

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

TO BE HELD WEDNESDAY, SEPTEMBER 4, 2019 AT 7:00 P.M.

AGENDA

1. **CALL TO ORDER**
2. **DECLARATIONS OF INTEREST**
3. **PRIORITIZATION OF AGENDA**
4. **ADOPTION OF MINUTES**
 - i) THAT the minutes of the Committee/Council Meeting held on August 21, 2019 be adopted as circulated. **Rsl.**
5. **DEPUTATIONS**

Matters Arising.
6. **PLANNING/BUILDING**
 - i) John Jackson, Parry Sound Area Planning Board. **(attachment)**
Re: Consent Application No. B22-2019 (McD) Lutyk.
(Right-of-Way, Hwy. 124/Bell Lake) /Staff Comments.
 - ii) John Jackson, Parry Sound Area Planning Board. **(attachment)**
Re: Consent Application No. B23-2019 (McD) 5019534 Ontario Inc.
(1 new lot, Hwy. 124/Bell Lake)/Staff Comments.

Matters Arising.
7. **BY-LAW ENFORCEMENT**

Matters Arising.
8. **FIRE PROTECTION**

Matters Arising.
9. **EMERGENCY MANAGEMENT**

Matters Arising.
10. **RECREATION**

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

TO BE HELD WEDNESDAY, SEPTEMBER 4, 2019 AT 7:00 P.M.

AGENDA

- i) April McNamara, Manager of Parks & Recreation, Town of Parry Sound.
(attachment)
Re: Regional Recreation Master Plan.

Matters Arising.

11. PUBLIC WORKS

- i) Report of the Public Works Manager PW 2019-3 **(attachment)**
Re: Monthly Update.

Matters Arising.

12. ENVIRONMENT

- i) Waste Management.
- ii) Environmental Services Supervisor. **Rsl.**
Re: Nobel Water System Standard of Care Training Operation Plan and Statement.
- iii) Report of the Environmental Services Supervisor. **(attachment)**
Re: Monthly Update.

Matters Arising.

13. FINANCE

- i) Accounts Payable. **Rsl.**
- ii) Report of the Treasurer. **(attachment)**
Re: Second Quarter Financial Report for the Period Ended June 30, 2019.
- iii) Hemson Consulting Ltd. **(attachment)**
Re: Asset Management Municipal Action Plan.

Matters Arising.

14. ADMINISTRATION

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

TO BE HELD WEDNESDAY, SEPTEMBER 4, 2019 AT 7:00 P.M.

AGENDA

- i) The Honourable Bernadette Jordan, P.C., M.P. Minister of Rural Economic Development . **(attachment)**
Re: Response to West Parry Sound Municipalities Regarding High-Speed Internet.
- ii) Paul Dubé, Ombudsman of Ontario. **(attachment)**
Re: 2018-2019 Annual Ombudsman Report. *(Report on file)*
- iii) Report of the Clerk C-2019-12. **(attachment)**
Re: Spadzinski Lane – Proposed Closure.
- iv) Draft 2020 Committee/Council Meeting Schedule. **(attachment)**
- v) Town of Parry Sound. **(attachment)**
Re: Notice of Refusal of a One Year Temporary Use Zoning By-Law Z/19//08 – 1 College Drive (Canadore College Board of Governors)

Matters Arising.

15. REQUESTS FOR SUPPORT

- i) Tammy Wylie, Clerk Administrator, Township of McKellar. **(attachment)**
Re: Resolution 19-355, Regarding Municipal Amalgamation.
- ii) Suzanne Huschilt, Municipal Clerk, Municipality of Hastings Highlands. **(attachment)**
Re: Resolution 533-19, Regarding Municipal Amalgamation/Supporting Resolution of the Township of McKellar.
- iii) Suzanne Huschilt, Municipal Clerk, Municipality of Hastings Highlands. **(attachment)**
Re: Resolution 534-19, Reducing Litter and Waste in Our Communities.

Matters Arising.

16. MOTIONS OF WHICH NOTICE HAS BEEN PREVIOUSLY GIVEN

17. COMMITTEE REPORTS

- i) District of Parry Sound Social Services Administration Board (DSSAB). **(attachment)**

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
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TO BE HELD WEDNESDAY, SEPTEMBER 4, 2019 AT 7:00 P.M.

AGENDA

Re: District of Parry Sound Housing and Homelessness Plan Report
2018-2019.

- ii) North Bay Parry Sound District Health Unit. **(attachment)**
Re: Harmful Blue-Green Algae in Wasi Lake.

Matters Arising.

18. REPORT OF THE CAO

- i) Report of the CAO. **(attachment) Rsl.**
Re: General Update.

19. GENERAL ITEMS AND NEW BUSINESS

20. BY-LAWS

21. TRACKING SHEET

Please be advised that items on the tracking sheet may be discussed during
scheduled meetings. **(attachment)**

22. CLOSED SESSION

- i) Report of the CAO/Director of Operations.
Re: Wellness and Pool Center Report
- ii) Report of the Municipal Law Enforcement Chief MLEC-2019-04.
Re: Update on Occurring Investigations.

23. RATIFICATION OF MATTERS FROM CLOSED SESSION

24. CONFIRMATION BY-LAW

- i) By-Law No. 2019-49.
Re: To confirm the proceedings of the Committee/Council meeting held
on September 4, 2019.

25. ADJOURNMENT

Resolution List for September 4, 2019

THAT the minutes of the Committee/Council Meeting held on August 21, 2019 be adopted as circulated.

THAT Council authorise the Mayor, Environmental Services Supervisor, and CAO/Director of Operations to sign the Commitment and Endorsement (Section 3) of the Municipality of McDougall Drinking Water Quality Management System Operational Plan: The McDougall Nobel Distribution System, in accordance with the requirements of Provincial regulations.

AND THAT the Ontario Clean Water Agency Quality Management System Policy Statements for the Nobel Water Distribution System be adopted.

THAT the attached lists of Accounts Payable for September __, 2019 in the amount of \$_____ and payroll for August __, 2019 in the amount of \$_____ be approved for payment.

THAT the Council for the Municipality of McDougall approves the Hammel – Parkway Watermain Connection Tender No. ES-2019-002 submitted by _____ in the amount of \$_____.

BE IT RESOLVED that the next portion of the meeting be closed to the public at _____ p.m. in order to address a matter pertaining to:

1. the security of the property of the municipality or local board;
2. personal matters about an identifiable individual, including municipal employees or local board employees;
3. a proposed or pending acquisition or disposition of land by the municipality or local board;
4. labour relations or employee negotiations;
5. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
6. the receiving of advice which is subject to solicitor/client privilege, including communications necessary for that purpose;
7. a matter in respect of which a council, board, committee or other body has authorized a meeting to be closed under another act;
8. an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ontario Ombudsman appointed under the Ombudsman Act, or a Municipal Ombudsman;
9. subject matter which relates to consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act.
10. the meeting is held for the purpose of educating or training the members and no member discusses or otherwise deals with any matter in a way that materially advances the business or decision making of the Council, Board or Committee.
11. information provided in confidence by another level of government or Crown agency

12. a trade secret or scientific, technical , commercial, financial or labour relations information supplied in confidence which, if released, could significantly prejudice the competitive position of a person or organization
13. a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value
14. a position, plan, procedure, criteria or instruction to be applied to any negotiations carried, or to be carried, on by the municipality or local board

THAT Council reconvene in Open Session at _____ p.m.

THAT we do now adjourn at _____ p.m.

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

HELD WEDNESDAY, AUGUST 21, 2019 AT 7:00 P.M.

MINUTES

Present:	Councillor	K. Dixon (Chairperson)
	Councillor	L. Gregory
	Councillor	J. Ryman

And

CAO	T. Hunt
Clerk	L. West
Fire Chief	B. Leduc
Deputy Treasurer	K. Schneider

Regrets:	Mayor	D. Robinson
	Deputy Mayor	J. Constable

DRAFT

1. CALL TO ORDER

The Clerk called the meeting to order at 7:00 pm

Resolution 2019-93

Gregory/Ryman

That the Council for the Corporation of the Municipality of McDougall appoints Councillor Kim Dixon as the Presiding Officer/Acting Mayor for the August 21, 2019 regular meeting of Council.

“Carried”

2. DECLARATIONS OF INTEREST

Nil

3. PRIORITIZATION OF AGENDA

Nil

4. ADOPTION OF MINUTES

Resolution No. 2019-94

Gregory/Ryman

i) THAT the minutes of the Committee/Council Meeting held on August 7, 2019 be adopted as circulated.

“Carried”

5. DEPUTATIONS

Nil

Matters Arising.

Nil

6. PLANNING/BUILDING

Nil

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

HELD WEDNESDAY, AUGUST 21, 2019 AT 7:00 P.M.

MINUTES

Matters Arising.

Nil

7. BY-LAW ENFORCEMENT

Nil

Matters Arising.

Nil

8. FIRE PROTECTION

Nil

Matters Arising.

Nil

9. EMERGENCY MANAGEMENT

Nil

Matters Arising.

Nil

10. RECREATION

Nil

Matters Arising.

Nil

11. PUBLIC WORKS

Nil

Matters Arising.

Nil

12. ENVIRONMENT

Nil

Matters Arising.

Nil

13. FINANCE

- i) Accounts Payable.
Resolution No. 2019-95

Ryman/Gregory

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

HELD WEDNESDAY, AUGUST 21, 2019 AT 7:00 P.M.

MINUTES

That the attached lists of Accounts Payable for August 21, 2019 in the amount of \$277,827.54 and payroll for August 15, 2019 in the amount of \$45,910.91 be approved for payment.

“Carried”

Matters Arising.

Nil

14. ADMINISTRATION

- i) Draft Response to the Attorney General, prepared by the Treasurer.
Re: Joint and Several Liability Insurance Costs; Invitation to participate in government review.
The Treasurer provided an overview of the draft response, noting additional comments received by the Mayor to be included in the letter. Council directed the Treasurer to finalize the letter with the recommended additions for the Mayor's signature.

Donna McLeod, Acting Deputy Clerk, Township of Seguin.
Re: Resolution No. 2019-283 - Proposed rental of space within the Canadore College West Parry Sound Campus for French Public School. Acting Mayor Dixon noted that Council is on record by way of resolution, opposing the use of the school for anything but post-secondary purposes.
- ii) Town of Parry Sound.
Re: Notice of a Complete Application and Public Meeting – Official Plan Amendment No. 3 and Zoning By-law Amendment- Z/19/6 – Smith Crescent (YMCA/Wickman)
This was reviewed by Council
- iii) The College of Physicians and Surgeons of Ontario.
Re: Nominate an Outstanding Ontario Physician in Your Community.
This was reviewed by Council
- iv) Association of Municipalities Ontario (AMO).
Re: The Province Announces Important Next Steps on Blue Box Program.
This was reviewed by Council
- v) Parks and Recreation Ontario.
Re: Important Information about the Impact of Bill 108 on Municipal Parks and Recreation.
This was reviewed by Council

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

HELD WEDNESDAY, AUGUST 21, 2019 AT 7:00 P.M.

MINUTES

- vi) Steve Scharger, 29 Taylor Crescent.
Re: Correspondence to the Minister of Transportation Ontario regarding Hwy 124 and Parry Sound Drive.
Acting Mayor Dixon noted that the Municipality is on record requesting the Ministry of Transportation provide for bike lanes during reconstruction of Hwy 124.

Matters Arising.

Nil

15. REQUESTS FOR SUPPORT

- i) Andrew Grozelle, County Clerk, Norfolk County.
Re: Request for Provincial Response to Address Gas Well Issues.
This was reviewed by Council, no action indicated.
- ii) Alana Schreider, Administrative Assistant, Town of Bradford West Gwillimbury.
Re: Request for Support of the Never Forgotten National Memorial.
This was reviewed by Council, no action indicated.

Matters Arising.

Nil

16. MOTIONS OF WHICH NOTICE HAS BEEN PREVIOUSLY GIVEN

Nil

17. COMMITTEE REPORTS

- i) North Bay Parry Sound District Health Unit.
Re: Harmful Blue-Green Algae Near Lavigne.
This was reviewed by Council

Matters Arising.

Nil

Councillor Gregory noted that she attended the celebration of life for Mayor Armstrong, as well as attending the graduation at Canadore College.

**THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING**

HELD WEDNESDAY, AUGUST 21, 2019 AT 7:00 P.M.

MINUTES

18. REPORT OF THE CAO

The CAO noted that the culvert for Portage Lake has been ordered.
A closure plan will be brought to the next meeting as the road will need be closed for this replacement.

19. GENERAL ITEMS AND NEW BUSINESS

Nil

20. BY-LAWS

i) By-law 2019-28.

Re: Being a By-law Prescribing Times for Setting Fires; Precautions to be Observed and Penalties for Contraventions and to Repeal By-law No. 2003-18.

That By-law 2019-28 be read a Third Time, Passed, Signed and Sealed this 21st day of August 2019.

21. TRACKING SHEET

Please be advised that items on the tracking sheet may be discussed during scheduled meetings.

There were no changes to the tracking sheet.

22. CLOSED SESSION

Nil

23. RATIFICATION OF MATTERS FROM CLOSED SESSION

Nil

24. CONFIRMATION BY-LAW

i) By-Law No. 2019-48.

Re: To confirm the proceedings of the Committee/Council meeting held on August 21, 2019.

Read a First, Second and Third Time, Passed, Signed and Sealed this 21st day of August 2019.

25. ADJOURNMENT

Resolution No. 2019/96

THAT we do now adjourn at 7:11 p.m.

Ryman/Gregory

“Carried”

Guide to the Consent Process

What Is A Consent?

The Planning Act requires that a "consent" or "plan of subdivision" must be approved before a parcel of land can be divided to create an additional lot or lots. A consent is also called a severance. Controlling the division of land through "severance" gives the Parry Sound Area Planning Board a way of ensuring that the creation of lots is consistent with the planning policies of the area Official Plans and Provincial planning documents.

Under What Conditions Is A Consent Required?

A consent is required to:

- divide land (or sever it);
- register a mortgage or discharge a mortgage over part of a parcel of land;
- register a lease over part of a parcel of land when the term of the lease is 21 years or more (inclusive of renewal options);
- register an easement or right-of-way; and
- adjust boundaries of existing land parcels to enlarge or decrease the size of a property.

How Many Lots Can Be Severed?

In general, applications for the creation of multiple lots are encouraged to proceed by registered plan of subdivision, particularly where any of the following apply:

- where the future development potential of the retained lands is in question;
- where major extension or dedication of a new public road would be required;
- where major extension of municipal water or sewage services would be required; or
- where an agreement or condition would be required for any part of the retained lands which is not capable of being accommodated through the consent process.

When the above conditions do not apply, multiple lot creation through the consent process may be possible. If there are significant lands that are to be retained, it may be necessary for applicants to also show through a subdivision concept plan, how these retained lands and the proposed lots created through the consent process are compatible with one another, as well as existing and future development of abutting lands.

How Do I Make A Consent Application?

Step 1 **Consult with your local Municipality or the Parry Sound Area Planning Board :** Before you fill out an application, it is helpful to discuss your plans with the Parry Sound Area Planning Board to determine:

- the need for a consent and the type of consent involved;
- whether or not a minor variance application to the Committee of Adjustment or a rezoning application is required to amend the Zoning By-law;
- whether or not there might be servicing requirements/limitations, or land dedications involved with a consent proposal; or
- whether or not the proposal is beyond the scope of the consent process and is, for example, a subdivision situation.

- Step 2 **Complete the Application:** To avoid delays, please ensure that your application is complete, that all drawings are neat and legible and that all dimensions are accurate.
- Step 3 **Circulation of Application:** After your application has been received, and at least 14 days prior to the meeting, the Secretary -Treasurer of the Parry Sound Area Planning Board will send notice of the application to every person assessed within 60 metres of the subject property, and to every person and public body that has provided a written request for such notice. Anyone wanting to be notified of the decision must make a written request. Your application will also be circulated to prescribed agencies and Departments for the purpose of obtaining written comments and/or advice for consideration when making the decision on the application.
- Step 4 **Decision Making Process:** The Parry Sound Area Planning Board will carefully consider all aspects of your application against matters such as:
- what the effect will be on the health, safety, convenience and welfare of the present and future inhabitants;
 - the impact on Provincial interests;
 - whether the application is in the public interest or is premature;
 - are the lands suited to the proposal;
 - if the size and shape of the lots and the overall plan are suitable;
 - whether the lot layout addresses conservation of natural resources and flood control;
 - whether utilities, road systems, municipal services and schools are adequate;
 - if the area of land being dedicated for public purposes is suitable;
 - whether the application conforms to the applicable planning documents and if it is compatible with adjacent land uses.
- If your application is approved, the Parry Sound Area Planning Board may impose conditions as part of the decision. Conditions could include things such as a requirement for Site Plan Approval, rezoning, parkland dedication fees or entering into of an agreement with the Municipality.
- Step 5 **Notice of Decision:** Within 15 days of the date on which the Parry Sound Area Planning Board makes a decision, one copy will be mailed to you, to anyone who filed a written request for notice of the decision, to everyone who provided written comments or written submissions, and to anyone else prescribed by regulation.
- Step 6 **A Final Binding Decision:** If no appeal is made by the end of the 20 day appeal period, the decision is final and binding. You may then proceed to fulfill the conditions of consent and to prepare and submit to the Secretary -Treasurer of the Planning Board the appropriate documents such as a deed or a mortgage for certification.

IMPORTANT NOTE: Section 53 of the Planning Act provides that:

- where a consent is granted with conditions, the conditions must be fulfilled within one year of the "giving of notice of a decision" or the consent is deemed to be "refused", and,
- where a conditional consent has been certified as to the fulfillment of the conditions, the consent itself "lapses" after two years from the date of the certificate.

How Long Does The Process Take?

On average, approximately 6 to 8 weeks elapse from the time an application is filed with the Planning Board to the point where a decision of the Planning Board is final and binding.

Can Anyone Appeal The Decision?

Anyone may appeal a decision of the Parry Sound Area Planning Board to the Ontario Municipal Board (OMB) within 20 days of the date of the Notice of the Decision by personally delivering or sending a Notice of Appeal to the Secretary - Treasurer of the Parry Sound Area Planning Board. The appeal must set out the reasons for objecting to the decision and must include the OMB's prescribed appeal fee. The Secretary -Treasurer will then prepare an appeal package and forward it to the OMB. The OMB will schedule a hearing and give written notice of the time and date in advance of the hearing.

PARRY SOUND AREA PLANNING BOARD - APPLICATION FOR CONSENT
70 Isabella Street, Unit #110, Parry Sound, Ontario P2A 1M6 (Phone 705-746-5216 Fax 705-746-1439)

No. B _____

1. Applicant Information

- 1.1 Name of Applicant _____ Home Tel No. ()
Address _____ Business Tel No. ()
Postal Code _____ Home Fax Tel No. ()
Business Fax Tel No.()
- 1.2 Name of Owner(s) (if different from the applicant). **An owner's authorization is required in Section 12, if the applicant is not the owner.**
- Name of Owner _____ Home Tel No. ()
Address _____ Business Tel No. ()
Postal Code _____ Home Fax Tel No. ()
Business Fax Tel No.()
- 1.3 Name of the person who is to be contacted about the application, if different than the applicant. (This may be a person or firm acting on behalf of the applicant.)
- Name of Contact _____ Home Tel No. ()
Address _____ Business Tel No. ()
Postal Code _____ Home Fax Tel No. ()
Business Fax Tel No.()

2. Purpose of this Application (check appropriate box)

- 2.1 Type and purpose of transaction for which application is being made
- 9 creation of a new lot 9 lot additions 9 easement 9 right-of-way 9 lease
- 9 correction of title 9 charge 9 other (specify, e.g., partial discharge of mortgage)
- OTHER Explain: _ _ _

3. Name of person(s) (purchaser, lessee, mortgage, etc.) to whom land or interest is intended to be transferred, charged or leased, if known and specify relationship to present owner, if any.

3.1 Lot 1 _____ Lot 2 _____ Lot 3 _____

4. Location of the Subject Land Fire Route # _____ Assessment Roll # _____

- 4.1 Municipality _____ Concession No. _____ Lot(s) No.(s) _____
- Street Name and No. _____ M-Plan No. _____ Lot(s) _____
- Registered Plan No. Part(s) _____ Parcel No. _____

5. Easements or restrictive covenants

- 5.1 Are there any easements or restrictive covenants affecting the subject land? 9 NO 9 YES
If **YES**, describe the easement or covenant and its effect:

March 8, 2018

6 Description of Lands to be Divided and Servicing Information (Complete each subsection)

6.1	Retained	Severed (Lot 1)	Severed (Lot 2)	Severed (Lot 3)
Frontage (m)				
Depth (m)				
Area (ha)				
6.2	Existing Use			
	Proposed Use			

6.3 Buildings or Structure (Attach Separate list if necessary)

	Retained	Severed(Lot 1)	Severed(Lot 2)	Severed(Lot 3)
Existing-Type & Size				
Proposed-Type & Size				

6.4 Access (check appropriate space)

	Name	Retained	Severed(Lot 1)	Severed(Lot 2)	Severed(Lot 3)
Provincial Highway					
Municipal(maintained all year)					
Municipal road, seasonal					
Other public road					
Right of way					
Water Access					

IF WATER ACCESS ONLY

Parking and docking facilities to be used

Approximate distance of these facilities from the subject land

The nearest public road

6.5 Water Supply (enter in appropriate space - **E for Existing or P for Proposed**)

	Retained	Severed(Lot 1)	Severed(Lot 2)	Severed(Lot 3)
Publicly owned and operated piped water system				
Privately owned and operated individual well				
Privately owned and operated communal well				
Lake or other waterbody				
Other means				

6.6 Sewage Disposal (enter in appropriate space - **E for Existing or P for Proposed**)

	Retained	Severed(Lot 1)	Severed(Lot 2)	Severed(Lot 3)
Publicly owned and operated sanitary sewage system				
Privately owned and operated individual septic tank				
Privately owned and operated communal septic system				
Privy				
Other means				

7. Official Plan

7.1 What is the current designation of the subject land in the Official Plan: _____

8. Current Application

8.1 Has the land ever been the subject of an application for approval of a plan of subdivision under section 51 of the Planning Act.
If **YES**, and if known, specify the appropriate file number and status of application and/or Plan No.

9 YES 9 NO 9 UNKNOWN

8.2 Has the land ever been the subject of a consent under section 53 of the Planning Act.
If **YES**, and if known, specify the appropriate file number and status of application.

9 YES 9 NO 9 UNKNOWN

8.3 Is the subject land currently the subject of an official plan amendment, zoning by-law, a Minister's zoning order, a minor variance, an approval of a plan of subdivision or a consent.
If **YES**, and if known, specify the appropriate file number and status of application.

9 YES 9 NO 9 UNKNOWN

8.4 Are there additional consents being applied for on these holdings simultaneously with this application, or being considered for the future?

9 YES 9 NO 9 UNKNOWN

9. Original Parcel

9.1 Has any land been severed from the parcel originally acquired by the owner of the subject land.
If **YES**, and if known, specify the date of the transfer, the name of the transferee and the land use on the severed land.

9 YES 9 NO 9 UNKNOWN

10. Affidavit / Sworn Declaration

The contents of the application and appendices shall be validated by the Applicant (or authorized agent) in the form of the following Affidavit / Sworn Declaration before a Commissioner or other person empowered to take Affidavits.

Dated at the _____ of _____ this _____ day of _____ 20_____

I, _____ of the _____ in the County/District/Regional Municipality of _____ solemnly declare that all the statements contained in this application are true, and I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath and by virtue of the **CANADA EVIDENCE ACT.**

Signature of Applicant or Agent

DECLARED BEFORE ME at the _____ of _____ in the _____ of _____ this _____ day of _____ 20_____.

A Commissioner of Oaths

March 8, 2018

11. Authorizations

- 11.1 If the applicant is not the owner of the land that is the subject of this application, the written authorization of the owner that the applicant is authorized to make the application must be included with this form or the authorizations set out below must be completed.

Authorization of Owner for Agent to Make the Application

I, _____, am the owner of the land that is the subject of this application for Consent and/or Zoning By-law Amendment and I authorize _____ to make this application on my behalf.

Date _____ Signature of Owner _____

- 11.2 If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

Authorization of Owner for Agent to Provide Personal Information

I, _____, am the owner of the land that is the subject of this application for Consent and for the purposes of the **Freedom of Information and Protection of Privacy Act**, I authorize _____, as my agent for this application, to provide any of my personal information that will be included in this application or collected during the processing of the application.

Date _____ Signature of Owner _____

12. Consent of the Owner (this section must be completed for the application to be processed)

- 12.1 Complete the consent of the owner concerning personal information set out below.

Consent of the Owner to the Use and Disclosure of Personal Information

I, _____, am the owner of the land that is the subject of this application and for the purposes of the **Freedom of Information and Protection of Privacy Act**, I authorize and consent to the use by or the disclosure to any person or public body of any personal information that is collected under the authority of the **Planning Act** for the purposes of processing this application.

Date _____ Signature of Owner _____

13. Additional Fees

The applicant hereby agrees:

- (a) to reimburse the Parry Sound Area Planning Board for any costs incurred in processing this application which are above and beyond the amount of the application fee; and
- (b) to pay all costs legal and otherwise, that may be incurred by the Parry Sound Area Planning Board with respect to an Ontario Municipal Board Hearing, that may be held as a result of this application for a consent and to provide a deposit for such costs at least 45 days prior to any scheduled hearing.

Date _____ Signature of Owner _____

Plans / Sketches	
SKETCHES TO BE SUBMITTED MUST BE BLACK AND WHITE ON PAPER 8 1/2" x 11"	
ONE COPY OF SKETCH, IF REPRODUCABLE	
ALL LETTERING MUST BE LEGIBLE. USE MULTIPLE SKETCHES AT DIFFERENT SCALES IF NECESSARY	
o	Key Map
o	North Arrow
o	clearly defined boundaries of severed and retained lots
o	if more than one severed lot, label the severed lots according to the application (Section 6)
o	the boundaries & dimensions of any land abutting the subject land that is owned by the owner of the subject land
o	the distance between the subject land and the nearest township lot line or landmark such as a bridge or railway crossing
o	the dimensions of the subject land, the part that is to be severed and the part that is to be retained
o	the location of all land previously severed from the parcel originally acquired by the current owner of the subject land
o	the approximately location of all natural and artificial features on the subject land and on the land that is adjacent to the subject land that, in the opinion of the applicant may affect the application. Examples include buildings, railways, roads, watercourses, drainage ditches, river or stream banks, wetlands, wooded areas, wells and septic tanks
o	the existing uses on adjacent land, such as residential, agricultural and commercial uses
o	the location, width and name of any roads within or abutting the subject land indicating whether it is an unopened road allowance, a public travelled road, a private road or a right-of-way
o	the location and nature of any easement affecting the subject land

PLANNING BOARD

2018 Fees **Base Fee \$1500 + \$750 per lot/lot addition, \$250 per right-of-way + \$500 deposit for Professional Planning Services Change of Condition / Re-approval Fee (before lapsing) \$750**

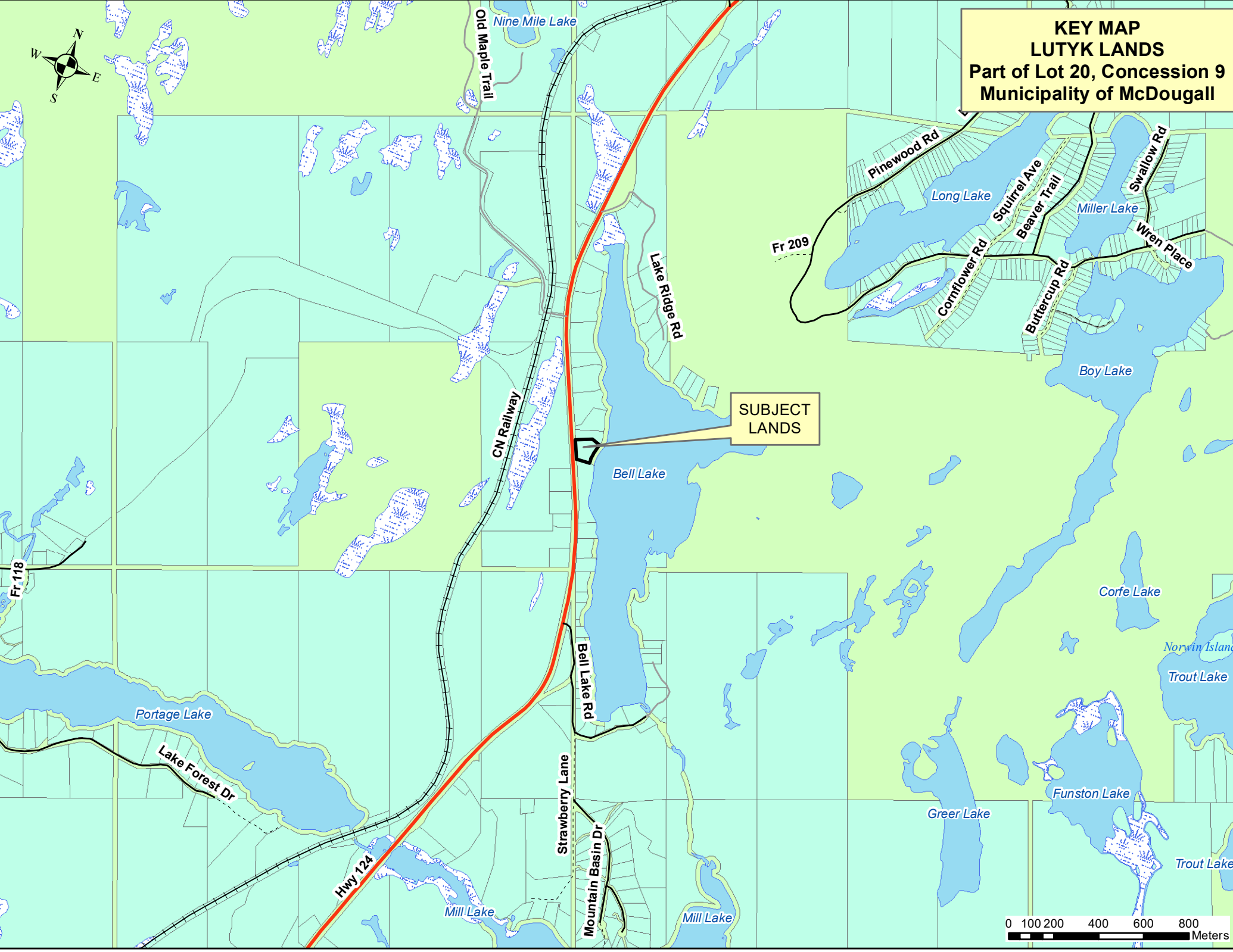
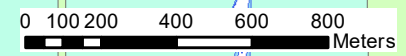
A fee of \$325 (payable to the Town of Parry Sound) is required for any application within Parry Sound.

