



**The Corporation of the City of Temiskaming Shores
Regular Meeting of Council
Tuesday, May 21, 2024 – 6:00 p.m.
City Hall – Council Chambers – 325 Farr Drive**

Agenda

1. **Land Acknowledgement**

2. **Call to Order**

3. **Roll Call**

4. **Review of Revisions or Deletions to Agenda**

5. **Approval of Agenda**

Draft Resolution

Moved by: Councillor
Seconded by: Councillor

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

6. **Disclosure of Pecuniary Interest and General Nature**

7. Public Meetings pursuant to the Planning Act, Municipal Act and other Statutes

- a) Zoning By-law Amendment Application No. ZBA-2024-02

Applicant: 2338508 Ontario Inc. - Graham and Fraser Houghton

Property: 468 Georgina Avenue

Purpose: To rezone the subject land from General Commercial – Haileybury (C1A) to General Commercial – Haileybury Exception (C1A-1) to allow for a self storage facility as a permitted use and office space on the second floor.

- b) Potential Disposition of Land

Applicant: John Knifton, Managing Partner – JK Development GP² Limited

Property: Unopened Road Allowance – Portion of Dymond Crescent

Purpose: The owner of 121 Davidson Street and a vacant parcel on Dymond Crescent is seeking to purchase a portion of unopened road allowance on Dymond Crescent, to facilitate the future development of the properties for residential purposes.

- c) Request for Exemption from the City's Noise By-law

Applicant: Rockin' On Canada Day Committee

Property: Former Government Agricultural Farm, located on Armstrong Street North

Purpose: Application for Exemption under By-law 2012-019, a by-law to prohibit and regulate certain noises within the City of Temiskaming Shores, for the purpose of holding a family event and community celebration on the Canada Day weekend.

8. Review and Adoption of Council Minutes

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Regular Council Meeting – April 16, 2024; and
- b) Committee of the Whole Meeting – April 30, 2024.

9. Presentations / Delegations

None

10. Correspondence/ Communications

- a) John Kennedy, City Clerk – City of Peterborough

Re: Resolution of Support - Jurisdiction of Ontario's Ombudsman, 2024-04-11

Reference: Received for Information

- b) Dr. Glenn Corneil, Acting Medical Officer of Health – Timiskaming Health Unit

Re: Agreement with the Timiskaming Health Unit regarding Municipal Community Safety and Well- Being Plan (CSWB) for the period of August 1, 2024 to August 31, 2026, 2024-04-11

Reference: Referred to the City Manager for a Report to Council and Associated By-law for Council Consideration

- c) Catalina Blumenberg, Clerk - Prince Edward County

Re: Resolution of Support - Call to Action to Meet the Deadline of an Accessible Ontario by 2025

Reference: Received for Information

- d) Township of the Archipelago

Re: Resolution of Support - proposed phasing-out of free private drinking water testing services, 2024-04-19

Reference: Received for Information

- e) Earlton-Timiskaming Regional Airport Authority (ETRAA)

Re: Financials March 2024

Reference: Received for information

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores agrees to deal with Communications Items 10 a) through e) in accordance with agenda references.

11. Committees of Council – Community and Regional

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Minutes from the Active Travel Committee meeting held on March 25, 2024;
- b) Minutes from the All Age Friendly Committee meeting held on March 28, 2024;
- c) Minutes from the Climate Change Committee meeting held on April 4, 2024;
- d) Minutes from the Earlton-Timiskaming Regional Airport Authority (ETRAA) meeting held on December 21 2023;
- e) Minutes from the Temiskaming Shores Public Library Board meeting held on March 27, 2024;
- f) Minutes from the Temiskaming Shores Police Services Board meeting held on March 25, 2024; and
- g) Minutes from the Temiskaming Transit meeting held on March 27, 2024.

12. Reports by Members of Council

a) Councillor Mark Wilson Conference Reports:

- Building Ties – Temiskaming First Nation Report - April 25, 2024
- FONOM Conference Report – May 6-8, 2024
- Ontario Good Roads Conference Report – April 21-24, 2024

b) Councillor Nadia Pelletier-Lavigne Conference Report:

- FONOM Conference Report – May 6-8, 2024

13. Notice of Motions

14. New Business

a) **Town of Whitby - Resolution of Support - Ontario Energy Board's Decision to end the Gas Pipeline Subsidy (Correspondence from the April 16, 2024 Regular Council Meeting)**

Draft Resolution

Moved by: Councillor
Seconded by: Councillor

Whereas Council for the Town of Whitby adopted a resolution regarding the Ontario Energy Board's Decision to end the Gas Pipeline Subsidy, at their regular meeting of Council on March 18, 2024; and

Whereas residents are struggling with energy bill increases and need relief; and

Whereas natural gas is no longer the cheapest way to heat homes because electric heat pumps are now much more efficient, can provide all heating needs even in cold climates, and result in far lower energy bills compared to gas heating; and

Whereas natural gas is methane gas, which is a fossil fuel that causes approximately one-third of Ontario's GHG emissions, and must be phased out

because it is inconsistent with all climate targets, while heat pumps result in the lowest GHG emissions and are consistent with a zero-carbon future; and

Whereas the Ontario Energy Board (OEB) decided to end a subsidy for methane gas pipelines to be built in new construction developments, effective 2025, finding that this would lower energy bills for existing gas customers and improve affordability for new homebuyers, but this decision is at risk of being overturned by the provincial government; and

Whereas the OEB decision will help lower energy bills and encourage heating systems that are consistent with climate targets and plans; and

Whereas the construction of new methane gas pipelines, which have 60-year lifetimes, will result in higher carbon emissions, higher energy bills, higher future decarbonization retrofit costs to phase out fossil fuel heating, and a continued financial drain as dollars leave the province to pay for fossil fuels extracted in other jurisdictions.

Be it resolved that Council for the City of Temiskaming Shores endorses the Town of Whitby's support for the decision of the Ontario Energy Board to end the gas pipeline subsidy, and to ask the Ontario Government to allow the decision to stand; and

That this resolution be circulated to Premier Doug Ford; the Minister of Energy, Todd Smith; the Minister of Finance, Peter Bethlenfalvy; the Minister of Municipal Affairs and Housing, Paul Calandra; the Associate Minister of Housing, Rob Flack; President of AMO, Colin Best; and the Town of Whitby.

b) **Town of Kirkland Lake – Resolution of Support - Exotic Animals
(Correspondence from the April 16, 2024 Regular Council Meeting)**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas Council for the Town of Kirkland Lake adopted a resolution regarding exotic animals, at their regular meeting of Council on April 2, 2024; and

Whereas Ontario has more private non-native (“exotic”) wild animal keepers, roadside zoos, mobile zoos, wildlife exhibits and other captive wildlife operations than any other province; and

Whereas the Province of Ontario has of yet not developed regulations to prohibit or restrict animal possession, breeding, or use of exotic wild animals in captivity; and

Whereas exotic wild animals can pose very serious human health and safety risks, and attacks causing human injury and death have occurred in the Province; and

Whereas the keeping of exotic wild animals can cause poor animal welfare and suffering, and poses risks to local environments and wildlife; and

Whereas owners of exotic wild animals can move from one community to another even after their operations have been shut down due to animal welfare or public health and safety concerns; and

Whereas municipalities have struggled, often for months or years, to deal with exotic wild animal issues and have experienced substantive regulatory, administrative, enforcement and financial challenges; and

Whereas the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), and the Municipal Law Enforcement Officers' Association (MLEOA) have indicated their support for World Animal Protection's campaign for provincial regulations of exotic wild animals and roadside zoos in letters to the Ontario Solicitor General and Ontario Minister for Natural Resources and Forestry.

Be it resolved that Council for the City of Temiskaming Shores supports the The Town of Kirkland Lake's petition to the provincial government to implement provincial regulations to restrict the possession, breeding, and use of exotic wild animals and license zoos, to guarantee the fair and consistent application of policy throughout Ontario for the safety of Ontario's citizens and the exotic wild animal population; and

That a copy of this resolution be forwarded to the Premier of Ontario, Ontario's Solicitor General, Ontario's Minister for Natural Resources and Forestry, MPP Timiskaming-Cochrane, AMO, AMCTO, MLEAO, Timiskaming Municipal Association (TMA), the Federation of Northern Ontario Municipalities (FONOM), and the Town of Kirkland Lake.

c) **Rental of Porta Potties for Event Grounds (general admission) Area - Deferred from the April 30, 2024 Committee of the Whole Meeting**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-012-2024; and

That Council for the City of Temiskaming Shores approves / declines financial support in the amount of \$6,891, plus applicable taxes to provide for the Rental of 20 Porta Potties for the Rockin' On Canada Day event grounds.

- d) **Memo No. 019-2024-CS - Request for Exemption (Noise By-law No. 2012-019) – Rockin' On Canada Day**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 019-2024-CS; and

That Council for the City of Temiskaming Shores approves an exemption to Section 4.5 of Temiskaming Shores By-law No. 2012-019, for the Rockin' On Canada Day Event, to permit the holding of a family event and community celebration on the Canada Day weekend from Saturday June 29, 2024, beginning at 11:00 a.m. to June 30, 2024 at 2:00 a.m.; and from Sunday June 30, 2024, from 11:00 a.m. until 11:59 p.m.

- e) **Memo No. 020-2024-CS – 2024 Municipal Budget for the City of Temiskaming Shores**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 020-2024-CS; and

That Council directs staff to prepare the necessary by-law to adopt the 2024 Municipal Budget for the City of Temiskaming Shores, for consideration at the May 21, 2024 Regular Council meeting.

- f) **Administrative Report No. CS-018-2024 – Tax Ratios, Tax Rates, Water, Sewer and Special Rates**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-018-2024;

That Council directs staff to prepare the necessary by-law utilizing the Revenue Neutral Tax Ratios for 2024 calculated using a phased-in elimination of the subclass reduction factors, for consideration at the May 21, 2024 Regular Council meeting;

That Council directs staff to prepare the necessary by-law utilizing the 2024 Tax Rates and Water/Sewer Rates, for consideration at the May 21, 2024 Regular Council meeting; and

That Council directs staff to prepare the necessary by-law to incorporate a two dollar (\$2.00) increase to the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program (By-law 2014-172), as presented within the 2024 budget, for consideration at the May 21, 2024 Regular Council meeting.

- g) **Memo No. 016-2024-PW - Update on Traffic and Parking Administrative Report No. PW-012-2024, from April 30th, 2024 Committee of the Whole Meeting**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 016-2024-PW; and

That Council directs staff to amend By-law No. 2012-101, as amended, to Regulate Traffic and Parking of Vehicles in the City of Temiskaming Shores to modify an Accessible Parking Space, for consideration at the May 21, 2024, Regular Council meeting.

- h) **Memo No. 017-2024-PW - Household Hazardous Waste (HHW) Collection Event – Agreements with Surrounding Municipalities**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 017-2024-PW;

That Council directs staff to contact surrounding municipalities to discuss participation in the City of Temiskaming Shores Household Hazardous Waste (HHW) Collection Event; and

Further that Council directs staff to prepare the necessary by-laws to enter into agreements with interested municipalities for the collection and disposal services of Household Hazardous Waste, for consideration at a future Regular Council Meeting.

i) **Administrative Report No. PW-013-2024 - Household Hazardous Waste Collection Event**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-013-2024; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with GFL Environmental Services Inc. for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 1, 2024, for consideration at the May 21, 2024 Regular Council meeting.

j) **Administrative Report No. RS-013-2024 - Dymond STATO Extension RFT Award**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-013-2024; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with Demora Construction Services Inc. for the extension of the STATO Trail from Laurette Street to École Catholique St-Michel, in the amount of \$76,000.00 plus applicable taxes, for consideration at the May 21, 2024, Regular Council meeting.

15. By-Laws

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that:

- By-law No. 2024-045 Being a By-law to amend By-law No. 2012-101, as amended, to Regulate Traffic and Parking of Vehicles in the City of Temiskaming Shores – No Parking Zones, Accessible Spaces and Designated Traffic Lanes
- By-law No. 2024-046 Being a by-law to authorize an Agreement with McSweeney & Associates Consulting Inc. for consulting services for the preparation, development, and presentation of a Community Based Strategic Plan for the City of Temiskaming Shores
- By-law No. 2024-047 Being a by-law to authorize the execution of a Memorandum of Understanding between The Corporation of the City of Temiskaming Shores and the Temiskaming Shores Public Library for the purpose of operating a Community Fridge Program
- By-law No. 2024-048 Being a by-law to authorize a lease agreement with John Blanchard and Tanya Perry for the rental of the Harbour Office at HarbourPlace
- By-law No. 2024-049 Being a by-law to enter into a lease agreement with the New Liskeard Lion's Club for cold storage space within Quonset Hut on May Street
- By-law No. 2024-050 Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision - 560 Browning Street (Roll No. 5418-030-012-12705)
- By-law No. 2024-051 Being a by-law to adopt an Energy Conservation and Demand Management Plan 2024-2029 for the City of Temiskaming Shores
- By-law No. 2024-052 Being a by-law to enter into an agreement with HR Strategies Consulting, Inc. for the purpose of a Comprehensive Organizational Review for the City of Temiskaming Shores

By-law No. 2024-053	Being a by-law to enact a Zoning by-law Amendment to amend the High Density Residential Exception 18 (R4-18) in the City of Temiskaming Shores Zoning By-law 2017-154
By-law No. 2024-054	Being a by-law to amend By-law No. 2022-185 to appoint community representatives to various Committees and Boards for the 2022-2026 Term of Council (New Liskeard Business Improvement Area Board of Management)
By-law No. 2024-055	Being a by-law to adopt the 2024 Municipal Budget for the City of Temiskaming Shores
By-law No. 2024-056	Being a by-law to establish Tax Ratios for 2024
By-law No. 2024-057	Being a by-law to provide for the adoption of 2024 tax rates for municipal and school purposes and to further provide penalty and interest for payment in default
By-law No. 2024-058	Being a by-law with respect to water and sewer service rates
By-law No. 2024-059	Being a by-law to impose a Special Tax Levy under the City of Temiskaming Shores Solid Waste Management Program (Repeals By-law No. 2023-047)
By-law No. 2024-060	Being a by-law to enter into an agreement with GFL Environmental Services Inc. for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 1, 2024
By-law No. 2024-061	Being a by-law to enter into an agreement with Demora Construction Services Inc. for the extension of the STATO Trail from Laurette Street to École Catholique St-Michel

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

16. Schedule of Council Meetings

- a) Committee of the Whole – June 4, 2024 starting at 3:00 p.m.
- b) Regular Council Meeting – June 18, 2024 starting at 6:00 p.m.

17. Question and Answer Period

18. Closed Session

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

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

- a) Adoption of the April 16, 2024 and April 30, 2024 Closed Session Minutes;
- b) Under Section 239 (2) (c) of the Municipal Act, 2001 – a proposed or pending acquisition or disposition of land by the municipality or local board – 547 Barr Drive; and
- c) Under Section 239(2)(b) of the Municipal Act, 2001 – Personal matter (identifiable individual) – Temiskaming Shores OPP Detachment Board Applications for Seat Vacancy.

19. Confirming By-law

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that By-law No. **2024-062** being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Committee of the Whole Meeting held on April 30, 2024, and for its Regular meeting held on May 21, 2024, be hereby introduced and given first, second, third and final reading; and be signed by the Mayor and Clerk and the Corporate Seal affixed thereto.

20. Adjournment

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council hereby adjourns its meeting at _____ p.m.

Public Meeting – Zoning By-law Amendment



Zoning By-law Amendment

Application No.: ZBA-2024-02

Owner: 2338508 Ontario Inc. - Graham and Fraser Houghton

Subject Land:

- 468 Georgina Ave.
- PLAN M13NB BLK O LOT 1 LOT 2 PCL 1866NND FIRE HALL

Public Meeting – Zoning By-law Amendment



Purpose of the Amendment

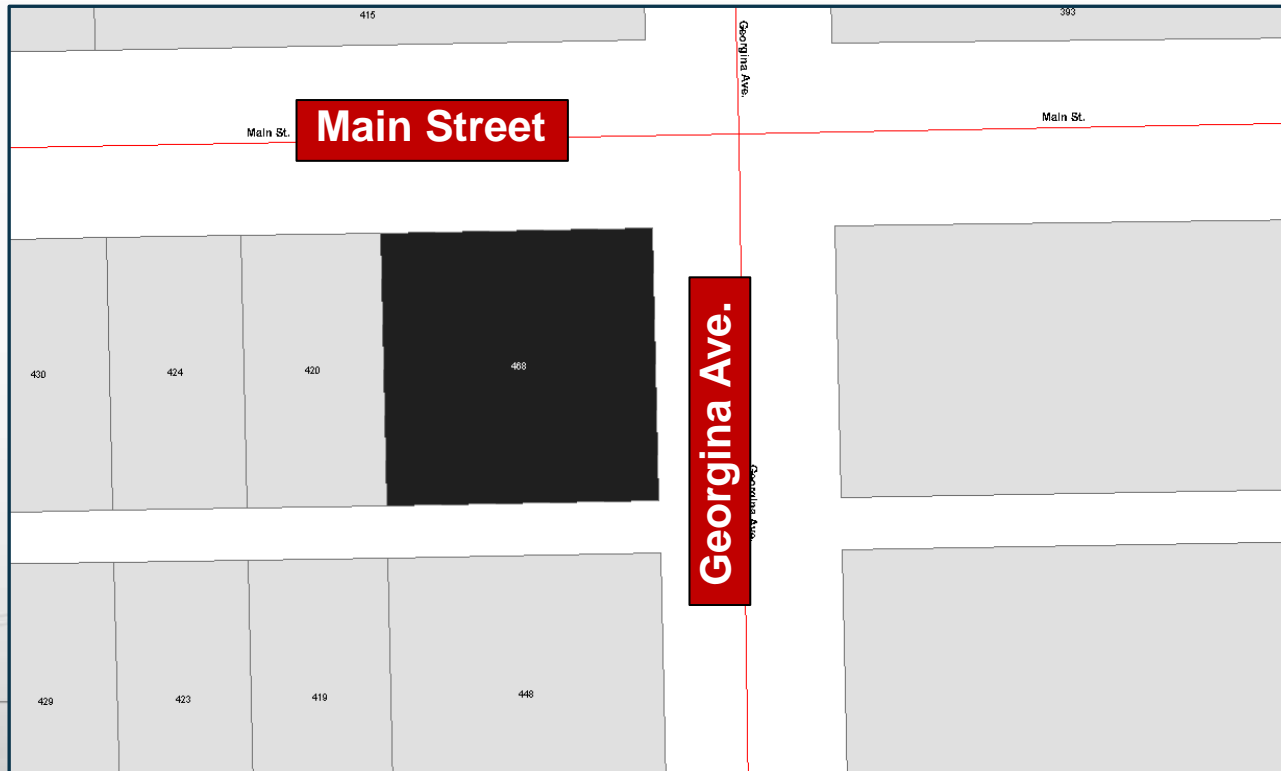
- To rezone the subject land from General Commercial – Haileybury (C1A) to General Commercial – Haileybury Exception (C1A-1)
- Allow for a self storage facility as a permitted use and office space on the second floor.



Public Meeting – Zoning By-law Amendment



Location of Property



Public Meeting – Zoning By-law Amendment



Public Meeting – Zoning By-law Amendment



Official Plan Designation

- Designated Town Centres (Haileybury)
 - Serves a more localized market area
 - Limited scope of commercial services intermixed with institutional uses
 - Recognized for providing services to a local market within a largely residential setting
 - Local commercial centre where scope of land uses will include retail, personal and service commercial uses, residential and public services uses.

Public Meeting – Zoning By-law Amendment



Current Zoning – By-law 2017-154

- General Commercial – Haileybury (C1A)

Public Meeting – Zoning By-law Amendment

Permitted Uses	C1		C1A	
	General Commercial (New Liskeard)	General Commercial (Haileybury)	General Commercial (New Liskeard)	General Commercial (Haileybury)
Agricultural Processing Establishment				
Agricultural Produce Warehouse				
Agricultural Product Sales Outlet				
Agricultural Services				
Agricultural Supply/Implement Dealership				
Boarding House	•		•	
Building Supply Establishment				
Bulk Sales Establishment				
Business, Professional or Administrative Office	•		•	
Contractor's Establishment				
Convenience Store	•		•	
Child Care Centre	•		•	
Driving Range				
Dry Cleaning Establishment	•		•	
Dwelling, Apartment			•(*1)	
Dwelling, Multiple			•(*1)	
Dwelling, Semi-Detached	•(*1)		•(*1)	
Dwelling, Single Detached	•(*1)		•(*1)	
Dwelling, Street Townhouse			•(*1)	
Educational Establishment	•		•	
Equipment Sales, Service & Rental Establishment				
Financial Establishment	•		•	
Funeral Home	•		•	
Greenhouse, Nursery, Garden Centre	•		•	
Grocery Store	•		•	
Group Home	•		•	
Health Services Establishment	•		•	
Home for Special Care	•		•	
Hospital				
Hotel/Motel	•		•	
Kennel				
Laundromat	•		•	
Long Term Care Home	•		•	

TABLE 7.1 – cont'd

Permitted Uses	C1		C1A	
	General Commercial (New Liskeard)	General Commercial (Haileybury)	General Commercial (New Liskeard)	General Commercial (Haileybury)
Marina	•		•	
Marine Sales & Service Establishment	•		•	
Market	•		•	
Motor Vehicle Body Repair Shop	•		•	
Motor Vehicle Dealership	•		•	
Motor Vehicle Service Station	•		•	
Motor Vehicle Washing Establishment	•		•	
Outdoor Recreation, Active	•		•	
Outdoor Recreation, Passive	•		•	
Parking Lot	•		•	
Personal Service Establishment	•		•	
Place of Assembly	•		•	
Place of Entertainment	•		•	
Place of Recreation	•		•	
Place of Worship	•		•	
Printing Establishment	•		•	
Recreational Vehicle Sales and Service Establishment				
Restaurant	•		•	
Restaurant, Drive-Through or Take-Out	•		•	
Retail Store	•		•	
Self Storage Facility				
Service Establishment	•		•	
Tourist Camping Establishment				
Tourist Establishment	•		•	
Transportation Depot				
Veterinary Establishment	•		•	
Wayside Pit or Quarry				
Wholesale Establishment				

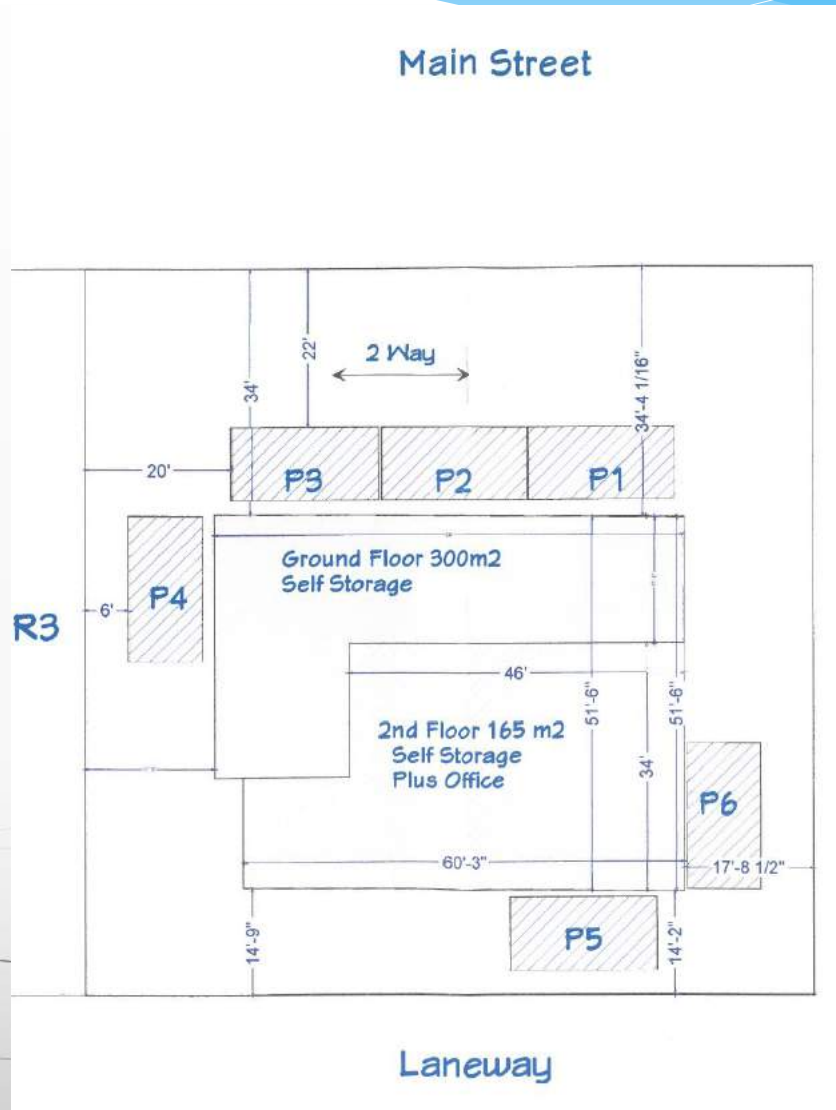
Public Meeting – Zoning By-law Amendment



Proposed Zoning

- General Commercial – C1A -1
 - To allow for a self storage facility as a permitted use.

Public Meeting – Zoning By-law Amendment



Public Meeting – Zoning By-law Amendment



Additional Information

Public Notice and Comments

- Notice of the public hearing was advertised in the Temiskaming Speaker beginning on April 24th, 2024
- Application has been circulated to City staff and no concerns or objections have been received
- No comments or concerns have been received from external agencies or members of the public

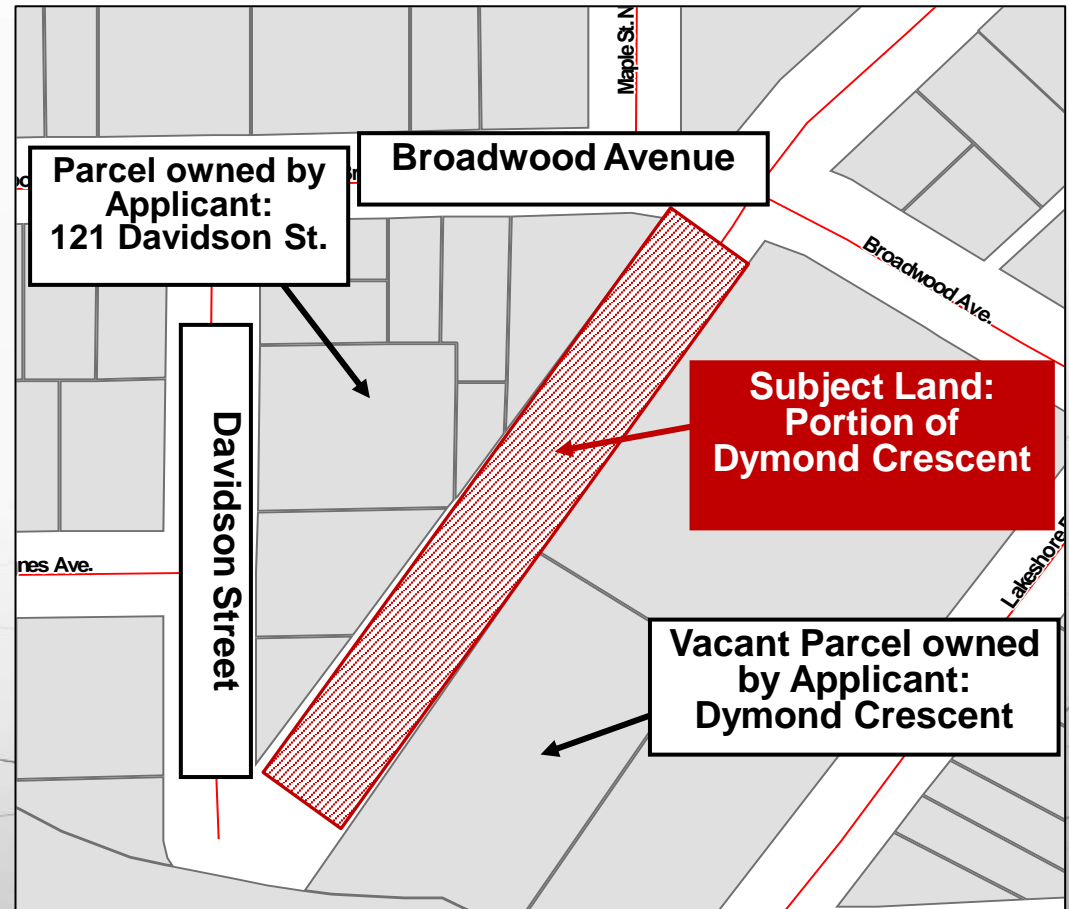
Next Steps

- An administrative and planning report and draft by-law will be presented for consideration at the June 5th, 2024 Committee of the Whole

Application to Purchase Municipal Land

Application Background

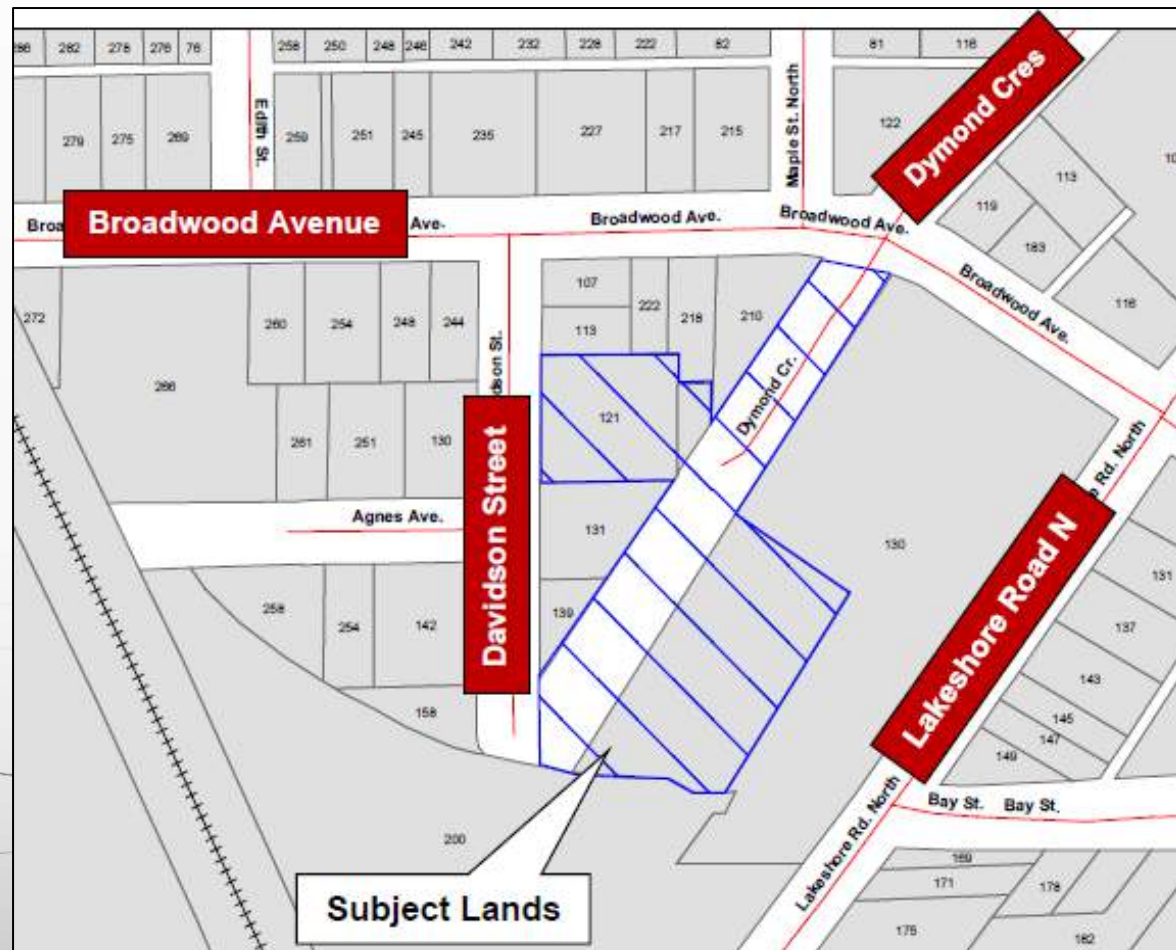
- On March 13, 2024, a letter was received from John Knifton, Managing Partner with JK Development GP2 Limited, to purchase a portion of unopened road allowance (Dymond Crescent) between Broadwood Avenue and Davidson Street.



Application to Purchase Municipal Land

Application Background

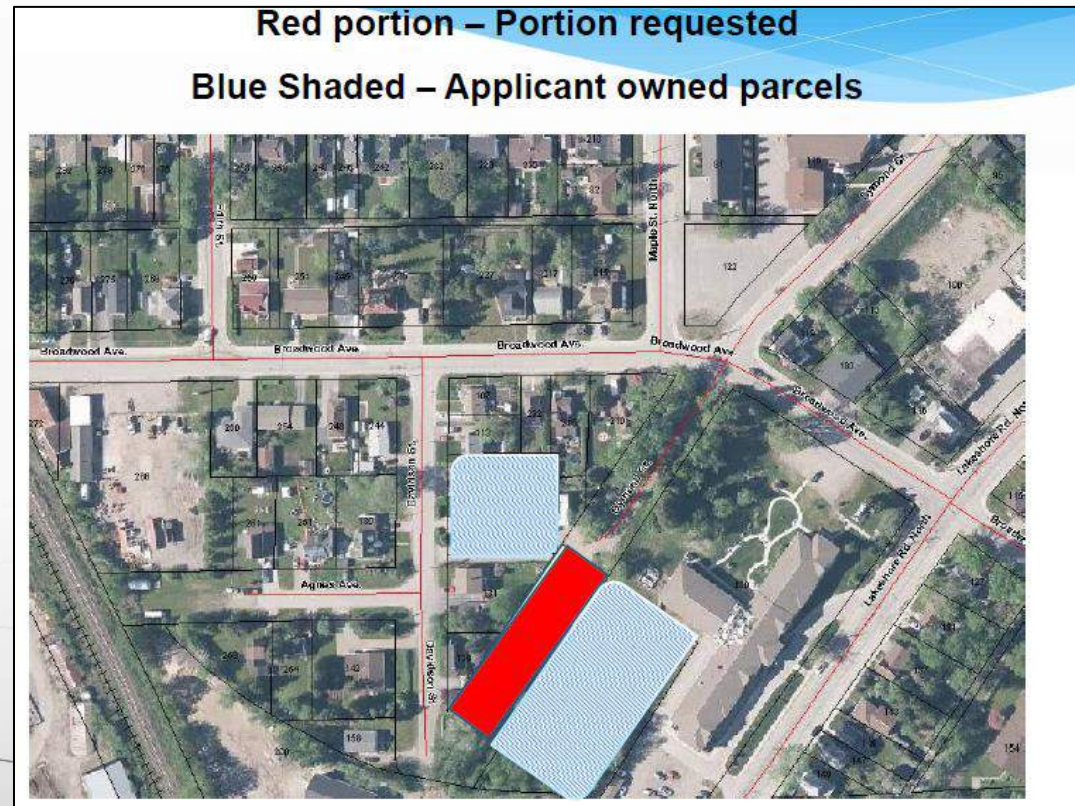
- The Applicant is seeking to purchase the land to join two individually owned properties for the development of a two-phase residential apartment complex (proposal: total of 59 units).



Application to Purchase Municipal Land

History

- In 2022/ 2023, an application was made to acquire the southerly portion of the Dymond Cres. road allowance, to join the properties and to accommodate parking requirements of the project (i.e., a 6-unit residential building fronting on Davidson Street in Phase 1, and the development of a multi-unit apartment building on a portion of the Dymond Crescent road allowance and the adjacent lands to the southeast in Phase 2).



Application to Purchase Municipal Land



History

- A public meeting was held at the February 21, 2023 Regular Council meeting, and a report was presented at the March 21, 2023 Regular Council meeting, authorizing staff to proceed with the sale, conditional upon:
 - Approval of a Zoning By-Law Amendment application;
 - Approval of a Site Plan Agreement; and
 - Registration of any easements required by the municipality and applicable external agencies.
- The purchase and sale agreement was to include a clause allowing ownership to revert to the City should the development not proceed within a determined timeframe.
- Note: The purchase and sale agreement was not completed for the initial request, and the site plan agreement is pending approval.

Application to Purchase Municipal Land



History Continued...

- On December 19, 2023, a Zoning By-law Amendment by-law was adopted (By-law No. 2023-137) to change the property from Community Facility (CF) to High-Density Residential, Exception 20 (R4-20). The purpose of the exception was to include a special provision that the maximum number of dwelling units to be 59.
- Note: the Applicant advised that during this process they agreed to provide access to the site from Broadwood Ave (subject to acquiring Dymond Crescent), as well as accommodating a request from Northdale Manor with a driveway for its shuttle bus service and providing pathway for future residents to a transit stop at the corner of Dymond Crescent and Maple Street, just to the north.

Application to Purchase Municipal Land



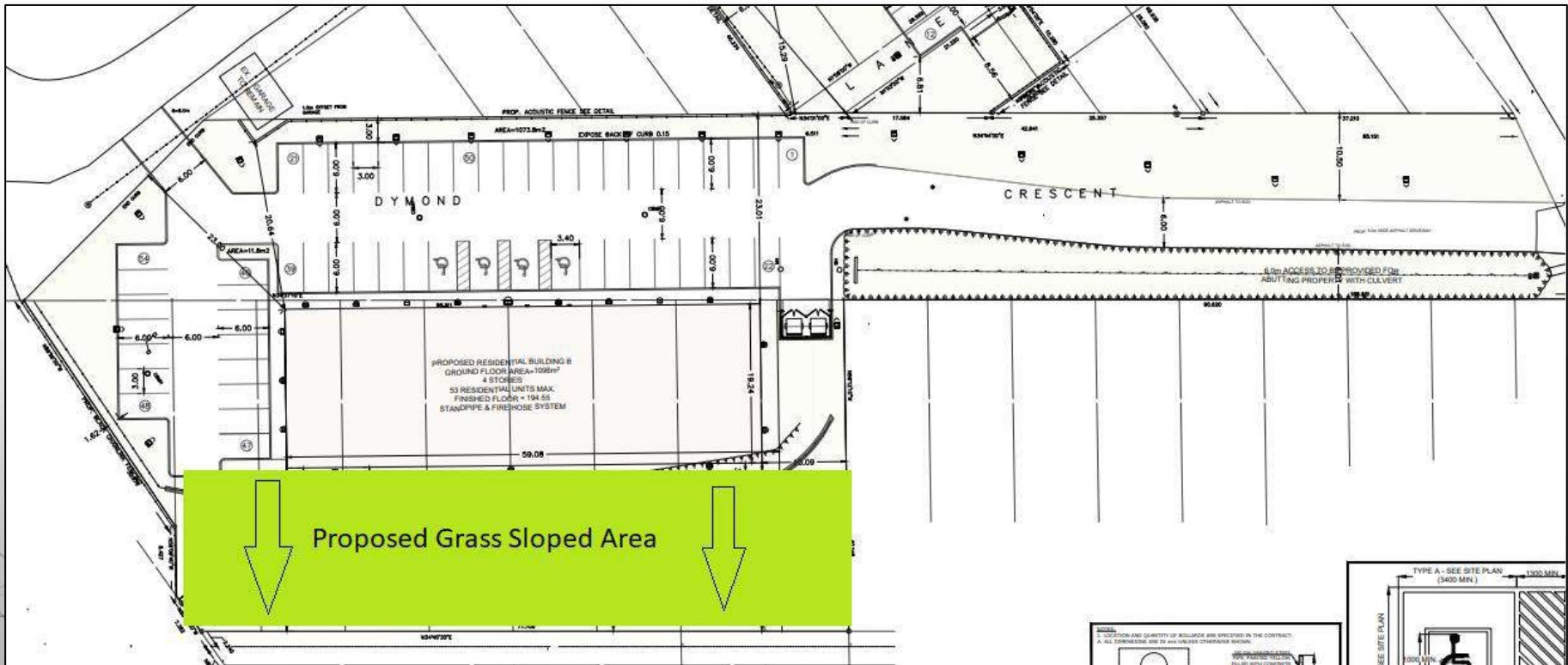
History Continued...

- During the past year, changes to the project have been completed from a planning and development perspective:
 - A new site plan to move the building back from the top of the slope; and
 - Moving the parking to the front of the building (closer to Davidson Street), to create a gradual grassed sloped area, instead of a steep retaining wall.
- The change would result in a smaller, more compact 4-story building with increased landscaped area.

Application to Purchase Municipal Land

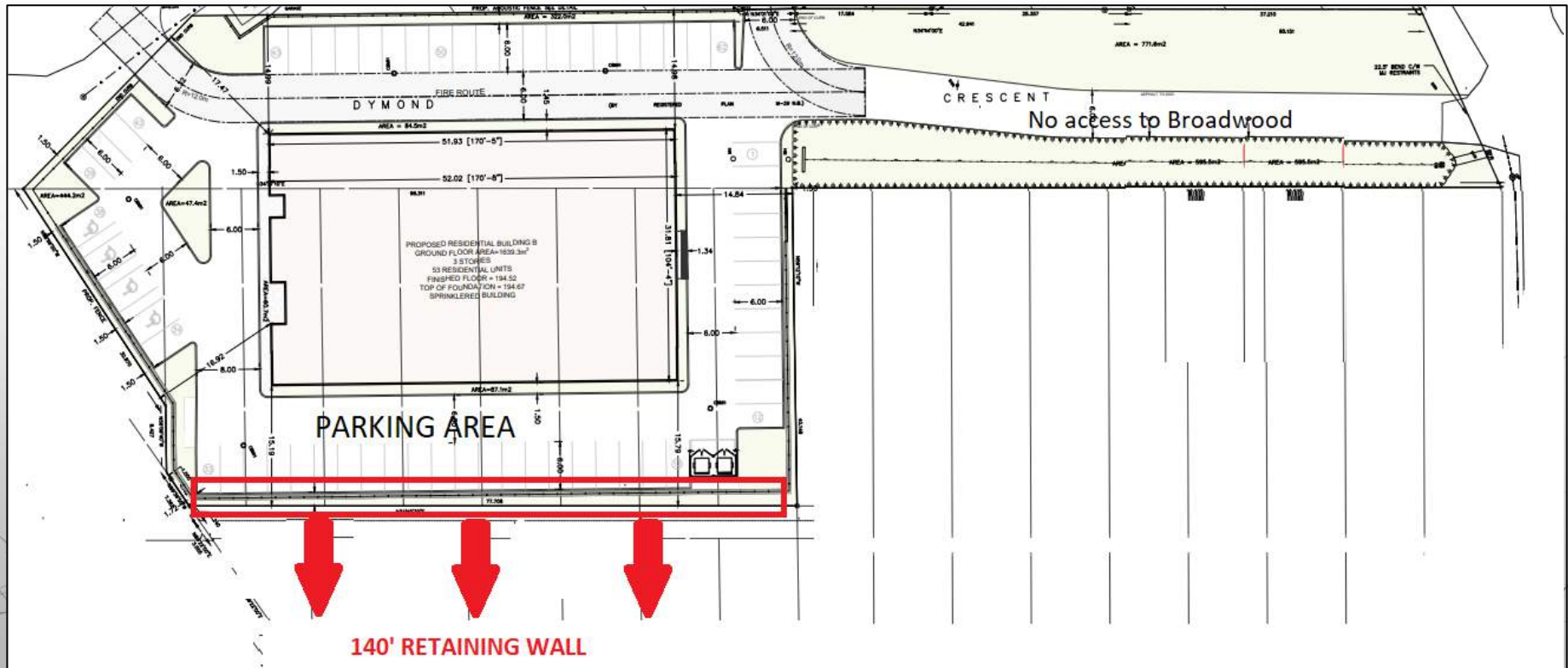


Proposed Plan



Application to Purchase Municipal Land

Original Plan (March 2023)





Application to Purchase Municipal Land

Disposition of Land By-law No. 2015-160

Section 3 – Disposal Method

- Recommend a direct disposition with the property owner.

Section 4 – Determination of Value

- The applicant is seeking the portion of unopened road allowance at a cost of \$1,000, plus all plus all costs related to the respective sale for both the City and the Purchaser (i.e., reference plan (survey), advertising fees, legal fees, registration fees, etc.)

Section 6 – Public Meeting Notice

- Notice via City Bulletin and Website.
- Notice mailed to adjoining property owners.
- Emailed to utility companies and to the Ontario Northland.

Application to Purchase Municipal Land



Staff Comments:

- **City Planner** noted that the developers' current adjacent properties on either side of this road allowance are designated Residential Neighbourhood in the City of Temiskaming Shores Official Plan and were recently subject to a By-law Amendment to zone High Density Residential, exception 20 (R4-20) in the City of Temiskaming Shores Zoning By-law. The Dymond Crescent road allowance currently separates the two pieces of property, and the purchase of the road allowance will allow the property to be treated as one piece for future development and will allow access to the rear portion of the property.
- **Director of Recreation** The developers proposed site plan is missing outdoor or indoor bicycle parking areas. It is also missing adequate pedestrian walkways or sidewalks on the portion of Dymond Cres. they wish to purchase. Pedestrians originating from the proposed development have no designated pathways to access existing pedestrian infrastructure on Broadwood Avenue. The City's Official Plan includes mentions about incorporating pedestrian friendly and cycling friendly elements into developments. The recommended minimum would be the inclusion of a sidewalk between building B and Broadwood Ave. and a space for safe bicycle storage.
- **Manager of Transportation** It would be a requirement of the applicant to maintain their property and any purchased roadway year-round. It should also be noted that any proposed development of this property may require a Traffic Impact Study.

Application to Purchase Municipal Land



External Agency/ Public Comments

Ontario Northland:

- Ontario Northland is not aware of any infrastructure of the subject lands and have no concerns over the potential sale; however, provided guidelines for residential development.

Enbridge Gas Inc.:

- Enbridge will require an easement prior to the proposed sale as they have infrastructure in the laneway with service lines to homes. Please note that there can be no structures built on the easement, and access must remain available at all times.

Public Comments:

- No public comments received at the time of the Council package publication.

Application to Purchase Municipal Land



Next Steps – *conditional on public input*

- Order a survey to legally describe the portion of the subject road allowance.
- Adoption of a Stop Up and Close By-law for the portion of road allowance.
- Administrative Report recommending a Purchase and Sale agreement.



Noise Exemption Request

Applicant: Rockin' On Canada Day Committee

Property: Former Government Agricultural Farm, located on Armstrong Street North

Purpose: Application for Exemption under By-law 2012-019, a by-law to prohibit and regulate certain noises within the City of Temiskaming Shores, for the purpose of holding a family event and community celebration on the Canada Day weekend.

- Saturday June 29, 2024, beginning at 11:00 a.m. until June 30, 2024, 2:00 a.m.;
- Sunday June 30, 2024, beginning at 11:00 a.m. until 11:59 p.m.



Event Details

- The Rockin' On Canada Day Event Committee is holding a family event and community celebration on the Canada Day weekend, with an emphasis on honouring seniors and veterans, including a parade, concerts, entertainment, etc. The event will also be a fundraiser for Temiskaming Hospital, while fostering community spirit and Canadian pride.
- It is expected that there will be approximately 2,500 participants at a maximum on event grounds at any one time.
- There will also be approximately 1,550 participants for the indoor concert on June 29th, and an outdoor concert will also be held on June 30th.



Requirements – By-law No. 2012-019, a by-law to prohibit and regulate certain noises within the City of Temiskaming Shores

- Section 3.4 - sounds or noises from or created by any public address system, sound equipment, loud speaker, or similar device, or sound producing instrument with volume to likely disturb the peace, quiet, comfort of any individual in any location beyond the *Lot Line* of the property on which such device or instrument is located, is prohibited.
- Section 4.5 - provides for a noise exemption for public celebrations, provided that Council passes a resolution in accordance with Section 5 (i.e. Grant of Exemptions by Council).

Public Meeting – Noise Exemption



Requirements – By-law No. 2012-019, a by-law to prohibit and regulate certain noises within the City of Temiskaming Shores

- Section 5 (i.e. Grant of Exemptions by Council)
- Section 5.3 - Proof of publication within preceding ten days, in a newspaper of general circulation, a notice of intention to apply for an exemption to this by-law, and stating the date which the application to *Council* is intended to be made.
 - Beginning on April 25, 2024, the Application for Exemption (Public Notice) was posted on the City's website, as well as included in the Temiskaming Speaker and Weekender.
- *Section 5.4* Council will review the application and any written or verbal submissions and grant the applicant and any *Person* opposed to the application an opportunity to speak in accordance with Council's Procedural By-law.
 - No comments or concerns received to date.

Public Meeting – Noise Exemption



Next Steps

- Council Review any written or verbal submissions.
- Consider Memo No. 019-2024-CS for granting the Noise Exemption presented under New Business.



The Corporation of the City of Temiskaming Shores
Regular Meeting of Council
Tuesday, April 16, 2024 – 6:00 p.m.
City Hall – Council Chambers – 325 Farr Drive

Minutes

1. Land Acknowledgement

We acknowledge that we live, work, and gather on the traditional and unceded Territory of the Algonquin People, specifically the Timiskaming First Nation.

We recognize the presence of the Timiskaming First Nation in our community since time immemorial and honour their long history of welcoming many Nations to this beautiful territory and uphold and uplift their voice and values.

2. Call to Order

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

3. Roll Call

Council: Mayor Jeff Laferriere; Councillors Jesse Foley, Melanie Ducharme, Nadia Pelletier-Lavigne, Danny Whalen, and Mark Wilson

Present: Amy Vickery, City Manager
Logan Belanger, Municipal Clerk
Shelly Zubyck, Director of Corporate Services
Mathew Bahm, Director of Recreation
Brad Hearn, Information Systems & Technology
Steve Burnett, Manager of Environmental Services
Mitch McCrank, Manager of Transportation Services

Regrets: Councillor Ian Graydon

Media: 1

Delegates: N/A

Members of
the Public: 1

4. Review of Revisions or Deletions to Agenda

None

5. Approval of Agenda

Resolution No. 2024-140

Moved by: Councillor Foley

Seconded by: Councillor Wilson

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

Carried

6. Disclosure of Pecuniary Interest and General Nature

None

7. Public Meetings pursuant to the Planning Act, Municipal Act and other Statutes

- a) Zoning By-law Amendment (ZBA-2024-01)

Owner/ Applicant: RK Breau Holdings Inc.

Subject Land: 195 Roland Road

Purpose of the application: Site-specific amendment to amend the R4-18 zone provisions to permit the construction of a Duplex Dwelling (2 units), to replace the building containing a rental office and to increase the number of permitted units from 18 to 20.

Mayor Laferriere outlined that the purpose of this public meeting is for one (1) Zoning By-law amendment application. The Planning Act requires that a public meeting be held before Council decides whether to pass a by-law adopting a proposed amendment.

The public meeting serves two purposes: first, to present to Council and the public the details and background to the proposed amendments and second,

to receive comments from the public and agencies before a decision is made by Council.

Mayor Laferriere declared the meeting to be open and to be a public meeting pursuant to Section 34 of the Planning Act, and requested the Director of Corporate Services to outline the details of the application.

Shelly Zubyck, Director of Corporate Services, utilizing PowerPoint, outlined the background, purpose, and planning analysis related to the Zoning by-law amendment.

The notice of the public meeting was provided via the City Bulletin in accordance with the statutory notice requirements of the Planning Act, as well as to the Ministry of Transportation, as the property is located within the permit control area of Highway 11. No comments were received prior to the public meeting.

Mayor Laferriere inquired if there were any comments from members of the public or Council. Councillor Whalen inquired if the drainage/ ditching for the development has been addressed. Mr. Breault (the developer) commented that the storm water management plan has been completed.

Mayor Laferriere declared that this public meeting is closed, and Council will give due consideration to the application.

8. Review and Adoption of Council Minutes

Resolution No. 2024-141

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

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

- a) Regular Council Meeting – March 19, 2024; and
- b) Committee of the Whole Meeting – April 2, 2024.

Carried

9. Presentations / Delegations

None

10. Correspondence/ Communications

- a) Norma Hughes, Chair/ Mike McArthur, Chair – Walkathon, Community Living Temiskaming South

Re: 52nd Annual Walkathon, 2024-03-19

Reference: Received for Information

- b) John Knifton, Managing Partner – JK Development GP² Limited

Re: Application to Purchase Municipal Land, 2024-02-12

Reference: Referred to the Municipal Clerk to process in accordance with Land Disposition By-law No. 2015-160

- c) Wayne Redekop, Mayor – Town of Fort Erie

Re: Resolution of Support - Architectural Conservancy Ontario - Request Provincial Government to Amend Deadline of Subsection 27(16), Ontario Heritage Act, 2024-03-22

Reference: Received for Information

- d) Timiskaming Health Unit

Re: Sociodemographic Data for the Timiskaming Health Unit, and Board of Health Briefing Note

Reference: Received for Information

- e) Kevin Narraway, Sr. Manager of Legislative Services/ Deputy Clerk - Town of Whitby

Re: Resolution of Support - Ontario Energy Board's Decision to end the Gas Pipeline Subsidy, 2024-03-25

Reference: Received for Information

Note: Councillor Pelletier-Lavigne requested this item be returned for Council consideration.

- f) Sasha Helmkey-Playter, Clerk/Director of Legislative Services - Township of Clearview

Re: Resolution of Support - Endorsement of Bill C-63 The Online Harms Act in the House of Commons, 2024-03-27

Reference: Received for information

- g) The Honourable Prabmeet Singh Sarkaria – Minister of Transportation

Re: 2023-24 Gas Tax Program, 2024-03-15

Reference: By-law Agreement presented under Section 15 – By-laws

- h) Town of Shelburne

Re: Resolution of Support - Eradicate all forms of racism, 2024-03-26

Reference: Received for Information

- i) Chris Gauthier, City Clerk - City of Brantford,

Re: Resolution of Support - Home Heating Sustainability, 2024-03-28

Reference: Received for Information

- j) Amberly Spilman, Deputy Clerk/ Lottery Licensing Officer – Town of Kirkland Lake

Re: Resolution of Support – Exotic Animals, 2024-04-05

Reference: Received for Information

Note: Councillor Wilson requested this item be returned for Council consideration.

- k) Federation of Northern Ontario Municipalities (FONOM)

Re: Proclamation Request – Hope Air Day (June 7, 2024), 2024-04-08

Reference: Proclamation presented under Section 14 - New Business for Council Consideration

- l) Rebecca Hunt, Library CEO - Temiskaming Shores Public Library

Re: Collaborative approach to homelessness

Reference: Received for Information

Note: Councillor Ducharme requested this item be sent to DTSSAB.

- m) Bernie Derible, Deputy Minister and Commissioner of Emergency Management

Re: Ontario's Provincial Emergency Management Strategy and Action Plan: 2023 Annual Report, 2024-04-09

Reference: Received for Information

Resolution No. 2024-142

Moved by: Councillor Foley

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores agrees to deal with Communications Items 10 a) through m) in accordance with agenda references.

Carried

11. Committees of Council – Community and Regional

Resolution No. 2024-143

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

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

- a) Minutes from the New Liskeard Business Improvement Area Board of Management meeting held on March 11, 2024;
- b) Minutes from the Temiskaming Shores Public Library Board meeting held on February 28, 2024; and
- c) Minutes from the Temiskaming Health Unit Board of Health meeting held on March 6, 2024, and on March 25, 2024.

Carried

12. Reports by Members of Council

Councillor Whalen inquired about support for the Rockin' on Canada Day event. Amy Vickery, City Manager commented that the group recently submitted their requests and staff had an opportunity to review. An Administrative Report will be prepared for Council consideration at the Committee of the Whole meeting on April 30, 2024.

13. Notice of Motions

None

14. New Business

- a) **Township of Perry – Resolution of Support to Amend Blue Box Regulation for 'Ineligible' Sources (Correspondence from the March 19, 2024 Regular Council Meeting)**

Resolution No. 2024-144

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Whereas Council for the Township of Perry adopted a resolution requesting support to amend the Blue Box Regulation for 'Ineligible' Sources, at their regular meeting of Council on February 21, 2024; and

Whereas under Ontario Regulation 391/21: Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only; and

Whereas 'ineligible' sources which producers are not responsible for include businesses, places of worship, daycares, campgrounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks; and

Whereas should a municipality continue to provide services to the 'ineligible' sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs.

Be it resolved that Council for the City of Temiskaming Shores support the Township of Perry's request that the province amend Ontario Regulation 391/21: Blue Box, so producers are responsible for the end-of-life management of recycling products from all sources; and

Further that a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; the Honourable Andrea Khanjin, Minister of the Environment, Conservation, and Parks; John Vanthof, MPP Timiskaming-Cochrane, and to the Township of Perry.

Carried

- b) **County of Lambton - Resolution of Support for the responsibility of and costs associated with the continued construction, operation, and maintenance of major municipally-owned highways (Correspondence from the March 19, 2024 Regular Council Meeting)**

Resolution No. 2024-145

Moved by: Councillor Foley

Seconded by: Councillor Ducharme

Whereas Council for the County of Lambton adopted a resolution requesting support for the responsibility of and costs associated with the continued construction, operation, and maintenance of major municipally-owned highways, at their regular meeting of Council on February 7, 2024; and

Whereas the Province of Ontario has agreed to assume responsibility for the Gardiner Expressway and the Don Valley Parkway from the City of Toronto, which will be uploaded to the Province of Ontario; and

Whereas like the City of Toronto, all municipalities in the Province of Ontario are experiencing significant financial and budgetary pressures including those related to infrastructure development, maintenance and repairs, and are seeking reasonable solutions to address the same while balancing their financial books; and

Whereas the uploading of municipal highway infrastructure to the Province of Ontario or, alternatively, appropriately increasing the Ontario Community Infrastructure Fund to Ontario municipalities will assist municipalities in addressing such financial challenges.

Be it resolved that Council for the City of Temiskaming Shores hereby supports the County of Lambton's request that the Province of Ontario:

- i. upload from local municipalities the responsibility of and costs associated with the continued construction, operation, and maintenance of major municipally-owned highways throughout the Province of Ontario to the Ontario Ministry of Transportation; or
- ii. Alternatively, if uploading is not the preferred option of the Province and/or local municipality, to appropriately increase the Ontario

Community Infrastructure Fund to municipalities so as to fairly and equitably allocate resources to Ontario municipalities;

And further that a copy of this resolution be sent to the Honourable Doug Ford, Premier of Ontario; the Honourable Prabmeet Singh Sarkaria, Minister of Transportation; John Vanthof, MPP Timiskaming-Cochrane; the Association of Municipalities of Ontario, and the County of Lambton.

Carried

c) City of Quinte West – Resolution of Support for Housing Funding (Correspondence from the March 19, 2024 Regular Council Meeting)

Resolution No. 2024-146

Moved by: Councillor Pelletier-Lavigne

Seconded by: Councillor Whalen

Whereas Council for the City of Quinte West adopted a resolution requesting support for Housing Funding, at their regular meeting of Council on March 6, 2024.

Be it resolved that Council for the City of Temiskaming Shores supports the City of Quinte West's call on the Federal Government to re-evaluate their lack of funding for municipalities with a population of less than 50,000 in rural Ontario and to make available funding for infrastructure programs to help build infrastructure to help build much-needed new homes; and

Further that the Province of Ontario be asked to invest more than the currently allocated \$200M into their Housing Enabling Water Systems Fund; and

Further that this resolution be circulated to The Right Honourable Justin Trudeau, Prime Minister of Canada; the Honourable Sean Fraser, Federal Minister of Housing, Infrastructure and Communities; the Honourable Doug Ford, Premier of Ontario; the Honourable Kinga Surma, Minister of Infrastructure; the Honourable Paul Calandra, Minister of Municipal Affairs and Housing; John Vanthof, MPP Timiskaming-Cochrane, and the City of Quinte West.

Motion to Amend

The following motion was introduced by Councillor Wilson to amend Resolution 2024-146:

Resolution No. 2024-146-A

Moved by: Councillor Whalen
Seconded by: Councillor Pelletier-Lavigne

That Council for the City of Temiskaming Shores hereby amends Resolution No. 2024-146, by replacing paragraph no. 3 with:

Further that the Province of Ontario recently allocated additional funding into their Housing Enabling Water Systems Fund.

Carried

Resolution No. 2024-146 (as amended)

Moved by: Councillor Pelletier-Lavigne
Seconded by: Councillor Whalen

Whereas Council for the City of Quinte West adopted a resolution requesting support for Housing Funding, at their regular meeting of Council on March 6, 2024.

Be it resolved that Council for the City of Temiskaming Shores supports the City of Quinte West's call on the Federal Government to re-evaluate their lack of funding for municipalities with a population of less than 50,000 in rural Ontario and to make available funding for infrastructure programs to help build infrastructure to help build much-needed new homes; and

Further that the Province of Ontario recently allocated additional funding into their Housing Enabling Water Systems Fund; and

Further that this resolution be circulated to The Right Honourable Justin Trudeau, Prime Minister of Canada; the Honourable Sean Fraser, Federal Minister of Housing, Infrastructure and Communities; the Honourable Doug Ford, Premier of Ontario; the Honourable Kinga Surma, Minister of Infrastructure; the Honourable Paul Calandra, Minister of Municipal Affairs and Housing; John Vanthof, MPP Timiskaming-Cochrane, and the City of Quinte West.

Carried

d) **FONOM Proclamation – Hope Air Day on June 7, 2024 (Correspondence Item No. 10. I)**

Resolution No. 2024-147

Moved by: Councillor Wilson

Seconded by: Councillor Foley

Whereas access to healthcare is a fundamental right for all citizens, regardless of their geographic location; and

Whereas Hope Air, a charitable organization, has been tirelessly dedicated to providing access to healthcare by facilitating free flights and other services for patients living in rural and under-served communities in Ontario, ensuring they can receive vital medical treatment regardless of distance or financial means; and

Whereas Hope Air has been instrumental in bridging the gap between smaller communities and hospitals far from home, reducing the barriers that often prevent individuals from reaching medical care; and

Whereas the impact of Hope Air extends beyond the individual patients served, positively affecting families, communities, and the healthcare system as a whole by promoting wellness and reducing the burden of untreated medical conditions; and

Whereas the compassion, dedication, and commitment demonstrated by Hope Air and its volunteers embody the spirit of community and the belief in the inherent value of every individual's well-being.

Be it resolved that Council for the City of Temiskaming Shores hereby proclaims June 7th, 2024, as "Hope Air Day" in the City of Temiskaming Shores, in recognition of the invaluable contributions made by Hope Air to the health and well-being of individuals in Ontario's remote and rural communities; and

That Council asks citizens to join in celebrating Hope Air Day and to reflect on the significance of ensuring equitable access to healthcare for all members of our society, to reaffirm our commitment to supporting initiatives that promote health equity and extend our gratitude to Hope Air for their unwavering dedication to serving those in need.

Carried

e) **Amendment to Council Meeting Schedule**Resolution No. 2024-148

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Whereas Council adopted Resolution No. 2023-348 at the October 17, 2023 Regular Council meeting establishing a meeting schedule from January 2024 to July 2024; and

Whereas Mayor Laferriere, and Councillors Pelletier-Lavigne, Whalen and Wilson will not be in attendance for the scheduled May 7, 2024 Committee of the Whole meeting, as they will be attending the Federation of Northern Ontario Municipalities (FONOM) Conference in Sudbury.

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby agrees to reschedule the May 7, 2024 Committee of the Whole meeting to April 30, 2024 at 3:00 p.m.

Carriedf) **Proclamation – Bi-Annual Proclamation Schedule**Resolution No. 2024-149

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Whereas at the February 6, 2024 Committee of the Whole meeting, Council approved the development of a bi-annual proclamation schedule.

Be it resolved that Council for the City of Temiskaming Shores hereby proclaims the following days in the City of Temiskaming Shores:

National Drowning Prevention Week	July 21-27, 2024
International Overdose Awareness Day	August 31, 2024
Terry Fox Run	September 15, 2024
Franco-Ontarian Day	September 25, 2024
National Day for Truth and Reconciliation and Orange Shirt Day	September 30, 2024
Fire Prevention Week	October 6-12, 2024
Local Government Week	October 14-18, 2024
Falls Prevention Month	Month of November
Indigenous Veterans Day	November 8, 2024
Veterans Week	November 5-11, 2024
Elimination of Violence Against Women	November 25, 2024

And further that Council of the City of Temiskaming Shores respectfully acknowledges the importance of honouring these days in the City of Temiskaming Shores:

Canada Day	July 1, 2024
Civic Holiday	August 5, 2024
Labour Day	September 2, 2024
Thanksgiving	October 14, 2024
Remembrance Day	November 11, 2024
Christmas Day	December 25, 2024
Boxing Day	December 26, 2024

Carried

g) **Administrative Report No. RS-008-2024 - Ball Diamond Equipment Purchase**

Resolution No. 2024-150

Moved by: Councillor Pelletier-Lavigne

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-008-2024; and

That Council provides the Director of Recreation with the delegated authority to enter into an agreement with Turf Care Products Canada Ltd for the supply of one (1) Toro SandPro 2040Z in the amount of \$22,766 plus applicable taxes.

Carried

15. By-Laws

Resolution No. 2024-151

Moved by: Councillor Ducharme

Seconded by: Councillor Foley

Be it resolved that:

By-law No. 2024-037 Being a by-law to amend By-law No. 2020-118 to Authorize the Execution of the Transfer Payment Agreement for the Investing in Canada Infrastructure Program (ICIP): Public Transit Stream – Amendment No. 1

- By-law No. 2024-038 Being a by-law to authorize an agreement with York1 Remediation LP, for construction services related to the placement of final cover at the closed Haileybury Landfill Site
- By-law No. 2024-039 Being a by-law to authorize an agreement with Blanchfield Roofing Company Limited for the replacement of the McCamus Well Building Roof
- By-law No. 2024-040 Being a by-law to authorize the execution of a Memorandum of Understanding between The Corporation of the City of Temiskaming Shores and One Light Diversity Centre to provide settlement support, welcoming events and community integration services for newcomers to the Temiskaming Shores region
- By-law No. 2024-041 Being a by-law to amend By-law No. 2022-185 to appoint community representatives to various Committees and Boards for the 2022-2026 Term of Council (Temiskaming Shores Public Library Board)
- By-law No. 2024-042 Being a by-law to adopt an Asset Management Plan (Phase 2) for the City of Temiskaming Shores
- By-law No. 2024-043 Being a by-law to authorize the execution of a funding agreement between His Majesty the King in right of the Province of Ontario, as represented by the Minister of Transportation for the Province of Ontario related to funding provided by the Province under the Dedicated Gas Tax Funds for Public Transportation Program - 2024

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

Carried

16. Schedule of Council Meetings

- a) Committee of the Whole – April 30, 2024 starting at 3:00 p.m.
- b) Regular Council Meeting – May 21, 2024 starting at 6:00 p.m.

17. Question and Answer Period

None

18. Closed Session

Resolution No. 2024-152

Moved by: Councillor Pelletier-Lavigne

Seconded by: Councillor Foley

Be it resolved that Council agrees to convene in Closed Session at 6:55 p.m. to discuss the following matters:

- a) Adoption of the March 19, 2024 and April 2, 2024 Closed Session Minutes; and
- b) Under Section 239 (3.1) 1. The meeting is held for the purpose of educating or training the members: Council Training Session (Training Presentation from the Integrity Commissioner).

Carried

Resolution No. 2024-153

Moved by: Councillor Foley

Seconded by: Councillor Ducharme

Be it resolved that Council agrees to rise with report from Closed Session at 8:04 p.m.

Carried

Matters from Closed Session

Adoption of the March 19, 2024 and April 2, 2024 Closed Session Minutes

Resolution No. 2024-154

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council approves the following as printed:

- a) Closed Session Minutes from the March 19, 2024 Regular Council meeting, and the Closed Session Minutes from the April 2, 2024 Committee of the Whole meeting.

Carried

Under Section 239 (3.1) 1. The meeting is held for the purpose of educating or training the members: Council Training Session (Training Presentation from the Integrity Commissioner)

Mr. Harold Elston, Integrity Commissioner provided Council with a training session regarding the structure and principles of effective municipal government.

19. Confirming By-law

Resolution No. 2024-155

Moved by: Councillor Foley
Seconded by: Councillor Wilson

Be it resolved that By-law No. **2024-044** being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Committee of the Whole Meeting held on April 2, 2024, and for its Regular meeting held on April 16, 2024, be hereby introduced and given first, second, third and final reading; and be signed by the Mayor and Clerk and the Corporate Seal affixed thereto.

Carried

20. Adjournment

Resolution No. 2024-156

Moved by: Councillor Pelletier-Lavigne
Seconded by: Councillor Whalen

Be it resolved that Council hereby adjourns its meeting at 8:06 p.m.

Carried

Mayor

Clerk



**The Corporation of the City of Temiskaming Shores
Committee of the Whole
Tuesday, April 30, 2024 – 3:00 p.m.
City Hall – Council Chambers – 325 Farr Drive**

Minutes

1. Land Acknowledgement

We acknowledge that we live, work, and gather on the traditional and unceded Territory of the Algonquin People, specifically the Timiskaming First Nation.

We recognize the presence of the Timiskaming First Nation in our community since time immemorial and honour their long history of welcoming many Nations to this beautiful territory and uphold and uplift their voice and values.

2. Call to Order

The meeting was called to order by Mayor Laferriere at 3:00 p.m.

3. Roll Call

Council: Mayor Jeff Laferriere; Councillors Melanie Ducharme, Ian Graydon, Nadia Pelletier-Lavigne, Danny Whalen, and Mark Wilson

Present: Amy Vickery, City Manager
Logan Belanger, Municipal Clerk
Shelly Zubyck, Director of Corporate Services
Mathew Bahm, Director of Recreation Services
James Franks, Economic Development Coordinator
Steve Langford, Fire Chief
Steve Burnett, Manager of Environmental Services
Mitch McCrank, Manager of Transportation Services
Stephanie Levielle, Treasurer

Regrets: Councillor Jesse Foley

Media: 3
Delegates: Bill Ramsay, South Temiskaming ATV Club
Members of the Public: 1

4. Review of Revisions or Deletions to the Agenda

None

5. Approval of the Agenda

Resolution No. 2024-157

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

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

Carried

6. Disclosure of Pecuniary Interest and General Nature

Councillor Mark Wilson disclosed a Declaration of Conflict of Pecuniary Interest on Section 13) Closed Session Item b), titled Under Section 239 (2) (c) of the Municipal Act, 2001 – a proposed or pending acquisition or disposition of land by the municipality or local board – Lots 32 and 35, and a Portion of a Lane (Plan M71-NB), as he provides contract services to the company interested in purchasing the lands/ North Wood Homes.

7. Public Meetings Pursuant to the Planning Act, Municipal Act, and Other Statutes

None

8. Public Works

a) Delegations/Communications

1. Bill Ramsay, Treasurer – South Temiskaming ATV Club

Re: Operation of Off-Road Vehicles within the City of Temiskaming Shores (By-law No. 2009-023) Revision Request

Resolution No. 2024-158

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of the request to amend By-law No. 2009-023, for the Operation of Off-Road Vehicles within the City of Temiskaming Shores, from the South Temiskaming ATV Club, and

Further that Council refer the request to the Manager of Transportation Services for review and report to Council at a future meeting.

Carried

2. Krystle Seymour, Clerk-Treasurer - Township of Hudson

Re: Letter regarding the condition of the boundary road known as “Pipeline Road”, 2024-04-09

Resolution No. 2024-159

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of the letter from the Township of Hudson regarding the condition of Pipeline Road; and

Further that Council refer the request to the Manager of Transportation Services for review and report to Council at a future meeting.

Carried

b) Administrative Reports

1. Memo No. 014-2024-PW –Transportation Department Update

Resolution No. 2024-160

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 014-2024-PW, regarding the Transportation Services Update for information purposes.

Carried

2. Memo No. 015-2024-PW – Environmental Services Operations Update

Resolution No. 2024-161

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 015-2024-PW, regarding the Environmental Services Update for information purposes.

Carried

3. Administrative Report No. PW-012-2024 – Amendments to Traffic and Parking By-law 2012-101

Resolution No. 2024-162

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-012-2024; and

That Council agrees to amend the provisions of the Traffic and Parking By-law No. 2012-101 to adjust certain elements related to No Parking Zones, Accessible Spaces and Designated Traffic Lanes, for consideration at the May 21, 2024, Regular Council meeting.

Carried

c) New Business

None

9. Recreation Services

a) Delegations/Communications

None

b) Administrative Reports

1. Memo No. 011-2024-RS – 2024-2025 Inclusive Community Grants Program

Resolution No. 2024-163

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 011-2024-RS; and

That Council directs staff to prepare and submit a funding application to the 2024-2025 Inclusive Community Grants program administered by the Province of Ontario's Ministry for Seniors and Accessibility, to purchase mobility chairs for use at City beaches, and for a mobility mat for the New Liskeard beach.

Carried

2. Memo No. 012-2024-RS – Recreation Operations Update – May 2024

Resolution No. 2024-164

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 012-2024-RS, regarding the Recreation Operations Update for the month of May 2024 for information purposes.

Carried

3. Administrative Report No. RS-009-2024 – Energy Conservation and Demand Management Plan

Resolution No. 2024-165

Moved by: Councillor Pelletier-Lavigne

Seconded by: Councillor Graydon

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-009-2024; and

That Council directs staff to prepare the necessary by-law to adopt the Energy Conservation and Demand Management Plan 2024-2029, for consideration at the May 21, 2024, Regular Council meeting.

Carried

4. Administrative Report No. RS-010-2024 – Block Party 2024 Request for Assistance

Resolution No. 2024-166

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-010-2024; and

That Council approve the request from Thirsty and Company and the Haileybury Legion Branch 54 for the use of the City's portable event stage, including setup and take down and the usage of other various equipment on Saturday, September 7, 2024.

Carried

5. Administrative Report No. RS-011-2024 – Community Fridge Memorandum of Understanding (MoU)

Resolution No. 2024-167

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-011-2024; and

That Council directs staff to prepare the necessary by-law to enter into a Memorandum of Understanding with the Temiskaming Shores Public Library for the purpose of operating a Community Fridge Program, for consideration at the May 21, 2024, Regular Council meeting.

Carried

6. Administrative Report No. RS-012-2024 – Harbour Office Lease Agreement

Resolution No. 2024-168

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-012-2024; and

That Council directs staff to prepare the necessary by-law to enter into a lease agreement with John Blanchard and Tanya Perry for the rental of the Harbour Office at HarbourPlace, for consideration at the May 21, 2024, Regular Council meeting.

Carried

c) New Business

None

10. Fire Services

a) Delegations/Communications

None

b) Administrative Reports

1. Fire Activity Report – April 2024

Resolution No. 2024-169

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of the Fire Activity Report for the month of April 2024, for information purposes.

Carried

2. Administrative Report No. PPP-005-2024 – Appointment of Volunteer Auxiliary Firefighter

Resolution No. 2024-170

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PPP-005-2024; and

That Council hereby appoints Calvin Barton as Auxiliary Firefighter to the Temiskaming Shores Fire Department, in accordance with the Recruitment and Retention Program.

Carried

c) New Business

None

11. Corporate Services

a) Delegations/Communications

None

b) Administrative Reports

1. Quarterly Capital – 2024 Budget Variance Report, Quarter 1

Resolution No. 2024-171

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of the 2024 Capital Budget Variance Report – Quarter 1, for information purposes.

Carried

2. Memo No. 016-2024-CS – Deeming By-law for TIME – 560 Browning Street; PLAN M73NB Lots 226 to 230

Resolution No. 2024-172

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Whereas the owner of 560 Browning Street in Haileybury would like to merge lots on title through the adoption of a deeming by-law in compliance with the Planning Act, to create one property with one roll number; and

Whereas the owners have acknowledged that registration of the pending deeming by-law on title will be at their expense.

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby directs staff to prepare the necessary by-law to deem 560 Browning Street; PLAN M73NB Lots 226 to 230, to no longer be Lots on a Plan of Subdivision; and

Further that Council hereby directs staff to prepare the necessary Deeming By-law for consideration at the May 21, 2024 Regular Council meeting.

Carried

3. Memo No. 017-2024-CS - Approval of Council Meeting Schedule – July 2024 to January 2025

Resolution No. 2024-173

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 017-2024-CS, and

That Council does hereby confirm the following schedule of meetings for the months of July 2024 to January 2025:

Tuesday, July 9, 2024	Committee of the Whole Meeting, followed immediately by the Regular Meeting
Tuesday, August 13, 2024	Committee of the Whole Meeting, followed immediately by the Regular Meeting
Tuesday, September 3, 2024	Committee of the Whole Meeting
Tuesday, September 17, 2024	Regular Meeting
Tuesday, October 1, 2024	Committee of the Whole Meeting
Tuesday, October 15, 2024	Regular Meeting
Tuesday, November 5, 2024	Committee of the Whole Meeting
Tuesday, November 19, 2024	Regular Meeting
Tuesday, December 3, 2024	Committee of the Whole Meeting
Tuesday, December 17, 2024	Regular Meeting

Carried

4. Memo No. 018-2024-CS - Northern Ontario Mining Showcase at MINExpo 2024

Resolution No. 2024-174

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 018-2024-CS regarding the Northern Ontario Mining Showcase at MINExpo 2024, for information purposes.

Carried

5. Administrative Report No. CS-011-2024 – Community Based Strategic Plan Project Award

Resolution No. 2024-175

Moved by: Councillor Whalen

Seconded by: Councillor Graydon

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-011-2024;

That Council directs staff to prepare the necessary by-law to enter into an agreement with McSweeney & Associates Consulting Inc. in the amount of \$47,500, plus applicable taxes, for consideration at the May 21, 2024, Regular Council meeting; and

That the following two members of Council be appointed to the Project Team for the Community Based Strategic Plan Project:

1. Councillor Pelletier-Lavigne; and
2. Councillor Ducharme.

Carried

6. Administrative Report No. CS-012-2024 – Rockin’ On Canada Day Event

Deem the “Event of Municipal Significance”

Resolution No. 2024-176

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-012-2024;

That Council for the City of Temiskaming Shores hereby designates the Rockin’ on Canada Day event as a municipally significant event; and

That the municipal clerk will forward a copy of this resolution to the Rockin’ on Canada Day Committee to confirm the event as municipally significant for the Alcohol and Gaming Commission on Ontario, to assist the Event Organizers in their application for a liquor licence for the event.

Carried

Sponsorship Request of \$20,000 Plus Marketing Support

Resolution No. 2024-177

Moved by: Councillor Whalen

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-012-2024; and

That Council hereby approves the following support and subsidy for equipment, supplies, marketing support and staffing:

Item	Estimated units	Estimated Subsidy per unit	Total Subsidy
Stage Rental	2	\$ 3,060.00	\$ 6,120.00
Stage Set up & Take Down - Staff	96	\$ 41.69	\$ 4,002.24
Fencing	250	\$1.50	\$ 375.00
Fencing Set up - Staff	16	\$ 41.69	\$ 667.04
Round Tables	50	\$ 25.00	\$ 1,250.00
Picnic Tables	15	\$ 51.00	\$ 765.00
Staff Time - All Tables	20	\$ 41.69	\$ 833.80
Free Tipping Fees	5	\$ 20.00	\$ 100.00
Garbage Cans	25	\$ 25.50	\$ 637.50
Street Closure (barricades)	2	\$ 510.00	\$ 1,020.00
Staff Time - Landfill Disposal	16	\$ 41.69	\$ 667.04
Trailer Rental	1	\$ 204.00	\$ 204.00
Management Time	20	\$ 62.41	\$ 1,248.18
Director Staff Time	7	\$ 106.11	\$ 742.75
Fire watch / Vehicle	8	\$700.00	\$5,000
		TOTAL Estimate	\$ 23,632.55

Carried

Provision of Municipal Land to be Used as a Tenting Area for 300-700 sites (Armstrong Street)

Resolution No. 2024-178

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-012-2024;

That Council for the City of Temiskaming Shores approves the request for the use of the vacant parcel on Armstrong Street (S-Curve) for camping; and

Further that Council requires the event organizing committee to manage the space including the coordination of fencing, washroom facilities, shower facilities, lighting and garbage removal, safety (security), and to provide proof of insurance coverage for this activity, including adding the City as an additional insured.

Defeated

Rental of Porta Potties for Event Grounds (general admission) Area

Resolution No. 2024-179

Moved by: Councillor Wilson

Seconded by: Councillor Graydon

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-012-2024; and

That Council for the City of Temiskaming Shores requests the Rockin' On Canada Day Committee provide a quotation for the rental of Porta Potties for event grounds, for Council review and consideration.

Deferred

Deferred to the May 21, 2024 Regular Council meeting.

Security and Emergency Medical Services

Resolution No. 2024-180

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-012-2024; and

That Council for the City of Temiskaming Shores declines financial support to provide Security and Emergency Medical Services for the Rockin' On Canada Day Event.

Carried

Fire Watch Services

Resolution No. 2024-181

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-012-2024; and

That Council authorizes the Fire Department to provide fire watch (not security) during main concert on June 29, 2024 only, subject to volunteer availability.

Carried

7. Administrative Report No. CS-013- 2024 – Organizational Review RFP Award

Resolution No. 2024-182

Moved by: Councillor Graydon

Seconded by: Councillor Whalen

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-013-2024; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with HR Strategies Consulting, Inc. for the purpose of a Comprehensive Organizational Review, for consideration at the May 21, 2024, Regular Council meeting.

Carried

8. Administrative Report No. CS-014- 2024 – New Liskeard Lions Club Lease – Quonset Hut Lease Agreement

Resolution No. 2024-183

Moved by: Councillor Whalen

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-014-2024; and

That Council directs staff to prepare the necessary by-law to enter into a five (5) year lease agreement with the New Liskeard Lions Club for the use of storage space in the Quonset Hut located on May Street, for consideration at the May 21, 2024 Regular Council Meeting.

Carried

9. Administrative Report No. CS-015- 2024 – Zoning By-law Amendment (ZBA-2024-01): R. Breau 195 Roland Road

Resolution No. 2024-184

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-015-2024;

That Council directs staff to amend the provisions of the City of Temiskaming Shores Zoning By-law 2017-154 to amend the R4-18 zone provisions to permit the construction of a Duplex Dwelling (2 units) to replace the building containing a rental office, and to increase the number of permitted units from 18 to 20; 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 May 21, 2024 Regular Council meeting.

Carried

10. Administrative Report No. CS-016-2024 – Mount Pleasant Cemetery Lawn Mower

Resolution No. 2024-185

Moved by: Councillor Graydon

Seconded by: Councillor Pelletier-Lavigne

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-016-2024; and

That Council provides the Municipal Clerk with the delegated authority to enter into an agreement with MCK Temiskaming Shores for the supply of one (1) Kubota Stand On Riding Lawnmower in the amount of \$12,374 plus applicable taxes.

Carried

11. Administrative Report No. CS-017-2024 – Canada Day Fireworks Contract 2024 - 2026

Resolution No. 2024-186

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-017-2024; and

That Council directs staff to prepare the necessary By-law to enter into a three (3) year agreement with Capital Pyrotechnics for the provision of fireworks display services for Canada Day events in the amount of \$19,000 for 2024, \$19,000 for 2025, and \$20,000 for 2026, plus applicable taxes for consideration at the May 21, 2024 Regular Council meeting.

Defeated

c) New Business

None

12. Schedule of Council Meetings

- a) Regular Council Meeting – May 21, 2024 starting at 6:00 p.m.
- b) Committee of the Whole – June 4, 2024 starting at 3:00 p.m.

13. Closed Session

Councillor Mark Wilson disclosed a Declaration of Conflict of Pecuniary Interest on Section 13) Closed Session Item b), titled Under Section 239 (2) (c) of the Municipal Act, 2001 – a proposed or pending acquisition or disposition of land by the municipality or local board – Lots 32 and 35, and a Portion of a Lane (Plan M71-NB). As such, left the meeting and did not participate in the discussion of the subject matter.

Resolution No. 2024-187

Moved by: Councillor Wilson

Seconded by: Councillor Ducharme

Be it resolved that Council agrees to convene in Closed Session at 5:45 p.m. to discuss the following matters:

- a) *Section 239(2)(e) of the Municipal Act, 2001 – Litigation or potential litigation – Insurance Claims Update;*
- b) *Under Section 239 (2) (c) of the Municipal Act, 2001 – a proposed or pending acquisition or disposition of land by the municipality or local board – Lots 32 and 35, and a Portion of a Lane (Plan M71-NB); and*
- c) *Under Section 239(2)(b) of the Municipal Act, 2001 – Personal matter (identifiable individual) – New Liskeard Business Improvement Area Board of Management Applications for Seat Vacancy.*

Carried

Resolution No. 2024-188

Moved by: Councillor Ducharme

Seconded by: Councillor Wilson

Be it resolved that Council agrees to rise with report from Closed Session at 6:17 p.m.

Carried

Matters from Closed Session

Section 239(2)(e) of the Municipal Act, 2001 – Litigation or potential litigation – Insurance Claims Update

Staff provided Council with an update in Closed Session.

Under Section 239 (2) (c) of the Municipal Act, 2001 – a proposed or pending acquisition or disposition of land by the municipality or local board – Lots 32 and 35, and a Portion of a Lane (Plan M71-NB)

Staff provided Council with an update, and Council provided direction to Staff in Closed Session.

Under Section 239(2)(b) of the Municipal Act, 2001 – Personal matter (identifiable individual) – New Liskeard Business Improvement Area Board of Management Applications for Seat Vacancy

Resolution No. 2024-189

Moved by: Councillor Graydon
Seconded by: Councillor Whalen

Be it resolved that Council directs staff to prepare the necessary by-law to appoint Joel Lemay to the New Liskeard Business Improvement Area Board of Management for consideration at the May 21, 2024 Regular Council Meeting.

Carried

14. Adjournment

Resolution No. 2024-190

Moved by: Councillor Wilson
Seconded by: Councillor Ducharme

Be it resolved that Council hereby adjourns its meeting at 6:19 p.m.

Carried

Mayor

Clerk



April 11, 2024

Hon. Paul Calandra
Minister of Municipal Affairs and Housing
via Email:
minister.mah@ontario.ca

Re: Jurisdiction of Ontario's Ombudsman

The following resolution, adopted by City Council at their meeting on April 8, 2024, is forwarded for your information and necessary action.

That Council approve the recommendations outlined in [Report LSOCS24-005](#), dated April 2, 2024 of the Commissioner, Legislative Services, as follows:

- a) That the Honourable Paul Calandra, Minister of Municipal Affairs and Housing, be requested to introduce a Bill to amend the Ombudsman Act to require the Ontario Ombudsman to provide to each municipality, if requested by the municipality, sufficient particulars of each investigation, matter or case respecting the municipality that is referred to in each of the Ombudsman's Annual Reports to permit the municipality to fully understand and address the subject matter of each such investigation, matter or case including:
 - i) a copy of each complaint, as applicable, redacted only to the extent of individuals' personal information contained therein;
 - ii) the identities of the municipality's employees, officers and members of Council with whom the Ombudsman was consulting in respect of the investigation, matter or case; and
 - iii) particulars of the outcome of the investigation, matter or case including the Ombudsman's findings, conclusions and recommendations, if any.
- b) That the City Clerk forward Council's resolutions resulting from Council's approval of these recommendations to Minister Calandra, MPP David Smith, the Association of Municipalities of Ontario and to the municipal Clerks of Ontario's municipalities.

Sincerely,

J. Kennedy

John Kennedy, City Clerk

cc: David Smith, MPP
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities



Services de santé du
TIMISKAMING
Health Unit

Enhancing your health in so many ways!

Head Office:

421 Shepherdson Road
New Liskeard, ON P0J 1P0
Tel: 705-647-4305 Fax: 705-647-5779

Branch Offices:

Dymond Tel: 705-647-8305 Fax: 705-647-8315
Englehart Tel: 705-544-2221 Fax: 705-544-8698
Kirkland Lake Tel: 705-567-9355 Fax: 705-567-5476

www.timiskaminghu.com

April 17, 2024

District Municipalities
c/o Timiskaming Health Unit

Dear Head of Council/Chief Administrative Officer, Municipal Clerk,

Please find enclosed, an agreement with the Timiskaming Health Unit regarding ***Municipal Community Safety and Well-Being Plan (CSWB)*** for the period of August 1, 2024 to August 31, 2026.

This agreement is in follow-up to April 2023 Memorandum of Agreement from THU to heads of council for implementation of the Timiskaming CSWB Plan in keeping with legislative requirements for municipalities.

After the first year of implementation of the Timiskaming CSWB Plan, all municipalities have officially resolved to adopt the plan and have agreed in principle to contribute toward a district-wide funding approach for resources to support implementation of the plan based on sample apportionment allocation. The CSWB Steering Committee is proposing a 2-year service agreement, to facilitate coordinator recruitment and retention. The amount requested will not increase between years during the commitment period and municipalities will be billed twice per year.

The Timiskaming CSWB Committee offers a unique opportunity for all municipalities within the district to contribute to our collective safety and well-being. In the first year of implementation, the CSWB Committee has begun developing a database containing community safety and well-being resources, is working to address housing and homelessness related stigma in our communities and is exploring new opportunities for improved transit systems. Further commitment to this important work is needed to ensure success of these and more initiatives under the CSWB Plan.

To contribute to and gain from a district-wide funding approach to implementing the Timiskaming CSWB Plan, please fill out and sign the agreement at your earliest convenience and by June 21, 2024 and return to the attention of Rachele Cote by email to coter@timiskaminghu.com or by fax at 705-647-5779.

Thank you for your interest in this community-based approach to address root causes of complex social issues through a collaborative approach to community safety and well-being.

If you have any questions, please contact Cameron Lamothe, lamothe@timiskaminghu.com at the Timiskaming Health Unit, 1-866-747-4305.

