



**AGENDA**  
**REGULAR MEETING OF MUNICIPAL COUNCIL**

**Monday, February 24, 2020, 6:30 PM**  
**Corporation of The Township of Edwardsburgh Cardinal**  
**Council Chambers, Spencerville Ontario**

- 1. Call to Order**
- 2. Approval of Agenda**
- 3. Disclosure of Pecuniary Interest & the General Nature Thereof**
- 4. Delegations & Presentations**
  - a. Asset Management Plan - Public Sector Digest - Matthew Smith
- 5. Minutes of the Previous Council Meetings**
  - a. Regular Council - January 27, 2020
- 6. Business Arising from the Previous Council Meeting (if any)**
- 7. Committee Minutes**
  - a. Port Management Committee - January 22, 2020
  - b. Waterfront Improvement Subcommittee - January 27, 2020
  - c. Committee of the Whole - Administration & Finance - Budget Meeting 2 - January 27, 2020
  - d. Community Development Committee - February 3, 2020
  - e. Committee of the Whole - Administration & Finance - Budget Meeting 3 - February 6, 2020
  - f. Committee of the Whole - Administration & Finance - February 10, 2020
  - g. Committee of the Whole - Public Works, Environmental Services & Facilities - February 18, 2020
  - h. Waterfront Improvement Subcommittee - February 19, 2020
- 8. Action and Information Items from Committees**
  - a. Application for Severance - Twelve R Spencerville
  - b. Additional Financial Applications
  - c. Job Site Challenge Application
  - d. Industrial Park Hydro Needs Study
  - e. 2019 Annual Water Reports - CWS & EDS

- f. 2019 Annual Water Pollution Control Plant Report
- g. Government Proposed Blue Box Administration Changes
- h. 2020 Port Capital & Operating Budget
- i. Port Management Fees
- j. Service Delivery Review Final Report
- k. 2020 Public Library Board - Municipal Grant
- l. Pre-Budget Approval - Recreation Department Vehicle
- m. Increase to Operational Budget - Recreation
- n. Pre-Budget Approval - Public Works Equipment
- o. Jordan, Rooney & Cedar Grove Rd Design & Engineering Costs

**9. Correspondence**

**10. Approval of Municipal Disbursements**

**11. By-laws**

- a. Amend Bylaw 2009-53 - JRDR Municipal Drain - 3rd & Final Reading
- b. Fire Department Establishment Bylaw - 3rd & Final Reading
- c. Interim Tax Levy
- d. Amend Bylaw 2019-63 - Council Expense Reimbursement Policy
- e. CUPE Collective Agreement - Memorandum of Agreement

**12. CAO's Administrative Update**

**13. Councillor Inquiries or Notices of Motion**

**14. Mayor's Report**

**15. Question Period**

**16. Closed Session**

**17. Confirmation By-law**

**18. Adjournment**



# The Township of Edwardsburgh Cardinal

Asset Management Plan

February 2020

# About Us

## ENTERPRISE ASSET MANAGEMENT & BUDGETING



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### RESEARCH

- Public Sector Digest
- Applied Research
- Policy Analysis & Grant Services

### CONSULTING

- Asset Management Training
- Asset Management Plan & Program Development
- Climate Change Adaptation Plans

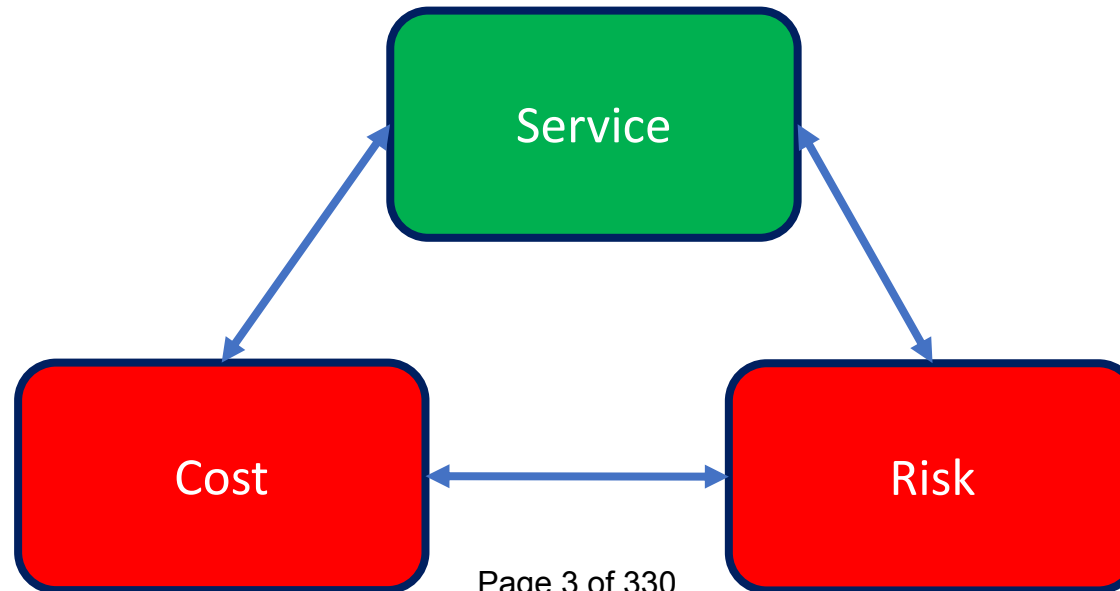
### SOFTWARE

- Enterprise Asset Management (EAM)
- CMMS & GIS
- Enterprise Budget Management



# What is Asset Management?

- Definition (ISO 55000):
  - “Coordinated activity of an organization to realize value from assets”
    - Assets exist to provide a service, and should be managed accordingly
    - How do we maximize value and minimize cost/risk?
- The aim of Asset Management



# Asset Management Program Development

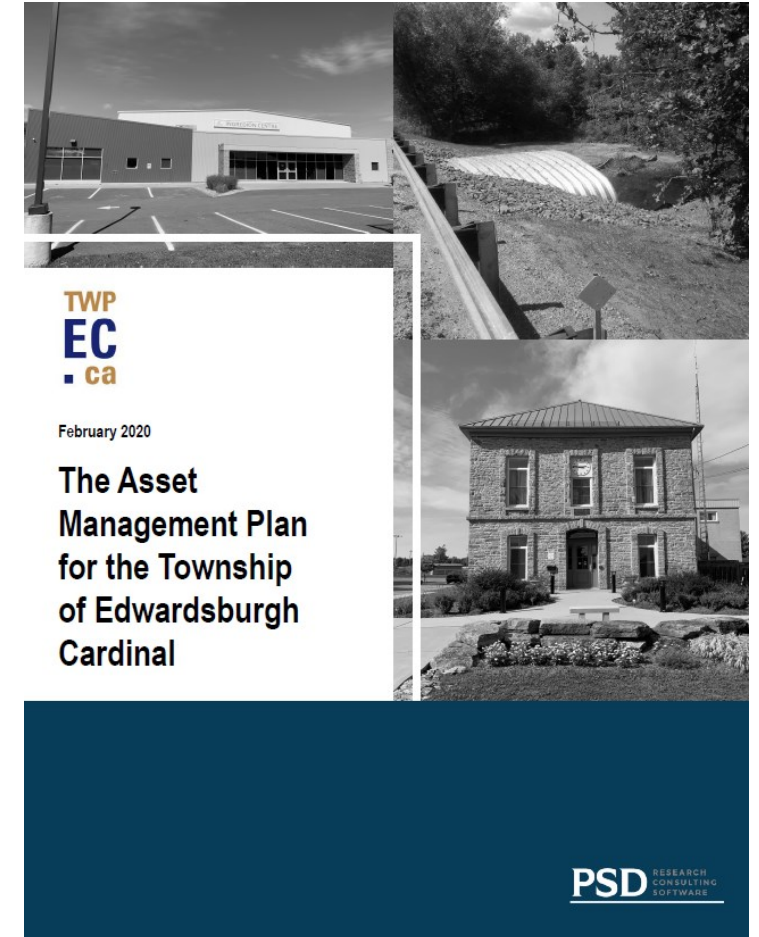
- |                                                       |                              |
|-------------------------------------------------------|------------------------------|
| 1 State of Maturity Report                            | 5 Lifecycle Activity Models  |
| 2 Asset Management Policy                             | 6 Financial Strategies       |
| 3 Condition Assessment Protocols & Data Capture Tools | 7 Level of Service Framework |
| 4 Risk & Criticality Models                           | 8 Asset Management Plan      |

2-year implementation

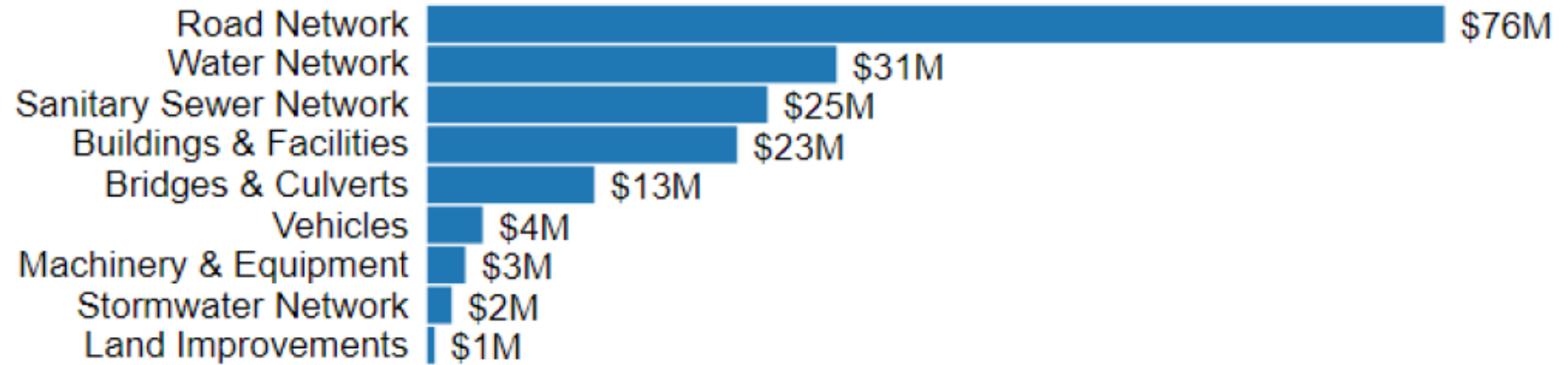


# Asset Management Plan

Outlines the state of existing municipal infrastructure and the Town's financial capacity to meet sustainability requirements.



# Total Replacement Cost of Asset Portfolio



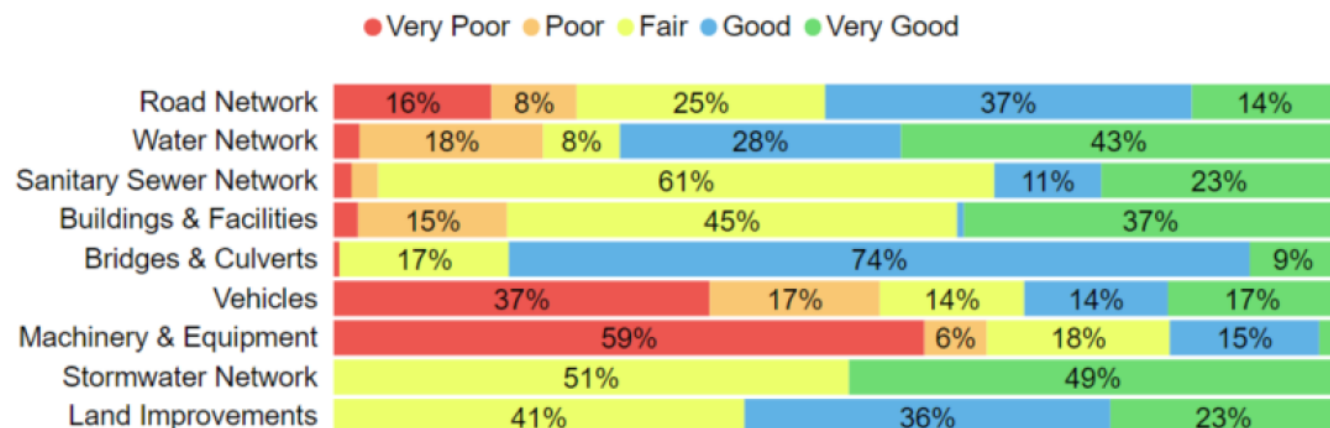
**\$177.2 million**

Replacement cost of asset portfolio

**\$24,985**

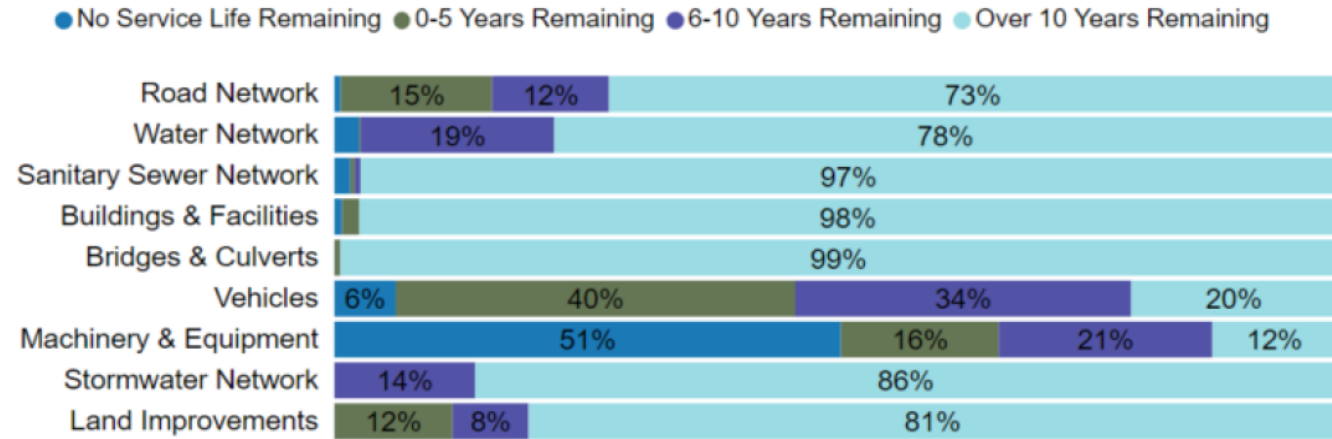
Replacement cost of infrastructure per capita

# State of the Infrastructure - Condition



Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Paved Roads	100%	2018/2015 Road Appraisals
Bridges & Culverts	Bridges	100%	2019 OSIM Report
	Structural Culverts	100%	2019 OSIM Report
Stormwater Network	All	0%	N/A
Buildings & Facilities	All	18%	Building Needs Assessment Report / Staff Assessments
Machinery & Equipment	All	40%	Staff Assessments
Vehicles	All	41%	Staff Assessments
Land Improvements	All	43%	Staff Assessments
Water Network	All	8%	Staff Assessments
Sanitary Sewer Network	All		Staff Assessments

# State of the Infrastructure – Service Life Remaining



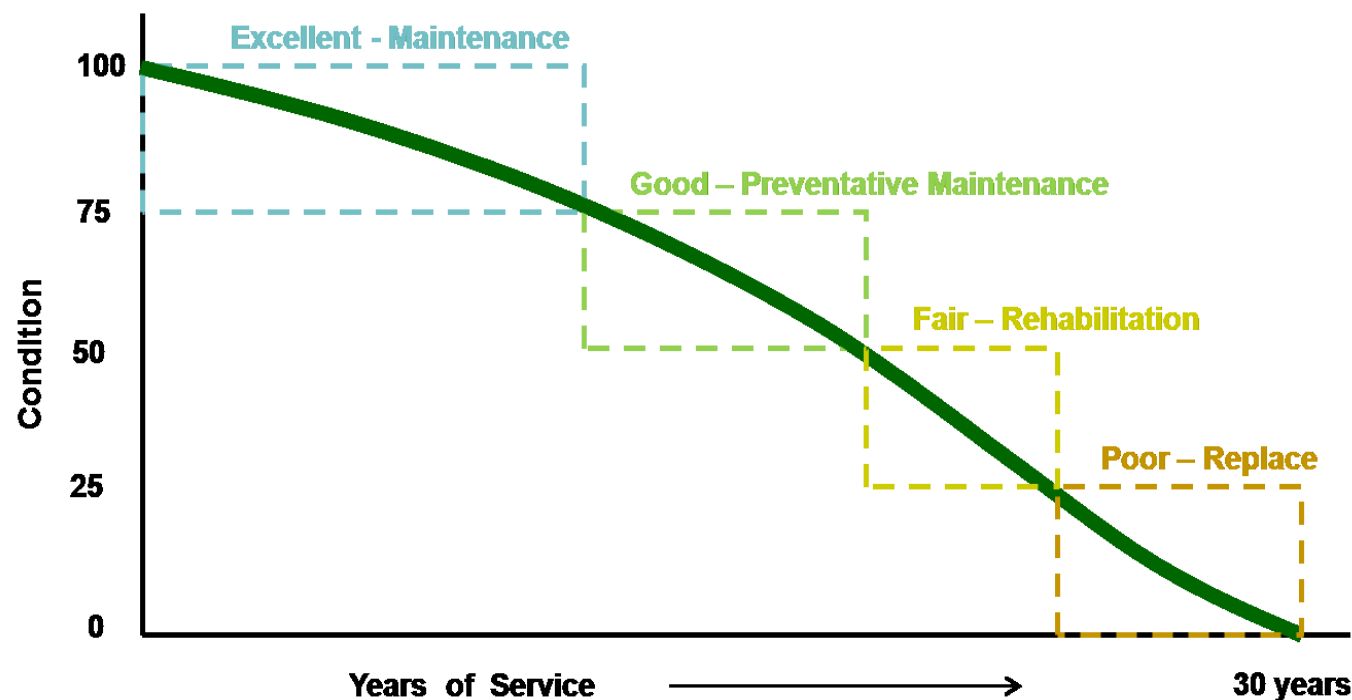
All Asset Categories											
Asset Segment	Backlog	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Road Network	\$492,000	\$1,453,320	\$8,019,450	\$207,000	\$5,519,490	\$20,700	\$6,389,850	\$1,996,860	\$48,750	\$295,800	\$2,968,380
Bridges & Culverts	\$0	\$0	\$0	\$0	\$77,610	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater Network	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings & Facilities	\$181,420	\$0	\$0	\$0	\$0	\$0	\$391,130	\$0	\$40,000	\$0	\$0
Machinery & Equipment	\$1,430,511	\$25,816	\$164,823	\$46,667	\$136,931	\$39,535	\$65,294	\$240,802	\$50,057	\$210,118	\$104,820
Vehicles	\$256,742	\$333,769	\$66,553	\$969,267	\$109,834	\$216,296	\$305,196	\$373,521	\$0	\$456,348	\$282,616
Land Improvements	\$0	\$0	\$0	\$0	\$0	\$26,718	\$10,608	\$79,036	\$0	\$0	\$0
Water Network	\$740,444	\$22,011	\$39,281	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$536,945
Sanitary Sewer Network	\$378,550	\$342,995	\$51,608	\$0	\$0	\$0	\$83,384	\$564,811	\$0	\$78,126	\$86,906
	<b>\$3,479,667</b>	<b>\$2,177,911</b>	<b>\$8,341,715</b>	<b>\$1,222,934</b>	<b>\$5,843,865</b>	<b>\$303,249</b>	<b>\$7,245,462</b>	<b>\$3,255,031</b>	<b>\$138,807</b>	<b>\$1,040,392</b>	<b>\$3,979,667</b>

# Asset Requirements & Long Term Financial Analysis

## Scenario 1 – End-of-Life Replacement Only

### End of Life Scenario:

Based on the assumption that assets deteriorate and without regularly scheduled maintenance and rehabilitation are replaced at the end of their service life.



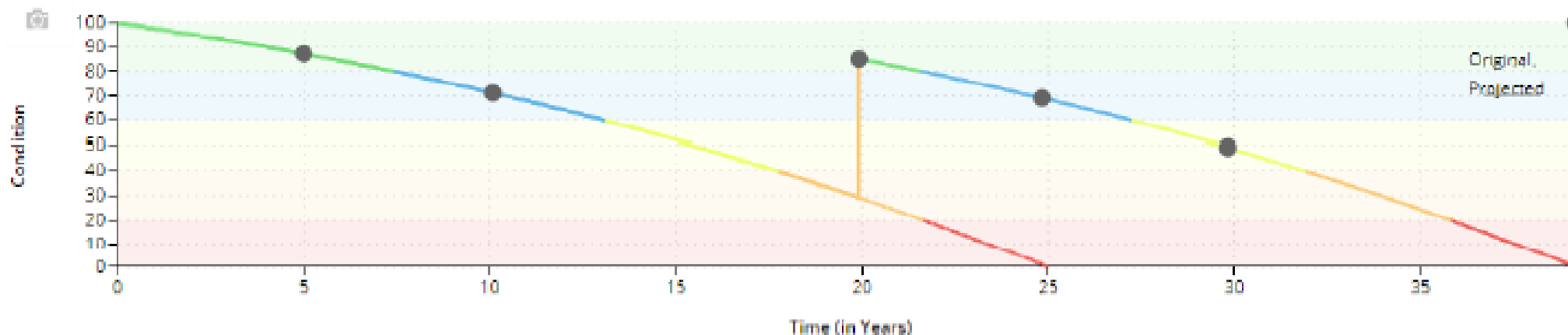


# Scenario 2 – Lifecycle Strategy Scenario

## Lifecycle Strategy Scenario:

Based on the assumption that lifecycle activities are performed at the optimal time to extend the estimated useful life of assets at the lowest cost; assets are replaced at the end of the extended estimated useful life.

Lifecycle Strategy for Paved Roads (HCB)

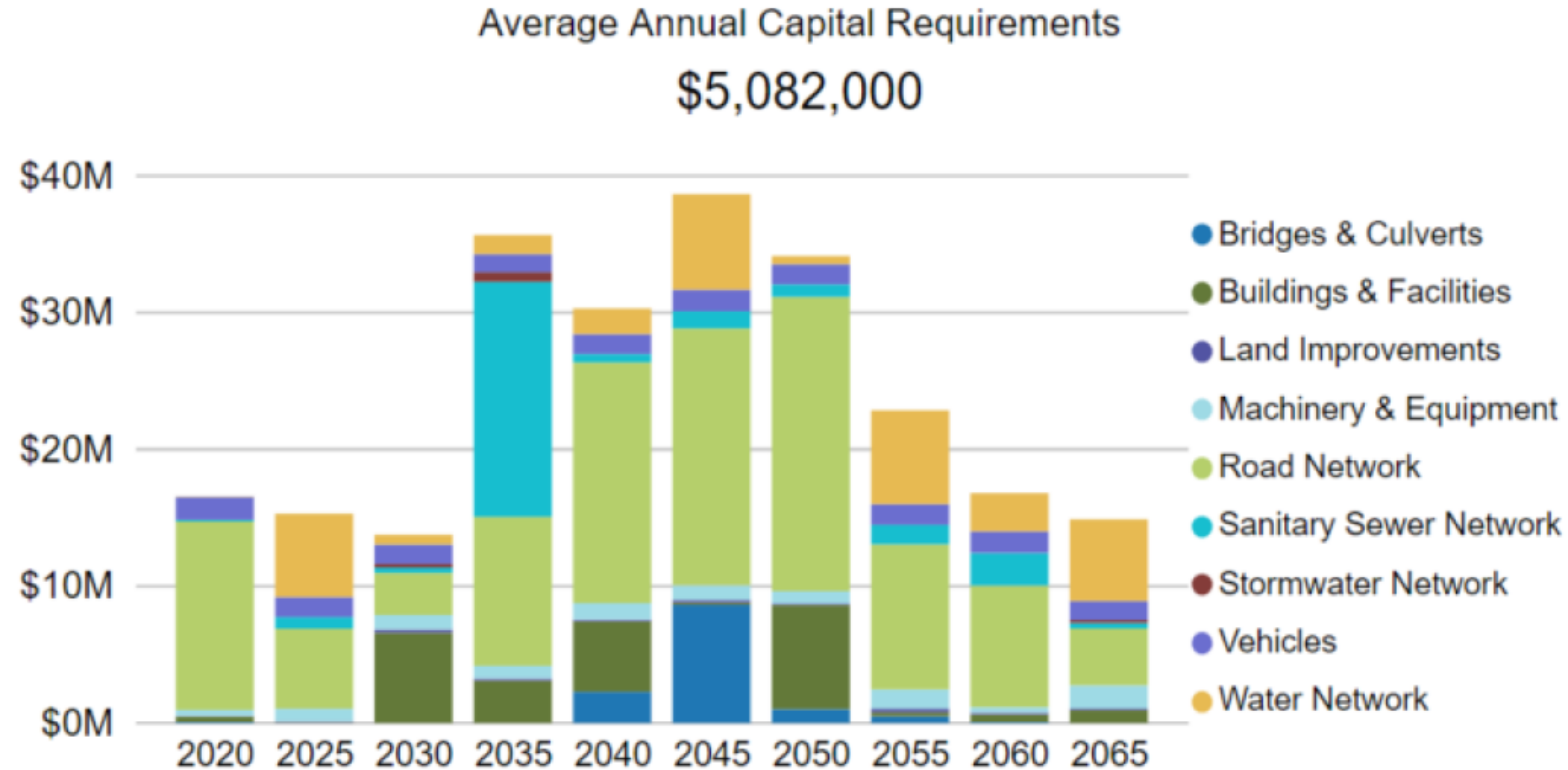


## Scenario Comparison (End of Life Replacement vs. Lifecycle Strategy)

Asset Type	Annual Capital Requirement (End of Life Rep.)	Annual Capital Requirement (Lifecycle)	Difference
Road Network	\$3,069,000	\$2,425,000	\$644,000
Sanitary Sewer Network	\$613,000	\$599,000	\$14,000
<b>Total:</b>	<b>\$3,682,000</b>	<b>\$3,024,000</b>	<b>\$658,000</b>

The implementation of the lifecycle strategies as described for paved roads and sanitary mains is estimated to lead to annual cost avoidance of **\$658,000**.

# Forecasted Capital Requirements



- Lifecycle Strategies: Roads (HCB & LCB), Sanitary Mains
- Replacement Only: All others

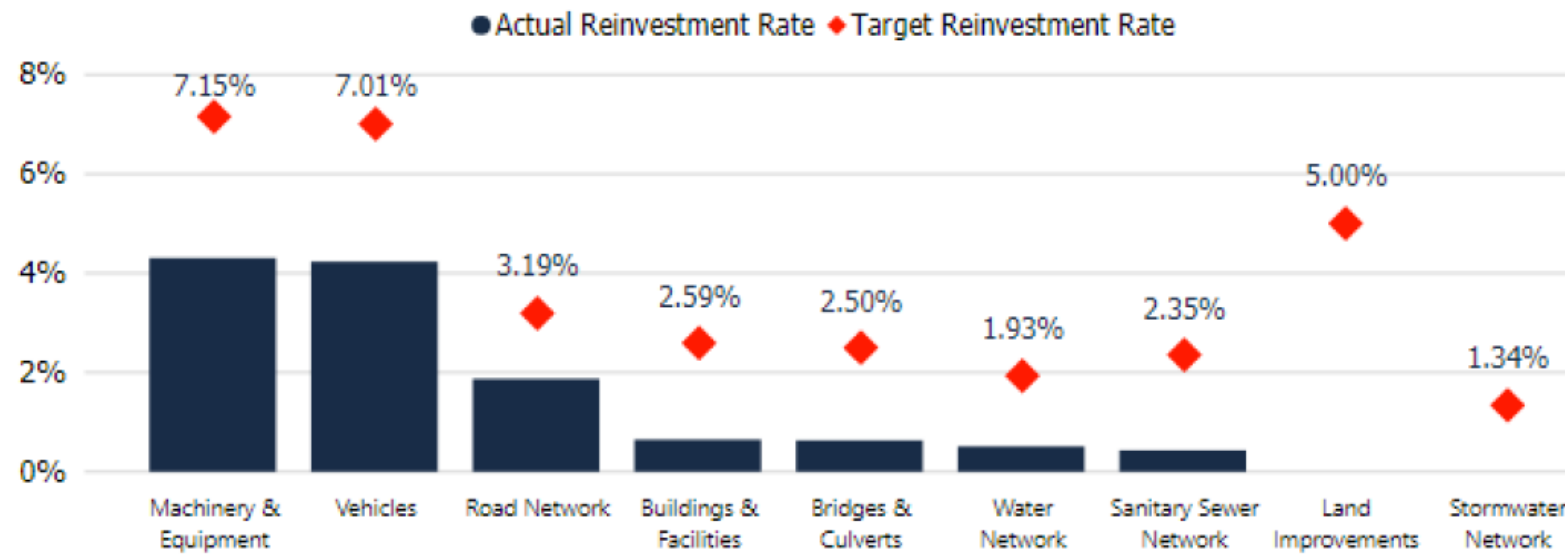
# Annual Capital Requirement & Infrastructure Deficit

Asset Type	Annual Capital Requirement (Lifecycle)	Funding Available	Annual Capital Deficit
Tax-Funded Assets	\$3,892,000	\$1,951,000	\$1,941,000
Rate-Funded Assets	\$1,190,000	\$266,000	\$924,000
<b>Total:</b>	<b>\$5,082,000</b>	<b>\$2,217,000</b>	<b>\$2,865,000</b>

Based on a historical analysis of available capital funding from sustainable sources, the Town is facing an annual capital deficit of \$2.9 million.