NOTE: Additional expenses may be incurred (ie. Legal, Planning, Survey, Rezoning, Minor Variance, Parkland Fee) and are the responsibility of the applicant.



KEY MAP
LUTYK LANDS
Part of Lot 20, Concession 9
Municipality of McDougall

**SUBJECT
LANDS**



CONSENT SKETCH
LUTYK LANDS
Part of Lot 20, Concession 9
Municipality of McDougall



BELL LAKE

124

PT 3

PT 1

PT 2

PT 1

PT 2

CON 9
LOT 20

42R-17139

PT 3

PROPOSED
RIGHT-OF-WAY

PT 5

EXISTING
RIGHT-OF-WAY
(TO BE QUIT-CLAIMED)

PT 6

PT 7



0 10 20 30 40 50 Metres

Report to Parry Sound Area Planning Board

CONSENT APPLICATION B22/2019(McD)

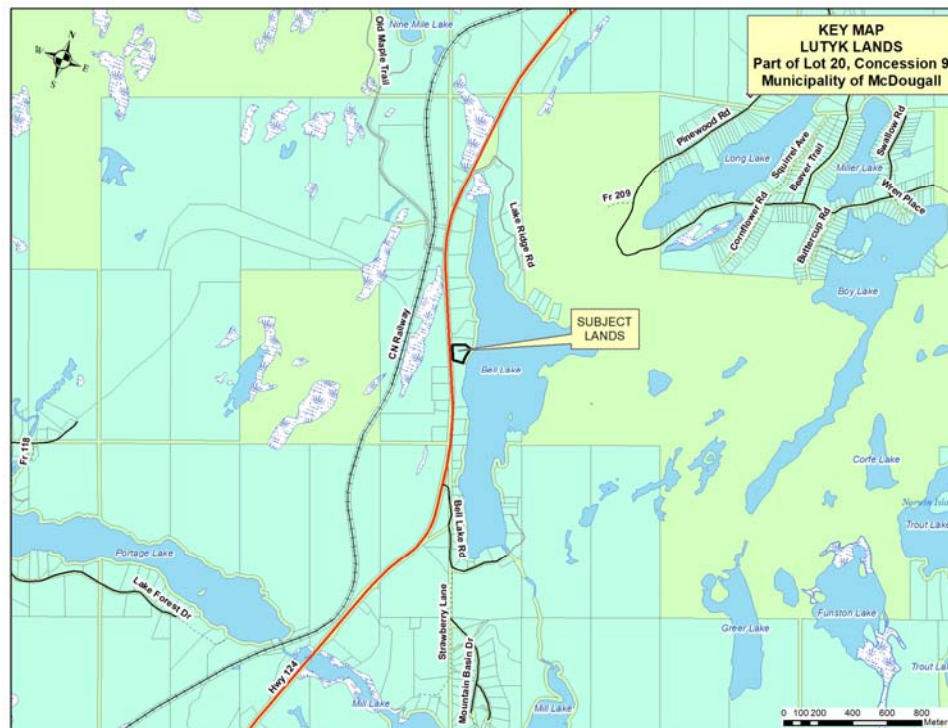
Applicant: Andrew Lutyk

**149 Highway No. 124
Parts 3-5, 42R-17139
Part of Lot 20, Concession 9
Municipality of McDougall**

August 22, 2019

Background

Andrew and Laurie Lutyk own a property at 149 Highway No. 124, fronting on Bell Lake in Part of Lot 20, Concession 9, Municipality of McDougall.



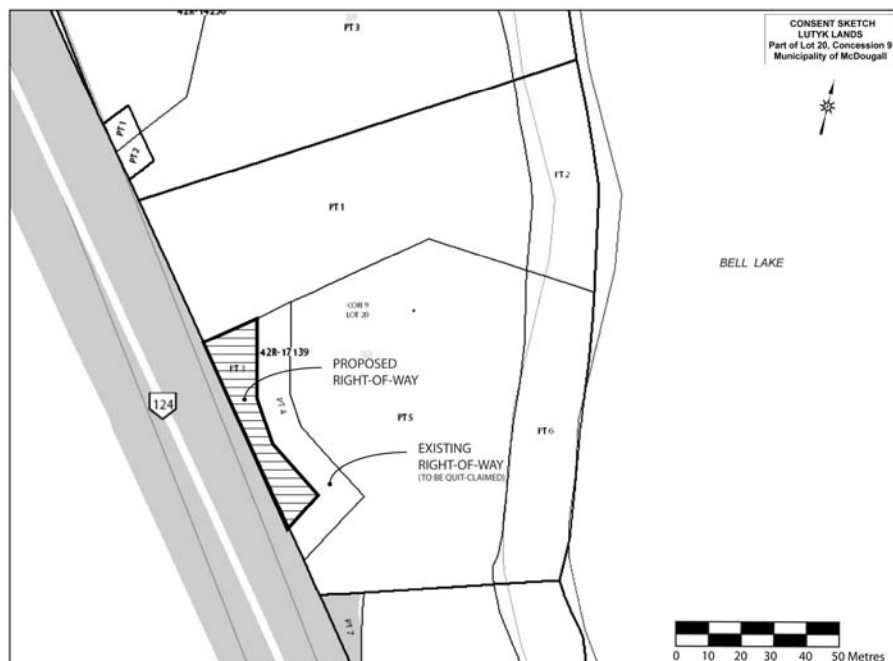
The property is developed with a single family dwelling, detached garage and accessory storage buildings.

Brandon and Amy Ryman own a vacant piece of property to the north of the Lutyk lands.



Proposed Consent

There is an existing entrance off of Highway No. 124 and a driveway on an existing right-of-way through the subject lands to the lot to the north. The applicant wishes to quit-claim the existing right-of-way and establish a new right-of way over Part 3 on Plan 42R-17139, away from his dwelling and accessory structures.



Provincial Policy Statement

There is no new development as a result of the subject right-of-way relocation. There will be minimal site alteration or disturbance to allow for the relocated right-of-way. Consequently, there will be no impact on any provincial interest.

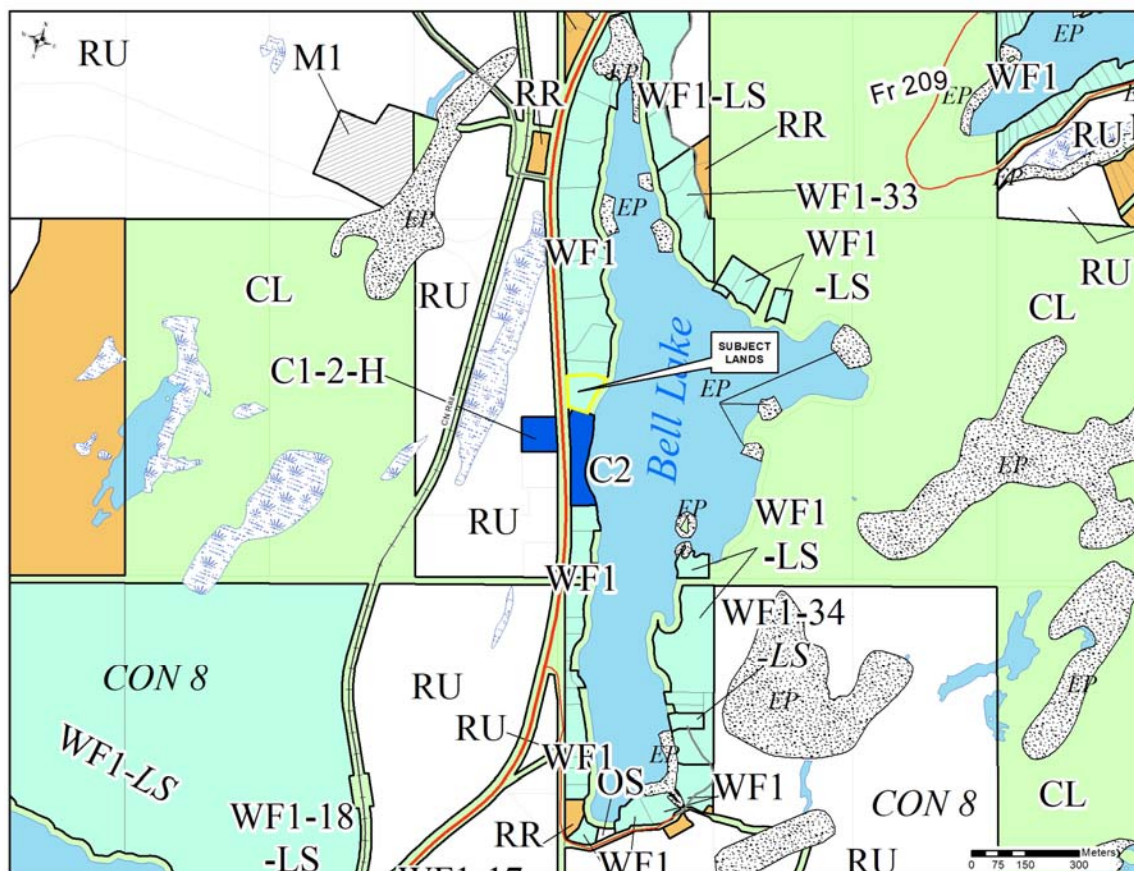
The benefiting land owners already share the driveway with the applicants. This shared arrangement should not impact the entrance permissions that are in place. M.T.O. will be circulated as part of the application.

Official Plan

The lands are designated Waterfront. Since the highway and driveway access is existing, and there is no proposed development, there are no official plan issues.

Zoning By-law

The lands are zoned Waterfront Residential 1 (WF1).



Recommendation

That the consent application by Andrew Lutyk, as applied for in Application No. B22/2019(McD) be supported subject to:

1. Payment of all applicable fees.

Yours truly,

A handwritten signature in blue ink that reads "John Jackson". The signature is written in a cursive style with a large initial 'J' and a long, sweeping underline.

John Jackson

JJ:pc

MUNICIPALITY OF McDOUGALL

INTERNAL CIRCULATION CHECKLIST

TYPE OF APPLICATION	RIGHT OF WAY
APPLICANT NAME	LUTYK
RETURN TO CLERK BY	

CIRCULATE TO	INDICATE WITH X	COMMENTS YES OR NO	NAME
CHIEF BUILDING OFFICIAL	x		
MANAGER OF PUBLIC WORKS	x		
FIRE CHIEF	x	NO	Brian Leduc
MUNICIPAL ENFORCEMENT	x	NO	Brian Leduc
CAO	x		
PLANNER	x	NO	L. West
TREASURER	x	NO	E. Robinson
OTHER			

COMMENTS OR ATTACH REPORT	
---------------------------	--

No concerns subject to the applicant obtaining work permits/approvals as required by MTO.

[illegible]

Guide to the Consent Process

What Is A Consent?

The Planning Act requires that a "consent" or "plan of subdivision" must be approved before a parcel of land can be divided to create an additional lot or lots. A consent is also called a severance. Controlling the division of land through "severance" gives the Parry Sound Area Planning Board a way of ensuring that the creation of lots is consistent with the planning policies of the area Official Plans and Provincial planning documents.

Under What Conditions Is A Consent Required?

A consent is required to:

- divide land (or sever it);
- register a mortgage or discharge a mortgage over part of a parcel of land;
- register a lease over part of a parcel of land when the term of the lease is 21 years or more (inclusive of renewal options);
- register an easement or right-of-way; and
- adjust boundaries of existing land parcels to enlarge or decrease the size of a property.

How Many Lots Can Be Severed?

In general, applications for the creation of multiple lots are encouraged to proceed by registered plan of subdivision, particularly where any of the following apply:

- where the future development potential of the retained lands is in question;
- where major extension or dedication of a new public road would be required;
- where major extension of municipal water or sewage services would be required; or
- where an agreement or condition would be required for any part of the retained lands which is not capable of being accommodated through the consent process.

When the above conditions do not apply, multiple lot creation through the consent process may be possible. If there are significant lands that are to be retained, it may be necessary for applicants to also show through a subdivision concept plan, how these retained lands and the proposed lots created through the consent process are compatible with one another, as well as existing and future development of abutting lands.

How Do I Make A Consent Application?

Step 1 Consult with the Parry Sound Area Planning Board : Before you fill out an application, it is helpful to discuss your plans with the Parry Sound Area Planning Board to determine:

- the need for a consent and the type of consent involved;
- whether or not a minor variance application to the Committee of Adjustment or a rezoning application is required to amend the Zoning By-law;
- whether or not there might be servicing requirements/limitations, or land dedications involved with a consent proposal; or
- whether or not the proposal is beyond the scope of the consent process and is, for example, a subdivision situation.

Step 2 Complete the Application: To avoid delays, please ensure that your application is complete, that all drawings are neat and legible and that all dimensions are accurate.

Step 3 **Circulation of Application:** After your application has been received, and at least 14 days prior to the meeting, the Secretary -Treasurer of the Parry Sound Area Planning Board will send notice of the application to every person assessed within 60 metres of the subject property, and to every person and public body that has provided a written request for such notice. Anyone wanting to be notified of the decision must make a written request. Your application will also be circulated to prescribed agencies and Departments for the purpose of obtaining written comments and/or advice for consideration when making the decision on the application.

Step 4 **Decision Making Process:** The Parry Sound Area Planning Board will carefully consider all aspects of your application against matters such as:

- what the effect will be on the health, safety, convenience and welfare of the present and future inhabitants;
- the impact on Provincial interests;
- whether the application is in the public interest or is premature;
- are the lands suited to the proposal;
- if the size and shape of the lots and the overall plan are suitable;
- whether the lot layout addresses conservation of natural resources and flood control;
- whether utilities, road systems, municipal services and schools are adequate;
- if the area of land being dedicated for public purposes is suitable;
- whether the application conforms to the applicable planning documents and if it is compatible with adjacent land uses.

If your application is approved, the Parry Sound Area Planning Board may impose conditions as part of the decision. Conditions could include things such as a requirement for Site Plan Approval, rezoning, parkland dedication fees or entering into of an agreement with the Municipality/Township/Town.

Step 5 **Notice of Decision:** Within 15 days of the date on which the Parry Sound Area Planning Board makes a decision, one copy will be mailed to you, to anyone who filed a written request for notice of the decision and to anyone else prescribed by regulation.

Step 6 **A Final Binding Decision:** If no appeal is made by the end of the 20 day appeal period, the decision is final and binding. You may then proceed to fulfill the conditions of consent and to prepare and submit to the Secretary -Treasurer of the Planning Board the appropriate documents such as a deed or a mortgage for certification.

IMPORTANT NOTE: Section 53 of the Planning Act provides that:

- where a consent is granted with conditions, the conditions must be fulfilled within one year of the "giving of notice of a decision" or the consent is deemed to be "refused", and,
- where a conditional consent has been certified as to the fulfillment of the conditions, the consent itself "lapses" after two years from the date of the certificate.

How Long Does The Process Take?

On average, approximately 6 to 8 weeks elapse from the time an application is filed with the Planning Board to the point where a decision of the Planning Board is final and binding.

Can Anyone Appeal The Decision?

Anyone may appeal a decision of the Parry Sound Area Planning Board to the Local Planning Appeal Tribunal (LPAT) within 20 days of the date of the Notice of the Decision by personally delivering or sending a Notice of Appeal to the Secretary - Treasurer of the Parry Sound Area Planning Board. The appeal must set out the reasons for objecting to the decision and must include the OMB's prescribed appeal fee. The Secretary -Treasurer will then prepare an appeal package and forward it to the LPAT. The LPAT will schedule a hearing and give written notice of the time and date in advance of the hearing.

LPAT forms can be found at <http://elto.gov.on.ca/tribunals/lpat/forms/appellant-applicant-forms/>

PARRY SOUND AREA PLANNING BOARD - APPLICATION FOR CONSENT
70 Isabella Street, Unit #110, Parry Sound, Ontario P2A 1M6 (Phone 705-746-5216 Fax 705-746-1439)

No. B

1. Applicant Information

Name of Applicant _____
Address _____

Postal Code _____

E-mail Address _____

Home Tel No. ()
Business Tel No. ()
Home Fax Tel No. ()
Business Fax Tel No. ()

Note: By providing your E-mail address you consent to receiving correspondence regarding this file by E-mail.

1.2 Name of Owner(s) (if different from the applicant). An owner's authorization is required in Section 12, if the applicant is not the owner.

Name of Owner _____
Address _____

Postal Code _____

E-mail Address _____

Home Tel No. ()
Business Tel No. ()
Home Fax Tel No. ()
Business Fax Tel No. ()

Note: By providing your E-mail address you consent to receiving correspondence regarding this file by E-mail.

1.3 Name of the person who is to be contacted about the application, if different than the applicant. (This may be a person or firm acting on behalf of the applicant.)

Name of Contact _____
Address _____

Postal Code _____

E-mail Address _____

Home Tel No. ()
Business Tel No. ()
Home Fax Tel No. ()
Business Fax Tel No. ()

Note: By providing your E-mail address you consent to receiving correspondence regarding this file by E-mail.

2. Purpose of this Application (check appropriate box)

2.1 Type and purpose of transaction for which application is being made

- ☐ creation of a new lot ☐ lot additions ☐ easement ☐ right-of-way ☐ lease
☐ correction of title ☐ charge ☐ other (specify, e.g., partial discharge of mortgage)

Explain: _____

3. Name of person(s) (purchaser, lessee, mortgage, etc.) to whom land or interest is intended to be transferred, charged or leased, if known and specify relationship to present owner, if any.

3.1 Lot 1 _____ Lot 2 _____ Lot 3 _____

4. Location of the Subject Land Roll / PIN No.(s) _____

4.1 Municipality _____ Lot(s) No.(s) _____ Concession No. _____
Street Name and No. _____ M-Plan No. _____ Lot(s) _____
Registered Plan No. Part(s) _____ Parcel No. _____

May 28, 2019

5. Easements or restrictive covenants

5.1 Are there any easements or restrictive covenants affecting the subject land? ☐ NO ☐ YES

If **YES**, describe the easement or covenant and its effect:

6. Description of Lands to be Divided and Servicing Information (Complete each subsection)

6.1

	Frontage (m)	Depth (m)	Area (ha)	Existing Uses	Proposed Uses	Existing Structures	Proposed Structures
Retained Lot							
Lot Addition							
Right-of-way							
Benefiting Lot							
Severed Lot 1							
Severed Lot 2							
Severed Lot 3							

6.2 Access (check appropriate space)

	Name	Retained	Benefiting Lot	Sever (Lot 1)	Sever (Lot 2)	Sever (Lot 3)
Provincial Highway						
Municipal (maintained all year)						
Municipal (Seasonal)						
Other public road						
Right of way						
Water Access						

If Water Access Only

	Retained	Benefiting Lot	Sever (Lot 1)	Sever (Lot 2)	Sever (Lot 3)
Parking and docking facilities to be used					
Approximate distance of these facilities from the subject land					
The nearest public road					

6.4 Water Supply (enter in appropriate space - **E** for Existing or **P** for Proposed)

	Retained	Benefiting Lot	Sever (Lot 1)	Sever (Lot 2)	Sever (Lot 3)
Publicly owned and operated piped water system					
Privately owned and operated individual well					
Privately owned and operated communal well					
Other public road					
Lake or other waterbody					
Other means					

6.5 Sewage Disposal - enter in appropriate space - **E for Existing or P for Proposed**

	Retained	Benefiting Lot	Sever (Lot 1)	Sever (Lot 2)	Sever (Lot 3)
Publicly owned and operated sanitary sewage system					
Privately owned and operated individual septic tank					
Privately owned and operated communal well					
Privately owned and operated communal septic system					
Privately owned and operated communal septic system					
Privy					
Other means					

7. Official Plan

7.1 What is the current designation of the subject land in the Official Plan: _____

8. Current Application

8.1 Has the land ever been the subject of an application for approval of a plan of subdivision under section 51 of the Planning Act.

☐ YES ☐ NO ☐ UNKNOWN

If **YES**, and if known, specify the appropriate file number and status of application and/or Plan No.

8.2 Has the land ever been the subject of a consent under section 53 of the Planning Act.

☐ YES ☐ NO ☐ UNKNOWN

If **YES**, and if known, specify the appropriate file number and status of application.

8.3 Is the subject land currently the subject of an official plan amendment, zoning by-law, a Minister's zoning order, a minor variance, an approval of a plan of subdivision or a consent.

☐ YES ☐ NO ☐ UNKNOWN

If **YES**, and if known, specify the appropriate file number and status of application.

8.4 Are there additional consents being applied for on these holdings simultaneously with this application, or being considered for the future?

☐ YES ☐ NO ☐ UNKNOWN

9. Original Parcel

9.1 Has any land been severed from the parcel originally acquired by the owner of the subject land.

☐ YES ☐ NO ☐ UNKNOWN

If **YES**, and if known, specify the date of the transfer, the name of the transferee and the land use on the severed land. _____

10. Affidavit / Sworn Declaration

The contents of the application and appendices shall be validated by the Applicant (or authorized agent) in the form of the following Affidavit / Sworn Declaration before a Commissioner or other person empowered to take Affidavits.

Dated at the _____ of _____ this _____ day
of _____ 20_____

I, _____ of the _____ in the
County/District/Regional Municipality of _____ solemnly declare that all the statements
contained in this application are true, and I make this solemn declaration conscientiously believing it to be true, and knowing
that it is of the same force and effect as if made under oath and by virtue of the **CANADA EVIDENCE ACT.**

Signature of Applicant or Agent

DECLARED BEFORE ME at the _____ of _____ in the
_____ of _____ this _____ day
of _____ 20_____.

A Commissioner of Oaths

11. Authorizations

- 11.1 If the applicant is not the owner of the land that is the subject of this application, the written authorization of the owner that the applicant is authorized to make the application must be included with this form or the authorizations set out below must be completed.

Authorization of Owner for Agent to Make the Application

I, _____, am the owner of the land that is the subject of this application for Consent and/or Zoning By-law Amendment and I authorize _____ to make this application on my behalf.

Date _____ Signature of Owner _____

- 11.2 If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

Authorization of Owner for Agent to Provide Personal Information

I, _____, am the owner of the land that is the subject of this application for Consent and for the purposes of the **Freedom of Information and Protection of Privacy Act**, I authorize _____, as my agent for this application, to provide any of my personal information that will be included in this application or collected during the processing of the application.

Date _____ Signature of Owner _____

12. Consent of the Owner (this section must be completed for the application to be processed)

12.1 Complete the consent of the owner concerning personal information set out below.

Consent of the Owner to the Use and Disclosure of Personal Information

I, _____, am the owner of the land that is the subject of this application and for the purposes of the **Freedom of Information and Protection of Privacy Act**, I authorize and consent to the use by or the disclosure to any person or public body of any personal information that is collected under the authority of the **Planning Act** for the purposes of processing this application.

Date _____ Signature of Owner _____

13. Additional Fees

The applicant hereby agrees:

- (a) to reimburse the Parry Sound Area Planning Board for any costs incurred in processing this application which are above and beyond the amount of the application fee; and
- (b) to pay all costs legal and otherwise, that may be incurred by the Parry Sound Area Planning Board with respect to an LPAT Hearing, that may be held as a result of this application for a consent and to provide a deposit for such costs at least 45 days prior to any scheduled hearing.

Date _____ Signature of Owner _____

Plans / Sketches	
<p>SKETCHES TO BE SUBMITTED MUST BE BLACK AND WHITE ON PAPER 8 1/2" x 11"</p> <p>ONE COPY OF SKETCH, IF REPRODUCABLE</p> <p>ALL LETTERING MUST BE LEGIBLE. USE MULTIPLE SKETCHES AT DIFFERENT SCALES IF NECESSARY</p>	
<input type="checkbox"/>	Key Map – Available on the Planning Board Website (www.psapb.ca) http://psapb.ca/index.php/planning-board/forms/application-forms
<input type="checkbox"/>	North Arrow
<input type="checkbox"/>	clearly defined boundaries of severed and retained lots
<input type="checkbox"/>	if more than one severed lot, label the severed lots according to the application (Section 6)
<input type="checkbox"/>	the boundaries & dimensions of any land abutting the subject land that is owned by the owner of the subject land
<input type="checkbox"/>	the distance between the subject land and the nearest township lot line or landmark such as a bridge or railway crossing
<input type="checkbox"/>	the dimensions of the subject land, the part that is to be severed and the part that is to be retained
<input type="checkbox"/>	the location of all land previously severed from the parcel originally acquired by the current owner of the subject land
<input type="checkbox"/>	the approximate location of all natural and artificial features on the subject land and on the land that is adjacent to the subject land that, in the opinion of the applicant may affect the application. Examples include buildings, railways, roads, watercourses, drainage ditches, river or stream banks, wetlands, wooded areas, wells and septic tanks
<input type="checkbox"/>	the existing uses on adjacent land, such as residential, agricultural and commercial uses
<input type="checkbox"/>	the location, width and name of any roads within or abutting the subject land indicating whether it is an unopened road allowance, a public travelled road, a private road or a right-of-way
<input type="checkbox"/>	the location and nature of any easement affecting the subject land

PLANNING BOARD

2018 Fees **Base Fee \$1500 + \$750 per lot/lot addition, \$250 for each additional lot addition, \$250 per right-of-way + \$500 deposit for Professional Planning Services**

Change of Condition / Re-approval Fee (before lapsing) \$750 Stamping Fee for Retained Lot (Optional): \$750

A fee of \$325 payable to the Town of Parry Sound is required for any application within the Town of Parry Sound.

A fee of \$333 payable to the Township of Carling is required for any application within the Township of Carling (The Township deposit will be reconciled in accordance with the Townships standard rate for their planner for actual time taken).

NOTE: Additional expenses may be incurred (ie. Legal, Planning, Survey, Rezoning, Minor Variance, Parkland Fee) and are the responsibility of the applicant.



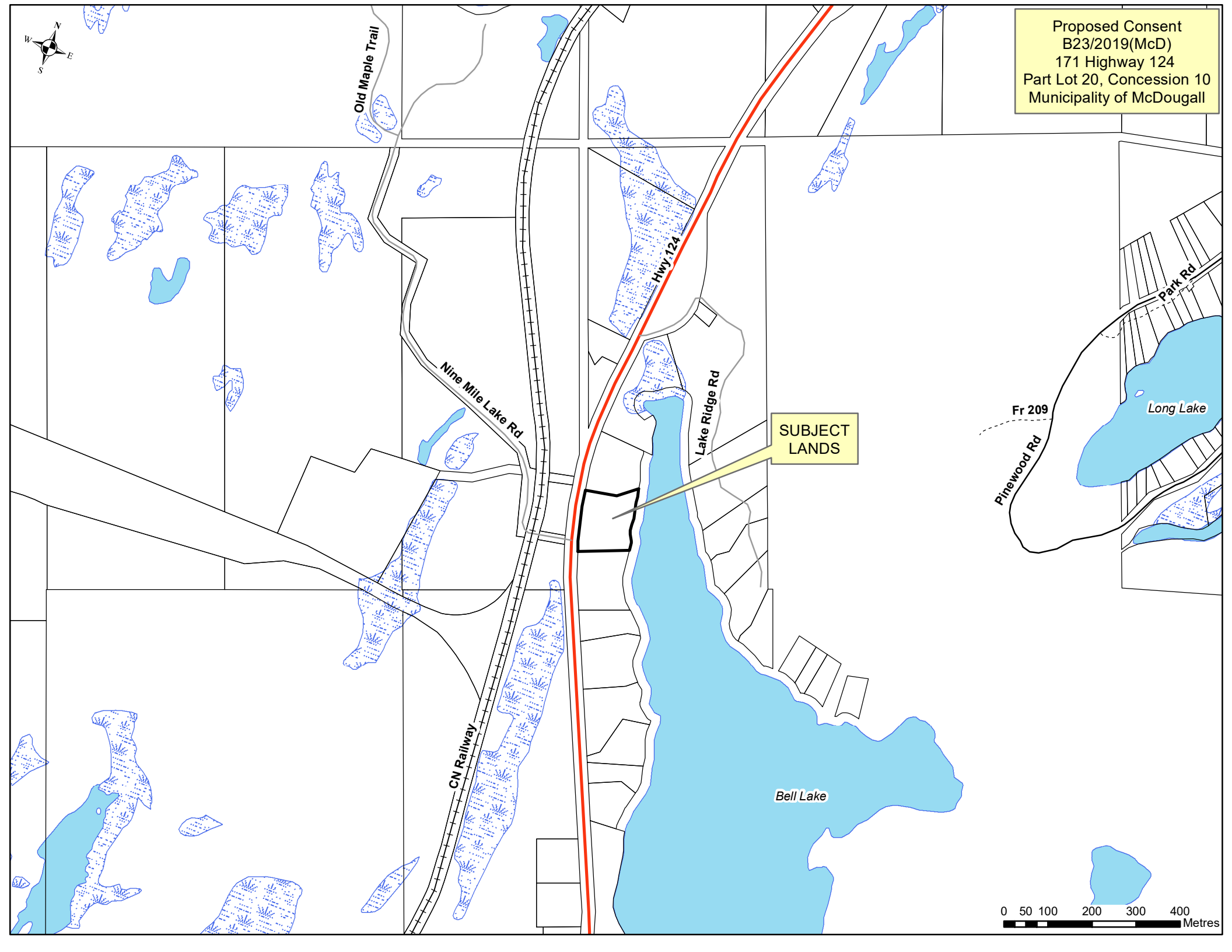
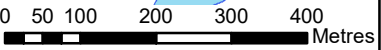
Proposed Consent
B23/2019(McD)
171 Highway 124
Part Lot 20, Concession 10
Municipality of McDougall