Sincerely,

Dr. Glenn Corneil, B.Sc., M.D., C.C.F.P., F.C.F.P.
Acting Medical Officer of Health/CEO

Copy to: Mark Stewart, CAO, DTSSAB



Timiskaming District
Community Safety Well-Being Plan Implementation

Memorandum of Agreement Between
The Board of Health for the Timiskaming Health Unit
and

(Municipality/Township/Town)

For
The performance of work described in
Section 7.0 Statement of Work

August 1, 2024 to August 31, 2026

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1.0 Title

Timiskaming District Community Safety Well-Being Plan Implementation

2.0 Background

Legislative Requirement

[The Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1 Part XVI \(Appendix A\)](#) mandates every municipality across Ontario to prepare and adopt a Community Safety and Well-being Plan (CSWB) by July 2021.

The aim of the CSWB Plan is to ensure all residents in the community feel safe, has a sense of belonging and can meet their needs for education, healthcare, food, housing, income, and social and cultural expression. See [Appendix B](#) for more detail.

Legislative Requirement

The legislative requirement includes the following steps:

1. Establish a Multi-Level Advisory Committee
2. Consultation
3. Outcomes Framework
4. Alignment with Police Service Board
5. Publish Completed Plan
6. Review Plan

The legislation for implementation indicates that the **Municipality is responsible** for the following:

- **Implementation** of the plan
- **Review** of the plan and **revisions**
- **Report** on outcomes

If a Municipality chooses not to comply with legislation, the Ministry has the power to appoint a well-being planner for the municipality, to work on implementation of the plan, review, and revisions. The municipality is required to pay the well-being planner's remuneration and expenses.

3.0 Current State in Timiskaming

Work completed to comply with legislative requirements in Timiskaming, including the municipality of Temagami, includes completion of steps 1 to 5. It is now time for implementation. The plan can be viewed [here](#) with information on the process to develop the plan in [Appendix C](#).

Based on input during the plan development process, LBCG Consulting for Impact, who completed the Plan, recommended that a **Plan Lead** be established to coordinate the plan's implementation. *This would ensure dedicated resources to support municipalities with implementation, monitoring and evaluation of the plan overseen by a senior leader in the host organization with direction from an established Steering Committee governance model.*

It was proposed by LBCG Consulting for Impact, that the necessary funds to support this added organizational capacity would be made possible through the municipalities by contributing the funding based on apportionments. Sample overall budget totals and corresponding apportionment amounts were presented.

The majority of municipalities in Timiskaming (including the municipality of Temagami) passed resolutions to support in principle, the allocation of funds for the next required step of implementation. The priorities to be addressed through the CSWB Plan are significant. This MOA outlines how committed community partners will work together for healthy, safe, equitable communities for all.

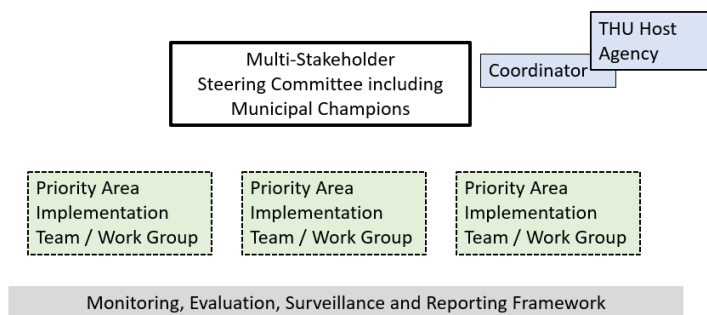
4.0 Definitions

Board of Health for the Timiskaming Health Unit herein referred to as Timiskaming Health Unit (THU)

Coordinator refers to a staff position who will support local CSWB Plan implementation per the direction of a Steering Committee and with Supervision host agency support of Timiskaming health Unit.

5.0 Principles

Proposed Governance Structure



6.0 Responsibilities

Responsibilities of Coordinator

See Statement of Work section 5.0.

Responsibilities of Municipality

As requested, provide direction, input and support to CSWB Plan implementation, monitoring,

evaluation and reporting.

Select municipalities may contribute to Coordinator hiring and any performance evaluation processes.

Provide funding per apportionment.

Responsibility of Timiskaming Health Unit

Support the recruitment and selection of CSWB Plan Coordinator.

Provide supervisory oversight for the CSWB Plan Coordinator.

Invoice municipalities and maintain financial records.

7.0 Statement of Work

Part of the implementation of the Timiskaming CSWB Plan will be determining how to best operationalize this work. Clear roles, responsibilities, processes, practices, and concrete action plans will need to be designed. Monitoring and assessment of progress and impact will also be a crucial component of implementation. Other emerging priorities may also be considered through implementation planning. The coordinator will support the Steering Committee in achieving the following:

Deliverables

THU Management

- Create job posting, hire and onboard Coordinator.
- Supervise Coordinator, ensure performance feedback and evaluation.

Coordinator to support the following:

- Operation of the CSWB Steering Committee with representative sample of municipal leadership to provide direction for the deliverables below.
- Review and confirm Terms of Reference for steering committee and implementation teams/working groups outlining agreed upon principles, shared goals and roles.
- Considering available evidence, and implementation strategies required, confirm the priorities, goals, actions and scope of work.
- Engage community partners and people with lived experience and those who experience marginalization relevant to the priority area to inform the development of the strategies (policies, actions) in each area. Type of engagement will depend on funding available.
- Review and confirm implementation plans for the strategies in each area which clearly identifies roles, responsibilities, timelines, reporting relationships and requirements.
- Establish performance indicators.
- Monitor the actions identified in the implementation plan, whether it is the creation, expansion and/or coordination of programs, training, services, campaigns, etc.
- Monitor opportunities for funding and support grant applications.
- Report on progress with a public facing report.
- Four formal progress reports to municipal funders synchronous with invoicing: August 2024, February 2025, August 2025, February 2026.

8.0 Term

24 months (August 1, 2024 to August 31, 2026)

9.0 Termination / Suspension Clause

This MOA will remain in effect until August 31, 2026, unless it is terminated as provided in this MOU or amended in writing by a subsequent agreement executed by the parties' authorized representatives. This MOU may be cancelled upon 30 calendar days written notice by either the municipality or the THU.

10.0 Amendments

The Parties agree that this MOA shall not be altered or amended without the written mutual consent of both the Municipality and Timiskaming Health Unit.

11.0 Accounts and Audits

Timiskaming Health Unit shall keep proper accounts and records of the cost of the work and all expenditures or commitments made.

12.0 Budget Apportionment per Municipality

Based on budget estimate of need for minimum of \$100,000 total per year for the 2024-2025, and 2025-2026 funding years, the following amounts were calculated using THU apportionment percentages for municipalities.

2024 Municipal Apportionment (CSWB)					
3554	Timiskaming	District	2022 Population	%	2024 Levy
3554036	ARMSTRONG	TOWNSHIP	962	3.83%	\$3,827
3554032	BRETHOUR	TOWNSHIP	85	0.34%	\$338
3554029	CASEY	TOWNSHIP	323	1.28%	\$1,285
3554054	CHAMBERLAIN	TOWNSHIP	264	1.05%	\$1,050
3554044	CHARLTON & DACK	MUNICIPALITY	506	2.01%	\$2,013
3554008	COBALT	TOWN	915	3.64%	\$3,640
3554001	COLEMAN	TOWNSHIP	528	2.10%	\$2,100
3554052	ENGLEHART	TOWN	1236	4.92%	\$4,917
3554049	EVANTUREL	TOWNSHIP	402	1.60%	\$1,599
3554066	GAUTHIER	TOWNSHIP	105	0.42%	\$418
3554026	HARLEY	TOWNSHIP	409	1.63%	\$1,627
3554014	HARRIS	TOWNSHIP	417	1.66%	\$1,659
3554034	HILLIARD	TOWNSHIP	177	0.70%	\$704
3554021	HUDSON	TOWNSHIP	415	1.65%	\$1,651
3554042	JAMES	TOWNSHIP	331	1.32%	\$1,317
3554024	KERNS	TOWNSHIP	266	1.06%	\$1,058
3554068	KIRKLAND LAKE	TOWN	6415	25.52%	\$25,519
3554062	LARDER LAKE	TOWNSHIP	678	2.70%	\$2,697
3554006	LATCHFORD	TOWN	320	1.27%	\$1,273
3554056	MATACHEWAN	TOWNSHIP	275	1.09%	\$1,094
3554058	MCGARRY	TOWNSHIP	558	2.22%	\$2,220
3548069	TEMAGAMI	MUNICIPALITY	815	3.24%	\$3,242
3554020	TEMISKAMING SHORES	CITY	8671	34.49%	\$34,494
3554038	THORNLOE	VILLAGE	65	0.26%	\$259
3554091	TIMIS., UNORGANIZED, EAST PART	UNORGANIZED			
3554094	TIMIS. , UNORGANIZED, WEST PART	UNORGANIZED			
			25138		\$100,000
	Per Capita	25138			\$3.98

13.0 Overall Budget

Approximate budget. FTE and operating dollars may need to be adjusted based on final municipal contribution.

	2024-2025 Budget
Salary and Benefits – 1.0 FTE Contract Coordinator	\$85,200
Operations such as Coordinator travel, communication dollars, translation, etc are yet TBD*	\$2,700
Admin (overhead costs to support and supervise the Coordinator)	\$12,000
Total Budget	\$99,900

	2025-2026 Budget
--	------------------

Salary and Benefits – 1.0 FTE Contract Coordinator	\$85,200
Operations such as Coordinator travel, communication dollars, translation, etc are yet TBD*	\$2,700
Admin (overhead costs to support and supervise the Coordinator)	\$12,000
Total Budget	\$99,900

14.0 Process for invoicing

THU will invoice municipalities in four installments August of 2024, February and August of 2025, and February of 2026.

15.0 Name of MOA Contacts and MOA Signatures of Agreement

Name and title of signing authority:

Timiskaming Health

Name: _____

Title: _____

Signature: _____

Date: _____

Municipality

Name: _____

Title: _____

Signature: _____

Date: _____

Appendix A

Community Safety And Well-Being Plans Legislation

PART XVI COMMUNITY SAFETY AND WELL-BEING PLANS

PREPARATION AND ADOPTION

Municipal community safety and well-being plan

248 (1) Every municipality shall prepare and, by resolution, adopt a community safety and well-being plan.

May be prepared individually or jointly

(2) The community safety and well-being plan may be prepared by the municipality individually or jointly in consultation with other municipalities or band councils.

First community safety and well-being plan

(3) A municipality must prepare and adopt its first community safety and well-being plan before the second anniversary of the day on which this section began applying to the municipality.

Transition

(4) Every community safety and well-being plan prepared and adopted under the *Police Services Act* before it was repealed shall be deemed to have been prepared and adopted under this Act.

Same, deemed compliance

(5) The Minister may deem a community safety and well-being plan to have met all of the requirements in section 250 if,

- (a) consultations to develop the plan were completed before January 1, 2019; and
- (b) in the Minister's opinion, the consultations substantially complied with the obligations set out in section 250.

Same, time limit

(6) If a municipality was required to prepare and adopt a community safety and well-being plan under section 143 of the *Police Services Act* but no plan was prepared and adopted before that Act was repealed, the two-year period under subsection (3) shall begin on the day section 143 of the *Police Services Act* first began applying to the municipality.

First Nation community safety and well-being plan

249 (1) A band council of a First Nation may prepare and adopt a community safety and well-being plan.

May be prepared individually or jointly

(2) The community safety and well-being plan may be prepared by the band council individually or jointly in consultation with other band councils or municipalities.

Preparation of plan by municipality

250 (1) A municipality that prepares a community safety and well-being plan shall establish an advisory committee.

Joint preparation of plan

(2) Despite subsection (1), a group of municipalities that are jointly preparing a community safety and well-being plan shall jointly establish and consult with a single advisory committee.

Membership of committee

(3) The advisory committee must, at a minimum, consist of the following members:

1. A person who represents,

- i. a local health integration network for a geographic area in which the municipality is located, as determined under the *Local Health System Integration Act, 2006*, or
 - ii. an entity that provides services to improve the physical or mental health of individuals in the community or communities.
2. A person who represents an entity that provides educational services in the municipality.
 3. A person who represents an entity that provides community or social services in the municipality, if there is such an entity.
 4. A person who represents an entity that provides community or social services to children or youth in the municipality, if there is such an entity.
 5. A person who represents an entity that provides custodial services to children or youth in the municipality, if there is such an entity.
 6. An employee of the municipality or a member of the municipal council.
 7. A person who represents the police service board or, if there is no police service board, the commander of the detachment of the Ontario Provincial Police that provides policing in the area or his or her delegate.
 8. A chief of police of a police service that provides policing in the area or his or her delegate.
 9. Any other person prescribed by the Minister.

Single individual may meet multiple requirements

- (4) A single individual may satisfy the requirements set out in multiple paragraphs of subsection (3).

Same, joint plans

- (5) If the community safety and well-being plan is prepared by a group of municipalities or band councils,
 - (a) the members of the advisory committee shall be appointed by agreement of the participating municipalities and band councils; and
 - (b) the provisions of this Act that apply to community safety and well-being plans apply, with necessary modifications, to joint community safety and well-being plans.

Considerations

- (6) In appointing the members of the advisory committee, the municipality or municipalities shall consider the need to ensure that advisory committee is representative of the municipality or municipalities, having regard for the diversity of the population in the municipality or municipalities.

Consultations

- (7) In preparing a community safety and well-being plan, the municipality or municipalities shall,
 - (a) consult with the advisory committee;
 - (b) consult with members of the public, including youth, individuals who have received or are receiving mental health or addictions services, members of racialized groups and of First Nation, Inuit and Métis communities, in the municipality or municipalities and, in the case of a joint plan with a First Nation, in the First Nation reserve;
 - (c) consult with community organizations, including First Nation, Inuit and Métis organizations and community organizations that represent youth or members of racialized groups, in the municipality or municipalities and, in the case of a joint plan with a First Nation, in the First Nation reserve; and
 - (d) comply with any consultation requirements that may be prescribed by the Minister.

Use of information

- (8) In preparing a community safety and well-being plan, the municipality or municipalities shall consider available information related to crime, victimization, addiction, drug overdose, suicide and any other risk factors prescribed by the Minister, including statistical information from Statistics Canada or other sources, in addition to the information obtained through its consultations.

Other prescribed requirements

- (9) The municipality or municipalities shall meet the requirements prescribed by the Minister, if any, in preparing their community safety and well-being plan.

Transition

(10) A community safety and well-being plan that was adopted in accordance with this section, as it read at the time, continues to be valid despite any intervening changes to this section.

Content of community safety and well-being plan

251 A community safety and well-being plan shall,

- (a) identify risk factors in the municipality or First Nation, including, without limitation, systemic discrimination and other social factors that contribute to crime, victimization, addiction, drug overdose and suicide and any other risk factors prescribed by the Minister;
- (b) identify which risk factors the municipality or First Nation will treat as a priority to reduce;
- (c) identify strategies to reduce the prioritized risk factors, including providing new services, changing existing services, improving the integration of existing services or coordinating existing services in a different way;
- (d) set out measurable outcomes that the strategies are intended to produce;
- (e) address any other issues that may be prescribed by the Minister; and
- (f) contain any other information that may be prescribed by the Minister.

Publication of community safety and well-being plan

252 A municipality that has adopted a community safety and well-being plan shall publish it on the Internet in accordance with the regulations made by the Minister, if any.

Implementation of community safety and well-being plan

253 A municipality that has adopted a community safety and well-being plan shall take any actions that the plan requires it to take and shall encourage and assist other entities to take any actions the plan requires those entities to take.

REPORTING AND REVISION

Monitoring, evaluating and reporting

254 (1) A municipality that has adopted a community safety and well-being plan shall, in accordance with the regulations made by the Minister, if any, monitor, evaluate and report on the effect the plan is having, if any, on reducing the prioritized risk factors.

Publication

(2) The reports referred to in subsection (1) shall be published on the Internet in accordance with the regulations made by the Minister, if any.

Revision by municipality

255 (1) A municipality that has adopted a community safety and well-being plan shall review and, if appropriate, revise the plan within the period prescribed by the Minister.

Revision by band council

(2) A band council that has adopted a community safety and well-being plan may review and, if appropriate, revise the plan within the period prescribed by the Minister.

Process for revision

(3) Sections 250 to 252 apply, with necessary modifications, to the revision of a community safety and well-being plan.

MISCELLANEOUS

Information to Minister

256 (1) Every municipality shall provide the Minister with any information prescribed by the Minister respecting,

- (a) the municipality's community safety and well-being plan, including the preparation, adoption or implementation of the plan;
- (b) any outcomes from the municipality's community safety and well-being plan; and
- (c) any other matter prescribed by the Minister related to the community safety and well-being plan.

Time to comply

(2) The municipality shall provide the information within the period prescribed by the Minister.

No personal information

(3) Personal information cannot be prescribed for the purposes of this section.

Community safety and well-being planner

257 (1) The Minister may appoint a person as a community safety and well-being planner for a municipality if, in the Minister's opinion, the municipality has intentionally and repeatedly failed to comply with one of its obligations under this Part, other than section 253.

Notice of appointment

(2) The Minister shall give the municipality at least 30 days' notice before appointing the community safety and well-being planner.

Term of office

(3) The appointment of a community safety and well-being planner is valid until terminated by order of the Minister.

Powers of planner

(4) Unless the appointment provides otherwise, a community safety and well-being planner has the right to exercise any powers of the municipality that are necessary to prepare a community safety and well-being plan that the municipality could adopt.

Same

(5) The Minister may specify the powers and duties of a community safety and well-being planner appointed under this section and the terms and conditions governing those powers and duties.

Right of access

(6) A community safety and well-being planner appointed for a municipality has the same rights as the municipal council in respect of the documents, records and information of the municipality.

Minister's directions

(7) The Minister may issue directions to a community safety and well-being planner with regard to any matter within the jurisdiction of the planner.

Directions to be followed

(8) A community safety and well-being planner shall carry out every direction of the Minister.

Report to Minister

(9) A community safety and well-being planner shall report to the Minister as required by the Minister.

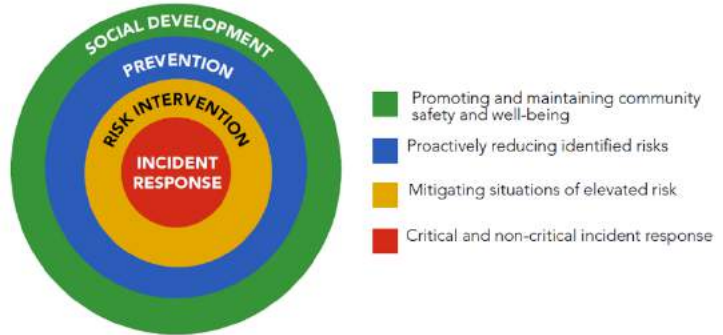
Municipality to pay costs

(10) The municipality shall pay the community safety and well-being planner's remuneration and expenses as set out in the regulations made by the Minister.

Appendix B

The aim of the CSWB Plan is to ensure all residents in the community feel safe, has a sense of belonging and can meet their needs for education, healthcare, food, housing, income, and social and cultural expression.

CSWB plans support safe and healthy communities through a community-based approach to address root causes of complex social issues. Planning seeks to achieve a proactive, balanced and collaborative approach to community safety and well-being across four key areas: social development, prevention, risk intervention, and incident response. See below for more detail.



Source: [Community safety and well-being planning framework: Booklet 3 - A shared commitment in Ontario \(2021\)](#) Accessed February 2023.

Domains of the [Community Safety and Well-Being Planning Framework](#)

Social Development (Upstream)

- Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health and thereby reduce the probability of harm and victimization. Appropriate investment in social development will experience the social benefits of addressing root causes of crime and disorder.

Prevention (Midstream)

- Prevention involves proactively implementing evidence-based situational measures, policies or programs to reduce locally identified priority risks to community safety and well-being before they result in crime, victimization and/or harm.
- Opportunities to learn from prevention efforts can advise on strategic investment in social development.

Risk Intervention (Downstream)

- Risk intervention involves multiple sectors working together to address and/or interrupt escalating situations where there is an elevated risk of harm
- What is learned by mobilizing risk intervention can inform how investments and strategies are deployed in the prevention and social development areas.

Incident Response

- Immediate and reactionary responses that may involve a sense of urgency in response to crime or safety.
- Initiatives in this area alone cannot be relied upon to increase community safety and well-being.

Appendix C

Development of the Timiskaming CSWB Plan

In 2021 Timiskaming municipalities, including the municipality of Temagami, collectively engaged DTSSAB in a funding agreement to develop a Community Safety & Well-being Plan (CSWB) as mandated under the Police Services Act.

A Steering Committee was established and LBCG Consulting for Impact was hired to facilitate the creation of a CSWB plan based on research, local data, and input from system leaders, community stakeholders and the public.

A larger Advisory committee was established in July of 2021 to assist with assessing the needs and assets across diverse municipalities in Timiskaming and identifying what strengths and efforts to build on to address gaps. This included integrating findings from a community survey developed to inform a local CSWB PLAN.

Project Process



In May of 2022, Timiskaming municipalities received a presentation on the draft plan with an opportunity to provide feedback. The presentation included next step recommendations given that the creation of the plan is the beginning of a collective path towards improving safety and well-being in the area. The presentation and CSWB Plan document underscored that the Plan was developed with the intent that all 23 municipalities in the Timiskaming District and the Municipality of Temagami municipalities would accept and adopt this plan and work collaboratively to achieve its goals.

Given that the development of a CSWB Plan is only a starting point. The priorities identified in a CSWB Plan require coordinated action across sectors and partner groups. Based on input through the development process, LBCG Consulting for Impact recommended that a Plan Lead be established to coordinate the plan's implementation. This would ensure dedicated resources to support municipalities with implementation, monitoring and evaluation of the plan overseen by a senior leader in the host organization with direction from an established Steering Committee governance model. The necessary funds to support this added organizational capacity would be made possible through the municipalities by contributing the funding based on apportionments.

LBCG Consulting for Impact also noted that as things evolve and the plan matures, there is opportunity to adjust the scope of goals and activities. The CSWB Plan itself will be important for shared district planning between community partners and informing the community at large of the way forward. Collectively, for the CSWB Plan to be a successful living document, it will serve to assist in improving the coordination of services, collaboration, information sharing, advocacy and partnerships among local government, agencies, and organizations, and ultimately improving the quality of life for Timiskaming District's residents.

In presenting the plan, municipalities were asked to prepare a Report to Council that puts forth a motion to council for its adoption and support in principle of funding its' implementation based on sample apportionment amounts provided (see appendix D).

In June, DTSSAB sent municipalities an email package with the final CSWB Plan as well as supporting documents such as an Excel table outlining the various high and low allotment costs for each municipality based on the initial high level budget estimate of a district-wide funding approach to the plan.

In October of 2022, correspondence was sent to heads of council received from DTSSAB reiterating the CSWB Plan status and next steps with respect to municipal adoption and funding for implementation. This correspondence indicated that Timiskaming Health Unit would assume the point of contact and coordination of next steps for implementation (see Appendix E).

Appendix D

Proposed Motion to Adopt and support the Timiskaming District CSWB Plan

BE IT RESOLVED That the “Timiskaming District Community Safety and Well-Being Plan” attached to the Report to Council be adopted, and

That the Town of XXX approve in principle a contribution for a Community Safety and Well-being (CSWB) Plan resource based on the current apportionments by the District of Timiskaming Social Services Administration Board (DTSSAB), resulting in a district-wide funding approach.

Estimated High-level Budget

- We are asking that you **accept in principle** these types of anticipated costs for the implementation of the CSWB Plan.
 - By **properly resourcing the plan** then we will set it up for success and achieve the impact it aspires to.
 - A **detailed budget will be forthcoming** from the confirmed Plan Lead before fully actioning the implementation.
 - Anticipating that implementation actions will likely not be started in earnest until the fall the annual contributions would be **prorated** (e.g. $\frac{1}{3}$ - $\frac{1}{4}$) for the 2022 budget.
- Based on the current district apportionment structure used by the DTSSAB, the following costs would be funded through a district wide approach:
 - CSWB Plan coordinator resource (0.5- 1 FTE): \$40,000 - \$80,000
 - CSWB Plan leadership role (e.g. chair) (0.1- 0.2 FTE): \$11,000 - \$22,000
 - CSWB Plan operating budget: \$20,000
 - CSWB Plan Lead organization’s overhead costs: \$10,000

Estimated annual total: \$81,000 - \$132,000

Appendix E

DTSSAB Correspondence to Heads of Council re: CSWB Plan October 2022



District of Timiskaming Social Services Administration Board
Conseil d'administration des services sociaux du district de Timiskaming

2022/10/31

Dear Head of Council/Chief Administrative
Officer/Municipal Clerk:



As per the requirement under the Ministry of the Solicitor General, all municipalities were charged with the creation and implementation of a Community Safety and Well-Being (CSWB) Plan. Please see a link below to the Ontario government's details and support on the subject:

<https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/message-deputy-minister-community-safety-behalf-deputy>

At the request of municipalities, as reflected in the resolutions passed at their respective councils, a steering and advisory committee was created and the District of Timiskaming Social Services Administration Board (DTSSAB) contracted LBCG Consultants to draft the district-wide Community Safety and Well-Being Plan. The Plan has since been presented to municipalities, to a meeting of district-wide Clerks, and the respective invoices distributed. The Plan, the municipality briefing, and the presentation are attached to this correspondence for your information. The accomplishment of these milestones indicates the completion of the DTSSAB's role in the creation of a district-wide Community Safety Well-Being Plan.

For the next phase, the Timiskaming Health Unit (THU) will be stepping into the role of point of contact. This transition speaks to the wealth of crossover between the Timiskaming Health Unit's objectives and those of the CSWB Plan.

The responsibility of the implementation of the Community Safety Well-Being Plan resides with each municipality. The Timiskaming Health Unit will move forward with those municipalities who have approved the plan at council and the contribution to the implementation of the plan in principle.

The DTSSAB appreciated the opportunity to collaborate with the steering and advisory committee in the creation of the CSWB Plan and looks forward to supporting its implementation across the district as a community partner.

Sincerely,

Chief Administrative Officer
District of Timiskaming Social Services Administration Board

PO Box 6006/CP 6006
290 Armstrong St./290, rue Armstrong
New Liskeard ON P0J 1P0

Phone/Téléphone: 705-647-7447
1-800-627-2944
Fax/Télécoeur: 705-647-5267

PO Box 310/ CP 310
29 Duncan Ave. N./29, ave Duncan N
Kirkland Lake ON P2N 3H7

Phone/Téléphone: 705-567-9366
1-888-544-5555
Fax/Télécoeur: 705-567-9492

February
2024

“The Timiskaming Community Safety and Well-Being (CSWB) Committee is a multi-sectoral group representing 23 municipalities within Timiskaming District, including the municipality of Temagami.”



Success of the CSWB to date:

Since adopting the CSWB Plan in 2022, the following has been accomplished:

Hired CSWB coordinator (June 2023)

Built district-wide capacity and established a steering committee and 4 working groups (September to October 2023)

Expressed advocacy to the Provincial Government for financial support of the implementation of Ontario CSWB Plans (November to January 2023)

Developed connections with 24 liaisons to organizations and programs outside the umbrella of the CSWB Committee (Ongoing 2024)

Held 18 meetings, engaged 12 exterior organizations, completed and supported 4 funding opportunity applications (Ongoing 2024)

CSWB GOALS:

Increasing access, lowering barriers, reducing crises, high quality health & wellbeing.

Greater housing inventory, more housing options, more pathways to housing, expanded shelter services.

Creating career pathways for local work opportunities, reducing skilled job vacancies and underemployment.

Addressing root causes of poverty, improving public transportation, reducing food insecurity.

Building sense of community around the environment, creating plans for mitigating climate change effects.

Increasing feelings of belonging and safety, ensuring access to justice, improving road safety.

What is the CSWB doing for our communities?

Health & Well-Being:

Goal: Linking municipalities to community health, and improving accessibility to health services.

In Action: Developing an effective service map for the health of our communities.

Housing & Homelessness:

Goal: Increasing the availability of housing options, and serving community members experiencing homelessness.

In Action: Addressing housing-related stigma in our communities.

Community Safety:

Goal: Increasing feelings of safety and belonging in our communities, ensuring accessible justice, and improving road safety for all Timiskaming residents.

In Action: Combining efforts with the Timiskaming Drug and Alcohol Strategy.

Direct Action Response Team (DART):

Goal: Addressing short-term initiatives and emerging issues in our communities.

In Action: Exploring opportunities for inter-municipality transportation.

March 28, 2024

Please be advised that during the regular Council meeting of March 26, 2024 the following resolution regarding support for 'a call to action' to meet the deadline of an Accessible Ontario by 2025 was carried.

RESOLUTION NO. 2024-151

DATE: March 26, 2024

MOVED BY: Councillor MacNaughton

SECONDED BY: Councillor Pennell

WHEREAS the Accessibility for Ontarians With Disabilities Act (AODA) is ground-breaking legislation, created to help people with disabilities fully participate in society, bring them to the table in crafting regulations, and build mechanisms to enforce standards;

WHEREAS Rich Donovan, an expert in accessibility issues, was appointed as the Independent Reviewer of the Act in 2022, and in his 2023 legislative review declared a crisis as a necessary catalyst to get Ontario back on track for accessibility;

WHEREAS at least 2.9 million Ontarians currently live with a disability, representing at least 22% of the consumer base and the workforce, but due to barriers, Ontarians with disabilities are too often falling short of their full potential;

WHEREAS the AODA aims to develop, implement and enforce standards related to goods, services, accommodation, employment and buildings before Jan. 1, 2025, and municipalities, as the level of government closest to the people are at the front lines, developing, implementing and enforcing these standards without meaningful guidance on its implementation and/or enforcement by the Province;

WHEREAS people with disabilities and advocates, including Prince Edward County's Accessibility Advisory Committee, note the slow pace of current and previous Ontario governments in implementing the AODA and there are growing concerns there will be no renewed push to keep accessibility issues at the forefront after 2025;

WHEREAS Prince Edward County is dedicated and committed to creating a welcoming environment so that all people may have equitable access to programs, goods, services and facilities, but making investments to achieve the AODA

standards has been challenging given the lack of consistent and stable funding for municipalities to remove accessibility barriers;

THEREFORE BE IT RESOLVED THAT the Council of Prince Edward County strongly encourages action on the part of the Provincial Government to urgently:

- a) create a "Municipal Accessibility Fund" for municipalities to develop, implement and enforce AODA standards related to goods, services, accommodation, employment and buildings. Such a fund could be modeled after the Canada Community-Building Fund or the Ontario Cannabis Legalization Implementation Fund on a per household basis;
- b) to commit to working with municipalities to implement the Donovan Review immediate crisis recommendations;

AND FURTHER THAT the Mayor write a letter in support of this resolution to the Minister of Seniors and Accessibility, and that a copy of this resolution be sent to the Premier of Ontario, the Minister of Seniors and Accessibility, the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Federation of Canadian Municipalities, the Association of Municipalities of Ontario, and the Eastern Ontario Wardens Caucus, and all Ontario Municipalities.

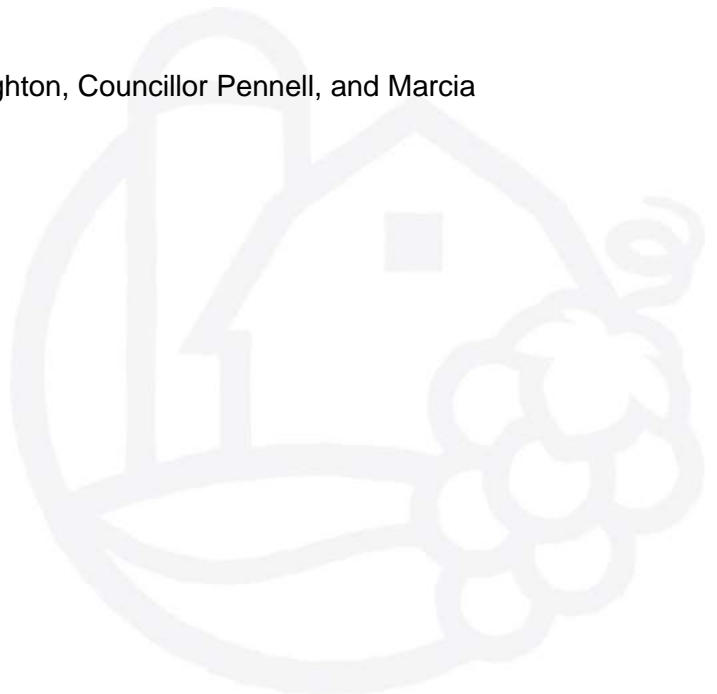
CARRIED

Yours truly,



Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor MacNaughton, Councillor Pennell, and Marcia Wallace, CAO





The Corporation of The Township of The Archipelago
Council Meeting

Agenda Number: 15.8.
Resolution Number 24-082
Title: Public Health Ontario proposes phasing out free water testing for private wells
Date: Friday, April 19, 2024

Moved by: Councillor Manners
Seconded by: Councillor MacLeod

WHEREAS the Ontario Auditor General's annual report on public health from December 2023 indicates that Public Health Ontario is proposing the phasing-out of free provincial water testing services for private drinking water; and

WHEREAS free private drinking water testing services has played a pivotal role in safeguarding public health, particularly in rural communities, including the entire Township of The Archipelago, that rely predominantly on private drinking water; and

WHEREAS the removal of free private drinking water testing could lead to a reduction in testing, potentially increasing the risk of waterborne diseases in these vulnerable populations; and

WHEREAS the tragic events in Walkerton, Ontario underscored the critical importance of safe drinking water.

NOW THEREFORE BE IT RESOLVED that The Township of The Archipelago hereby requests that the Province reconsider and ultimately decide against the proposed phasing-out of free private drinking water testing services.

FURTHER BE IT RESOLVED that this resolution be sent to all Ontario municipalities, Minister of Environment Conservation and Parks, Minister of Health, North Bay Parry Sound District Health Unit, Graydon Smith, MPP Parry Sound-Muskoka.

Carried



Office of the Auditor General of Ontario

Value-for-Money Audit:
Public Health
Ontario



December 2023

Public Health Ontario

1.0 Summary

Public Health Ontario is an independent, board-governed agency with a broad mandate to provide scientific and technical advice and support to those working across health-related sectors to protect and improve the health of Ontarians. This includes carrying out and supporting activities such as population health assessment, public health research, surveillance, epidemiology, and planning and evaluation. Established in 2007 following the SARS outbreak in 2003, Public Health Ontario is one of the three pillars of Ontario's public health system, consisting of 34 local public health units and the Ministry of Health (Ministry), which exercises its authority in the area of public health primarily through the Office of the Chief Medical Officer of Health.

Public Health Ontario supports areas such as preventing and controlling infections and the spread of communicable diseases, improving environmental health and preventing chronic diseases, and operates Ontario's public health laboratory. Public Health Ontario provided public health and testing expertise during the COVID-19 pandemic, for example, in the area of vaccine safety, through its surveillance of adverse events following immunization.

The Ministry is the primary funder of Public Health Ontario. The agency spends the majority of its annual funding, which was about \$222 million in 2022/23, on operating the province's 11 public health laboratory sites. Ontarians relied on the agency's public health laboratory to perform 6.8 million tests in 2022/23 for diseases that include HIV, syphilis, tuberculosis, influenza, COVID-19 and West Nile virus. The laboratory

also carries out all required testing relating to outbreaks and investigations in Ontario, and has the capability of diagnosing pathogens requiring a high level of biosecurity and safety measures.

In early 2019, the Province announced its intention to modernize Ontario's public health system. A 2019 discussion paper to support the provincial plan outlined the key challenges facing public health. The paper noted the importance of working toward clearer and better aligned roles and responsibilities between the Province, Public Health Ontario and local public health units. In particular, it stated Public Health Ontario's potential to strengthen public health functions if these are co-ordinated or provided at the provincial level. The government revised its approach to modernizing the public health system in August 2023 to include a review of standards that govern the work of public health units, the roles and responsibilities that all three pillars of the public health system play, as well as their relationships and alignment across and beyond the broader health-care system.

Our audit found that Public Health Ontario has been unable to meet a number of its legislated responsibilities under the *Ontario Agency for Health Protection and Promotion Act, 2007*. This is partially due to a lack of direction from the Ministry to perform at its full potential. This includes a continued lack of clarity on roles and responsibilities in an evolving health-care system that saw the introduction of a new health agency, Ontario Health, that became operational in 2019. Though Public Health Ontario is responsible for providing scientific and technical advice and support to clients in the government, it was not consulted on some critical decisions concerning public health, such as the health impacts of increased access to gambling

and alcohol in recent years, and it did not address these topics independently.

We also found that lack of information sharing between the Ministry, public health units and Public Health Ontario has limited the agency's ability to centralize and co-ordinate work effectively in the area of research and evidence synthesis (a research methodology involving collecting the best available evidence on a given topic and summarizing it to inform best practice). This has resulted in duplication of efforts between provincial and local public health entities. From our work, we noted examples where multiple public health units have independently developed local resources in areas including key public health issues such as mental health and alcohol, when it would have been more cost-effective for Public Health Ontario to develop resources centrally.

Further, we found that Public Health Ontario's laboratory sites, where about 70% of its financial resources are allocated, were not operating efficiently. We found that three sites were able to perform tests on only 9% to 20% of the samples and specimens they receive, transferring the remainder of samples to other laboratory sites. Each of these three sites had base operating costs ranging from \$5 million to \$10 million over the last five years. The agency explained that transferring out laboratory tests to other sites was necessary for reasons that included lack of expertise or lack of sufficient volume to maintain competency of laboratory personnel in a specific test, lack of equipment to conduct certain tests, and efficiencies to achieve economy of scale. The agency developed a plan collaboratively with the Ministry in 2017 to modernize its laboratory operations by consolidating resources into fewer laboratory sites and discontinuing or restricting eligibility for certain tests; however, the government still had not approved the plan at the time of our audit. The Ministry stated this was due to reasons that include the COVID-19 pandemic and more recent recommendations relating to provincial laboratory optimization from an external consulting firm. We also found that the agency was not taking the lead in performing or co-ordinating testing for the surveillance of some diseases of public health significance.

These include a laboratory test to detect latent tuberculosis—a disease of public health significance that can disproportionately affect Indigenous people and newcomers to Ontario—as well as wastewater testing for the detection of COVID-19, which is currently led by another Ministry.

Other observations of this audit include:

- **Public Health Ontario is challenged by a lack of sustainable funding from the Ministry of Health.** We found that since 2019/20, Public Health Ontario has seen limited increases in base funding, and has had some of its base funding replaced by one-time annual funding. While the Ministry has increased base funding since 2020/21, it has still not restored it to pre-pandemic levels. This lack of consistent funding threatens Public Health Ontario's ability to fully deliver on its mandate, and hinders the agency's ability to continue to provide services. For example, the agency has begun to explore options to scale back or dismantle the operations of a committee designed to enhance provincial capacity to respond to public health emergencies.
- **Public Health Ontario did not adequately monitor compliance with procurement policies.** We found that Public Health Ontario has not always followed the Ontario Public Service Procurement Directive, as well as the agency's own corporate procurement policy. From 2018/19 to 2022/23, Public Health Ontario staff at various laboratory sites were using their purchasing cards to make recurring purchases of laboratory and health-care supplies from the same vendor, instead of engaging in competitive procurement as required by internal policies. The agency provided explanations for why it used purchasing cards for recurring transactions with two of the top vendors. For the remaining 28 vendors, we found that annual transaction values over this same period ranged from \$25,133 to \$222,283. We further found that Public Health Ontario does not have a formal process to track vendor performance

and non-compliance, even though the Directive requires vendor performance to be managed and documented.

- **Public Health Ontario mostly measures outputs but little in the way of client satisfaction or service quality.** The agency establishes performance indicators as well as targets in its annual business plans; however, these indicators mostly focus on quantifying the output of the agency's operational activities rather than client satisfaction and actual performance of its core activities, making it difficult for the agency to demonstrate that it has been effective in meeting the needs of its clients. We also found that the agency's performance indicators do not cover all of its key functions, for example, the performance of its research ethics committee, which provides ethics reviews to 26 of Ontario's 34 public health units, to measure the turnaround time of its reviews.
- **Public Health Ontario's information technology (IT) processes need improvement.** We examined Public Health Ontario's IT controls and processes related to user account management, cybersecurity and software management. Due to the nature of these findings and so as to minimize the risk of exposure for Public Health Ontario, we provided relevant details of our findings and recommendations directly to Public Health Ontario. Public Health Ontario agreed with the recommendations and committed to implementing them.

This report contains 10 recommendations, with 24 action items, to address our audit findings and to position Public Health Ontario for success to continue to contribute to the overall health of Ontarians as a public health agency, independent from the government.

Overall Conclusion

Our audit concluded that Public Health Ontario has delivered on some areas of its mandate as set out in the *Ontario Agency for Health Protection and Promotion Act, 2007* (Act), but does not yet sufficiently collaborate

with the Ministry of Health and local public health units to clearly define and ascertain the agency's role in areas such as undertaking public health research, disseminating knowledge, and delivering public health laboratory services to more effectively protect and promote the health of the people in Ontario and reduce health inequities.

We also concluded that Public Health Ontario mostly measures outputs but little in the way of client satisfaction or service quality, and that the agency's suite of performance indicators does not cover all of its key functions.

OVERALL PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario thanks the Auditor General for this comprehensive value-for-money audit report.

Public Health Ontario is committed to fulfilling our mission to enhance the protection and promotion of the health of the people in Ontario and to contribute efforts toward reducing health inequities. By providing scientific and technical advice and leadership to support our clients across the public health and health systems, we enable evidence-informed public health action and decision-making.

In consideration of our role in the province, we recognize the importance of continuing to strive to improve our operations and enhance the quality of our services and products. As such, we appreciate the independent review of our organization by the Auditor General and the recommendations brought forward, all of which we have accepted and have plans to address.

When interpreting the findings of the report, it is important to note that the time frame covered by the audit includes more than three years during which Public Health Ontario was actively engaged in the COVID-19 pandemic response. Public Health Ontario, like other public health organizations, was greatly affected by the extraordinary demands of the pandemic. Due to the need to dedicate considerable resources to the pandemic, some areas of

our work did not progress as planned during this period, such as efforts to reduce purchasing card usage in the laboratory and expand our outcome-based performance measures.

As we are now in the process of returning to a “new normal” for the public health system in Ontario, Public Health Ontario is leveraging the lessons learned during the pandemic to inform the development of our next strategic plan covering the years 2024–29. The insights shared through this audit are helpful inputs that will support us in our commitment to continuous quality improvement and further enhance our leadership role within the public health system.

2.0 Background

2.1 Overview of Public Health Ontario

The Ontario Agency for Health Protection and Promotion (also known as Public Health Ontario) was established in 2007 as an independent, board-governed agency, primarily funded by the Ministry of Health (Ministry) in response to Ontario’s challenges faced during SARS, a global respiratory outbreak that affected Ontario and other parts of Canada in 2003. Public health is the organized effort of society to promote and protect the health of populations and reduce health inequities through the use of supportive programs, services and policies. Thus, Public Health Ontario’s role is chiefly in disease surveillance, disease prevention and outbreak preparedness, as opposed to clinical treatment.

In accordance with the *Ontario Agency for Health Protection and Promotion Act, 2007*, the legislation that created Public Health Ontario, the agency’s mandate is to:

- enhance the protection and promotion of the health of Ontarians;
- contribute to efforts to reduce health inequities by providing scientific and technical advice and support to those working across health-related

sectors to protect and improve the health of Ontarians; and

- carry out and support activities such as population health assessment, public health research, surveillance, epidemiology, planning and evaluation.

The agency’s primary clients are the Office of the Chief Medical Officer of Health as well as various divisions within the Ministry, Ontario’s 34 public health units, health system providers and health system partners. The Chief Medical Officer of Health of Ontario is responsible for determining provincial public health needs, developing public health initiatives and strategies, and monitoring public health programs delivered by Ontario’s local public health units. Ontario’s 34 public health units are primarily funded by the Ministry but also receive funding from local municipalities; each is led by its own Medical Officer of Health and governed by a Board of Health—and therefore they operate independently from each other. The public health units provide programs and services to all members of their respective communities as per the Ontario Public Health Standards—the minimum requirements that public health units must adhere to in delivering programs and services—and as determined by their own Boards of Health. They are not accountable to Public Health Ontario.

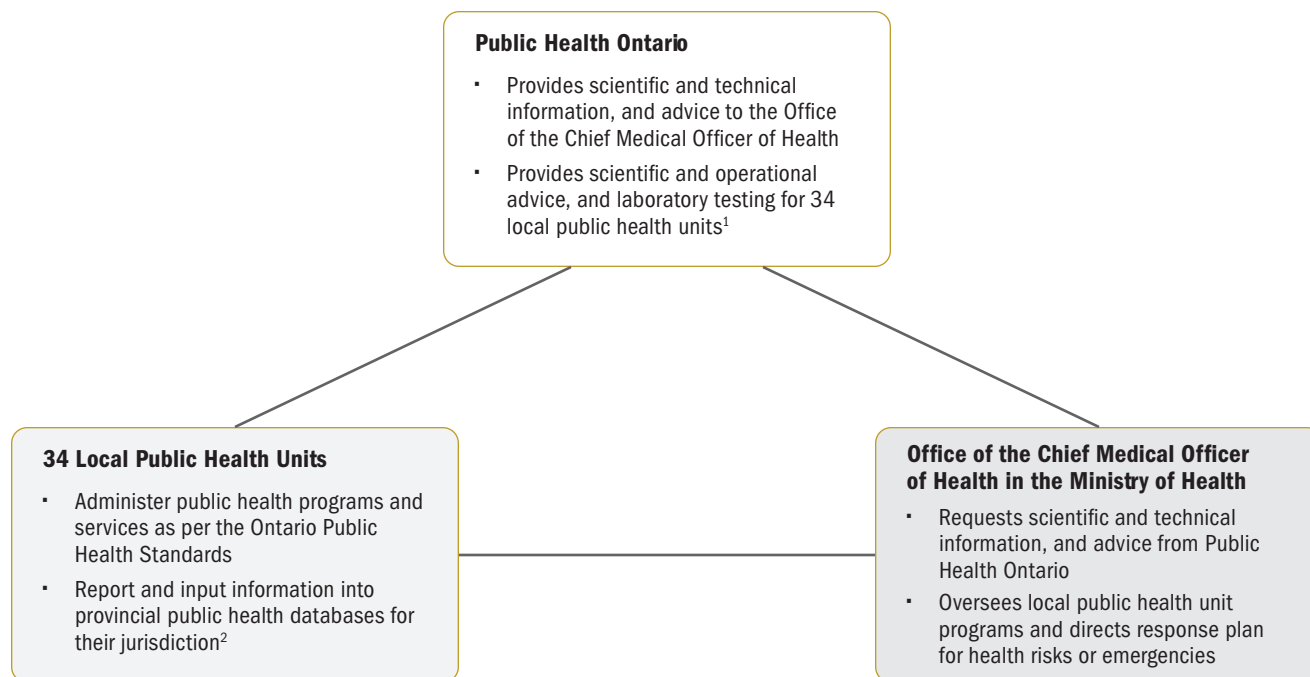
Figure 1 illustrates the relationship between Public Health Ontario and the various organizations involved in Ontario’s public health system, which, according to the Chief Medical Officer of Health, consists of about 9,000 people. Public Health Ontario has a complement of just under 870 full-time-equivalent staff as of June 2023.

2.1.1 Public Health Modernization

As part of the 2019 Ontario Budget, the Province announced in April 2019 (pre-COVID-19 pandemic) that public health would be undergoing a modernization process. This decision had the most impact on public health units, aiming to reduce their number from 35 (since reduced to 34 through amalgamation)

Figure 1: Public Health Model in Ontario

Prepared by the Office of the Auditor General of Ontario



1. In addition to public health units, Public Health Ontario's laboratory provides testing services to other health-care providers, for example, clinicians and community laboratories.

2. Local public health units are not accountable to Public Health Ontario.

to 10 by April 1, 2020; however, this modernization process was paused when the COVID-19 pandemic was declared in March 2020.

As part of the modernization process, the Ministry of Health launched a public consultation in November 2019, appointing a special advisor to lead the process of gathering feedback, and releasing a discussion paper in November 2019 outlining the key challenges facing public health. In this paper, Public Health Ontario is acknowledged as a key partner in the public health system, with the following themes being discussed:

- working toward improved clarity and alignment of roles and responsibilities between the Province, Public Health Ontario and local public health units;
- reducing duplication of efforts, co-ordinating and providing certain public health functions, programs or services at the provincial level, possibly by Public Health Ontario; and

- clarifying the role of Public Health Ontario in better informing and co-ordinating provincial priorities to increase consistency.

The government revised its approach to modernizing the public health system in August 2023 to include a review of the Ontario Public Health Standards, the roles and responsibilities that all three pillars of the system—the Ministry, Public Health Ontario and the local public health units—play, as well as their relationships and alignment across and beyond the broader health-care system.

2.2 Key Program Areas

Public Health Ontario's operations consist of five principal public health program areas: Laboratory Science and Operations; Health Protection; Environmental and Occupational Health; Health Promotion, Chronic Disease and Injury Prevention; and Knowledge Exchange and Informatics.

2.2.1 Laboratory Science and Operations

About 70% of the agency's resources are allocated to the operation of its laboratory. Public Health Ontario has 11 fully accredited laboratory sites across Ontario, located in Toronto, Hamilton, Kingston, London, Orillia, Ottawa, Peterborough, Sault Ste. Marie, Sudbury, Thunder Bay and Timmins. The agency's laboratory conducts a wide range of functions described by the Canadian Public Health Laboratory Network, including laboratory tests such as diagnostic tests and confirmatory tests, as well as complex tests that other providers, such as hospital and community laboratories, refer to it. This testing informs public health surveillance, detects threats and outbreaks, and enables preventive and therapeutic interventions for public health action and patient management in Ontario.

Public Health Ontario's laboratory serves public health units, hospital and community laboratories, long-term-care homes and other congregate settings, clinicians in private practice, and private citizens in the context of private well water testing. It performs the majority of its laboratory tests Monday to Friday for the detection and diagnosis of infectious diseases (such as tuberculosis) or antimicrobial resistance (that is, when a bacterium or fungus develops the ability to defeat the drug designed to kill it), and for specialized testing for molecular profiling of pathogens by examining the entire genetic makeup of a specimen (for example, identifying which variant of COVID-19 someone has), including genomics. Public Health Ontario's laboratory also offers after-hours support, and it has been performing COVID-19 testing daily since the summer of 2020. It was still performing this daily testing at the time of our audit.

Public Health Ontario's laboratory performed about 6.8 million tests in 2022/23; these tests include 100% of diagnostic HIV testing and over 95% of syphilis testing in the province. According to the agency, it operates one of the largest tuberculosis laboratories and one of the largest diagnostic mycology laboratories in North America. As well, the agency indicates that it is known as the provincial resource and expert for laboratory testing and outbreak support for emerging

pathogens, as well as for the 10 most common infectious agents causing the greatest burden of disease in Ontario. These agents include *C. difficile*, *E. coli*, hepatitis B, hepatitis C, HIV, human papillomavirus, influenza, rhinovirus, *Staphylococcus aureus* and *Streptococcus pneumoniae*. The laboratory also carries out all testing relating to pathogens found in food, water or the environment to assist in their investigations, and is able to diagnose pathogens requiring a high level of biosecurity and safety measures, such as tuberculosis and anthrax.

Public Health Ontario's laboratory undergoes accreditation by Accreditation Canada and the Canadian Association for Laboratory Accreditation Inc. to ensure that processes in accordance with the International Organization for Standards and requirements under environmental laws such as the *Safe Drinking Water Act, 2002* are in place. As of June 2023, all 11 public health laboratory sites have met these standards and requirements, including those designed to help mitigate future occurrences similar to the Walkerton *E. coli* outbreak in 2000.

Figure 2 shows that test volumes at public health laboratory sites increased from about 6.3 million in 2018/19 to 7.7 million in 2021/22, primarily due to conducting COVID-19-related laboratory tests, and then decreased to 6.8 million in 2022/23. The cost of each laboratory test generally increased between 2018/19 and 2022/23 by 36%, from about \$16.33 to \$22.15.

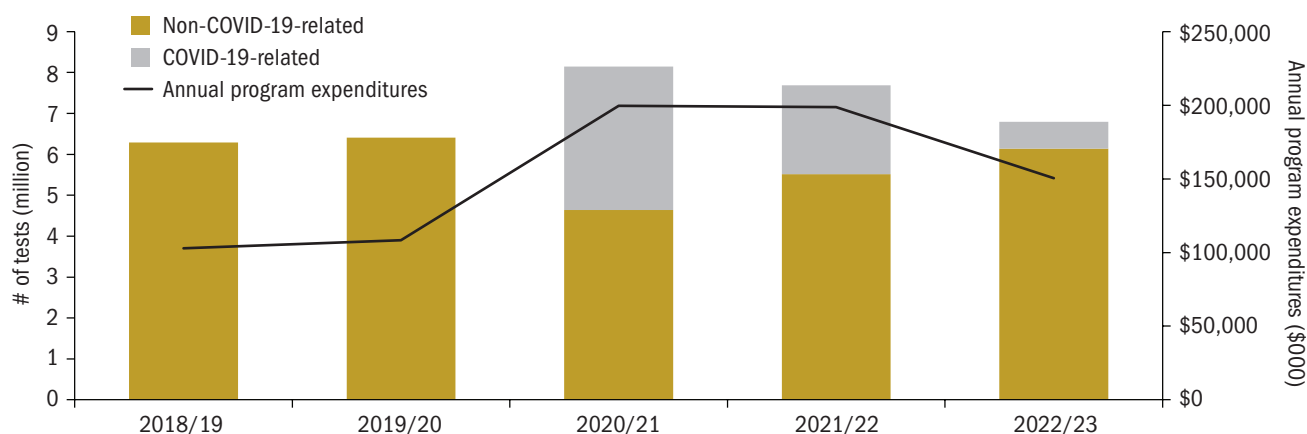
2.2.2 Health Protection

Public Health Ontario's Health Protection program provides data analysis, surveillance, evidence generation and synthesis, and consultation services to its clients. These activities are intended to better prevent communicable diseases, reduce transmission of infectious agents, and support system capacity building and professional development in public health and infection control best practices in Ontario. Expertise in this program spans:

- all diseases of public health significance (such as hepatitis A and B) as defined under the

Figure 2: Expenditures on Laboratory Services and Number of Tests Performed by Public Health Ontario, 2018/19–2022/23

Source of data: Public Health Ontario



Health Protection and Promotion Act (see **Appendix 1** for a full list of diseases of public health significance);

- surveillance and epidemiology of communicable diseases;
- infection prevention and control (IPAC) best practices and lapse investigations (that is, deviations from IPAC standard of care);
- programs and research to support epidemiology, immunization and antimicrobial stewardship (that is, promoting appropriate use of antibiotics to limit the development of antibiotic resistance); and
- emergency preparedness.

Public Health Ontario has an interactive online tool to track infectious disease trends, which provides 10 years of analyzed data on diseases of public health significance in Ontario. This helps the agency's clients and partners with surveillance, as well as informing program planning and policy. For example, as shown in **Figure 3**, the cases and rate of syphilis in Ontario from 2012 to 2021 have been steadily increasing according to Public Health Ontario's surveillance efforts; this information could be helpful to clinicians, policy-makers, and the public to raise awareness. In 2021/22—the latest year for which information is available—over 2.1 million total visits were made to Public Health Ontario's online centralized data and

analytic tools, down from about 2.9 million in 2020/21, the first year that the agency measured this metric.

2.2.3 Environmental and Occupational Health

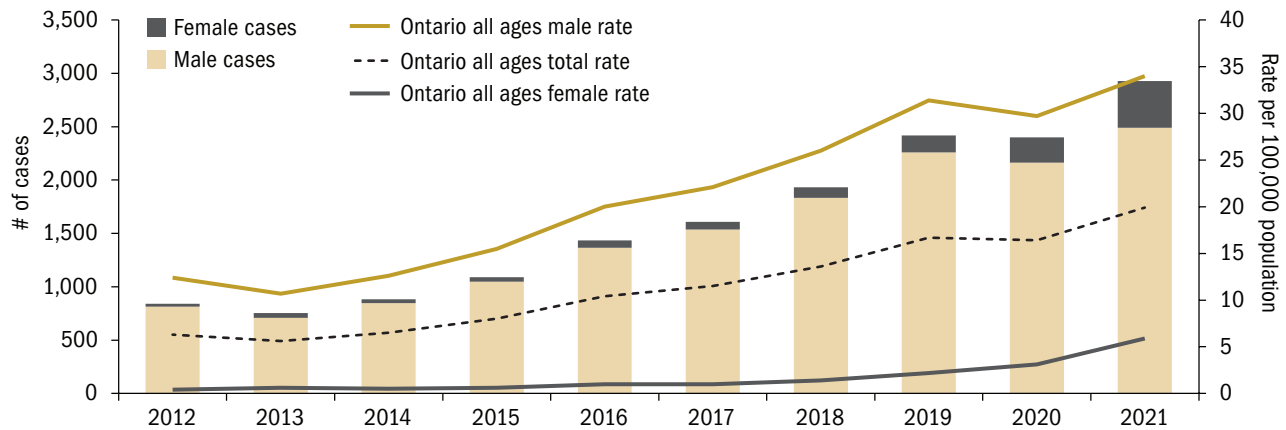
Public Health Ontario's Environmental and Occupational Health program area provides field support and helps the agency's clients and partners better understand and address evolving public health issues relating to exposures in the environment, such as indoor air quality, outdoor air pollution, water quality and food safety. This program works with and supports public health units and policy-makers to better respond to environmental threats and issues. This is done through situation-specific consultation and advice, interpretation of data, research, evidence-based reviews, case studies, access to environmental monitoring equipment, and training workshops.

2.2.4 Health Promotion, Chronic Disease and Injury Prevention

According to the World Health Organization, health promotion entails building healthy public policy; creating supportive environments; strengthening community action; developing personal skills; and reorienting health-care services toward prevention of illness and promotion of health. Public Health

Figure 3: Infectious Syphilis Cases and Rates for All Ages and by Sex in Ontario, 2012–2021

Source of data: Public Health Ontario



Ontario’s Health Promotion, Chronic Disease and Injury Prevention program focuses on non-communicable diseases (such as heart disease, cancer, diabetes) and injuries, oral health conditions, and the modifiable risk factors that contribute to them. The program covers comprehensive tobacco control; healthy eating and physical activity; oral health; reproductive, child and youth health; healthy schools; mental health promotion; substance use (for example, opioids, alcohol, cannabis, tobacco); injury prevention; health equity; and health promotion. One of the program’s activities is tracking data on substance abuse, such as opioid-related morbidity and mortality, as shown in **Figure 4**.

2.2.5 Knowledge Exchange and Informatics

Public Health Ontario’s Knowledge Exchange program supports the development and dissemination of the agency’s products and services, including its external website. The program delivers professional development, including special events and learning exchanges, and the annual Ontario Public Health Convention; supports medical resident and student placements at Public Health Ontario and in public health units; provides training and education programs; and delivers library services, knowledge mobilization and

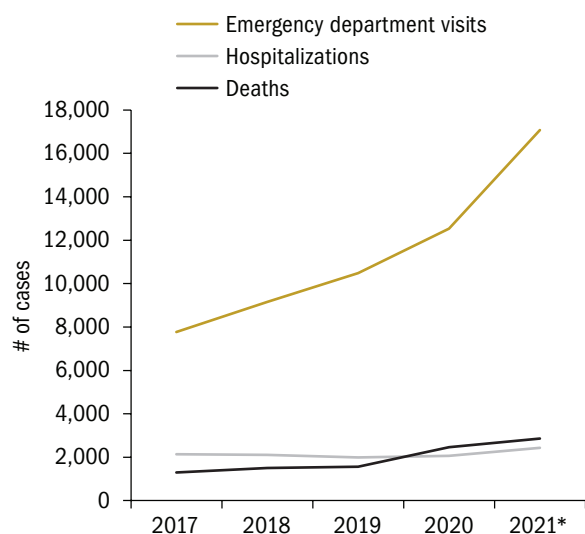
evaluation supports to its own staff, as well as to the overall public health sector. In 2021/22—the latest year for which information is available—this program area facilitated 70 professional development sessions to external clients and stakeholders.

This program also includes the Locally Driven Collaborative Projects (LDCP) program, which brings together public health units, along with academic and community partners, to collaboratively design and implement applied research and program evaluation projects on important public health issues of shared interest, and build new partnerships among participants. Examples of LDCP in prior years include a project to help public health units plan programs around substance abuse and harm reduction, and another project to identify lessons learned from the collection of sociodemographic data during the COVID-19 pandemic, as this data informs targeted improvement to address health inequities.

Informatics applies information and data science to public health practice, research and learning, enabling and bridging the use of technology and data to present critical information needed for effective public health decision-making. This team provides specialized and centralized supports for the governance, acquisition, synthesis, analysis, interpretation and presentation of data and information.

Figure 4: Emergency Department Visits, Hospitalizations and Deaths Related to Opioid Use in Ontario, 2017–2021

Source of data: Public Health Ontario



* According to Public Health Ontario, death data for 2021 should be considered as preliminary and is subject to change. Possible contributing factors to rising rates of opioid-related harm during the COVID-19 pandemic include increased stress, social isolation and mental illness, resulting in changes in drug use, and reduced accessibility of addiction, mental health and harm reduction services.

2.3 Organizational Structure and Accountability

2.3.1 Organizational Structure

Figure 5 shows Public Health Ontario’s program areas and senior management. Public Health Ontario’s office and main laboratory site is located in Toronto, with laboratory sites in 10 other cities across Ontario. As of August 2023, Public Health Ontario had 1,176 employees (just under 870 full-time equivalents), with 67% (792) of its employees working in laboratory sites across the province.

2.3.2 Governance and Accountability

The Agencies and Appointments Directive issued by the Management Board of Cabinet, an accountability framework for all board-governed provincial agencies, outlines the requirements of the reporting relationships between parties (see **Appendix 2** for more information). Public Health Ontario must adhere to this

accountability framework. The Chief Medical Officer of Health, a senior employee of the Ministry, also has the power to issue directives to the agency, as shown in **Figure 6**.

A memorandum of understanding (MOU) between the agency and the Ministry outlines accountability relationships, roles and responsibilities, and expectations for the operational, administrative, financial, staffing, auditing and reporting relationships. Public Health Ontario’s day-to-day operations are administered by the President and CEO, who reports to the agency Board of Directors. Public Health Ontario’s Board of Directors consists of a maximum of 13 voting members; each is appointed for a three-year term by the Lieutenant Governor in Council. According to the *Ontario Agency for Health Protection and Promotion Act, 2007*, appointment of people to Public Health Ontario’s Board should consider persons with skills and expertise in areas covered by Public Health Ontario or in corporate governance, and include a person with expertise in public accounting or with related financial experience, and a lay person with demonstrated interest or experience in health issues. **Figure 7** shows that the agency’s Board of Directors consisted of 12 people, with one vacancy, as of June 2023.

2.3.3 Joint Liaison Committee

The Joint Liaison Committee was created by the Ministry in 2008, shortly after the agency was established, to address issues of mutual interest between the Ministry and Public Health Ontario, resolve issues, provide direction, and delegate and co-ordinate work. The Committee is co-chaired by either the Assistant Deputy Minister or the Chief Medical Officer of Health from the Ministry, as well as the Chief Executive Officer of Public Health Ontario. The Committee held its last meeting prior to 2017/18, and since then the Office of the Chief Medical Officer of Health and the Chief Executive Officer of Public Health Ontario have mutually agreed to liaise informally as needed.

In April 2020, the Office of the Chief Medical Officer of Health created the COVID-19 Public Health Measures Table, consisting of public health unit

Figure 5: Program Areas and Senior Management of Public Health Ontario, August 2023

Source of data: Public Health Ontario

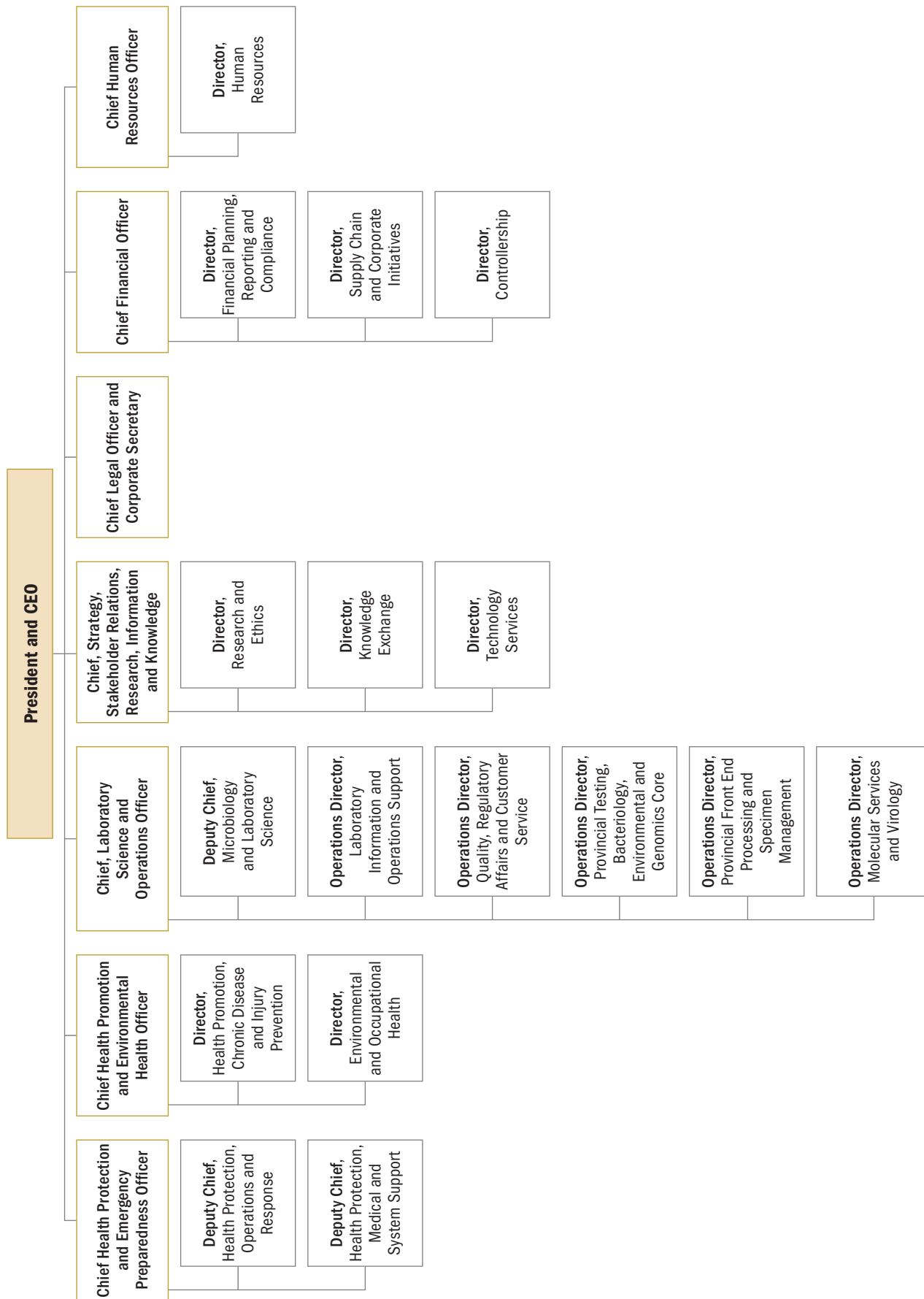
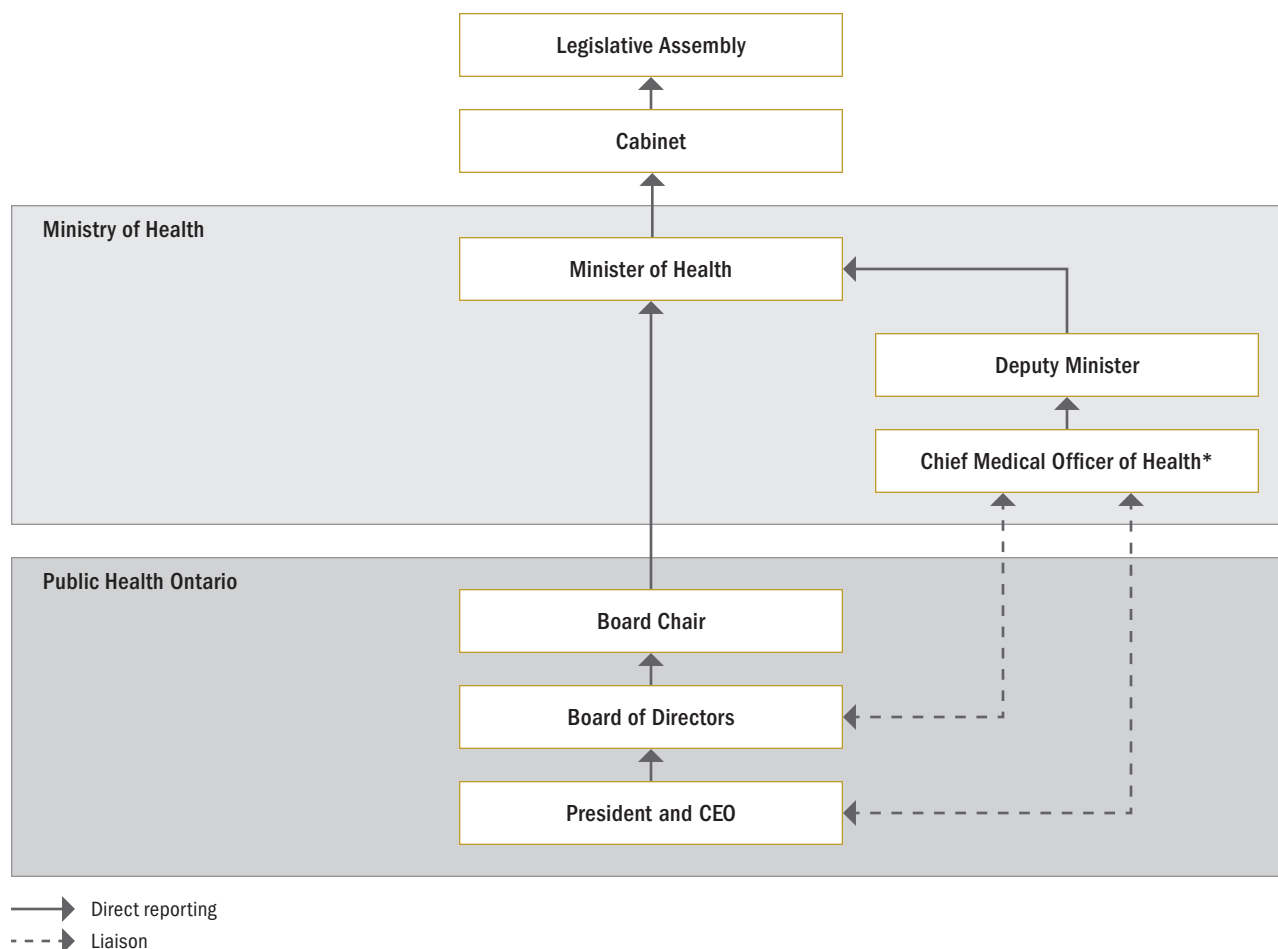


Figure 6: Accountability Framework for Public Health Ontario

Prepared by the Office of the Auditor General of Ontario



* The Chief Medical Officer of Health plays a liaison role between Public Health Ontario and the Ministry of Health, sitting as a non-voting member of the Board of Directors at Public Health Ontario, as well as a voting member on the Strategic Planning Standing Committee of the Board of Directors at Public Health Ontario to convey Ministry strategies and provincial priorities to Public Health Ontario. The Chief Medical Officer of Health also has the power to issue directives to Public Health Ontario.

representatives and Public Health Ontario, with the purpose of providing advice to the Chief Medical Officer of Health on public health measures that may be implemented to prevent or slow the transmission of COVID-19.

2.4 Financial Information

As shown in **Figure 8**, Public Health Ontario's expenditures were about \$222 million in 2022/23, an approximately 37% increase over the last five fiscal years. The increase was mainly attributable to

a temporary increase in testing volumes during the COVID-19 pandemic. In the last five years, 71% of the agency's actual expenditures related to its laboratory program, 18% related to science and public health programs, and the remaining 11% were for general administrative and amortization expenses.

Figure 9 shows funding provided to Public Health Ontario for the last five years. The Ministry is the primary funder of Public Health Ontario, providing about 94% of the agency's revenue. The agency also receives grants, mainly from the Canadian Institutes of Health Research, which averaged about \$1.8 million

Figure 7: Public Health Ontario Board of Directors as of June 30, 2023

Source of data: Public Health Ontario

Name	Board Position	Current/Most Recent Role
Helen Angus	Chair	Chief Executive Officer of AMS Healthcare, former Deputy Minister of Health
Dr. Isra Levy	Vice-Chair Chair, Governance and Human Resources Standing Committee ¹	Vice-President of Medical Affairs and Innovation, Canadian Blood Services
Ian McKillop	Member Chair, Strategic Planning Standing Committee ²	Associate Professor at University of Waterloo, School of Public Health Sciences
S. Ford Ralph	Member Chair, Audit Finance and Risk Standing Committee ³	Former Vice-President of Petro-Canada
Roxanne Anderson	Member	Senior Vice-President of Business Optimization and the Chief Financial Officer of the Victorian Order of Nurses
Harpreet Bassi	Member	Executive Vice-President, Strategy and Communications, Niagara Health
Cat (Mark) Criger	Member	Indigenous Elder, Traditional Teacher and Knowledge Keeper
William MacKinnon	Member	Former Chief Executive Officer of KPMG
Theresa McKinnon	Member	Former Partner at PwC Canada, Assurance
Rob Notman	Member	Trustee and former Board Chair of the Royal Ottawa Mental Health Centre
Dr. Andy Smith	Member	President and Chief Executive Officer of Sunnybrook Health Sciences Centre, Professor of Surgery at the University of Toronto
David Wexler	Member	Former Chief Human Resources Officer for the Vector Institute for Artificial Intelligence, FreshBooks, Syncapse, Alias Systems and the Canada Pension Plan Investment Board

1. The Governance and Human Resources Standing Committee supports the Board's commitment to and responsibility for the sound and effective governance of Public Health Ontario. This includes nominations for recommendation by the Board for appointment to the Board; appointment of Board members to committees; help with orientation and education of new directors to assist them in fulfilling their duties effectively; and support for the Board in its oversight of human resources policies and strategies.
2. The Strategic Planning Standing Committee provides reviews and advice on Public Health Ontario's strategic planning, performance measurement, quality assurance and stakeholder engagement processes, and monitors and advises it on progress against goals. The Chief Medical Officer of Health is part of this standing committee.
3. The Audit Finance and Risk Standing Committee ensures that Public Health Ontario conducts itself according to the principles of ethical financial and management behaviour and that it is efficient and effective in its use of public funds by overseeing Public Health Ontario's accounting, financial reporting, audit practices and enterprise risk management.

annually in the last five years. Ministry-provided base funding for Public Health Ontario has generally flatlined over the last 10 years, and decreased in 2019/20 just prior to the onset of the COVID-19 pandemic. While the Ministry has increased base funding subsequent to 2020/21, it still has not restored it to pre-pandemic levels.

2.5 Other Jurisdictions

In Canada, British Columbia's BC Centre for Disease Control and Quebec's Institut national de santé publique are close comparators to Public Health Ontario. The federal government's Public Health Agency of

Figure 8: Public Health Ontario Expenditures, 2018/19–2022/23 (\$000)

Source of data: Public Health Ontario

	2018/19	2019/20	2020/21	2021/22	2022/23	% of Total Expenditures (2018/19–2022/23)
Public health labs	102,889	108,399	199,562	198,741	150,495	71
Science and public health programs	38,802	37,757	36,597	38,537	39,843	18
General and administrative	14,007	13,148	17,024	19,098	19,102	8
Amortization of capital assets	6,547	5,464	7,428	11,655	12,539*	3
Total	162,245	164,768	260,611	268,031	221,979	100

* Increased 92% over five years due to increase in capital acquisitions starting in 2020/21 due to COVID-19.

Figure 9: Public Health Ontario Funding, 2018/19–2022/23 (\$000)

Source of data: Public Health Ontario

	2018/19	2019/20	2020/21	2021/22	2022/23	% of Total Funding (2018/19–2022/23)
Base operations¹	152,703	156,151	250,480	252,612	205,324	94
Base funding	152,703	153,114	148,563	151,282	150,683	60 ²
COVID-19 one-time funding ³	n/a	3,037	101,917	101,331	54,641	34 ²
Amortization of deferred capital asset contributions	6,547	5,464	7,428	11,655	12,539	4
Other grants	1,781	2,207	1,377	1,867	2,003	1
Miscellaneous recoveries	1,214	946	1,326	1,897	2,113	1
Total	162,245	164,768	260,611	268,031⁴	221,979	100

1. Increased revenue from 2019/20 to 2021/22 corresponds to increased operating expenditures due to Public Health Ontario's increased services to respond to COVID-19.
2. Covers fiscal years 2020/21 to 2022/23 only, as this represents the most significant time period for COVID-19 expenses, and represents three-year base funding and COVID-19 one-time funding as a percentage of base operations expenditures.
3. Public Health Ontario recognized COVID-19 revenue in its accounting records as related expenses were incurred.
4. Numbers do not add up due to rounding.

Canada, while similar to Public Health Ontario, is not governed by a board but rather overseen by the federal Minister of Health. **Appendix 3** shows a comparison of mandates and reporting relationships among these agencies.

3.0 Audit Objective and Scope

Our audit objective was to assess whether Public Health Ontario has effective systems and procedures in place to:

- deliver its mandate as set out in the *Ontario Agency for Health Protection and Promotion Act, 2007*, which includes providing scientific and technical advice and support to identified clients, including the Ministry of Health and other relevant ministries and agencies, public health units, and health-care providers; delivering public health laboratory services; undertaking public health research; and advancing and disseminating knowledge, best practices and research, with the goal of protecting and promoting the health of the people in Ontario and reducing health inequities; and

- measure and publicly report on the quality and effectiveness of these activities.

In planning for our work, we identified the audit criteria (see **Appendix 4**) we would use to address our audit objective. These criteria were established based on a review of applicable legislation, policies and procedures, internal and external studies, previous reports from our Office, and best practices. Senior management at Public Health Ontario reviewed and agreed with the suitability of our objectives and associated criteria.

We conducted our audit between January 2023 and August 2023. We obtained written representation from Public Health Ontario management that, effective November 10, 2023, it had provided us with all the information it was aware of that could significantly affect the findings or the conclusion of this report.

At Public Health Ontario, we:

- reviewed applicable legislation and regulations as well as documents consisting mainly of financial information, contracts and agreements, policy and procedure manuals, annual business plans, annual reports, strategic plans and meeting minutes;
- interviewed senior management and program staff responsible for all program areas, selected former agency management staff, as well as the Board Chair;
- obtained and analyzed financial and operational data from Public Health Ontario systems; and
- observed laboratory operations and met with staff at four of the 11 public health laboratory sites, located in London, Orillia, Sudbury and Toronto.

At the Ministry of Health, we conducted the majority of our work at the Office of the Chief Medical Officer of Health, where we interviewed staff and senior management, and reviewed documents consisting mainly of briefing notes, agreements, funding letters and external review reports of Public Health Ontario conducted since 2016.

We interviewed medical officers of health or their delegates from eight of the province's 34 public health units, consisting of Eastern Ontario; Grey Bruce;

Kingston, Frontenac and Lennox & Addington; Niagara; Peel; Sudbury; Timiskaming; and Toronto, to better understand local interactions with and perspectives on Public Health Ontario. We selected these public health units based on their size, geographic location and issues identified through our research. We reached out to 18 public health units to obtain more information on their courier routes for laboratory samples and specimens that would be delivered to Public Health Ontario, of which 16 responded. We selected these public health units based on factors including their geographic location and whether they used the agency's or their own couriers. We also reviewed public-facing websites for all 34 public health units to identify locally developed knowledge products.

To assess the cybersecurity risks to Public Health Ontario, we met with and obtained data from the Cyber Security Division of the Ministry of Public and Business Service Delivery, which provides certain services to the agency.

To gain familiarity with emerging public health issues, we attended The Ontario Public Health Convention in March 2023. This conference was organized by Public Health Ontario for public health professionals.

In addition, we researched similar organizations in British Columbia and Quebec to identify best practices for public health agencies.

We conducted our work and reported on the results of our examination in accordance with the applicable Canadian Standards on Assurance Engagements—Direct Engagements issued by the Auditing and Assurance Standards Board of the Chartered Professional Accountants of Canada. This included obtaining a reasonable level of assurance.

The Office of the Auditor General of Ontario applies Canadian Standards on Quality Management and, as a result, maintains a comprehensive system of quality management that includes documented policies and procedures with respect to compliance with rules of professional conduct, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Professional Conduct of the Chartered Professional Accountants of

Ontario, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

4.0 Detailed Audit Observations

4.1 Ministry of Health Has Not Leveraged Public Health Ontario Effectively to Achieve Its Full Intended Capacity and Potential to Improve the Health of Ontarians

4.1.1 Public Health Ontario Has Been Left Out of the Province's Decision-Making with Major Public Health Implications

Despite the mandate of Public Health Ontario to provide scientific and technical advice and support to clients working in government, public health, health care and related sectors, the agency was not consulted when the government made some of its decisions affecting public health, such as those relating to increased access to alcohol and gambling. As well, upon observing recent government decisions on increased access to alcohol and gambling, Public Health Ontario has not conducted independent research in these areas.

Increased Access to Alcohol and Gambling

The government's decision to increase access to alcohol in various settings, such as grocery stores and convenience stores, was first announced in 2015 and saw expansion in 2019 and 2023. In addition, the new legal Internet gaming market in Ontario has grown by an average of more than 50% in total wagers and gaming revenue each quarter since its launch in April 2022. According to iGaming Ontario, a total of 1.65 million player accounts were active over the course of the 2022/23 fiscal year; these players on average spent about \$70 per month.

Public Health Ontario representatives confirmed with us that government decision-makers have not consulted them on the health impacts of either of these decisions, which have implications on addictions and

mental health on a population level. We asked the Ministry of Health (Ministry) why it did not consult Public Health Ontario, and Ministry representatives explained that the Ministry of Finance made both of these decisions. It did not seek an assessment of the impacts on public health from the Office of the Chief Medical Officer of Health, which also did not conduct a health impact assessment on increased access to alcohol and gambling. The Ministry informed us that, instead, the Ministry of Finance, working with other partner ministries, engaged and consulted stakeholders, for example, the Centre for Addiction and Mental Health, to understand the potential impacts.

In these cases, the government did not fully leverage Public Health Ontario to provide expert advice on the potential population health impacts of policy decisions made. One of the legislated responsibilities of Public Health Ontario according to the *Ontario Agency for Health Protection and Promotion Act, 2007* (Act) that created it, is “to inform and contribute to policy development processes across sectors of the health care system and within the Government of Ontario through advice and impact analysis of public health issues.” Our 2017 audit on Public Health: Chronic Disease Prevention highlighted the Health in All Policies approach, defined by the World Health Organization as an approach that considers how government decisions affect population health so that more accountability is placed on policy-makers. Our 2017 report recommended that the Ministry develop a process to integrate this approach into policy settings where appropriate, but this had not yet been fully implemented as of the time of this audit.

While these provincial policy changes affecting public health were occurring, Public Health Ontario did not prioritize publishing the state of the evidence in these areas. To illustrate, in relation to alcohol, a public health unit in October 2018 requested Public Health Ontario to answer a research question on the impact of increasing alcohol availability. However, instead of publishing an independently researched knowledge product that could establish Public Health Ontario's position on the state of the evidence, the agency compiled a list of existing journal articles and sent the

completed list directly to the public health unit in May 2019.

Similarly, we found that Public Health Ontario has not published any research on the health impact of problem gambling. In 2012, the agency published a knowledge product on the burden of mental illness and addictions in Ontario, but that product did not discuss problem gambling. We researched whether public health units had to independently develop knowledge products on problem gambling and found that six public health units—North Bay and Parry Sound, Ottawa, Peterborough, Sudbury, Toronto, and Windsor—had developed such research independently. Toronto Public Health explained in its report that studies have suggested an increase in problem or pathological gambling rates after gambling expansion, such as in Niagara where the rate increased from 2.2% to 4.4% one year after a casino opening. It also went on to note a consistent social impact from problem gambling, such as suicide and personal bankruptcy rates, with direct or indirect impacts on individuals and families.

We found that, unlike Public Health Ontario, other provinces have centrally developed knowledge products on problem gambling. For example, Quebec has made available centrally developed resources and knowledge products on the population health impact of problem gambling. Specifically, the Institut national de santé publique du Québec has on its website an interactive map that allows the public to quantify and visualize exposure and vulnerability to gambling in Quebec, and to support development of preventive initiatives and interventions to address these issues. Similarly, we found that British Columbia's Centre for Disease Control had included problem gambling on its website on substance use, indicating that a report was forthcoming.

Decisions Made During the COVID-19 Pandemic

Public Health Ontario was also not consistently consulted by the Province to provide scientific and technical advice in certain key decisions related to the COVID-19 pandemic.

According to the Act, one of the roles of Public Health Ontario is to provide scientific and technical advice, and operational support, to any person or entity in an emergency or outbreak situation that has health implications, as directed by the Chief Medical Officer of Health.

Our 2020 audit on COVID-19 preparedness and management, *Outbreak Planning and Decision-Making*, noted that Public Health Ontario played a diminished role in the COVID-19 pandemic, despite the agency being created in response to the SARS outbreak in 2003. Even when Public Health Ontario provided advice, such as on the recommended indicators and threshold triggers for lockdown, the Ministry of Health either did not fully follow this advice, or implemented the agency's advice much later than suggested.

Similarly, our 2022 audit on the COVID-19 Vaccination Program noted that Public Health Ontario was not represented on the COVID-19 Vaccine Distribution Task Force, where it felt that it could have contributed more scientific or technical expertise and support on vaccine distribution decisions.

4.1.2 Public Health Ontario's Role Has Continued to Diminish in the Public Health System, with Increased Reliance on One-Time Annual Funding

Public Health Ontario Could Not Fully Deliver Its Mandate, Citing Capacity and Funding Constraints

As noted in **Section 2.4**, in 2019/20, the Ministry reduced Public Health Ontario's base funding, replacing it with one-time annual funding. This was done because the Ministry at that time had assumed that its laboratory modernization plan would be implemented and that Public Health Ontario would be consolidated as part of Ontario Health. One-time funding makes it challenging for Public Health Ontario to plan for activities, as such funding is susceptible to being withdrawn. While the Ministry has increased base funding since 2020/21, it has still not restored it to pre-pandemic levels.

We found that, while the Ministry reduced Public Health Ontario's base funding assuming implementation of the laboratory modernization plan, the Ministry has not yet implemented this plan. We discuss this plan in greater detail in **Section 4.2.1**.

The Ministry also eventually did not consolidate Public Health Ontario into Ontario Health, as it had assumed it would. The government announced in 2019 that it would consolidate multiple health-care agencies and organizations, including Cancer Care Ontario, Trillium Gift of Life Network and all 14 Local Health Integrated Networks, within a single agency, known as Ontario Health. Ontario Health is responsible for planning and funding the health-care system, primarily in clinical settings, and ensuring health service providers have the tools and information to deliver quality care.

Despite both of these assumptions resulting in reduced base funding for Public Health Ontario, the Ministry has still not restored the agency's base funding to pre-pandemic levels, even though neither assumption was realized.

Our 2020 audit on COVID-19 preparedness and management, Outbreak Planning and Decision-Making, noted that, due to resource constraints, Ontario Health performed some tasks that were outlined in the Ontario Health Plan for an Influenza Pandemic as the responsibility of Public Health Ontario. These included co-ordinating laboratory testing for COVID-19 and analyzing provincial surveillance data.

Public Health Ontario explained to us that its budget has been flatlined for over 10 years, and has repeatedly raised this concern in its annual business plan, which it has submitted to the Ministry. While the Ministry provided Public Health Ontario with one-time COVID-19 funding between 2019/20 and 2022/23, this was strictly for use in the laboratory for COVID-19 testing, and little was added to fund the rest of the agency's mandate to support its growth, such as in environmental health, health promotion, and chronic disease and injury prevention.

As explained in **Section 2.3.2**, the relationship between Public Health Ontario and the Ministry is governed by provincial legislation and directives, but also

by a memorandum of understanding (MOU) that has not been updated since 2015. The Ministry and Public Health Ontario have continued to affirm the existing MOU since 2015 when new Board chairs and ministers have taken office. They informed us at the time of our audit that they were working on refreshing the MOU, with expected completion by the end of 2023.

Lack of Consistent Funding Puts the Continuation of Advisory Committee for Public Health Emergencies at Risk

In July 2020, the Province created the COVID-19 Science Advisory Table to provide emerging evidence and advice to the Ministry of Health to inform Ontario's response to the COVID-19 pandemic. Part of the impetus for this Table was that Public Health Ontario could not fully support the Province in providing synthesized evidence relating to the COVID-19 pandemic due to capacity constraints. The Table was external to Public Health Ontario, though one of the then vice-presidents of the agency was a co-chair. In July 2022, following direction from the Ministry of Health, Public Health Ontario became the permanent home of this Table. In September 2022, Public Health Ontario, building on the work of the Table, announced the establishment of the Ontario Public Health Emergencies Science Advisory Committee, an external advisory committee whose mandate is to enhance provincial capacity to respond to public health emergencies with the best available evidence.

The Ministry provided one-time funding of \$1.2 million in 2022/23 to the agency to establish and oversee this committee, but did not continue this funding in 2023/24. Public Health Ontario informed us that, as a result of the Ministry no longer providing funding, it was exploring options to scale back or dismantle the operations of this committee.

