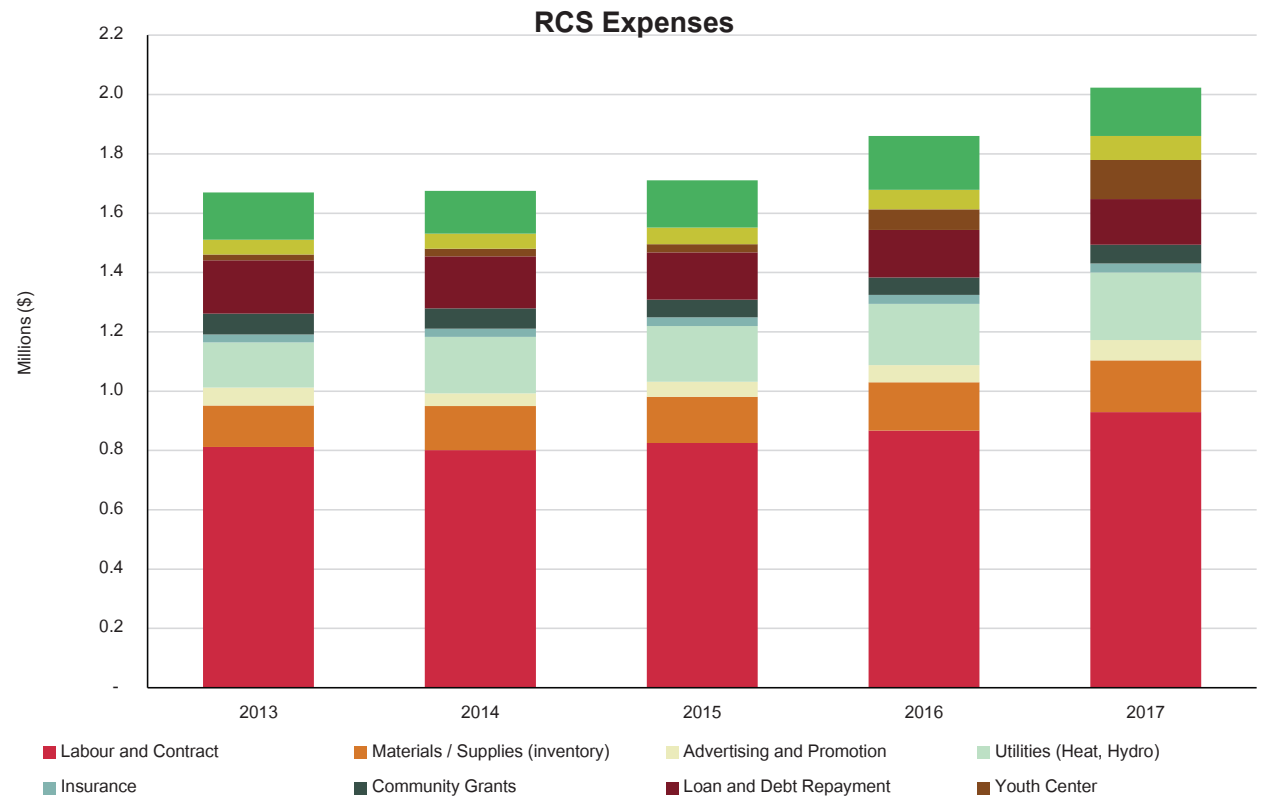
Source: Mississippi Mills 2018 budget

\* During 2017, the Youth Centre became a separate entity – the RCS department will no longer receive this revenue

## The distribution of cost categories has been fairly consistent over the past five years

### Observations:

- ▶ The average increase in total expenses over the respective period is 5% slightly above inflation.
- ▶ The greatest increase is seen in utilities and materials / supplies, with a 50% and 25% increase, respectively, since 2013.
- ▶ In comparison to peers, Mississippi Mills RCS's operating expenses were 3<sup>rd</sup> lowest as a percent of total expenses.
- ▶ When assessing operating expenses per resident, Mississippi Mills is the second lowest.