SUBJECT
LANDS

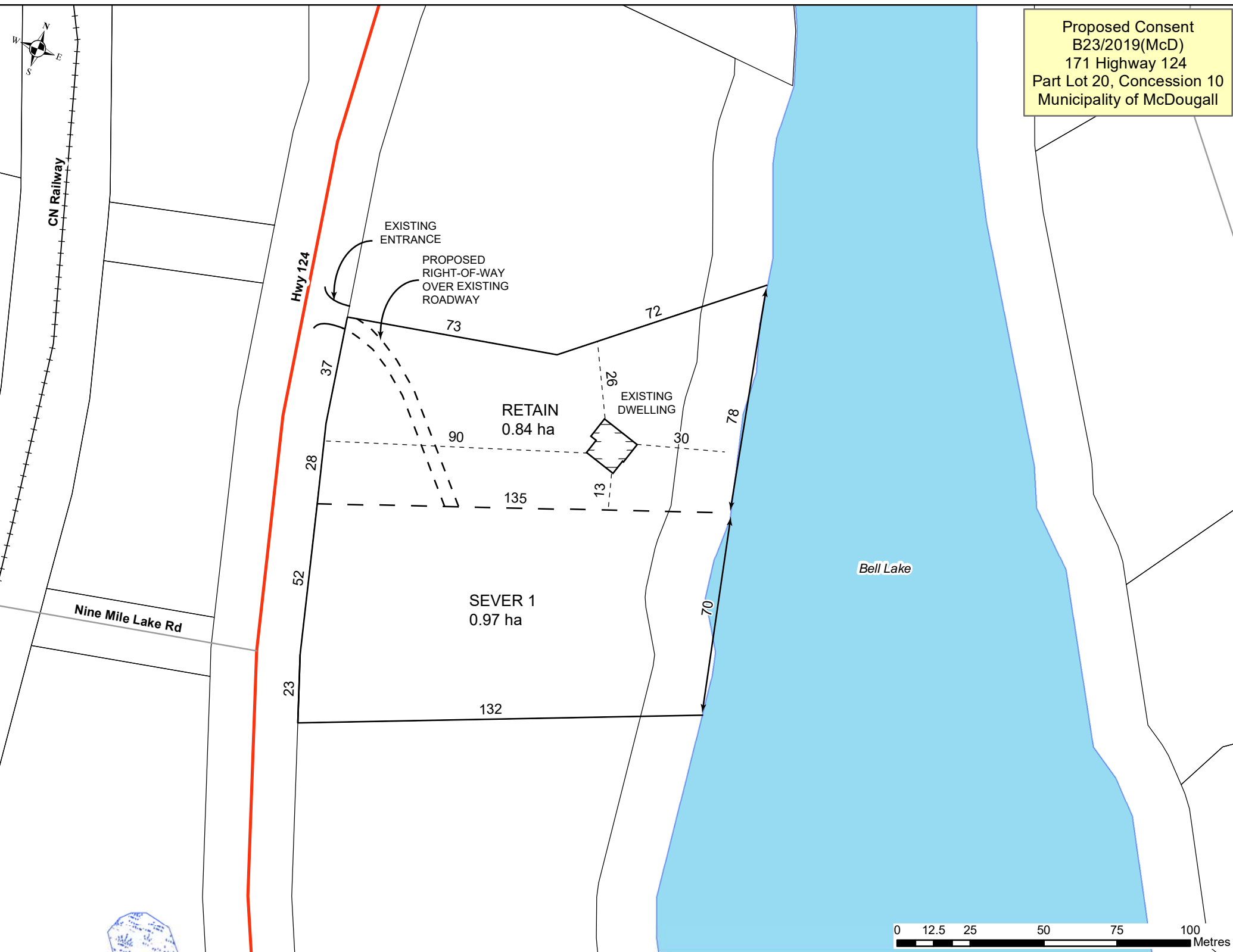
Fr 209
Pinewood Rd

Long Lake

Bell Lake



Proposed Consent
B23/2019(McD)
171 Highway 124
Part Lot 20, Concession 10
Municipality of McDougall



Report to Parry Sound Area Planning Board

CONSENT APPLICATION B23/2019(McD)

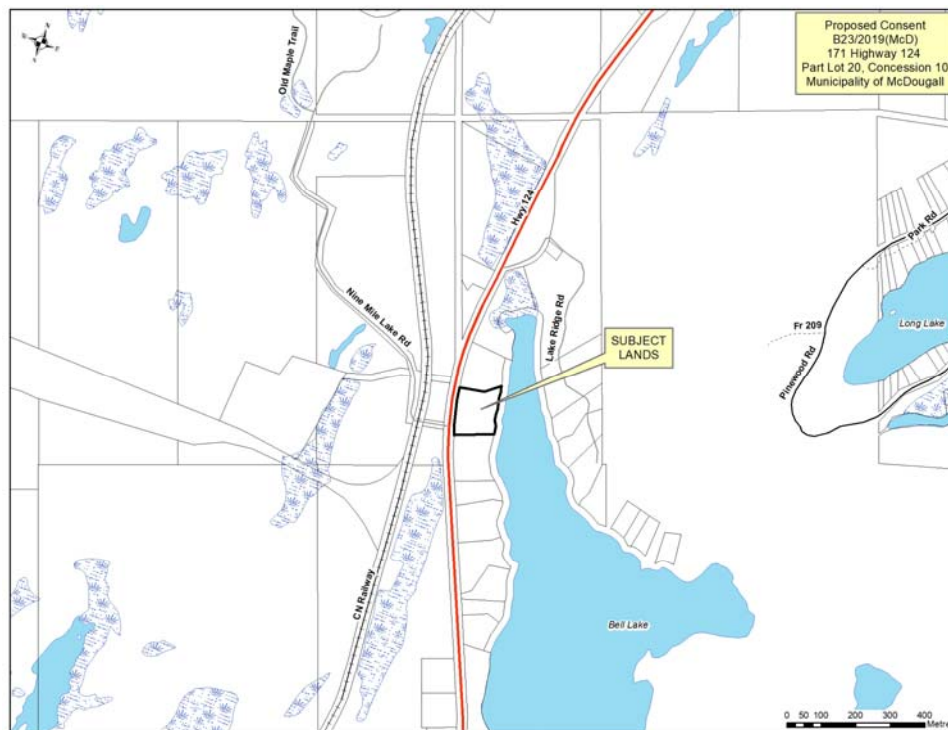
Applicant: 5019534 Ontario Inc.

**171 Highway No. 124
Parts 2-4, 42R-8487
Part of Lot 20, Concession 10
Municipality of McDougall**

August 28, 2019

Background

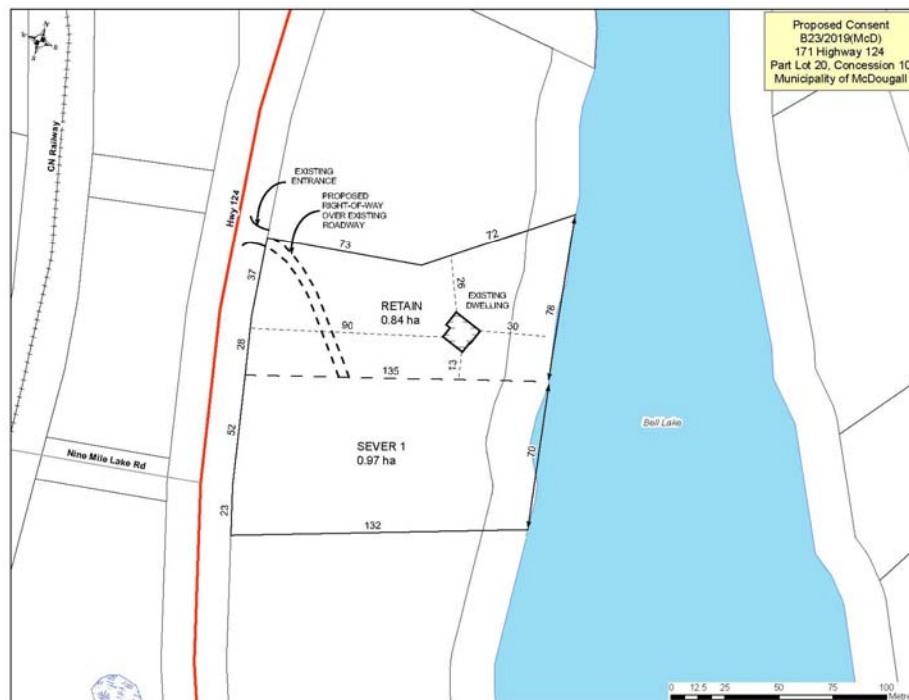
The corporation 5019534 Ontario Inc. owns a property at 171 Highway No. 124, fronting on Bell Lake in Part of Lot 20, Concession 10, Municipality of McDougall.



The property is developed with an existing single family dwelling.

Proposed Consent

The owner wishes to create one new lot fronting on Bell Lake. The new lot will be accessed by a right-of-way through, the retained lands, on the existing road bed.



Provincial Policy Statement

The subject lands are adjacent to the Nobel Settlement Area in the official plan and may be considered part of the Bell Lake community. In this case, the lands are likely best described as part of a rural settlement area.

Under section 1.4.4.2:

“ In *rural areas*, *rural settlement areas* shall be the focus of growth and development and their vitality and regeneration shall be promoted. ”

1.1.4.3

“ When directing development in *rural settlement areas* in accordance with policy 1.1.3, planning authorities shall give consideration to rural characteristics, the scale of development and the provision of appropriate service levels. “

Under section 1.6.7 Transportation Systems

“ 1.6.7.1 *Transportation systems* should be provided which are safe, energy efficient, facilitate the movement of people and goods, and are appropriate to address projected needs. “

It appears that the subject lands (171 Highway No. 124) shares an entrance off Highway No. 124 with 173 Highway No. 124. The proposed lot would continue to share this entrance but follow the old highway alignment through the property.

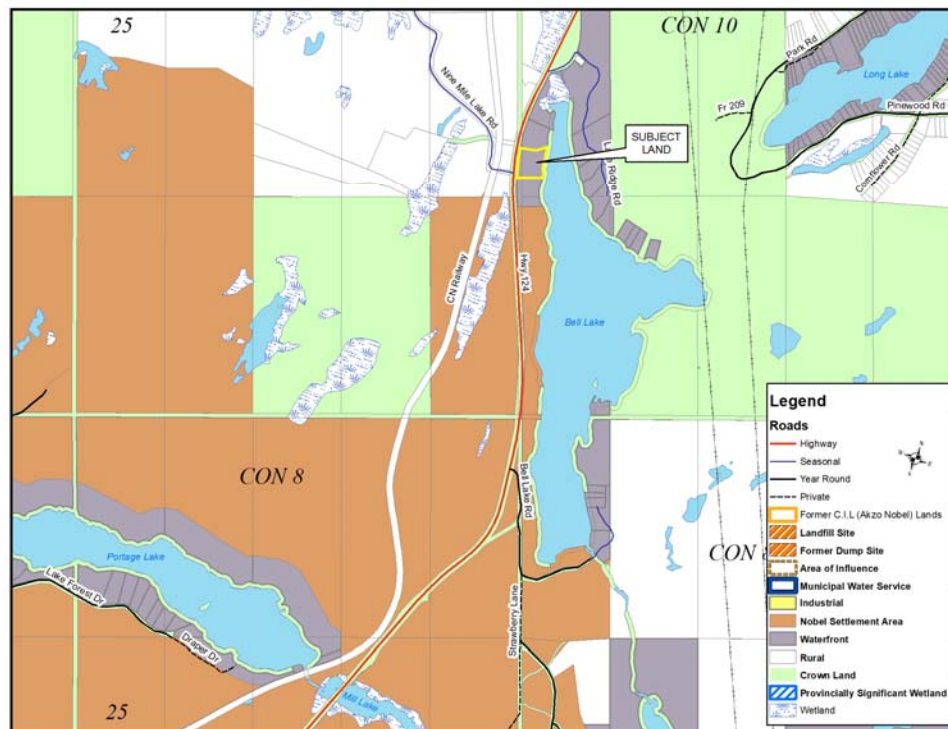
The proponent has attempted to pre-consult with the M.T.O. on any access issues but has received no response. M.T.O. will be circulated the application in accordance with Planning Act requirements.

Official Plan

Bell Lake is available for new lot development subject to complying with the standards set out in the zoning by-law.

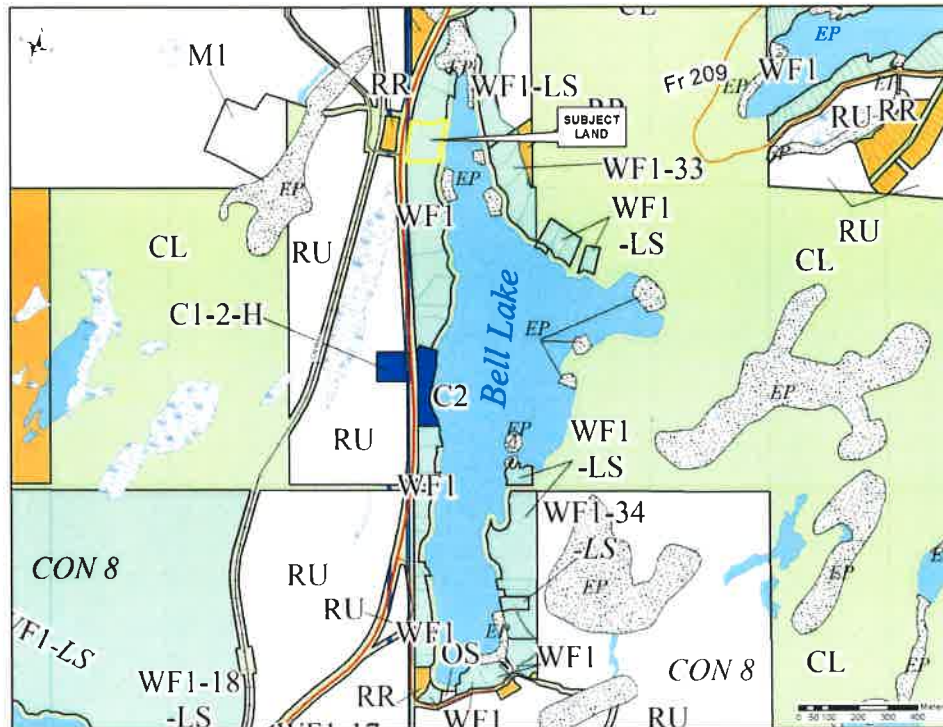
There are no constraints to development on the subject land.

The Municipality may wish to impose a requirement for a 51(26) agreement to ensure that the shared driveway is recognized as the sole responsibility of the owner of the lots.



Zoning By-law

The lands are zoned Waterfront Residential 1 (WF1). Both the proposed retained and severed lots will have the minimum 0.5 hectares of lot area and 70 metres of lake frontage. The shoreline is free of Type 1 fish habitat.



Recommendation

That the consent application by 5019534 Ontario Inc., as applied for in Application No. B23/2019(McD) be supported subject to:

1. Payment of Parkland Dedication fees satisfactory to the Municipality.
2. Receiving 911 addressing for the new lot.
3. Complying with the Municipality's zoning by-law.
4. That the applicant enter into a 51(26) agreement to indemnify the Municipality of any responsibility or liability for the shared right-of-way.
5. Payment of any applicable planning fees.

Yours truly,


John Jackson
JJ:pc

MUNICIPALITY OF McDOUGALL

INTERNAL CIRCULATION CHECKLIST

TYPE OF APPLICATION	SEVERANCE / LOT CREATION
APPLICANT NAME	5019534 ONTARIO INC
RETURN TO CLERK BY	

CIRCULATE TO	INDICATE WITH X	COMMENTS YES OR NO	NAME
CHIEF BUILDING OFFICIAL	x		
MANAGER OF PUBLIC WORKS	x		
FIRE CHIEF	x	NO	Brian Leduc
MUNICIPAL ENFORCEMENT	x	NO	Brian Leduc
CAO	x		
PLANNER	x	NO	L. West
TREASURER	x	NO	E. Robinson
OTHER			

COMMENTS OR ATTACH REPORT	
---------------------------	--

No concerns subject to the conditions set out in the report prepared by John Jackson Planner Inc. and that the applicant obtain any approvals as may be required by MTO.
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[illegible]



RECEIVED AUG 20 2019

52 Seguin Street, Parry Sound, Ontario P2A 1B4
Tel: (705) 746-2101 • Fax: (705) 746-7461 • www.townofparrysound.com

August 14, 2019

Municipality of McDougall
Lori West, Clerk
5 Barager Boulevard, McDougall, Ontario, P2A 2W9

Re: Regional Recreation Master Plan

Dear Ms. West,

This year, the Council of the Corporation of the Town of Parry Sound allocated funds to initiate an update of the 2008 Area Culture & Recreation Master Plan, which could include an update of the existing Plan or depending on the needs of the community move in a direction requiring a new Regional Recreation Master Plan.

As you may be aware the 2008 plan was spearheaded by the Regional Economic Development Committee (R.E.D.A.C.), and involved the Township of Seguin, Township of McDougall and Town of Parry Sound, coordinated/facilitated by the R.E.D.A.C. Intern, the three municipalities shared cost and resources, coordinated efforts, hired a consulting firm and worked together on an Area Culture & Recreation Master Plan. In a continued spirit of regional cooperation, the Town of Parry Sound Council would like to reach out and invite all area municipalities as well as the First Nation Communities of Shawanaga and Wasauksing to participate in this process and work together in cooperation on this endeavour.

It is anticipated that a project committee will be formed this year with membership from all participating municipalities; terms of reference created, and project scope and timeline established prior to year end. If all progresses well, it is anticipated that the Committee will issue an RFP for consultative services in the new year.

Should your municipality wish to participate in this process please confirm your interest in participating no later than September 30th. In the interim if you have any questions please feel free to contact me.

Sincerely,

April McNamara, Manager of Parks & Recreation, Town of Parry Sound
P: 705-746-2701, ext. 200
E: april@townofparrysound.com

cc. Mayor & Council, Town of Parry Sound
Clayton Harris, Chief Administrative Officer, Town of Parry Sound

Township of the Archipelago
Mr. John Fior, Chief Administrative Officer
9 James Street, Parry Sound, Ontario, P2A 1T4

Township of Carling
Kevin McIlwain, Chief Administrative Officer/Clerk
2 West Carling Bay Road, Nobel, Ontario, P0G 1G0

Township of McKellar, Municipal Clerk
PO Box 69, 701 HWY 12, McKellar, Ontario. P0G 1C0

Township of Seguin, Municipal Clerk
5 Humphrey Drive, Seguin, Ontario, P2A 2W8

Shawanaga First Nation, Band Administrator
2 Village Road, Nobel, Ontario, POG 1GO

Wasauksing First Nation, Chief Executive Director
1508 Geewadin Road, Lane G, P.O. Box 250 Parry Sound, ON P2A 2X4

Municipality of Whitestone, Municipal Clerk
21 Church Street, Dunchurch, Ontario, P0G 1G0



REPORT TO COUNCIL

Report No.:	PW 2019-3
Council Date:	September 4, 2019
From:	Nick Thomson Public Works Manager
Subject:	Monthly Report

Background:

The Public Works Department continues to work on the 2019 capital projects.

Peninsula Shores Road is near completion. This project consisted of improving drainage & ditching and culvert replacements. The road base has been upgraded and the surface will consist of pavement where as it was previously surface treatment. In addition to this project, Fire Station 2 drainage improvements to prevent water entering the building as well as paving the parking lot is also scheduled for completion by early to mid-September.

We are working on general road maintenance replacing culverts where needed as well as other regular routine maintenance.

We are preparing for the Pineridge Multi Plate Culvert job and have completed a site plan with the crew for the project. Will be working on the abutments for the bypass and getting sandbags ready for the dewatering, turbidity curtain and silt curtain will be in place shortly. Also will be prepping locations for the stock of materials, and prepping a pad to assemble the new Multi Plate.

Final inspection has been completed on the two new Plow Trucks as per the tender specs. The two new trucks will be delivered within the next few days and we are preparing the old trucks to be auctioned.

Recommendation:

That council receive this report for information.



REPORT TO COUNCIL

Report No.:	ENV-2
Council Date:	Sept 4/2019
From:	Steve Goman
Subject:	Environmental Services Report

Background:

Landfill Leachate:

The Leachate treatment plant has been operating at low flow rates.
All criteria met the ECA requirements.

Nobel Water:

Steve would like to thank council for participating in "Standard of Care" training last month.

Crawford Septic:

Seasonal flows are low.

Recommendation:

Landfill Leachate:

No further action required.

Nobel Water:

No further action required.

Crawford Septic:

No further action required.



SECOND QUARTER FINANCIAL REPORT

FOR THE PERIOD ENDED JUNE 30, 2019

The Municipality of McDougall

Prepared by:
Erin Robinson B.Comm., CPA, CGA
Treasurer

INTRODUCTION

Quarterly financial reporting is being prepared by the Municipality of McDougall as a means of providing the community and council with a regular overview of financial information. Quarterly financial reporting is a priority identified by the Treasury department as it demonstrates prudent fiscal responsibility and accountability.

The primary information provided in the quarterly report is a comparison of the annual budget amounts to actual revenues and expenditures for operating departments and projects. All financial information is based on preliminary, unaudited information reported from the municipal financial system as of the report date. Seasonal variations in municipal operations may affect the proportion of revenues achieved or expenditures incurred to date. This is particularly evident with projects as the project activity may not have commenced or little actual expenditures may be incurred at the end of the reporting period.

This quarterly report provides information in three parts:

Commentary, pages 3-7

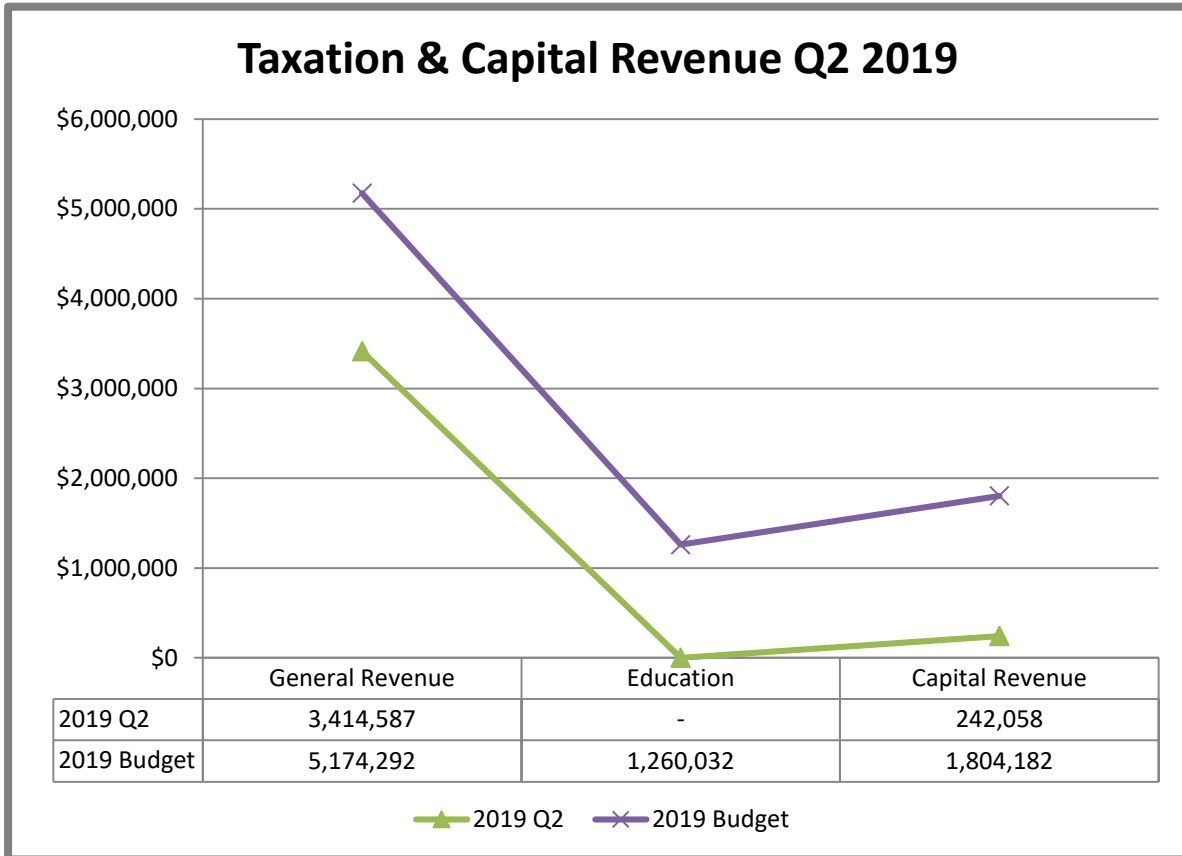
Statement of Operational Results, pages 8-10

Statement of Capital Expenditures, page 10

Questions or comments regarding this report can be made by:
email: erobinson@mcdougall.ca
Phone: (705) 342-5252

COMMENTARY

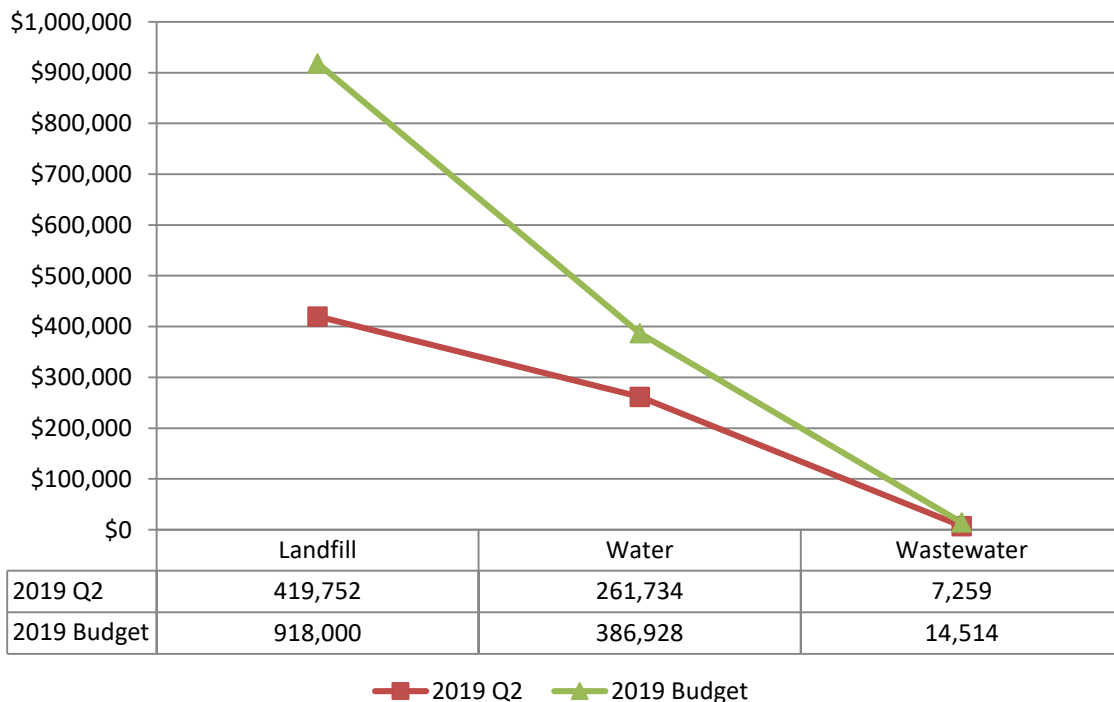
At the end of the second quarter (Q2) of the 2019 fiscal year, total municipal revenues are at 46% of the annual budget. For comparison purposes, at the end of the second quarter of the 2018 fiscal year, municipal revenues were 47% of the annual budget. Thus we are tracking quite well for 2019 revenues and should reach our budgeted targets by year end. Taxation revenue accounted for 66% of the revenue up to this point. Total expenses are tracking at 38% of the annual budget; we will see an increase once the large capital projects are completed.



Departmental Revenue Q2 2019



Environmental Services Revenue Q2 2019



The majority of the revenues in the second quarter are taxation revenues that arose from the 2019 interim tax billing. \$384,267 was received from the OMPF for the first two quarterly payments; \$50,386 was received from the Ontario Community Infrastructure Fund (OCIF), and \$534,200 from the one time efficiency provincial grant.

Other seasonal variations and factors that impact a significant proportion of revenue achieved as of the end of the reporting period are:

Grant Revenue

OMPF grant funding is received in equal portions on a quarterly basis. The Federal Gas Tax funding is received in two equal payments receivable in the second quarter and the third quarter. Other Provincial and Federal grant funding is received upon completion of the funded project. The Provincial Library grant can be expected in Q4.

Other Revenue

Other revenue is based on fines and miscellaneous sales and penalties, including penalties on unpaid taxes. Timing of these revenue amounts is less certain than other areas. Capital revenue reserve transfers will be completed in Q3 2019.

Building Permit Revenue

Revenue Source	YTD Q2 2017	YTD Q2 2018	YTD Q2 2019
Total Building Permit Revenue	\$73,140	\$47,255	\$56,705

Landfill Revenue

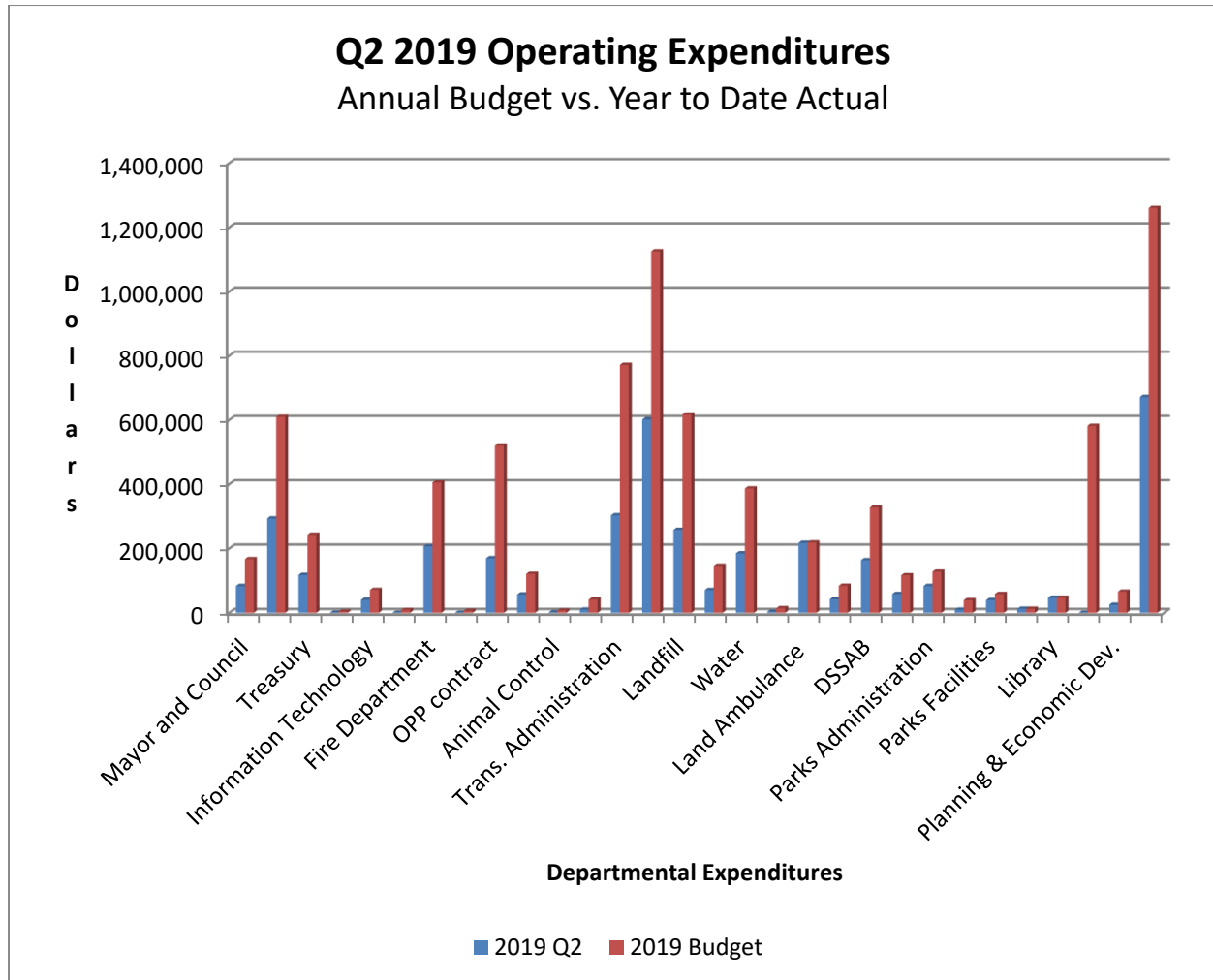
This source of revenue is strongly impacted by seasonality and typically experiences an increase throughout Q2 and Q3. It is strongly reliant on the construction industry and the general economic outlook. Municipality tipping fees have increased by 7.8% from Q2 2018; commercial tipping fees are slightly lower by 0.7%. Scrap metal revenue will be reflected in Q4, upon scrap metal pickup. In total, landfill revenues as at Q2 2019 have increased by \$11,498 or 2.8%. WDO funding increase in 2018 due to capital expenditures regarding the transfer station.