RECOMMENDATION 1

To enhance the clarity, relevance and value of Public Health Ontario's role in Ontario's public health system, we recommend that Public Health Ontario work with the Ministry of Health (Ministry) to:

- develop and implement a process to include Public Health Ontario’s review of evidence when developing provincial policy decisions that impact public health; and
- clarify the agency’s roles and responsibilities in the memorandum of understanding between the agency and the Ministry, especially with respect to Public Health Ontario’s role in relation to Ontario Health’s role.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation, and will work with the Ministry of Health to enhance and clarify our role within the public health system. While there are existing mechanisms in place for the Ministry to request support and advice from Public Health Ontario as needed, we recognize that there may be opportunity for improvement by formalizing a process specific to supporting provincial policy decisions. We also recognize the importance of clarifying the agency’s roles and responsibilities in the memorandum of understanding between Public Health Ontario and the Ministry, which, as noted in the report, is currently in the process of being refreshed.

RECOMMENDATION 2

To ensure that Public Health Ontario has sustainable resources required to deliver on the agency’s mandate effectively, we recommend that Public Health Ontario work with the Ministry of Health to develop a business case that addresses reallocation of one-time annual funding to base funding.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation to work with the Ministry of Health to reallocate its one-time annual funding to base funding for the agency.

4.1.3 Lack of Information Sharing on Priority Areas of Public Health Units Limits Public Health Ontario’s Ability to Centralize and Co-ordinate Work

Public Health Ontario obtains input from the Ministry and public health units, often through regular meetings, to inform its work. However, it does not have established information-sharing processes on what Ontario’s 34 public health units plan to do in terms of their program priorities and what research they would require that is best done centrally. Public health units report planned activities to the Ministry on an annual basis, but the Ministry does not share this information with Public Health Ontario. As a result, we found instances of fragmented responses to key public health issues and duplication of effort.

According to the *Ontario Agency for Health Protection and Promotion Act, 2007*, the agency is tasked with the responsibility to “undertake, promote and coordinate public health research in cooperation with academic and research experts as well as the community.” About half of the requests made to Public Health Ontario between 2018/19 and 2022/23 to conduct consultations, answer scientific questions and deliver presentations came from public health units, and the number of these requests ranged from 413 to 1,023 requests per year. Despite this, Public Health Ontario does not receive important summarized information on public health units’ planned program activities for the upcoming year so as to proactively prepare and direct its own efforts.

In contrast, every year, the Ministry of Health requires all 34 public health units to submit an annual service plan that outlines how each public health unit plans on satisfying the Ontario Public Health Standards, which we explain in **Section 2.1**. This includes planned activities, such as seasonal flu clinics, and the vaccine clinics in schools that public health units deliver as part of their programs. However, as the Ministry does not share the priorities in these annual service plans with Public Health Ontario, the agency

cannot synthesize information from these annual service plans to effectively identify areas where it can provide the most value across all public health units, such as co-ordinating research efforts and developing knowledge products, including evidence briefs and literature reviews. One of the purposes of these is to give users synthesized and easy-to-understand evidence to help them design programs and support advancing public health policy, knowledge and best practices in Ontario.

We found that public health units had duplicated efforts in producing resources on public health topics. For example, as noted in **Section 4.1.1**, six public health units individually developed resource materials on problem gambling, with Public Health Ontario not having published any such materials centrally. Similarly, between 2016 and 2020, eight public health units individually developed local resources on mental health and made these resources public. While five of these public health units referenced Public Health Ontario materials for either data or publications, the remaining three did not reference the agency at all. Public Health Ontario last conducted a full literature review on the burden of mental health problems and addictions in 2012, over 10 years ago.

With respect to the agency-developed resource on mental health from 2012, we further found that Public Health Ontario's research did not cover some important areas that public health units needed and therefore had to produce on their own. This led to public health units duplicating efforts amongst themselves, a missed opportunity to have Public Health Ontario prepare one central report covering all these common topics. Specifically, public health units individually compiled data on the use of mental health services, suicide rates, emergency department visits, and community belongingness in the context of their own regions, while comparing these to the provincial scale. Public Health Ontario's knowledge products on mental health did not discuss any of these topics for public health units to reference and adapt to their communities.

A successful example of this type of centralization has been seen in the topic of alcohol consumption. Seven public health units created knowledge products

on low-risk alcohol consumption guidelines, and six out of the seven referenced the agency for either data or publications. In this instance, the majority of data references were taken from Public Health Ontario's snapshot of self-reported rates of exceeding the low-risk consumption guidelines, where individual public health units pulled the centralized data and informational pieces for use in their local context.

Nevertheless, Public Health Ontario has demonstrated the ability to partner with public health units and other stakeholders to produce knowledge products:

- In 2013, one year after its literature review on mental health, Public Health Ontario released a report in partnership with Toronto Public Health and the Centre for Addiction and Mental Health, which discussed how Ontario public health units were addressing child and youth mental health.
- Since 2012, Public Health Ontario has partnered with four public health units to become hub libraries, which provide library services to 22, or 65%, of the province's 34 public health units. Public health units may use the services of a hub library to promote knowledge exchange, which may be used for a variety of purposes, including to search for peer-reviewed journal articles and research done on a topic that a public health unit would want to build local resources on.

Agency representatives informed us that, as part of their strategic planning consultations in 2023, they heard feedback from some public health units that there is an interest in Public Health Ontario developing more centralized and shared services to avoid overlap and duplication of effort. Such services may include a repository of resources on topics of mutual interest. They added that the agency would be considering its role in this. In the meantime, librarians performing the search through this partnership are encouraged to check to see if any other librarians have done a similar search already. Neither Public Health Ontario nor the partnered libraries receive copies of completed health unit knowledge products, limiting the potential for information sharing and reduction of duplication of efforts.

RECOMMENDATION 3

To improve the cost-effectiveness and efficiency of generating public health research in Ontario, we recommend that Public Health Ontario work with the Ministry of Health and public health units to:

- evaluate the feasibility of a formal process to centralize public health research across all three pillars of the public health system in Ontario; and
- if the current process is kept, create a searchable research repository consisting of all public health journal articles and research products prepared by Public Health Ontario as well as individual public health units and share access to this repository with all public health units.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation, and recognizes that there are opportunities to gain efficiencies through centralized public health research activities. While Public Health Ontario already routinely produces knowledge products, including scientific reports and research publications, on a variety of public health topics, we will engage with the Ministry of Health and public health units to evaluate the feasibility of further centralization. With respect to the potential creation of a central research repository, Public Health Ontario will also explore this idea with the Ministry and our public health unit clients to determine if this would be a valuable resource to support their work.

4.1.4 Multiple Recommendations of the Agency's 2016 Mandate Review Still Not Implemented

In 2016, the Ministry commissioned a review of Public Health Ontario's mandate, as is required for board-governed agencies every six years under the Agencies and Appointments Directive (Directive), described in

Section 2.3.2. However, we found that the Ministry never shared the final report of this mandate review with Public Health Ontario, despite some of the recommendations being directed to the agency; many of the recommendations are still outstanding seven years later. When we asked the Ministry why it has withheld the final report, it informed us that it is common practice to not share final mandate review reports with provincial agencies. The Ministry noted that the recommendations in the final report directed toward Public Health Ontario were shared through other mechanisms and processes, including through the issuing of mandate letters. However, this did not give Public Health Ontario an opportunity to provide input into the mandate review process or address specific recommendations from this review.

The mandate review noted areas for improvement that spanned different areas including revising Public Health Ontario's mandate and refining the agency's activities and operations. Notably, the review recommended the following, which remain outstanding more than seven years later:

- the Ministry to update the MOU to incorporate the respective roles, responsibilities and accountabilities of Public Health Ontario with Ministry communications with the public;
- the Ministry to decide whether or not to amend the *Ontario Agency for Health Protection and Promotion Act, 2007* or develop a new regulation to clarify how the agency's services will be directed; and
- Public Health Ontario and the Ministry to confirm alignment of the agency's functions for supporting Ministry priorities and programs for health promotion and reducing health inequities.

Furthermore, as per the Directive, Public Health Ontario should have undergone another mandate review in 2022. However, the Ministry indicated to us that this was put on hold due to the COVID-19 pandemic, with no expected date for completion.

Mandate Letters Either Provided Late or Not Provided at All to Public Health Ontario, Contrary to Government Directive Requirement

Every year for the last six years (2018/19–2023/24), the Ministry has not complied with the Agencies and Appointments Directive requirement to provide Public Health Ontario with a mandate letter 180 days before the start of its fiscal year. The mandate letter is issued by the Minister of Health, and lays out the focus, priorities, objectives, opportunities and challenges that the Minister has set for the agency for the coming year. The Ministry transmitted Public Health Ontario's mandate letters as late as six days before the start of the next fiscal year in 2021/22, making it difficult for the agency to set priorities for its annual business and strategic plans, and not providing sufficient time to plan activities prior to the start of the fiscal year. When we asked the Ministry why it had not complied with this requirement, the Ministry acknowledged that the timing to issue mandate letters to Public Health Ontario had not always met the 180-day requirement due to competing public health demands and priorities. The Ministry also indicated that the Chief Medical Officer of Health routinely shares Ministry priorities with Public Health Ontario through Board and committee meetings to help inform the agency's development of its annual business plan.

As well, the Ministry did not provide a mandate letter to Public Health Ontario in 2019/20 or 2020/21. The Ministry's explanation was that it was planning for public health modernization (explained in **Section 2.1.1**), and the public health system could have potentially changed.

RECOMMENDATION 4

To allow Public Health Ontario to more effectively plan its activities, we recommend that the Ministry of Health:

- share any review reports with Public Health Ontario and follow up on the implementation of any outstanding recommendation at least on an annual basis; and

- provide annual mandate letters to the agency on a timely basis in accordance with the Agencies and Appointments Directive.

MINISTRY RESPONSE

The Ministry of Health agrees with this recommendation and will continue to work closely with Public Health Ontario to ensure that agency goals, objectives and strategic directions align with government's priorities and direction. This includes, but is not limited to, providing annual mandate letters to the agency in accordance with the Agencies and Appointments Directive and sharing any relevant review recommendations with Public Health Ontario and following up on the implementation on any outstanding recommendations on a timely basis.

4.2 Public Health Ontario Laboratory Not Operating Efficiently

4.2.1 Streamlining of 11 Public Health Ontario Laboratory Sites Not Yet Implemented

In addition to its main Toronto laboratory, Public Health Ontario has 10 regional laboratory sites across Ontario to provide regional coverage for public health units and hospitals. However, we found that some regional laboratory sites are unable to perform a large proportion of the tests on the samples and specimens they receive. The agency provided the Ministry with the recommendation to consolidate some of these laboratory sites, in 2017 and again in early 2023, based on factors that included test volume and productivity, stating that the consolidation can save \$6 million in its budget. Although a 2020 consultant report had reached similar conclusions, the Ministry had not approved the consolidation of these sites at the completion of our audit.

According to an internal agency document, from September 2021 to September 2022, three public health laboratory sites transferred out more than 90% of the non-COVID-19 tests they received. We expanded this analysis to include all laboratory tests, including

COVID-19, that Public Health Ontario laboratory sites received and performed from 2018/19 to 2022/23. As shown in **Figure 10**, we found that:

- regional laboratory sites were completing wide ranges of between 9% and 80% of the tests they received and transferring the remainder to other laboratory sites;
- three laboratory sites—Peterborough, Sault Ste. Marie and Sudbury—transferred between 80% and 91% of all tests to other sites; and
- Toronto was the largest receiver of these transfers, receiving about 19 million tests from regional laboratory sites, with the London site receiving the next most tests, at over four million tests.

The three laboratory sites that transferred between 80% and 91% of the tests they received each had operating costs ranging from \$5 million to \$10 million over the last five years.

Public Health Ontario explained to us that the reasons for these transfers could include capacity issues, lack of expertise or sufficient volume to maintain competency of laboratory personnel in a specific test, lack of equipment to conduct certain tests, or

efficiencies to achieve economy of scale. For example, only one of the 11 public health laboratory sites has the equipment necessary to test for *H. pylori*, a bacterium that affects the stomach.

In 2017, Public Health Ontario proposed a joint modernization plan to update its public health laboratory, collaboratively with Ministry staff at the request of the Deputy Minister, that would have resulted in:

- gradually closing six of its 11 public health laboratory sites (Hamilton, Kingston, Orillia, Peterborough, Sault Ste. Marie and Timmins), while maintaining coverage across the province through five geographic areas; and
- changing the types of tests offered at the Public Health Ontario laboratory that would remove 20 tests and restrict eligibility for 12 additional tests, as well as the gradual discontinuation of private drinking water testing.

According to the agency, this plan was needed to mitigate rising costs of repairs and upgrades in existing laboratory sites, and would result in a more efficient operating model to address issues such as sites needing to reroute the majority of samples and specimens they receive to other sites.

Figure 10: Number of Tests Received, Completed and Transferred Out by Public Health Ontario Laboratory Sites, 2018/19–2022/23

Source of data: Public Health Ontario

Laboratory Site	# Received ¹	# Completed	# Transferred Out	% Transferred Out
Sudbury	670,052	57,935	612,994	91
Sault Ste. Marie	251,953	87,116	223,915	89
Peterborough	839,389	192,579	668,436	80
Ottawa	3,163,981	1,578,148	2,034,978	64
Timmins	415,938	276,814	203,773	49
Hamilton	2,769,143	1,484,913	1,301,497	47
Thunder Bay	1,027,948	603,753	433,203	42
London	4,211,543	3,224,316	1,199,701	28
Kingston	1,695,958	3,240,155 ²	366,121	22
Orillia	1,044,555	1,599,189 ²	213,330	20
Toronto	19,040,243	22,785,785 ²	233,173	1

1. Refers to the laboratory location that originally logged the sample or specimen in the laboratory information system; includes those tests that hospital and community laboratories and public health units send to this location.
2. Number of laboratory tests completed is greater than number of laboratory tests received mainly due to additional tests that other regional laboratory sites transferred to these laboratory sites.

The most recent iteration of this modernization plan, presented by Public Health Ontario to the Ministry in January 2023, included the same plan to consolidate sites, but instead focused on discontinuing its testing for *H. pylori*, which is not a disease of public health significance, and again recommended the gradual discontinuation of private drinking water testing. This updated plan also showed that current test volumes per full-time-equivalent staff ranged widely between all 11 existing sites, from 775 in Timmins to 13,523 in Hamilton.

A 2020 laboratory facilities report by a private-sector consultant commissioned by the Ministry of Government and Consumer Services (now the Ministry of Public and Business Service Delivery) and Infrastructure Ontario had findings consistent with Public Health Ontario's proposed plan, and made identical recommendations with respect to Public Health Ontario laboratory sites. Our 2020 audit on COVID-19 preparedness and management, Laboratory Testing, Case Management and Contact Tracing, recommended that the Ministry of Health immediately review Public Health Ontario's laboratory modernization plan, and consult with the agency to determine and provide the level of base funding that would allow the agency to fulfill its mandate.

Despite this, at the time of our audit, the Ministry of Health was still in the process of obtaining necessary internal approvals for the plan. We asked the Ministry why the plan was not yet implemented; it informed us that in the 2019 Ontario Budget, the government committed to modernize Ontario's public health laboratory system by developing a regional strategy. However, implementation of this plan was put on hold due to the construction of the new London public health laboratory, as well as increased capacity required from all Public Health Ontario laboratory sites for COVID-19.

RECOMMENDATION 5

To more efficiently deliver public health laboratory services, we recommend that Public Health Ontario, in conjunction with the Ministry of Health, update and implement a plan within 12 months to streamline public health laboratory operations.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation, and will continue to work in conjunction with the Ministry of Health to update the plan to streamline and modernize the agency's laboratory operations. Upon receipt of Ministry approval to proceed, Public Health Ontario will commence the phased implementation of the plan. We will work closely with our stakeholders throughout the implementation process to communicate changes in service delivery and minimize service disruptions.

4.2.2 Courier Services That Deliver Samples and Specimens Do Not Cover All Regions of the Province

Primary-care clinicians, hospitals and public health units are just some examples of places that send specimens (such as blood, phlegm and stool) to Public Health Ontario laboratory sites across the province for testing. Private citizens also send samples (such as well water) to these sites. Public Health Ontario co-ordinates courier services that pick up and deliver samples and specimens, most of which are sensitive to time and temperature during transit, to and from these locations as well as among its own network of 11 public health laboratory sites. For example, in the five-year period between 2018/19 and 2022/23, 21% of the tests received by public health laboratory sites were transported to other public health laboratory locations for testing.

Over the last five years, Public Health Ontario has relied on a roster of up to 18 courier companies to transport samples and specimens, and has established formal contracts with four of them. Currently, there are two contracted couriers providing the majority of these services to the agency. One company covers the Greater Toronto Area, southwestern Ontario and eastern Ontario; the other company focuses on Northern Ontario. Public Health Ontario engaged the other courier companies on its roster only when needed, such as to supplement any shortfalls of the two contracted courier companies.

Public Health Ontario's spending on courier services has increased by \$1.6 million, or 99%, in the last five years. The majority of this increase is attributable to the change in market pricing for this specialized service, and the remainder is attributable to an 8% increase in overall test volumes over the same period. In 2022/23, Public Health Ontario spent about \$3.8 million on courier services for samples and specimens, up from \$1.9 million in 2018/19, as shown in **Figure 11**.

We could not determine whether Public Health Ontario's courier services fully cover all primary-care clinician offices and hospitals that send samples and specimens to the public health laboratory, because the total number of these collection sites is not readily available. We found, however, that Public Health Ontario does not provide courier services to nine, or 26%, of the 34 public health units. We surveyed these nine public health units, and another random sample of nine geographically dispersed public health units that use Public Health Ontario's contracted courier, of which seven responded. We noted the following:

- Five of the nine public health units that do not use Public Health Ontario's courier were not even aware that this service exists; these public health units therefore had to co-ordinate their

own couriers to send samples and specimens to the public health laboratory.

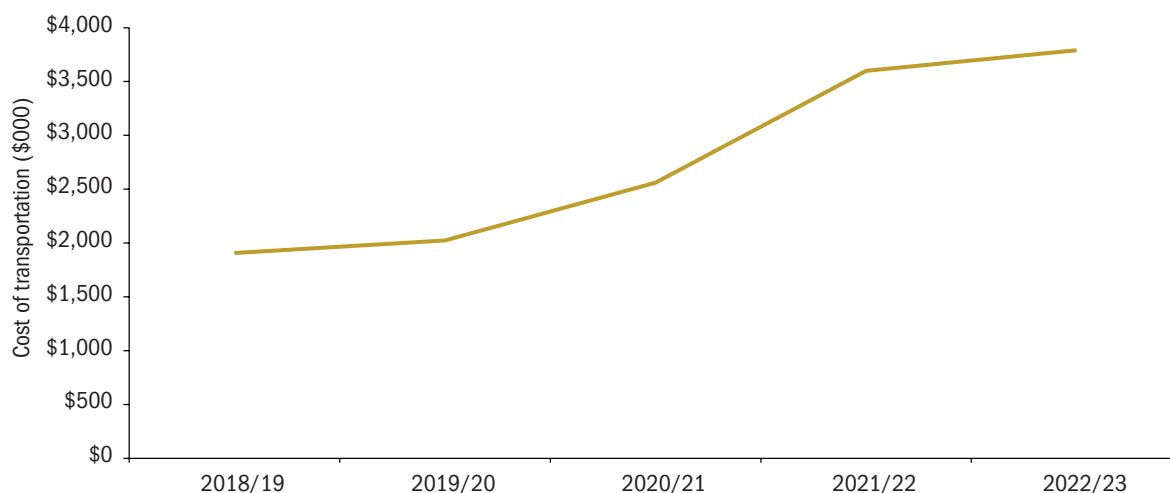
- Of the public health units that use the agency's courier, some cited challenges with the courier services including delayed, missed and/or infrequent pickups; this can sometimes result in samples and specimens being rejected by the public health laboratory as they did not arrive within the time frame required for testing. Public Health Ontario and some public health units also have had to use external couriers to cover the shortfalls of the current courier routes so that samples and specimens can be delivered on time to be suitable for testing.

RECOMMENDATION 6

To achieve better value for money for the province's use of couriers for the public health laboratory, we recommend that Public Health Ontario, in conjunction with the Ministry of Health, consult with all public health units to determine whether centrally procured courier services for laboratory samples and specimens would be beneficial, and make centrally co-ordinated courier services available to all public health units.

Figure 11: Public Health Ontario Courier Expenses for Transportation of Laboratory Samples and Specimens, 2018/19–2022/23

Source of data: Public Health Ontario



PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation, and recognizes the importance of better value for money with respect to laboratory courier services across the public health sector. We will work with the Ministry of Health, public health units and other partners, including the Ontario Laboratory Medicine Program, to determine the feasibility of making centrally co-ordinated courier services available to all public health units, including a collaborative procurement approach.

4.2.3 Some Laboratory Tests for Diseases of Public Health Significance Not Offered at the Public Health Laboratory

Public Health Ontario provides surveillance of communicable diseases based on data it collects through its laboratory or obtains from other sources. It provides over 270 tests, and is often the only laboratory in Ontario to test for certain diseases, for example, HIV. Providing comprehensive laboratory tests to detect and identify diseases of public health significance in its role as the provincial public health laboratory is therefore critical to effectively protect the health of Ontarians. We compared testing menus from Public Health Ontario to those of other provincial health agencies, and found some examples of tests not done through public health laboratories for diseases of public health significance, such as certain types of testing for latent tuberculosis, and wastewater testing that can identify COVID-19 transmission in geographic areas.

Interferon Gamma Radiation Assay for Latent Tuberculosis

One of Public Health Ontario's legislated responsibilities is "to provide scientific and technical advice and support to the health care system and the Government of Ontario in order to protect and promote the health of Ontarians and reduce health inequities." Despite this, we found that the Public Health Ontario laboratory does not offer a test that is specifically beneficial for the

detection of latent tuberculosis in at-risk populations such as Indigenous communities and foreign-born populations.

Latent tuberculosis is a dormant form of tuberculosis, meaning the person does not feel sick or have symptoms, but has the potential to progress to active tuberculosis later in life due to weakened or compromised immune systems. Approximately 15% of people with latent tuberculosis progress to the active disease, which is preventable, as latent tuberculosis can be treated with antibiotics, through shared decision-making between the health-care providers and patients. Statistics from the Government of Canada showed that in 2020, there were 1,772 cases of active tuberculosis in Canada, with more than 80% of these cases found in foreign-born individuals and Indigenous people.

In Ontario, the only publicly funded test to detect latent tuberculosis is a skin test, which public health units and other health-care clinics conduct. Another testing method—interferon gamma release assay (IGRA)—involves blood testing done by laboratories. The last Ministry guidelines on tuberculosis, from 2018, stated that Ontario was assessing the use of IGRA in select communities. However, at the time of our audit, this test was still not publicly funded across Ontario. IGRA is currently available in Ontario at one children's hospital under specific eligibility, as well as selected private laboratories at a cost of around \$90 per test to the patient. Public Health Ontario's laboratory currently does not perform any laboratory tests to detect latent tuberculosis.

Public Health Ontario published a report in 2019 that looked at testing for tuberculosis infection using IGRA as compared to the conventional skin testing method. The report did not look into the estimated costs of delivering IGRA versus the skin test method, but noted the pros and cons of each method as follows:

- The conventional skin test method requires a second clinic visit 48 to 72 hours after the first, which may result in patients, especially those living in rural and northern communities, not making that follow-up visit.

- IGRA is more specific to obtain the right diagnosis but also costlier due to the need for new equipment, training and processing time.
- IGRA requires specimens to be processed within a specific window of time after collection; Public Health Ontario's laboratory does not have co-located facilities to support timely blood specimen collection and submission for assay testing, though one commercially available test can be processed up to 53 hours after specimen collection.

The agency has not more recently analyzed the full costs and benefits of IGRA versus the skin test to detect latent tuberculosis, and does not have plans to do so in the near future. Such an analysis could include the potential impact of not diagnosing and treating someone with latent tuberculosis. For instance, a recent study, using data obtained at a treatment centre in Ontario as well as two other centres in Canada, found that the median cost to treat patients with tuberculosis infection was \$804 for the most easily treatable varieties and ranged as high as \$119,014 for highly drug-resistant tuberculosis infections.

In contrast, the British Columbia Centre for Disease Control has co-ordinated with hospitals to offer IGRA for the diagnosis of latent tuberculosis. It controlled for some of the limitations of this test, such as time from sample collection to processing, by co-ordinating sample collection times with lab availability, to ensure that samples will be tested before spoiling.

Wastewater Testing

Public Health Ontario does not perform wastewater testing in Ontario, which can identify COVID-19 transmission in geographic areas and supplement other clinical data sources. Currently, wastewater testing is led by the Ministry of the Environment, Conservation and Parks, through its Wastewater Surveillance Initiative. Through this initiative, laboratory tests are conducted through 13 different Ontario universities, as well as the Public Health Agency of Canada's National Microbiology Laboratory.

In contrast, the British Columbia Centre for Disease Control collects samples two to three times a week for testing from wastewater treatment plants in urban

regions across British Columbia, to identify respiratory pathogens such as influenza and COVID-19. At the time of our audit, the Ministry of Health informed us that it was working collaboratively with Public Health Ontario to develop a proposal for a public health model for wastewater surveillance in Ontario.

RECOMMENDATION 7

To help ensure the public health laboratory in Ontario applies current and best practices to conduct surveillance on diseases of public health significance, we recommend that Public Health Ontario, together with the Ministry of Health:

- perform a jurisdictional scan to compare public health laboratory test menus;
- conduct a cost/benefit analysis on the tests not conducted by the public health laboratory in Ontario to determine whether the alternative tests would yield more accurate and timely results; and
- develop a plan to incorporate new tests into the Ontario public health laboratory test menu.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation, and will work with the Ministry of Health to ensure that our test menu supports the evolving public health needs and ensures fiscal responsibility. We will continue our work to finalize the public health laboratory test menu for Ontario, which will be informed by a jurisdictional scan of other public health laboratory test menus in Canada and the findings of test cost/benefit analyses.

4.3 Weaknesses in Corporate Procurement Policy and Lack of Enforcement, Resulting in Poor Procurement Governance

The Ontario Public Service Procurement Directive (Directive), developed by the Management Board of Cabinet in March 2019, sets out the responsibilities of organizations throughout the procurement process. The purpose of the Directive is to ensure that goods

and services are acquired through an open, fair and transparent process, to reduce purchasing costs, and to ensure consistency in the management of procurement. Public Health Ontario's internal corporate procurement policy, originally drafted in July 2010 and last updated in November 2022, is based on this Directive.

During our audit, we reviewed details of procurement projects that were active as of May 31, 2023, and examined a sample of them. We found that Public Health Ontario did not always follow its own corporate procurement policy, which contributed to weaknesses in procurement governance and could have prevented the agency from achieving value for money. From 2018/19 to 2022/23, Public Health Ontario spent, on average, \$207 million per year in goods and services to operate its laboratory and deliver its science and public health programs.

4.3.1 Agency Staff Purchased Goods and Services from Vendors Using Purchasing Cards Rather than Procuring Them Competitively

We found that Public Health Ontario's laboratory staff were using purchasing cards (P Cards) in ways that are contrary to their intended purposes. As a result, we found instances where the agency did not acquire goods or services through an open, fair and transparent process.

According to the agency's procurement policy, P Cards are "primarily used for low value purchases" and may only be used for individual purchases valued under \$5,000 (or \$10,000 for senior staff) that are "not recurring transactions with a single vendor." The policy further clarifies that "a series of reasonably related transactions shall be considered as a single transaction for purposes of determining the required approval and authority levels." At the time of our audit, the agency had issued P Cards to 126 of its staff, 68 of whom were responsible for laboratory operations.

The corporate procurement policy further states that program areas are required to work with the procurement team "to assist in the planning and coordination of all procurement activities." However, the agency has not been enforcing this requirement. In fact, laboratory staff at Public Health Ontario can

procure goods and services on their own without having to go through the procurement team.

We found that staff from various laboratory sites at Public Health Ontario were using their P Cards to make recurring purchases of laboratory and health-care supplies from the same vendor between 2018/19 and 2022/23. Although the individual purchases were under \$5,000, the cumulative value of the recurring transactions exceeded \$25,000—the amount above which purchases must be procured competitively according to procurement policies. As shown in **Figure 12**, we found that from 2018/19 to 2022/23, Public Health Ontario staff made almost 17,000 transactions on their P Cards with 30 different vendors, for a combined purchase value of over \$11 million over five years. Over \$4 million of this amount related to purchases from two vendors. According to Public Health Ontario, the use of P Cards is required for purchases below \$5,000 in the User Guide for the Vendor of Record arrangement with the top vendor. The User Guide was prepared by the then Ministry of Government and Consumer Services (now Ministry of Public and Business Service Delivery), Ontario Shared Services and Supply Chain Ontario. As a result, its staff have to follow this User Guide, resulting in recurring transactions using their P Cards. Regarding the second vendor, agency staff told us that, until recently, it accepted only P Cards as payment. Excluding the top two vendors, annual transaction values ranged from \$25,133 to \$222,283. Agency staff purchased laboratory equipment and supplies on a recurring basis from these vendors using their P Cards, when they should have instead procured these supplies and equipment competitively.

Our review of the individual transactions found that this practice, although limited to the agency's laboratory operations, was widespread across several laboratory sites. For example, in 2022/23, 35 staff across various laboratory sites cumulatively made 1,339 recurring purchases of medical laboratory and health-care supplies from a single vendor totalling over \$554,000. This is equivalent to an average of 39 recurring transactions per staff member for that year alone. According to Public Health Ontario, these recurring P Card transactions were done in accordance

Figure 12: Top 10 Vendors by Total Value of Recurring Transactions Charged to Purchasing Cards (P Cards) and Totals for All 30 Vendors, 2018/19–2022/23

Source of data: Public Health Ontario

Vendor #	# of Years with P Card Charges >\$25,000	Value of Charges (\$)		# of Charges	
		Total	Avg. per Year	Total	Avg. per Year
Top 10 Vendors					
1	5	2,789,087	557,817	6,669	1,334
2	3	1,381,694	460,565	1,349	450
3	5	1,037,100	207,420	1,955	391
4	3	666,848	222,283	882	294
5	5	622,895	124,579	1,350	270
6	5	485,805	97,161	294	59
7	5	475,601	95,120	963	193
8	4	408,235	102,059	523	131
9	4	360,486	90,121	387	97
10	5	352,095	70,419	479	96
All 30 Vendors					
1-30	1-5	11,104,934	3,286,409	16,961	4,111

with the User Guide for the agency's arrangement with this vendor. We noted that the agency's P Card guidelines state that they are used to acquire goods and services that are not required frequently. According to Public Health Ontario, it has to follow this User Guide as opposed to its own procurement policy. This practice was also not limited to a single year. As shown in **Figure 12**, recurring P Card purchases exceeded \$25,000 in all the five years we analyzed.

The agency's finance team explained that for low-dollar and low-risk routine purchases, laboratory operations used P Cards instead of going through competitive procurement in these circumstances either because they needed to acquire the goods urgently, or, in cases where a contract existed between the agency and the vendor, because the contract did not cover the goods they needed. Additionally, they used P Cards for low-dollar and low-risk routine purchases when they needed to source from an alternative vendor if there were unforeseen supply shortages with the existing vendor. The dollar value of these recurring purchases, whether taken per year or cumulatively over the five years, should have required staff to

procure the goods and services competitively, either by soliciting quotes from at least three vendors or requesting bids from vendors. In either process, the procurement would have resulted in formal contracts with the chosen vendors, stipulating deliverables, payments and performance monitoring. However, because these transactions were made through P Cards, the agency's procurement team was not involved in these procurements, even though the team is responsible for monitoring the agency's compliance with both internal and public-sector procurement policies. At the time of our audit, the finance team did not periodically review P Card use across the agency to identify recurring transactions for which central procurement might be used without the need to use P Cards.

Our review of individual P Card limits noted that six of the cards have spending limits that range from \$35,000 to \$60,000, and one card has a limit of \$200,000 specifically for urgent COVID-19 pandemic-related purchases. According to Public Health Ontario, these exceptions were granted to meet operational needs resulting from the pandemic.

4.3.2 Vendor Progress and Performance Not Measured or Monitored

We found that Public Health Ontario does not have a formal process to track vendor performance and non-compliance, and does not always evaluate whether vendors have accomplished deliverables before it makes payment. As a result, procurement staff cannot easily verify, as part of their responsibilities to manage contracts, whether the vendor's work has been completed satisfactorily and whether the vendor met agreed upon terms before making payments.

Public Health Ontario's corporate procurement policy does not outline how to periodically monitor vendor performance and how to resolve matters of poor performance or non-compliance, even though the Directive outlines that vendor performance must be managed and documented, and any performance issues must be addressed.

Nonetheless, over half of the contracts we reviewed included requirements for the vendor to submit mandatory quarterly activity reports to Public Health Ontario that reflect all activities pertaining to the provision of goods and services. We requested copies of these reports submitted to Public Health Ontario for all contracts we reviewed, but the agency could not provide these reports for any contracts in our sample.

We also found that over half of the contracts we reviewed required the creation of a Contract Management Committee with representatives from Public Health Ontario and the vendor. The contract terms require the committee to meet regularly and conduct quarterly or semi-annual reviews of the vendors' fulfillment of the deliverables. We requested minutes of committee meetings; the agency informed us that the committees, though mentioned in the contracts, were never struck or acted upon. As a result, these reviews had not been completed at the time of our audit.

The procurement team told us that they regularly met with program staff to review contracts and discuss procurement issues, and that they had not identified performance issues with any of the vendors in our sample. However, they could not provide us with supporting documentation for 35% of our sample. In all

cases where the agency provided us with documentation, the communication between procurement staff and program area staff centred around clarification about contract terms and renewal options, with no discussion of the vendor's performance.

We noted that, as of May 31, 2023, 43 vendors had between two and seven active contracts with Public Health Ontario, with one vendor accounting for \$32 million in contracts. The value of the contracts with just these 43 vendors totalled \$108 million, which comprised 78% of the total value of all active contracts at the time. The multiple contracts with certain vendors highlight the importance of having a system in place to monitor and document vendor performance across different contracts.

The consequences of not monitoring vendor performance were evident in 2022 when Public Health Ontario paid a consulting firm almost \$50,000 to conduct a survey of staff to assess burnout, and recommend policies and practices to address agency staff burnout resulting from the COVID-19 pandemic. At the conclusion of the contract, the vendor recommended that Public Health Ontario develop initiatives to help staff become involved with self-help activities such as exercise and meditation. The vendor also recommended that the agency implement policies that would provide staff with sufficient time off to allow meaningful recovery from work stress. However, the agency already had these initiatives and policies in place at the time; it had provided the consultant with its existing initiatives and policies, but the consultants still made these recommendations. With proper vendor performance monitoring, this lapse would have been identified earlier, thereby preventing the redundant recommendations.

The lack of vendor performance tracking also hinders Public Health Ontario's ability to review its history with vendors to help inform its decision-making process when engaging a vendor for a new project. In our review of a sample of contracts, we noted that in 73% of cases, there was no discussion of the vendors' historical performance with the agency or evidence of reference checks to inquire about other organizations' past experience with the vendors. For example, four

of the contracts we reviewed, with a combined value of over \$32 million, were awarded to one vendor. The contracts had effective dates between March 2020 and April 2022 for terms of three to over six years. None of the documentation for any of the four contracts discussed the vendor's historical performance.

RECOMMENDATION 8

To help ensure that Public Health Ontario is using taxpayer money to procure goods and services in an open and transparent manner and is receiving value for money, we recommend that Public Health Ontario:

- review the use of purchasing cards at least on an annual basis to identify recurring transactions with vendors, and take corrective actions as necessary;
- monitor that payments to vendors are made only when goods and services have been satisfactorily delivered and within the contract ceiling price;
- evaluate vendor progress and performance in accordance with contract terms; and
- develop and implement a process to include evaluation results in the consideration of vendor selection in future projects.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation. Prior to the pandemic, we had initiated a purchasing card (P Card) project to reduce P Card usage in Laboratory Operations. The project, which was paused during the COVID-19 pandemic, was restarted in April 2023 and is now expected to be completed by February 2024. Public Health Ontario also plans to augment our procurement practices to ensure that processes are in place to evaluate vendor progress and performance. We will develop and implement a risk-based vendor performance framework to support these processes.

4.4 Public Health Ontario Has No Succession Plan in Place for Specialized Management Roles

Public Health Ontario does not have a formal succession plan in place to identify when key roles may need to be filled, such as in the case of retirement. This leaves Public Health Ontario at risk of being without senior leadership and/or key specialized roles for long periods before the positions are filled, potentially affecting its ability to appropriately respond to public health risks, especially during times of emergency.

The agency employs a wide variety of specialized roles, such as medical laboratory technologists, public health physicians, epidemiologists, clinical microbiologists, scientists and more. The scientific and technical advice Public Health Ontario provides to its clients is dependent on having a skilled workforce and anticipating any changes in these highly specialized roles, so that the agency can continue to carry out its mandate without any setbacks.

The impact of not having a succession plan was felt during the COVID-19 pandemic, when between April 2020 and September 2021, Public Health Ontario lost its President and CEO, Chief Health Protection Officer, and Chief of Microbiology and Laboratory Science all in the span of 17 months. Except for the President and CEO role, which was filled temporarily by an existing executive, these positions were filled by promoting internal senior leaders at a time when Public Health Ontario was looked to for leadership. The position of President and CEO was filled in July 2022, more than two years after its temporary holder took on the role.

In its 2017/18 annual business plan, Public Health Ontario outlined a strategic direction to continue to improve employee engagement, which included piloting a succession planning process for senior leadership positions. Work on this had begun in 2019 prior to the pandemic, specifically with the laboratory, such as developing guiding documents to support the succession planning process. More recently, in its 2020/23 strategic plan, Public Health Ontario outlined a

goal to build leadership capacity, by developing and implementing a proactive approach to workforce and succession planning that enhances diversity and inclusion and improves continuity and consistency of services. At the time of our audit, Public Health Ontario had not fully realized this goal.

Public Health Ontario also does not track which senior leadership or specialized positions have had a successor identified internally, and has not set a target for when a successor should be identified before an anticipated departure. Further, the agency does not have a formal process to identify which staff, including those in senior leadership or specialized positions, are about to retire and therefore would leave a position vacant or without effective leadership. During our audit, in June 2023 the agency's new Chief of Health Promotion and Environmental Health Officer assumed the full responsibilities of the position only after a transition period that had begun with her predecessor's retirement in January 2023. The predecessor's retirement was known from May 2022, at which point a formal public recruitment began. However, this role required an experienced public health physician executive, and there was a limited pool of qualified candidates. Although the successful candidate accepted the position in March 2023, the responsibilities of the position were still being covered by agency executives for an additional three months, during which the successful candidate was transitioning to her new role.

Other jurisdictions have targeted goals in their strategic plans and annual reports for the proportion of prioritized positions they want to have a successor identified for internally. For example, Quebec's Institut national de santé publique has a stated objective to anticipate the retirement of staff members whose expertise plays a key role in the pursuit of the institute's mission, and to develop succession plans to offset the impact of such departures by focusing on the full potential of its personnel. The Quebec institute targeted 60% of its prioritized positions to have an internal successor identified in 2020/21.

RECOMMENDATION 9

To better prepare Public Health Ontario in continuing to deliver its mandate with the support of skilled staff and management, we recommend that Public Health Ontario:

- conduct an analysis to determine when senior positions and specialized roles are expected to become vacant;
- identify and develop potential talent from within the organization, or identify the need to recruit;
- develop and track key performance indicators that support succession planning; and
- develop and implement a succession plan for senior leadership and specialized roles.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation. We are currently in the process of developing a new human resources strategy, which will include a focus on succession planning for the organization and will incorporate the elements described in the recommendation.

4.5 Continuous Improvement Efforts Needed to Collect Better Data on Performance Indicators

4.5.1 Public Health Ontario's Performance Indicators Mostly Measure Output Volume Instead of Client Satisfaction or Service Quality

Public Health Ontario establishes performance indicators as well as targets in its annual business plans; however, these indicators mostly focus on quantifying the output of the agency's operational activities rather than client satisfaction and actual performance of its core activities, making it difficult for the agency to demonstrate that it has been effective in meeting the needs of its clients.

As early as 2018/19, Public Health Ontario acknowledged in its annual report that the performance of public health organizations is often difficult to assess quantitatively. The agency noted that it continued to explore new approaches to performance measurement to incorporate additional impact, value and outcome considerations. Its 2018 peer review also recommended that the current performance indicators could be reoriented to capture service quality rather than focusing largely on volume of services delivered. However, the agency has made little progress on this. It stated in its 2021/22 annual report that it did not advance this work substantively due to focusing on requirements relating to the COVID-19 pandemic.

At the time of our audit, Public Health Ontario was tracking performance indicators that are mostly volumetric. These include the number of knowledge products published on the agency's website, the number of visits to the agency's online data and analytic tools, and the number of scientific and technical support activities and data requests completed in response to clients and stakeholders.

With respect to measuring client satisfaction, the only performance indicator where satisfaction is directly measured is the percentage of professional development sessions achieving a client/stakeholder rating of at least 3.5 out of 5. The agency noted that it also measures the quality of its core activities and services through indicators of the percentage of laboratory tests completed within the target turnaround time that it has established, and the percentage of multi-jurisdictional outbreaks of diseases of public health significance that it assesses for further investigation within one day of being notified. In our view, these are indirect measures of client satisfaction. Public Health Ontario also noted that it frequently receives client feedback; however, these results are not shared publicly.

The agency informed us that, historically, it has conducted client satisfaction surveys via third-party marketing firms on a two-year cycle, with its last survey completed in 2016. Since then, the agency has

not sought these services due to government-imposed expenditure constraints.

In contrast, the Institut national de santé publique du Québec reported on more client-focused performance indicators such as clients' satisfaction with the usefulness of the institute's scientific productions to support them in their work, and satisfaction with its support for intervention with public health departments in the event of a public health threat (for more examples of these indicators, see **Appendix 5**).

Public Health Ontario informed us that it last fully reviewed its performance indicators during the development of its 2014–19 strategic plan. At that time, the agency reframed the performance scorecard reported in its annual reports to better align with its strategic direction. While it continues to review them on an annual basis, it plans to conduct its next full review of organizational performance measurement when it develops its next strategic plan, covering 2024–29.

4.5.2 Public Health Ontario Does Not Track or Report on Performance of Several Key Functions or Programs

Public Health Ontario's suite of performance indicators do not cover all its key functions, for example, the performance of its research ethics committee, environmental and occupational health program consults, or the agency's Locally Driven Collaborative Projects, explained in **Section 2.2.5**.

Public Health Ontario has contracts with 26 public health units to perform ethics reviews for local research these health units plan and conduct. According to the World Health Organization's Tool for Benchmarking Ethics Oversight of Health-Related Research with Human Participants, among the criteria research ethics committees should select to evaluate is time from a project application's submission to its approval. Public Health Ontario confirmed with us that it had not established clear definitions for the submission date of a project application for the purposes of tracking turnaround time.

We reviewed ethics reviews conducted by Public Health Ontario’s research ethics committee for public health units from 2017/18 to 2022/23 using the date of receipt or, in lieu of that, the earliest indicated date, and found that on average it completed the reviews in seven weeks, ranging from one week to 18 weeks. When asked why this was not reported as a performance indicator, the agency informed us that it was still in the process of determining an appropriate performance indicator for ethics reviews, as the time it takes to grant approval may vary due to the quality of the application, including missing information or necessary follow-up with the applicants.

We looked to other public health agencies, and found that the joint ethics review board for Health Canada and the Public Health Agency of Canada reported on its review board turnaround time, citing an average of 42 days (six weeks) in 2021/22 from time of application submission to approval, and this was reported in its ethics review board’s annual report. Tracking this metric and publicly reporting on it may allow Public Health Ontario to identify education opportunities for the agency to train public health units on best practices relating to the development of project applications, and a demonstrated record of efficiency will help as the agency works toward bringing the remaining public health units into agreements for its services.

4.5.3 Public Health Ontario Does Not Track or Report Uptake of Its Services by Public Health Issue

Between 2020/21 and 2022/23, Public Health Ontario on average received about 1,630 requests annually from all clients, including public health units, which represent about 50% of those requests. The agency internally tracks the number of requests by the responsible lead program areas that handle them, but not by public health issue. Tracking and reporting on incoming requests by public health issue, such as alcohol, cannabis, dental health, food safety and healthy eating, could help the agency better inform and advise the Ministry on the most topical issues on which public health units require assistance from Public Health Ontario throughout the year, which would in turn provide the Ministry with a more complete picture of public health events that require intervention throughout the year across all three pillars of the public health system.

As shown in **Figure 13**, between 2020/21 and 2022/23, Public Health Ontario’s “health protection” was assigned as the lead program area for most of these requests, which includes communicable diseases, emergency preparedness and response. The high volume of requests in this program area likely corresponded with the COVID-19 pandemic and can

Figure 13: Lead Program Areas Where Public Health Ontario Received Requests from All Clients, 2020/21-2022/23

Source of data: Public Health Ontario

Lead Program Area	2020/21	2021/22	2022/23
Health Protection ¹	1,540	1,441	980
Environmental and Occupational Health	216	120	122
Health Promotion, Chronic Disease and Injury Prevention	77	35	57
Laboratory ²	126	115	49
Other ³	11	7	14
Total	1,970	1,718	1,222

1. Includes communicable diseases, emergency preparedness and response, infection prevention and control and antimicrobial stewardship.

2. Reflects the requests made primarily by public health units and the Ministry of Health; separate from support requests to the laboratory customer support centre.

3. Includes knowledge exchange and communications, strategy stakeholder relations, and legal and privacy.

be readily linked to that public health issue. However, program areas such as “environmental and occupational health” and “health promotion, chronic disease and injury prevention” cover a wide range of potential public health issues and yield less specific information to inform the full scope of issues raised by requestors. Public Health Ontario noted that the title and description of the request can be filtered for key words. However, this is not done regularly, and can result in inconsistency.

In addition, the agency reports publicly only on total volume of outputs but does not break down the total into program areas. For example, one of its performance indicators is “responses to client and stakeholder requests,” which includes all program areas.

RECOMMENDATION 10

To increase its value and impact on public health units and other clients, we recommend that Public Health Ontario:

- conduct a jurisdictional scan of key performance indicators used by other public health agencies, focusing on those that measure client satisfaction;
- establish and collect data on key performance indicators that are focused on client satisfaction and outcomes;
- update the request tracking database to categorize requests according to public health issue, and report on this in its annual report; and
- publicly report on key performance indicators, including those that relate to client and stakeholder requests, broken down by program areas.

PUBLIC HEALTH ONTARIO RESPONSE

Public Health Ontario accepts the recommendation. As described in the report, we intend to complete a fundamental review of organization-wide performance measurement as part of the implementation of our new Strategic Plan for 2024–29. We will use that review as an opportunity to introduce additional performance indicators that are focused on client satisfaction and outcomes, informed by a jurisdictional scan of performance indicators used by other public health agencies. We also plan to make updates to our request tracking database at the start of the next fiscal year, which will enable reporting on client request performance indicators broken down by the lead program area and public health issue.

4.6 IT Governance and Operations of Public Health Ontario

We examined Public Health Ontario’s information technology (IT) controls and processes related to user account management, cybersecurity and software management. Due to the nature of these findings and so as to minimize the risk of exposure for Public Health Ontario, we provided relevant details of our findings and recommendations directly to Public Health Ontario. Public Health Ontario agreed with the recommendations and committed to implementing them.

Appendix 1: Diseases of Public Health Significance under the *Health Protection and Promotion Act*

Prepared by the Office of the Auditor General of Ontario

Disease	Communicable ¹	Virulent ²
Acquired immunodeficiency syndrome (AIDS)	✓	
Acute flaccid paralysis		
Amebiasis	✓	
Anaplasmosis		
Anthrax	✓	
Babesiosis		
Blastomycosis	✓	
Botulism	✓	
Brucellosis	✓	
<i>Campylobacter</i> enteritis	✓	
Carbapenemase-producing Enterobacteriaceae infection or colonization	✓	
Chancroid	✓	
Chickenpox (varicella)	✓	
<i>Chlamydia trachomatis</i> infections	✓	
Cholera	✓	✓
<i>Clostridium difficile</i> infection outbreaks in public hospitals	✓	
Creutzfeldt-Jakob disease, all types	✓	
Cryptosporidiosis	✓	
Cyclosporiasis	✓	
Diphtheria	✓	✓
Diseases caused by a novel coronavirus, including severe acute respiratory syndrome (SARS), Middle East respiratory syndrome (MERS) and coronavirus disease (COVID-19)	✓	
<i>Echinococcus multilocularis</i> infection	✓	
Encephalitis, primary, viral	✓	
Encephalitis, post-infectious, vaccine-related, subacute sclerosing panencephalitis, unspecified		
Food poisoning, all causes	✓	
Gastroenteritis, outbreaks in institutions and public hospitals	✓	
Gonorrhea	✓	✓
Group A streptococcal disease, invasive	✓	
Group B streptococcal disease, neonatal		
<i>Haemophilus influenzae</i> disease, all types, invasive	✓	
Hantavirus pulmonary syndrome	✓	
Hemorrhagic fevers, including Ebola virus disease, Marburg virus disease, Lassa fever, and other viral causes	✓	✓
Hepatitis A, viral	✓	
Hepatitis B, viral	✓	
Hepatitis C, viral	✓	

Disease	Communicable ¹	Virulent ²
Influenza	✓	
Legionellosis	✓	
Leprosy	✓	✓
Listeriosis	✓	
Lyme disease		
Measles	✓	
Meningitis, acute, including bacterial, viral and other	✓	
Meningococcal disease, invasive	✓	
Mumps	✓	
Ophthalmia neonatorum		
Paralytic shellfish poisoning	✓	
Paratyphoid fever	✓	
Pertussis (whooping cough)	✓	
Plague	✓	✓
Pneumococcal disease, invasive	✓	
Poliomyelitis, acute	✓	
Powassan virus		
Psittacosis/ornithosis	✓	
Q fever	✓	
Rabies	✓	
Respiratory infection outbreaks in institutions and public hospitals	✓	
Rubella	✓	
Rubella, congenital syndrome	✓	
Salmonellosis	✓	
Shigellosis	✓	
Smallpox and other orthopoxviruses, including monkeypox	✓	✓
Syphilis	✓	✓
Tetanus	✓	
Trichinosis	✓	
Tuberculosis	✓	✓
Tularemia	✓	
Typhoid fever	✓	
Verotoxin-producing <i>E. coli</i> infection, including hemolytic uremic syndrome (HUS)	✓	
West Nile virus illness		
Yersiniosis	✓	

1. An illness caused by pathogenic microorganisms, such as bacteria, viruses, parasites or fungi; can spread from the environment or from one person to another.

2. A pathogen's or microorganism's ability to cause damage to a host, such as a human.

Appendix 2: Mandatory Requirements for Board-Governed Agencies per Agencies and Appointments Directive

Prepared by the Office of the Auditor General of Ontario

Requirement	Details
Directives	<ul style="list-style-type: none"> • Must comply with all Treasury Board/Management Board of Cabinet (TB/MBC) directives whose application and scope cover board-governed agencies, unless exempted
Mandate reviews	<ul style="list-style-type: none"> • Required once every six years
Mandate letter	<ul style="list-style-type: none"> • Provided to the agency in time to influence business plan, no later than 180 calendar days prior to the start of the agency's next fiscal year
Business plan	<ul style="list-style-type: none"> • Must be submitted to Minister no later than one month before the start of the provincial agency's fiscal year • Must be Minister approved • Must be submitted to Chief Administrative Officer or executive lead three months prior to the beginning of the agency's fiscal year
Annual Report	<ul style="list-style-type: none"> • Must be submitted to Minister: <ul style="list-style-type: none"> • no later than 120 calendar days after the provincial agency's fiscal year-end, or • where the Auditor General is the auditor of record, within 90 calendar days of the provincial agency's receipt of the audited financial statement • Minister must approve within 60 calendar days of the Ministry's receipt of the report • The Ministry must table an agency's annual report in the Legislative Assembly within 30 days of Minister's approval of the report
Compliance attestation	<ul style="list-style-type: none"> • Chairs of board-governed agencies must send a letter to the responsible Minister, at a date set by annual instructions, confirming their agency's compliance with legislation, directives and accounting and financial policies • To support the Chair, Chief Executive Officers of provincial agencies should attest to the Chair that the provincial agency is in compliance with mandatory requirements
Public posting	<ul style="list-style-type: none"> • MOU, business plan and annual report must be made available to the public on a government or provincial agency website within 30 calendar days of Minister's approval of each • Agency mandate letter must be made available to the public on a government or provincial agency website at the same time as the agency's business plan • Expense information for appointees and senior executives must be posted on a government or provincial agency website
Memorandum of understanding (MOU)	<ul style="list-style-type: none"> • Must have a current MOU signed by the Chair and Minister • Upon a change in one of the parties, an MOU must be affirmed by all parties within six months
Risk assessment evaluation	<ul style="list-style-type: none"> • Ministries are required to complete risk assessment evaluations for each provincial agency • Ministries must report high risks to TB/MBC on a quarterly basis
Financial audit	<ul style="list-style-type: none"> • Financial statements must be audited and reported based on meeting audit threshold criteria

Appendix 3: Jurisdictional Scan of Public Health Agencies in Canada

Prepared by the Office of the Auditor General of Ontario

	Canada: Public Health Agency of Canada	British Columbia: BC Centre for Disease Control	Quebec: Institut national de santé publique du Québec
Mandate and function	<ul style="list-style-type: none"> • Contributes to disease and injury prevention and health promotion. • Enhances sharing of surveillance information and knowledge of disease and injury. • Provides federal leadership and accountability in managing public health events. • Strengthens intergovernmental collaboration and facilitates national approaches to public health policy and planning. • Serves as a central point for sharing public health expertise across Canada and with international partners, and for using this knowledge to inform and support Canada's public health priorities. 	Provides surveillance, detection, prevention, treatment, policy development, and health promotion programming to promote and protect the health of British Columbians.	Offers expertise and support to Quebec's Ministre de la Santé and the health sector.
Governing document(s)	<i>Public Health Agency of Canada Act, 2006</i> <i>Department of Health Act, 1996</i> <i>Quarantine Act, 2005</i> <i>Human Pathogens and Toxins Act, 2009</i>	<i>Societies Act, 2015</i> Provincial Health Services Authority (Authority) Constitution and By-Laws	<i>The Act respecting Institut national de santé publique du Québec, 1998</i>
Organization type	Agency	Non-profit/Agency	Agency
Governed by Board	No	Yes—part of the Authority	Yes

	Canada: Public Health Agency of Canada	British Columbia: BC Centre for Disease Control	Quebec: Institut national de santé publique du Québec
Reporting relationship	<p>The President is the deputy head of the agency and reports to the Minister of Health.</p> <p>As part of the agency, the Chief Public Health Officer provides the Minister of Health and the President of the agency with scientific public health advice.</p>	<p>The Vice President, Population and Public Health, is the lead for the agency and reports to the CEO of the Authority.</p> <p>The CEO of the Authority reports to the Authority's Board Chair.</p> <p>The Board Chair of the Authority is the interface between the CEO and the Minister.</p> <p>The Provincial Health Officer reports to the Ministry of Health and is external to the agency but works with it on disease control, health protection and population health.</p>	<p>All Board members, including the Président-directeur général and Chair of the Board, are appointed by the government.</p> <p>The Board reports to the Minister.</p> <p>The province's Directeur national de santé publique reports to the sous-ministre à la Santé et aux Services sociaux and is external to the agency.</p>
Board appointment process	Governor-in-Council appointment	Appointed by the government	Appointed by the government
# of full-time-equivalent employees	4,565	444	666

Appendix 4: Audit Criteria

Prepared by the Office of the Auditor General of Ontario

-
- 1.** Effective governance and accountability structures are in place and operating to ensure Public Health Ontario operates cost-effectively.
-
- 2.** Public Health Ontario's role in Ontario's public health system is clearly defined, and understood by its clients, stakeholders and the public.
-
- 3.** Public Health Ontario has access to and collects relevant data and provides timely and objective data analyses and advice to its clients that meet their needs.
-
- 4.** Public Health Ontario has effective processes in place to support public health units in developing programs and capacity to help deliver public health services locally, and seeks to identify opportunities for minimizing duplication of efforts in the public health system and achieving efficiencies in the laboratory system.
-
- 5.** Public Health Ontario has resources available to fulfill its mandate and allocates and uses them efficiently and effectively.
-
- 6.** Performance measures and targets are established, monitored and compared against actual results to ensure that the intended outcomes are achieved, and are publicly reported.
-
- 7.** Processes are in place to identify areas of improvement and to operate more efficiently and effectively, and changes are made on a timely basis.
-

Appendix 5: Institut national de santé publique du Québec Examples of Strategic Objectives Performance Measures, 2021/22

Source of data: Institut national de santé publique du Québec

	Indicators	Target (%)
Participate in relevant legislative and governmental processes	Rate of participation in parliamentary committees and selected public consultations	80
Support public departments in their regional partnerships	Response rate to requests for support from public health departments in health impact assessment	90
Support public health actors in integrating knowledge into their practices	Client satisfaction rate on the usefulness of scientific productions to support clients in their work	95
Continuously capture the needs of regional partners	Satisfaction rate regarding support for intervention with public health departments in the event of a threat to the health of the population	90
Deliver scientific products in a timely manner for decision-makers	Rate of compliance with the deadlines set out in the charter of prioritized projects	80



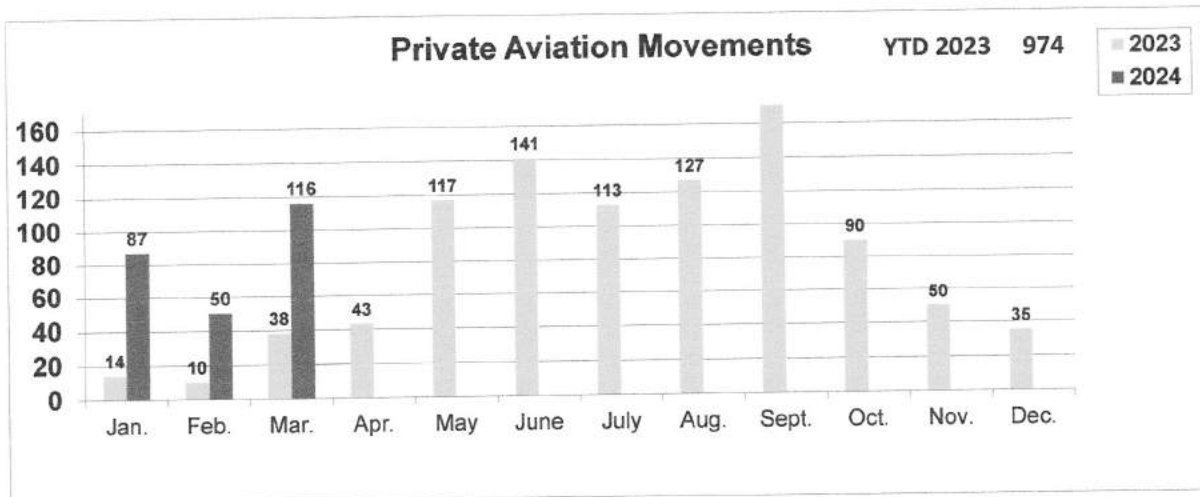
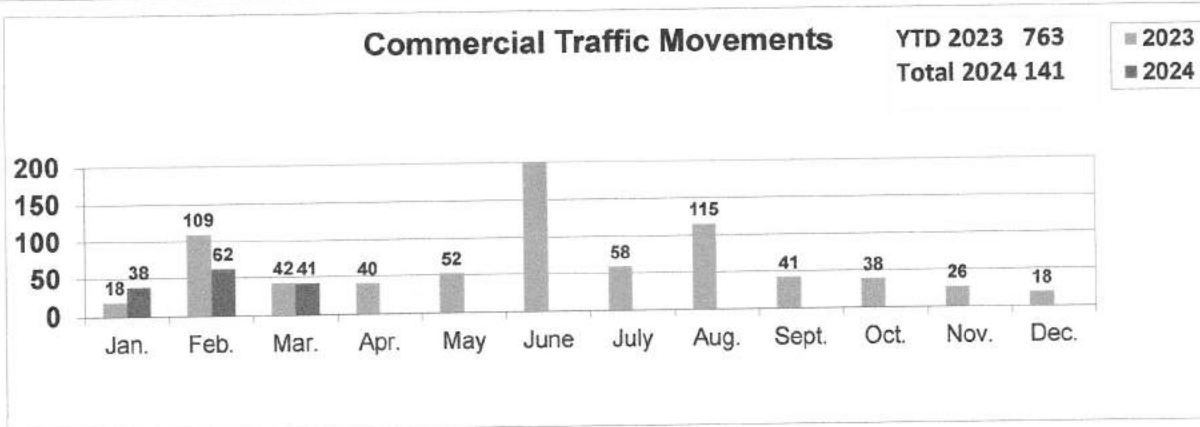
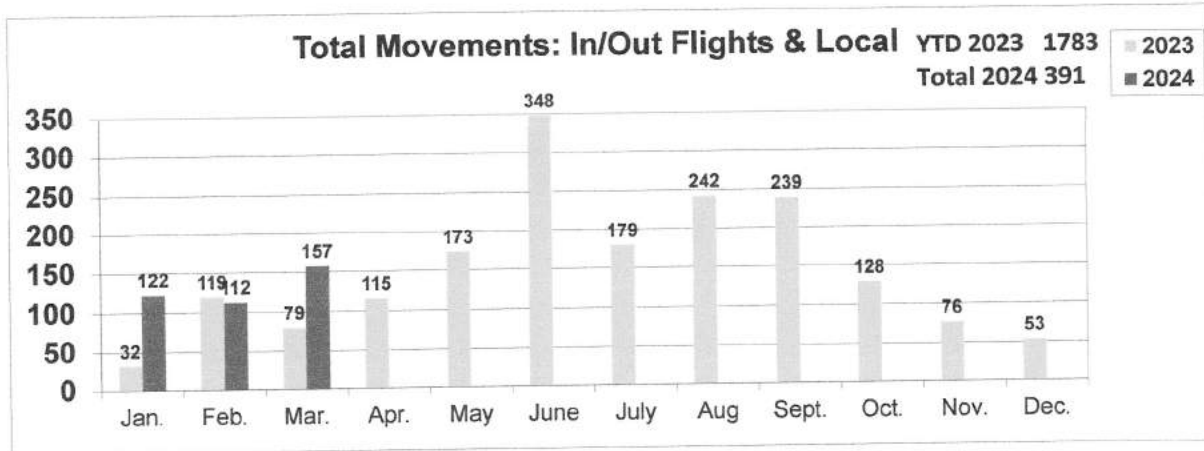
Office of the Auditor General of Ontario

20 Dundas Street West, Suite 1530
Toronto, Ontario
M5G 2C2
www.auditor.on.ca

EARLTON-TIMISKAMING REGIONAL AIRPORT MARCH 2024

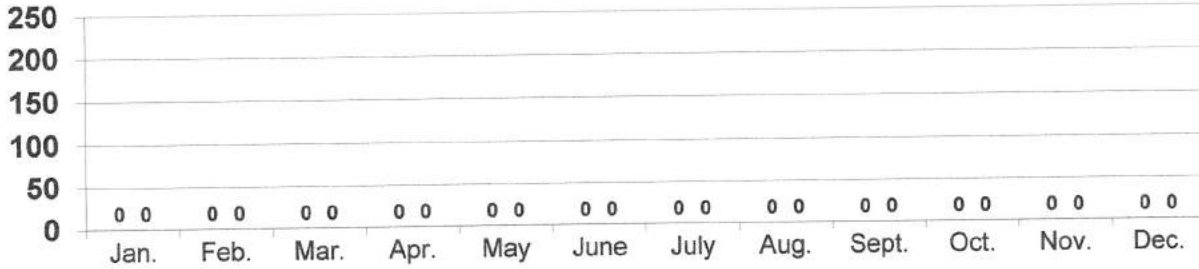
<u>REVENUE</u>	<u>ACTUAL</u>	<u>YTD</u>
Fuel	\$6,219	\$6,219
Operations	\$175,867	\$175,867
	\$182,086	\$182,086
<u>EXPENSES</u>		
Fuel	\$0	\$0
Operations	\$38,873	\$38,873
	\$38,873	\$38,873
<u>NET PROFIT/LOSS</u>		
Fuel	\$6,219	\$6,219
Operations	\$136,994	\$136,994
Capital Expenses		
	\$143,213	\$143,213
<u>FUEL INVENTORY - JET A1</u>	\$ 25,800	
<u>FUEL INVENTORY - AVGAS</u>	\$ 20,902	
<u>FUEL INVENTORY - DIESEL</u>	\$ 6,612	

ANNUAL AIRCRAFT MOVEMENTS



Air Carriers Movements

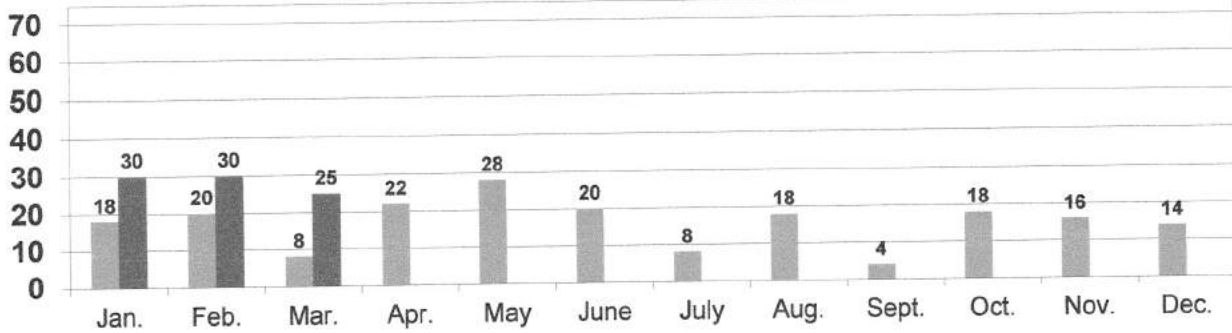
2023
2024



Air Ambulance Movements

YTD 2023 194
Total 2024 85

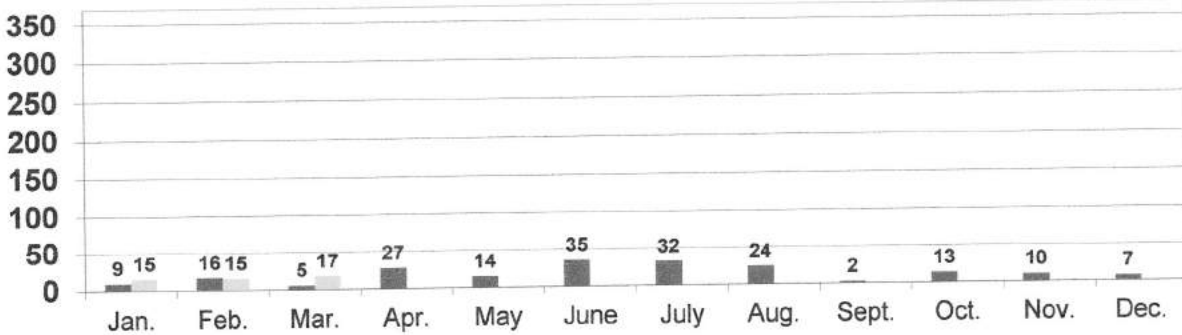
2023
2024



Pgrs. via Air Charter

YTD 2023 194
Total 2024 47

2023
2022



Community Contribution Summary
2024 Sharing Contribution
Per Capita Contribution - \$9.80

<u>Community</u>	<u>Population</u>	<u>Contribution</u>	<u>Paid</u>
Armstrong	1199	\$11,750	
Casey	341	\$3,342	
Chamberlain	311	\$3,048	
Charlton and Dack	686	\$6,723	
Coleman	517	\$5,067	
Englehart	1442	\$14,132	
Evanturel	502	\$4,920	
Harley	524	\$5,135	
Harris	530	\$5,194	
Hilliard	215	\$2,107	
Hudson	530	\$5,194	
Temiskaming Shores	9634	\$94,413	
Thornloe	92	\$902	
Total Contributions	16523	\$161,927	

Donation

Kerns	358	\$3,508	\$3,000.00
Total Contributions		\$165,435	\$3,000

As of April 7, 2024

1. CALL TO ORDER

The meeting was called to order at 4:47 p.m.

2. ROLL CALL

PRESENT:	Councillor Nadia Pelletier-Lavigne Tricia Anderson Erin Little (Acting as Chair) Rob Ritchie Elizabeth (Liz) Morland, Timiskaming Health Unit Amy Vickery, City Manager Matt Bahm, Director of Recreation Jeff Thompson, Superintendent of Community Programming Kelly Conlin, Deputy Clerk (Committee Secretary)
REGRETS:	Councillor Ian Graydon Tom Cambridge, Committee Chair Erika Aelterman, Paul Cobb

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

None

4. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5. APPROVAL OF AGENDA

Recommendation ATC-2024-001

Moved by: Elizabeth Morland

Be it resolved that:

The Active Travel Committee agenda for the March 25, 2024 meeting be approved as printed.

CARRIED

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation ATC-2024-002

Moved by: Nadia Pelletier-Lavigne

Be it resolved that:

The Active Travel Committee minutes for the October 30, 2023 meeting be adopted as amended.

CARRIED

7. PRESENTATIONS/CORRESPONDENCE (INTERNAL/EXTERNAL)

None

8. UNFINISHED BUSINESS

a) Recreation Department Update – Matt

Director Matt Bahm updated the Committee and provided a visual overview of the STATO trail extension off Laurette Street through to the back entrance of St. Michel school. Extension is approximately 225 metres. Completion date is set for August 30th.

Albert street reconstruction will be completed with curb, gutter, and paving of the STATO trail from Bruce to Georgina, along Albert Street approximately 400 metres.

Matt also displayed the new STATO bollards to the Committee; They are made of a heavy-duty rubberized material with some flexibility, so they can rebound if they are hit. The new bollards will be placed in areas where the bollards seem to be damaged the most. Matt discussed a potential summertime pilot project with reduced driving lane space to allow for more space for the STATO, and possibly other traffic barrier options. He will be discussing this with the Manager of Transportation Services. The one area is around Hughes Lookout.

b) Public Works Update – Mitch

Matt informed the Committee that the Manager of Transportation is currently working on a Vision Zero policy for the municipality.

c) Trail Counter Data Collection – Matt

All the data that has been collected is up on our City website for review. In mid-April the counter will be moved from Grant Drive to the Waterfront in New Liskeard. If we do have enough funding, Matt will be looking into purchasing a couple more counters.

d) TyLin Transportation Study – Matt/Mitch

The downtown study has been complete and was presented to Council last week. Matt highlighted some of the information contained in the report such as traffic conditions currently; and what the future needs may be based on a 2% growth rate of population. The study suggests that we have an over-built road network for what our needs are, which will be helpful as we grow in the future.

In Haileybury, there were no concerns with the flow of traffic; however, the study suggests a four-way stop at the intersections of Main/Rorke and the Main/Ferguson. They have also suggested a pedestrian crossing at Broadway Street. Council will determine what they implement from the recommendations from the report.

Matt also reviewed the parking spaces in New Liskeard, which the report suggests that there more than enough parking spaces within the downtown area. Matt encouraged the Committee to review the presentation that can be viewed online via the City's Facebook page.

9. NEW BUSINESS

a) 2024 Planning – Matt

The City has applied for funding to offset the cost of a summer Active Travel Program position. In the event we are unsuccessful funding, we do have enough funds to provide some programming using existing staff. A plan for summer activities will be shared with the Committee once it's available.

The bike exchange is occurring this year; however, we do have to consider the space that we are using is being used by the Rocking on Canada Day event. We may consider moving the date to later in July rather than June.

The bollards will be installed once the street sweeping is done. We will strive to get it done before the May long weekend. Some additional painting of symbols on the trail will also occur this season. There are approximately 400 bicycle symbols on the trail. Two-way arrows could be considered as well to indicate that it is a two-way trail, and consideration of walking symbols. Staff will consider more communication with the public to ensure that people know the trail is multi-use and can be used by walkers, bicycles, etc,

Recreation is looking at the refurbishment of the Shaver Park such as the paving of the outdoor rink area to include a bicycle training painting, the vision is to have this a multi-use space for summer ball hockey, bicycle training, etc.

10. SCHEDULE OF MEETINGS

- May 13, 2024
- October 28, 2024

11. ADJOURNMENT

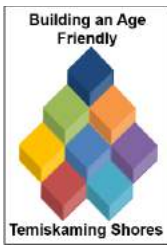
Recommendation ATC-2024-003

Moved by: Paul Cobb

Be it resolved that:

The Active Travel Committee meeting is adjourned at 5:56 p.m.

CARRIED



ALL AGE FRIENDLY COMMITTEE MEETING MINUTES

Thursday March 28th, 2024

City Hall – Haileybury Boardroom/Teams

Chair – Gord Brock

1. CALL TO ORDER

The meeting was called to order at 2:02 pm.

2. ROLL CALL

PRESENT:	Councillor Ian Graydon Gordon Brock – Community Representative Lorna Desmarais – Public Health Promoter – Timiskaming Health Unit Monique Chartrand – Executive Director Victim Services Kim Peters – Community Representative Karen Dorland – Community Representative Sandra Lowe – Community Representative Janice Labonte – Accessibility Committee Matt Bahm – Staff Resource Jeff Thompson – Staff Resource Lynn Julien – Staff Resource Kelly Conlin- Committee Secretary
REGRETS:	Jan Edwards; Suzanne Fournier Jesse Foley, Judy Lee; Karli Hawken, Darlene Kant

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

None

4. APPROVAL OF AGENDA

Moved by: Janice Labonte

Seconded by: Sandra Lowe

That the agenda for the March 28th, 2024 Age Friendly Community Committee meeting be approved as printed.

CARRIED

5. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Moved by: Sandra Lowe

Seconded by: Lorna Desmarais

That the meeting minutes of the January 25th, 2024 Age Friendly Community Committee be approved as printed.

CARRIED

7. DELEGATIONS

None

8. UNFINISHED BUSINESS

a) Vote on Committee Logo/Name Change

The Committee was provided with a variety of options for a new logo to go along with the All-Age Friendly Community Committee name. The group had some feedback that Lorna will ask to be incorporated into the logo. A revised logo will be circulated for voting/feedback once it becomes available.

b) Progress Report Items - Lorna

The Committee was asked what direction they would like to head in regarding the next steps with Age Friendly Businesses and creating an identifying marker that would indicate that a business is Age Friendly and focuses on older adults, adapts services and physical aspects to be more inclusive and receptive the older adult segment of the population. The Committee would like to see the work resumed where it left off prior to the pandemic; however, are there other resources available that may already have this information such and a way to connect the businesses by using the Chamber of Commerce or the BIA.

9) NEW BUSINESS

a) Seniors Active Living Centres Program Funding Application – Lynn

The funding application requesting \$25,000 has a deadline is March 28th. The funding would assist in offsetting the costs to the programming, both physical activities and coffee hours under the Age Friendly umbrella. Funding window is from June 1, 2024 to May 31, 2025.

b) Planet Youth – Update

Lorna spoke about the district wide initiative and circulated a Planet Youth infographic which outlined what to expect from this 5-year pilot project to improve the health and lives of young people. Recently, the project collected data from youth in the entire district via a Youth Survey, which saw an excellent uptake for participation. The findings of this survey will be made available once they are compiled. At this time, the project remains in the Community Engagement; and is looking forward to developing the local actions teams and creating evidence based and community informed strategies and solutions for the youth in our community.

10) UPCOMING EVENTS:

Monique Chartrand provided dates for the annual VCARS spring flings and self defence work shops. Spring Flings: June 5 – Englehart, June 12 – Kirkland Lake, June 19 – New Liskeard; and Self Defence Workshops: May 13, - New Liskeard, May 15 – Earleton, May 16 – Kirkland Lake.

Lynn Julien provided an update on upcoming Age Friendly programming such as the Stand Up Program; and the Seniors Fair.

11) NEXT MEETING:

The next meeting of the All-Age Friendly Community Committee will be on May 23, 2024 at 2:00 PM.

12) ADJOURNMENT

Moved by: Lorna Desmarais

Be it resolved that the Age Friendly Community Committee hereby adjourns at 3:01 p.m.

CARRIED

1. CALL TO ORDER

Councillor Graydon called the meeting to order at 3:05 P.M.

2. ROLL CALL

PRESENT:	Councillor Ian Graydon (Chair) Councillor Nadia Pelletier-Lavigne Jamie Dabner, Public Appointee Paul Cobb, Public Appointee Matt Bahm, Director of Recreation Kristen Harburn, Energy and Climate Change Coordinator Patrick Darby, WalterFedy
REGRETS:	Councillor Jesse Foley Maria McLean, Public Appointee Amy Vickery, City Manager

3. REVIEW OF REVISIONS OR DELETIONS TO AGENDA

None

4. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

5. APPROVAL OF AGENDA

Recommendation CCC-2024-004

Moved by: Nadia Pelletier-Lavigne

Be it resolved that:

The Climate Change Committee agenda for the April 4, 2024 meeting be approved as printed.

CARRIED

6. REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation CCC-2024-005

Moved by: Jamie Dabner

Be it resolved that:

The Climate Change Committee minutes for the January 4, 2024, meeting be approved as presented.

CARRIED

7. CORRESPONDENCE/PRESENTATION

Patrick Darby – WalterFedy (WF) Project Manager for Building Decarbonization Feasibility Study

Patrick Darby provided some of his background and projects and programs of WalterFedy. The Building Decarbonization Study will be looking at 14 buildings, including City Hall, the arenas, and medical centre. There are several requirements such as the kickoff meeting, development of work plans, and site visits, which will occur in April. Through a comprehensive process of historical data capture such as previous year utility costs, age and overall structure and design of the buildings, etc., they will return to stakeholders with recommendations for each facility moving forward in the future.

The timeline for this project will be from April until the end of 2024. The engagement pieces will be in May/June and then another once most of the work has been completed, likely in the Fall.

8. UNFINISHED BUSINESS

a) Director's Update

Mathew Bahm reiterated the upcoming work being done by WalterFedy, noting the amendment to the agreement to increase from 8 buildings to 14 as part of the study. Representatives will be on site starting in the next couple weeks as part of the site visit portion of the project.

b) Building Decarbonization Feasibility Study Update

Representatives from WalterFedy will be on site starting in the next couple weeks as part of the site visit portion of the project.

Once the study is complete, Council and staff will be presented with a report that will identify 2-3 different pathways each facility can take with the intent of each pathway to lead to an 80% decarbonization; each pathway will have a different timeframe as to how quickly that can be accomplished.

c) Energy Conservation and Demand Management Plan

As per the Ministry of Energy, Ontario Regulation 25/23, which requires Ontario's broader public sector prepare an updated Energy Conservation and Demand Management Plan. Kristen has completed the updated plan, building on the previous plan from 2019. The submission date for this is July 1, 2024.

Recommendation CCC-2024-006

Moved by: Nadia Pelletier-Lavigne

Seconded by: Paul Cobb

Be it resolved that:

The Climate Change Committee hereby acknowledges receipt of the 2024-2029 Corporate Energy Conservation and Demand Management Plan and hereby recommends that Council review and consider the adoption of the plan as presented.

CARRIED

d) Energy & Climate Change Coordinator Update

1. Progress on EV ChargeOn Program

- Application has been submitted for the EV ChargeOn Program
- Funding Program offers 75% total project cost
- Expect notification regarding funding in the Spring, 2024

2. BPS (Broader Public Sector) Reporting

- BPS reports have been submitted to the Ministry of Energy for 2022 and 2023

3. SSG GHG Calculator for Municipal Projects

- Kristen participated in a webinar on Sustainability Solutions Group (SSG) Municipal Greenhouse Gas (GHG) Calculator, a free Excel-based app that can be used for consistent estimation of energy and GHG emissions across municipal departments for project planning.

4. Adaptation Best Practices for Temiskaming Shores

- Committee member Maria McLean had shared the Adaptation Best Practices report earlier in 2024, Kristen was able to create a summary of adaptation strategies that could be relevant to Temiskaming Shores such as Public Safety, Asset Management and using Nature-based Solutions.

5. Getting Ready to Finance Toolkit

- Maria McLean had also shared a Getting Ready to Finance Toolkit, a valuable resource for adaptation purposes. The toolkit provides examples and ideas of possible projects that address various climate hazards and could be implemented in any Canadian community.
- The toolkit includes an editable Excel spreadsheet for project prioritization to prepare for financing and a Word document template for funding applications.

6. FCM Municipal Fleet Electrification Capital Project

- Kristen discussed funding opportunities for upcoming fleet replacements within the City such as Point of Sale Incentives offering up to \$5,000 for light-duty vehicles purchases or leases, and the FCM Municipal Fleet Electrification Study which offers a grant, potentially covering up to 80%, with a max of \$200,000.
- Currently, the City is in an agreement with Enterprise for the purchase/leasing of our light-duty vehicles.
- Staff will continue to work on this to determine if the City would be a good candidate for a funding application as a means to incorporate a portion of electric vehicles into their fleet.

9. NEW BUSINESS

N/A

10. MEETING SCHEDULE

The next meeting for the Climate Change Committee will be May 30, 2024 at 3:00 p.m.

11. ADJOURNMENT

Recommendation CCC-2024-007

Moved by: Nadia Pelletier-Lavigne

Be it resolved that:

The Climate Change Committee meeting for April 4, 2024, is adjourned at 4:20 p.m.

CARRIED

**EARLTON-TIMISKAMING REGIONAL
AIRPORT AUTHORITY (ETRAA)
MINUTES**

Thursday, December 21, 2023
TEMSAR Trailer
Earlton, ON

Attendance: Doug Metson, Barbara Beachey, Jeff Laferriere, James Smith, Sheila Randell

Absent : Laurie Bolesworth

Regrets : Dan Perreault

1. Welcome - Meeting called to order

Moved by: Doug Metson

Seconded by: Barbara Beachey

BE IT RESOLVED THAT "the meeting of December 21, 2023, be called to order at 1:00 p.m."

Carried

2. Approval of Agenda

Moved by: Barbara Beachey

Seconded by: Doug Metson

BE IT RESOLVED THAT "the Agenda be approved as presented".

Carried

3. Approval of Minutes of Last Meeting

Moved by: Doug Metson

Seconded by: Barbara Beachey

BE IT RESOLVED THAT "the Minutes of the Meeting held April 20, 2023, be adopted as presented."

Carried

4. Business Arising from Minutes

5. Financial Report

Moved by: Barbara Beachey

Seconded by: Doug Metson

BE IT RESOLVED THAT "the Finance Report for the month of November 2023 be adopted as presented and be attached hereto, forming part of these Minutes."

Carried

6. Manager's Report

Moved by: Jeff Laferriere

Seconded by: Doug Metson

BE IT RESOLVED THAT "the Manager's Report for the month of November 2023 be adopted as presented and attached hereto forming part of these Minutes."

Carried

7. New Business

- Jamie was asked to resend letter to municipalities requesting them to join the ETRAA (Latchford, James, Cobalt, Brethor & possibly Temagami)

- Regarding Loomex – letter to be sent advising that the ETRAA has chosen to end the terms of "the Contract" in full effective February 28, 2024.

8. Closed Session - None

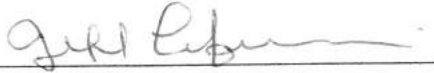
10. Adjournment

Moved by: Doug Metson

Seconded by: Jeff Laferriere

BE IT RESOLVED THAT "this meeting be adjourned at 1:22 p.m."

Carried


Chair


Secretary

Temiskaming Shores Public Library Board

Meeting Minutes

Wednesday, March 27, 2024

7:00 p.m. in-person and via zoom

1. Call to Order

Meeting called to order by Library Board Chair Brigid Wilkinson at 7:03 p.m.

2. Roll Call

Present: Chair Brigid Wilkinson, Sarah Bahm, Melanie Ducharme, and Library CEO Rebecca Hunt in-person, Erica Burkett and Thomas McLean via zoom.

Regrets: Nadia Pelletier-Lavigne, Joyce Elson and Erin Little.

Members of the Public: 0

3. Adoption of the Agenda

Motion #2024-11

Moved by: Melanie Ducharme

Seconded by: Erica Burkett

Be it resolved that the Temiskaming Shores Public Library Board accepts the March 27, 2024 agenda as amended.

Carried.

Additions:

1. Committee Report b. Policy and Personnel Committee: Minutes of the March 25, 2024 meeting.
2. New Business b. Annual Survey for the Ministry of Tourism, Culture and Sport. Motion

4. Declaration of conflict of interest: None

5. Adoption of the Minutes

Motion #2024-12

Moved by: Sarah Bahm

Seconded by: Erica Burkett

Be it resolved that the Temiskaming Shores Public Library Board approves the minutes of the meeting held on Wednesday, February 27, 2024 as presented.

Carried.

6. Business arising from Minutes:

- a. Library Board applications. The Board discussed the process for the applications received.

7. Correspondence:

- a. From ESCSEM. Re: May Ball Bursary. For information.
- b. To organizations: Re: Letter to organizations regarding unhoused concerns. The Board gave some feedback on the letter and asked that it be sent out to organizations in the community.

8. Secretary–Treasurer’s Report

Report, workplace inspection reports, monthly financial statement and Scotiabank Statements included in the trustees’ information packet.

Library CEO’s Report

March 20, 2024

Building: Fire Safety checks are completed on a monthly basis and reported to the Fire Prevention Officer for the City. Workplace safety inspections are completed on a monthly basis by the Library’s Health and Safety Representative.

CJTT Chats: The chats are scheduled for April 15, May 8, June 5, July 9, August 6, September 11, October 9, November 6, and December 11.

Grants

Connectivity Fund: We have received the Connectivity Fund grant cheque in the amount of \$2025.40.

Francophone Community Grant Fund: The grant application was submitted on March 5, ahead of the March 11 deadline. The instructions stated that organizations should know if they are successful by early July.

Library Board vacancy: The Board vacancy is being advertised and the City Clerk will advise the Board Chair and CEO of applications received.

Partnerships:

NEOnet: The NEOnet organization has ceased operations, and all sessions booked with them have been cancelled.

Timiskaming Health Unit: The THU has asked the library to display books on Oral Health during the month of April, which is oral health month. They will also give us some materials to distribute.

Proctoring Exams: I am proctoring two exams in the next few weeks. Measure Learning Testing Center has reached out to see if we will be a testing centre for them. We had signed up with them in the past when they were Yardstick Testing. They had several requirements that we could not meet, such as scheduling exams on Saturdays, having multiple proctors on site at a time, being paid \$25 USD per exam and receiving payment via bank transfer, money wire or visa. We have negotiated through the first three requirements, but so far they are not able to send cheques or money orders. They were willing to pay \$37USD per exam, which is equivalent to \$50 CND.

Room Bookings: We have had several new organizations book the programming room, one for training sessions and the other for high school grad photos.

Workplace Inspections: The First Aid training is still needed for several staff members when possible. In the meantime we are scheduling to be sure we always have a staff member with first aid in the building while we are open. We also need to update our Violence and Harassment in the Workplace program.

Finances and Statistics

The Board reviewed the workplace inspection, financial and statistical reports, including the Scotiabank Statements as provided by the CEO.

Motion #2024-13

Moved by: Melanie Ducharme

Seconded by: Thomas McLean

Be it resolved that the Temiskaming Shores Public Library Board accepts the March 2024 Secretary-Treasurer's report, workplace inspection report and financial reports including Scotiabank statements.

Carried.

9. Committee Reports:

- a. Finance Committee: Nothing to report.
- b. Policy and Personnel Committee: Minutes of March 20 and March 25 meetings.
- c. Strategic Planning Committee: Nothing to report.
- d. Library Services Committee: Follow up DSB1—to be discussed next meeting.

10. New Business:

- a. **Re-Interment of Time Capsule.**
- b. **Annual Survey for the Ministry of Tourism, Culture and Sport.** Discussion.
Motion.

Motion #2024-14

Moved by: Melanie Ducharme

Seconded by: Sarah Bahm

Be it resolved that the Temiskaming Shores Public Library Board accepts the information in the Annual Survey for the Ministry of Tourism, Culture and Sport and consents to the release of the survey report to the Ministry.

Carried

11. Policy Review

- a. **Personnel Policies 1-10.** The Board reviewed policies Per-1 – Per-9. Motion.

Motion #2024-15

Moved by: Sarah Bahm

Seconded by: Melanie Ducharme

Be it resolved that the Temiskaming Shores Public Library Board accepts the Policy: Personnel policies Per-1 through Per-10 as amended by the Policy Committee.

Carried

12. CLOSED SESSION

- a. Approval of the February 28, 2024 Closed Session minutes
- b. Concerning identifiable individual
- c. Incident reports

Motion #2024-16

Moved by: Sarah Bahm

Seconded by: Melanie Ducharme

Be it resolved that the Temiskaming Shores Public Library Board go into closed session at 8:16 p.m. in regards to identifiable individuals.

Carried.

Motion #2024-17

Moved by: Thomas McLean

Seconded by: Erica Burkett

Be it resolved that the Temiskaming Shores Public Library Board rise from closed session at 8:24 p.m. with report.

Carried.

Motion #2024-18

Moved by: Sarah Bahm

Seconded by: Melanie Ducharme

Be it resolved that the Temiskaming Shores Public Library Board accepts the February 28, 2024 closed session minutes as reviewed by the Board.

Carried.

13. Adjournment

Next meeting: Wednesday, April 24 at 7:00 at the library and zoom

Adjournment by Brigid at 8:25 p.m.

Chair –



TEMISKAMING SHORES POLICE SERVICES BOARD

Minutes

MARCH 25, 2024 AT 1:00 P.M.

Haileybury Boardroom

1. CALL TO ORDER

The meeting was called to order by the Board Chair at 1:00 p.m.

2. ROLL CALL

PRESENT: Jeff Laferriere, Danny Whalen, Monique Chartrand, Tyler Twarowski

ALSO

PRESENT: Ryan Dougan, OPP
Amy Vickery, City Manager
Kelly Conlin, Board Secretary

REGRETS: None

MEMBERS OF THE PUBLIC PRESENT: None

3. ADDENDUM / ANNOUNCEMENTS

4. APPROVAL OF AGENDA

Resolution 2024-001

Moved by: Tyler Twarowski

Seconded by: Monique Chartrand

Be it resolved that the Temiskaming Shores Police Services Board approves the agenda as printed.