A silhouette of a signpost with multiple directional arrows against a sunset sky. The signpost is on the right side of the frame, and the sky is filled with soft, horizontal bands of color ranging from light blue at the top to deep red and orange at the bottom. The signpost has several arrows pointing in different directions, and a small rectangular sign is attached to the pole.

## The Opportunities to Consider

## We propose transforming the role of RCS to meet the future needs of Mississippi Mills

### **Embrace Technology**

Currently 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.

New residents with higher expectations of accessing services and information will undoubtedly shift to digital first.

### **Modernize Processes**

As the Municipality continues to grow it must find ways of scaling efficiently

Adding new assets, programs and events needs to consider impact on staff and processes and performance management.

### **Organize for Scale**

Address organizational gaps

Align reporting lines 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.



The benefits will have both financial and productivity gains

Of the 27 opportunities we have identified for Mississippi Mills there are 11 we recommend for consideration

Summary of Opportunities					
	# of Opportunities	Net Operating Savings (Order of Magnitude)			Productivity Gains
		\$0-\$5k	\$5-\$15k	\$15k+	
Process Improvement	4	3	-	1	2
Organization and Governance	5	3	-	2	3
Digital and Technology	2	2	-	-	2
<b>Total</b>	<b>11</b>	<b>8</b>	<b>-</b>	<b>3</b>	<b>7</b>

## 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

### Definition

- ▶ **Service Improvement**, the primary benefit is improving the quality of the service
- ▶ **Efficiency Improvement**, will result in more efficient municipal operations

## 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

### Definition

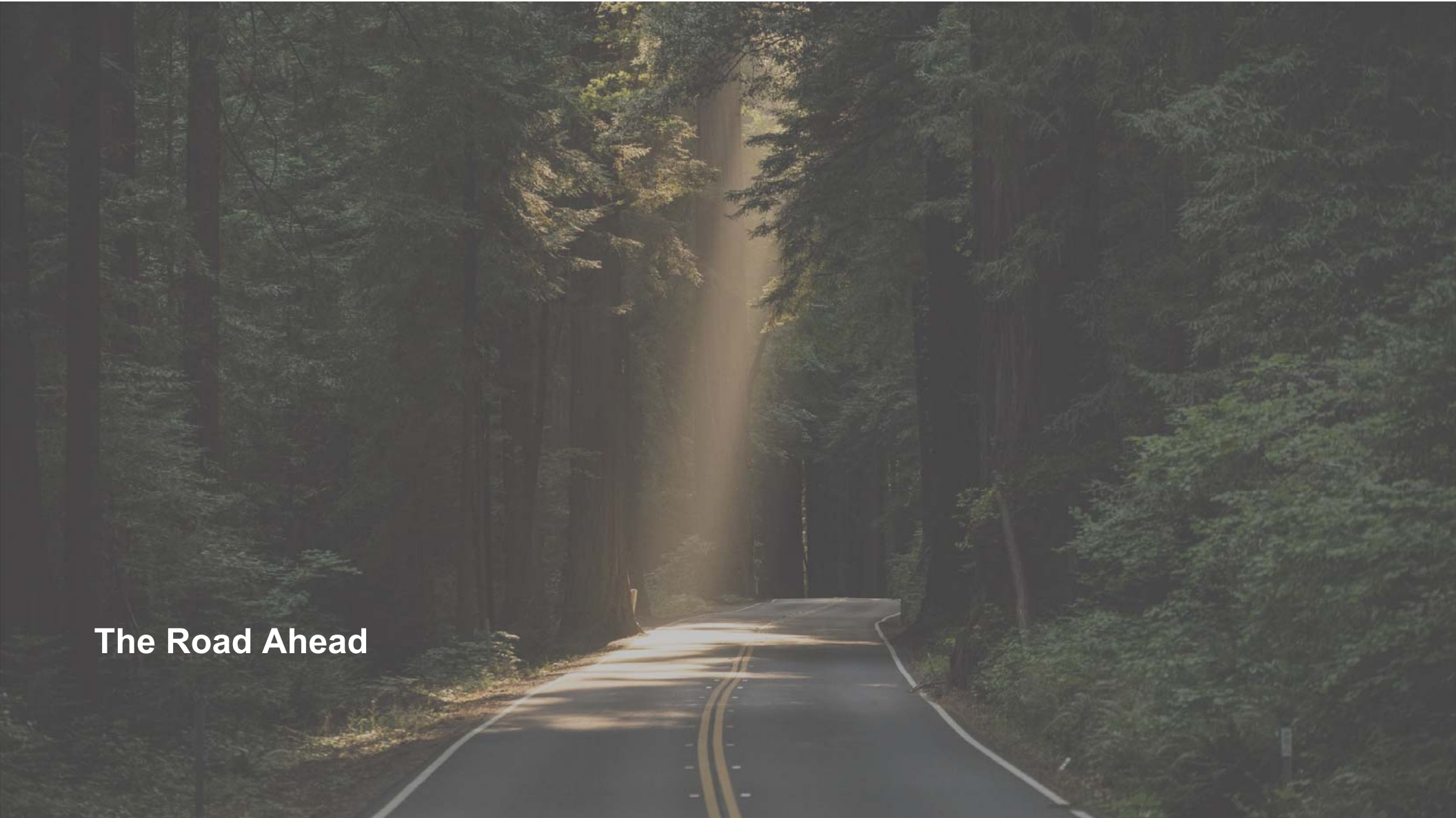
- ▶ **Service Improvement**, the primary benefit is improving the quality of the service
- ▶ **Efficiency Improvement**, will result in more efficient municipal operations

