

The Corporation of the City of Temiskaming Shores Regular Meeting of Council Tuesday, December 17, 2019 6:00 P.M.

City Hall Council Chambers - 325 Farr Drive

Agenda

- 1. Call to Order
- 2. Roll Call
- 3. Review of Revisions or Deletions to Agenda
- 4. Approval of Agenda

Draft Motion

Be it resolved that City Council approves the agenda as printed/amended.

- 5. <u>Disclosure of Pecuniary Interest and General Nature</u>
- 6. Review and adoption of Council Minutes

Draft Motion

Be it resolved that City Council approves the following minutes as printed:

- a) Special meeting of Council December 3, 2019; and
- b) Regular meeting of Council December 3, 2019

7. <u>Public Meetings pursuant to the Planning Act, Municipal Act and other Statutes</u>

8. Question and Answer Period

9. Presentations / Delegations

10. Communications

a) Craig Reid, Senior Advisor – Association of Municipalities Ontario

Re: Ontario announces E-Scooter Pilot on Municipal Roads

Reference: Received for information

b) Carman Kidd, Board Chair – Temiskaming Shores Seniors Housing Corporation

Re: TD Mortgage Guarantee

Reference: Motion to be presented under New Business

c) Ministry of Natural Resources and Forestry

Re: Timiskaming Forest 2021-2031 Forest Management Plan

Reference: Received for information

d) Anne Batisee – Temiskaming Native Women's Support Group

Re: Land Use Agreement – Farmer's Field near Mill Creek

Reference: Referred to the Municipal Clerk

Draft Motion

Be it resolved that City Council agrees to deal with Communication Items 10. a) to 10. d) according to the Agenda references.

11. Committees of Council - Community and Regional

12. <u>Committees of Council – Internal Departments</u>

13. Reports by Members of Council

14. Notice of Motions

15. New Business

a) Memo No. 024-2019-PW – Recycling Agreement with Area Municipalities – Rate Increase

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 024-2019-PW; and

That Council approves an increase for the acceptance of recyclable materials at the Spoke Transfer Station from \$271/tonne to a \$295/tonne rate effective January 1, 2020.

b) Administrative Report No. PW-036-2019 - Marmak Asset Management

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. PW-036-2019;

That Council re-confirms its commitment towards Asset Management and directs Staff to include an "Asset Management" funding component in the 2020 Operations Budget to address the recommendations and next steps in the

Marmak – Municipal Finance Officers Assoc. (MFOA) "Municipal Action Plan", dated September 30, 2019, for consideration at up-coming Budget deliberations; and

That Council directs staff to report back on the progress of the development of the AM Plan on a quarterly basis, with a deadline for completion of July 1, 2021.

c) Memo No. 018-2019-RS – Ontario Trillium Foundation Funding – Splash Pad

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 018-2019-RS; and

That Council directs staff to prepare the necessary by-law to enter into a funding agreement with the Ontario Trillium Foundation in the amount of \$150,000 towards the construction of the Rotary Spray Park for consideration at the December 17, 2019 Regular Council meeting.

d) Administrative Report No. RS-018-2019 – Bucke Park Operations

<u>Draft Motion</u>

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. RS-018-2019; and

That Council accepts the Sole Source Rationale prepared by staff and agrees to waive the tendering procedure in accordance with Section 10.10 (ii) of the City's Procurement Policy (By-law No. 2017-015); and

That Council directs staff to proceed with negotiations with the Bucke Park Recreation Committee for the operation of Bucke Park for the 2020 season.

e) January to November 2019 Year-to-Date - Capital Financial Report

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of the January to November 2019 Year-to-Date Capital Financial Report for information purposes.

f) Temiskaming Shores Seniors Housing Corporation – TD Mortgage Guarantor

Draft Motion

Be it resolved that the Council for the City of Temiskaming Shores hereby acknowledges the request from the Temiskaming Shores Seniors Housing Corporation (TSSHC) for the City, as Guarantor of the TD loan to TSSHC, to increase the loan amount by \$153,265, from \$2,152,694 as outlined in Resolution No. 2019-512 to \$2,305,959; and

That Council hereby amends Resolution No. 2019-512 to increase the Guarantee amount from \$2,152,694 to \$2,305,959;

or

That Council hereby denies the request from TSSHC to increase the Guarantee amount from \$2,152,694 to \$2,305,959.

g) Memo No. 033-2019-CS – Job Site Challenge

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 033-2019-CS for information purposes.

h) Administrative Report No. CS-070-2019 - Economic Development Update

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CS-070-2019 for information purposes.

16. <u>By-laws</u>

Draft Motion

Be it resolved that:

By-law No. 2019-187 Being a by-law to amend By-law No. 2019-018 (Appointment of Rob Ritchie to the Recreation Committee)

By-law No. 2019-188

Being a by-law to enter into a Funding Agreement with the Ontario Trillium Foundation for the construction of a Splash Pad in the City of Temiskaming Shores

By-law No. 2019-189

Being a by-law to enter into a Memorandum of Understanding between Northern College of Applied Arts and Technology, the City of Temiskaming Shores and the Temiskaming Shores Public Library for library Services at Northern College – Haileybury Campus

be hereby introduced and given first and second reading.

Draft Motion

Be it resolved that

By-law No. 2019-187;

By-law No. 2019-188; and

By-law No. 2019-189.

be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

17. Schedule of Council Meetings

- a) Regular Tuesday, December 17, 2019 at 6:00 p.m.
- b) Regular Tuesday, January 7, 2020 at 6:00 p.m.
- c) Special (Budget) Wednesday, January 8, 2020 at 6:00 p.m.
- d) Special (Budget) Thursday, January 9, 2020 at 6:00 p.m.
- e) Special (Budget) Tuesday, January 14, 2020 at 6:00 p.m.
- f) Special (Budget) Wednesday, January 15, 2020 at 6:00 p.m.

g) Special (Budget) - Thursday, January 16, 2020 at 6:00 p.m.

18. Question and Answer Period

19. Closed Session

Draft Motion

Be it resolved that Council agrees to convene in Closed Session at _____ p.m. to discuss the following matters:

- a) Adoption of the July 23, 2019 Closed Session Minutes
- b) Adoption of the November 19, 2019 Closed Session Minutes
- Under Section 239 (2) (a) of the Municipal Act, 2001 Security of the Property of the Municipality – Confidential Administrative Report No. PPP-005-2019 - Hazard Identification and Risk Assessment (HIRA);
- d) Under Section 239 (2) (a) of the Municipal Act, 2001 Security of the Property of the Municipality – Confidential Administrative Report No. PPP-006-2019 – Emergency Management Program – Municipal Compliance Report;
- e) Under Section 239 (2) (e) of the Municipal Act, 2001 Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board – Outstanding Legal matters;
- f) Under Section 239 (2) (b) of the Municipal Act, 2001 Personal matter about an identifiable individual including municipal or local board employees – HR Update;

Draft Motion

Be it resolved that Council agrees to rise with report from Closed Session at _____p.m.

Matters from Closed Session:

a) Adoption of the July 23, 2019 Closed Session Minutes

Draft Motion

Be it resolved that Council approves the July 23, 2019 Closed Session Minutes as printed.

b) Adoption of the November 19, 2019 Closed Session Minutes

Draft Motion

Be it resolved that Council approves the November 19, 2019 Closed Session Minutes as printed.

c) Under Section 239 (2) (a) of the Municipal Act, 2001 – Security of the Property of the Municipality – Confidential Administrative Report No. PPP-005-2019 - Hazard Identification and Risk Assessment (HIRA);

Draft Motion

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Confidential Administrative Report No. PPP-005-2019 and more specifically Appendix 01, being the revised Hazard Identification and Risk Assessment (HIRA); and

That Council accepts the revised Hazard Identification and Risk Assessment as presented which forms part of the annual maintenance requirements of the emergency management program.

d) Under Section 239 (2) (a) of the Municipal Act, 2001 – Security of the Property of the Municipality – Confidential Administrative Report No. PPP-006-2019 – Emergency Management Program – Municipal Compliance Report;

Draft Motion

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PPP-006-2019 and more specifically Appendix 01, being the Office of the Fire Marshal and Emergency Management (OFMEM) Municipal Compliance Report 2019; and

That Council accepts the Municipal Compliance Report 2019 as presented, which forms part of the annual compliance requirements of the emergency management program and authorizes the Community Emergency Management Coordinator to submit the report to the OFMEM confirming the City of Temiskaming Shores 2019 Emergency Management Program compliance requirements.

- e) Under Section 239 (2) (e) of the Municipal Act, 2001 Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board Outstanding Legal matters;
- f) Under Section 239 (2) (b) of the Municipal Act, 2001 Personal matter about an identifiable individual including municipal or local board employees HR Update;

20. Confirming By-law

Draft Motion

Be it resolved that By-law No. 2019-190 being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Special meeting held on **December 3, 2019** and its Regular meeting held on **December 17, 2019** be hereby introduced and given first and second reading.

Draft Motion

Be it resolved that By-law No. 2019-190 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

21. Adjournment

<u>Draft Motion</u>	
Be it resolved that City Council adjourns a	at p.m.
	Mayor – Carman Kidd
	Clerk – David B. Treen



The Corporation of the City of Temiskaming Shores Special Meeting of Council Tuesday, December 3, 2019 4:30 P.M.

City Hall – Council Chambers – 325 Farr Drive

Minutes

1. Call to Order

The meeting was called to order by Mayor Kidd at _____ p.m.

2. Roll Call

Council: Councillors Doug Jelly, Mike McArthur, Patricia Hewitt and Danny Whalen

Present: Christopher W. Oslund, City Manager

David B. Treen, Municipal Clerk

Shelly Zubyck, Director of Corporate Services Mathew Bahm, Director of Recreation Services

Regrets: Councillors Jesse Foley and Jeff Laferriere

Media: None

Members of the Public Present: 0

3. Review of Revisions or Deletions to Agenda

None.

4. Approval of Agenda

Resolution No. 2019-623

Moved by: Councillor Whalen Seconded by: Councillor Jelly

Be it resolved that City Council approves the agenda as printed/amended.

Carried

5. <u>Declaration of Special Council Meeting</u>

Resolution No. 2019-624

Moved by: Councillor McArthur Seconded by: Councillor Jelly

Be it resolved that the Council of the City of Temiskaming Shores declares this meeting a "Special Meeting of Council" in accordance to Section 7 of Procedural Bylaw No. 2008-160, as amended.

Carried

6. Disclosure of Pecuniary Interest and General Nature

None

7. New Business

a) Review of Recreation Master Plan with Council

Jim Scott, consultant with Trace Planning and Design outlined that he is at Council to provide an overview of the process to date for the development of a Recreation Master Plan and permit Council an opportunity to provide some feedback on the process and/or inputs, desires or requirements for the Master Plan.

Jim outlined that the objective is to develop a network of facilities, programs and parks and map those over a 20-25 year period and identify costs, staffing, community vision and where is contemporary recreation pushing towards. Also work with user groups to determine their wants and needs.

Jim stated that currently they are meeting with different operation and capital works staff at all of the facilities to get a real good sense of how everything is being used and their condition to determine what the investments that are required to support these facilities over time. Subsequently Trace will begin a consultation phase which will be valuable in support a really good lifestyle for Temiskaming Shores. There will be three levels of sessions, firstly surveys to the greater community to identify their daily recreational life (daily, monthly, yearly) as well as their vision for future recreational needs. Concurrently consult with program providers (minor ball, minor hockey, etc.), what are your numbers (increasing/decreasing), envision the future and map out where they are going – begin to see needs versus wants. In addition, the different facilities that are being operated, both those owned by the City and

those privately owned within the City to determine operational and capital requirements, who uses the facilities.

The second phase of sessions involves visiting the schools and talk directly to the children to see how they participate in recreational activities, what are their dreams for the future. What is interesting about kids is that they are able to talk about themselves and parents, where parents have difficulty talking about their kids. Kids have a tendency to tell us amazing stuff and encouraged Council to attend the kids sessions. Trace will also go back and talk to the user groups that completed the surveys and filter/refine the information further and finally allow consultation into the community sessions.

There will be 2 or 3 consultation sessions which will allow the greater community to map out their recreational life now and into the future. This is when we start to push in things like Economic Development, facility stability, where the community is trying to push itself relative to economic vision.

Jim outlined that he would like to attain some feedback in regards to some of Council's expectations to ensure that they are covered off.

Councillor Whalen outlined that the City is targeting skilled immigrants, however one of the obstacles to retaining immigrants is that the lifestyle does not suit them. Jim responded that you tend to get a common group of immigrants and the number one thing is to start with social spaces to bring them together.

Councillor Hewitt believes we need to identify the lifestyle attractions that younger people are looking when they come into our communities to employment. There also events (kayaks, fish derbies) that could be implemented to attract more tourists to the area. The plan is also to have a Tourism component to it as well. Further development of our prime waterfront (i.e. boardwalk, social spaces, etc.).

Councillor McArthur outlined that the city should consider firstly what we have before talking about what the City wants. Implementing programs directed at Seniors through the Age Friendly Committee was a positive move and establishing programs for them The city has two aging arenas and there may be discussions of building a major sportsplex; however we will have to be cautious of the financial ability for such a facility as the senior levels of government are not providing much in the way of financial assistance. Councillor McArthur highlighted some of the recent and pending upgrades such as the splash pad, skateboard park, STATO Trail and boardwalk.

Councillor Jelly outlined that due to amalgamation there is always a little tugging as to who gets what and what goes where and this plan should provide justification to the continued use of some of the facilities as we cannot keep facilities going just for the sake of keeping them going. Councillor Jelly also noted that there needs to be some of marketing developed to attract people to the area as there is a tendency that once people get here they want to stay. Councillor Jelly suggested that perhaps

the consultant reach out to the hotel operators to have surveys completed by guests on their take of recreational activities in the area.

Mayor Kidd commented that out migration continues to be an issue and does not want to see the City go into a cycle of cut-cut-cut to services as it will add to the out migration, some how we need to stabilize our economy. Would also like some avenues on how to have neighbouring municipalities to contribute financially into some of the facilities that we have as they are using them and our taxpayers are offsetting those costs.

Councillor Whalen outlined that the plan should also consider a multitude of activities that do not cost significant money to implement (i.e. trails, hiking, snow shoeing etc.) that would have a residual benefit to hotels, restaurants, etc. Councillor Whalen indicated that the plan should identify avenues to tap into fishing as it is a low costs activity to the municipality, but has a high return in regards to bait shops, restaurants, hotels, etc.

City Manager, Chris Oslund indicated that Council as discussed affordable recreation, when setting fees or user fees and how does that effect the end user and how to we keep recreation affordable and accessible particularly for youth in the community. The centralization of services needs to be considered, often from a fiscal point of view it is easy to centralize services, but there may be an impact as far as access with a community is fairly spread out – maintain facilities throughout the municipality and still be fiscally responsible. The Plan should identity how youth are accessing the facilities (i.e. transit, walking, parents, etc.), what are the challenges.

Efficiency of the facilities as also been discussed, the user groups have a sense of ownership with a facility which is good most of the time; however when they start renting facilities outside the community due to various factors (rates too high) creating dead ice time, how do we work with the group/dialogue in regard that the facilities are as much their facilities and they are the City's to create efficiencies to avoid fiscal cuts to services as they are looking elsewhere for bookings. City inquired as to the approach to groups in regards to the needs versus wants.

Jim Scott responded that we look at their budgets, memberships, requirements for storage space when numbers are dropping; need to keep challenging them where the finances will come from. That is something that has to be done, cannot provide the city with a plan based on wants otherwise it will go directly to the shelf.

Mayor Kidd outlined that the Marina situation needs to be looked at as well -3 Marinas that are under utilized and one that received significant damage last spring and was not utilized this season - do we upgrade/fix to bring in tourists or do we wait until the demand is sufficient to justify the upgrades.

Director of Corporate Services, Shelly Zubyck indicated that she feels there is an opportunity to strengthen partnerships with the local schools as they provide a

number activities (hockey, track & field) to assist in the efficiencies of our facilities (dead ice time).

Mayor Kidd thanked Mr. Scott for his presentation.

8. Adjournment

Resolution No. 2019-625

Moved by: Councillor McArthur Seconded by: Councillor Jelly

Be it resolved that City Council adjourns at 5:20 p.m.

Mayor – Carman Kidd		



The Corporation of the City of Temiskaming Shores Regular Meeting of Council Tuesday, December 3, 2019 6:00 P.M.

City Hall Council Chambers – 325 Farr Drive

<u>Minutes</u>

1. Call to Order

The meeting was called to order by Mayor Kidd at 6:00 p.m.

2. Roll Call

Council: Mayor Carman Kidd; Councillors Jesse Foley, Patricia Hewitt, Doug Jelly,

Jeff Laferriere, Mike McArthur and Danny Whalen

Present: Christopher W. Oslund, City Manager

David B. Treen, Municipal Clerk

Doug Walsh, Director of Public Works Mathew Bahm, Director of Recreation

Shelly Zubyck, Director of Corporate Services

Laura-Lee MacLeod, Treasurer

Tim Uttley, Fire Chief

Rebecca Hunt, Library CEO

Regrets:

Media: Diane Johnston, Temiskaming Speaker

Bill Buchberger, CJTT 104.5 FM

Members of the Public Present: 7

3. Review of Revisions or Deletions to Agenda

None.

4. Approval of Agenda

Resolution No. 2019-626

Moved by: Councillor Whalen Seconded by: Councillor Laferriere

Be it resolved that City Council approves the agenda as printed.

Carried

5. <u>Disclosure of Pecuniary Interest and General Nature</u>

None.

6. Review and adoption of Council Minutes

Resolution No. 2019-627

Moved by: Councillor Jelly Seconded by: Councillor Foley

Be it resolved that City Council approves the following minutes as printed:

- a) Regular meeting of Council November 19, 2019
- b) Special meeting of Council November 25, 2019

Carried

7. <u>Public Meetings pursuant to the Planning Act, Municipal Act and other Statutes</u>

None.

8. Question and Answer Period

None.

9. <u>Presentations / Delegations</u>

None.

10. Communications

a) Michael Jacek, Senior Advisor – Association of Municipalities Ontario

Re: Public Health & Emergency Health Services Consultation

Reference: Received for Information

b) Giles Gherson, Deputy Minister – Ministry of Economic Development, Job Creation and Trade

Re: Job Site Challenge

Reference: Referred to Economic Development Officer for a report

c) Dave Gordon, Senior Advisor – Association of Municipalities Ontario

Re: Province Launches Consultations on the Blue Box Regulation

Reference: Referred to Technical and Environmental Compliance Coordinator

d) Kerry Schubert-Mackay, Community Health Director – Timiskaming Health Unit

Re: Recognition of Tammie Caldwell as a Public Health Champion

Reference: Received for Information

e) Germain Berube, Taxpayer

Re: Letter of Concern – Temiskaming Shores Seniors Housing Corporation (TSSHC) facility on Grant Drive

Reference: Referred to TSSHC and City Manager

f) Ontario Building Officials Association

Re: Transforming & Modernizing the Delivery of Ontario's Building Code Services – the OBOA Solution

Reference: Received for Information

g) Johanne Baril, President – Northeastern Ontario Municipal Association (NEOMA)

Re: Request to acquire a 2020 membership

Reference: Received for Information

h) Alan Spacek, Chair, MPAC Board of Directors – Municipal Property Assessment Corporation

Re: Budget and Municipal Levy for 2020

Reference: Referred to the Treasurer

Resolution No. 2019-628

Moved by: Councillor Whalen Seconded by: Councillor Laferriere

Be it resolved that City Council agrees to deal with Communication Items 10. A) to 10. H) according to the Agenda references.

Carried

11. Committees of Council - Community and Regional

Resolution No. 2019-629

Moved by: Councillor Laferriere Seconded by: Councillor Jelly

Be it resolved that the following minutes and/or reports be accepted for information:

- a) Minutes of the Earlton-Timiskaming Regional Airport Authority (ETRAA) meeting held on September 19, 2019;
- b) Earlton-Timiskaming Regional Airport's September 2019 Activity Report;
- c) Earlton-Timiskaming Regional Airport's October 2019 Activity Report;

- d) Minutes of the Temiskaming Municipal Association meeting held on October 3, 2019;
- e) Minutes of the Temiskaming Municipal Association Executive meeting held on November 14, 2019;
- f) Minutes of the Temiskaming Shores Public Library Board meeting held on October 16, 2019:
- g) Minutes of the Temiskaming Shores Police Services Board meeting held on November 18, 2019; and
- h) Minutes of the Temiskaming Shores Committee of Adjustment meeting held on July 31, 2019.

Carried

12. Committees of Council – Internal Departments

Resolution No. 2019-630

Moved by: Councillor Foley Seconded by: Councillor Hewitt

Be it resolved that the following minutes be accepted for information:

- a) Minutes of the Recreation Services Committee meeting held on June 10, 2019; and
- b) Minutes of the Recreation Services Committee meeting held on September 9, 2019.

Carried

13. Reports by Members of Council

Councillor Whalen reported on the following:

FONOM: An issue brought to the attention of Council is the problem with activists trespassing on farmlands to interfere with operations. Received correspondence from the Minister thanking FONOM and its members for lobbying to have the legislation changed. Also received correspondence from the Minister of MNRF to represent the Timiskaming District on a Forest Advisory panel.

Councillor Hewitt reported on the following:

➤ <u>Tourism Summit:</u> Attended Tourism summit in Timmins last week. Memorandum of Understanding signed between Indigenous Tourism Ontario and Destination Northern Ontario with significant growth in the last four years, Canadian Tourism grew by 14.5% and Indigenous tourism grew by 23% illustrating a demand for indigenous tourism experiences which is something we may wish to consider. The business to business model has been picked up in our community, Nicole Guertin (President's Suites) has taken the lead on that initiative.

Mayor Kidd reported on the following:

Village Noel: Weather was a bit of an issue on Thursday and Friday; however, there was a large crowd for the opening ceremonies and there seemed to be a lot of people there Friday and Saturday. The Santa Claus parade was excellent. Thank you to all those that volunteered.

14. Notice of Motions

None.

15. New Business

a) Timiskaming Health Unit – Reserve Funds

Resolution No. 2019-631

Moved by: Councillor Whalen Seconded by: Councillor Hewitt

Whereas the City of Temiskaming Shores is serviced by the Timiskaming Health Unit on a shared-cost formula with District municipalities; and

Whereas these shared costs include the current reserves of the Timiskaming Health Unit; and

Whereas the Province of Ontario has stated its intent to study the current Public Health Unit structure with a proposed target of reducing the number of operating Public Health Units from the current 35 to as few as 10 Public Health Units; and

Whereas any consolidation or reduction in the number of Public Health Units may come with significant employee severances; and

Whereas any potential severance would be due to the sole decision making of the Province of Ontario; and Whereas any employee severances created from any reduction or consolidation of Public Health Units should be the responsibility of the Province of Ontario.

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby requests the Timiskaming Health Unit to return current reserves to participating funding municipalities under the same formula as collected and that each municipality hold such dollars until final decisions are made and carried out by the Province of Ontario; and

Furthermore, that a copy of this resolution be sent to the Temiskaming Municipal Association, Timiskaming Health Unit, the Federation of Northern Ontario Municipalities and each member of the Timiskaming Health Unit Board.

Carried

b) Community Safety and Well-Being Plan

Resolution No. 2019-632

Moved by: Councillor Foley Seconded by: Councillor Laferriere

Whereas the Police Services Act was amended on January 1, 2019 mandating all communities in Ontario to adopt a Community Safety and Well-Being Plan by January 1, 2021; and

Whereas an AMCTO report entitled "Bearing the Burden" identified the significant reporting burden that has been placed on municipal government; and

Whereas in 2018, the Honourable Steve Clark, Minister of Municipal Affairs and Housing stated that the Province understood the burden that reporting takes on municipalities and would develop and put in place a plan to reduce that burden: and

Whereas municipalities have not seen much, if any movement on reducing the reporting burden; and

Whereas the requirement for implementing and maintaining Community Safety and Well-Being Plans increase the workload and reporting burden for all municipalities; and

Whereas small municipalities across the Province carry an ever-increasing burden of reporting requirements, lack of staff, loss of property assessment, increasing infrastructure deficits and a host of other maladies; and Whereas the funding that could assist municipalities in addressing the new requirements in preparing and adopting Community Safety and Well-Being Plans was given to the Ontario Provincial Police; and

Whereas the Ministry of the Solicitor General in partnership with the Canadian Municipal Network on Crime Prevention has developed a three-part course at a cost of \$225 which will require additional travel to centralized locations thereby increasing costs for municipalities; and

Whereas the Province of Ontario continues to rely on local tax dollars for an increasing number of provincially mandated programs.

Now therefore be it resolved that the Council for the City of Temiskaming Shores hereby petitions the Ministry of the Solicitor General to reconsider the "one size fits all" requirement of the Safer Ontario Act and implement changes that would allow a scalable model for Community Safety and Well-Being Plans; and

Furthermore, that the District of Timiskaming Social Services Administration Board (DTSSAB) be approached to assume the lead role in developing a Community Safety and Well-Being Plan for municipalities in the District of Timiskaming; and

Furthermore, that a copy of this resolution be sent to the Honourable Sylvia Jones, Minister of the Solicitor General; the Honourable Todd Smith, Minister of Children, Community and Social Services; the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the District of Timiskaming Social Services Administration Board (DTSSAB); and FONOM.

Carried

c) Community Safety and Well-Being Plan - District Approach

Resolution No. 2019-633

Moved by: Councillor McArthur Seconded by: Councillor Hewitt

Whereas the Ministry of the Solicitor General has mandated under Part XI of the Police Services Act, 1990 that all municipalities are required to prepare, adopt and implement a Community Safety and Well-being Plan (CSWB); and

Whereas the Ministry of the Solicitor General has further mandated that the CSWB Plan be adopted by municipalities prior to January 31, 2021; and

Whereas representatives from various municipalities within the District of

Timiskaming met in Kirkland Lake on November 13, 2019 to discuss working together in a collaborative and collective manner in order to achieve compliance with the Ministry's directives.

Now therefore be it resolved that the City of Temiskaming Shores hereby agrees to work as a collective with surrounding municipalities within the District of Timiskaming and the Municipality of Temagami to develop and implement a Community Safety and Well-Being Plan.

Carried

d) Highway 11 – Proposed upgrades from Highway 65 East ("the Cow") to Highway 569 (9 Mile Corner)

Resolution No. 2019-634

Moved by: Councillor Laferriere Seconded by: Councillor Foley

Whereas the Timiskaming Road Safety Coalition, the City of Temiskaming Shores and École catholique St. Michel have identified issues related to speed limits along Highway 11 in proximity to École catholique St. Michel to the Ministry of Transportation Ontario (MTO); and

Whereas Council for the City of Temiskaming Shores supported the Timiskaming Road Safety Coalition's petition to the MTO through Resolution No. 2019-211 to reduce the posted speed limit to 60 km/h from 0.1 km South of Highway 65 East to Tobler's Road on Highway 11 in Temiskaming Shores; and

Whereas the MTO has responded that they have completed an investigation and outlined that the results of the study did not identify any demonstrated operational concerns and are confident that the current posted speed limit is appropriate for all road users along this highway corridor; and

Whereas there are several schools in municipalities North of Temiskaming Shores along the Highway 11 corridor where the posted speed limit is either 60 km/h or 50 km/h; and

Whereas there have been informal discussions in regards to a secondary access to École catholique St. Michel through the Dymond Subdivision to alleviate access concerns onto Highway 11; and

Whereas the MTO will be initiating construction upgrades of Highway 11 from Highway 65 East northernly to Highway 569 (the 9 Mile Corner) which may or may not include turning lanes at École catholique St. Michel and traffic control

lights at Golf Course Road/Drive-in Theatre Road.

Now therefore be it resolved that the Council of the City of Temiskaming Shores hereby petitions the Ministry of Transportation of Ontario to meet with representatives from the City, École catholique St. Michel and the Timiskaming Road Safety Coalition to review design criteria for the proposed upgrades to Highway 11 with the objective of ensuring safer access along Highway 11 from 0.1 km South of Highway 65 East to Tobler's Road; and

Further that a copy of this resolution be sent to the Honourable Caroline Mulroney, Minister of Transportation, École catholique St. Michel, John Vanthof, MPP Timiskaming-Cochrane) and the Road Safety Coalition.

Carried

e) Approval to transfer surplus/deficit funds to/from Municipal Transit Reserve

Resolution No. 2019-635

Moved by: Councillor Jelly Seconded by: Councillor Foley

Be it resolved that The Corporation of the City of Temiskaming Shores hereby directs the Treasurer to transfer any surplus/deficit budget in 2019 for Transit to/from the Municipal Transit Reserve.

Carried

f) Approval to transfer surplus/deficit funds to/from Cemetery Reserve

Resolution No. 2019-636

Moved by: Councillor Whalen Seconded by: Councillor Laferriere

Be it resolved that The Corporation of the City of Temiskaming Shores hereby directs the Treasurer to transfer any surplus/deficit budget in 2019 for Cemetery to/from the Cemetery Reserve.

Carried

g) Approval to transfer current year surplus/deficit to/from Working Fund Reserve

Resolution No. 2019-637

Moved by: Councillor Jelly Seconded by: Councillor Foley

Be it resolved that Council for The Corporation of the City of Temiskaming Shores hereby agrees that any surplus or deficit from the 2019 Municipal Budget General Operations be transferred to or transferred from the Working Fund Reserve account; and

Further be it resolved that Council for The Corporation of the City of Temiskaming Shores hereby agrees that any surplus or deficit from the 2019 Municipal Budget Environmental Operations be transferred to or transferred from the Environmental Water Working Fund Reserve and/or Environmental Sewer Working Fund Reserve account.