CARRIED

5. **PRESENTATIONS/DELEGATIONS**

None

6. **DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE**

None

7. **APPROVAL OF MINUTES**

a) **Regular Police Services Board Meeting – November 1, 2023**

Resolution 2024-002

Moved by: Monique Chartrand

Seconded by: Jeff Laferriere

Be it resolved that the Temiskaming Shores Police Services Board approves the minutes of the November 1, 2023 Police Services Board meeting as printed.

CARRIED

8. **COMMUNICATIONS**

a) Rachel Cote, Executive Assistant, Timiskaming Health Unit

Re: Community Safety and Well-Being Infographic

Reference: Received for Information

b) MPB Financial Services Unit

Re: 2024 Court Security and Prisoner Transportation Grant

Reference: Received for Information

c) MPB Financial Services Unit

Re: July to September and October to December 2023 Detachment Revenues

Reference: Received for Information

d) Logan Belanger, Municipal Clerk, City of Temiskaming Shores

Re: Resolution 2024-063 Declarations of an Epidemic – Intimate Partner Violence

Reference: Received for Consideration of Support – Motion under New Business

e) Debbie Morrow, Administrator for Zone 1A

Re: Draft Minutes from October 5, 2023 – OAPBS Zone 1A

Reference: Received for Information

f) Jennifer Williams, Membership Coordinator, OAPSB

Re: CSPA Discussion Groups – Participation Dates

Reference: Received for Information

Resolution 2024-003

Moved by: Tyler Twarowski

Seconded by: Monique Chartrand

Be it resolved that the Temiskaming Shores Police Services Board acknowledges receipt of Communications items 8a) through f)

CARRIED

9. OPP BUSINESS

a) OPP Temiskaming Detachment Report: October – December 2023

b) OPP Temiskaming Detachment Report: January – March 2024

Resolution 2024-004

Moved by: Danny Whalen

Seconded by: Tyler Twarowski

Be it resolved that the Temiskaming Shores Police Services Board acknowledges receipt of the October to December 2023 and January to March 2024 OPP Temiskaming Detachment Reports.

CARRIED

10. **UNFINISHED BUSINESS**

None

11. **NEW BUSINESS**

a) **Transition to OPP Detachment Board – Memo**

Resolution No. 2024-005

Moved by: Danny Whalen

Seconded by: Monique Chartrand

The TSPSB hereby acknowledges the in-effect date of the CSPA, 2019 as April 1, 2024, and that this date will signify the creation of the Temiskaming Shores Detachment Board; and further that

The TSPSB hereby requests that all records of the TSPSB be transferred into the possession of the City of Temiskaming Shores; and that all remaining financial obligations, such as meeting honorariums, if applicable, be paid in full following the dissolution of the TSPSB on March 31, 2024; and further that

The TSPSB hereby recommends that Council for the City of Temiskaming Shores appoints the current members, Mayor Jeff Laferriere and Councillor Danny Whalen to the new Detachment Board; as well as, Community Representative, Monique Chartrand; providing they meet the Appointment Criteria as outlined in Section 33 of the CSPA.

CARRIED

b) **Cenotaph Awareness**

City Manager, Amy Vickery wanted to bring awareness to the OPP relating to the concerns the City has been receiving about people loitering and vandalism in the cenotaph area in New Liskeard.

c) **Resolution of support for Declaration of an Epidemic – Intimate Partner Violence**

Resolution No. 2024-006

Moved by:

Seconded by:

Whereas the jury in the Renfrew County Inquest into the deaths of Carol Culleton, Anastasia Kuzyk, and Nathalie Warmerdam issued 86

recommendations to prevent future deaths and delivered those recommendations to the Province of Ontario on Intimate Partner Violence; and

Whereas recommendation #1 of the inquest is that the Province of Ontario formally declare Intimate Partner Violence an epidemic; and

Whereas every 6 days in Canada a woman is killed by her intimate partner; and

Whereas this past year, in Ontario, 62 women were victims of femicide; and

Whereas Indigenous individuals as well as gender and sexually diverse individuals are particularly at risk to experience intimate partner violence in their lifetime; and

Whereas in 2022, in the District of Timiskaming, there were a total of 785 calls to the Ontario Provincial Police associated with intimate partner violence, with 27% resulting in criminal charges with the most common charge being assault; and

Whereas, according to Statistics Canada, 80% of intimate partner violence goes unreported; and

Whereas violence against women costs the national justice system, health care systems, social service agencies, and municipalities nearly \$10 billion dollars per year; and

Whereas over 60 municipalities and regions across Ontario have declared a gender-based violence and/or intimate partner violence epidemic; and

Whereas on August 20, 2023, Ontario Big City Mayors, Mayors and Regional Chairs of Ontario passed a motion declaring intimate partner violence and gender-based violence an epidemic; and

Whereas the Temiskaming Shores Police Services Board recognizes that issues of gender-based violence and intimate partner violence are matters of local importance with far reaching implications on public health, EMS, and community services.

Now therefore be it resolved that the Temiskaming Shores Police Services Board declare an epidemic in intimate partner violence and gender-based violence in accordance with recommendation #1 of the Renfrew County Inquest:

- 1) That intimate partner violence be integrated into the District of Timiskaming's community safety and well-being plan in accordance with recommendation #10 of the Renfrew County Inquest;
- 2) That Mayor Laferriere be requested to write a letter to The Honourable Doug Ford, Premier of Ontario requesting that the Province of Ontario re-consider their previous decision and declare intimate partner violence and gender-based violence as an epidemic and act on all of 86 recommendations from the Renfrew County Inquest by setting up a provincial implementation committee to oversee comprehensive consideration of all of the recommendations; and
- 3) That a copy of this resolution be sent to The Honourable Arif Virani, Minister of Justice; The Honourable Doug Ford, Premier of Ontario; The Honourable Charmaine A. Williams, Associate Minister of Women's Social and Economic Opportunity; Timmins James-Bay MP Charlie Angus; Nipissing-Timiskaming MP Anthony Rota; MPP John Vanthof; the Association of Municipalities of Ontario, the Rural Ontario Municipal Association; the Federation of Northern Ontario Municipalities, the Federation of Canadian Municipalities

CARRIED

12. BY-LAWS

None

13. CLOSED SESSION

None

14. SCHEDULE OF MEETINGS

15. ADJOURNMENT

Resolution 2024-007

Moved by: Tyler Twarowski

Seconded by: Monique Chartrand

Be it resolved that the Regular Meeting of the Temiskaming Shores Police Services Board be hereby adjourned at 2:02 p.m.

CARRIED

1.0 CALL TO ORDER

The meeting was called to order at 3:07 p.m.

2.0 ROLL CALL

PRESENT:	Councillor Pat Anderson, Town of Cobalt (Chair) Mayor Angela Adshead, Town of Cobalt (virtual) Councillor Mark Wilson, Temiskaming Shores Amy Vickery, City Manager Temiskaming Shores Kelly Conlin, Deputy Clerk (Committee Secretary)
REGRETS:	Councillor Melanie Ducharme, Temiskaming Shores Steve Dally, Town Manager, Cobalt Mitch McCrank, Manager of Transportation

3.0 DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE

None

4.0 REVIEW OF REVISIONS OR DELETIONS TO AGENDA

None

5.0 APPROVAL OF AGENDA

Recommendation TC-2024-006

Moved by: Councillor Mark Wilson

Be it resolved that:

The Temiskaming Transit Committee agenda for the March 27, 2024 meeting be approved as printed.

CARRIED

6.0 REVIEW AND ADOPTION OF PREVIOUS MINUTES

Recommendation TC-2024-007

Moved by: Mayor Angela Adshead

Be it resolved that:

The Temiskaming Transit Committee minutes for the February 5, 2024 meeting be adopted as printed.

CARRIED

7.0 CORRESPONDENCE

a) Transit Stop Request – Temiskaming Lodge

The Committee reviewed a request from the Temiskaming Lodge regarding the addition of a Transit Stop at the corner of Grant Drive (Northbound)

Recommendation TC-2024-008

Moved by: Councillor Mark Wilson

Be it resolved that:

The Temiskaming Transit Committee hereby supports the addition of a northbound transit stop at the corner of Drive-in-Theatre Road and Grant Drive.

CARRIED

b) 2023-2024 Gas Tax Program Allocation

The Committee was provided with correspondence from the Ministry of Transportation regarding the 2023-2024 Gas Tax allocation which is \$153,617 to be used to offset Transit costs.

8.0 UNFINISHED BUSINESS

a) Transit Maintenance/Mechanical Issues

The used Transit bus that was purchased earlier this year should be arriving in mid-April. The current buses have been fully operational for the past 4 weeks.

b) Memorandum of Understanding – Temiskaming Shores and Town of Cobalt

Cobalt has not yet signed the memorandum of understanding; however, will be doing a thorough review of the agreement in the coming weeks. There are concerns about the apportionment amount and Cobalt Council is seeking clarification on some of the items, such as annual ridership. Cobalt Council will be meeting in the coming weeks to discuss service delivery in the community. On-going

c) Rural Transit Solutions Fund

The funding application for the Rural Transit Solutions fund is ready to be submitted. Steve Dally has a support resolution from the Town of Cobalt that will be sent to Mitch to accompany the application. On going.

9.0 NEW BUSINESS

a) Public Information Campaign

The Committee was provided with a draft of the Public Information campaign poster that highlights some of the more common questions that we receive from the public regarding the transit system. Once the poster is complete, a copy will be sent to Cobalt for their information and to post a copy in the Transit shelters. Copies will also be included on all the buses and advertised on the City's website and social media.

10.0 MEETING SCHEDULE

The next Temiskaming Transit meeting will be scheduled as required.

11.0 ADJOURNMENT

Recommendation TC-2024-009

Moved by: Councillor Mark Wilson

Be it resolved that:

The Transit Committee meeting is adjourned at 4:11 p.m.

CARRIED

Building Ties – Temiskaming First Nation – April 25th, 2024

The annual Building Ties event which brings together Indigenous, Francophone and Anglophone cultures was very successful. This year also set record attendance at over 100 people. The event was held in both French and English with simultaneous translation. The event was focused on local and sustainable foods and some of the challenges of local food production and distribution.

The evening began with a drumming ceremony and beautiful hoop dance followed by a reception and a very interesting icebreaker activity which allowed delegates to meet each other. This was followed by an excellent meal consisting of local and indigenous foods including moose and wild rice.

The meal was followed by an excellent presentation by TFN on how the traditional territories of the First nation (In Ontario and Quebec) have been affected by industry and how the environment has been affected. It was a very revealing presentation that highlighted the need to focus more closely on our environment and how we take care of it.

The next part of the evening were panel discussions on local foods with presenters from both Ontario and Quebec. Some of the key points that came from these discussions were difficulties with local food distribution including crossing provincial borders and food regulations that make it difficult for small producers to compete in the market. The panel discussions also highlighted how some local producers and restaurants are working together to use local product in the region.

The evening ended with some door prizes and an opportunity for everyone discuss the next event.

Special thanks to the Temiskaming First Nation for hosting this great event and thanks as well to the Temiskaming Shores and Area Chamber of Commerce for their work on this project. Also, thanks to City of Temiskaming Shores staff, lead by James Franks and Sarah Goodyear for their work on this great event. This event is a valuable opportunity to continue to build ties in our region.

Mark Wilson

FONOM Conference Report 2024

Keynote Speaker

Alan Carter- Global News.

Mr. Carter discussed how media has changed and how our local media is being threatened by social media. There are very few sources of well researched stories today and so much is about clicks and sound bites. Mr. Carter took some questions and was asked about his thoughts on the CBC. He felt it is an important part of the news mix and he sees their reporting as balanced and fair. He felt public broad casting is important.

ROMA Presentation

Robin Jones, President of ROMA discussed the “Closer to Home” Report that ROMA has produced. It highlights how the Ontario Government does not support health care adequately and rural communities are affected to a greater extent than cities by this under funding. This needs to change and the ROMA report makes various recommendations to improve health care in rural communities.

Presentation by OPG

This OPG presentation by Paul Norris discussed various topics regarding power generation. He indicated that we will need to build as much hydro infrastructure in the next 25 years that we have built in the past 100 years. OPG has 66 generating stations and 240 control dams but more will be needed. This need comes from the rapid electrification of industry and transportation. All forms of energy will play a role including solar wind and nuclear. A lot of solar assets are coming to the end of their life so that will need to be addressed. There is significant potential in the Moose River basin for more hydro generation. Hydro from Northern Ontario will continue to serve southern Ontario needs.

Ministers Presentations

The following Ministers presented at the conference.

Graydon Smith – MNR, Stan Cho, Long Term Care, George Pirie, Mines, Michael Tibollo, Mental Health and Addictions, Vijay Thanigasalam, Transportation (Associate)

After the ministers spoke there was a question-and-answer period that was well received by delegates.

Some of the topics included:

Significant investments in Mining for junior exploration and reprocessing minerals

Ring of Fire and new agreements signed with some First nations.

2+1 Road Pilot projects are moving forward.

Seniors housing challenges including shortage of homes and poor maintenance and repair of older homes. Funding programs have been announced for long term care at 1.8 billion.

Mental Health and addictions and the opioid crisis. The development of Youth Hubs to support youth within the community and engage parents.

The forestry sector is facing significant challenges with surplus chips and a drastic drop in Paper mills from over 20 20 years ago to 3 today across the province.

Ontario Northland

Chad Evans, Executive Director of the ONTC discussed plans for the future of ONTC. He covered 5 key points:

1. The increase in maintenance and expansion work
2. Modernization of the system
3. Investing in Employees
4. Ship by rail program which will take trucks off the road
5. Passenger rail service with the return of the Northlander set for 2026

AMO Presentation

Colin Best (President) and Lindsay Jones (Director of Policy) discussed serious issues affecting Ontario Municipalities. Some key statistics included how Ontario Municipalities are subsidizing the Provincial government to the tune of \$400 billion dollars when compared to other provinces. Ontario municipalities fund Social housing, Land Ambulance, Public Health, etc. that municipalities in other provinces do not. Deals have been made with Big cities for some uploading but not with smaller and rural communities. AMO is asking the Government to commit to a Joint costs and services review and an Economic Prosperity review.

City of Sudbury Encampment Presentation

Sudbury has been developing a comprehensive social housing program that includes partners like community outreach groups, Indigenous partners, shelters and housing groups. They have established Client Navigators who assist those who are experiencing homelessness and have committed to a “Roadmap to End Homelessness” which will begin this month. They realize that adequate housing is the only solution.

Energizing Life – Ontario Hydro

This presentation also discussed Hydro’s role in the future demand for power for growing needs, particularly in Southern Ontario with new industry and population supplied with Northern Ontario Power. Some things never change.

Forestry Update

This discussion focused on new issues including the wider use of Mass timber structures with the change in the building code that allows 18 story buildings to be built from timber. It also discussed the increased use of lumber in modular housing facilities in the south as there is a push for more modular units to fill the housing crisis. There was also discussion on a new Biomass strategy for energy production. The forestry industry is facing difficult times now.

MPAC

MPAC provided an update on their work. They highlighted their extensive data base and that they are now doing significant work for other jurisdictions on property assessment. They highlighted the ever-decreasing supply of moderately priced homes around the province. Their website has interesting community data on housing that is accessible to everyone. There were no announcements regarding changes to the assessment year (2016) baseline. The government continues to delay that process which also creates concerns for municipal budgets.

Indigenous Relations

This Session highlighted how the City of Sudbury along with indigenous partners are creating positive opportunities both at a cultural and economic level. They are experiencing

the benefits of growing communities together. This panel included, Gimma Craig Nootchtai, (Atikameksheng Anishnawbek) Chief Larry Roque, (Wahnapiatae FN) and Sudbury Mayor, Paul Lefebvre.

NOSM University

This was a very interesting session presented by Dr. Celine Lariviere and Dr. Owen Prowse. They discussed how the enrolment at NOSM is increasing however there are still budget challenges. NOSMU has trained 400 family doctors across the North serving 400,000 people.

It is very important that doctors complete their MD and their residency in the North to maintain the excellent retention rates that NOSM has. NOSM has a rate of 55% of first round MD's who practice Family Medicine. This is much higher than the Canadian Average of 30%. 90% of those admitted to NOSMU are Northerners with the rest being candidates from rural and remote areas from across Canada. New programs are planned at NOSMU to allow doctors who wish to explore specialities to study in the North. NOSMU is a world renowned rural medicine institution that responds to many requests around the world for advice.

Highway Closures

This topic was presented by the OPP and discussed the reasons for long highway closures. There was discussion regarding the need for crash reconstructionist to attend fatal and serious crashes. Even though there are teams across the north it can sometimes take a long time to get to the site. Weather is also a common reason for road closures. There were questions from the delegates regarding better communications between OPP, MTO and municipalities when detours were required. There was agreement that these communications could be improved. Commercial trucking was also discussed as a problem area with the levels of truck traffic increasing significantly across the province and the North.

Conclusion

The FONOM Conference was extremely well organized and well attended. There were great opportunities to network, discuss important issues and attend an excellent trade show. Congratulations to Councillor Whelan and all his FONOM board for such a successful conference.

Submitted by Mark Wilson

Good Roads Conference 2024 Report

The Good Roads Conference (Ontario Good Roads Association) was held in Toronto from April 21-24. This conference is an important opportunity to discuss and learn about roads and infrastructure matters. This year the conference featured many excellent speakers.

Jeff Speck, an American road and community designer spoke about the need to redesign our communities to make them more people friendly. To design them to meet the needs of all road users not just people in cars. He discussed how we can manage parking more effectively and he also talked about simple measures that communities can take to make their commercial areas healthier and more accessible to pedestrians and cyclists. The benefits of many of these measures include a healthier population and more successful businesses.

Kenn Beer, a road safety auditor and safety engineer from Australia discussed the top 10 things that are killing people on our roads. Some of the key items that we SHOULD be doing in this list include:

- Separating cyclists from high-speed vehicle traffic with physical barriers
- Providing better infrastructure for pedestrians to cross roadways
- Protecting roadside hazards that vehicles can crash into
- Using median barriers on highspeed rural highways
- Eliminating signalized intersections where possible and using more roundabouts. Signalized intersections do not improve safety, they actually increase the severity of crashes at intersections and therefor increase the chance of a fatality or a serious injury.

This was an excellent presentation that highlights how we can make our systems safer.

Infrastructure Forum

I also attended a forum on municipal infrastructure concerns around the province. This was an open forum that allowed participants to express many concerns regarding infrastructure in their communities. Many issues were raised including the concerns around the connecting link program which is not meeting the needs of many communities and lots of discussion around bridges and other infrastructure that is in poor repair. Concerns were also raised regarding the difficulties in meeting infrastructure needs while also trying to increase housing supply. These concerns were recorded by staff at Good Roads for use in future policy and advocacy work.

Vulnerable road user session

This session was a panel that discussed the increasing numbers of pedestrian and cycling fatalities that are occurring in communities across the province. The panelists were from various communities and discussed initiatives that they were working on to improve infrastructure for VRU's as well as educational campaigns. They also discussed some of the advocacy work being done to create better policy around Vulnerable Road users. A lot of this advocacy is around the need for speed control and the ever-increasing size of vehicles that are not able to see VRU's properly and when there is a crash the size and design of these vehicles almost always results in death or serious injury.

2+1 Highway update

The MTO presented a session on the 2+1 pilot projects. These projects are in the design and EA stages and a Senior Design Manager provided details on what some of the parameters are around the design. He discussed potential road platform details as well as barrier types. The MTO has been working diligently on this file.

Environmental Presentation – Keynote – Katherine Hayhoe

Katherin Hayhoe is a world-renowned Canadian Climate Scientist who currently works out of Texas. She has a very long Biography and has done some exceptional work on making climate science more understandable. She also is heavily involved in the faith based community and works at bringing climate science and faith together. In her presentation she spoke about the serious problems we face as a planet and that generally we have three options around climate change. The planet is warming, and we can attempt to **mitigate** this warming, or we can **adapt**, or we can **suffer**. Ms. Hayhoe says we will likely have to do all three. She highlighted the importance of local action on climate change and that little things make a difference even though sometimes we feel it is someone else's problem. Our local actions can make a significant difference. She also identifies how climate change is a "threat multiplier". Hunger, poverty, inequity etc. will all be multiplied by the effects of the warming planet and more prolonged and severe weather events. This was a fascinating presentation, and I would certainly recommend looking up her work and subscribing to her newsletter.

Temiskaming Shores Delegation

Mayor Lafferiere, Mitch McCrank and I all attended a delegation with the Ministry of Infrastructure Parliamentary Assistant Amarjot Sandhu. We discussed our application for the Housing - Enabling Water systems Fund which will help us build more housing in Temiskaming Shores. We stressed that this project will not be able to proceed with out this funding. Thank you to all the staff who were involved in the preparing this application.

The Good roads conference is also a great opportunity to make connections and learn about new products and services.

Mark Wilson

Report from FONOM conference
'Unlocking the North's potential'
Hosted by the City of Greater Sudbury,
May 6-8, 2024

Nadia Pelletier-Lavigne

Félicitations! Congratulations to Deputy Mayor Danny Whalen and the FONOM team for a great conference. It was my first participation and I got a lot out of it. Our City was well represented with Mayor Laferrière and Councillor Wilson also in attendance.

The conference was a good opportunity to hear from a variety of speakers, Ministers and presenters about topics of relevance to the North, to hear about some of the common issues and concerns and to showcase successes and promising approaches.

There were built-in opportunities to socialize and network with other northern Ontario municipal staff and elected officials at the opening reception as well as the banquet, which were valuable as well.

In addition to the conference itself, I was pleased to connect with some of the many exhibitors, some of which I thought were of particular interest and might warrant a follow up:

Sault Ste Marie Innovation Centre (SSMIC)

- 'A non-profit organization that exists to drive business growth in the areas of science and technology.
- 'Support projects that foster effective partnerships, encourage sustainability, and develop talent in, and for, the Algoma region'
- Divisions :
 - o ACORN Information solutions
 - o RAIN (Rural Agri-Innovation Network)
 - o YouLaunch (Youth Entrepreneur Program)
- It was suggested that Temiskaming Shores would be well positioned to host a similar enterprise;

Vulnerable Persons Registry (VPR)

- 'A free and confidential service aimed at improving the safety of vulnerable persons during emergencies and disasters.'
 - o *For residents who live without 24hr support who experience difficulty with mobility, vision impairment, hearing impairment, developmental disabilities, cognitive impairment and mental health conditions;*
 - o *For anyone living at home who require electricity for life sustaining equipment such as life support, oxygen, dialysis, etc.*

I also brought back some information and resources from :
the Federation of Ontario Public Libraries, the office of the Ombudsman of Ontario, The far Northeast Training board, AMO and the ParticipACTION community challenge, which I am happy to share.

Program overview

Keynote speakers:

- Alan Carter from Global News (Massaging the message)
- OPG (Northern Hydro opportunities)
- Hydro One

Presentations from provincial Ministers & Ministers forum

- Hon. George Pirie (Mining)
- Hon. Stan Cho (Long term care)
- Hon. Michael Tibollo (Assoc. Minister Mental health and Addictions office)
- Hon. Graydon Smith (MNR)
- Hon; Graham McGregor (PA to the Solicitor General)
- Hon. Vijay Thanigasalam (Assoc. Minister Transportation)

Updates from ROMA, NOMA, and AMO; some of these we missed while we were meeting with Ontario NDP leader Marit Stiles;

Addresses by

- Marit Stiles, Ontario NDP leader
- Bonnie Crombie, Ontario Liberal Leader

Presentations, updates and showcases:

- Ontario Northland
- Community Collaboration: Greater Sudbury's approach to addressing homelessness
- Marc Serré, Parliamentary secretary to the Minister of Energy and Natural resources
- NOSM
- MPAC
- Fireside chat with Gimma Craig from Atikameksheng Anishnawbek, Chief Larry Roque from Wahnapiatae First Nation and Greater Sudbury Mayor Paul Lefebvre;
- IESO (Independent Electricity System Operator)
- OPP: 'Highway closures in Northern Ontario'
- Immigration Pilot project revisited (Greater Sudbury & North Bay Economic development, North Bay & District Chamber of commerce)

FONOM AGM

March 25, 2024

Via Email:

Honourable Doug Ford
Premier of Ontario
premier@ontario.ca

Re: Memorandum from H. Ellis, Council and Committee Coordinator, dated February 2, 2024 re: Whitby Sustainability Advisory Committee Request that Council Support the Ontario Energy Board's Decision to end the Gas Pipeline Subsidy

Please be advised that at its meeting held on March 18, 2024, the Council of the Town of Whitby adopted the following as Resolution # 50-24:

Whereas residents are struggling with energy bill increases and need relief; and,

Whereas natural gas is no longer the cheapest way to heat homes because electric heat pumps are now much more efficient, can provide all heating needs even in cold climates, and result in far lower energy bills compared to gas heating; and,

Whereas natural gas is methane gas, which is a fossil fuel that causes approximately one-third of Ontario's GHG emissions, and must be phased out because it is inconsistent with all climate targets, while heat pumps result in the lowest GHG emissions and are consistent with a zero-carbon future; and,

Whereas the Ontario Energy Board (OEB) decided to end a subsidy for methane gas pipelines to be built in new construction developments, effective 2025, finding that this would lower energy bills for existing gas customers and improve affordability for new homebuyers, but this decision is at risk of being overturned by the provincial government; and,

Whereas the OEB decision will help lower energy bills and encourage heating systems that are consistent with climate targets and plans; and,

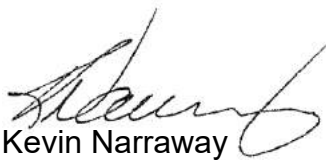
Whereas the construction of new methane gas pipelines, which have 60-year lifetimes, should not be subsidized because they are inconsistent with the Town's climate targets and will result in higher carbon emissions, higher energy bills, higher future decarbonization retrofit costs to phase out fossil fuel heating, and a

continued financial drain as dollars leave the province to pay for fossil fuels extracted in other jurisdictions.

Now therefore, be it resolved:

1. That the Town of Whitby expresses its support for the decision of the Ontario Energy Board to end the gas pipeline subsidy and ask the Ontario Government to allow the decision to stand; and,
2. That this resolution be circulated to Premier Doug Ford; the Minister of Energy, Todd Smith; the Minister of Finance, Peter Bethlenfalvy; the Minister of Municipal Affairs and Housing, Paul Calandra; the Associate Minister of Housing, Rob Flack; President of AMO, Colin Best, the Region of Durham, and all local Ontario municipalities requesting support of the proposed changes.

Should you require further information, please do not hesitate to contact Sarah Klein, Director, Strategic Initiatives at 905-430-4338.



Kevin Narraway
Sr. Manager of Legislative Services/Deputy Clerk

Copy: C. Harris, Director, Legislative Services/Town Clerk – clerk@whitby.ca
S. Klein, Director, Strategic Initiatives – kleins@whitby.ca

Honourable Todd Smith, Minister of Energy
Honourable Peter Bethlenfalvy, Minister of Finance
Honourable Paul Calandra, Minister of Municipal Affairs and Housing
Honourable Rob Flack, Associate Minister of Housing
Colin Best, President of the Association of Municipalities of Ontario
A. Harras, Regional Clerk, Regional Municipality of Durham
All Ontario Municipalities



The Corporation of the Town of Kirkland Lake

Clerk's Office – Town Hall
P.O. Box 1757, 3 Kirkland Street West,
Kirkland Lake, ON P2N 3P4
T: 705-567-9361 Ext. 238
E: clerk@tkl.ca
W: www.kirklandlake.ca

April 5, 2024

SENT VIA EMAIL ONLY

To Whom It May Concern:

RE: Motion – Exotic Animals

At its meeting of April 2, 2024, the Council for The Corporation of the Town of Kirkland Lake resolved the following:

*“Moved by: Mayor Stacy Wight
Seconded by: Councillor Rick Owen*

WHEREAS Ontario has more private non-native (“exotic”) wild animal keepers, roadside zoos, mobile zoos, wildlife exhibits and other captive wildlife operations than any other province;

AND WHEREAS the Province of Ontario has of yet not developed regulations to prohibit or restrict animal possession, breeding, or use of exotic wild animals in captivity;

AND WHEREAS exotic wild animals can pose very serious human health and safety risks, and attacks causing human injury and death have occurred in the Province;

AND WHEREAS the keeping of exotic wild animals can cause poor animal welfare and suffering, and poses risks to local environments and wildlife;

AND WHEREAS owners of exotic wild animals can move from one community to another even after their operations have been shut down due to animal welfare or public health and safety concerns;

AND WHEREAS municipalities have struggled, often for months or years, to deal with exotic wild animal issues and have experienced substantive regulatory, administrative, enforcement and financial challenges;

AND WHEREAS the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), and the Municipal Law Enforcement Officers' Association (MLEOA) have indicated their support for World Animal Protection's campaign for provincial regulations of exotic wild animals and roadside zoos in letters to the Ontario Solicitor General and Ontario Minister for Natural Resources and Forestry;

THEREFORE BE IT RESOLVED THAT *The Corporation of the Town of Kirkland Lake hereby petitions the provincial government to implement provincial regulations to restrict the possession, breeding, and use of exotic wild animals and license zoos in order to guarantee the fair and consistent application of policy throughout Ontario for the safety of Ontario's citizens and the exotic wild animal population;*

AND FINALLY THAT *a copy of this resolution be forwarded to the Premier of Ontario, Ontario's Solicitor General, Ontario's Minister for Natural Resources and Forestry, MPP Timiskaming-Cochrane, AMO, AMCTO, MLEAO, Timiskaming Municipal Association (TMA), the Federation of Northern Ontario Municipalities (FONOM), and all municipalities within the District of Timiskaming.*

CARRIED"

As so directed, a copy of Council's resolution has been supplied above for your reference.

Please do not hesitate to contact me if I can provide clarification in this regard.

Yours truly,

A handwritten signature in black ink, appearing to read 'A. Spilman', with a long horizontal flourish extending to the right.

Amberly Spilman
Deputy Clerk/Lottery Licensing Officer

PHIPPEN WASTE MANAGEMENT

643377 Sunnyside Road
Haileybury, Ontario P0J 1K0
phippen@parolink.net
Phone 705-647-6217

Invoice

Invoice # 87865
Date 5/13/2024

Bill To
City of Temiskaming Shores Box 2050 Haileybury, Ontario P0J 1K0 Attn: Accounts Payable

Qty	Description	P.O. No.	Terms
		HST No. 100691146	Net 30
Qty	Description	Rate	Amount
	Rock on Canada Day Rental of 20 Portable Toilets from Sturgion Falls Pickup toilets in Sturgion Falls, deliver to event, clean, set up & add supplies, pump out & refurbish supplies on Sunday, at end of event pump out waste, load on transport trailer & return to Sturgion Falls. Total cost HST	6,891.00 13.00%	6,891.00 895.83
Total			\$7,786.83

Memo

To: Mayor and Council
From: Logan Belanger, Municipal Clerk
Date: May 21, 2024
Subject: Request for Exemption (Noise By-law No. 2012-019) – Rockin’ On Canada Day
Attachments: Appendix 01: Public Notice

Mayor and Council:

The Rockin’ On Canada Day Event Committee is holding a family event and community celebration on the Canada Day weekend, with an emphasis on honouring seniors and veterans, including a parade, concerts, entertainment, etc.

The event will be held at the former government agricultural farm, located on Armstrong Street North, from Saturday June 29, 2024, beginning at 11:00 a.m. to June 30, 2024 at 2:00 a.m.; and from Sunday June 30, 2024, from 11:00 a.m. until 11:59 p.m.

It is expected that there will be approximately 2,500 participants at a maximum on event grounds at any one time. There will also be approximately 1,550 participants for the indoor concert on June 29th, and an outdoor concert will also be held on June 30th.

Section 3.4 of By-law No. 2012-019, a by-law to prohibit and regulate certain noises within the City of Temiskaming Shores, outlines that sounds or noises from or created by any public address system, sound equipment, loud speaker, or similar device or devices, or any musical or sound producing instrument of whatever kind, when such device or instrument is played or operated in such a manner or with such volume, as to likely annoy or disturb the peace, quiet, comfort of repose of any individual in any location beyond the *Lot Line* of the property on which such device or instrument is located, is prohibited.

However, Section 4.5 of By-law No. 2012-019, provides for a noise exemption for public celebrations, provided that Council passes a resolution in accordance with Section 5 (i.e. Grant of Exemptions by Council).

In accordance with the Noise By-law, the Clerk prepared the public notice for Council to consider a report for the exemption at the May 21, 2024, Regular meeting, that was published a minimum 10 days prior to consideration. Beginning on April 25, 2024, the Application for Exemption (Public Notice) was posted on the City’s website, as well as included in the Temiskaming Speaker and Weekender editions (**Appendix 01**). To date, no public comments or concerns have been received.



It is recommended that Council for the City of Temiskaming Shores approves an exemption to Section 4.5 of Temiskaming Shores By-law No. 2012-019, for the Rockin' On Canada Day Event, to permit the holding of a family event and community celebration on the Canada Day weekend from Saturday June 29, 2024, beginning at 11:00 a.m. to June 30, 2024 at 2:00 a.m.; and from Sunday June 30, 2024, from 11:00 a.m. until 11:59 p.m.

If approved, the City will notify the Temiskaming Detachment of the OPP and provide the details of the event once the Noise By-Law Exemption has been granted, and provide public notification with the dates and times of the sound activities.

Prepared by:

Reviewed by:

Reviewed and submitted for Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Logan Belanger
Municipal Clerk

Shelly Zubyck
Director of Corporate
Services

Amy Vickery
City Manager

Public Notice

Application for exemption under Noise By-law

Notice is hereby given in accordance with Section 5 of By-law No. 2012-019 in respect to an application for an exemption to Section 4.5 Public Celebration – Gathering of By-law No. 2012-019 being a by-law to prohibit and regulate certain noises within the City of Temiskaming Shores.

Council will be considering a resolution for an exemption at the May 21, 2024 Regular Council meeting for the following application:

Applicant/ Event: Rockin' On Canada Day Committee/ Rockin' on Canada Day Event

Exemption: Section 4.5 Public Celebration – Gathering, to permit sounds or noises from or created by sound equipment, public address system, loud speaker, any musical or sound producing instrument, or similar devices.

Duration: June 29, 2024 from 11:00 a.m. until 2:00 a.m., and June 30, 2024 from 11:00 a.m. until 12:00 midnight

For further information in regards
to the Event contact:

France Gauthier
Committee Member
Rockin' On Canada Day Event

Tel: 705-647-6588

For comments in regards
to the exemption contact:

Logan Belanger
Municipal Clerk
City of Temiskaming Shores

Tel: 705-672-3363, ext. 4136
lbelanger@temiskamingshores.ca

Memo

To: Mayor and Council
From: Stephanie Leveille, Treasurer
Date: May 21, 2024
Subject: 2024 Final Budget
Attachments: **Appendix 01:** Draft 2024 Budget Final Summary - General Operations
Appendix 02: Draft 2024 Budget Final Summary – Environmental Services
Appendix 03: Draft 2024 Capital Budget Summary
Appendix 04: Draft 2024 Municipal Budget (Please refer to Draft By-law)

Mayor and Council:

At the Regular Meeting of Council on December 19, 2023, Council passed Resolution No. 2023-449 to adopt, in principle, its 2024 Municipal Operating Budget estimates; and Resolution No. 2023-450 to adopt, in principle, the 2024 General Capital Budget estimates and the 2024 Environmental Capital Budget estimates.

Since the presentation, the Treasurer received confirmation on a few line items which have been adjusted prior to approval of the final budget. Only material changes have been incorporated and are being presented for Council's consideration.

The proposed changes resulted in a decrease of \$88,072 to the General Operations Budget. It is recommended that the general taxation levy remains at \$15,161,641 as presented in December and that the additional funds be transferred to fund capital projects which would decrease the reserve funds required for capital. Please refer to Appendix 01 and 02 for the General Operations and Environmental Services budget summaries for the proposed changes and notes.

Appendix 03 highlights the departments which have a budget estimate change and/or an adjustment to the original funding source proposed. The changes have been noted in a table budget summary. Council passed Resolution No. 2024-041 for the Spurline Concrete RFQ Award, Resolution No. 2024-070 for the Purchase of Used Transit Bus and Resolution No. 2024-127 for the McCamus Well Roof Replacement RFQ Award. The Emergency Pump Replacement was identified after passing of the budget in principle.



The 2024 Budget has been finalized by staff, as such, public notice was provided in the Temiskaming Speaker beginning on May 15th, in the Weekender beginning on May 17th, and on the City’s website beginning on May 9, 2024, being at least seven (7) days prior to the passing of the by-law in accordance with By-law No. 2004-022, informing the public of its intention to adopt the 2024 Municipal Budget at the May 21, 2024 Regular meeting.

It is recommended that the memo titled 2024 Final Budget be received as information, and that Council directs staff to prepare the necessary by-law to adopt the 2024 Municipal Budget for the City of Temiskaming Shores, for consideration at the May 21, 2024 Regular Council meeting.

Prepared by:

Reviewed by:

Reviewed and submitted for Council’s consideration by:

“Original signed by”

“Original signed by”

“Original signed by”

Stephanie Leveille
Treasurer

Shelly Zubyck
Director of Corporate
Services

Amy Vickery
City Manager

**2024 Budget - Final
General Operations**

	Actuals		Budget			Budget Change		Notes
	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Budget in Principle	2024 Final Budget	Variance (\$) 2024 In Principle vs 2024 Final Increase / (Decrease)	%	
Council	138,561	152,195	161,105	161,500	161,500	-	0.0%	
General Government	2,545,529	2,899,024	2,547,329	2,547,477	2,572,477	25,000	1.0%	A
Fire Services	422,662	493,442	520,093	538,168	538,168	-	0.0%	
Economic Development	278,017	(470,545)	297,038	335,331	335,331	-	0.0%	
Recreation	1,435,731	1,548,648	1,657,122	1,710,034	1,710,034	-	0.0%	
Property Maintenance	564,535	666,331	614,249	599,554	599,554	-	0.0%	
Public Works & Solid Waste Mgmt	3,720,088	3,574,311	4,198,337	4,624,331	4,601,999	(22,332)	(0.5)%	B
Transit	170,013	135,180	314,087	397,988	397,988	-	0.0%	
Libraries	351,914	353,959	402,566	426,104	426,104	-	0.0%	
Net Municipal Operations	9,627,050	9,352,544	10,711,926	11,340,487	11,343,155	2,668	0.0%	
Policing	2,372,565	2,224,755	2,470,208	2,175,242	2,175,242	-	0.0%	
Health & Social Services	2,780,434	2,864,630	2,926,297	3,051,548	2,960,808	(90,740)	(3.0)%	C
Policing and Social Services Expenditures	5,152,999	5,089,385	5,396,505	5,226,790	5,136,050	(90,740)	(1.7)%	
Capital Financing	1,111,851	1,313,021	928,827	950,537	950,537	-	0.0%	
Ontario Municipal Partnership Fund (OMPF)	(3,186,300)	(3,202,400)	(3,328,800)	(3,391,600)	(3,391,600)	-	0.0%	
Tax Levy Required for Operations	12,705,600	12,552,550	13,708,458	14,126,214	14,038,142	(88,072)	(0.6)%	
General Taxation (net)	(14,056,738)	(14,382,049)	(14,617,137)	(15,161,641)	(15,161,641)			
Transfer to Capital			908,679	1,035,427	1,123,499			D
				\$	88,072			

**2024 Budget - Final
Environmental Services**

	Actuals		Budget			Budget Change		
	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Budget in Principle	2024 Final Budget	2024 In Principle to 2024 Final Increase / (Decrease)	%	Notes
Administration	984,381	1,033,171	1,338,672	1,094,128	1,094,128	-	0.0%	
Sewage Treatment & Collection	1,639,805	997,689	991,409	1,066,934	1,066,934	-	0.0%	
Water Treatment & Distribution	1,613,237	2,003,475	1,916,743	2,007,543	2,007,543	-	0.0%	
Capital Financing	700,415	682,677	670,257	684,204	684,204	-	0.0%	
W/S Revenue Required for Ops	4,937,838	4,717,012	4,917,081	4,852,809	4,852,809	-	0.0%	
User Fees	(5,089,721)	(5,253,005)	(5,221,064)	(5,462,039)	(5,462,039)			
Transfer to Capital	151,883	535,993	303,983	609,230	609,230			

2024 PROPOSED CAPITAL PROJECTS

Department	Total Project Cost	Funding/ Partners	Borrowing	Reserves	City Cost	Notes	Capital Levy	Excess / (Shortfall)
Corporate Services	277,480	100,000	-	-	177,480			
Fire & Emergency Management	65,000	35,000	-	7,053	22,947			
Public Works & Solid Waste	2,886,194	878,154	-	1,411,540	596,500			
Recreation	1,167,038	373,500	-	620,538	173,000	1		
Property Maintenance	385,500	160,000	-	71,928	153,572	2		
Fleet	338,580	-	-	338,580	-			
Transit	725,000	675,918	-	49,082	-	3		
Total Capital	5,844,792	2,222,572	-	2,498,721	1,123,499		1,123,499	\$ 0

Transfer to capital based on 3% increase to tax levy

	Total Project Cost	Funding	Borrowing	Reserves	City Cost	Notes	Capital Levy	Excess / (Shortfall)
Environmental Projects	1,091,520	-	-	482,290	609,230	4	609,230	-
Total Enviro Capital	\$ 1,091,520	\$ -	\$ -	\$ 482,290	\$ 609,230		\$ 609,230	\$ -

Transfer to capital based on 2% increase to user fees

Changes to Capital Budget from 2024 Budget In Principle to 2024 Final Budget							
Budget Version	Project	Total Cost	Funding / Partners	Borrowing	Reserves	City Cost	Notes
Draft #2	St Michel AT Path	\$ 85,000			\$ 85,000		
Final	St Michel AT Path	\$ 85,000				\$ 85,000	1
Draft #2	Spurline Concrete	\$ 45,000				\$ 45,000	
Final	Spurline Concrete	\$ 71,000			\$ 26,000	\$ 45,000	1
Draft #2	Pound Renovation	\$ 75,000			\$ 35,000	\$ 40,000	
Final	Pound Renovation	\$ 75,000			\$ 31,928	\$ 43,072	2
Draft #2	Buses	\$ 573,000	\$ 573,000				
Final	Buses	\$ 573,000	\$ 564,456		\$ 8,544		
Final	Used Bus	\$ 152,000	\$ 111,462		\$ 40,538		3
Draft #2	Robert/Elm PS - By-pass Installation (carryover)	\$ 15,000			\$ 15,000		
Final	Robert/Elm PS - By-pass Installation (carryover)	\$ 25,000			\$ 25,000		4
Draft #2	Roof Rehab (McCamus WTP)	\$ 120,000				\$ 120,000	
Final	Roof Rehab (McCamus WTP)	\$ 195,000			\$ 75,000	\$ 120,000	4
Final	Emergency Pump Replacement	\$ 100,000			\$ 100,000		4

Subject: 2024 Tax Ratios, Tax Rates,
Water, Sewer and Special Rates

Report No.: CS-018-2024

Agenda Date: May 21, 2024

Attachments

- Appendix 01:** 2023 -2024 Assessment Comparisons (per Returned Roll)
- Appendix 02:** Tax Ratio and Tax Rate Comparison; Tax Impact by Class
- Appendix 03:** Draft 2024 Tax Ratio By-law
- Appendix 04:** Draft 2024 Tax Rate By-law
- Appendix 05:** Draft 2024 Water and Sewer Rates
- Appendix 06:** Special Tax Levy under the City of Temiskaming Shores Solid Waste Management Program

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-018-2024;
2. That Council directs staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2024 calculated using a phased-in elimination of the subclass reduction factors for consideration at the May 21, 2024 Regular Council meeting.
3. That Council directs staff to prepare the necessary by-laws utilizing the 2024 Tax Rates and Water/Sewer Rates for consideration at the May 21, 2024 Regular Council meeting.
4. That Council directs staff to prepare the necessary by-law to incorporate a two dollar (\$2.00) increase to the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program (By-law 2014-172) as presented within the 2024 budget for consideration at the May 21, 2024 Regular Council meeting.

Background

In 2004, the Minister of Finance set the tax ratios for the newly amalgamated City of Temiskaming Shores. These ratios were initially provided to the City in the form of transition ratios which were considered to be revenue neutral.

Tax ratios distribute the tax burden between classes relative to the residential class tax ratio, which is equal to 1.0. The tax ratios are multiplied by the assessment of each class to provide the weighted assessment which is then used to define the tax rate for each property class.

The Ontario Property Tax Analysis (OPTA) program provides municipalities with a number of reports and tools which are used to review and analyze the impacts of changes to parameters such as tax ratios, tax rates and municipal tax levy assumptions. These reports are generated using actual current value assessments (CVAs) as determined by the Municipal Property Assessment Corporation (MPAC).

The City has historically utilized the various OPTA tax tools to determine tax ratios and tax rates and has generally used the revenue neutral tax ratios for the calculation of annual tax rates.

Analysis

The 2024 tax ratios and tax rates were calculated based on the budgeted levy of \$15,161,641 which was approved by Council on December 19, 2023 (Council passed Resolution No. 2023-449 to adopt, in principle, its 2024 Municipal Operating Budget estimates; and Resolution No. 2023-450 to adopt, in principle, the 2024 General Capital Budget estimates and the 2024 Environmental Capital Budget estimates at the December 19, 2023 Regular Meeting of Council). (See appendices 03 and 04)

The water and sewer rates were adjusted to reflect a 2% increase and have incorporated a new metered water rates schedule for the implementation of the Industrial / Commercial / Institutional (ICI) water metering program as outlined in Appendix 05.

The Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program was increased by two dollars (\$2.00) which agrees to the 2024 budget. (See Appendix 06)

Council will also be considering a by-law to formally adopt the 2024 Municipal Budget setting the tax levy as noted above, on May 21, 2024.

Appendix 01 compares the returned roll assessments for 2023 versus 2024. The most notable changes were identified in the notes section of the report.

Appendix 02 provides a comparison of 2023 - 2024 tax ratios, tax rates as well as illustrates the overall tax impact by class. Part II (S.4) of Ontario Regulation 73/03: *Tax Matters – Special Tax Rates and Limits* prescribes tax ratio limits for certain tax classes, which are:

- 2.00 for multi-residential;
- 1.98 for commercial; and
- 2.63 for industrial.

In the event that a tax ratio exceeds the prescribed limit, a levy restriction is applied to the class. Furthermore, OPTA automatically applies a reduction in accordance with O. Reg 73/03 Part II to the ratios the City uses in determining the ratios and rates.

The Minister of Finance sets the education tax rates annually. There were no changes to the education rates for 2024.

Allowable ranges for tax ratios are set under O. Reg 386/98: *Tax Matters – Allowable Ranges for Tax Ratios*. Section 313 (1.1) of the *Municipal Act, 2001* allows municipalities to pass a by-law providing a reduction anywhere within the allowable ranges.

On April 20th, 2022 the Corporate Services Committee recommended that the subclass reduction factors which have historically been set at 0.7 for Commercial Excess/Vacant Land and 0.65 for Industrial Excess/Vacant Land be eliminated. Following analysis by the Treasurer, Council considered Administration Report CS-019-2022 and supported a phased-in elimination of the subclass reduction factors rather than full elimination. For the 2022 taxation year, the subclass reduction factor for Commercial Excess/Vacant Land was adjusted to 0.8 and the Industrial Excess/Vacant Land was adjusted to 0.75. For the 2023 taxation year, the subclass reduction factor for Commercial Excess/Vacant Land was adjusted to 0.85 and the Industrial Excess/Vacant Land was adjusted to 0.8. The Treasurer has analysed the impact of various scenarios utilizing the proposed tax levy, and is recommending that the subclass reduction factor for Commercial Excess/Vacant Land be adjusted to 0.9 and the Industrial Excess/Vacant Land be adjusted to 0.85 for the 2024 taxation year.

Relevant Policy / Legislation / City By-Law

- Municipal Act, 2001
- O. Reg 73/03: Tax Matters – Special Tax Rates and Limits
- O. Reg 386/98: Tax Matters – Allowable Ranges for Tax Ratios

Consultation / Communication

- N/A

Financial / Staffing Implications

This item has been approved in the current budget: Yes No N/A

This item is within the approved budget amount: Yes No N/A

The tax levy of \$15,161,641 utilized in the tax ratio calculations is to be adopted in the 2024 Budget By-law at the Regular Council meeting of May 21, 2024.

Alternatives

Various tax ratios were considered and analysed in preparation of this report.

Submission

Prepared by:	Reviewed by	Reviewed and submitted for Council's consideration by:
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<u>"Original signed by"</u>	<u>"Original signed by"</u>	<u>"Original signed by"</u>
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Stephanie Leveille
 Treasurer

Shelly Zubyck
 Director of Corporate
 Services

Amy Vickery
 City Manager

2023 / 2024 Assessment Comparison
(per Returned Roll)

Class	Assessment		Change	Notes
	2023	2024		
Residential	848,760,971	852,110,289	3,349,318	A
New Multi-Residential	4,154,000	4,780,000	626,000	
Multi-Residential	11,613,500	11,502,500	(111,000)	
Commercial	137,478,676	138,828,099	1,349,423	A
Commercial - Excess/Vacant	4,016,553	3,737,302	(279,251)	
Industrial	10,149,800	10,536,300	386,500	
Industrial - Excess/Vacant	1,693,400	1,870,110	176,710	
Landfill	13,400	13,400	-	
Pipelines	26,457,000	26,457,000	-	
Farmland/Managed Forest	39,716,800	44,175,500	4,458,700	B
Total	1,084,054,100	1,094,010,500	9,956,400	

Notes:

A - Various MPAC supplementary and omits

B - Increase / Renewal of Farmland through Agricorp

2024 Taxable and PIL CVA by Levy Type

Using OPTA calculated rates on May 13, 2024 11:42AM EST.

Active parameter set: Current Parameters (Unsaved)

Assessment Data Filter Option Used: No Limits, Include PIL Properties, Tax Ratios Used: 2024 Revenue Neutral Tax Ratios

	Residential	Multi-reside	ulti-resident	Commercial			Industrial			Landfills	Pipelines	Farm	naged Fore	Total
	Occupied	Occupied	Occupied	Occupied	Excess Land	Vacant Land	Occupied	Excess Land	Vacant Land	Occupied	Occupied	Occupied	Occupied	
Temiskaming Shores City, 5418														
Education	848,888,089	4,780,000	11,502,500	131,441,899	675,202	2,973,900	10,536,300	218,410	1,522,900	13,400	26,457,000	44,037,400	138,100	1,083,185,100
General	852,110,289	4,780,000	11,502,500	138,828,099	675,202	3,062,100	10,536,300	308,210	1,561,900	13,400	26,457,000	44,037,400	138,100	1,094,010,500
Budget Increa	852,110,289	4,780,000	11,502,500	138,828,099	675,202	3,062,100	10,536,300	308,210	1,561,900	13,400	26,457,000	44,037,400	138,100	1,094,010,500

2024 Taxable and PIL CVA by Levy Type

Munld	Municipality	SAR	Class	Subclass	Value
5418	Temiskaming Shores City	Education	Residential	Occupied	848,888,089
5418	Temiskaming Shores City	Education	New Multi-residential	Occupied	4,780,000
5418	Temiskaming Shores City	Education	Multi-residential	Occupied	11,502,500
5418	Temiskaming Shores City	Education	Commercial	Occupied	131,441,899
5418	Temiskaming Shores City	Education	Commercial	Excess Land	675,202
5418	Temiskaming Shores City	Education	Commercial	Vacant Land	2,973,900
5418	Temiskaming Shores City	Education	Industrial	Occupied	10,536,300
5418	Temiskaming Shores City	Education	Industrial	Excess Land	218,410
5418	Temiskaming Shores City	Education	Industrial	Vacant Land	1,522,900
5418	Temiskaming Shores City	Education	Landfills	Occupied	13,400
5418	Temiskaming Shores City	Education	Pipelines	Occupied	26,457,000
5418	Temiskaming Shores City	Education	Farm	Occupied	44,037,400
5418	Temiskaming Shores City	Education	Managed Forests	Occupied	138,100
5418	Temiskaming Shores City	General	Residential	Occupied	852,110,289
5418	Temiskaming Shores City	General	New Multi-residential	Occupied	4,780,000
5418	Temiskaming Shores City	General	Multi-residential	Occupied	11,502,500
5418	Temiskaming Shores City	General	Commercial	Occupied	138,828,099
5418	Temiskaming Shores City	General	Commercial	Excess Land	675,202
5418	Temiskaming Shores City	General	Commercial	Vacant Land	3,062,100
5418	Temiskaming Shores City	General	Industrial	Occupied	10,536,300
5418	Temiskaming Shores City	General	Industrial	Excess Land	308,210
5418	Temiskaming Shores City	General	Industrial	Vacant Land	1,561,900
5418	Temiskaming Shores City	General	Landfills	Occupied	13,400
5418	Temiskaming Shores City	General	Pipelines	Occupied	26,457,000
5418	Temiskaming Shores City	General	Farm	Occupied	44,037,400
5418	Temiskaming Shores City	General	Managed Forests	Occupied	138,100
5418	Temiskaming Shores City	Budget Increase	Residential	Occupied	852,110,289
5418	Temiskaming Shores City	Budget Increase	New Multi-residential	Occupied	4,780,000
5418	Temiskaming Shores City	Budget Increase	Multi-residential	Occupied	11,502,500
5418	Temiskaming Shores City	Budget Increase	Commercial	Occupied	138,828,099
5418	Temiskaming Shores City	Budget Increase	Commercial	Excess Land	675,202
5418	Temiskaming Shores City	Budget Increase	Commercial	Vacant Land	3,062,100
5418	Temiskaming Shores City	Budget Increase	Industrial	Occupied	10,536,300
5418	Temiskaming Shores City	Budget Increase	Industrial	Excess Land	308,210
5418	Temiskaming Shores City	Budget Increase	Industrial	Vacant Land	1,561,900
5418	Temiskaming Shores City	Budget Increase	Landfills	Occupied	13,400
5418	Temiskaming Shores City	Budget Increase	Pipelines	Occupied	26,457,000
5418	Temiskaming Shores City	Budget Increase	Farm	Occupied	44,037,400
5418	Temiskaming Shores City	Budget Increase	Managed Forests	Occupied	138,100

2023 Taxable and PIL CVA from 2023 Return Roll by Levy Type

Using OPTA calculated rates on April 13, 2023 9:34AM EST.

Active parameter set: Current Parameters (Unsaved)

Assessment Data Filter Option Used: No Limits, Include PIL Properties, Tax Ratios Used: 2023 Revenue Neutral Tax Ratios

	Residential	New Multi-residential	Multi-residential	Commercial			Industrial			Landfills	Pipelines	Farm	Managed Forests	Total
	Occupied	Occupied	Occupied	Occupied	Excess Land	Vacant Land	Occupied	Excess Land	Vacant Land	Occupied	Occupied	Occupied	Occupied	
Temiskaming Shores City, 5418														
Education	845,536,471	4,154,000	11,613,500	130,108,476	1,018,453	2,909,900	10,149,800	218,200	1,346,400	13,400	26,457,000	39,578,700	138,100	1,073,242,400
General	848,760,971	4,154,000	11,613,500	137,478,676	1,018,453	2,998,100	10,149,800	308,000	1,385,400	13,400	26,457,000	39,578,700	138,100	1,084,054,100
Budget Increase	848,760,971	4,154,000	11,613,500	137,478,676	1,018,453	2,998,100	10,149,800	308,000	1,385,400	13,400	26,457,000	39,578,700	138,100	1,084,054,100

2023 Taxable and PIL CVA from 2023 Return Roll by Levy Type

Munid	Municipality	SAR	Class	Subclass	Value
5418	Temiskaming Shores City	Education	Residential	Occupied	845,536,471
5418	Temiskaming Shores City	Education	New Multi-residential	Occupied	4,154,000
5418	Temiskaming Shores City	Education	Multi-residential	Occupied	11,613,500
5418	Temiskaming Shores City	Education	Commercial	Occupied	130,108,476
5418	Temiskaming Shores City	Education	Commercial	Excess Land	1,018,453
5418	Temiskaming Shores City	Education	Commercial	Vacant Land	2,909,900
5418	Temiskaming Shores City	Education	Industrial	Occupied	10,149,800
5418	Temiskaming Shores City	Education	Industrial	Excess Land	218,200
5418	Temiskaming Shores City	Education	Industrial	Vacant Land	1,346,400
5418	Temiskaming Shores City	Education	Landfills	Occupied	13,400
5418	Temiskaming Shores City	Education	Pipelines	Occupied	26,457,000
5418	Temiskaming Shores City	Education	Farm	Occupied	39,578,700
5418	Temiskaming Shores City	Education	Managed Forests	Occupied	138,100
5418	Temiskaming Shores City	General	Residential	Occupied	848,760,971
5418	Temiskaming Shores City	General	New Multi-residential	Occupied	4,154,000
5418	Temiskaming Shores City	General	Multi-residential	Occupied	11,613,500
5418	Temiskaming Shores City	General	Commercial	Occupied	137,478,676
5418	Temiskaming Shores City	General	Commercial	Excess Land	1,018,453
5418	Temiskaming Shores City	General	Commercial	Vacant Land	2,998,100
5418	Temiskaming Shores City	General	Industrial	Occupied	10,149,800
5418	Temiskaming Shores City	General	Industrial	Excess Land	308,000
5418	Temiskaming Shores City	General	Industrial	Vacant Land	1,385,400
5418	Temiskaming Shores City	General	Landfills	Occupied	13,400
5418	Temiskaming Shores City	General	Pipelines	Occupied	26,457,000
5418	Temiskaming Shores City	General	Farm	Occupied	39,578,700
5418	Temiskaming Shores City	General	Managed Forests	Occupied	138,100
5418	Temiskaming Shores City	Budget Increase	Residential	Occupied	848,760,971
5418	Temiskaming Shores City	Budget Increase	New Multi-residential	Occupied	4,154,000
5418	Temiskaming Shores City	Budget Increase	Multi-residential	Occupied	11,613,500
5418	Temiskaming Shores City	Budget Increase	Commercial	Occupied	137,478,676
5418	Temiskaming Shores City	Budget Increase	Commercial	Excess Land	1,018,453
5418	Temiskaming Shores City	Budget Increase	Commercial	Vacant Land	2,998,100
5418	Temiskaming Shores City	Budget Increase	Industrial	Occupied	10,149,800
5418	Temiskaming Shores City	Budget Increase	Industrial	Excess Land	308,000
5418	Temiskaming Shores City	Budget Increase	Industrial	Vacant Land	1,385,400
5418	Temiskaming Shores City	Budget Increase	Landfills	Occupied	13,400
5418	Temiskaming Shores City	Budget Increase	Pipelines	Occupied	26,457,000
5418	Temiskaming Shores City	Budget Increase	Farm	Occupied	39,578,700
5418	Temiskaming Shores City	Budget Increase	Managed Forests	Occupied	138,100

2023 -2024 Tax Ratio and Tax Rate Comparison

	2023	2024
Class	Tax Ratios	Revenue Neutral Ratios (gradual elemination of subclass reduction factors) (ajd. of 0.05)
Residential	1.000000	1.000000
New Multi-Residential	1.000000	1.000000
Multi-Residential	2.252571	2.252571
Commercial	2.025225	2.025451
Commercial - Excess/Vacant	1.721441	1.822906
Industrial	2.287178	2.286368
Industrial - Excess/Vacant	1.829742	1.943413
Landfill	3.574008	3.574008
Pipelines	0.905497	0.905497
Farmland/Managed Forest	0.250000	0.250000

2023	2024	Change (B - A)	
A	B		
Municipal Tax Rates	Proposed Municipal Tax Rates (gradual elemination of subclass reduction factors) (adj. of 0.05)	Rate	%
0.0119942	0.0123485	0.00035431	2.95%
0.0119942	0.0123485	0.00035431	2.95%
0.0260618	0.0268728	0.00	3.11%
0.0238612	0.0245873	0.00072611	3.04%
0.0202820	0.0221285	0.00184655	9.10%
0.0274328	0.0282331	0.00080036	2.92%
0.0219462	0.0239982	0.00205196	9.35%
0.0428672	0.0441335	0.00126630	2.95%
0.0108607	0.0111815	0.00032082	2.95%
0.0029985	0.0030871	0.00008858	2.95%

0.90 Commercial excess & vacant subclass reduction
0.85 Industrial excess & vacant subclass reduction

**Estimated Taxation Revenue Difference
 Between 2023 and 2024
 By Class (Includes PIL)**

Class	Gradual Elimination of Subclass Reduction Factors (adj. of 0.05)
Residential	301,877
New Multi-Residential	1,693
Multi-Residential	9,329
Commercial	100,799
Commercial - Excess/Vacant	6,901
Industrial	8,433
Industrial - Excess/Vacant	3,838
Landfill	17
Pipelines	8,487
Farmland/Managed Forest	3,915
Total Taxable	\$ 445,288

Commercial Total Taxable 107,700
 Industrial Total Taxable 12,270

Memo

To: Mayor and Council
From: Mitch McCrank, Manager of Transportation Services
Date: May 21, 2024
Subject: Update on Traffic and Parking Admin Report No. PW-012-2024, from April 30th, 2024 Committee of the Whole Meeting
Attachments: Appendix 01: Belanger Salach Sketch
Appendix 02: By-law No. 2012-101 Amendment

Mayor and Council:

Following the Committee of the Whole meeting on April 30, 2024, and Council's resolution to amend the Traffic and Parking By-law (Resolution No. 2024-162), a request came in to Staff regarding the accessible space to the West of the Haileybury Courthouse along Georgina Avenue.

Architect, Belanger Salach, is designing a barrier free entrance to the property and have proposed to move the accessible spot off the roadway and into their parking lot, adding a sidewalk to connect the existing parking lot with the entrances. Staff had no objections to this proposal and welcome the design, as this is a great solution to a lingering issue throughout many communities, access. The work is proposed to be complete this summer.

The Traffic and Parking by-law will be amended to remove the spot from the City right-of-way and will be the responsibility of the Courthouse to maintain. The sidewalk will also be the responsibility of the courthouse in the winter months.

Prepared by:

Reviewed and Submitted by:

"Original signed by"

"Original signed by"

Mitch McCrank, CET
Manager of Transportation Services

Amy Vickery, CMO
City Manager

NEW CURB
CONCRETE
PAV + TWSI

NEW PAVERS

RELOCATE
TO PARKING
LOT.

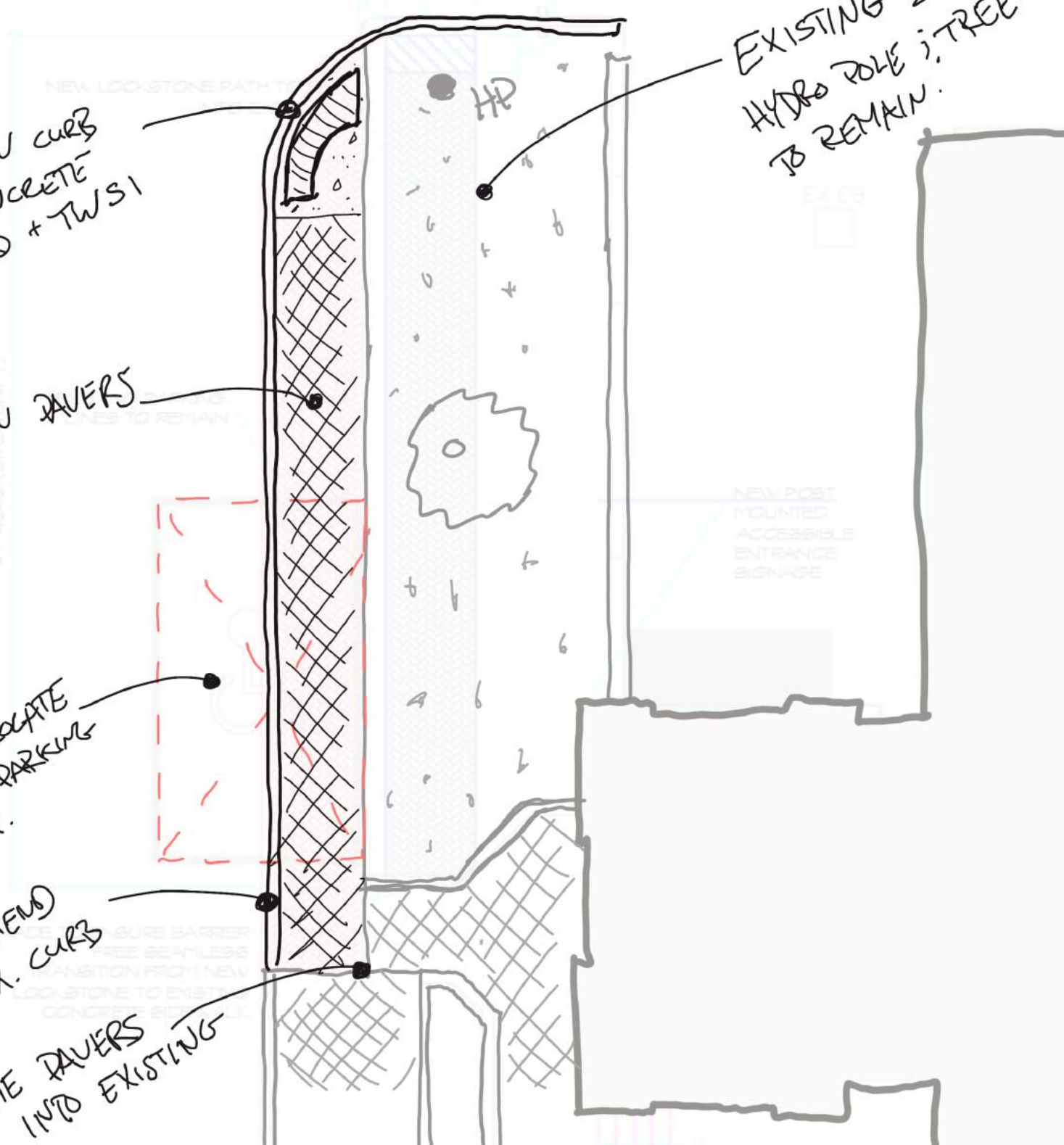
EXTEND
EX. CURB

TIE PAVERS
INTO EXISTING

EXISTING SOD,
HYDRO POLE ; TREE
TO REMAIN.

NEW POST
MOUNTED
ACCESSIBLE
ENTRANCE
SIGNAGE

TE LOOKSTONE INTO EXISTING ASPHALT GRACE
NEW TACTLE WALKING SURFACE INDICATOR
NEW LOOKSTONE PATH TO
REPAINT EXISTING PARKING LINES



Memo

To: Mayor and Council
From: Steve Burnett, Manager of Environmental Services
Date: May 21, 2024
Subject: HHW Event - Agreements with Surrounding Municipalities
Attachments: None

Mayor and Council:

The City's annual Household Hazardous Waste (HHW) collection event is scheduled to take place on Saturday June 1, 2024, from 9:00 a.m. until 2:00 p.m. This event is important to allow the residents of Temiskaming Shores a way of properly disposing of this type of waste.

Recently, staff were approached by Coleman Township requesting a partnership to allow their residents to utilize the services provided by the City's HHW collection event. Although the City does receive funding from Producer Responsible Organizations for the material collected at the event, there is still a net expense that the City incurs yearly to offer this service. Through communication with Coleman staff, it was discussed that a per capita chargeback of the net expense, based on the most recent Statistics Canada Census, would be a reasonable approach to allow Coleman residents use of this service.

As a result, staff is recommending that Council approves entering into agreements with surrounding municipalities allowing for the use of the City's HHW collection event should a municipality request. In addition, staff recommends that Council direct staff to send a copy of the resolution to the surrounding municipalities for participation interest.

Prepared by:

Reviewed and submitted for Council's
consideration by:

"Original signed by"

Steve Burnett
Manager of Environmental Services

Amy Vickery
City Manager

Subject: Household Hazardous Waste
Collection Event

Report No.: PW-013-2024

Agenda Date: May 21, 2024

Attachments

Appendix 01: GFL Environmental Services Inc. Quotation

Appendix 02: Draft Agreement – GFL Environmental Services Inc.

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-013-2024; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with GFL Environmental Services Inc. for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 1, 2024 for consideration at the May 21, 2024 Regular Council meeting.

Background

Since 2016, the City has hosted a Household Hazardous Waste Collection Event on the first Saturday of June each year. The annual event allows residents with a free, safe and easy way to dispose of those household products they use every day that require special handling when they are finished with them.

Material accepted at the event include:

- Paint, solvents, pesticides and fertilizer
- Single use batteries
- Pressurized cylinders
- Antifreeze and its container, empty oil containers, oil filters
- Fluorescent light bulbs

It is important to provide such a service on a yearly basis to allow residents of Temiskaming Shores a way to properly dispose of these hazardous products. A yearly collection event will also ensure that these products do not end up being landfilled.

The City is currently in agreements with Automotive Materials Stewardship Inc., Product Care Association of Canada and Call2Recycle to provide funding for the material collected at the annual Household Hazardous Waste Collection Events.

This year's collection event is scheduled on Saturday June 1, 2024, from 9am – 2pm.

Analysis

Since 2016, GFL Environmental Services Inc. (formerly Drain-All Ltd.) has hosted the annual event for the City with great success. There has been a consistent maintenance and/or increase in participation and household hazardous material delivered.

Staff reviewed the quotation provided and is recommending that the City enter into an agreement with GFL Environmental Services Inc. to provide the necessary services involved in hosting the Household Hazardous Waste Collection Event on Saturday June 1, 2024 from 9am to 2pm. Appendix 01 outlines the GFL Environmental Services Inc. quotation.

Relevant Policy / Legislation / City By-Law

- Hazardous and Special Products (HSP) Regulation

Consultation / Communication

- Administrative Report PW-013-2024

Financial / Staffing Implications

This item has been approved in the current budget: Yes No N/A

This item is within the approved budget amount: Yes No N/A

Funds have been allocated within the 2024 operating budget to host the Household Hazardous Waste Collection Event on June 1, 2024.

Climate Considerations

The climate lens was used to consider the impacts of hosting a Household Hazardous Waste Collection Event. Although there may be a slight increase to GHG emissions related to transportation of the material collected, it is estimated to be negligible compared to the reduction associated with diverting the material from being landfilled.

Alternatives

No alternatives were considered.

Submission

Prepared by:

Reviewed and submitted for Council's
consideration by:

“Original signed by”

“Original signed by”

Steve Burnett
Manager of Environmental Services

Amy Vickery
City Manager

Subject: Dymond STATO Extension RFT
Award

Report No.: RS-013-2024

Agenda Date: May 21, 2024

Attachments

Appendix 01: Submission Opening Results - RS-RFT-001-2024

Appendix 02: Draft By-law - Demora Construction Services Inc.

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-013-2024; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with Demora Construction Services Inc. for the extension of the STATO Trail from Laurette St to École Catholique St-Michel in the amount of \$76,000.00 plus applicable taxes, for consideration at the May 21, 2024, Regular Council meeting.

Background

City of Temiskaming Shores staff identified a missing link in the STATO trail system in Dymond where the pathway ends approximately 250m short of the back entrance to École Catholique St-Michel. Ensuring safe pathways between the school and the Dymond neighbourhood is important for the health and wellbeing of citizens. The need to complete this missing link was also identified in the Active Transportation Plan and in previous reports by Walk'n'Roll Temiskaming.

A plan to extend the path to remove this missing link was submitted and approved as part of the 2024 Capital Budget.

City staff released RS-RFT-001-2024, STATO Dymond Extension on March 25, 2024. The RFT was placed on the City's website and Bidding with a deadline for submissions of April 24, 2024. The RFT received two bids from qualified contractors.

Analysis

Two submissions were received in response to RS-RFT-001-2024 by the closing date of April 24, at 2:00pm.

The submissions received are listed below and summarized in Appendix 01:

Tem-Pro Construction	\$199,000.00
Demora Construction Services Inc.	\$84,400.00

The submissions were reviewed for completeness and required elements by City staff. Demora's submission met all the requirements of the RFT and is an experienced local contractor.

City staff engaged with Demora's representatives to review the proposed plan for this project and some cost-saving alternatives were proposed. City staff considered the proposed changes and have agreed to modify the project plan. The modified project plan includes changing the sub-base material type and using a smaller amount of that new material. This is expected to result in no structural difference to the finished pathway but result in cost savings of approximately \$8,000. The total cost for this option is \$76,000.00 plus non-refundable HST.

Staff are recommending that this RFT be awarded to Demora Construction Services Inc. at the reduced cost of \$76,000.00 plus non-refundable HST at the May 21, 2024, Regular Council meeting.

Relevant Policy / Legislation / City By-Law

- 2024 Recreation Services Capital Budget
- [By-Law No. 2017-015, Procurement Policy](#)
- [City of Temiskaming Shores - Active Transportation Plan](#)

Consultation / Communication

- Consultation with the Manager of Transportation

Financial / Staffing Implications

This item has been approved in the current budget: Yes No N/A

This item is within the approved budget amount: Yes No N/A

This project has been included in the City’s 2024 Capital Budget at an upset limit of \$85,000.

Climate Considerations

After review with the City’s Climate Lens, this project is expected to lead to a decrease in CO2 emissions by encouraging the use of active methods of travel rather than use of internal combustion engine vehicles. By providing safe alternative methods to walk and cycle to school, in conjunction with Walk’n’Roll Temiskaming, it’s expected that the share of walkers and cyclists at École Catholique St-Michel will rise. No considerations for temperature and precipitation adaptation were noted.

Alternatives

Council could direct staff to reissue a revised RFT for this work.

Council could direct staff to cancel this project.

Submission

Prepared by:

Reviewed and submitted for Council’s consideration by:

“Original signed by”

“Original signed by”

Mathew Bahm
Director of Recreation

Amy Vickery
City Manager

Document Title: **RS-RFT-001-2024 "STATO Dymond Extension"**

Closing Date: **Wednesday, April 26, 2024**

Closing Time: **2:00 p.m.**

Department: **Recreation**

Opening Time: **2:45 p.m.**

Attendees via teleconference: **Microsoft Teams**

City of Temiskaming Shores:

Logan Belanger Municipal Clerk	Kelly Conlin, Deputy Clerk	Mathew Bahm, Director of Recreation
		

Others (teleconference):

Submission Pricing

Bidder: *Tem-Pro Const.*

Description	Amount
Lump sum price (exclusive of HST)	<i>\$ 199,000.00</i>

Bidder: *Demora Const.*

Description	Amount
Lump sum price (exclusive of HST)	<i>\$ 84,440.00</i>

Bidder:

Description	Amount
Lump sum price (exclusive of HST)	

Bidder:

Description	Amount
Lump sum price (exclusive of HST)	

Note: All offered prices are offers only and subject to scrutiny. Submissions will be reviewed for errors, omissions and accuracy by municipal staff prior to any awarding. All proponents whether successful or not will be notified of results, in writing at a later date.

The Corporation of The City of Temiskaming Shores

By-law No. 2024-045

Being a By-law to amend By-law No. 2012-101, as amended, to Regulate Traffic and Parking of Vehicles in the City of Temiskaming Shores – No Parking Zones, Accessible Spaces and Designated Traffic Lanes

Whereas Section 102 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, authorizes a municipality to pas by-laws respecting the health, safety and well-being of persons; and

Whereas Section 102.1(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may require a person to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with any by-laws respecting the parking, standing or stopping of vehicles; and

Whereas the Council of the Corporation of the City of Temiskaming Shores adopted By-law No. 2012-101 on November 6, 2012, to regulate traffic and parking of vehicles in the City of Temiskaming Shores; and

Whereas Council considered Administrative Report No. PW-012-2024 at the April 30, 2024 Committee of the Whole meeting and directed staff to amend By-law No. 2012-101, as amended, to Regulate Traffic and Parking of Vehicles in the City of Temiskaming Shores to modify certain provisions related to No Parking Zones, Accessible Spaces and Designated Traffic Lanes, for consideration at the May 21, 2024, Regular Council meeting; and

Whereas Council considered Memo No. 016-2024-PW at the May 21, 2024 Regular Council Meeting, and directed staff to amend By-law No. 2012-101, as amended, to Regulate Traffic and Parking of Vehicles in the City of Temiskaming Shores to modify Accessible Parking Spaces, for consideration at the May 21, 2024, Regular Council meeting.

Now therefore be it resolved that the Council of the Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Schedule “A”, Appendix 9, Table (d) (i.e. Parking is limited to 90 minutes) of By-Law No. 2012-101 as amended, be further amended by replacing Item No. 14 with the following:

14	Mary Street	West	Whitewood Avenue	A point 20 meters from the curb line on the north side of Farah Avenue
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2. That Schedule "A", Appendix 4 Parking Prohibited at all times in Designated Places of By-Law No. 2012-110 as amended, be hereby amended by adding Item No. 66 with the following:

	<u>Street</u>	<u>Side</u>	<u>From</u>	<u>To</u>
66	Whitewood Avenue	North	West Entrance/Exit of 247 Whitewood	East Entrance / Exit of 213 Whitewood

3. Schedule "A", Appendix 18 Designated Accessible Parking Spaces of By-law No. 2012-101 as amended, be hereby further amended by replacing Item No. 14 with the following:

	<u>Street</u>	<u>Intersection at</u>	<u>Directional Location</u>	<u>Description</u>
14	Paget Street		East Side of Paget Street	A point 15 meters from the north curb Whitewood Avenue.

4. Schedule "A", Appendix 18 Designated Accessible Parking Spaces of By-law No. 2012-101 as amended, be hereby further amended by removing Item No. 8 in its entirety, and renumbering all subsequent items:

	<u>Street</u>	<u>Intersection at</u>	<u>Directional Location</u>	<u>Description</u>
8	Georgina Avenue	Main Street	Northeast corner	First parking stall on the East side of Georgina Avenue beginning +/- 18.0 m North of Main Street intersection.

5. Schedule "A", Appendix 18 Designated Accessible Parking Spaces of By-law No. 2012-101 as amended, be hereby further amended by adding Item No. 24 with the following:

	<u>Street</u>	<u>Intersection at</u>	<u>Directional Location</u>	<u>Description</u>
24	Whitewood Avenue		North Side of Whitewood Avenue	Located adjacent to the Entrance of 213 Whitewood.

6. Schedule "A", Appendix 16 Designated Traffic Lanes of By-law 2012-101, as amended, be hereby further amended by adding the following items to the table:

<u>Street</u>	<u>At</u>	<u>Lane</u>	<u>Direction</u>	<u>Time or Days</u>
Whitewood Avenue	Edith Street	1 st Lane from North Curb	East to North	Any Time
Whitewood Avenue	Edith Street	1 st Lane from South Curb	West to South	Any Time

7. That this by-law shall come into force and take effect on the date of its final passing.
8. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the By-law as may be deemed necessary after the passage of this By-law, where such modification or corrections do not alter the intent of the By-law.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk

The Corporation of the City of Temiskaming Shores

By-law No. 2024-046

Being a by-law to authorize an Agreement with McSweeney & Associates Consulting Inc. for consulting services for the preparation, development, and presentation of a Community Based Strategic Plan 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 Administrative Report No. CS-011-2024 at the April 30, 2024 Committee of the Whole meeting, and directed staff to prepare the necessary by-law with McSweeney & Associates Consulting Inc. for consulting services for the preparation, development, and presentation of a Community Based Strategic Plan in the amount of \$47,500.00 plus applicable taxes, for consideration at the May 21, 2024 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 an agreement with McSweeney & Associates Consulting Inc. for consulting services for the preparation, development, and presentation of a Community Based Strategic Plan in the amount of \$47,500.00 plus applicable taxes, a copy of which is attached hereto as Schedule "A" and forming part of this by-law.
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, semantically or descriptive nature or kind to the By-law and schedule as may be deemed necessary 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 21st day of May, 2024.

Mayor

Clerk



Schedule “A” to

By-law 2024-046

Agreement between

The Corporation of the City of Temiskaming Shores

And

McSweeney & Associates Consulting Inc.

for consulting services for the preparation, development, and presentation of a
Community Based Strategic Plan for the City of Temiskaming Shores

This agreement made this 21st day of May, 2024.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called "the Owner")

and

McSweeney & Associates Consulting Inc.
(hereinafter called "the Consultant")

Witnesseth:

That the Owner and the Consultant shall undertake and agree as follows:

Article I:

The Consultant will:

- a) Provide all material and perform all work described in the following Contract Documents:
 - i. Request for Quotation No. CS-RFP-002-2024, titled Community-Based Strategic Plan; and
 - ii. McSweeney & Associates Consulting Inc. submission in response to CS-RFP-002-2024 (Appendix 01).
- b) Do and fulfill everything indicated by this Agreement and in the Contract Documents.
- c) Complete, as certified by the City Manager, all the work by **November 29, 2024.**

Article II:

The Owner will:

- a) Pay the Consultant in lawful money of Canada for the material and services aforesaid Forty-Seven Thousand, Five-Hundred Dollars and Zero Cents (\$47,500.00) plus applicable taxes, subject to additions and deductions as provided in the Contract Documents.
- b) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III:

All communications in writing between the parties, or between them and the Engineer shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Consultant:

McSweeney & Associates Consulting Inc.

201-900 Greenbank Road
Ottawa, ON K2J 1S8

The Owner:

City of Temiskaming Shores

325 Farr Drive / P.O. Box 2050
Haileybury, Ontario P0J 1K0

The City Manager:

City of Temiskaming Shores

P.O. Box 2050
325 Farr Drive
Haileybury, Ontario P0J 1K0

Remainder of this page left blank intentionally



Appendix 01 to
Schedule "A" to

By-law No. 2024-046

Form of Agreement

(Appendix 01 to Schedule A: Confidential due to a Proprietary Notice)

The Corporation of the City of Temiskaming Shores

By-law No. 2024-047

Being a by-law to authorize the execution of a Memorandum of Understanding between The Corporation of the City of Temiskaming Shores and the Temiskaming Shores Public Library for the purpose of operating a Community Fridge Program

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 for the City of Temiskaming Shores acknowledged receipt of Administrative Report No. CS-011-2024 at the April 30, 2024 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to enter into a Memorandum of Understanding with the Temiskaming Shores Public Library for the purpose of operating a Community Fridge Program, for consideration at the May 21, 2024 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 between The Corporation of the City of Temiskaming Shores and the Temiskaming Shores Public Library for the purpose of operating a Community Fridge Program, 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.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk



Schedule "A" to
By-law No. 2024-047

Memorandum of Understanding between
The Corporation of the City of Temiskaming Shores
And
The Temiskaming Shores Public Library

This agreement made this 21st day of May, 2024.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter referred to as the "City")

and

The Temiskaming Shores Public Library
(hereinafter referred to as the "Library")

This Memorandum of Understanding is hereby made and entered into by and between the Temiskaming Shores Public Library, and the Corporation of the City of Temiskaming Shores.

Whereas the Library is a Public Library Board that has been established pursuant to the provisions of the Public Libraries Act, RSO, 1990, c. P.44 (hereinafter referred to as "the PLA") as amended and which operates the public libraries within the geographic boundaries of the City of Temiskaming Shores in accordance with the provisions of that Act; and

Whereas the City is a municipal corporation incorporated pursuant to the provisions of the Municipal Act, 2001, SO., 2002, c.25 as amended; and

Whereas the City and the Library wish to enter into a Memorandum of Understanding to outline the roles and responsibilities of the Community Fridge project in Temiskaming Shores; and

Whereas the Age Friendly Coordinator from the City of Temiskaming Shores serves as a backbone support organization and back-up the project in the event that the volunteers or the Temiskaming Health Unit (THU) are unable to fulfill their roles in this project.

Now, therefore, the library and the city hereby state as follows:

1. Community Fridge Overview

- The City of Temiskaming Shores – Age Friendly Community has funded the Fridge.
- The Fridge is located at the Temiskaming Shores Public Library entrance lobby on the right-hand side of the stairwell.
- The food in the Fridge will be available to anyone free of charge.

- The City will accept food donations for the Fridge from local community members and local food premises such as restaurants, caterers, and grocery stores.
- The City will be supported by community volunteers (reviewed and approved by the City) to assist with the provision of the Community Fridge Project

2. Fridge Registration

- The Fridge is registered as a food premise and inspected by health inspectors from the THU.
- The THU will schedule routine inspection(s) of the fridge.
- The Community Fridge has been entered into the inventory as a food premise with the following information:
 - **Owner Name:** City of Temiskaming Shores, 325 Farr Drive.
 - **Operator's Name:** Community Food Action network
 - **Address:** Temiskaming Shores Public Library, 285 Whitewood Ave. West.
- The City is entirely responsible for operating the Community Fridge project. The Library is solely a host organization, and the City also provides in-kind support.
- The City will provide all of the services as set out in Appendix 1, attached hereto.
- Volunteer training (when needed) to be supported by Timiskaming Health Unit staff as availability allows.
- A disclaimer has been added in the fridge area, stating that the Library is solely a host organization.
- The City will be responsible for providing contact information to answer users' questions and respond to reported issues.

3. Food Donations

- Anyone (local businesses or community members) interested in donating food will contact the Age Friendly Coordinator or volunteers to accept and inspect the food before placing it in the Fridge.
- The Age Friendly Coordinator or volunteers will handle Community Fridge food donors (local businesses or community members) and will require them to fill out a *Donation Information Form* to record what was donated, the quantity, and by whom.
- For large batch donations by food businesses, the Age Friendly Coordinator or volunteers can coordinate pickups with food donors, inspect them, and place them in the Fridge.
- The Age Friendly Coordinator or volunteers will conduct all required quality checks of the donated food and temperature checks of the Fridge.

4. Overhead Costs

- The City will oversee utility expenses; any utility increase will be budgeted as necessary.
- The City will provide additional garbage removal service for the Temiskaming Shores Library as required.
- The City will provide maintenance of the Fridge.
- Cleaning supplies will be supplied by the City's Age Friendly Coordinator: (spray, cloth, gloves, bucket, paper towel, dustpan and brush, broom)

5. Liability and Liability Insurance

- The Donation of Food Act (1994) Provides protection to food donors and those distributing donated food from liability for damages from injuries or death caused by consuming donated food.
- The City shall provide liability insurance for its building, under which the Fridge shall be covered.

6. Cleaning

- The City will be responsible for nightly cleaning of the fridge area by adding to the City's regular cleaning time and schedule.
- Additional cleaning supplies will come from the City's regular stock. If cleaning becomes a burden, the City will budget for additional resources to keep the Fridge in a welcoming and sanitary condition.
- The Age Friendly Coordinator shall make the fridge cleaning schedule available for the volunteers to document the date, time, and person's name and send it out monthly.

7. Eating Inside the Library

- The Library has rules limiting what types of food can be eaten inside.
- Large meals are not allowed inside the Library.
- Small snacks and beverages are allowed in approved areas.

8. Health and Safety

- Users will be encouraged to sanitize their hands upon entering the Library and before using the Fridge.
- The Library custodian will make an alcohol-based hand rub (at least 70%) available for fridge users.

This is the entire operating agreement between the Library and the City. Any amendments to this Memorandum of Understanding will be produced in writing and signed by the approved signing officers (noted below).

This agreement will be in place in perpetuity.

The Library and the City hereby agree that either party to this Memorandum of Understanding may terminate the Memorandum of Understanding upon providing to the other party no less than six months prior written notice, including a motion of Council or the Board, of its intention to terminate this Memorandum of Understanding.

Any matters in dispute between the parties in relation to this Memorandum of Understanding (and amendments thereto) may be referred by either party to binding

mediation by an agreed-upon mediator. The cost of mediation will be shared equally between the parties.

Any notice or other communication to be given in connection with this Memorandum of Understanding shall be given in writing and may be given by personal delivery, facsimile, email or by registered mail addressed to the recipient as follows:

To The City:

The Corporation of the City of Temiskaming Shores
PO Box 2050, 325 Farr Drive
Temiskaming Shores, Ontario
P0J 1K0
Attention: City Clerk

To The Library:

Temiskaming Shores Public Library Board
PO Box 668, 285 Whitewood Ave. West
Temiskaming Shores, Ontario
P0J 1P0
Attention: Library CEO

Or such other address or individual may be designated by written notice by either party to the other. Any notice given by personal delivery or facsimile shall be conclusively deemed to have been given on the day of actual delivery or transmission thereof and if made or given by registered mail on the third day, not counting Saturday, Sunday or statutory holiday in Ontario, following the deposit thereof in the mail.

This Memorandum of Understanding shall be governed by and construed in accordance with the laws of the Province of Ontario.

Neither this Memorandum of Understanding nor any of the rights or obligations of either of the parties hereunder may be assigned without the prior written consent of the other party to this Memorandum of Understanding.

Remainder of this page left intentionally blank

In witness whereof the parties have executed this Memorandum of Understanding the day and year first above written.

Signed and sealed in
the presence of)

The Temiskaming Shores Public Library

Rebecca Hunt, Library CEO

Witness

Name: _____

Municipal Seal)

**The Corporation of the City of Temiskaming
Shores**

Mayor

Clerk

Appendix 1

1. Leftovers and Waste Management

- The City and/or its volunteers will donate any food leftover (before it goes bad) to other community initiatives.
- A community compost bin may be purchased by the City and placed in a community garden in the community.

2. Food Donations and Accepted Foods

- Accepted foods are whole fresh vegetables and fruits. These are low-risk food, and no labelling is required.
- Also accepted are sealed, pre-packaged, grab-and-go, ready-to-eat food items (i.e., cheeses, unopened pasteurized milk and yogurt, hummus, peanut butter, granola bars, salads, soups, nuts, dried fruits), eggs (traceable stamped eggs, with clean shells and a use-by date), plant-based beverages (fortified soy beverage, almond beverage, etc.), water bottles, 100% fruit juice in single servings, bread and bakery items (bread without fillings, whole grains, and pasta).
- Fresh produce grown in backyards is accepted if it is in a good condition.
- Priority is to be given to food that requires refrigeration
- Non-perishables may be accepted if there is extra room in the Fridge.
- Donations of non-perishable goods would be better suited to other initiatives in the community, such as food banks.
- The City will provide signage for redirection locations of non-perishable food donations.
- Food items requiring a freezer will not be accepted.
- Non-Food item donations will not be accepted.
- High-risk foods such as homemade food/meals, mouldy produce, raw meats/fish and seafood, foods with damaged packaging (e.g., dented cans, opened packages), home-canned foods, unpasteurized dairy products, juices, unstamped eggs, alcohol, spoiled/mouldy food, leftovers, expired food, and partially consumed foods, will not be accepted.