## 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

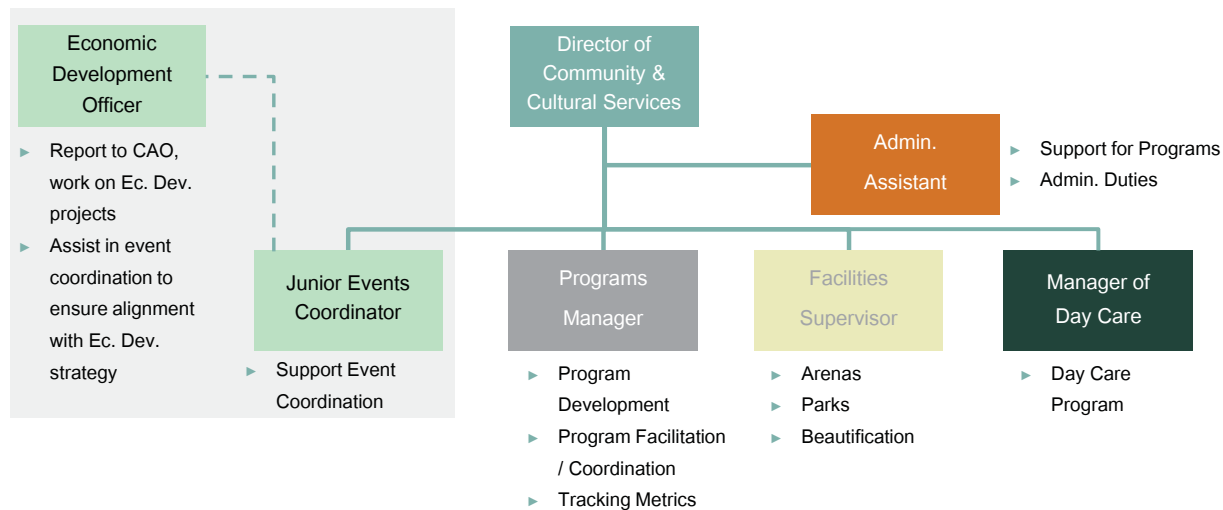
### Definition

- ▶ **Service Improvement**, the primary benefit is improving the quality of the service
- ▶ **Efficiency Improvement**, will result in more efficient municipal operations



## The Road Ahead

While there are multiple organizational structure options, below is an example of one that can address several of the observations



### Description of Changes

- ▶ Director will address work volume that CAO and Managers have been filling
- ▶ Separation of responsibilities allows for greater focus as well as opportunity to deal with increasing demands (as the municipality grows)
- ▶ Re-alignment of workforce (e.g. beautification) allows for scale of economies

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)			