Carried

h) Approval to transfer Gain on Sale of Surplus Fleet Assets to Fleet Replacement Reserve

Resolution No. 2019-638

Moved by: Councillor Laferriere Seconded by: Councillor Hewitt

Be it resolved that The Corporation of the City of Temiskaming Shores hereby directs the Treasurer to transfer any gain realized from the sale of surplus fleet assets in 2019 to the Fleet Replacement Reserve.

Carried

i) Approval to transfer Land Leases and Net Land Sales to Community Development Reserve or Economic Development Reserve

Resolution No. 2019-639

Moved by: Councillor Whalen Seconded by: Councillor Foley

Be it resolved that The Corporation of the City of Temiskaming Shores hereby directs the Treasurer to transfer any land leases and net proceeds derived from

the sale of municipal land in general operations to the Community Development Reserve; and

Further that Council directs the Treasurer to transfer the net proceeds derived from the sale of industrial park land in economic development to the Economic Development Reserve.

Carried

j) Approval to transfer Net Fire Marque and Auto Extrication Revenues to the Fire Equipment Reserve

Resolution No. 2019-640

Moved by: Councillor Jelly Seconded by: Councillor Laferriere

Be it resolved that The Corporation of the City of Temiskaming Shores hereby directs the Treasurer to transfer the net proceeds derived from the Fire Marque agreement to the Fire Equipment Reserve; and

Further directs the Treasurer to transfer any funds derived from Auto Extrication to the Fire Equipment Reserve.

Carried

k) Approval of Attendance at various Conferences

Treasurer, Laura-Lee MacLeod utilizing powerpoint reviewed the draft training plan for conferences and workshops for Council. Laura outlined that based on the training plan the total per diem is shown at \$11,400, registrations at \$5,300 and travel and mileage is estimated at \$17,500. The total for training is \$34,000. Laura also reviewed the current association memberships estimated at just under \$8,000. Laura outlined that any approved resolutions tonight would be incorporated into the budget.

Rural Ontario Municipal Association Conference

Resolution No. 2019-641

Moved by: Councillor McArthur Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores approves the attendance of **Mayor Kidd** and **Councillor Jelly** to the Rural Ontario Municipal

Association (ROMA) Conference scheduled for January 19 to January 21, 2020 in Toronto;

That Council acknowledges that Councillor Whalen will also be attending the ROMA Conference as President of the Federation of Northern Ontario Municipalities (FONOM); and

Further be it resolved that the expenses incurred in attending the said conference be covered in accordance to the Municipal Business Travel and Expense Policy.

Carried

PDAC Conference

Resolution No. 2019-642

Moved by: Councillor Jelly Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores approves the attendance of **Mayor Kidd** and **Councillor Hewitt** to the Prospectors and Developers Association of Canada (PDAC) Convention scheduled for March 1 to March 4, 2020 in Toronto;

Further be it resolved that the expenses incurred in attending the said conference be covered in accordance to the Municipal Business Travel and Expense Policy.

Carried

Northeastern Ontario Fire Education Conference

Resolution No. 2019-643

Moved by: Councillor Whalen Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores approves the attendance of **Councillor Hewitt** to the annual Northeastern Fire Education Conference scheduled for March 27 to March 29, 2020 in Hunstville; and

Further be it resolved that the expenses incurred in attending the said conference be covered in accordance to the Municipal Business Travel and Expense Policy.

Carried

Federation of Northern Ontario Municipalities

Resolution No. 2019-644

Moved by: Councillor Whalen Seconded by: Councillor Hewitt

Be it resolved that Council for the City of Temiskaming Shores approves the attendance of **Mayor Kidd** and **Councillor McArthur** to the annual Federation of Northern Ontario Municipalities (FONOM) Conference scheduled for May 6-7, 2020 in Timmins;

That Council acknowledges that Councillor Whalen will also be attending the FONOM Conference as President of the Federation of Northern Ontario Municipalities (FONOM); and

Further be it resolved that the expenses incurred in attending the said conference be covered in accordance to the Municipal Business Travel and Expense Policy.

Carried

Association of Municipalities of Ontario

Resolution No. 2019-645

Moved by: Councillor Foley Seconded by: Councillor Hewitt

Be it resolved that Council for the City of Temiskaming Shores approves the attendance of **Councillor McArthur** to the annual Association of Municipalities of Ontario (AMO) Conference scheduled for August 16-19, 2020 in Ottawa;

That Council acknowledges that Councillor Whalen will also be attending the AMO Conference as President of the Federation of Northern Ontario Municipalities (FONOM); and

Further be it resolved that the expenses incurred in attending the said conference be covered in accordance to the Municipal Business Travel and Expense Policy.

Carried

I) Memo No. 032-2019-CS - Appointment of Alternate CEMC - Shelly Zubyck

Resolution No. 2019-646

Moved by: Councillor Whalen Seconded by: Councillor Hewitt

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 032-2019-CS; and

That Council directs staff to prepare the necessary by-law to appoint Shelly Zubyck as the Community Emergency Management Coordinator (CEMC) for the City of Temiskaming Shores and Kelly Conlin and Timothy Uttley as Alternate CEMCs effective January 1, 2020 for consideration at the December 3, 2019 Regular Council meeting; and

Further that effective January 1, 2020 By-laws 2005-118, 2007-170, 2013-171 and 2014-167 be hereby repealed.

Carried

m) Administrative Report No. CS-067-2019 – Multi-year Accessibility Plan – 2019-2023

Resolution No. 2019-647

Moved by: Councillor Laferriere Seconded by: Councillor Jelly

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CS-067-2019; and

That Council directs staff to prepare the necessary by-law to adopt a Multi-year Accessibility Plan 2019-2023 for consideration at the December 3, 2019 Regular Council meeting.

Carried

n) Administrative Report No. LIB-002-2019 – MOU with Northern College – Library Services

Resolution No. 2019-648

Moved by: Councillor Whalen Seconded by: Councillor Laferriere

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. LIB-002-2019; and

That Council directs staff to prepare the necessary by-law to enter into a Memorandum of Understanding with Northern College of Applied Arts and Technology for the provision of library services at the Haileybury Campus of Northern College at an annual cost of \$18,000 inclusive of taxes for consideration at the December 17, 2019 Regular Council meeting.

Carried

o) Administrative Report No. CS-068-2019 – Zoning By-law Amendment – Jarlette Ltd. – Grant Drive & Drive-In Theatre Road

Resolution No. 2019-649

Moved by: Councillor Laferriere Seconded by: Councillor Jelly

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CS-068-2019;

That Council agrees to amend the provisions of the City of Temiskaming Shores Zoning By-law 2017-154 to permit the zone change from Highway Commercial and Development (C2) to Community Facilities Exception (CF-2); and

That Council directs staff to prepare the necessary by-law to amend the City of Temiskaming Shores Zoning By-law 2017-154 for consideration at the December 3, 2019 Regular Council meeting.

Carried

p) Memo No. 023-2019-PW – Amendment to By-law No. 2013-048 Stewardship Ontario

Resolution No. 2019-650

Moved by: Councillor Jelly Seconded by: Councillor McArthur

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 023-2019-PW; and

That Council directs staff to prepare the necessary by-law to amend By-law No.

2013-048 to allow for payment of materials associated with Orange Drop events until transition to full producer responsibility for consideration at the December 3, 2019 Regular Council meeting.

Carried

q) Administrative Report No. PW-035-2019 – Processing of Recyclables – Agreement with R & D Recycling

Resolution No. 2019-651

Moved by: Councillor Jelly Seconded by: Councillor Foley

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. PW-035-2019; and

That Council directs staff to prepare the necessary by-law to enter into a 3-year agreement with R&D Recycling for the processing of recyclable material for consideration by Council at the December 3, 2019 Regular Council meeting.

Carried

r) Administrative Report No. CS-069-2019 – Municipal Modernization Funding Program

Resolution No. 2019-652

Moved by: Councillor McArthur Seconded by: Councillor Jelly

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-069-2019; and

That Council directs staff to submit an Expression of Interest under the Municipal Modernization Program for a municipal service delivery review of the City's Fire Services.

Carried

16. By-laws

Resolution No. 2019-653

Moved by: Councillor Whalen Seconded by: Councillor Laferriere

Be it resolved that:

By-law No. 2019-179 Being a by-law to amend By-law No. 2015-128 (Collection

and Disposal of Garbage, Recyclables and other refuse -

Amended Tipping Fees)

By-law No. 2019-180 Being a by-law to appoint a Community Emergency

Management Coordinator and Alternate for the City of

Temiskaming Shores

By-law No. 2019-181 Being a by-law to adopt a Multi-Year Accessibility Plan

2019-2023

By-law No. 2019-182 Being a by-law to enter into a Recyclables Acceptance

Agreement with R & D Recycling to accept and process recyclable materials collected by the City of Temiskaming

Shores through its Waste Management Program

By-law No. 2019-183 Being a by-law to amend By-law No. 2013-048 (Agreement

with Stewardship Ontario to permit the City of Temiskaming Shores to host an Orange Drop Collection Program for the

Collection of Municipal Hazardous or Special Waste)

By-law No. 2019-184 Being a by-law to enact a Zoning by-law Amendment to

rezone property from Highway Commercial (C2) and Development (D) to Community Facilities Exception 2 (CF-2) in the City of Temiskaming Shores Zoning By-law 2017-154 Southeast corner of Grant Drive and Drive-In Theatre

Road

Carried

be hereby introduced and given first and second reading.

Resolution No. 2019-654

Moved by: Councillor Jelly Seconded by: Councillor Foley

Be it resolved that

By-law No. 2019-179;

By-law No. 2019-180;

By-law No. 2019-181;

By-law No. 2019-182;

By-law No. 2019-183; and

By-law No. 2019-184

be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

Carried

17. Schedule of Council Meetings

- a) Regular Tuesday, December 17, 2019 at 6:00 p.m.
- b) Regular Tuesday, January 7, 2020 at 6:00 p.m.

18. Question and Answer Period

None.

19. Closed Session

None.

20. Confirming By-law

Resolution No. 2019-655

Moved by: Councillor Laferriere Seconded by: Councillor McArthur

Be it resolved that By-law No. 2019-185 being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its

Special meeting held on **November 25, 2019** and its Regular meeting held on **December 3, 2019** be hereby introduced and given first and second reading.

Carried

Resolution No. 2019-656

Moved by: Councillor Foley Seconded by: Councillor Jelly

Be it resolved that By-law No. 2019-185 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

Carried

Carried

21. Adjournment

Resolution No. 2019-657

Moved by: Councillor Laferriere Seconded by: Councillor Foley

Be it resolved that City Council adjourns at 6:55 p.m.

Mayor – Carman Kidd

Clerk – David B. Treen



POLICY UPDATE

November 28, 2019

Ontario Announces E-Scooter Pilot on Municipal Roads

On November 27, 2019, the Government of Ontario <u>announced</u> that it would begin a pilot program to allow electric scooters on municipal roads in Ontario. The pilot will go live in January 1, 2020. Under the pilot, municipal governments are able to opt in through by-law to allow electric scooters on their roads, paths, and (in some cases) sidewalks; license electric scooter rental companies; regulate parking and the number of devices available in an area; impose data sharing and insurance requirements amongst other licensing criteria. Municipal governments, and their staff, are encouraged to think through all of these issues before opting to allow the devices in their communities.

E-scooters, as they are called, have been emerging in cities across North America and beyond, and have the potential to add "micro-mobility" solutions to help augment transportation such as connections between transit and individual destinations. As they are electric, they do not add exhaust emissions that decrease air quality (depending on how electricity is generated) or noise pollution.

However, E-scooters also have the potential to increase safety concerns for riders, pedestrians, vulnerable road users, and cyclists. The pilot imposes some conditions on the devices, which riders must wear helmets, and limits maximum speed to 24 km/h. Advocates for people with disabilities in particular have <u>pointed</u> to the challenges E-scooters may pose for that community. Some cities have experienced a profusion of E-scooters left on sidewalks that increase nuisance and hazards for pedestrians. However, municipal parking rules and company policies which continue to charge users for rentals, if not parked in authorized areas, may help to reduce this practice.

Municipal governments interested in allowing their use need to work to balance these concerns with the desire for flexible, micro-mobility devices and ensure that they meet municipal transportation needs and other local policy goals. AMO members are especially encouraged to consult with their communities before joining the pilot and ensure plans are in place to discourage nuisance, reduce any residual municipal liability through adequate insurance requirements, address the needs of disabled and vulnerable road users, and reduce nuisance and conflicts between E-scooter riders, cyclists, pedestrians and motorists. Interested municipal governments should also

consider how they would enforce their by-laws in this area and costs to do so as they develop rules and/or permitting for rental companies. Municipalities should also consider how they will collect incident data with local hospitals and health authorities as well as police reporting during the pilot.

The following resources may assist municipal officials in interested municipalities in considering issues they may encounter in by-laws and policies development that best meet their local needs:

Ontario Ministry of Transportation:

- Regulation 389/19
- MTO E-Scooter Pilot Information
- MTO E-Scooter Best Practices

Share The Road:

Preparing for E-Scooters

AMO Contact: Craig Reid, Senior Advisor

TEMISKAMING SHORES SENIORS HOUSING CORP

135 Bruce Street Haileybury, ON P0J 1P0

December 12, 2019

City of Temiskaming Shores 325 Farr Drive Haileybury, ON P0J 1P0

Dear Clerk and Council

Re: Council Resolution Guaranteeing the TD Mortgage

Our Board and CGV/Commerce Management Group, continues to work with our financial advisor from CMHC, to meet all the conditions required to finalize their mortgage contract. This has been a long and frustrating process, but we are now in the final review process.

One new twist that they have thrown at us this week, is that they now informed us that they will be charging us interest on their advances, during the construction period, differing from earlier discussions.

This is adding an additional cost of \$153,265 to our project, and with CMHC's approval, we have asked TD Finance to increase our mortgage by this amount. This increases their mortgage from \$2,152,694 up to \$2,305,959.

We are asking Council if they will amend their resolution to increase the level of their mortgage guarantee, to cover this new additional amount.

Construction is well underway, as we continue to deal with these fluid changes.

Once again, thanks for all of the Cities support towards this project, over the last couple of years. We would not have been able to proceed without your assistance.

Sincerely

Carman Kidd Board Chair.

REVIEW

Review of Long-Term Management Direction Timiskaming Forest 2021-2031 Forest Management Plan

The Ontario Ministry of Natural Resources and Forestry (MNRF), Timiskaming Forest Alliance Inc. and the Kirkland Lake Local Citizens' Committee (LCC) invite you to review and comment on the proposed long-term management direction for the 2021-2031 Forest Management Plan (FMP) for the Timiskaming Forest.

The Planning Process

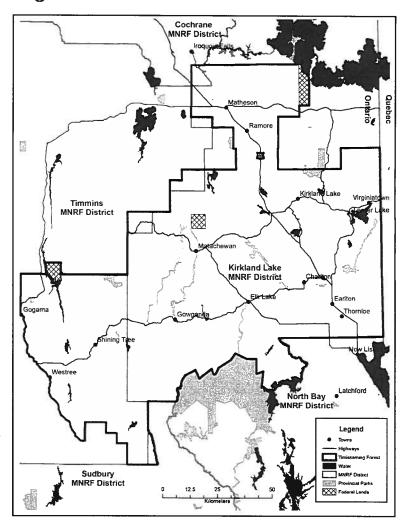
The FMP takes approximately three years to complete. During this time, five formal opportunities for public consultation and First Nation and Métis community involvement and consultation are provided. The first opportunity (Stage One) for this FMP occurred on October 12, 2018 when the public was invited to "Participate" in the development of the plan. This 'Stage Two' notice is:

- · To invite you to review and comment on:
 - the proposed long-term management direction for the forest;
 - the areas which could reasonably be harvested, and the preferred areas for harvest operations, during the 10-year period of the plan;
 - the analysis of alternative one kilometre wide corridors for each new primary road which is required for the next 20 years.
- To request your contribution to background information to be used in planning.

How to Get Involved

To facilitate your review, a summary of the proposed long-term management direction for the forest can be obtained on the Ontario government website (www.ontario.ca/forestplans). A summary map(s) of the preferred and optional harvest areas for the 10-year period of the plan and alternative corridors for each new primary road which is required for the next 20 years will also be available.

In addition to the most current versions of the information and maps which were available at Stage One of public consultation, the following information and maps will be available:



- Summary of public comments and submissions received to date and any responses to those comments and submissions;
- A summary report of the results of the desired forest and benefits meeting;
- · Environmental analysis, including use management strategies of the alternative corridors for each new primary road;
- Maps that portray past and approved areas of harvest operations for the current forest management plan and the previous 10 years;
- · Criteria used for the identification of areas that could reasonably be harvested during the 10-year period of the plan;
- · The rationale for the preferred areas for harvest;
- Summary report of the activities of the local citizens' committee to date.

The above information is available at the Timiskaming Forest Alliance Inc. and MNRF Offices identified below by appointment during normal office hours for a period of 30 days, **November 30, 2019 to December 30, 2019.**

Comments on the proposed long-term management direction for the Timiskaming Forest must be received by Laurie Nuhn of the planning team at the MNRF Kirkland Lake District Office by **December 30, 2019.**

Meetings with representatives of the planning team and the LCC can be requested at any time during the planning process. Reasonable opportunities to meet planning team members during non-business hours will be provided upon request. If you require more information or wish to discuss your interests and concerns with a planning team member, please contact one of the individuals listed below:

Laurie Nuhn, R.P.F.

Ministry of Natural Resources and Forestry Kirkland Lake District Office 145 Government Road West Second Floor Kirkland Lake, ON P2N 3K4 tel: 705-568-3242 e-mail: laurie.nuhn@ontario.ca

Aaron Palmer, R.P.F. Timiskaming Forest Alliance Inc. 22 Paget Street North New Liskeard, ON PoJ 1Po tel: 705-680-0033, ext. 243

e-mail: aaron.palmer@frmg.ca

Bruce Jewitt, Chair Kirkland Lake LCC c/o MNRF 145 Government Road West P.O. Box 910 Second Floor Kirkland Lake, ON P2N 3K4

Tarryn Adams

Ministry of Natural Resources and Forestry Timmins District Office P.O. Bag 3090 5520 Hwy. 101 East South Porcupine, ON PON 1H0 tel: 705-235-1310 e-mail: tarryn.adams@ontario.ca

During the planning process there is an opportunity to make a written request to seek resolution of issues with the MNRF District Manager or the Regional Director using a process described in the 2017 Forest Management Planning Manual (Part A, Section 2.4.1).

Stay Involved

There will be three more formal opportunities for you to be involved. These stages are listed and tentatively scheduled as follows:

Stage Three - Information Centre: Review of Proposed Operations
Stage Four - Information Centre: Review of Draft Forest Management Plan
Stage Five - Inspection of MNRF-Approved Forest Management Plan

February 2020 August 2020 December 2020

The Ministry of Natural Resources and Forestry is collecting your personal information and comments under the authority of the *Crown Forest Sustainability Act.* Any personal information you provide (address, name, telephone, etc.) will be protected in accordance with the *Freedom of Information and Protection of Privacy Act;* however, your comments will become part of the public consultation process and may be shared with the general public. Your personal information may be used by the Ministry of Natural Resources and Forestry to send you further information related to this forest management planning exercise. If you have questions about the use of your personal information, please contact Jennifer Rosko at 705-568-3228.

Renseignements en français: Mitch Rainville au 705 568-3219.

Temiskaming Native Women's Support Group 121 Scott Street, Box 1414 New Liskeard, Ontario POJ IPO

NOV 29 2019

November 25, 2019

City of Temiskaming Shores 325 Farr Drive, Box 2050 Haileybury, Ontario POJ IKO

Attention:

Mayor Carman Kidd and Council

RE: LAND USE AGREEMENT - FARMER'S FIELD NEAR MILL CREEK Dear Mayor Kidd and Council:

On behalf of the Temiskaming Native Women's Support Group and its First Nation and Metis partners, I would like to request Council's consideration to enter into an agreement for the use of lands in the Mill Creek area (known locally as Larocque's Field).

This area holds special significance for the First Nation peoples in our area. We would like to have a long-term agreement to use the lands for Traditional Gatherings throughout the year and other educational and traditional uses.

We would require a small section of land to install some structures including a gazebo (approximately 20ft X 24ft), a couple of sea cans for storage, a teepee and permission to install a septic tank with some toilets that we would pump out on an as needed basis. All of the structures would be temporary in nature and could be easily removed if required.

We are hopeful that Council will look favourably upon our request. Should you require additional information, please do not hesitate to contact me.

Yours truly,

Anne Batisse



Memo

To: Mayor and Council

From: Steve Burnett, Technical and Environmental Compliance Coordinator

Date: December 17, 2019

Subject: Rate Increase for Recycling Agreement with Outside Municipalities

Attachments: None

Mayor and Council:

At the Regular Council Meeting held on June 18, 2019, Council approved entering into an agreement with Phippen Waste Management for the collection, removal and disposal of refuse and recyclables; for the operation and maintenance of the Haileybury Municipal Landfill Site and for the operation and maintenance of the Municipal Spoke Transfer Station. There is a 2.5% increase from the 2019 rates incorporated into this agreement which is to commence January 1, 2020.

At the Regular Council Meeting held on December 3, 2019, Council approved entering into an agreement with R&D Recycling for the processing of recyclable material. Within in this agreement the processing fee is increased from the current rate of \$71.76/tonne to \$90.00/tonne, an increase of \$18.24/tonne. This agreement will also commence January 1, 2020.

As a result of the financial increases in the new agreements, Staff is recommending that the rate charged for the acceptance of recyclable material from outside municipalities be adjusted from \$271.00/tonne to \$295.00/tonne effective January 1, 2020.

Pending Council approval, immediate communication explaining the reasoning for the increase will take place with all municipalities that the City is currently in agreement with.

Prepared by: Reviewed and approved by: Reviewed and submitted for

Council's consideration by:

"Original signed by" "Original signed by" "Original signed by"

Steve Burnett G. Douglas Walsh Christopher W. Oslund

Technical & Environmental Director of Public Works City Manager

Compliance Coordinator



Subject: MFOA – AMP it Up 2.0 Program **Report No.:** PW-036-2019

Agenda Date: December 17, 2019

Attachments

Appendix 01- MFOA Municipal Action Plan – Temiskaming Shores

Appendix 02 - Program Introduction E-mails

Appendix 03 – Self Assessment Scoring Results

Appendix 04 – City of Temiskaming Shores Asset Management Policy (By-law 2019 – 063)

Recommendations

It is recommended:

- 1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-036-2019;
- That Council hereby re-confirms its commitment towards Asset Management and directs Staff
 to include an "Asset Management" funding component in the 2020 Operations Budget to
 address the recommendations and next steps in the Marmak Municipal Finance Officers
 Assoc. (MFOA) "Municipal Action Plan", dated September 30, 2019, for consideration at upcoming Budget deliberations; and.
- 3. That Council directs staff to report back on the progress of the development of the AM Plan on a quarterly basis, with a deadline for completion of July 1, 2021.

Background

In January 2019 City staff became aware of a program entitled AMP it Up 2.0, funded by the Ministry of Infrastructure and the Municipal Finance Officers Association, with the mandate of assisting all municipalities with populations of under 25,000, by providing an in-person expert Asset Management Plan assessment and assisting in the development of "Municipal Action Plans" to address any gaps that may be identified. Staff inquired further into the program and were advised on January 28th, 2019 (Appendix 02) that the City of Temiskaming Shores had been accepted to participate in the program, with the bonus being at no cost to the City.

Over the next several months staff worked with an assigned consultant (Marmak) to complete and review a Self-Assessment and Readiness tool (results in Appendix 03) as well as several interviews which lead up to the MFOA Municipal Action Plan (Appendix 01) which outlines where the City is at with respect to the preparation of its' Asset Management Plan and what recommendations are being made to move the City along in the process.

Analysis

Of interest in the Municipal Action Plan, as prepared by Marmak, are the Asset Management Review and Recommendations found in Appendix 01 on pages 8 through 11.

Public Works Page 1



Asset Management Review

Staff spent a number of hours working through the Self-Assessment tool and corresponding with Marmak to accurately reflect where the City is at in the Asset Management Plan process. The results of the assessment are highlighted in the "Score Sheet" included in Appendix 03. At this point the City has scored forty-four (44) percent overall in "readiness" through self-assessment.

For the most part the City has not developed or adopted Municipal Standards for many of the asset categories but relies on provincial or industry standards for operation and maintenance purposes.

Staff have been working over the past two years in developing more detailed inventories of the various assets, however, much more work is required in order to be complete condition ratings and financial information that will assist in the preparation of life cycle costing and financial planning.

Three areas that have been identified as requiring significant work are establishing Levels of Service, Financial Planning, Citizen Engagement and Risk Modelling.

The City has developed the Asset management Policy (Appendix 04) and posted the Policy as required prior to July 1st, 2019.

Recommendations

Asset Management will become a vital part of the City's operations on a go forward basis. The identification and dedication of an Asset Management Committee and staffing to ensure that the AM Plan remains current and a "living document" will be required. To assist in the preparation and maintenance of the Plan, additional human, IT resources and financial resources will be required.

The adoption of "best practises" and "municipal standards" as well as defined Community and Technical Levels of Service (LoS) are essential in order to manage the assets and budget accordingly. Public consultation and engagement are very important throughout this process. The establishment of LoS are required for all core assets by July 1st, 2021.

The collection and updating of data and inventories is vital and an integrated AM data repository is important. Currently, the City utilizes Municipal Data Works, as supported by Ontario Good Roads Assoc. for such assets as roads, bridges, water, sewer and fleet, however an integrated system that incorporates electronic work orders, inspections and other aspects of asset management may be of more value.

Risk assessment, life cycle costing and financial strategy and planning are very important areas where limited work has taken place to date and will become increasing important in future Budgeting processes

Relevant Policy / Legislation / City By-Law

- ➤ Infrastructure for Jobs and Prosperity Act, 2015
- Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure
- > By-law No. 2019-063 City of Temiskaming Shores Asset Management Policy

Public Works Page 2



Director of Public Works

Asset Management Plan Reference

Development of updated Asset Management Plan

Consultation / Communication									
Administrative Report PW-036-2019 – Dece	ember 17 th , 20	19.							
Financial / Staffing Implications									
This item has been approved in the curr This item is within the approved budget	•	Yes Yes	No 🗌	N/A ⊠ N/A ⊠					
At this time staffing implications related to the development of the development of an updated Asset Management Plan to comply with <i>Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure</i> is limited to normal administrative and operational functions and duties of existing municipal staff.									
As compliance dates approach, addition implementation of the Asset Management and not be limited to, additional dedicated hardware.	Plan will be re	equired. The	ese require	ments may include					
<u>Alternatives</u>									
N/A									
Submission									
Prepared by:	Reviewed ar Council's cor								
"Original signed by"	"Original sigr	ned by"							
G. Douglas Walsh, CET	Christopher	W. Oslund							

City Manager

Public Works Page 3



MFOA Municipal Action Plan

Prepared for:

The City of Temiskaming Shores

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30 Intermodal Drive, Suite 204 Brampton, ON L6T 5K1 Bus (905) 458-6686 Fax (905) 458-6005

Website: www.marmak.ca

"Technology, on the move!"

December 6th, 2019

City of Temiskaming Shores
325 Farr Drive
P.O. Box 2050
Haileybury, ON
P0J 1K0

Attention: Mr. Doug Walsh, Director of Public Works

Dear Mr. Walsh

Thank you for having participated in MFOA's AMP it UP 2.0 program.

We have both reviewed your submission as well as our response.

Enclosed is our review and recommendations based on the submission to the Self-assessment tool.

Should you have any questions, please do not hesitate to contact me.

Sincerely

MARMAK

Mr. John Tarantino, O.L.S. O.L.I.P. (ret)

Vice President

Phone (905) 458-6686 ext 225

Email: jet@marmak.ca

John Tarantino

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AMP it UP 2.0 Program

The MFOA AMP 2.0 SAT is designed to help Ontario municipalities review their Asset Management (AM) progress. The survey questions are used to stimulate discussions and identify strategies which will assist the respective City moving forward. The major headings below identify key AM pillars. The individual questions are used to indicate the current status associated to each component. These include:

Accurate Infrastructure Inventory

- Accurate inventory
- Detailed inventory
- Condition assessment of each asset category
- Visualization of location

Life Cycle Events

- When to remediate?
- What to remediate?
- How to remediate?
- How will remediation extend the life of an asset?

Level of Service

- Technical Level of Service
- End user Level of Service

Risk Models

- Probability of failure
- Consequence of failure

Financial

- Create a 10 year plan
- Replacement cost
- Funding strategies

Citizen Engagement

- Electronic service request
- Electronic work orders

Corporate Policy

- Integration of AM plan into Corporate Strategic plan
- Adoption of Level of Service
- Adoption of financial strategy
- Regular update of plan

Software Tools

- Data repository
- Departmental integration
- Visualization integration
- Citizen engagement

O. Reg. 588/17 Overview indicates the following milestone dates:

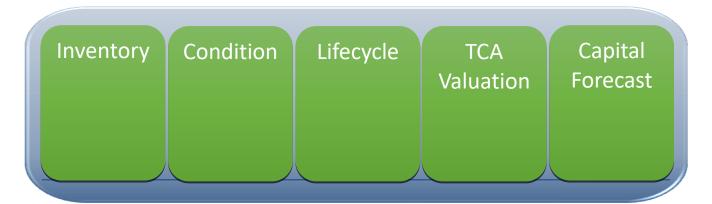
- Strategic AM Policy was required by July 1, 2019
- Level of Service measured by standard metrics and costs adopted by July 1, 2021
- AM to include all assets by July 1, 2023
- Proposed Level of Service with lifecycle management and financial strategy by July 1, 2024

Staff

People make the difference. Corporate policies are essential in establishing a governance model. A committee of department heads need to meet regularly and establish policies and procedure for municipal staff. Elected officials should be represented and engaged in the procedure.