3. Food Safety

Multiple rules to be put in place to ensure food safety:

- The THU staff will prepare food donation guidelines to be placed on the Fridge.
- The Fridge will be registered as a food premise and inspected by health inspectors from the Timiskaming Health Unit.
- The Fridge and its contents are to be monitored regularly by the City and/or its volunteers to ensure food that is inappropriate to consume is removed, and the Fridge is kept clean.

4. Fridge Operation and Administration

- The City and/or its volunteers will help with the following:
 - Recruit 10-20+ volunteers through community outreach.
 - Volunteers to fill out a *volunteer signup form*.
 - Community outreach:
 - To connect with local food businesses/farms to rescue food.
 - To connect with other initiatives in the community, such as food banks, to share excess donations.
 - Answer online inquiries.
 - Post social media updates on fridge status.
 - Provide and monitor the *volunteer cleaning signup sheet*.

- The City and/or its volunteers will help with the following:
 - Spread the word about the community fridge
 - Take and edit photos of fridge contents.
 - Coordinate pickups and stock food donations in the Fridge (when needed).
 - Distribute and deliver donations to other initiatives in the community.
 - Organize the Fridge throughout the day, so products are safely and attractively displayed and grouped.
 - Conduct frequent quality checks and inspect products in the Fridge.
 - Keep the Fridge clean and organized throughout the day
 - Support proper disposal of waste when needed (ex: separating packaging, sorting recycling).

5. Fridge Temperature Checking

- The City and/or its volunteers will be responsible for monitoring the Fridge temperature.
- The Fridge must be kept at 4C or colder.
- A digital thermometer is to be kept inside the Fridge.
- Donated food will be a low risk; the temperature will be checked at least once daily on a maintained schedule, and a check record will be documented to follow food safety best practices.

A Memorandum of Understanding (MOU) made between
THE CORPORATION OF THE CITY OF TEMISKAMING SHORES
(hereinafter referred to as the City)

-and-

THE TEMISKAMING SHORES PUBLIC LIBRARY
(hereinafter referred to as the Library)

This MEMORANDUM OF UNDERSTANDING is hereby made and entered into by and between the Temiskaming Shores Public Library, and the Corporation of the City of Temiskaming Shores.

WHEREAS the Library is a Public Library Board that has been established pursuant to the provisions of the Public Libraries Act, RSO, 1990, c. P.44 (hereinafter referred to as "the PLA") as amended and which operates the public libraries within the geographic boundaries of the City of Temiskaming Shores in accordance with the provisions of that Act;

WHEREAS the City is a municipal corporation incorporated pursuant to the provisions of the Municipal Act, 2001, SO., 2002, c.25 as amended;

WHEREAS the City and the Library wish to enter into a Memorandum of Understanding to outline the roles and responsibilities of the Community Fridge project in Temiskaming Shores;

AND WHEREAS the Age Friendly Coordinator from the City of Temiskaming Shores serves as a backbone support organization and back-up the project in the event that the volunteers or the Temiskaming Health Unit (THU) are unable to fulfill their roles in this project.

NOW, THEREFORE, THE LIBRARY AND THE CITY HEREBY STATE AS FOLLOWS:

1. COMMUNITY FRIDGE OVERVIEW

- The City of Temiskaming Shores – Age Friendly Community has funded the Fridge.
- The Fridge is located at the Temiskaming Shores Public Library entrance lobby on the right-hand side of the stairwell.
- The food in the Fridge will be available to anyone free of charge.
- The City will accept food donations for the Fridge from local community members and local food premises such as restaurants, caterers, and grocery stores.
- The City will be supported by community volunteers (reviewed and approved by the City) to assist with the provision of the Community Fridge Project

2. FRIDGE REGISTRATION

- The Fridge is registered as a food premise and inspected by health inspectors from the THU.
- The THU will schedule routine inspection(s) of the fridge.
- The Community Fridge has been entered into the inventory as a food premise with the following information:
 - **Owner Name:** City of Temiskaming Shores, 325 Farr Drive.
 - **Operator's Name:** Community Food Action network
 - **Address:** Temiskaming Shores Public Library, 285 Whitewood Ave. West.
- The City is entirely responsible for operating the Community Fridge project. The Library is solely a host organization, and the City also provides in-kind support.
- The City will provide all of the services as set out in Appendix 1, attached hereto.
- Volunteer training (when needed) to be supported by Timiskaming Health Unit staff as availability allows.
- A disclaimer has been added in the fridge area, stating that the Library is solely a host organization.
- The City will be responsible for providing contact information to answer users' questions and respond to reported issues.

3. FOOD DONATIONS

- Anyone (local businesses or community members) interested in donating food will contact the Age Friendly Coordinator or volunteers to accept and inspect the food before placing it in the Fridge.
- The Age Friendly Coordinator or volunteers will handle Community Fridge food donors (local businesses or community members) and will require them to fill out a *Donation Information Form* to record what was donated, the quantity, and by whom.
- For large batch donations by food businesses, the Age Friendly Coordinator or volunteers can coordinate pickups with food donors, inspect them, and place them in the Fridge.
- The Age Friendly Coordinator or volunteers will conduct all required quality checks of the donated food and temperature checks of the Fridge.

4. OVERHEAD COSTS

- The City will oversee utility expenses; any utility increase will be budgeted as necessary.
- The City will provide additional garbage removal service for the Temiskaming Shores Library as required.

- The City will provide maintenance of the Fridge.
- Cleaning supplies will be supplied by the City's Age Friendly Coordinator: (spray, cloth, gloves, bucket, paper towel, dustpan and brush, broom)

5. LIABILITY AND LIABILITY INSURANCE

- The Donation of Food Act (1994) Provides protection to food donors and those distributing donated food from liability for damages from injuries or death caused by consuming donated food.
- The City shall provide liability insurance for its building, under which the Fridge shall be covered.

6. CLEANING

- The City will be responsible for nightly cleaning of the fridge area by adding to the City's regular cleaning time and schedule.
- Additional cleaning supplies will come from the City's regular stock. If cleaning becomes a burden, the City will budget for additional resources to keep the Fridge in a welcoming and sanitary condition.
- The Age Friendly Coordinator shall make the fridge cleaning schedule available for the volunteers to document the date, time, and person's name and send it out monthly.

7. EATING INSIDE THE LIBRARY

- The Library has rules limiting what types of food can be eaten inside.
- Large meals are not allowed inside the Library.
- Small snacks and beverages are allowed in approved areas.

8. HEALTH AND SAFETY

- Users will be encouraged to sanitize their hands upon entering the Library and before using the Fridge.
- The Library custodian will make an alcohol-based hand rub (at least 70%) available for fridge users.

This is the entire operating agreement between the Library and the City. Any amendments to this Memorandum of Understanding will be produced in writing and signed by the approved signing officers (noted below).

This agreement will be in place in perpetuity.

The Library and the City hereby agree that either party to this Memorandum of Understanding may terminate the Memorandum of Understanding upon providing to the other party no less than six months prior written notice, including a motion of Council or the Board, of its intention to terminate this Memorandum of Understanding.

Any matters in dispute between the parties in relation to this Memorandum of Understanding (and amendments thereto) may be referred by either party to binding mediation by an agreed-upon mediator. The cost of mediation will be shared equally between the parties.

Any notice or other communication to be given in connection with this Memorandum of Understanding shall be given in writing and may be given by personal delivery, facsimile, email or by registered mail addressed to the recipient as follows:

TO THE CITY:

The Corporation of the City of Temiskaming Shores
PO Box 2050, 325 Farr Drive
Temiskaming Shores, Ontario
POJ 1K0
Attention: City Clerk

TO THE LIBRARY:

Temiskaming Shores Public Library Board
PO Box 668, 285 Whitewood Ave. West
Temiskaming Shores, Ontario
POJ 1P0
Attention: Library CEO

Or such other address or individual may be designated by written notice by either party to the other. Any notice given by personal delivery or facsimile shall be conclusively deemed to have been given on the day of actual delivery or transmission thereof and if made or given by registered mail on the third day, not counting Saturday, Sunday or statutory holiday in Ontario, following the deposit thereof in the mail.

This Memorandum of Understanding shall be governed by and construed in accordance with the laws of the Province of Ontario.

Neither this Memorandum of Understanding nor any of the rights or obligations of either of the parties hereunder may be assigned without the prior written consent of the other party to this Memorandum of Understanding.

IN WITNESS WHEREOF the parties have executed this Memorandum of Understanding

SIGNED, SEALED AND DELIVERED
in the presence of

_____	_____	_____
Signature:	Printed Name:	Date:
Corporation of the City of Temiskaming Shores		

_____	_____	_____
Signature:	Printed Name:	Date:
Temiskaming Shores Public Library		

Appendix 1

1. LEFTOVERS AND WASTE MANAGEMENT

- The City and/or its volunteers will donate any food leftover (before it goes bad) to other community initiatives.
- A community compost bin may be purchased by the City and placed in a community garden in the community.

2. FOOD DONATIONS AND ACCEPTED FOODS

- Accepted foods are whole fresh vegetables and fruits. These are low-risk food, and no labelling is required.
- Also accepted are sealed, pre-packaged, grab-and-go, ready-to-eat food items (i.e., cheeses, unopened pasteurized milk and yogurt, hummus, peanut butter, granola bars, salads, soups, nuts, dried fruits), eggs (traceable stamped eggs, with clean shells and a use-by date), plant-based beverages (fortified soy beverage, almond beverage, etc.), water bottles, 100% fruit juice in single servings, bread and bakery items (bread without fillings, whole grains, and pasta).
- Fresh produce grown in backyards is accepted if it is in a good condition.
- Priority is to be given to food that requires refrigeration
- Non-perishables may be accepted if there is extra room in the Fridge.
- Donations of non-perishable goods would be better suited to other initiatives in the community, such as food banks.
- The City will provide signage for redirection locations of non-perishable food donations.
- Food items requiring a freezer will not be accepted.
- Non-Food item donations will not be accepted.
- High-risk foods such as homemade food/meals, mouldy produce, raw meats/fish and seafood, foods with damaged packaging (e.g., dented cans, opened packages), home-canned foods, unpasteurized dairy products, juices, unstamped eggs, alcohol, spoiled/mouldy food, leftovers, expired food, and partially consumed foods, will not be accepted.

3. FOOD SAFETY

Multiple rules to be put in place to ensure food safety:

- The THU staff will prepare food donation guidelines to be placed on the Fridge.
- The Fridge will be registered as a food premise and inspected by health inspectors from the Timiskaming Health Unit.
- The Fridge and its contents are to be monitored regularly by the City and/or its volunteers to ensure food that is inappropriate to consume is removed, and the Fridge is kept clean.

4. FRIDGE OPERATION AND ADMINISTRATION

- The City and/or its volunteers will help with the following:
 - Recruit 10-20+ volunteers through community outreach.
 - Volunteers to fill out a *volunteer signup form*.
 - Community outreach:
 - To connect with local food businesses/farms to rescue food.
 - To connect with other initiatives in the community, such as food banks, to share excess donations.
 - Answer online inquiries.
 - Post social media updates on fridge status.
 - Provide and monitor the *volunteer cleaning signup sheet*.

- The City and/or its volunteers will help with the following:
 - Spread the word about the community fridge
 - Take and edit photos of fridge contents.
 - Coordinate pickups and stock food donations in the Fridge (when needed).
 - Distribute and deliver donations to other initiatives in the community.
 - Organize the Fridge throughout the day, so products are safely and attractively displayed and grouped.
 - Conduct frequent quality checks and inspect products in the Fridge.
 - Keep the Fridge clean and organized throughout the day
 - Support proper disposal of waste when needed (ex: separating packaging, sorting recycling).

5. FRIDGE TEMPERATURE CHECKING

- The City and/or its volunteers will be responsible for monitoring the Fridge temperature.
- The Fridge must be kept at 4C or colder.
- A digital thermometer is to be kept inside the Fridge.
- Donated food will be a low risk; the temperature will be checked at least once daily on a maintained schedule, and a check record will be documented to follow food safety best practices.

The Corporation of the City of Temiskaming Shores

By-law No. 2024-048

**Being a by-law to authorize a lease agreement with John
Blanchard and Tanya Perry for the rental of the Harbour Office at
HarbourPlace**

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 Administrative Report No. RS-012-2024 at the April 30, 2024 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to enter into a lease agreement with John Blanchard and Tanya Perry for the rental of the Harbour Office at HarbourPlace, for consideration at the May 21, 2024, 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 an Agreement with John Blanchard and Tanya Perry for the rental of the Harbour Office at HarbourPlace, a copy of which is attached hereto as Schedule "A" and forming part of this by-law.
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, semantically or descriptive nature or kind to the By-law and schedule as may be deemed necessary 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 21st day of May, 2024.

Mayor

Clerk



**Schedule “A” to
By-law No. 2024-048**

Lease Agreement between

The Corporation of the City of Temiskaming Shores

And

John Blanchard & Tanya Perry

for the lease of “Harbour Place”

This lease made this 21st day of May 2024.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called the "Lessor")

And:

John Blanchard & Tanya Perry
(hereinafter called the "Lessee")

Whereas the Lessor is the owner of the lands in the City of Temiskaming Shores, District of Timiskaming, in the Province of Ontario, (hereinafter called the "Land"), and there is located on the Lands a building (hereinafter called the "Building"), having an entrance off Farr Drive in the City of Temiskaming Shores, in the Province of Ontario.

And whereas the parties hereto have agreed to enter into this Lease.

1. Leased Premises

The Lessor hereby demises and leases to the Lessee the "Harbour Office" in the Lessor's Building located at 451 Farr Drive, Haileybury, Ontario being hereinafter called the "premises". The "Harbour Office" being further described as a room on the first floor of the Harbour Place building of approximately 64 sqft. in size with an entrance on the east side of the building.

2. Ingress and Egress

Together with the right of ingress and egress for the Lessee's employees, servants and agents, customers, patients and invitees, and the use of elevators, entrances, lobbies, hallways, stairways, driveways, sidewalks, common loading and stopping areas in and about the Lands and Building (hereinafter called the "common areas").

3. Term

To hold the premises for a term commencing on the 1st day of June 2024 and ending on the 31st day of May 2025.

4. Rent

And paying therefore, to the Lessor, subject to the provisions of this Lease, the sum of \$100 per month plus HST. Rent is payable to the City of Temiskaming Shores and due on the first day of each and every month during the term hereof.

And the parties hereto covenant and agree as follows:

5. Tenant's Covenants

The Tenant covenants with the Landlord:

- a) **Rent** - to pay rent;
- b) **Telecommunications** - to pay the cost of telecommunications to the premises;
- c) **Compliance with by-laws** - to comply with and conform to the requirements of every applicable statute, law, by-law, regulation, requirement and order from time to time in force during the term of this agreement, and any extension thereof, affecting the condition, maintenance, use or occupation of the Lands or the Premises; and in so doing the Tenant shall make the necessary alterations, repair, or addition to or deletion from any part of the Premises or any equipment or other facility used in connection with or appurtenant to the Lands provided that the use of any part of the Lands as a non-conforming use under the applicable zoning by-law is not a violation of the provisions of this paragraph;
- d) **Repair** - to repair, reasonable wear and tear and damage by fire, lightning and tempest only excepted; and to permit the Landlord to enter and view the state of repair and to repair according to notice in writing, reasonable wear and tear and damage by fire, lightning and tempest only excepted; and to leave the premises in good repair, reasonable wear and tear and damage by fire, lightning and tempest only excepted;
- e) **Cost of repair where Tenant at fault** - that if the building including the premises, boilers, engines, pipes and other apparatus (or any of them) used for the purpose of heating or air conditioning the building or operating the elevators, or if the water pipes, drainage pipes, electric lighting or other equipment of the building or the roof or outside walls of the building get out of repair or become damaged or destroyed through the negligence, carelessness or misuse of the Tenant, his servants, agents, employees or anyone permitted by him to be in the building (or through him or them in any way stopping up or injuring the heating apparatus, elevators, water pipes, drainage pipes, or other equipment or part of the building) the expense of any necessary repairs, replacements or alterations shall be paid by the Tenant to the Landlord forthwith on demand;
- f) **Assigning or subletting** - not to assign, sublet or part with possession of any part of the premises without leave of the Landlord, which leave shall not be unreasonably withheld, and which leave shall not be required in the event of a sublease to add a health team member to the group comprising the Tenant or to a management corporation which may be incorporated by the Tenant;
- g) **Entry by Landlord** - to permit the Landlord or its agents to enter upon the premises at any time and from time to time for the purpose of inspecting and making repairs, alterations or improvements to the premises or to the building, and the Tenant shall not be entitled to compensation for any inconvenience, nuisance, or discomfort occasioned thereby; provided that the Landlord shall give reasonable advance notice to avoid

inconvenience to the Tenant, given the private and confidential nature of the profession of the Tenant;

- h) **Indemnity** - to indemnify and save harmless the Landlord against and from any and all claims by or on behalf of any person or persons, firm or firms, or corporation or corporations arising from the conduct or any work, by or through any act of negligence of the Tenant or any assignee, subtenant, agent, contractor, servants, employee or licensee of the Tenant;
- i) **Exhibiting premises** - to permit the Landlord or its agents to exhibit the premises to prospective Tenants during the last month of the term;
- j) **Alterations** - not to make or erect in or to the premises any installation, alteration, addition, or partition without submitting plans and specifications to the Landlord and obtaining the Landlord's prior written consent (in each instance); such work shall if the Landlord so elects, be performed by employees of or contractors designated by the Landlord; in the absence of such election, such work may be performed with the Landlord's consent in writing (given prior to letting of contract) by contractors engaged by the Tenant but in each case only under written contract approved in writing by the Landlord and subject to all conditions which the Landlord may impose; the Tenant shall submit to the Landlord or the Tenant's contractors (as the case may be), when due the costs of all such work and of all materials, labour and services involved therein and of all decoration and all changes in the building, its equipment or services, necessitated thereby;
- k) **Name of building** - not to refer to the building by any other name other than that designated from time to time by the Landlord nor use the name of the building for any purpose except as the business address of the Tenant. The Tenant shall be permitted to display a sign on the exterior of the building in a location and manner approved by the Landlord;
- l) **Termination by Tenant** – Notwithstanding any unexpired term of this agreement, in the event that the Tenant is not otherwise in default of the terms of this lease, they shall be entitled to terminate this lease upon giving 60 days written notice to the Landlord;
- m) **Monthly tenancy** – If upon the termination of this lease or any extension thereof the Landlord permits the Tenant to remain in possession of the Lands and Building and accepts rent, a tenancy from year to year is not created by implication of law and the Tenant is deemed to be a monthly tenant only, subject to all the terms and conditions of this lease except as to duration;
- n) **Insurance** - The tenant shall maintain adequate insurance coverage on its equipment, supplies, inventory and the Tenant's fixtures and all other property belonging to it. The Tenant agrees to not carry on or permit to be carried on any business in the Building which may make void or voidable any insurance held by the Landlord or other occupants of the Building.

The tenant will keep in force a full policy of public liability insurance (at a minimum of \$2,000,000 of coverage) with respect to the business operated by the Tenant in the Leased Premises. The policy shall name the Landlord and Tenant as insured and shall contain a clause that the insurer will not cancel or change the insurance without first giving the Landlord 10 days written notice. A certificate of such insurance shall be delivered to the Landlord prior to the commencement of the term and, so far as renewals are concerned, thirty days prior to the expiry of any such policy;

- o) **Cleaning** – The tenant shall be responsible for maintaining the cleanliness of the Premises.
- p) **Equipment** – To permit the landlord to mount telecommunications and other electronic equipment on the wall in the premises.

6. Landlord's Covenants

The Landlord covenants with the Tenant;

- a) **Quiet enjoyment** - for the quiet enjoyment;
- b) **Taxes** – to pay all taxes and rates levied against the premises or to the Landlord on account thereof;
- c) **Electricity** - to pay for the electricity supplied to the premises;
- d) **Heat** - to heat the premises;
- e) **Structural soundness** - to keep the premises, common areas and parking lot structurally sound and to look after any structural defects which may arise;
- f) **Notice** – the Landlord may terminate the lease upon giving 60 days written notice in accordance with the provisions stated in the Commercial Tenancies Act;
- g) **Insurance** - The Landlord shall maintain adequate fire and other perils insurance coverage on the Leased premises and its fixtures for the full value thereof and shall maintain such insurance throughout the term of this Lease and any renewal thereof. Such policy shall contain a waiver of subrogation as against the Tenant and its employees and officers;
- h) **Keys** - to provide two (2) keys to access the Premises;

7. Provisos

Provided always and it is hereby agreed as follows:

- a) **Fixtures** - The Tenant may remove his fixtures, but all installations, alterations, additions, partitions and fixtures except trade or Tenant's fixtures in or upon the premises, whether placed there by the Tenant or by the Landlord, shall be the

Landlord's property without compensation therefore to the Tenant and shall not be removed from the premises at any time (either during or after the term);

- b) **Fire** - In case of damage to the premises by fire, lightning or tempest, rent shall cease until the premises are rebuilt; and the Landlord, instead of re-building or making the premises fit for the purpose of the Tenant, may at its option terminate this lease on giving to the Tenant within thirty days after such fire, lightning or tempest, notice in writing of its intention (so to do) and thereupon rent and any other payments for which the Tenant is liable under this lease shall be apportioned and paid to the date of such fire, lightning or tempest, and the Tenant shall immediately deliver up possession of the premises to the Landlord;
- c) **Damage to property** - The Landlord shall not be liable nor responsible in any way for any loss of or damage or injury to any property belonging to the Tenant or to the employees of the Tenant or to any other person while in the building or in the yard of the building unless such loss, damage or injury shall be caused by the negligence of the Landlord or its employees, servants or agents for any damage to any such property caused by steam, water, rain or snow which may leak into, issue or flow from any part of the building or from the water, steam or drainage of the building or from any other place or quarter nor for any damage caused by or attributable to the condition or arrangement of any electric or other wiring omitted by any other Tenant;
- d) **Impossibility of Performance** - It is understood and agreed that whenever and to the extent that the Landlord shall be unable to fulfill, or shall be delayed or restricted in fulfilling any obligation hereunder for the supply or provision of any service or utility or the doing of any work or the making of any repairs because it is unable to obtain the material, goods, equipment, service, utility or labour required to enable it to fulfill such obligations or by reason of any statute, law or order-in-council or any regulation or order passed or made pursuant thereto or by reason of the order or direction of any administrator, controller or board, or any government department or officer or other authority, or by reason of not being able to obtain any permission or authority required thereby, or by reason of any other cause beyond its control whether of the foregoing character or not, the Landlord shall be relieved from the fulfillment of such obligation and the Tenant shall not be entitled to compensation for any inconvenience, nuisance or discomfort thereby occasioned;
- e) **Default of Tenant** - If the rent reserved or any part thereof shall not be paid on the day appointed for payment, whether lawfully demanded or not, or in case of breach or non-observance or non-performance of any of the covenants or agreements or rules or regulations herein contained or referred to on the part of the Tenant to be observed and performed, or in case the premises shall be vacated or remain unoccupied or in case the term shall be taken in execution or attachment for any cause whatsoever, (and in every such case) the Landlord shall be entitled thereafter to enter (into and) upon the premises (or any part thereof in the name of the whole) and the same to (have again), repossess and enjoy as of its former estate, anything herein contained to the contrary notwithstanding;

- f) **Bankruptcy of Tenant** - In case without the written consent of the Landlord the premises shall remain vacant or not used for the period of fifteen days or be used by any other person than the Tenant or for any other purpose than that for which they were let or in case the term or any of the goods and chattels of the Tenant shall at any time be seized in execution or attachment by any creditor of the Tenant or if the Tenant shall make any assignment for the benefit of creditors or any bulk sale of any act (now or hereafter in force) for bankrupt or insolvent debtors (or if the Tenant is a company any order shall be made for the winding up of the Tenant), then in any such case this lease shall at the option of the Landlord cease and terminate and the term shall immediately become forfeited and void and the current month's rent and the next ensuing three month's rent shall immediately become due and payable and the Landlord may re- enter and take possession of the premises as though the Tenant or other occupant (or occupants) of the premises was (or were) holding over after the expiration of the term without any right whatever;
- g) **Distress** - The Tenant waives and renounces the benefit of any present or future statute taking away or limiting the Landlord's right of distress, and covenants and agrees that notwithstanding any such statute none of the goods and chattels of the Tenant on the premises at any time during the term shall be exempt from levy by distress for rent in arrears;
- h) **Right of Re-entry** - On the Landlord's becoming entitled to re-enter the premises under any of the provisions of this lease, the Landlord in addition to all other rights may do so as the agent of the Tenant, using force if necessary, without being liable for any prosecution therefore, and may re-let the premises as agent of the Tenant, and receive the rent therefor, and as agent of the Tenant may take possession of any furniture or other property on the premises and sell the same at a public or private sale without notice and apply the proceeds of such sale and any rent derived from re-letting the premises upon account of rent under this lease, and the Tenant shall be liable to the landlord for any deficiency;
- i) **Right of Termination** - On the Landlord's becoming entitled to re-enter the premises under any of the provisions of this lease, the Landlord, in addition to all other rights, shall have the right to terminate this lease forthwith by leaving upon the premises notice in writing of its intention, and thereupon rent and any other payments for which the Tenant is liable under this lease shall be computed, apportioned and paid in full to the date of such termination, and the Tenant shall immediately deliver up possession of the Premises to the Landlord, and the Landlord may re-enter and take possession of the premises;
- j) **Right of Renewal** - The Tenant shall have the right of renewing the lease for a single additional one (1) year term (June 1, 2025 to May 31, 2026). Such renewal shall only be permitted if the Tenant is not in default and the Landlord agrees to the renewal. All terms and conditions to remain the same. The Tenant shall be required to give written notice of their intention to renew the lease on or before the 31st day of March 2025;
- k) **Non-waiver** - Any condoning, excusing or overlooking by the Landlord of any default,

breach or non-observance by the Tenant at any time in respect of any covenant, provision or condition herein contained shall not operate as a waiver of the Landlord's rights hereunder in respect of any subsequent default, breach or non-observance, and shall not defeat or affect in any way the rights of the Landlord herein in respect to any default, breach or non-observance by the Landlord, mutatis mutandis;

- l) **Overholding** - If the Tenant shall continue to occupy the premises after the expiration of this lease with or without the consent of the Landlord, and without any further written agreement, the Tenant shall be a monthly Tenant at the monthly rental herein mentioned and on the terms and conditions herein set out except as to length of tenancy;
- m) **Arbitration** - Any dispute between the parties hereto arising out of the provision of this lease shall be referred to the arbitration of three persons, one to be appointed by each of the parties hereto and the third to be chosen by the two so appointed. If either of the parties fails to appoint an arbitrator for 15 days after the one party has appointed an arbitrator and has notified the other party in writing of the appointment and of the matter in dispute to be dealt with, the decision of the arbitrator appointed by the first of such parties shall be final and binding on both of the parties hereto. If the two arbitrators appointed by the parties hereto fail to agree upon a third arbitrator for 15 days after the appointment of the second arbitrator, either party hereto may apply on 15 days' notice (written) giving the order to a Judge of the District Court of the District of Timiskaming as a persona designate to appoint such third arbitrator. The said Judge, upon proof of such failure of appointment and of the giving of such notice, may forthwith appoint an arbitrator to act as such third arbitrator. If any arbitrator refuses to act or is incapable of acting or dies, a substitute for him may be appointed in the manner herein before provided. The decision of the three arbitrators so appointed, or a majority of them, shall be final and binding upon the parties hereto. All costs and expenses of any such arbitration shall be borne by the parties hereto equally;
- n) **Subordination** - This lease and everything herein contained shall be postponed to any charge or charges now or from time to time hereafter created by the Landlord in respect of the premises by way of institutional mortgage or mortgages and to any extension, renewal, modification, consolidation or replacement thereof, and the Tenant covenants that it will promptly at any time during the term hereof as required by the Landlord give all such further assurances to this provision as may be reasonably required to evidence and effectuate this postponement of its rights and privileges hereunder to the holders of any such charge or charges. The Tenant further covenants on demand at any time to execute and deliver to the Landlord at the Landlord's expense any and all instruments which may be necessary or proper to subordinate this lease and the Tenant's rights hereunder to the lien or liens of any such extension, renewal, modification, consolidation, replacement or new mortgage or mortgages, and the Tenant hereby irrevocably constitutes and appoints the Landlord as its attorney with full power and authority to execute any necessary documents in the implementation hereof for and on behalf of the Tenant and any assumption of this lease by any assignee of the Tenant named herein shall in itself include this provision so that the assignee assuming this lease does thereby irrevocably constitute and appoint the Landlord as its attorney with

full power and authority to execute any necessary documents in the implementation hereof for or on behalf of the said assignee;

- o) **Notice** - Any notice required or contemplated by any provision of this lease shall be deemed sufficiently given if contained in writing enclosed in a sealed envelope addressed as follows:

Landlord P.O. Box 2050
 Haileybury, Ontario
 P0J 1K0

Tenant 

The date of receipt of such notice shall be the fourth day next following the date of so mailing by registered mail. Provided that either party may, by notice to the other, designate another address in Canada to which notices mailed or delivered more than ten days thereafter shall be addressed.

8. **Headings**

The headings in this lease have been inserted as a matter of convenience and for reference only and in no way define, limit or enlarge the scope or meaning of this lease or any provisions hereof.

9. **Effect of Lease**

This lease and everything herein contained, shall extend to and bind and may be taken advantage of by the heirs, executors, administrators, successors and assigns, as the case may be, of each (and every) of the parties hereto, and where there is more than one Tenant or there is a female party or a corporation, the provisions hereof shall be read with all grammatical changes thereby rendered necessary and all covenants shall be deemed joint and several.

Remainder of Page left Blank Intentionally

In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of

John Blanchard & Tanya Perry

John Blanchard - Signature

Tanya Perry - Signature

Municipal Seal

The Corporation of the City of Temiskaming Shores

Mayor – Jeff Laferriere

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores

By-law No. 2024-049

Being a by-law to enter into a lease agreement with the New Liskeard Lion's Club for cold storage space within Quonset Hut on May Street

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 the Council of The Corporation of the City of Temiskaming Shores considered Administrative Report No. CS-014-2024 at the April 30, 2024 Committee of the Whole Meeting, and directed staff to prepare the necessary by-law to enter into a five (5) year lease agreement with the New Liskeard Lion's Club for cold storage space within the Quonset Hut located on May Street, for consideration at the May 21, 2024 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 Council authorizes the entering into a five (5) year lease agreement with the New Liskeard Lion's Club for cold storage space within the Quonset Hut located on May Street at an annual rate of \$1,500, a copy of which is 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 or its associated schedule.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk



Schedule "A" to

By-law 2024-049

Lease Agreement between

The Corporation of the City of Temiskaming Shores

and

The New Liskeard Lions Club

For cold storage space within Quonset Hut

Located on May Street

This agreement made this 21st day of May 2024.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called “the City”)

And:

New Liskeard Lion’s Club
(hereinafter called “the Tenant”)

Witnesses that in consideration of the covenants and provisos herein contained, the City hereby permits the tenant to occupy and use a portion of certain lands known as the Quonset Hut located at 21 May Street south, in the City of Temiskaming Shores, District of Timiskaming, for a term **commencing on the 1st day of June, 2024 and ending on the 31st day of May, 2028; and**

Whereas the City is the owner of the property located at, 21 May Street South; and

And whereas the New Liskeard Lion’s Club is a not for profit organization of persons dedicated to serving our community.

Now therefore, in consideration of the sum of \$1,500/year plus applicable taxes due on the **1st of June**, and other good and valuable consideration paid by the New Liskeard Lion’s Club to the City, the parties hereto do hereby agree as follows:

Section One – New Liskeard Lions Club Covenants:

The New Liskeard Lions Club covenants with the City as follows:

1. **Improvements** - The New Liskeard Lions Club shall be entitled to improve the facility from time to time provided such improvements are set out in detail to the City prior to commencement of construction of same, and approval of Council is obtained prior to commencement of construction. All proposals to the City for improvements shall set out the costs to be incurred and the means by which the New Liskeard Lions Club shall pay for same. All improvements once installed or constructed at the facility shall become the property of the City.
2. **Equipment** - The equipment and fixtures, which are owned by the City and which are situated at, 21 May Street South shall not be removed without the prior written consent of the City.
3. **Cleanliness** - The New Liskeard Lions Club shall maintain the facility in a clean and orderly condition.

4. **Use of Building** – not to permit the space at 21 May Street south to be used for any purpose other than dry storage for the New Liskeard Lions Club. The New Liskeard Lions Club will not permit the storage of any flammable items.
5. **Insurance** – The New Liskeard Lions Club shall provide the City proof of insurance, and identify the City as an additional insured.
6. **Taxes** – In the event the property located at 21 May street becomes assessable the New Liskeard Lions Club acknowledges and agrees that it shall be responsible for the payment of any property and education tax levied.
7. **Right of Renewal** – The New Liskeard Lions Club shall be required to give written notice of its intention to renew the agreement at least (90) days prior to the termination of this agreement.

Section Two – City’s Covenants

The City covenants with the New Liskeard Lions Club as follows:

1. **Utilities**– The City shall provide hydro to the said facility; there will be no heat provided in the winter months;
2. **Fire Safety/Protection** – The City shall be responsible for the development and maintenance of the Fire Safety Plan for the building, and for the provision and maintenance of all fire protection equipment as outlined in the building’s Fire Safety Plan. The New Liskeard Lions Club will be responsible to ensure a copy of the Fire Safety Plan is posted at all times, and to ensure all members of the New Liskeard Lions Club are made familiar with the Fire Safety Plan and its requirements.

Section Three – Notices

1. **Notice to Terminate** – either party may withdraw or terminate from this agreement by providing at least 60 days notice in the appropriate form. Any prepaid rent or rent due will be prorated to the date of termination.
2. **General** – All notices given pursuant to this agreement are sufficiently given if mailed, prepaid and registered, in the case of the City, addressed as follows:

City of Temiskaming Shores
P.O. Box 2050
HAILEYBURY, ON P0J 1K0

and in the case of the New Liskeard Lions Club addressed as follows:

New Liskeard Lions Club
P.O. Box 308
New Liskeard, ON P0J 1P0

unless either party gives notice to the other of a change of address by registered mail. The date of receipt of any notice is deemed to be seven days after mailing.

Default - In the event that either party believes that the other is in default of its obligation under the terms of this agreement, it shall be obliged to give to the other party 30 days notice of the alleged default. The defaulting party shall have the said 30 days to remedy the default, failing which, this agreement shall be null and void and the parties' obligations hereunder terminated.

In witness whereof the parties have executed this Agreement the day and year first above written.

Remainder of Page left Blank Intentionally

In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of

) **New Liskeard Lions Club**

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Municipal Seal

) **The Corporation of the City of Temiskaming Shores**

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Name: _____

Title: _____

Mayor – Jeff Laferriere

Clerk – Logan Belanger

The Corporation of the City of Temiskaming Shores

By-law No. 2024-050

**Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision
560 Browning Street - Roll No. 5418-030-012-12705**

Whereas Section 50(4) of the Planning Act, R.S.O. 1990, c.P.13, as amended authorizes the Council of a municipality to designate by by-law, a plan of subdivision, or any part thereof, that has been registered for eight (8) years or more, which shall be deemed not to be a registered plan of subdivision for the purposes of subdivision control; and

Whereas Council considered Memo No. 016-2024-CS at the April 30, 2024 Committee of the Whole meeting and directed staff to prepare the necessary by-law to deem Lots 226 to 230 on Plan M73NB Bucke Township to no longer be lots on a plan of subdivision for consideration at the May 21, 2024 Regular Council meeting.

Now therefore the Council of the Corporation of the City of Temiskaming Shores enacts as follows:

1. That the lands hereinafter described shall be deemed not to be a lot or block on a Registered Plan of Subdivision for the purposes of Section 50(4) of the Planning Act R.S.O. 1990, c.P.13, as amended and as generally illustrated on Schedule "A" attached hereto and forming part of this by-law.
2. That the lands are described as:
PLAN M73NB Bucke Township LOTS 226 TO 230.
3. That in accordance with Section 50(28) of the Planning Act, R.S.O. 1990, c.P.13, as amended, a certified copy or duplicate of this by-law shall be registered by the Clerk of the Corporation of the City of Temiskaming Shores at the Land Registry Office in Haileybury, Ontario.
4. That in accordance with Section 50(29) of the Planning Act, R.S.O. 1990, c.P.13, as amended, Council shall give notice of the passing of the by-law within 30 days of the passing to the owner of land to which the by-law applies.
5. That in accordance with Section 50(30) of the Planning Act R.S.O. 1990, c.P.13, as amended, Council shall hear in person or by an agent any person to whom a notice was sent, who within twenty days of the mailing of the notice gives notice to the Clerk of The Corporation of the City of Temiskaming Shores that the person desires to make representations respecting the amendment or repeal of the by-law.
6. That the Mayor and Clerk are authorized to sign all necessary documents in connection with this by-law.

7. That this by-law shall not be effective until a certified copy or duplicate of this by-law is registered by the Clerk of The Corporation of the City of Temiskaming Shores at the Land Registry Office in Haileybury, Ontario.
8. That the passing of this by-law shall be subject to the provisions of the Planning Act.
9. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the By-law and schedule as may be deemed necessary 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 21st day of May, 2024.

Mayor

Clerk

Schedule “A”

City of Temiskaming Shores – PLAN M73NB LOTS 226 TO 230



The Corporation of the City of Temiskaming Shores

By-law No. 2024-051

Being a by-law to adopt an Energy Conservation and Demand Management Plan 2024-2029 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 the Ministry of Energy passed Ontario Regulation 25/23 under the Electricity Act, 1998, that requires Ontario's Broader Public Sector (BPS) to prepare an updated Energy Conservation and Demand Management (CDM) Plan every five (5) years; and

Whereas Council considered Memo No. RS-009-2024 at the April 30, 2024 Committee of the Whole meeting, and directed staff to prepare the necessary by-law to adopt the Energy Conservation and Demand Management Plan 2024-2029 for the City of Temiskaming Shores, for consideration at the May 21, 2024 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 Council hereby adopts an Energy Conservation and Demand Management Plan 2024-2029 for the City of Temiskaming Shores, 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, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary 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 21st day of May, 2024.

Mayor

Clerk



Schedule A to

By-law No. 2024-051

Energy Conservation and Demand Management Plan 2024-2029
for the City of Temiskaming Shores



Energy Conservation and Demand Management Plan

2024-2029



City of • Ville de
**Temiskaming
Shores**

*Dymond
Haileybury
New Liskeard*



City of Temiskaming Shores

**5-Year Corporate Energy
Conservation and Demand
Management Plan**

2024-2029

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Published on July 1, 2024

Energy Conservation and Demand Management Plan

Prepared in compliance with Ontario Regulation 25/23 requiring Ontario's Broader Public Sector (BPS) to prepare an updated Energy Conservation and Demand Management Plan every five years. The plan was approved by council on May 21, 2024.

Introduction

Executive Summary

The City of Temiskaming Shores has prepared this plan in accordance with Ontario Regulation 25/23, which mandates an updated Energy Conservation and Demand Management (CDM) plan every five years. The first CDM plan was published in 2014, followed by an updated report in 2019. The previous plan can be found here ([2019](#)). This latest report covers the period from 2024 to 2029 and will discuss previous conservation and demand management efforts while continuing to build on the experience gained from past reports.

In addition to providing an updated plan, this report will set new forward-looking goals to further reduce energy consumption. This year's plan update will incorporate and support the City's transportation and fleet asset plans, as well as the greenhouse gas emissions reduction plan, to ensure a comprehensive and integrated approach to managing energy.

Goals and Objectives for Conserving Energy

The City's mission is closely aligned with its [Corporate Greenhouse Gas Reduction Plan](#)'s target of reducing greenhouse gas (GHG) emissions by 40% below 2019 levels by 2033 and achieving net zero by 2050. This Energy Conservation and Demand Management plan is designed to guide the City towards an energy-efficient future while fostering a culture of environmental stewardship. By taking proactive steps to manage energy consumption and demand, the City aims to not only reduce costs but also contribute to a sustainable and efficient transition of the energy system.

The City aspires to lead by example in energy conservation within its sector. To achieve this, it will collaborate with community partners, sharing progress and best practices to inspire others to join in this endeavor. The plan will serve as a vital tool in monitoring, evaluating, and measuring corporate energy use, ensuring that it remains accountable and transparent in its efforts.

Based on clear objectives, this plan includes enhancing staff understanding of energy and water conservation, implementing energy efficiency retrofits in priority facilities, and reducing overall energy usage and costs. By integrating this plan with the Corporate Greenhouse Gas Emissions Reduction Plan and aligning it with broader climate and energy initiatives, the City is taking a comprehensive approach to addressing the energy demand challenges ahead.

To ensure the successful realization of goals and objectives, ambitious yet achievable targets have been set. Over the next five years, the City aims to decrease overall energy consumption of its facilities and fuel consumption of its fleets, targeting a 20% reduction from the 2019 baseline by 2029. Detailed strategies for these reductions will be further explored later in the report.

Baseline Energy Consumption

Historical Energy Usage

This section presents an analysis of energy usage across all buildings and facilities within the City, since reporting began in 2011. By examining the historical energy consumption patterns, the goal is to provide a clear understanding of current and past energy consumption trends, serving as a foundation for the City to prioritize sectors for targeted efforts in reducing energy usage and improving overall sustainability.

Detailed graphs displaying electricity (kWh), natural gas (m³) consumption, equivalent kilowatt-hours (ekWh), greenhouse gas emissions (tCO₂e), and cost per year over the reported years are provided below. These graphs offer valuable insights into the energy usage patterns of the City, allowing for informed decision-making in future energy conservation and demand management initiatives.

The types of energy sources used in the operation of City facilities and delivery of services, include electricity supplied by Hydro One at standard rates, natural gas supplied by Enbridge Gas at standard rates, and propane supplied by Grant Energy Inc/Grant Fuels Inc at standard rates upon delivery.

To organize and assess energy data, the City compiles and submits raw data sourced from its utility bills and uploads it to software tools such as EnergyCAP and Energy Star Portfolio Manager. These tools track monthly and annual energy consumption, enabling the identification of trends, detection of anomalies, and monitoring of progress towards climate goals.

The following graph (see figure 01) illustrates the electricity consumption (kWh) between 2011 and 2023 and compares it to the cost. As depicted in the graph, the overall electricity consumption has experienced a decline of 31% from 2011 to 2023. This considerable reduction can be attributed to various energy conservation initiatives from previous plans, resulting in a consistent downward trend in energy usage.

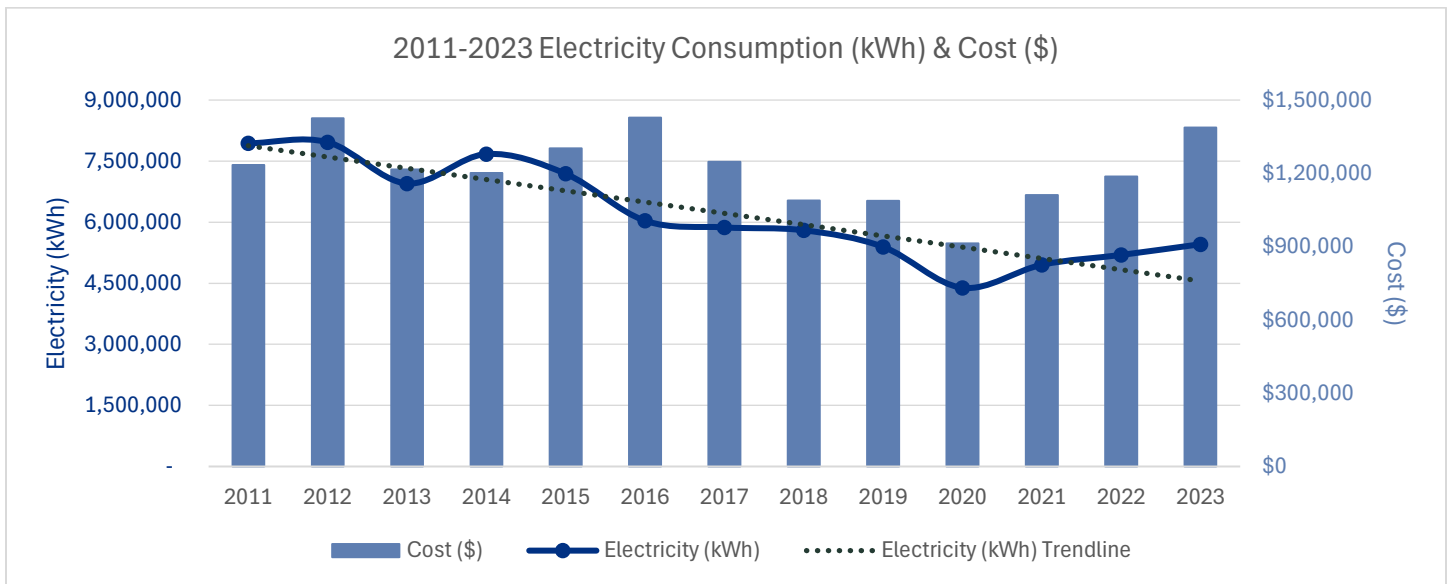


Figure 01: 2011-2023 Electricity Consumption (Kilowatt-Hours) & Annual Costs (\$)

Historical Energy Usage

Throughout this multi-year period, a gradual decrease in natural gas consumption has been observed, as depicted in figure 02, resulting in a 1% reduction from 2011 to 2023. This highlights the importance of intensified energy conservation efforts and transitioning towards sustainable energy sources. It is clear that further initiatives are needed to significantly impact energy consumption patterns within the City.

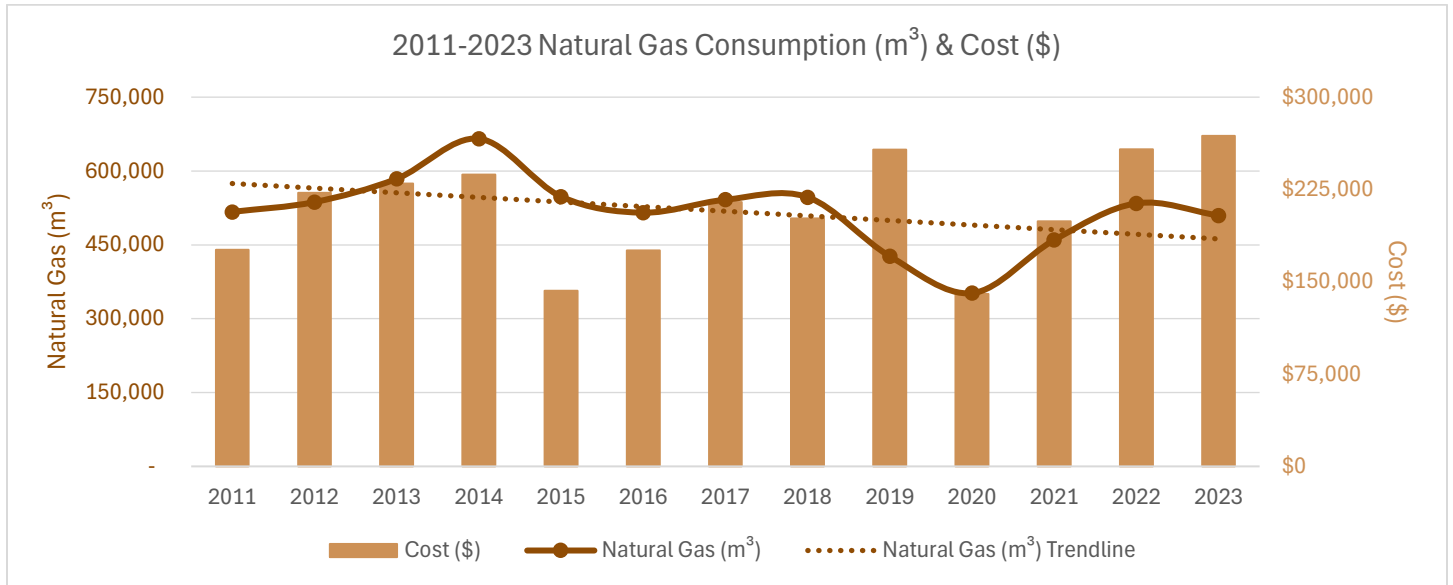


Figure 02: 2011-2023 Natural Gas Consumption (m³) & Annual Costs (\$)

Historical Energy Usage

The following graph (see figure 03) illustrates the total energy consumption of the City's facilities in equivalent kilowatt-hour (ekWh) and greenhouse gas emissions in tonnes of carbon dioxide equivalent (tCO₂e). By converting natural gas volumes to ekWh units and combining them with electricity use, a total energy volume is established. This approach assists in tracking and monitoring energy usage effectively, identifying areas for improvement. By examining the trends in ekWh and tCO₂e, correlations and comparisons are made to ensure alignment with the goals of both the Energy Conservation and Demand Management Plan and the Corporate Greenhouse Gas Reduction Plan.

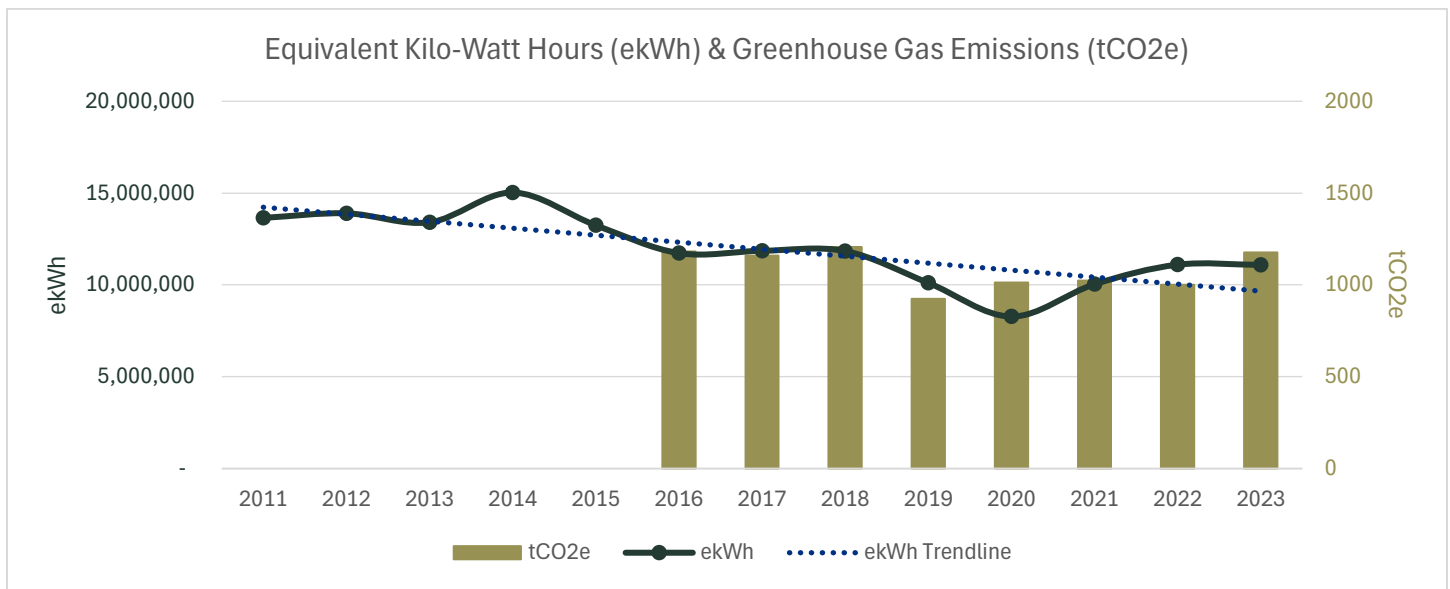


Figure 03: 2011-2023 Equivalent Kilowatt-Hours (ekWh) & Greenhouse Gas Emissions (tCO₂e)

Since 2011, the City has experienced a 19% decrease in ekWh consumption by 2023, reflecting the commitment to implementing energy conservation measures and adopting good energy practices. This positive trend is attributed to ongoing efforts to enhance energy efficiency in heating, cooling, and lighting options, alongside the continued implementation of energy-saving actions. GHG emissions (tCO₂e) have decreased 0.5% since the baseline year in 2016.

Energy Baseline Analysis

The trendline for energy consumption for both electricity and natural gas indicates a gradual decrease over time. However, the cost of energy has steadily risen for both sources in recent years, highlighting the importance of continuing efforts to reduce consumption. In response to this challenge, the City has implemented several facility-related projects focused on reducing energy usage and improving overall sustainability.

It is also important to consider the impact of different energy sources on corporate emissions. Natural gas is the primary contributor to emissions in the inventory, whereas electricity has the lowest emissions due to Ontario's low-carbon electricity grid. Addressing these differences, it is essential to prioritize a shift away from natural gas use to significantly reduce overall emissions. This presents an opportunity for exploring further electrification and energy efficiency measures to reduce reliance on natural gas while also saving on overall energy costs.

Over the past decade, various initiatives have been undertaken to reduce energy consumption and improve efficiency. These include LED lighting retrofits, HVAC upgrades, humidification systems, looping of water systems, high-efficiency furnace upgrades, and the conversion of the medical center to library use. Additionally, a major street lighting retrofit across the City was completed using funding incentives.

These efforts have contributed to a reduction in energy consumption and a more sustainable future for the City. By continuing to prioritize energy efficiency and conservation, the City can further reduce its environmental impact and promote a greener future for residents. Below (table 01) is a list of improvements already implemented from the previous plan.

In the original 2014-2019 CDM Plan, the City aimed to reduce energy consumption by 1-5% in City facilities. Building on this success, the 2019 follow-up plan set a more ambitious goal of achieving a 5% reduction in energy consumption by 2023. While there was an increase of 11% in ekWh since the last report in 2019, the overall consumption has decreased by 19% from the 2011 baseline year.

Energy Consumption by Sector

In the efforts to optimize energy conservation and demand management, it is crucial to monitor energy consumption by sector. This approach allows staff to prioritize buildings that require targeted interventions to reduce energy usage. By analyzing the data, the City has identified the buildings with the highest electricity and natural gas consumption.

Currently, a Building Decarbonization Feasibility Study is underway, focusing on the fourteen buildings with the largest carbon footprint and those with the highest energy consumption. This study will enable the City to pinpoint specific measures and actions that can be implemented to these buildings to achieve further energy savings. By reducing energy consumption, the City will also contribute to a significant reduction in emissions.

In addition to the analysis of energy consumption by sector, a detailed examination of individual buildings and facilities will be provided in Appendix A of the CDM plan. This will ensure that the strategy is informed by a thorough understanding of the energy usage patterns and needs of each building, enabling the City to implement targeted and effective measures for energy reduction and emissions mitigation.

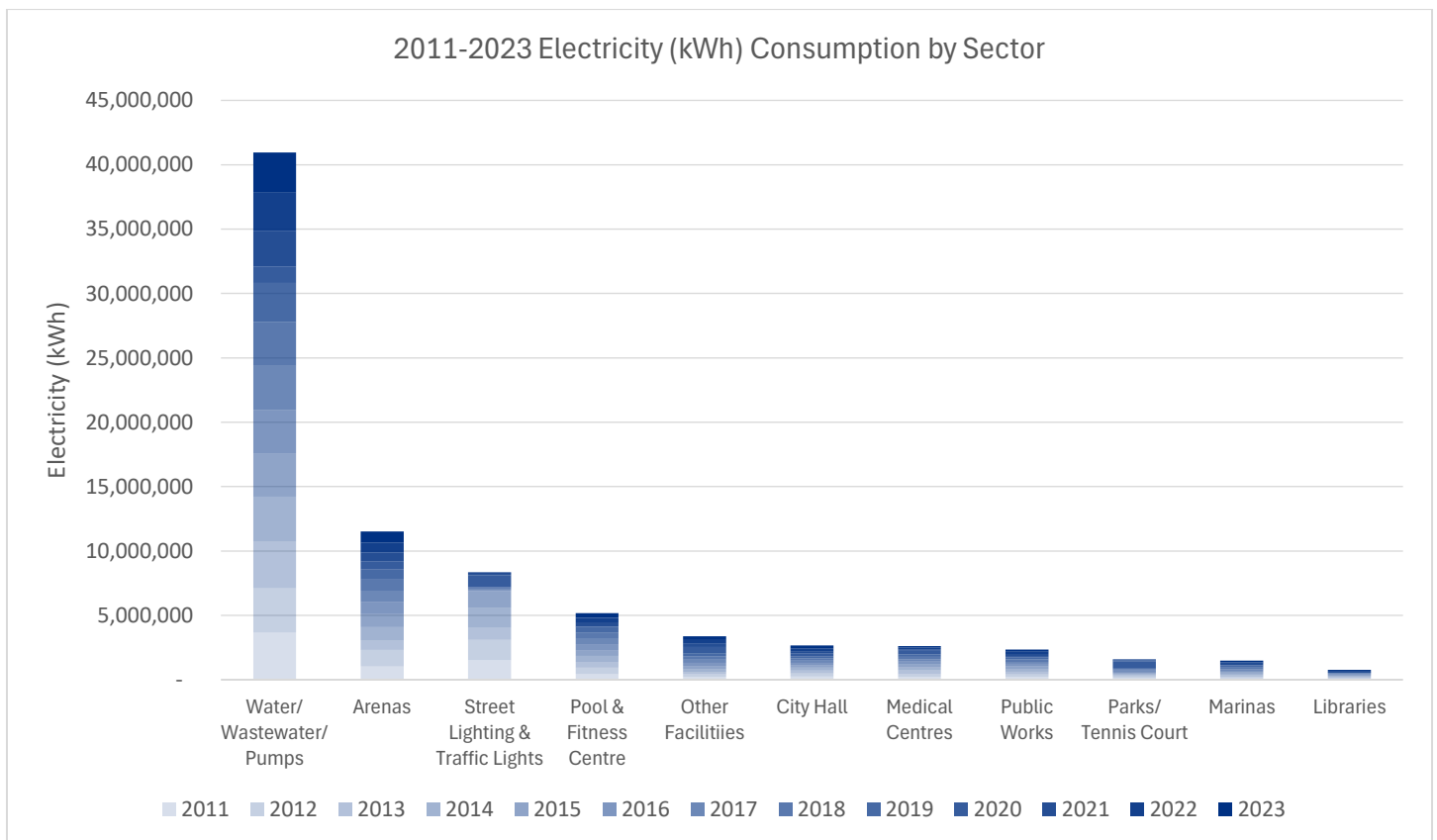


Figure 04: 2011-2023 Electricity (Kilowatt-Hour) Consumption by Sector

Energy Consumption by Sector

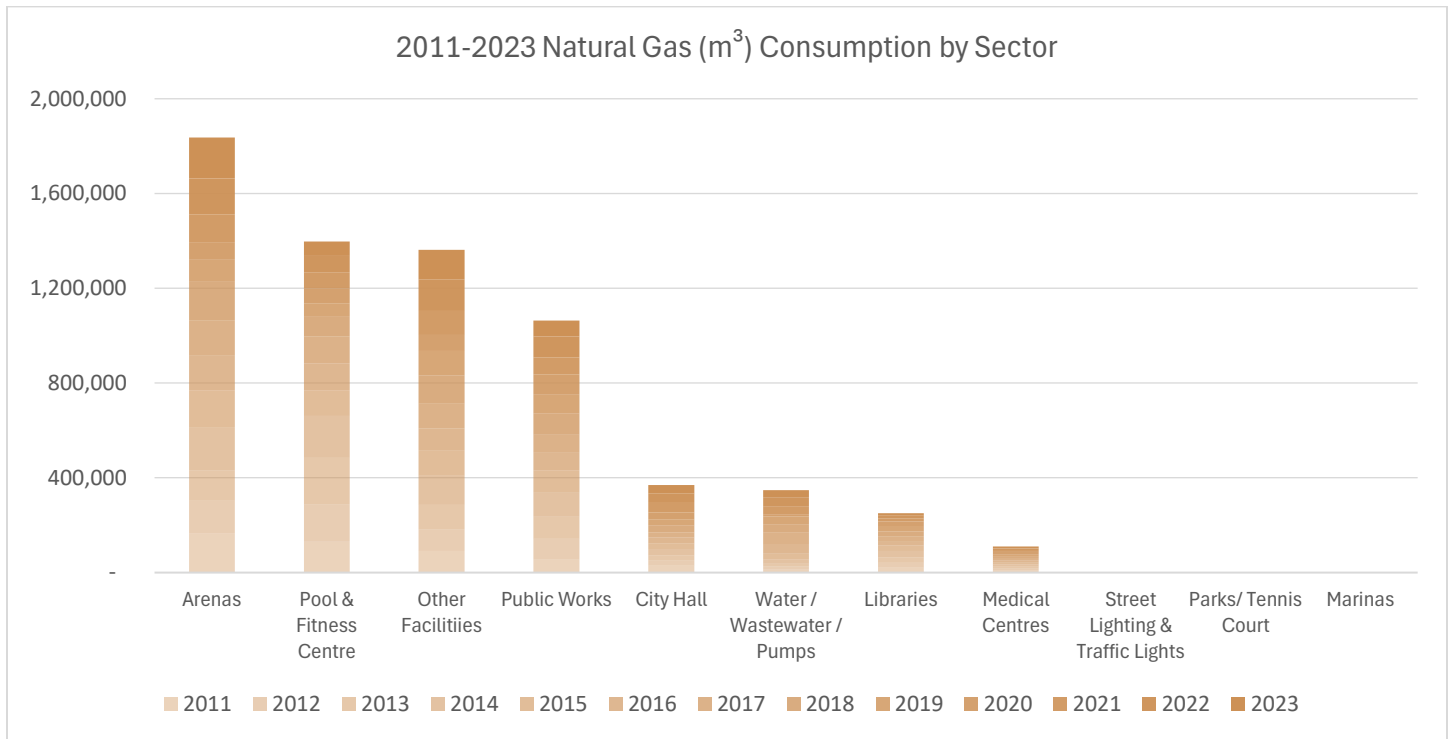


Figure 05: 2011-2023 Natural Gas (m³) Consumption by Sector

In the ongoing effort to promote energy conservation and develop a comprehensive plan, historical energy usage across various sectors has been closely reviewed. This analysis has provided valuable insights into the largest consumers of energy, helping to better understand where attention should be focused.

Energy Consumption by Sector

To further refine the approach, a recent snapshot of GHG emissions from 2023 has been examined (see figure 06). This will serve as an update to the previous report, enabling the maintenance of a forward-looking perspective while continuing to identify areas for improvement. By focusing on specific sectors and their energy usage patterns, targeted strategies such as the Building Decarbonization Feasibility Study, can be developed to reduce consumption and minimize environmental impact.

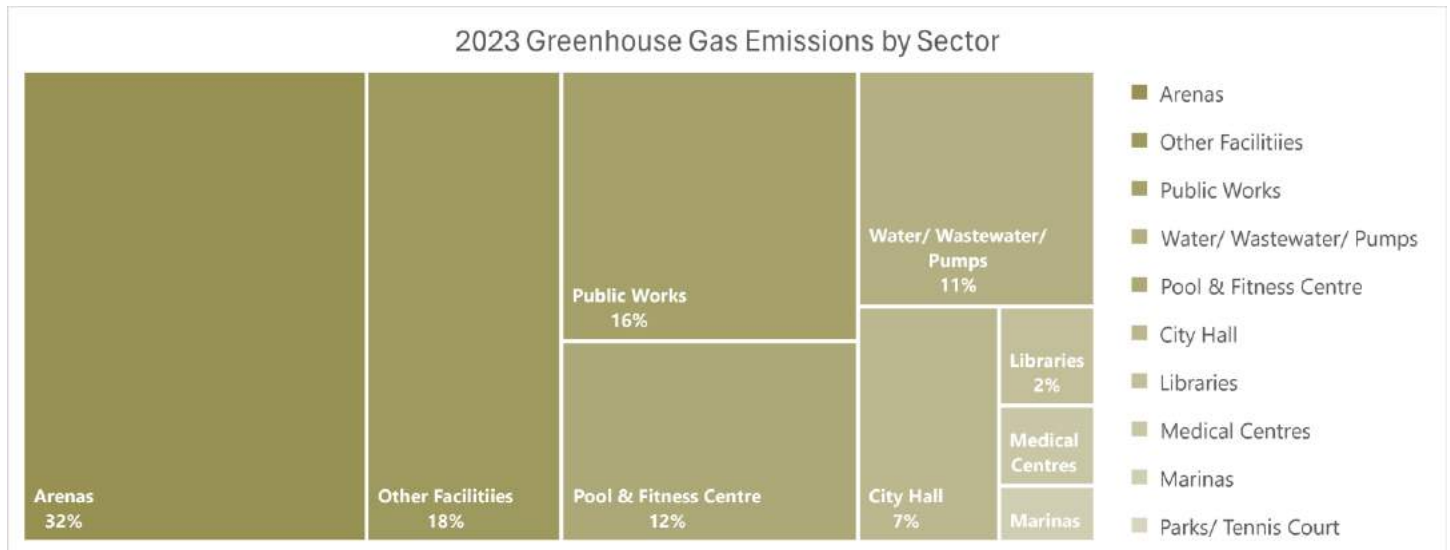


Figure 06: 2023 Greenhouse Gas Emissions by Sector

Energy Conservation

Implemented Actions

It is important to acknowledge the significant strides made in implementing energy-saving measures. The commitment to these initiatives not only contributes to saving on energy costs but also plays a crucial role in reducing overall GHG emissions and energy consumption. As the focus shifts towards the future, it is imperative to continue identifying and implementing new actions to further enhance our energy conservation efforts. By doing so, this demonstrates a commitment to ensuring long-term sustainability of operations. Below in table 01 shows a variety of actions taken over the past five years to conserve energy and reduce emissions.

Year	Implemented Action
2019	<ul style="list-style-type: none"> New Public Works Cold Storage (C) was built to replace old Quonset at 200 Lakeshore Rd N, New Liskeard
2019	<ul style="list-style-type: none"> Boiler upgrades to the Waterfront Pool & Fitness Centre
2019	<ul style="list-style-type: none"> LED lights on Don Shepherdson Memorial Arena surface
2019-2024	<ul style="list-style-type: none"> LED upgrades to decorative lights in downtown cores
2019	<ul style="list-style-type: none"> Boiler and lighting upgrades for the Temiskaming Shores Library
2019-2020	<ul style="list-style-type: none"> New Liskeard Medical Centre at 285 Whitewood Ave W, New Liskeard was renovated and converted to new Temiskaming Shores Library
2020	<ul style="list-style-type: none"> Roof Replacement at Shelly Herbert-Shea Memorial Arena
2020	<ul style="list-style-type: none"> Dehumidifier Replacement at Shelly Herbert-Shea Memorial Arena
2021	<ul style="list-style-type: none"> Hot water heater replacement at the Don Shepherdson Memorial Arena
2021	<ul style="list-style-type: none"> Library Building at 50 Whitewood Ave W, New Liskeard was sold
2021	<ul style="list-style-type: none"> LED Street Light Upgrades
2022	<ul style="list-style-type: none"> Implemented comprehensive energy tracking with EnergyCap software
2022	<ul style="list-style-type: none"> Small Office Food Bank & Park Washroom, at 400 Morissette Dr, Haileybury, was demolished
2022	<ul style="list-style-type: none"> Roof Replacement at Waterfront Pool & Fitness Centre
2022	<ul style="list-style-type: none"> Chiller Replacement at Shelley Herbert-Shea Memorial Arena
2022-2024	<ul style="list-style-type: none"> Filter Rehabilitation at Haileybury Water Treatment Plant
2022	<ul style="list-style-type: none"> Library Building at 545 Lakeshore Rd S, Haileybury was sold
2022-2023	<ul style="list-style-type: none"> New Haileybury Fire Station at 54 Rorke Ave, Haileybury was built to replace old Fire Station at 468 Georgina Ave, Haileybury
2023	<ul style="list-style-type: none"> New Arena Condenser at Don Shepherdson Memorial Arena
2023	<ul style="list-style-type: none"> Landfill at 704165 Rockley Rd, New Liskeard reopened, new weigh scale house and storage shed was built, replacing old building
2023	<ul style="list-style-type: none"> New LED fixtures at Dymond Firefighters Park
2024	<ul style="list-style-type: none"> Haileybury Fire Station at 468 Georgina Ave, Haileybury was sold

Table 1: Implemented Energy Reduction Actions

Reduction Targets

The City's energy conservation initiatives entail various targets to promote energy reduction and planning. By analyzing the City's energy baseline usage, a better understanding of its future energy consumption and demands can be obtained. These findings will be integrated into a continuous energy management program for the City.

Key areas of focus will involve the implementation of facility retrofits, prioritizing the highest consumption facilities first, with the goal of making buildings more energy efficient, reducing costs, lowering maintenance requirements, and improving overall operations while decreasing energy usage and GHG emissions.

Staff and operator training, education, and awareness will play crucial roles in promoting sustainability and energy management within current and future staff responsibilities. Utilizing funding opportunities will further enhance project viability through grants.

Ambitious yet attainable targets have been set for reducing GHG emissions and energy consumption. The Corporate GHG Reduction Plan aims to achieve a 20% reduction in emissions by 2029 and a further reduction to 40% declines by 2033, compared to the 2019 baseline.

To meet these objectives, a target with a similar percentage reduction has been developed for the CDM plan. It is estimated that the initial 20% reduction can be achieved over the next five years by implementing the building decarbonization projects on the main energy-consuming buildings. These projects will focus on enhancing energy efficiency and reducing energy use.

The implementation of additional strategies will unlock future milestones of the PCP Milestone Tool, facilitating the tracking of progress toward energy conservation and GHG reduction targets. By continuously refining the demand management strategy and incorporating new initiatives, the City can ensure alignment with long-term objectives.

Looking beyond the near-term efforts, renewable energy projects will be essential for reaching the 40% declines necessary to meet set goals. By investing in and adopting renewable energy technologies, the City will further reduce its reliance on fossil fuels, decrease its carbon footprint, and contribute to a more sustainable future.

Facilities

The City's civic buildings, totaling 36 facilities (four of which were sold in the past five years), rely on a combination of electricity and natural gas. These account for approximately 42% of the City's GHG emissions, with the majority from natural gas used for heating and a significant part from electricity used in the water and wastewater sector. While electricity is a lesser source of emissions, prioritizing energy efficiency is critical for lowering both operational and maintenance costs. Investments in energy efficiency can also support fuel transition initiatives, further enhancing the City's energy management strategies.

For an overview of energy management across the City's key facilities, refer to [Appendix A](#).

Water and Wastewater

In the water and wastewater sector, most of the energy consumed is the result from the motors powering sanitary and storm sewer pumps. The City operates four Drinking Water Treatment & Distribution stations and five Wastewater Treatment Plants, primarily relying on electricity, and is therefore relatively low in emissions. Energy use and flow rates can be affected by population dynamics, infrastructure age, seasonal and climatic shifts, operational efficiency, technological improvements, and conservation strategies. Optimizing these elements is essential for sustainable water management.

From 2019 to 2023, the City saw a 1.5% decrease in average influent annual flow rate, from 1,623.76 Mgal/d to 1,647.52 Mgal/d and makes up approximately 8% of overall GHG emissions. To enhance conservation, the City has implemented water meters in industrial, commercial, and institutional establishments. Adopting smart metering and water management systems has enhanced operational efficiencies. Moving forward, the City remains committed to regular maintenance practices and community water conservation initiatives.

Outdoor Lighting

The majority of energy consumed in outdoor lighting is related to streetlights and traffic lights. Other lighting assets include decorative lighting, lighting used for parks, arenas, and sports fields. Streetlights account for approximately 0.5% of the City's total GHG emissions. Metered accounts provide actual electrical consumption data, while flat-rate billed assets like overhead lighting and traffic signals have estimated usage. All traffic and streetlighting are well into the process of being converted to LED from high-pressure sodium (HPS) and metal halide fixtures, reducing energy consumption. This included the 2019 to 2024 initiative of upgrading decorative lighting in downtown cores to LEDs. However, there remains a considerable amount of decorative lighting yet to be converted, with ongoing efforts planned throughout 2024-2029.

Corporate Fleet

The City is committed to achieving significant reductions in GHG emissions as outlined in our Corporate Greenhouse Gas Reduction Plan, with a focus on transitioning select light-duty fleet vehicles to electric models over the next five years. This ambitious yet achievable goal aligns with environmental targets and provides cost savings and long-term benefits.

Currently, the corporate fleet contributes 49.9% to the overall GHG inventory. By adopting electric vehicles (EVs), a considerable reduction in GHG emissions is anticipated, bringing the City closer to its target of a 96% decrease in tCO₂e from the 2019 baseline. As EVs become more cost-competitive, particularly when factoring in potential grants and incentives, immediate savings are expected, coupled with significant long-term reductions in maintenance and energy expenses.

To facilitate this transition, plans are underway to develop a network of EV charging options and explore biodiesels as an interim solution for its medium and heavy-duty fleet vehicles. By proactively electrifying the fleet, the City demonstrates its commitment to environmental and fiscal responsibility. This initiative will greatly benefit the community and set a precedent for other municipalities.

Strategic Action Plan

Corporate Practices

Expanding on existing policies and practices, the City will demonstrate leadership and commitment both within the corporation and the community:

- **Energy Management Team:** Defined roles, responsibilities, and accountability structures will be maintained to ensure effective energy management.
- **Energy Procurement:** Opportunities for procuring energy from renewable sources will be explored, and favourable terms with suppliers will be negotiated. The City relies on the energy procurement service provided by Local Authority Services (LAS) to maintain predictable electricity and natural gas commodity costs. This program enables bulk-buying power through collaboration with other municipal entities, ensuring advantageous aggregated energy purchasing opportunities. The City commits to annual review and evaluation of the LAS program's effectiveness, considering alternative options and analyzing participation outcomes regularly.
- **Climate Lens Framework:** For regular reporting to council, this series of questions enables managers to assess climate impacts of proposed actions and vice versa. Integrated into administrative reports, it promotes climate consideration in decision-making, facilitating a shift towards sustainability. A supporting guide document was developed to inspire sustainable thinking, provide background information, and offer examples. Benefits can include reducing energy use and costs.
- **Day-to-Day Operations:** Renewed focus will be placed on reducing the energy footprint across all aspects of daily operations.

Education, Awareness and Outreach

The City will provide guidance and leadership to empower employees and cultivate a culture of conservation through:

- **Energy Skills Training Program:** Equipping employees with the necessary skills and knowledge to adopt energy-efficient practices.
- **Energy Awareness Training:** Conducting educational sessions to raise awareness about energy conservation.
- **Outreach Programs:** Engaging with the community through outreach initiatives and recognizing energy-saving efforts.
- **Feedback Mechanisms:** Establishing channels for employees to provide suggestions and ideas for improving energy efficiency.
- **Brainstorming Sessions:** Encouraging collaborative discussions to generate innovative solutions for energy conservation challenges.

Energy Conservation Action Plan and Energy Information Management

Continuous identification and implementation of energy conservation processes, programs, and projects across all areas of the City:

- Facility Audits: Conducting energy audits and retro-commissioning studies to identify opportunities for efficiency improvements.
- Asset Renewal: Integrating energy conservation measures into capital asset renewal projects.
- Energy Information Management: Continue monitoring, measuring, and verifying energy conservation activities to ensure compliance with targets and track progress effectively.

By implementing these strategic actions, the goal of the City is to instill a culture of energy conservation, drive significant reductions in energy consumption, and achieve long-term sustainability targets.

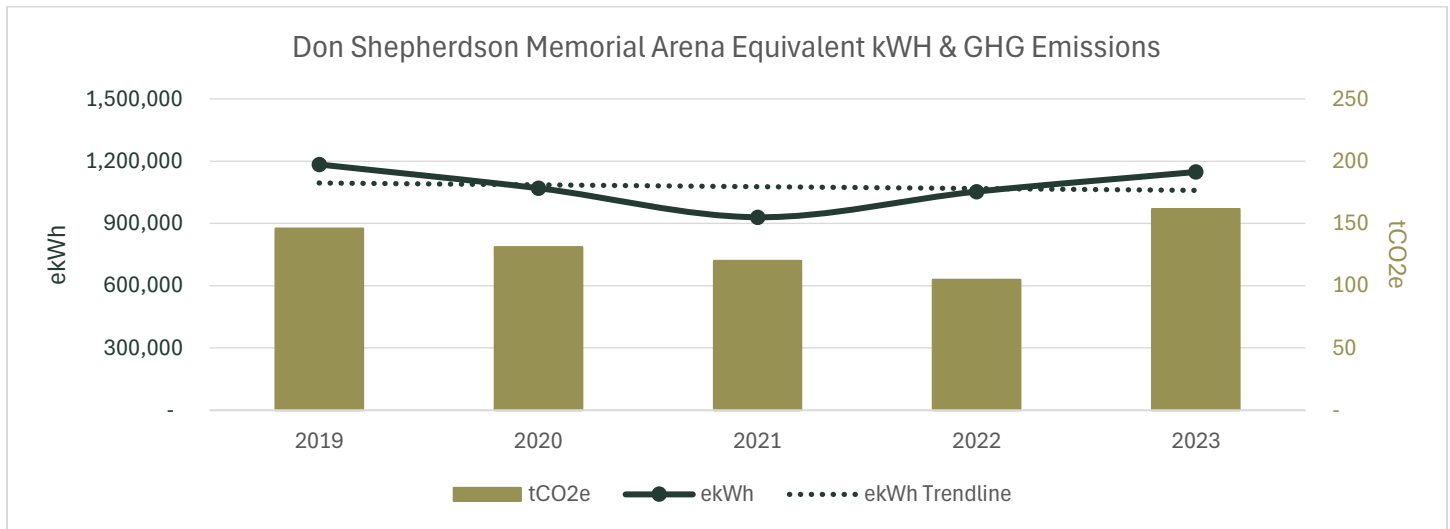
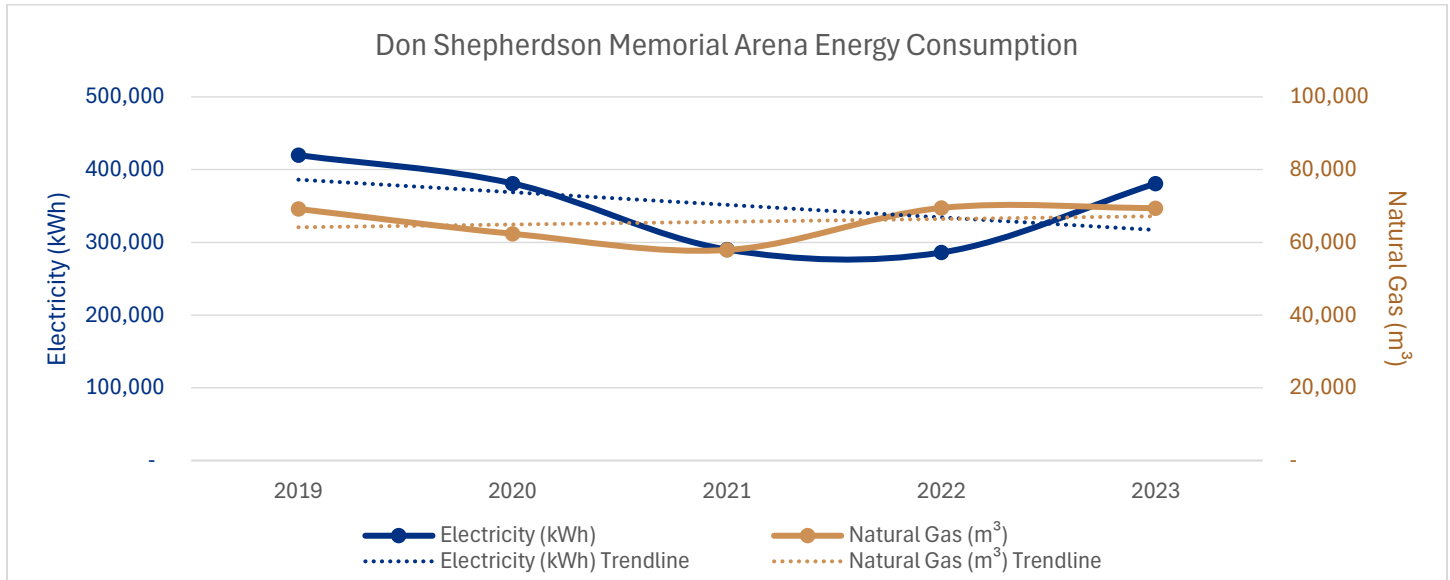
Climate Change Committee

The Climate Change Committee was established by the City in 2021, comprising public appointees, council members, and staff, to facilitate meaningful discussions on energy conservation. Initially assigned with revising the 2019 Greenhouse Gas Reduction Plan and setting more ambitious targets, the committee has since evolved into a standing council committee. It meets quarterly to address various sustainability topics within the community and plays a pivotal role in implementing and monitoring the City's climate action plan. With expertise in sustainability and climate change, its members provide valuable guidance for plan implementation, monitoring progress, proposing new initiatives, and ensuring adherence to set targets. Meetings serve as platforms for proposing, discussing, and refining new projects, essential for achieving the City's climate goals.

Appendix A - Buildings and Facilities Analysis

Arenas

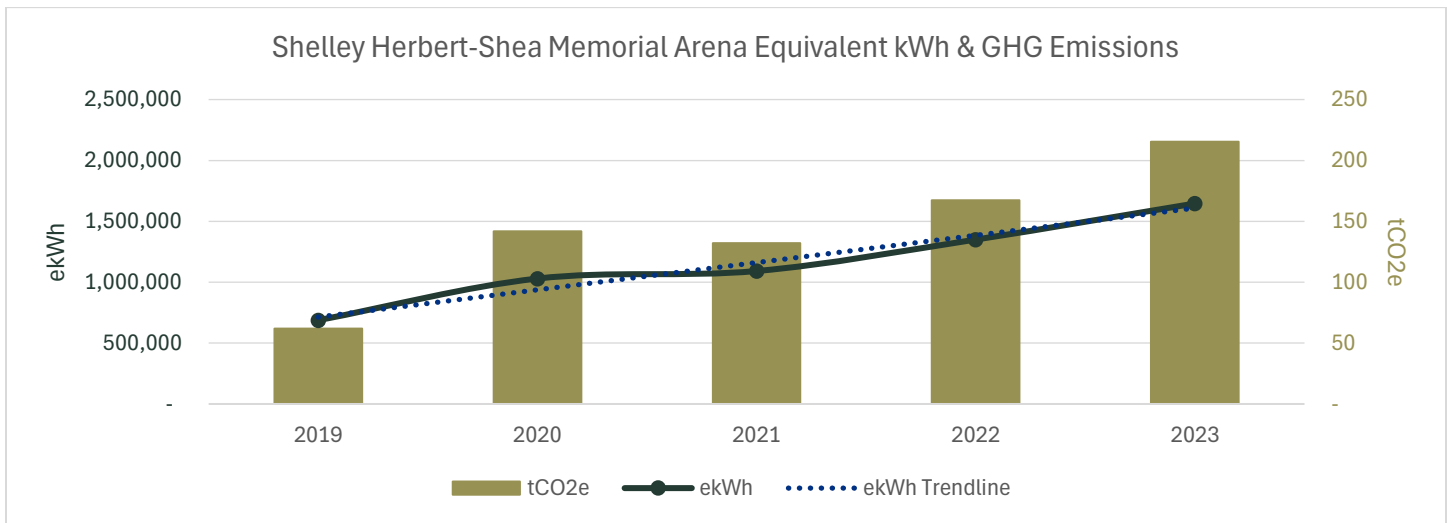
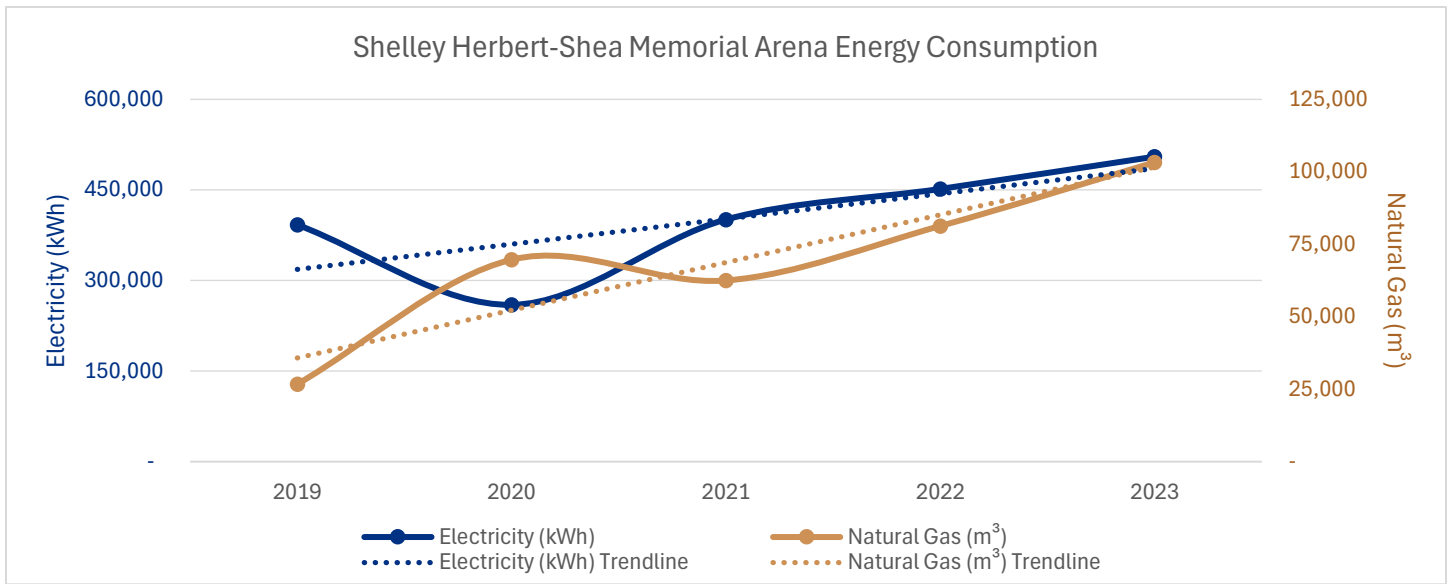
Don Shepherdson Memorial Arena – 75 Wellington St S, New Liskeard



From 2019 to 2023, the Don Shepherdson Memorial Arena saw a 3% reduction in energy use, from 1,184,175.46 ekWh to 1,147,891.3 ekWh, while GHG emissions increased by 11%, from 145.8 to 161.7 tCO₂e. Key upgrades include LED lighting on the arena surface in 2019 and a more efficient arena condenser introduced in 2023. The transition to an electric ice resurfacer in 2024, from a propane-based model, will further decrease emissions and costs. This facility is part of the 2024 Building Decarbonization Feasibility Study, targeting net-zero emissions by 2050, aligning with the Corporate Greenhouse Gas Reduction Plan. The study, supported by the Federation of Canadian Municipalities under the Green Municipal Fund, will inform various energy improvement projects. Future initiatives include a roof replacement and additional energy-saving measures, as funding becomes available annually, through 2024-2029.