A financial strategy is required to close the gap between capital requirements and available funding.

# Infrastructure Reinvestment Rate



2.87%

Target average annual infrastructure  
reinvestment rate

1.25%

Actual average annual infrastructure  
reinvestment rate

# Financial Strategy

## Tax-funded assets

- Road Network, Bridges & Culverts, Stormwater Network, Buildings & Facilities, Machinery & Equipment, Vehicles, Land Improvements

Asset Type	Years Until Full Funding	Total Tax/Rate Change	Average Annual Tax/Rate Change
Tax-Funded Assets	20 Years	24.7%	1.2%

## Rate-funded assets

- Water Network, Sanitary Sewer Network

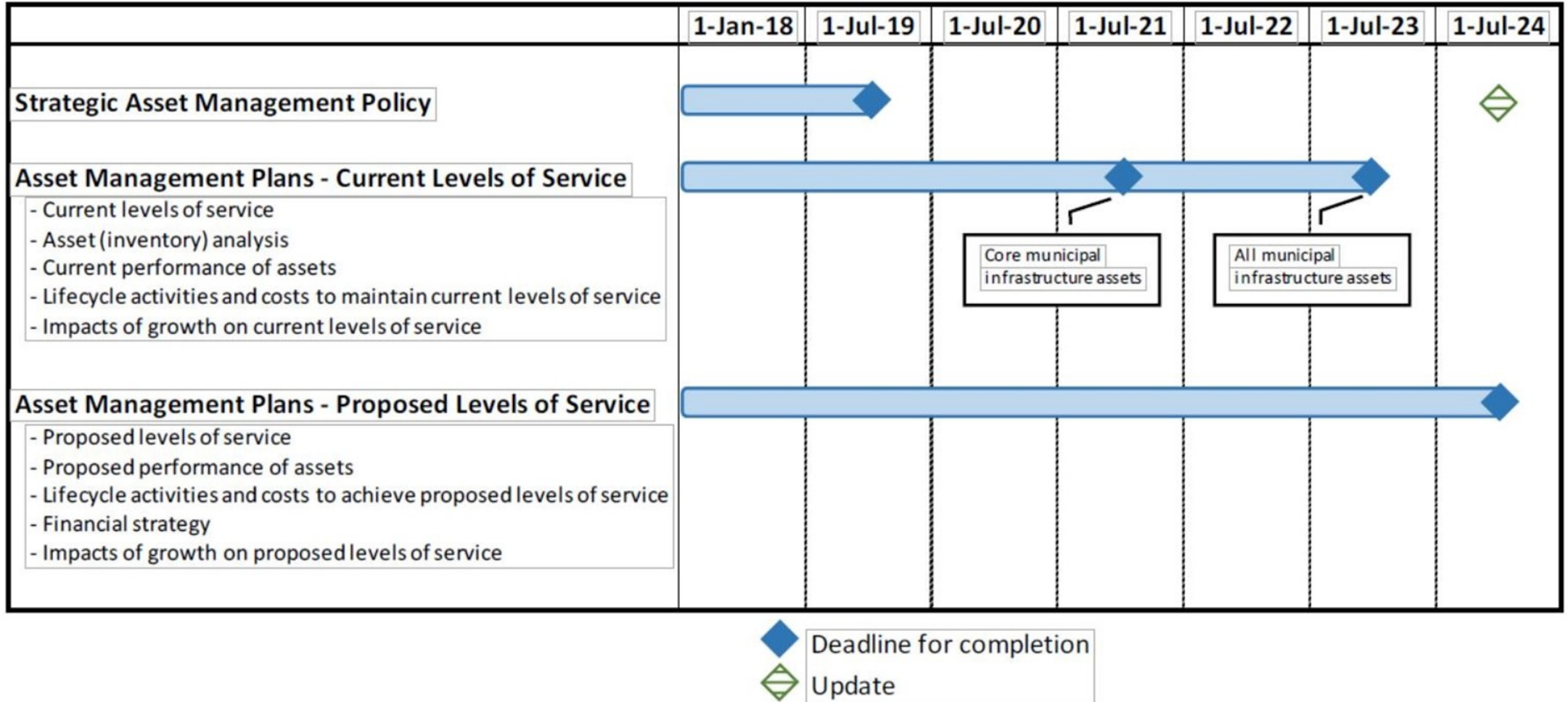
Asset Type	Years Until Full Funding	Total Tax/Rate Change	Average Annual Tax/Rate Change
Water Network	20 Years	82.5%	4.1%
Sanitary Sewer Network	20 Years	71.6%	3.6%

# Key Recommendations







- Implement portfolio-wide condition assessment program
  - 55% of assets in the AMP have assessed condition data
- Adopt a long term financial strategy to address infrastructure deficit across all asset categories
  - Annual funding from sustainable revenue sources
- Continue to update and refine asset inventory data
  - Stormwater Network
- Identify proposed levels of service
- Continuous improvement and regular review



# Ontario Regulation 588/17 - Compliance



# Benefits Realized from Good Asset Management Practices

Benefits of Asset Management	
	Good governance and increased accountability
	Data-driven decision-making
	Enhanced sustainability of infrastructure
	Improved level of service and quality of life
	Accurate forecasting of infrastructure replacement and enhancement needs
	Compliance with federal and provincial regulations

# Get in Touch

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**MINUTES  
MUNICIPAL COUNCIL  
CORPORATION OF THE TOWNSHIP OF EDWARDSBURGH/CARDINAL  
SPENCERVILLE MUNICIPAL OFFICE  
MONDAY, JANUARY 27, 2020  
6:30 PM**

**PRESENT:**

Mayor Pat Sayeau  
Deputy Mayor Tory Deschamps  
Councillor Hugh Cameron  
Councillor Stephen Dillabough  
Councillor John Hunter

**STAFF:**

Dave Grant, CAO  
Debra McKinstry, Clerk  
Melanie Stubbs, Treasurer  
Gord Shaw, Director of Operations

1. Call to Order

Mayor Sayeau called the meeting to order at 6:30 pm.

2. Approval of the Agenda

R2020-001

**Decision:** Moved by: T. Deschamps seconded by: J. Hunter that Municipal Council approves the agenda as presented.

Carried

3. Disclosure of Pecuniary Interest & the General Nature Thereof – None

4. Delegations & Presentations – None

5. Minutes of the Previous Council Meeting

a) Regular Council – December 9, 2019

R2020-002

**Decision:** Moved by: H. Cameron seconded by: J. Hunter that Municipal Council receives and approves the minutes of the Regular Meeting dated December 9, 2019.

Carried

6. Business Arising from the Previous Council Meeting

Council discussed the recent ICIP application under the Green Stream which was submitted for infrastructure work on County Road 2. It was agreed that members should use every opportunity to lobby the Provincial government for a favourable decision.

7. Committee Minutes

a) Public Library Board – November 26, 2019

R2020-003

**Decision:** Moved by: H. Cameron seconded by: J. Hunter that Municipal Council receives the minutes of Public Library Board meeting dated November 26, 2019.

Carried

- b) Port Management Committee – November 20, 2019 and December 18, 2019

R2020-004

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that Municipal Council receives the minutes of the Port Management Committee meetings dated November 20, 2019 and December 18, 2019.

Carried

- c) Committee of the Whole – Administration & Finance – Service Delivery Review Meeting – January 6, 2020

R2020-005

**Decision:** Moved by: J. Hunter seconded by: S. Dillabough that Municipal Council receives and approves the minutes of the Committee of the Whole – Administration & Finance – Service Delivery Review Meeting dated January 6, 2020.

Carried

It was noted that staff are reviewing the final report which had recently been received and that recommendations will be coming forward.

- d) Committee of the Whole – Administration & Finance – January 13, 2020

R2020-006

**Decision:** Moved by: T. Deschamps seconded by: J. Hunter that Municipal Council receives and approves the minutes of the Committee of the Whole – Administration & Finance Meeting dated January 13, 2020.

Carried

- e) Committee of the Whole – Public Works, Environmental Services & Facilities – January 15, 2020

R2020-007

**Decision:** Moved by: H. Cameron seconded by: J. Hunter that Municipal Council receives and approves the minutes of the Committee of the Whole – Public Works/Environmental Services & Facilities Meeting dated January 15, 2020.

Carried

Council members confirmed that the fuel spill at the Habitat for Humanity site has been completely cleaned up. At a session at the recent ROMA conference, AMO requested a resolution on transitioning the Blue Box program as soon as possible.

8. Action and Information Items from Committees

- a) Group Benefit Provider Change

R2020-008

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that Municipal Council approves the change from Great West Life to Sun Life, as the Township's Group Benefit Plan provider, as recommended by Committee of the Whole – Administration & Finance.

Carried

- b) Munisoft Security System Application

R2020-009

**Decision:** Moved by: J. Hunter seconded by: S. Dillabough that Municipal Council authorizes the purchase of the security system application from Munisoft and delegates the Treasurer as the security administrator, as

recommended by the Committee of the Whole – Administration & Finance.  
Carried

c) 2020 Cost of Living Increase

R2020-010

**Decision:** Moved by: T. Deschamps seconded by: J. Hunter that Municipal Council approves the cost of living increase to salary for all full-time, non-union staff and to honourarium for Council Members by 1.89% retroactive to January 1, 2020, as recommended by the Committee of the Whole – Administration & Finance and in accordance with established policy.

Carried

d) 2019 WIP Report

R2020-011

**Decision:** Moved by: H. Cameron seconded by: T. Deschamps that Municipal Council directs the Treasurer to carry forward the funds from the WIP projects, as identified below, in order for the WIP projects to continue to be funded in 2020, as recommended by the Committee of the Whole – Administration & Finance.

Project	Amount
CIP Program Grants	\$23,500.00
Cardinal Fire Station #2 Study	\$15, 000.00

Carried

e) Council Response to Auditors

R2020-012

**Decision:** Moved by: J. Hunter seconded by: S. Dillabough that Municipal Council authorizes the Mayor to prepare and sign the response letter to the auditors as a requirement for the annual audit, as recommended by the Committee of the Whole – Administration & Finance.

Carried

f) Unopened Road Allowance Follow-up – Byers Road

R2020-013

**Decision:** Moved by: J. Hunter seconded by: H. Cameron that Municipal Council:

1. Directs staff to install 2 large signs indicating that the improved road allowance off of Byers Road is an unmaintained road allowance; and
2. That the cost to create and install the signage be invoiced to the Dobbie's as the landowners who have made the improvement.

as recommended by the Committee of the Whole – Public Works, Environmental Services and Facilities.

Carried

g) QMS Commitment and Endorsement

R2020-014

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that Municipal Council:

1. Reaffirms its commitment and endorsement of the Drinking Water Quality Management System for the Cardinal Water and Edwardsburgh Industrial Park Water systems; and
2. Authorizes staff and senior management to sign element 3 of the operational plan to confirm endorsement.

as recommended by the Committee of the Whole – Public Works, Environmental Services and Facilities.

Carried



h) 2020 Industrial Park Water Budget

R2020-015

**Decision:** Moved by: T. Deschamps seconded by: H. Cameron that Municipal Council maintains the current fee structure for the Industrial Park Water system, as recommended by Committee of the Whole – Public Works, Environmental Services & Facilities.

Carried

i) Truck 4 Snow Plow Maintenance and 2020 Plan

R2020-016

**Decision:** Moved by: J. Hunter seconded by: H. Cameron that Municipal Council authorizes the replacement of Truck #4's turbo to facilitate a back-up plow for the remainder of the 2020 winter season, as recommended by Committee of the Whole – Public Works, Environmental Services & Facilities.

Carried

j) Spencerville Sewer Lateral Crossing

R2020-017

**Decision:** Moved by: T. Deschamps seconded by: H. Cameron that Municipal Council authorizes the purchase of lands in Spencerville in accordance with the closed session discussion on January 15, and that the Mayor and Clerk be authorized to execute the necessary documents, as recommended by Committee of the Whole – Public Works, Environmental Services & Facilities.

Carried

k) 2019 Port Year End Report

R2020-018

**Decision:** Moved by: H. Cameron seconded by: T. Deschamps that Municipal Council receives the 2019 Port of Johnstown Year End Review Report.

Carried

9. Correspondence

R2020-019

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that Municipal Council receives the correspondence listings for the following dates as previously circulated:

- December 12, 2019
- December 19, 2019
- January 2, 2020
- January 9, 2020
- January 16, 2020
- January 23, 2020

Carried

10. Approval of Municipal Disbursements

Several questions were raised and staff was asked to respond to all council members with the details:

- Rideau St. Lawrence – Ingredion Centre
- Coville Electric – Spencerville Arena parts
- Holder Tractors – loader repairs
- Hansler Industries – door maintenance
- Equipment Sales & Services/King Edward Auto – batteries Loader 1
- Goldsmith Saw – skate sharpening



- Royal Canadian Legion – advertising

R2020-020

**Decision:** Moved by: H. Cameron seconded by: S. Dillabough that Municipal Council approves payment of municipal invoices circulated and dated as follows:

• Report dated January 21, 2020 (2020-00275)	\$ 270,995.16
• Report dated January 24, 2020 (2020-00003)	\$ 646,173.56
• Report dated January 24, 2020 (2020-00005)	\$ 245,009.47
<b>TOTAL:</b>	<b>\$1,162,178.19</b>

Carried

11. By-laws

- a) Port – Greenfield Global Inc. Agreement

R2020-021

**Decision:** Moved by: J. Hunter seconded by: H. Cameron that the mover be granted leave to introduce a by-law to execute an agreement with Greenfield Global Inc. on behalf of the Port of Johnstown, and this shall constitute first and second reading thereof.

Carried

R2020-022

**Decision:** Moved by: J. Hunter seconded by: H. Cameron that a by-law to execute an agreement with Greenfield Global Inc. on behalf of the Port of Johnstown, be now read a third time and finally passed, signed, sealed and numbered 2020-01.

Carried

- b) Cellphone Policy

R2020-023

**Decision:** Moved by: J. Hunter seconded by: H. Cameron that the mover be granted leave to introduce a bylaw to adopt a cellphone policy, and this shall constitute first and second reading thereof.

Carried

R2020-024

**Decision:** Moved by: J. Hunter seconded by: H. Cameron that a by-law to adopt a cellphone policy, be now read a third time and finally passed, signed, sealed and numbered 2020-02.

Carried

- c) Fire Department Establishment Bylaw

R2020-025

**Decision:** Moved by: H. Cameron seconded by: S. Dillabough that the mover be granted leave to introduce a bylaw to establish and regulate a Fire Department, and this shall constitute first and second reading thereof.

Carried

It was noted that third and final reading of this bylaw would be delayed one month to ensure it was properly publicized.

- d) 2020 Industrial Park Sewer Budget

R2020-026

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that the mover be granted leave to introduce a bylaw to impose sewer rates for users of the sanitary sewer system on County Road 2 and in the Edwardsburgh

Cardinal Industrial Park, and this shall constitute first and second reading thereof.

Carried

R2020-027

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that a by-law to impose sewer rates for users of the sanitary sewer system on County Road 2 and in the Edwardsburgh Cardinal Industrial Park, be now read a third time and finally passed, signed, sealed and numbered 2020-03.

Carried

e) Appoint Community Emergency Management Coordinator (CEMC)

R2020-028

**Decision:** Moved by: T. Deschamps seconded by: H. Cameron that the mover be granted leave to introduce a bylaw to appoint David Grant as the Community Emergency Management Coordinator (CEMC), and this shall constitute first and second reading thereof.

Carried

R2020-029

**Decision:** Moved by: T. Deschamps seconded by: H. Cameron that a by-law to appoint David Grant as the Community Emergency Management Coordinator (CEMC), be now read a third time and finally passed, signed, sealed and numbered 2020-04.

Carried

f) Designate Overall Responsible Operators for the Water & Wastewater Systems

R2020-030

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that the mover be granted leave to introduce a bylaw to designate Overall Responsible Operators for the Water and Wastewater Systems of the Township of Edwardsburgh Cardinal, and this shall constitute first and second reading thereof.

Carried

R2020-031

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that a by-law to designate Overall Responsible Operators for the Water and Wastewater Systems of the Township of Edwardsburgh Cardinal, be now read a third time and finally passed, signed, sealed and numbered 2020-05.

Carried

g) Amend Personnel Policy Bylaw 2015-22 – Schedule B – Clerk's Position

R2020-032

**Decision:** Moved by: J. Hunter seconded by: T. Deschamps that the mover be granted leave to introduce a bylaw to amend Bylaw 2015-22, as amended, to establish employment and personnel policies for non-unionized salaried and hourly rated employees of the Township of Edwardsburgh Cardinal, and this shall constitute first and second reading thereof.

Carried

R2020-033

**Decision:** Moved by: J. Hunter seconded by: T. Deschamps that a by-law to amend Bylaw 2015-22, as amended, to establish employment and personnel policies for non-unionized salaried and hourly rated employees of the Township of Edwardsburgh Cardinal, be now read a third time and finally passed, signed, sealed and numbered 2020-06.

Carried

h) Appoint Clerk

R2020-034

**Decision:** Moved by: T. Deschamps seconded by: S. Dillabough that the mover be granted leave to introduce a bylaw to appoint Rebecca Williams as Clerk, and this shall constitute first and second reading thereof.

Carried

R2020-035

**Decision:** Moved by: J. Hunter seconded by: T. Deschamps that a by-law to appoint Rebecca Williams as Clerk, be now read a third time and finally passed, signed, sealed and numbered 2020-07.

Carried

12. CAO's Administrative Update

Council reviewed the CAO's administrative update and discussed the following items:

- Use of walking track at Ingreion Centre
- Business Fair dates corrected to March 6 and 7
- Appeal process for JRDR Court of Revision
- Fire Department volunteer total complement
- County Road 2 and Edison property consolidation
- Budget meeting #4 has not yet been set
- Fire safety plan review for CREWS/Greenergy
- Emergency Management Compliance submission

R2020-036

**Decision:** Moved by: H. Cameron seconded by: S. Dillabough that Municipal Council receives the CAO's Administrative Report as presented.

Carried

13. Councillor Inquiries or Notices of Motion

Councillor Cameron advised that the Blue Box issue as well as a report on the total number of Fire Department volunteers would be on the next Committee of the Whole – Public Works, Environmental Services & Facilities agenda.

Councillor Dillabough noted that there was a cooler at the Johnstown hall in need of repair and there was a short discussion regarding the need for users of the hall to be in communication with Township staff in order to ensure the hall was ready for use and that emergency contact information was properly provided.

14. Mayor's Report

Mayor Sayeau reported on the following:

- UCLG budget passed with 0.3% decrease in tax rate
- UCLG has received a grant of \$120,000 to fund a fire services delivery review on a county-wide basis; study to be complete by June 30. Concerns that may arise from the volunteer ranks were acknowledged.
- Delegation at ROMA to the Minister of Transportation regarding fire department callouts on 401/416 was led by Councillor Cameron
- Elizabethtown-Kitley is hosting a meeting management workshop
- Met with Infrastructure Ontario regarding Edwardsburgh Land Bank disposition and the Job Site Challenge
- Met with Township engineer and planner of record to discuss their assistance with the application for the Job Site Challenge
- There is a follow-up meeting to the Augusta BR&E project planned for Friday February 21 in the morning.

- A meeting at the Brockville Arts Centre is being organized by United Shorelines Ontario to discuss high water on the evening of February 3.

R2020-037

**Decision:** Moved by: T. Deschamps seconded by: S. Dillabough that Municipal Council receives the Mayor's Report as presented.

Carried

15. Question Period – None

16. Closed Session – None

17. Confirmation By-law

R2020-038

**Decision:** Moved by: J. Hunter seconded by: T. Deschamps that a by-law to adopt, confirm and ratify matters dealt with by resolution be now passed, signed, sealed and numbered 2020-08.

Carried

18. Adjournment

R2020-039

**Decision:** Moved by: S. Dillabough seconded by: H. Cameron that Municipal Council does now adjourn at 7:51 pm.

Carried

These minutes were adopted by Council this 24<sup>th</sup> day of February, 2020.

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**Mayor**

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**Clerk**

**MINUTES**  
**PORT OF JOHNSTOWN MANAGEMENT COMMITTEE**  
**MUNICIPAL OFFICE – SPENCERVILLE**  
**WEDNESDAY, JANUARY 22, 2020**  
**6:30PM**

Present: Mayor Patrick Sayeau, Chair  
Deputy Mayor Tory Deschamps (arrived at 6:52pm)  
Councillor Hugh Cameron  
Councillor Stephen Dillabough  
Councillor John Hunter  
Mr. Joe Hendriks

Regrets: Mr. Frank McAuley

Staff: Robert Dalley, General Manager  
Kevin Saunders, Operations Manager  
Dave Grant, CAO  
Rebecca Williams, Deputy Clerk  
Rhonda Code, Port Office Manager

1. Call to Order

Mayor Sayeau called the meeting to order at 6:30pm.

2. Approval of Agenda

**Moved** by: H. Cameron seconded by: J. Hendriks that Committee approve the agenda as presented.

Carried

3. Disclosure of Pecuniary Interest & the General Nature Thereof – None

4. Delegations – None

5. Minutes of the Previous POJ Committee Meeting

a) Regular Meeting – December 18, 2019

**Moved** by: J. Hunter seconded by: S. Dillabough that Port Management Committee receives and approves the minutes of Port Management Committee meeting dated December 18, 2019.

Carried

6. Business Arising from Previous PMC Minutes – None

7. Discussion Items

a) Wind Energy Project

Port staff provided Committee with an update with respect to the wind energy project, specifically regarding the storage fee structure if the project cargo remains at the Port for a longer period of time. It was noted that the storage fee rate on the docks will increase to a maximum of \$3 per sq. meter once the seaway opens. It was noted that the Port could potentially receive additional revenue through wharfage charges, if the wind project cargo is transported via vessels.

Members confirmed that the Port continues to have additional storage options available if other cargo were to be delivered to the Port. It was noted that if required the Port may issue a 60 day notice for Enercon to remove the wind project cargo from the Port.

8. Action/Information Items

a) Operation Manager's Report

Port staff provided an overview of the monthly operations report and there was a general discussion on the following topics: monthly grain revenues, quantity of grain received at the Port, overall inventory levels, impact of lower inventory levels, electrical/maintenance work that has been completed during the month.

b) General Manager's Report

Port staff provided an update with respect to the following topics: monthly finances, National Trade Corridor Funding project submission claim, Marine Club Conference event, Port Christmas lunch, Insurance and group benefit changes, and correspondence from a Port tenant. There was a brief discussion with respect to the possible 15% increase to the insurance premiums. Members confirmed that the Port is appropriately insured but not "over" insured.

c) Year End Report

Port staff provided Committee with a detailed overview of the 2019 Year End Report, which highlighted the following areas and resulted in discussion from Committee:

- Total cargo averages from 2001 to 2019
- Cargo transportation trends
- Marine business:
  - Marine cargo proceeds by metric ton
  - Vessel traffic
- Project cargo:
  - Wind Energy – Nation Rise project

- Project cargo shipments by vessel
  - Bulk cargo, specifically salt and grain shipments and trending
- Grain business report:
  - Weather affecting grain yields, resulting in a lower volume of grain received compared to previous year
  - Annual volume received for each type of grain, grain handled per month, and highlighted charts showing the mode of transportation use for receiving and shipping grain
- Capital projects and budget summarized:
  - Committee discussed the various capital projects and asked for clarification with respect to the RFP for the loading spouts project, specifically regarding bids submitted, experience of potential winning bid, and National Trade Corridor Funding (NTCF) payment submissions. Port staff noted that the Port had 9 companies attend the on-site meeting, however only 1 bid was submitted. It was noted that the potential winning bidder has extensive specialized experience and knowledge on grain elevator new and retrofitting projects. Port staff confirmed that the NTCF submissions will cover 50% of the project costs up to 4.8 million dollars
- Maintenance report
- Health & Safety/Training/Environmental reports:
  - Discussion took place with respect to WHMIS, confined spaces and water rescue training for current and new employees. It was noted that the Port trains employees for confined space rescue, however the Port will not send their employees on a search and rescue mission on a vessel. Port staff noted that the Port will not load grain into the hull of a vessel if anyone is in the hull. Members confirmed that the Port has procedures in place to reduce the risk of having an incident that would result in emergency actions for high angle/rope rescues.
- Financial report:
  - Pre-audited summary
  - 2019 revenues and expenses compared to 2018
  - 2019 budget summarized by the quarterly revenues and expenses
- 2019 Port Highlights:
  - Funding announcement
  - Cruise vessels received at the Port
  - Grain elevator tours and presentations
  - Retirement announcements/recognitions
  - Closing remarks
  - Members commended the Port staff for the detailed report and their contributions to help the Port achieve its goals and objectives



**Moved** by: S. Dillabough seconded by: H. Cameron that Committee receives and reviews items 8a) Operation Manager's Report, 8b) General Manager's Report, and 8c) 2019 Year End Report.

Carried

9. Approval of Disbursements – Port Accounts

**Moved** by: H. Cameron seconded by: T. Deschamps that Committee approves payment of Port invoices as circulated.

Carried

10. Councillor Inquiries/Notices of Motion – None

11. Chair's Report

Mayor Sayeau reported on the following:

- Attended the Marine Commerce Luncheon on January 16, which was sponsored by the Port
- Attending Port Day at Parliament Hill, which is being hosted by the Chamber of Marine Commerce in February

12. Question Period – None

13. Adjournment

**Moved** by: S. Dillabough seconded by: J. Hendriks that the meeting adjourn at 8:10 pm.

Carried

These minutes were approved by Port Management Committee this 19<sup>th</sup> day of February, 2020.

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**Chair**

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**Clerk**

**MINUTES  
WATERFRONT IMPROVEMENT SUBCOMMITTEE  
MONDAY, JANUARY 27, 2020  
SPENCERVILLE MUNICIPAL OFFICE  
1:00 PM**

**Present:** Councillor Cameron  
Councillor Dillabough

**Staff:** Dave Grant, CAO  
Debra McKinstry, Clerk  
Mike Spencer, Manager of Parks, Recreation & Facilities

Councillor Dillabough noted that he has continued to receive positive comments regarding the public meeting held in December and the need to develop an overall plan, picking out the most liked pieces.

The committee members reviewed the results from the public meeting, including the summary of written responses.

It was agreed that the pedestrian bridge at the west end of the park is extremely unlikely to be constructed and did not appear to be greatly desired by those at the meeting.

It was also agreed that new docks are already in the proposed 2020 capital budget. Discussion took place about the construction of the new parking area associated with the docks and it was agreed that the work would need to be contracted and likely can only be done in the fall of the year, however the far east end walking paths and landscaping could potentially be done in advance of the parking lot. Staff advised of a couple of potential grant opportunities through the Rural Economic Development program as well as the RTO 9 group that staff will pursue.

Committee then reviewed the concept plans and chose the four that best appear to represent the desires of the public, eliminating the fifth plan that showed the pedestrian bridge.

It was agreed that staff would contact Joe McFarlane to come up with an overall plan and phasing based on the selections, as well as cost estimates for the first phase, being the walking trails and parking lot. There are funds remaining from the \$15,000 initially agreed to by Council that should cover the cost for Mr. McFarlane's work.

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**Chair**

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**Clerk**

**MINUTES  
COMMITTEE OF THE WHOLE  
ADMINISTRATION & FINANCE – BUDGET MEETING #2  
MONDAY, JANUARY 27, 2020  
SPENCERVILLE MUNICIPAL OFFICE  
2:00 PM**

**Present:** Mayor Sayeau, Chair  
Deputy Mayor Deschamps  
Councillor Cameron  
Councillor Dillabough  
Councillor Hunter

**Regrets:** Jack Bradley, Advisory Member  
Dave Robertson, Advisory Member

**Staff:** Dave Grant, CAO  
Debra McKinstry, Clerk  
Melanie Stubbs, Treasurer  
Gord Shaw, Director of Operations  
Brian Moore, Fire Chief  
Mike Spencer, Manager of Parks, Recreation & Facilities  
Jim Guest, Roads Superintendent

1. Call to Order

Mayor Sayeau called the meeting to order at 2:00 pm.

2. Approval of Agenda

**Moved** by: H. Cameron seconded by: J. Hunter that the agenda be approved as presented.

Carried

3. Disclosure of Pecuniary Interest & the General Nature Thereof – None

4. Business Arising from Previous Committee of the Whole – Administration & Finance

Mayor Sayeau noted that the cell phone expense item for Council members will be further discussed, and suggested that it should not be set up as a taxable benefit.

5. Action/Information Items

a) Review of Revenue

Committee reviewed the report noting that additional year-to-date revenue from interest collected in December 2019 had been recorded.

#### b) Capital Summary

Committee reviewed the report which had been updated to suggest alternative funding sources for some capital projects.

There was some discussion of the possible impact of the operating budget on the overall picture.