Asset Management Components

Asset Management requires a cohesive approach by City staff to collaborate, share and update departmental information. An Asset Management exercise culminates with a functional 10 year capital plan which is validated through the following 5 components:



Accurate Inventory

Asset Management is all about mitigating municipal risk. In order to derive true cost/benefit and return on investment the City must have an accurate inventory. An accurate inventory requires a well-defined structure, comprising of minimum required fields, data which is topologically structured and unique identifiers which can be cross referenced amongst various departments and software solutions. This includes knowing the individual component, location, condition, and the financial commitment required to maintain and extend the life of the asset. Assigning to each asset type the Level of Service (LOS) along with the Probability of Failure (POF) and Consequence of Failure (COF) will

Multiple scenarios

Accurate tabular data

Financial ramifications

Risk models

highlight the financial risk and legal liability associated to each asset.

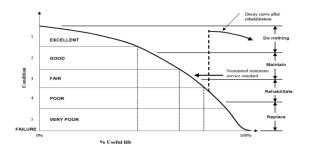
Life Cycle Events - remediation actions linked to Performance Condition Ratings (PCR) which defines specific rehabilitations actions based on Condition Ratings. Life Cycle information is linked to financial data which captures and validates the costs associated with maintaining and extending the life of assets.

Level of Service (LOS) – Citizen LOS consists of community expectations, legislative requirements, policies and objectives, resources and financial constraints. The technical LOS refers to Condition Ratings connected to Life Cycle Events associated to each asset category. LOS is also linked to a financial framework which identifies what services can be maintained and provided and at what cost.

Risk - a combination of percentage assigned to Probability of Failure (POF) and Consequence of Failure (COF). The POF of an asset can be determined using the estimated service life of the asset, the age of the asset, and the assessed condition. The COF is a combination of health and safety, environmental, legal & regulatory, operational and financial risk. Risk is then calculated by a matrix which assigns numerical ratings and verbal descriptions to each one of the categories. Ultimately, risk is linked to LOS and the financial ramifications.

Financial – straight line depreciation of assets is a useful PSAB accounting exercise but it does

not provide an accurate picture of conditions and financial requirements. Where possible, AM should utilize a s-curve depreciation of Life Cycle Events to determine the true state and replacement strategies of the infrastructure. It should take into consideration a number of financial scenarios which identify the future costs of maintaining and replacing the asset. The AM plan must have the ability to produce multiple financial scenarios ensuring that



funding provides a proactive approach to asset replacement and identify any funding deficiencies as well as unfunded liabilities.

Citizen Engagement- is the City's desire to operate in a transparent manner, taking into account the needs and wants of its constituents. Informed citizens become key stakeholders in the community. With the adoption of technology, citizens become engaged in the decision making process. Simple options include participation at open council meetings, posting information on the City's website, and electronically collecting the incoming inquiries from citizens.

Asset Management Review

Marmak held a series of webinars and discussion with City staff to outline the value of

MFOA's AMP 2.0 SAT program. The objective of this imitative is to provide a fresh set of eyes on the current status of the AM implementation journey. A discussion on the AM implementation was held, and it was recommended that the response involve all municipal departments as each member had domain expertise. As part of the program, Marmak reviewed the City's online Asset Management plan and was granted access to the City's tabular and graphical data. A subsequent meeting was held to review the consultant's response in relationship to the City. Armed with the consultants view, the City was offered an opportunity to update its submission.



Adoption of Standards

As with all Ontario Municipalities, bridges are maintained as part of O. Reg. 104/97 requiring biannual engineering inspections. Roads are maintained through the O.Reg.239/02 Minimum Maintenance Standards. Water is managed through the Clean Water Act (S.O. 2006, Chapter 22). All other assets including linear pipe, buildings and fleet are managed through professional expertise.

Municipal Assets

The City's assets consist of roads, bridges, water, waste water, storm, sewer, facilities, fleet, luminaries, and land/open spaces.

Accurate Inventory

The City has a reasonable handle on the asset inventory. The road inventory contains technical and financial data, the bridge inventory is comprehensive and contains inspections. Water, wastewater, fleet and buildings lack sufficient detailed inventory data to produce an accurate 10 year plan. The City is working on updating its Condition Ratings on road assets and has only basic / limited Condition Ratings on other assets. The City possesses an inventory registry which contains basic engineering data not linked to financial information. City departments are lacking the ability to collect and maintain integrated and accurate inventory.

Visualization of Location

Marmak was granted access to the City's Geographic Information System (GIS) solution and discovered that the graphical and tabular road data is sufficiently up-to-date. Proper connectivity between the graphical and tabular data exists.

Life Cycle Events

Some life cycle evets are identified though not implemented.

Level of Service

The City currently uses Municipal Performance Measurement program as part of the FIR reports. Technical Levels of Service for roads, water and wastewater are identified at a high level. These are monitored by municipal staff but are not integrated nor validated into the plan.

Risk Models

There is no risk model which is connected to levels of service and finance constrains.

Financial

The City maintains financial data within its asset registry. The financial data is sufficient for PSAB calculations, however, it lacks sufficient integration to engineering data required for dynamic calculations of a 10 year plan.

Accounting Methodology

The City utilizes a straight line depreciation for its asset management strategy.

Citizen Engagement

The current citizen engagement process is manual and occurs on an ad hock basis as requests come into the various departments. Request are received by City staff and managed through emails, phone calls, and some electronic forms.

Corporate Policy

A limited AM corporate policy exists but is not detailed to support the adoption of LOS, financial strategy, regular update of the AM plan, and integration into a strategic plan.

Staffing

Asset Management requires dedicated staff.

With the adoption of an AM policy, the City may wish to create an AM committee comprising of department heads and representative(s) of elected officials. The governance of this committee must allow for the establishment of AM pillars including: inventory, LOS, risk, finance, and citizen engagement.

The City has identified an AM manager, whose responsibility should include chairing regular meetings and coordinating AM actives of the various departments.

Where financial restriction prohibits the allocation of necessary internal staff, the City may wish to enter into a joint agreement with local municipalities, or hire a part-time consultant to regularly update the AM plan.

Updating AM Plan

The AM plan should be integrated into the City's strategic growth plan. The provincial regulation requires routine updates before July 1st of each year. The AM plan should form an integrated component of the City's strategic growth plan. The AM plan in its current electronic form contains valuable data expressed in charts and graphs. This information, if maintained electronically, can simply be updated by municipal staff and uploaded on the Town's website.

Funding the Required Resources

The City may wish to begin allocating within their annual budget the funding of the necessary software and resources required to actively maintain the AM plan.

Adoption of Standards

Adoption of engineering and LOS standards are essential for the validation of inventory and financial commitments. Standards for managing gravel roads are very different than those of asphalt roads. A number of provincial associations such as MFOA, Ontario Good Roads Association (OGRA), Ontario Recreation Facilities Association (ORFA), and others offer guidance to their members regarding the establishment of various standards.

The City may wish to review MFOA's Strategic Asset Management Policies Toolkit and implement some of the key features. OGRA and ORFA offer a wealth of standards in excel formats to help manage linear and facility assets. The City may wish to ask firms which it engages to provide Performance Condition Ratings (PCR) as part of any work or tenders.

Collecting and Updating Inventory

It is recommended the City consider adopting standards and an integrated electronic asset management data repository. MDW is available as a member service free to Ontario municipalities. The City can take advantage of this service to properly structure their asset inventory for roads, bridges, water, buildings, fleet, etc. The City can take advantage of the ORFA's RFAM solution which is available as a member service to collect necessary inventory associated to facilities and open spaces. An accurate and detailed building inventory should contain capital assets such as Roof, HVAC, and play structures.

Work Oder

An AM plan comprises of both a theoretical and operational models. Currently request coming into the Municipality are managed through emails and phone messages. Adoption of an electronic work order systems will facilitate keeping track of work, and its completions. The adoption of an electronic work order solution will assist validating the asset management strategies.

Citizen engagement

The Municipality may wish to engage its constituents through public consultations, meetings and various forms of correspondence. The Municipality may include electronic forms on their website to capture incoming citizen's requests and comments.

Risk

The Municipality may wish to participate in a municipal partnership designed to assist municipalities create an electronic standard for municipal LOS / RISK management.

Financing

Through the adoption and validation of unique identifiers and proper segments, assets listed in the financial ledgers will correspond to those in the data inventory repository. Adopting an "S"curve depreciation utilizing lifecycle curves and condition assessment will offer a more accurate replacement cost and dates. Financing an AM strategy, must be validated against the capital plan with the results being validated and updated. Financing, must take into consideration the level of service, the risk and costs associated with each decision.

Level of Service

Level of service will become a mandatory requirement as of July1, 2021. It will become difficult to establishing various levels without having performance measures and historical trends. The Municipality may wish to participate in existing partnerships designed to assist municipalities create an electronic standard for LOS.

Next Step

With July 1, 2021 on the horizon, requiring an inventory of assets along with Level of Service (LOS) measured by standard metrics and costs, the City may wish to begin formalizing a LOS strategy.

Level of Service Strategy

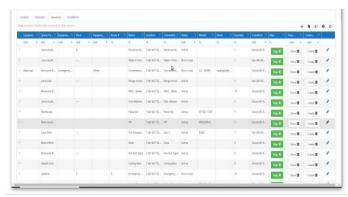
LOS outlines the overall quality, performance, availability, and safety associated to municipal assets and services. LOS is a balance between user expectations for overall quality, performance, availability and safety, versus affordability. There are three (3) distinct categories of LOS:

- Municipal risk
- Asset Life Cycle cost implications
- Financial Options

The first step in establishing a LOS is an accurate and up to date inventory. Information such as remaining life and Condition Ratings are essential in calculating Municipal risk associated to assets or services.

Once the risk is derived a review of financial implications associated with the risk needs to be adopted. Ultimately the City will need to explore various financial

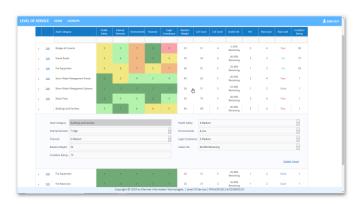
options available to finance the adopted strategy.



To begin with, Municipal risk is a combination of the Consequence of Failure (COF), linked to a Probability of Failure (POF).

The COF levels are determined by a combination of 6 risk criteria including:

- Baseline Weight*
- Health and Safety
- External Demands
- Environmental
- Financial
- Political and Regulatory



*(A numeric value which the City assigns to each asset category as a starting point in comparing and prioritizing various asset categories)

The POF is a combination of operating, maintaining, rehabilitating, and renewing strategies. These strategies are often captured and reflected in numeric values associated with assets remaining useful life and condition ratings.

Municipal risk on a given asset is derived from a combination of COF and POF and is expressed in a matrix by one of the following results:

- **Very High Risk** Maximum risk mitigation measures should be in place, together with recovery plans, and availability of critical spares.
- High Risk Maximum risk mitigation measures should be in place providing layers of deterrence, high probability of detection, and rapid effective response. Insurance coverage is essential but may not be able to provide adequate coverage to prevent significant liability. Due diligence is required including utilization of appropriate expertise and validation of assessed data.
- **Moderate Risk** Risk should be managed by the introduction of mitigation strategies and operational procedures.
- **Low Risk** Minimal risk mitigation measures necessary. Risk should be managed through operational procedures, or accepted as a low business risk.

This risk matrix is to be vetted against the financial costs associated in mitigating the municipal risk.

Doug Walsh

From: Doug Walsh

Sent: December-05-19 9:24 AM

To: Doug Walsh

Subject: Welcome to AMP it Up 20: Next Steps: Municipality of Temiskaming Shores (Grp#2 -87)

From: Rose Carino <rose@mfoa.on.ca>

Sent: January-28-19 12:53 PM

To: Doug Walsh <dwalsh@temiskamingshores.ca>

Cc: Calvin Barrett <calvin@mfoa.on.ca>

Subject: Welcome to AMP it Up 20: Next Steps: Municipality of Temiskaming Shores (Grp#2 -87)

Douglas Walsh:

Thank you for applying to participate in AMP it Up 2.0. Your municipality is accepted into the program.

Key Information Required from you to begin program:

- 1. Provide a copy of your current Asset Management Plan pdf (if you have not already done so).
- 2. Identify which consultant helped in the preparation of your current AMP or is currently assisting your municipality at this time.
- 3. Advise us if you would prefer to have the same consultant work with you on this AMP it Up program.
 - Would you prefer to get a different perspective and have another consultant work with you at this time please let me know.
 - The Consulting Companies that you may select to work with include the following:
 - Hemson Consulting
 - Watson and Associates
 - Public Sector Digest
 - Marmak Information Technologies
 - KPMG
- 4. Please keep in mind that we are unable to guarantee that we can meet every consultant request but we will do our best to connect you with the consultant of your choice.

Next Steps:

- 1. Once we have received all of the information listed above, we will assign a consultant to your municipality and get you started right away.
- 2. We will send you a login and password so that you can start to complete your first Self Assessment Tool (SAT) that will determine where your municipality is currently in your Asset Management journey. You can start the SAT anytime, and you can assign questions relating to specific assets to other staff in your municipality to complete.
- 3. Attached for your reference is the program schedule.

I have more questions – who do I ask?

The Project Manager for AMP it Up 2.0 is Calvin Barrett. If you have any questions, please contact Rose Carino, our Program Coordinator directly at rose@mfoa.on.ca.

	Deliverable/Activity:	Municipal Hours	Expert Hours
Start Month	Introductory Webinar Receive applications from municipalities MFOA accepts and assigns municipalities		
(Month	Kick Off Communication – Notifying municipalities of their participation in program, introduction of expert consultant and their contact information		
Feb 2019	Municipality participates in webinar followed by completing online Self Assessment Tool (SAT). Provide a copy of current AMP to consultant.	10	1
	Pre-program analysis:		
	Consultant reviews:	0.5	5
(Months 2 – 6) March - July 2019	Consultant completes SAT and also capture information for the Pre- Assessment Summary (Pre-AS) report (through SAT or other document). Send Pre-AS to municipality		:
	Phone follow up to review pre- AS: • AMP Objectives/Areas of Focus • Discuss gaps in current AMP • Staff knowledge/involvement in AM • Available resources going forward • Initial ideas regarding next steps	2	2
	Consultant sets up face to face meetings with municipalities		0.5

	Consultant Prepares draft Municipal Action Plan (either through use of SAT or other document)		5
	Consultant sends meeting agenda, Pre-Assessment Summary (Pre-AS), and draft Municipal Action Plan to municipalities one week prior to one on one meeting		0.5
(Month 7) August 2019	Consultant meets one on one with municipal staff to discuss Municipal Action Plan to further municipal objectives. Consultant and municipality finalize Municipality Action Plan		4
	During program to implement MAP		
	Municipalities implement Municipal Action Plan	Varies	
(Months 8 – 15) Sept- April	Consultants provide ongoing feedback via phone calls to assist municipalities to implement their individual work plans.	8	8
2020	Consultant captures Status updates through discussion with municipality (either SAT or separate document)		
	Post program analysis		
(Month	Municipality and consultant complete updated SAT to record progress.	5	2
16) May 2020	Consultant prepares Post Assessment Summary for each municipality.		2
2020	Municipality completes project assessment survey	1	<u>0</u>
	Total Hours Per Municipality		30
(Month 8)	MFOA reviews Pre Assessment Summary and Municipal Action Plan and determines municipalities eligible for Enhanced Support.		
Sept 2019	Municipality is selected for Enhanced Support		
	Enhanced Support		
(Months 9 – 10) Oct-Nov 2019	Consultant meets with municipal staff to discuss Enhanced Support to further municipal objectives		

Rose Carino AMP it up 2.0 Program Coordinator 416-362-9001 Ext 236 rose@mfoa.on.ca

Doug Walsh

From:

Doug Walsh

Sent:

December-05-19 9:18 AM

To:

Doug Walsh

Subject:

Update re Group 2 - starting next week with your consultants

From: Calvin Barrett <calvin@mfoa.on.ca>

Sent: May-08-19 12:04 PM

To: Doug Walsh < dwalsh@temiskamingshores.ca>

Subject: Update re Group 2 - starting next week with your consultants

Dear G Douglas

Re: Temiskaming Shores, City of

Thank you for applying to participate in AMP it Up 2.0. I know that Rose Carino, our Program Coordinator has been in contact with you to make sure that you have submitted all the required information.

We are about to launch Group 2 of which you will be a part. This will involve assigning a consultant to your municipality and getting them started to review your Asset Management Plan and your completed Self Assessment Tool (SAT).

1) This would be a good time to make sure that you have sent us a copy of your Asset Management Plan.

2) Completing Your Self Assessment Tool (SAT):

You should now be well on your way to completing your first Self Assessment (SAT) of where your municipality is currently in your Asset Management journey. You can complete the SAT anytime, and you can assign questions relating to specific assets to other staff in your municipality to complete.

As a reminder, here is your login and password

Login Teamson Password

3) Assigning a Consultant:

We appreciate you providing the background information on who assisted your municipality to complete your latest Asset Management Plan and your preference on assigning a consultant to your municipality. If you have not already done this, please email Rose with this information.

4) Next Steps

We will be assigning the consultants by May 15. It is imperative that the SAT is completed as they will be reviewing your AMP and your SAT before providing feedback to your municipality.

I've included the schedule again for your reference.

If you have any questions, do not hesitate to contact us:

AMP it Up Project Manager, Calvin Barrett. <u>calvin@mfoa.on.ca</u> 647-221-8205 Program Coordinator is Rose Carino, rose@mfoa.on.ca 416 362-9001 Ext 236.



Scoring Report

This is your municipality's Self Assessment Tool Scoring Report. For each section you will see your level of completion and your score.

- **®** SAT-1
- Municipality
- O Consultant
- - ☐ Show Comments

Municipality of Temiskaming Shores

SAT-1 (Municipality) Status: Completed

SAT-1 Score: 44%

- 1. Introduction Score: 70%
- 2. Asset Management Policies & Procedures Score: 47%
- 3. State of Local Infrastructure Score: 50%

Roads - Score: 54%

Bridges and Culverts - Score: 64%

Water - Score: 45% Wastewater - Score: 45% Stormwater - Score: 43% Solid Waste - Score: 42% Facilities - Score: 45%

Vehicles and Equipment - Score: 62%

4. Levels of Service (LOS) - Score: 38%

Roads - Score: 42%

Bridges and Culverts - Score: 43%

Water - Score: 35% Wastewater - Score: 37% Stormwater - Score: 33% Solid Waste - Score: 33% Facilities - Score: 37%

Vehicles and Equipment - Score: 40%

5. Asset Management Strategy - Score: 41%

Roads - Score: 46%

Bridges and Culverts - Score: 45%

Water - Score: 38% Wastewater - Score: 38% Stormwater - Score: 38% Solid Waste - Score: 38% Facilities - Score: 35%

Vehicles and Equipment - Score: 49%

6. Financing Strategy - Score: 41%

Roads - Score: 41%

Bridges and Culverts - Score: 41%

Water - Score: 41%

Wastewater - Score: 40% Stormwater - Score: 41% Solid Waste - Score: 41% Facilities - Score: 40%

Vehicles and Equipment - Score: 41%

- 7. Making Asset Management Operational Score: 40%
- 8. Continuous Improvements and Updates Score: 40%
- 9. Asset Management Tools Score: 48%
- 10. Internal Governance and Ownership Score: 44%
- 11. Council Approval and Support Score: 80%
- 12. Public Engagement and Communication Score: 40%

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Table of Contents

SAT-1 Municipality of Temiskaming Shores ()

This is the table of contents for your survey. The sections are colour coded based on their status.

Tip: To answer questions for all of your asset groups, you can click on the section title (3, 4, 5, or 6) to complete them all at the same time!

- 1. Introduction (Completed)
- 2. Asset Management Policies & Procedures (Completed)
- 3. State of Local Infrastructure (Completed)

Roads (Completed)

Bridges and Culverts (Completed)

Water (Completed)

Wastewater (Completed)

Stormwater (Completed)

Solid Waste (Completed)

Facilities (Completed)

Vehicles and Equipment (Completed)

4. Levels of Service (LOS) (Completed)

Roads (Completed)

Bridges and Culverts (Completed)

Water (Completed)

Wastewater (Completed)

Stormwater (Completed)

Solid Waste (Completed)

Facilities (Completed)

Vehicles and Equipment (Completed)

5. Asset Management Strategy (Completed)

Roads (Completed)

Bridges and Culverts (Completed)

Water (Completed)

Wastewater (Completed)

Stormwater (Completed)

Solid Waste (Completed)

Facilities (Completed)

Vehicles and Equipment (Completed)

6. Financing Strategy (Completed)

Roads (Completed)

Bridges and Culverts (Completed)

Water (Completed)

Wastewater (Completed)

Stormwater (Completed)

Solid Waste (Completed)

Facilities (Completed)
Vehicles and Equipment (Completed)

- 7. Making Asset Management Operational (Completed)
- 8. Continuous Improvements and Updates (Completed)
- 9. Asset Management Tools (Completed)
- 10. Internal Governance and Ownership (Completed)
- 11. Council Approval and Support (Completed)
- 12. Public Engagement and Communication (Completed)

Menu

Mark Completed

Print



Introduction

The AMP is a comprehensive document which is a fundamental piece in moving along the AMP continuum towards long term financial sustainability. This section explores a high level understanding of the requirements and benefits of AM in Ontario

Tip: Choose the appropriate answer to each question. Previous answers from the SAT-1 are indicated by an M1 (municipality answer) or C1 (consultant answer). You do not need to answer all of the questions at once. To save your work, click the 'Save and Return' button at the bottom of the page.

	 To what extent is the municipality utilizing the benefits of asset management planning within the organization?
0	Not utilizing the benefts
0	Utilizing asset management benefits only to respond to external requirements
0	Moderate utilization of the benefits
● M1C	Utilizing asset management benefits to respond to external requirements and somewhat for internal benefits
0	Fully utilizing asset management planning for both internal and external benefits
	2. To what extent is the municipality complying with asset management pressures/requirements in Ontario? (1)
0	Not complying with AM requirements
0	Complying with AM pressures and requirements to meet gas tax and capital grant applications
⊚ M1	Complying with AM pressures and requirements to meet gas tax, capital grant applications and O.Reg 588/17
O C1	Complying with AM pressures and requirements to meet gas tax, capital grant applications, O.Reg 588/17 and DCA
0	Complying with all AM requirements and any other pressures identified
	3. Comments

C-

The City has recently completed an update of the Asset Management Policy as required in O. Reg 588/17 which will be posted on our Web site prior to July 1st, 2019.

We are also currently working to fill in the gaps and voids identified in the inventory of our assets.

Save and Mark In Progress

Save and Mark Complete



Asset Management Policies & Procedures

AM policies, procedures or protocols set out a governance structure.

Examples of AMP policies are below:

- What are the tasks, steps and sequences to building an AMP?
- Who is responsible for each step?
- Who accountability measures and metrics are in place to measure progression?
- What policies are needed?

Tip: Choose the appropriate answer to each question. Previous answers from the SAT-1 are indicated by an M1 (municipality answer) or C1 (consultant answer). You do not need to answer all of the questions at once. To save your work, click the 'Save and Return' button at the bottom of the page.

	1. Is the asset management planning process supported by asset management policies and strategies? ①
0	No policy or procedures
0	No policy and only informal procedures followed
0	No policy, but formal procedures documented
	Policy in place but no/informal procedures followed
0	Policy in place and formal procedures documented
	2. To what extent do the Asset Management policies/strategies guide the asset management planning process? ①
0	No guidance
⊚ M1C1	Some
0	Moderate
0	Asset management policy/procedures substantially integrated within strategies and planning mechanisms within the asset management plan
0	Asset management policy/procedures fully integrated within strategies and planning mechanisms within the asset management plan
	3. To what extent do the policies/strategies provide an approach to evaluate the performance and effectiveness of the AM planning process? ①
● M1	No measures and metrics
O c1	High level discussions regarding measures and metrics
0	Some measure and metrics
0	Measures and metrics are included and used to evaluate the current AMP Process OR to provide for improvements to future AMPs
\circ	

4. Commer	its
C -	
	agement Team has been identified in the AM Policy and initial med held. Work in Progress.
	•

Save and Mark Complete

Save and Mark In Progress



State of Local Infrastructure

This Section asks questions about the state of your local infrastructure such as:

- · asset type
- financial accounting and replacement cost valuation
 asset age distribution and asset age as a proportion of expected life
- asset condition
- · data verification and condition assessment policy

Tip: For each asset displayed on the left, choose the appropriate answer to each question. Previous answers from SAT-1 are indicated by an M1 (municipality answer) or C1 (consultant answer). You do not need to answer all of the questions at once. To save your work, click the 'Save and Return' button at the bottom of

Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	1. Is there one comprehensive asset register? 🍎
0	0	0	0	0	0	0	0	No asset database kept
⊚ M1C1			⊚ M1C1	⊚ M1C1	● M1C1	⊚ M1C1		Several asset registers with no connected asset attributes*
0	0	0	0	0	0	0	0	Several asset registers but with connecting asset attributes*
0	0	0	0	0	0	0	0	Two to three asset registers with connecting asset attributes*
0	0	0	0	0	0	0	0	One comprehensive asset register
								2. To what extent does your asset register meet internal and extern reporting needs? ①
Road	B&C	Wat	WWat _	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	Asset register does not provide for internal or external reporting needs.
⊚ M1C1	M1C1	⊚ M1C1			⊚ M1C1	● M1C1		Asset register provides for some high level or basic reporting needs (i.e. based or or asset type).
0	0	0	0	0	0	0	0	Asset register provides for some more detailed internal and external reporting not however some reporting requirements are either not provided for, or are at a most constant of the second se
0	0	0	0	0	0	0	0	Asset register provides for most internal and external reporting needs.
0	0	0	0	0	0	0	0	Asset register meets allr equired internal and external reporting needs.
To America School								3. To what extent does the municipality include detailed asset attril asset register? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No attributes
		M1C1	● M1C1	● M1C1	● M1C1	● M1C1	● M1C1	Some higher level attributes for some asset types
O C1	0	0	0	0	0	0	0	Many high level attributes* for most assets
0	O C1	0	0	0	0	0	0	Some detailed attributes** for some assets and higher level attributes* for other
0	0	0	0	0	0	0	0	Detailed attributes** for all assets
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	4. How are your assets broken down into components? 👔
0	0	0	0	0	0	0	0	All complex assets recorded as single (whole assets)
0	0	0	0	0	0	0	0	Minimal component breakdown
0	0	0	0	0			0	Moderate component breakdown

	0	0			⊚ M1C1	0	0		Componentization used in complex asset categories, but not to a level that meets needs
	M1C1		0	0	0	0	0	0	All assets broken down into enough components to meet your AM needs
	700000	1000,000					EMPREM	Pagaronia	5. How are your assets broken down into segments (i.e. Roads, Wate Wastewater)? ①
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	All linear assets recorded as single (whole assets) / Not Applicable
	0	0	0	0	0	0	0	0	Minimal segment breakdown
	0	0	0	0	0	○●	○●	0	
	0	0	0	0	0	M1C1	M1C1	0	Moderate segment breakdown
	0	0			● M1C1	0	0		Segmentation used in linear asset categories, but not to a level that meets your A
	M1C1	M1C1	0	0	0	0	0	0	All linear assets broken down into enough segments to meet your AM needs
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	6. How is replacement cost determined? 🕖
	0	0	0	0	0	0	0	0	No replacement cost* valuation
	0	0	0	0	0	0	0	0	Reproduction cost** primarily based on inflated historical cost
	•	•	•	•	•	•	•	•	Reproduction costs* based on credible sources***
	M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	M1 O	•
	0	0	0	0	0	0	0	CI	Some consideration of replacement cost* and some reproduction** cost
	0	0	0	0	0	0	0	0	Replacement cost* utilized throughout
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	7. Do you have documentation in place to determine when and how values (i.e. replacement costs) are updated? 🕡
	0	0	0	0	0	0	0	0	No strategy in place
	⊚ M1C1		M1C1	⊚ M1C1	⊚ M1C1				Some processes implemented but no guiding policy in place
	0	0	0	0	0	0	0	0	Draft policy and processes, but not implemented or does not meet your needs
	0	0	0	0	0	0	0	0	Policy completed but not followed, or process followed but not documented
	0	0	0	0	0	0	0	0	Complete policy and processes in place that meet the needs, and they are follows
									8. What sources of information are used to assess asset condition?
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	No Condition Rating
	0	0	0	0	0	0	0	0	Age Based Condition - All Assets
			•	•	•	•	•		
	0	0	м1С1	MICI	M1C1	M1C1	MICI	0	Staff Visual Inspections - All Assets
	M1C1	0	0	0	0	0	0	M1C1	Staff Visual Inspections for Non-Complex Assets; Complete Condition* Ratings fo Assets
	0	● M1C1	0	0	0	0	0	0	Complete Condition* Ratings and Inspections for All Assets
	Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	9. Do you have documentation in place to determine when and how assessments are updated? 🕧
	0	0					0	0	No strategy or documentation in place
		0	0	0	0	0		0	Some processes implemented but no guiding policy in place
	0	0	0	0	0	0	0	0	Strategy in place but does not meet your needs
	0		0	0	0	0	0		Strategy in place but not followed, or process followed but not documented
(5)									