Revenue Source	YTD Q2 2017	YTD Q2 2018	YTD Q2 2019
Tipping fees - Municipalities	177,679	174,781	188,403
Tipping fees - Commercial	170,093	197,824	196,358
Tipping fee - Penalty & Interest	173	750	239
Scrap Metal Sales	0	0	0
WDO Funding	10,981	29,750	17,267
Landfill Misc	702	1,131	1,293
Tipping fees - Ratepayers	11,594	4,019	16,193
Total Landfill Revenue	\$ 371,222	\$408,254	\$419,752

Municipal Service Charges

These revenues are specifically related to the level and timing of property development applications. The expected level and timing of development applications is difficult to determine. Water service revenues are received on a bi-monthly basis thus six times per annum. The annual water operator billing to the Parry Sound Industrial Park occurred in Q2

2019. Operating revenues and expenditures for individual departments can be found on the Statement of Operational Results.



At the end of the second quarter in 2019, total expenditures are tracking at 38% of the annual budget, compared to 39% reported at the end of Q2 2018. The variation is largely due to the timing of capital spending/payments. Operating expenditures in each department are generally consistent per quarter in reference to: wages, administrative costs, supplies and utilities. Operating expenses excluding capital expenditures are at 46% (2018 – 47%) of budget, which is where we would like them to be, given we have half (50%) of the year remaining.

Seasonal & Variable Expenditures

There are various operating expenditures that are seasonal and/or difficult to determine their timing. For example; repairs and maintenance, courses and conferences, overtime wages, professional fees, contracted services (dust control, brushing & trimming, bridges, professional studies) and recreational programs.

External Levy Expenditures

Annual basis: Land Ambulance, Parry Sound Planning Board

Semi-Annual basis: Belvedere Heights

Quarterly basis: Near North District School Board, District of Social Services Administration Board, Municipal Property Assessment Corporation

Monthly basis: North Bay Parry Sound District Health Unit



Municipality of McDougall
2019 2nd Quarter Statement of
Operational Results

Revenue		2018 Q2	2019 Q2	2019 Budget	Variance Q2/Budget	Percentage Collected
<u>General Government</u>	Mayor and Council	2,015	2,455	3,000	545	82%
	Administration	39,125	39,971	39,986	15	100%
	Treasury	65,004	81,395	173,250	91,855	47%
	Elections	-	-	-	-	
	Information Technology	-	2,000	26,550	24,550	8%
	Asset Management	-	-	9,000	9,000	0%
<u>Protection</u>	Fire Department	15,843	982	17,000	16,018	6%
	Building Department	47,255	56,705	98,500	41,795	58%
	By-Law Enforcement	-	-	500	500	0%
<u>Transportation Services</u>	Administration	60,981	37,369	70,500	33,131	53%
<u>Environmental Services</u>	Landfill	408,255	419,752	918,000	498,248	46%
	Water	244,898	261,734	386,928	125,194	68%
	Wastewater	7,077	7,259	14,514	7,255	50%
<u>Recreation & Culture</u>						
Parks Department	Administration	-	-	-	-	0%
	Operations	2,952	3,435	6,300	2,865	55%
	Facilities	1,458	701	3,250	2,549	22%
Culture	Library	-	-	7,350	7,350	0%
<u>Planning & Economic</u>				-	-	
<u>General Revenue</u>		3,032,379	3,414,587	5,174,292	1,759,705	66%
<u>Education</u>		-	-	1,260,032		
<u>Capital Revenue</u>		696,230	242,058	1,804,182	1,562,124	13%
Total Revenues		4,623,472	4,570,403	10,013,134	5,442,731	46%

Q2 2019 Revenue Variances

Administration revenue budget is made up of the Industrial Park Billing. Treasury revenues are slightly higher than prior year due to the timing of POA revenues received, interest earned and a slight increase in tax penalties; however, still comparable to 2018 2nd quarter revenues. The fire department revenue for 2019 vs. 2018 has decreased due to Fire Marquee revenue received. Building department permits have increased YTD vs. 2018. Transportation revenues have decreased due to the timing of the Nobel Rd Contract billing. Landfill revenues have increased vs. 2018, please see discussion on page 5. Water revenues are higher as at 2019 due to the increase in rates and an increase in water connections. General taxation revenues are on track to meet 2019 targets; final tax billing, and supplemental billings prepared in Q3 2019. Capital revenues are on budget, we will receive two OMPF payments, CWWF funding, Federal Gas Tax, OCIF funding in Q3 & Q4.

STATEMENT OF OPERATIONAL RESULTS - EXPENDITURES



Municipality of McDougall
2019 2nd Quarter Statement of
Operational Results

Expenditures		2018 Q2	2019 Q2	2019 Budget	Variance Q2/Budget	Percentage Spent
<u>General Government</u>	Mayor and Council	70,279	83,680	167,239	83,559	50%
	Administration	311,030	293,551	609,753	316,202	48%
	Treasury	118,818	117,986	243,093	125,107	49%
	Elections	3,221	400	4,200	3,800	10%
	Information Technology	24,887	40,653	71,500	30,847	57%
	Asset Management	-	-	9,000	9,000	0%
<u>Protection</u>	Fire Department	187,745	206,799	405,196	198,397	51%
	Emergency Planning	-	49	6,550	6,501	1%
	OPP Contract	213,445	169,865	520,000	350,135	33%
	Building Department	57,567	57,312	121,154	63,842	47%
	Animal Control	520	1,327	7,500	6,173	18%
	By-Law Enforcement	7,498	10,104	41,100	30,996	25%
<u>Transportation Services</u>	Administration	305,852	303,274	771,474	468,200	39%
	Operations	551,872	601,569	1,125,247	523,678	53%
<u>Environmental Services</u>	Landfill	211,389	258,194	616,923	358,729	42%
	Waste Management	59,416	70,957	146,503	75,546	48%
	Water	178,734	185,249	386,928	201,679	48%
	Wastewater	8,234	3,354	14,514	11,160	23%
<u>Health/Social/Family</u>	Land Ambulance	213,301	217,753	218,635	882	100%
	Health Unit	44,094	42,329	84,306	41,977	50%
	DSSAB	162,268	163,976	327,951	163,975	50%
	Belvedere	58,047	58,503	117,000	58,497	50%
<u>Recreation & Culture</u>						
Parks Department	Administration	69,796	83,556	128,116	44,560	65%
	Operations	10,821	9,855	39,403	29,548	25%
	Facilities	39,702	39,718	58,673	18,955	68%
Culture	Museum	10,648	12,650	12,650	-	100%
	Library	45,864	47,019	47,019	-	100%
<u>General Revenue</u> (trf. to reserves)				581,513		
<u>Planning & Economic Dev.</u>		10,190	25,135	65,780	40,645	38%
<u>Education</u>		655,938	671,329	1,260,032		
<u>Capital Expenses</u>		200,705	37,307	1,804,182	1,766,875	2%
Operating Expenditures		3,631,176	3,776,146	8,208,952	4,432,806	46%
Total Expenditures		3,831,881	3,813,453	10,013,134	6,199,681	38%
Q2 Surplus		791,591	756,950	-	-	756,950

Q2 2019 Expenditure Variances

General Government, Protection & Transportation expenditures are tracking well versus the budget. We are on track to meet 2019 budget projections. Landfill expenditures are tracking on budget thus far, the reserve transfer which is dependent on tonnes for the year, will be made in Q4. The water and waste water transfer to reserves will also occur in Q4 2019.

Parks and recreation expenditures are trending well and comparable to Q2 2018.

Overall, there are no major issues in spending at this time as compared to budget. Total operating & capital expenditures are at 38% of budget. We currently have an operating surplus of \$756,950.

STATEMENT OF CAPITAL EXPENDITURES

Municipality of McDougall
2019 2nd Quarter Capital Expenditures

Expenditures		2019 Q2	2019 Budget	Variance Q2/Budget	Percentage Spent
<u>General Government</u>	Office Exterior Renovation		40,000	40,000	0%
<u>Protection</u>	RIT Rescue Packs		3,500	3,500	0%
	Digital Radio		8,000	8,000	0%
	Digital Repeater	7,732	4,000	- 3,732	193%
	Turnout Gear x 5		8,000	8,000	0%
	IRDC Rescue Craft	5,800	6,500	700	89%
<u>Recreation & Culture</u>	Park & Bldg Signage		12,000	12,000	0%
	Geo Hunt Parking Lot	10,559	40,000	29,441	26%
	Nobel Beach Expansion	138	10,000	9,862	1%
	Nobel Church	2,835	50,000	47,165	6%
	Park Guardrails		14,000	14,000	0%
	MRC Lighting		5,000	5,000	0%
	Rafts & Docks	2,112	9,500	7,388	22%
	MRC Snow Screen		7,500	7,500	0%
	Paint Storage Building		3,000	3,000	0%
	Parks Truck Sander		6,000	6,000	0%
	Wellness Ctr Study		36,000	36,000	0%
	George Hunt Lighting	155	15,000	14,845	1%
	Nine Mile Picnic Shelter	1,069	-	- 1,069	0%
<u>Transportation Services</u>	McDougall Culvert		65,000	65,000	0%
	Peninsula Shores Rd		200,000	200,000	0%
	Big Ben Rd		110,000	110,000	0%
	Tandem Plow #1		275,000	275,000	0%
	Tandem Plow #2		275,000	275,000	0%
	Pineridge Dr Culvert		125,000	125,000	0%
<u>Environmental Services</u>	Water System Looping		126,182	126,182	0%
	Landfill Shop	6,905	350,000	343,095	2%
Total Capital Expenditures		37,305	1,804,182	1,766,877	2%

ASSET MANAGEMENT MUNICIPAL ACTION PLAN



HEMSON Consulting Ltd.

30 Saint Patrick Street, Suite 1000

Toronto, ON, M5T 3A3

July 19, 2019

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MUNICIPAL ACTION PLAN EXECUTIVE SUMMARY

The MFOA Amp It Up program provides expert asset management consulting services to municipalities in Ontario with populations under 25,000. To date, over 90 municipalities across Ontario have participated. The program has now expanded to include all municipalities with populations under 5,000, with the goal of including all municipalities in the future. This project has been funded in co-operation with the Province of Ontario.

The Municipal Action Plan (MAP), provides the Municipality with guidance on how to update their existing Asset Management Plan and how to move forward with asset management strategies to optimize the Municipality's asset management framework. Furthermore, the MAP provides guidance on meeting the requirements of Ontario Regulation 588/17 (O. Reg. 588/17). The MAP is based on Hemson's analysis, consultation with Municipality staff and MFOA's Asset Management Self Assessment Tool.

A. KEY OBJECTIVES AND RECOMMENDATIONS

- Document all major assumptions and definitions, such as detailing financial factors like inflation and interest rates.
- Move away from inflating historical costs for replacement costs, and make use of other, more reliable methods such as sourcing from recent tenders.
- Create age profile analyses for all asset categories, and make use of a 5-tier condition assessment rating scale in order to provide more detail than the 3-tier scale. The state of infrastructure should be summarized in a table that gives a high level overview of replacement costs, remaining useful lives and condition assessments for each asset category.
- Build upon the corporate goals already included in the existing plan. Levels of service should be documented in a level of service registry, tracked over the long term, and updated regularly.
- Take a risk based approach to asset management. Incorporate a risk matrix analysis by defining the risk of assets and the consequence of asset failure for all assets. This ensures that corporate risk is minimized. The capital planning tool in the existing plan serves as a good basis.

- Incorporate risk ratings and future demand considerations into the asset management strategy.
- Detail the Municipality-wide cumulative infrastructure gap. The existing plan already includes an analysis of the annual funding gap which can be used to calculate the infrastructure deficit over the long-term.
- Develop a long-term financing strategy that considers both operating and capital budgeting, the use of debt, and alternative revenue solutions. Ensure that the financing strategy is realistic and achievable. Outline a 10-year capital program that considers all asset lifecycle costs in each of the planned action categories. The existing plan already includes a long-term capital plan using a status quo and optimal funding scenario. Ensure that the long-term financing strategy accounts for costs associated to achieving desired levels of service.

I INTRODUCTION: POLICY AND PROCEDURE

A. WHAT IS ASSET MANAGEMENT?

In its most simplistic form, asset management is a process of managing assets in the most cost effective way. The key objective is to maximize benefits and manage risks while providing services to the public in the most sustainable way. It is important that the Asset Management Plan (AMP) clearly define asset management and the benefits of asset management to the Municipality. Some benefits of asset management include:

- Municipality can make informed and traceable decisions;
- Risks are managed over the long-term so the Municipality has the opportunity to co-ordinate accordingly in advance of capital needs in the future;
- Potential for higher resident satisfaction;
- Documents a funding plan and strategy to manage infrastructure; and
- Demonstrates compliance with regulation and legislation.

B. ONTARIO'S ASSET MANAGEMENT REGULATION (O. REG. 588/17)

In 2015, the Province of Ontario established the *Infrastructure for Jobs and Prosperity Act*. The purpose of this Act is to establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth, protection of the environment, and incorporate design excellence into infrastructure planning.

In December 2017, *Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure* (O. Reg. 588/17) was passed under the *Infrastructure for Jobs and Prosperity Act*. The regulation aims to provide a more standardized framework to facilitate asset management planning for Ontario municipalities. The regulation requires municipalities to develop a Strategic Asset Management Policy to document the relationship between the Asset Management Plan and existing policies and practices as well as provide guidance for capital investment decisions.

The regulation also contains specific requirements on the analyses municipal asset management plans should include, so that asset management plans are more consistent

across the Province. Table 1 provides a summary of the key regulatory timelines as outlined by *O.Reg. 588/17* and where the Municipality stands in the timeline.

Table 1 O. Reg. 588/17 Timeline		
Regulation Timeline	Requirement	Progress
July 1, 2019	<ul style="list-style-type: none"> Municipalities shall prepare their first strategic asset management policy. Municipalities shall review, and if necessary, update the policy every 5 years. 	<ul style="list-style-type: none"> The Municipality approved its policy in June 2019. The next review is expected in 2024.
July 1, 2021	<ul style="list-style-type: none"> Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets. The current levels of service must be defined for all core assets. 	<ul style="list-style-type: none"> The Municipality already has existing asset management plans for transportation, water and wastewater assets. The Municipality is expecting to develop the level of service measures for core assets as required by the regulation (see Appendix B).
July 1, 2023	<ul style="list-style-type: none"> Every municipality shall prepare an asset management plan in respect of all other municipal infrastructure assets. The current levels of service must be defined for all other municipal assets 	<ul style="list-style-type: none"> The Municipality is expecting to add all other asset categories to the corporate asset management plan. The Municipality is expecting to develop level of service measures for non-core assets (see Appendix B).
July 1, 2024	<ul style="list-style-type: none"> Municipalities must establish proposed levels of service for a minimum of 10 years. A lifecycle management and financial strategy that covers a minimum of 10 years. 	<ul style="list-style-type: none"> The Municipality is expecting to develop the analysis needed to establish proposed levels of service and a financial plan to achieve the proposed levels of service. The proposed levels of service will be established through consultation with Council and the public in a subsequent update of the AMP.

Note: A simplified summary of O. Reg. 588/17 is provided in Appendix A.

C. LINKAGE TO OTHER DOCUMENTS AND STRATEGIES

It is important to identify how the AMP incorporates municipal responsibility and strategies. O. Reg. 588/17 includes a requirement to develop a Strategic Asset Management Policy (SAMP). The purpose of the SAMP is to document asset management policies and procedures and how they relate to other existing municipal processes. The SAMP is expected to be in place by July 1st, 2019 as per O. Reg. 588/17. The policy has several key goals which are outlined in MFOA's *Strategic Asset Management Policy Toolkit*:

- Affirming organizational commitment to asset management principles and philosophies;
- Aligning and integrating asset management into an organization's strategic planning process, as well as other key plans and policies;
- Guiding the asset management planning process, and embedding asset management principles into ongoing capital, operations, and maintenance activities;
- Defining asset management responsibilities and accountabilities for Council, leadership, management, and staff; and
- Supporting the formation of a culture that values asset management and makes it a priority.

D. ALL ASSETS TO BE INCLUDED IN AMP BY 2023

O. Reg. 588/17 requires municipal asset management plans to include all assets by July 1, 2023. It is important that the plan outlines which assets are included to ensure they are consistent with other key municipal documents such as the Financial Information Return and Gas Tax Funding Agreement. In the case of the Gas Tax Funding Agreement, communities are able to use the Federal Gas Tax funds towards a wide range of projects that are related to: **public transit, wastewater infrastructure, drinking water, solid waste management, community energy systems, local roads and bridges, capacity building, highways, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sport and recreation.** The Municipality has to include all applicable assets in the asset management plan to satisfy future grant funding applications.

E. ASSET INVENTORY, DATA ALIGNMENT AND POLICY

Asset management is a data driven process. It is important to recognize that without reliable data on municipal assets and their associated services, management of these assets will be difficult. As part of the overall asset management strategy, there should

be a complementary data management strategy since the foundation of the AMP is a robust asset inventory.

The data management strategy relates to the methods for the acquisition, storage and analysis of asset data. Knowledge and decision making on asset management is a function of the reliability of the data. A data management strategy can be a standalone policy or part of the SAMP and should include guidelines on:

- Maintaining a central asset inventory;
- Attributes required in the asset register for each asset category. For example, when a new asset is entered into the database a replacement cost, year of service and useful life must be entered;
- Frequency of asset inventory updates should be established;
- Person(s) responsible for updates and management of the data, a data “champion”; and
- The roles of other departments in collecting and managing data.

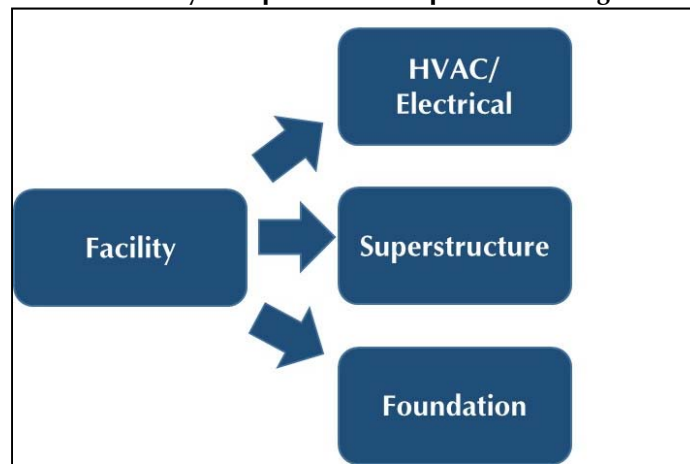
It is important that a central asset inventory be maintained and should contain all assets the Municipality owns and manages. The asset inventory can help facilitate updating the asset management plan, working towards meeting the gas tax funding requirements and analysis of the municipal funding gap. At a minimum, an asset inventory should contain the pieces of information outlined in Table 2.

Table 2 Information Needed in the Asset Inventory	
Parameter	Description
Asset Unique ID	<ul style="list-style-type: none"> • A unique ID number helps maintain the asset data in an organized way. • Helps identify assets and asset components quickly within the asset inventory. • Important wherever a large number of unique assets are captured in the inventory. • Easier to consolidate assets that may be kept in separate inventories.
Name and Description	<ul style="list-style-type: none"> • A description helps visualize and identify assets in more detail beyond a unique ID. • For example: <ul style="list-style-type: none"> ○ For vehicles, the model or VIN number can be used. ○ For buildings, the name or address of the building can be used. ○ For roads, the name of the road and the segment can be used.
Useful Life (In Years)	<ul style="list-style-type: none"> • The engineered useful life should be included in the inventory and should be consistent with tangible capital asset policies (if available).
Replacement Cost	<ul style="list-style-type: none"> • The replacement cost of assets should be included in current year dollars and should be updated on a regular basis.

Table 2 Information Needed in the Asset Inventory	
Parameter	Description
Detailed Asset Attributes	<ul style="list-style-type: none"> Other detailed attributes are important to include in the asset inventory as they help inform other data in the inventory. Some examples include: <ul style="list-style-type: none"> Diameter, material type and length in metres for pipes. Road type such as gravel/HCB/ICB/LCB and length of road segment in kilometres. For assets that can be broken down into components, such as buildings, include the components (exp. Structural, HVAC, plumbing, electrical, etc.). Wherever engineered condition assessments are available, they should be included in the asset inventory.

In addition to these data attributes, each asset should be broken down into components wherever possible. This ensures that asset condition is tracked for components that may require more frequent repairs or replacements. For example, a building can be broken down into its superstructure, foundation, roof and other components such as HVAC and electrical systems as shown in Figure 1. The repair and maintenance requirements of all these components vary widely and cost efficiencies are possible by tracking these repairs separately.

Figure 1
Assets by Component - Example for Buildings



A typical strategy to break down complex assets would involve separating assets that have different useful lives. In the example below, the structure has a useful life of 40 years, while the HVAC system has a useful life of 25 years. If the building was not broken down we would assume the useful life of the building, and all of its components, was 40 years. This results in not being able to account for the HVAC system or other individual components properly when calculating the required provisions for replacement of the building and its components. The Municipality's current AMP breaks down buildings into various types of construction (wood frame, concrete, etc) but does not separate out the individual components of each building. Table 3 below

provides a breakdown of a general facility by asset type.

Table 3 Sample Inventory - Building by Asset Component			
Asset Name	Acquisition Year	Useful Life	Replacement Cost
Example Facility	2009		
Structure & Site	2009	40	\$535,000
Shingle Roofing	2009	30	\$66,700
HVAC System	2009	25	\$149,000
Plumbing	2009	25	\$40,700
Electrical	2009	25	\$147,000
Tile Flooring	2009	20	\$63,700
Total			\$1,002,100

The asset inventory is an integral part of the data management strategy and should also play a complementary role informing other databases the Municipality maintains. It is advantageous that the asset register be spatially mapped using a GIS software solution. The unique asset ID should be used to create a connection between the asset register and any spatially mapped assets for database consistency.

F. DATA ALIGNMENT AND POLICY

The frequency of updates of the asset inventory is extremely important. As assets age and more are added over time, the reliability of the data depends on how frequently the asset inventory is updated. The asset inventory should be updated when there are new asset purchases, upgrades and replacements, as well as asset condition ratings and information on useful life. These types of updates may be required several times per year; however, the reliability of the data will become apparent as updates occur.

To facilitate updating the asset inventory, it is recommended that a data “champion” be designated. The data champion is intended to be the person who maintains and regulates the quality of the asset inventory. Identifying a champion may be challenging however there are some characteristics that may help in identifying one, including:

- Knowledgeable about asset management and the Municipality’s current practices;
- Well-connected within the Municipality;
- Interested in contributing to the process; and

- Strong communication skills.

Tips to identify a data champion include:

- First opportunity to identify a data champion may occur during initial AMP concept meetings – staff members that relate most strongly to the objectives/process may emerge at this time.
- Can also assign “leadership groups” to distribute responsibilities – staff members or small groups of staff may be assigned specific responsibilities (e.g. project management, data collection, data integrity, etc.).

A data champion does not and should not be alone in the data management process. It is important that all other departments contribute to the process to ensure that reliable data is available. For example, as new assets are acquired for recreation services, it is required that recreation staff provide the information to the data champion to update the asset inventory. This ensures that the inventory is up to date and that there is no data loss.

To ensure buy-in and co-operation from all departments, department representatives and the data champion should meet frequently to identify and address any gaps or challenges that may arise throughout the process. This creates an internal network which facilitates communication between departments. As challenges are addressed, the inventory may be adapted to incorporate changes that will facilitate buy-in from all departments. Communication between municipal departments is key to the success of the data management strategy.

G. DOCUMENTING MAJOR ASSUMPTIONS AND DEFINITIONS

A good plan should have major assumptions and definitions documented that are clear and transparent as to the process and use of information. The Municipality’s current plan includes appendices that document the level of confidence or reliability of the information used to inform the development of the plan, as well as documenting how condition assessments, capacity, levels of reliability, and performance targets are defined. Some other examples of documentation include:

- a definitions section – outline all terminology used throughout the plan.
- key financial drivers: inflation and investment rates for example.

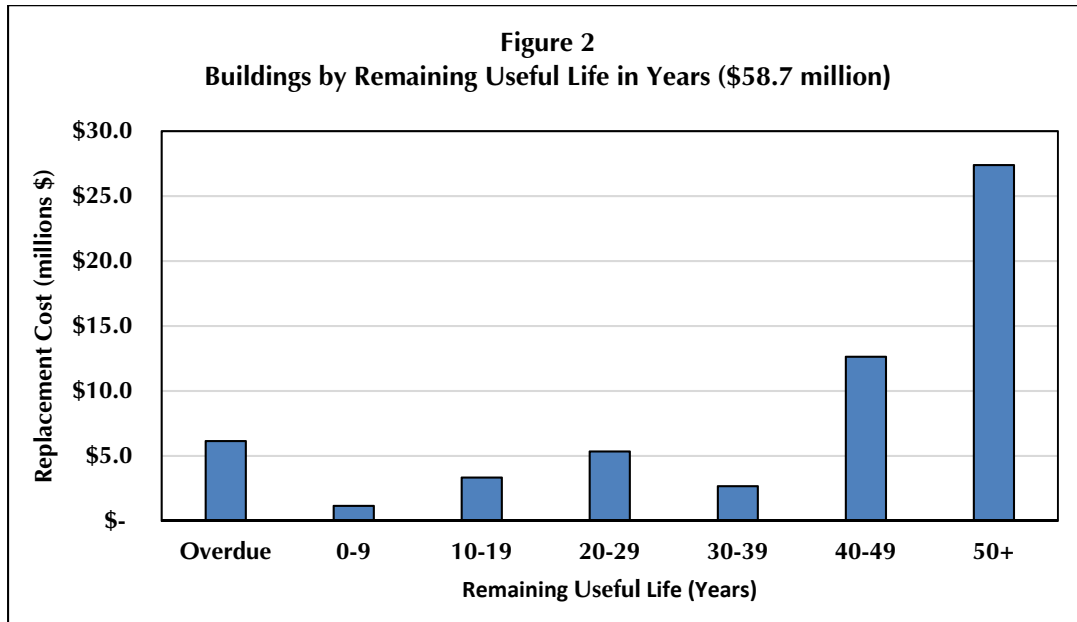
II STATE OF LOCAL INFRASTRUCTURE

A. ASSET DESCRIPTIONS: WHAT INFORMATION SHOULD BE INCLUDED

The State of Local Infrastructure section of the plan is about documenting what the Municipality owns; both in a quantitative and qualitative aspect. Table 4 provides a sample of how the Municipality can summarize the inventory in the AMP. The table is a good summary of the number of assets and their replacement value. The summary goes further and indicates the number of components recorded for each building, the method used to determine replacement costs and the useful life assumptions.

Table 4 Sample Summary of Inventory - Buildings					
Asset Type	Components	Quantity	Replacement Cost 2019	Replacement Cost Method	Useful Life (Years)
Buildings	Roof	18	\$1,700,000	Recent Costing	10/15/30/40
	Mechanical & Electrical	18	\$426,000	Recent Costing	15/25
	Windows & Doors	18	\$453,000	Recent Costing	20
	Exterior Cladding	18	\$530,000	Recent Costing	20/60
	Structure	31	\$55,591,000	Recent Costing	50/100
Total		103	\$58,700,000		

An age profile analysis which details asset age to useful life across all different asset classes is a helpful way to illustrate the remaining useful life of municipal assets by category or holistically. Figure 2 provides an example of an age profile analysis which can be included as part of the plan or communicated to Council. The Municipality's existing AMP does not contain age profile analysis for all asset classes. Note that the age profile analysis illustrates assets either by their age or their remaining useful life based on standard assumed engineered useful lives. It does not necessarily reflect the condition of assets, as many assets are used well beyond their engineered useful lives and may still be in good working condition. Figure 2 shows an example for buildings categorized by their remaining useful life (expressed in dollars of replacement value).



B. REPLACEMENT COSTS

A comprehensive asset management plan's key outputs and capital replacement requirements can only be as good as the inputs into the plan. In order for the Municipality to properly plan for future capital requirements, having reliable replacement costs identified is a key to success. There can be several methodologies to calculate the replacement cost of infrastructure assets, they include:

- Recent tenders in the Municipality and surrounding areas – cost to construct certain buildings, the acquisition cost of a new fire truck, vehicle or heavy equipment, cost to rehabilitate/replace roads and bridges.
- Local price indices, if available. Similar capital projects in neighbouring municipalities can also be used as a benchmark.
- Insurance values, although often low, are a good benchmark or reasonability test.
- Historical cost inflated to current dollars. This approach is best used for assets recently acquired or for low value assets which represent a small share of the Municipality's total replacement value. The Municipality should look to move away from this approach and generate replacement cost based on the other two more credible methodologies.

The Municipality's current AMP uses inflated historical values for replacement costs, which is not ideal. The Municipality should develop and implement a policy to update

and refine costs. This policy can be included as part of the SAMP or a standalone document. The policy should address the following:

- When the Municipality issues a new tender for the construction and/or acquisition of an asset – look at revising costs.
- Close contact with surrounding municipalities on upcoming work – policy to interact every six months.
- What costs should replacement costs include? For example, the replacement cost of a road should include costs such as: excavation/removal, materials, engineering/design, construction and contingency.

C. CONDITION ASSESSMENTS

The most effective way to assess the condition of assets and identify repair and replacement needs is through condition assessments. Typically, condition assessments are performed on higher value assets or assets that have regulatory or safety regulations such as roads, buildings, bridges or fire equipment and vehicles. Moving forward, the Municipality should perform condition assessments based on recognized and generally accepted good engineering practices where appropriate.