Each item contained within the summary was reviewed with a view to reducing the capital amount to be funded from taxation from approximately \$717,000 to something more manageable. The Committee debated and reached consensus as follows:

- Fire Department Truck Purchase
  - Additional \$100,000 from reserves for a total of \$170,000.
- Recreation –
  - Dehumidifier – It was noted that the \$15,000 for a dehumidifier was the cost for a used one to be purchased from the Town of Prescott and that it was needed to battle humidity at the Ingredion Centre during the hotter months of its operation – May, June and September. The item was deferred for future budget years.
  - Cardinal Pool Filtration – Noted that the work could not be scheduled until after the 2020 season. It was agreed that \$30,000 be put into reserves from taxation and defer the work until early 2021 as a pre-budget approval item. It was noted that the pool liner will need to be replaced in 2021.
  - Ingredion Centre Lighting – It was noted that replacement lights are no longer available and that the Spencerville Arena lights had been switched to LED in 2019. There will be some savings on the operational budget for hydro at the Ingredion Centre. This item will continue to be funded from taxation in 2020.
- Public Works –
  - Purchase of portable signage is deferred.
  - Purchase of a new brush head for the high hoe is deferred.
  - Discussion of the replacement for Truck 11 covered the intent to re-configure plow routes and use one vehicle as a replacement for Truck 11 in 2020 as well as Truck 8 in 2021. Staff will bring forward a more detailed report on the plan at the PW/ES&F meeting. A suggestion was made to contact the Town of Prescott to see if they would plow in New Wexford on a contract basis. Consensus to transfer \$150,000 from reserves towards the purchase of a replacement tandem axle truck.

- Gravel to surface treatment program – discussion of doing Campbell Road instead of Chambers, no change made to plans.
- Pre-engineering budget estimate of Jordan, Rooney and Cedar Grove Roads reduced to \$200,000. Staff will investigate doing the engineering and survey work for Cedar Grove Road only to potentially further reduce this amount.

c) Electronic Sign Purchase – Information Item

Consensus was to not proceed with this item at this time.

d) Latimer Road Surface Treatment – Information Item

This project is shared with North Grenville and funding from taxation is committed if North Grenville includes it in their 2020 budget.

e) Jordan, Rooney and Cedar Grove Roads Reconstruction – Information Item

Further information will be presented at the PW/ES/F committee meeting to determine how much of the project will be undertaken in 2020 and at what cost.

f) Safford Road Resurfacing – Information Item

The Safford Road resurfacing as well as other planned paving projects were discussed. No changes to the program were recommended.

5. Review of Discussion

It was noted that the UCLG Budget had recently been approved with a 0.3% decrease in tax rate and the Provincial school board rate has dropped by approximately 5% for 2020. At this point, following the changes discussed above, the overall Township budget indicates an increase in the Township tax rate of approximately 4.8%. It was noted that approximately 2% of this is needed in order to offset the reduction in OMPF funding from the Province.

It was also noted that the only item in the capital plan towards the riverfront revitalization fund was for docking. Staff indicated that the plan was not far enough along for budget estimates and that the intention was to pursue grant funding through a number of different sources to move the project forward. As well the operational budget contained some funds within the proposed Economic Development Strategy programs line item.

Committee discussed the impact of tax rate increases on households in the Township and requested a report from the Treasurer for the next budget meeting. The effect of phase-in was discussed, as well as the upcoming new assessment base year.

It was noted that an increase of 2.66% in the rate would bring the total tax rate back to the 2018 level.

6. Question Period – None
7. Adjournment

**Moved** by: S. Dillabough seconded by: J. Hunter that Committee does now adjourn at 4:07 pm.

Carried

These minutes were approved in open Council this 24<sup>th</sup> day of February, 2020.

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**Chair**

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**Clerk**

**MINUTES**  
**COMMUNITY DEVELOPMENT COMMITTEE**

**Monday, February 3, 2020, 6:30 PM**  
**Corporation of The Township of Edwardsburgh Cardinal**  
**Council Chambers, Spencerville Ontario**

PRESENT: Deputy Mayor Tory Deschamps  
Councillor Stephen Dillabough  
Mayor Pat Sayeau  
Shannon Brown  
Conor Cleary  
Chris Ward

Greg Modler  
Cody Oatway

Wendy VanKeulen  
Rebecca Williams, Deputy Clerk

**1. Call to Order – Chair, Tory Deschamps**

Deputy Mayor Deschamps called the meeting to order at 6:30 p.m.

**2. Approval of Agenda**

**Moved by:** C.Ward

**Seconded by:** S.Brown

That the agenda be approved as presented.

Carried

**3. Disclosure of Pecuniary Interest & the General Nature Thereof**

None.

**4. Business Arising from Previous Community Development Committee Minutes (if any)**

Members confirmed that staff have sent follow-up letters to outstanding CIP grant recipients. Members inquired about how the Township is making businesses aware of the available CIP grant. It was noted that the Township advertises the CIP grant through the Township's website, brochures, staff site visits and phone calls to local businesses. There was a brief discussion with respect to expanding the advertising via social media and how the comments and feedback may be managed by staff. There was consensus from Committee to request that staff advertise the CIP grants through the Township social media account.

Members noted that the Committee should discuss possible next steps from the Recreation Roundtable forum. Committee requested that the item be discussed at the March meeting and that the minutes from the Recreation Roundtable be included.

## **5. Delegations and Presentations**

None.

## **6. Action/Information/Discussion Items**

### **a. Live: Land Use Planning**

#### **1. Application for Severance (Twelve R Spencerville)**

Committee reviewed the report and inquired about possible future site development. It was noted that the owner has applied for the severance and may further discuss possible development options only if the severance is approved through the UCLG. There was a general discussion with respect to if the septic will be decommissioned or removed from the property. Members requested that the staff recommendation to decommission the septic system be changed to "remove septic system". It was noted that the minimum requirements would be to decommission the septic system, however the application indicates that current owner intends to remove the septic. Members commented that a portion of the severed land falls within the SNCA regulated area.

Members inquired about how long the owner has to remove the dwelling unit and if there is a mechanism in place for the Township to be aware of when the removal is completed. It was noted that once the severance is approved, the owner has 1 year to meet all conditions of the severance, but may enter into an agreement with the Township in order to remove this condition before the dwelling is removed. Members confirmed that removal/demolition of a dwelling would require a permit being issued by the Chief Building Official, which would also result in additional Township oversight to ensure the work is completed.

There was a general discussion with respect to rural severance requirements, specifically in regards to limitations to the number of lots that can be created. It was noted that a plan of subdivision could potentially be created to allow for additional building lots.

**Moved by:** C.Cleary

**Seconded by:** Councillor Dillabough

That Committee recommends that Council recommend in favour of severance B-6-20 (Twelve R Spencerville Inc.) with the following conditions:



1. That the septic system servicing the dwelling unit on the severed parcel be located entirely on the same lot as the dwelling unit.
2. That the dwelling unit located on the retained lands be removed, and the septic system be removed.

Carried

2. Official Plan Update

Members thanked the Committee and staff for their feedback and efforts in preparing the Official Plan. Members confirmed that the Official Plan document is available on the Township website.

b. Work: Economic Development

1. Business Retention & Expansion Report

Committee reviewed the report and brainstormed what they may be able to do to further promote the BR&E project and the Township. The following comments and suggestions were brought forward:

- Increase services to promote the area and attract residents to live, work and play in the Township;
- Promote the Township through the attractive residential options and continuing commercial/industrial development which may increase the availability of skilled tradepersons;
- The EOWC is currently working with EORN to expand broadband services;
- Continuously advocating the Provincial government and gas companies to expand the natural gas lines to more of the Township;
- Briefly discussed the Provincial governments policies and plans with respect to the removal of Benson Public school and how that placed the Village of Cardinal at a disadvantage.

2. An Invitation to Attend

Committee suggested that the invitation be emailed to all small and medium sized businesses within the Township. It was noted that staff would circulate the invitation via email contacts and through the Township's social media.

3. Business & Investment Assistant

Committee reviewed the report and inquired about what is included with the free trial. It was noted that Localintel has provided the Township with a 1 year free trial, which includes an interactive online assistant to display market intelligence for future and existing businesses. It was noted that the annual cost would be \$2,100 per year if Council decides that the Township should continue using the Business & Investment Assistant.

Members discussed if it would be beneficial for the Community Development Coordinator to have a booth at the upcoming BR&E meeting in Augusta. Members confirmed that the Leeds Grenville Small Business Enterprise Centre has been made aware of the link available on the Township website.

Committee commented on the idea of potentially expanding the business and investment assistant link to encompass the live, work and play aspects. There was a general discussion with respect to if the link could be developed into a user friendly mobile app. It was noted that maintaining and updating the website link is a more cost effective approach, while developing an app could cost tens of thousands of dollars. Members discussed the general setup of the website link, noting that the current scope is more geared towards small businesses, how areas could potentially focus more on providing public services from the Township and to address specific questions and concerns from the public.

#### 4. LG Approved Small Business & Trades Show

Committee confirmed that a signup sheet is available for Members interested in assisting with the trade show event. There was a general discussion with respect to how the Township could highlight the Mayor's recent presentation regarding the Ontario Job Site Challenge. It was noted that Township staff has prepared a detailed brochure that would be available to the public at the Township office and at the trade show event. Members suggested that the trade show booth include information about the Port of Johnstown.

Members inquired if the Township had any demographic statistics to determine who attends the trade show events. It was noted that the Township does not have demographic information of that nature. Members suggested that the following areas may be addressed and discussed with attendees at the trade show: Township recreation/play, highlight advantages to living and working the Township, and comment on how the Township is working to address disadvantages that were identified within the BR&E report. There was consensus from Committee that a discussion item be included in the March meeting to further develop speaking points for the trade show.

c. Play: Recreation

## **7. Inquiries/Notices of Motion**

Mr. Cleary provided a handout to Committee with respect to a 2015 petition requesting that consideration be given to revert the UCLG geared-to-income apartment building known as the Maples back to a seniors only housing complex. Committee was provided a detailed background summary explaining the following: how the petition was initiated, changes to social housing throughout the UCLG, downloading of social housing portfolio from the Provincial government to the UCLG, previously defeated County Council motions to revert the building back to a seniors only building, issues and concerns with tenants, how persons are eligible to be on the wait list for social housing, and who residents can contact to raise their concerns with respect to developing additional affordable housing in the area.

Ms. Brown suggested that the Township should increase the mobilization of information to the public, such as creating more social media posts about services the Township is providing to the public and local businesses.

Ms. Brown requested that Committee review the Procedural Bylaw, specifically with respect to changing when Committee would receive their agenda packages, from 3 days to 3 full business days. It was noted that it would be difficult to provide the agenda package within the 3 business days due to report preparation time frames, when information from the public and Committee/Council is received, and limitations to staff composition. It was noted that the Procedural Bylaw is reviewed and updated with Committee of the Whole and Council, however the Community Development Committee may make a motion for Council to consider. Committee requested that the Procedural Bylaw, specifically with respect to changing when Committee receives the agenda be discussed at the March meeting.

Ms. Brown inquired when the Committee would receive the final Service Delivery Report. It was noted that the final report will be coming forward at the February Council meeting. It was noted that the draft report was presented at a special Committee of the Whole meeting on January 6 and can be distributed to Members via email.

## **8. Question Period**

The following questions/comments were raised:

- Recent Ontario Job Site Challenge presentation at the Town of Prescott

## **9. Closed Session**

None.

## **10. Adjournment**

**Moved by:** Councillor Dillabough  
**Seconded by:** C.Ward

That Committee does now adjourn at 8:07 p.m.

Carried

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Chair

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Deputy Clerk

**MINUTES**  
**COMMITTEE OF THE WHOLE**  
**ADMINISTRATION & FINANCE**

**Thursday, February 6, 2020, 5:00 PM**  
**Corporation of The Township of Edwardsburgh Cardinal**  
**Council Chambers, Spencerville Ontario**

PRESENT: Mayor Sayeau  
Deputy Mayor Deschamps  
Councillor Cameron  
Councillor Dillabough  
Councillor Hunter  
Jack Bradley, Advisory Member  
  
Dave Robertson, Advisory Member  
  
Dave Grant, CAO  
Debra McKinstry, Clerk  
Rebecca Williams, Deputy Clerk  
Melanie Stubbs, Treasurer  
Gord Shaw, Director of Operations  
Brian Moore, Fire Chief  
Mike Spencer, Manager of Parks, Recreation & Facilities  
Jim Guest, Roads Superintendent

**1. Call to Order – Chair, Mayor Sayeau**

Mayor Sayeau called the meeting to order at 5:00pm.

**2. Approval of Agenda**

**Moved by:** H. Cameron

**Seconded by:** S. Dillabough

That the agenda be amended to add item 5f. Date of Next Meeting.

Carried

**3. Disclosure of Pecuniary Interest & the General Nature Thereof**

None.

**4. Business Arising from Previous Committee of the Whole Meeting Minutes  
(if any)**

There was a brief discussion with respect to previous Committee minutes approval process.

## **5. Action/Information Items**

### **a. 2020 Draft Capital Revisions - Per Budget Meeting #2**

Staff provided the Committee with a detailed summary of the revisions made to the capital budget since Budget Meeting #2 on January 27.

### **b. Effect of Tax Rate Change on Residential Bills**

Committee reviewed the impacts of the proposed tax rates on residential properties with and without change in assessed value. Members noted the reduction of growth related tax revenue scheduled for 2020 and how it impacts the overall tax revenue expected. Members inquired how the growth related tax revenue is determined. It was noted that MPAC prepares an annual report which includes the new assessment growth. It was noted that the Township generally receives supplemental assessment due to the delay in incorporating new assessment. There was a general discussion with respect to why certain residential properties did not see a change in assessed value.

### **c. 2019 Year End Position**

Committee reviewed the report and discussed the contributing areas of concern for the deficit. It was noted that at this time the staff recommendation includes drawing \$150,000 from the public works reserve and \$70,000 from the winter control reserve to offset the deficit. Committee discussed the 2020 winter control budget, specifically with respect to Members concerns that the winter control item is being under budgeted. It was noted that the winter control budget was approximately 91% spent in April 2019 when the 2019 budget was adopted. Committee highlighted factors that have contributed to the winter control being over budget, specifically; increase in materials needed and used, labour hours, and the increased number of winter events that took place on weekends which resulted in additional overtime pay. There was consensus from Committee to withdraw \$70,000 from the winter control reserve to offset the deficit.

Committee briefly discussed the vehicle expenses and the additional purchase of a truck part way through 2019 that was added onto the capital budget rather than the operating budget. Members noted their concerns that if they agree to draw \$150,000 out of the public works reserve then it would negatively impact Councils opportunity to purchase new vehicles for 2020. There was consensus from Committee to withdraw \$150,000 from the public works reserve to offset the deficit. Members confirmed that the withdrawals from the public works and winter control reserves will result in the pre-audit deficit being balanced.

It was noted that during budget meeting 2, there was consensus from Committee to withdraw an additional \$150,000 from the public works reserve to fund the purchase of vehicles/equipment. Members noted that the report recommends that Committee reconsider their previous decision. There was consensus from Committee to reconsider their previous recommendation to transfer out \$150,000 from the public works reserve. There was consensus from Committee that the previous \$150,000 discussed at budget meeting 2 will not be withdrawn from the reserve. There was consensus from Committee that a transfer of \$20,000 be included in the draft budget for winter control.

d. 2020 Proposed Capital Adjustments - Based on 2019 Year End

Committee reviewed the report and discussed the option to remove the gravel to surface program (excluding Latimer Rd) from the capital budget, which has an estimated cost of \$313,750 coming from taxation. There was a general discussion with respect to the joint project with North Grenville for the treatment of Latimer Rd, specifically regarding the new technology and micro surface products being used by North Grenville. Members spoke to the quality and lifespan of the current roads within the Township that have received surface treatment, specifically with respect to the durability of the products. It was noted that staff will be inspecting roads within North Grenville that have received the new micro surface treatment product to determine if it is something the Township wants to consider for future projects. There was consensus from Committee to remove the gravel to surface program (excluding Latimer Rd) from the 2020 budget.

Committee debated if \$150,000 should be set aside to purchase new vehicles/equipment for public works and place the remaining \$160,000 of the \$313,000 for future road improvement project(s). There was discussion with respect to how the remaining \$160,000 may be used. Members suggested the following uses: future road improvement/paving, reduce taxes and place it in a holding account for future discussion and decision. It was noted that if Committee decides to include the \$150,000 plus the \$20,000, Council would need to raise \$113,000 from taxation. There was consensus from Committee to raise \$150,000 from the original \$313,750 to be used for the purchase of public works vehicles/equipment.

Members made further suggestions with respect to how additional taxation money may be utilized; including adding an additional \$40,000 for Cardinal waterfront improvements, adding an additional \$20,000 for road improvements or winter controls, and placing money into reserves. It was noted that without adding the above mentioned Member suggestions, the Township taxation would be 1.97%.

Members suggested that staff prepare a 5 year trend report for Committee to review and gain a better understanding of how staff determine the budgeted amounts. It was noted that staff do prepare the annual budget

based on reviewing trends and determining what the 5 year averages are for each departmental budget. Members confirmed that Committee would like staff to prepare a report outlining the 5 year trends for winter control.

There was consensus from Committee to add an additional \$20,000 for winter control, on top of the original \$20,000 from item 5c.

e. **2020 Operating Budget Review**

Committee reviewed the draft operating budget and discussed the winter control budget. Members noted that the Township must meet and abide by the minimum maintenance standards and suggested that if there is not enough money in the budget then items, such as vehicles and road repairs/maintenance may result in another deficit. There was a general discussion with respect to trending and if staff should provide additional detailed reports to Committee when issues arise throughout the year.

Committee discussed the fire department capital budget, specifically with respect to if the \$20,000 for Fire Station 2 is necessary for 2020. Members debated if Council should move forward with completing the study to determine options for replacement versus renovation for the station. It was noted that Council passed a resolution in January supporting that \$15,000 be carried forward from 2019. It was noted that a report will be coming forward with respect to the Fire Station 2 study with the 1st Quarter report in the spring.

Members suggested that the idea to add an additional \$40,000 for Cardinal waterfront improvement to the capital budget be discussed at a future budget meeting. Members noted that the Township has also earmarked a portion of the budget to address the possible green stream funding project to improve the water/wastewater infrastructure along County Rd 2 in Cardinal. There was a brief discussion with respect to replacing the Recreation vehicle with the Port truck. It was noted that the purchase of a new vehicle for the Port may be discussed during the Port Management Committee meeting.

f. **Date of Next Budget Meeting**

There was consensus from Committee that the following budget meetings are set:

- Budget Meeting #4 - February 20 at 6:00 p.m.
- Budget Meeting #5 - February 27 at 6:00 p.m.

**6. Question Period**

None.

**7. Closed Session**



**Moved by:** J. Hunter

**Seconded by:** T. Deschamps

That Committee of the Whole proceeds into closed session at 7:23 p.m. in order to address a matter pertaining to:

- Personal matters about an identifiable individual, including municipal or local board employees; Specifically: Staff Levels - Administration and Facilities & Minutes of Closed Session dated January 13, 2020

Carried

- a. Personal matters about an identifiable individual, including municipal or local board employees; Specifically: Staff Levels - Administration and Facilities & Minutes of Closed Session dated January 13, 2020

**Moved by:** J. Hunter

**Seconded by:** T. Deschamps

That the closed meeting does now adjourn and the open meeting of Committee of the Whole does now resume at 8:25 p.m.

Carried

## **8. Report Out from Closed Session**

Mayor Sayeau reported that Committee had discussed staffing issues and that direction was given with respect to Administration, and that it was agreed that there would be a future discussion with respect to Recreation and Facilities.

**Moved by:** H. Cameron

**Seconded by:** J. Hunter

That Committee of the Whole approves the minutes of closed session dated January 13, 2020.

Carried

## **9. Adjournment**

**Moved by:** S. Dillabough

**Seconded by:** H. Cameron

That Committee of the Whole does now adjourn at 8:26 p.m.

Carried

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Chair

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Deputy Clerk

**MINUTES**  
**COMMITTEE OF THE WHOLE**  
**ADMINISTRATION & FINANCE**

**Monday, February 10, 2020, 6:30 PM**  
**Corporation of The Township of Edwardsburgh Cardinal**  
**Council Chambers, Spencerville Ontario**

PRESENT:

Mayor Sayeau  
Deputy Mayor Deschamps  
Councillor Cameron  
Councillor Dillabough  
Councillor Hunter  
Jack Bradley, Advisory Member  
Dave Robertson, Advisory Member

Dave Grant, CAO  
Debra McKinstry, Clerk  
Rebecca Williams, Deputy Clerk  
Melanie Stubbs, Treasurer  
Gord Shaw, Director of Operations

**1. Call to Order – Chair, Mayor Sayeau**

Mayor Sayeau called the meeting to order at 6:30pm.

The retirement of Debra McKinstry, after 27 years of service was recognized.

**2. Approval of Agenda**

**Moved by:** H. Cameron

**Seconded by:** T. Deschamps

That the agenda be approved as presented.

Carried

**3. Disclosure of Pecuniary Interest & the General Nature Thereof**

None.

**4. Business Arising from Previous Committee of the Whole Meeting Minutes (if any)**

There was a brief discussion with respect to the condition of the old arena dehumidifier.

**5. Delegations and Presentations**

None.

## **6. Discussion Items**

None.

## **7. Action/Information Items**

### **a. 4th Quarter Building Report**

Committee reviewed the Building report and inquired about the total number of permits issued in 2019 and the location of the four-plex building. Members commented on the steady increase within the commercial and industrial building permits. Members noted that the total number of new residential builds is lower in 2019, however the average cost of new residential builds increased from \$214,615 to \$279,875. Committee inquired if the Building department collected enough revenue in 2019 to balance the departmental budget. It was noted that the Building department will require to withdraw approximately \$4,500 from the reserve to balance.

### **b. 4th Quarter Treasury & Reserve Update Report**

Committee reviewed the report and confirmed that most of the post-audit entries are included within the report. It was noted that the entries still need to be finalized for the audit, specifically with respect to water and sewer entries. Members asked for clarification with respect to the increase in the Port investment. It was noted that the increase may be affected by the Port's year end surplus.

Committee discussed the Pittston Rd overage, specifically with respect to if the change order(s) were issued and if the increased amount exceeded the set contingency. Members noted that Council should be made aware of large change orders during road projects. Members discussed the capital projects list, specifically with respect to Smith Rd, Cardinal arena lighting and the Cardinal fishing dock.

There was a brief discussion with respect to staff's efforts in reducing the tax receivables by taking a proactive approach on properties that are in tax arrears.

### **c. 4th Quarter Budget Variance Report**

Committee reviewed the report and discussed the overall departmental operating expenses, specifically with respect to the Cardinal arena building repairs and maintenance. Members noted that repairs were made to the boiler and other areas within the arena. It was noted that the additional repairs are as a result of the increased use of the arena. Members commented on the additional repairs to recreation and public works vehicles and noted that the service delivery review indicated that a fleet and fuel management system is needed. There was consensus from Committee that a report with respect to the Cardinal arena building repairs be prepared for a future meeting.

Members commented on the Cardinal arena building repairs line item. It was noted that the item also includes building maintenance such as snow removal and cleaning supplies. There was consensus from Committee to have the Cardinal arena building repairs line item be further broken down to identify the contributing factors within the building repairs.

Members commented on the amount of repairs done at the Cardinal arena and those needed at the Cardinal pool. Members suggested that Committee should ensure that the Cardinal pool repairs funding is committed for 2021, specifically with respect to the pool filtration system, to avoid additional issues that may result in a complete replacement of the system.

Committee debated if the canteen line item should be broken down for each canteen, similar to the building repairs. Members debated whether or not creating additional inventory stock transfer work for staff would result in any increased efficiencies. It was noted that supplies are transferred from one canteen to another based on available resources required and the time of year. There was a detailed discussion with respect to if the canteens should be operated as a service to the public and to provide employment to students or operated as a business to make a profit and increase the line item revenue. It was noted that the staff currently have inventory controls in place to avoid stock loss. It was noted that Committee did not reach consensus with respect to having the canteen line item broken down further.

d. Committee/Council Remuneration Report

Committee reviewed the report and noted that certain Council Members exceeded their expense budget limits, as per the Council Expense Reimbursement policy. Members suggested that as long as the overall expense line is within budget then it should not matter if certain Council Members exceed their respective limits. There was a general discussion with respect to how items including conferences, mileage and professional development reflect on the remuneration report versus the expense policy.

e. Status of Tax Arrears as of December 31, 2019

Committee reviewed the report and discussed the tax registration process and timeline in detail. There was a general discussion with respect to 3 properties being vesting to the Township as a result of the properties not being sold during tax sales. It was noted that 1 of the properties, with an approximate value of \$50,000 of the \$53,000 may be declared surplus to the Township in the near future, following the Township policy with respect to selling surplus land. It was noted that the Township has been taking a proactive approach over the last 2 years to reduce the tax receivables balance.

f. Service Delivery Review Update

Committee reviewed the report and inquired if any progress has been made with respect to the three municipalities agreeing to a single building permit system software. It was noted that the municipalities are in discussions and may have a report for late spring. Members inquired if the Committee will be receiving a progress update with respect to the fleet and fuel management systems. It was noted that a report may be included in the February 18 Committee meeting with respect to fuel management system. It was noted that the final service delivery report will be received during the February Council meeting.

g. Additional Financial Applications

Committee reviewed the report and discussion the alternative options, specifically with respect to if the Township should purchase the Munisoft software versus the Citywide Budgeting Suite software. It was noted that the staff recommendation to purchase the Munisoft software is due to the following factors: Munisoft has offered the Township a 25% discount; staff can test and use the Munisoft system for a year; and then if the Munisoft system is not robust enough to address key issues then another report may be brought forward for Committee to consider the purchase of the Citywide system. It was noted that the Citywide system software would allow for multi-year budgeting scenarios.

**Moved by:** J. Hunter

**Seconded by:** H. Cameron

That Committee recommends that Council authorizes the purchase of the tax e-notice and Custom Report Library applications from Munisoft at a cost of \$1,723.00 plus an annual software support fee of \$345 and fund the purchase with modernization funds.

Carried

h. Job Site Challenge Application

**Moved by:** T. Deschamps

**Seconded by:** S. Dillabough

That Committee recommends that Council:

1. Authorizes staff to engage Novatech to take the lead in preparing the Township's submission to the Job Site Challenge in accordance with their proposal dated January 31, 2020; and
2. Directs that the cost of the project be covered from the Industrial Park Land Reserve Fund with an upset limit of \$25,000.

Carried

i. Council Expense Reimbursement Policy Review

Committee reviewed the updated bylaw and confirmed the eligible expenses under section 6 of the bylaw.

**Moved by:** S. Dillabough

**Seconded by:** T. Deschamps

That Committee recommends that Council adopt the revised Schedule A - Council Expense Reimbursement Policy for Bylaw 2019-63, as attached.

Carried

j. Industrial Park Hydro Needs Study

Committee reviewed the report and highlighted why an electrical needs study should be prepared, specifically to identify current hydro usages and future hydro needs. There was a brief discussion with respect to the current Hydro One system and the need for future expansion.

**Moved by:** J. Hunter

**Seconded by:** T. Deschamps

That Committee recommends that Council authorizes staff to engage Bioindustrial Innovation Canada (BIC) to take the lead in preparing the Industrial Park Electricity Needs Project, with an upset limit of \$12,000, and further directs that the cost of the project be covered from the Industrial Park Land Reserve.

Carried

**8. Councillor Inquiries/Notices of Motion**

Councillor Cameron reminded Council that the Committee of the Whole - Public Works, Environmental Services & Facilities will be held on Tuesday February 18 as a result of Family Day on February 17.

Councillor Cameron indicated that he will be providing staff with a sample bylaw to address vacant buildings to be discussed at a future meeting.

Mayor Sayeau requested that a report be prepared with respect to vehicle repairs and maintenance, including the make/model/age/mileage and total expenses per vehicle. There was consensus from Committee to have staff prepare the requested report.

**9. Mayor's Report**

Mayor Sayeau reported the following:

- CREWS/Jones Rail contract to transport military vehicles

- Preparing Job Site Challenge brochure
- Aboriginal consultation with respect to Job Site Challenge
- Natural Gas expansion

#### 10. **Question Period**

The following questions/comments were raised:

- High speed internet
- Township of Augusta resolution with respect to arena contribution

#### 11. **Closed Session**

**Moved by:** J. Hunter

**Seconded by:** T. Deschamps

That Committee of the Whole proceeds into closed session at 8:51 p.m. in order to address a matter pertaining to:

- Proposed or pending acquisition or disposition of land by the municipality or local board; Specifically: Industrial Land

Carried

- a. Proposed or pending acquisition or disposition of land by the municipality or local board; Specifically: Industrial Land

**Moved by:** J. Hunter

**Seconded by:** T. Deschamps

That the closed meeting does now adjourn and the open meeting of Committee of the Whole does now resume at 9:14 p.m.

Carried

#### 12. **Report Out of Closed Session**

Mayor Sayeau noted that Committee discussed a possible purchase and sale offer for Industrial Land and provided direction to staff.

#### 13. **Adjournment**

**Moved by:** S. Dillabough

**Seconded by:** H. Cameron

That Committee does now adjourn at 9:15 p.m.