		● M1C1						0	
	0	0	0	0	0	0	0		Strategy in place that meets the needs, documented and is followed
									10. To what extent are the condition assessments impacted by histomaintenance (i.e. repair/breakdown/deficiency) data? ①
-	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	Historical maintenance not used in condition accessments
-	0	0	0	0	0	0	0	0	Historical maintenance not used in condition assessments
	0	0	M1C1	M1C1	M1C1	M1C1	0	0	Historical maintenance anecdotally used in condition assessments
	M1C1	0	0	0	0	0	M1C1	0	Historical maintenance consider informally in condition assessments
	0	M1C1	0	0	0	0	0	M1C1	Historical maintenance used in condition assessments but not integrated into pro
	0	0	0	0	0	0	0	0	Full consideration of historical maintenance data and repair/ breakdown/ deficie
-									11. Is there a process in place that ensures repeatability and consist condition ratings? ①
	Road	B&C O	Wat	WWat O	SWat	Waste	Facil	Veh	No process
	0		○●	•	○●	○	⊙		
	0	0	M1C1	M1C1	M1C1	M1C1	MICI	0	Periodic checks on condition ratings
	M1C1	0	0	0	0	0	0	0	Process established but not followed regularly
	0	0	0	0	0	0	0		Condition ratings are verified regularly, but no process in place
	0		0	0	0	0	0	0	Condition ratings are verified regularly in accordance with an established process
	2 7/	200					D W	52%	12. Are the condition assessments performed at the asset compone (for assets with components)? (1)
	Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	No condition assessments at the asset component level
			•	•	•	•	•		· ·
	0	0	M1C1	M1C1	M1C1	M1C1	M1C1	0	Some condition assessments at the asset component level
	M1C1	0	0	0	0	0	0	0	Most condition assessments at the asset component level
	0	⊚ M1C1	0	0	0	0	0	● M1C1	All condition assessments at the asset component level but not aggregated into a asset condition
	0	0	0	0	0	0	0	0	All condition assessments at the asset component level and aggregated into over condition
									13. Is condition data used to determine remaining life and future lif costs? ①
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
	0	0	0	0			0	0	Condition data is not used
	0	0	⊚ M1C1	⊚ M1C1	0	0	⊚ M1C1	0	Condition data is occasionally used
	M1C1	0	0	0	0	0	0	0	Condition data is used moderately
	0	M1C1	0	0	0	0	0	⊚ M1C1	Condition data is frequently used
	0	0	0	0	0	0	0	0	Condition data is always used
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	14. Is condition data used in level of service analysis (i.e. benchmarl year to year? 🕧
	0	0	0	0	•	0	0	0	Condition data is not used
	Ŭ	J	Ŭ	Ŭ	M1	J	J	J	Condition data is occasionally used
1									

			⊚ M1C1	● M1C1	0	⊚ M1C1	● M1C1		
	0	0	0	0	0	0	0	0	Condition data is used moderately
	0	0	0	0	0	0	0	0	Condition data is frequently used
	0	0	0	0	0	0	0	0	Condition data is always used
									15. What method of risk/criticality assessment is used? ①
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	is what method of risid criticality assessment is used.
	0	0	0	0	0	0	0	0	No risk assessment
	⊚ M1C1		⊚ M1C1	⊚ M1C1			● M1C1	0	High level risk assessment based on professional judgement
	0	0	0	0	0	0	0	0	High level risk/criticiality assessment based on analytics and professional judgem
,	0	0	0	0	0	0	0		Some detailed risk/criticiality assessment based on analytics and professional juc
	0	0	0	0	0	0	0	0	Detailed risk assessment based on analytics and detailed asset data used in calcu and CoF*. In addition, consideration given to redundancy factors**.
									16. To what extent is asset risk/criticality used to determine how freasset conditions are assessed? ①
	Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	
	0	0	0	0	0	0	0	0	Asset criticality/risk not used
	M1C1		⊚ M1C1	M1C1	M1C1	M1C1	⊚ M1C1		Asset criticality/risk occasionally considered
	0	0	0	0	0	0	0	O C1	Asset criticality/risk is used moderately
	0	0	0	0	0	0	0	0	Asset criticality/risk frequently considered
	0	0	0	0	0	0	0	0	Asset criticality/risk always considered
									17. Has an age/condition profile been developed for all assets? 👔
	Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	The same and the s
	0	0	0	0	0	0	0	0	No age profile*
	M1C1	0	M1C1	M1C1			● M1C1	0	Age profile* for some assets
	0	0	0	0	0	0	0		Age profile for most assets
	0	•	0	0	0	0	0	0	Age profile* for all complex assets
	0	M1C1	0	0	0	0	0	0	Full age profile* for all assets
				Ü	Ü	Ü	Ū	Ü	
									18. Is there a process in place to record new acquisitions/disposals i register(s)?? (1)
	Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	
	0	0	0	0	0	0	0	0	No process
	M1C1	M1C1	⊚ M1C1	M1C1	M1C1		M1C1	M1C1	Periodic checks on data
	0	0	0	0	0	0	0	0	Policy completed but no regular data verification
	0	0	0	0	0	0	0	0	Data is verified regularly, but no policy in place
	0	0	0	0	0	0	0	0	Data is verified regularly in accordance with established policy
									19. To what extent have major assumptions been assessed and docu
	Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	0
	0	0	0	0	0	0	0	0	No consideration of assumptions
	•	•	•	•	•	•	•	•	Major assumptions are not known
	M1	M1	M1C1	MICI	місі	M1C1	M.1	M1	Major assumptions are known but not documented
1			0	0	0	0			·

0	0					0	0	
0	0	0	0	0	0	0	0	Major assumptions are known and assessed but not documented
0	0	0	0	0	0	0	0	Major assumptions are known, assessed and documented
								20. Comments Roads C- Have a PCI for all bituminous surfaced roadways. Nothing formal for gr roadways. Bridges and Culverts C- OISM Inspection completed every two (2) years.
								Water C- Track water main breaks and flush system each Spring and Fall, recordi Pressures etc.
								Wastewater C - Annual Flushing Program in place, records for sewer system failures. Stormwater C - Records for system failures.
								Solid Waste C -

	Facilities C -
	Vehicles and Equipment
	C - 20 year replacement schedule in place for all City owned Fleet equipme vehicles.
Save and Mark In	Progress Save and Mark Complete



Levels of Service (LOS)

This Section asks questions about your levels of service:

•

	22.5			634	141			1. Have your services been determined? 👩
Road	8&C	Wat	WWat O	SWat	Waste	Facil	Veh O	Services not identified for AM purposes
					•	•		· · ·
0	0	0	0	0	M1C1	M1C1	0	Some core services identified for AM purposes
⊚ M1C1	⊚ M1C1	⊚ M1C1	M1C1	● M1C1	0	0	● M1C1	Most core services identified for AM purposes
0	0	0	0	0	0	0	0	All core services and some other services identified for AM purposes
0	0	0	0	0	0	0	0	All services identified
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	2. What process was followed in developing the level of service anal
0	0	0	0			0	0	No service level identification
⊚ M1C1			⊚ M1C1	0	O C1		⊚ M1C1	Basic LOS analysis for significant departments, meeting the needs of external pre included in AM plan
0	0	0	0	0	0	0	0	Detailed LOS analysis for significant departments, meeting the needs of external and included in AM plan
0	0	0	0	0	0	0	0	Basic LOS analysis for all departments & public input, meeting internal benefts ar pressures, included in AM plan
0	0	0	0	0	0	0	0	Detailed LOS analysis for all departments & public input, meeting internal beneft external pressures, endorsed by Council
								3. To what extent have community expectations been documented analysis? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No community expectations identified
		⊚ M1C1	M1C1		⊚ M1C1	⊚ M1C1		Community expectations identified on an ad hoc basis by staff based on experier judgement
0	0	0	0	0	0	0	0	Community expectations developed at a staff level incorporating strategic planni documents and Council input
0	0	0	0	0	0	0	0	Community expectations developed and documented through community consu Council input for some services or assets
0	0	0	0	0	0	0	0	Community expectations developed and documented through community consu Council input for all services or assets and integrated into planning documents
								4. To what extent have strategic (customer) LOS categories been deand used? (1)
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No service level identification
0	0		M1C1	⊚ M1C1	M1C1		0	Some service levels partially identified
	0	0	0	0	0	0	⊚ M1C1	Service level identification developed at a staff level

0	● M1C1	0	0	0	0	0	0	Most service levels developed at staff level and partially incorporated into the str
0	0	0	0	0	0	0	0	Service level identification developed in conjunction with strategic plan
								5. To what extent are current levels of service compared to expecte service at a strategic (customer) level? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No comparison
M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	● M1C1	Partial comparison
0	0	0	0	0	0	0	0	Some comparison
0	0	0	0	0	0	0	0	Most services compared
0	0	0	0	0	0	0	0	Full comparison
								6. To what extent have technical LOS categories been developed and
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No service level identification
0	0	⊚ M1C1	M1C1	M1C1	⊚ M1C1	0	0	Some service are partially identified
		0	0	0	0		● M1C1	Service level identification developed at a staff level
0	0	0	0	0	0	0	0	Most services are identified
0	0	0	0	0	0	0	0	Service level identification developed at a staff level, and linked to day-to-day ope activities
								7. To what extent are technical levels of service followed by operati
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	0
0	0		0	0	0	0	0	Technical levels of service do not exist, or operational staff are unaware of them
		O C1			⊚ M1C1			Technical levels of service exist, but operational staff do not use them regularly
0	0	0	0	0	0	0	0	Operational staff are partially aware of technical levels of service and use them o basis
0	0	0	0	0	0	0	0	Operational staff are fully aware of technical levels of service and use them on a basis
0	0	0	0	0	0	0	0	Operational staff are fully aware of technical levels of service and use them on a basis $\overline{\mbox{\ }}$
								8. Do you have a strategy in place to determine when and how servi capacity* assessments are updated? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
		M1C1	⊚ M1C1	M1C1		⊚ M1C1	⊚ M1C1	No strategy in place
0	0	0	0	0	0	0	0	Strategy in place but does not meet your needs
0	0	0	0	0	0	0	0	Strategy in development
0	0	0	0	0	0	0	0	Strategy in place but not followed, or process followed but not documented
0	0	0	0	0	0	0	0	Strategy in place that meets the needs, and the strategy is followed
								9. To what extent is service capacity* data used to determine remai and future capital works? ①
Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	M1C1	0	0	0	Service capacity* data is not used
0	0	● M1C1	⊚ M1C1	0	● M1C1	M1C1	M1C1	Service capacity* data is occasionally used
		0	0	0	0	0	0	Service capacity exists but not used

0	0	0	0	0	0	0	0	Service capacity* data is frequently used
0	0	0	0	0	0	0	0	Service capacity* data is always used
								10. To what extent are you comparing current LOS to expected LOS at technical level? (1)
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
		⊚ M1C1	M1C1			⊚ M1C1	⊚ M1C1	No comparison
0	0	0	0	0	0	0	0	Some service are partially identified
0	0	0	0	0	0	0	0	Some comparison
0	0	0	0	0	0	0	0	Most services are identified
0	0	0	0	0	0	0	0	Full comparison
								11. To what extent is the LOS analysis incorporating performance m
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
		M1C1		⊚ M1C1		● M1C1	● M1C1	Performance measure not used
0	0	0	0	0	0	0	0	Performance measures identified for some LOS, although isolated to one year of
0	0	0	0	0	0	0	0	Performance measures identified for most LOS, trending analysis is included ove years.
0	0	0	0	0	0	0	0	Performance measures identified, trending analysis is included over multiple yea
0	0	0	0	0	0	0	0	Performance measures identified, trending analysis is included over multiple yea trending is analysed to determine impact on lifecycle management strategy
Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	12. To what extent is service capacity*data used in the LOS analysis respect to benchmarking over multiple years? ①
0	0	0	0	0	0	0	0	Service capacity* data is not used
•	•	•	•	•	•	•	•	
M1C1	M1C1	MIC1	M1C1	M1C1	M1C1	MICI	MICI	Service capacity* data is occasionally used
0	0	0	0	0	0	0	0	Service capacity data exists but is not used
0	0	0	0	0	0	0	0	Service capacity* data is frequently used
0	0	0	0	0	0	0	0	Service capacity* data is always used
								13. Comments
								Roads
								Very little thought or work has taken place regarding LOS, MMS are use assist in LOS, however, nothing formally adopted.
								Bridges and Culverts C - Very little thought or work has taken place regarding LOS.
								Water

C-

Very little thought or work has taken place regarding LOS.

	Wastewater C- Very little thought or work has taken place regarding LOS.
	Stormwater
	C- Very little thought or work has taken place regarding LOS.
	Solid Waste C - Very little thought or work has taken place regarding LOS.
	Facilities C - Very little thought or work has taken place regarding LOS.
	Vehicles and Equipment
	C - Very little thought or work has taken place regarding LOS.
Save and Mark In	Progress Save and Mark Complete



Asset Management Strategy

This section sets the planned actions that will enable the assets to provide the desired level of service in a sustainable way, while managing risk, at the lowest lifecycle costs. Included in this section are preventative actions such as non-infrastructure solutions as well as activities related to maintenance, renewal/rehabiliation, replacement and disposal/expansion.

								1. To what extent are non-infrastructure solutions incorporated into
								lifecycle management strategy?
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	Not in revenue and
0	0	0	0	0	0	0	0	Not incorporated
M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	0	Some or high level incorporation
0	0	0	0	0	0	0	⊚ M1C1	Partially incorporated
0	0	0	0	0	0	0	0	Full incorporation at asset type level
0	0	0	0	0	0	0	0	Full incorporation at detailed asset level
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	2. What method is used to incorporate non-infrastructure solutions lifecycle management strategy? ①
0	0	0	0	0	0	0	0	Based on historical practices
•	•	•	•	•	•	•	0	Based on historical practices, and ad hoc reactionary adjustments
M1C1	М1	M1C1	M1C1	M1C1	M1C1	M1C1		
0	0	0	0	0	0	0	● M1C1	A mix of practices are used
0	CI	0	0	0	0	0	0	Some consideration for asset condition, risk and level of service
0	0	0	0	0	0	0	0	Full consideration of asset condition, risk and level of service
								3. To what extent are planned maintenance solutions incorporated lifecycle management strategy? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	Not incorporated
0	0			M1C1			0	Some or high level incorporation
● M1C1		0	0	0	0	0		Partially incorporated
0	O C1	0	0	0	0	0	0	Full incorporation at asset type level
0	0	0	0	0	0	0	0	Full incorporation at detailed asset level
								4. What method is used to incorporate planned maintenance solution lifecycle management strategy?
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	- market
0	0	0	0	0	0	0	0	Based on historical practices
0	0	⊚ M1C1	M1C1			⊚ M1C1	0	Based on historical practices, and ad hoc reactionary adjustments
		0	0	0	0	0	⊚ M1C1	A mix of practices are used

	0	0	_	_	_	_	_	_	
	C1	C1	0	0	0	0	0	0	Some consideration for asset condition, risk and level of service
	0	0	0	0	0	0	0	0	Full consideration of asset condition, risk and level of service
									5. To what extent are planned rehabilitation solutions incorporated
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	lifecycle management strategy? 🕖
	0	0	0	0	0	0	0	0	Not incorporated
	0	0						0	Some or high level incorporation
	•	•	0	0	0	0	0		Partially incorporated
i i	M1C1	M1	0	0	0	0	0	0	Full incorporation at asset type level
	0	C1 O	0	0	0	0	0	0	Full incorporation at detailed asset level
	0	0	0	0	O	0	0	O	·
									6. What method is used to incorporate planned rehabilitation soluti the lifecycle management strategy? 1
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
	0	0	0	0	0	0	0	0	Based on historical practices
	0	0	M1C1	M1C1	M1C1	M1C1	M1C1	0	Based on historical practices, and ad hoc reactionary adjustments
	0	0	0	0	0	0	0	● M1C1	A mix of practices are used
	M1C1	M1C1	0	0	0	0	0	0	Some consideration for asset condition, risk and level of service
	0	0	0	0	0	0	0	0	Full consideration of asset condition, risk and level of service
									7. To what extent are planned replacement solutions incorporated i
	Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	lifecycle management strategy? 🔞
	0	0	0	0	0	0	0	0	Not incorporated
	0	0						0	Some or high level incorporation
		● M1C1	0	0	0	0	0		Partially incorporated
	0	0	0	0	0	0	0	0	Full incorporation at asset type level
	0	0	0	0	0	0	0	0	Full incorporation at detailed asset level
									8. What method is used to incorporate planned replacement solutio
				14841	614	100		2428	lifecycle management strategy? 1
	Road	B&C	Wat	WWat O	SWat	Waste	Facil	Veh	Based on historical practices
	0	0	0	0	0	0		0	Based on historical practices, and ad hoc reactionary adjustments
	•	•	•	•	•	•	0	•	A mix of practices are used
	M1 O	M1	MICI	M1C1	M1C1	M1C1		M1C1	
	C1	C1	0	0	0	0	0	0	Some consideration for asset condition, risk and level of service
	0	0	0	0	0	0	0	0	Full consideration of asset condition, risk and level of service
							CERTICAL	200	9. To what extent are growth and/or new service areas incorporated lifecycle management strategy? ①
	Road	B&C ⑤	Wat	WWat	SWat	Waste	Facil	Veh	Not incorporated
	M1C1	M1C1	0	0	0	0	0	0	•
	0	0	M1C1	M1C1		⊚ M1C1	⊚ M1C1	M1C1	Some or high level incorporation
C.									

0	0	0	0	0	0	0	0	Partially incorporated
0	0	0	0	0	0	0	0	Full incorporation at asset type level
0	0	0	0	0	0	0	0	Full incorporation at detailed asset level
								10. To what extent are contributed assets incorporated into the life management strategy? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	⊚ M1C1	0	0	0	0	⊚ M1C1		Not incorporated
⊚ M1C1	0	⊚ M1C1		⊚ M1C1	⊚ M1C1	0	0	Some or high level incorporation
0	0	0	0	0	0	0	0	Partially incorporated
0	0	0	0	0	0	0	0	Full incorporation at asset type level
0	0	0	0	0	0	0	0	Full incorporation at detailed asset level
								11. How are risk assessments used within the lifecycle management
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	N. 6.1
0	0	0	0	0	0	0	0	No linkage
M1C1	M1C1	M1C1	M1C1	M1C1	⊚ M1C1	⊚ M1C1		Risk assessment used to determine corporate risk
0	0	0	0	0	0	0	0	Risk assessment is partially used
0	0	0	0	0	0	0	0	Risk assessment used to set priorities within the asset management plan strategy
0	0	0	0	0	0	0	0	Risk assessment used to determine corporate risk and to set priorities within the management strategy.
								12. Has the municipality considered multiple lifecycle management scenarios within its asset management plan? (1)
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
	● M1C1	⊚ M1C1	M1C1	● M1C1	● M1C1	⊚ M1C1	0	No asset management strategies considered
0	0	0	0	0	0	0	● M1C1	One asset management strategy considered
0	0	0	0	0	0	0	0	Asset management strategy is a mix
0	0	0	0	0	0	0	0	Multiple asset management strategies considered at a high level
0	0	0	0	0	0	0	0	Multiple asset management strategies considered at a detailed level
								13. Are clear capital priorities established within the lifecycle mana strategy? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
							⊚ M1C1	Capital priorities are ad hoc.
0	0	0	0	0	0	0	0	Capital priorities identified for first year of the forecast period, based on staff est
0	0	0	0	0	0	0	0	Clear capital priorities identified for multip years of the forecast period, based or estimates
0	0	0	0	0	0	0	0	Clear capital priorities identified for multiple years and based on asset condition, for some assets
0	0	0	0	0	0	0	0	Clear capital priorities identified for multiple years of the forecast period, based condition, rist and LOS
								14. Comments

Roads C

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Bridges C -	and Culverts		
	Inspections and visual observ	ations dictate whe	re budget will b
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Solid W C- Moni	/aste toring for capacity with Annua		approval proces
C- Repl Solid M C- Moni	/aste toring for capacity with Annua		approval proces

Nothing formal.
Vehicles and Equipment
C-
20 Year replacement Plan.
Save and Mark In Progress Save and Mark Complete



Financing Strategy

A financial plan is critical for putting an asset management plan into action. Examples include:

- · yearly expenditure forecasts
- actual expenditures from the previous 2-3 years
 breakdown of year revenues
 key assumptions and alternative scenarios
 funding shortfalls and how impact will be managed

								1. Does the municipality have a financing strategy that considers all
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	funding sources? 1
0	0	0	0	0	0	O	0	No funding strategy
M1C1		M1C1	⊚ M1C1	⊚ M1C1	● M1C1		● M1C1	Informal funding strategy for some funding sources
0	0	0	0	0	0	0	0	Informal funding strategy for all significant funding sources*
0	0	0	0	0	0	0	0	Formal funding strategy for some funding sources
0	0	0	0	0	0	0	0	Formal funding strategy for all significant funding sources*
Road	8&C	Wat	WWat	SWat	Waste	Facil	Veh	2. What method is used to incorporate expansion needs (i.e. growth new service areas) into the financing strategy? ①
0	0	0	0	0	0	0	0	Not incorporated
O C1	0	O C1	O C1	0	0	O C1	O C1	Based on staff analysis
				M₁		M1		A mix of approaches are used
0	0	0	0	0	0	0	0	Based on staff analysis, approved growth related documents and partially based
0	0	0	0	0	0	0	0	service Based on staff analysis, approved growth related documents and fully based on l service
								3. What method is used to incorporate contributed assets into the f strategy? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	Not incorporated
⊚ M1C1		⊚ M1C1	⊚ M1C1	● M1C1	● M1C1		● M1C1	Some incorporation
0	0	0	0	0	0	0	0	Based on staff analysis
0	0	0	0	0	0	0	0	Mixes approach
0	0	0	0	0	0	0	0	Based on approved development documents
	205	11/	1404/	City		F. 11		4. Does your financing strategy include a detailed debt analysis? 🕧
Road	B&C O	Wat	WWat O	SWat	Waste	Facil	Veh	No debt analysis
								High level analysis of future debt needs only
0	0	0	0	0	0	0	0	High level analysis of current and future debt needs
1								

		⊚ M1C1	⊚ M1C1				● M1C1	
0	0	0	0	0	0	0	0	Detailed analysis of current and future debt needs and its impact on operating $\ensuremath{\text{b}}\xspace$
0	0	0	0	0	0	0	0	Detailed analysis of current and future debt needs and its impact on operating budebt capacity analysis
								5. Does your financing strategy include a continuity schedule for all reserve/reserve funds (RRF)? (1)
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No reserve/RF analysis
	● M1C1			M1C1		● M1C1	● M1C1	High level analysis of future activities of some applicable RRF
0	0	0	0	0	0	0	0	High level analysis of future activities of all applicable RRF
0	0	0	0	0	0	0	0	Detailed analysis of future activities of some applicable RRF
0	0	0	0	0	0	0	0	Detailed analysis of future activities of all applicable RRF
Board	B&C	Wat	WWat	SWat	Waste	Facil	Veh	6. Does your financing strategy include a detailed analysis of other sources, such as donations, municipal act charges/landowner recoverants, etc.?
Road	0	o vvat	O	O	O	0	0	No analysis
•	•	•	•	•	•	•	•	·
M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	M1C1	High level analysis of future needs only
0	0	0	0	0	0	0	0	Partial analysis of other funding sources
0	0	0	0	0	0	0	0	High level analysis of current and future needs
0	0	0	0	0	0	0	0	Detailed analysis of current and future needs
								7. Does the financing strategy detail out a long-term impact analysis taxation/user fees? (1)
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	No contrato for set of confined as a
• •	○	•	•	•	•	•	○●	No analysis of taxation/user fees impact
M1C1	M1C1	M1C1	MICI	M1C1	M1C1	M1C1	M1C1	High level analysis of taxation/user fees impact over the short-term
0	0	0	0	0	0	0	0	High level analysis of taxation/user fees impact over the long-term
0	0	0	0	0	0	0	0	Detailed analysis of taxation/user fees impact over the short-term
0	0	0	0	0	0	0	0	Detailed analysis of taxation/user fees impact over the long-term
								8. Does your financing strategy combine all individual funding source into an integrated combined analysis? (1)
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	Control of Granden states and all and an ideal for the same and an ideal
⊚ M1C1	⊚ M1C1	⊚ M1C1	⊚ M1C1	⊚ M1C1		⊚ M1C1		Combined financing strategy analysis not provided. Funding source analyses are from one another.
0	0	0	0	0	0	0	0	More significant funding sources are combined to an integrated analysis in the sl planning horizon.
0	0	0	0	0	0	0	0	Most funding sources are combined into an integrated analysis over the short ter medium term planning horizon.
0	0	0	0	0	0	0	0	Most funding sources are combined into an integrated analysis over the longer to horizon.
0	0	0	0	0	0	0	0	All funding sources are combined into an integrated analysis over the long term phorizon.
								9. Are clear capital priorities established in the short term* within t Financing Strategy? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No clear priorities identified
● M1C1		M1C1	⊚ M1C1	⊚ M1C1	M1C1	M1C1	M1C1	Some priorities are identified
0	0	0	0	0	0	0	0	Clear priorities identified for first year of the strategy

0	0	0	0	0	0	0	0	Priorities are a mix
0	0	0	0	0	0	0	0	Clear priorities identified for multiple years
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	10. Does your Financing Strategy include a detailed analysis of your infrastructure funding gap? $\textcircled{1}$
Noau	bac	wat		34401	waste			
0	0	0		0	0		0	No analysis and no approach to calculate funding deficit
M1C1		● M1C1	O C1	● M1C1	M1C1	O C1		Ad hoc analysis to calculate existing funding deficit
0	0	0	0	0	0	0	0	Ad hoc analysis to calculate funding deficit over the long-term
0	0	0	0	0	0	0	0	Formal analysis to calculate existing funding deficit
0	0	0	0	0	0	0	0	Formal analysis to calculate funding deficit over the long-term
200	2.25.441					=::::		11. Does your financing strategy include other performance and sus measures? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No performance and sustainability measures
M1C1	M1C1	M1C1	M1C1	M1C1		⊚ M1C1	● M1C1	Partial performance and sustainability measures
0	0	0	0	0	0	0	0	Some performance and sustainability measures
0	0	0	0	0	0	0	0	Mix of performance and sustainability measures
0	0	0	0	0	0	0	0	Detailed performance and sustainability measures
							2.0000	12. Does your infrastructure funding deficit analysis consider how to be managed? ①
Road	B&C	Wat	WWat	SWat	Waste	Facil	Veh	
0	0	0	0	0	0	0	0	No consideration for managing the deficit
○M1C1	M1C1	MIC1	MICI	 M1C1	○M1C1	○M1C1	© M1C1	No consideration for managing the deficit Partial consideration for managing the deficit
•	•	•	•	•	•	•	•	∞
● M1C1	⊚ M1C1	M1C1	⊚ M1C1	⊚ M1C1	⊚ M1C1	⊚ M1C1	⊚ M1C1	Partial consideration for managing the deficit
M1C1	M1C1	MIC1	MICI	MIC1	● M1C1○	MIC1	MICI O	Partial consideration for managing the deficit Some consideration for managing the deficit
M1C1	M1C1OO	© M1C1	© M1C1	© M1C1	M1C1OO	M1C1OO	M1C1 O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit
© M1C1	© M1C1	MIC1OOO	© M1C1 O O	© M1C1	© M1C1 O O	MIC1OOO	© M1C1 O O O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break
MICI O O Road O	M1C1 O O B&C O @	M1C1 O O Wat O	MICI O O WWat O	MIC1 O SWat O ®	MIC1	MIC1 O Facil O	M1C1 O O Veh O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category?
MICI O O Road	● M1C1○○○B&C○	MIC1 O O Wat	MICI O O WWat	MICI O SWat	MIC1 O Waste	MIC1 O O Facil	M1C1 O O Veh	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category?
MICI O O Road O MICI	MICT	Wat MIC1 Wat MIC1	WWat WMat M1C1	SWat	Waste Waste MIC1	MIC1 O Facil MIC1	● M1C1	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial
MICI O Road O MICI O	M1C1 O O B&C O M1C1 O	Wat O M1C1 O O O	WWat WWat M1C1	SWat M1C1 SWat M1C1 O	Waste Waste MIC1	Facil M1C1 M1C1 M1C1 M1C1	● M1C1 O O Veh O ● M1C1 O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial Some
Road O M1C1 O O O	B&C O M1C1 O O O O O O O O O O O O O O O O O O	Wat O M1C1 O O O	WWat WWat M1C1 WWat M1C1	SWat SWat M1C1 O O O	Waste O M1C1 O O O	Facil O M1C1 O O O	● M1C1 O O Veh O ● M1C1 O O O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial Some Mix
MICI O O Road O MICI O O Road	@ M1C1	Wat O O Wat O Wat O Wat O Wat	WWat WWat WWat WWat WWat	SWat O SWat O SWat	Waste Waste Waste Waste	MIC1 O Facil O MIC1 O Facil Facil	● M1C1	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial Some Mix Yes 14. Does your financing strategy include yearly revenues broken do confirmed source?
Road O M1C1 O O O	B&C O M1C1 O O O O O O O O O O O O O O O O O O	Wat O M1C1 O O O	WWat WWat M1C1 WWat M1C1	SWat SWat M1C1 O O O	Waste O M1C1 O O O	Facil O M1C1 O O O	● M1C1 O O Veh O ● M1C1 O O O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial Some Mix Yes 14. Does your financing strategy include yearly revenues broken do
MICI O O Road O MICI O O Road	@ M1C1	Wat O O Wat O Wat O Wat O Wat	WWat WWat WWat WWat WWat	SWat O SWat O SWat	Waste Waste Waste Waste	MIC1 O Facil O MIC1 O Facil Facil	● M1C1	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial Some Mix Yes 14. Does your financing strategy include yearly revenues broken do confirmed source?
Road O Road O Road O Road O	M1C1 O O B&C O B&C O B&C O B&C O O	Wat Wat Wat Wat Wat Wat O Wat O	WWat Wwat	SWat O SWat O SWat O SWat O O	Waste Waste Waste Waste	Facil Facil	M1C1 O O Veh O Veh O Veh O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial Some Mix Yes 14. Does your financing strategy include yearly revenues broken do confirmed source? No
Road O Road O Road O M1C1 O O	B&C O B&C O B&C O M1C1 O B&C O B B B B B B B B B B B B	Wat Wat Wat Wat Wat MICI	WWat O WWat O WWat O WWat O MICI	SWat O SWat O SWat O MICI	Waste O Waste O Waste O Waste O	MIC1 O Facil O Facil O MIC1 O MIC1 O	● M1C1 O O Veh O O Veh O O O Veh O O O O O O O O O O O O O O O O O O O	Partial consideration for managing the deficit Some consideration for managing the deficit Mixed consideration for managing the deficit Detailed and specific consideration for managing the deficit 13. Does your financing strategy include a yearly expenditure break historical and forecast) by lifecycle category? No Partial Some Mix Yes 14. Does your financing strategy include yearly revenues broken dor confirmed source? No Partial

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Making Asset Management Operational -

The Guide sees asset management as an integral part of a comprehensive strategic plan and driver of muncipal budgets as well as a key element in official plan and land use planning.