To ensure repeatable and consistent approach of condition ratings, a general 5-tier condition rating system which is backed by other major organizations and associations can be used. The *Building Together Guide* specifies assets to be conditioned on a 3-tier approach at minimum, as “Good”, “Fair” or “Poor”. The Municipality’s existing AMP uses the 3-tier approach. The 5-tier rating approach adds additional details to these categories. The ideal method to identify asset conditions are:

- 1) Condition rating systems based on engineered metrics and standards: Pavement Quality Index, Facility Condition Index, Bridge Condition Index, Ride Comfort Rating and CCTV inspections, etc. These metrics can then be translated into a 5-tier rating system.
- 2) Estimates based on age and the remaining useful life of the asset.
- 3) Estimate based on expert staff opinion. This approach is important where there is low confidence that age and useful life properly represents a particular asset.

O. Reg. 588/17 requires that the asset management plan documents and describes the methods used for condition assessments for each asset category wherever it is applicable.

Table 5 provides some general parameters using the 5-tier rating system. In this example, if engineered conditions for buildings were performed based on a 100-point scale, parameters can be defined to consolidate those conditions into the 5-tier scale. For buildings where condition assessments are unavailable, the remaining useful life can be used as a proxy. It should be noted that the parameters of what constitutes asset condition may change from place to place.

Rating	Condition	Definition (Municipality Specific)	Definition (Based on Building Condition out of 100)	Definition (Based on Remaining Useful Life)
1	Very Good	Well maintained, good condition, new or recently rehabilitated.	Greater than 80	Greater than 80% of Asset Useful Life remaining.
2	Good	Good condition, few elements exhibit existing deficiencies.	70 - 80	60% - 80% of Asset Useful Life remaining.
3	Fair	Some elements exhibit significant deficiencies. Asset requires attention.	60 - 70	40% - 60% of Asset Useful Life remaining.
4	Poor	A large portion of the system exhibits significant deficiencies. Asset mostly below standard and approaching end of service life.	50 - 60	20% - 40% of Asset Useful Life remaining.
5	Very Poor	Widespread signs of deterioration, some assets may be unusable. Service is affected.	Less than 50	Less than 20% of Asset Useful Life remaining.

Figure 3 provides an example of a summary of condition ratings for buildings expressed in dollars of replacement value. The example shows about 37% of assets are in poor or very poor condition and may require replacement or rehabilitation soon, while 25% are in good or very good condition. Assets in fair condition require special attention, as these assets may transition into the poor or very poor categories in the short-term. These assets make up about 38% of the building assets.

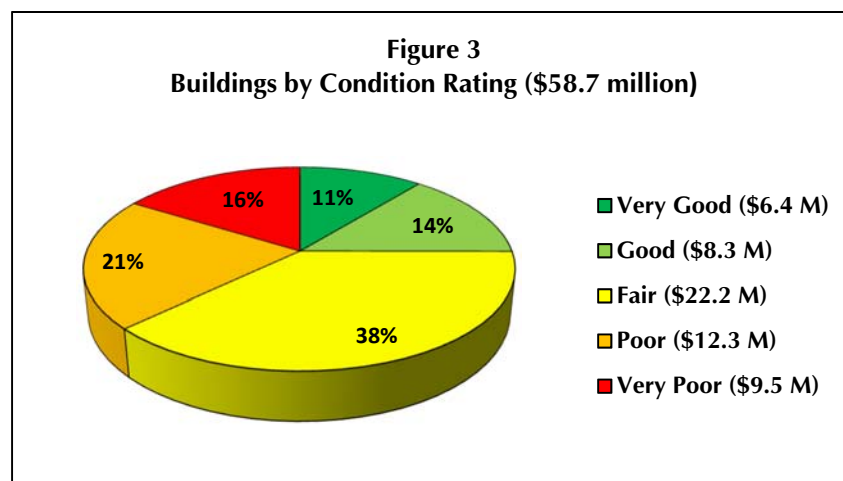


Table 6 includes a sample summary of assets that include replacement cost, weighted average remaining useful life and weighted average condition. The Municipality can utilize a summary similar to the one below which can be used to provide reports to Council and the public. Table 6 also summarizes the overall condition of assets and is a good summary to get a holistic picture of the current condition of the Municipality's assets. In the example below the overall condition is considered as fair. This rating is driven by the high value assets of roads, buildings and bridges.

Table 6 Sample Summary State of Local Infrastructure					
Asset Type	Replacement Cost (2019)	Useful Life (Years)	Remaining Useful Life (Weighted Average)	Condition (Weighted Average)	
Buildings	\$58,705,000	10/15/20/25/30 /40/50/60/100	43	Fair	2.9
Vehicles & Machinery	\$8,541,000	10/15	2	Fair	2.5
Land Improvements	\$6,834,000	10/15/20/30	1	Poor	2.4
Stormwater Infrastructure	\$3,560,000	75	57	Good	4.3
Equipment & Furnishings	\$2,301,000	5/7/8/10/15/30	Overdue	Fair	2.9
Sidewalks & Pathways	\$449,000	25/30	16	Fair	3.5
Bridges & Culverts	\$42,852,000	60	9	Fair	3.5
Roads	\$212,020,000	40	22	Fair	3.0
Total	\$335,262,000		23	Fair	3.0

III LEVELS OF SERVICE

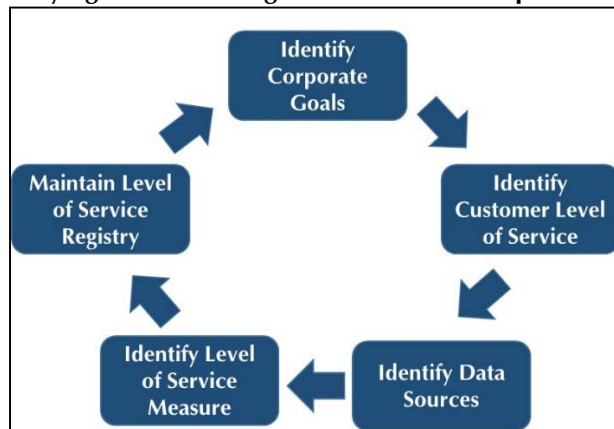
A. IDENTIFYING CORPORATE GOALS

The Municipality's existing AMP contains an identification of community and operational levels of service for each asset class, but does not identify high-level corporate goals. Corporate goals are general and provide a high level expectation as to what should be achieved by the service. For example, corporate service goals may focus on safety, reliability and accessibility. Some corporate goals may be directly defined by legislation, such as local water services, which are governed by strict safety and reliability regulations. Other corporate goals may be less restrictive such as those for recreation which depend on the types of recreation programs offered and demand for those programs.

It is important that corporate goals for each service category are well defined, easy to understand and realistic. Typically, corporate goals can be identified through other existing documents such as strategic plans, official plans or other policies. Linking corporate goals as part of the asset management process ensures that the Municipality is committed to meeting those goals.

Tracking the performance of corporate goals over time is a cycle, this process is summarized in Figure 4 below. It is important to recognize that level of service tracking and management is a fluid process and should be refined over time as lessons are learned and the Municipality changes. The following sections provide some examples of services and their associated corporate service goals.

Figure 4
Identifying and Measuring Performance of Corporate Goals



B. IDENTIFYING CUSTOMER LEVELS OF SERVICES AND HOW THEY CAN BE MEASURED

For each corporate goal, there should also be key customer level of service descriptions which define what the municipal service performance will be measured on and be specific to the type of service. For example, road related corporate goals may be measured on safety while fire related corporate goals may focus on quick response times to emergencies. The Municipality's current AMP contains robust community levels of service for each asset class; for each level of service there is an objective, a performance measure, and a benchmark level of service target. The Municipality should continue this practice.

To measure the performance of each service category and whether the associated corporate goals are being met, we must establish performance indicators or level of service measures. Level of service measures vary widely across services and municipalities. Where information to establish level of service measures is available for one service, it may be difficult to obtain for another. However, there are many sources of information that are readily available and these are discussed in the following section. Table 7 shows examples of corporate goals, levels of service and their associated level of service measures.

Table 7 Example Levels of Service and Associated Level of Service Performance Indicator			
Service Area	Corporate Goal	Level of Service	Level of Service Performance Indicator
Roads	To maintain safe roadways and roadsides enabling safe and efficient travel in a cost effective way.	Maintain road infrastructure in state of good repair.	Number of paved land kilometres where the condition is rated as good to very good.
Fire	Protect municipal health and safety efforts through fire preventions and protection services.	Fire services that meet fire master plan priorities.	Number of locations that do not meet fire master plan strategic priorities.
Outdoor Recreation	Provide safe, clean parks and open space systems through proactive property management in a cost effective way.	Provide sufficient park, trails and open spaces for residents.	Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).
Indoor Recreation	Provide accessible and enjoyable indoor community space to all residents.	Infrastructure should comply with the <i>Accessibility for Ontarians with Disabilities Act</i> .	Number of facilities in the Municipality that do not comply with the Act.

O. Reg. 588/17 requires municipalities to determine their current levels of service for core assets by 2021. Appendix B contains the measures required by the regulation. For non-core assets, the regulation requires municipalities to determine current level of

service measures defined by the municipality by 2023, examples of which are also provided in Appendix B.

C. DATA ACCESSIBILITY

Most municipalities track levels of service and the performance of assets, but there is often a disconnect in documenting progress over time. Data limitations, data understanding and limited resources are common challenges faced by municipalities in documenting their levels of service. Fortunately, there is a wealth of resources that can be used to obtain level of service data and track it over time. Municipalities can look to some of the following sources to get input:

- Municipal FIR statements;
- Engineering documents and master plans; and
- Industry standards, common practices, regulatory requirements and staff.

D. TARGET LEVELS OF SERVICE

Target levels of service are the main benchmark to measure whether a municipality has met a particular corporate goal. Target levels of service are mainly a function of the demand for services from the public. By July 1 2024, O. Reg. 588/17 requires municipalities to establish desired or target levels of service and outline the costs and actions needed to achieve those targets. The Municipality already has target levels of service defined for each asset class.

Public perception and opinion can be established in several ways including through common municipal practices such as:

- Local public surveys;
- Local committees and stakeholder consultation; and
- Council meetings.

Local perception of current services and actual public demand for services are complementary to Council engagement. It is important that Council understands what realistic and reasonable targets are for local services. Establishment of any service level target should be done through consultation with Council.

Finally, level of service targets should be well defined and realistic. Some level of service targets will be mandated through legislation such as those for drinking water services. Targets for engineering services such as roads, for example, can be defined by using industry standards and municipal benchmarks (such as those provided in the FIR). Target levels of service may not be achievable immediately and it is advantageous for short and long term goals to be distinguished.

E. TRACKING LEVELS OF SERVICE

Levels of service should be tracked over time. Level of service performance measures should be tracked and illustrated over a 5-year time frame. This helps gauge whether corporate goals and desired targets have been met. For example, if there has been a corporate decision to increase funding for road repairs and rehabilitation, the % of roads in good to very good condition should be shown to increase from year to year.

To complement the data management process, a level of service registry should be established. This registry should include historical levels of service for all services the Municipality provides for at least a 5-year time frame. The registry can be used to complement asset management discussions and budget deliberations with Council and the public. It also has the advantage of being a central database that staff can reference when needed. A sample template that can be used to track level of service measures over time is provided in Table 8. Appendix B also provides additional level of service measures the Municipality may consider as well as an example of a current level of service tracker the Municipality can use for reporting.

Table 8 Sample Level of Service Tracker								
Indicator	2015	2016	2017	2018	2019	5-Year Average	Qualitative Measure	Target
Percentage of roads at or above "Good" or "Very Good" condition	42%	43%	43%	43%	56%	45%	↑	xx
Unaccounted water (water loss after distribution)	31%	29%	29%	30%	30%	30%	—	xx
Average Condition of Assets (Based on 5-tier condition)	Fair	Fair	Fair	Good	Good	Fair	↑	xx

F. SERVICE CAPACITY

Well-documented set of service levels are used to drive asset management activities as they relate to the capacity of infrastructure. One of the most common initiatives is to encourage growth and development in already built-up areas as a means of utilizing existing capacity within infrastructure as opposed to creating additional capacity in various neighbourhoods. The Municipality should promote intensification and infill where sufficient capacity is available or can be made available, to support the resulting growth.

IV ASSET MANAGEMENT STRATEGY

A. SET OF PLANNED ACTIONS TO PROVIDE DESIRED LEVEL OF SERVICE

The Municipality should strive to document asset management strategies it currently uses and those it hopes to adopt in the future. Asset management strategies are simple defined as the set of planned actions taken to maintain assets in state of good repair. These planned actions can be segmented into 6 categories: non-infrastructure solutions, maintenance, renewal/rehabilitation, replacement, disposal and expansion activities. The Municipality's current AMP includes all planned actions, ranging from asset monitoring, planned and reactive maintenance, and asset disposal. Table 9 provides a description of each category and some examples of the planned actions that can be documented in the AMP.

Table 9 Planned Actions		
Category	Description	Examples
Non-infrastructure Solutions	<ul style="list-style-type: none"> Actions or policies that can lower costs or extend asset life (e.g., better integrated infrastructure planning and land use planning, insurance, demand management, process optimization, managed failures, etc.). 	<ul style="list-style-type: none"> Work is not carried out on roads which are planned to have either sewer work in the next 5 years or are part of a larger project in the 5-year Capital Program. Public consultation and communication to conserve water. Service level adjustments. Constructing a new facility or major rehabilitation usually involves a complete business plan and involvement of key staff, council and sometimes stakeholders.
Maintenance Activities	<ul style="list-style-type: none"> Servicing assets on a regular basis in order to fully realize the original service potential. Maintenance will not extend the life of an asset or add to its value. Not performing regular maintenance may reduce an asset's useful life. 	<ul style="list-style-type: none"> Bridge washing program. Perform regular bridge inspections as mandated by the Province. Maintenance activity/programs spearheaded by public through general use/observation. Street sweeping occurs in spring after the snow melts.
Renewal/Rehabilitation Activities	<ul style="list-style-type: none"> Mostly associated to significant repairs designed to extend the useful life of an asset. These types of activities are typically done at key points in the lifecycle of an asset to ensure the asset reaches its designed useful life. 	<ul style="list-style-type: none"> Sidewalk spot repair program. Catch basin inspection and repair annually. Gravel road resurfacing to have 100 + mm of new gravel applied on an as needed basis.
Replacement Activities	<ul style="list-style-type: none"> Activities that are expected to occur once an asset has reached the end of its useful life and renewal/rehabilitation is no longer an option. 	<ul style="list-style-type: none"> Asset replacement is common for heavily deteriorated linear infrastructure. Facilities components are replaced based on inspection reports.

Table 9 Planned Actions		
Category	Description	Examples
Disposal Activities	<ul style="list-style-type: none"> The activities associated with disposing of an asset once it has reached the end of its useful life, or is otherwise no longer needed. Typically disposal costs are accounted under replacement activities. Some assets, such as landfills, may have perpetual maintenance costs. 	<ul style="list-style-type: none"> Asset disposal is carried out to avoid cost recovery. Sell of underutilized facilities. Land is reused or sold.
Expansion Activities	<ul style="list-style-type: none"> Planned activities required to extend or expand municipal services to accommodate the demands of growth. 	<ul style="list-style-type: none"> Identify needs through traffic counts and environmental assessment reports. Assumption of capital assets through development agreements. Service improvements made where possible (traffic calming equipment, etc.).

B. RISK ASSESSMENTS ASSOCIATED WITH PLAN AND STRATEGY

A good asset management plan should recognize the risk associated with the Municipality's ability to deliver the plan and any actions which could occur outside the planned scope. An AMP should look to identify possible risks and the mitigating actions to ensure that the objectives of the plan are met. The Municipality's AMP does look at service consequences and mitigation measures as in the table below. Table 10 illustrates an example of risks and mitigating actions that can be documented in the asset management plan.

Table 10 Risks and Mitigating Impacts of the AMP		
Identified Risk	Potential Impact	Mitigating Action
Failed Infrastructure	<ul style="list-style-type: none"> Delivery of service Asset and equipment damage 	<ul style="list-style-type: none"> Repair and rehabilitate as necessary Increase investment Non-infrastructure solutions
Inadequate Funding	<ul style="list-style-type: none"> Delivery of service Increased risk of failure Shorten asset life Defer funding to future generations 	<ul style="list-style-type: none"> Reductions of service Find additional revenue sources
Regulatory Requirements	<ul style="list-style-type: none"> Non-compliance Mandatory investments Increased costs 	<ul style="list-style-type: none"> Find additional revenue sources Lobby actions
Plan Not Followed	<ul style="list-style-type: none"> Shorten asset life Inefficient investments Prioritization process failure Failure to deliver service 	<ul style="list-style-type: none"> Monitor and review Create asset management network Implement processes

C. RISK MATRIX – ASSESSED BY ASSET

It is important to assess the risk associated with each asset and the likelihood of asset failure. Asset failure can occur as the asset reaches its limits and can jeopardize public/environmental safety. In addition, certain assets have a greater consequence of failure than others. A risk matrix can help prioritize which assets should be repaired/replaced, even those which the Municipality has already identified to be in Very Poor or Poor condition. The evaluation rating is then linked to the condition assessment parameter discussed in Section II. The formula to determine asset risk is as follows:

$$(\text{Probability of Failure}) \times (\text{Consequence of Failure}) = (\text{Risk Rating})$$

Each of the components of the Risk Rating methodology is defined as follows:

- **Probability of Failure:** is directly linked to the condition of an asset. An asset in Very Poor condition is considered to be almost certain to fail in the short term. This type of asset may be near the end of its useful life or has deteriorated significantly. Conversely it would be considered rare for an asset to fail in the short term if it is considered to be in Very Good condition. Table 11 below outlines the definition of probability of failure used for the Municipality's assets.

Table 11 Probability of Failure		
Condition	Probability of Failure	Description
Very Good	1	Rare
Good	2	Unlikely
Fair	3	Possible
Poor	4	Likely
Very Poor	5	Almost Certain

Note: Definitions are based on the MFOA Asset Management Framework.

- **Consequence of Failure:** refers to the impact on the Municipality if an asset were to fail. The consequence of failure has been determined separately for each asset category, as the impact to the Municipality differs greatly by asset type. For example, if a fire emergency vehicle was not available for service, the potential impact could be severe compared to a vehicle used for administrative purposes. Table 12 outlines a definition of consequence of failure.

Table 12 Consequence of Failure		
Replacement Cost	Consequence of Failure	Description
Very High	1	Insignificant
High	2	Minor
Moderate	3	Moderate
Low	4	Major
Very Low	5	Significant

Note: Definitions are based on the MFOA Asset Management Framework.

- Risk Rating:** categorizes assets based on the level of risk to the Municipality. The risk rating provides a guide to prioritize assets by determining which assets require attention first and which capital works can be deferred. Higher risk assets should be prioritized for attention in the short term by determining which of the lifecycle actions is required to be performed on the asset, Table 13 below provides a summary of the risk matrix.

Table 13 Risk Matrix							
Evaluation Rating		Consequence of Failure					Color Code
		1	2	3	4	5	
Probability of Failure	1	1	2	3	4	5	Very Low Risk
	2	2	4	6	8	10	Low Risk
	3	3	6	9	12	15	Moderate Risk
	4	4	8	12	16	20	High Risk
	5	5	10	15	20	25	Very High Risk

Table 14 presents an example of the findings of a risk analysis. Assets in the high risk category are expected to be prioritized sooner relative to assets in the low risk category. The timing or replacement or rehabilitation work is therefore a function of the risk assessment. It is important to note, that the Municipality will need to continue regular maintenance activities and capital works moving forward to maintain current levels of service – this ensures assets do not further deteriorate posing greater risk to the Municipality.

Table 14 Example Summary of Risk Assessment			
Asset Category	Replacement Cost (2019)	Risk (Weighted Average)	
Buildings	\$58,705,000	Moderate	9
Vehicles & Machinery	\$8,541,000	High	11
Land Improvements	\$6,834,000	Low	7
Stormwater Infrastructure	\$3,560,000	Low	4
Equipment & Furnishings	\$2,301,000	Low	7
Sidewalks & Pathways	\$449,000	High	10
Bridges & Culverts	\$42,852,000	Moderate	8
Roads	\$212,020,000	Moderate	8
Total	\$335,262,000	Moderate	9

D. RISK MATRIX APPROACH TO PRIORITIZATION

The purpose of the risk matrix is to develop a more standard method to determine which assets should be prioritized for replacement or repair/rehabilitation. Assets with a higher risk rating should be prioritized as those assets may be in poorer condition or have a higher consequence of failure (or both). The simplest approach is to prioritize assets simply based on the risk rating from 1 to 25. However, this approach can be taken one step further to account for the approximate timing of replacement or repair/rehabilitation of assets using the risk matrix. Table 15 provides parameters that can be used to develop a revised replacement schedule based on risk rating.

Example – An asset was acquired in 2005 and has a 10 year useful life. Therefore, the asset is overdue for replacement based on the useful life alone (assuming current year is 2019). However the asset has been assigned a risk rating of 8. Based on Table 13 and 15, 30% of the useful life is 3 years. Therefore a revised timeline for replacement is calculated 3 years from now (2022).

Table 15 Percentage Revised Remaining Useful Life Based on Risk Matrix							
Evaluation Rating		Consequence of failure					Color Code
		1	2	3	4	5	
Probability of Failure	1	100%	80%	60%	40%	20%	Very Low Risk
	2	80%	65%	50%	30%	16%	Low Risk
	3	60%	50%	35%	25%	10%	Moderate Risk
	4	40%	30%	25%	15%	2%	High Risk
	5	20%	16%	10%	2%	0%	Very High Risk

Note: Municipalities will need to calibrate the parameters in the matrix over time to be in line with expectations of staff and Council. The matrix is a tool to help inform the capital budget process and the example above is one method that can be used.

E. FUTURE DEMAND

Future demand and the impact on the delivery of services in the community is an important component of the AMP. This component assesses the type of growth which is anticipated in the community. Even if growth is limited this does not directly translate into a reduction or sustained capital investment. The Municipality has to be responsive to new capital investments and operating and maintenance required to address changing demographics and demands. The assets requiring attention to service demands will be different based on how the change takes places (existing area vs. greenfield areas).

F. COST REDUCTION STRATEGIES

The *Guide for Municipal Asset Management Plans (Guide)* states that ‘to ensure the most efficient allocation of resources, best practice is for a number of delivery mechanisms to be considered — such as working with other municipalities to pool projects and resources, or considering an AFP model.’ The design-build-finance-maintain AFP (Alternate Financing and Procurement) model takes a lifecycle perspective and builds effective asset management directly into the contract. The *Guide* also states that municipalities should have procurement by-laws in place to serve as the basis for considering various delivery mechanisms. The Municipality’s AMP does reference the Procurement Policy and Tender Policy in the asset management strategy.

V FINANCING STRATEGY

A. IDENTIFY AVAILABLE FUNDING TOOLS

A broad range of funding tools are available to the Municipality in order to fund infrastructure repair and replacement activities, although property taxes and utility rates are the most common own source revenues. The Municipality's existing AMP does not examine available funding tools. It should discuss the extent to which each funding tool is used, which helps to demonstrate that the Municipality is exercising all available funding options.

Table 16 Funding Tools Available	
• Grants – Federal and Provincial	• Public Private partnerships
• Development Charges	• Local Improvement Charges
• Utility Rates	• Developer Contributions
• Property Taxes	• Debt (as a financing tool)
• User Fees	• Reserve and Reserve Funds

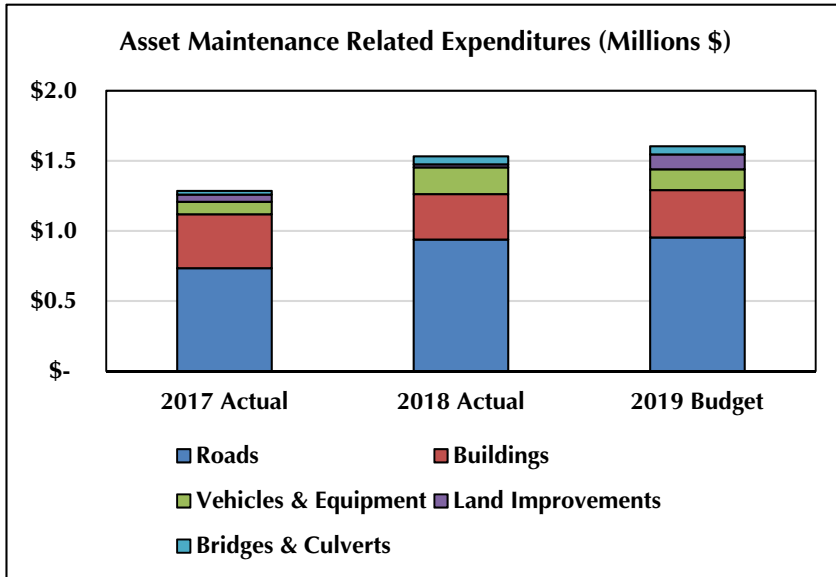
B. LONG-TERM OUTLOOK

The Municipality's long-term budgetary outlook should be observed from two perspectives:

- a. **Operating Costs** – The Municipality should look at operating costs holistically, as a significant component of costs is related to maintaining infrastructure in a state of good repair. This is also true as often the general maintenance and repair costs are undertaken by municipal staff, or contracted services, costs that are captured in the operating budget. These maintenance expenses ensure that the assets continue to provide service at existing levels.
- b. **Capital Requirements** – Future capital requirements should be calculated to reflect in-year requirements and the replacement of assets outside of the AMP planning period. It is important to show the capital requirements delineated by maintenance, growth and non-infrastructure expenses.

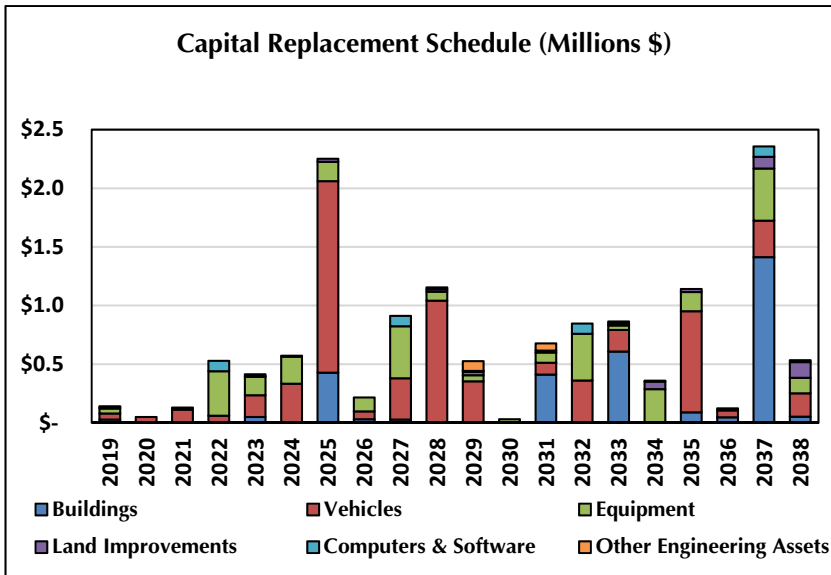
The sections that follow illustrate a methodology to develop and long-term financing strategy specific to the Municipality. The methodology ensures that different scenarios can be tested so that a strategy that is realistic and achievable can be developed for the Municipality.

Table 17
Budget Operating Expenditures



- Identify the operating costs associated with maintaining assets based on historical expenditures.
- How are operating and maintenance costs going to change in the next few years?
- Are there increased costs associated with enhanced repair programs?
- Future operating needs should be considered within the AMP.

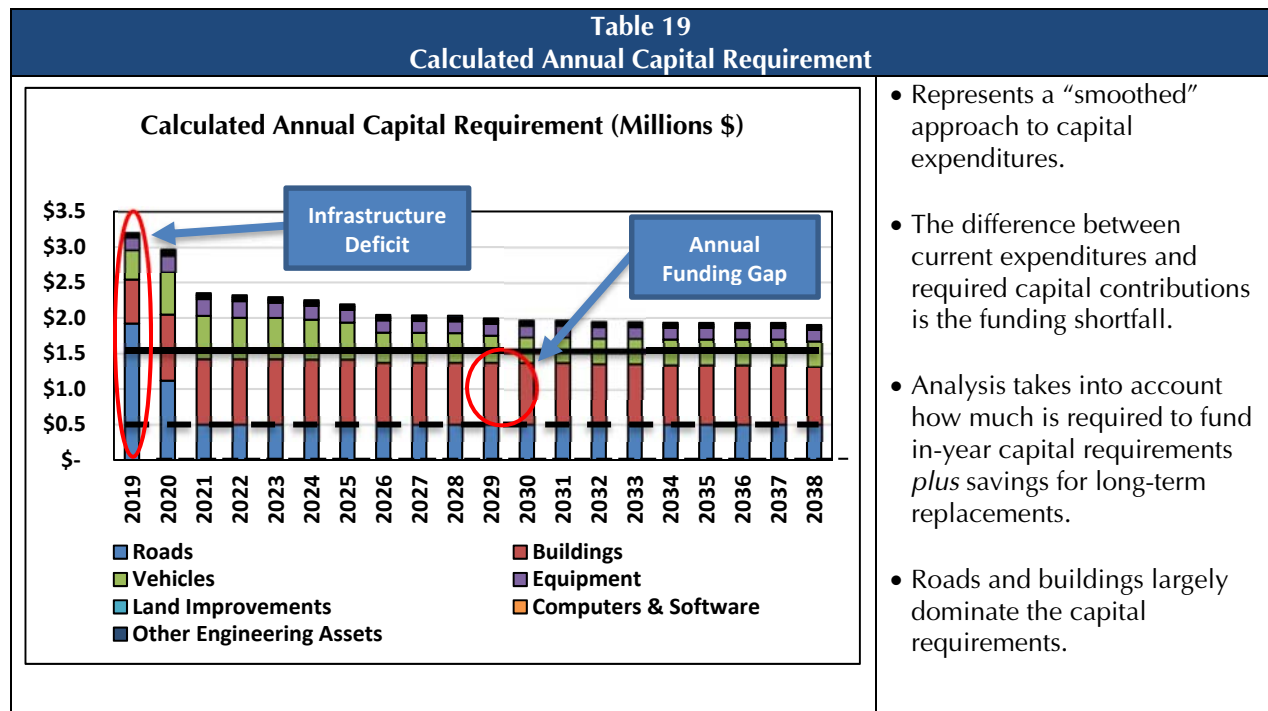
Table 18
Capital Replacement Schedule



- Identifying capital costs and timing, as well as replacement or major rehabilitation of assets, is important and can be done through a replacement schedule.
- This simply looks at capital replacement costs and timing of existing assets.
- Identifies annual in-year capital requirements by asset category and areas of pressure (for example vehicle replacements in 2025 and building replacement in 2037).
- Replacement schedule should be based on condition assessment, risk matrix and prioritization.