Carried

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Chair

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Deputy Clerk

**MINUTES**  
**COMMITTEE OF THE WHOLE**  
**PUBLIC WORKS/ENVIRONMENTAL SERVICES/FACILITIES**

**Tuesday, February 18, 2020, 6:30 PM**  
**Corporation of The Township of Edwardsburgh Cardinal**  
**Council Chambers, Spencerville Ontario**

PRESENT: Councillor Hugh Cameron  
Mayor Pat Sayeau  
Deputy Mayor Tory Deschamps  
Councillor Stephen Dillabough  
Councillor John Hunter  
John Bush, Advisory Member  
Mark Packwood, Advisory Member

Dave Grant, CAO  
Rebecca Williams, Clerk  
Mike Spencer, Manager of Parks, Recreation & Facilities  
Gord Shaw, Environmental Services  
Brian Moore, Fire Chief

**1. Call to Order – Chair, Councillor Cameron**

Councillor Cameron called the meeting to order at 6:30pm.

**2. Approval of Agenda**

**Moved by:** M. Packwood

**Seconded by:** Deputy Mayor Deschamps

That the agenda be approved as presented.

Carried

**3. Disclosure of Pecuniary Interest & the General Nature Thereof**

None.

**4. Business Arising from Previous Committee of the Whole Meeting Minutes (if any)**

Members asked for a status update with respect to the Industrial Park water and sewer budgets. It was noted that staff has requested the final budget numbers from the Town of Prescott. Members confirmed that the item will be added to the advanced agenda preparation document to monitor.

**5. Delegations and Presentations**

None.

**6. Discussion Items**

None.

**7. Action/Information Items**

**a. 4th Quarter Fire Report**

Committee reviewed the report and discussed in detail the number of "assistance not required" and "cancelled on route" calls for the 4th quarter. Members discussed how the call for assistance is received and managed through the dispatch system, specifically with respect to the need for dispatchers to receive more specialized training in order to help mitigate firefighters being dispatched for a call and then being cancelled. It was noted that on a regular call for assistance, at least 2 fire vehicles and a number of volunteer firefighters are sent.

Members inquired if the Fire Department has a mechanism to address the issue with respect to responding to calls and then being informed that they were cancelled on route or that their assistance was no longer required. It was noted that due to liability concerns, the Fire Department always responds to the dispatch request.

**b. 2019 MTO Calls Update**

Committee reviewed the report and noted that MTO has only paid for approximately 25% of the calls, and the Fire Department has collected approximately 48% of the total billing for 2019. Members confirmed that the concern with respect to MTO only remitting a portion of costs to the overall services invoiced has been raised at the Fire Chief's meeting and through the association. It was noted that Fire Chiefs across the province are encountering similar issues and that the Ontario Association of Fire Chiefs will be focusing on MTO payment concerns throughout 2020. Members debated if the Township should seek other municipal Fire Chiefs to partner in a joint AMO delegation.

**c. Firefighters Association - Participation in Rodeo**

Committee reviewed the report and discussed the following matters: mechanism to raise funds, cost of admission for rodeo and dance, potential revenue from advertisement sales, allocation of facility rental costs, history of the circuit rodeo in Spencerville, types of competitions taking place at the rodeo, services provided by the Firefighters Association for the event, level of public interest, and liability concerns. Members confirmed that the Township has not been approached to provide in-kind support for garbage removal.

**d. 4th Quarter Facility/Maintenance Report**

Committee reviewed the report and inquired about what was wrong with the Spencerville zamboni. It was noted that the Township had to replace the front axle on the zamboni. Committee extended their appreciation to the Town of Prescott for their assistance in allowing the Township to utilize Prescott's equipment.

e. 4th Quarter Recreation/Facility Stats Report

Committee reviewed the report and discussed the reduction in ice hours rented from October to December 2019 and how it resulted in \$8,000 less revenue for the Cardinal arena and \$6,500 less revenue for the Spencerville arena. It was noted that the reduction is a result of the South Grenville Minor Hockey (SGMH) league and recreational league reducing the amount of ice hours rented per week. Members commented on the overall prime time usage rate being at 90% and teams within the SGMH league shuffle locations to utilize available ice time.

Members noted a discrepancy in the December ice rental chart, specifically with respect to the 2019 percentages for total use. Members noted that the public can pay \$10 to use the ice for one hour when the ice is vacant.

f. ATM's at Township Arenas

Committee reviewed the report and noted their support of the initiative.

g. 4th Quarter Operations Report

Committee reviewed the report and discussed the locations and options available with respect to purchasing the transfer station punch cards. There was a general discussion with respect the average month flow at the Cardinal WWTP, specifically regarding how the flows increase during certain months as a result of melting snow and precipitation. Members suggested that the report may indicate that there is additional infiltration into the system that is not being addressed. It was noted that the infiltration may be seeping into the system from a number of different sources, including the pipes and flow stations. It was noted that certain pumping stations have higher flows throughout the year due to their location within the village.

h. 2019 Annual Water Reports - Cardinal Water System & Edwardsburgh Industrial Park Distribution System

Committee reviewed the report and acknowledged the efforts of the Environmental Services department that works to ensure the systems are in compliance with the regulations.

**Moved by:** M. Packwood

**Seconded by:** Mayor Sayeau

That Committee recommend that Council:

1. Receives the 2019 annual water reports for CWS and EDS; and
2. Direct staff to post the annual water reports to the Township website; and
3. Direct staff to notify users via social media and the local newspaper of the report availability.

Carried

i. 2019 Annual Water Pollution Control Plant Report

Committee reviewed the report and discussed the licence classification level requirements for employees to operate the Cardinal WPCP system.

**Moved by:** M. Packwood

**Seconded by:** Councillor Dillabough

That Committee recommends that Council:

1. Receive the 2019 annual report for the Cardinal water pollution control plant; and
2. Direct staff to submit the report to MECP prior to the March 31 deadline.

Carried

j. Cardinal Drinking Water System MECP Inspection Report

Committee reviewed the report and acknowledge the efforts of the Environmental Services department.

k. Government Proposed Blue Box Administration Changes

Committee reviewed the discussed the draft blue box resolution, specifically with respect to Council's proposed transition date, rationale for the selected transition date of February 2022, and if the Township is interested in continuing to provide services, such as contract administration and collection.

There was a general discussion with respect to the Township possibly providing in-house collection services and the revenue it may generate.

**Moved by:** Councillor Hunter

**Seconded by:** J. Bush

That Committee recommends that Council including the following rationale in the Council resolution:

1. Council consider a transition date of January 2022.

2. Rationale for this start date is due to the contract between the Township and Waste Connections expiring in February 2022.
3. Council may have an interest in providing services such as contract administration and management and in-house collection services.
4. That the Director of Operations assumes the role of key contact.

Carried

I. **Fuel Management System**

Committee reviewed the report and discussed how the card-lock system will integrate and produce usable data for Citywide. There was a brief discussion with respect to the Township's current fuel management tracking system and if a 1 to 2 step process to take the information from the card-lock system and input into Citywide would be efficient.

Committee discussed the options of purchasing and leasing the Cube card-lock system from Ultramar, specifically with respect to possible cost savings, ownership of the system, integration with other Township software, and if the system would be transferable if the Township were to ever change fuel suppliers. Members inquired if the cards would be delegated to each employee or assigned to each piece of equipment. It was noted that in order to accurately track the fuel intact of each piece of equipment, that the card would be assigned to the vehicle.

Committee discussed the idea of reaching out to other users of the Cube card-lock system, as well as surrounding municipalities that have a fuel management system already in place. Committee asked for clarification with respect to if it is necessary to have fuel tanks at both the Cardinal and Pittston garage. It was noted that both locations should continue to have fuel tanks due to the snow plow schedule and routes, specifically in regards to allowing vehicles to fuel up in Cardinal rather than driving back and forth to Pittston during special weather events. Members noted that the Fire Department vehicles in Cardinal would likely utilize the fuel tanks at the Cardinal garage. There was consensus from Committee to request staff to contact other users of the Cube card-lock system, as well as surrounding municipalities to gather more details with respect to their fuel management systems. It was noted that a report will be prepared for the March meeting.

**8. Councillor Inquiries/Notices of Motion**

Councillor Dillabough noted that the Canada flags in Johnstown need to be replaced. It was noted that staff is aware of the issue, and that the flags are replaced 3-4 times per year.

**9. Mayor's Report**

None.

**10. Question Period**

The following questions/comments were raised:

- Fuel management integration

**11. Closed Session**

**Moved by:** Councillor Hunter

**Seconded by:** Deputy Mayor Deschamps

That Committee of the Whole proceeds into closed session at 8:05 p.m. in order to address a matter pertaining to:

- Proposed of pending acquisition or disposition of land by the municipality or local board; Specifically: Industrial Land and Closed Session Minutes of January 15, 2020
- Labour relations or employee negotiations; Specifically: Public Works Position Classification

Carried

- a. Proposed or pending acquisition or disposition of land by the municipality or local board; Specifically: Industrial Land and Closed Session Minutes of January 15, 2020
- b. Labour relations or employee negotiations; Specifically: Public Works Position Classification

**Moved by:** Councillor Hunter

**Seconded by:** Deputy Mayor Deschamps

That the closed meeting does now adjourn and the open meeting of Committee of the Whole does now resume at 8:51 p.m.

Carried

**12. Report Out of Closed Session**

Councillor Cameron noted that Committee reviewed the minutes of January 15 and provided directions to staff with respect to the Public Works position classification.

**Moved by:** Councillor Dillabough

**Seconded by:** Mayor Sayeau

That Committee of the Whole approves the minutes of the closed session dated January 15, 2020.

Carried

**13. Adjournment**

**Moved by:** Deputy Mayor Deschamps

**Seconded by:** Councillor Hunter

That Committee does now adjourn at 8:52 p.m.

Carried

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Chair

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Clerk



**MINUTES  
WATERFRONT IMPROVEMENT SUBCOMMITTEE  
WEDNESDAY, FEBRUARY 19, 2020  
SPENCERVILLE MUNICIPAL OFFICE  
2:00 PM**

**Present:** Councillor Dillabough, Chair  
Councillor Cameron  
Mayor Sayeau (ex-officio)

**Staff:** Dave Grant, CAO  
Rebecca Williams, Clerk  
Mike Spencer, Manager of Parks, Recreation & Facilities  
Wendy Van Keulen, Community Development Coordinator

Committee reviewed the phase 1 concept drawings and estimated cost analysis and discussed how the Committee may simplify the concept and reduce the scope of work. There was a general discussion with respect to the estimated costing for the full phase 1 outlined and the approximate costs if the scope of work were to be reduced to only a few key areas.

There was a general discussion with respect to setting specific design criteria in order to receive more specific design quotes from various companies. Committee agreed that the following would be the basis for the design criteria:

- Update and expand parking area (east of treatment plant) near the boat launch
- Update existing trail
- Extend the walking trail along the river's edge (winding through trees) and connect it with the existing trail
- Leave current healthy trees in place
- Erect berm(s) – optional
- Add additional trees/shrubs – optional
- Add concrete bases for future benches

There was a brief discussion with respect to the current size of the parking area, specifically in regards to how much bigger of an area it should be to better fit larger boats.

Committee discussed the rural economic development grant, noting that the submission deadline is February 24. There was a discussion with respect to submission requirements, specifically: eligibility criteria, scope of project for 2020, cost estimate for trail rehabilitation, letters of support requested, and how much of the total project value the grant may fund. There was consensus from Committee that the Community Development Coordinator prepare and submit a grant application to fund 30% of the cost for trail rehabilitation.

Members requested that staff prepare a large-scale map of the phase 1 area from the UCLG GIS department, update the design criteria and that once the design criteria is finalized, set a meeting date to review before it is sent out for additional quotes. It was noted that there will be an item on the capital budget for discussion at Budget meeting #4 to further determine possible capital budget limit for phase 1 in 2020.

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**Chair**

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**Clerk**

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council recommend in favour of severance B-6-20 (Twelve R Spencerville Inc.) with the following conditions:

1. That the septic system servicing the dwelling unit on the severed parcel be located entirely on the same lot as the dwelling unit.
2. That the dwelling unit located on the retained lands be removed and the septic system be removed.

As recommended by the Community Development Committee.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		



## TOWNSHIP OF EDWARDSBURGH CARDINAL ACTION ITEM

**Committee:** Community Development

**Date:** February 3, 2020

**Department:** Planning

**Topic:** Severance B-6-20 (Twelve R Spencerville Inc.)

**Purpose:** To consider an application for severance.

**Background:** Zanderplan Inc, on behalf of owner Twelve R Spencerville Inc., has applied for a severance on approximately 9.2 acres of property at 6075 County Rd 44. The purpose of the severance is to create a new lot, with lands to be redeveloped.

The retained parcel is approximately 4.22 acres with 139.9m of frontage on County Rd 44. It is home to a dwelling unit and septic. The applicant has indicated that there is a plan to remove both, and for the lot to be redeveloped for residential use.

The severed parcel is approximately 4.98 acres with 117.4m of frontage on County Rd 44. It is home to a dwelling unit and detached garage. There is an existing septic across the proposed lot line. The applicant has indicated that there is a plan to remove and replace this septic unit. It is ideal for the septic system to be located entirely on the lot of the dwelling unit it services, making it simple for a homeowner to access it and perform future maintenance and repairs.

The property was home to a fuel oil distribution business from the late 1960s to early 1990s. Following the discovery of contaminated soil on site, a Petroleum Hydrocarbon Investigation and Remediation Options Analysis was completed by Geofirma Engineering Inc. in October, 2019 to determine the area impacted, the level of impact, and remedial options. The conclusions and recommendations from this investigation are attached to this report, and include the following:

*"Based on the site conditions, location of the contamination, and the concentrations in soil, no adverse impact to the current site use is anticipated. There is very little risk to human health or the environment by leaving the contaminated soil in place and contaminant concentrations will continue to decline naturally with time."*

It appears that the contaminated soil is all or mostly on the severed portion of this lot, and the Township is not aware of any immediate plans to build on this soil. Our Chief Building Official confirms that any necessary excavation of the contaminated soil could be dealt with at the

building permit stage. Staff do not have any concerns with the soil in regards to the proposed severance.

**Policy Implications:** The subject lands are designated Rural Settlement Area under the County Official Plan and Settlement Policy Area under the Township Official Plan. The zoning designation for this property is Rural (RU), with a portion of the property designated Environmental Protection – floodplain (EP-f).

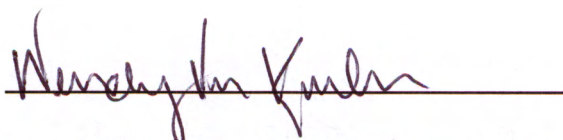
**Official Plan:** The proposed development conforms with the provisions in the Township's Official Plan. Council has set a target of 60% of new development to occur within the Settlement Policy Area designations, and the Official Plan encourages residential infill and redevelopment in this area.

**Zoning By-Law:** A portion of the severed lot, and a small portion of the retained lot is zoned Environmental Protection - floodplain (EP-f). There are no buildings on or planned for the EP-f areas of these lands, and the proposed severance meets the zone requirements for the EP-f zone. The remaining lands are zoned Rural (RU). The dwelling unit on the retained parcel does not conform to the required setbacks for this zone, however, the applicant has indicated plans to remove this building. Otherwise, both the retained and severed parcels conform to the zoning provisions for the RU zone.

**Financial Considerations:** The applicant has remitted the required fee for severance to the Municipality.

**Recommendation:** That Committee recommends that Council recommend in favor of severance B-6-20 (Twelve R Spencerville Inc.) with the following conditions:

1. That the septic system servicing the dwelling unit on the severed parcel be located entirely on the same lot as the dwelling unit.
2. That the dwelling unit located on the retained lands be removed, and the septic system be decommissioned.

A handwritten signature in dark ink, appearing to read "Wendy M. Gaudin", is written over a solid horizontal line.

Community Development Coordinator



# Baker Severance Sketch

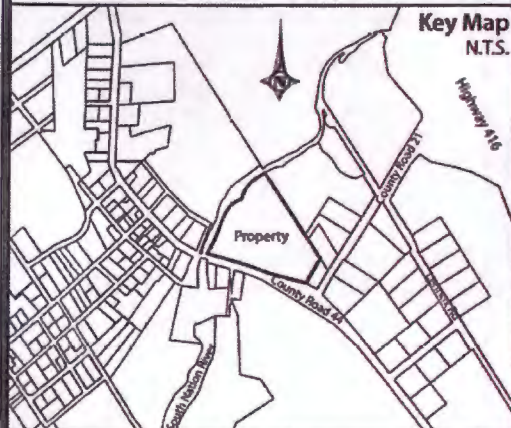
6075 County Road 44

Part Lot 25, Concession 6

Geographic Township of Edwardsburgh

Township of Edwardsburgh / Cardinal

UNITED COUNTIES LEEDS & GRENVILLE



## Legend

----- Regulated Area

— Hydro Lines

UP Utility Poles

severed

Retained

## Notes:

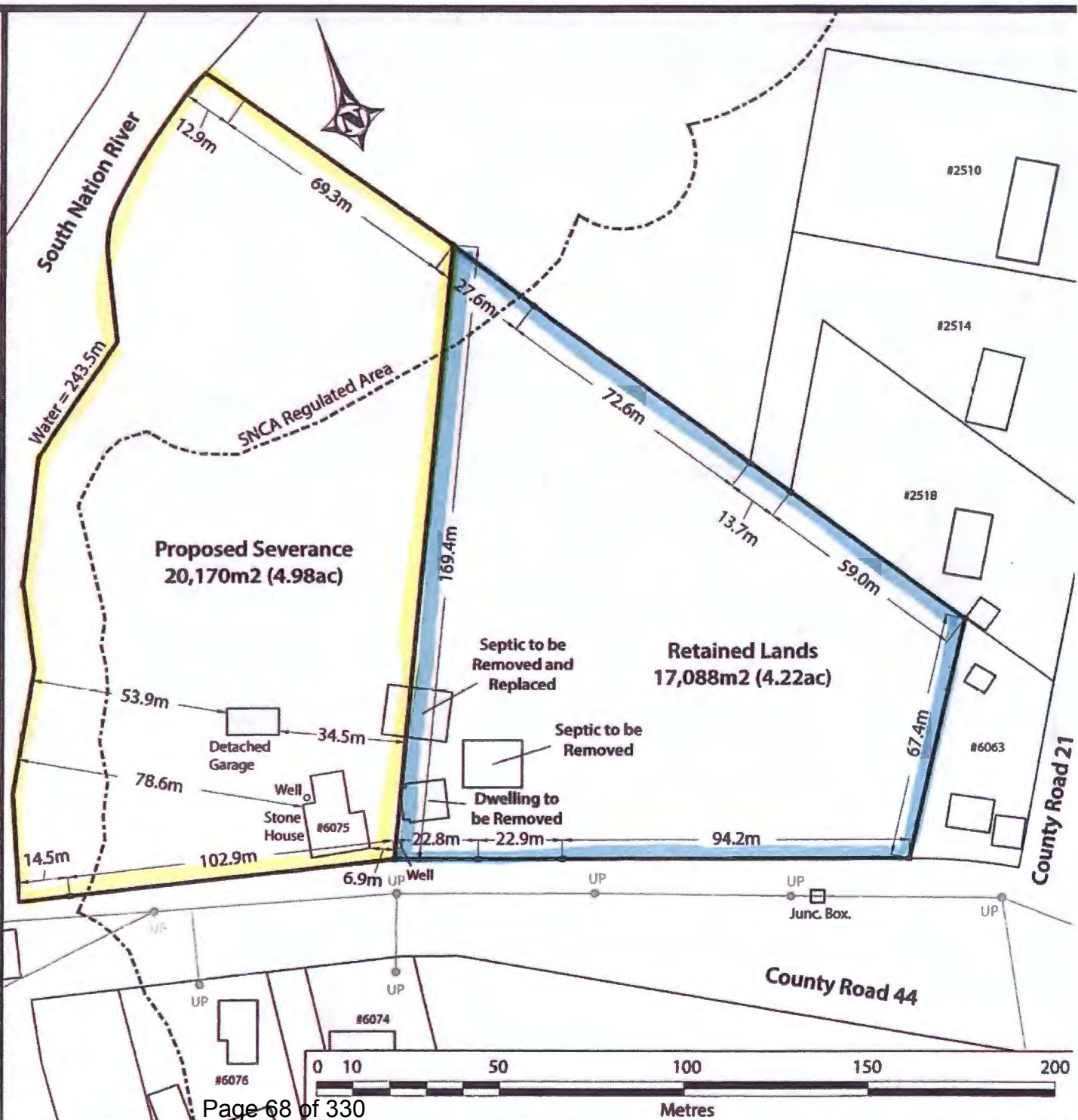
1. Location of the SNCA Regulated Area is approximate and derived from the SNCA Online GIS Mapping.
2. Location of hydro poles and overhead wires are approximate based on aerial photography.
3. Boundary and dimensions of the subject property derived from Plan 15R-11190 completed by Ron. M. Jason Surveying Ltd. in October of 2010.

Version Date: November 14, 2019

File No. 19-072

**ZanderPlan**

Your rural land planning experts







## LEGEND

 Approximate Site Boundary



**Figure A.1**  
**Site Location**

Scale 1:5,000  
0 25 50 100 150 200  
Meters



Coordinate System: NAD 1983 UTM Zone 18N  
Source: City of Ottawa geoOttawa 2007 air photo  
Service Layer Credits: Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, © OpenStreetMap contributors, and the GIS User Community

PROJECT No. 19-221-1

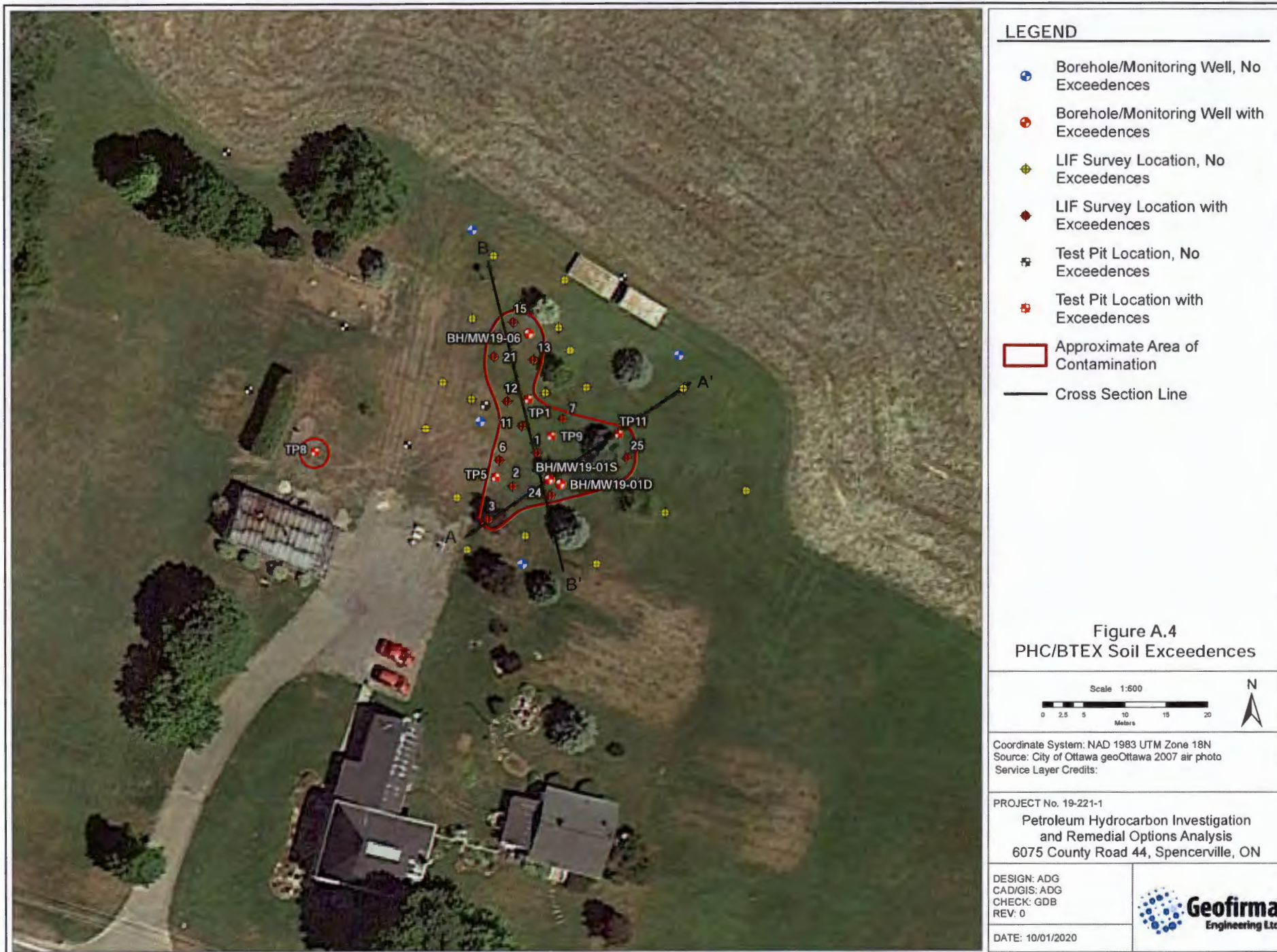
Petroleum Hydrocarbon Investigation  
and Remedial Options Analysis  
6075 County Road 44, Spencerville, ON

DESIGN: ADG  
CAD/GIS: ADG  
CHECK: GDB  
REV: 0

DATE: 07/01/2020









## 5 CONCLUSIONS AND RECOMMENDATIONS

Based on the soil and groundwater investigations for petroleum hydrocarbons at 6675 County Road 44, the following conclusions can be made:

- The generalized site stratigraphy consists of approximately 0.15 m of topsoil underlain by silty clay and till.
- The applicable generic site condition standards are MECP Table 2 standards for residential land use.
- The PHC contamination in soil appears to be limited to a relatively small area of approximately 250 m<sup>2</sup> at depths ranging from about 1.0 to 3.6 mBGS.
- The approximate volume of soil exceeding the generic Table 2 site condition standards is 375 m<sup>3</sup>.
- The highest concentrations in soil were observed around Test Pit 9 and BH/MW19-01S.
- Groundwater was encountered in the overburden at depths ranging from 1.66 to 3.76 mBGS. The interpreted groundwater flow direction is to the northeast.
- Six groundwater samples were analysed for PHC/BTEX; there were two exceedences of Table 2 Standards for ethylbenzene in groundwater at BH/MW19-01S and -01D. There were also low level detections of PHC F1 in the same groundwater samples however all other samples were below lab detection limits for both PHC and BTEX.
- The general lack of PHC/BTEX contamination in groundwater suggests that the residual contamination is bound within the soil matrix and very little migration of PHC contamination is expected.
- Based on the site conditions, location of the contamination, and the concentrations in soil, no adverse impact to the current site use is anticipated. There is very little risk to human health or the environment by leaving the contaminated soil in place and contaminant concentrations will continue to decline naturally with time.
- A review of remedial options was completed and due to the location of the contamination, primarily within the vadose zone above the water table, and the very tight soil conditions on site, in-situ remedial methods would not be cost effective for the site.
- Given the site conditions, the most cost effective option to address the PHC contamination is excavation and offsite disposal. The estimated cost to excavate and dispose of the contaminated soil offsite along with the associated confirmatory sampling and reporting is \$65,000 to \$80,000.

The preferred remedial approach is largely dependent on the potential future use of the property and more specifically the area where residual soil contamination remains on site. Although there is very little risk to human health or the environment by leaving the contaminated soil in place, a potential purchaser may be averse to leaving the contamination in place. There may be some limitations on future use of the area where contaminated soil remains, for example a risk assessment may restrict a building being constructed over the contaminated area.

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council authorizes the purchase of the tax e-notice and Custom Report Library applications from Munisoft at a cost of \$1,723.00 plus an annual software support fee of \$345 and fund the purchase with modernization funds, as recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Authorizes staff to engage Novatech to take the lead in preparing the Township's submission to the Job Site Challenge in accordance with their proposal dated January 31, 2020; and
2. Directs that the cost of the project be covered from the Industrial Park Land Reserve Fund with an upset limit of \$25,000.

As recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council authorizes staff to engage Bioindustrial Innovation Canada (BIC) to take the lead in preparing the Industrial Park Electricity Needs Project, with an upset limit of \$12,000, and further directs that the cost of the project be funded from the Industrial Park Land Reserve, as recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Receives the 2019 Annual Water Reports for the Cardinal Water System and Edwardsburgh Industrial Park Distribution System; and
2. Directs staff to post the annual reports to the Township website; and
3. Directs staff to notify users via social media and the local newspaper of the report availability.