	1. To what extent is the Asset Management Plan integrated into the capital budget? (1)
0	No integration
● M1C1	Asset management plan is a tool used in the preparation of the capital budget
0	Asset management is partially incorporated into the capital budget
0	Asset management plan recommendations are brought forward during capital budget deliberations
0	Asset management plan is fully integrated into the capital budget
	2. To what extent is the Asset Management Plan integrated into the operating budget? ①
0	No integration
● M1C1	Asset management plan is a tool used in the preparation of the operating budget
0	Asset management is partially incorporated into the operating budget
0	Asset management plan recommendations are brought forward during operating budget deliberations
0	Asset management plan is fully integrated into the operating budget
	3. To what extent is the Asset Management Plan integrated with the municipality's strategic plan? (1)
0	No integration
● M1C1	Partial integration
0	Strategic plan recommendations are brought forward during asset management plan preparation
0	Mixed integration
0	Strategic plan is fully integrated into the asset management plan
	4. To what extent is the Asset Management Plan integrated with PSAB 3150 asset data? ①
0	No integration
● M1C1	Some integration of asset categories (up to 50% of current value)

0	Partial integration of asset categories
0	Some integration of asset categories (from 51 to 99.9% of current value)
0	Full integration of all asset categories
	5. To what extent is the asset management plan integrated with other policies/processes? (1)
0	No integration
● M1C1	Some integration
0	Partial integration
0	Partial integration
0	Full integration
	6. Comments C -
	Save and Mark In Progress Save and Mark Complete



Continuous Improvements and Updates -

Although the AMP is a document that is produced periodically, it is a ongoing tool to enhance municipal decision-making. Forecast improvements to your AM process are determined below.

	1. Does the municipality have a process in place to update the asset management planning process? ①
0	No process
⊚ м1С1	Some processes
0	Ad hoc process
0	Mix of approaches
0	Documented and approved process
	2. Does the municipality have a process in place to incorporate improvements into the asset management planning process? ①
0	No process
● M1C1	Some process
0	Ad hoc process
0	Mix of improvements
0	Documented and approved process
	3. How often are asset management plan updates or improvements implemented/integrated into the AM process? (1)
0	Updates not performed
● M1C1	Updates are performed only when external pressures require it
0	Updates are performed based on available resources
0	Updates are performed for internal benefit, but not on a regular schedule
0	Updates are performed for internal benefit, but on a regular schedule (i.e. annually or more frequently)
	4. Comments
	C -

future AMP will have guidelines for review and updates.
Save and Mark In Progress Save and Mark Complete



Asset Management Tools -

This section looks at additional tools available to assist in the AM process

	4. You what forms in the count we sint or house?
_	1. In what form is the asset register kept? 🕧
0	No asset register
0	Asset register housed by external consultant (municipality has hard copy)
● M1C1	Asset register in spreadsheet format (i.e. Excel)
0	Asset register housed in asset register program, used only by Finance
0	Asset register housed in asset register program, used by multiple applicable departments
	2. To what extent is the asset register used as a dynamic tool? 🕧
0	No asset register program
0	Asset register program used to house data from other sources
● M1C1	Asset register is a mix
0	Asset register program used with some automation with respect to valuation, condition, capacity, and/or risk
0	Asset register program used with frequent automation with respect to valuation, condition, capacity, and/or risk
	3. Is the asset data and decisions spatially mapped? 🕧
0	3. Is the asset data and decisions spatially mapped? Assets not spatially mapped
○● M1C1	
	Assets not spatially mapped
● M1C1	Assets not spatially mapped Assets partially spatially mapped
● M1C1○	Assets not spatially mapped Assets partially spatially mapped Asset mapping is a mix
M1C1OO	Assets not spatially mapped Assets partially spatially mapped Asset mapping is a mix All assets spatially mapped
M1C1OO	Assets not spatially mapped Assets partially spatially mapped Asset mapping is a mix All assets spatially mapped All assets spatially mapped and linked to the asset register 4. Are there other asset related systems/tools utilized by your municipality and
M1C1OO	Assets not spatially mapped Assets partially spatially mapped Asset mapping is a mix All assets spatially mapped All assets spatially mapped and linked to the asset register 4. Are there other asset related systems/tools utilized by your municipality and how connected are they to the asset register?
M1C1OOO	Assets not spatially mapped Assets partially spatially mapped Asset mapping is a mix All assets spatially mapped All assets spatially mapped and linked to the asset register 4. Are there other asset related systems/tools utilized by your municipality and how connected are they to the asset register? No other systems/tools
M1C1OOO	Assets not spatially mapped Assets partially spatially mapped Asset mapping is a mix All assets spatially mapped All assets spatially mapped and linked to the asset register 4. Are there other asset related systems/tools utilized by your municipality and how connected are they to the asset register? No other systems/tools Other systems/tools are used but no connection to asset register

	5. Does your municipality have the ability to perform modelling optimization?
● M1C1	No modelling optimization
0	Use of external consultants to perform model optimization
0	Use of internal spreadsheet analysis (i.e. Excel) to perform model optimization
0	Use of systems/tools to perform model optimization
0	Extensive modeling optimization
	6. Comments
	C -
	Save and Mark In Progress Save and Mark Complete



Internal Governance and Ownership -

"Soft skills" play an important role in the successful implementation of an AMP which influence their actions. It is critical to understand how their attitudes govern why or how certain actions are or are not occurring.

	1. To what extent is the asset management planning process embedded within the organizational structure? (1)
0	No organizational support
0	One department support
⊚ M1C1	Mix of support
0	Few departments' support
0	All applicable departments' support (i.e. steering committee)
	2. What is the level of use of asset management within all applicable municipal departments? ①
0	No asset management utilization
0	Utilized as a result of external pressures only
0	Utilized by one department only
● M1C1	Utilized by a few departments
0	Utilized by all departments
	3. What resourcing is dedicated to asset management planning? 🕧
0	No resourcing
⊚ м1C1	Ad hoc resourcing put into place by one department
0	Ad hoc resourcing put in place by many departments
0	Formal resourcing put in place by one department
0	Formal resourcing put in place by many departments
	4. Are there sufficient staff with core competency skills in key operational activities with respect to asset management planning? ①
● M1C1	Little or no staff competency and insufficient complement
0	Some staff competency and insufficient complement
0	Staff competency and complement inconsistent

0	Adequate staff competency but insufficient complement
0	Adequate staff competency and sufficient complement
	5. Are there sufficient staff with core competency skills in key financial activities with respect to asset management planning (i.e. PSAB, accounting, budgeting, rate setting, etc.)? (i)
● M1C1	Little or no staff competency and insufficient complement
0	Some staff competency and insufficient complement
0	Staff competency and complement inconsistent
0	Adequate staff competency but insufficient complement
0	Adequate staff competency and sufficient complement
	6. Comments
	C -
	Save and Mark In Progress Save and Mark Complete



Council Approval and Support -

It is important that Council support the AMP exercise at every stage of the process. This Section measures the level of Council invovlement in the AMP and AM process.

	1. To what extent does Council approve the Asset Management Plan? 🕧
0	No Council approval
0	Council receives the asset management plan as information only
0	Council approves the asset management plan, with no specific recommendations
● M1C1	Council approves the asset management plan and defers all recommendations to the budget process
0	Council approves the asset management plan with specific recommendations to be included in the budget process
	2. To what extent does Council support the asset management process? ①
0	No Council support
0	Council only concerned with asset management when external pressures require it
0	Council support inconsistent
● M1C1	Council concerned with asset management when external pressures and some internal needs require it
0	Council concerned with asset management when external pressures and most internal needs require it
	3. Comments
	C :
	Save and Mark In Progress Save and Mark Complete



Public Engagement and Communication -

This section engages the public to understand the issues and trade offs related to AM

1. To what extent is the public involved in the asset management process? ①
No public involvement
The public can attend Council meeting when asset management plan is being approved
The public is aware of asset management plans through active public education campaigns
The public is invited to comment on a draft asset management plan
The public is invited to provide input into asset management plan development
2. Comments C -
There is very little involvement from the Public with most issues and topics at the council decision level.

The Corporation of the City of Temiskaming Shores

By-law No. 2019-063

Being a by-law to adopt an Asset Management Policy for the City of Temiskaming Shores

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

and whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council considered Memo No. 004-2019-PW at the April 16, 2019 Regular Council meeting and directed staff to prepare the necessary by-law for an *Asset Management Policy* for the City of Temiskaming Shores for consideration of provisional approval (1st and 2nd reading) at the April 16, 2019 Regular Council meeting and further provided 3rd and final reading prior to July 1, 2019;

Now therefore the Council of The Corporation of the City of Temiskaming Shores enacts the following as a by-law:

- 1. That Council for the City of Temiskaming Shores hereby adopts an Asset Management Policy, attached hereto as Schedule "A" and forming part of this by-law; and
- 2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantical or descriptive nature to the by-law and schedule, after its passage, where such modifications or corrections do not alter the intent of the by-law or its associated schedules.

Read a first and second time this 16th day of April, 2019.

Mayor – Carman Kidd

Clerk - David B. Treen

Read a third time and finally passed this 21st day of May, 2019.

Mayor – Carman Kidd

Clerk - David B. Treen

City of Temiskaming Shores - Asset Management Policy

1.0 Terms & Definitions

In this policy the following definitions are used:

- "Asset" An item, thing or entity that has potential or actual value to an organization;
- "Asset Management" (AM) The coordinated activity of an organization to realize value from assets. It considers all capital asset types, and includes all activities involved in the asset's life cycle from planning and acquisition/creation; to operational and maintenance activities, rehabilitation, and renewal; to replacement or disposal and any remaining liabilities. Asset management is holistic and normally involves balancing costs, risks, opportunities and performance benefits to achieve the total lowest lifecycle cost for each asset;
- "Asset Management Plan" (AMP) Documented information that specifies the activities, resources, and timescales required for an individual asset, or a grouping of assets, to achieve the organization's asset management objectives. Under O. Reg. 588/17, by 2023 AMPs for core municipal infrastructure assets will be required to include: the current levels of service being provided; the current performance of each asset category; a summary of assets in each asset category, their replacement cost, average age, condition information, and condition assessment protocols; lifecycle activities required to maintain current levels of service; discussion of population and economic forecasts; and documentation of processes to make inventory and condition related background information available to the public;
- "Asset Management Steering Committee" The City has developed a steering committee to assist in developing and administering the Asset Management Plan. The Asset Management Steering Committee is comprised of the following positions: Director of Public Works; Director of Recreation; Director of Corporate Services; Treasurer; and City Manager. Additional staff may be delegated to participate as appropriate;
- "Capitalization Thresholds" The City's Asset Management Policy applies to all assets whose role in service delivery requires deliberate management by the Municipality. The Service-focus intent of this policy differentiates its requirements for identifying assets from the capitalization thresholds which are developed for the purposes of financial reporting. For this reason, the capitalization threshold developed for financial reporting will not be the guide in selecting the assets covered by the asset management planning process;
- "Green infrastructure asset" An infrastructure asset consisting of natural or humanmade elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, trees, urban forests, natural channels, permeable surfaces and green roofs;
- "Level of service" (LOS) Parameter or combination of parameters, which reflect social,

political, environmental and economic outcomes that the organization delivers. Parameters can include, but are not necessarily limited to, safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability;

"Lifecycle activities" – Activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities;

"Municipal infrastructure asset" – An infrastructure asset, including a green infrastructure asset, directly owned by a Municipality or included on the consolidated financial statements of a Municipality, but does not include an infrastructure asset that is managed by a joint municipal board and/or corporation;

2.0 Policy Purpose

The purpose of this policy is to provide leadership in and commitment to the development and implementation of the City's asset management program. It is intended to guide the consistent use of asset management across the organization, to facilitate logical and evidence-based decision-making for the management of municipal capital infrastructure assets and to support the delivery of sustainable community services now and in the future.

By using sound asset management practices, the City aspires to ensure that municipal capital infrastructure assets meet expected performance levels and provide desired service levels in an efficient and effective manner.

This policy demonstrates a commitment to the stewardship of municipal capital infrastructure assets and to improved accountability and transparency.

3.0 Policy Statement

The City of Temiskaming Shores aims to uphold the following policy statements in managing its capital infrastructure:

- 1. The City will implement a municipal-wide Asset Management Program that will promote lifecycle and risk management of the City's capital infrastructure assets. A primary goal will be to achieve the lowest total cost of ownership while meeting desired levels of service. Levels of service (LOS) refer to the outcomes or service attributes that the City aims to deliver for its residents and can include both technical and qualitative components.
- 2. The City will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:
 - Comprehensive and Accurate Asset Data
 - ii. Condition Assessment Protocols

- iii. Risk and Criticality Models
- iv. Lifecycle Management
- v. Financial Strategy Development
- vi. Level of Service Framework
- 3. The City will develop and maintain an asset inventory of all municipal capital infrastructure assets which includes unique ID; description; location information; value (both historical and replacement); performance characteristics and/or condition; estimated remaining life and estimated repair, rehabilitation or replacement date; and estimated repair, rehabilitation or replacement costs.
- 4. The City will develop and maintain an Asset Management Plan that incorporates all infrastructure categories and municipal capital infrastructure assets as per the legislated requirements. The capitalization threshold guidelines in the City's Tangible Capital Asset Policy will be applied as a baseline. The Asset Management Plan will address its core municipal capital infrastructure assets by July 1, 2021 and all other municipal capital infrastructure assets by July 1, 2023. The Asset Management Plan will be updated at least every five years thereafter in accordance with O. Reg. 588/17.
- 5. The City will integrate asset management plans and practices with its long-term financial planning and budgeting strategies. This includes the development of financial plans that determine the level of funding required to achieve short-term operating and maintenance needs, in addition to long-term funding needs to replace and/or renew municipal capital infrastructure assets based on full lifecycle costing.
- 6. The City will identify appropriate funding for its capital infrastructure and for financing service delivery. This may include taxation or user fee revenues, grant programs, debt-financing, public-private partnerships (P3), alternative financing and procurement (AFP), or the shared provision of services.
- 7. The City will develop meaningful performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community.
- 8. The City will consider the risks and vulnerabilities of municipal capital infrastructure assets to climate change and the actions that may be required, including, but not limited to: anticipated costs that could arise from these impacts, adaptation opportunities, mitigation approaches, disaster planning, and contingency funding. Impacts may include matters relating to operations, levels of service and lifecycle management.
- 9. The City will ensure that asset management planning is aligned with the following financial plans:

- i. Financial reports related to the City's water capital assets, including any financial plans prepared under the Safe Drinking Water Act, 2002; long-range capital plans developed as part of an Asset Management Plan; and annual Water Regulation and Rating By-laws.
- ii. Financial reports related to the City's wastewater capital assets, including long-range capital plans developed as part of an Asset Management Plan; and annual Wastewater Regulation and Rating Bylaws.
- iii. Water & Wastewater Rate Studies and subsequent updates to these studies.
- iv. Future Development Charge Background Studies and Bylaws and subsequent updates to these studies and bylaws.
- v. Current Long Range Financial Plan and subsequent updates.
- 10. The City will align asset management planning with the Province of Ontario's landuse planning framework, including any relevant policy statements issued under section 3(1) of the Planning Act; shall conform with the provincial plans that are in effect on that date; and shall be consistent with municipal official plans.
- 11. The City will coordinate planning for interrelated municipal capital infrastructure assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.
- 12. The City will develop processes and provide opportunities for municipal residents and other interested parties to offer input into the City's asset management planning, where appropriate.
- 13. The City's Asset Management Plan will be developed and administered by the Asset Management Steering Committee.

4.0 Policy Scope

This policy applies to all departments involved in planning, maintaining, or operating the City's capital infrastructure assets.

The City is responsible for providing a range of services to the community, including but not limited to: transportation networks and infrastructure; storm water management; potable water; wastewater collection and treatment; fire & emergency services; and recreation opportunities. To deliver these services, the City owns and manages a diverse capital infrastructure asset portfolio including but not limited to roads, bridges, culverts, parks, watermains, reservoirs, wells, sanitary and storm sewers, water and wastewater treatment plants, trails, libraries, recreational facilities and equipment.

Asset management refers to the set of policies, practices and procedures that enable the City to realize maximum value from its capital infrastructure assets. The City is responsible for operating and maintaining machinery, equipment, and other capital assets

to support the delivery of services to residents. The City recognizes the importance of implementing an effective approach to the management of its capital infrastructure assets in order to maximize asset lifecycles cost-effectively and deliver appropriate levels of service for residents.

The City's Asset Management Plan will align with provincial legislation, such as the Infrastructure for Jobs and Prosperity Act and the Planning Act and its regulations.

The approval of this policy is an important step towards integrating the City's strategic mission, vision and goals with its Asset Management Program and ensuring that critical municipal capital infrastructure assets and vital services are maintained and provided to the community in a reliable, sustainable manner.

5.0 Policy Principles

In Section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015* the following principles are set out to guide asset management planning in municipalities in Ontario. Temiskaming Shores will strive to incorporate the following principles whenever possible into the day to day operation of the Municipality:

- Forward looking: The decision-makers shall take a long-term view when considering infrastructure planning and investment while consider the needs of citizens by being mindful of, among other things, demographic and economic trends.
- Budgeting and planning: Infrastructure planning and investment shall consider any applicable budgets or fiscal plans, including those adopted through Ontario legislation.
- Prioritizing: Infrastructure priorities shall be clearly identified in order to better inform decision-makers with respect to infrastructure investment decisions.
- Economic Development: Infrastructure planning and investment shall promote economic competitiveness, productivity, job creation and training opportunities.
- Transparency: Infrastructure planning and investment shall be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information.
 - investment decisions regarding infrastructure shall be made on the basis of information that is either publicly available or is made available to the public, and
 - 2) information with implications for infrastructure planning shall be shared between the Municipality and broader public sector entities, and should factor into investment decisions respecting infrastructure.
- Consistency: Infrastructure planning and investment shall ensure the continued provision of core public services, such as health care and education.
- > Environmentally conscious: Infrastructure planning and investment shall minimize

the impact of infrastructure on the environment, respect ecological and biological diversity, and support resilience to climate change

Health and safety: Infrastructure planning and investment shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.

- Community focused: Infrastructure planning and investment shall promote community well-being, such as local job creation and training opportunities, improvement of public spaces, accessibility for persons with disabilities or other relevant benefits identified by the City and community.
- Innovation: Infrastructure planning and investment shall foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
- Integration: Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Municipality, as the case may be, the Municipality shall nevertheless be mindful of those plans and strategies and make investment decisions regarding infrastructure that support them, to the extent that they are relevant.
- Risk-based: Direct our resources, expenditures, and priorities in a way that achieves the established levels of service & benefits at an acceptable level of risk.
- Compliant: Comply with all relevant legislative, regulatory and statutory requirements.

6.0 Guidelines and Practises

Strategic Alignment

The City of Temiskaming Shores will be, or has previously developed and adopted a Strategic Plan, an Official Plan, an Emergency Management Plan, a Multi-Year Accessibility Plan, a Community Improvement Plan, and an Asset Management Plan. These plans are designed to meet the legislative requirements and work together to achieve the municipality's mission of providing innovation and excellence in service delivery. Spending requirements defined in the budgeting process and in long-term financial planning will reflect the objectives of these plans.

All of the City's plans rely, to some extent, on the physical assets owned by the City and the commitment of staff to ensure their strategic use. This includes the long-term maintenance, repair, and replacement of existing assets along with the acquisition of new assets to meet the evolving needs of the municipality.

Asset management planning therefore will not occur in isolation from other municipal goals, plans and policies.

Stakeholder Engagement

The City recognizes the importance of stakeholder engagement as an integral component of a comprehensive asset management approach. The Municipality recognizes the residents, businesses and institutions in its community as stakeholders and neighboring municipal bodies, provincial agencies, and regulated utilities partners in service delivery. Accordingly, Temiskaming Shores will foster informed dialogue with these parties using the best available information and engage with them by:

- Providing opportunities for residents and other stakeholders served by the Municipality to provide input in asset management planning; and
- Coordinating asset management planning with other infrastructure asset owning agencies such as municipal bodies and regulated utilities.

Community Planning

Asset management planning will be aligned with the City's Official Plan and the Provincial Policy Statement of the Planning Act. The Asset Management Plan will reflect how the community is projected to change with respect to development. The Municipality will achieve this by consulting with those responsible for managing the services to analyze the future costs and viability of projected changes. The combination of lifecycle analysis and financial sustainability principles will be the driver in the selection of community development or redevelopment that requires new assets, or existing asset enhancements. Methods, assumptions, and data used in the selection of projected changes should be documented to support the recommendations in the Asset Management Plan.

Cross-referencing the Municipality's Official Plan and the Asset Management Plan will ensure that development occurs within the Municipality's means through an understanding of current and future asset needs.

Climate Change

Climate change will be considered as part of the Municipality's risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impact and other risks with the cost of reducing these vulnerabilities. Bolstering resilience to climate change includes adapting to opportunities to manage vulnerabilities, anticipating possible costs to support contingency funds, and disaster planning to allow for business continuity. These actions will be taken in addition to acquiring or modifying assets based on greenhouse gas reduction targets. The City will continue to work with our stakeholders to support climate change mitigation and adaptation.

Scope and Capitalization Thresholds

This policy applies to all assets owned by the Municipality whose role in service delivery

requires deliberate management by the Municipality. The Municipality will use a service-based (qualitative) perspective when applying this policy to municipal assets, rather than a monetary value (quantitative). The service-focus intent of this policy differentiates its requirements for identifying assets from the capitalization thresholds that are developed for the purposes of financial reporting. For this reason, the capitalization threshold developed for financial reporting will not be the guide in selecting the assets covered by the asset management planning process.

Financial Planning and Budgeting

The Municipality will integrate asset management planning into the annual capital budget, operating budget, and its long-term financial plan. The Asset Management Plan will be used as a resource in order to:

- Identify all potential revenues and costs (including operating, maintenance, replacement and decommissioning) associated with forthcoming infrastructure asset decisions; and
- Evaluate the validity and need of each significant new capital asset, including considering the impact on future operating costs; and incorporate new revenue tools and alternative funding strategies where possible.

The department level budget submission prepared by each Senior Manager will be reviewed and evaluated by the City Manager and Treasurer in the preparation of the Municipality's annual budget. Service area personnel will reference the Asset Management Plan for their area in order to look up forecasted spending needs identified in the plan, verify progress made on the plan to identify potential gaps, and prioritize spending needs, across the gap identified in the plan and recent developments, for the year to be budgeted for. Finance staff will be involved in the asset management planning process to coordinate the information from the service personnel in the preparation of the budget submission.

For the purposes of managing water and wastewater assets, the water and wastewater financial plans will be used as a basis for establishing user fees, and master plans will be referenced in order to ensure alignment with the budgeting process.

7.0 Governance and Continuous Improvement

The policy requires the commitment of key stakeholders within the Municipality's organization to ensure the policy guides the development of a clear plan that can be implemented, reviewed and updated.

The Council is entrusted with the responsibility of overseeing, on behalf of citizens, a large range of services provided through a diverse portfolio of assets. Council, having stewardship responsibility, is the final decision maker on all matters related to asset management in the Municipality. The Council and Senior Management are committed to the success of asset management planning. The following details the responsibilities of

the key stakeholders within the Municipality.

Council:

Approve by resolution the Asset Management Plan and its updates every five years;

Conduct annual reviews of the management plan implementation progress on or before July 1st of every year, that includes:

- Progress on ongoing efforts to implement the asset management plans;
- Consideration of the Strategic Asset Management Policy;
- Any factors affecting the ability of the Municipality to implement its Asset Management Plan;
- Consultation with Senior Management;
- A strategy to address these factors including the adoption of appropriate practices; and
- Support ongoing efforts to continuously improve and implement the asset management plans.

City Manager:

Maintain compliance with the asset management policy and provincial asset management regulations.

Asset Management Steering Committee:

Oversee asset management planning activities that fall within their service area and in support of others.





Memo

To: Mayor and Council

From: Mathew Bahm, Director of Recreation

Date: December 17, 2019

Subject: Ontario Trillium Foundation Funding – Splash Pad

Attachments: Appendix 01 - OTF Approval Letter

Mayor and Council:

On February 6, 2018, Council approved the submission of a funding application to the Ontario Trillium Foundation in the amount of \$150,000 to assist in the construction of a Splash Pad.

Staff submitted that funding application to the Ontario Trillium Foundation in August 2018. Notification was received January 21, 2019 that the application was unsuccessful.

On the recommendation of the Ontario Trillium Foundation, a revised application was submitted in June 2019 for \$150,000 for funding assistance for the construction of a Splash Pad. On October 24, 2019 staff received notice that the revised application was successful.

The Ontario Trillium Foundation sent staff approval for the funding agreement (Appendix 01) on November 18, 2019 for consideration.

Staff is recommending:

That Council direct staff to prepare the necessary by-law to enter into a funding grant with the Ontario Trillium Foundation in the amount of \$150,000 towards the construction of the Rotary Spray Park for consideration at the December 17, 2019 Regular Council meeting.

Prepared by:	Reviewed and submitted for Council's consideration by:
"Original signed by"	"Original signed by"
Mathew Bahm Director of Recreation	Christopher W. Oslund City Manager



2019-11-18 Corporation of the City of Temiskaming Shores 325 Farr Drive, PO Box 2050 Haileybury, Ontario P0J 1K0

Dear David B. Treen:

Re: Application ID# CP105993

I am delighted to inform you that the Ontario Trillium Foundation (OTF) has approved your grant application. We believe that our investment in your project will support positive, measurable change in Ontario communities, and are excited to work with you.

This letter and Grant Contract form the basis of the information that your organization requires to embark on a successful relationship with OTF.

Please read the entire Grant Contract carefully. The Grant Contract outlines the Foundation's expectations of the Grantee and the Grantee's obligations. It also ensures that the Grant benefits Ontarians and that the Grantee is accountable for public Grant funds. The Grant Contract includes:

- The Cover Page
- Terms and Conditions associated with your grant
- The Schedule A, with Approved Budget, selected Grant Results and Metrics, Grant Reporting Requirements and Payment Schedule, and name of the person monitoring your grant
- A Declaration of Understanding which confirms that you have read the relevant Policies and requirements stipulated
- Authorizing Signatures, pre-signed by OTF, and requiring the electronic signature of the person authorized to legally bind on behalf of your organization (your verified Primary Contact).

Sign and return your Grant Contract per directions provided within 60 days.

For projects ready to begin, OTF will be pleased to issue your first payment based on the project start dates and upon receipt of the signed Grant Contract, once your organization's banking information has been uploaded to your grant portal and after you've attended the mandatory grantee orientation webinar.

Additional important information:

- Bank account: All OTF grantees must provide OTF with the details for a bank account in the name of the grantee organization at a Canadian financial institution and must add this information to their grant portal once the Contract has been signed. OTF Grant funds will be transferred into this account, and until used in accordance with the agreement, the Grant funds must be kept in this account. Information on uploading banking information is available inside the OTF grant portal, under the 'Help' tab.
- Required grantee orientation webinar: All OTF grantees are required to participate in an OTF orientation webinar, before returning their Grant Contract. Learn more about the English and Erench webinars



your grant.

- Public Recognition of OTF funding: You are required to publicly recognize your OTF grant.
 Grant recipients are required to do the following activities: host a recognition event, issue a
 media release, include the OTF logo on your website and materials related to the grant, and
 acknowledge OTF support on applicable social media. Please review the <u>Public Relations</u>
 <u>Toolkit</u> and contact a <u>Public Relations Associate</u> at least three weeks prior to your recognition
 event.
- Announcing Your Grant: Please do not publicly recognize your grant until OTF makes a
 formal announcement on our <u>Media Releases page</u>. However, your MPP may be in touch with
 your organization to offer congratulations and ask you to participate in a grant recognition
 event. In this instance, please be in touch with your <u>Public Relations Associate</u>

The OTF is committed to leadership in the nonprofit sector, and we have a plan for how we'll make Ontario communities healthier and more vibrant. We're excited to invest in your project, and can't wait to see the impact that the work of your organization will have on your community.

Yours sincerely,

Michael Diamond

Chair, Board of Directors





Subject: Bucke Park – Future Operations Report No.: RS-018-2019

Agenda Date: December 17, 2019

Attachments

Appendix 01: Sole Source Rationale

Recommendations

It is recommended:

- 1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-018-2019;
- 2. That Council accepts the Sole Source Rationale prepared by staff and agrees to waive the tendering procedure in accordance with Section 10.10 (ii) of the City's Procurement Policy (By-law No. 2017-015); and
- 3. That Council directs staff to proceed with negotiations with the Bucke Park Recreation Committee for the operation of Bucke Park for the 2020 season.

Background

On October 1, 2019 Council considered Memo No. 028-2019-CS from City Manager Chris Oslund which outlined the chronology of events relating to the proposed disposition of Bucke Park. Following council discussion Resolution No. 2019-515 was carried and reads as follows:

Be it resolved that Council for the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 028-2019-CS and the presentation from the City Manager in regards to the Bucke Park Campground; and

Whereas at the May 21, 2019 Regular Council meeting, Resolution No. 2019- 315 was carried directing staff to release RFQ-CS-001-2019 to secure Realtor Services for the disposition of Bucke Park; and

That Bucke Park will remain in operation for the 2020 Season and that Resolution No. 2019-315 is hereby repealed; and That Council will consider future operation of Bucke Park Campground pending further information obtained through the Recreational Master Plan.