There are additional opportunities the Town should consider

**Scoring system to prioritize opportunities:**

- ▶ Impact to the Municipality’s staff (Organization)
- ▶ Impact to Residents
- ▶ Financial Benefit
- ▶ Difficulty to Implement

Example:

Themes	Opportunities	Opportunity Type	Impacted Area	Impact to Organization	Impact to Residents	Financial Benefit	Difficulty to Implement	Opportunity Score
Process	Change the current arena schedule to alternate shifts (e.g. 4 days on, 3 days off).	Efficiency	Facility Operations	1	1	2	2	1.5



# Questions

# OFFICE OF THE MAYOR

**Mayor Christa Lowry**



January 8, 2019

## **Ordnance Piece**

I have had communication with Sean Issacs and Neil MacLeod, Sergeant in Arms of the Almonte Legion, regarding an interesting opportunity for our Municipality. There is a window of opportunity where Mississippi Mills could receive a historic artifact from one of the Royal Canadian Navy's retired ships. This ordnance piece would be publicly displayed, perhaps at one of our war memorials or at Veterans' Memorial Walkway. More information to come.

## **CAO Recruitment**

Further to communication from Acting CAO Stone before the holidays, this is to confirm that Lanark County CAO Kurt Greaves has agreed to assist with our CAO Recruitment. Additionally, he has offered to have the County's HR department coordinate the recruitment process at no cost for his time or his staff's time. Due to the holidays, further details about timing and recruitment will be forthcoming. I have spoken with CAO Greaves and he has agreed to attend an upcoming Council meeting to discuss options.

## **INFORMATION LIST #01-19**

### **January 8, 2019**

The following is a list of information items received as of January 2, 2019.

<b>Item #</b>	<b>Date</b>	<b>Originator</b>	<b>Subject</b>
1	19-Dec-18	Municipal Property Assessment Corporation (MPAC)	Gender Alignment Systems and Product Changes
2	27-Dec-18	Ministry of Tourism, Culture and Sport	Respecting Ontario's Tourism Businesses
3	31-Dec-18	Stewardship Ontario	Industry Funding for Municipal Blue Box Recycling Program



MUNICIPAL PROPERTY ASSESSMENT CORPORATION

December 19, 2018

To: All Municipalities, All School Boards and All District Social Services Administration Boards

From: Carla Y. Nell  
Vice-President, Municipal and Stakeholder Relations

**Subject: Gender Alignment Systems and Products Changes**

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I am writing to share information about an upcoming change regarding how the Municipal Property Assessment Corporation (MPAC) will reflect gender information on our products and systems.

On April 26, 2018, regulatory changes were introduced regarding the collection of gender information for enumeration purposes. Effective January 1, 2019, MPAC will no longer have the authority to collect gender information as part of its enumeration for municipal elections and elections in non-municipal territories.

By January 1, 2019, gender identifiers will be replaced with a code of "I" (individual) on all MPAC products and/or systems where gender information is currently shown.

This change aligns with the Provinces' gender identity policy, pertaining to the collection, use, display and retention of a person's gender identity or sex information on government forms and products.

We are in the process of updating affected systems and products. Please see the attached appendix for a full list of changes. Please share this information with others in your respective office/organization accordingly.

More information regarding the regulatory change is available under [section 42.7 of O. Reg. 310/18](#) in the *Assessment Act*.

If you have any questions, please contact your respective MPAC Municipal and Stakeholder Relations representative(s).