As recommended by Committee of the Whole - Public Works, Environmental Services & Facilities.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		



**OPTIONAL ANNUAL REPORT TEMPLATE**

<b>Drinking-Water System Number:</b>	220003582
<b>Drinking-Water System Name:</b>	Cardinal Water System
<b>Drinking-Water System Owner:</b>	Township of Edwardsburgh Cardinal
<b>Drinking-Water System Category:</b>	Large Municipal, Residential
<b>Period being reported:</b>	January 1, 2019 to December 31, 2019

<p><b><u>Complete if your Category is Large Municipal Residential or Small Municipal Residential</u></b></p> <p>Does your Drinking-Water System serve more than 10,000 people? Yes [ ] No [ X ]</p> <p>Is your annual report available to the public at no charge on a web site on the Internet? Yes [ X ] No [ ]</p> <p>Location where Summary Report required under O. Reg. 170/03 Schedule 22 will be available for inspection:</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Cardinal Wastewater Treatment Plant 4000 John St Cardinal, Ontario K0E 1E0</p> </div>	<p><b><u>Complete for all other Categories.</u></b></p> <p>Number of Designated Facilities served: <div style="border: 1px solid black; width: 100px; height: 20px; margin: 5px 0;"></div></p> <p>Did you provide a copy of your annual report to all Designated Facilities you serve? Yes [ ] No [ ]</p> <p>Number of Interested Authorities you report to: <div style="border: 1px solid black; width: 100px; height: 20px; margin: 5px 0;"></div></p> <p>Did you provide a copy of your annual report to all Interested Authorities you report to for each Designated Facility? Yes [ ] No [ ]</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Note: For the following tables below, additional rows or columns may be added or an appendix may be attached to the report

List all Drinking-Water Systems (if any), which receive all of their drinking water from your system:

Drinking Water System Name	Drinking Water System Number

Did you provide a copy of your annual report to all Drinking-Water System owners that are connected to you and to whom you provide all of its drinking water?  
Yes [ ] No [ ]





Indicate how you notified system users that your annual report is available, and is free of charge.

- ☒ Public access/notice via the web
- ☐ Public access/notice via Government Office
- ☒ Public access/notice via a newspaper
- ☐ Public access/notice via Public Request
- ☐ Public access/notice via a Public Library
- ☐ Public access/notice via other method \_\_\_\_\_

## Describe your Drinking-Water System

This is a surface water treatment plant that receives its source water supply from the St. Lawrence River. Treatment consists of pre-chlorination, basket screens, chemically assisted coagulation and flocculation, 4 rapid dual media filters (anthracite coal and sand) for physical removal of turbidity, ultraviolet irradiation (primary disinfection) followed by post chlorination (secondary disinfection). Parameters such as uv intensity, chlorine residual, pH, filter and potable turbidity are continuously monitored. All process and security alarms are monitored 24/7 by Falcon Security. The distribution system includes an elevated storage tank, 6 sample stations, 82 hydrants and a mix of distribution material piping.

List all water treatment chemicals used over this reporting period:

Sodium Hypochlorite – ANSI/NSF 60  
SternPAC (Aluminum chloride hydroxide sulphate) –ANSI/NSF 60

Were any significant expenses incurred to?

- ☒ Install required equipment
- ☒ Repair required equipment
- ☒ Replace required equipment

Please provide a brief description and a breakdown of monetary expenses incurred

Annual inspection of chlorine injection ring and raw intake structure.  
Semi-annual servicing of Trojan UV Swift 12.  
Semi-annual servicing of backup generator.  
Annual backflow testing.  
Annual servicing and calibration of lab equipment/portable chlorine analyzers.  
Semi-annual servicing of SCADA systems.  
Annual servicing of fire alarm system.  
Re-installed one high lift pump after servicing.  
Serviced one Golden Anderson Check Valve at water plant.  
Re-installed one low lift pump after servicing.  
Repaired backflow preventer at water plant.  
Replaced portable pH meter probe.  
Replaced lamp in UV # 1 and UV # 2  
Replaced mixing system in water tower (Capital Project)



Berm installed around south side of water plant for flood mitigation control.  
 Repaired two leaking water services  
 Repaired two fire hydrants.  
 Repaired two curb stops.

Provide details on the notices submitted in accordance with subsection 18(1) of the Safe Drinking-Water Act or section 16-4 of Schedule 16 of O.Reg.170/03 and reported to Spills Action Centre:

Incident Date	Parameter	Result	Unit of Measure	Corrective Action	Corrective Action Date

Microbiological testing done under the Schedule 10, 11 or 12 of Regulation 170/03, during this reporting period:

	Number of Samples	Range of E.Coli Or Fecal Results (min )-(max)	Range of Total Coliform Results (min )-(max)	Number of HPC Samples	Range of HPC Results (min )-(max)
<b>Raw</b>	53	0 – 14	2-86	N/A	N/A
<b>Treated</b>	53	0-0	0-0	53	<2- >500
<b>Distribution</b>	159	0-0	0-0	159	<2-14

Operational testing done under Schedule 7, 8 or 9 of Regulation 170/03 during the period covered by this Annual Report:

Parameter	Number of Grab Samples	Range of Results (min #)-(max #)
<b>Potable Turbidity</b>		
Continuous	8760	0.06 – 0.25
Grab	365	0.04 – 0.16
<b>Filter 1A Turbidity</b>		
Continuous	8760	0.05 - 0.25
Grab	730	0.04 – 0.18
<b>Filter 1B Turbidity</b>		
Continuous	8760	0.03 - 0.23
Grab	723	0.04 – 0.16
<b>Filter 2A Turbidity</b>		
Continuous	8760	0.03 – 0.44
Grab	729	0.04 - 0.14
<b>Filter 2B Turbidity</b>		
Continuous	8760	0.06 – 0.22
Grab	726	0.04 – 0.17

**NOTE:** For continuous monitors use 8760 as the number of samples.





Chlorine (Primary)		
Continuous	8760	0.28 – 3.12
Grab	730	0.10 - 3.40
Chlorine(Point of Entry)		
Continuous	8760	1.33 – 3.18
Grab	730	1.3 – 3.3
Chlorine(Distribution)		
Grab: Free:	842	0.27 – 2.20
Total:	728	0.47 – 2.6
UV Disinfection	8760	47.05 -78.32
Fluoride	N/A	N/A

**NOTE:** Units of measures include:

Chlorine – mg/L

Turbidity – NTU

UV – mj/cm<sup>2</sup>

**Summary of additional testing and sampling carried out in accordance with the requirement of an approval, order or other legal instrument.**

Date of legal instrument issued	Parameter	Date Sampled	Result	Unit of Measure
N/A	N/A	N/A	N/A	N/A

**Summary of Inorganic parameters tested during this reporting period or the most recent sample results:**

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
<b>Antimony</b>	09-Oct-19	0.0001	mg/L	No
<b>Arsenic</b>	09-Oct-19	0.0006	mg/L	No
<b>Barium</b>	15-Oct-19	0.020	mg/L	No
<b>Boron</b>	15-Oct-19	0.019	mg/L	No
<b>Cadmium</b>	09-Oct-19	<0.000015	mg/L	No
<b>Chromium</b>	15-Oct-19	<0.002	mg/L	No
<b>*Lead</b>	07-Jan-19	<0.00002	mg/L	No
<b>Mercury</b>	11-Oct-19	<0.00002	mg/L	No
<b>Selenium</b>	09-Oct-19	<0.001	mg/L	No
<b>Sodium</b>	02-Dec-19	18.2	mg/L	No
<b>Uranium</b>	09-Oct-19	0.00025	mg/L	No
<b>Fluoride</b>	05-Dec-19	<0.1	mg/L	No
<b>Nitrite</b>	05-Dec-19	<0.1	mg/L	No
<b>Nitrate</b>	05-Dec-19	<0.1	mg/L	No

\*only for drinking water systems testing under Schedule 15.2; this includes large municipal non-residential systems, small municipal non-residential systems, non-municipal seasonal residential systems, large non-municipal non-residential systems, and small non-municipal non-residential systems



**Summary of lead testing under Schedule 15.1 during this reporting period**  
(applicable to the following drinking water systems; large municipal residential systems, small municipal residential systems, and non-municipal year-round residential systems)

Location Type	Number of Samples	Range of Lead Results (min) – (max)	Number of Exceedances
Plumbing	N/A	N/A	N/A
Distribution	4	0.00008-0.00047	0

**Summary of Organic parameters sampled during this reporting period or the most recent sample results**

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
Alachlor	21-Oct-19	<0.3	ug/L	No
Atrazine + N-dealkylated metabolites	21-Oct-19	<0.5	ug/L	No
Azinphos-methyl	21-Oct-19	<1	ug/L	No
Benzene	15-Oct-19	<0.5	ug/L	No
Benzo(a)pyrene	21-Oct-19	<0.005	ug/L	No
Bromoxynil	21-Oct-19	<0.5	ug/L	No
Carbaryl	21-Oct-19	<3	ug/L	No
Carbofuran	21-Oct-19	<1	ug/L	No
Carbon Tetrachloride	15-Oct-19	<0.2	ug/L	No
Chlorpyrifos	21-Oct-19	<0.5	ug/L	No
Diazinon	21-Oct-19	<1	ug/L	No
Dicamba	21-Oct-19	<10	ug/L	No
1,2-Dichlorobenzene	15-Oct-19	<0.5	ug/L	No
1,4-Dichlorobenzene	15-Oct-19	<0.5	ug/L	No
1,2-Dichloroethane	15-Oct-19	<0.5	ug/L	No
1,1-Dichloroethylene (vinylidene chloride)	15-Oct-19	<0.5	ug/L	No
Dichloromethane	15-Oct-19	<5	ug/L	No
2,4-Dichlorophenol	21-Oct-19	<0.1	ug/L	No
2,4-Dichlorophenoxy acetic acid (2,4-D)	21-Oct-19	<10	ug/L	No
Diclofop-methyl	21-Oct-19	<0.9	ug/L	No
Dimethoate	21-Oct-19	<1	ug/L	No
Diquat	11-Oct-19	<5	ug/L	No
Diuron	21-Oct-19	<5	ug/L	No
Glyphosate	17-Oct-19	<25	ug/L	No
Malathion	21-Oct-19	<5	ug/L	No
MCPA	25-Oct-19	<10	Ug/L	No
Metolachlor	21-Oct-19	<3	ug/L	No
Metribuzin	21-Oct-19	<3	ug/L	No
Monochlorobenzene	15-Oct-19	<0.5	ug/L	No
Paraquat	11-Oct-19	<1	ug/L	No



Pentachlorophenol	21-Oct-19	<0.1	ug/L	No
Phorate	21-Oct-19	<0.3	ug/L	No
Picloram	21-Oct-19	<5	ug/L	No
Polychlorinated Biphenyls(PCB)	11-Oct-19	<0.05	ug/L	No
Prometryne	21-Oct-19	<0.1	ug/L	No
Simazine	21-Oct-19	<0.5	ug/L	No
THM (Running Annual average)	2019	51.3	ug/L	No
HAA (Running annual average)	2019	35.4	ug/L	No
Terbufos	21-Oct-19	<0.3	ug/L	No
Tetrachloroethylene	15-Oct-19	<0.5	ug/L	No
2,3,4,6-Tetrachlorophenol	21-Oct-19	<0.1	ug/L	No
Triallate	21-Oct-19	<10	ug/L	No
Trichloroethylene	15-Oct-19	<0.5	ug/L	No
2,4,6-Trichlorophenol	21-Oct-19	<0.1	ug/L	No
Trifluralin	21-Oct-19	<0.5	ug/L	No
Vinyl Chloride	15-Oct-19	<0.2	ug/L	No

List any Inorganic or Organic parameter(s) that exceeded half the standard prescribed in Schedule 2 of Ontario Drinking Water Quality Standards.

Parameter	Result Value	Unit of Measure	Date of Sample



**OPTIONAL ANNUAL REPORT TEMPLATE**

Drinking-Water System Number:	260005112
Drinking-Water System Name:	Edwardsburgh Industrial Park Distribution System
Drinking-Water System Owner:	Township of Edwardsburgh Cardinal
Drinking-Water System Category:	Small Municipal Residential
Period being reported:	January 1, 2019 to December 31, 2019

**Complete if your Category is Large  
Municipal Residential or Small  
Municipal Residential**

Does your Drinking-Water System serve more than 10,000 people?

Yes [ ] No [ X ]

Is your annual report available to the public at no charge on a web site on the Internet?

Yes [ X ] No [ ]

Location where Summary Report required under O. Reg. 170/03 Schedule 22 will be available for inspection:

Cardinal Wastewater Treatment Plant  
4000 John St  
Cardinal, Ontario  
K0E 1E0

**Complete for all other Categories.**

Number of Designated Facilities served:

Did you provide a copy of your annual report to all Designated Facilities you serve?

Yes [ ] No [ ]

Number of Interested Authorities you report to:

Did you provide a copy of your annual report to all Interested Authorities you report to for each Designated Facility?

Yes [ ] No [ ]

Note: For the following tables below, additional rows or columns may be added or an appendix may be attached to the report

List all Drinking-Water Systems (if any), which receive all of their drinking water from your system:

Drinking Water System Name	Drinking Water System Number

Did you provide a copy of your annual report to all Drinking-Water System owners that are connected to you and to whom you provide all of its drinking water?

Yes [ ] No [ ]



# Ontario Drinking-Water Systems Regulation O. Reg. 170/03

Indicate how you notified system users that your annual report is available, and is free of charge.

☒ **Public access/notice via the web**

☐ Public access/notice via Government Office

☒ **Public access/notice via a newspaper**

☐ Public access/notice via Public Request

☐ Public access/notice via a Public Library

☐ Public access/notice via other method: \_\_\_\_\_

## Describe your Drinking-Water System

The Edwardsburgh Industrial Park distribution system receives all its treated water from the Prescott WTP. The system serves approximately 27 residences and 12 industrial/commercial establishments. The system does not provide re-chlorination and does not have a booster station. The system is comprised of approximately 3 km of Cast Iron, PVC and HDPE materials. Continuous monitoring of chlorine residual currently takes place at Prysmian Cables and hand samples are taken within every 72 hours. There are 2 isokinetic sample stations located at the north and south end of Reilly Street.

## List all water treatment chemicals used over this reporting period

N/A

## Were any significant expenses incurred to?

- ☐ Install required equipment
- ☐ Repair required equipment
- ☐ Replace required equipment

N/A

## Please provide a brief description and a breakdown of monetary expenses incurred

Provide details on the notices submitted in accordance with subsection 18(1) of the Safe Drinking-Water Act or section 16-4 of Schedule 16 of O.Reg.170/03 and reported to Spills Action Centre

Incident Date	Parameter	Result	Unit of Measure	Corrective Action	Corrective Action Date
July 4/19	Total Coliform	4	cfu/100mL	Re-sampled at Greenfield and upstream.	July 8 <sup>th</sup> /19
Aug 9/19	System Pressure Loss	< 20	psi	Restore system pressure, Flush, resample	Aug 9/19 Through Aug 11/19





Microbiological testing done under the Schedule 10, 11 or 12 of Regulation 170/03, during this reporting period:

	Number of Samples	Range of E.Coli Or Fecal Results (min-max)	Range of Total Coliform Results (min-max)	Number of HPC Samples	Range of HPC Results (min-max)
<b>Raw</b>	N/A	N/A	N/A	N/A	N/A
<b>Treated</b>	N/A	N/A	N/A	N/A	N/A
<b>Distribution</b>	60	0-0	0-4	59	0-6

Operational testing done under Schedule 7, 8 or 9 of Regulation 170/03 during the period covered by this Annual Report.

	Number of Grab Samples	Range of Results (min)-(max)
<b>Chlorine (Continuous)</b>	8760	0.46 – 1.38
<b>Chlorine (Grab)</b>	Free: 324 Total: 320	0.30 - 1.46 0.40 – 1.77
<b>Fluoride</b>	NA	NA

*NOTE: For continuous monitors use 8760 as the number of samples.*

*NOTE: Record the unit of measure if it is **not** milligrams per litre.*

Summary of additional testing and sampling carried out in accordance with the requirement of an approval, order or other legal instrument.

Date of legal instrument issued	Parameter	Date Sampled	Result	Unit of Measure

Summary of Inorganic parameters tested during this reporting period or the most recent sample results:

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
<b>Antimony</b>				
<b>Arsenic</b>				
<b>Barium</b>				
<b>Boron</b>				



Cadmium				
Chromium				
*Lead				
Mercury				
Selenium				
Sodium				
Uranium				
Fluoride				
Nitrite				
Nitrate				

## Summary of lead testing under Schedule 15.1 during this reporting period

(applicable to the following drinking water systems; large municipal residential systems, small municipal residential systems, and non-municipal year-round residential systems)

Location Type	Number of Samples	Range of Lead Results (min) – (max)	Number of Exceedances
Plumbing	N/A	N/A	N/A
Distribution	2	0.00081-0.00090	0

Summary of Organic parameters sampled during this reporting period or the most recent sample results

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
Alachlor				
Aldicarb				
Aldrin + Dieldrin				
Atrazine + N-dealkylated metabolites				
Azinphos-methyl				
Bendiocarb				
Benzene				
Benzo(a)pyrene				
Bromoxynil				
Carbaryl				
Carbofuran				
Carbon Tetrachloride				
Chlordane (Total)				
Chlorpyrifos				
Cyanazine				
Diazinon				
Dicamba				
1,2-Dichlorobenzene				
1,4-Dichlorobenzene				



Dichlorodiphenyltrichloroethane (DDT) + metabolites				
1,2-Dichloroethane				
1,1-Dichloroethylene (vinylidene chloride)				
Dichloromethane				
2,4-Dichlorophenol				
2,4-Dichlorophenoxy acetic acid (2,4-D)				
Diclofop-methyl				
Dimethoate				
Dinoseb				
Diquat				
Diuron				
Glyphosate				
Heptachlor + Heptachlor Epoxide				
Lindane (Total)				
Malathion				
Methoxychlor				
Metolachlor				
Metribuzin				
Monochlorobenzene				
Paraquat				
Parathion				
Pentachlorophenol				
Phorate				
Picloram				
Polychlorinated Biphenyls(PCB)				
Prometryne				
Simazine				
THM (NOTE: show latest annual average)	2019	46.9		
HAA (Annual Average)	2019	26		
Temephos				
Terbufos				
Tetrachloroethylene				
2,3,4,6-Tetrachlorophenol				
Triallate				
Trichloroethylene				
2,4,6-Trichlorophenol				
2,4,5-Trichlorophenoxy acetic acid (2,4,5-T)				
Trifluralin				
Vinyl Chloride				

List any Inorganic or Organic parameter(s) that exceeded half the standard prescribed in Schedule 2 of Ontario Drinking Water Quality Standards:

Parameter	Result Value	Unit of Measure	Date of Sample
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# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Receive the 2019 annual report for the Cardinal Water Pollution Control Plant;  
and
  2. Direct staff to submit the report to MECP prior to the March 31, 2020 deadline.
- As recommended by Committee of the Whole - Public Works, Environmental Services & Facilities.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# Cardinal WWTP Annual Report 2019

Prepared By: Environmental Services

Township of Edwardsburgh Cardinal

Date: February 18<sup>th</sup>, 2020

## Executive

### Summary

The operation and maintenance of this facility was within the design and effluent criteria set forth in ECA

Approval #

3-0341-94-957

The facility is normally staffed with a licensed operator Monday thru Friday, with walkthrough inspections performed twice daily, by the rotational on-call operator, during

weekends and holidays. The facility is monitored 24/7 and security company dispatches on-call operator via pager to respond to alarms and residential concerns.



**Contents**

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Contents..... 2

Staffing and Licensing ..... 3

Tabulation of Monitoring Data ..... 3

Summary of Maintenance ..... 4

Operational Problems..... 5

Sludge Generation and Removal ..... 5

Calibration and Maintenance Procedures .....6

Evaluation of Performance and Reliability.....6

Appendices.....6

## Staffing and Licensing

The table below lists the licensed operational staff at the end of the 2019 calendar year.

NAME	POSITION	LICENCE #	TYPE	CLASS
Dave Grant	CAO	10410	WWT	III
		12743	WWC	II
Gord Shaw	Director of Operations	58944	WWT	III
		78208	WWC	II
Eric Wemerman	Chief Operator	64873	WWT	II
		80295	WWC	II
Aaron Campbell	Assistant Chief Operator	81927	WWT	II
		96033	WWC	II
Stephen Campbell	Operator	18529	WWT	II
		76515	WWC	II
Mark Simzer	Operator	93002	WWT	II
		104866	WWC	II
Wayne Lefebvre	Public Works Operator	17953	WWC	I

## Tabulation of Monitoring Data

Effluent quality obtained leaving the facility met or was better than the effluent objectives set forth in Condition 6 of the Certificate of Approval. A summary of annual concentrations and loadings versus objectives and compliance can be found in Appendix A of this report.

There were no occurrences of non-compliance with respect to Condition 7, 8,9 or 10 of the Certificate of Approval as demonstrated in Appendix A, B and C of this report.

## Summary of Maintenance

The majority of routine and scheduled maintenance was performed based on maintenance and lubrication schedules developed by the design consultants and reviewed and modified by operations staff as needed.

Other maintenance and projects included:

- UV Service/Maintenance Contract performed annually by H2Flow.
- Gal Power Service Agreement service and bi-annual maintenance of generators.
- Black & McDonald Service Agreement for quarterly boiler maintenance.
- Replaced SBR blower intake filters.
- Repaired Vessel 2 foam cutter.
- Replaced mechanical seal in Vessel 2 Discflow pump.
- Replaced check valves in ATAD Pipework.
- Repaired leak in ATAD Pipework.
- Replaced timer and solenoid switch on bar screen.
- Repaired roof leaks at the Cardinal Sewage Treatment Plant.
- Replaced Trojan 3000B UV bulbs.
- Replaced Biofilter effluent pump motor.
- Relined sewer main on Marjorie Street (Capital Project).
- Adelaide dry well project (Capital Project)
- Sewer main flushing.
- Installed sump pump in Adelaide St Dry well.
- Replaced level regulator (float) on decanter # 1.
- Falcon Security replaced transceiver in radio communication box.
- Repaired leak on 4 inch non potable water line in sewage plant.
- Repaired leak on boiler system.
- Replaced pressure relief valves on all boilers.
- Replaced temperature sensor in Air Handler Unit # 1.
- Replaced air handler vent hood on roof.
- Installed new starter on blower.
- Installed security camera system around perimeter of sewage plant.
- New pipework installed on biofilter effluent pump.
- Installed new pump and starter relay switch at Flett St. Pumping Station.
- Replaced variable speed drive on decanter # 1.



## Operational Problems

### *Problem: Sewer Lateral Stoppages (6)*

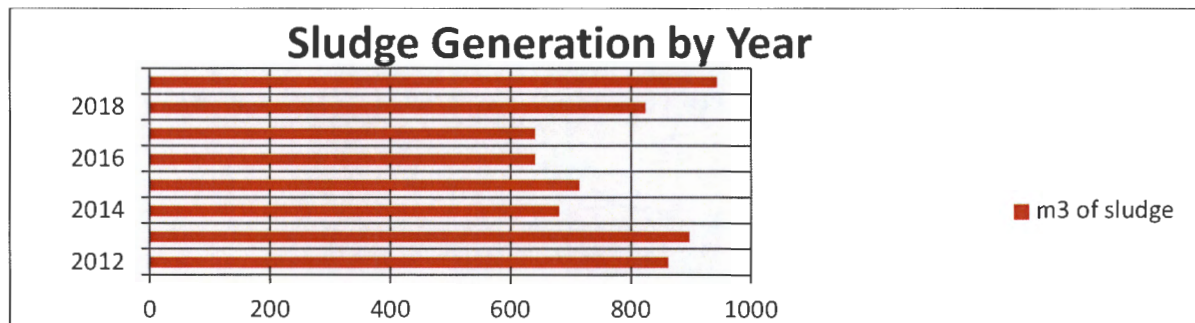
In 2019 the Township received complaints for 6 sewage lateral stoppages/back-ups. All stoppages were investigated, addressed and those originating from Township properties were remediated by Township staff or by utilizing a combination of methods and resources to clear the obstructions and restore service of the laterals.

### *Problem: Sink Hole (1)*

June 26<sup>th</sup>, 2019- Sink hole developed by a new sewer manhole at the corner of Walker and County Rd 2 in Cardinal. Cornwall Gravel repaired.

## Sludge Generation and Removal

The total amount of sludge generated and removed by 3<sup>rd</sup> High Farms in 2019 was 943 cubic meters. This represents a 14% increase compared to 2018. Based on short-term population growth projections, it is anticipated that sludge generation will remain relatively consistent from 2019 into 2020 depending on the rate of development the Village of Cardinal undergoes.



Currently, waste activated sludge is removed daily from the sequential batch reactors and placed into an un-thickened holding tank. A gravity belt thickener is utilized 2 to 3 times per week to thicken the sludge. The thickened sludge is processed into a holding tank. The sludge is then batch treated, (2 to 3 times per week), through the auto-thermophilic aerobic digesters, (ATADs), and placed into the land application holding tank. The digested sludge is hauled away by Third High Farms and applied to a licensed land application site under Provisional Certificate of Approval # H480300 and Approval of Amended NASM Plan – 23296 under regulation 267/03.

## **Calibration and Maintenance Procedures**

The calibration and maintenance intervals utilized at this facility seem sufficient to maintain equipment and instrumentation in good working order.

## **Evaluation of Performance and Reliability**

The facility is being operated and maintained in efforts to produce the high-quality effluent that is demonstrated by the overall results achieved in 2019. Extraneous flows are an issue and will continue to be for the foreseeable future. These flows are being addressed through a sanitary sewer relining projects and through sewage utility replacement such as the Walker St. rehabilitation project. In 2019, approximately 260 meters of 250mm main on Marjorie Street in Cardinal was relined. Regular assessment and striving for improvement will endeavor to ensure continued high performance, efficiency and reliability of this facility.