Arenas

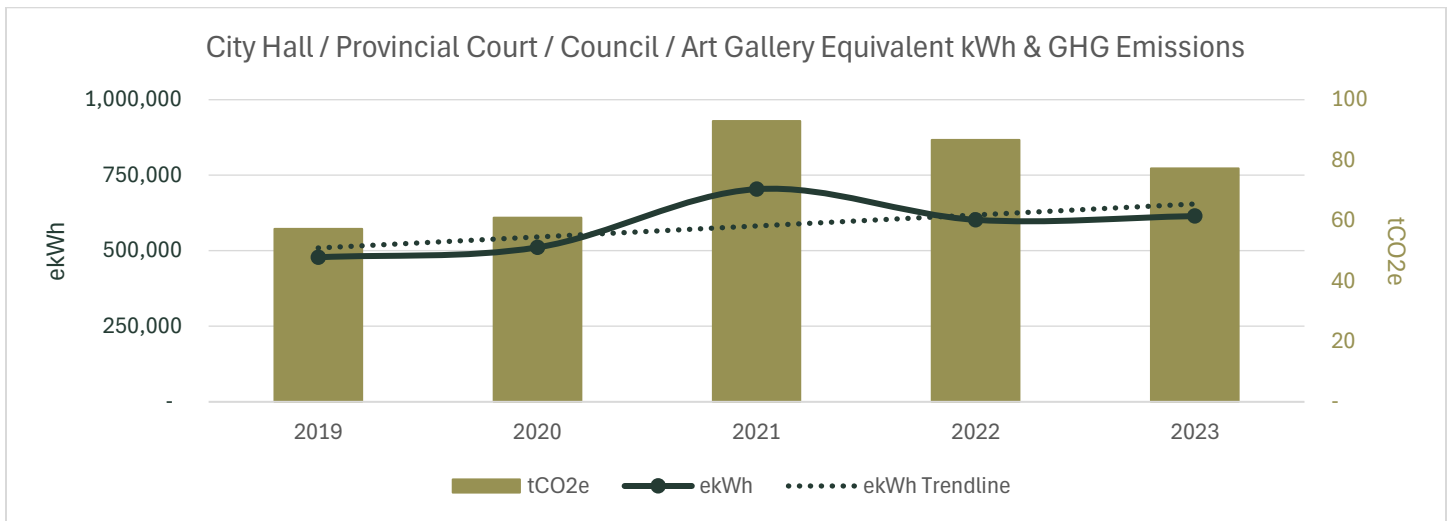
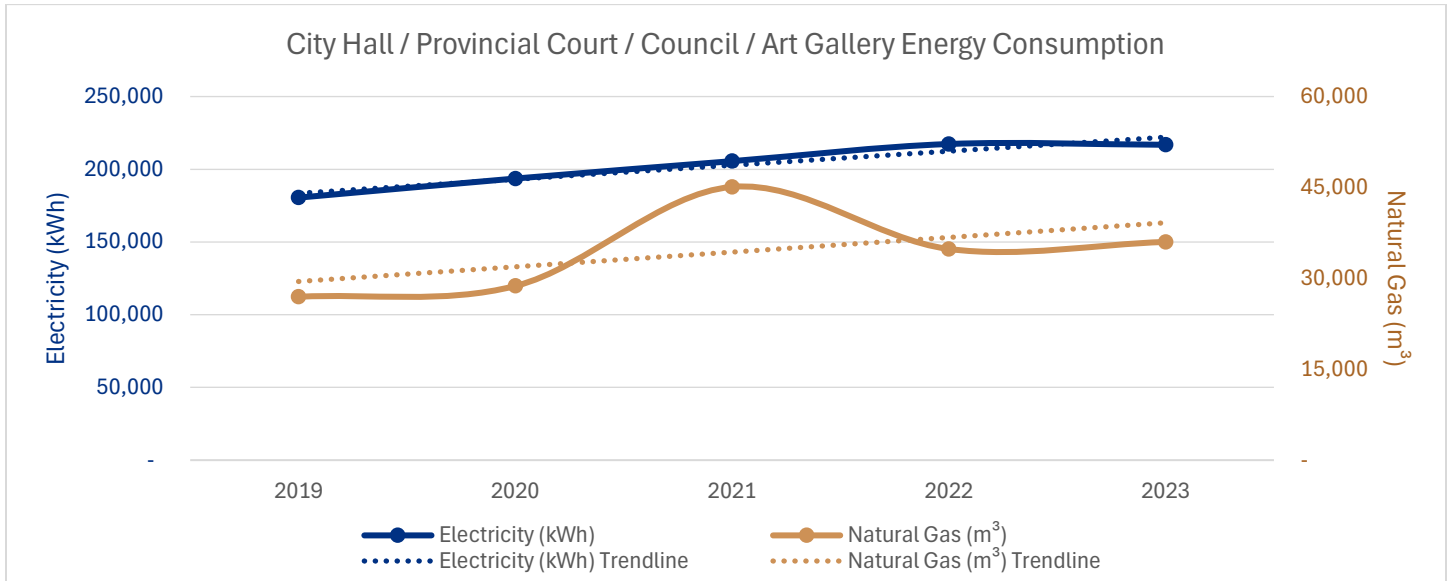
Shelley Herbert-Shea Memorial Arena – 400 Ferguson Ave, Haileybury



Over the past five years, the Shelley Herbert-Shea Memorial Arena experienced a 139% increase in energy consumption, from 687,933.34 ekWh in 2019 to 1,646,276.14 ekWh in 2023, and a 249% increase in GHG emissions, from 61.8 to 215.5 tCO₂e. Despite these challenges, upgrades were implemented, including a partial roof replacement, dehumidifier replacement in 2020, and chiller replacement in 2022. The arena is also included in the 2024 Building Decarbonization Feasibility Study, with the goal to achieve net zero emissions by 2050, in line with the Corporate Greenhouse Gas Reduction Plan. This study, supported by the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future retrofits and energy improvement projects. Anticipated integration of further energy-saving measures is expected as annual funding becomes available in the next five years.

City Hall

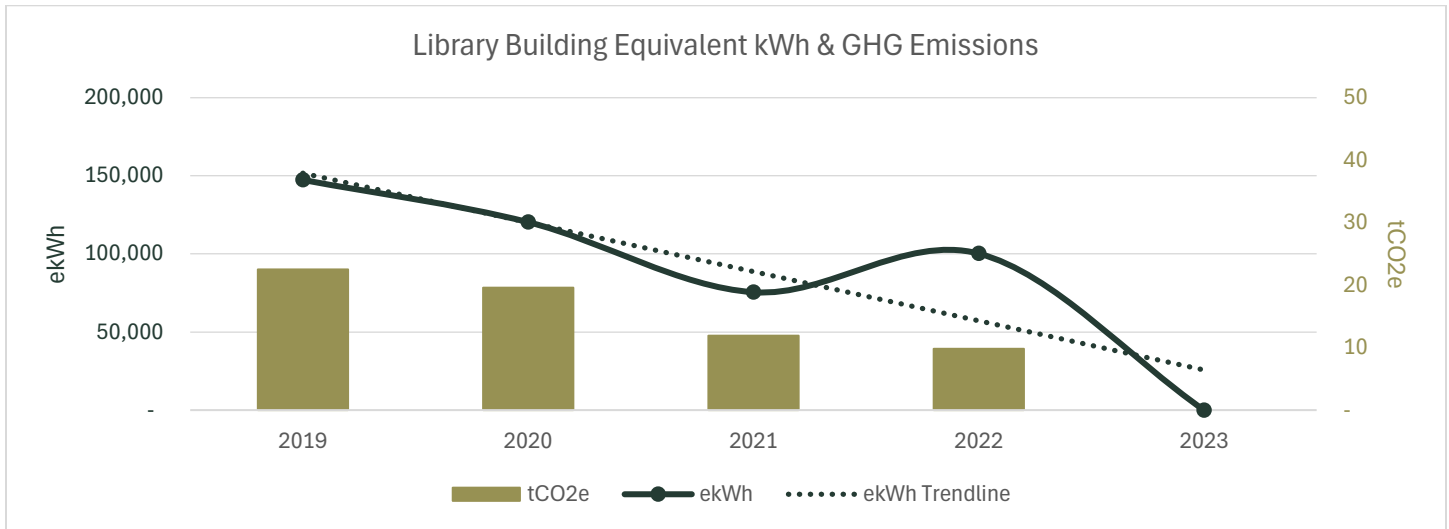
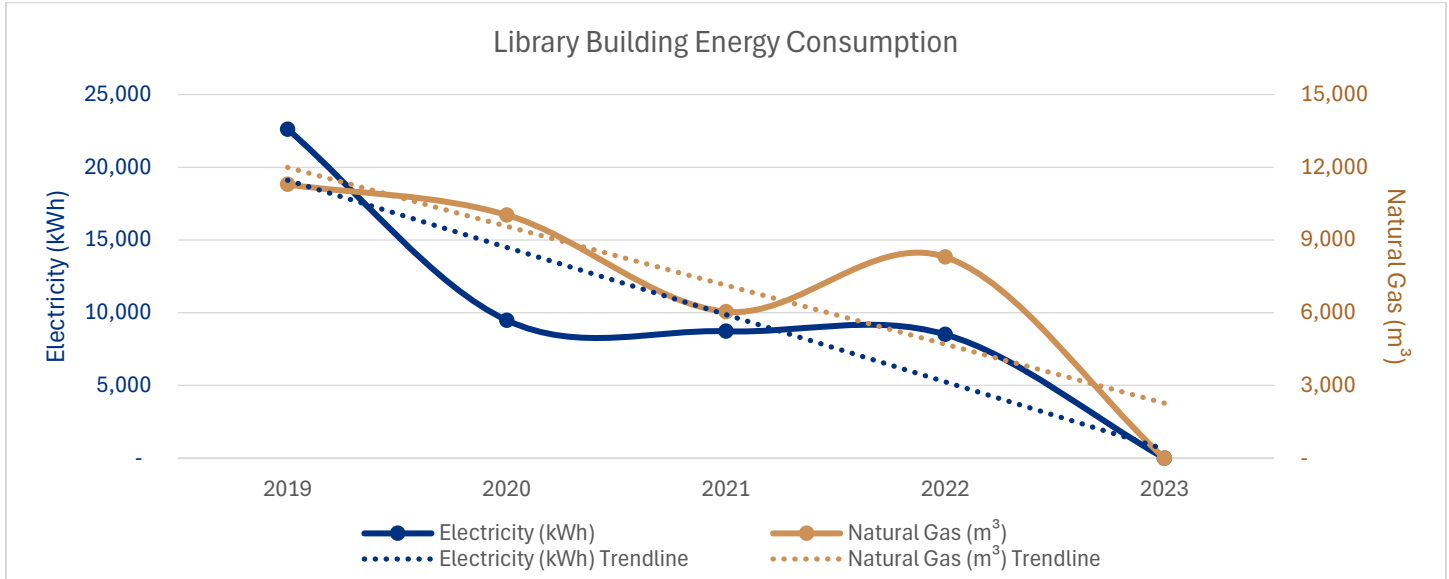
City Hall / Provincial Court / Council / Art Gallery – 325 Farr Dr, Haileybury



In the past five years, City Hall has experienced a 29% increase in energy consumption, from 478,353.1 ekWh in 2019 to 614,757.88 ekWh in 2023, and a 35% increase in GHG emissions, from 57 to 77 tCO2e. This facility is part of the 2024 Building Decarbonization Feasibility Study, with the goal of net zero emissions by 2050, as outlined in the Corporate Greenhouse Gas Reduction Plan. This study, backed by funding from the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future retrofits and energy improvement projects. As funding becomes available annually, additional measures will be introduced to further objectives through 2024-2029.

Libraries

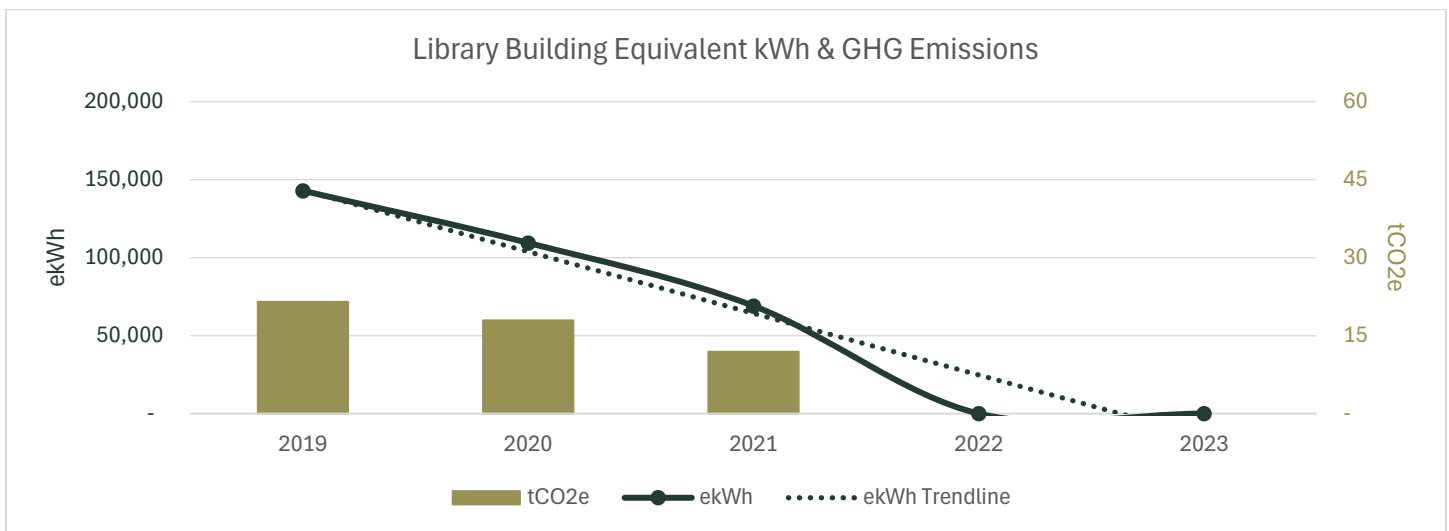
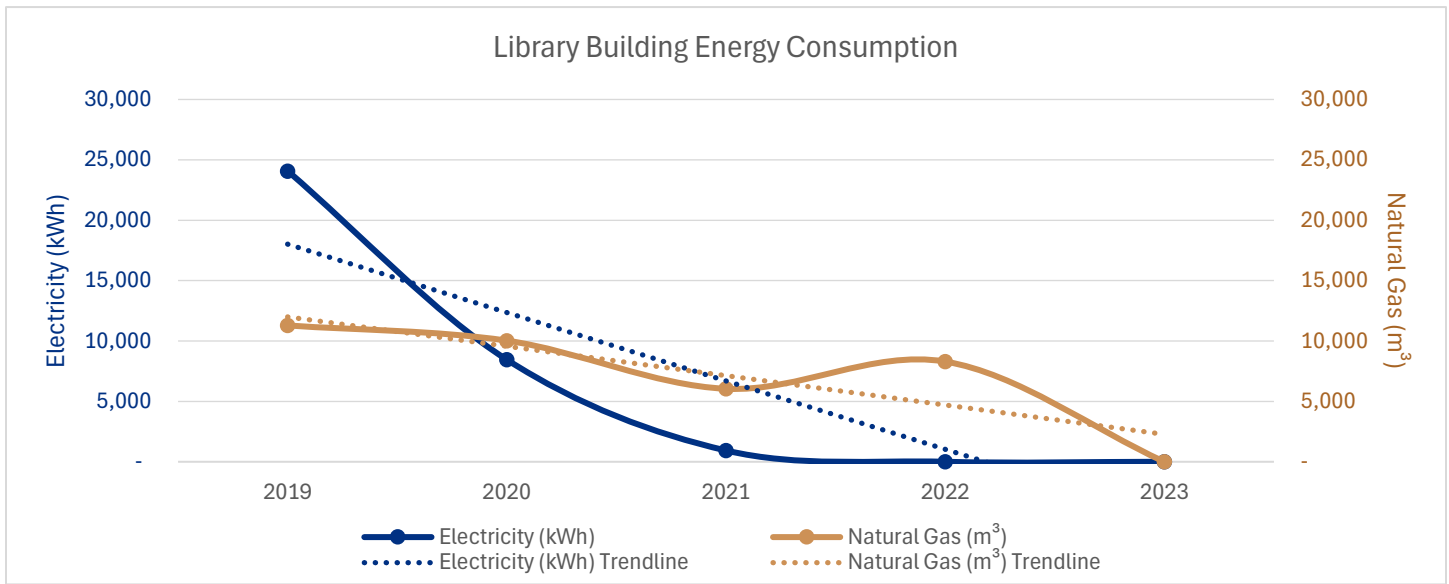
Library Building (Old) – 545 Lakeshore Rd S, Haileybury



From 2019 to 2023, the Library at 545 Lakeshore Rd S had a 100% reduction in energy use and GHG emissions, dropping from 147367.07 ekWh and 22.5 tCO₂e to zero. This significant change resulted from the sale of this building in 2022. The City consolidated two library locations into one and relocated to a renovated facility at 285 Whitewood Ave W, now the Temiskaming Shores Library. This transition not only conserves energy and reduces costs, but also establishes a foundation for future initiatives, through 2024-2029.

Libraries

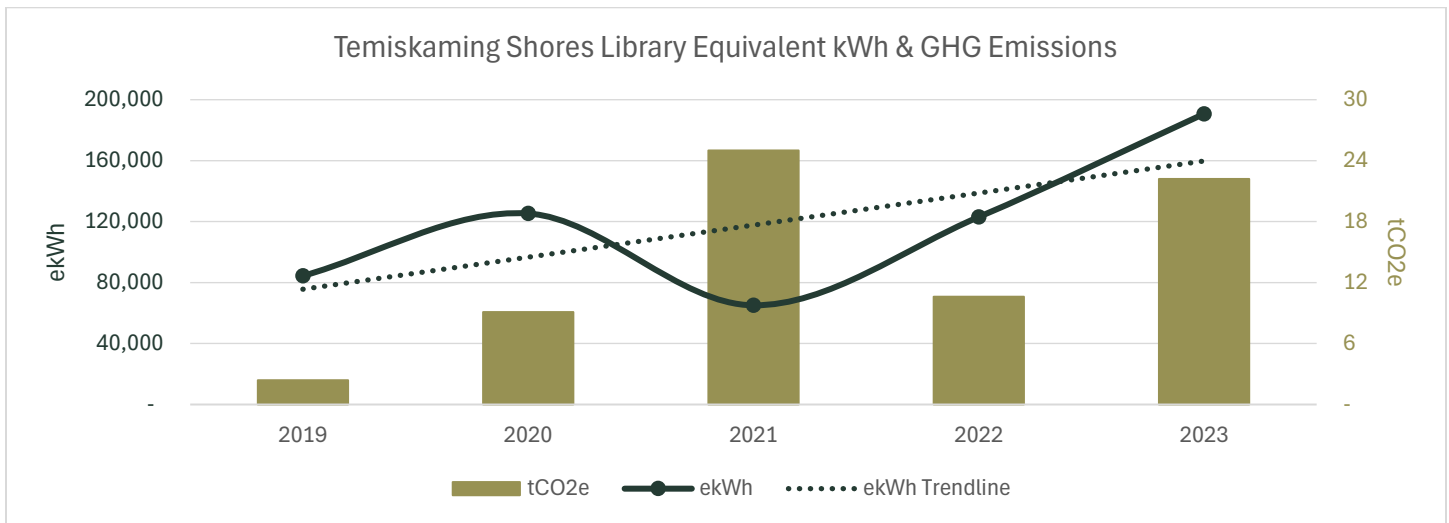
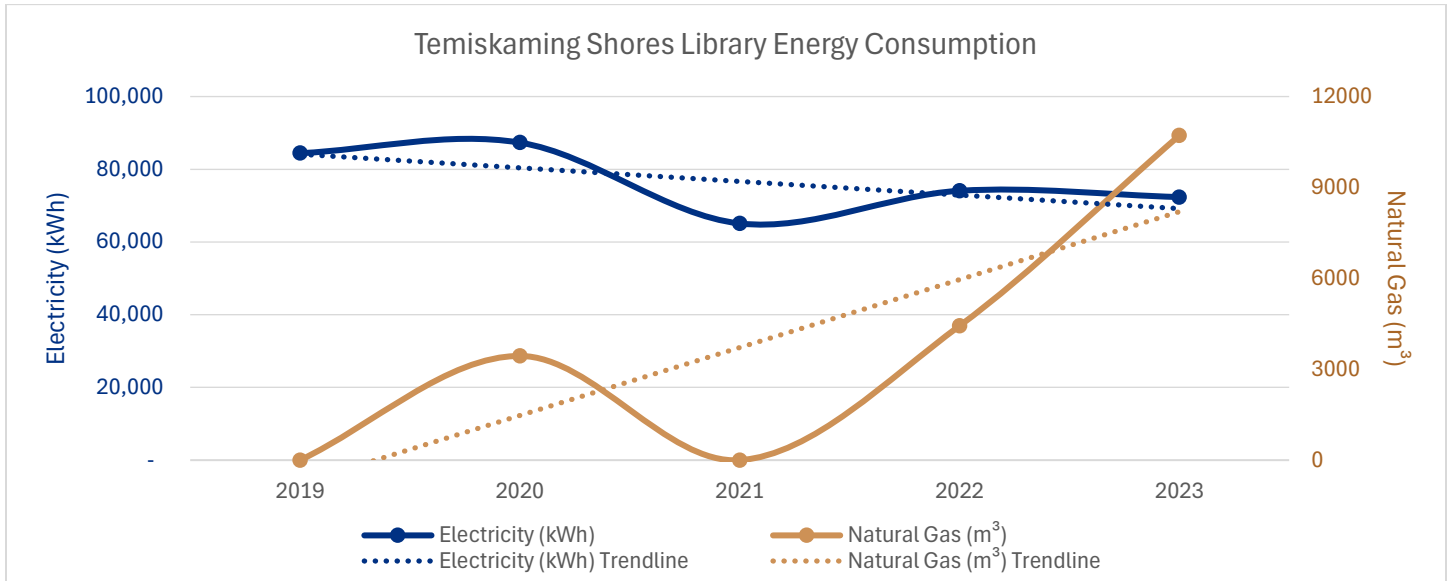
Library Building (Old) – 50 Whitewood Ave W, New Liskeard



Between 2019 and 2023, the Library at 50 Whitewood Ave W had a 100% reduction in energy use and GHG emissions, dropping from 142821.7 kWh and 21.5 tCO₂e to zero. This significant change resulted from the sale of this building in 2021. The City consolidated two library locations into one and relocated to a renovated facility at 285 Whitewood Ave W, now the Temiskaming Shores Library. Beyond conserving energy and lowering costs, this strategy will pave the way for future initiatives for the next five years.

Libraries

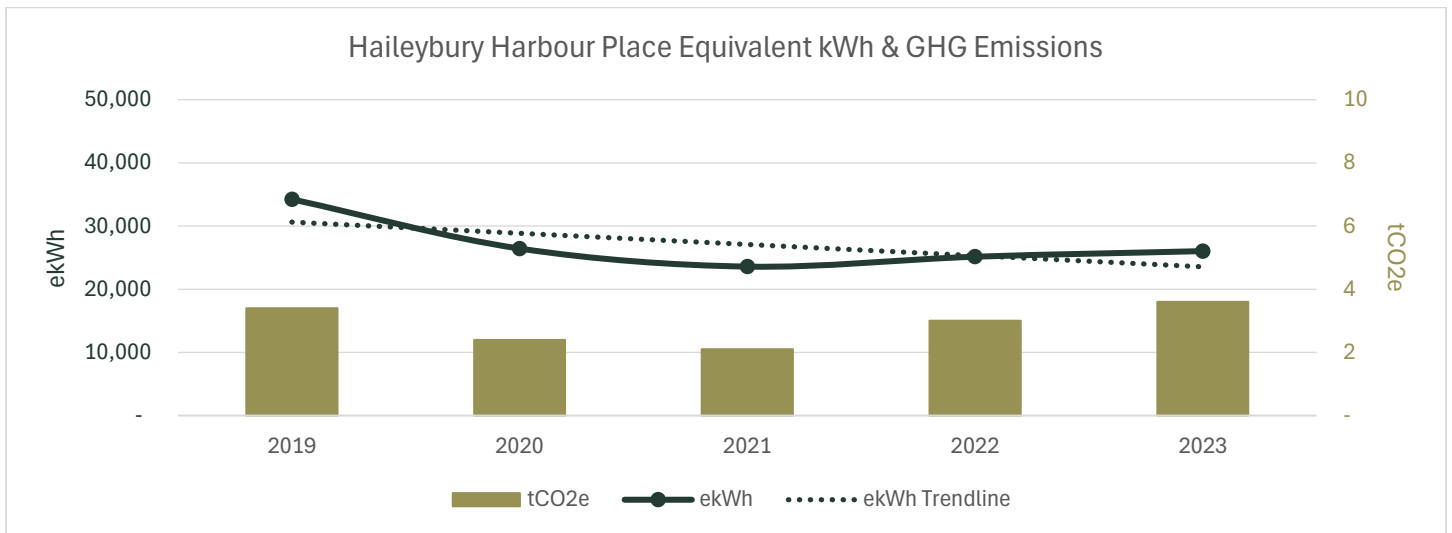
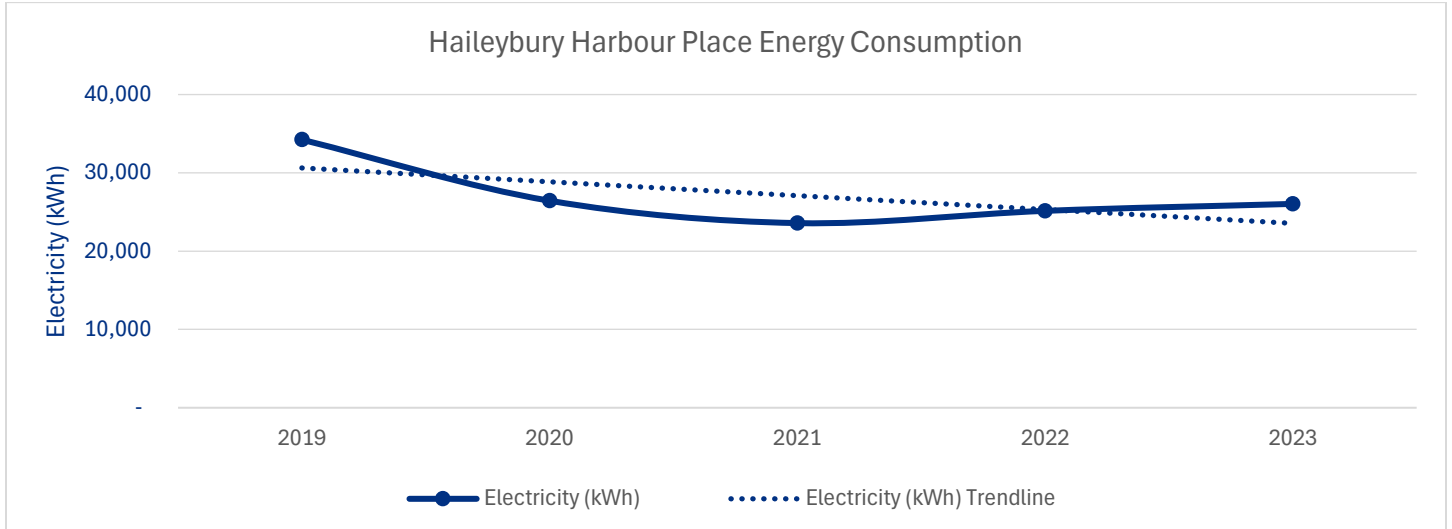
Temiskaming Shores Library – 285 Whitewood Ave W, New Liskeard



Following its 2019 renovation and conversion from the New Liskeard Medical Centre, the Temiskaming Shores Library at 285 Whitewood Ave W saw a 52% rise in energy consumption, from 125,316.4 ekWh to 190,706.42 ekWh, and an 825% increase in GHG emissions, from 2.4 to 22.2 tCO₂e, by 2023. This increase occurred due to a temporary halt in operations during the renovation phase, which included energy efficiency upgrades of a new boiler and LED lighting. In addition, a natural gas meter was installed as part of the renovation, introducing gas service to this location for the first time. This transition consolidated two library branches into this single, more efficient location, conserving energy and reducing costs. The Library is also part of the 2024 Building Decarbonization Feasibility Study with the goal of achieving net zero emissions by 2050, as outlined in the Corporate Greenhouse Gas Reduction Plan. This study, supported by funding through the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future retrofits and energy improvement projects with additional measures to be implemented as funding allows, through 2024-2029.

Marinas

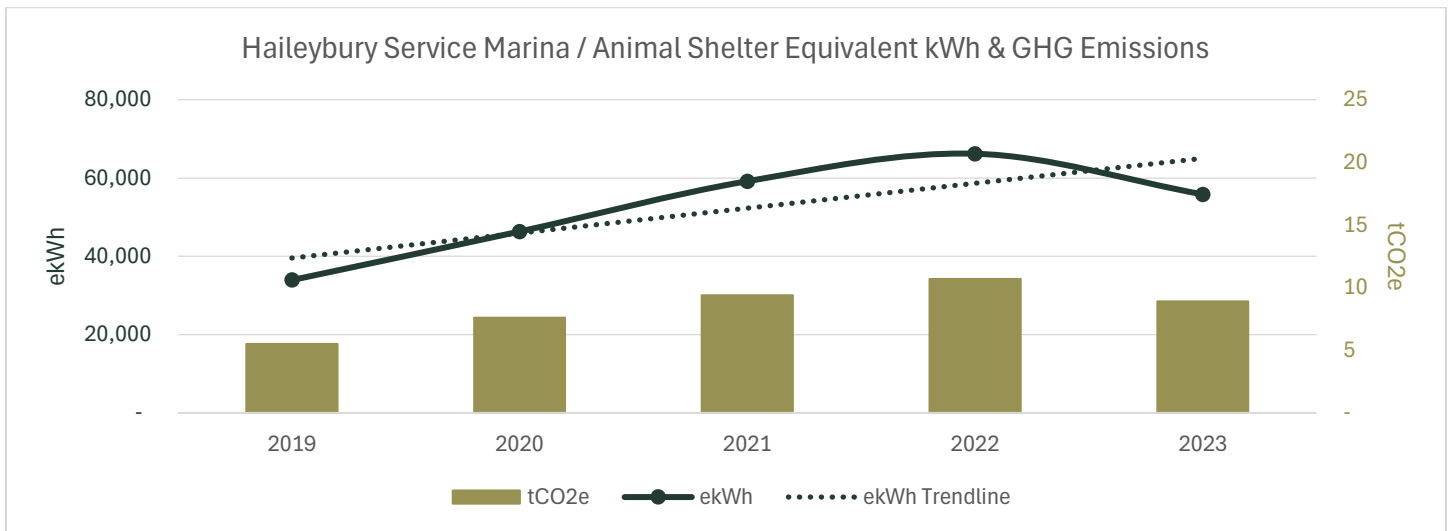
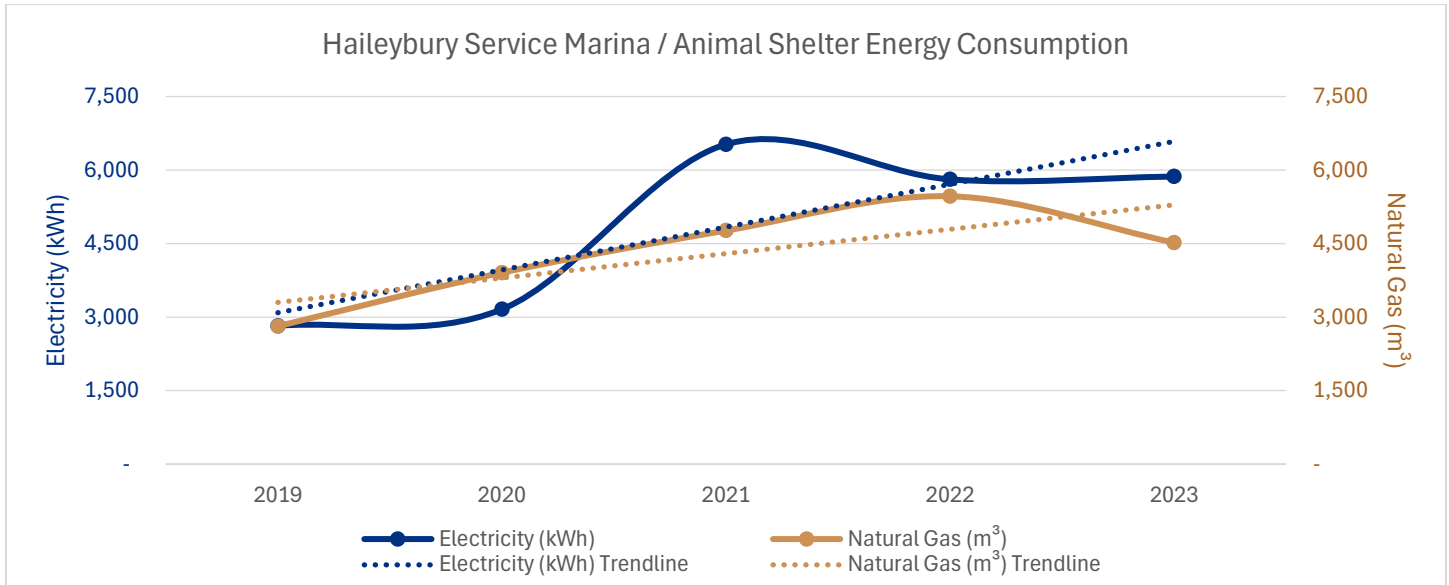
Haileybury Harbour Place – 451 Farr Dr, Haileybury



From 2019 to 2023, Haileybury Harbour Place experienced a 24% reduction in energy consumption, dropping from 34,232.48 ekWh to 26,032.54 ekWh, alongside a slight 6% increase in GHG emissions, from 3.4 to 3.6 tCO2e. Energy conservation efforts will continue as funding becomes available annually, through 2024-2029.

Marinas

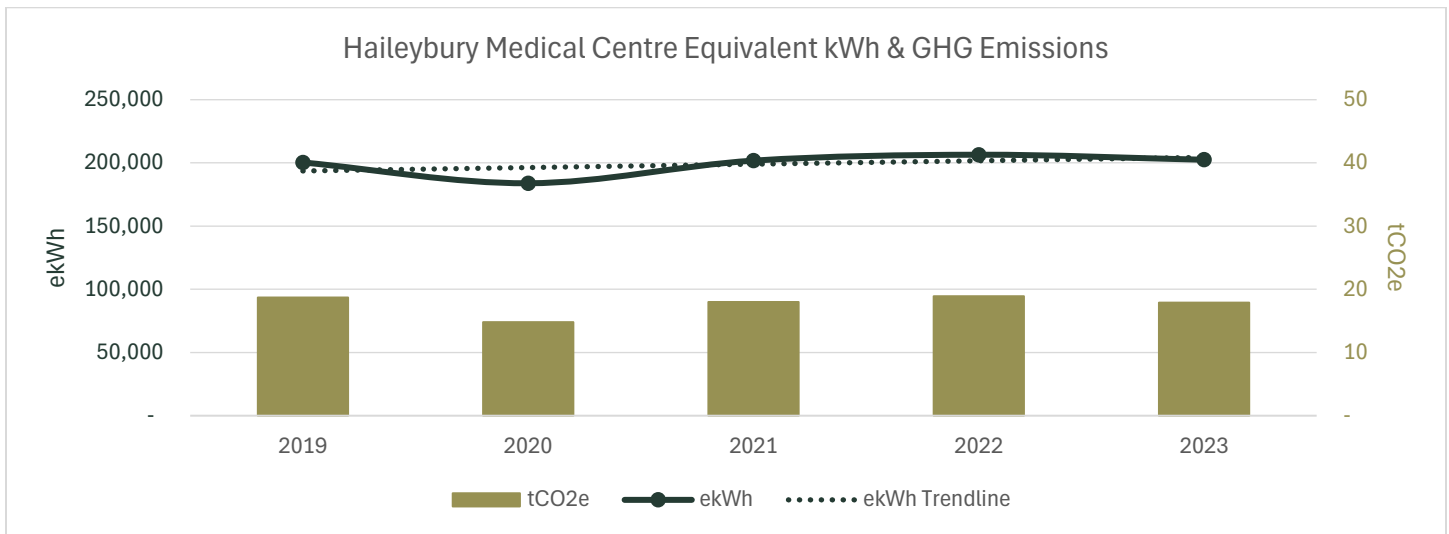
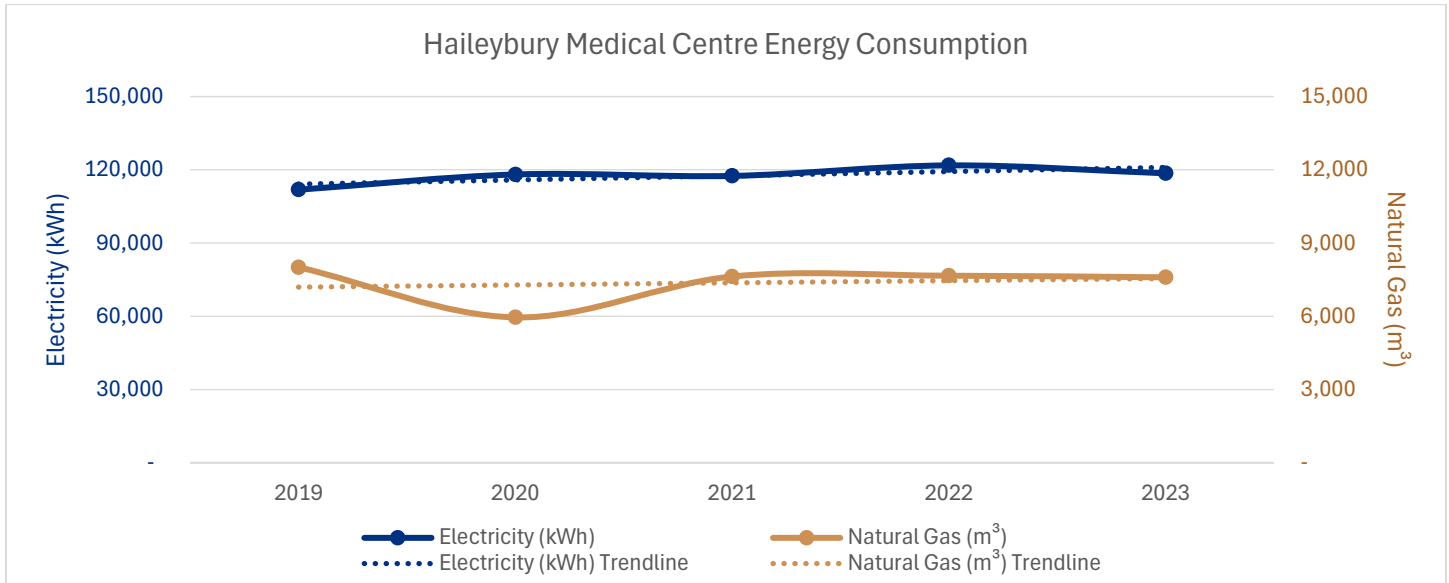
Haileybury Service Marina / Animal Shelter – 305 Farr Dr, Haileybury



Over the past five years, Haileybury Service Marina saw energy use rise by 65%, from 33,931.22 ekWh in 2019 to 55,825.14 ekWh in 2023 and GHG emissions increase by 62%, from 5.5 to 8.9 tCO₂e. With an expansion to include an Animal Shelter in 2024, the facility will undergo renovations and introduce LED lighting upgrades to enhance energy efficiency. Future efforts to reduce energy consumption and emissions will continue as funding becomes available, from 2024-2029.

Medical Centre

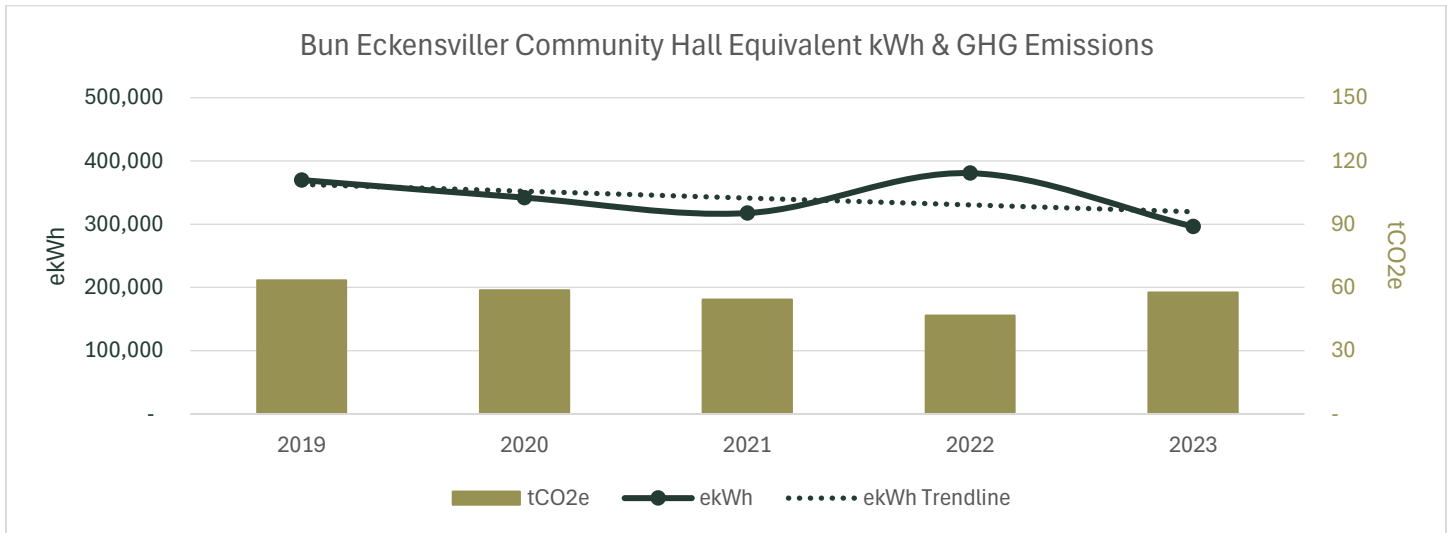
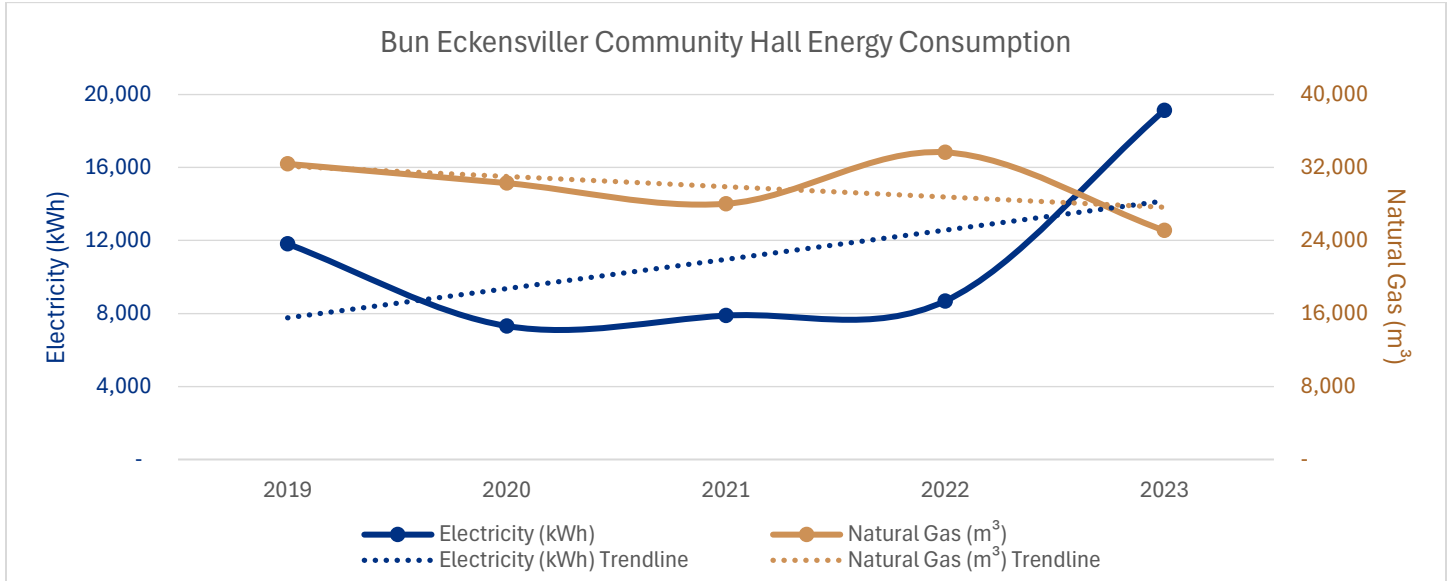
Haileybury Medical Centre – 95 Meridian Ave, Haileybury



Between 2019 and 2023, the Medical Centre slightly increased its energy consumption by 1%, from 200,346.86 ekWh to 202,497.27 ekWh, alongside a 4% reduction in GHG emissions, from 18.7 to 17.9 tCO₂e. This facility is included in the 2024 Building Decarbonization Feasibility Study, targeting net-zero emissions by 2050, as outlined in the Corporate Greenhouse Gas Reduction Plan. The study, with financial support from the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future retrofits and energy-saving initiatives. Efforts to integrate additional energy efficiency measures will continue as funding becomes available, over the next five years.

Other Facilities

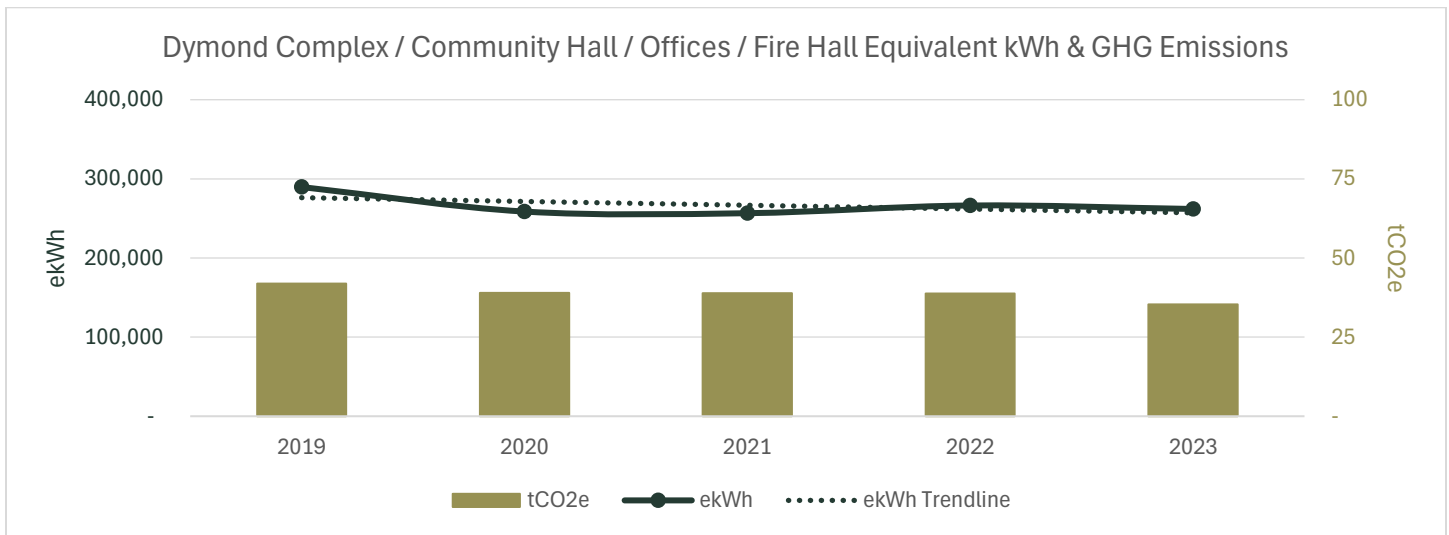
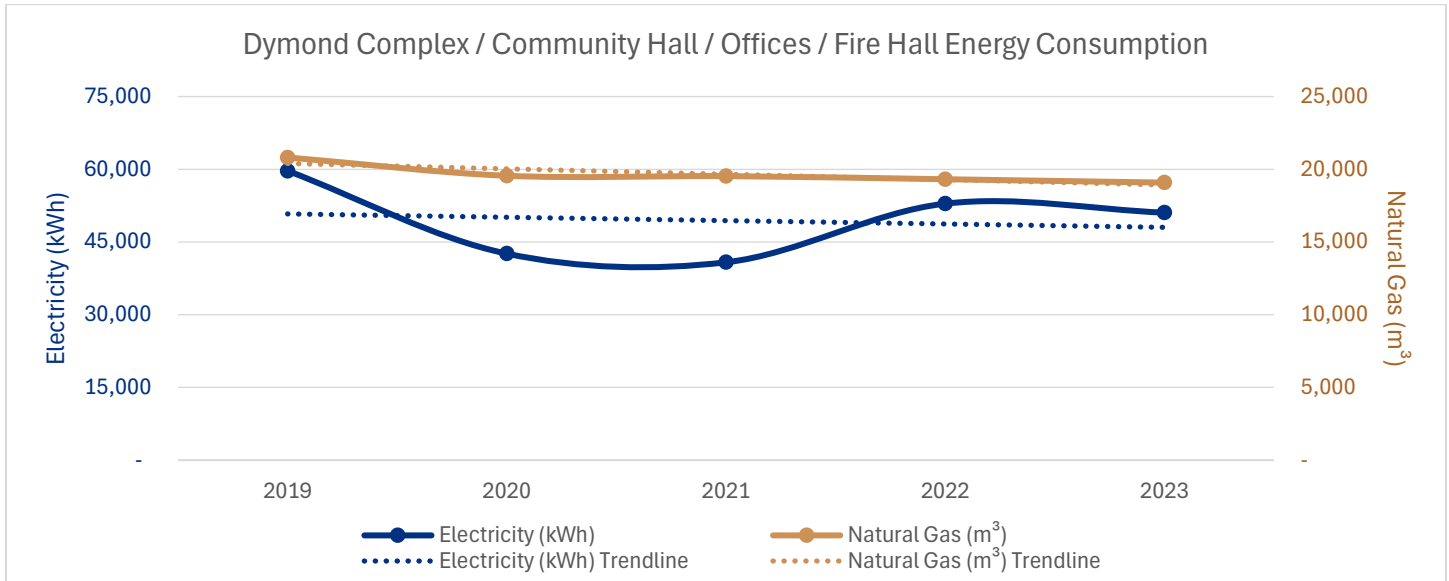
Bun Eckensviller Community Hall – 90 Whitewood Ave W, New Liskeard



In the past five years, the Bun Eckensviller Community Hall has experienced a 20% reduction in energy consumption, from 369,807.48 ekWh in 2019 to 296,406.24 ekWh in 2023, and a 9% decrease in GHG emissions, from 63.4 to 57.6 tCO₂e. Looking ahead to 2024–2029, efforts will continue in implementing new energy-saving measures as funding becomes available.

Other Facilities

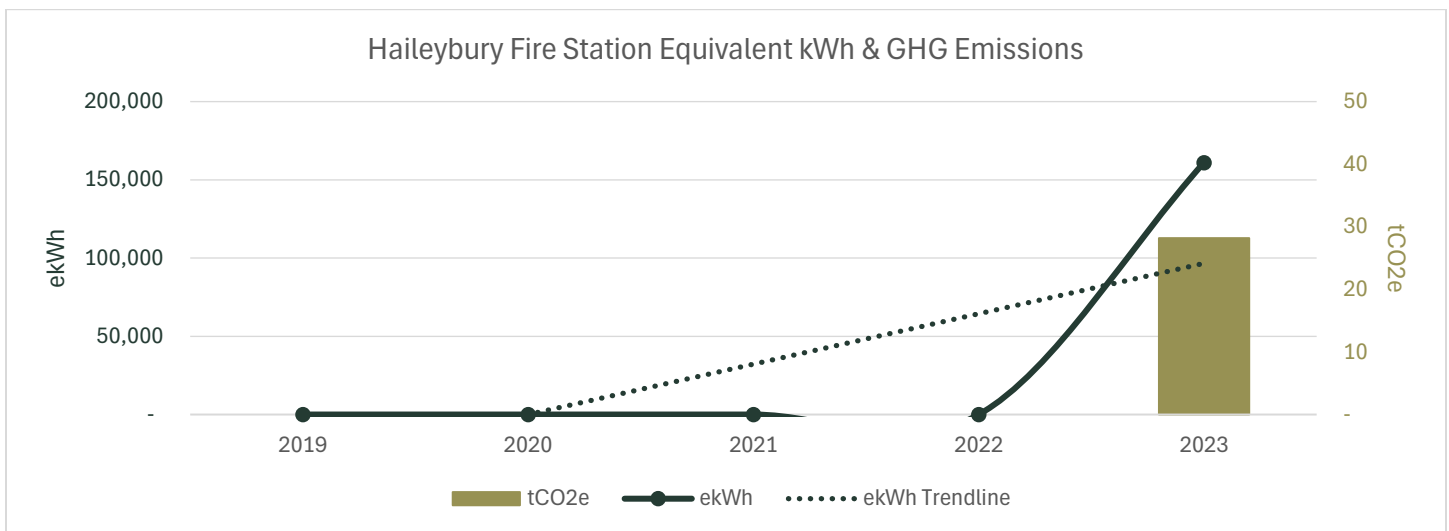
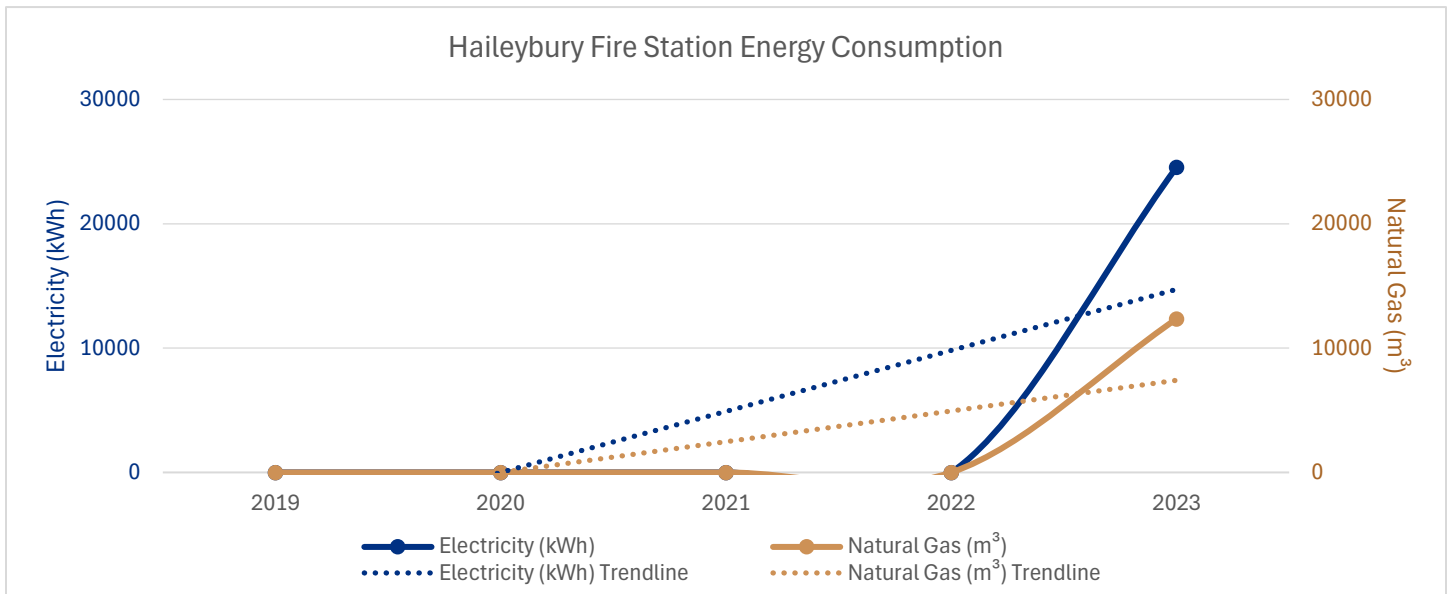
Dymond Complex / Community Hall / Offices / Fire Hall – 181 Drive in Theatre Rd, New Liskeard



The Dymond Complex saw a 10% decrease in energy use from 289,641.47 ekWh in 2019 to 261,898.9 ekWh in 2023, alongside a 16% reduction in GHG emissions from 41.9 to 35.3 tCO2e. This facility is part of the Building Decarbonization Feasibility Study to achieve net zero emissions by 2050. The initiative, supported by the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future energy-saving retrofits and projects. Moving forward into 2024-2029, additional energy conservation measures will be implemented as annual funding becomes available.

Other Facilities

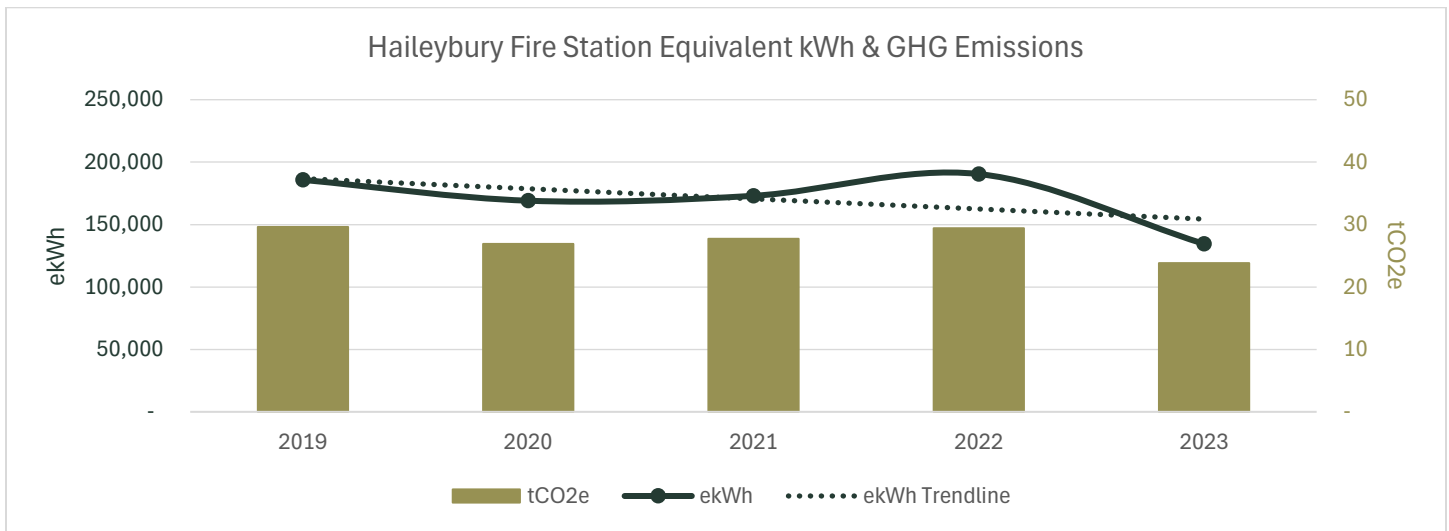
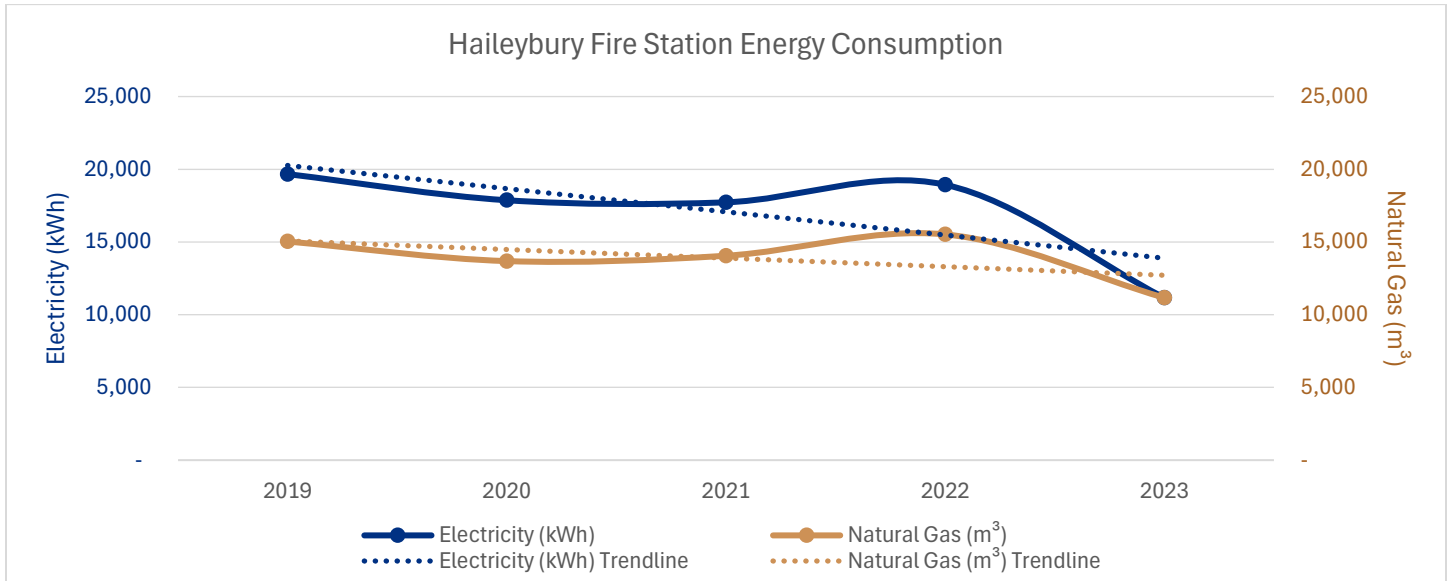
Haileybury Fire Station – 54 Rorke Ave, Haileybury



In 2023, the new Haileybury Fire Station at 54 Rorke Ave consumed 161,020.94 ekWh of energy and emitted 28.2 tCO₂e. Built in 2022, this facility replaced the former fire station at 468 Georgina Ave, which was sold in 2024. The facility will be part of the 2024 Building Decarbonization Feasibility Study to explore pathways towards net-zero emissions by 2050, in line with the Corporate Greenhouse Gas Reduction Plan. This study, supported by the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future retrofits and energy projects, with further measures implemented as funding is available, through 2024-2029.

Other Facilities

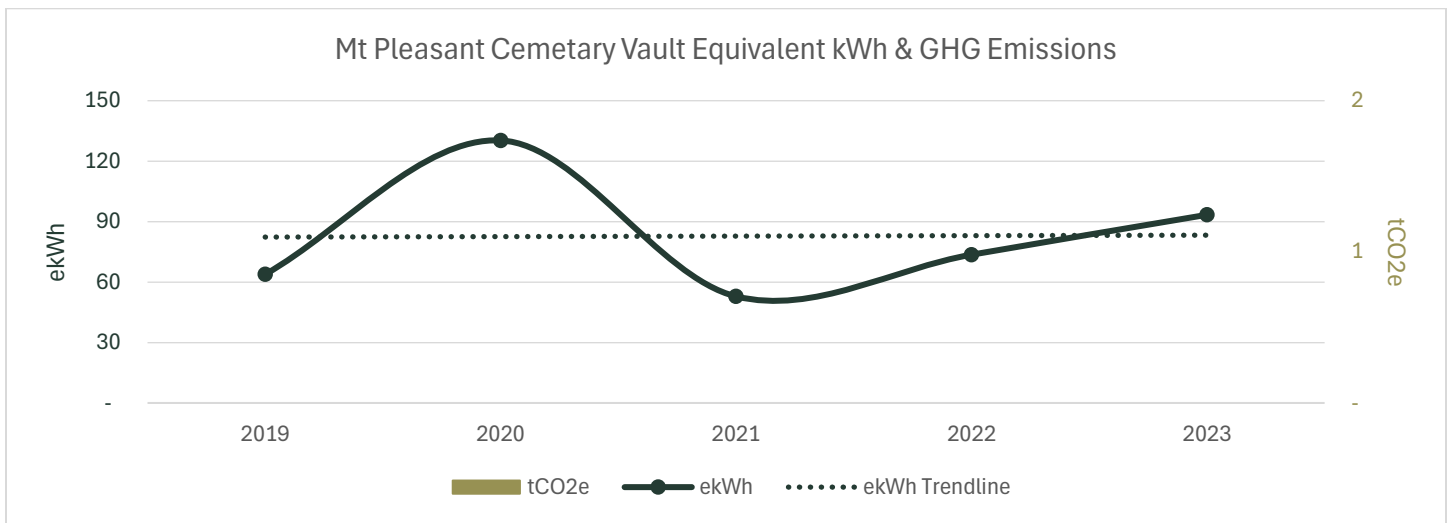
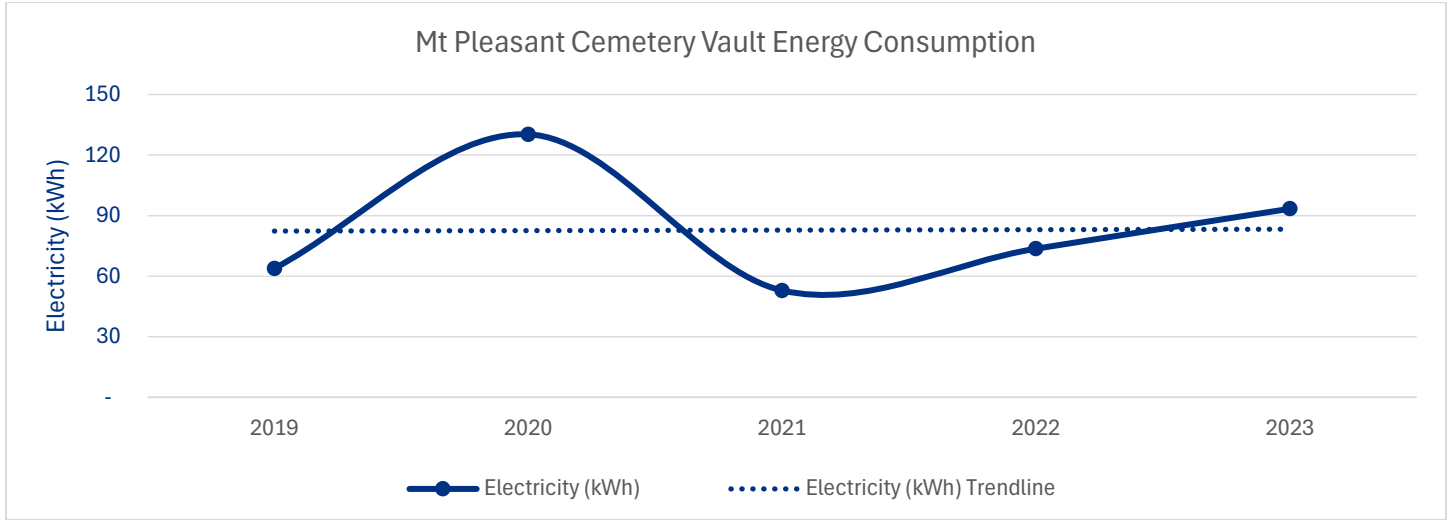
Haileybury Fire Station (Old) – 468 Georgina Ave, Haileybury



The Haileybury Fire Station at 468 Georgina Ave experienced a 28% reduction in energy use, from 185,771.84 ekWh in 2019 to 134,537.69 ekWh in 2023, and a 20% decrease in GHG emissions, from 29.6 to 23.8 tCO₂e. In 2024, the facility was sold, and fire station operations were relocated to a newly constructed, more efficient building at 54 Rorke Ave.

Other Facilities

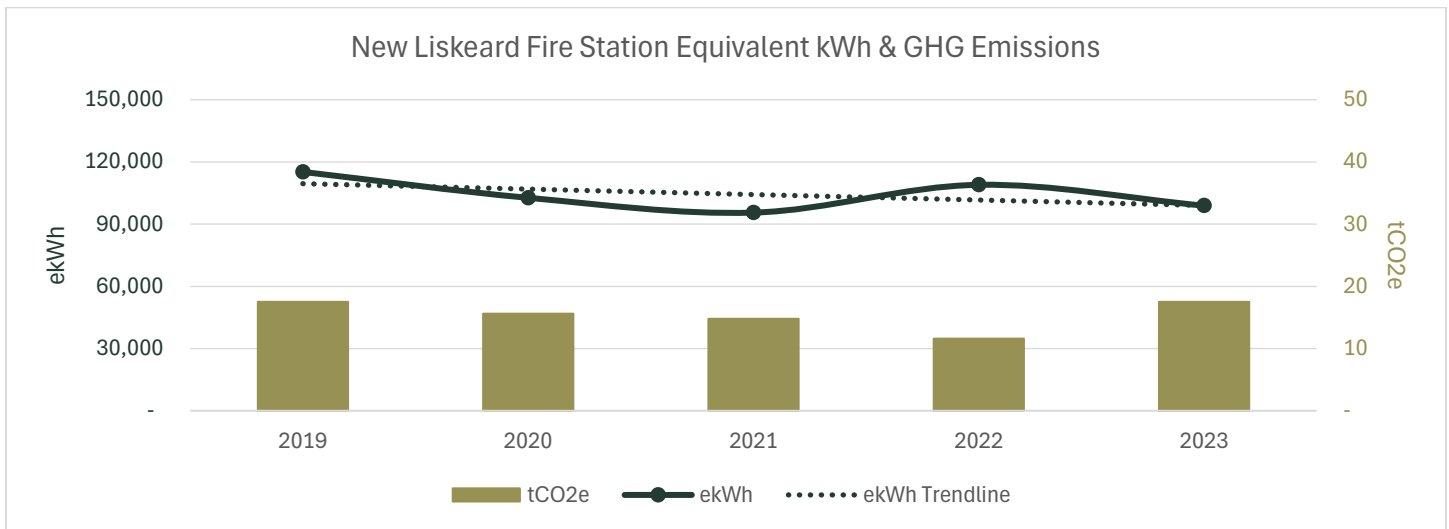
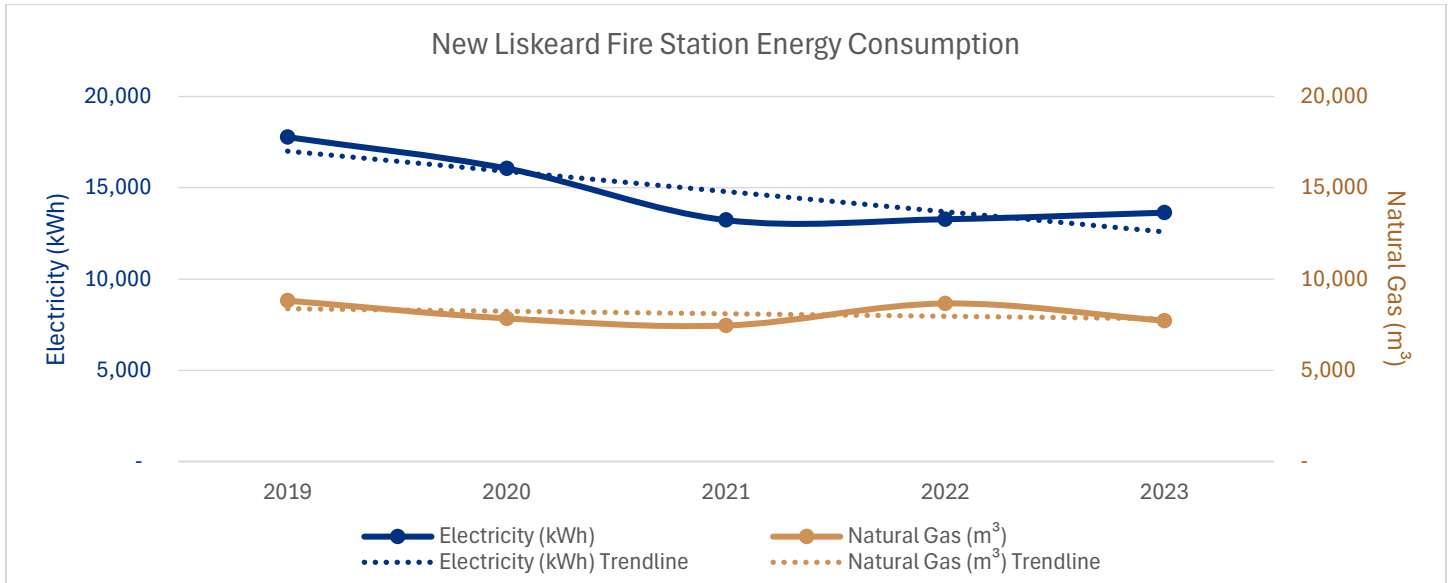
Mt Pleasant Cemetery Vault – 350 Morissette Dr, Haileybury



From 2019 to 2023, the Mt Pleasant Cemetery Vault saw a 46% increase in energy consumption, from 63.85 ekWh to 93.37 ekWh, while GHG emissions remained stable at 0.01 tCO2e throughout this period. Future measures to reduce energy consumption will continue as funding becomes available in the next five years.

Other Facilities

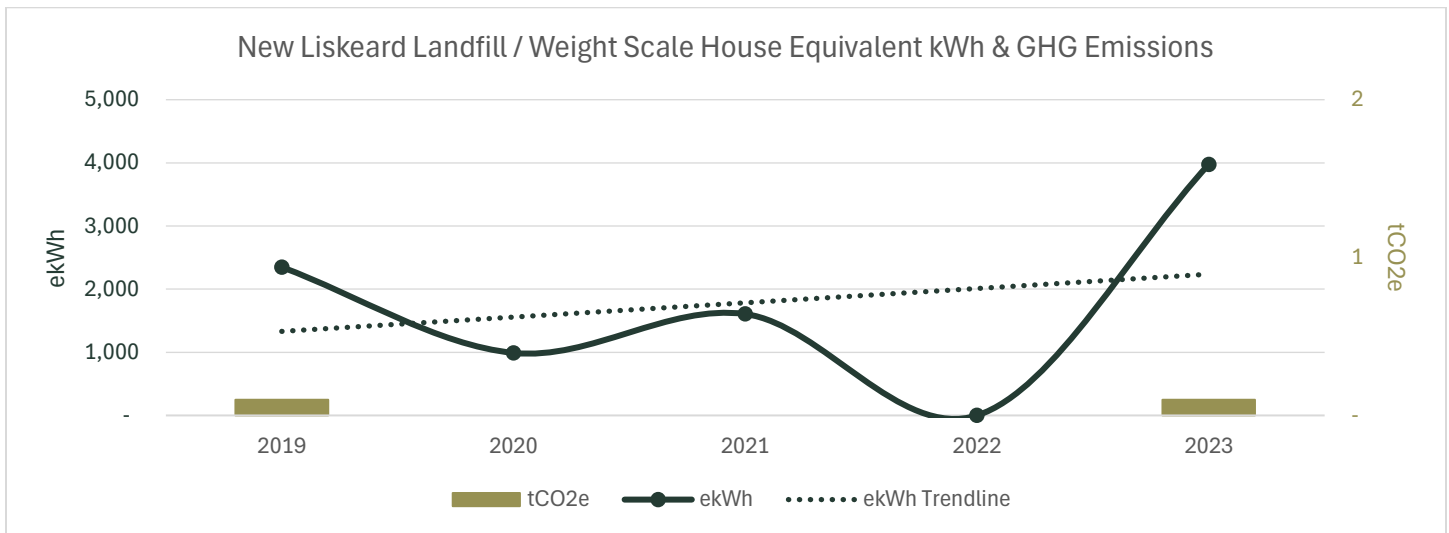
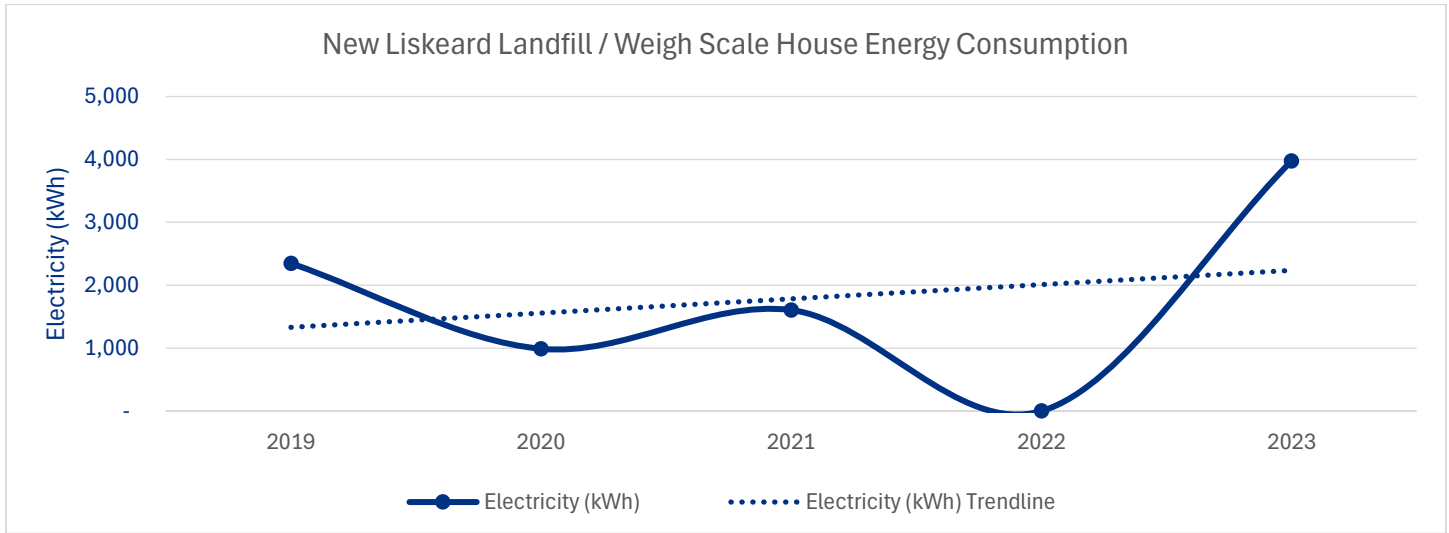
New Liskeard Fire Station – 30 Wellington St S, New Liskeard



Over the past five years, the New Liskeard Fire Station has reduced its energy use by 14% from 115,174 ekWh in 2019 to 98,908.62 ekWh in 2023, while its GHG emissions remained stable at 17.5 tCO₂e. This facility is part of the 2024 Building Decarbonization Feasibility Study, with the goal to achieve net zero emissions by 2050, in line with the Corporate Greenhouse Gas Reduction Plan. The study, supported by the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future retrofits and energy improvement projects. Efforts to reduce energy consumption and emissions will continue as funding becomes available, through 2024-2029.

Other Facilities

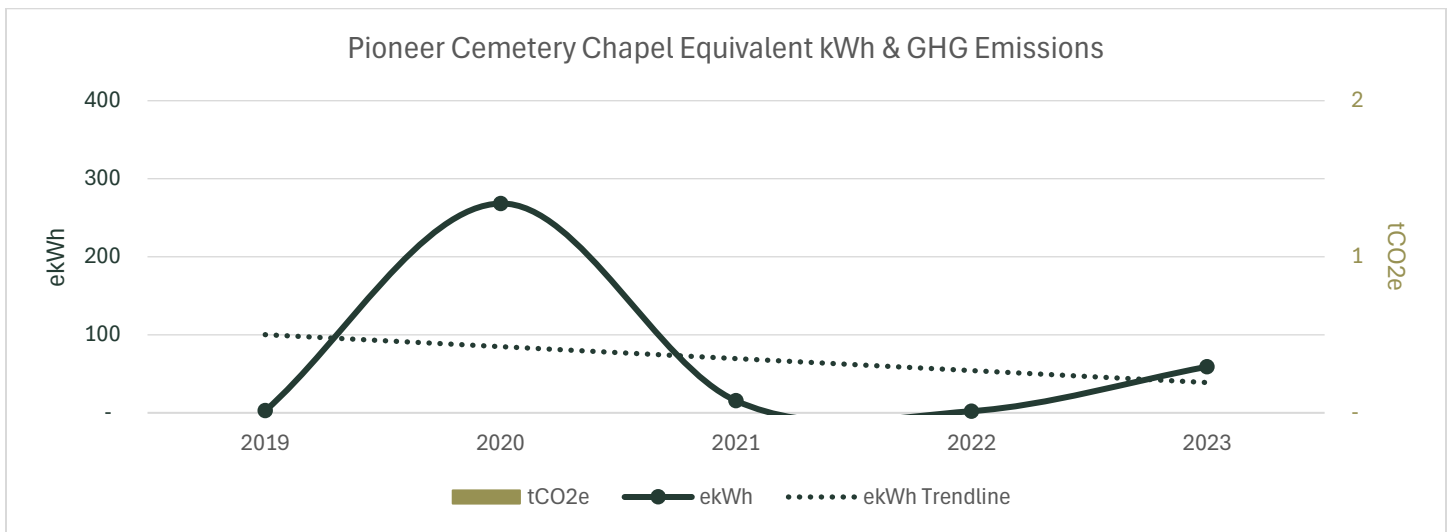
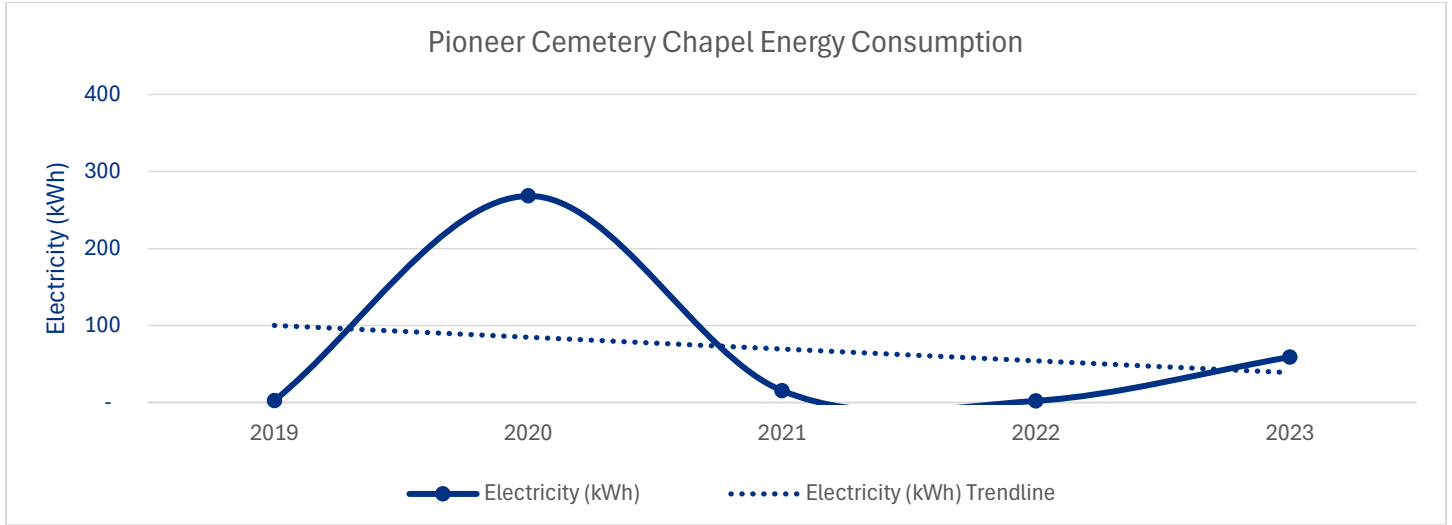
New Liskeard Landfill / Weigh Scale House – 704165 Rockley Rd, New Liskeard



From 2019 to 2023, the Landfill/Weigh Scale House saw a 69% rise in energy use from 2,348.52 ekWh to 3,975.09 ekWh, while GHG emissions remained constant at 17.5 tCO₂e. The landfill re-opened in 2023 with a newly constructed weigh scale house to replace the old building. Additionally, a sizable storage shed equipped with electric heating was built. Moving forward into 2024-2029, further energy management measures will be adopted as funding becomes available.

Other Facilities

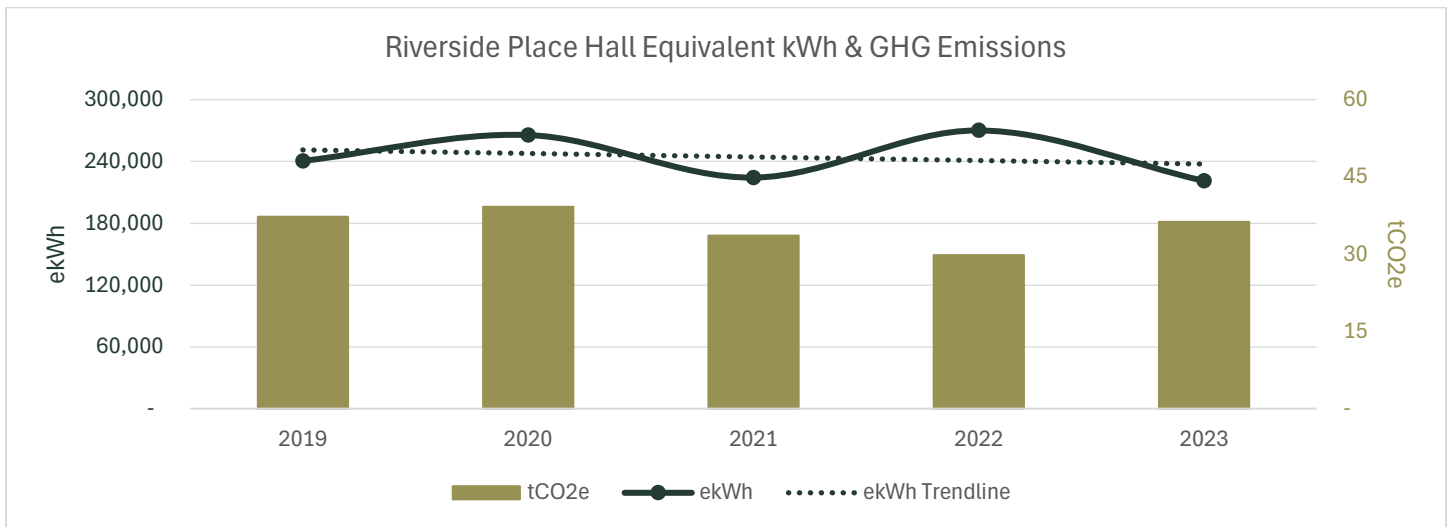
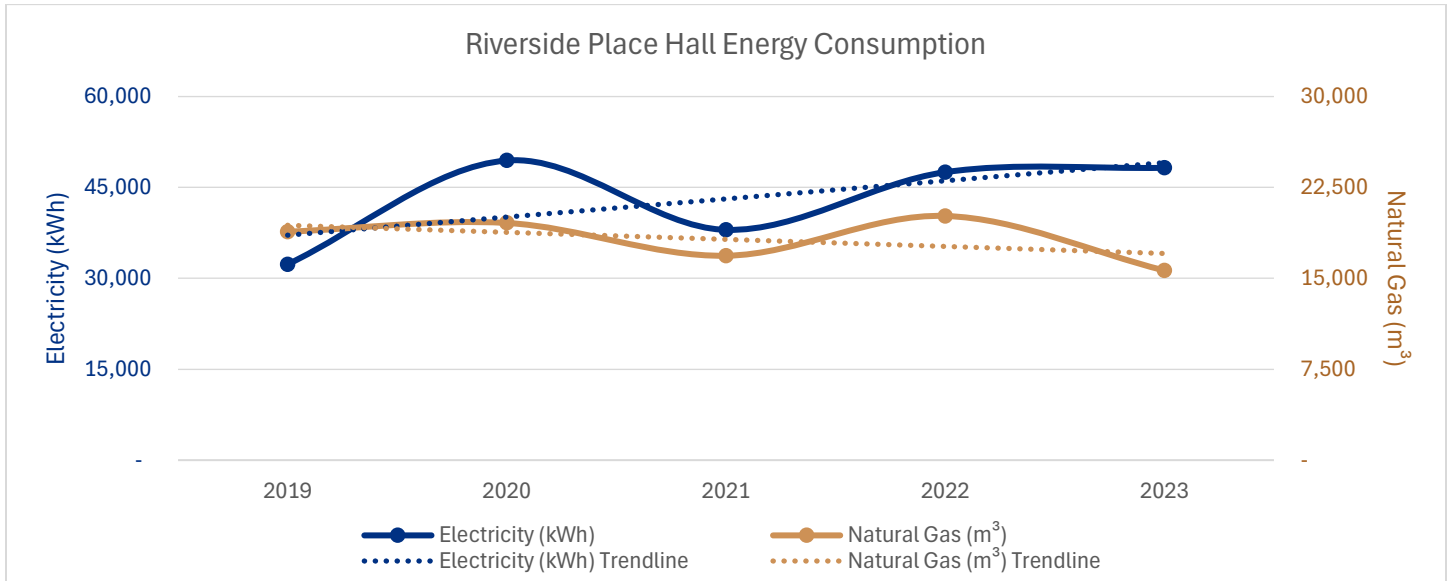
Pioneer Cemetery Chapel – 500 Whitewood Ave W, New Liskeard



The Pioneer Cemetery Chapel experienced a 2153% increase in energy consumption, from 2.62 ekWh in 2019 to 59.02 ekWh in 2023, with GHG emissions remaining stable at 0.01 tCO2e. Future efforts to reduce energy consumption will continue as funding becomes available, through 2024-2029.

Other Facilities

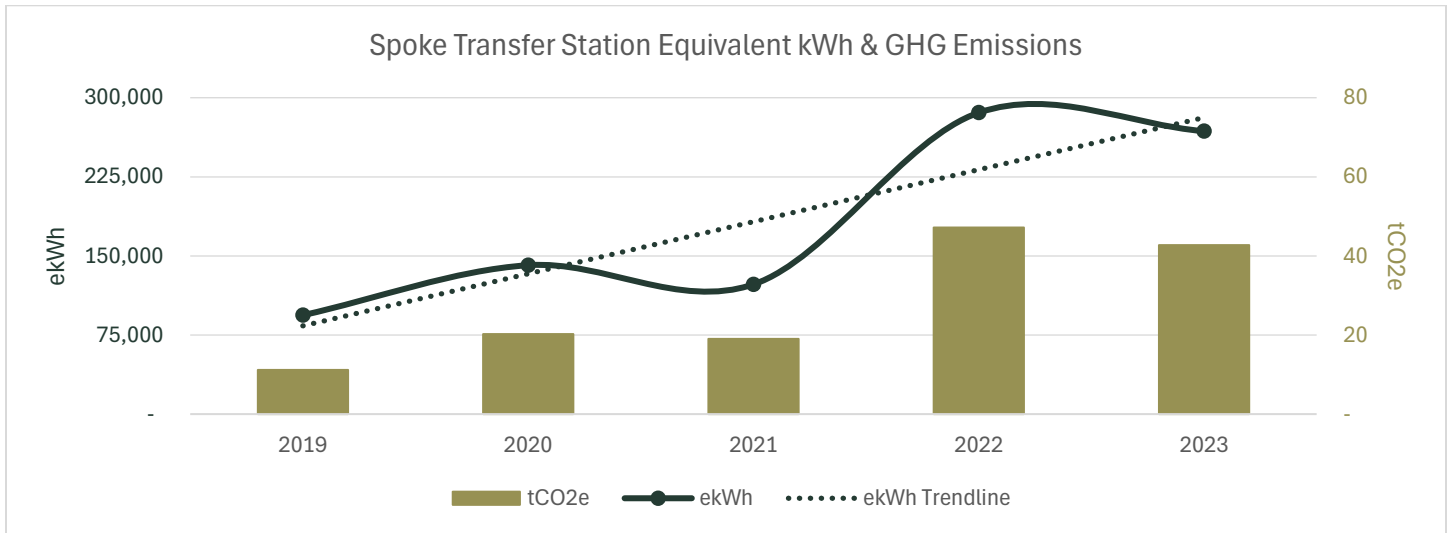
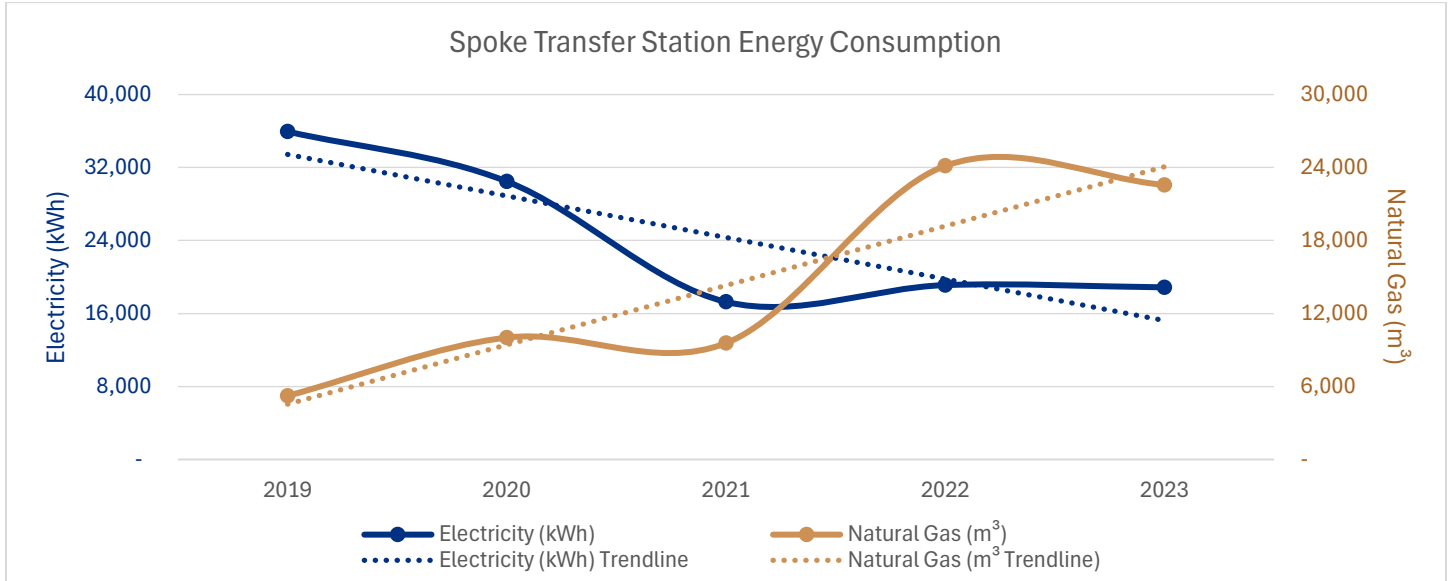
Riverside Place Hall – 55 Riverside Dr, New Liskeard



Between 2019 and 2023, Riverside Place Hall saw an 8% reduction in energy use, from 240,566.53 ekWh to 221,175.53 ekWh, and a 3% decrease in GHG emissions, from 37.3 to 36.3 tCO₂e. This facility is part of the 2024 Building Decarbonization Feasibility Study, targeting net-zero emissions by 2050, consistent with the Corporate Greenhouse Gas Reduction Plan. The study, supported by the Federation of Canadian Municipalities under the Green Municipal Fund, will inform retrofitting and energy improvement efforts. Future energy-saving measures will be implemented as additional funding becomes available, through 2024-2029.