The Bucke Park Recreation Committee brought forward a proposal to Council during the course of discussion regarding the disposition of the park indicating their desire to operate the park.

The Bucke Park Recreation Committee is comprised of long-time seasonal residents of the park.

Recreation Services Page 1



Analysis

City representatives met with representatives of the Bucke Park Recreation Committee on October 28, 2019 to discuss their park operating proposal and issues of concern from the city. Discussions also covered issues faced over the past years and issues the city faces with operation into the future. Both groups communicated their desires to see the park operate in an economically feasible way for 2020 and to continue communications into the future.

City representatives and the Bucke Park Recreation Committee shared the same goals for operation of the park in 2020. Both parties want to increase the number of seasonal campers present, form a better line of communication between the campers of Bucke Park and the City and provide a fun, safe and welcoming space for people to enjoy.

Staff are confident that the Bucke Park Recreation Committee has the necessary skills, knowledge, abilities and incentives to provide excellent service and value to the taxpayers of the City of Temiskaming Shores.

In normal circumstances, staff would recommend that Council proceed with a Request for Proposal to seek potential operators for the Park. Given the interest expressed by the Bucke Park Recreation Committee, staff has prepared a Sole Source Rationale (attached as Appendix 01). Section 10.10 (ii) of the City's Procurement Policy (By-law 2017-015) states:

Single/Sole Source

In circumstances where there may be more than one source of supply in the open market, but only one of these is recommended by the Department Head in consultation with the City Manager for consideration on the grounds that it is more cost effective or beneficial to the City and where the expenditure will exceed \$10,000, approval must be obtained by Council prior to the negotiations with the single source. The Department Head or designate shall be responsible for submitting a report detailing the rationale supporting the use of the single source and to obtain approval from Council for the tendering procedure to be waived and for authorization to negotiate with the sole source supplier.

In every circumstance where there is a single source supplier selected, a report must be kept on file that includes the reason why a single source supplier was selected. This report should be signed by staff involved in the process, including the Department Head responsible. A copy of this report is to be forwarded to the City Manager.

Therefore, staff is also seeking Council's approval to sole source this service prior to proceeding any further with negotiations with the Bucke Park Recreation Committee.

Recreation Services Page 2



<u>Financial / Staffing Implications</u>				
This item has been approved in the This item is within the approved but	J	Yes Yes	No 🗌	N/A ⊠ N/A ⊠
The budget for operations of Bucke the City's 2020 budget process. A financial obligations.		,	-	•
<u>Alternatives</u>				
No alternatives were considered.				
<u>Submission</u>				
Prepared by:	Reviewed a Council's c			
"Original signed by"	"Original si	gned by"		
Mathew Bahm Director of Recreation	Christophe City Manag		d	

Recreation Services Page 3



Single / Sole Source Justification

Attach this completed from to requisitions when competitive bids are not solicited.

Requested Single/Sole S	Source Su	upplier:		
Company Name	: <u>Bucke P</u>	ark Recreation Committee		
Contact Name: S	Slyvain G	elineau		
Address: PO Box	x 328		·	
City: North Coba	al <u>t</u>	Prov: <u>ONT</u>	Postal Code: POJ 1RO	
Phone Number:	(705) 62	2-2272 E-mail: <u>sylva</u>	in@eastlink.ca	
□ Sole Source		Single Source	☐ No Substitute	
(No other known source or the onl meeting specification requirement	•	(Only the designated Supplier is acceptable, others may exist)	(Specified item is required due to uniqueness, research continuity, etc.)	
Description of)perations	s service for the Bucke Park Campgr	ound in 2020	
Product or Service:				
Estimated Cost: \$ \$	17,500			
Complete the following	_			
•	•	source of the required item beca	use (check all that apply):	
•		rietary to the Contractor		
☐ A specific item is ne				
	•	or interchangeable with existing	g hardware;	
☐ As spare	or replac	cement hardware;		
\square For the repair or modification of existing hardware, or				
☐ For tech	nical eval	uation or test.		
☐ There is a substant i	ial techn	ical risk in contracting with any	other contractor (e.g. only one	
contractor has been	າ successf	ful to date in implementing a dif	ficult manufacturing process.)	
For support services effort, there is no reasonable expectation that a meaningful cost or other				
improvement could	improvement could be realized over the incumbent contractor's performance (e.g. the			
chances of another firm winning a competition are clearly remote).				

Explain why the recommended company is the only company that can meet the requirement. Address the following: Are there any other companies who can do this job? What condition exists so that the recommended company has a significant advantage over any other company who can do this job?

It is important to sufficiently address the key reason for awarding an order without soliciting competitive bids. The rational must be clear and convincing, avoiding generalities and unsupported conclusions.

The Bucke Park Recreation Committee consists of long-time seasonal park residents / Temiskaming Shores taxpayers. They approached the city during the summer of 2019 indicating their desire to operate the park in 2020 should City Council agree to extend operations of the park. With council directing staff to continue to operate Bucke Park in 2020 this group has approached staff to again state their desire to operate the park. Staff believe that this group's priorities and incentives align with the city's such that both stakeholders will be pulling in the same direction toward the same outcomes. Members of the Bucke Park Recreation Committee posses a variety of relevant skills including multiple previous years of operation of the Bucke Park campground, general handyman skills and institutional knowledge of the park and its history. Staff are comfortable with the proposed operations fee as it is the same as the fee paid over the previous four years and there is no expectation of receiving the same level of service at a lower cost. The contract would be for a single summer season without any extension options available to either city or operators.

Requested by:		
	Department Head	Date
Reviewed by:		
•	City Manager	Date
Endorsed by:		
•	Council	Date

THE CITY OF TEMISKAMING SHORES JANUARY - NOVEMBER 2019 YEAR-TO-DATE CAPITAL FINANCIAL REPORT

Finance Department Contact: Laura-Lee MacLeod, Treasurer 6-Dec-19

SUMMARY - CAPITAL Revenues and Expenditures as at November 2019

2019 YTD

			• =	
		Total	Variance	%
CAPITAL	Actual	Budget	B/(W)	Change
Revenues				_
Capital - General	1,295.0	4,598.8	(3,303.8)	-71.8%
Capital - Environmental	0.0	442.5	(442.5)	-100.0%
Total Revenues	1,295.0	5,041.3	(3,746.3)	-74.3%
Expenditures				
Capital - General	2,630.2	4,598.8	1,968.6	42.8%
Capital - Environmental	238.6	442.5	203.9	46.1%
Total Expenditures	2,868.8	5,041.3	2,172.5	43.1%
Net Position Capital	(1,573.8)	0.0	1,573.8	0.0%

GENERAL CAPITAL Revenues & Expenditures as at November 2019

			2019		
				Variance	%
Department	Project	Actual	Budget	B/(W)	GYR
REVENUES:	Transfer from Operations		974.2	(974.2)	_
	Transfer from Reserves		298.4	(298.4)	
	Financing - fleet	914.5	1,022.0	(107.5)	
	Financing - NL Library		1,700.0	(1,700.0)	
	Federal Gas Tax		601.9	(601.9)	
	Provincial Funding	318.7	0.0	318.7	
	Partnership - Splashpad	60.5	1.0	59.5	
	Partnership - Others	1.3	1.3	0.0	
Total Revenues		1,295.0	4,598.8	(3,303.8)	
EXPENDITURES:					
Corporate Services:	Backup Storage	6.5	6.6	0.1	100% X
	Server Upgrades	3.7	0.0	-3.7	X
	Zero Turn Lawnmowers (2 - Cemetery)	8.4	12.0	3.6	100% X
FEMS:	Therman Imaging System	3.7	8.5	4.8	100% X
	Rescue Equpment	22.7	24.6	1.9	100% X
Public Works:	2019 Roads Program	700.3	600.0	-100.3	100% X
	Golf Course Road Bridge	418.9	650.0	231.1	100% X
	Whitewood Avenue Pedestrian Crossing	27.9	40.0	12.1	100% X
	Shovel Ready Projects Design	8.9	75.0	66.1	X
Solid Waste:	Landfill Expansion (EA, ECA & Design)	44.8	55.0	10.2	75% X
	Landfill Expansion (engineering & tender)		75.0	75.0	
Property Mtnce:	NL Community Hall Accessibiltiy Engineering	19.0	26.1	7.1	80% X
	NL Arena Upgrades	22.2	45.0	22.8	100% X
	PFC Upgrades	32.7	29.5	-3.2	100% X
	NL Library Relocation	263.2	1,700.0	1,436.8	60% X
	Hlby Medical Centre Upgrades	52.2	53.0	8.0	100% X
Fleet:	Pumper/Tanker	426.7	426.5	-0.2	100% X
	Plow Truck	263.1	300.0	36.9	100% X
	Grader	233.6	300.0	66.4	100% X
	1/2 Ton Pick Up	33.3	35.0	1.7	100% X
	3/4 Ton Pick Up		38.0	38.0	75% X
Recreation:	Recreation Master Plan		40.0	40.0	50% X
	Zero Turn Lawnmower	22.7	20.0	-2.7	100% X
	Glycol Looper NL Arena Compressor	6.9	15.0	8.1	50% X
	Haileybury Beach Mechanical Room		15.0	15.0	
	Floor Machine NL Arena	6.8	8.0	1.2	100% X
	Splashpad	2.0	1.0	-1.0	X
Total Expenditures		2,630.2	4,598.8	1,968.6	

ENVIRONMENTAL CAPITAL Revenues & Expenditures as at November 2019

		2019	
			Variance
REVENUES:	Actual	Budget	B/(W)
Tranfer from Operations		442.5	(442.5)
Total Revenues	0.0	442.5	(442.5)
EXPENDITURES:			
Hlby WTP Sedimentation Tank Rebuild	103.8	250.0	146.2
Dymond Looping Phase 2&3	47.4	70.0	22.6
Hlby WWTP Digester Rehabilitation	80.4	115.0	34.6
Auto Greaser for Vacuum Truck	7.0	7.5	0.5
Total Expenditures	238.6	442.5	203.9





Memo

To: Mayor and Council

From: James Franks, Economic Development Officer

December 17, 2019 Date: Subject: Job Site Challenge

Letter from Deputy Minister Giles Gherson Attachments:

Mayor and Council:

At the December 3rd meeting of Council, Council received a letter from the Deputy Minister of Small Business & Red Tape Reduction, Ministry of Economic Development, Job Creation & Trade. The letter discusses the Job Site Challenge which has been implemented by the Province of Ontario to raise Ontario's profile and improve its attractiveness internationally.

The Job Site Challenge allows municipalities, economic development agencies and private land owners to submit proposals to the Province to be considered as one of Ontario's primary sites to develop mega projects within the province for the development of heavy industrial use.

Although we might be interested in such a development, Temiskaming Shores does not have a fully serviced or serviceable site available within the community with the minimum size of 500 acres and certainly not anything close to 1,500 acres. In addition, our current labour market could not support a mega project of this nature without doing significant harm to our existing employers.

These projects will be best suited to large urban centres that have an existing workforce that is readily available to meet the needs of the business investor. I would hazard a guess that most sites will be located within the GTA, however there may be some communities along the Highway 401 corridor that may be able to benefit from this program.

Our Certified Site Program is similar to this program, but has the Province marketing our industrial park to much smaller businesses that will be more suitable for our economy.

Prepared by: Reviewed by Reviewed and submitted for

Council's consideration by:

"Original signed by" "Original signed by" "Original signed by"

James Franks Shelly Zubyck Christopher W. Oslund

City Manager

Director of Corporate Services Economic Development

Officer



Deputy Minister, Small Business and Red Tape Reduction Ministry of Economic Development, Job Creation and Trade 56 Wellesley Street West 7th Floor Toronto ON M7A 2E7 Telephone: 416-325-6927

et de la Réduction des formalités administratives
Ministère du Développement économique,
de la Création d'emplois et du Commerce
56, rue Wellesley Ouest
7e étage
Toronto ON M7A 2E7
Téléphone: 416 325-6927
Courriel: giles.gherson@ontario.ca

Sous-ministre des Petites Entreprises

November 13, 2019

Email: giles.gherson@ontario.ca

Re: Job Site Challenge

The Province of Ontario is pleased to announce the launch of the Job Site Challenge — an exciting new program open to property owners and land developers across the province.

The Job Site Challenge is a *mega site program* modelled on successful large-scale investment attraction opportunities created in a number of US states over the last decade. It is designed to create and showcase shovel-ready sites capable of attracting large-scale manufacturing investment. The government of Ontario will provide value-add services to increase the attractiveness of properties and market the sites to domestic and international investors.

This is an opportunity for municipalities, economic development agencies, real estate developers, industrial property owners and other interested parties to submit proposals to the Province identifying mega site candidates for consideration. With the assistance of an internationally recognized site selector, sites will be evaluated and selected, based on how well they meet a set of site eligibility criteria.

We are searching for sites ranging from 500 to 1,500 acres in size capable of supporting large-scale manufacturing operations. Specifically, sites that are or could be zoned for heavy industrial use and that are serviced or serviceable by utilities, transportation and other infrastructure.

Program participants of selected sites will benefit from:

- Validation and endorsement of their site by an internationally recognized site selector
- Promotion and marketing by both the Province and the site selector to international and domestic investors
- Streamlined approvals review process for applicable provincial licences, permits and environmental approvals required to develop and service a site.

As the first of its kind in Canada, the Job Site Challenge is intended to raise Ontario's profile and improve our attractiveness internationally — so that we can compete with other North American jurisdictions for coveted large-scale investments in automotive and other advanced manufacturing and create good, high-paying jobs for the people of Ontario.

To participate, applicants are asked to submit a detailed proposal for consideration by March 31, 2020. We are asking participants to put forward their "best case" with sites that meet the specified criteria.

All necessary information about the Job Site Challenge, including site eligibility criteria, is available in the program application guide which can be requested by email at burdenreductionteam@ontario.ca.

Should you have any questions about the program or how to apply, please contact the Ministry of Economic Development, Job Creation and Trade — Small Business and Red Tape Reduction at the email noted above. You can also visit the <u>Job Site Challenge</u> <u>website</u> for additional information.

Thank you for your interest in the Job Site Challenge. We look forward to working with interested program participants.

Regards,

Giles Gherson Deputy Minister

/IThe

Economic Development

Strategic Plan Key Activities

July 1st – Dec 31st, 2019

IMMIGRATION / WORKFORCE

KEY ACTIVITIES:	STATUS:
Relocation Guide	 500 English and 100 French guides have been printed and a pdf link was added to the City website. Guides have been distributed at several events in the region and in Southern Ontario.
Work with, municipal and regional partners to attract newcomers to the region through attendance at trade shows and promotion of web portal.	 Hosted the Working Together Conference on October 23rd 2019 with over 100 participants from around the region to develop partnerships to enable us to be more successful in attracting and retaining newcomers. Participated in Shared marketing campaign with Timmins EDC and the Far Northeast Training Board to attend immigration events in Southern Ontario. Developed new banner showing the community's location in relationship to Ontario to show newcomers where we are. Partnering with the Northwest CFDC Network and the Northern Policy Institute to host the Come North Conference on Feb 11th, 12th 13th 2020. Attendees for the Northeast conference will come from North Bay, Sudbury, Timmins, Sault Ste. Marie and everywhere in between.
Develop an annual multicultural event highlighting the diversity of culture, food and music in the Quebec marketplace. (Enhance Art in the Park).	 Supported Art in the Park with \$6,000 from project funds to enable the Temiskaming Art Gallery to run the successful program. Worked with the Rotary Club to assist the Gallery with the provision of a BBQ at the event as they did not have sufficient volunteers to manage. Planning with BTT partners our next Tisser des Liens Témiscamingue / Building Ties Temiskaming evening on Feb 24th 2020 on the Québec side.

INDUSTRIAL / COMMERCIAL

KEY ACTIVITIES:	STATUS:
Promote certified site.	Organized in partnership with Enterprises Temiskaming an
	Intellectual Property training session for local businesses.
Host in bound or out	No local businesses participated in the mining supply trade
bound trade mission.	mission to Germany in November.
Work with Ontario	We continue to work with the Ontario Investment Centre to
Investment Center.	promote the industrial lands available in the community
Attend trade shows and attraction events.	No industrial or attraction events during this quarter
Potential Abattoir opportunity	• Staff met with the Ukrainian ownership in mid November who advised that they will be putting a proposal forward to the City in support of an Abattoir in the community. They are looking for some incentives from the City, and have advised that those will be outlined in their proposal which is expected by the end of the year.
Fast food chain	 Another fast food chain has contacted us with respect to finding a location in the community. Both of these companies are in need of an investor to develop the business opportunity.
Retail enhancement	 Work is moving ahead on the development of a large retail site inside the existing Timiskaming Square facility. Sadly, this will see the creation of an empty storefront in the downtown core. Two other current businesses within the mall will be relocated and redeveloped. Economic Development staff have completed funding applications for a water system upgrade project in Dymond that will allow for the future development of seniors homes
Industrial Development	 Still no news on the industrial scale production facility. The project remains on hold until the company is able to line up financing to complete the project. City staff continue to work with ONTC to facilitate the purchase of property in Haileybury. We are still awaiting the appraisal value of the proposed property.

AGRICULTURE

KEY ACTIVITIES:	STATUS:
Implement the Culinary Tourism Strategy and work with local partners such as the Northern Ontario Farm Innovation Alliance (NOFIA), promote local foods including the Northeast Bites program. (Foire Gourmande and Just Foods).	 Partnership with NOFIA to support the Northeast Bites program at the Foire Gourmande de l'Abitibi-Temiscamingue et du Nord-Est Ontario on August 16th- 18th, 2019. It was a successful event with 8 Northern Ontario producers participating this year. Four of them were new to the Foire. Started to work with Culinary Tourism Alliance with numerous in person and call in meeting. A questionnaire and interviews have begun with food tourism businesses to enhance the Lake Temiskaming Tour and create culinary tourism experiences within the already successful partnership with the many municipal, First Nation and business partners. The project will also see a partnership created with Just Foods and Savour Ottawa which would see all of our suppliers put onto the Savour Ottawa food map. This will provide our suppliers with greater visibility in the marketplace. Partnership with Destination Northern Ontario to showcase local food at the Royal Agricultural Winter Fair in Toronto. Staff attended the event to promote the region's food products and culinary tourism experiences Met with an investor who is considering Temiskaming Shores (and North Bay) as a site to develop a small agricultural packaging facility Thornloe Cheese was purchased by Gay Lea Foods which is
	an Ontario owned farmer cooperative. They plan to invest in Thornloe and further expand production
Work with area agriculture producers to participate at the 2019 International Plowing Match and Rural Expo in Verner and lead the Temiskaming Region's presence at the event.	 James and Anne-Marie attended the International Plowing Match on September 16th to 21st 2019 as part of the Regional Display; Temiskaming Shores, Temagami, North Bay, Timmins, Sudbury and West Nipissing have all put funds toward the creation of the Regional Display which focus on Tourism with interactive kiosks and highlighting local food. Partnership CATAC for the Saturday entertainment gave a chance to some local artists and signers to show their talent. Over 82,000 attendees visited the show over 5 days.

	•	At the Northern Ontario Tourism summit in Timmins the group won the Industry Leader Award for 2019.
Support the New Liskeard	•	The City once again supported the Fall Fair through regional
Agricultural Society in		advertising to bring more visitors from further afield to
order to grow/enhance the		participate in the event. Ads were purchased on CTV and
tourism impact of the New		Rogers Radio in North Bay, Sudbury, Timmins and Ville
Liskeard Fall fair,		Marie to attract people from those areas.
Assist in the development	•	Looking into a partnership with the Temiskaming Shores &
of a farm to table culinary		Area Chamber of Commerce to create a fundraiser event
event.		here showcasing local foods and the restaurants who use it.
Agricultural promotion of	•	Training session for staff and elected officials from around
our area.		the region to facilitate discussion on the opportunities for
		agricultural development in Timiskaming. Guest speaker: Dr
		Sara Epp from the University of Guelph. The City of
		Temiskaming Shores with NOFIA, OFA, U of G and OMAFRA

MINING SUPPLY

KEY ACTIVITIES:	STATUS:
Northern Ontario Mining Showcase (PDAC Project)	 Space is reserved at PDAC 2020 and over 100 companies have registered to participate in March. Regular meetings with Markey Consulting and Fed Nor continue to ensure that the Showcase is once again a resounding success. Funding has been approved for both PDAC and CIM in the amount of \$887,500 10% of the exhibitors are Temiskaming Shores based businesses
Northern Ontario Night	 The sponsorship packages for the 2020 event have gone out and we have raised approximately \$55,000 of the \$95,000 in required sponsorship to date. Local band, the Kings of Nowhere will be performing again Northern foods including Thornloe Cheese will be showcased
Other mining supply attraction activities	 Space is reserved for the CIM event in Vancouver in May of 2020. Applications for participation go out in December and registration should be complete by mid January with approximately 25 businesses attending.

TRANSPORTATION

KEY ACTIVITIES:	STATUS:
Earlton Timiskaming	No report
Regional Airport	
Encourage reinstatement of passenger rail	Staff continues to work with the Ontario Northland Railway and the Northeastern Ontario Rail Network to encourage the reinstatement of passenger rail service to the region. We have completed assumption for both according on the
	 We have completed surveys for both agencies on the proposed project and lobby ONR staff when possible.
Highway Improvements	 Continue to support the local GEMS Committee on their mission to see Highway 11 widened to 3 lanes with a center barrier for improved safety.
Potential Truck Wash	The truck wash lot has now sold and the business owner is working with the building department to finalize the building plans so that construction can commence in spring of 2020

FORESTRY

KEY ACTIVITIES:	STATUS:
Support local forestry	With consultant Jeff Barton a Forestry Day Tour was
small and medium size	organized on Oct 17 th 2019 to show local politicians and
enterprises (SMEs)/	municipal staff what impact the forestry industry has in our
organizations to attend	region. There were 23 participants.
provincial trade shows,	Supported one small business to participate at the
develop a larger	International Plowing Match showcasing their wood
marketplace and export to	products.
attend provincial trade	A monthly one-page article has been booked with the
shows, develop a larger	Temiskaming Speaker to highlight successful forestry
marketplace and export	stories.
possibilities.	Plan to work with schools to teach kids about forestry
Explore opportunities for	No new activity
forestry business growth	
into the Quebec markets.	
Support the development	Continue to work with Timiskaming First Nation and others
of non-timber forest	to develop food products from forest areas such as
products experiences in	mushrooms, chaga and fiddleheads.
the region.	

TOURISM/ CULTURE

KEY ACTIVITIES:	STATUS:	
With the recent designation by Parks Canada of the Ottawa River as a Canadian Heritage River the project would reach out to partners and work with communities along the river to promote the area as a whole, including product development. (2020)	 Organized 2 days with filmmaker Matt Lemay to capture images of the history of the Ottawa River. The project is being coordinated by Renfrew County with a little logistics support from us. The completed film will be made available to school board to assist them to teach the history and significance of the Ottawa River Some of the work with the Culinary project will carry over to further develop the Ottawa River project 	
Lake Temiskaming Tour; Wayfinding and Packages in 2020.	 Geofencing report with Big Clic was 1352 clicks and 478,680 impressions for the Lake Tour Campaign. With 1100 targeted individuals tracked to Temiskaming Shores through the program 3 virtual passports were completed on line. 83 passports were handed in and all 3 tourism packages have been booked with each winner. The prize of the local basket was also sent out to the winner. Marketing with Northeastern Ontario Tourism for bilingual ads in their touring map. Marketing with Tourisme Abitibi-Témiscamingue in their annual guide. Marketing partnership with Cochrane for an ad with Ontario Motorcoach Association 4 new members on the Lake Tour Website Partnered with Nicole Guertin to develop 20 Francophone tourism experiences in the area. 	
Partner with Tourism Northern Ontario to highlight the Group of Seven historical sites/product within the Temiskaming region.	 Working with Destination Northern Ontario and the Temiskaming Art Gallery to identify some local sites where the group of 7 have painted. (1 Temagami, 4 Cobalt) Organizing the next steps such as translating the material, ordering wooden benches and write up for the plaque for each site. 2020 is the 100th anniversary of their first visit to Northern Ontario and several marketing agencies will be supporting the campaigns 	
Develop and deliver a tourism ambassador	Not started. Estimate Q2 2020	

training for communities (2020).	• The intent of this program is to train front line employees at hotels, gas stations, restaurants and attractions to make sure they are good ambassadors of what our community has to offer.
Building Ties, partnership between two provinces and a first Nation Community.	 Next Tisser des Liens Témiscamingue / Building Ties Temiskaming evening. It will be held on the Québec side on February 24th, 2020. Theme: «Work Force: Success, Challenges and Opportunities».
Support and enhance local festival and events through language translation and promotion in the Quebec marketplace.	 Promotion of local events in the Journal Le Reflet and CKVM encouraging residents of Northwestern Quebec to participate in area festivals and events. Update on Festivals and Events Ontario website The program also assisted local festivals such as North on Tap and Villages Noel Temiskaming to access funding to pay for bilingual signage and promotional materials. Assisted Village Noel Temiskaming with set up and bilingual welcoming guide
Support the Conseil des Arts Temiskaming Arts Council with the development and promotion of Arts and Culture throughout the region.	 Supported CATAC in the creation of their Strategic Plan. Plan will provide the Art Council with strategic guidance and objectives to develop and promote Art and Culture in our region. Worked with CATAC to develop stronger partnerships between arts and culture organizations within the community
Support for regional marketing initiatives: Destination Ontario, Destination Canada, Destination Northern Ontario and local Tourism Information Center.	 Attended 4 day with Tourism Excellent North in the Toronto area for a Best Practice Mission on international experiences. Working with TEN to organize a 2 days' Experiential Travel Training for Operators workshop here in TS on Jan 21 and 22, 2020
Devil's Rock feasibility study (2020).	Included in 2020 Budget proposal

LIVABLE COMMUNITY

KEY ACTIVITIES:	STATUS:
Partner with health-	Bicycle Friendly Committee digital and print maps of area
related agencies to	bicycle trails to support health and cycling tourism.
promote healthy active	• Supporting local health care providers on a health care expo
living.	to showcase what services are available to residents.

The Corporation of the City of Temiskaming Shores By-law No. 2019-187

Being a by-law to amend By-law No. 2019-018, as amended being a by-law to appoint community representatives to various Committees and Boards for the 2019-2022 Term of Council – Appointment of members to the Recreation Committee

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues:

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council adopted By-law No. 2019-018 to appoint community representatives to various Committees and Boards for 2019-20222 term of Council;

And whereas Council considered an application for an appointment to the Recreation Committee and adopted Resolution No. 2019-613 at the November 19, 2019 Regular Council meeting directing staff to prepare the necessary by-law to amend By-law No. 2019-018 to appoint Robert Ritchie to the Recreation Committee for consideration at the December 3, 2019 Regular Council meeting;

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Schedule "A" to By-law No. 2015-030, as amended be further amended by appointing **Robert Ritchie** as a community representative to the Recreation Committee for the 2019-2022 Term of Council;

Read a first, second and third time and finally passed this 17th day of December, 2019.

Mayor – Carman Kidd		 _
Clerk – David B. Treen	 	

The Corporation of the City of Temiskaming Shores By-law No. 2019-188

Being a by-law to enter into a Funding Grant with Ontario Trillium Foundation for the construction of a Splash Pad in the City of Temiskaming Shores

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a -tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council considered Memo No. 018-2019-RS at the December 17, 2019 Regular Council meeting and directed staff to prepare the necessary by-law to enter into a funding grant with Ontario Trillium Foundation for a capital grant in the amount of \$150,000 towards the construction of the Rotary Spray Park for consideration at the December 17, 2019 Regular Council meeting;

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

- 1. That the Mayor and Clerk be authorized to enter into a funding grant with Ontario Trillium Foundation in the amount of \$150,000 towards the construction of the Rotary Spray Park, a copy attached hereto as Schedule "A" and forming part of this by-law; and
- 2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read a first, second and third time and finally passed this 17th day of December, 2019.

Mayor – Carman Kidd	
Clerk – David B. Treen	



Schedule "A" to

By-law No. 2019-188

Agreement between

The Corporation of the City of Temiskaming Shores

and

Ontario Trillium Foundation

Funding grant for the Rotary Spray Park Application ID No.: CP105993



GRANT CONTRACT

("the CONTRACT")

BETWEEN

Ontario Trillium Foundation ("The Foundation")

AND

Corporation of the City of Temiskaming Shores ("The Grantee") 325 Farr Drive, PO Box 2050 Haileybury, Ontario P0J 1K0

\$150,000 over 12 months

Delivering improved infrastructure with a \$150,000 grant over 12 months to build a new splash pad, giving children a fun and safe place to play. Fostering more active lifestyles, this initiative is helping infrastructure for unstructured and structured physical activities, and has an impact on the lives of 45,000 people in the community.

Application ID No.: CP105993

Approval Date: 2019-09-19



Terms and Conditions

1. Use of Grant Funds

- Grant funds may only be used for the exclusive purpose of the project as it is described in Schedule A ("The Grant"). Grant funds may only be spent for the items and activities described in Schedule A.
- Grant funds are not to be used for the purchase of alcohol or Cannabis.
- Grant funds are not to be used by or for any organization or individual other than those specified in Schedule A.
- The Grantee represents and warrants that it has read and agrees to comply with the Foundation's "Reallocation of Grant Funds Policy" published on the Foundation's website at www.otf.ca (the "OTF Website"), including that Policy as it may be amended from time to time.
- The Grantee acknowledges that the amount of Grant funds available to it is based on the actual costs to the Grantee, less any costs (including HST and other taxes) for which the Grantee has received, will receive, or is eligible to receive a rebate, credit or refund.
- Any unspent Grant funds must be returned to the Foundation, unless the Foundation has given prior written approval for such funds to be spent on other items or activities that are consistent with the Grant's purpose.
- The Grantee fully understands that all payments of Grant funds to the Grantee are funded by the Ontario Government and are wholly conditional upon the Foundation receiving sufficient funding from the Ontario Government. The Grantee understands that if funding is not provided to the Foundation, or is provided in an insufficient amount by the Ontario Government, the Foundation is not obligated to make any payments of Grant funds to the Grantee and the Foundation may reduce the amount of Grant funds, otherwise modify the Grant, or terminate the Grant.
- The Grantee acknowledges that it is obliged to take reasonable care in screening volunteers and staff participating in the project described in Schedule A.