## **Appendices**

Appendix A – Annual Monitoring & Performance Report

Appendix B – Monthly Average Effluent Concentrations and Loadings

Appendix C – Sludge Processing Performance Summary

Appendix D – Monthly Average Effluent Loadings

Appendix E - ATAD Performance Summery



**CARDINAL WASTEWATER TREATMENT FACILITY****ANNUAL MONITORING & PERFORMANCE REPORT**

Period Covered : from 1-Jan to 31-Dec 2019

Average Daily Flow for Period = 914 m<sup>3</sup>/d

**Annual Average Effluent Concentrations & Loadings**

*"Annual average concentration" means the arithmetic mean of the monthly average concentrations of a contaminant in the effluent calculated for a particular calendar year.*

*"Annual average loading" means the value obtained by multiplying the annual average concentration of a contaminant by the average daily flow over the same calendar year.*

**ANNUAL AVERAGE EFFLUENT CONCENTRATIONS**

<u>Parameters</u>	<u>Units</u>	<u>Objectives</u>	<u>Compliance</u>	<u>Actual</u>
BOD <sub>5</sub>	mg/L	15.0	25.0	3.02
Suspended Solids	mg/L	15.0	25.0	3.28
Total Phosphorus	mg/L	<1.0	1.0	0.09
Am & Am Nitrogen	mg/L	4.0		0.19
E. Coli		<200/100 ml		4.33
CBOD	mg/L	15.0		3.00

**ANNUAL AVERAGE EFFLUENT LOADING**

CBOD	kg/d	36		2.7
BOD <sub>5</sub>	kg/d	36	61	2.8
Suspended Solids	kg/d	36	61	3.0
Total Phosphorus	kg/d	<2.4	2.4	0.1
Am & Am Nitrogen	kg/d	9.8		0.2

**CARDINAL WASTEWATER TREATMENT FACILITY**

Municipality: Cardinal				Year: 2019														
				Receiving Water: St. Lawrence River														
				Design Capacity: Peak Hourly Flow = 8900 m <sup>3</sup> /day														
Descriptor: Sequential Batch Reactor with Autoheated Thermophilic Aerobic Digestion				Annual Average Daily Flow =2438 m3/day														
MONTH	FLOWS			BIOCHEMICAL O2 DEMAND			SUSPENDED SOLIDS			PHOSPHORUS			AMMONIA			CBOD		
	TOTAL FLOWS	AVG DAY FLOWS	MAX DAY FLOWS	AVE RAW BOD	AVE EFF BOD	PERCENT REMOVAL	AVG RAW SS	AVG EFF SS	PERCENT REMOVAL	AVG RAW PHOS.	AVG EFF PHOS.	PERCENT REMOVAL	AVG RAW AMM.	AVG EFF AMM.	PERCENT REMOVAL	AVG RAW CBOD	AVG EFF CBOD	PERCENT REMOVAL
	m <sup>3</sup>	m <sup>3</sup>	m <sup>3</sup>	(mg/L)	(mg/L)	%	(mg/L)	(mg/L)	%	(mg/L)	(mg/L)	%	(mg/L)	(mg/L)	%	(mg/L)	(mg/L)	%
JAN	19009	613	1173	76	3.2	96%	77	4.2	95%	2.27	0.05	98%	14.29	0.08	99%	61.40	3.00	95%
FEB	14443	516	869	86	3.00	97%	101	3.0	97%	3.06	0.07	98%	19.03	0.17	99%	69.50	3.00	96%
MAR	38451	1240	3396	48	3.00	94%	51	3.5	93%	1.42	0.07	95%	12.05	0.13	99%	43.25	3.00	93%
APR	63629	2121	4837	22	3.20	85%	62	3.4	95%	0.96	0.11	88%	9.49	0.76	92%	12.40	3.00	76%
MAY	43610	1407	1801	23	3.00	87%	26	3.0	89%	2.60	0.06	98%	7.16	0.10	99%	17.00	3.00	82%
JUN	29459	982	1587	37	3.00	92%	43	3.0	93%	1.66	0.08	95%	26.54	0.12	100%	31.25	3.00	90%
JUL	20045	647	800	58	3.00	95%	68	4.0	94%	1.98	0.22	89%	17.24	0.17	99%	48.20	3.00	94%
AUG	13630	440	624	98	3.00	97%	94	3.3	97%	2.90	0.06	99%	24.88	0.14	99%	89.25	3.00	97%
SEP	13760	459	600	61	3.00	95%	89	3.0	97%	2.66	0.09	99%	22.62	0.14	99%	58.80	3.00	95%
OCT	17814	575	1836	72	3.00	96%	80	3.0	96%	2.71	0.08	97%	20.16	0.26	99%	61.00	3.00	95%
NOV	33348	1112	3168	33	3.00	91%	57	3.0	95%	1.35	0.08	94%	11.19	0.12	99%	32.00	3.00	91%
DEC	26482	854	1374	49	3.00	94%	77	3.0	96%	1.65	0.08	95%	13.46	0.07	100%	37.40	3.00	92%
TOTAL AVERAGE	333680	914		55	3.0	93%	69	3.3	95%	2.10	0.09	95%	16.5	0.19	99%	46.8	3.00	91%
MAXIMUM CRITERIA			4837	97.75	3.2		101	4.2		3	0.22		26.5	0.76		89.3	3.00	
					25.0			25.0			1.00			15			15	

## CARDINAL WASTEWATER TREATMENT FACILITY

SLUDGE PROCESSING PERFORMANCE SUMMARY										
YEAR: 2019										
MONTH	WASTE ACTIVATED SLUDGE	THICKENED WASTE ACTIVATED SLUDGE			DIGESTED SLUDGE			VOLATILE SOLIDS	REACTOR TEMP.	
	VOL. m <sup>3</sup>	Vol. m <sup>3</sup>	TS %	VS %	Vol. m <sup>3</sup>	TS %	VS %	Reduction %	R1 °C	R2 °C
JAN	222.00	63.4	4.58	64.4	82.5	3.73	56.4	29%	29.1	51.8
FEB	183.38	52.6	4.32	67.6	70.4	3.59	56.6	30%	31.0	51.6
MAR	234.67	51.7	4.42	67.6	70.8	3.75	59.0	26%	33.0	52.8
APR	184.90	51.5	4.72	66.9	71.0	3.70	58.3	32%	33.3	51.7
MAY	102.34	32.5	4.81	62.3	42.4	3.56	55.7	34%	42.4	47.7
JUN	84.10	28.4	4.84	64.4	36.6	3.00	52.3	50%	53.8	46.8
JULY	99.41	40.4	4.63	57.2	50.5	3.20	49.7	40%	54.7	53.5
AUG	167.87	51.3	3.90	61.3	64.3	3.45	51.7	25%	46.8	58.3
SEP	281.87	74.7	4.25	59.0	99.6	3.41	52.9	28%	40.2	61.0
OCT	171.47	42.8	4.43	64.5	46.2	3.49	55.0	33%	40.2	56.5
NOV	174.77	46.6	4.06	63.6	47.2	3.84	51.7	23%	37.5	47.5
DEC	215.20	50.9	4.06	63.6	60.0	3.92	52.0	21%	33.9	47.6
Total	2121.98	586.7			741.5					
Avg.	176.83	48.89	4.42	63.54	61.79	3.55	54.29	31%	39.66	52.24

**CARDINAL WASTEWATER TREATMENT FACILITY**

Year: 2019

**MONTHLY AVERAGE CONCENTRATIONS**

		MONTHLY		MONTHLY		MONTHLY
	BOD5	COMPLIANCE	SS	COMPLIANCE	TOT. PHOS	COMPLIANCE
MONTH	mg/L	mg/L	mg/L	mg/L	mg/L	mg/L
JANUARY	3	35	4.2	35	0.05	1
FEBUARY	3	35	3	35	0.07	1
MARCH	3	35	3.5	35	0.07	1
APRIL	3	35	3.4	35	0.11	1
MAY	3	35	3	35	0.06	1
JUNE	3	35	3	35	0.08	1
JULY	3	35	4	35	0.22	1
AUGUST	3	35	3.25	35	0.06	1
SEPTEMBER	3	35	3	35	0.09	1
OCTOBER	3	35	3	35	0.08	1
NOVEMBER	3	35	3	35	0.08	1
DECEMBER	3	35	3	35	0.08	1

**MONTHLY AVERAGE LOADINGS**

		MONTHLY		MONTHLY		MONTHLY
	BOD5	COMPLIANCE	SS	COMPLIANCE	TOT. PHOS	COMPLIANCE
MONTH	kg/d	kg/d	kg/d	kg/d	kg/d	kg/d
JANUARY	1.96	85.3	2.58	85.3	0.03	2.4
FEBUARY	1.55	85.3	1.55	85.3	0.03	2.4
MARCH	3.72	85.3	4.34	85.3	0.1	2.4
APRIL	6.36	85.3	7.21	85.3	0.2	2.4
MAY	4.22	85.3	4.22	85.3	0.1	2.4
JUNE	2.95	85.3	2.95	85.3	0.1	2.4
JULY	1.94	85.3	2.59	85.3	0.1	2.4
AUGUST	1.32	85.3	1.43	85.3	0.03	2.4
SEPTEMBER	1.36	85.3	1.36	85.3	0.04	2.4
OCTOBER	1.72	85.3	1.72	85.3	0.05	2.4
NOVEMBER	3.33	85.3	3.33	85.3	0.1	2.4
DECEMBER	2.56	85.3	2.56	85.3	0.1	2.4



# Appendix E

## **CARDINAL WASTEWATER TREATMENT FACILITY**

**2019**

### **ATAD PERFORMANCE SUMMARY**

Month	Thickened WAS		Temperature	
	% TS	% VS	R1 - °C	R2 - °C
Jan	4.58	64.4	29.1	51.8
Feb	4.32	67.6	31.0	51.6
Mar	4.42	67.6	33.0	52.8
Apr	4.72	66.9	33.3	51.7
May	4.81	62.3	42.4	47.7
Jun	4.84	64.4	53.8	46.8
Jul	4.63	57.2	54.7	53.5
Aug	3.90	61.3	46.8	58.3
Sep	4.25	59.0	40.2	61.0
Oct	4.43	64.5	40.2	56.5
Nov	4.06	63.6	37.5	47.5
Dec	4.06	63.6	33.9	47.6

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_



**WHEREAS** the amount of single-use plastics leaking into our lakes, rivers, and waterways is a growing area of public concern; and

**WHEREAS** reducing the waste we generate and reincorporating valuable resources from our waste stream into new goods can reduce greenhouse gases significantly; and

**WHEREAS** the transition to full producer responsibility for packaging, paper and paper products is critical to reducing waste, improving recycling and driving better economic and environmental outcomes; and

**WHEREAS** the move to a circular economy is a global movement, and that the transition of Blue Box programs would go a long way toward this outcome; and

**WHEREAS** the Corporation of the Township of Edwardsburgh Cardinal is supportive of a timely, seamless and successful transition of Blue Box programs to full financial and operational responsibility by producers of packaging, paper and paper products; and

**WHEREAS** the Association of Municipalities of Ontario has requested municipal governments with Blue Box programs to provide an indication of the best date to transition our Blue Box program to full producer responsibility;

**NOW THEREFORE BE IT RESOLVED THAT** the Corporation of the Township of Edwardsburgh Cardinal would consider a transition of our Blue Box program to full producer responsibility by January 2022.

**AND FURTHER THAT** this decision is based on the following rationale:

1. That the contract between Township of Edwardsburgh Cardinal and Waste Connections expires on February 2022; and

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

2. That the Council of the Township of Edwardsburgh Cardinal may have an interest in providing services such as contract administration and management and in-house collection services.

**AND FURTHER THAT** the Corporation of the Township of Edwardsburgh Cardinal would be interested in providing in-house collection services to producers, should the Township and the producers be able to arrive at mutually agreeable commercial terms.

**AND FURTHER THAT** any questions regarding this resolution can be directed to the Director of Operations, Gord Shaw.

**AND FURTHER THAT** this resolution be forwarded to the association of Municipalities of Ontario (AMO) and the Ministry of Environment, Conservation and Parks.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Approves the Port of Johnstown 2020 Capital Budget, including the 2019 carryover as presented; and
2. Approves the Port of Johnstown 2020 Operating Budget Revenues and Expenses as presented.

As recommended by the Port Management Committee.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		





***Port of Johnstown***

***A Division of Edwardsburgh/Cardinal Township***

# 2020 CAPITAL BUDGET

Feb. 19, 2020

# 2020 Capital Budget Commentary

## Background

It is important to note the following:

- 1) Budget must be approved by the POJ committee and council.
- 2) Any approved budgeted project over \$50,000 must then be brought back to the committee for final approval; however, it does not have to go back to council.
- 3) Any approved budgeted project that is below \$50,000 does not require a second approval and is within the GM's delegation of authority to proceed with the project. This is why the projects are divided into Major Projects (over \$50,000) and Minor Projects (under \$50,000).
- 4) Any non-budgeted item must be brought forward by the POJ management Committee to council for approval.
- 5) The Township Procurement Policy must be followed at all times for all projects.

Port staff have separated the various proposed projects into 5 main categories in which to allocate capital projects as a first step in this process.

These were as follows:

I – Property: Land, Equipment and Office Building Infrastructure

II – Marine Terminal: Equipment and Infrastructure

III – Grain Elevator: Equipment and Infrastructure

IV – New Business / Expansion

V – Community Projects

The capital budget process begins with discussions with port staff listing all projects on a spreadsheet. In determining the priority of projects, a point system is used whereby various key indicators such as: Health and Safety, Return on Investment, Efficiency/Improvements and Preventative Maintenance are rated. Staff then reviews this list along with the timing of the project and the potential interruption to customer service, engineering studies that may be required and cash flows of the business. The following is a brief commentary of each project that is planned on being completed and/or started in 2020. As well, carryover items that were approved in the 2019 budget are detailed as well. There is an excel spreadsheet that lists the projects and colour codes them to reflect where money is being allocated in the business.

## Capital Projects – Major (over \$50,000 each)

### 2020 Capital Budget

Major Capital (Above \$50,000)

19-Feb-20

No.	Project	Type	10 year Forecast	2020	2021	2022	2023	2024	6 to 10 years
1	Paving Projects	PROP - Major Repairs / Imprvmnt	\$ 1,475,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 400,000	\$ 625,000	
2	Rail Repair	PROP - Major Repairs / Imprvmnt	\$ 180,000	\$ 75,000	\$ 75,000	\$ 30,000			
	New Grain Grading Building	PROP - Major Repairs / Imprvmnt	\$ 350,000	\$ -	\$ 350,000				
3	Loading Spouts	MT - Major Repairs / Imprvmnt	\$ 9,840,000	\$ 5,840,000	\$ 4,000,000				
4	Dock Fenders	MT - Major Repairs / Imprvmnt	\$ 1,500,000	\$ 750,000		\$ 750,000			
	Removal of Old Marine Towers	MT - Major Repairs / Imprvmnt	\$ 1,500,000	\$ -			\$ 1,500,000		
	Repair Port Dock (Requires study)	MT - Equipment and Infrastructure	\$ 8,000,000	\$ -					\$ 8,000,000
	Repair Elevator Dock (Requires study)	MT - Equipment and Infrastructure	\$ 10,000,000	\$ -					\$ 10,000,000
5	Repairs to concrete floor at #6 Receiving Pit	GE - Major Repairs / Imprvmnt	\$ 500,000	\$ 50,000	\$ 450,000				
	Roof Repair	GE - Major Repairs / Imprvmnt	\$ 350,000	\$ -	\$ 50,000	\$ 150,000	\$ 150,000		
	Bin Wall Repair Project - last section remaining	GE - Major Repairs / Imprvmnt	\$ 800,000	\$ -				\$ 800,000	
	Grain spouting in building	GE - Major Repairs / Imprvmnt	\$ 250,000	\$ -		\$ 100,000	\$ 100,000	\$ 50,000	
6	New conveyor belt for basement	GE - Major Repairs / Imprvmnt	\$ 150,000	\$ 75,000	\$ 75,000				
7	Dust system	GE - Major Repairs / Imprvmnt	\$ 500,000	\$ 100,000	\$ 100,000	\$ -	\$ 150,000	\$ 150,000	
8	New Grain Program	GE - Major Repairs / Imprvmnt	\$ 125,000	\$ 125,000					
	Transfer chutes for east end of Elevator	GE - Major Repairs / Imprvmnt	\$ 210,000	\$ -			\$ 210,000		
	Exterior covering for North side of elevator.	GE - Major Repairs / Imprvmnt	\$ 1,500,000	\$ -				\$ 1,500,000	
	Transfer Conveyor for West End of Elevator	GE - Major Repairs / Imprvmnt	\$ 150,000	\$ -					150000
	New Automated Probe for Track Shed	GE - Major Repairs / Imprvmnt	\$ 100,000	\$ -		\$ 100,000			
	Modify trips	GE - Major Repairs / Imprvmnt	\$ 250,000	\$ -			\$ 250,000		
	Automate basement bin valves	GE - Major Repairs / Imprvmnt	\$ 350,000	\$ -	\$ 175,000		\$ 175,000		
	Truck Scales for Receiving	GE - Major Repairs / Imprvmnt	\$ 300,000	\$ -					300000
	Haz. Mon. Lofters	GE - Major Repairs / Imprvmnt	\$ 60,000	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
	Remove old dryer and #9 lofter	GE - Major Repairs / Imprvmnt	\$ 75,000	\$ -					75000
	Barge Unloading System	NEW BUS - Expansion	\$ 75,000	\$ -					\$ 75,000
	Covered Storage	NEW BUS - Expansion	\$ 250,000	\$ -					\$ 250,000
	Container Loading system	NEW BUS - Expansion	\$ 150,000	\$ -					\$ 150,000
	New Dryer / wet bins for Annex for Annex	NEW BUS - Expansion	\$ 1,600,000	\$ -		\$ 1,600,000	\$ -		
9	Community Project Fund	Other	\$ 375,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
29	<b>Total Major Capital Projects identified</b>		<b>\$ 40,965,000</b>		<b>\$ 5,165,000</b>	<b>\$ 3,320,000</b>	<b>\$ 3,025,000</b>	<b>\$ 3,215,000</b>	<b>\$19,000,000</b>
9	<b>Total Major Capital Projects for 2020</b>			<b>\$ 7,240,000</b>					

## I – Property: Land and Office Building Infrastructure

### 1. Paving Projects - \$1,475,000 (\$150,000 in 2020 + \$150,000 2019 carryover)

Areas have been identified in the parking lot areas and Annex that need to be paved. Also, areas next to the elevator have been identified as needing repaving in order to restore the proper grade to ensure the water runs away from the building. There has been 75k allotted to the Riverside dock, however this will depend on the timing of the departure of the project cargo currently on the dock.

2. Rail Repair - \$180,000 (\$75,000 in 2020)

There are several rail ties that have been identified by the CN track inspector in order to maintain the track. The program this year will replace approximately 200 rail ties. In addition, some of the crossings on Windmill Lane are in need of replacement as identified in the monthly track inspections. To date, we have replaced three of these crossings. The rail ties in those two crossings may have been original ties given their condition once they were dug up. The plan this year is to replace an additional three crossings as preventative maintenance. This will leave two crossings to complete in 2021. This work is required to keep the rail tracks into the Port in good condition in order that we do not experience an interruption in service.

## II – Marine Terminal: Equipment and Infrastructure

3. Loading Spouts - \$12,580,000 (2020- 5,840,000 + 2021 \$4,000,000) + (\$2,740,000 2019 carryover and 2019 pre-engineering)

At the present time, the Port utilizes nine loading spouts to load grain on vessels. Three of these loading spouts are original when the grain elevator was constructed in 1931. The other six loading spouts were installed in the late 1950's to coincide with the construction of the St. Lawrence Seaway. An engineering report was conducted in 2011 that focused on the six spouts installed in the late 1950's. The report concluded that the failure of the spouts was possible within 5 years without remediation. Several repairs have been made to the spouts and their supports on the elevator wall between 2014 and 2018. However, this work has only enabled the continued use of the spouts without addressing the core issues related to the age of the spouts combined with normal wear and tear. Therefore, replacement is being recommended as the better option to ensure the Port can continue loading vessels which is an essential service that the Port provides to the local agricultural community. The current proposal is to replace the current nine loading spouts with three or four spouts that will be raised higher than the current spouts to address the issue of access on ocean going vessels. The Port's 2019 application with the NTCF program was successful and the current plan is to have the spouts delivered in the fall of this year and installed over the winter in 2021 so that the new spouts are ready once the Seaway opens in 2021. Total amount of funding for the spouts equals approximately \$3.55 million.

4. Dock Fenders - \$1,500,000 (2020 - \$750,000)

The wooden fenders on the elevator unloading berth at the Port have deteriorated and no longer provide adequate protection for the dock wall. The "Grain Export project" will help determine the most economical method of protecting the dock and then installing new fenders late in 2020 or early in 2021. The new loading spout project will include new fenders in order to provide protection for the spouts. The timing of this project is to take advantage of the contractor already being on site which will result in some savings.

### III – Grain Elevator: Equipment and Infrastructure

5. Concrete Repair Work at #6 Receiving Pit - \$500,000 (\$50,000 in 2020 engineering/tenders)

The concrete floor in the receiving area is showing its age as cracks and chips are appearing in floor. An engineering study was completed in 2019 that indicates the floor should be removed and replaced with an engineered design to support the amount of traffic that utilizes this receiving pit. In 2019, a layer of ¾” thick steel plating was added to the floor, as per the recommendations of the engineering report, as a temporary measure. The plan this year is to complete the engineering design and put it out to tender. The replacement of the floor will be completed depending on the timing of the design and tendering process. This receiving pit is essential at harvest time and the increase in the non-GMO corn receiving means that the receiving pit at the annex cannot be utilized for the wheat harvest.

6. Conveyor Belt Replacement (Bin Floor) - \$150,000 (75,000 in 2020)

This project will replace a conveyor belt in the basement. The Port utilizes conveyor belts in order to move grain within the facility for the purposes of receiving, shipping and storage. Maintaining the belts in good working condition is essential to the business. An additional belt in the basement has been identified as requiring replacement in 2021.

7. Dust System Upgrades - \$500,000 (\$100,000 in 2020)

The Port utilizes a dust system to assist with the housekeeping in the elevator. It is essentially a large central vacuum system. The effectiveness of the system has waned in recent years due to normal wear and tear on the system. In 2017, the port hired AirMax to complete a survey of the entire dust system to determine areas where it could be improved. The objective of this project is to continue to address the issues identified with the system in order to maintain its effectiveness. This is a multi-year project. The work currently being undertaken is to replace the impellers with a non-ferrous material in the existing fans in order to eliminate a potential source of sparking.

8. Grain Program Replacement - \$125,000

This is the completion of the project to replace the Access based grain program with software that will integrate with the current scale software. An action item was approved in the fall of 2016 to proceed with this project which required a down payment so that the vendor could proceed with the creation of the customized modules to meet the needs of the Port’s business. The work has met with some delays due to the reporting functions and additional modules required.

## IV – New Business: Expansion

These Projects are marked as potential investment as a result of new or expanded business opportunities. These would be brought forward on a case by case basis depending on the business opportunity.

## V – Community Projects

### 9. Public boardwalk and future community projects- \$375,000 (\$75,000 in 2020)

This budget line would be allocated for various local community projects. In 2019, during discussions with the Mohawks of Akwesasne, a commitment was made to partner on future projects. The first project identified is located at our public walkway and a budget amount of \$25,000 is recommended to be allocated towards this project for 2020 and 2021. A meeting is scheduled in late February and a final concept will be brought forward to the POJ management committee in late spring. The remaining \$50,000 would be available for community projects brought forward by delegations and/or staff. The port management committee would have to approve these projects on a case by case basis.

## Capital Projects – Minor (under \$50,000 each)

### 2020 Capital Budget

Minor Capital (Below \$50,000)

19-Feb-20

No.	Project	Type	Est. Cost	2020	2020+
	New tractor (using current one as a trade-in)	PROP - Major Repairs / Imprvmnt	\$ 48,000	\$ -	\$ 48,000
1	Purchase used Truck - winter sander and plough / for travel around Port grounds grass cutting etc	PROP - Major Repairs / Imprvmnt	\$ 30,000	\$ 30,000	\$ -
2	Eavestroughing and Heat cables for Admin Bldgs.	PROP - Major Repairs / Imprvmnt	\$ 10,000	\$ 10,000	\$ -
	Mineral oil applicator for lofters	GE - Major Repairs / Imprvmnt	\$ 45,000	\$ -	\$ 45,000
3	Concrete Repair on windows	GE - Major Repairs / Imprvmnt	\$ 45,000	\$ 45,000	\$ -
4	New tooling for cleaning the tops of bins	GE - Major Repairs / Imprvmnt	\$ 7,500	\$ 7,500	\$ -
5	Automated switch in dryer office	GE - Major Repairs / Imprvmnt	\$ 9,000	\$ 9,000	\$ -
6	Small conveyor from 5 belt to bin 601	GE - Major Repairs / Imprvmnt	\$ 15,000	\$ 15,000	\$ -
	New protein analyzer for grain grading	GE - Major Repairs / Imprvmnt	\$ 40,000	\$ -	\$ 40,000
7	New Fuel tank for generator	GE - Major Repairs / Imprvmnt	\$ 30,000	\$ 30,000	\$ -
	Replacement of Aerators	GE - Major Repairs / Imprvmnt	\$ 50,000	\$ -	\$ 50,000
8	New belts and buckets for the dryer's wet and dry legs	GE - Major Repairs / Imprvmnt	\$ 20,000	\$ 20,000	\$ -
9	New Air pump for dust system	GE - Major Repairs / Imprvmnt	\$ 6,500	\$ 6,500	\$ -
	Bin floor spouts (20)	GE - Major Repairs / Imprvmnt	\$ 10,000	\$ -	\$ 10,000
	New Air conditioning unit for Grading Trailer	GE - Major Repairs / Imprvmnt	\$ 8,000	\$ -	\$ 8,000
10	Install floating guide rollers on personnel west end elevator	GE - Major Repairs / Imprvmnt	\$ 7,500	\$ 7,500	\$ -
	Lofter belt for marine lofters	GE - Major Repairs / Imprvmnt	\$ 15,000	\$ -	\$ 15,000
	Intercom system for Receiving pits	GE - Major Repairs / Imprvmnt	\$ 5,000	\$ -	\$ 5,000
	Deep probe for fumigation program	GE - Major Repairs / Imprvmnt	\$ 15,000	\$ -	\$ 15,000
	Water stand pipe for dryer	GE - Major Repairs / Imprvmnt	\$ 40,000	\$ -	\$ 40,000
	5 - 5.5/64 screens for new cleaner	GE - Major Repairs / Imprvmnt	\$ 15,000	\$ -	\$ 15,000
	Vibrating separator	GE - Major Repairs / Imprvmnt	\$ 18,000	\$ -	\$ 18,000
	Hose reelers for removing air lines from the bins	GE - Major Repairs / Imprvmnt	\$ 6,000	\$ -	\$ 6,000
	Remove obsolete equipment from gear room	GE - Major Repairs / Imprvmnt	\$ 35,000	\$ -	\$ 35,000
	New tester for DON/Vomitoxin	GE - Major Repairs / Imprvmnt	\$ 7,500	\$ -	\$ 7,500
	Metering screw (auger) for dust tank	GE - Major Repairs / Imprvmnt	\$ 30,000	\$ -	\$ 30,000
	Amp meters for basement belts	GE - Major Repairs / Imprvmnt	\$ 8,000	\$ -	\$ 8,000
11	Combination starters for Rail and Marine scales	GE - Major Repairs / Imprvmnt	\$ 10,000	\$ 10,000	\$ -
	Scale curtains	GE - Major Repairs / Imprvmnt	\$ 45,000	\$ -	\$ 45,000
	Hydraulic Cylinders for Scale test	GE - Major Repairs / Imprvmnt	\$ 15,000	\$ -	\$ 15,000
	Digital signs over the Receiving pits	GE - Major Repairs / Imprvmnt	\$ 12,000	\$ -	\$ 12,000
31	<b>Total Minor Capital Projects identified (less than 50k)</b>		<b>\$ 658,000</b>		<b>\$ 467,500</b>
11	<b>Total Minor Capital for 2020</b>			<b>\$ 190,500</b>	

## I – Property: Land., Equipment and Office Building Infrastructure

### 1. Used Truck with plow and sander - \$30,000

The port currently uses a bobcat and tractor for plowing and sanding. The bobcat is slow and inefficient and is not meant to do the large areas that we have here at the port. With the tractor and truck doing the snow we can clear the snow and sand much quicker making it safer for our customers and staff. This should also prolong the life of our tractor by another year or two.

### 2. Eaves troughing and Heat Cables for Admin Buildings - \$10,000

The administration buildings at the Port experience significant ice build-up during thaw cycles over the winter months. The ice build-up results in large icicles being formed on the roof that eventually let go and fall to the ground. These icicles form over the doorways to the employee locker room, the maintenance shop, the General Forman's office and the administration buildings which pose a risk to Port personnel. The objective of this project will be to remove this safety hazard by adding heat trace cable and eaves troughing to the front of these buildings to reduce the amount of ice that forms which will reduce the amount of ice that falls.

## III – Grain Elevator: Equipment and Infrastructure

### 3. Concrete Repair Work and Window Replacement in Marine Gallery - \$45,000

The windows on the north wall of the shipping gallery are no longer functioning. These windows are important to allow cross ventilation when loading vessels to keep the dust level to the minimum possible. The reason for the windows no longer working is the failure of the concrete frames which have shifted the windows and caused them to no longer open. Therefore, this project will repair a section of these window openings and install new windows in these openings

### 4. New Tooling for cleaning the tops of bins - \$7,500

To further enhance our new air sweeping system a new tool will be designed to allow for cleaning the tops of the bins.

### 5. Automated Switch for Dryer Office - \$9,000

The Port may be required to extend the operational hours of the grain dryer particularly at harvest time when the volume of wet grain is at its peak. At the present time, the spouting for the dry grain must be moved manually when the first section of bins are full. The project will add an automated switch in the grain dryer office so that the operator will be able to switch over to the empty bins without having to enter the building after regular working hours



6. Small Conveyor for Bin 601 - \$15,000

Bin 601 is a unique bin at the Port when it is needed to store grain. The only way to access it is via a set of temporary chutes from the scale to the bin. This set-up is a labour intensive process required between three and four hours. The set-up also requires #5 conveyor to be shut down for safety reasons while the installation is in progress. Then the bin is filled at a reduced rate as the angle of the temporary spouting is insufficient to allow grain flow at the regular rate. Therefore, we fill this bin once a year and then only if required. The project aims to add a small conveyor on the bin floor that will allow the filling of this bin without the long physical set-up. A secondary discharge point was added to the new spouting to #5 conveyor belt to allow a feed point for a conveyor. The objective of the project is to make filling the bin more efficient while reducing the downtime on #5 conveyor belt.

7. Fuel Tank for Back-up Generator - \$30,000

The fuel tank for the back-up generator has started to develop a slow leak that is being contained. However, this is a temporary measure and the tank must be replaced to eliminate this hazard and the risk to the environment

8. New Belting and Buckets for Dryer Legs - \$20,000

The grain dryer utilizes two legs (lofters) in order to load grain into the dryer and to remove the dry grain back to storage. The legs move grain using polyethylene buckets which are bolted to a piece of rubber belting. The current belting and buckets are original to the grain dryer and have reached the end of their useful life. Therefore, the belting and buckets need to be replaced in order to maintain the dryer's reliability and availability.

9. Air Pump for Dust System - \$6,500

The Port utilizes a large dust collection system as part of its regular operations in order to reduce the amount of dust in the elevator. Currently one of the air pumps for the system is starting to show signs of failure. Therefore, it needs to be replaced in order to maintain the effectiveness of the system.

10. Floating Guide Rollers on West-end Personnel Elevator - \$7,500

The personnel elevators at the Port utilize small rubber guide rollers in order to maintain their alignment in their tracks. These guide rollers become worn and lose their round shape as they wear resulting in a rough ride in the elevator. The wear seems to be stemming from a combination of a less durable material and small shifts in the building. The objective of this project is to have spring loaded guide rollers installed (at the recommendation of the service company) in order to increase the useful life of the rollers. This will reduce the service calls and provide personnel using the elevator with a smoother ride.

11. Combination Starters for Hydraulic Scale Controls - \$10,000

The Port has two hydraulic pump systems that are used in the rail and marine in order to control the garner gates and scales gates which are required for the weighing of grain. The current starter controls for these systems are over 40 years old and replacement parts are no longer available. This project will replace the hydraulic starter controls to ensure the reliability of the weighing system in the rail shipping house.

## Carryover from 2019 Budget

Carry over from 2019 Capital Budget			2019 budget	Carryover 2019
1	Paving	PROP - Major Repairs /	\$ 150,000	\$ 150,000
2	New Loading Spouts	MT - Major Repairs /	\$2,740,000	\$ 2,660,000
3	New Grain Bin	NEW BUS - Expansion	\$2,474,817	\$ 600,000
Total Carryover from Approved 2019 Capital Budget			\$5,452,317	
Total Capital amount carry over for 2019				\$ 3,410,000
NTCF Amount - New Grain Bin / Load out spouts				\$ (1,519,160)
<b>Net 2019 Carryover (after funding)</b>				<b>\$ 1,890,840</b>

### 1. Paving - \$150,000

The dock has developed areas that require some paving due to the volume of traffic and tonnage that has been placed upon it. The paving project was delayed in 2019 due to the project cargo volume that was received at the Port. The project may be delayed again in 2020 depending when the cargo leaves the dock.