C. IDENTIFY INFRASTRUCTURE GAP

It is important to recognize what current capital expenditures are versus calculated requirements. The required annual capital contribution reflects the required capital contributions if the replacement schedule shown in Table 18 was followed. Table 19 shows a “smoothed” capital expenditure schedule. The difference between current capital expenditures and the calculated requirement is considered to be the funding shortfall (i.e. infrastructure gap/deficit). The Municipality’s existing AMP mentions the infrastructure gap but should strive to present the gap as in the table below.



D. IMPLEMENTING A STRATEGY TO TACKLE THE FUNDING SHORTFALL

The Municipality must identify how to manage the funding shortfall. The financing strategy determines how much your capital spending needs to increase in order to close the infrastructure gap. It is important to recognize that once the in-year gap is closed, the cumulative infrastructure deficit will need to be addressed. The relationship between increased capital contribution requirements and the impact on the tax levy will need to be calculated. A good plan will take a long-term perspective and outline the key revenue sources which will be used to sustain infrastructure investments. Table 20 and Figure 8 provide an example of how to look at achieving financial sustainability over the long-term. The Municipality’s existing AMP does have a detailed table

analyzing the financing strategy for each asset class, but does not have one table incorporating all asset classes at once. Table 20 provides an explanation of the methodology.

Legend	A	B	C	D	E	F	G
Year	Projected Annual Capital Requirement (A)	Annual Capital Contributions (Tax Supported)	% Annual Increase in Capital Contributions	Other Sources of Funding (Gas Tax)	Total Capital Funding = (B+D)	Annual Funding Gap = (A-E)	Cumulative Infrastructure Deficit = (sum of F)
2019	\$ 3,200,000	\$ 923,612	4.2%	\$ 357,000	\$ 1,280,612	\$ 1,919,388	\$ 1,919,388
2020	\$ 3,000,000	\$ 962,404	4.2%	\$ 357,000	\$ 1,319,404	\$ 1,680,596	\$ 3,599,985
2021	\$ 2,400,000	\$ 1,002,825	4.2%	\$ 357,000	\$ 1,359,825	\$ 1,040,175	\$ 4,640,160
2022	\$ 2,300,000	\$ 1,044,943	4.2%	\$ 357,000	\$ 1,401,943	\$ 898,057	\$ 5,538,217
2023	\$ 2,300,000	\$ 1,088,831	4.2%	\$ 357,000	\$ 1,445,831	\$ 854,169	\$ 6,392,386
2024	\$ 2,300,000	\$ 1,134,562	4.2%	\$ 357,000	\$ 1,491,562	\$ 808,438	\$ 7,200,825
2025	\$ 2,200,000	\$ 1,182,213	4.2%	\$ 357,000	\$ 1,539,213	\$ 660,787	\$ 7,861,611
2026	\$ 2,000,000	\$ 1,231,866	4.2%	\$ 357,000	\$ 1,588,866	\$ 411,134	\$ 8,272,745
2027	\$ 2,000,000	\$ 1,283,605	4.2%	\$ 357,000	\$ 1,640,605	\$ 359,395	\$ 8,632,141
2028	\$ 2,000,000	\$ 1,337,516	4.2%	\$ 357,000	\$ 1,694,516	\$ 305,484	\$ 8,937,625
2029	\$ 2,000,000	\$ 1,393,692	4.2%	\$ 357,000	\$ 1,750,692	\$ 249,308	\$ 9,186,933
2030	\$ 2,000,000	\$ 1,452,227	4.2%	\$ 357,000	\$ 1,809,227	\$ 190,773	\$ 9,377,706
2031	\$ 2,000,000	\$ 1,513,220	4.2%	\$ 357,000	\$ 1,870,220	\$ 129,780	\$ 9,507,486
2032	\$ 2,000,000	\$ 1,576,775	4.2%	\$ 357,000	\$ 1,933,775	\$ 66,225	\$ 9,573,711
2033	\$ 2,000,000	\$ 1,643,000	4.2%	\$ 357,000	\$ 2,000,000	\$ -	\$ 9,573,711
2034	\$ 1,900,000	\$ 1,712,006	4.2%	\$ 357,000	\$ 2,069,006	\$ (169,006)	\$ 9,404,705
2035	\$ 1,900,000	\$ 1,783,910	4.2%	\$ 357,000	\$ 2,140,910	\$ (240,910)	\$ 9,163,795
2036	\$ 1,900,000	\$ 1,858,834	4.2%	\$ 357,000	\$ 2,215,834	\$ (315,834)	\$ 8,847,960
2037	\$ 1,900,000	\$ 1,936,906	4.2%	\$ 357,000	\$ 2,293,906	\$ (393,906)	\$ 8,454,055
2038	\$ 1,900,000	\$ 2,018,256	4.2%	\$ 357,000	\$ 2,375,256	\$ (475,256)	\$ 7,978,799
Total Infrastructure Deficit						\$ 7,978,799	

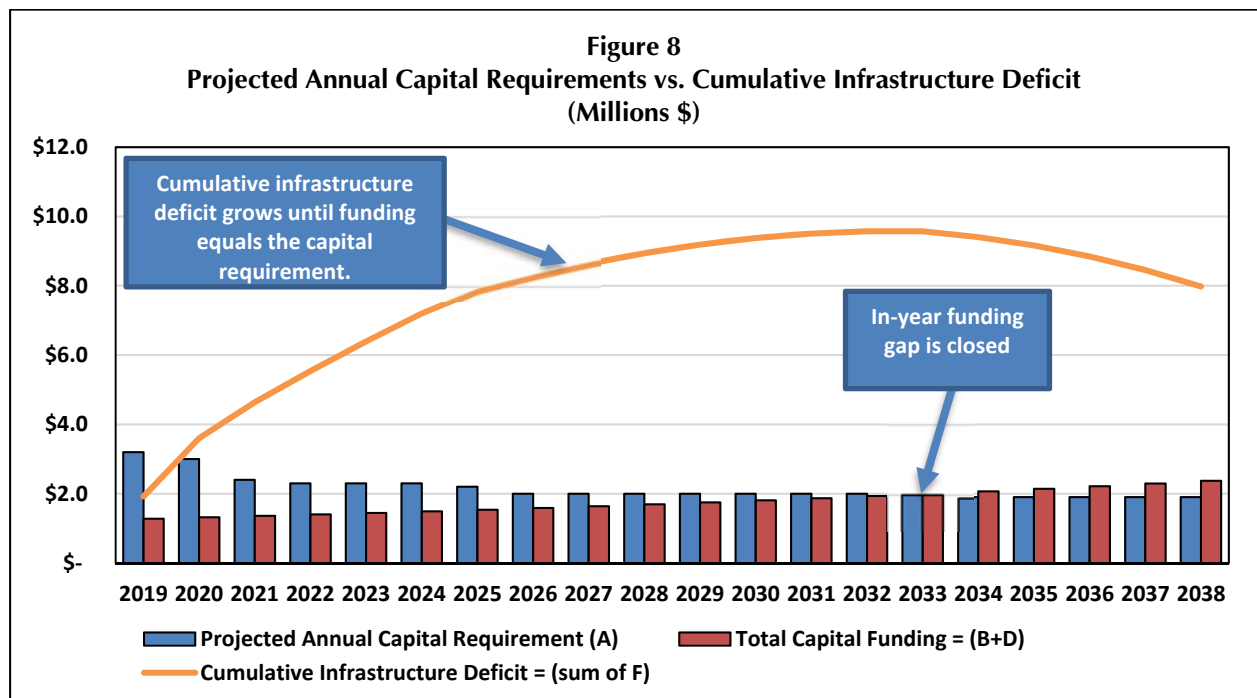


Table 21 Guide to Components of the Infrastructure Deficit Analysis	
Column	Explanation
A	The required in-year annual contribution for capital repair/replacement.
B	The planned tax supported annual capital contribution required to close the in-year funding gap by 2033 (see column F). This includes in-year funding of capital and transfers to reserves.
C	The calculated annual contribution % increase required to close the in-year funding gap by 2033. This percentage increase is used in column B.
D	Other sources of funding, such as gas tax funding as shown in the example above.
E	Total planned capital funding to close the in-year funding gap by 2033. The sum of B+D.
F	The in-year funding gap. The difference between the required in-year capital contribution, and the planned capital contribution. Column A-E.
G	The cumulative infrastructure deficit. Notice that we begin to fund the backlog by 2033, however the infrastructure deficit is not eliminated.

The above example looks solely at increased capital spending to close the infrastructure gap. Additional tests and variations should be explored which consider the use of debt to fund infrastructure or alternative revenue solutions. Each scenario can be included in a single graph to compare the long-term cumulative infrastructure deficit at different funding levels.

The Municipality also has the ability to manage the funding shortfall through the creation of additional policy:

- Review underutilized infrastructure which may not warrant repair/replacement;
- Co-ordinate assets into specific hubs to create operating and capital repair/maintenance efficiencies where possible. Example: Sport fields into centralized areas;
- Leverage growth related works with asset repair and replacement activities. Example: watermain upsizing in conjunction with road resurfacing projects; and
- Explore major building rehabilitation vs. complete replacement.

E. 10-YEAR CAPITAL PROGRAM

Table 22 outlines an example of a 10-year capital program template that can be used by the Municipality for long-range financial planning. The capital program outlines the asset management related expenditures for a period of 10-years needed to maintain

current levels of service. The expenditures are categorized based on the asset management strategy planned actions outlined in Section 6. A long-term outlook can help the Municipality plan for future infrastructure and calculate the impact to tax payers of maintaining infrastructure. The Municipality's current AMP contains a 10-year capital program that outlines key asset repair and replacement costs; the analysis should be expanded to cover all possible planned actions.

Table 22 10-Year Expenditure Forecast					
Expenditures	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Non-Infrastructure Solutions	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Maintenance Activities	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Renewal/Rehabilitation Activities	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 150,000
Replacement Activities	\$ 500,000	\$ 50,000	\$ 100,000	\$ 15,000	\$ 1,000,000
Disposal Activities	\$ 100,000	\$ 100,000	\$ 25,000	\$ -	\$ -
Expansion Activities	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Total	\$ 855,000	\$ 405,000	\$ 730,000	\$ 270,000	\$ 1,305,000
<i>Level of Service Adjustments</i>	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Grand Total Lifecycle Costs	\$ 855,000	\$ 405,000	\$ 730,000	\$ 270,000	\$ 1,405,000
Expenditures	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Non-Infrastructure Solutions	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Maintenance Activities	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Renewal/Rehabilitation Activities	\$ 100,000	\$ 100,000	\$ 100,000	\$ 350,000	\$ 350,000
Replacement Activities	\$ 150,000	\$ 150,000	\$ 250,000	\$ 350,000	\$ 1,500,000
Disposal Activities	\$ -	\$ -		\$ 100,000	\$ 100,000
Expansion Activities	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -
Total	\$ 405,000	\$ 405,000	\$ 755,000	\$ 1,205,000	\$ 2,105,000
<i>Level of Service Adjustments</i>	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Grand Total Lifecycle Costs	\$ 505,000	\$ 505,000	\$ 855,000	\$ 1,305,000	\$ 2,205,000

VI MAKING ASSET MANAGEMENT OPERATIONAL

A. CREATING ASSET MANAGEMENT INTERNAL NETWORK

Operationalizing an asset management plan starts with involving staff in the Municipality. An internal network needs to be created and each member has to be informed about asset management and the effects of good practice on the Municipality. An Asset Management Committee can be developed to discuss, identify and address gaps in the asset management practices of the Municipality. The Committee can be made up of representatives from all departments.

B. LINKAGE TO CAPITAL

- 1) The Municipality should adopt multi-year capital budgets and forecasts for all services based on a minimum 10-year forecast horizon. The long-term capital forecast should incorporate the prioritized capital projects as a result of risk assessment and condition analysis. Table 22 in the previous section provides an example.
- 2) Capital budgets and forecasts should identify and evaluate each capital project in terms of the following:
 - a. gross and net project costs;
 - b. timing and phasing;
 - c. funding sources;
 - d. growth-related components;
 - e. potential financing and debt servicing costs;
 - f. long-term costs, including operations, maintenance, and asset rehabilitation costs;
 - g. capacity to deliver; and
 - h. alternative service delivery and procurement options.
- 3) Utilize risk matrix and capital prioritization to assist in capital budget decision making. An example of a list of priority capital projects is provided in Appendix C.

C. RELATE MUNICIPAL PRACTICES TO THE AMP

- 1) Endorse Financing Strategy – In order to operationalize a plan, a financing strategy needs to be adopted. The financial plan is the most critical step in putting

the plan into action and ultimately the only avenue to ensure your assets continue to meet service levels.

- 2) Public Review and Comment – Although the AMP is intended to aid municipal staff and Council make informed decisions regarding future capital investment needs, the plan is intended to be available to the public. Therefore, it is recommended that the Municipality post this plan as well as the strategic policy on the website and provide a copy to members of the public upon request.
- 3) Plan Monitoring – Implementation of the AMP should be monitored. It is important to ensure that successes and failures are documented to ensure that any challenges in implementing the plan are addressed on an ongoing basis. The Municipality can monitor the following key factors:
 - a. Compliance with legislative requirements – Are we meeting all legislated mandates?
 - b. Service Delivery –100% compliance with service targets or targets exceeded.
 - c. Capital project delivery outputs delivered to schedule (or better) and on budget (or better).
 - d. Operational and maintenance budgets met (or better).
 - e. Risk Management—No events occurring outside the risk profile. How have projects with high risk been handled?
 - f. Benchmarking with comparable jurisdiction — Maintain performance.
- 4) Keep it a living document – ongoing updates and refinements are encouraged. Table 23 outlines when such updates and reviews should take place and can help guide future plans.

Table 23 Timelines for Review	
Asset Management Framework	Timeframe
Asset Management Policy	5 Years
Asset Management Plan	5 Years
Capital Budget	Annually
Asset Register and Data	Semi-Annually or Annually
Condition Assessment Reviews and Revisions	Semi-Annually

APPENDIX A
MUNICIPAL ACTION PLAN AND
REGULATION SUMMARY
(see MS Excel File)

Appendix A - Table 1
Municipality of McDougall
Asset Management Regulation (O.Reg. 588/17) and Municipal Action Plan Summary

Section	Regulation	Summary of Regulation
3. Strategic asset management policy		
(1)	Every municipality shall prepare a strategic asset management policy that includes the following:	
1.	Any of the municipality's goals, policies or plans that are supported by its asset management plan.	<i>Include a list of municipal goals, policies, and plans that are directly linked to the AMP. These can be found in strategic plans, official plans, economic development studies, budget documents, etc.</i>
2.	The process by which the asset management plan is to be considered in the development of the municipality's budget or of any long-term financial plans of the municipality that take into account municipal infrastructure assets.	<i>Outline the ways the AMP is used in the yearly budgeting process. This can include recommendations from the AMP that were adopted, prioritized project lists or yearly reporting on asset management key indicators. Any application of the AMP in yearly budgeting should be outlined.</i>
3.	The municipality's approach to continuous improvement and adoption of appropriate practices regarding asset management planning.	<i>This can include methods on how the municipality continues to improve asset management. Examples include: staff attendance in asset management training, acquisition of asset management software, asset management committee, etc.</i>
4.	The principles to be followed by the municipality in its asset management planning, which must include the principles set out in section 3 of the Act.	<i>The municipality should document any principles used in the asset management decision making process. These principles can be taken from municipal strategic plans. Section 3 of the Infrastructure for Jobs and Prosperity Act includes 14 principles which must be followed, in addition to any others the municipality has.</i>
5.	The municipality's commitment to consider, as part of its asset management planning,	
i.	the actions that may be required to address the vulnerabilities that may be caused by climate change to the municipality's infrastructure assets, in respect of such matters as,	<i>This section requires an analysis on what the municipality is doing or planning to do, to mitigate the effects of climate change on infrastructure. This can included references to the Fire Master Plan, Emergency Management Studies, Environmental Assessments and others. This section may be more strongly related to stormwater infrastructure.</i>
A.	operations, such as increased maintenance schedules,	
B.	levels of service, and	
C.	lifecycle management,	
ii.	the anticipated costs that could arise from the vulnerabilities described	
iii.	adaptation opportunities that may be undertaken to manage the vulnerabilities described in subparagraph i,	
iv.	mitigation approaches to climate change, such as greenhouse gas emission reduction goals and targets, and	
v.	disaster planning and contingency funding.	
6.	A process to ensure that the municipality's asset management planning is aligned with any of the following financial plans:	
i.	Financial plans related to the municipality's water assets including any financial plans prepared under the <i>Safe Drinking Water Act, 2002</i> .	<i>The asset management funding requirements are usually included in municipal water and wastewater financial plans. AMP funding needs should be included in future financial plans.</i>
ii.	Financial plans related to the municipality's wastewater assets.	

Appendix A - Table 1
Municipality of McDougall
Asset Management Regulation (O.Reg. 588/17) and Municipal Action Plan Summary

Section	Regulation	Summary of Regulation
3. Strategic asset management policy		
7.	A process to ensure that the municipality's asset management planning is aligned with Ontario's land-use planning framework, including any relevant policy statements issued under subsection 3 (1) of the <i>Planning Act</i> , any provincial plans as defined in the <i>Planning Act</i> and the municipality's official plan.	<i>An explanation on how related planning policies are reflected in the AMP. This section is more so important for growth related infrastructure which the municipality plans to build in the future.</i>
8.	An explanation of the capitalization thresholds used to determine which assets are to be included in the municipality's asset management plan and how the thresholds compare to those in the municipality's tangible capital asset policy, if it has one.	<i>The municipality should include the minimum dollar value requirement for assets to be included in the AMP. Typically, assets with value greater than \$5,000 should be included, however this varies across municipalities. The municipality's TCA policies should be referenced.</i>
9.	The municipality's commitment to coordinate planning for asset management, where municipal infrastructure assets connect or are interrelated with those of its upper-tier municipality, neighbouring municipalities or jointly-owned municipal bodies.	<i>Include a section that outlines the process for co-ordinating asset maintenance, repair or replacement for assets that are shared or are connected. For example co-ordination of water pipe replacements owned by a municipality that may be under an upper tier owned road.</i>
10.	The persons responsible for the municipality's asset management planning, including the executive lead.	<i>Include the position in charge of asset management planning for the municipality.</i>
11.	An explanation of the municipal council's involvement in the municipality's asset management planning.	<i>Discuss the role of Council in developing the AMP and decision making on asset management matters.</i>
12.	The municipality's commitment to provide opportunities for municipal residents and other interested parties to provide input into the municipality's asset management planning.	<i>Allow citizens and other stakeholders to provide their input on the findings of the AMP. This can include public surveys or public Council meetings where the AMP is presented for Council approval. Include the a description of the public consultation process.</i>
(2)	For the purposes of this section, "capitalization threshold" is the value of a municipal infrastructure asset at or above which a municipality will capitalize the value of it and below which it will expense the value of it.	
4. Update of asset management policy		
	Every municipality shall prepare its first strategic asset management policy by July 1, 2019 and shall review and, if necessary, update it at least every five years.	<i>The strategic asset management policy will need to be completed by this date. This can be included as an addition to the existing AMP.</i>

Appendix A - Table 2
Municipality of McDougall

Asset Management Regulation (O.Reg. 588/17) and Municipal Action Plan Summary

Section	Regulation	Summary of Regulation	Relevant Section	Action Plan	
5. Asset management plans, current level of service				Action Items	Timeline to Complete
(1)	Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2021, and in respect of all of its other municipal infrastructure assets by July 1, 2023.	<i>This requirement establishes timelines for core and non-core municipal assets to be included in the asset management plan in relation to current levels of service</i>		<ul style="list-style-type: none"> Include all assets in the asset management plan by 2023. The current plan contains roads, buildings, vehicles, equipment, water and wastewater assets. Current levels of service will need to be determined for all assets by 2023 as well. 	Q1 2023
(2)	A municipality's asset management plan must include the following: For each asset category, the current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan:	<i>This section outlines reporting requirements for existing levels of service. Historical data should be at least 2 years old.</i>	Section 3 Levels of Service	<ul style="list-style-type: none"> Start tracking your service levels over a number of years (minimum 5-years). The data used to determine the current levels of service should be updated at least every 2 years. Establish a level of service centralized registry that includes all current services. The existing plan includes a historical level of service tracker based on the FIR and other measures. Continue to build on this practice and update the measures as needed. 	Q2 2020
i.	With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.	<i>Include the community and technical levels of service from Table 4 in this appendix in the AMP for roads, water, wastewater and stormwater infrastructure.</i>	Section 3 Levels of Service	<ul style="list-style-type: none"> Develop the level of service measures outlined in Table 1 of Appendix B. Table 1 Appendix B provides the level of service measures that will need to be reported on as per O.Reg 588/17 for the relevant asset classes (i.e. water, wastewater, roads and bridges & culverts). 	Q1 2021
ii.	With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.	<i>Include the qualitative and quantitative descriptors outlined by the municipality for assets such as facilities, vehicles, equipment, land improvements, etc. These will have to be defined by the municipality.</i>	Section 3 Levels of Service	<ul style="list-style-type: none"> Municipality has already established level of service measures for all other assets (non-core infrastructure). These level of service measures can continue to be used moving forward. 	Q1 2023
2.	The current performance of each asset category, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency, and based on data from at most two calendar years prior to the year in which all information required under this section is included in the asset management plan.	<i>Include the performance of each asset category which is measured using data less than 2 years old as outlined by the municipality. Performance measures will vary by asset category.</i>	Section 3 Levels of Service	<ul style="list-style-type: none"> Performance measures should be developed with data that is at least 2 years old. Data collection to generate the performance measures should begin as soon as possible to meet regulatory deadlines. 	Q2 2020
3.	For each asset category,				
i.	a summary of the assets in the category,	<i>A summary describing the assets in each category. For assets that are broken down into components, a summary can be developed by component.</i>	Section 2 State of Local Infrastructure	<ul style="list-style-type: none"> A summary table of the description of assets can be developed based on the asset inventory which the Municipality maintains in Excel. The table should include a description of assets, replacement cost, weighted average age or remaining useful life, weighted average condition, and useful life assumptions. An example is provided in Section 2. The current AMP already provides a good template of summary information which can be used when the AMP is updated. 	Q4 2020
ii.	the replacement cost of the assets in the category,	<i>Include total replacement cost of all assets in each category.</i>		<ul style="list-style-type: none"> Move away from using inflation based replacement costs, especially for older assets. Replacement costs should be based on recent tenders or local price indices and should reflect the full cost of replacing an asset, including disposal costs, materials, labour, contingency, design, etc. 	Q1 2021
iii.	the average age of the assets in the category, determined by assessing the average age of the components of the assets,	<i>Include the weighted average age of all assets in each category weighted relative to their replacement cost.</i>		<ul style="list-style-type: none"> Include the average age of asset categories. This can be done using the weighted average useful life weighted relative to replacement cost of assets for each asset category. The age of assets is already included as an appendix in the existing plan. 	Q1 2021

Section	Regulation	Summary of Regulation	Relevant Section	Action Plan	
5. Asset management plans, current level of service				Action Items	Timeline to Complete
iv.	the information available on the condition of the assets in the category, and	<i>Where available, include the weighted condition rating of assets in each category weighted relative to their replacement cost.</i>	Section 2 State of Local Infrastructure	<ul style="list-style-type: none"> Continue to develop condition assessment information based on staff or engineered inspections and move away from the age based approach. This is especially important for higher value assets such as roads and buildings where inspections may be needed. Move from a 3-tier condition rating scale to a 5-tier scale. The 5 tier scale provides a more detailed look at asset conditions, particularly for larger valued assets. Map out all "Very Poor" to "Poor" assets. Assets also identified in "Fair" condition are extremely important to recognize, as this category of assets will continue to deteriorate and transition into the "Poor" category in the near term. These assets are likely to pose the greatest risk to the organization. The current AMP has mapped out the "Poor" assets based on a 3-tier approach. 	Q2 2021
v.	a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.	<i>Include the engineering methods used to assess condition rating of all assets in each category. This can include staff visual inspections, remote sensors, etc.</i>		<ul style="list-style-type: none"> Document in detail the methods used to perform condition assessments for each asset category and include in the AMP. 	Q2 2021
4.	For each asset category, the lifecycle activities that would need to be undertaken to maintain the current levels of service as described in paragraph 1 for each of the 10 years following the year for which the current levels of service under paragraph 1 are determined and the costs of providing those activities based on an assessment of the following:	<i>Include all maintenance activities required to maintain current service levels for at least a 10 year period. For example, for buildings this can include frequency of inspections, maintenance schedules, maintenance procedures, etc.</i>	Section 4 Asset Management Strategy		
i.	The full lifecycle of the assets.	<i>The activities listed should be relevant to the useful life of the asset.</i>	Section 5 Financing Strategy	<ul style="list-style-type: none"> Identify when the in-year funding gap and cumulative infrastructure gap will be closed. The current AMP identifies the funding gap for each asset class - a holistic analysis should identify the funding gap for all assets across the Municipality. Continue to update this analysis and include the cumulative gap over the planning period. Identify what the tax and utility rate implications would be in order to carry out the required capital contributions – test various funding options, including scenarios with the strategic use of debt. The current AMP tests 2 scenarios - an optimal funding scenario and a status quo scenario. Continue this practice. 	
ii.	The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service.	<i>Discuss alternative options that can be undertaken to maintain current service levels and what options work best.</i>			
iii.	The risks associated with the options referred to in subparagraph ii.	<i>Discuss the risks involved with the options in sub-section 4.ii. Risks include discussion of consequences of not undertaking such maintenance activities.</i>			

Section	Regulation	Summary of Regulation	Relevant Section	Action Plan	
5. Asset management plans, current level of service				Action Items	Timeline to Complete
iv.	The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service.	<i>Discuss the lowest cost options that can be undertaken to maintain current service levels.</i>	Section 5 Financing Strategy	<ul style="list-style-type: none"> Contributed assets – identify how much (in \$) is contributed each year. The Municipality assumes responsibility for future repair and replacement. Identify policy to manage funding shortfall. Include the relative tax/utility impact would be to manage the shortfall. Identify costs to maintain current levels of service and classify as non-infrastructure solutions, maintenance activities, repair/rehabilitation, replacement and disposal. The financing strategies included in the existing AMP identify costs by these components, continue this practice. Use a risk based approach to asset management. A risk matrix analysis can be developed based on the approach in Section 4 and 5. The capital planning tool for prioritization identified in the existing AMP is a good approach to use. 	Q2 2021
5.	For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, the following:		Section 6 Making Asset Management Operational		
i.	A description of assumptions regarding future changes in population or economic activity.	<i>This can include: population forecasts, development forecasts or economic reports.</i>		<ul style="list-style-type: none"> Create a population and household growth graph to illustrate what the future looks like in the community. 	Q1 2020
ii.	How the assumptions referred to in subparagraph i relate to the information required by paragraph 4.	<i>Discussion on the relationship of growth on maintenance activities. For example as population grows, further maintenance activities are required for roads as more roads experience larger traffic volumes.</i>		<ul style="list-style-type: none"> Discuss how long-term needs for capital expenditures are expected to change with growth (or no growth) and how growth projections inform the development of operating and capital budgets. This can be included as an expenditure line in the capital plan in either expansion activities or reflected as a service level adjustment. 	Q1 2021
6.	For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census, the following:		Not Applicable		
i.	With respect to municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are set out in Schedule 3 or 7 to the 2017 Growth Plan, those forecasts.				
ii.	With respect to lower-tier municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are not set out in Schedule 7 to the 2017 Growth Plan, the portion of the forecasts allocated to the lower-tier municipality in the official plan of the upper-tier municipality of which it is a				
iii.	With respect to upper-tier municipalities or single-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the municipality that are set out in its official plan.				