2. Maintaining Eligibility Status

- By signing this Grant Contract, the Grantee represents, warrants, acknowledges, and confirms that the eligibility status of the Grantee set out in the Grantee's application to the Foundation for Grant funds is current and in good standing.
- The Grantee represents and warrants that the Grantee has read, is in compliance with and agrees to comply in the future with the Foundation's "Eligibility Policy" and "Advocacy Activities for Grantees Policy" published on the OTF Website, including those Policies as they may be amended from time to time.
- The Grantee represents and warrants that the Grantee has and will, for the duration of the Grant, maintain its current status as cited in the Grantee's Organization Registration with OTF, and will immediately inform the Foundation of any change in or challenge to the Grantee's eligibility status as set out in the Grantee's registration with the Foundation.

3. Payment of Grant Funds

- The Foundation will pay Grant funds according to the terms stated in Schedule A.
- The Grantee must have or must establish a bank account in its own name at a Canadian financial institution. Until used in accordance with this Grant Contract, the Grant funds will be kept in this account.
- The Foundation must receive an electronically-signed copy of this Grant Contract before sending the first Grant payment to the Grantee.



- determines that the Grantee is unable to complete the Grant in a satisfactory manner or within the approved timelines;
- determines that the Grantee is not complying with this Grant Contract, as defined in Section 16 below; or
- determines that continuing the Grant is not in the general public's interest.
- If the Grantee has received more than one Grant from the Foundation and OTF terminates one or more of those Grants, OTF may withhold payments under or terminate any or all of the other Grants of the Grantee.
- The Foundation may withhold Grant payments or terminate the Grant if the Grantee ceases to operate, is insolvent or otherwise unable to pay its debts, makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or proceedings are commenced to adjudge bankrupt, place in receivership, wind up, dissolve or liquidate the Grantee.

4. Mandatory Orientation Session

The Grantee will attend the Foundation's Orientation Webinar in order to understand its role and responsibilities as an OTF Grantee.

5. Grant Results and Metrics

- The Grantee, as specified in Schedule A, will track and report on Grant Results and Metrics, as required, for this Grant.
- For applicable Grantees with a Grow grant, the Grantee will comply with the requirement of administering pre and post surveys to program participants and make every reasonable effort to ensure program participants complete pre and post standardized survey tools identified by OTF using the OTF survey administration platform.

6. Reporting and Grant Monitoring

 The Grantee will immediately notify the Foundation of any changes to the finances, governance, management, staffing or operations of the Grantee such as a change to the legal status or name, or any other matter that might impact, delay or stop the successful completion of the Grant.

Progress and Final Reports

- The Grantee will submit complete progress reports and/or a final report to the Foundation at the times specified in Schedule A.
- In these reports the Grantee will clearly explain the Grantee's use of the Grant funds and the progress the Grantee has made toward achieving the metrics specified in Schedule A and the Grant Results.
- All reports will be submitted according to the Foundation's requirements.
- The Foundation will review the progress the Grantee makes toward achieving the specified Metrics and Grant Results. Monitoring progress may involve on-site visits by Foundation representatives.
- The Foundation may also ask to consult with the Grantee's personnel regarding the Grantee's expenditures, records, progress, and achievements relating to the Grant. The Grantee will co-operate with any such inquiry by the Foundation and will make the Grantee's reports, records (as described in Section 7 below), and the Grantee's personnel available for the purpose of the inquiry.
- If the Foundation does not receive progress reports in a timely manner or the Foundation receives progress reports which are not in compliance with this Grant Contract, the Foundation will withhold payments until the late reports or reports considered by the



terminate the Grant if any progress report is not received within sixty (60) days of the date on which it was due.

 If the Foundation does not receive final reports in a timely manner, this may be taken into consideration in assessing a future Grant application, and the Foundation may, in its discretion, decline to release to the Grantee any holdback payment referred to in Schedule A.

Additional Reporting

- In addition to the regular scheduled reports, the Foundation may ask the Grantee to submit additional interim reports, verbally or in writing, which the Grantee will provide on a timely basis.
- The Grantee acknowledges and agrees that OTF has the unrestricted right to use all information provided by the Grantee, including sharing best practices and lessons learned to promote knowledge mobilization in the community and the Foundation; building evidence-based policy and program design in the public benefit sector; and sharing information with the public. As an agency of the Government of Ontario, the Foundation may use and disclose all information provided to it in carrying out its mandate, consistent with access and privacy legislation and the government's Open Government commitment.
- In addition, for applicable Grantees with a Grow grant, the Grantee will comply with the
 requirement of administering pre and post surveys to program participants and make
 every reasonable effort to ensure program participants complete a standardized pre and
 post survey tool that will provide OTF with data on its collective achievement in meeting
 stated Priority Outcomes.

7. Records

- The Grantee will keep all reports (including supporting documentation) submitted to the Foundation as outlined in the previous Section 6, Reporting and Grant Monitoring.
- The Grantee will maintain accounting records that clearly show the receipt of Grant funds and how the money has been spent. All related records and supporting documentation will be available for inquiries, evaluations or audits by the Foundation for the purposes of this Grant Contract. Such records and supporting documents shall include but are not limited to a general ledger listing of detailed Grant expenses for all products, services, and salaries; corresponding invoices and proof of payment documents; bank statements, employment contracts, payroll registers, employee paycheques, Canada Revenue Agency records, and certificates of completion.
- The Grantee will keep records substantiating fulfillment of specified targets, metrics, conditions, and requirements, if any, and make them available to the Foundation on request.
- The Grantee will keep records relating to operations, employees, volunteer and program participants, including but not limited to registration forms of members, volunteers, and participants, and make them available to the Foundation on request.
- The Grantee will retain all records of Grant receipts and expenditures as outlined in detail in Sections 6 and 7 of this Grant Contract for at least six (6) years after the completion of the Grant.

8. Advocacy

 The Grantee represents and warrants that it has read and agrees to comply with the Foundation's "Advocacy Activities for Grantees Policy" published on the OTF website,



Foundation's "Recognition Policy" published on the OTF Website, including that Policy as it may be amended from time to time. The Grantee understands that its compliance with the Recognition Policy will be monitored.

 Photos taken at recognition events may be used by OTF on its website and/or in other publications.

10. Evaluation and Audit

• The Foundation or the Auditor General of Ontario may conduct or commission an evaluation or audit of this Grant. (The Foundation currently audits a minimum of 10% of its grants annually.) The Grantee will co-operate with any such evaluations or audits, including but not limited to making the Grantee's records as described in Sections 6 and 7 of this Grant Contract and the Grantee's personnel available to Foundation personnel or consultants, or those of the Auditor-General of Ontario, for the purpose of the evaluation or audit. If the project for which the Grant funds are to be spent is funded by parties in addition to the Foundation, the Grantee's duty of co-operation with any evaluation or audit of this Grant by the Foundation shall include making available to the Foundation the entirety of the Grantee's records with respect to the project where required by the Foundation for the purpose of its evaluation or audit of this Grant.

11. Applicable Laws

- By signing this Grant Contract, the Grantee represents, warrants, acknowledges, and confirms that the Grantee has complied and will comply with all applicable federal and provincial laws and regulations, municipal by-laws, and any other orders, rules, and bylaws related to any aspect of the Grant. This includes but is not limited to - where applicable - the Ontario Human Rights Code, the Ontario Employment Standards Act, and the Income Tax Act.
- The Grantee further represents and warrants that it has read and agrees to comply with the Foundation's "Anti-Discrimination Policy" published on the OTF Website, including that Policy as it may be amended from time to time.
- The Grant Contract will be interpreted in accordance with the laws of Canada, the Province of Ontario, any municipality in the Province of Ontario, and any court order.

12. Insurance

• The Grantee will purchase and maintain insurance, including but not limited to property insurance, casualty insurance, and general liability insurance, which is adequate for the purposes of the Grantee's operations. Adequate insurance coverage must be maintained for the duration of the Grant.

13. Indemnity

• The Grantee agrees to indemnify and save the Foundation, its officers, directors, employees, and agents harmless from and against any and all costs, claims, demands, expenses, actions, causes of action, and for any and all liability for damages to property and injury to persons (including death) howsoever caused, including any claim for negligence of the Foundation, arising out of or in any way related to the Grant, the Grantee, or the payment or non-payment of Grant funds to the Grantee. The Foundation holds this indemnity in trust for parties who are not parties to this Grant Contract.

14. Termination

- If the Grantee violates any of the provisions of this Grant Contract including the attached Schedules, the Foundation has the right to terminate the Grant.
- If the Grant is terminated, the Foundation will withhold any further payments of Grant funds.
- If the Grant is terminated, the Grantee must repay any unspent portion of the Grant



Any decision by the Foundation to terminate this Grant will be final and legally binding.

15. Acquisition of Goods and Services; Distribution of Assets

- If the Grantee acquires supplies, equipment or services (including the hiring of staff) with Grant funds, it shall do so through a process that promotes the best value for money and is free from an actual or potential conflict of interest.
- A conflict of interest includes any circumstances in which the Grantee or any person who
 has the capacity to influence the Grantee's decisions has outside commitments,
 relationships or financial interests that could, or could be seen to, interfere with the
 Grantee's objective, unbiased and impartial judgment. The Grantee will disclose to the
 Foundation, without delay, any situation that a reasonable person would interpret as an
 actual, potential or perceived conflict of interest, and comply with any terms or conditions
 that the Foundation may prescribe as a result of the disclosure.
- The Grantee will not, without the Foundation's prior written consent, sell, lease or otherwise dispose of any asset purchased or created with the Grant funds or for which Grant funds were provided.
- If within five years of receiving the Grant funds the Grantee dissolves or no longer needs assets, whether real or personal property, purchased with the Grant funds, the Grantee will at the request of the Foundation transfer any such assets with a value of \$5,000 or more, for no consideration and clear of such encumbrances as the Foundation may in its discretion specify, to a not-for-profit organization that meets the Foundation's "Eligibility Requirements" as set out in the Foundation's Eligibility Policy or, in the discretion of the Foundation, to the Foundation. The Grantee will co-operate with due diligence inquiries by the Foundation or other qualified transferee prior to the transfer and will make all relevant documentation of the Grantee available for the purpose of such inquiries prior to the transfer.

16. Entire Agreement

• This Grant Contract, including these Terms and Conditions, all Schedules to this Grant Contract, the Declaration, the Signature Page(s), the Foundation Policies referred to in this Grant Contract, all additional Foundation Policies posted on the Foundation's website at www.otf-policies.ca, including as they be amended from time to time, and any amending agreement entered into as provided for below, constitutes the entire agreement between the Foundation and the Grantee and supersedes all prior oral or written representations and agreements.

17. Modification and Waiver

 This Grant Contract may only be modified by an amendment in writing duly executed by authorized personnel of the Foundation and the Grantee. If the Grantee fails to comply with any term of this Grant Contract, the Grantee may only rely on a waiver of the Foundation if the Foundation has provided a written waiver to the Grantee. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.

18. Acknowledgement

 The Grantee acknowledges that it has read and understands the provisions contained in the entire Grant Contract, including these Terms and Conditions, all Schedules to this Grant Contract, the Declaration, the Signature Page(s) and the OTF Policies referred to in this Grant Contract, and agrees to be bound by the terms and conditions contained in the entire Grant Contract.

19. Capital Grants (For Grants with a Capital Component Only)

• The Grantee represents and warrants that it has read and agrees to comply with the



purchase and maintain insurance including but not limited to property insurance, casualty insurance, and general liability insurance which is adequate for the purposes of the capital project of the Grantee, including operations at the project site and any equipment used as part of the project. Adequate insurance coverage must be maintained for the duration of the Grant.

- Without limiting the application of Section 13 above to the capital project, the Foundation
 is not responsible or liable for the quality of design, construction, maintenance or
 operation of the capital project. The Foundation is not responsible or liable for any loss or
 damages arising out of or relating to the design, construction, maintenance or operation
 of the capital project.
- The Grantee will ensure that all renovations, modifications, and additions meet or exceed all applicable by-laws, building codes and project specifications, and will obtain and keep all relevant certificates of completion.

20. No Partnership or Joint Venture

• It is expressly acknowledged and agreed that this Grant Contract, the Grant or the conduct of the Foundation and the Grantee relating to the Grant shall not create any form of partnership or joint venture between the Foundation and the Grantee.

21. Non-Assignability

 This Grant Contract shall not be assigned by the Grantee without the written consent of the Foundation.

22. Reliance by Foundation

• The Grantee acknowledges that in providing the Grant to the Grantee, the Foundation has relied on the representations and warranties contained herein and all information provided to the Foundation in the Grantee's application to the Foundation for Grant funds and all other information provided in writing to the Foundation by the Grantee. The Grantee further represents, warrants and agrees that such information is correct, will continue to be correct, and contains no material misrepresentations. The Grantee agrees to immediately notify the Foundation if any such information ceases to be correct.

23. Severability of Provisions

The invalidity or unenforceability of any provision of this Grant Contract will not affect the
validity or enforceability of any other provision of the Grant Contract. Any invalid or
unenforceable provision will be deemed to be severed.



Declaration of Understanding

I declare that I have read and understand the Grant Contract between the Ontario Trillium Foundation (OTF) and my organization (Corporation of the City of Temiskaming Shores)

This includes all OTF Policies, published at www.otf.ca.

In addition to the Grant Contract, I further declare that:

I, or the appropriate person in my organization for this Grant, have participated in OTF's orientation webinar and understand the role and responsibilities of an OTF grantee.

I understand that I must provide OTF with the details for a bank account in the name of my organization at a Canadian financial institution, and have added this information to our grant portal. I understand that if my grant includes capital renovations to land or property, that my organization must hold proof of ownership or a minimum five-year lease agreement, and that this documentation will be provided to OTF immediately upon request.

I understand that OTF sets parameters to support the effective use of grant funds while ensuring accountability and the appropriate use of public funds and that Grant funds can only be reallocated in accordance with the terms of the Reallocation of Grant Funds Policy.

I have reviewed and understand the OTF reporting requirements for this program, including timing and tools for reporting to OTF. I understand what information needs to be tracked and how to complete the reports, including, where applicable for grantees with a Grow grant, the use of standardized pre and post survey tools provided by OTF.

IN WITNESS WHEREOF, the Grant Contract has been signed on behalf of the parties as of the dates indicated below. I have the authority to legally bind the organization in this Grant Contract.

Ontario Trillium Foundation	Corporation of the City of Temiskaming Shores		
Per: Beth Puddicomb	Per: Dave Treen		
Beth Puddicomby Vice-President,	Name : David B. Treen		
Community Investments			
2019-09-19			



SCHEDULE A

BUDGET GRANT RESULT AND METRICS PAYMENT AND REPORT SCHEDULES

Grantee: Corporation of the City of Temiskaming Shores

Application ID:CP105993Approved Amount: \$150,000.00Approval Date:2019-09-19Grant Term:12 Months

Assigned Staff: James Tutty

The Grant to your organization is based on information provided in your application.

BUDGET

Grant funds may only be spent as per the approved amounts in each of the categories below, which are based on itemized details provided in the financial workbook submitted with your application. Moving spending between categories must receive prior written consent from OTF.

Direct Personnel Costs

OTF Budget Request	Requested Amount	Notes
Construction/Renovation	\$150,000.00	Site Preparation \$109,000 Water Supply Line \$48,000 Wastewater System \$113,500 Electrical Service \$7,500 Control Building \$10,000 Site Plumbing \$22,500 Play Elements \$159,000 Concrete Pad \$42,500 Landscaping \$10,000
Equipment	\$0.00	
Property Purchase	\$0.00	
Developmental Costs	\$0.00	
Total Project Costs	\$150,000.00	

OTF INVESTMENT STRATEGY ALIGNMENT

Your grant has been approved for the following purpose: Delivering improved infrastructure with a \$150,000 grant over 12 months to build a new splash pad, giving children a fun and safe place to play. Fostering more active lifestyles, this initiative is helping infrastructure for unstructured and structured physical activities, and has an impact on the lives of 45,000 people in the community.

Priority Outcome: Higher quality programming and infrastructure to support physical activity.

Grant Result: infrastructure for unstructured and structured physical activities.

You will be expected to measure and report on the following:



An agency of the Government of Ontario Un organisme du gouvernement de l'Ontario

19-11-18, City of Temiskaming Shores (CP105993)

Amount of new/renovated space (km) 0

Payment and Report Schedule

Scheduled Event	Payment Amount	Date
Payment	\$135,000.00	2020-02-04
Final Report		2021-03-05
Payment	\$15,000.00	2021-03-25

The Corporation of the City of Temiskaming Shores

By-law No. 2019-189

Being a by-law to enter into a Memorandum of Understanding between Northern College of Applied Arts and Technology, the City of Temiskaming Shores and the Temiskaming Shores Public Library for library Services at Northern College – Haileybury Campus

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to responds to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council considered Administrative Report No. LIB-002-2019 at the December 3, 2019 Regular Council meeting and directed staff to prepare the necessary by-law to enter into a Memorandum of Understanding for library services between Northern College of Applied Arts and Technology, The City of Temiskaming Shores and the Temiskaming Shores Public Library Board at the Haileybury Campus of Northern College at an annual cost of \$18,000 including taxes for consideration at the December 17, 2019 Regular Council meeting;

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

- 1. That the Mayor and Clerk be authorized to execute a Memorandum of Understanding for library services between Northern College of Applied Arts and Technology, The City of Temiskaming Shores and the Temiskaming Shores Public Library Board at the Haileybury Campus of Northern College at an annual cost of \$18,000 including taxes, a copy of which is attached hereto as Schedule "A" and forms part of this by-law.
- 2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

Mayor – Carman Kidd

Read a first, second and third time and finally passed this 17th day of December, 2019.

Clerk – David B. Treen

Memorandum of Understanding between

Northern College of Applied Arts and Technology ("Northern")



And

City of Temiskaming Shores (the "CTS")



And

Temiskaming Shores Public Library (the "TSPL")



Regarding colocation of Temiskaming Shores Public Library Haileybury branch services to the Haileybury Campus of Northern College

November 11, 2019

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Preamble

WHEREAS the TSPL, the CST and Northern wish to enter into an agreement for the co-location of the Haileybury branch of the TSPL with Northern's existing College library;

AND WHEREAS The TSPL, the CTS and Northern wish to enter into this Memorandum of Understanding to outline the terms and conditions upon which the co-location of the TSPL Haileybury branch shall operate within the Northern College library and to further set out the rights and obligations of the parties;

The Parties herein therefore agree as follows:

Scope of Services

"Public Access shall be defined as being those members of the TSPL holding a valid TSPL card."

- 1. Provide public access to TSPL's fiction collection, including circulation services using TSPL's integrated library system (SirsiDynix Workflows), and processing requests in accordance with TSPL's policies as developed or amended from time to time (See Appendices 3, 4, 5 for membership, loan periods, and fees and fines policies)
 - Northern will work with TSPL to provide adequate shelving of the TSPL fiction collection, currently planned at approximately 1000 books, ensuring physical separation of that collection from the Northern collection. Final allocation of public library collection space shall be at Northern's discretion following consultation. The approximate location and length of shelving to be provided by Northern is outlined in the floorplan found in Appendix 1 Existing Northern Haileybury Campus Library Floorplan.
 - TSPL will provide transportation services for inter-branch book requests (holds) between Northern College and the New Liskeard branch, and be responsible for any costs, if any, for inter-library loans.
 - Northern's library staff will collect overdue fines from patrons, will keep a record of these fines and will provide payment to TSPL on a quarterly basis. Disputes, larger overdue fines (i.e., over \$20) and charges for lost or damaged books shall be resolved by staff at the Northern library following the TSPL's Policy #CIRC-4 (see Appendix 3), but may be referred to the TSPL Chief Librarian for resolution.

2. Provide public access to TSPL's DVD collection

- Northern shall provide space and circulation services to support TSPL's collection of approximately 500 DVDs, with TSPL to provide the storage cabinet.
- 3. Provide public access to TSPL's (and Northern's) periodicals collection
 - Northern shall provide space and circulation services to support TSPL's collection of periodicals.

4. Provide public access to WIFI

- Members of the public accessing the library services will be provided Guest WIFI access (i.e., wireless
 internet access point) to the Northern College WIFI network as per Northern's usual guest WIFI access
 procedures.
- Northern's staff will not require presentation of a TSPL library card before providing WIFI Guest access since this is the current TSPL practice.

5. Provide public access to computers & workstations

• Northern shall provide access to two (2) public computers for up to one (1) hour per guest subject to availability, and in accordance with our Guest Use of Computer & Electronic Resources procedure. (See appendix 10).

6. Provide public access to library printing, scanning and copying services

- Northern shall provide access to printing, scanning and copying services in accordance with the current rates determined by Northern College.
- 7. Provide public access to general library seating.
- 8. Provide public access to washrooms.

Staffing Model – Northern as Independent Contractor

- TSPL would purchase the library services described in this Agreement from Northern that will be
 delivered by Northern's Library Technician and Clerks. Northern is an independent contractor with
 respect to the provision of said services. In no way shall any provisions of this Agreement be
 construed to create an employee-employer relationship between Northern, Northern's staff and the
 TSPL or the CTS.
- Additionally, nothing contained in this agreement shall be deemed to constitute the Parties hereto as partners nor as agents of the other. The Parties are wholly separate legal entities. Neither Party shall have any authority to act for the other or to incur any obligations on behalf of the other.

Computerized Library Workflow / Management Software

- Northern and TSPL use the same ILS software (i.e., SirsiDynix/Workflows). Library staff will operate both systems simultaneously and perform circulation functions based on the patron type presenting for service, adhering to the Borrowing of materials between TSPL and NCL (See Appendix 8).
- Assuming the separate installation of the TSPL's licensed version of Workflows on the existing Northern computer system, with licensing arrangements and costs for this instance being the responsibility of the TSPL.
- Northern's staff will use the TSPL Workflows software to record public use of the TSPL collection, thus maintaining information required by TSPL for its statistical reporting purposes.

Hours of Operation

- Hours of operation vary according to the semester. Summer hours (May-Sept.) are from 8am-4pm Monday-Friday, closed for lunch between 12-1. Winter hours (Sept. May) are from 8am-8pm Monday-Thursday, 8-4 Friday, 10-3 Saturday & Sunday.
- Hours are posted on Northern's website and will be communicated to the TSPL in advance for their own informational/promotional purposes.
- Any changes to the hours of operation shall be at the sole discretion of Northern.

Access, Parking & Handicapped Access

- The existing Northern Library is on a bus route, is barrier-free, accessible, and has designated handicapped parking areas in its paved parking areas.
- Northern, like other Ontario Colleges receives no provincial funding for parking lot paving and maintenance, so requires that there be a user fee for all parking to recover these costs.
- Northern agrees that that three (3) spaces shall be identified with signage (at the TSPL's expense) indicating that these spots are reserved for public patrons of the TSPL, two (2) of which will be in the parking area outside the west gymnasium entrance, and one (1) which shall be a Handicapped accessible space at the front of the building.

Risks & Responsibility for Costs

Loss of Books

TSPL and Northern agree and acknowledge that each shall be fully responsible to cover the costs of any losses relating to theft or overdue materials associated with their respective collections. The Parties further acknowledge that Northern shall not be required to purchase, install or implement any security system such as an RFID (radio frequency identification) or magnetic or hybrid security systems."

• Ownership, maintenance and replacement of shared access computers

The computers that will be installed for public use will come from non-current inventory stock and be provided at no charge for the hardware or the support. The computers will have Internet browser and Open Office (Microsoft Office compatible) software. Should the TSPL wish to have newer computers or specialized software, this shall be provided at its expense.

Future campus expansion

- Northern is developing very preliminary plans for a future campus expansion which would likely involve a new library. It would require infrastructure funding from higher levels of government to proceed.
- Northern agrees to consult with TSPL should such a project proceed, taking TSPL's needs into account where possible.
- Any incremental capital and operating costs associated with addressing the public library needs would
 have to be recovered by Northern, either through a capital contribution with an operating lease, or a lease
 that sees Northern recover capital costs if that is TSPL's preference, along with a lease to cover annual
 operating costs.

Duration of Agreement & Cancellation

• This Agreement shall be for an initial period of five [5] years, subject to cancellation by either party with advance notice of one (1) year, and which notice must be provided no later than April 1st of that fiscal year in which the party plans to withdraw. The effective date of the agreement shall be June 1, 2020.

Indemnification and Insurance

- The CTS and the TSPL hereby agree to indemnify, defend and hold harmless Northern and its directors, officers, employees, agents and other representatives and the TSPL (the "Indemnified Parties) from and against any and all liability, losses, costs, damages, penalties, interest, expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with this Agreement, unless solely caused by the negligence or willful acts or omissions of Northern.
- The CTS represents and warrants that is has, and will maintain for the duration of this Agreement, at its own cost and expense, with insurers having a secure A.M. Best Rating of B+ or greater, or the equivalent,

all the necessary and appropriate insurance that a prudent person carrying out a project similar to that described in this Agreement would maintain, including commercial general liability (CGL) insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than two (2) million dollars CAD. The policy will include, the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the CTS and TSPL obligations under, or otherwise in connection with, this Agreement; a cross-liability clause; contractual liability coverage, and; a 30-day written notice of cancellation to the Indemnified Parties.

• The CTS will provide Northern with certificates of insurance (or other proof as may be requested) that confirms the insurance coverage as provided above.

Fee for Independent Contractor Services

- The City shall pay to Northern the sum of eighteen thousand dollars (\$18,000) per annum inclusive of applicable taxes payable.
- This amount shall increase annually by three (3) percent to reflect Northern's collective agreement rate changes and increased cost of utilities.
- The City shall pay to Northern a separate fee of \$275.00 plus applicable taxes per annum for each of the three (3) parking spaces provided under this Agreement (i.e., \$825.00 total, per annum) payable in equal monthly amounts due on the 1st day of each month the services described in this Agreement are provided. This amount shall increase annually by three (3) percent to to reflect increases in parking lot maintenance and replacement cost.
- Payment shall be made in full (lump sum) on June 1st of each year of the agreement.

Compliance with Laws

Each Party shall comply in all respects with all applicable legal requirements governing the duties, obligations and business practices of that Party and shall obtain any permits or licenses necessary for its operations. Neither Party shall take any action in violation of any applicable legal requirement that could result in liability being imposed on the other Party.

Amendments

This MOU may be amended or modified, in whole or in part, only by an instrument in writing signed by all Parties hereto.

Documents

The Parties agree to sign and execute and cooperate in the completion of any and all documentation necessary to give effect to this Agreement.

Notices

Any notices or other communications required hereunder shall be in writing and shall be deemed to be given when delivered in person or when mailed to that party.

Governing Law

This MOU shall be governed by and construed and interpreted in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.

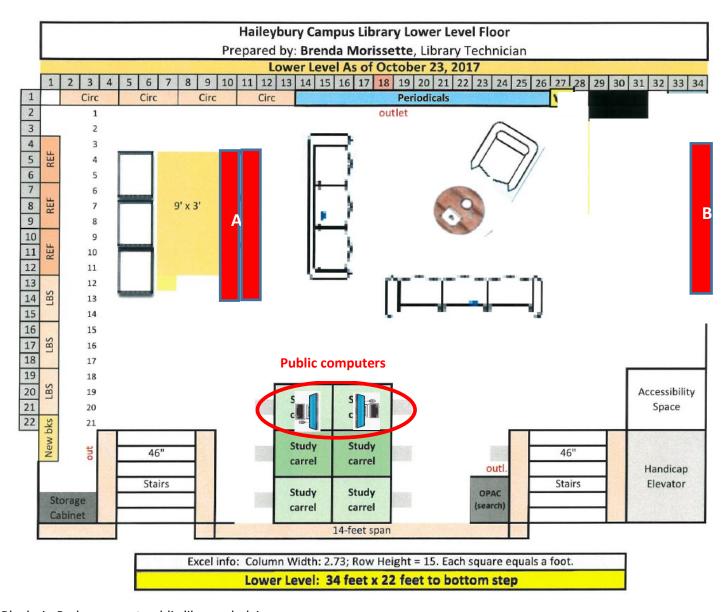
Entire Agreement

This MOU, including all Appendices, constitutes the entire agreement between the Parties with respect to the subject matter and supersedes all prior agreements, understandings, negotiations and discussions, whether written or oral. There are no conditions, covenants, agreements, representations, warranties or other provisions, express or implied, collateral, statutory or otherwise, relating to the subject matter except as provided in this MOU.