### 2. Loading Spouts - \$2,660,000

This carryover amount from the approved 2019 budget is related to the engineering work for the design of the new loading spouts that was started in 2018. The application for the NTCF program was successful in 2019. However, this delayed the work on the project as the approach to the project had to change in order to comply with the requirements of the funding program. The RFP for this project was released late in 2019 and closed in January 2020. One submission was received for this project that was over the expected budget and the Port is currently in talks with the bidder to more closely define the scope and pricing for the project. The plan is to enter into an agreement with this bidder pending the outcomes of these discussions and the approval of the Port Management Committee.

### 3. New Grain Bin - \$600,000

The carryover amount is due to weather related delays encountered with the construction of the bin as well as delays caused by the Christmas holidays. The work is nearing completion with the majority of the carryover being the electrical work that has not yet been billed as well as the holdback associated with this project. The project is expected to finish in March, however, the non-GMO corn receiving may impact the completion date as it will be a challenge to test the new conveyors without contaminating the system.

# 2020 Capital Budget Summary

## Summary Capital Budget

Total Capital Amount Identified			\$	41,623,000
Total amount identified as New Bussiness	Business Case Req. Committee/ Council	\$	-	\$ -
Total Major Capital 2020	Over \$50k - Port Committee *	\$	7,240,000	\$ 7,430,500
Total Minor Capital 2020	Under \$50k - Port General Manager *	\$	190,500	
NTCF Amount			\$	(2,350,660)
<b>Net 2020 Capital (after Funding)</b>			<b>\$</b>	<b>5,079,840</b>

Approval

## NTCF (National Trade Corridor Funding)

\$ 4,805,000	Total NTCF Amount
\$ (935,180)	Total NTCF funding used to date
\$ 3,869,820	Total Remaining NTCF
\$ (2,350,660)	NTCF that will be used for 2020 Capital
\$ (1,519,160)	NTCF that will be used in 2019 Carryover

Carry over from 2019 Capital Budget		2019 budget	Carryover 2019
1 Paving	PROP - Major Repairs / Imprvmnt	\$ 150,000	\$ 150,000
2 New Loading Spouts	MT - Major Repairs / Imprvmnt	\$ 2,740,000	\$ 2,660,000
3 New Grain Bin	NEW BUS - Expansion	\$ 2,474,817	\$ 600,000
Total Carryover from Approved 2019 Capital Budget		\$ 5,452,317	
Total Capital amount carry over for 2019			\$ 3,410,000
NTCF Amount - New Grain Bin / Load out spouts			\$ (1,519,160)
<b>Net 2019 Carryover (after funding)</b>			<b>\$ 1,890,840</b>
<b>Total 2019 carryover and 2020 Minor/Major Capital Projects FOR CASH FLOW</b>			<b>\$ 6,970,680</b>

## Cash Flow Projection - 5 Year

Feb. 1, 2020

<b>CASH FLOW PROJECTION</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Cash on Hand as of Jan. 31, 2019(operating Account)	\$ 5,582,566	\$ 3,150,962	\$ 2,795,962	\$ 2,347,162	\$ 2,255,786
Receivables	\$ 864,712				
Payables	\$ (325,636)				
Cash position	\$ 6,121,642	\$ 3,150,962	\$ 2,795,962	\$ 2,347,162	\$ 2,255,786
Required in Operating Account Minimum	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
Available for capital	\$ 5,371,642	\$ 2,400,962	\$ 2,045,962	\$ 1,597,162	\$ 1,505,786
Total Capital Amount (incl. carry over)	\$ (6,970,680)	\$ (5,415,000)	\$ (3,570,000)	\$ (3,275,000)	\$ (3,465,000)
Capital 1st half (40%) (75%)	\$ (2,788,272)	\$ (4,061,250)	\$ (1,428,000)	\$ (1,310,000)	\$ (1,386,000)
Balance for first half of year (NOT INCL. \$750K)	\$ 2,583,370	\$ 339,712	\$ 617,962	\$ 287,162	\$ 119,786
Required from reserves (investment) - 1st half	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
Capital spending 2nd half - (60%) (25%)	\$ (4,182,408)	\$ (1,353,750)	\$ (2,142,000)	\$ (1,965,000)	\$ (2,079,000)
Balance 2nd half (NOT INCL \$750K )	\$ (599,038)	\$ (1,014,038)	\$ (1,524,038)	\$ (1,677,838)	\$ (1,959,214)
Required from reserves (investment) - 2nd half	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
PROJECTED 2020 Surplus (2% growth)	\$ 3,000,000	\$ 3,060,000	\$ 3,121,200	\$ 3,183,624	\$ 3,247,296
Total Required from reserves (investment)	\$ 1,000,000	\$ 2,000,000	\$ -	\$ -	\$ -
Operating Account Min.	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
INVESTMENTS Added					
<b>OPERATING ACC.BAL. YEAR END (inc. acct min)</b>	<b>\$ 3,150,962</b>	<b>\$ 2,795,962</b>	<b>\$ 2,347,162</b>	<b>\$ 2,255,786</b>	<b>\$ 2,038,083</b>
<b>INVESTMENTS (End of Year Position)</b>	<b>\$ 5,783,400</b>	<b>\$ 3,859,068</b>	<b>\$ 3,936,249</b>	<b>\$ 4,014,974</b>	<b>\$ 4,095,274</b>
Jan. 1, 2020 - Investments at	\$ 6,670,000				

## Investment Allocation

Category	Identified Projects	Identified Weighted %	2020 Capital (Incl. Carryover)	2020 Capital Weighted %
I - Property: Land, Equipment, Buildings	\$ 2,093,000	5.0%	\$ 415,000	3.8%
II - Marine Terminal: Equipment and Infrastructure	\$ 30,840,000	74.1%	\$ 9,250,000	85.3%
III - Grain Elevator: Equipment and Infrastructure	\$ 6,240,000	15.0%	\$ 500,500	4.6%
IV - New Business Development / Expansion	\$ 2,075,000	5.0%	\$ 600,000	5.5%
V - Community Projects	\$ 375,000	0.9%	\$ 75,000	0.7%
Total	\$ 41,623,000		\$ 10,840,500	

Remaining National Trade Corridor Funding \$ (3,869,820)

Required for Cash flow (Check against Cell E95) \$ 6,970,680



***Port of Johnstown***

***A Division of Edwardsburgh/Cardinal Township***

**BUDGET 2020**

**REVENUE AND EXPENSE**

**SUMMARY**

Feb. 19, 2020

## 2020 BUDGET SUMMARY

Feb. 19, 2020

### REVENUES - \*EBITDA

HARBOUR SERVICES	2019 BUDGET	2019 ACTUAL	2020 BUDGET	COMMENTS
BERTHAGE	130,000	276,878	160,000	Salt will be lower, unsure if windmill cargo will be shipped out
GRAIN WHARFAGE	125,000	99,527	125,000	Similar to 2018 - expect corn vessel in May
OPEN STORAGE WHARFAGE	675,000	1,276,011	1,125,000	550k mt salt plus steel + windmill storage for 6 months
MARINE SECURITY	70,000	136,756	75,000	closer to 2018 actual - varies depending on type of vessel
<b>TOTAL</b>	<b>1,000,000</b>	<b>1,789,171</b>	<b>1,485,000</b>	
<b>GRAIN SERVICES</b>				
STORAGE	2,150,000	2,141,172	2,000,000	5 year avg
AERATION	100,000	91,961	100,000	3 year avg
LAB TESTING	6,000	10,850	6,000	-
RECEIVING - VESSELS	-	71,444	98,280	Expecting 2 vessels, only 1 confirmed - - 27k
RECEIVING - RAILS	15,000	-	37,680	Grain rail program 100 rail cars
RECEIVING - TRUCK	1,750,000	1,402,678	1,703,464	5 year avg
DELIVERING - VESSELS	855,000	726,311	727,368	5 year avg
DELIVERING - RAIL	2,500	1,561	2,500	-
DELIVERING - TRUCKS	430,000	527,177	450,858	5 year avg
DELIVERING - MILL	2,000	4,434	5,002	5 year avg
<b>(TOTAL IN/OUT)</b>	<b>3,054,500</b>	<b>2,733,605</b>	<b>3,025,152</b>	<b>Included in Total Grain Services</b>
CLEANING	6,000	7,882	7,000	US corn
GRAIN DRYING	125,000	171,684	125,000	3 year avg
SOYBEAN DRYING	700,000	707,216	700,000	Same as 2019
GRADING	100	75	100	-
PROTEIN ANALYSIS	3,500	4,463	4,500	-
CUST.SERVICE/FUMIGATION	275,000	212,169	250,000	5 year avg
<b>TOTAL</b>	<b>6,420,100</b>	<b>6,081,077</b>	<b>6,217,752</b>	
<b>RENTALS</b>				
BUSINESS PROPERTY LEASES	60,000	59,228	59,820	-
CARGO STORAGE LEASES	157,000	163,763	165,400	-
LICENSE AGREEMENTS	25,000	18,318	18,501	-
COTTAGE LEASES	43,400	43,590	44,026	-
<b>TOTAL</b>	<b>285,400</b>	<b>284,899</b>	<b>287,748</b>	Same as 2019 plus 1.0%
<b>SHIPPING SERVICES OTHER</b>				
SALE OF GRAIN	5,000	3,474	5,000	
SALE ELECTRICITY	4,500	3,224	4,500	Charge out for electricity used for antennae on the roof.
MISCELLANEOUS	5,000	10,549	5,000	2019 higher due to charge for fence and gate repairs by transport
<b>TOTAL</b>	<b>14,500</b>	<b>17,247</b>	<b>14,500</b>	
<b>TOTAL REVENUES</b>	<b>7,720,000</b>	<b>8,172,394</b>	<b>8,005,000</b>	Graph "actuals to budget"- Worksheet Page 2



## 2020 BUDGET SUMMARY

### EXPENSES - EBITDA

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	Comments
LABOUR REG	1,650,000	1,509,641	1,552,000	Dependant on Harvest
LABOUR OT	183,000	182,572	178,480	-
BENEFITS	908,470	878,205	909,718	
<b>LABOUR TOTAL</b>	<b>2,741,470</b>	<b>2,570,417</b>	<b>2,640,198</b>	Graph Labour "Actuals to Budget" - Worksheet Page 4
ELECTRICITY	300,000	271,073	315,000	Similar to 2018 - will fluctuate dependant on market prices/PDF
GAS	60,000	56,448	56,500	Gas Dryer - based on weather / wet grain / market price of gas
EQUIPMENT FUEL	15,000	2,915	4,000	Increase allowing for purchase of a diesel truck
<b>UTILITIES</b>	<b>375,000</b>	<b>330,436</b>	<b>375,500</b>	-
<b>OUTSIDE SERVICES</b>	<b>434,750</b>	<b>418,033</b>	<b>465,586</b>	Worksheet Detail pages 6-8
<b>MATERIALS AND SUPPLIES</b>	<b>174,750</b>	<b>150,191</b>	<b>168,625</b>	Worksheet detail pages 9,10
ADVERTISING / DONATIONS / SPONSORSHIPS / MEMBERSHIPS	88,045	47,690	100,523	Port Day Budget 15k, Marketing 10k, cruise ships 4k
ARENA CONTRIBUTION	50,000	50,000	31,000	3 years - \$93k remaining out of total \$628k contribution
<b>TOTAL ADV / DON / SPON / MEMBER</b>	<b>138,045</b>	<b>97,690</b>	<b>131,523</b>	
<b>RENTALS</b>	<b>15,000</b>	<b>9,512</b>	<b>10,000</b>	Portable Washroom, Genie Boom
<b>BUSINESS TRAVEL</b>	<b>13,000</b>	<b>10,344</b>	<b>15,500</b>	Grain and Harbour conference, workshops
<b>OFFICE ADMINISTRATION</b>	<b>88,645</b>	<b>82,780</b>	<b>79,220</b>	Similar to 2019
<b>INSURANCE</b>	<b>220,000</b>	<b>207,393</b>	<b>228,133</b>	10% Increase (estimate)
<b>MUNICIPAL HONORARIUM</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	12 meetings x 200 x 7 minus 5%
<b>MUNICIPAL ADMIN FEES</b>	<b>758,340</b>	<b>758,340</b>	<b>769,715</b>	1.5% increase (proposed)
<b>GRAIN HANDLING LOSSES</b>	<b>50,000</b>	<b>12,074</b>	<b>15,000</b>	Shrinkage - Wheat and Corn loss
<b>TOTAL OPERATING /ADMIN EXPENSES</b>	<b>1,908,530</b>	<b>1,762,358</b>	<b>1,899,302</b>	Graph "Actuals to Budget" - Worksheet page 5
<b>TOTAL EXPENSES</b>	<b>5,025,000</b>	<b>4,663,212</b>	<b>4,915,000</b>	Graph "Actuals to Budget" - Worksheet page 3

## Labour and Benefits Summary

	2019 Budget	2019	2020 Budget	COMMENTS
<b>LABOUR</b>				
REGULAR LABOUR	1,650,000	1,509,641	1,552,000	
OVERTIME	183,000	182,572	178,480	
OVERTIME % OF REGULAR LAB	11.09%	12.1%	11.50%	
TOTAL LABOUR	1,833,000	1,692,213	1,730,480	Dependant on size of harvest
<b>BENEFITS</b>				
W.S.I.B.	38,000	30,478	31,240	2.5% increase
UIC	31,000	28,776	29,496	2.5% increase
CPP	73,000	74,977	76,851	2.5% increase
OMERS	180,000	174,532	178,895	2.5% increase
HEALTH CARE PLAN	78,500	79,371	81,400	2% increase
A.D.&D. INSURANCE	1,100	1,040	1,075	2% increase
EMPLOYER HEALTH TAX	42,000	38,349	42,000	2% increase
DENTAL INSURANCE	36,500	35,920	37,043	2% increase
LIFE INSURANCE	12,500	12,684	13,100	2% increase
ANNUAL STAT. & PAID LEAVE	252,780	254,329	260,000	2% increase
SICK LEAVE	25,440	25,039	26,000	2% increase
MEAL ALLOWANCE	10,650	7,500	8,218	Similar to 2019
TERMINATION BENEFITS	40,350	26,724	21,000	2% increase
SHORT TERM (LOSS OF INCOME)	20,500	21,395	22,100	2% increase
CLOTHING & BOOT ALLOWANCE	11,250	7,435	20,000	1.0% increase plus 12,500 uniform program
LONG TERM DISABILITY	50,150	53,175	54,800	2% increase
EAP HEALTH & WELLNESS PROGRAM		1,100	1,100	New in 2019
VISION CARE	4,750	5,380	5,400	1.0% increase
TOTAL BENEFITS	908,470	878,205	909,718	Overall 4% increase - Depends on Sun Life pricing
<b>LABOUR AND BENEFITS TOTAL</b>	<b>2,741,470</b>	<b>2,570,417</b>	<b>2,640,198</b>	<b>Overall 2.7% increase - dependant on harvest and additional</b>



## Outside Services Accounts Summary

OUTSIDE SERVICES	2019 Budget	2019 Actual	2020 Budget	COMMENTS
1. ENVIROMENTAL OUTSIDE SERVICES	39,000	34,767	33,500	MOE water testing / reporting
2. TRAINING OUTSIDE SERVICE	3,500	1,500	20,000	Chain Saw, Skid steer, Confined Space, Dangerous goods
3. FUMIGATION - OUTSIDE SERVICES	1,500	554	750	Pest control - same as 2018
4. S.C. - OUTSIDE SERVICES	84,700	75,037	84,600	Same as 2019 plus annual fire alarm testing, elevator inspections
5. MARINE SECURITY OUTSIDE SERVICE	48,500	58,633	40,000	Vessel security, Fire alarm, Cameras - depends on type of vessel
6. GEN. - OUTSIDE SERVICES	33,800	47,387	35,200	Grain removal, CGC license, Removal of grain dust
7. CARETAKING - OUTSIDE SERVICES	15,500	15,260	16,500	Cleaning offices and employees washroom
8. ADMIN. - OUTSIDE SERVICES	107,700	115,382	81,200	Consultants, lawyers, auditors, Doctor, GMP program in 2019
9. PORT ENGINEERING/CONSULTING	20,000	0	20,000	Engineering assessments
10. PROP. O/S ENGINEERING	22,500	29,496	40,000	Surveying/Monitoring dock settlement/west uplands
11. RAIL - OUTSIDE SERVICES	6,800	1,800	1,836	Monthly Track inspection inspections
12. YARDS OUTSIDE SERVICE	7,250	6,466	8,500	Weed Control, wildlife removal
13. MAINTENANCE OUTSIDE SERVICE	21,000	13,680	45,000	Replace steel doors, scaffolding, office renos
14. ELECTRICAL OUTSIDE SERVICE	5,000	4,911	20,000	Annex controls, substation maint.
15. EQUIPMENT REPAIR OUTSIDE SERVICE	15,500	10,091	15,500	Additional PM - machining parts, Bob Cats repairs
16. HEATING EQUIP. OUTSIDE SERVICE	2,500	3,071	3,000	Boiler inspection and service, AC service
<b>TOTAL OUTSIDE SERVICE</b>	<b>434,750</b>	<b>418,033</b>	<b>465,586</b>	<b>Breakdown of O/S accounts on Budget Worksheets</b>

### OUTSIDE SERVICES 2020 Budget compared to 2019 Actual

2019 actual	418,033.24	
2020 budget	465,586.00	
Variance	47,552.76	
		<u>Variance Details</u>
		15,000 Electrical - Cable Tray
		30,000 Maintenance - steel doors, office renos
		30,000 Engineering - surveying slips - water soundings
		18,500 Training
		8,500 Fire alarm testing/fit testing
		-20,000 Commissionaires
		-35,000 GMP Certification in 2019

For further details, see breakdown of Outside Services Accounts pages 6-8

## Materials and Supplies Accounts Summary

	2019 Budget	2019	2020 Budget	COMMENTS
<b>MATERIAL AND SUPPLIES</b>				
1. LAB - MATERIAL & SUPPLIES	6,500	7,301	7,500	Quality Control Lab Supplies
2. HARBOUR - MATERIAL & SUPPLIES	17,500	14,754	22,500	Aggregate required for erosion
3. H.K. - MATERIAL & SUPPLIES	2,000	2,089	2,625	Housekeeping supplies
4. FUM. - MATERIAL & SUPPLIES	17,000	12,365	16,000	Phosphine, Malathion, Fogging agents, DE, ProFume trial
5. S.C. - MATERIAL & SUPPLIES	16,000	14,251	12,000	Safety glasses, dust masks, parts for winches, srl's, harnesses,
6. GEN. - MATERIAL & SUPPLIES	24,000	19,287	24,000	Radios, Dust Filters, replace bin temp. cables
7. SHOP MATERIAL & SUPPLIES	17,000	7,342	12,500	Building and Hardware supplies
8. ELECTRICAL MATERIAL & SUPPLIES	15,000	10,201	15,000	Same as 2019 Budget
9. MAINTENANCE MATERIAL & SUPPLIES	50,000	57,450	49,000	Replace elevator buckets ( consumable) / spouting repairs
10. EQUIP. MATERIAL & SUPPLIES	8,000	4,277	6,500	Bobcats repair
11. HEATING - MATERIAL & SUPPLIES	1,000	0	0	Purchased new boiler in 2019
12. WATER - MATERIAL & SUPPLIES	750	873	1,000	Potable water
<b>TOTAL MATERIAL AND SUPPLIES</b>	<b>174,750</b>	<b>150,191</b>	<b>168,625</b>	<b>Breakdown of Mat/Supp accounts on Budget Worksheets</b>

### MATERIALS AND SUPPLIES 2020 Budget compared to 2019 Actuals

2019 Actual	150,191	
2020 Budget	<u>168,625</u>	
Variance	18,434	
		<u>Variance Details</u>
		7,500 Aggregate for erosion control
		5,000 Replace hear temp. cables
		3,500 Lab supplies
		10,000 Shop and building supplies
		-8,000 Misc

For further details, see breakdown of Materials and Supplies account pages 9,10

## 2020 Budget - Revenues/Expenses by Quarter compared to 2013 -2019 Actuals

Feb. 19, 2020

FYE 2020 BUDGET	1ST QTR	2ND QTR	3RD QTR	4TH QTR	Total
<b>BUDGET REVENUE</b>	<b>1,080,000</b>	<b>1,375,000</b>	<b>1,650,000</b>	<b>3,900,000</b>	<b>8,005,000</b>
<b>ACTUAL REVENUE</b>	-	-	-	-	-
<b>BUDGET OPER. EXPENSE</b>	<b>1,015,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,450,000</b>	<b>4,915,000</b>
<b>ACTUAL EXPENSE</b>	-	-	-	-	-
<b>BUDGET NET SURPLUS</b>	<b>65,000</b>	<b>150,000</b>	<b>425,000</b>	<b>2,450,000</b>	<b>3,090,000</b>
<b>*ACTUAL PROFIT</b>	-	-	-	-	-
<b>2008-2019 Actuals</b>	<b>1ST QTR</b>	<b>2ND QTR</b>	<b>3RD QTR</b>	<b>4TH QTR</b>	<b>Total</b>
2019 REVENUE	1,012,775	1,397,838	1,583,263	4,178,519	8,172,394
2019 OPERATING EXP.	983,681	1,140,643	1,138,321	1,399,467	4,662,112
<b>2019 NET SURPLUS</b>	<b>29,094</b>	<b>257,195</b>	<b>444,942</b>	<b>2,779,052</b>	<b>3,510,282</b>
2018 REVENUE	840,124	1,150,186	1,633,737	4,218,410	7,842,457
2018 OPERATING EXP.	995,233	1,252,738	1,197,547	1,429,065	4,874,583
<b>2018 NET SURPLUS</b>	<b>(155,109)</b>	<b>(102,552)</b>	<b>436,190</b>	<b>2,789,345</b>	<b>2,967,874</b>
2017 REVENUE	789,446	1,268,062	1,617,288	3,759,231	7,434,027
2017 OPERATING EXP.	1,118,701	1,066,194	1,068,904	1,523,624	4,777,423
<b>2017 NET SURPLUS</b>	<b>(329,256)</b>	<b>201,867</b>	<b>548,384</b>	<b>2,235,607</b>	<b>2,656,603</b>
2016 REVENUE	920,382	1,305,343	1,347,954	4,133,144	7,706,822
2016 OPERATING EXP.	1,066,614	1,089,587	1,154,851	1,947,007	5,258,060
<b>2016 NET SURPLUS</b>	<b>(146,232)</b>	<b>215,755</b>	<b>193,102</b>	<b>2,186,136</b>	<b>2,448,762</b>
2015 REVENUE	668,203	1,301,025	1,979,858	3,653,523	7,602,608
2015 OPERATING EXP.	988,047	1,208,856	1,185,003	2,054,371	5,436,278
<b>2015 NET SURPLUS</b>	<b>(319,845)</b>	<b>92,169</b>	<b>794,854</b>	<b>1,599,151</b>	<b>2,166,330</b>
2014 REVENUE	900,947	1,220,444	1,374,870	3,073,567	6,569,827
2014 OPERATING EXP.	1,000,915	1,075,992	1,152,317	1,592,545	4,821,769
<b>2014 NET SURPLUS</b>	<b>(99,969)</b>	<b>144,452</b>	<b>222,553</b>	<b>1,481,022</b>	<b>1,748,058</b>
2013 REVENUE	916,144	876,808	1,260,291	3,445,665	6,498,909
2013 OPERATING EXP.	882,299	936,500	1,031,999	1,570,761	4,421,559
<b>2013 NET SURPLUS</b>	<b>33,846</b>	<b>(59,692)</b>	<b>228,292</b>	<b>1,874,904</b>	<b>2,077,350</b>

*\*All figures are EBITA (earnings before interest, taxes and amortization)*

See Graphs – Worksheets pages 11-15



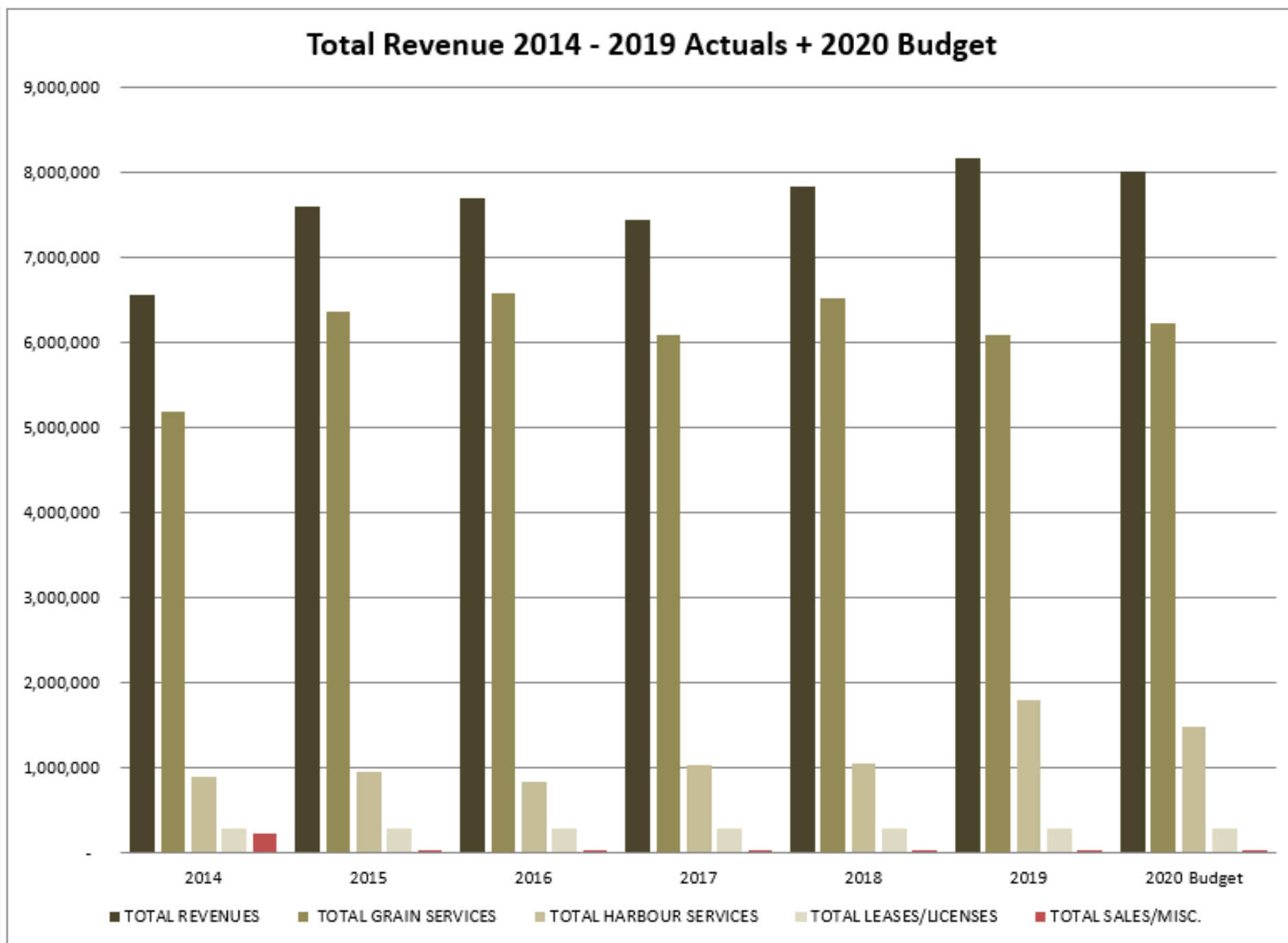
***Port of Johnstown***

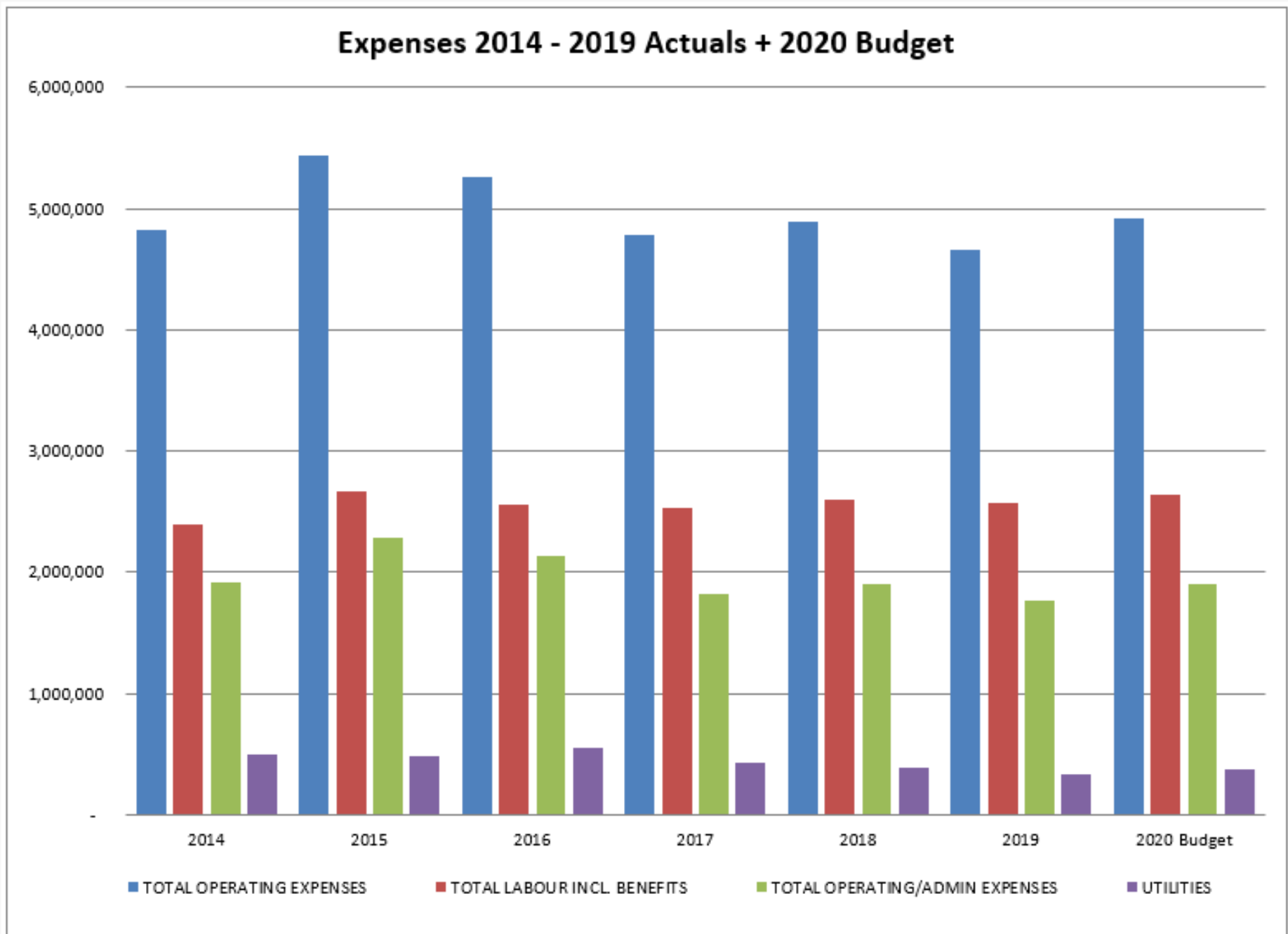
***A Division of Edwardsburgh/Cardinal Township***