Other Facilities

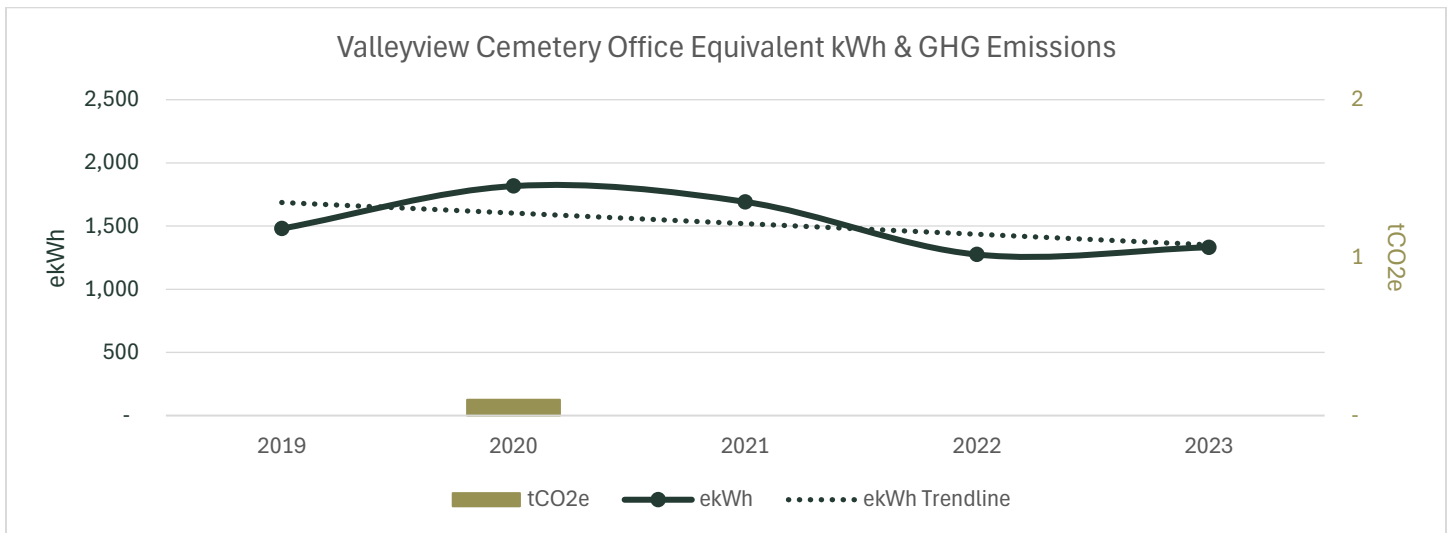
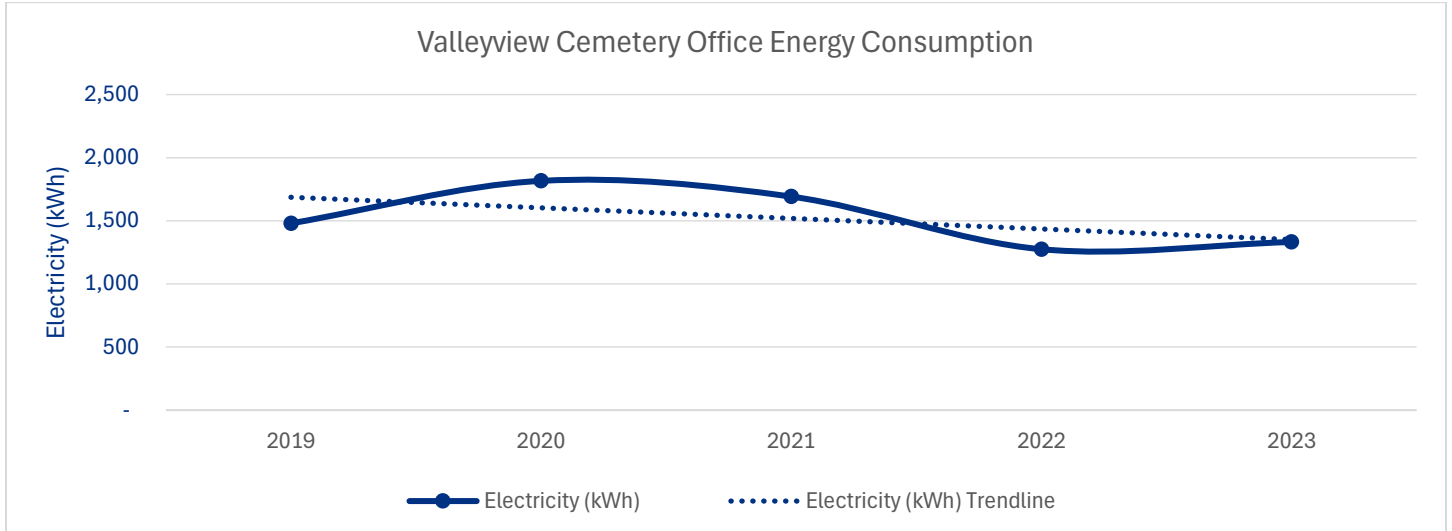
Spoke Transfer Station – 7 Barr Dr, New Liskeard



Over the past five years, the Spoke Transfer Station experienced an increase of 186% in energy consumption, from 93,796.31 ekWh to 268,269.37 ekWh, and GHG emissions rose by 281%, from 11.2 to 42.7 tCO₂e. Moving forward into 2024-2029, energy conservation and emissions reduction measures will be implemented as funding becomes available annually. However, the future of this building may be subject to change with the implementation of full producer responsibility for recycling in Ontario.

Other Facilities

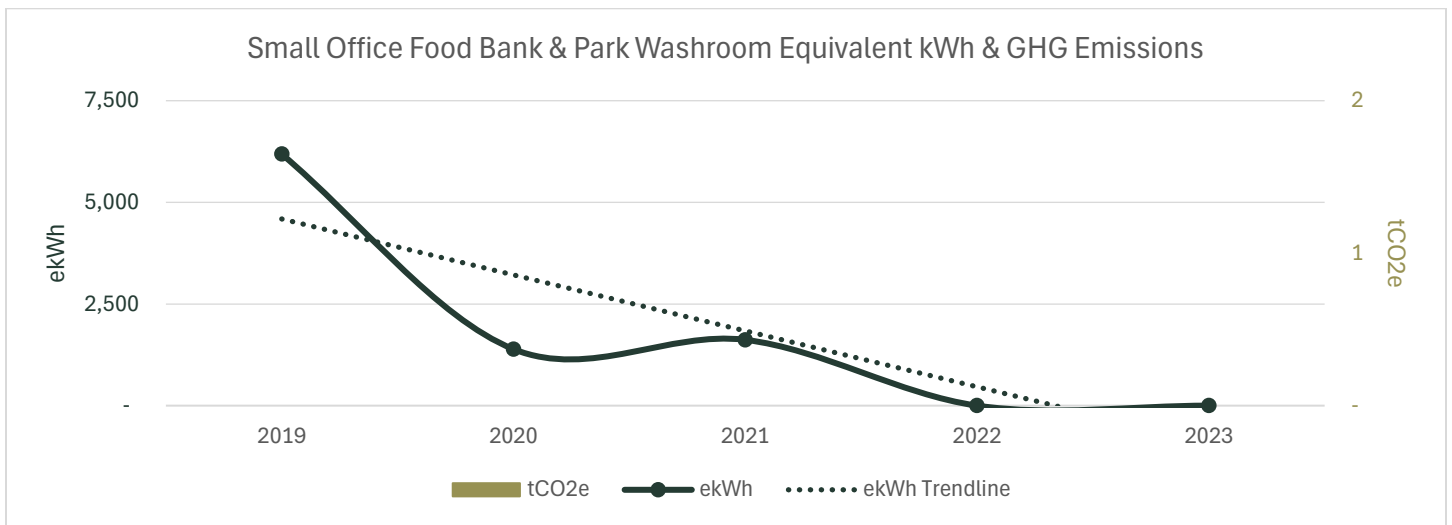
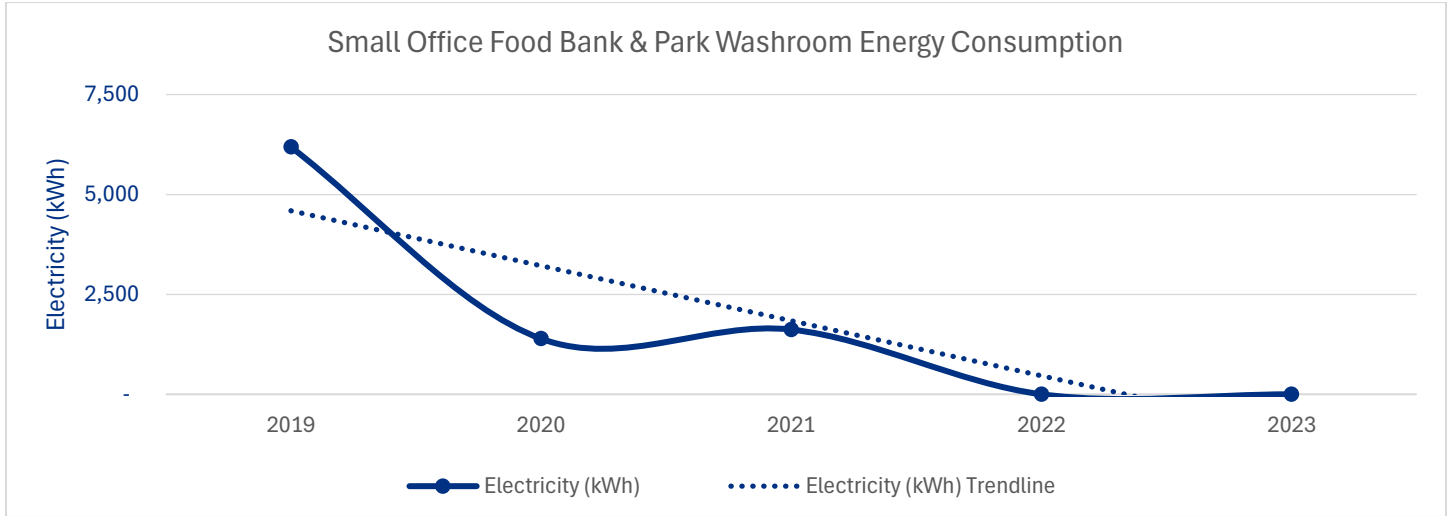
Valleyview Cemetery Office – 30 Shepherdson Rd, New Liskeard



The Valleyview Cemetery Office achieved a 10% reduction in energy consumption, from 1,479.84 ekWh in 2019 to 1,331.98 ekWh in 2023, while GHG emissions remained stable at 0.15 tCO₂e throughout this period. Efforts to reduce energy consumption will continue as funding becomes available in the next five years.

Parks

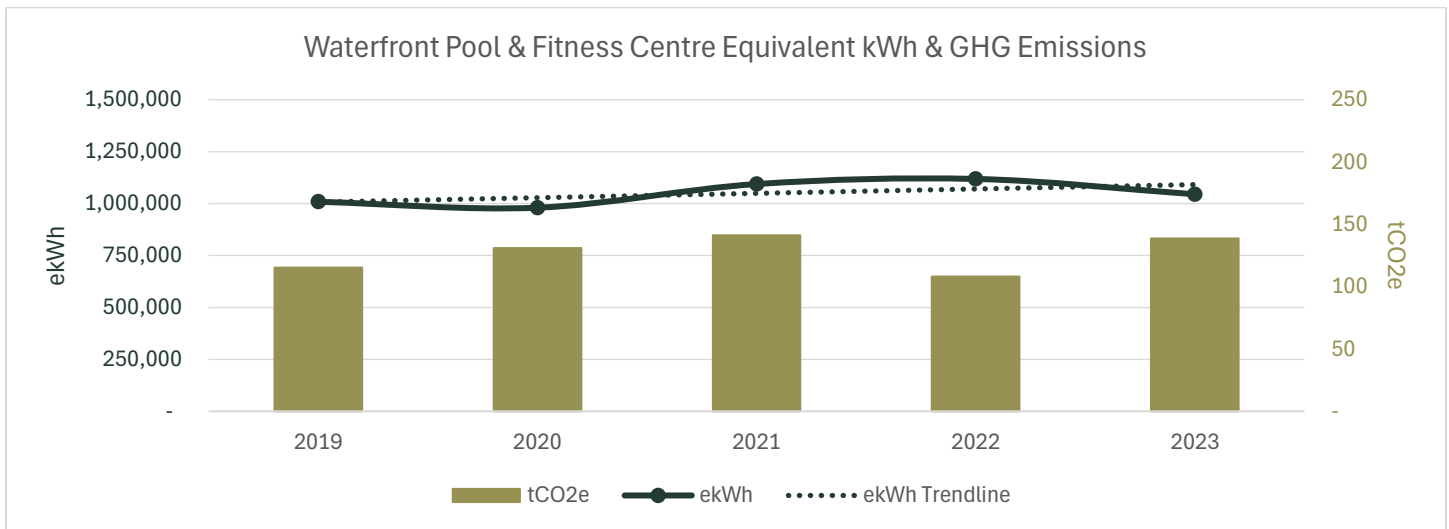
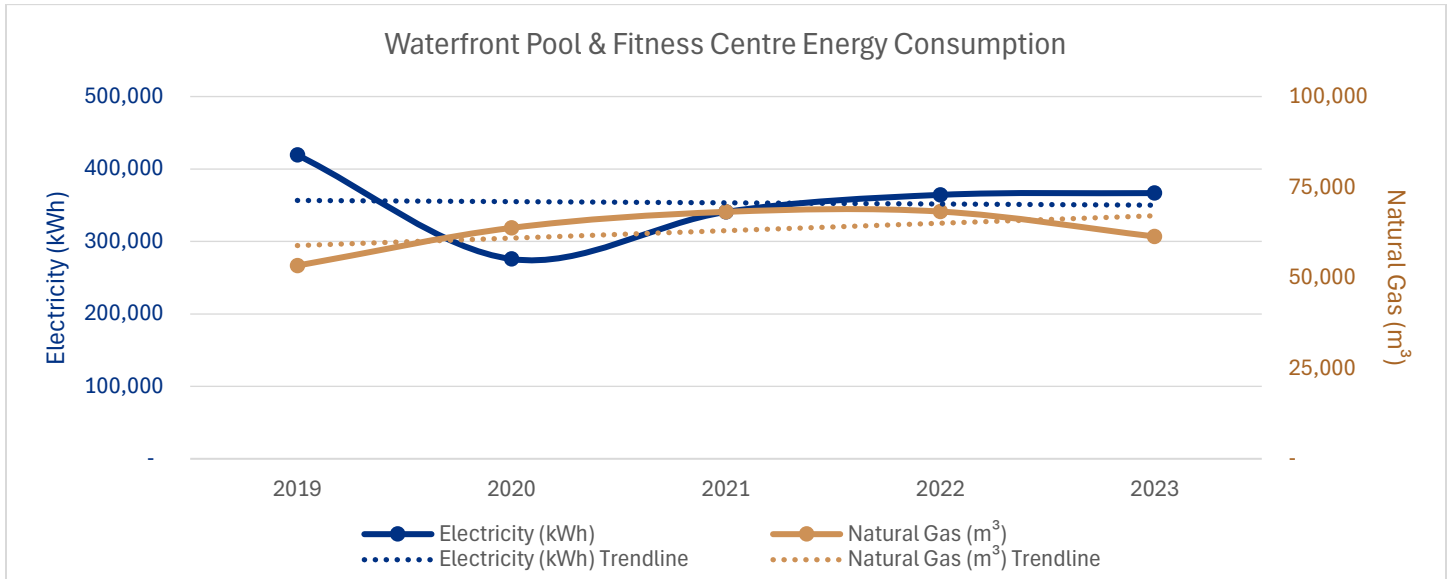
Small Office Food Bank & Park Washroom – 400 Morissette Dr, Haileybury



The Small Office Food Bank & Park Washroom facility eliminated its energy use entirely, going from 6,185.86 ekWh in 2019 to zero in 2023, while GHG emissions decreased from 0.68 tCO2e to zero. This 100% decrease in energy consumption was the result of the building's demolition in 2022.

Pool and Fitness Centre

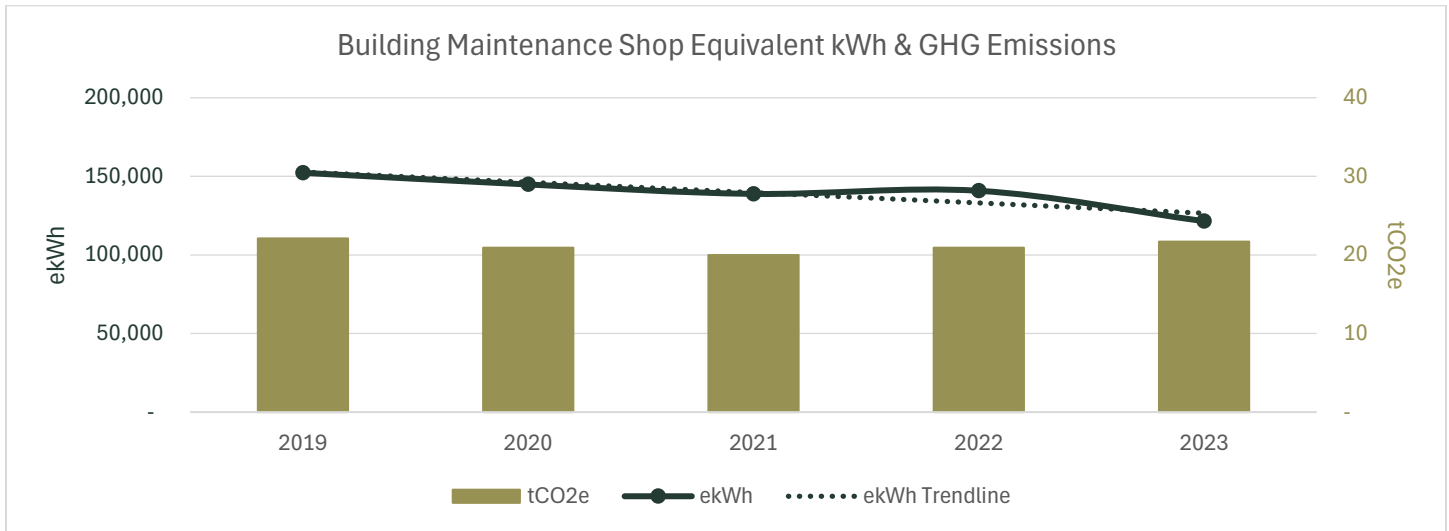
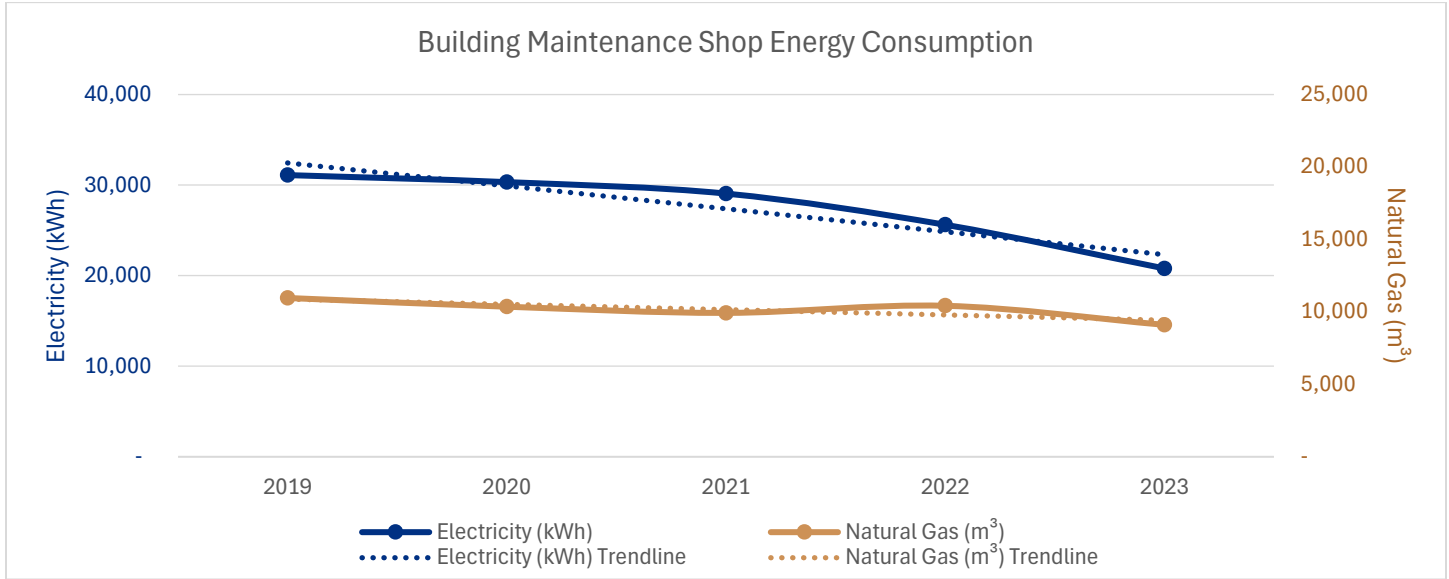
Waterfront Pool & Fitness Centre – 77 Wellington St S, New Liskeard



Between 2019 and 2023, the Waterfront Pool & Fitness Centre experienced a 4% rise in energy use, from 1,008,594.66 ekWh to 1,044,851.97 ekWh, and a 20% increase in GHG emissions, from 115.2 to 138.7 tCO₂e. Notably, patron usage increased substantially during this period, with average monthly attendance in 2023 up by 38% compared to 2019. The facility underwent a roof replacement in 2022 and is part of the 2024 Building Decarbonization Feasibility Study to chart a path towards net-zero emissions by 2050, aligning with the Corporate Greenhouse Gas Reduction Plan. This study, with support from the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future energy-saving retrofits and projects. Additional energy conservation measures will be implemented as funding becomes available annually, through 2024-2029.

Public Works

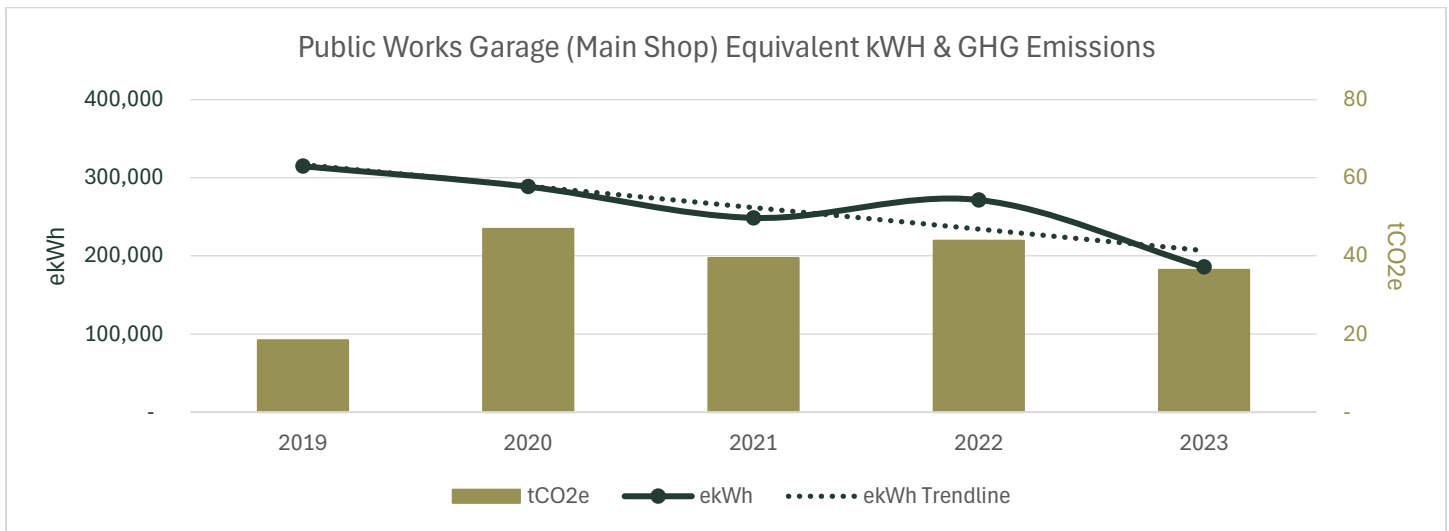
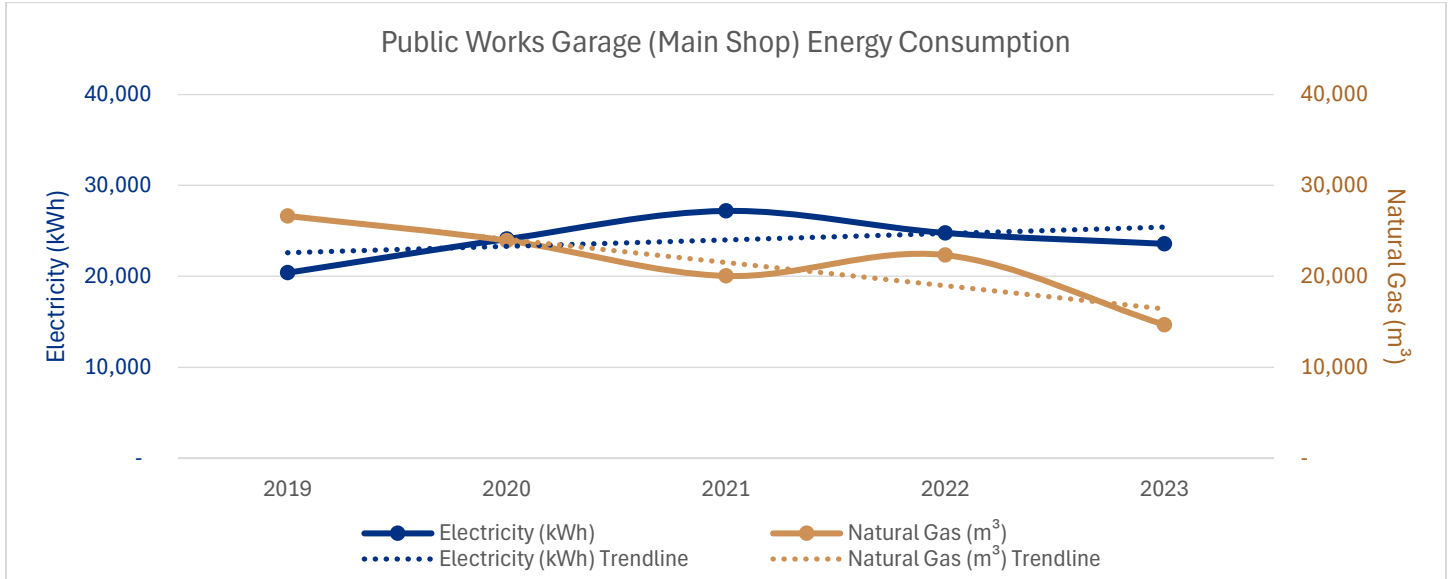
Building Maintenance Shop – 500 Broadway St, Haileybury



Over the past five years, the Building Maintenance Shop has seen a 20% reduction in energy consumption, from 152,223.47 ekWh in 2019 to 121,455.99 ekWh in 2023, and a slight 2% decrease in GHG emissions, from 22.1 to 21.7 tCO2e. This facility is part of the 2024 Building Decarbonization Feasibility Study to achieve net zero emissions by 2050, aligning with the Corporate Greenhouse Gas Reduction Plan. This study, supported by funding from the Federation of Canadian Municipalities under the Green Municipal Fund, will inform future energy-saving retrofits and initiatives. LED lighting upgrades and additional conservation measures will be implemented as funding becomes available, through 2024-2029.

Public Works

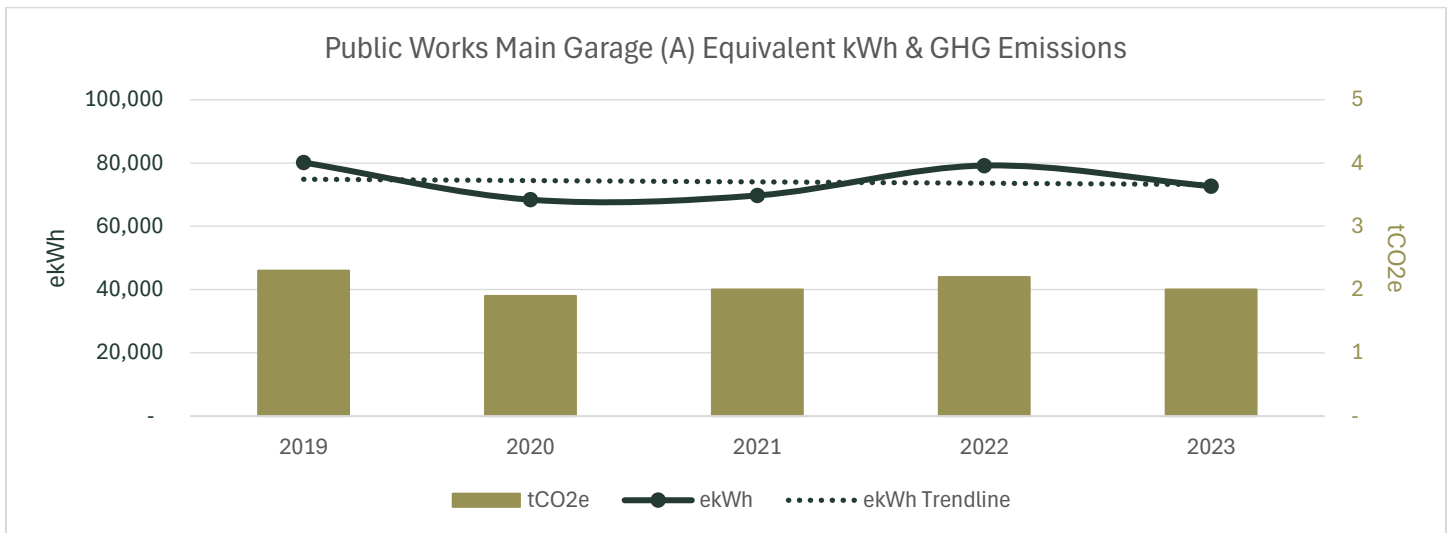
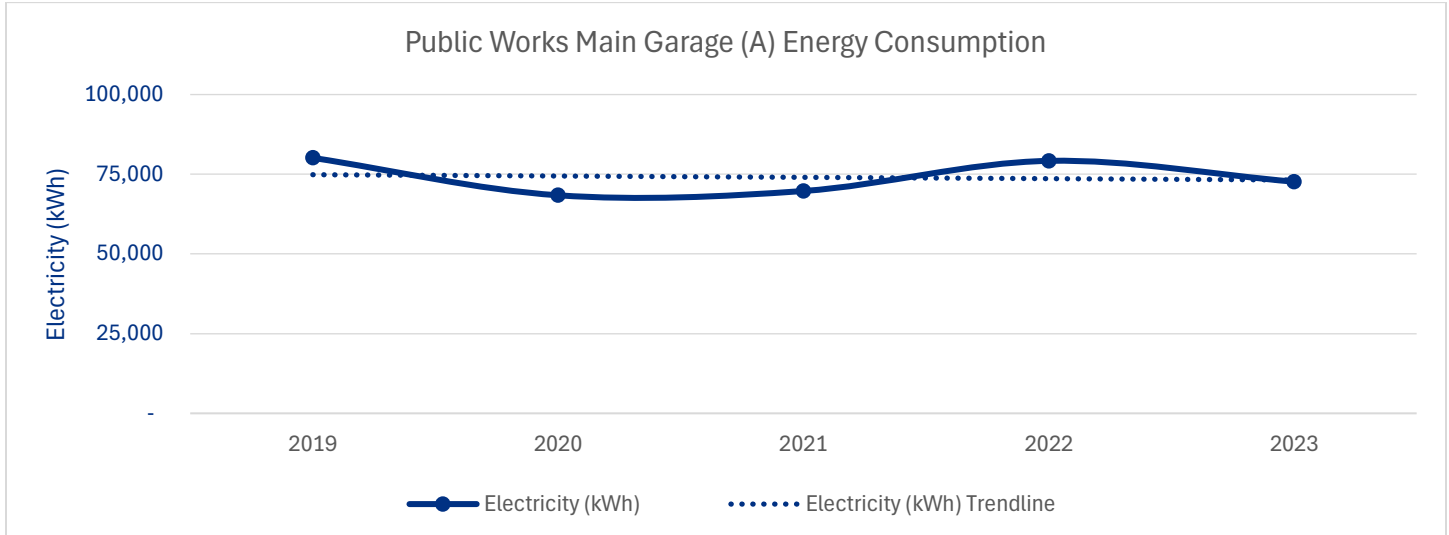
Public Works Garage - Main Shop – 501 Broadway St, Haileybury



The Public Works Garage - Main Shop experienced a 41% reduction in energy consumption, from 314,736.49 ekWh in 2019 to 185,662.2 ekWh in 2023, yet saw a 98% rise in GHG emissions, from 18.4 to 36.4 tCO₂e. This facility is part of the 2024 Building Decarbonization Feasibility Study, with the goal of net-zero emissions by 2050, in line with the Corporate Greenhouse Gas Reduction Plan. Supported by the Federation of Canadian Municipalities under the Green Municipal Fund, the study will inform necessary retrofits and energy improvement projects, with additional measures introduced as funding becomes available annually in the next five years.

Public Works

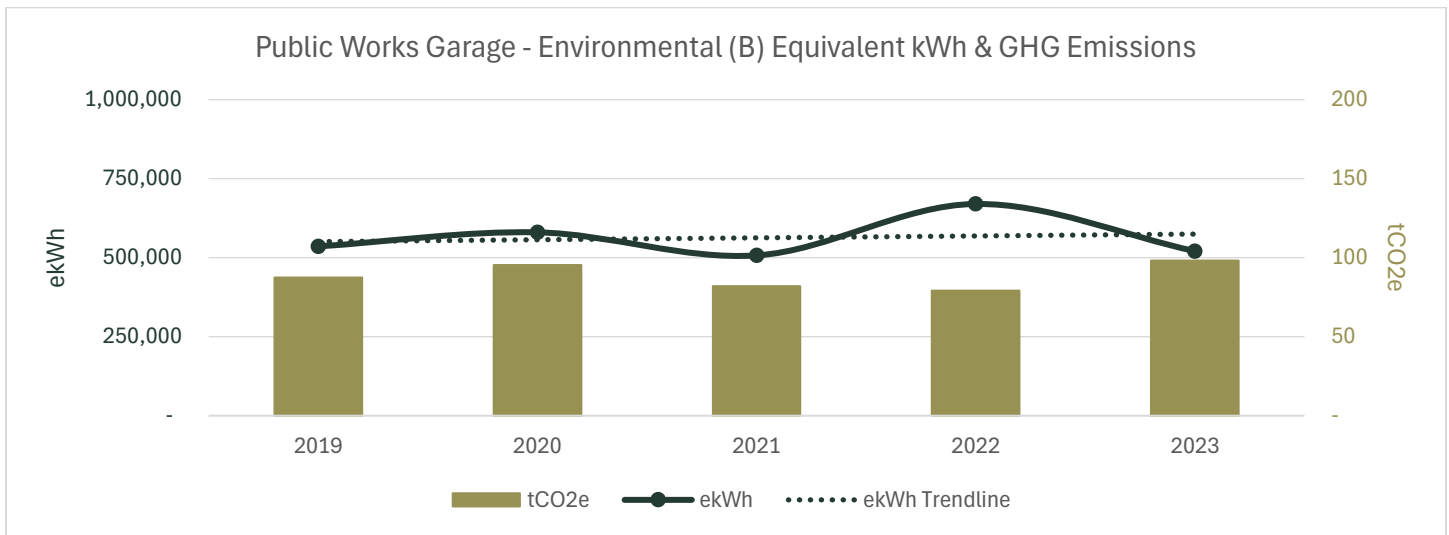
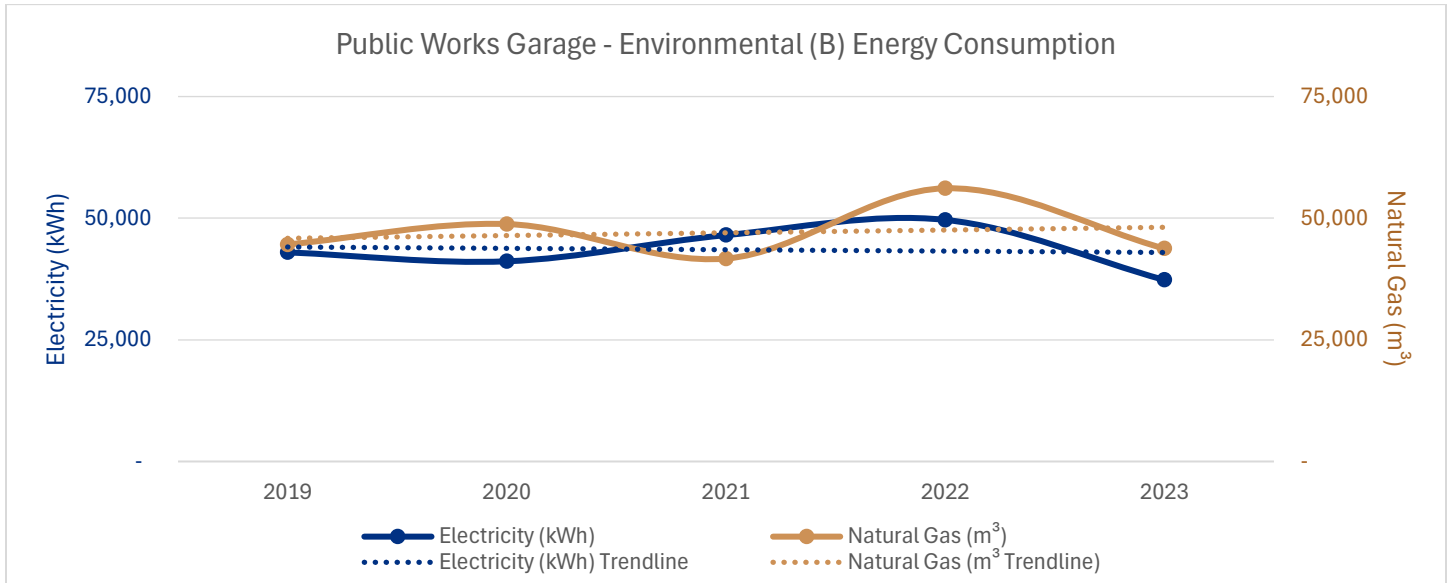
Public Works Main Garage (A) – 200 Lakeshore Rd N, New Liskeard



From 2019 to 2023, the Public Works Main Garage (A) saw a 13% reduction in both energy consumption, down from 80,134.35 ekWh in to 72,660.9 ekWh, and GHG emissions, from 2.3 to 2.0 tCO₂e. It's worth noting, the facility's gas consumption is documented under Public Works Garage - Environmental (B)'s meter, due to a shared metering system. As part of the effort to reach net-zero emissions by 2050, in line with the Corporate Greenhouse Gas Reduction Plan, the garage is part of the 2024 Building Decarbonization Feasibility Study. This initiative, backed by the Federation of Canadian Municipalities' Green Municipal Fund, will guide the implementation of future retrofits and energy-saving projects, with additional measures planned as funding allows over the 2024-2029 period.

Public Works

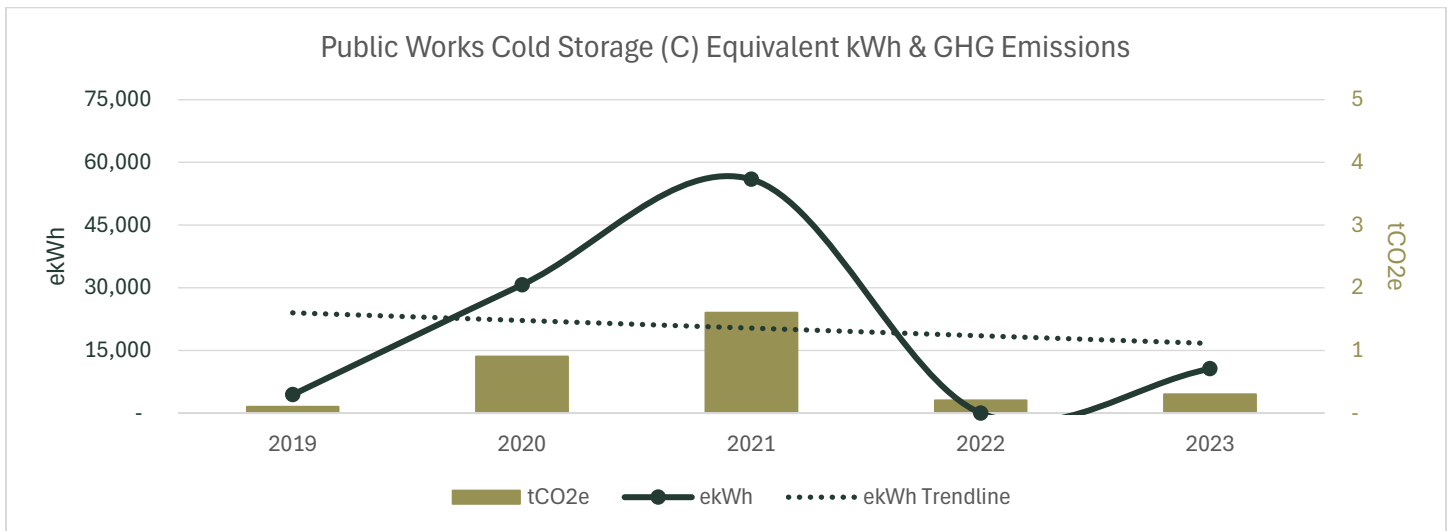
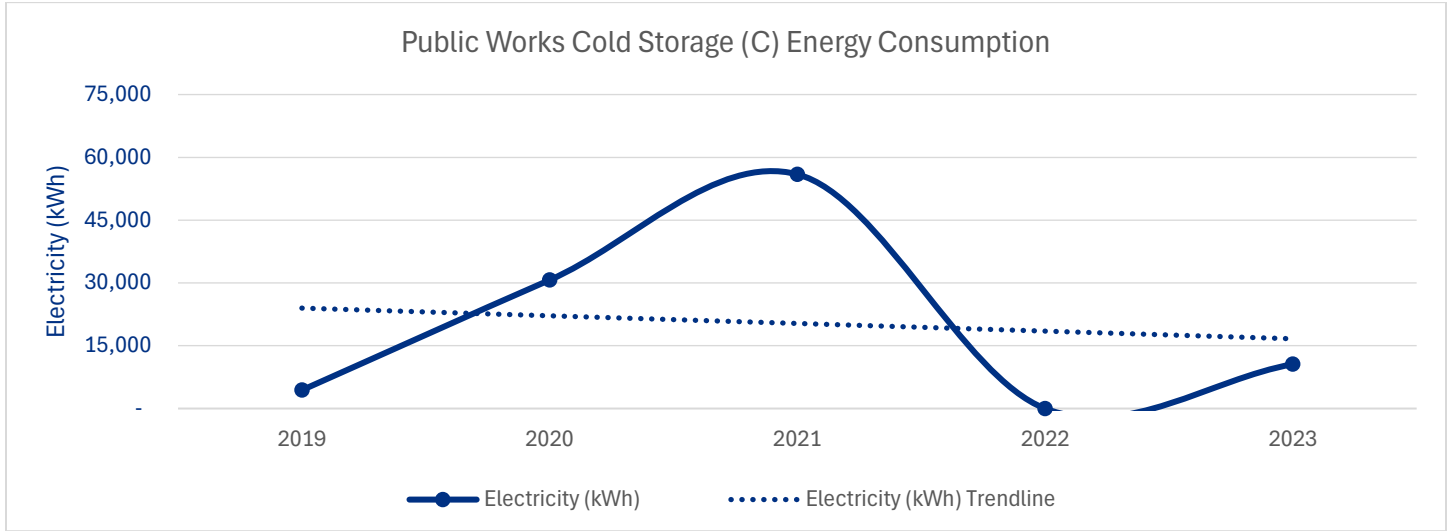
Public Works Garage - Environmental (B) – 200 Lakeshore Rd N, New Liskeard



The Public Works Garage - Environmental (B) saw a 3% decrease in energy consumption, from 535,797.59 ekWh in 2019 to 520,817.97 ekWh in 2023, but experienced a 12% increase in GHG emissions, from 87.4 to 98.2 tCO₂e. Notably, this facility shares its gas meter with the Public Works Main Garage (A), which results in the gas consumption of Garage (A) being logged under this facility's account. In alignment with the Corporate Greenhouse Gas Reduction Plan targeting net-zero emissions by 2050, the garage is part of the 2024 Building Decarbonization Feasibility Study. This study, supported by the Federation of Canadian Municipalities under the Green Municipal Fund, will shape future retrofits and energy projects. Additional energy-saving measures will be introduced as funding permits, over the next five years.

Public Works

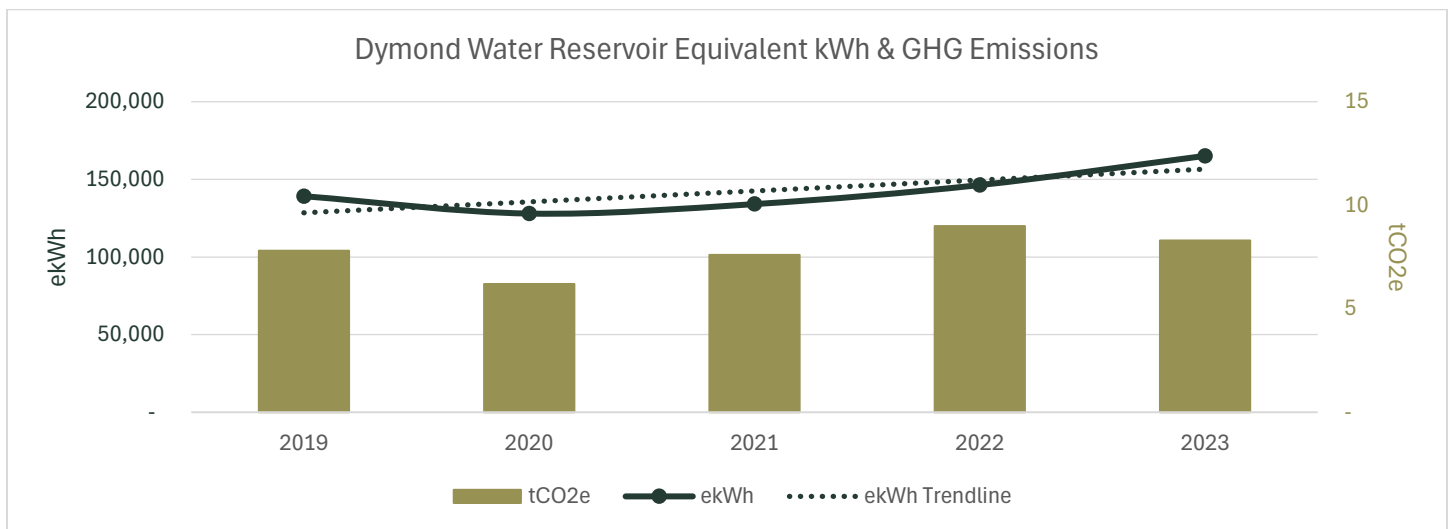
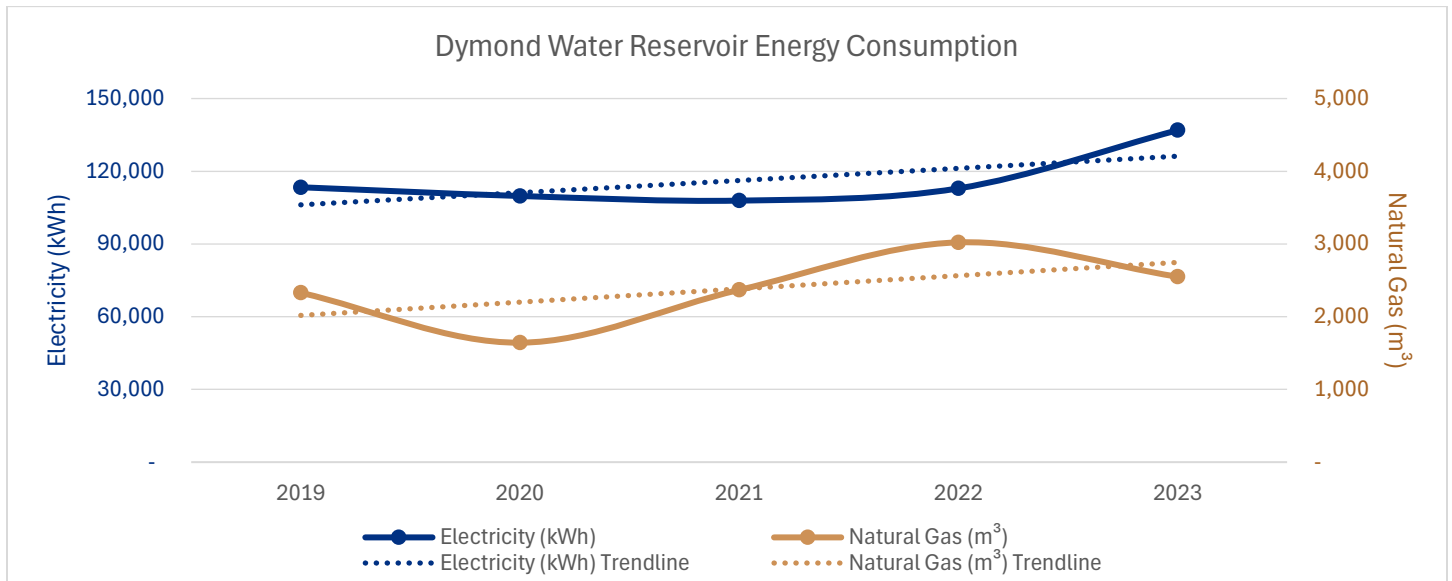
Public Works Cold Storage (C) – 200 Lakeshore Rd N, New Liskeard



Between 2019 and 2023, the Public Works Cold Storage (C) experienced a 141% rise in energy usage, from 4,395.87 ekWh to 10,588 ekWh, and a 200% increase in GHG emissions, from 0.1 to 0.3 tCO₂e. There was a significant decrease in 2019 with the construction of this new facility replacing the old Quonset building. Moving forward, energy-saving measures will continue to be implemented as funding becomes available annually, through 2024-2029.

Water and Wastewater

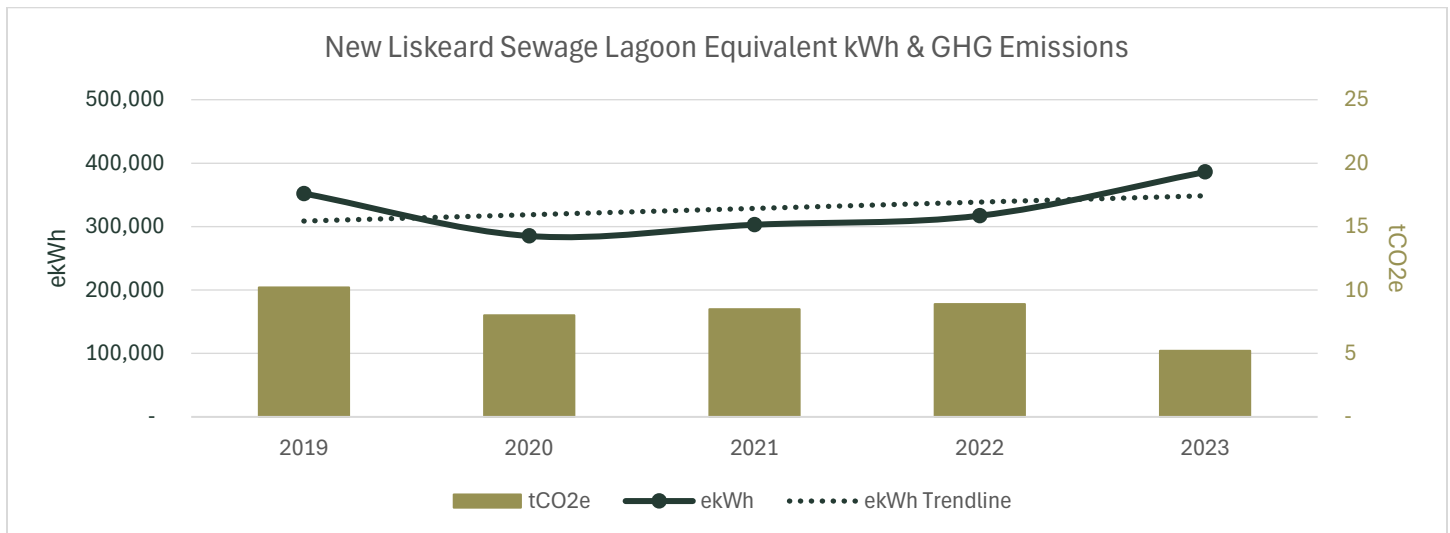
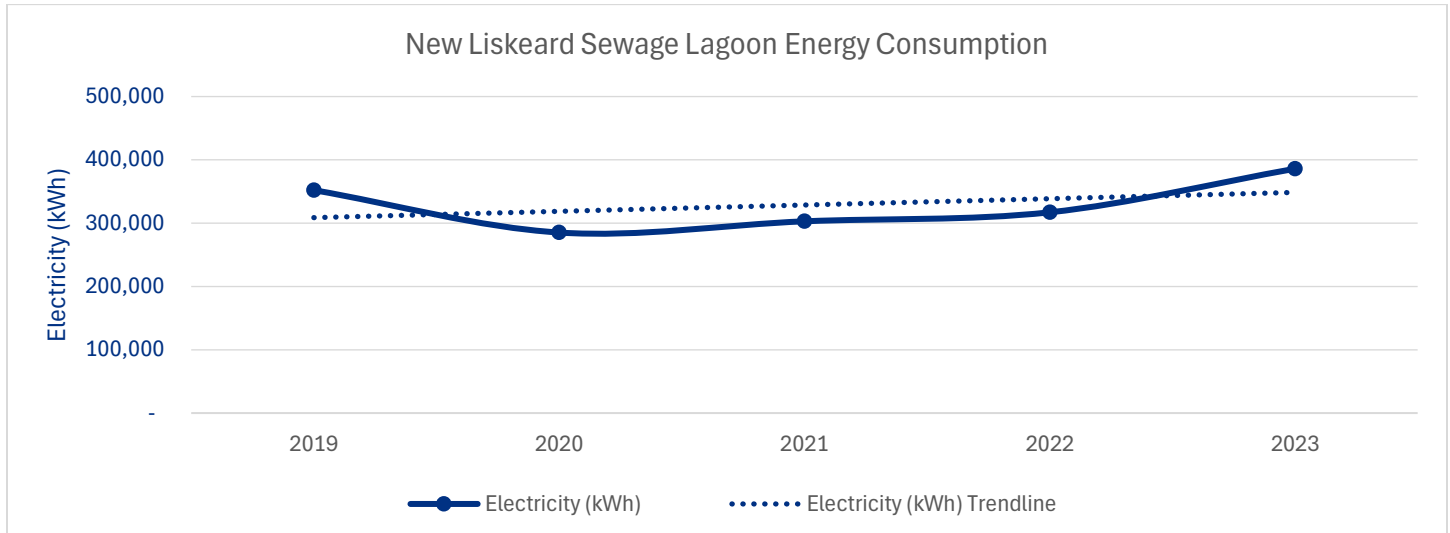
Dymond Water Reservoir – 286 Raymond St, New Liskeard



The Dymond Water Reservoir experienced a 19% increase in energy consumption, from 139,134.8 ekWh in 2019 to 165,097.99 ekWh in 2023, and a 6% rise in GHG emissions, from 7.8 to 8.3 tCO₂e, alongside a 52% jump in average influent annual flow rate, from 19.83 Mgal/d to 30.15 Mgal/d. The increase in energy use and emissions is directly tied to the higher water demand, reflected in the increased flow rate. Looking ahead to 2024-2029, energy conservation strategies will be implemented to manage this increased demand.

Water and Wastewater

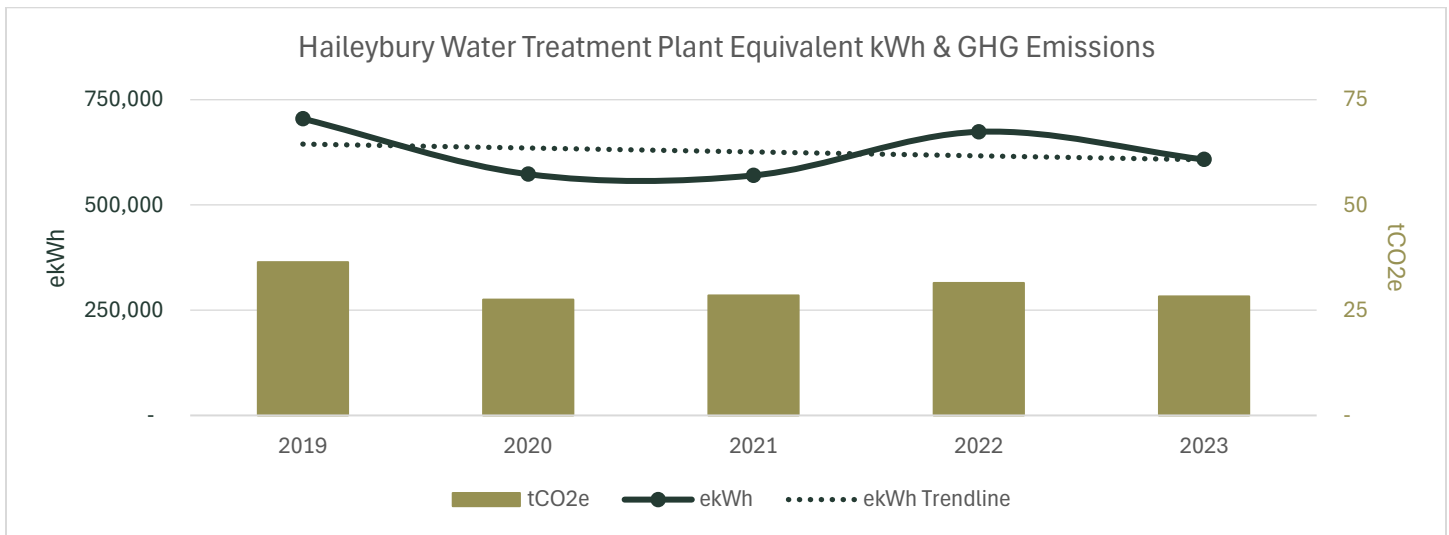
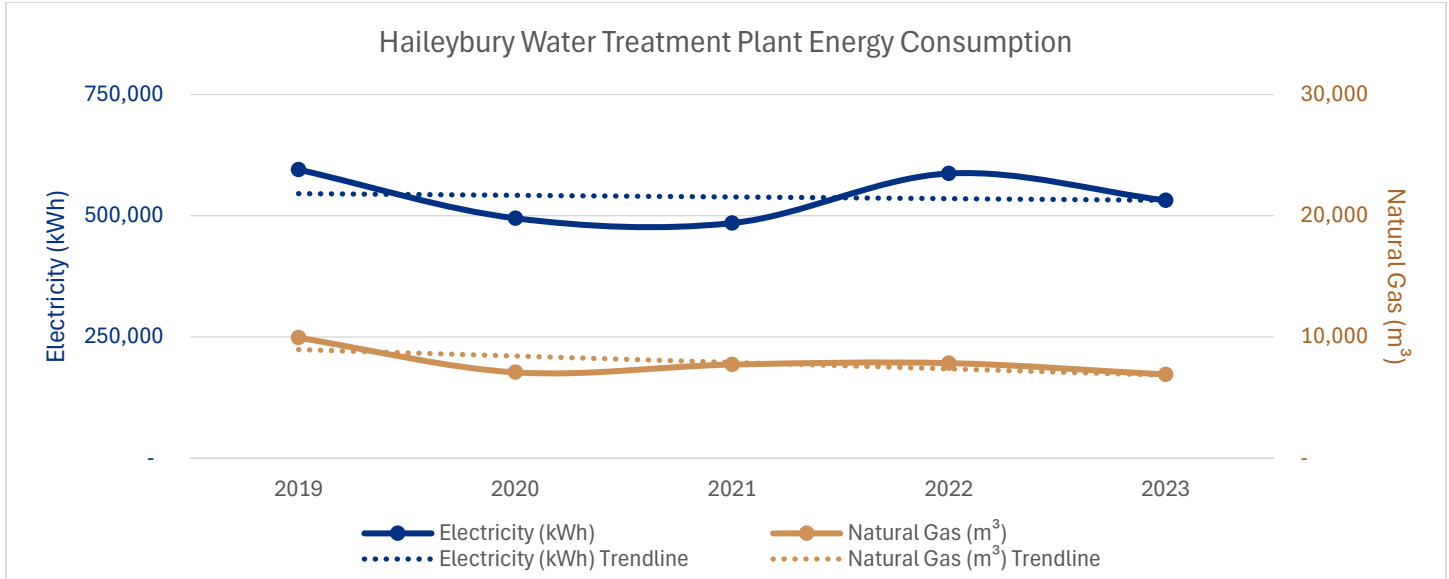
New Liskeard Sewage Lagoon – 177304 Bedard Rd, New Liskeard



From 2019 to 2023, the New Liskeard Sewage Lagoon saw a 10% increase in energy consumption, rising from 352,100 kWh to 385,921.73 kWh, along with a 49% decrease in GHG emissions, from 10.2 to 5.2 tCO₂e. This period also experienced a 24% increase in the average influent annual flow rate, from 449.12 Mgal/d to 558.25 Mgal/d. Efforts will continue to be made to enhance operations to balance increased demand through 2024-2029.

Water and Wastewater

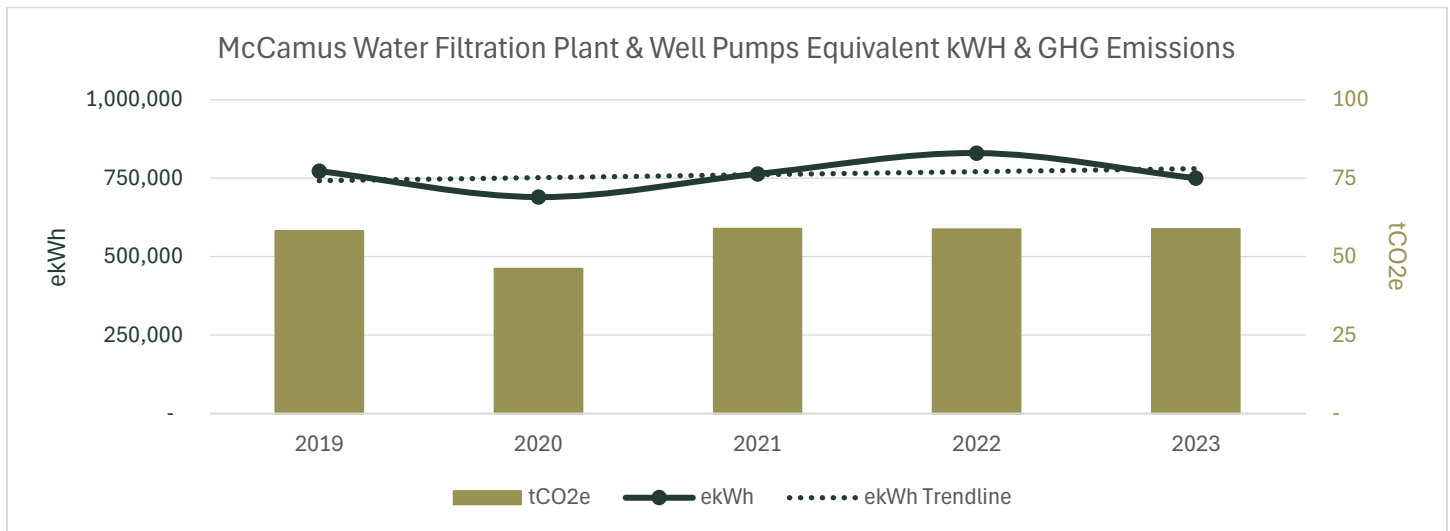
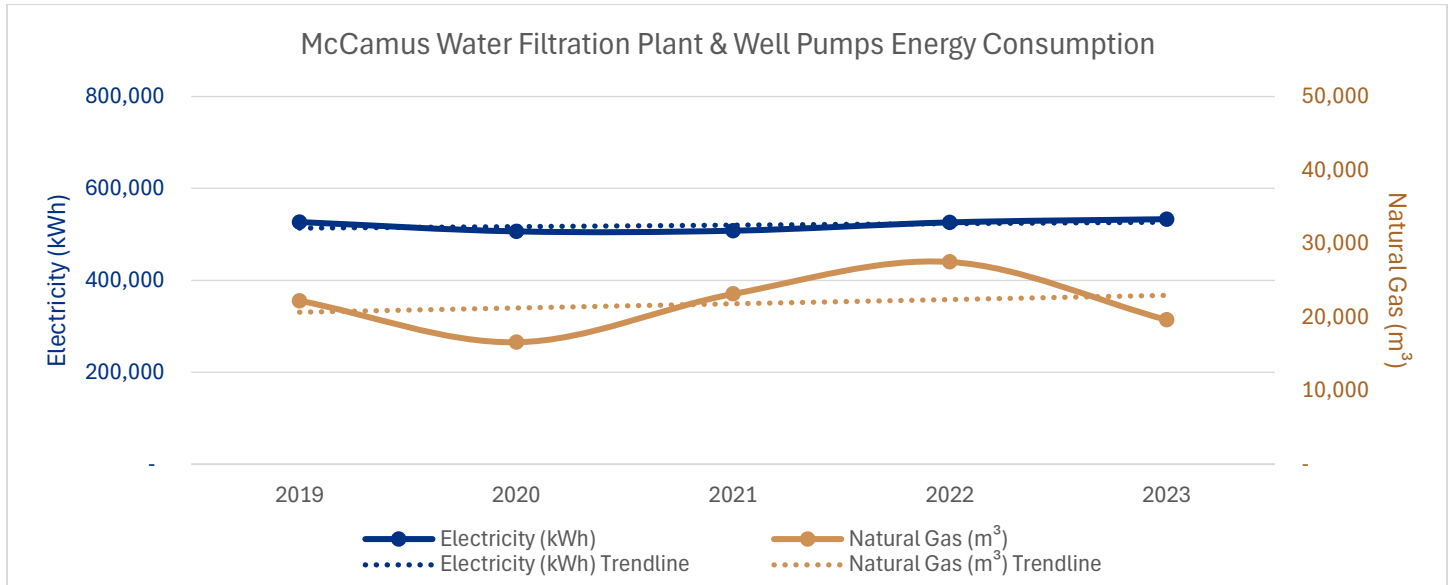
Haileybury Water Treatment Plant – 322 Browning St, Haileybury



Between 2019 and 2023, the Haileybury Water Treatment Plant saw a 14% reduction in energy usage, from 704,749.19 ekWh to 607,939.63 ekWh, and a 22% decrease in GHG emissions, from 36.4 to 28.3 tCO₂e, alongside a 14% drop in the average influent annual flow rate, from 253.36 Mgal/d to 218.98 Mgal/d. Filter rehabilitation has taken place, with the first two filters completed between 2022 and 2024, and the third filter is scheduled for completion in 2024, leading to improved operational efficiency and reduced energy consumption going forward. Future energy conservation efforts will continue over the next five years.

Water and Wastewater

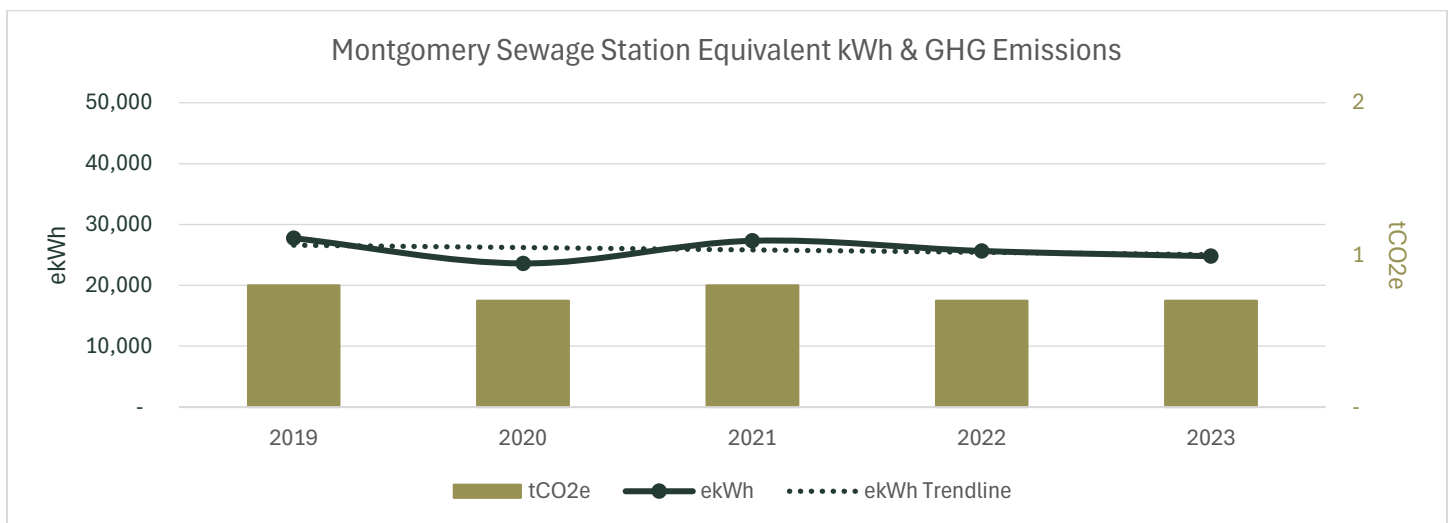
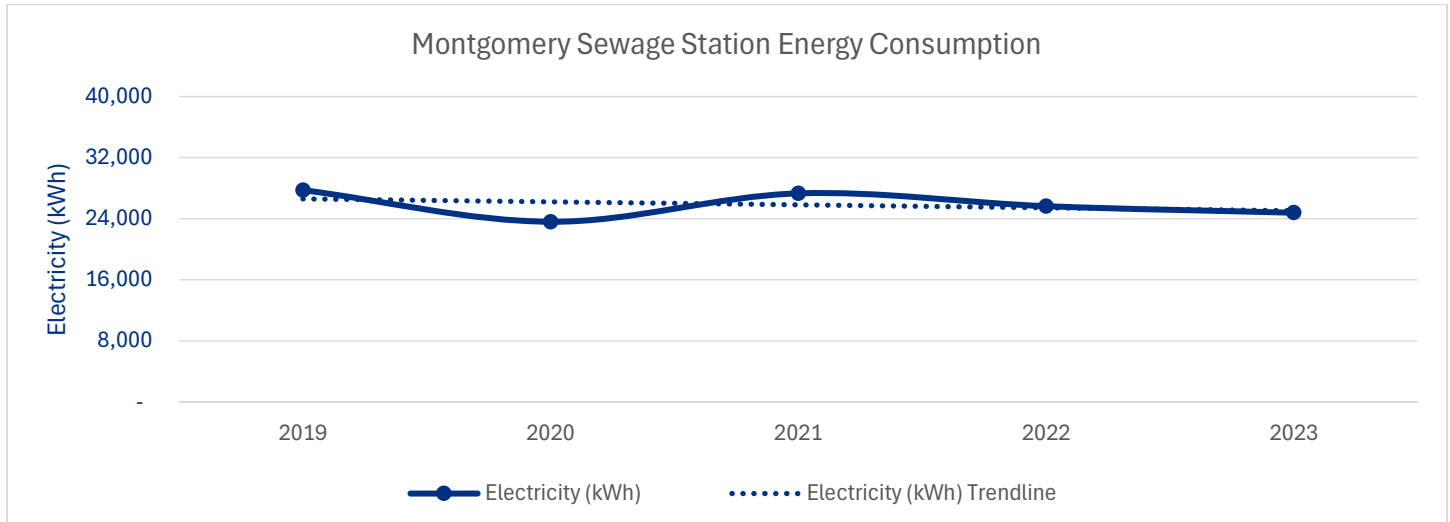
McCamus Water Filtration Plant & Well Pumps – 299-300 McCamus Ave, New Liskeard



The McCamus Water Filtration Plant & Well Pumps saw a 3% decrease in energy usage, from 772,360.27 ekWh in 2019 to 749,975.32 ekWh in 2023, but a slight 1% rise in GHG emissions, from 58.2 to 58.8 tCO₂e. This occurred alongside a 6% reduction in the average daily water processed, from 310.52 Mgal/d to 291.33 Mgal/d. Efforts will persist in optimizing energy consumption and minimizing emissions throughout 2024-2029.

Water and Wastewater

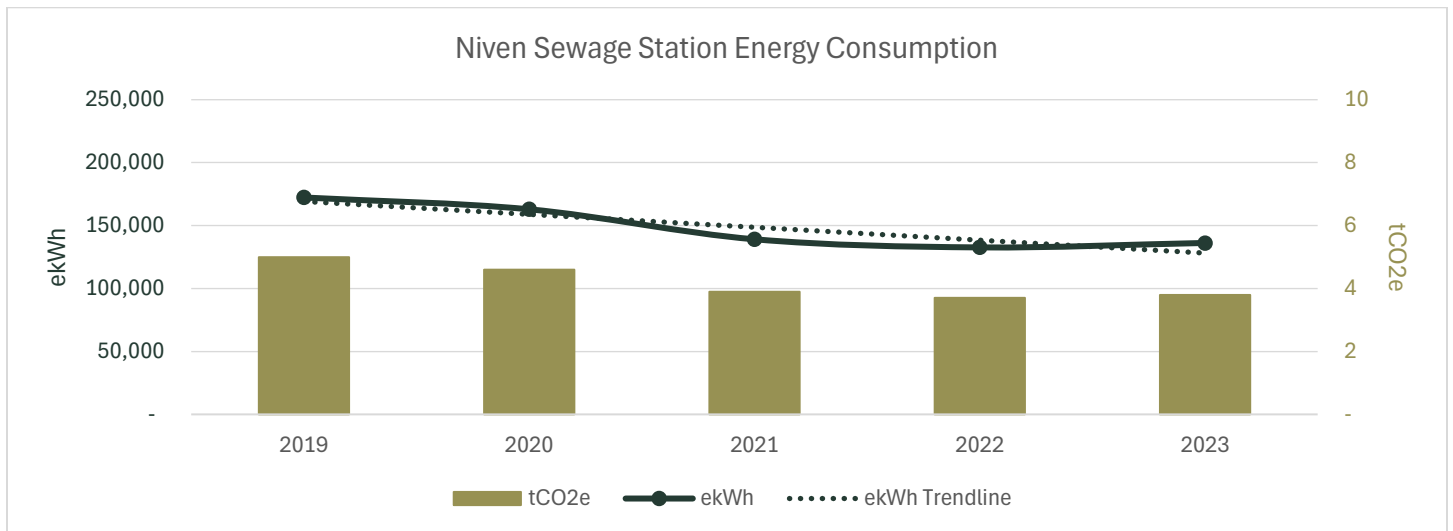
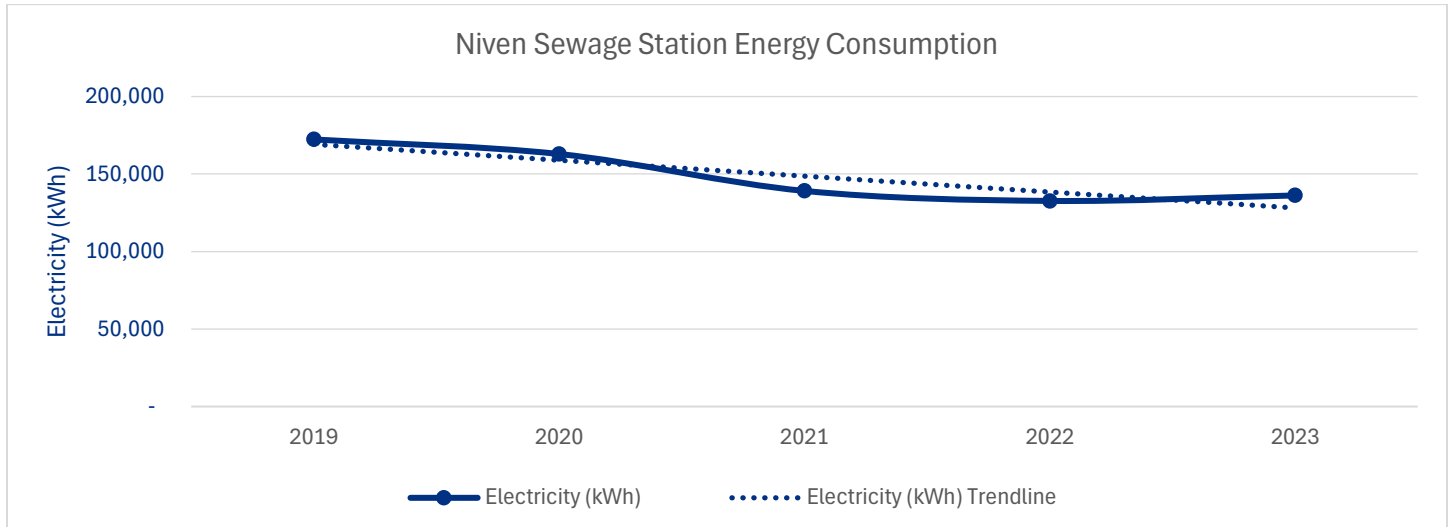
Montgomery Sewage Station – 125 Montgomery Ave, New Liskeard



From 2019 to 2023, the Montgomery Sewage Station saw an 11% reduction in energy consumption, from 27,745.86 kWh to 24,782.49 kWh, and a 13% decrease in GHG emissions, from 0.8 to 0.7 tCO₂e. This was accompanied by an 11% drop in the average daily flow rate, from 44.53 Mgal/d to 39.77 Mgal/d. Looking ahead to 2024-2029, efforts will continue in optimizing performance and reducing energy use.

Water and Wastewater

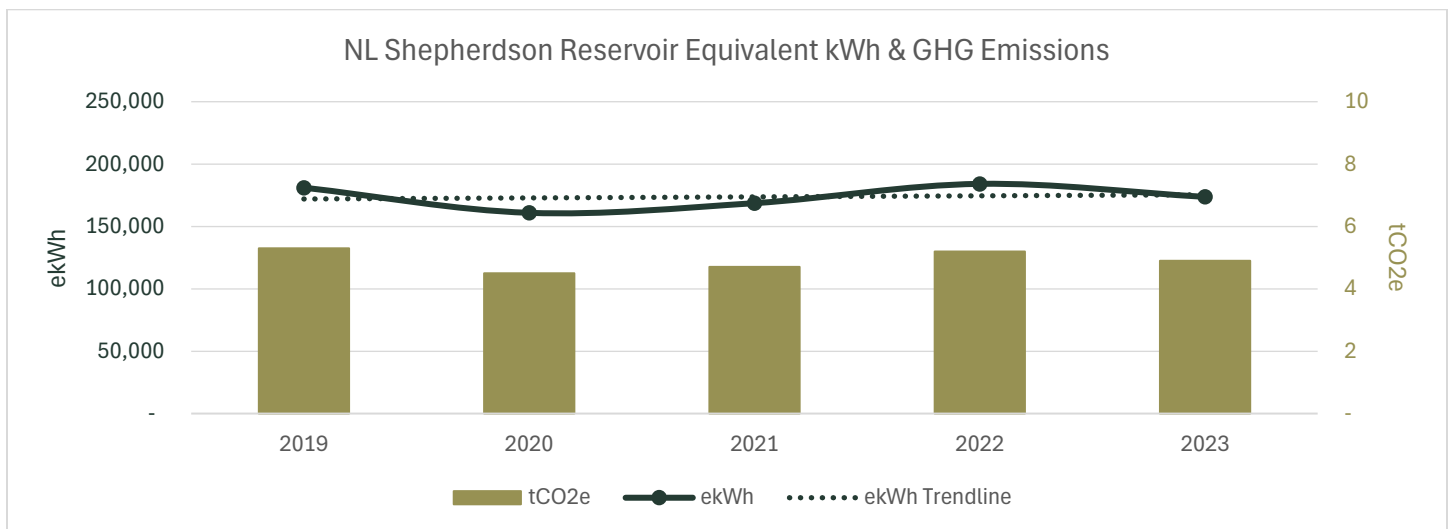
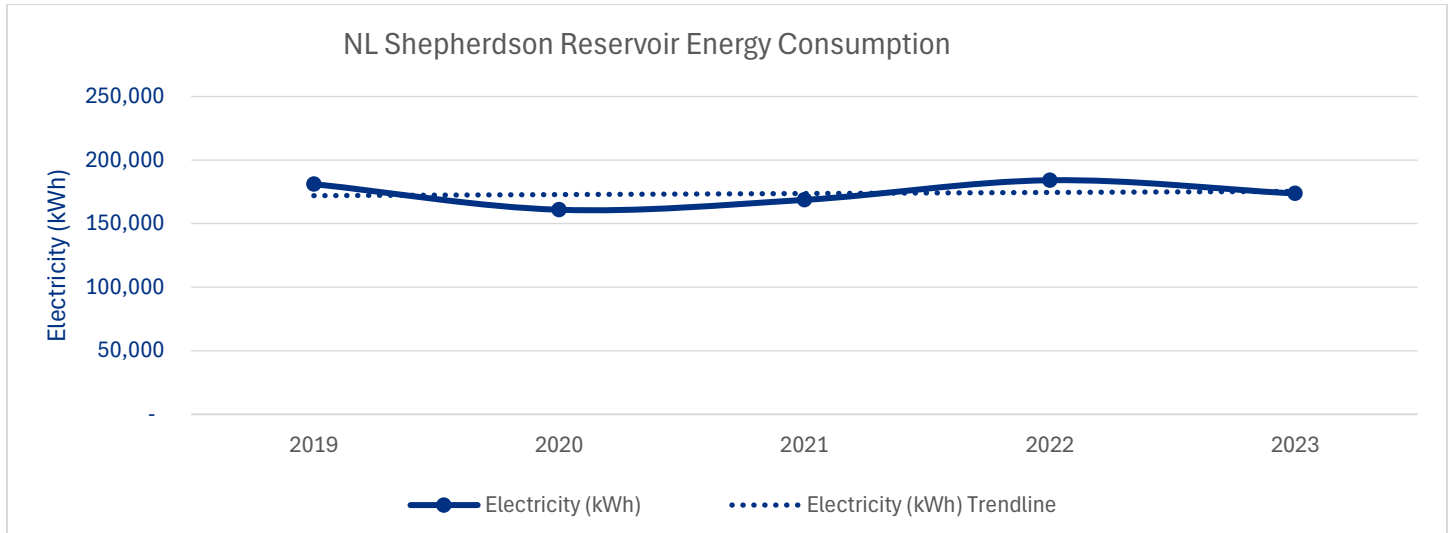
Niven Sewage Station – 184 Niven St N, New Liskeard



The Niven Sewage Station experienced a 21% reduction in energy usage, from 172,320 ekWh in 2019 to 136,180.58 ekWh in 2023, and a 24% decrease in GHG emissions, from 5 to 3.8 tCO₂e. This aligns with a 7% drop in the average daily flow rate, from 243.14 Mgal/d to 225.4 Mgal/d. Energy conservation efforts will continue, through 2024-2029.

Water and Wastewater

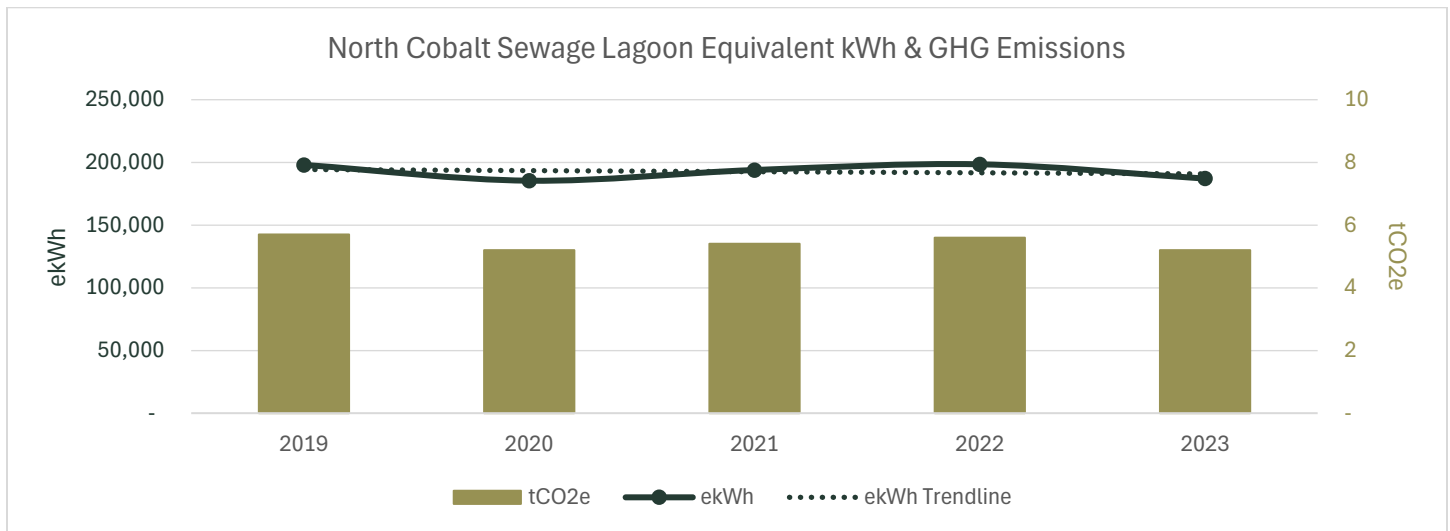
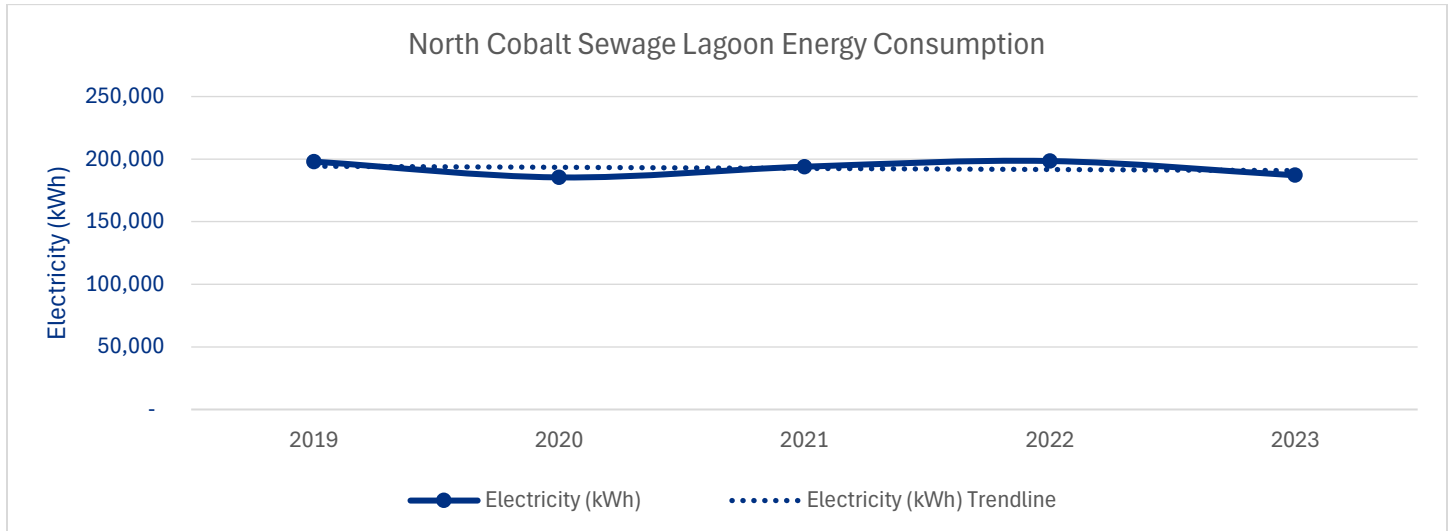
NL Shepherdson Reservoir – 176 Shepherdson Rd, New Liskeard



Between 2019 and 2023, the NL Shepherdson Reservoir saw a 4% reduction in energy consumption, from 181,080 ekWh to 173,700 ekWh, alongside an 8% decrease in GHG emissions, from 5.3 to 4.9 tCO₂e. This was accompanied by a 5% drop in the average daily water flow rate, from 36.74 Mgal/d to 34.99 Mgal/d. Looking ahead to 2024-2029, energy conservation efforts will continue.