Kind regards,

Carla Y. Nell  
Vice-President, Municipal and Stakeholder Relations

Attachment

Systems Impacted	What has changed?
Municipal Connect - People Portal	<ul style="list-style-type: none"> <li>• Population Report headings and school board breakdowns</li> <li>• Custom Query Identifier search options</li> <li>• Identifier coding for names displayed on: <ul style="list-style-type: none"> <li>• General Property Details screen</li> <li>• Multi-List</li> </ul> </li> </ul>
Products Impacted	What has changed?
Year-end ROL XML	<p>The 'Identifier' or 'ID' has changed from 'M' or 'F' to 'I'.</p> <p><i>Note:</i> Other Identifiers have not been impacted, including C, E, G, P, L and X.</p> <p>Gender coding will reflect 'I'.</p>
Year-end Tax File <b>NOTE: Please advise 3<sup>rd</sup> party software vendor as required to ensure there are no issues related to tax billing</b>	
In-Year XMLs: <ul style="list-style-type: none"> <li>• ANA, PRAN, SAN, TIA, PACN</li> </ul>	
Omitted/Supplementary Tax File <b>NOTE: Please advise 3<sup>rd</sup> party software vendor as required to ensure there are no issues related to tax billing</b>	
Electronic Assessment Information (EAI)	
Conservation Authority Property Report	
Payment-in-Lieu Property Report	
(2022) Enumeration-related products: <ul style="list-style-type: none"> <li>• Preliminary List of Electors (PLE)</li> <li>• Voter Notification File (VNF)</li> <li>• Voter Notification File – No Electors (VNFNE)</li> <li>• Elector Differences Found Report (EDFR)</li> <li>• Exceptions Voter Notification File (EVNF)</li> <li>• Exceptions Voter Notification File – No Electors (EVNFNE)</li> <li>• Ontario Population Report (OPR)</li> </ul>	

**Respecting Ontario's Tourism Businesses***Ontario Freezing Tourism Sign Program Rates for the Next Year*

December 27, 2018 10:00 A.M.

Ontario's Government for the People is making life more affordable by bringing relief to Ontario's tourism operators who rely on the province's Tourism-Oriented Directional Signing Program (TODS) to generate a positive economic impact in their local communities.

In April 2018, the previous government signed a contract with Canadian TODS Limited towards the end of their administration. The people of Ontario have expressed their concerns about this contract, and the significant fee increases being placed on small business owners across the province.

Ontario's Government for the People is listening to the province's small business owners and tourism operators. We have worked with Canadian TODS Limited - the third party responsible for the delivery and maintenance of the TODS program - to freeze all price increases for 2019.

"Our Government for the People has heard clearly from tourism operators across the province about their concerns regarding the fee increases associated with the TODS program. The previous government deliberately froze prices for 10 years, ignoring the cost of inflation, and completely failed to communicate with TODS customers," said Michael Tibollo, Minister of Tourism, Culture and Sport. "We are taking real action to ensure businesses and customers have time to adjust to the increased prices, and we look forward to continuing to work with Canadian TODS Limited over the coming year to look for ways we can help mitigate this price increase."

The TODS program is designed to provide motorists with signage on provincial highways to direct visitors to tourist attractions, operations and services.

"Our Government for the People was elected on June 7 with a clear mandate to respect the taxpayers of this province and to restore trust and accountability in the province's finances," said Jeff Yurek, Minister of Transportation. "We heard loud and clear from small business owners across Ontario, and have fixed a problem that the previous government created. Today we're providing relief to small business owners, as we do our part in promoting and strengthening tourism in Ontario."

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**Denelle Balfour** Communications Branch  
Denelle.Balfour@ontario.ca  
416-326-1724  
**Brett Weltman** Minister's Office  
Brett.Weltman@ontario.ca

[Available Online](#)  
[Disponible en Français](#)



Thinking  
beyond  
the box

Stewardship Ontario

RECEIVED

DEC 28 2018

INFO LIST #01-19  
ITEM #3

MISSISSIPPI MILLS, TOWN OF  
3131 Old Perth Road,  
Almonte ON  
K0A 1A0

December 31, 2018

**RE: Industry funding for Municipal Blue Box Recycling for the third quarter of the 2018 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.

The Resource Productivity and Recovery Authority (RPR) determined that 2018 payments will be based on a funding obligation of \$124,844,186. This represents an increase of 1% over 2017. RPR is also responsible for setting payments to individual communities. Further details with respect to the RPR Board's determination of the 2018 obligation and the allocation to individual municipalities and First Nations is available on the RPR website ([www.rpra.ca/blue-box](http://www.rpra.ca/blue-box)).

Stewardship Ontario is pleased to provide payments to municipalities and First Nations in accordance with the RPR Board's decision.

Thank you for your ongoing dedication to resource recovery and reutilization.