Appendix A - Table 2
Municipality of McDougall
Asset Management Regulation (O.Reg. 588/17) and Municipal Action Plan Summary

Section	Regulation	Summary of Regulation	Relevant Section	Action Plan	
5. Asset management plans, current level of service				Action Items	Timeline to Complete
iv.	With respect to lower-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the lower-tier municipality that are set out in the official plan of the upper-tier municipality of which it is a part.		Not Applicable		
v.	If, with respect to any municipality referred to in subparagraph iii or iv, the population and employment forecasts for the municipality cannot be determined as set out in those subparagraphs, a description of assumptions regarding future changes in population or economic activity.	<i>If no population and employment forecasts are available, estimates are acceptable as long as the assumptions are stated in the AMP.</i>			
vi.	For each of the 10 years following the year for which the current levels of service under paragraph 1 are determined, the estimated capital expenditures and significant operating costs related to the lifecycle activities required to maintain the current levels of service in order to accommodate projected increases in demand caused by growth, including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets.	<i>Include estimates of capital and operating costs for the maintenance of current service levels in order to accommodate increases in demand caused by growth.</i>			
(3)	Every asset management plan must indicate how all background information and reports upon which the information required by paragraph 3 of subsection (2) is based will be made available to the public.	<i>Include the sources of the information and ensure that the information is available to the public.</i>	Section 6 Making Asset Management Operational	• The asset management plan document can be made available online through the website. Additional background information can be provided to the public upon request, this includes the asset inventory and any underlying assumptions.	Q2 2021
(4)	In this section, “2017 Growth Plan” means the Growth Plan for the Greater Golden Horseshoe, 2017 that was approved under subsection 7 (6) of the <i>Places to Grow Act, 2005</i> on May 16, 2017 and came into effect on July 1, 2017; (“Plan de croissance de 2017”)				
	“Greater Golden Horseshoe growth plan area” means the area designated by section 2 of Ontario Regulation 416/05 (Growth Plan Areas) made under the <i>Places to Grow Act, 2005</i> . (“zone de croissance planifiée de la région élargie du Golden Horseshoe”)				

Appendix A - Table 3
Municipality of McDougall
Asset Management Regulation (O.Reg. 588/17) and Municipal Action Plan Summary

Section	Regulation	Summary of Regulation	Relevant Section	Action Plan	
	6. Asset management plans, proposed level of service			Action Items	Timeline to Complete
(1)	Subject to subsection (2), by July 1, 2024, every asset management plan prepared under section 5 must include the following additional information:	<i>The regulations has additional requirements which must be included in the asset management plan by 2024.</i>			
1.	For each asset category, the levels of service that the municipality proposes to provide for each of the 10 years following the year in which all information required under section 5 and this section is included in the asset management plan, determined in accordance with the following qualitative descriptions and technical metrics:	<i>This section refers to the proposed or planned level of service for a minimum of 10 years.</i>	Section 3 Levels of Service	<ul style="list-style-type: none"> • The current AMP has target levels of service identified. • Target levels of service should be defined with consideration of existing levels of service, Corporate goals, community expectations and strategic objectives. The existing AMP has already established existing corporate goals. • Level of service targets may be mandated by legislation, safety regulations or defined by the Municipality. 	Q2 2023
i.	With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.	<i>Include the community and technical levels of service from Table 4 in this appendix in the AMP for roads, water, wastewater and stormwater infrastructure.</i>	Section 3 Levels of Service	• Table 1 Appendix B provides the level of service measures that will need to be reported on as per O.Reg 588/17.	Q2 2023
ii.	With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.	<i>Include the qualitative and quantitative descriptors outlined by the municipality for assets such as facilities, vehicles, equipment, land improvements, etc. These will have to be defined by the municipality.</i>	Section 3 Levels of Service	The Municipality will need to identify target levels of service for non-core infrastructure going forward.	Q2 2023
2.	An explanation of why the proposed levels of service under paragraph 1 are appropriate for the municipality, based on an assessment of the following:	<i>An explanation on how levels of service targets have been determined will need to be outlined.</i>	Section 2 State of Local Infrastructure	• Describe why the target levels of service are appropriate, this should include the process that was used to establish the targets and how Council and the public was consulted.	Q2 2023
i.	The options for the proposed levels of service and the risks associated with those options to the long term sustainability of the municipality.	<i>Options to achieve the proposed levels of service and all risks associated to not meeting the targets.</i>		• Ensure that target levels of service are based on measurable targets that the Municipality can track over time and maintain up to date. Include a discussion on the risks associated with not meeting level of service targets.	Q2 2023
ii.	How the proposed levels of service differ from the current levels of service set out under paragraph 1 of subsection 5 (2).	<i>Include a description of how proposed service levels differ from current service levels. Include quantitative and qualitative differences. Identify which service measures are new.</i>		• The current AMP compares the target levels of service to the current levels of service. Document the differences over time. A sample level of service tracker can be found in Section 2.	Q2 2023
iii.	Whether the proposed levels of service are achievable.	<i>Discuss whether proposed service levels are attainable. Only feasible and realistic level of service targets should be included in any plan.</i>		• Ensure that target levels of service are achievable, feasible and realistic. Targets should be developed in consultation with the public and Council. Ensure that the consultation process is documented.	Q2 2023
iv.	The municipality's ability to afford the proposed levels of service.	<i>Discuss whether proposed service levels are affordable. This will require a cost of analysis of work required to achieve the proposed targets.</i>		• Ensure that the target levels of service are sustainable over the long-term through the financing strategy outlined in Section 5. Identify what the tax/utility rate implications would be in order to carry out the required capital contributions to meet targets – test various funding options, including scenarios with the strategic use of debt.	Q3 2023
3.	The proposed performance of each asset category for each year of the 10-year period referred to in paragraph 1, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency.	<i>Include the planned performance levels established by the municipality. Performance measures will vary by asset category.</i>		• Establish performance level targets based on measures that are feasible to track over time. Examples of performance measures are included in Section 2. The existing plan already includes measures that can be used as a basis.	Q2 2023

Appendix A - Table 3
Municipality of McDougall

Asset Management Regulation (O.Reg. 588/17) and Municipal Action Plan Summary

Section	Regulation	Summary of Regulation	Relevant Section	Action Plan	
6. Asset management plans, proposed level of service				Action Items	Timeline to Complete
4.	A lifecycle management and financial strategy that sets out the following information with respect to the assets in each asset category for the 10-year period referred to in paragraph 1:	<i>Lifecycle cost analysis for each asset category. Should be for at least a 10 year period.</i>	Section 4 Asset Management Strategy	<ul style="list-style-type: none"> The current AMP details planned actions for each asset class. Incorporate a risk assessment table associated with the asset management strategy which outlines any actions that will be taken in response to the potential impacts. The Municipality already has a table comparing service consequences and risk mitigation measures that can be built upon. 	Q1 2024
i.	An identification of the lifecycle activities that would need to be undertaken to provide the proposed levels of service described in paragraph 1, based on an assessment of the following:	<i>Identify the lifecycle activities that need to be performed to provide proposed service levels based on:</i>			
A.	The full lifecycle of the assets.	<i>The activities listed should be relevant to the useful life of the asset.</i>			
B.	The options for which lifecycle activities could potentially be undertaken to achieve the proposed levels of service.	<i>Discuss alternative options that can be undertaken to achieve proposed service levels and what options work best.</i>			
C.	The risks associated with the options referred to in sub-subparagraph B.	<i>Discuss the risks involved with the options to achieve proposed service levels. Risks include discussion of consequences of not undertaking such maintenance activities.</i>			
D.	The lifecycle activities referred to in sub-subparagraph B that can be undertaken for the lowest cost to achieve the proposed levels of service.	<i>Discuss the lowest cost options that can be undertaken to achieve proposed service levels.</i>			
ii.	An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities identified in subparagraph i, separated into capital expenditures and significant operating costs.	<i>Forecast of capital and operating costs associated to achieving the proposed levels of service. Forecast should be for at least a 10 year period.</i>	Section 5 Financing Strategy	<ul style="list-style-type: none"> Identify when the in-year funding gap and cumulative infrastructure gap will be closed. The current AMP identifies the funding gap separately for each asset class. The analysis can also include the cumulative funding gap at the end of the planning period. Identify what the tax and utility rate implications would be in order to carry out the required capital contributions – test various funding options, including scenarios with the strategic use of debt. The existing plan already includes 2 scenarios - status quo and optimal funding. Contributed assets – identify how much (in \$) is contributed each year. The Municipality assumes responsibility for future repair and replacement. Identify policy to manage funding shortfall. State what the tax/rate implications will be of managing the funding shortfall. Identify costs to meet level of service targets and classify as non-infrastructure solutions, maintenance activities, repair/rehabilitation, replacement and disposal. The existing plan already includes a financing strategy using these expenditures - continue this practice. Use a risk based approach to asset management. A risk matrix analysis can be developed based on the approach in Section 4 and 5. Identify all possible municipal funding sources. The largest funding sources for municipalities will be taxes/utility rates. Can also identify other predictable sources of funding such as user fees or gas tax funding. Answer questions like: How much revenue was generated from the funding source in the latest year? What % of total revenues did that represent? What is the current % of the annual repayment limit? The existing AMP includes an analysis with comparing historical funding to optimal funding, for example. Develop an asset priority list to ensure that assets in need of immediate attention are identified and documented. Appendix C provides a sample priority projects list. The capital planning tool in the existing plan can be used to develop this list. 	Q1 2024
iii.	An identification of the annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the municipality to maximize the funding projected to be available.	<i>Identify funding options and forecast funding for a minimum of 10 years. Funding is associated to the lifecycle cost forecast above.</i>			
iv.	If, based on the funding projected to be available, the municipality identifies a funding shortfall for the lifecycle activities identified in subparagraph i,	<i>Conditions if a funding shortfall is identified.</i>			
A.	an identification of the lifecycle activities, whether set out in subparagraph i or otherwise, that the municipality will undertake, and	<i>Identify lifecycle activities that the municipality will undertake.</i>			
B.	if applicable, an explanation of how the municipality will manage the risks associated with not undertaking any of the lifecycle activities identified in subparagraph i.	<i>Discussion on risk management activities associated to the funding shortfall.</i>			

Appendix A - Table 3
Municipality of McDougall

Asset Management Regulation (O.Reg. 588/17) and Municipal Action Plan Summary

Section	Regulation	Summary of Regulation	Relevant Section	Action Plan	
6. Asset management plans, proposed level of service				Action Items	Timeline to Complete
5.	For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, a discussion of how the assumptions regarding future changes in population and economic activity, set out in subparagraph 5 i of subsection 5 (2), informed the preparation of the lifecycle management and financial strategy referred to in paragraph 4 of this subsection.	<i>For municipalities with a population less than 25,000, explain how population and economic forecasts assumptions tie into the lifecycle management and financial strategy for the municipal asset management plan.</i>	Section 6 Making Asset Management Operational	<ul style="list-style-type: none"> Discuss how expected growth projections have been used to inform the financing strategy. 	Q1 2024
6.	For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census,		Not Applicable		
i.	the estimated capital expenditures and significant operating costs to achieve the proposed levels of service as described in paragraph 1 in order to accommodate projected increases in demand caused by population and employment growth, as set out in the forecasts or assumptions referred to in paragraph 6 of subsection 5 (2), including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets,	<i>For municipalities with a population greater than 25,000, include the estimated capital and operating costs to achieve proposed service levels in order to accommodate increases in demand due to growth.</i>			
ii.	the funding projected to be available, by source, as a result of increased population and economic activity, and	<i>For municipalities with a population greater than 25,000, include the funding and funding sources available as a result of increased population and economic activity.</i>			
iii.	an overview of the risks associated with implementation of the asset management plan and any actions that would be proposed in response to those risks.	<i>For municipalities with a population greater than 25,000, include the risks associated with implementing the AMP and how to manage these risks.</i>			
7.	An explanation of any other key assumptions underlying the plan that have not previously been explained.	<i>All assumptions in the AMP should be clearly laid out.</i>		<ul style="list-style-type: none"> Expand the documentation of assumptions and definitions in the AMP. 	Q2 2021
(2)	With respect to an asset management plan prepared under section 5 on or before July 1, 2021, if the additional information required under this section is not included before July 1, 2023, the municipality shall, before including the additional information, update the current levels of service set out under paragraph 1 of subsection 5 (2) and the current performance measures set out under paragraph 2 of subsection 5 (2) based on data from the two most recent calendar years.	<i>If planned service level analysis is not included in the AMP by July 1, 2023 then the municipality will need to update the current level of service analysis with the most recent 2 years of data.</i>	Section 3 Levels of Service		

APPENDIX B
SAMPLE LEVEL OF SERVICE TABLES

Sample Current Level of Service Tracker			
Asset Category	Community Level of Service	Performance Measures (Current Level of Service)	
	Note: Indicates level of service measures required by O.Reg. 588/17.		
Buildings	Includes all municipal buildings and facilities as well as minor buildings and structures. Buildings have been recorded by components wherever possible.	Average weighted condition assessment	Good
		Percentage of assets at or above "Good" or "Very Good" condition	30%
Vehicles & Machinery	Includes fleet vehicles including fire, parks and roads related. Also includes heavy machinery and all major equipment associated to the vehicles.	Average weighted condition assessment	Fair
		Percentage of assets at or above "Good" or "Very Good" condition	20%
Land Improvements	Includes equipment mostly on playgrounds and sportsfields such as fencing, lighting, skate ramps, etc. Also includes parking lots.	Average weighted condition assessment	Poor
		Percentage of assets at or above "Good" or "Very Good" condition	30%
Stormwater Infrastructure	All stormwater linear infrastructure and storm ponds are included in this category. Municipality maintains a GIS database of this asset class and is updated based on the Stormwater Master Plan.	1. Percentage of properties in municipality resilient to a 100-year storm (O. Reg. 588/17).	100% (Urban Area)
		2. Percentage of the municipal stormwater management system resilient to a 5-year storm (O. Reg. 588/17).	100% (Urban Area)
		Average weighted condition assessment	Good
		Percentage of assets at or above "Good" or "Very Good" condition	95%
Equipment & Furnishings	Equipment includes all mechanical and stationary equipment. Examples include furniture at facilities, fire bunker gear and library materials.	Average weighted condition assessment	Fair
		Percentage of assets at or above "Good" or "Very Good" condition	10%
Sidewalks	Includes all Township sidewalks, trails and pathways.	Average weighted condition assessment	Fair
		Percentage of assets at or above "Good" or "Very Good" condition	50%
Bridges and Culverts	Municipal bridges and culverts support regular vehicle traffic including transport trucks. There are weight restrictions in place for some bridges. This is done to ensure safety and reduce damage to bridges.	Percentage of bridges in the municipality with loading or dimensional restrictions (O. Reg. 588/17).	10%
	Inspections of bridges are completed under the <i>Public Transportation and Improvement Act</i> , specifically <i>O.Reg. 104/97 Standards for Bridges</i> . Visual inspections are performed and bridge conditions are assessed. Detailed information and images are provided through bridge assessment reports done every 2 years.	1. For bridges in the municipality, the average bridge condition index value (O. Reg. 588/17).	70%
	Inspections of culverts with span greater than 3 metres are completed under the <i>Public Transportation and Improvement Act</i> , specifically <i>O.Reg. 104/97 Standards for Bridges</i> . Visual inspections are performed and culvert conditions are assessed. Detailed information and images are provided through bridge assessment reports done every 2 years.	2. For structural culverts in the municipality, the average bridge condition index value (O. Reg. 588/17).	70%
		Average weighted condition assessment (All bridges & culverts)	Fair
		Percentage of assets at or above "Good" or "Very Good" condition (all bridges & culverts)	55%

Sample Current Level of Service Tracker			
Asset Category	Community Level of Service	Performance Measures (Current Level of Service)	
	Note: Indicates level of service measures required by O.Reg. 588/17.		
Roads	Maps of the road network and descriptions of the connectivity of roads is maintained in a GIS database and updated every 5 years based on the Road Needs Study.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	
		Arterial	0%
		Collector	55%
		Local	45%
	Maps of the road network that illustrate the conditions and works needed on all Township roads over the next 10 years is provided through the Road Needs Study which us updated avery 5 years.	1. For paved roads in the municipality, the average pavement condition index value (O. Reg. 588/17).	70%
		2. For unpaved roads in the municipality, the average surface condition (O. Reg. 588/17).	62%
		Average weighted condition assessment (All Roads)	Good
		Percentage of assets at or above "Good" or "Very Good" condition (All Roads)	60%
Water System	Maps of the water linear network (including fire flow and fire hydrants) are maintained in a GIS database and updated along with updates of the water/wastewater master plan.	1. Percentage of properties connected to the municipal water system (O. Reg. 588/17).	80%
		2. Percentage of properties where fire flow is available (O. Reg. 588/17).	80%
	Water boil advisories and interruptions are minimal, however if one does occur it is immediately recorded and reported in accordance to Provincial regulations.	1. The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system (O. Reg. 588/17).	0%
		2. The number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system (O. Reg. 588/17).	0%
		Average weighted condition assessment	Good
		Percentage of assets at or above "Good" or "Very Good" condition	50%
	Sewer System	Maps of the wastewater linear network are maintained in a GIS database and updated along with updates of the water/wastewater master plan.	Percentage of properties connected to the municipal wastewater system (O. Reg. 588/17).
The water/wastewater master plan documents the following information: • overflow mechanism design, locations and details • effluent areas and descriptions • stormwater protections and future measures		1. The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	0%
		2. The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	0%
		3. The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	0%
		Average weighted condition assessment	Fair
		Percentage of assets at or above "Good" or "Very Good" condition	50%

APPENDIX C
SAMPLE PRIORITY CAPITAL
PROJECT LIST APPENDIX

HIGH PRIORITY WATER AND WASTEWATER CAPITAL WORKS

This section outlines a sample of priority projects that can be attached as an appendix to an asset management plan. The priority list appendix should be updated with the asset management plan as new information is available. Note that this is an example and any values presented are just placeholders.

Although some of the Municipality's water and wastewater infrastructure is not due to be replaced for some time by virtue of the assets engineered design life, the condition of some of the assets are considered to be poor or very poor and no longer perform to the proper standards to meet current levels of service. In consultation with municipal staff, the following table outlines a list of 10 key projects which have been identified as a high priority and require immediate attention.

High Priority Water and Wastewater Capital Projects - Examples				
Priority #	Project Description	Estimated Cost	Condition	Risk
1.	Sanitary Sewer Forcemain	\$1,000,000	Very Poor	Very High – 25
2.	New Water/Sewer	\$900,000	Very Poor	Very High – 25
3.	Water Tower/Standpipe	\$1,500,000	Very Poor	Very High – 25
4.	New Watermain and Sewermain Extension 1	\$800,000	Very Poor	Very High – 20
5.	New Watermain and Sewermain Extension 2	\$800,000	Very Poor	Very High – 16
6.	New Watermain and Sewermain Extension 3	\$800,000	Very Poor	High – 15
7.	Catchbasins 1	\$190,000	Very Poor	High – 12
8.	Catchbasins 2	\$190,000	Poor	High – 12
9.	Watermain Rehabilitation 1	\$800,000	Poor	High – 12
10.	Watermain Rehabilitation 2	\$800,000	Poor	High – 10
	Total	\$7,780,000		

The Level of Risk can be identified by using the risk matrix as outlined Section IV of the Municipality's Municipal Action Plan.

The level of capital repair and replacement works required would necessitate the Municipality to seek funding from a variety of sources, in addition to utility rate based revenues, to fund all or part these works. The Municipality's utility rates will continue to be increased, which progressively over-time, moves the Municipality towards full cost recovery. However, in the short to medium term, the Municipality should look to secure grant funding to offset the capital costs of completing the noted projects.

The Municipality has always used internal control measures to prioritize capital related repair and replacement activities to align with available funds/resources to meet current levels of service. The Municipality will continue to utilize such measures to ensure capital works are carried out in a fiscally responsible manner. It is in this regard, the Municipality has identified the need to complete the sanitary sewer forcemain project (priority #1) and the new water/sewer works (priority #2) immediately, while the remaining high priority projects will be considered for completion in subsequent years beyond 2019. The Municipality's ability to undertake these projects is largely dependent on securing upper-level government grant funding, and therefore, the Municipality should exercise all available grant funding opportunities while continuing to move towards full cost recovery utility rates.

The financing strategies to be implemented by the Municipality detail the commitment to increase capital contributions over time to progressively move towards a self-sustaining water and wastewater system. It should be noted; annual capital budgeting exercises may reprioritize the capital works identified.

Minister of Rural
Economic Development



Ministre du Développement
économique rural

Ottawa, Canada K1P 0B6

AUG 23 2019

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His Worship Dale Robinson
Mayor
Municipality of McDougall
5 Barager Boulevard
McDougall, Ontario P2A 2W9

Dear West Parry Sound Mayors and Mr. Liverance:

Thank you for your letter of April 9, 2019, regarding high-speed Internet access in the West Parry Sound area. Please accept my apologies for the delay in responding.

As Minister of Rural Economic Development, I am committed to fulfilling the responsibilities entrusted to me in this portfolio, to work with Canadians and champion economic opportunity and quality of life in rural Canada. I am also pleased to lead the rollout of infrastructure and broadband investments in rural Canada, and to work with other federal ministers to advance important priorities benefitting rural Canada.

Recently, I announced two strategies: *Rural Opportunities, National Prosperity: An Economic Development Strategy for Rural Canada* (www.infrastructure.gc.ca/rural/strat-eng.html) and *High-Speed Access for All: Canada's Connectivity Strategy* (www.canada.ca/get-connected). Together, these strategies demonstrate our government's commitment to a prosperous, competitive and thriving rural Canada, and to ensuring that, over time, all Canadians have access to affordable high-speed Internet.

I agree with you that Internet access is not just “a nice to have” – it is a necessity for success. Students, families and businesses require reliable and high-speed Internet to participate in today's economy. Too many Canadians living in rural and remote communities do not have the connectivity they need to grow their business, access government services, pursue online education, or connect with family and friends.

Since Budget 2016, the Government of Canada has been making major investments in broadband infrastructure. Through the successful Connect to Innovate program, over 900 Canadian communities will gain access to faster Internet speeds.

In Budget 2019, our government is making an ambitious new commitment to ensure that, over time, every single household and business in Canada, no matter how rural and remote, has access to high-speed Internet – 50 Mbps download and 10 Mbps upload.

To achieve this target, the Government will be working with provinces, territories and industry, and will leverage new investments from many sources:

- Budget 2019 committed \$1.7 billion in new broadband investments, including a new Universal Broadband Fund, as well as a top-up for the Connect to Innovate program and support for low-latency Low Earth Orbit satellite capacity – technology that can help connect Canada's most remote communities.
- Broadband infrastructure projects are eligible for funding under the \$2-billion Rural and Northern Communities stream of the Investing in Canada Infrastructure Program.
- The Canadian Radio-television and Telecommunications Commission's \$750-million Broadband Fund will help to improve connectivity services across the country.
- The Canada Infrastructure Bank will seek to invest \$1 billion to further leverage private sector investment to increase broadband access for Canadians.

Beyond direct investments, the Government of Canada is focused on increasing competition to improve affordability while increasing coverage and service quality. We are encouraging businesses of all sizes to invest in next-generation technology through the Accelerated Investment Incentive. Since the Incentive was announced in the fall of 2018, several telecommunications carriers have made plans to expand wireless coverage to rural areas, including along roads.

In addition, the Government of Canada continues to make spectrum available to advance connectivity. For example, the most recent 600-MHz spectrum auction concluded in April 2019 will help support advanced mobile wireless services. The Government is also working on ensuring that telecommunications policy focuses on consumers in order to strengthen the ability of Canadians to access quality services at more affordable prices.

Using these resources, we will ensure all Canadians have access to the baseline speed recommended by the Canadian Radio-television and Telecommunications Commission – 50 Mbps download and 10 Mbps upload. We expect to have connected 90 percent of Canadians to these speeds by 2021, 95 percent by 2026, and 100 percent by 2030.

I appreciate your thoughtful letter, and I trust that you will find that the recently launched strategies on connectivity and rural economic development respond to many of the points you have raised.

Thank you for your interest in my portfolio.

Sincerely,

A handwritten signature in blue ink, appearing to be 'BJ', followed by a horizontal line.

The Honourable Bernadette Jordan, P.C., M.P.
Minister of Rural Economic Development

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ONTARIO'S WATCHDOG
CHIEN DE GARDE DE L'ONTARIO

Dear stakeholder,

I am pleased to send you two hard copies of my latest Annual Report (one English, one French). This report covers the 2018-2019 fiscal year.

This is our Office's third full fiscal year of reporting on our oversight of municipalities, universities and school boards, in addition to provincial government organizations. I hope that you and all stakeholders in these areas of jurisdiction will find the information in this report of interest.

You can also find the entire report, media materials and backgrounders, statistics and video of my press conference at Queen's Park on our website, www.ombudsman.on.ca.

Our Office understands that statistics do not tell the whole story. To put them in context, we encourage you to read the sections of the report that relate to your area (Municipalities: pages 37-46; Education: 47-53), in which we discuss the most common issues in each sector and the types of cases we have resolved across the province.

In the interests of immediacy and "thinking green," we encourage you to let any interested colleagues and stakeholders know that they can access all of this information online. However, we are of course happy to send additional hard copies upon request.

Should you have any questions about the report or cases related to your organization, please do not hesitate to contact us. We are also happy to assist you with any general questions about our work. You can reach our staff at 1-800-263-1830 or info@ombudsman.on.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul Dubé', written over a large, stylized 'O' that is part of the signature.

Paul Dubé
Ombudsman of Ontario

REPORT TO COUNCIL



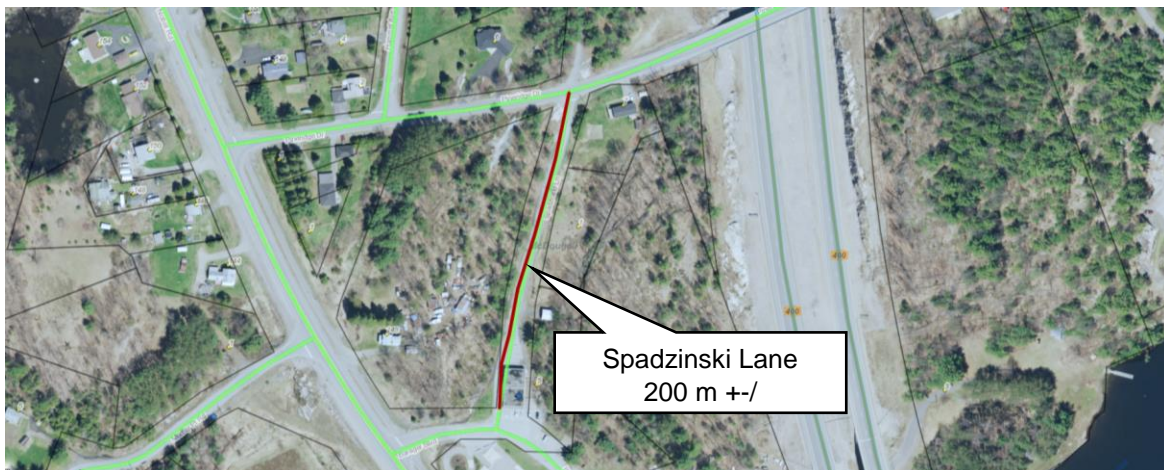
Report No.:	C-2019-12
Council Date:	July 17, 2019
From:	Lori West, Clerk/Planner
Subject:	Spadzinski Lane – Proposed Closure

Background:

Spadzinski Lane is approximately 200 metres +/- in length and serves as a connection road between Barager Boulevard and Pineridge Drive, both Barager and Pineridge intersect at Nobel Road, a main arterial road within the Settlement Area of Nobel. Spadzinski Lane also benefits the Municipal Office by providing staff parking and access to a storage building.

Staff have identified a number of safety concerns with the shared use of Spadzinski Lane for municipal, motor vehicle, and pedestrian/recreational use. Currently Spadzinski Lane does not meet Municipal Standards; The road narrows to one lane where it meets the municipal building, and inadequate sightlines make turning onto Barager Blvd., and snow removal by Public Works Staff difficult to navigate.

Figure 1: Spadzinski Lane



With the exception of one parcel owned by the Ministry of Transportation, expropriated during the construction of Hwy 400, all properties that abut on Spadzinski Lane have secured entrances that front on municipally maintained roads other than the Spadzinski Lane.

Staff are proposing that Council consider closing Spadzinski Lane to public vehicle use. Spadzinski Lane would still provide the municipal office with staff parking and access to the storage building. The remainder of the road would become a walking path/trail in connection with the existing Nobel Road Trail.

Closure of Spadzinski Lane to public vehicles would alleviate the need for Public Works to use the large snow plow during winter maintenance. Staff propose that the smaller 500 plow truck would be a safer alternative for snow removal for the municipal parking area & storage building.

It is important to note that the Municipal Office is slated for improvements this fall, for safety purposes Spadzinski Lane will be closed during some of these improvements.

Recommendation:

That Council direct staff to proceed to public consultation process regarding a proposed by-law restricting motor vehicle use on Spadzinski Lane, while maintaining a pedestrian link/trail for recreational users.

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
2020 COMMITTEE/COUNCIL SCHEDULE

JANUARY 15, 2020

FEBRUARY 5, 2020

FEBRUARY 19, 2020

MARCH 4, 2020

MARCH 18, 2020

APRIL 1, 2020

APRIL 15, 2020

MAY 6, 2020

MAY 20, 2020

JUNE 3, 2020

JUNE 17, 2020

JULY 1, 2020

JULY 15, 2020

AUGUST 5, 2020

AUGUST 19, 2020

SEPTEMBER 2, 2020

SEPTEMBER 16, 2020

OCTOBER 7, 2020

OCTOBER 21, 2020

NOVEMBER 4, 2020

NOVEMBER 18, 2020

DECEMBER 2, 2020

DECEMBER 16, 2020

Place: Municipal Council Chambers, 5 Barager Boulevard, McDougall,
Ontario, P2A 2W9. (Unless otherwise stated)

Time: Seven O'clock in the evening (7:00 p.m.) (unless otherwise stated).



RECEIVED AUG 26 2019

The Corporation of the Town of Parry Sound Notice of Refusal of a One Year Temporary Use Zoning By-Law – Z/19/08 – 1 College Drive (Canadore College Board of Governors)

Take notice that the Council of the Corporation of the Town of Parry Sound refused the above-mentioned Amendment on **August 13, 2019** under Sections 34 and 39 of The Planning Act, R.S.O. 1990, c.P.13 as amended. Council refused the requested amendment after considering staff's report, information brought forward from the applicant and public comments.

The effect of the draft Temporary Use Zoning By-law Amendment was to rezone the subject property for a period of 12 months to amend the Rural Zone to permit a School.

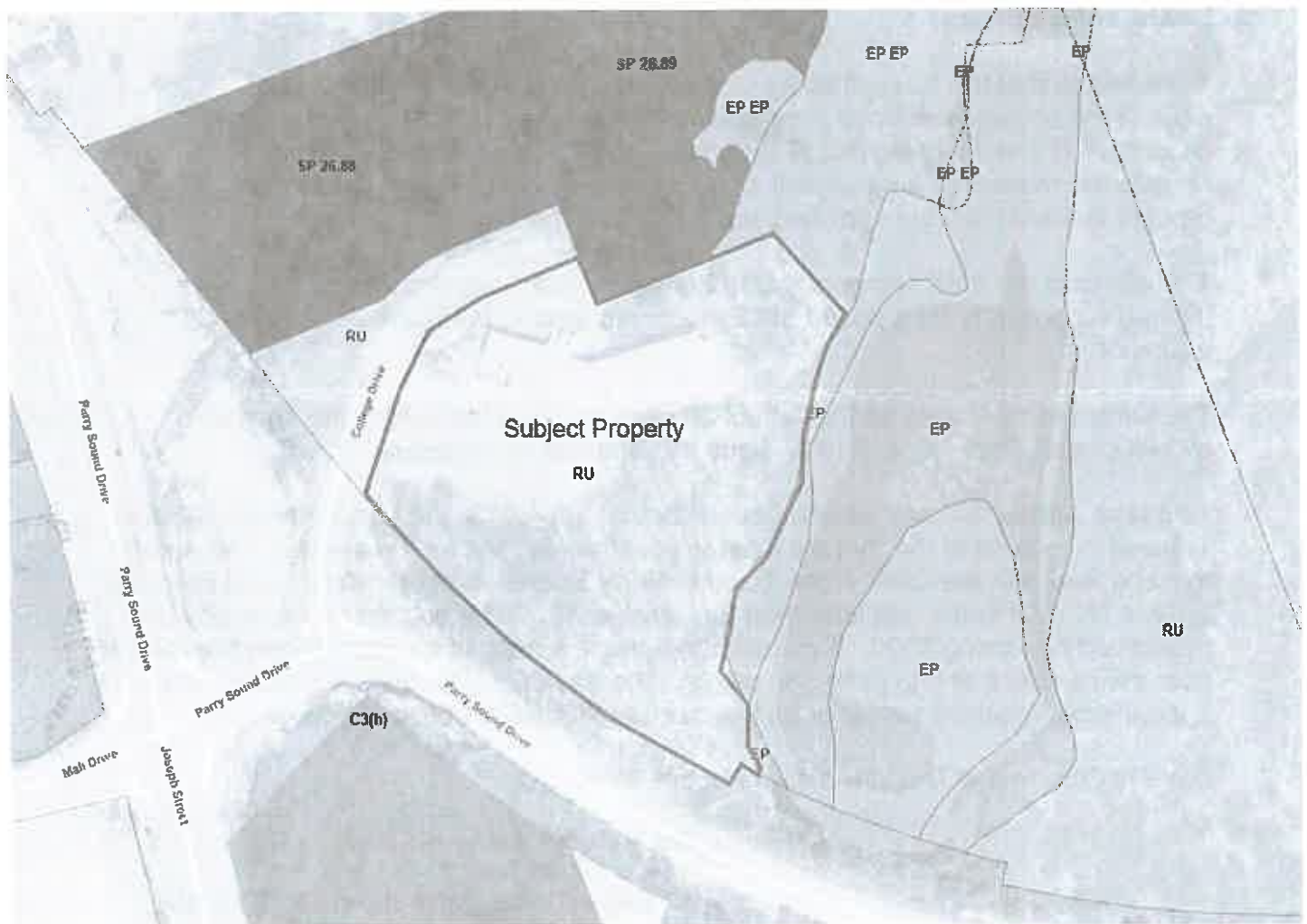
The lands are described as Part of Lot 29 Concession 3 formerly in the Township of McDougall, Part 1 of 42R19097, and as identified on Schedule "I".