Water and Wastewater

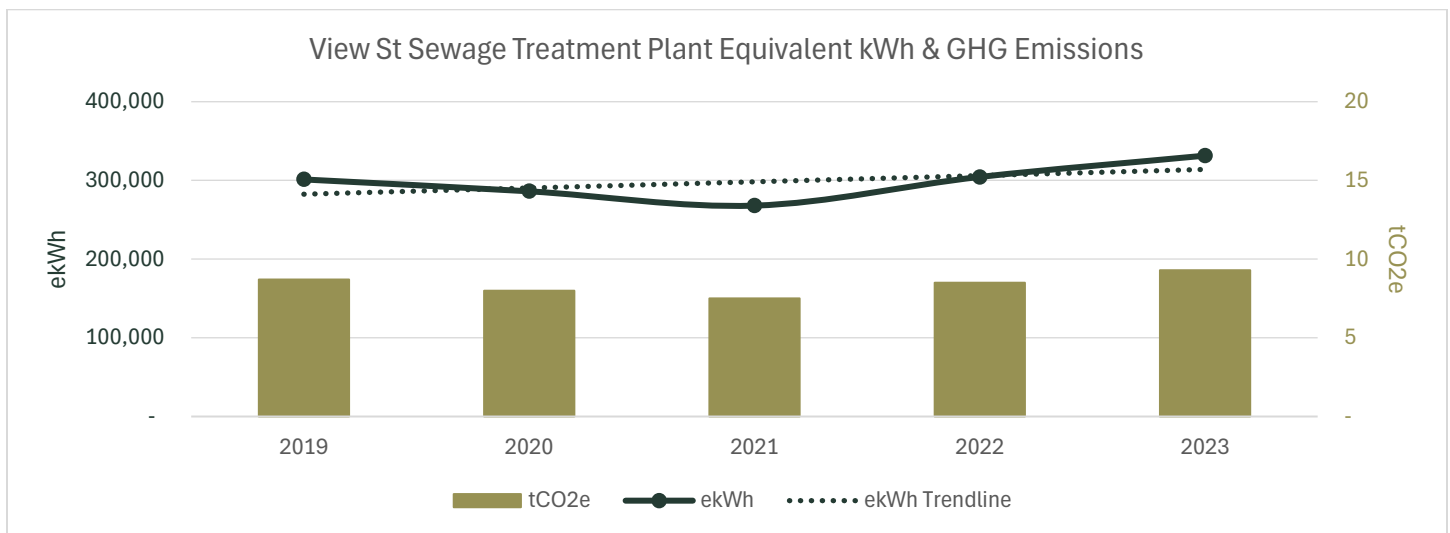
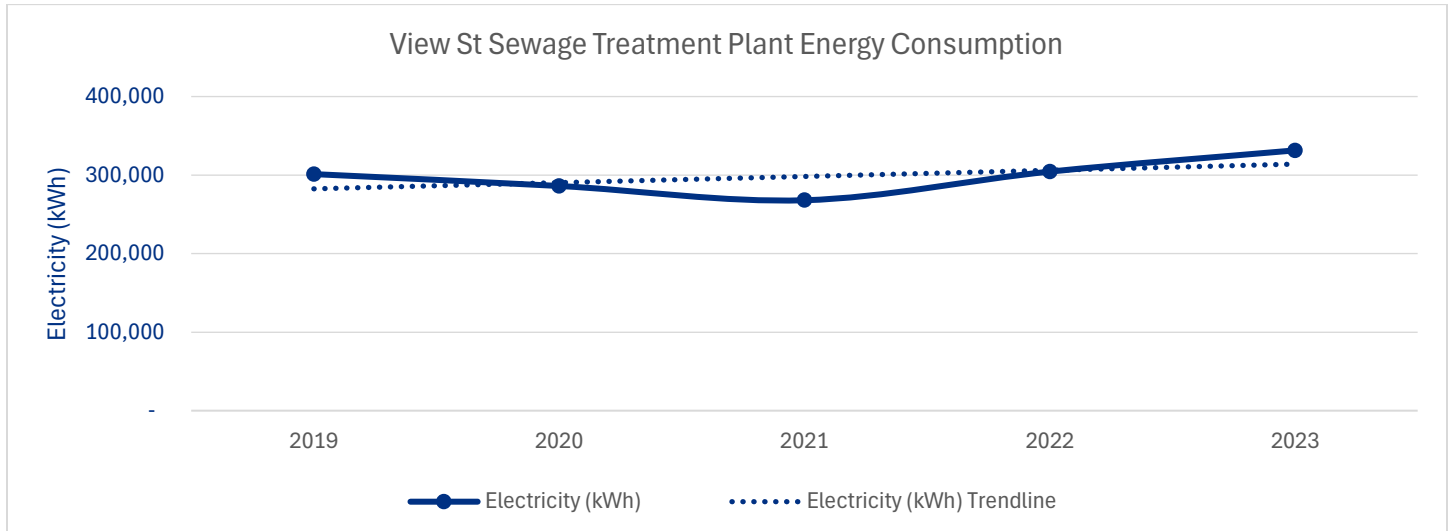
North Cobalt Sewage Lagoon – 543147 Proctors Rd, North Cobalt



The North Cobalt Sewage Lagoon experienced a 6% reduction in energy consumption, from 198,000 ekWh in 2019 to 187,080 ekWh in 2023, and a 9% decrease in GHG emissions, from 5.7 to 5.2 tCO₂e. This coincided with a 9% drop in the average daily water flow rate, from 54.51 Mgal/d to 49.71 Mgal/d. Efforts to enhance efficiency will persist through 2024-2029.

Water and Wastewater

View St Sewage Treatment Plant – 275 View St E, Haileybury



Between 2019 and 2023, the View St Sewage Treatment Plant saw a 10% rise in energy consumption, from 301,200 ekWh to 331,434.44 ekWh, and a 7% increase in GHG emissions, from 8.7 to 9.3 tCO₂e. This occurred despite a 6% decrease in the average influent flow rate, from 212.01 Mgal/d to 198.94 Mgal/d. Moving forward into 2024-2029, the focus will be on implementing strategies for greater efficiency.

The Corporation of the City of Temiskaming Shores

By-law No. 2024-052

Being a by-law to enter into an agreement with HR Strategies Consulting, Inc. for the purpose of a Comprehensive Organizational Review 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 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. CS-013-2024 at the April 30, 2024 Committee of the Whole Meeting and directed staff to prepare the necessary by-law to enter into an agreement with HR Strategies Consulting Inc. for the purpose of a Comprehensive Organizational Review at the upset limit of \$39,865 plus applicable taxes, for consideration at the May 21, 2024 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 an agreement with HR Strategies Consulting, Inc. for the purpose of a Comprehensive Organizational Review at the upset limit of \$39,865 plus applicable 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.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk



Schedule “A” to

By-law 2024-052

Agreement between

The Corporation of the City of Temiskaming Shores

and

HR Strategies Consulting Inc.

for the purpose of a Comprehensive Organizational Review

This agreement made this 21st, day of May, 2024.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called “the Owner”)

and

HR Strategies Consulting, Inc.
(hereinafter called “the Consultant”)

Witnesseth:

That the Owner and the Consultant shall undertake and agree as follows:

Article I:

The Consultant will:

- a) Undertake a Comprehensive Organizational Review in accordance to the specifications contained in their submission in relation to the following:

**Corporation of the City of Temiskaming Shores
Request for Proposal (CS-RFP-001-2024)
Organizational Review**

- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto as Appendix 01 – HR Strategies Consulting Inc. Submission and forming part of this agreement; and
- c) Complete, as certified by the City Manager, all the work by **December 20, 2024.**

Article II:

The Owner will:

- a) Pay the Consultant in lawful money of Canada for the completion of a Comprehensive Organizational Review in the amount of **Thirty-Nine Thousand, Eight Hundred and Sixty Five Dollars and Zero cents (\$39,865.00)** plus applicable taxes; and
- b) Make progress payments, typically monthly, based on receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III:

All communications in writing between the parties shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier,

facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Consultant:

HR Strategies Consulting, Inc.

100 York Blvd, Suite 200
Richmond Hill, ON
L4B 1J8

Attn.: Peter Santini

The Owner:

City of Temiskaming Shores

325 Farr Drive / P.O. Box 2050
Haileybury, Ontario
P0J 1K0

Attn.: Shelly Zubyck

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Signed and Sealed in
the presence of)

HR Strategies Consulting, Inc.

Name: _____
Senior Account Executive

Municipal Seal)

**The Corporation of the City of Temiskaming
Shores**

Mayor – Jeff Laferriere

Clerk – Logan Belanger



Appendix 01 to
Schedule "A" to

By-law No. 2024-052

Form of Agreement
Comprehensive Organizational Review



The City of Temiskaming Shores

Organizational Review

CS-RFP-001-2024

March 28, 2024

Prepared By: **Peter Santini**
Senior Account Executive
1-833-477-2427-706
psantini@hrstrategiesconsulting.com

HR Strategies Consulting, Inc.
100 York Blvd, Suite 200
Richmond Hill, ON
L4B 1J8

**City of Temiskaming Shores
CS-RFP-001-2024
Organizational Review**

Form of Proposal

Proponent's submission of bid to:

The Corporation of the City of Temiskaming Shores

Stipulated Bid Price

We/I, HR Strategies Consulting, Inc.
(Registered Company Name/Individuals Name)

Of, 100 York Blvd, Suite 200, Richmond Hill, ON L4B 1J8
(Registered Address and Postal Code)

Phone Number: 833-477-2427 Email: presales@hrstrategiesconsulting.com

We/I hereby offer to enter into an agreement for the goods and/or services, as required in accordance with the Proposal for a price of (must be CDN funds and without HST):

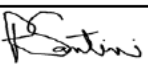
Description	Amount (CDN fund and without HST)
Lump Sum Proposal Price:	\$39,865

Acknowledgement of Addenda

I/We have received and allowed for ADDENDA NUMBER 1, 2, and 3 in preparing my/our Proposal.

Proponent's Authorized Official: Peter Santini

Title: VP of HR Management Consulting

Signature: 

Date: March 26, 2024

Form 1 to be submitted.

**City of Temiskaming Shores
CS-RFP-001-2024
Organizational Review**

Non-Collusion Affidavit

I/We HR Strategies Consulting, Inc. the undersigned am fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the Proponent nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Proponent, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proponent, firm or person to fix the price or prices in the attached bid or of any other Proponent, or to fix any overhead, profit or cost element of the bid price or the price of any Proponent, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

The price or prices proposed in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proponent or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or Proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at: 11:00 a.m. this 26 day of March, 2024.

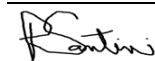
Proponent's Authorized
Official:

Peter Santini

Title:

VP of HR Management Consulting

Signature:



Date:

March 26, 2024

Form 2 to be submitted.

**City of Temiskaming Shores
CS-RFP-001-2024
Organizational Review**

Conflict of Interest Declaration

Please check appropriate response:


I/We hereby confirm that there is not nor was there any actual perceived conflict of interest in our Proposal submission or performing/providing the Goods/Services required by the Agreement.

The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's Proposal submission or the contractual obligations under the Agreement.

List Situations:

In making this Proposal submission, our Company has / has no (*strike out inapplicable portion*) knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the RFP process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at: 11:00 a.m. this 26 day of March, 2024.

Signature: 

Proponent's Authorized Official: Peter Santini

Title: VP of HR Management Consulting

Company Name: HR Strategies Consulting, Inc.

Form 3 to be submitted.



March 28, 2024

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

Dear Mr. Belanger:

Re: CS-RFP-001-2024 — Organizational Review

HR Strategies Consulting, Inc. (“HR Strategies”) is pleased to submit a proposal to supply the City of Temiskaming Shores (“the City”) with an Organizational Review. We have a long tenure working with organizations across both private and public sectors and have an intimate understanding of key success factors that ensure a successful implementation and transition to new solutions.

As an experienced software implementation partner, we understand the City’s objective to implement a comprehensive solution that will modernize HR, automate many of the manual processes and workflows, and meet both your immediate and long-term needs with regards to an Organizational Review.

SAP SuccessFactors preference is to use their 22,000 strong partner networks to resell and deliver their solutions. HR Strategies is a certified SAP Gold Partner and is willing and capable of delivering the best solution for the City. HR Strategies is proposing the SAP SuccessFactors solution to meet the needs of the City as outlined in the solicitation document. SAP SuccessFactors is the leading provider of cloud-based HXM solutions, and we believe that these products will not only meet the City’s current needs but will provide a system that can grow with their future needs as well.

As your software implementation partner, HR Strategies will bring over 20 years of experience leading HR transformations and software implementations to the table. We have worked extensively with organizations in a variety of verticals including service, retail, hospitality, education, healthcare, and more to deliver projects of varying size and complexity on time and on budget. As a trusted implementation partner, HR Strategies will support the City throughout the implementation process, and as needed once the project is completed.

We look forward to establishing our partnership with the City and to identifying opportunities for increased efficiencies and service quality by taking a more integrated approach to the development and delivery of this initiative. Should you have any questions or require additional information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Ruby Maini", with a horizontal line underneath.

Ruby Maini
President & CEO
HR Strategies Consulting, Inc.

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QUALIFICATIONS, EXPERTISE AND PERFORMANCE ON SIMILAR PROJECTS

Legal name of company, address, telephone number and contact person assigned to manage this contract;

HR Strategies Consulting, Inc.
 100 York Blvd, Suite 200 , Richmond Hill, ON L4B 1J8
 1-833-477-2427
 Peter Santini, VP HR Management Consulting Practice

Experience with similar municipal projects.

Canadian Public-Sector Experience

We have provided a variety of advisory services to numerous public sector and not-for-profit organizations in Canada. These services have included but are not limited to HR process redesign, HR transformation, HR strategy, governance, pay equity, job evaluation, collective bargaining, organizational effectiveness, practice/policy development, job consolidation, total rewards, and many other forms of HR projects and services. In Canada, some of our consulting clients have included the following:

MUNICIPALITIES	BROADER PUBLIC SECTOR	NOT-FOR-PROFIT
<ul style="list-style-type: none"> Township of Smith Ennismore Lakefield Town of Aurora Region of Halton City of Mississauga Region of Peel City of Brampton City of Hamilton City of Toronto City of Markham City of Burnaby Region of York Town of Pelham City of Port Colborne 	<ul style="list-style-type: none"> Humber College George Brown College York University Fanshawe College William Osler Health Services Province of Ontario Ministry of Health Toronto Central LHINS Baycrest Hospital OMERS Province of Ontario Ministry of Labour Norfolk General Hospital Loyalist College York Region District School Board Metro Toronto Convention Centre York Regional Police 	<ul style="list-style-type: none"> CHATS Ontario Hospital Association Guelph Wellington Community Living Lookout Society Plan Canada Kids Help Phone Ontario Genomics TFO Media AMI Insurance Bureau Association of Ontario

Past ability to successfully complete projects within timelines and budgets.

HR Strategies has a stellar record of working with our clients to complete projects within the agreed upon timelines and agreed upon costs/expenses. We are providing the following three references to attest to our ability to deliver and provide values to our customers.

References

COMPANY NAME	METRO TORONTO CONVENTION CENTRE	YORK REGION DISTRICT SCHOOL BOARD	INSURANCE ASSOCIATION OF ONTARIO BUREAU OF
Project Description	Non-union compensation review, including competitive market assessment, salary range review and development, salary administration practice development, incentive plan review and development.	Non-union job evaluation, market assessment, salary range development, and salary administration practice development.	Development of new job evaluation system and implementation; Salary structure development and implementation; competitive market compensation survey
Contact Name	██████████ Vice President Human Resources	██████████ Senior Manager, Human Resources	██████████
Contact Email	██████████	██████████	██████████
Contact Phone #	██████████	██████████	██████████

Stability and reputation of firm.

Company Overview

Headquartered in Richmond Hill, Ontario, with presence in Canada, the USA, Australia, and India, HR Strategies Consulting, Inc. is a privately-held, full-service business transformation firm focused on providing HR products and services with specialization in HR strategy, process, search, compensation, pay equity, leadership development, and HR technology implementations. We presently have approximately 80 qualified professionals certified in varying areas of HR consulting and technology expertise.



A woman-owned, WeConnect certified business, we have been working with leading organizations in both the private and public sectors for over 20 years to help them achieve organization-wide efficiencies that improve operations, meet legislative requirements and increase profitability.

As your partner, HR Strategies will bring our extensive experience in HR to the table. We have provided solutions to hundreds of global clients since our founding in 1990. Our worldwide client base ranges from public-sector and Fortune 500 companies to small and medium sized enterprises, and represents a wide variety of verticals including government, non-profit, higher education, healthcare, technology, banking, telecommunications, consumer goods, hospitality, retail, and media.

At HR Strategies, we are proud of the work we have done for our public-sector clients. Our extensive work in the sector helps us understand your strategic objective and mandates in the context of the public

sector landscape. We understand the unique needs, values, and culture of municipalities, as well as regulatory and labor issues within.

Our experienced team and dedicated resources enable us to provide our clients with local knowledge of the environment with an understanding of your needs, married with global insight, and eye to industry best practices across all disciplines, and innovation which further increases realized value and engagement success.

Supplier Diversity

At HR Strategies, diversity and inclusion is more than just a box to check or a target to hit – it’s a core company value. Diverse and inclusive teams not only have a positive impact on our workplace, but they also help us better serve our clients and partners from every background. We strive to foster a sense of belonging and empowerment in our diverse workplace and will bring that same celebration of diversity approach to our work with the City.



HR Strategies Consulting is a proudly woman and minority owned Canadian business. We are a certified WeConnect firm with a strong understanding of the need for community diversity. A partnership with HR Strategies not only allows our clients access to an organization that understands the role diversity holds in your operations, as we are diverse ourselves, but also allows our clients with supplier diversity programs to satisfy their mandates and meet expectations for supplier diversity.

In addition, recent community education efforts have included a focus on improving the diversity, equity, inclusion, and belonging (DEIB) efforts of our clients. In April 2022, HR Strategies hosted a webinar featuring trusted industry thought leaders as they discuss their views on the DEIB experience within their own organizations and how attendees could incorporate the lessons learned into their own organization's practices. Should the City be interested, the Diversity... Embrace, Experience, Elevate webinar is [available online](#) for you to watch.

Please see below a snapshot of our core values:



Internal Resources

HR Strategies is experienced in all aspects of the HR business transformation process and has a wealth of expertise and extensive resources to ensure the ongoing ability to provide timely and professional services to the City. HR Strategies is uniquely positioned to provide the City with an exemplary experience. Below is an outline of some of our unique characteristics that we feel will positively impact the City should you choose to partner with us for your HR transformation project:

- **Focus on HR** – HR Strategies has been providing HR consulting and HR business transformation consulting to public and private sector organizations in Ontario since 1990. Over the last 20+ years, we have built a strong, highly integrated HR service offering, focused on optimizing our clients’ investment in HR by delivering business value and improved services at a lower cost than can be done internally.
- **Local presence, global reach** – HR Strategies is headquartered in Richmond Hill, meaning our team is connected to the community and to Canadian HR best practices on a localized level. Through our partnership with SAP, we are able to provide our clients with access to leading edge solutions that allow them to transform their HR practices, but do so with a strong knowledge of local industry trends.
- **Service quality** – We pride ourselves on providing the highest quality of service, integrity, and the highest touch engagement models of any consulting organization in the ecosystem. Our HR transformation practice at HR Strategies is focused on partnering with clients to review and redesign their HR organizational structures, HR operating models, cost structures, HR processes, HR technologies, strategic HR vision, and HR governance models. This helps ensure that the goals of the City are achieved in the best and most effective way while considering HR best practices for success now and into the future.

How We’re Re-Imagining HR



Strategic Consulting

Our HCM practice provides advice, insights, expertise, and unique solutions to drive value.

- Ad hoc project consulting
- Job evaluation solution
- Compensation market assessments
- Pay equity
- DEIB audits/solutions
- HR technology readiness consulting
- Solution adoption
- Technology selection support
- Data management & analytics
- HR outsourcing
- Change management



HRIT

We focus on the employee experience and bring holistic solutions that align with our clients’ business strategies.

- Technology implementation & adoption
- Project oversight
- Technology reviews & roadmaps
- Training



Ongoing Support

We provide professional services and support around the world.

- Reseller and services partner
- Certified trainers
- Project managers
- Product implementation
- Ongoing post go-live support and maintenance
- Application managed services
- Staff augmentation services



Company Mission

We believe in the importance of “people, process, and performance.” HR Strategies’ mission is to optimize the HR journey for our clients as they recruit, compensate, lead, develop, and transition employees. We help our clients implement best practices and streamline processes for greater productivity, improved customer service delivery, cost efficiency, growth, profitability, and competitive advantage.

Financial Stability

As a private company, HR Strategies does not disclose our revenue. We have included in [Appendix A](#) HR Strategies’ bank letter to demonstrate our financial viability.

PROPOSED MANAGER AND SUPPORT TEAM

Experience and qualifications of key team members

Key Personnel

With a combined 100+ years of industry experience, our consulting experts are focused and passionate about what they do. They excel at bringing together industry expertise and practical knowledge. The diverse team of associates listed below are a sampling of the available key personnel that may work with existing the City staff to apply specialized strengths, training, experience, and talents to the City's particular concerns.

Complete resumes can be found in [Appendix B](#).

Peter Santini — Project/Client Manager

Peter has 33+ years in Human Resources leadership/operational and HR Consulting. Most recently, Peter was CHRO of a multi-branch financial services organization in south-west Ontario, where he helped lead the organization through a successful merger and a major enterprise-wide banking system transition. Previous to this role, Peter was in HR leadership roles with Mobilicity, Circle of Care, Villa Colombo Homes for the Aged, and Bell ExpressVu. Peter also brings experience as a practicing Human Resources Management Consultant to the table. Peter has just over 5 years of consulting experience primarily working with organizations in the financial services and health care sectors.

His has expertise in performance management, compensation, talent management, talent acquisition, employee engagement and retention, labour relations, HR operational delivery, talent development and leadership development. His approach is to build practical, effective HR business practice and works with his partners/clients extensively to ensuring they build organizational capability and achieve business and personal success

Peter has developed rewards systems and pay for performance models in both large and small organizations including base salary structures, job evaluation, pay equity compliance, incentive plans and benefits programs. Past experience includes program design and implementation for health care, telecommunications, media, financial services, manufacturing and technology-based companies.

Peter is a Certified Human Resources Professional and a Certified Human Resources Leader (CHRP/CHRL) through the Human Resources Professionals Association. Peter graduated from McMaster University with a B.A. in Psychology and obtained is Graduate Diploma in Human Resources Management from Seneca College.

Denise Bilsland — Senior HR Consultant

Denise has 20+ years in compensation and HR consulting. Previously she was VP of HR for a multi-national technology company. She has also worked as a management consultant for over 10 years, supporting a variety of organizations with their strategic HR initiatives and employee development programs.

She works with organizations in the design and development of strategic compensation plans, job design, and total rewards strategies, and she has experience working with organizations in both the public and private sector. She has developed rewards systems and pay for performance models in both large and small organizations, including base salary structures, job evaluation, pay equity compliance, incentive plans, and benefits programs. Her past experience includes compensation program design and implementation for hospitals and health care, pharmaceuticals, publishing, police services, tourism, universities, manufacturing, and technology.

Her expertise in performance management, compensation, talent management, employee retention and leadership development contribute to facilitate well-rounded strategies for building performance capability within teams. She builds practical, best practice approaches and works with her clients extensively to ensure they reach the performance results they are targeting.

Denise is a Certified Human Resources Executive (CHRP/CHRE) through the Human Resources Professionals Association. She was previously an instructor for the Compensation Management Program at Seneca College. Denise graduated from The University of Western Ontario. She recently served as President of the Board of Directors for the York Region Children's Aid Society and currently serves on the Board for 360Kids.

Suzanne Thomson — Senior Compensation Consultant

Suzanne has over 25 years of compensation experience. She provides consulting advice to clients in the areas of compensation administration, competitive market reviews, the design and development of salary structures and human resource policies and practices. She also provides advice, project management, and customized solutions in the design, preparation, and delivery of custom compensation survey solutions.

Suzanne will act as the Survey Manager, and is responsible for the design, development, and marketing of the survey. She will be responsible for the confirmation, analysis and review of all data collected for use in the final report product.

Sandra Gokool — Senior Compensation Analyst

Sandra is a Senior Executive Compensation Consultant with 20+ years of experience in executive and broad-based compensation and benchmarking experience. She specializes in conducting a wide variety of in-depth data analyses. Sandra has effective and proven project management skills with a demonstrated ability to initiate process improvements.

Sandra is an expert compensation consultant at HR Strategies Consulting with over 20 years experience in executive and broad-based compensation.

Prior to joining HR Strategies, Sandra worked at a major compensation consulting firm where she her key focus was to develop, execute and manage a number of total compensation surveys and studies, as well as small and large custom surveys for various industry sectors in Canada and globally. She also managed the Canadian Global Total Compensation Survey, training and managing the team in Canada. Sandra also provided technical and analytical expertise on compensation design/strategy assignments.

Sandra has also conducted executive compensation and board of director studies for private and public sector clients. She has successfully conducted multiple Pay Equity reviews for a variety of public sector organizations.

Sandra completed her HR Certification at Durham College and is currently enrolled at Mohawk College in HR Systems.

Valerie Troy – Senior HR Consultant

Valerie is an accomplished HR professional with more than 30 years' experience as a leader in organizations undergoing structural and cultural change. Recognized by both executives and employees as a valued Human Resources business partner, Valerie is also known for being passionate about delivering high quality results that meet objectives, and for her unwavering commitment to ethical behaviour, integrity, and striving for excellence.

Lesley Dalzell – Senior HR Consultant

Lesley is based in Vancouver, British Columbia, and she has 18 years of experience in human resources working with a variety of different industries, such as post-production, retail, high-tech, telecommunications, biotech, and clean tech, with her last couple of experiences focusing on dual country (Canadian and US) companies to help integrate the company's culture and policies with each region. Most recently, she was Director of People and Culture for Ostara Nutrient Recovery Technologies Inc., working with this global start-up clean-tech company to develop all people and culture programs while integrating the company values in Canada and the US.

Previous to this role, Lesley worked in key HR roles with GenomeDx Biosciences, Mobilicity, Robeez Footwear, Elastic Path Software, Intrinsic Software, and Creo/Kodak.

Lesley has expertise in the startup/entrepreneurial environments from start to finish. One of her top focuses is developing talent throughout an organization from employee to senior leadership. She has done this by partnering with internal client groups and developing and customizing HR programs, such as performance management, compensation, talent acquisition, and employee engagement and retention that reflect an organization's values and culture.

She also has extensive expertise in right-sizing organizations and knowing how to balance the organization's focus with operations and people through a company's growth cycle.

Most recently, Lesley developed an innovative performance management and compensation/rewards program for a startup company focused on the culture that changed the traditional way employee performance was evaluated.

Lesley is a Certified Human Resources Professional (CHRP) through the Human Resources Professionals Association, as well as a Certified Prosci Change Practitioner. Lesley graduated from Carleton University with an Honours B.A. in Law with a minor in Business Law and a focus in Restorative Justice. As well she holds a BA in Sociology/Anthropology.

Specialized expertise

Specialized Expertise

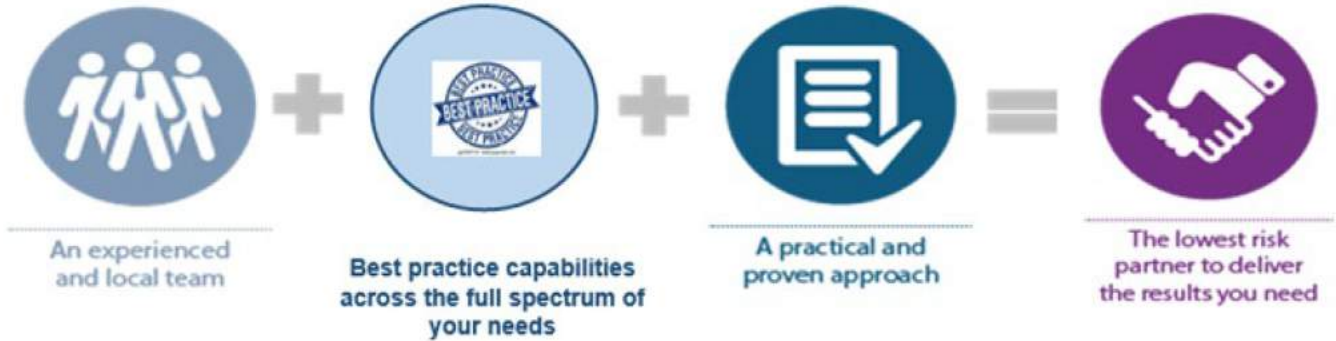
We believe HR Strategies is uniquely qualified to assist you with this project for the following reasons:

- **Extensive experience** — We've successfully implemented numerous compensation and related HR effectiveness programs at similar organizations. Our references will attest to our contributions to their organizations.
- **Specialized Custom Surveys** — We offer the ability to develop and deploy custom compensation surveys for our clients. We have a deep level of experience and knowledge to assist our clients in gathering and consolidating the specific data for their organizations.
- **Benchmarking Data** — Our compensation measurement database is a database of pay information, compiling data from key industry standard surveys that is updated annually. The database covers information on all aspects of compensation, including base salaries, annual incentives, long-term incentives, broad and supplemental benefit plans, and perquisites. Additionally, we maintain a mix of private and public-sector cuts of the data, which can be used to assess your competitive position.
- **Agility** — We partner with you to ensure an appropriate balance, leveraging the best external data and leading practices while customizing solutions to meet your specific needs. This results in the highest-quality outcomes while relying on our proven and tested methods. We possess the analytical tools to accurately measure, compare, and assess information. We provide meaningful, high-quality information that you can trust to answer your important questions.
- **Our Team** — Finally, we provide you with details regarding our key project team members, their biographies and relevant experiences working on projects similar to this one. At the end of the day, much of what you are paying for when you hire a consulting firm is the skills and capabilities of those consultants who will be assigned to work on the engagement with you. We have assembled a team that includes many of our very best consultants. It is an experienced team, because that is what we believe you need: higher order thinking. We sincerely hope that you will have a chance to meet some of our lead consultants as no proposal, no matter how well crafted, can possibly convey the full value that they can provide and which clients can often glean from even a brief initial meeting.

HR Strategies' expertise with compensation consulting projects — backed by an established process and robust tools — is apparent and our pricing is competitive for the value received. Specifically, we offer:

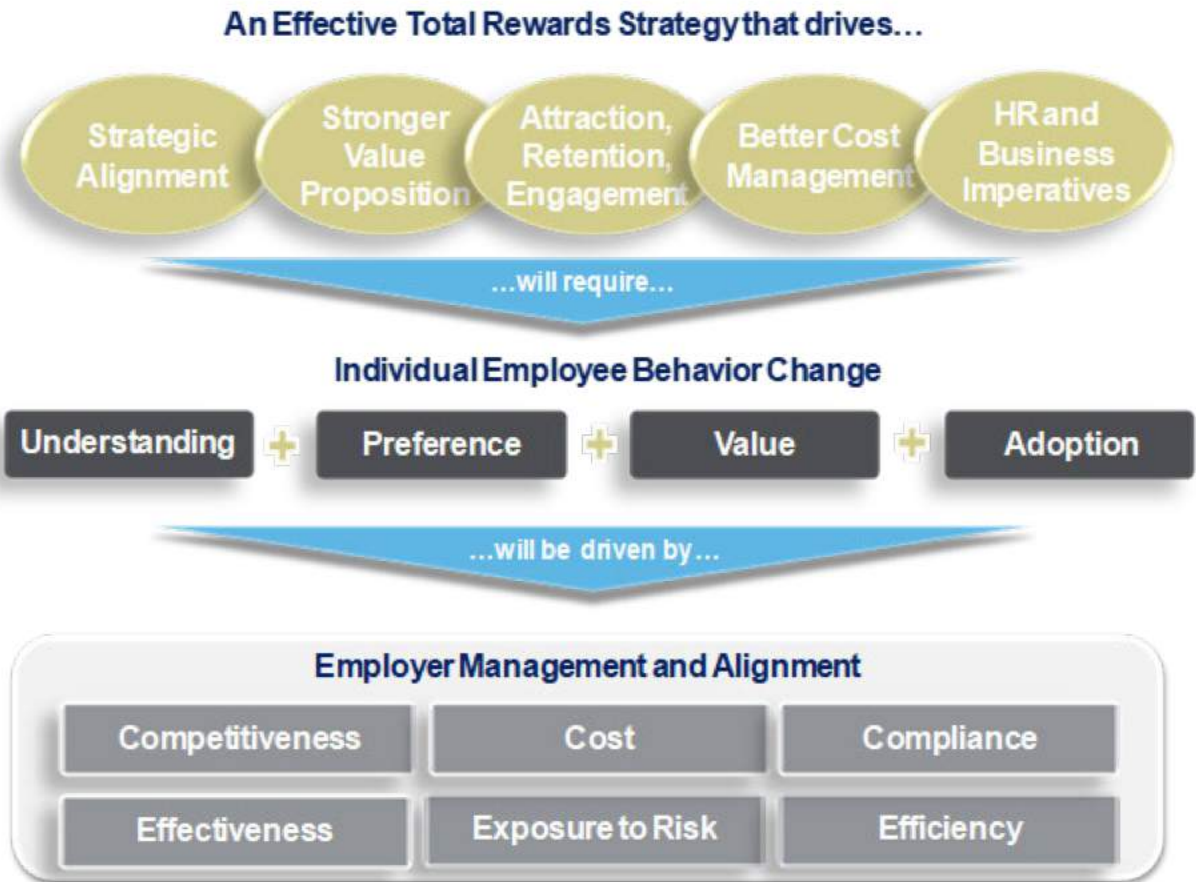
- **Unmatched Team/Experience** — The consulting team selected for this project includes experts in total rewards strategy, diagnostics, design, implementation, communication, and change management of these various HR systems. We also have recent experience working on a variety of projects in multinational organizations including operations in the USA and Canada.
- **Unmatched Discipline in Governance, Process, and Project Management** — The ability to gather and synthesize large amounts of data to form meaningful insights and recommendations, work collaboratively with client teams, be appropriately persuasive, and keep a complex project on track is critical. Your HR Strategies team has a track record of leading projects of similar scope,

outcomes, and complexity that required adaptability, creativity, and efficiency to deliver high-quality results on-time and on-budget.



HR Strategies Total Rewards Strategy

A well-conceived total rewards strategy requires multiple inputs, should drive employee behavior and performance results, and ideally should be evaluated using a broad array of metrics, as depicted below:



COMPLETENESS AND SCHEDULE

Methodology and Schedule for delivery of service

We believe that the ability to develop and execute a targeted project methodology is vital to the success of a project. We understand that the methodology must be aligned to the key project deliverables. Our proposal provides a comprehensive approach that can be adapted to suit the City’s needs and leverage your internal resources as appropriate. An outline of our proposed methodology is described below.

Project Planning

In keeping with our commitment to working with you as a partner, we believe project planning is essential to ensuring agreement and understanding on project objectives and expectations. We will meet with the project team of the City to review our proposed project approach, confirm objectives, and review success factors and/or limitations. In addition, we will create a project plan for mutual agreement, which clearly outlines deliverables and milestones with associated timing, clarifies project member role expectations, and identifies key decisionmakers and milestones. Additional planning sessions may be incorporated with other project phases to help ensure project deliverables and timelines continue to be met. Ongoing effective project management is critical to the project’s success and progress.

Ongoing and effective communication to all stakeholders and project contributors is critical to the success of any project. HR Strategies will work with the City to develop the appropriate communication strategies/approach. We will assist with providing templates, drafting key communication messaging, and provide updates to the respective stake holders as required.

Leadership Commitment and Information Gathering

During this phase, the senior members of our team will conduct a presentation to your project team in order to familiarize them with the methodology and proposed project plan. The objective of this presentation is to educate the project team on the approach and to obtain their commitment to the project and methodology. In our experience, senior leadership buy-in and support is one of the keys to successful project execution and implementation.

At this stage we will also gather, analyze and validate all pertinent existing human resources program documentation and details, including the documentation of the City’s compensation philosophy, to ensure that our new recommendations are aligned with your business strategy, human resources philosophy, HR programs and desired culture.

Proposed Workplan and Timeframe

The below table presents our detailed project plan, including deliverables, activities, roles and responsibilities, and timelines:

PHASE	DELIVERABLE	DESCRIPTION	RESPONSIBILITY	ESTIMATED TIME
1	Project Planning and Communications	<p>Develop project approach, confirm objectives, and review success factors/limitations.</p> <p>Develop deliverables and milestones with associated timing, clarifies project member role expectations and identify key decisionmakers and milestones.</p> <p>Establish project team decision-making process.</p> <p>Establish a project communication approach/cadence.</p> <p>Determine project team cadence.</p>	HR Strategies Consultants, the CityProject Team	1–2 weeks
2	Organizational Review	<p>Review and analyze the relevant business operating documentations/practices (organizational operating practices, organizational charts, business plans, Key Performance Indicators, Job Descriptions, etc.).</p> <p>Review and analyze all the current non-union job descriptions.</p> <p>Facilitate meetings and/or conduct interviews with key stakeholders (up to five interviews) to obtain their input and views with respect to the structure, policies, processes, and practices where necessary.</p> <p>Develop/present organizational structure recommendations.</p>	HR Strategies Consultants, the City Project Team, and Leadership	3–4 weeks
3	Job Hierarchy Development	<p>Update Job Descriptions.</p> <p>Implement HR Matrix Job Evaluation Tool.</p> <p>Implement HR Matrix Position Description Questionnaire.</p> <p>Distribute and collect Position Description Questionnaires to staff.</p>	HR Strategies Consultants, the City Project Team, Employees, Managers, Leadership	8–10 weeks

		<p>Evaluate jobs using HR Matrix Job Evaluation tool.</p> <p>Facilitate job hierarchy “sore thumbing” process with City team members.</p> <p>Finalize new job hierarchy.</p>		
4	Market Competitive Analysis	<p>Review current Benchmark jobs and determine if new benchmark jobs should be identified. HR Strategies recommends two benchmark jobs per classification level.</p> <p>Conduct competitive market analysis using proprietary and publicly available sources (e.g., public-sector salary disclosure as well as available published compensation surveys within the public and/or not for profit sector. HR Strategies anticipates collecting and analyzing data for 15 to 18 benchmark jobs.</p> <p>Review and recommend revisions to salary range structure.</p> <p>Recommend revisions and changes.</p> <p>Conduct costing analysis on recommended changes.</p>	HR Strategies Consultants, the City Project Team	6–8 weeks
5	Findings/Recommendation Draft Reports	<p>Draft report to be reviewed by City leadership.</p> <p>Review/revise draft report.</p> <p>HR Strategies has provided for up-to two revisions for the report.</p>	HR Strategies Consultants, the City Project Team	1–2 weeks
6	Final Reports and Presentations	<p>HR Strategies to produce and provide a final report.</p> <p>HR Strategies will present (virtually or in person) the final reports, discuss the analysis of current position alignments, and provide recommendations to align to the new recommendations.</p>	HR Strategies Consultants, the City Project Team, Council	1–2 weeks

HR Strategies' Key Components

Job Description Approach

As we describe above, HR Strategies will guide the project team with most effective approach for gathering job descriptions. The existing format will be reviewed to determine whether a revision will be sufficient to extract the pertinent job content to apply the methodology. HR Strategies will then provide strategies and design features for documentation and assist in coordination of the completion of the job description questionnaires should risk assessments deduce revision requirements.

The collection of the job description may be completed in a number of ways:

- Web-based online forms for job data collection that is uploaded to the HRMatrix System® JE Module
- Managers or employees provide information (or both)
- Use of current job descriptions
- Approach for multi-incumbent jobs
- Completion/Training workshops

The descriptions will be pay equity compliant, reflect the job evaluation system and will be relatively easy to complete.

the City's work will be described consistently, using common language, modifiers and formats across all roles. The resulting descriptions will have a much longer "shelf life," thereby virtually eliminating the need for time-consuming and often inconsistent preparation of detailed job descriptions whenever a job changes, even if only slightly, and serve as a template for good job design.

Evaluation of Roles/Jobs

HR Strategies recommends the use and implementation of our proprietary job evaluation tool, HRMatrix System.

After many years of working with organizations and diverse stakeholders in providing custom designed Job Evaluation Plans, we have leveraged the trends and addressed anomalies in the processes in our Job Evaluation product offering. HR Strategies has developed a proprietary Point Factor Rating Methodology embedded in The **HRMatrix System®** for Job Evaluation and Job Description completion. Although we have completed 80% of the design, the methodology is flexible, and we will work with and encourage the City to provide factors and content that is specific and custom to you to reflect your environment.

Job evaluation will measure the relative internal value of jobs within your organization and ensures the application of a standard set of factors that are meaningful to the organization, to the market, and consistent with legislated requirements.

This methodology/tool is designed to provide:

- A clear ranking of positions
- A reliable base for an equitable salary structure
- A means of market comparison
- A methodology to comply with Pay Equity Legislation
- An organizational overview of relationship between positions
- A database for career planning and succession
- A starting point for position profiles
- An objective reference to solve job titling issues

The **HRMatrix System®** JE Module is fully compliant with pay equity guidelines that require compensable factors to fulfill the mandatory categories of:

- Qualifications
- Responsibilities
- Effort required
- Working Conditions

The Job Evaluation process with our methodology exercises informed judgment based on job analysis and provides a consistent and credible framework and structured step by step guide for assessing roles in all the different parts of your organization. The result will be a ranking for equitable basis and benchmarks for pay grades/structures.

The **HRMatrix System®** Job Evaluation Module has been designed with simplistic phrasing in a two-dimensional approach. The methodology encompasses the following Flexible Compensable Factor Definitions and Dimensions:

COMPENSABLE FACTOR	DIMENSIONS
Knowledge	Education Experience
Leadership	Scope of Direction Level of Work Directed
Problem Solving	Complexity Creativity
Decision Making	Independence of Action Impact of Decisions
Communications	Internal External
Effort	Mental Concentration Physical Effort
Working Conditions	Exposure Frequency

Our Creative Approach to Innovate Your Processes

The use of best practice methodologies enables the project team to ensure all required steps are covered in the appropriate order and used to set expectations. These methodologies are a starting point for our approach. The approach for every project is custom tailored to the specific client and project objectives.

We augment our approach to the SWOT (strength, weakness, opportunity, and threat) analysis with SOAR (strengths, opportunities, aspirations, and results) using the appreciative inquiry approach. We believe that planning is an opportunity to help organizations soar with their strengths and to elevate an

entire system’s learning capacity to innovate from thought to finish. Planning or restructuring change can be one of the most positive times in an organization’s life, offering the following:

- A rarefied time that cultivates the most elevated thought and action.
- A ritual-like time for the public re-creation of high-quality connections across an entire system.
- A precious time for drawing upon the “positive core” of a system in ways that ignites upward spirals in purposeful vision and dynamic action

To assist the City in this project, HR Strategies proposes the following components:



Appreciative Inquiry

The Appreciative Inquiry approach is based on the assumption that every organization has something that works well and that these strengths are the starting point for creating positive change. Traditional “deficit-based” problem-solving methods cause defensiveness in stakeholders and limit creativity. We use appreciative inquiry to empower project stakeholders, which greatly increases the buy-in for the improvements we develop and multiplies the lasting benefits of the changes.

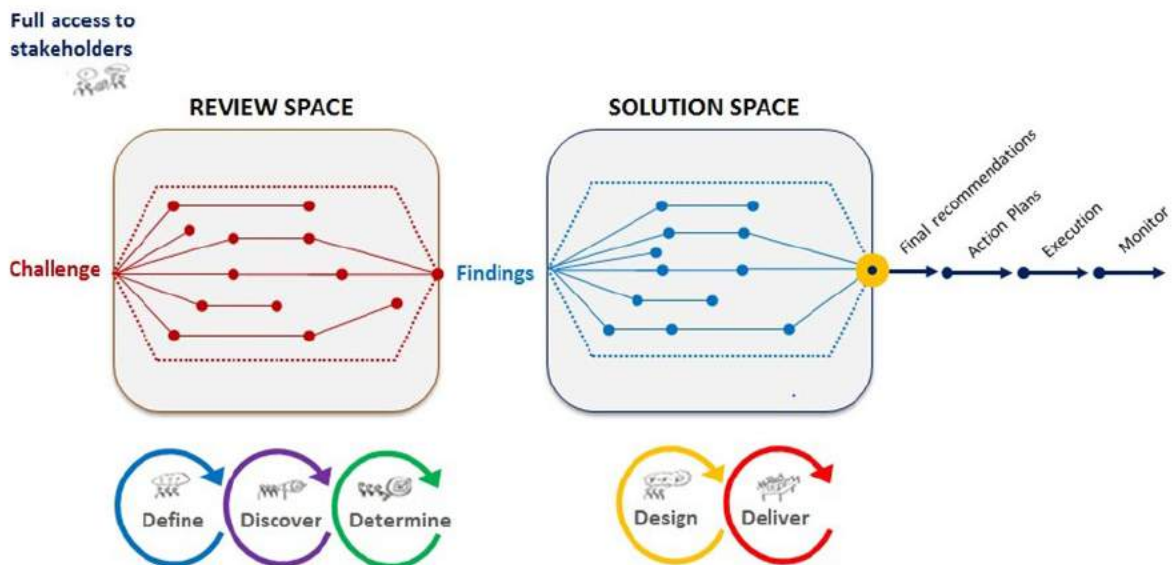


SOAR Matrix based on Stavros, Cooperrider, and Kelley, 2003

Our Co-Innovation Process

Today's organizations can benefit from an appreciative approach of inquiry, which invites organizational members to learn and value the history of their organization and its culture.

Co-Innovation Process Cycle
Multi-Dimensional Hexagonal Business Review of Streams

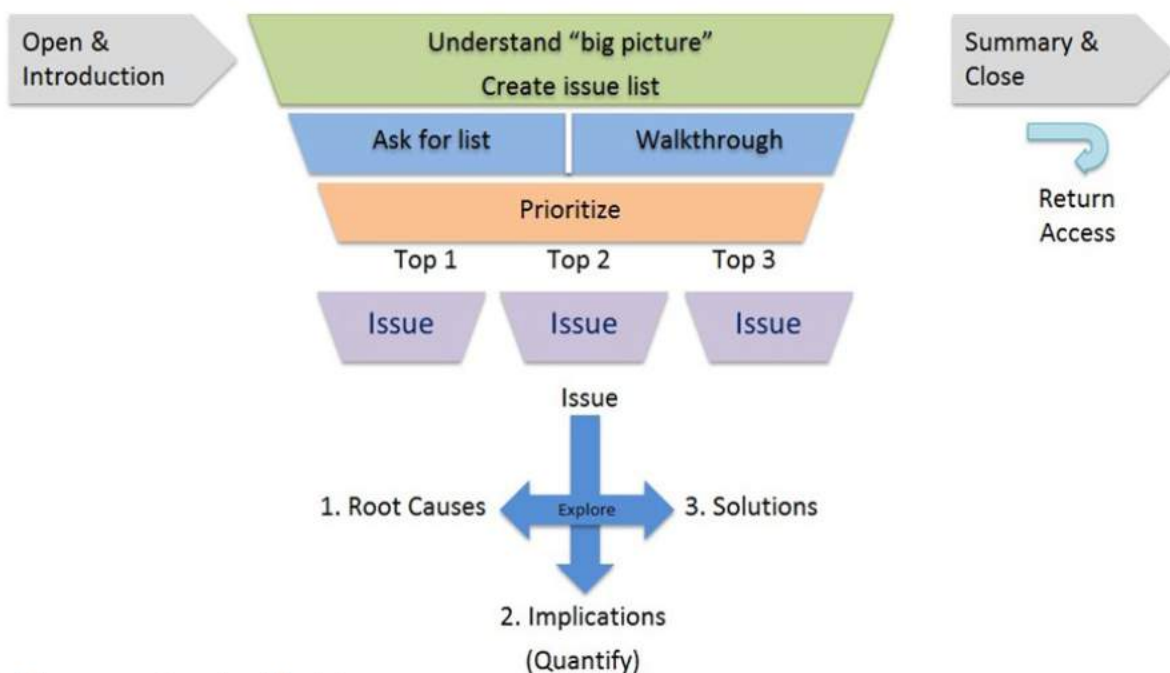


The Appreciative Intent (AI) approach allows them to build on their strengths (the positive core), discover opportunities, visualize goals and strategic alternatives, identify enabling objectives, design strategies and tactics that are integrated with their most successful programs and partners, and implement a strategic plan that is a dynamic, continuous, and living document. Numerous organizations have used AI, including private and public non-profit organizations, for-profit organizations, and government and international agencies worldwide.

Co-Innovation Process Cycle Multi-Dimensional Hexagonal Business Review of Streams We will approach this initiative with these five key elements:

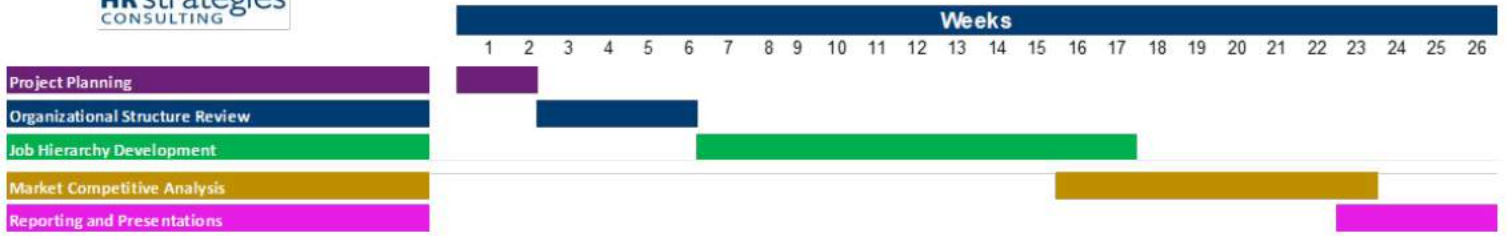
- **Define** — To establish the focus for the review exercise we first need to understand the current context by studying the changing external and internal organizational environments. We take into account the existing structures, legislative requirements/compliance and relevant directives (if required), and the current and anticipated best practices leading-edge human resources management and information systems.
- **Discover** — During this step we will work with the City to analyze the data, define the core strengths, and outline the opportunities, challenges, and concerns for the future. The incumbent consultations/interviews will be conducted and through this process we will ensure all of those involved in leading and facilitating the process have a shared understanding of the desired direction of the City.
- **Determine** — This step will involve the development of recommendations/edits in the context of the current landscape and all key considerations for the review. This is an important step in that the end goals will reflect the widely held core beliefs and buy-in to expedite a successful change management implementation.
- **Design** — The design stage allows staff to engage in defining the new processes/procedures and roles. The AI process encourages staff to think about the potential opportunities for efficiencies and greater productivity rather than just focusing on the problems that are associated with change.
- **Deliver** — We will provide implementation support by working with the project committee to define the overall implementation plan in a final report.

Interview Structure



HRSC Discovery Session Model

Anticipated Project Timeline



ESTIMATED FEES AND DISBURSEMENTS

Fee schedules with per diem rate or hourly rate for each consultant staff and sub-consultant of the project team together with an upset limit. This should relate to a detailed person-hour and cost breakdown of the workload by consultant or sub-consultant staff; Disbursement costs; Provisional Items; Additional estimate of costs for any potential additional studies or work recommended; Applicable taxes

Consulting Resource Fees	Total Fees
Project Planning	\$ 2,686.00
Organizational Structure Review	\$ 5,984.00
Job Hierarchy Development	\$ 12,835.00
Market Competitive Analysis	\$ 14,110.00
Reporting & Presentations	\$ 4,250.00
Total Consulting Fees	\$ 39,865.00
HST (13%)	\$ 5,182.45
Total Maximum Cost	\$ 45,047.45

Consultant Hours	Project Components					Totals
	Project Planning	Job Hierarchy Development	Market Competitive Analysis	Organizational Structure Review	Reporting & Presentations	
Senior Consultant	5	45	20	8	5	83
Senior Consultant	3	25	0	24	15	67
Senior Compensation Consultant	3	0	60	0	0	63
Engagement Manager	6	16	6	8	8	44
Totals	17	86	86	40	28	257

Consultant Rates	Hourly Rate
Senior Consultant	\$ 180.00
Senior Compensation Consultant	\$ 190.00
Engagement Manager	\$ 220.00

Compliance with City of Temiskaming Shores insurance requirements.

Please refer to [Appendix C](#).

The Corporation of the City of Temiskaming Shores

By-law No. 2024-053

Being a by-law to enact a Zoning by-law Amendment to amend the High Density Residential Exception 18 (R4-18) in the City of Temiskaming Shores Zoning By-law 2017-154

Whereas pursuant to the provisions of Section 34 of the Planning Act, R.S.O. 1990 c.P. 13, as amended, the Council of a Municipality may enact by-laws to authorize the use of land, buildings or structures for any purpose set out therein that is otherwise prohibited; and

Whereas By-law No. 2017-154 regulates the use of land and the use and erection of buildings and structures within the City of Temiskaming Shores; and

Whereas Council considered Administrative Report No. CC-015-2024 at the Committee of the Whole meeting on April 30, 2024, and directed staff to prepare the necessary by-law to amend the City of Temiskaming Shores Zoning By-law No. 2017-154 (as amended) to revise the High Density Residential Exception 18 (R4-18) to permit the construction of a Duplex Dwelling (2 units) to replace the building containing a rental office, and to increase the number of permitted units from 18 to 20, for consideration at the May 21, 2024 Regular Council Meeting.

Now therefore the Council of the Corporation of the City of Temiskaming Shores enacts as follows:

1. Text Changes

- a) Table 6.1 is amended to permit, in the R4-18 Zone, three Dwelling, Street Townhouse and one Duplex buildings on the property with a combined total of twenty dwelling units.
 - b) Table 6.2 is amended to remove, in the R4-18 Zone, a building containing a rental office and amenities that can be considered generally incidental and accessory to the main residential use of the property.
2. That all other provisions of By-law No. 2017-154 shall continue to apply.
 3. That the passing of this by-law shall be subject to the provisions of the *Planning Act*.
 4. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative, numerical, grammatical, semantically or descriptive nature or kind to the By-law and schedule as may be deemed necessary 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 21st day of May, 2024.

Mayor

Clerk

Schedule "1" to By-law 2024-053

City of Temiskaming Shores



Amended Zoning.

The Corporation of the City of Temiskaming Shores

By-law No. 2024-054

Being a by-law to amend By-law No. 2022-185 to appoint community representatives to various Committees and Boards for the 2022-2026 Term of Council (New Liskeard Business Improvement Area Board of Management)

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. 2022-185 to appoint community representatives to various Committees and Boards for 2022-2026 Term of Council; and

Whereas Section 204 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, deals with Business Improvement Areas; and

Whereas under Section 204 (12) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, outlines if a vacancy occurs for any cause, the municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area; and

Whereas Council considered applicants in Closed Session at the April 30, 2024 Committee of the Whole meeting, and rose with report to direct staff to prepare the necessary by-law to appoint Joel Lemay to the New Liskeard Business Improvement Area Board of Management, for consideration at the May 21, 2024 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. 2022-185, be amended by adding **Joel Lemay** as community representative to the **New Liskeard Business Improvement Area Board of Management** for the 2022-2026 Term of Council; and
2. That Schedule "A" to By-law No. 2022-185, be amended by removing **Gaye McNaughton** as community representative from the **New Liskeard Business Improvement Area Board of Management** for the 2022-2026 Term of Council; and

3. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor changes 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 21st day of May, 2024.

Mayor

Clerk

The Corporation of the City of Temiskaming Shores
By-law No. 2024-055
Being a by-law to adopt the 2024 Municipal Budget for
the City of Temiskaming Shores

Whereas Section 290(1) of the *Municipal Act, 2001* (SO. 2001, c.25) provides that a local municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality; and

Whereas Section 290(2) of the *Municipal Act, 2001* (SO. 2001, c.25) provides that the budget shall,

- a) in such detail and form as the Minister may require, set out the estimated revenues, including the amount the municipality intends to raise on all the rateable property in the municipality by its general local municipality levy; and
- b) provide that the estimated revenues are equal to the estimated expenditures; and

Whereas Section 290(4) of the *Municipal Act, 2001* (SO. 2001, c.25) provides that in preparing the budget, the local municipality,

- a) shall provide for any operating deficit of any previous year and for the cost of the collection of taxes and any abatement or discount of taxes;
- b) may provide for taxes and other revenues that it is estimated will not be collected during the year; and
- c) may provide for such reserves as the municipality considers necessary; and

Whereas Public Notice was provided in the Temiskaming Speaker beginning on May 15th, in the Weekender beginning on May 17th, and on the City's website beginning on May 9, 2024, being at least seven (7) days prior to the passing of the by-law in accordance with By-law No. 2004-022, as amended informing the public of its intention to adopt the 2024 Municipal Budget; and

Whereas Council considered Memo No. 020-2024-CS at the May 21, 2024 Regular Council Meeting, and directed staff to prepare the necessary by-law to adopt the 2024 Municipal Budget for the City of Temiskaming Shores, for consideration at the May 21, 2024 Regular Council meeting; and

Whereas it is deemed necessary and expedient to adopt the capital and general operating budget for the City of Temiskaming Shores for the year 2024.

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

1. That the 2024 general levy, which the municipality intends to raise on all rateable property in the municipality, be hereby established at \$15,161,641.
2. That the 2024 Operating and Capital Budgets, attached hereto as Schedule "A", Schedule "B", Schedule "C" and Schedule "D" and forming part of this by-law, be hereby adopted, approved and authorized.

Read a first, second and third time and finally passed this 21th day of May, 2024.

Mayor

Clerk

Schedule "A" to By-law 2024-055

General Operations

	2024 Budget
Revenues	
Grants	5,770,377
Taxation	15,359,969
Other Revenues	4,507,569
Education	2,834,832
Business Improvement Area	55,013
Total Revenues	28,527,760
Expenditures	
Municipal Operations	18,502,333
Health & Social Services	2,960,808
Policing	2,451,647
Libraries	599,628
Education	2,834,832
Business Improvement Area	55,013
Total Expenditures	27,404,261
Transfer to Capital	1,123,499

Schedule "B" to By-law 2024-055

Environmental Operations

	<u>2024 Budget</u>
Revenues	
User Fees	<u>5,462,039</u>
Total Revenues	<u>5,462,039</u>
Expenditures	<u>4,852,809</u>
Transfer to Capital	<u><u>609,230</u></u>

Schedule "C" to By-law 2024-055

2024 Capital Budget

	<u>2024 Budget</u>
General Capital	
Grants/Partnerships	2,222,572
Other Revenues	-
Debt	-
Transfer from Reserves	2,498,721
Expenditures	<u>5,844,792</u>
Transfer from Operations	<u><u>(1,123,499)</u></u>

	<u>2024 Budget</u>
Environmental Capital	
Grants	-
Debt	-
Transfer from Reserves	482,290
Expenditures	<u>1,091,520</u>
Transfer from Operations	<u><u>(609,230)</u></u>

Schedule "D" to By-law 2024-055

Reconciliation of Tax Levy Budget to PSAB

		<u>2024 Budget</u>
	Net General Operations	1,123,499
	Net Environmental Operations	609,230
	Net General Capital	(1,123,499)
	Net Environmental Capital	<u>(609,230)</u>
	Tax Levy Budget	-
Add Back:	Capital Expenditures	6,936,312
	LTD Principal Repayments	1,861,297
		8,797,609
Less:	Transfer from Reserves	2,981,011
	LTD Proceeds	-
	Amortization	3,138,225
		<u>6,119,236</u>
	PSAB Surplus/(Deficit)	<u><u>(2,678,373)</u></u>

The Corporation of the City of Temiskaming Shores

By-law No. 2024-056

Being a by-law to establish Tax Ratios for 2024

Whereas The Corporation of the City of Temiskaming Shores is required to establish tax ratios pursuant to Section 308 of the Municipal Act, 2001, as amended; and

Whereas the tax ratios determine the relative amount of taxation to be borne by each property class; and

Whereas Council considered Administrative Report No. CS-018-2024 at the May 21, 2024 Regular Council meeting and directed staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2024 calculated using a phased-in elimination of the subclass reduction factors, for consideration at the May 21, 2024 Regular Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts a follows:

The tax ratios for the municipality for 2024 are as follows:

Residential/Farm	1.000000
Multi-Residential	2.252571
New Multi-Residential	1.000000
Commercial	2.025451
Commercial Exc. Land	1.822906
Commercial Vac. Land	1.822906
Industrial	2.286368
Industrial Exc. Land	1.943413
Industrial Vac. Land	1.943413
Landfill	3.574008
Pipeline	0.905497
Farmlands	0.250000
Managed Forests	0.250000

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk

The Corporation of the City of Temiskaming Shores

By-law No. 2024-057

**Being a by-law to provide for the adoption of 2024 tax rates
for municipal and school purposes and to further provide
penalty and interest for payment in default**

Whereas as per Section 290(1) of the Municipal Act, S.O. 2001, c.25, as amended, Council for the City of Temiskaming Shores adopted the 2024 Municipal Budget in principle on December 19, 2023 which included estimates of all sums required during the year for the purposes of the municipality; and

Whereas as per Section 307 (2) (b) of the Municipal Act, S.O. 2001, c.25, as amended, the tax rates and the rates to raise the fees or charges shall be in the same proportion to each other as the tax ratios established under Section 308 for the property classes are to each other; and

Whereas as per Section 308 (3) of the Municipal Act, S.O. 2001, c.25, as amended, the tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential/farm property class where the residential/farm property class tax ratio is 1 and, despite this section, the tax ratio for the farmlands property class and the managed forests property class prescribed under the Assessment Act; and

Whereas as per Section 312 (2) of the Municipal Act, S.O. 2001, c.25, as amended, provides that for the purposes of raising the general local municipal levy, the council of a local municipality shall, after the adoption of estimates for the year, pass a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes; and

Whereas as per Section 345(1) of the Municipal Act S.O. 2001, c.25, as amended, a municipality may pass by-laws to impose late payment charges for the non-payment of taxes or any instalment by the due date; and

Whereas Council has set tax ratios under the authority of By-law No. 2024-056 as adopted on May 21, 2024; and

Whereas the 2024 levy for municipal purposes is \$15,161,641; and

Whereas certain education rates are provided in various regulations and commercial and industrial education amounts have been requisitioned by the Province; and

Whereas Council considered Administrative Report No. CS-018-2024 at the May 21, 2024 Regular Council meeting, and directed staff to prepare the necessary by-laws utilizing the 2024 Tax Rates, Water/Sewer Rates and Special Tax Levy under the Solid Waste Management Program for consideration at the May 21, 2024 Regular Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts as follows:

1. That the tax rates for 202 for municipal and education purposes be hereby set as per Schedule "A" hereto attached and forming part of this by-law;
2. That all charges shall be added to the tax roll and shall become due and payable in two (2) instalments as follows:

50% of the final levy for all classes shall become due and payable on the 15th day of July, 2024;

50% of the final levy for all classes shall become due and payable on the 16th day of September, 2024;
3. That non-payment of the amount, as noted, on the dates stated in accordance with the by-law constitutes default and that all taxes of the levy which are in default after the noted due dates shall be added a penalty of 1.25% per month, until December 31st, 2024; and
4. That all taxes unpaid as of December 31, 2024 shall be added a penalty at the rate of 1.25% per month for each month or fraction thereof in which the arrears continue.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk

Schedule “A” to By-law 2024-057

General Tax Rates			
	Municipal	Education	Total
Residential	0.0123485	0.0015300	0.0138785
Multi - Residential	0.0268728	0.0015300	0.0284028
New Multi-Residential	0.0123485	0.0015300	0.0138785
Commercial Occupied	0.0245873	0.0088000	0.0333873
Commercial Excess/Vacant Land	0.0221285	0.0088000	0.0309285
Commercial – Retained	0.0245873	0.0098000	0.0343873
Commercial Excess/Vacant Land - Retained	0.0221285	0.0098000	0.0319285
Industrial Occupied	0.0282331	0.0088000	0.0370331
Industrial Excess/Vacant Land	0.0239982	0.0088000	0.0327982
Industrial – Retained	0.0282331	0.0098000	0.0380331
Industrial Excess/Vacant Land – Retained	0.0239982	0.0098000	0.0337982
Landfill	0.0441335	0.0088000	0.0529335
Landfill – Retained	0.0441335	0.0098000	0.0539335
Pipelines	0.0111815	0.0080992	0.0192807
Farmland	0.0030871	0.0003825	0.0034696
Managed Forest	0.0030871	0.0003825	0.0034696
New Liskeard Business Improvement Area			0.0016623

The Corporation of the City of Temiskaming Shores
By-law No. 2024-058
Being a by-law with respect to water and sewer service rates

Whereas in accordance to Section 391(1) a municipality and a local board may pass by-laws imposing fees or charges on any class of persons,

(a) for services or activities provided or done by or on behalf of it; and

Whereas in accordance to Section 398 (2) of the Municipal Act, S.O. 2001, c.25, as amended, the treasurer of a local municipality may, and upon request of a local board whose area of jurisdiction includes any part of the municipality shall, add fees and charges imposed by the municipality, or local board, respectively, under this Part to the tax roll for the following property in the local municipality and collect them in the same manner as municipal taxes:

1. In the case of fees and charges for the supply of a public utility, the property to which the public utility was supplied; and

Whereas Council considered Administrative Report No. CS-018-2024 at the May 21, 2024 Regular Council meeting, and directed staff to prepare the necessary by-laws utilizing the 2024 Tax Rates and Water/Sewer Rates, for consideration at the May 21, 2024 Regular Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores deems it expedients to enact the following:

1. That the rates and charges with respect to water and sewer services are hereby set as per Schedules "A" and "B" hereto attached and forming part of this by-law.
2. All water accounts, wastewater accounts and special fees shall be subject to a percentage charge payable by the Consumer as a penalty for non-payment of water accounts or any part thereof of one and one-quarter percent (1.25%) on the first day of the calendar month immediately following the due date and on the first day of each calendar month thereafter in which default continues.
3. That the provisions of this By-law shall come into force and take effect January 1, 2024.
4. That By-law No. 2023-046 with respect to rates and charges for water and sewer services is hereby repealed.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk

Schedule "A"
2024 Schedule of Water & Sewer Rates

<u>Domestic Water and Sewage Users</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$557.22	\$473.64	\$1,030.86
Pool	\$59.91	\$50.93	\$110.84
<u>Metered Water Rates</u>			
Monthly Fixed Rate for Supply of Water			
Meter Size	Monthly Fixed Rate		
5/8 x 3/4 inch	\$18.96		
1 inch	\$47.40		
1.5 inch	\$94.80		
2 inch	\$151.68		
3 inch	\$170.64		
4 inch	\$474.00		
6 inch	\$948.00		
8 inch	\$1,516.80		
Water Consumption Rate: \$1.48 / cubic meter			
<u>Sewage Service Rates</u>			
Sewage service rates shall be charged at a rate of eighty-five percent (85%) of the total water rate charges.			

<u>Vacancy Rates</u>	
<p>Units unoccupied for a period of at least three (3) consecutive calendar months with water service maintained are eligible for a reduction in the water/sewer rate.</p> <p>The vacancy rate will take effect in the 4th month of the vacancy period.</p>	50%/unit/month

<u>Water Service Off</u> Properties with water service turned off by Public Works will be adjusted for the period that the water service is off.	Water Rate - \$0.00 Sewer Rate – 50% of applicable rate
--	--

<u>Water Service Turn off or Turn on</u> -during regular hours -after regular hours	\$40.00 plus HST \$70.00 plus HST
<u>Bulk Water Charge</u> -Per Load up to 5,500L (based on tank size) -Each Additional 1,000L	\$50.00 plus HST \$10.00 plus HST

Schedule "B"
2024 Schedule of Water and Sewage Rates

Where water meters have not or may not be installed, the following flat rates shall apply:

<u>Business Operated Out of Residential Units</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$268.98	\$228.63	\$497.61
<u>Commercial/Industrial</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Small	\$537.97	\$457.27	\$995.24
Medium	\$895.85	\$761.47	\$1,657.32
Large	\$1,433.26	\$1,218.27	\$2,651.53
Commercial Retail Outlet	\$97.72	\$83.06	\$180.78
<u>Restaurants/Licensed Facilities</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$1,073.12	\$912.15	\$1,985.27
<u>Hotels / Motels (Each Self-Contained Unit)</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$420.85	\$357.73	\$778.58
<u>Car Dealers</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$1,073.12	\$912.15	\$1,985.27
<u>Rooming Houses:</u>			
<u>Basic Residential</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$557.22	\$473.64	\$1,030.86
<u>Each Add'l Room</u>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$104.11	\$88.49	\$192.60
<u>Schools (per student/ staff)</u>			
	<u>Water only</u>	<u>Sewer only</u>	<u>Combined</u>
Annual	\$14.68	\$12.48	\$27.16
<u>Sewage Service Rates</u>			
Sewage service rates shall be charged at a rate of eighty-five percent (85%) of the total water rate charges.			

The Corporation of the City of Temiskaming Shores

By-law No. 2024-059

**Being a by-law to impose a Special Tax Levy under the City of
Temiskaming Shores Solid Waste Management Program**

Whereas under Section 8 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 9. (1) (a) and (b) of the Municipal Act 2001, S.O., 2001, c. 25, as amended, Section 8 shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues; 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 in accordance to Section 391(1) a municipality and a local board may pass by-laws imposing fees or charges on any class of persons,

Whereas in accordance to Section 326 (1) of the Municipal Act, S.O. 2001, c.25, as amended, a municipality may by by-law identify a special service in which the residents and property owners will receive an additional benefit from a special service; and

Whereas Council for the City of Temiskaming Shores passed Resolution No. 2024-439 at the December 19, 2023 Regular Meeting of Council, authorizing the incorporation of a \$2.00 increase to the Solid Waste Diversion Fee within the 2024 budget; and

Whereas Council considered Administrative Report No. CS-018-2024 at the May 21, 2024 Regular Council meeting, and directed staff to prepare the necessary by-law to incorporate a two dollar (\$2.00) increase to the Special Tax Levy for Enhanced Program under the City of Temiskaming Shores Solid Waste Management Program (By-law 2014-172), as presented within the 2024 budget, for consideration at the May 21, 2024 Regular Council meeting.

Now therefore the Council of The Corporation of the City of Temiskaming Shores deems it expedients to enact the following:

1. That a Special Tax Levy for the Solid Waste Diversion Program be hereby set in the amount of \$40.00 per annum for those residential and commercial units that are provided with refuse and recycling bins.
2. That the provisions of this By-law shall come into force and take effect January 1, 2024.

3. That By-law No. 2023-047 with respect to a Special Tax Levy under the City of Temiskaming Shores Solid Waste Management Program is hereby repealed.
4. That the Clerk of the City of Temiskaming Shores is hereby authorized to make any minor modifications or corrections of an administrative numerical, grammatical, semantically or descriptive nature or kind to the by-law and schedule as may be deemed necessary 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 21st day of May, 2024.

Mayor

Clerk

The Corporation of the City of Temiskaming Shores

By-law No. 2024-060

**Being a by-law to enter into an agreement with GFL
Environmental Services Inc. for the provisions of collection and
disposal services for the Household Hazardous Waste Collection
Event on June 1, 2024**

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 Administrative Report No. PW-013-2024 at the May 21, 2024 Regular Council meeting, and directed staff to prepare the necessary by-law to enter into an agreement with GFL Environmental Services Inc. for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 1, 2024 for consideration at the May 21, 2024 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 Council authorizes the entering into an agreement with GFL Environmental Services Inc. for the provisions of collection and disposal services for the Household Hazardous Waste Collection Event on June 1, 2024, a copy of which is attached hereto as Schedule "A" and forming 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.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk



Schedule “A” to

By-law 2024-060

Agreement between

The Corporation of the City of Temiskaming Shores

and

GFL Environmental Services Inc.

For the collection and disposal services for the Household Hazardous Waste
Collection Event on June 1, 2024

This agreement made this 21st day of May 2024.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called “the Owner”)

and

GFL Environmental Services Inc.
(hereinafter called “the Contractor”)

Witnesseth:

That the Owner and the Contractor shall undertake and agree as follows:

Article I Contractor:

The Contractor will:

- a) Provide all material and perform all work described within this Agreement.
- b) Do and fulfill everything indicated by this Agreement and in the Contract Documents as itemized in **Appendix 01**, a copy of which is hereto attached and forming part of this agreement; and
- c) Complete, as certified by the Manager Environmental Services, all the work on **June 1, 2024**.
- d) The time limits referred to in this Agreement may be abridged or extended by mutual agreement by both Parties, such as extending the termination time should the circumstance warrant (i.e., line-up of vehicles wanting to dispose of MHSW materials).

Article II Owner:

The Owner will:

- a) Pay the Contractor in lawful money of Canada for the services aforesaid, as described on **Appendix 01**, a copy of which is hereto attached and forming part of this agreement.
- b) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III Communications:

- a) All communications in writing between the parties, or between them and the Manager shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they

are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Contractor:

GFL Environmental Services Inc.
444 Advance Avenue
Napanea, ON K7R 3Z6

The Owner:

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

The Manager of Environmental Services:

Manager of Environmental Services
City of Temiskaming Shores
P.O. Box 2050, 325 Farr Drive
Haileybury, Ontario
P0J 1K0

Article IV Indemnity and Insurance:

- a) Each party (the “indemnifying Party”) hereby indemnifies and saves harmless the other party (the “indemnified Party”) on its behalf and as trustee for, its respective directors, officers, contractors, employees and agent, from and against any and all manner of actions causes of actions, damages, but not including consequential damages, costs, loss or expenses of whatever kind, including related legal fees on a full indemnity basis which the indemnified Party, its directors, officers, contractors, employees and agents may sustain, incur or be put to by reason of or directly or indirectly arising out of any breach of this Agreement by the other party or any willful misconduct or negligence of the indemnifying Party or any person for whom the indemnifying Party is, at law, responsible, in relation to matters arising out of this Agreement.

- b) The Contractor will, during the term of this Agreement maintain at its expense Comprehensive General Liability coverage with limits of not less than \$5,000,000 (five million dollars) per occurrence.
- c) The Comprehensive General Liability policy of insurance referred to in this section will include the City as an additional insured.
- d) The Contractor will deliver a copy of a Certificate of Insurance maintained by the Contractor pursuant to this Agreement, upon the effective date of this Agreement naming the City as an additional insured with the following language:

The City of Temiskaming Shores and its affiliated entities, officers, partners, directors, employees, representatives and agents are included as Additional Insured’s for Comprehensive General Liability. Such coverage is primary and non-contributing.

Article V Public Courtesy:

- a) The Contractor shall ensure that all employees engaged in the collection services are courteous with the general public.

Article VI AODA Compliance:

- a) The Contractor shall comply with the provisions of the Accessibility for Ontarians with Disabilities Act, 2005, and the Regulations thereunder with regard to the provision of its goods or services contemplated herein to persons with disabilities. Without limitation, if applicable, pursuant to section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service, made under the Accessibility for Ontarians with Disabilities Act, 2005, the Contractor shall ensure that all of its employees, agents, volunteers, or others for whom it is at law responsible, receive training about the provision of its goods and services to persons with disabilities. The Contractor acknowledges that pursuant to the Accessibility for Ontarians with Disabilities Act, 2005, the City of Temiskaming Shores must, in deciding to purchase goods or services through its procurement process, consider the accessibility for persons with disabilities to such goods or services.

Article VII Workplace Safety and Insurance Act:

- a) The Contractor shall at all times pay, or cause to be paid, any assessment or compensation required to be paid pursuant to the Workplace Safety and Insurance Act. The Contractor shall make a **Statutory Declaration** when requested by the City that all assessment or compensation have been paid.

Article VIII Assignment and Sub-Contractors:

- a) The Contractor shall not assign or sub-let the contract or any part thereof or any benefit or interest therein, or there under, without the written consent of the City.

- b) The Contractor shall be held as fully responsible to the City for the acts and omissions of its sub-contractors and of persons directly or indirectly employed by it as for the acts and omissions of persons directly employed by it.

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In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in
the presence of)

GFL Environmental Services Inc.

Dawn Rioux
Household Hazardous Waste Project Coordinator

Municipal Seal)

**The Corporation of the City of Temiskaming
Shores**

Mayor – Jeff Laferriere

Clerk – Logan Belanger



Appendix 01 to
Schedule "A" to

By-law No. 2024-060

Contract Documents



May 2nd, 2024

Steve Burnett
The City of Temiskaming Shores
P.O. Box 2050, 325 Farr Dr.
Haileybury, ON
POJ 1K0

RE: Quotation for 2024 Household Hazardous Waste Event

We at GFL Environmental Services Inc. are pleased to provide you with the following quotation for the transport, removal, recycling and disposal of the following waste material at your Household Hazardous Waste Event this year.

In the event that the regulations governing the disposal of MHSW (HHW) are updated, removed or otherwise altered during the term of your agreement, both parties agree that there will be no penalty, financial or otherwise imposed on your municipality as a result of the adjustment.

Saturday, June 1, 2024 9:00AM – 2:00 PM

Total Fixed Mobilization and Operation Fee = \$ 8,950.00

This will include: 3 tractor trailers with operators, one supervisor/chemical technician, 2 chemical technicians; lab packing and loading full drums of waste, and the transportation to Ottawa.

The event time would be from 9:00 am till 2:00 pm, with GFL Environmental employees arriving at the site to set up at 8:00 am. The above pricing also includes: GFL's mobile ECA, check in sheets, all supplies, drums and manifests. All volunteers would receive tyvek suits, safety glasses and gloves from GFL.

<u>Waste Description</u>	<u>Price 2024</u> <u>(\$/Labpack Drum)</u>
Acid	\$ 150.00
Aerosol	\$ 130.00
Antifreeze	\$ 140.00
Base	\$ 150.00
Batteries	\$ 3.15 / KG
Fertilizer	\$ 178.00
Fire Extinguisher	\$ 130.00
Flammable	\$ 115.00



Gasoline	\$ 131.00 / Bulk Drum
Light Bulbs	\$ 0.91 / Bulb
Light Tubes	\$ 0.60 / Foot
Used Oil	\$ 51.25 / Bulk Drum
Oil Filters	\$ 125.00
Oxidizer	\$ 225.00
Paint	\$ 150.00
Pesticide	\$ 236.00
Pharmaceutical	\$ 150.00
Propane	\$ 220.00
Recycled Plastic	\$ 1.25 / KG
Sharps	\$ 10.00/ kg
Mobilization and Collection Fee	\$8950.00
RPRM Manifest and Administration Fee	\$ 15.00 / Manifest

GFL utilizes 3.3 cubic meter cages to contain the paint. This allows for quick and uniform storage of the 4 liter and 20 liters of paint related material. The cages being loaded by a forklift allows a quicker loading time at the end of the event day.

The City of Temiskaming Shores would supply the following: staff (volunteers) to direct traffic, check in vehicles, unload the vehicles, and assist in bulking of oil. 3 –5 people are recommended for ease of operation. This is a cost saving measure for your municipality, as they should be no additional cost to the municipality. These people could be environmental groups, service club members, volunteer firefighters, town counselors or any civic-minded persons or groups. The Town would also supply a non –hazardous bin (garbage) and a fork lift.

I look forward to working with you to meet your waste management needs. Should you require any further assistance, please contact me at our Head Office – 613-739-1070.

Sincerely,

Dawn Rioux | MHSW Project Coordinator

GFL Environmental Services Inc.

444 Advance Ave, Napanee, ON K7R 3Z6

| drioux@gflenv.com | www.gflenv.com

The Corporation of the City of Temiskaming Shores

By-law No. 2024-061

**Being a by-law to enter into an agreement with Demora
Construction Services Inc. for the extension of the STATO Trail
from Laurette Street to École Catholique St-Michel**

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. RS-013-2024 at the May 21, 2024 Regular Council meeting, and directed staff to prepare the necessary by-law to enter into an agreement with Demora Construction Services Inc. for the extension of the STATO Trail from Laurette Street to École Catholique St-Michel, in the amount of \$76,000, plus applicable taxes, for consideration at the May 21, 2024 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 Council authorizes the entering into an agreement with Demora Construction Services Inc. for the extension of the STATO Trail from Laurette Street to École Catholique St-Michel, in the amount of \$76,000 plus applicable taxes, a copy of, a copy of which is attached hereto as Schedule "A" and forming 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.

Read a first, second and third time and finally passed this 21st day of May, 2024.

Mayor

Clerk



Schedule “A” to

By-law 2024-061

Agreement between

The Corporation of the City of Temiskaming Shores

and

Demora Construction Services Inc.

For the extension of the STATO Trail from Laurette Street to École Catholique
St-Michel

This agreement made this 21st day of May 2024.

Between:

The Corporation of the City of Temiskaming Shores
(hereinafter called “the Owner”)

and

Demora Construction Services Inc.
(hereinafter called “the Contractor”)

Witnesseth:

That the Owner and the Contractor shall undertake and agree as follows:

Article I:

The Contractor will:

- a) Provide all material and perform all work described in the Contract Documents entitled:

**Corporation of the City of Temiskaming Shores
STATO Dymond Extension
Tender No. RS-RFT-001-2024**

- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto Appendix 01.
- c) Complete, as certified by the Director, all the work by **August 30, 2024.**

Article II:

The Owner will:

- a) Pay the Contractor in lawful money of Canada for the material and services aforesaid seventy-six thousand dollars and zero cents (\$76,000.00) plus applicable taxes, subject to additions and deductions as provided in the Contract Documents.
- b) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

Article III:

All communications in writing between the parties, or between them and the Engineer shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by post or telegram addressed as follows:

The Contractor: **Demora Construction Services Inc.**
999464 Hwy 11 North
New Liskeard, Ontario
P0J 1P0

The Owner: **The Corporation of the City of
Temiskaming Shores**
P.O. Box 2050
325 Farr Drive
Haileybury, Ontario
P0J 1K0

The Director: **Director of Recreation Services
City of Temiskaming Shores**
P.O. Box 2050
325 Farr Drive
Haileybury, Ontario
P0J 1K0

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Appendix 01 to
Schedule "A" to

By-law No. 2024-061

Form of Agreement



Dymond
Halleybury
New Lisbeard

*Découvrez le nouveau Ontario * Découvrez un tout nouveau Ontario*

City of Temiskaming Shores
Request for Tender
RS-RFT-001-2024
STATO Dymond Extension

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

**City of Temiskaming Shores
RS-RFT-001-2024
STATO Dymond Extension**

Form of Tender

Each Tender should contain the legal name under which the Proponent carries on business, telephone number and email, as well as the name or names of appropriate contact personnel which the City may consult regarding the Tender. We, the undersigned, understand and accept those specifications, conditions, and details as described herein, and, for these rates/prices offer to furnish all equipment, labor, apparatus, and documentation as are required to satisfy this Tender (all prices must be CDN funds and without HST):

NOTE: All portions of "Form of Tender" must be accurately and completely filled out.

Lump Sum Price (exclusive of HST):	\$ 84,440.00 .00
Estimated Mobilization Date:	MAY 27, 2024
Estimated Completion Date (Must be completed by 2024-08-30):	JUNE 21, 2024

Acknowledgement of Addenda

I/We have received and allowed for ADDENDA NUMBER 01 in preparing my/our Quotation.

Company Name: DEMORA CONSTRUCTION SERVICES INC.

Mailing Address: 999464 HWY 11, NEW LISKEARD, ONTARIO

Postal Code: P0J 1P0

Telephone: 705-647-3800

Email: andy@demora.ca

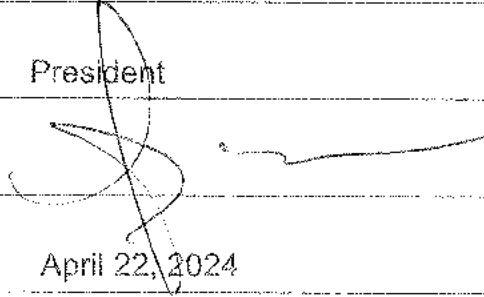
Bidder's Authorized Official:

Andy Desmarais

Title:

President

Authorizing Signature:



Date:

April 22, 2024

Contact name (if different from authorizing official):

Contact's email:

andy@demora.ca

Form 1 to be submitted.

**City of Temiskaming Shores
RS-RFT-001-2024
STATO Dymond Extension**

Non-Collusion Affidavit

I/ We Demora Construction Services Inc. the undersigned am fully informed respecting the preparation and contents of the attached Quotation and of all pertinent circumstances respecting such bid.

Such a bid is genuine and is not a collusive or sham bid.

Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or prices in the attached bid or of any other Bidder, or to fix any overhead, profit or cost element of the bid price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

The price or prices proposed in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or Quotation of any person, company, corporation, or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation, or organization may be subject to exclusion or suspension.

Date: April 22, 2024

Bidder's Authorized Official: Andy Desmarais

Title: President

Company Name: Demora Construction Services Inc.

Authorizing Signature: 

Form 2 to be submitted.

**City of Temiskaming Shores
RS-RFT-001-2024
STATO Dymond Extension**

Conflict of Interest Declaration

Please check appropriate response:

I/We hereby confirm that there is not nor was there any actual perceived conflict of interest in our Tender submission or performing/providing the Goods/Services required by the Agreement.

The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's Tender submission or the contractual obligations under the Agreement.

List Situations:

In making this Tender submission, our Company has / has no (*strike out inapplicable portion*) knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the RFT process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Date: April 22, 2024

Bidder's Authorized Official: Andy Desmarais

Title: President

Company Name: Demora Construction Services Inc.

Authorizing Signature: 

Form 3 to be submitted.

**City of Temiskaming Shores
RS-RFT-001-2024
STATO Dymond Extension**

List of Proposed Sub-Contractors

A list of Sub-Contractors that the Contractor proposes to employ in completing the required work outlined in this Tender must be included in the Tender documents submitted.

Name	Address	Component
Grass King	1478 Lakeshore Rd South New Liskeard, ON	(4) Bicycle Markings

I / We verify that the information provided above is accurate and that the individuals are qualified, experienced operators capable of completing the work outlined in this Tender document.

Date: April 22, 2024

Bidder's Authorized Official: Andy Desmarais

Title: President

Company Name: Demora Construction Services Inc.

Authorizing Signature: 

Form 4 to be submitted.

RS-RFT-001-2024
Request for Tender
Dymond STATO Extension

Addendum No. 1
(to the Request for Tender Document)

The Request for Tender (RFT) is modified as set forth in this Addendum. The original RFT Documents and any previously issued addenda remain in full force and effect, except as modified by this Addendum, which is hereby made part of the RFT. Respondents shall take this Addendum into consideration when preparing and submitting its response.

1. Questions

Q - On page 5 of the request for tender documents, the length of the trail is 424m and width is 3 m wide. Total area given is 678 m².

By my calculations the area should be $424L \times 3w = 1272 \text{ m}^2$ not the posted 678 m²

A - The total length of the trail is 226m, not 424m as written on page 5 of the RFT. The total area of 678 m² is correct (226m in length, 3m in width).

Q - Earth excavation quantity given is 542.4 m³, if measuring 424L x 3m wide x .800 depth the quantity should be 1017.6 m³ not 542.4 m³

A - Earth excavation quantity is correct. The total area is 678 m² (226m in length, 3m in width), the City is requesting this area be excavated to a depth of 0.8m ($678\text{m} \times 0.8\text{m} = 542.4 \text{ m}^3$).

Q - Also supply granular B, doesn't specify which type e.g B1, B2.

A - Granular B to be supplied is type 1

2. Disposal of Excavated Materials

Excavated material will be the responsibility of the successful proponent to properly dispose of offsite. The City will not be providing a location to dispose the material. Section 7.1 – "Scope of Work" is hereby changed as follows:

Original - Excavation, disposal and preparation of work area to depth of 800mm below grade (542.40 m³ of material). Excavated material may be disposed of on site in a location decided by the City

Revised - Excavation, disposal and preparation of work area to depth of 800mm below grade (542.40 m³ of material). Excavated material will be the responsibility of the successful proponent to properly dispose of offsite. Material may be stored at the project location for the duration of construction but must be removed and disposed of for the project to reach substantial completion.

A handwritten signature in black ink, appearing to read "Mathew Bahm".

Mathew Bahm
Director of Recreation

Issued: April 3, 2024

CITY OF TEMISKAMING SHORES
P.O. Box 2050
Haileybury, ON
P0J 1K0

The Corporation of the City of Temiskaming Shores

By-law No. 2024-062

Being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for the Committee of the Whole Meeting on April 30, 2024, and for the Regular meeting on May 21, 2024

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:

1. That the actions of the Council at its Regular meeting held on **May 21, 2024**, 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 actions of the Council at its Committee of the Whole meeting held on **April 30, 2024**, with respect to each recommendation 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.
3. 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 21st day of May, 2024

Mayor

Clerk