Sincerely,

David Pearce  
Supply Chain Officer  
Stewardship Ontario

1 St. Clair Avenue West  
7th Floor  
Toronto, Ontario  
M4V 1K6

T. 416.323.0101  
F. 416.323.3185  
[info@stewardshipontario.ca](mailto:info@stewardshipontario.ca)

[www.stewardshipontario.ca](http://www.stewardshipontario.ca)





# COUNCIL CALENDAR

## January 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 <b>New Year's Day Office Closed</b>	2	3	4	5
6	7	8  6pm Council	9	10	11	12
13	14	15  All Day Budget (8:30 – 4:30)	16	17  All Day Budget (8:30 – 4:30)  <b>Standard of Care Training</b> 6pm Carleton Place	18	19
20	21	22  6pm Council	23	24	25	26
27	28	29	30	31		
<b>ROMA Toronto</b>	<b>ROMA Toronto</b>	<b>ROMA Toronto</b>				



# COUNCIL CALENDAR

## February 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5 6pm Council	6	7	8	9
10	11	12 6pm Budget	13	14 8:30am <b>Council Training</b> (with Fred Dean and Nigel Bellchamber)	15	16
17	18 <b>Family Day Office closed</b>	19 6pm Council	20	21	22	23
24  <b>OGRA Toronto</b>	25  <b>OGRA Toronto</b>	26  <b>OGRA Toronto</b>	27  <b>OGRA Toronto</b>	28		

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

**BY-LAW NO. 19-01**

**BEING** a by-law to amend Procedural By-law 17-03.

**WHEREAS** section 238 of the *Municipal Act, 2001* requires that every Municipality and local board shall pass a procedure by-law for governing the calling, place and proceedings of Meetings and that the by-law shall provide for public notice of Meetings;

**AND WHEREAS** Council passed Procedural By-law No. 17-03 on January 17, 2017 and amendments to the Procedural By-law No. 18-16 on January 30, 2018 and By-law No. 18-46 on April 17, 2018;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the Municipality of Mississippi mills enacts as follows:

1. The deletion of Section 117 (a), Striking Committee and replaced therein with the following:
  - a) The Striking Committee is comprised of the Mayor, Deputy Mayor and all ward councillors.
2. **THAT** this By-law will come into effect on the day of its passing.
3. **THAT** By-law 17-03 shall be and is hereby amended.

**BY-LAW READ**, passed, signed and sealed in open Council this 8<sup>th</sup> day of January, 2019.

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Christa Lowry, Mayor

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Jeanne Harfield, Acting Clerk

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

**BY-LAW NO. 19-02**

**BEING** a by-law to provide for an interim tax levy in 2019.

**WHEREAS** Section 317 (1) of the Municipal Act, 2001 (S.O. 2001, c. 25) provides for the levying of an interim tax levy.

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

1. Before the adoption of the estimates for the year 2019, there shall be levied and collected on each assessment for real property, according to the last revised assessment roll (December, 2018), forty percent (40%) of the applicable taxes for the preceding year for the following property classes:
  - a. Residential
  - b. Pipelines
  - c. Farmland
  - d. Managed Forest
  - e. Commercial
  - f. Industrial
  - g. Multi-Residential
  - h. Landfill
2. Taxes for the municipality shall be collected in accordance with the statutes and regulations of the Province of Ontario.
3. The taxes levied shall be due and payable on Wednesday, February 27, 2019.
4. If this interim tax levy has not been paid on or before the due date, interest and penalty shall be added to the taxes owing on the account in the amount of one and one quarter percent (1.25%) per month, such interest to be added on the first day of each month following the due date until collected.

**BY-LAW READ**, passed, signed and sealed in open Council this 8<sup>th</sup> day of January, 2019.

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Christa Lowry, Mayor

---

Jeanne Harfield, Acting Clerk



**Municipality of Mississippi Mills  
PENDING LIST  
January 8, 2019**

<b>Title</b>	<b>Department</b>	<b>Comments/Status</b>	<b>Report to Council (Date)</b>
Wild Parsnip Management Plan	PW	Staff to conduct Public Consultation	Jan - Approval of plan in February