And take notice that any person or agency that appeals to the Local Planning Appeal Tribunal in respect of the By-Law must set out the reasons for the appeal. The appeal must be filed with the Clerk of the Town of Parry Sound on the required Local Planning Appeal Tribunal forms, not later than **September 12, 2019**, and accompanied by the prescribed fee, being \$300. If you wish to appeal, a copy of an appeal form is available from their website at <http://elto.gov.on.ca/>. The decision of Council is final if a notice of appeal is not received before or on the last day for filing a notice of appeal.

Dated at Parry Sound This **23rd Day of August, 2019.**

Ms. Rebecca Johnson, Clerk
Town of Parry Sound
52 Seguin Street, Parry Sound, On, P2A 1B4
Telephone # 705-746-2101 x 220

Schedule "I" – Refused Temporary Use Zoning By-law Amendment





Township of McKellar

701 Hwy #124, P.O. Box 69, McKellar, Ontario POG 1C0

Phone: (705) 389-2842

Fax: (705) 389-1244

July 16, 2019

Hon. Doug Ford, Premier
Legislative Building Rm 281, Queen's Park
Toronto, Ontario
M7A 1A1

Dear Premier Ford,

Re: MUNICIPAL AMALGAMATION

Please be advised that at its regular meeting held, Monday July 15, 2019 the Council of the Township of McKellar passed the following resolution:

- 19-355 **WHEREAS** there are 444 municipalities in Ontario that are very efficient and well-governed, and who respond quickly to ratepayer's needs;
- AND WHEREAS** in the 1990's the Conservative Government forced many municipalities to amalgamate on the guise they would become more efficient, effective, save money, lower taxes and ultimately reduce the provincial deficit;
- AND WHEREAS** there has never been a valid evidence-based study that supported these outcomes;
- AND WHEREAS** forced amalgamation actually accomplished just the opposite: ill feelings, increased animosity and mistrust, job losses, rise in local taxes and an increase in the provincial deficit;
- AND WHEREAS** there are many positive examples of small rural and northern municipalities working together in a collaborate and cooperative manner via shared agreements that responds to local needs without amalgamation and provincial interference;
- AND WHEREAS** the Provincial Government has a large deficit due to their own decision-making;
- AND WHEREAS** recently the same Conservative Government recently reduced one large regional municipal government by 50%, without "consultation";
- AND WHEREAS** this same Conservative Government is presently reviewing other provincial regional governments through a purported "consultative" approach with a view to reduce or eliminate them;

AND WHEREAS the Provincial Government should investigate all other internal ways of reducing their deficit and becoming more fiscally responsible over time rather than downloading to the one level of government that is the most efficient, has the lowest cost and is closest to the electorate which will not put a dent in the provincial deficit;

AND WHEREAS the Province could look at what other provinces have done to reduce the debt with one singular education system, organizing unorganized municipalities, controlling OPP costs, substantially increase fines, and find a way to collect millions and millions of dollars in unpaid fines and instead, invest in the north to create jobs and stimulate and enhance economic development;

NOW THEREFORE BE IT RESOLVED that before the Provincial Government forces amalgamation in any of the 444 municipalities in Ontario, our AMO organization go beyond requesting “consultation” and “demand” that the Provincial Government do the following:

- 1) Hold a local referendum letting the citizens decide to amalgamate or not
- 2) Conduct an evidence-based study to show that amalgamation actually saves costs, jobs, lowers taxes and reduce the provincial deficit
- 3) Allow those municipalities to work out their own local collaborative agreement that best suit their local needs and to be permitted to do so on their own time line and volition
- 4) To ensure that there is absolutely no conflict of interest in this consultative process
- 5) To emphasize the political reality of forcing amalgamation on the many rural and northern municipalities across Ontario

AND FURTHER that a copy of this resolution be sent to Doug Ford, Premier of Ontario; Christine Elliott, Deputy Premier; Steve Clark, Minister of Municipal Affairs; Andrea Horwath, Leader of the New Democratic Party; and all MPPs in the Province of Ontario;

AND FURTHER that a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), the Northwestern Ontario Municipal Association (NOMA), Rural Ontario Municipalities Association (ROMA), Federation of Northern Ontario Municipalities (FONOM), the District of Parry Sound Municipal Association (DPSMA) and all Ontario municipalities for their consideration.

Carried

Sincerely,


Tammy Wylle, AMCT
Clerk Administrator

Cc:

Deputy Premier of Ontario;

Minister of Municipal Affairs and Housing;

Leader of the New Democratic Party;

All Ontario MPP's;

Association of Municipalities of Ontario (AMO);

Northwestern Ontario Municipal Association (NOMA);

Rural Ontario Municipalities Association (ROMA);

Federation of Northern Ontario Municipalities (FONOM);

District of Parry Sound Municipal Association (DPSMA);

all Ontario municipalities

O:\Council mtg letters\July 15 2019/Municipal Amalgamation



Hastings Highlands

Beautiful By Nature

Mayor Vic A. Bodnar
Mayor

Suzanne Huschilt
Municipal Clerk

The Municipality of Hastings Highlands
P.O. Box 130, 33011 Hwy 62, Maynooth, ON K0L 2S0
613 338-2811 Phone
1-877-338-2818 Toll Free

August 17, 2019

Hon. Doug Ford, Premier
Legislative Building Rm 281, Queen's Park
Toronto, Ontario
M7A 1A1
premier@ontario.ca

Dear Premier Ford,

Re: MUNICIPAL AMALGAMATION

Please be advised that at its Regular Meeting of Council held on August 14, 2019 the Council of the Municipality of Hastings Highlands supported the Township of McKellar and passed the following resolution:

Resolution 533-19

WHEREAS there are 444 municipalities in Ontario that are very efficient and well governed, and who respond quickly to ratepayer's needs;

AND WHEREAS in the 1990's the Conservative Government forced many municipalities to amalgamate on the guise they would become more efficient, effective, save money, lower taxes and ultimately reduce the provincial deficit;

AND WHEREAS there has never been a valid evidence-based study that supported these outcomes;

AND WHEREAS forced amalgamation actually accomplished just the opposite: ill feelings, increased animosity and mistrust, job losses, rise in local taxes and an increase in the provincial deficit;

AND WHEREAS there are many positive examples of small rural and northern municipalities working together in a

collaborate and cooperative manner via shared agreements that responds to local needs without amalgamation and provincial interference;

AND WHEREAS the Provincial Government has a large deficit due to their own decision-making;

AND WHEREAS recently the same Conservative Government recently reduced one large regional municipal government by 50%, without “consultation”;

AND WHEREAS this same Conservative Government is presently reviewing other provincial regional governments through a purported “consultative” approach with a view to reduce or eliminate them;

AND WHEREAS the Provincial Government should investigate all other internal ways of reducing their deficit and becoming more fiscally responsible over time rather than downloading to the one level of government that is the most efficient, has the lowest cost and is closest to the electorate which will not put a dent in the provincial deficit;

AND WHEREAS the Province could look at what other provinces have done to reduce the debt with one singular education system, organizing unorganized municipalities, controlling OPP costs, substantially increase fines, and find a way to collect millions and millions of dollars in unpaid fines and instead, invest in the north to create jobs and stimulate and enhance economic development;

NOW THEREFORE BE IT RESOLVED that before the Provincial Government forces amalgamation in any of the 444 municipalities in Ontario, our AMO Organization go beyond requesting “consultation” and “demand” that the Provincial Government do the following:

Hold a local referendum letting the citizens decide to amalgamate or not

Conduct an evidence-based study to show that amalgamation actually saves costs, jobs, lowers taxes and reduce the provincial deficit

Allow those municipalities to work out their own local collaborative agreement that best suit their local needs and to be permitted to do so on their own time line and volition

To ensure that there is absolutely no conflict of interest in this consultative process

To emphasize the political reality of forcing amalgamation on the many rural and northern municipalities across Ontario

AND FURTHER that a copy of this resolution be sent to Doug Ford, Premier of Ontario; Christine Elliott, Deputy Premier; Steve Clark, Minister of Municipal Affairs; Andrea Horwath, Leader of the New Democratic Party; and Daryl Kramp, MPP.

AND FURTHER that a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), Rural Ontario Municipalities Association (ROMA), the Township of McKellar and all municipalities in Ontario.

CARRIED

Sincerely,



Suzanne Huschilt
Municipal Clerk



Hastings Highlands

Beautiful By Nature

Mayor Vic A. Bodnar
Mayor

Suzanne Huschilt
Municipal Clerk

The Municipality of Hastings Highlands
P.O. Box 130, 33011 Hwy 62, Maynooth, ON K0L 2S0
613 338-2811 Phone
1-877-338-2818 Toll Free

August 17, 2019

Hon. Doug Ford, Premier
Legislative Building Rm 281,
Queen's Park Toronto, Ontario
M7A 1A1
premier@ontario.ca

Dear Premier Ford,

Re: Reducing Litter and Waste in Our Communities

Please be advised that at its Regular Meeting of Council held on August 14, 2019 the Council of the Municipality of Hastings Highlands supported the Town of Halton Hills and passed the following resolution:

Resolution 534-19

WHEREAS the Province of Ontario, through the Ministry of the Environment, Conservation and Parks, has posted a discussion paper entitled "Reducing Litter and Waste in our Communities";

AND WHEREAS producer responsibility has not been adequately addressed by the Province of Ontario;

AND WHEREAS a successful deposit/return program for single use plastic, aluminum and metal drink containers has been in existence in other Provinces in Canada including Newfoundland, Nova Scotia and British Columbia;

AND WHEREAS these successful programs have eliminated many of these containers from the natural environment;

THEREFORE BE IT RESOLVED that the Council of the Municipality of Hastings Highlands call 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 producer requirements and look for extended producer responsibility for all packaging;

AND FURTHER THAT a copy of this motion be sent to Doug Ford, Premier of Ontario; Jeff Yurek, the Minister of the Environment, Conservation and Parks; Steve Clark, the Minister of Municipal Affairs; the Association of Municipalities of Ontario (AMO); Rural Ontario Municipalities Association (ROMA); Daryl Kramp, MPP; the Town of Halton Hills and all municipalities in the Province of Ontario.

CARRIED

Sincerely,



Suzanne Huschilt
Municipal Clerk

District of Parry Sound Housing and Homelessness Plan Report 2018-2019



Housing Programs

Parry Sound District Housing
Corporation

Homelessness & Integrated Services

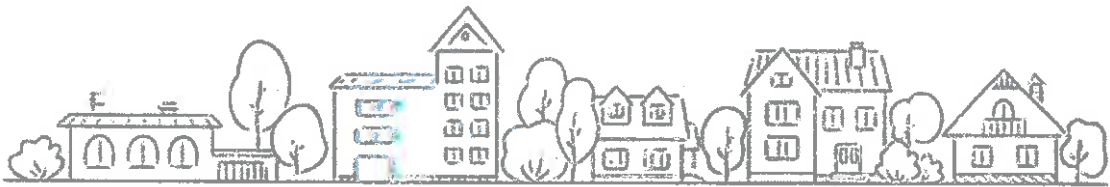
Esprit Place Women's Shelter

www.psdssab.org



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<i>Housing Services Programs</i>	<i>Page 5</i>
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District of Parry Sound Social Services Administration Board Housing & Homelessness Plan Annual Report

On behalf of the District of Parry Sound Social Services Administration Board, I am pleased to share our 2018-2019 Housing and Homelessness Annual Report. Throughout the District of Parry Sound, the ability of people to obtain and maintain stable and appropriate housing is a critical part of a thriving community among our member Municipalities. We know that affordable and stable housing with the right supports can influence quality of life, health outcomes, the upbringing of children and the welfare of a community.

This past year, we made solid progress towards the creation of more affordable housing units in our District and achieved many positive outcomes for the prevention of homelessness.

Once again I wish to acknowledge and thank the staff, the H.O.M.E. network members as well as our member Municipalities in their work towards the common goal of housing for thriving communities, individuals and their families.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Zanussi", with a long horizontal stroke extending to the right.

Mr. Rick Zanussi,
Board Chair

2018 Achievements

- ✓ Completion of our 1st homelessness enumeration
- ✓ Partnership with the West Parry Sound OPP in the development of a West Parry Sound Situational Table
- ✓ Road to Recovery collaboration with the CMHA
- ✓ Completion of Social Housing Improvement Program Projects (SHIP)
- ✓ Collaboration with the North East LHIN and the CMHA to pilot a project providing mental health supports in social housing
- ✓ Hosted the Housing and Homelessness Plan Update Forum for community partners
- ✓ Approved two affordable housing projects to introduce 12 additional units to our affordable housing portfolio
- ✓ Housing provider engagement workshops

2019 Achievements

- ✓ Release of 2018 Homelessness Enumeration- “Let’s Make It Count” results
- ✓ Affordable housing completion – 6 units added in Parry Sound
- ✓ Facilitated collaborations toward new affordable housing construction
- ✓ Planning & development for 2020 homelessness enumeration
- ✓ Housing provider engagement

Ongoing Plans

- ✓ H.O.M.E Network development
- ✓ Continue engagement with the School Board & First Nations to gain knowledge of target groups
- ✓ Drafting the 2019 Housing and Homelessness Plan Update
- ✓ Enumeration 2020 planning
- ✓ Continued engagement with housing providers, municipalities & community partners
- ✓ Working toward completion on 14 additional affordable housing units
- ✓ Completing one multi-unit Ontario Renovates project

H.O.M.E Network Update

2018/19

- ✓ 3 H.O.M.E Network meetings hosted in the District;
- ✓ Continue to expand the membership list to engage more stakeholders, community groups and municipalities;
- ✓ Results sharing of the 2018 Enumeration “Let’s Make It Count”;
- ✓ In place of October 2018 meeting the Housing & Homelessness Plan Update Forum was held to assist in determination of plan priorities and feedback.



Homelessness
Objectives
Maximizing
Efforts



Our Housing and Homelessness Plan Update Forum, hosted in October 2018 in conjunction with our H.O.M.E Network, played an important role in the development of ongoing collaborations and partnerships within the community. This forum provided an opportunity for the DSSAB to review how far we have come since the development of our Housing and Homelessness Plan in 2013.

Housing Programs 2018 Calendar Year

Social Housing Waitlist



Housing Assistance Programs

Rent Supplement

- 17 households in this program receive rent geared to income rents in a private or non-profit market rental.

Housing Allowance

- 30 households receive a housing allowance through this Affordable Housing program.

Home Ownership

- 16 households have maintained their Homeownership agreement. 1 has been discharged in the 2018 year.

Ontario Renovates

- 95 households have maintained their Ontario Renovates agreement. 1 has been discharged in the 2018 year.

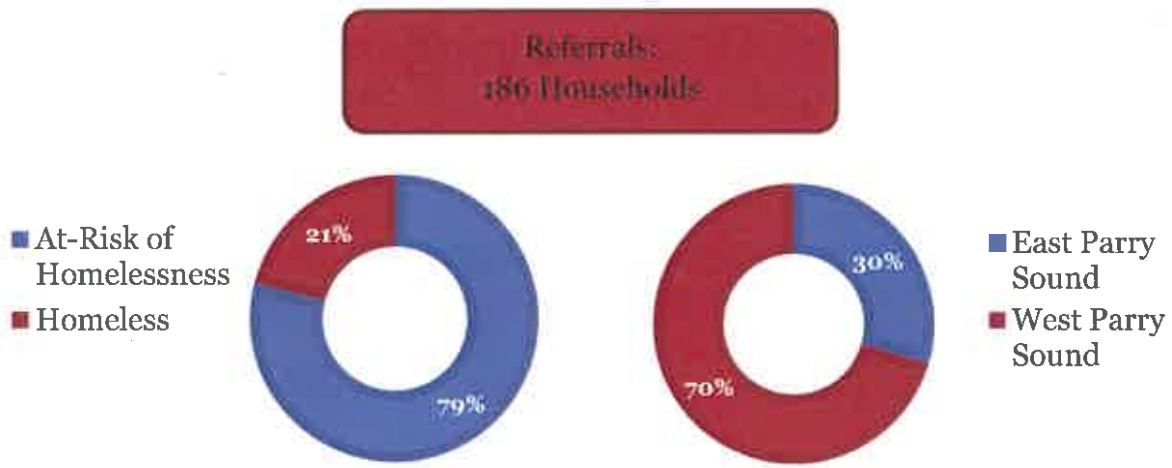
Special Priority Program (SPP)

SPP applications are available for people fleeing domestic violence situations and victims & survivors of human trafficking.



**Applications may not be approved due to program guidelines or missing information.

Homelessness Prevention Program 2018 (HPP)



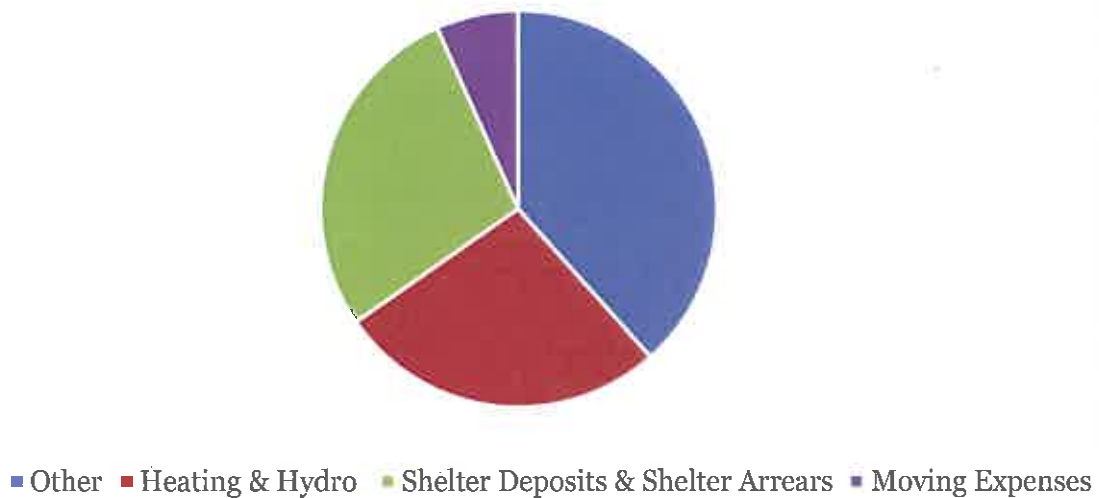
Community Homelessness Prevention Initiative (CHPI)

(Numbers below reflect the combined, unduplicated issuance from the Homelessness Prevention Program and Ontario Works)

People Experiencing Homelessness
Total Households Assisted: 71

People At-Risk of Homelessness
Total Households Assisted: 474

Top 4 Reasons for Issuance



Esprit Place 2018



**1184 Direct
Service hours to
clients by Frontline
Counsellors &
Transitional
Support Workers**



**334
Crisis/Support
calls**



**2,027
warm safe
bed nights
for women**

**624 warm
safe bed
nights for
children**

Did You Know?

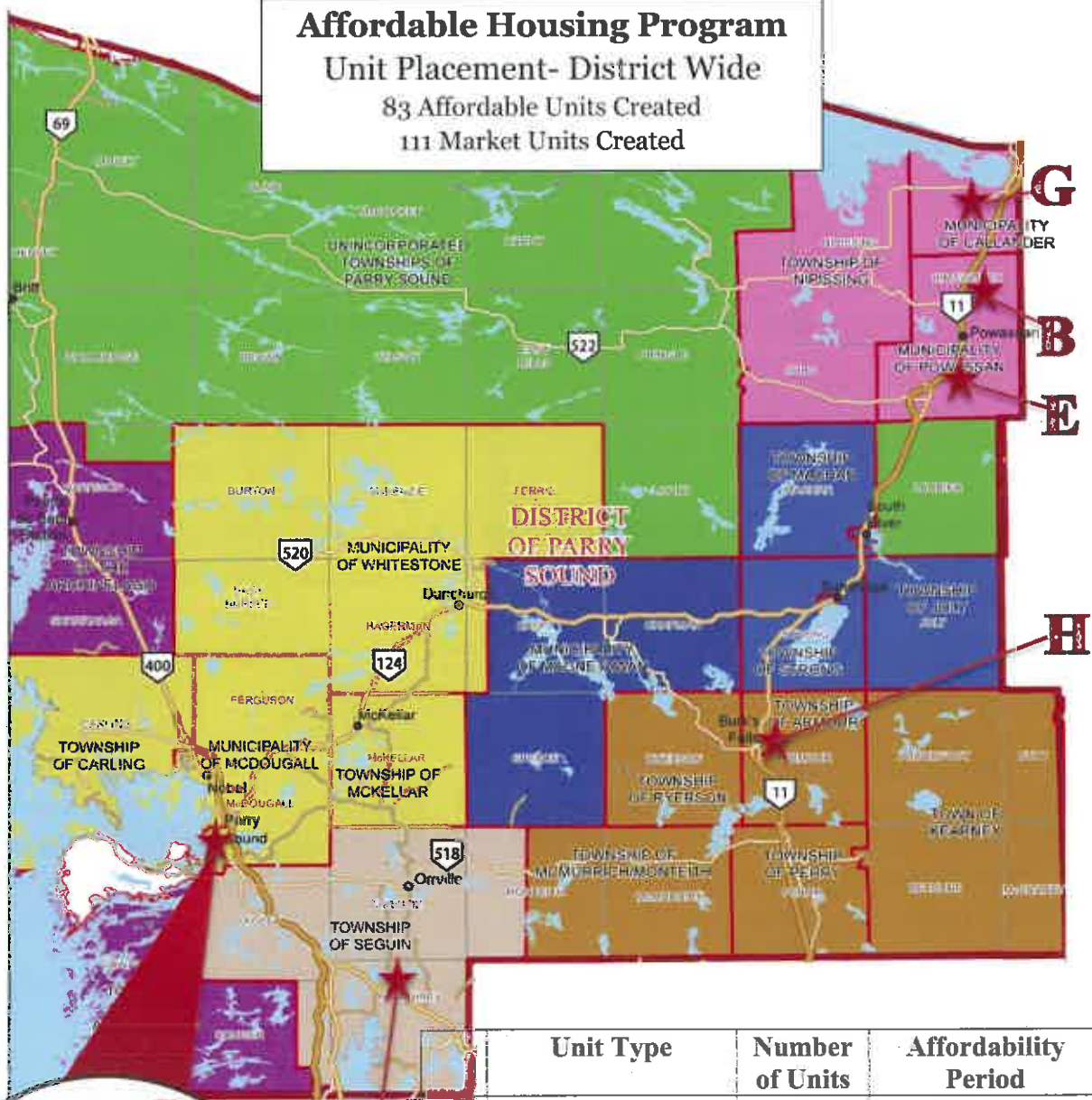
- ✓ Esprit Place is open 24-7
- ✓ Crisis Counsellor is ALWAYS on duty
- ✓ Toll-Free phone number: 1-800-461-1707
- ✓ Outreach services are available

Affordable Housing Program

Unit Placement- District Wide

83 Affordable Units Created

111 Market Units Created



	Unit Type	Number of Units	Affordability Period
A	Bachelor, 1 & 2 Bedroom	22	2007-2027
B	1 Bedroom	4	2010-2030
C	1 & 2 Bedroom	6	2010-2030
D	1 & 2 Bedroom	10	2011-2031
E	1 Bedroom	5	2011-2031
F	Bachelor	10	2017-2042
G	Bachelor & 1 Bedroom	6	2018-2038
H	1 Bedroom	6	2019-2039
I	Bachelor	6	2019-2049
J	1 & 2 Bedroom	8	2019-2039

NEW
Coming Soon

“LET’S MAKE IT COUNT”

Homelessness Enumeration

The District of Parry Sound’s local enumeration was used to measure the number of people experiencing homelessness district wide. This information will enhance our understanding of the scale and nature of homelessness within the District of Parry Sound. The information outlined below provides some results from our absolute homeless population. A full report of our Homelessness Enumeration results is available at www.psdssab.org/index.php/publications/

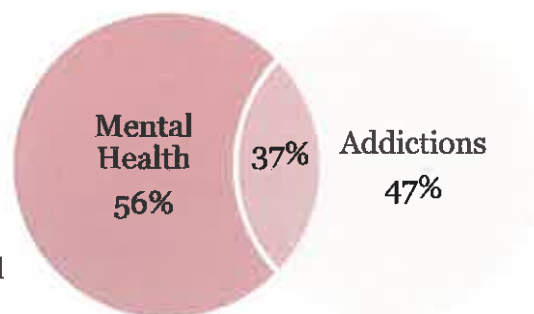


36%
Have experienced homelessness **three or more times** in the last year

47%
Of our respondents are 30 years of age or younger

Mental Health & Addictions

Mental health and addiction issues are underlying in many homelessness cases. 56% of our absolute homelessness respondents indicated that they have mental health issues, 47% identified as struggling with addictions. 37% of our absolute homelessness respondents indicated struggling with addictions and mental health challenges.





“We are committed to the provision and promotion of services that assist individuals in attaining an optimum quality of life and that contribute to the well-being of the community”

NEWS RELEASE

For immediate release: August 19, 2019

HARMFUL BLUE-GREEN ALGAE IN WASI LAKE

TOWNSHIP OF CHISHOLM, ON – The North Bay Parry Sound District Health Unit (Health Unit) would like to advise the public that a harmful algae bloom (cyanobacteria), also known as blue-green algae, has been found in Wasi Lake in the Township of Chisholm. Species of the algae capable of producing toxins were confirmed by the laboratory of the Ministry of the Environment, Conservation and Parks. The toxins in harmful algae can irritate the skin and, if swallowed, cause diarrhea and vomiting.

Residents living on Wasi Lake may be affected depending on their closeness to the algae bloom, wind direction, water flow, and other environmental conditions that cannot be predicted or controlled. Due to the many factors involved, government authorities are unable to determine where and when there are no toxins. Users are advised to exercise their judgment before using the water. For further details on the location of the algae bloom, and sampling process, contact the Ministry of the Environment, Conservation and Parks - Spills Action Centre - 1-800-268-6060.

If you live near where a bloom was detected or where a bloom is visible, follow these safety measures:

- Do not use the water. This includes drinking, cooking, bathing, and brushing teeth. Note: Using a private water system or boiling the water will not destroy the toxins.
- Do not swim and avoid water sports when a bloom is present.
- If skin contact does occur, wash with soap and water then rinse thoroughly with clean water to remove algae.
- Limit the amount of fish flesh you eat. Some toxins can build up in fish and shellfish. Do not eat the liver, kidneys and other organs. Be careful not to cut the organs when filleting.
- The Health Unit has not closed the beaches, but rather advises individuals that they need to take caution in the area.

You can find out more about harmful algae at myhealthunit.ca/algae or by calling the Health Unit at 705-474-1400, ext. 5400 or 1-800-563-2808.

Quick Facts

- Cyanobacteria – also called harmful algae, blue-green algae or ‘pond scum’ – are not really algae, but tiny bacteria.
- Although usually hard to see, during hot weather they can grow rapidly to form a large mass, called a bloom. Blooms continually change and are difficult to predict. Wind, temperature or sunlight could change where the bloom is located in the water.
- Dense harmful algae blooms may make the water look bluish-green, or like green pea soup or turquoise paint. Very dense blooms may form solid-looking clumps.
- Fresh blooms often smell like newly mown grass, while older blooms may smell like rotting garbage.

- Even when a bloom has disappeared, toxins can persist in water bodies for a period of time.
- Long-term toxin exposure at high levels may cause liver and nervous system damage.

– 30 –

Media Inquiries

Alex McDermid, Public Relations Specialist

P: 705-474-1400, ext. 5221 or 1-800-563-2808

E: Communications@healthunit.ca



CAO Report

August 28, 2019

Administration; The Grandview Subdivision agreement is very close to being completed and signed by the developer. The developer has agreed to complete his section of water main this fall allowing for the water main looping to be completed. The municipal section of the water main looping will be completed in September. Generally, administrative operations are going well with very few issues. The municipal permits continue to be an issue with claims that they never received them. We will deal with this issue in 2020. It may be necessary to consider who uses McDougall facilities, and if so at what cost. The upgrading of the George Hunt Launch has drawn a lot of attention, and on long weekends the lots were overfull.

The Pool and Wellness Center project is progressing slowly and cautiously, but moving forward, as you will read in the report attached. The group of CAOs is looking for council support to move forward with the RFP.

It has come to my attention that the septic bed for the condos on Ryder drive is in need of some repair. Staff will be looking into the work required, and the reserve funds being held by the condo corporation to be sure all repairs can be completed in a timely manner. The municipality will be requesting an annual report on the reserve funds, as per the agreement with the condo corporation.

Operations; The MTO has started on the 400 repaving project and the recycled asphalt will start being delivered to the McDougall Landfill site. An area has been prepared, and all loads will be weighed in. The agreement has some material coming at night. The contractor will start hauling at 1am in order to allow the paving crew to operate during the daytime. Staff have been organized to allow this to happen. This material will be used for base preparation for the 2020/ 2021 road paving program. We will receive approximately 20,000 tonnes each year.

A plan has been put in place for the Pineridge culvert replacement in September. The culvert will be assembled and installed with municipal staff. There will be additional equipment required on site to lift the new culvert in place and remove the old culvert. We are currently looking at a temporary bridge to allow light vehicle traffic access. Should this be possible a complete closure will be avoided.

The water main looping has been organized with staff and contractors. A meeting was held August 29 with all involved to organize material and timelines. Due to the looping project having two different contractors, only one can be onsite at a time. The time lines have been



agreed on by all parties. The municipality requested tenders for the water main and the results are as follows.

Tower Excavating	110,220.00
Weeks Construction	116,132.00
Hall Construction	116,256.00
Fowler Construction	129,355.00

Recommendation; Award Tower Excavating the tender.

The Nobel beach area has been greatly reduced with the high water this year. This could easily be addressed next spring by cleaning the balance of municipal property and bringing in some fill. This will need to be part of the 2020 budget. Work on the additional parking lot will resume this fall.

Due to the late spring and a very busy schedule for public works the landfill building construction will be postponed until spring of 2020. The public works will make every effort to prepare the base this fall.

COMMITTEE/COUNCIL TRACKING LIST

September 4, 2019

Please be advised that items on the tracking sheet may be discussed during scheduled meetings

Meeting Date	Subject for Action	Assigned Department	Requested/Anticipated Response Date	Comments
January 10, 2018	The CAO to look into any available bike lane funding, and contact the Ministry of Transportation on behalf of the Municipality to investigate any other available options such as a joint funding application.	CAO		
February 21, 2018	Staff to investigate opportunities for long term revenue streams for when the landfill is closed	CAO		