Signature Page

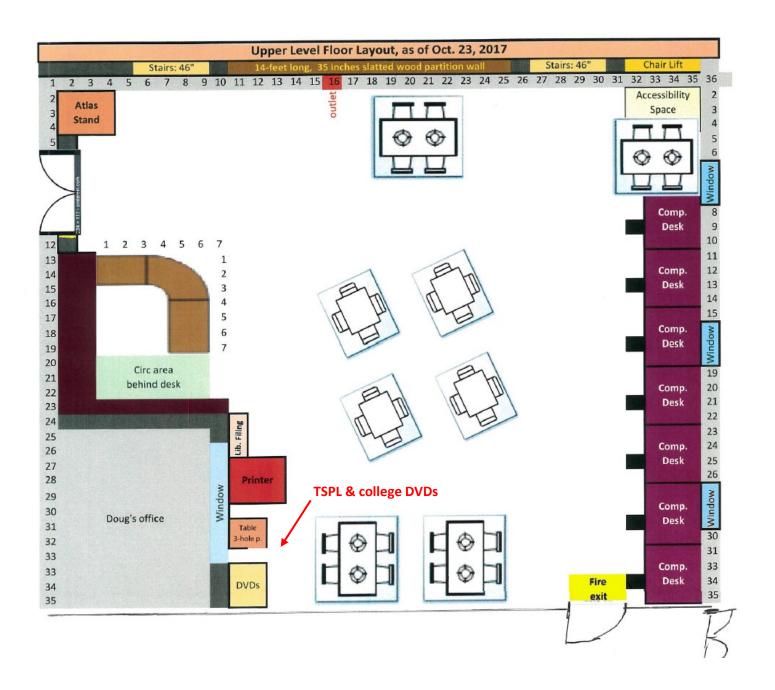
This Agreement made the day of, 2019.	
Carman Kidd	Donald Bisson
Mayor, City of Temiskaming Shores	Temiskaming Shores Public Library, Library Board Chair
I have authority to bind the Corporation	I have authority to bind the Board.
David Treen	Rebecca Hunt
City of Temiskaming Shores, City Clerk	Temiskaming Shores Public Library, CEO
I have authority to bind the Corporation	I have authority to bind the Board.
Dr. Fred Gibbons	Dr. Audrey Penner
Northern College, President and CEO	V.P. Academic & Student Success
We have authority to bind the Corporation	

Appendix 1 – Existing Northern Haileybury Campus Library Floorplan



Blocks in Red represent public library shelving:

- (A) = double-sided free-standing shelving (existing shelving; provided by NC; 1 additional section shown added)
- (B) = single-sided wall-mounted shelving (to be provided by TSPL; illustrative 9' run shown)



Appendix 2 – List of activities, duties, and related policies

Temiskaming Shores	DutiesNorthern College	DutiesTSPL Staff	TSPL Policies Applicable to
Circulation of TSPL materials (Fiction, DVDs, Periodicals) to TSPL patrons	 Sign up patrons and issue TSPL library cards Explain circulation policies: i.e. loan periods, fines, etc. Direct patrons to materials Check materials out Renew materials for patrons on demand Collect membership fees, replacement card feed, accrued fines and any other fees as needed on behalf of TSPLcash or cheque only Renew patron memberships as needed Update patron information as needed Replace membership cards as needed Discharge materials Re-shelve materials Notify TSPL CEO of any issues Uphold confidentiality and Intellectual Freedom policies 	 Manage overdues Pick up cash from fees for deposits weekly Notify NC staff of any policy changes Supply Northern College with necessary circulation materials Update the library calendar according to Northern College operating hours to ensure cohesiveness with loan periods 	 Membership Policy Circ-2 Loan periods, renewal, reserves Circ-3 Fines and feesCirc-4 Confidentiality of patron information Circ-5 Resource Sharing Circ-6 Intellectual FreedomCol-2
Check out Northern College items to Public Library TSPL Patrons	 Create a brief record/fast add of the Northern College item in TSPL WorkFlows using a TSPL barcode Northern College item will then be treated as a borrowed TSPL item Discharge material 		

	 Ensure brief record/fast add is removed from TSPL WorkFlows Mark item used in Northern College Workflows 		
Check out TSPL items to Northern College Patrons	 Create a brief record/fast add of the TSPL item in Northern College WorkFlows using a TSPL barcode TSPL item will then be treated as a borrowed Northern College item Discharge material Ensure brief record/fast add is removed from Northern College WorkFlows Mark item used in TSPL Workflows 		
Fill TSPL Holds requests	 Search TSPL collection for requested book Check holds list. Place holds on TSPL books that are found in the New Liskeard location Receive Holds books when delivered check in and print holds slip Call patrons to let them know Holds are available Check out held books to patrons Put returned Holds books in a location to be picked up by TSPL Staff and returned to the New Liskeard location 	 Notify NC staff of any holds coming from NC branch Check Holds list twice a week Transport Holds books to Northern College once a week Transport returned holds back to the New Liskeard location 	

Inter-Library Loans TSPL patrons	 Search TSPL collection for requested book Provide patrons with ILL form to fill out if book not found in TSPL collection Place ILL form in a location to be picked up by TSPL staff to be taken to the New Liskeard location and processed Receive ILL books when delivered-check in and print holds slip Call patrons to let them know ILLs are available Check out ILL books to patrons Put returned ILL books in a location to be picked up by TSPL Staff and returned to the New Liskeard location 		• Resource SharingCirc-6
Provide access to WIFI	 Provide WIFI password and support to patrons as needed 	None	NoneNorthern College policies can be used
Provide access to public access computers	 Provide any passwords and support to patrons as needed 	None	NoneNorthern College policies can be used
Provide access to printing, scanning and copying	 Collect fees for services as per Northern Colleges' policies 	None	NoneNorthern College policies can be used
Provide access to general library seating	• Monitor	None	NoneNorthern College policies can be used
Provide access to washrooms	Monitor	None	NoneNorthern College policies can be used

Appendix 3 – Policy No: Circ-4 Fines and Fees

TEMISKAMING SHORES PUBLIC LIBRARY CIRCULATION POLICY

2018-02

SUBJECT: Fines and Fees POLICY NO: Circ-4 APPROVAL DATE: March 21, 2007 MOTION NO: 2007-9

REVIEW/AMENDMENT DATE: January 17, 2018

REVIEW DATE: 1st quarter, 2022

1. Overdue fines will be charged according to the following table:

Material	Fine per item per day	Maximum per item
Adult material	\$0.25	\$5.00
Children's material	\$0.25	\$2.00
DVDs and Videos	\$1.00	\$5.00
Magazines	\$0.25	\$2.00
Walking poles	\$0.25	\$5.00
Backpacks and	\$1.00	\$5.00
Games		

- 2. Exceptions to Standard Fine Rates
 - Institutional Cards (Teachers' cards) Fines not applied. Responsible for any lost or damaged materials
- 3. Library patrons shall be advised at the circulation desk if they owe fines. Patrons may not borrow additional materials if the amount they owe exceeds \$20. The library staff will not accept book donations, coffee, baking or other favours in lieu of fines.
- 4. At its discretion, supervising staff may waive some fines or fees for patrons who have experienced extreme hardship such as long-term hospitalization, imprisonment, eviction, fire or theft. It is the patron's responsibility to complete a form and to provide valid supporting documentation verifying the hardship. Library Pages are not to forgive fees or fines.
- 5. Patrons will be charged the replacement cost at today's retail value for lost, damaged or unreturned materials. The Temiskaming Shores Public Library does not accept substitutes for lost or damaged materials in lieu of replacement costs.
- 6. Replacement of the item will be left to the discretion of the Chief Executive Officer or the designate, in keeping with the library's Collection Development policy.

7. The library charges fees for some services:

Service	Fee
Photocopying	\$.25/page
Printing	\$.50/page
Faxing (long distance-local and 800 free)	\$1.50/page
Receiving fax	\$.50/page
Replacement Library Card	\$2.00
Nonresident fees (see Policy Circ-2)	\$75/year, \$50/6-months
Research fee	\$30/hour, \$10.00/15 minute lookup

8. Found / Returned Items

If the lost item is found and returned, you will be eligible for reimbursement of the replacement fee as long as the following criteria are met:

- It is within one year of the due date. No refund will be permitted after one year months.
- Proof of payment of replacement fee is provided in the form of the original receipt, or library staff are able to find proof of transaction in the account on the library system. No refund will be permitted without proof of payment.

9. Payment options

 Payment can be made at either branch of the library via cash, cheque or money order.

TEMISKAMING SHORES PUBLIC LIBRARY POLICY

2015-31

POLICY NO: Circ-2 SUBJECT: Membership APPROVAL DATE: May 18, 2005 **MOTION NO: 2005-34** LAST AMENDMENT DATE: November 18, 2015

REVIEW DATE: 4th Quarter 2019

The Temiskaming Shores Public Library makes materials widely available to the community, in an equitable manner, in order to maximize the use of the collections. The Board ensures fair conditions for library membership and borrowing privileges while protecting resources in a responsible manner and in accordance with the Public Libraries Act. R.S.O. 1990, c. P44.

Library Membership and Borrowing

- 1. Membership for the Temiskaming Shores Public Library is free of charge to all taxpayers and residents of The City of Temiskaming Shores and contracting townships: Township of Casey, Township of Kerns, Township of Harley, and the Township of Hudson.
- 2. For all other membership applicants there is an annual, non-refundable, fee of \$75 per card per year. If members of a nonresident household wish, they may all use the same card with the checkout limits and restrictions of a single membership card upheld. A six month, non-refundable, membership may be purchased for \$50 with the same option of having a household card.
- 3. The information required from an applicant includes: name, address (street and postal), home and/or business phone number, or a telephone number where a message can be left, and an email address. An application form must be filled out and signed in person. Individuals must provide verification of address and identification by showing a document bearing his/her name and current address.
- 4. An application by a child under the age of 12 years shall be made on the child's behalf by the child's parent/guardian. Both the parent and the child must be present when the card is issued and the parent or guardian must present identification with name and address, and sign for responsibility for fines, damages or lost items.
- 5. Notwithstanding any provision of this policy, the CEO may issue a library card to individuals, groups, institutions or bodies, whether resident, incorporated or otherwise, upon such terms and conditions as the CEO may determine.
- 6. Personal information collected will be subject to the Temiskaming Shores Public Library Policy on Confidentiality & the Protection of Privacy (Policy Circ-5).

Conditions of Membership and Card Use

- 1. Membership is not transferable to other individuals, but may be used by the members of the same nonresident household as above.
- 2. An individual is entitled to only one library card. Lost or damaged cards will be replaced for a fee.
- 3. The card is the property of the Temiskaming Shores Public Library and must be returned on request.
- 4. Lost or theft of a card must be reported immediately; members are responsible for any materials borrowed on their cards until loss or theft is reported.
- 5. Change of address, name or phone number must be reported immediately.
- 6. Membership expires annually. Renewal requires verification of the member's name, address, telephone number and payment of outstanding monies owed to the library.
- 7. Membership is suspended when fines exceed \$20.00 and will be re-instated when all outstanding accounts are settled.
- 8. Membership can be suspended for violating library policies.
- 9. Children under 18 may not borrow DVDs or Videos.
- 10. A patron may borrow up to fifty items at a time on their card including no more than 6 videos/DVDs per card.
- 11. The library staff at their discretion and based on the member's borrowing history may limit the number of items borrowed by a member.
- 12. The Library reserves the right to restrict the number of books and/or the loan time of books in circumstances of heavy demand i.e. school assignments, book club borrowing etc.
- 13. Reference materials are non-circulating to ensure ready access to information resources. In exceptional circumstances and at the discretion of the in-charge staff, reference material may be borrowed for a limited time. Photocopies may be taken free of charge (within reason) of non-circulating material.
- 14. Unique and/or fragile materials from the Local History collection cannot normally be borrowed from the library.
- 15. Microfilm reels may be used only in the library.
- 16. Where designated by the lending library, some interlibrary loan materials may be used only in the library.

Appendix 5 – Policy No: Circ-3 Loan Periods, Renewal, Reserves

TEMISKAMING SHORES PUBLIC LIBRARY POLICY

SUBJECT: Loan periods, Renewal, Reserves APPROVAL DATE: Sept. 20, 2006 AMENDMENT DATE: January 18, 2017

REVIEW DATE: 1st quarter 2021

POLICY NO: Circ-3 MOTION NO: 2006-20 MOTION NO: 2017-3

Loan Periods

- 1. The normal loan period for all circulating library materials is twenty-one (21) days.
- 2. The video/DVD loan period is seven (7) days.
- 3. The lending library sets the loan period for inter-library loan materials.
- 4. Some reference works, some local history materials and all newspapers are not available for loan
- 5. At the discretion of the librarian, a longer loan time may be available for library patrons who will not be available to return materials within the 21 day loan period.

Renewals

- 1. All circulating library materials may be renewed for up to two (2) loan periods (original 3 week loan period and up to 2 more loan periods for a total of nine (9) weeks).
- 2. No renewals will be granted for items that are on reserve for another patron.
- 3. Renewals may be made by telephone, in person by email or via the patron's online library account.
- 4. Interlibrary loans will only be renewed with the cooperation of the lending library.

Reserves

- 1. Library items may be reserved in person, by telephone, by email or via the patron's online library account.
- 2. When the item becomes available, the patron will be notified and asked to pick up the item within the next 5 business days.

3. Items will be held for 5 business days before being passed along to the next patron on the list.

Returns

- 1. Materials borrowed may be returned to the library at the circulation desk or in the drop-box at either branch of the library.
- 2. Patrons are required to return or renew materials on or before the due date.

Circulation Records

Library Circulation and membership records will be used in accordance with Confidentiality of Patron Information, Circulation Policy Circ-5

Appendix 6 – Policy No: Circ-5 Confidentiality of Patron Information

Circ-5

TEMISKAMING SHORES PUBLIC LIBRARY POLICY

SUBJECT: Confidentiality of Patron Information APPROVAL DATE: December 19, 2007

LAST AMENDMENT DATE: February 17, 2016

REVIEW DATE: 2nd quarter 2020

POLICY NO: Circ-5 MOTION NO: 2007-46 MOTION NO: 2016-6

The Temiskaming Shores Public Library adheres to its legal responsibility to protect the rights of the Library's patrons to privacy. In order to achieve the mission of the Library, and to encourage the uninhibited use of the Library's services, library patrons must be confident that the personal information they entrust to the Library remains confidential as required by law. The Temiskaming Shores Public Library abides by the provisions of the Public Libraries Act, R.S.O. 1990, Chapter P. 44 and the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M.56.

Definition:

A 'record' means any record of information however recorded, whether in printed form, on film, by electronic means or otherwise, and includes:

- 1. Correspondence, a memorandum, a book, a plan, a map, a drawing, a diagram, a pictorial or graphic work, a photograph, a film, a microfilm, a sound recording, a videotape, a machine readable record, any other documentary materials, regardless of physical form or characteristics, and any copy thereof
- 2. Any record that is capable of being produced from a machine readable record under the control of an institution by means of computer hardware and software or any other information storage equipment and technical expertise normally used by the institution.

The Library may keep collected confidential patron information on a permanent basis. This information includes, but is not limited to:

- All records identifying the names, addresses, contact information, or identification numbers of library patrons
- All records identifying the materials borrowed by any library patron
- All outstanding financial account balances
- All inter-library loan transactions
- All reserves placed, caught or held
- All sign-in sheets for internet

The following confidential patron information may be kept for up the twelve months:

- Reference questions asked by a library patron
- Items photocopied for library patrons
- Items faxed to or from library patrons
- Suggestions for purchase of library materials submitted by library patrons

- Sign in sheets for programs and other reasons
- Databases and other files or materials consulted by, or on behalf of, library patrons
- Internet or other online searches conducted by, or on behalf of, library patrons.
- Comments submitted by library patrons

The confidential information of library patrons will not be released to any person, other than the library patron, or his/her legal guardian, in the case of a child patron (under the age of 12, Policy Circ-2), or to any institution or agency for any reason save as may be required by Federal or Provincial legislation.

Requests for information from patron records by police and/or government officials shall only be provided on the presentation of a warrant. The CEO or his/her designate shall consult the Library Board's solicitor to ensure that the warrant is properly executed and to seek further advice. When appropriate, information shall be given only to the extent stated in the warrant.

Rights of Library Users

- 1. Library patrons are able to obtain information from their patron record:
 - a. In person by presenting his/her library card or by showing identification with their name and address
 - b. By telephone to a library staff member by having his/her library card number and verification of address and/or telephone number.
- 2. Library patrons are entitled to know:
 - a. What information is recorded in their patron records
 - b. What materials are charged out to them
 - c. The outstanding balance of their financial accounts, if any
 - d. The status of reserves placed on their behalf
- 3. Library patrons are entitled to ask that information in their records be corrected if possible.
- 4. Parents of children who have a children's library card may see the list of material their child has overdue. The parent must come in person; either be accompanied by the child or present the child's library card to verify that they are the child's parent/guardian. Requests by parents to see the list of material overdue for children who have an adult card must be referred to the Chief Executive Officer (CEO).
- 5. Library patrons are to be given a copy of this policy if there is a concern about privacy of information or if a patron has been refused access to confidential information as a result of this policy.

Appendix 7 – Policy No: Circ-6 Resource Sharing

Circ-6

TEMISKAMING SHORES PUBLIC LIBRARY POLICY

SUBJECT: Resource Sharing POLICY NO: Circ-6 APPROVAL DATE: December 19, 2007 MOTION NO: 2012-30

LAST AMENDEMENT DATE: June 21, 2012

LAST REVIEW DATE: February 17, 2016 2016-7

REVEW DATE: 2rd quarter, 2020

Resource sharing through the provincial interlibrary loan network is a primary service that supports the mission of the Library by providing enhanced access to library materials and information. By participating in resource sharing, the Temiskaming Shores Public Library provides library patrons with access to shared collections, the collections of other libraries, and makes its collections available to other libraries. This policy establishes a commitment to resource sharing partnerships.

- The Library will participate in resource sharing opportunities by:
 - a. joining collaborative initiatives such as material pools, and the provincial interlibrary loan network
 - using resource sharing as an adjunct to, not a substitute for, the library's collection
 - c. purchasing frequently requested titles
 - d. offering provincial interlibrary loan service to users in good standing
- 2. Interlibrary loan is a transaction in which the Temiskaming Shores Public Library borrows materials directly from another library on behalf of a patron, or another library borrows materials from the Temiskaming Shores Public Library on behalf of its user through INFO (Information Network for Ontario). The Library will:
 - a. adhere to the provincial interlibrary loan policies and participation standards
 - make its database of holdings available to the provincial interlibrary loan network
 - promote awareness of the interlibrary loan service
 - request materials not owned by the library or missing from the library's collection
 - request any type of library materials needed for the purpose of study, instruction, information, recreation, or research
 - f. not request items owned by the library and temporarily in use or on reserve
 - g. support the Library's book clubs and other book-based programming by requesting multiple copies of a book even if the library already owns a copy
 - h. strictly observe any conditions for use of loaned materials that are imposed by a lending library
 - not charge users a fee for borrowing via interlibrary loan

- j. consult with patrons in advance regarding fees charged by lending libraries
- be responsible for materials borrowed on behalf of patrons and pay for overdue charges, damage, or loss of material borrowed on interlibrary loan

Conditions of Interlibrary Loan--Borrowing

- Requests for interlibrary loans may be made in person, by telephone or by email.
 A form must be filled out, and the borrower must be a library member in good standing with the library.
- Borrowers shall be advised that interlibrary loans are sent by regular mail and that depending on the availability of the item there is a waiting period for requested material.
- Borrowers shall be advised that not all materials may be available for interlibrary loans. For example, local history documents, DVDs, audiobooks, and very new books may not be available.
- For microfilms, no more than 6 films per person can be on order at a time.
- 5. For all other items, no more than 3 items per person can be on order at a time.
- Lists of items will not be accepted.
- Items on loan from other libraries will not be held for pickup for longer than 5 business days.
- The borrowing period for interlibrary loan materials is in accordance with the Temiskaming Shores Public Library's Loan Period policy
- Renewal of interlibrary loan items is dependant on approval from the lending library. If a lending library has indicated that an item is not renewable, the patron will be advised.
- 10. Accurate records shall be kept by the Library staff of:
 - requests for materials made to other libraries;
 - b. materials which have been received from other libraries;
 - the date on which such materials are due back at the lending library;
 - the date on which materials are returned to the lending library.
- All interlibrary loan materials must be returned to Temiskaming Shores Public Library and must not be returned to the lending library directly by the borrower.

 Any member who shows repeated disregard for the rules concerning the borrowing of interlibrary loan materials may be denied this privilege.

Conditions of Interlibrary Loan—Lending

- As a partner in the Provincial Inter Library Loan system, the Library will lend items to other libraries when requested through the INFO system.
- Items on loan to other libraries will be processed using the INFO system and checked out on the home library system.
- Items will be mailed to the borrowing library via Canada Post, using the Canada Post Shipping tool to print shipping labels.
- The normal loan period will be one month. Exceptions may occur (book club requests, etc.) and will be assessed on a case by case basis.
- Renewal requests will be accepted based on the popularity of the item on loan for up to one renewal.
- The borrowing library will not be charged overdue fines, but will be charged for lost or damaged items.
- Because of replacement costs the Library will not lend DVDs in series, audiobooks, microfilms, CDs or videos.
- The Library may choose not to lend newer or popular titles that are in high demand at our libraries.
- The Library reserves the right to recall items, with five days notice, before the given due date.

(February 17, 2016)

Appendix 8 – Policy No: Col-2 Intellectual Freedom

TEMISKAMING SHORES PUBLIC LIBRARY POLICY

SUBJECT: Intellectual Freedom POLICY NO: Col-2
APPROVAL DATE: December 16, 2010 MOTION NO: 2010-35
REVIEW/AMENDMENT DATE: February 20, 2019
2019-07

REVIEW DATE: 1st Quarter 2023

Recognizing that the board has a fundamental responsibility for upholding the principles of, as well as advocating for, intellectual freedom, this policy ensures the rights of individuals to access information.

- The board adopts the Canadian Library Association's *Position Statement on Intellectual Freedom*, approved by the CLA Executive Council ~ June 27, 1974;
 Amended November 17, 1983; and November 18, 1985.
- 2. It is the responsibility of the board, and those who work in the library, to:
 - a) ensure that all library users have the fundamental right to have access to all expressions of knowledge, creativity and intellectual activity, and to express their thoughts publicly
 - b) guarantee and facilitate access to all expressions of knowledge and intellectual activity, including those which some elements of society may consider to be unconventional, unpopular or unacceptable
 - c) make available all of the library's public facilities and services to all individuals and groups who need them
 - d) resist all efforts to limit the exercise of these responsibilities, while recognizing the right of criticism by individuals and groups
- The board directs the Chief Executive Officer to ensure that the principles of intellectual freedom are integrated into all organizational policies, procedures and practices.

Related Documents:

CLA Executive Council. *Position Statement on Intellectual Freedom*, approved ~ June 27, 1974; Amended November 17, 1983; and November 18, 1985 (**Appendix A**)



Canadian Library Association

200 Elgin Street, Suite 602, Ottawa, Ontario K2P 1L5 Telephone: (613) 232-9625 Fax: (613) 563-9895

Position Statement on Intellectual Freedom

All persons in Canada have the fundamental right, as embodied in the nation's *Bill of Rights* and the *Canadian Charter of Rights and Freedoms*, to have access to all expressions of knowledge, creativity, and intellectual activity, and to express their thoughts publicly. This right to intellectual freedom, under the law, is essential to the health and development of Canadian society.

Libraries have a basic responsibility for the development and maintenance of intellectual freedom.

It is the responsibility of libraries to guarantee and facilitate access to all expressions of knowledge and intellectual activity, including those which some elements of society may consider to be unconventional, unpopular, or unacceptable. To this end, libraries shall acquire and make available the widest variety of materials.

It is the responsibility of libraries to guarantee the right of free expression by making available all the library's public facilities and services to all individuals and groups who need them.

Libraries should resist all efforts to limit the exercise of these responsibilities while recognizing the right of criticism by individuals and groups.

Both employees and employers in libraries have a duty, in addition to their institutional responsibilities, to uphold these principles.

Adopted and approved by CLA Executive Council June 27, 1974; Amended November 17, 1983 and November 18, 1985.

Appendix 9 – Borrowing of materials between TSPL and NCL

Borrowing of materials between Temiskaming Shores Public Library (TSPL) and Northern College Library (NCL)

At times TSPL patrons may wish to check out a NCL item or two or vice versa amongst the items they wish to borrow from the Northern College Library location. This is acceptable if there are only a few items from the other collection among the items the patron wishes to borrow. If there are more than a few items, then a card for the library which owns the items should be issued to the patron under the reciprocal borrowing agreement.

The procedure for checking out a few items is to log in to the version of WorkFlows to which the patron belongs and create a Fast Add/Brief Record for the item using a barcode index card from the library to which the patron belongs. The item is then circulated to the patron and is subject to the circulation policies of the lending library. When the item is checked in, the brief record is deleted and the item is marked used in the home library system.

The maximum number of college items to be loaned at a time to members of the public is 2.

- 1. Log in to the version of WorkFlows to which the patron belongs. If the patron is a TSPL patron then log into the TSPL WorkFlows. If the patron is a Northern College patron then log into NCL WorkFlows. It will be necessary to create a brief record for the item.
- 2. In the Circulation module under the Items menu, click the "Add brief title" wizard. This will open up a brief cataloguing record
- 3. In the upper middle of the upper group of information there is a Title field, number 245 with **REQUIRED FIELD** showing in the data field. Enter the title of the book being borrowed in the following format: NCL—[TITLE OF BOOK BEING BORROWED], or TSPL—[TITLE OF BOOK BEING BORROWED]. Enter the title in all caps to help flag the item when it is returned.
- 4. Next move to the lower group of information. Ensure that the "Item Type" matches the type of material in hand by clicking on the dropdown and selecting it if necessary. Click on the Item ID field and scan a Barcode Index Card into the item ID field.
- 5. Next, click on the Common Tasks menu. Click the Check Out wizard and check the item out to the patron using the Barcode Index Card. File the Barcode Index Card.
- 6. When the item is returned, click on the Items menu and use the Delete Call Number, Title or Items Wizard to delete the item.
- 7. In the item's home library, Click on the Special menu and use the Mark item used Wizard to log the checkout stat for the item's home library.
- 8. Re-shelve the item.

An Agreement for Reciprocal Borrowing Between

The Temiskaming Shores Public Library—Haileybury Satellite Location And The Northern College Library—Haileybury Campus

Temiskaming Shores Public Library has entered into a reciprocal borrowing agreement with The Northern College Library—Haileybury Campus. This agreement permits Temiskaming Shores Library cardholders to get a free library card from the Northern College Library—Haileybury Campus and borrow items from its collection. Cardholders from the Northern College Library—Haileybury Campus are also eligible to get a free library card from the Temiskaming Shores Public Library and borrow items from its collection.

Terms of the Reciprocal Borrowing Agreement

- Patrons must present a valid library card from their home library, as well as an official piece of identification with correct name and current address.
- Patrons will accept the borrowing terms, policies and procedures of the lending library.
- Materials available for reciprocal borrowing will be at the discretion of the owning library.
- Patrons will be held responsible for overdue, lost or damaged items.
- Patrons who abuse their privileges will be disqualified from reciprocal borrowing privileges.

Termination of this agreement shall take place under the following provision:

• By mutual agreement of both parties

This agreement will become effective after ratification and signing by the authorized representatives of each party.

Library Representative	College Representative		
Date	Date		

Appendix 11 – Guest Use of Computer & Electronic Resources

Guest Use of Computer & Electronic Resources

Computers, electronic information resources, and other technology devices are essential resources for accomplishing Northern College's mission of excelling in quality, accessible education through innovative programs, services and partnerships for the benefit of our northern communities.

This procedure governs access to public computers by guests unaffiliated with the Northern College community. The objectives of this procedure are:

- To ensure that Northern College Library public computers are available and accessible to current Northern College and affiliated post-secondary institutions students.
- To provide all other guests with courtesy access to public computers for limited periods of time and to provide a mechanism for guests with legitimate research needs to extend their courtesy access.

In using the library's computing and technology resources, all users agree to abide by all relevant Library and Northern College procedures as well as all federal, provincial and local laws. Users must adhere to the Northern College Information Technology Policy, which outlines acceptable and unacceptable uses, privacy and security measures, and enforcement of the policy. For use of Library-provided computing and technology resources, the College's Information Technology policy is amplified as follows:

1. Access to and use of Library computing and technology resources

a. With few exceptions at the Library's discretion, Northern College authentication is required for use of all Library computers, hardware and software, technology resources, and networks. Northern College strongly discourages the sharing of your Northern College account, privileges granted to it, and its access credentials (i.e., passwords, login codes, etc.) with anyone else.

b. While unaffiliated guest users are welcome to register for and use most library computing and technology resources, priority use is given to Northern College students. These resources are primarily intended for research, study, and professional activities. There may be restrictions on some workstations, equipment and software applications in the Libraries, based on workstation location, licensing terms, and/or demand for use.

The library will provide up to one (1) hour of computer access to any guest, independent of affiliation. At the expiration of this period, computer access will end. Guests who wish additional time will be required to meet with a library staff member for a research consultation to certify that their research needs require access to computer resources. This access will be granted at the discretion of the library staff.

c. Users of workstations shall not make any attempt to damage computer equipment or software, alter software configuration, conduct any malicious activities using the College network or data, or engage in any illegal or criminal activities.

2. Acceptable use of electronic information resources

Electronic information resources made available by Northern College Libraries to students, staff, faculty, and other authorized users are for instructional, research, and other activities that support the College's mission. Contractual license agreements and Canadian Copyright Law govern the access, use, and reproduction of these resources.

4. Internet content

a. Library workstations provide unfiltered access to the Internet. Patrons should be aware that some Internet sites may contain materials that some find offensive or controversial.

The Corporation of the City of Temiskaming Shores By-law No. 2019-190

Being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Special meeting held on December 3, 2019 and its Regular meeting held on December 17, 2019

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas it is the desire of the Council of The Corporation of the City of Temiskaming Shores to confirm proceedings and By-laws;

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

- That the actions of the Council at its Special meeting held on **December 3, 2019** and
 its Regular meeting held on **December 17, 2019** with respect to each
 recommendation, by-law and resolution and other action passed and taken or direction
 given by Council at its said meeting, is, except where the prior approval of the Ontario
 Municipal Board is required, hereby adopted, ratified and confirmed.
- 2. That the Mayor, or in his absence the presiding officer of Council, and the proper officials of the municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor, or in his absence the presiding officer, and the Clerk are hereby directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and to affix the corporate seal of the municipality to all such documents.

Read a first, second and third time and finally passed this 17th day of December, 2019.

Mayor – Carman Kidd		