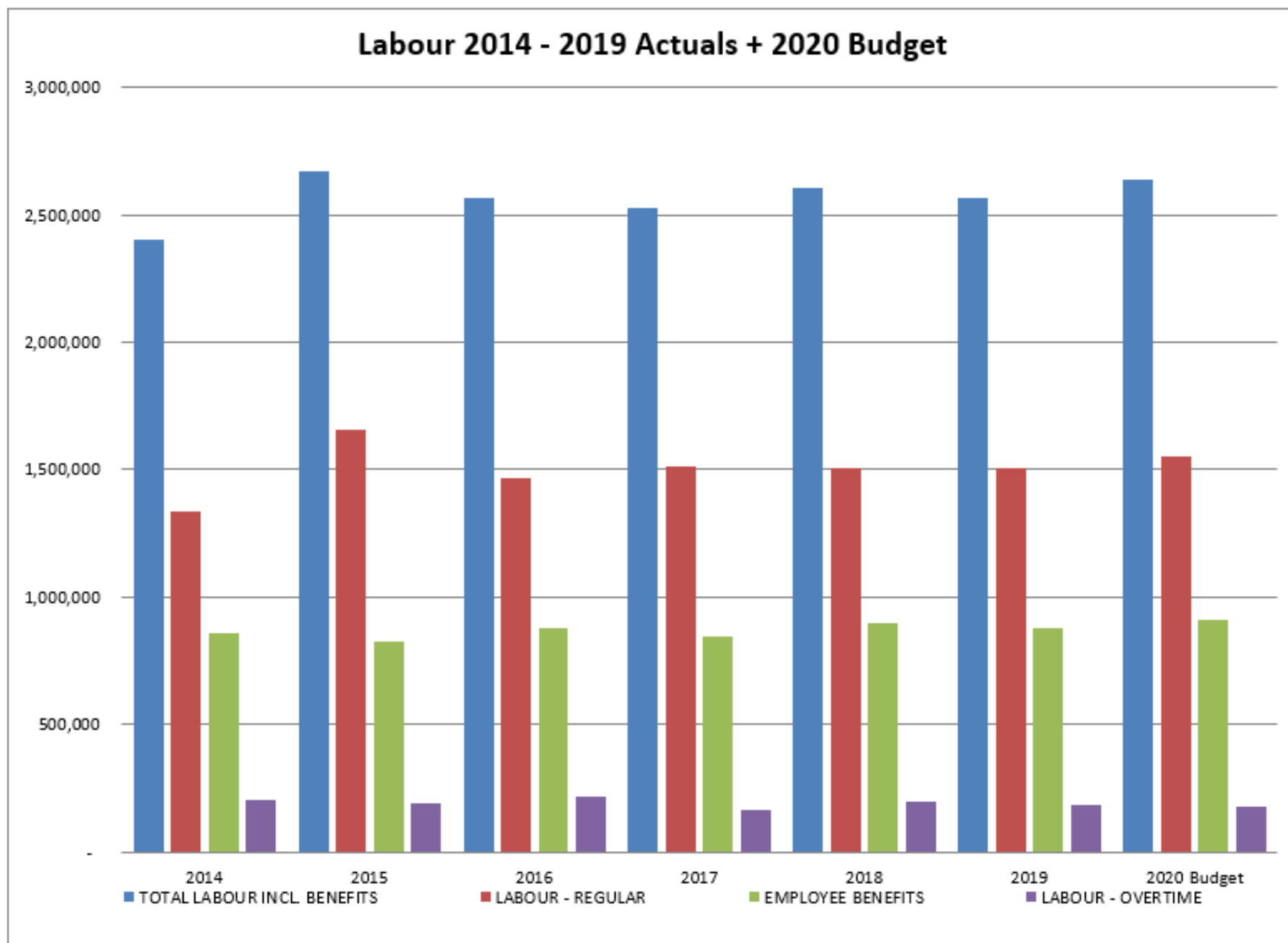
# REVENUE AND EXPENSE BUDGET 2020

## GRAPHS AND ACCOUNTS DETAIL

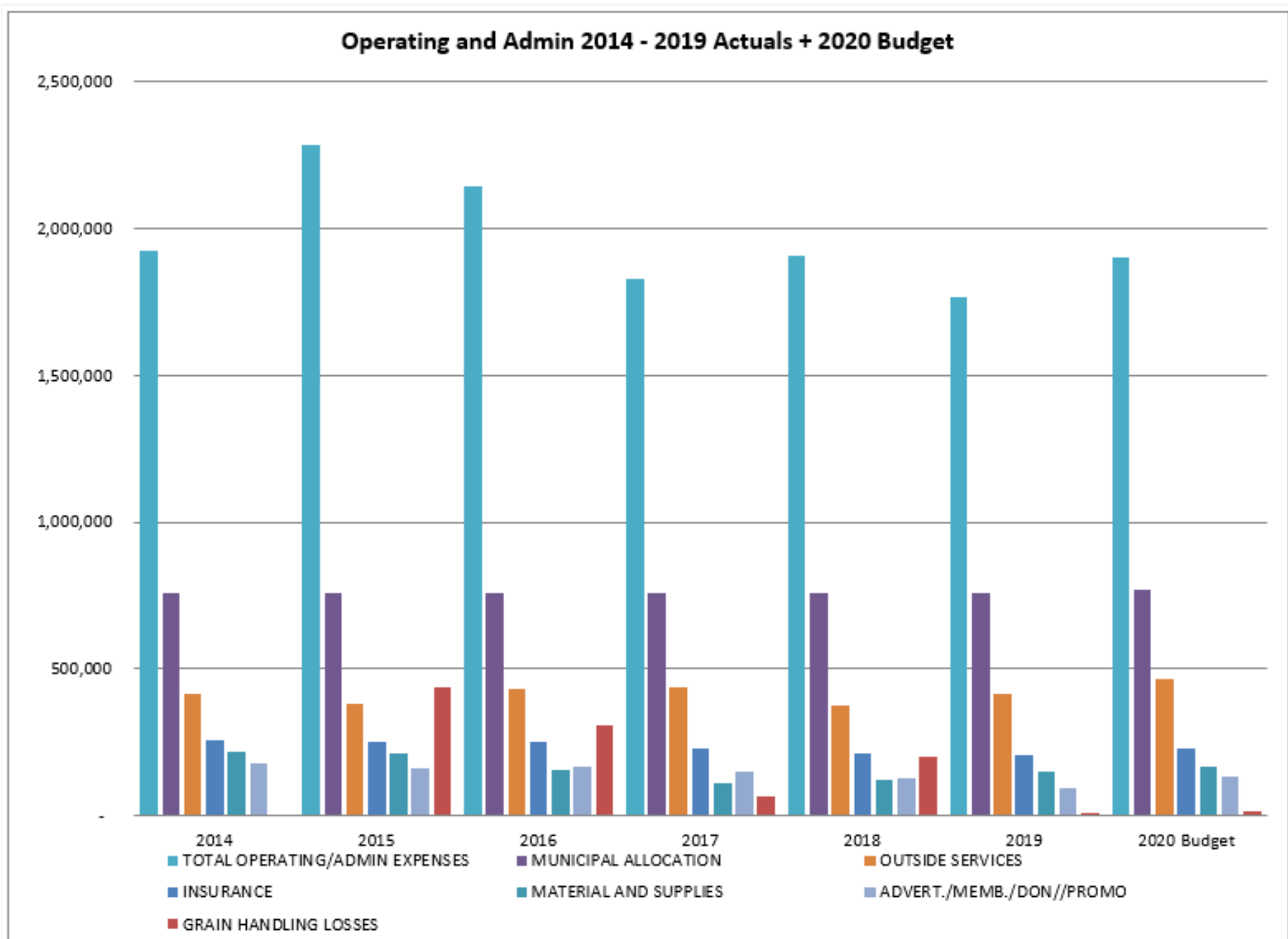
Feb. 19, 2020











## Outside Services Breakdown

	OUTSIDE SERVICES	2019 Budget	2019 Actual	2020 Budget	2020 Comment
1	<b>ENVIRONMENTAL</b>	39,000	34,766.53	33,500	<b>MOE water testing / reporting</b>
	Clean retention Pond				
	Wesa/Eurofins Environmental	32,000	18,784.27	20,000	Same as 2019 + additional support for MOE
	Fish Habitat Monitoring				
	Hazardous waste removal		6,396.83	3,500	Still some oil and lightbulbs - annual
	Misc	7,000	9,585.43	10,000	Help Rideau Bulk withh cost of water system at the Bridgeview
2	<b>TRAINING</b>	3,500	1,500.00	20,000	<b>Chain Saw., Skid steer, Confined Space, Dangerous goods</b>
	First Aid				Not required in 2020
	Chain Saw			750.00	Due for training
	Skid Steer / Trackmobile			3,000.00	Due for training
	Working at Heights			750.00	Genie boom
	Confined Space Rescue			7,500.00	Due for training
	Suspended Access Training			4,000.00	Due for training
	TDG	1,000		2,500.00	course Tran. Dangerous goods - (Class 7 - look into courses)
	Misc	2,500	1,500.00	1,500.00	Fire Extinguisher, SCBA due 2020
3	<b>FUMIGATION</b>	1,500	554.00	750	<b>Pest control - same as 2018</b>
	Enviroguard - Pest Control	1,000	554.00		Pest control - enviroguard, 200 for fumigation license
	Misc	500		750	Pest control, birds and racoons
4	<b>HEALTH AND SAFETY</b>	84,700	75,036.65	84,600	<b>Same as 2019 plus annual fire alarm testing, elevators inspections</b>
	Prevention and Regulatory Solutions	35,000	42,909.82	43,000	Health and Safety Training / Policies
	ABC	1,500	2,184.00	2,300	TESTING FIRE EXTINGUISHER-recharge some extinguishers
	Acklands Grainger	4,000	4,094.11	4,700	regulatory inspect regulatory life lines - Confined space
	Electrical Safety Authority	2,000	1,875.15	2,100	Yearly Continuous Safety Service Program
	SGS	26,000	14,500.23	18,000	Monthly service contract plus repairs for breakdowns-increased \$30 in October
	Levac & uni-tech inspection	7,500	2,753.50	3,000	safety hoist inspection, swing stage,main winches
	TSSA Inspection	1,200	328.00	500	Regulatory inspection on elevator/man lifts
	Fire Department	500			
	Annual Fire Alarm testing			4,500	annual inspection of fire alarm system
	AJ's Water Treatment	4,500	6,391.84	4,500	Ministry of Health SDWS (\$2047 from 2018 that never sent bill till March)
	Misc	2,500		2,000	Fit testing, inspect SCBA tanks
5	<b>SECURITY</b>	48,500	58,633.16	40,000	<b>Vessel security, Fire alarm, Cameras - depends on type of vessel</b>
	<b>Marine Security - Commissionaires</b>	35,000	51,800.76	30,000	Unknown quantity of salties - project cargo will influence final number
	Falcon Security	5,000	1,186.00	1,500	New system should be less cost to maintain
	ADT	7,500	5,096.40	7,500	Service calls for camera system - new cameras
	Misc	1,000	550.00	1,000	

## Outside Services Breakdown Cont'd

	OUTSIDE SERVICES	2019 Budget	2019 Actual	2020 Budget	2020 Comment
6	<b>GENERAL</b>	<b>33,800</b>	<b>47,386.71</b>	<b>35,200</b>	<b>Grain removal, CGC license, Removal of grain dust</b>
	Receiver General - Grain Act	4,500	3,946.63	4,000	license 3520 plus samples
	Trucking	4,600	3,832.50	4,000	Trucking - Dust truck
	Radio Lic	700	680.00	700	License
	Waste Management/Limerick	15,000	14,439.45	15,000	Add environmental grain removal
	Howard Campbell & Sons	2,000	1,983.33	2,000	Cleaning of portable toilet
	Team Industrial	4,500	1,936.30	4,500	Dryer Cleaning, clean boardwalk / clean out catch basins ( salt)
	NRG - Hydro Notifications				Discontinue 2018
	GTR Scales		10,149.00	4,000	scale calibration
	Misc	2,500	10,419.50	1,000	Waste
7	<b>HOUSEKEEPING - OFFICE</b>	<b>15,500</b>	<b>15,260.00</b>	<b>16,500</b>	<b>Cleaning offices and employees washroom</b>
	Office Housekeeping	15,500	15,260.00	16,500	Same as 2019 (includes window cleaning) add office in 2020
	Misc				
8	<b>ADMINISTRATION</b>	<b>107,700</b>	<b>115,382.24</b>	<b>81,200</b>	<b>Consultants, lawyers, auditors, Doctor, GMP program in 2019</b>
	Acc pac	3,000	2,561.27	2,700	Monthly fee
	Lawyer Fees	20,000	19,610.71	20,000	For leases, legal advice
	Auditor fees	12,000	14,500.00	14,500	Auditor Fees - IFRS
	Marketing Consultant	10,000		10,000	Future marketing help with web sitte , advertising etc
	GMP Consultants	35,000	41,045.68	4,000	For export of soybean - Certification completed in 2019- Annual audit \$4k
	HR Consultant	6,000	1,700.00	3,000	Performanace Management Workshops
	DR Lo Previous Hr Consultant	3,500	2,350.00	3,500	wellness program
	Cultura/Bbinnex	12,000	25,344.09	18,500	Inventory software licenses
	Misc	5,000	7,202.67	5,000	Newgate, Drivecheck
9	<b>PORT ENG./PORT CONSULTANTS</b>	<b>20,000</b>	<b>0.00</b>	<b>20,000</b>	<b>Engineering assessments</b>
	Engineering	15,000		15,000	Eng assessments - Dock, elevator spouts, exterior structure
	Port Eng. / Development / Marketing	5,000		5,000	Drawings required for business development
	Misc				
10	<b>PROPERTY ENGINEERING</b>	<b>22,500</b>	<b>29,495.68</b>	<b>40,000</b>	<b>Surveying/Monitoring dock settlement/west uplands</b>
	Property - expansion / remove buildings	5,000	2,185.00	5,000	Bore holes, soil testing
	Surveying	17,500		15,000	Water soundings, survey of dock
	Misc		27,310.68	20,000	Temp solution for sink holes on dock

## Outside Services Breakdown Cont'd

	OUTSIDE SERVICES	2019 Budget	2019 Actual	2020 Budget	2020 Comment
11	<b>RAIL TRACK REPAIR</b>	6,800	1,800	1,836	<b>Monthly Track inspection inspections</b>
	Rail Track Repair				
	Mandatory Rail Inspections	1,800	1,800.00	1,836	Monthly Inspection
	Repair Track	5,000		-	In Capital for 2020
	Misc.				
12	<b>YARDS MAINTENANCE</b>	7,250	6,466.19	8,500	<b>Weed Control, wildlife removal</b>
	Weed Control	4,750	5,876.21	6,000	Continue weed spraying program
	Misc.	2,500	589.98	2,500	raccoon removal, pidgeon removal, tree removal
13	<b>MAINTENANCE</b>	21,000	13,679.64	45,000	<b>Replace steel doors, scaffolding, office renos</b>
	Steel Doors	6,000	5,600.00	12,000	4 doors in the elevator that no longer work properly, new roll up door at bin floor
	Scale repairs	6,000	2,061.30	3,000	Scaffolding, hydraulic lines, solenoids
	Office Renovations	5,000	1,278.74	10,000	office beside lab building B
	Millwright Services			15,000	potential extra help for maintenance tasks - for discussion
	Misc.	4,000	4,739.60	5,000	beam repairs, chutes - minor repairs, repair track shed door(1278), wet dryer lg
14	<b>ELECTRICAL</b>	5,000	4,911.15	20,000	<b>Annex controls, substation maint.</b>
	Electrical Repairs	5,000	4,911.15	5,000	isi annex, misc, substation maint., Xformer oil testing
	Misc.			15,000	Replace cable tray at top of annex bin 1 that was damaged by the wind in Nov.
15	<b>EQUIPMENT REPAIR</b>	15,500	10,090.69	15,500	<b>Additional PM - machining parts, Bob Cats repairs</b>
	Equipment Repairs/welding/machining	4,000	2,736.10	4,000	PM - having replacement parts machined for various equip.
	Bin Floor and Basement Floor Dept.				
	vehicles, ie trackmobile, truck, tractors, bobcats	10,000	7,354.59	10,000	tractor needs a new clutch (\$6k)
	Misc.	1,500		1,500	
16	<b>HEATING EQUIPMENT</b>	2,500	3,070.60	3,000	<b>Boiler inspection and service, AC service</b>
	HVAC - Inspection	2,500	3,070.60	3,000	boiler inspection and service, AC service
	Misc.				
	<b>TOTAL OUTSIDE SERVICES</b>	<b>434,750</b>	<b>418,033.24</b>	<b>465,586</b>	

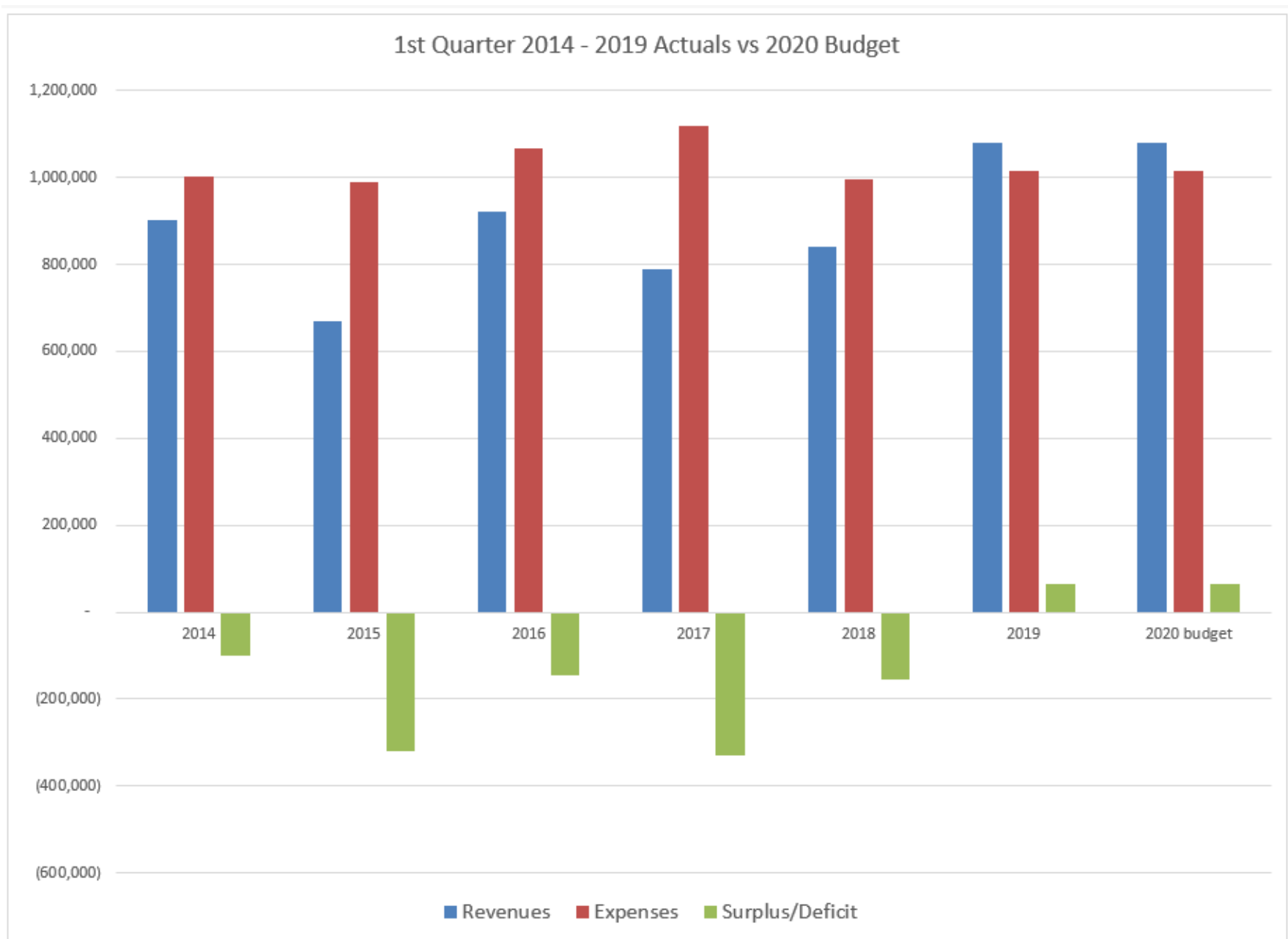
## Material and Supplies Breakdown

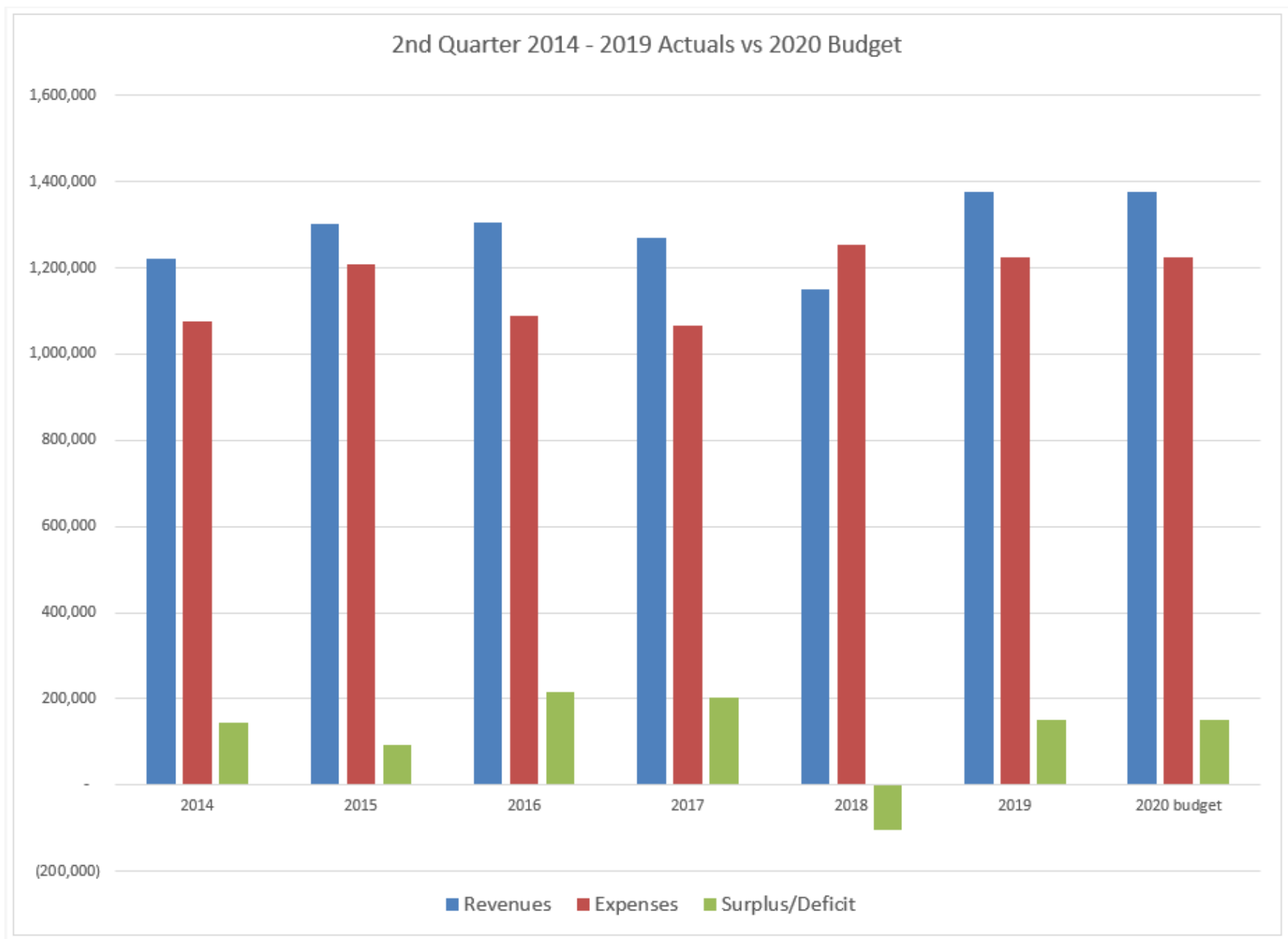
	MATERIALS AND SUPPLIES	2019 Budget	2019 Actual	2020 Budget	2020 Comment
1	<b>LAB - MATERIAL &amp; SUPPLIES</b>	6,500	7,301.02	7,500	<b>Quality Control Lab Supplies</b>
	Lab supplies for QC testing	6,500	7,301.02	7,500	Lab supplies for quality testing-Vom levels, new lab scale
	Misc				
2	<b>HARBOUR - MATERIAL &amp; SUPPLIES</b>	17,500	14,753.97	22,500	<b>Aggregate required for erosion</b>
	Dock Timbers and anchor studs	-			Have inventory
	Aggregate	17,500	14,753.97	20,000	Add more gabion to shoreline, may need to fill in holes with crush stone
	Misc			2,500	
3	<b>H.K. - MATERIAL &amp; SUPPLIES</b>	2,000	2,089.06	2,625	<b>Housekeeping supplies</b>
	Housekeeping	2,000	1,472.06	1,500	
	Hose for Bin Sweeping		617.00	625	Will Need every year - replace end of hose
	Misc			500	
4	<b>FUM. - MATERIAL &amp; SUPPLIES</b>	17,000	12,365.39	16,000	<b>Phosphine, Malathion, Fogging agents, DE, ProFume trial</b>
	Fumigation	17,000	12,365.39	15,000	
	Compressor rental for bin sweeping				air compressor rental for bin sweeping - MOVED TO RENTALS
	Misc			1,000	
5	<b>S.C. - MATERIAL &amp; SUPPLIES</b>	16,000	14,251.45	12,000	<b>Safety glasses, dust masks, parts for winches, srl's, harnesses, etc.</b>
	<b>Health and Safety</b>				
	Safety Supplies	8,000	7,290.32	8,000	Safety glasses, dust masks, parts for winches, srl's, harnesses, etc.
	Fire and Safety	3,000		3,000	Replacement of fire extinguishers, batteries for alarm system, etc.
	Security	500	4,761.13		
	Reflective T shirts	2,000	2,200.00		employee safety tshirts
	Misc	2,500		1,000	Possibility that we may need to purchase road salt
6	<b>GEN. - MATERIAL &amp; SUPPLIES</b>	24,000	19,286.75	24,000	<b>Radios, Dust Filters, replace bin temp. cables</b>
	<b>(General)</b>				
	Dust Socks	13,000	13,001.60	14,000	Socks (filters) for dust system
	Radios for communication	2,500	2,396.00	2,500	1 radio
	Supplies -Hardware Store	4,500	1,628.17	2,500	misc. supplies - brooms, garbage bags
	Bin Temperature sensors	2,500		4,000	Replace cables expense. New is capital
	Office Furntiure				Under Office Admin - Equipment
	Misc	1,500	2,260.98	1,000	new cover for wagon - \$566, CND flags(206)



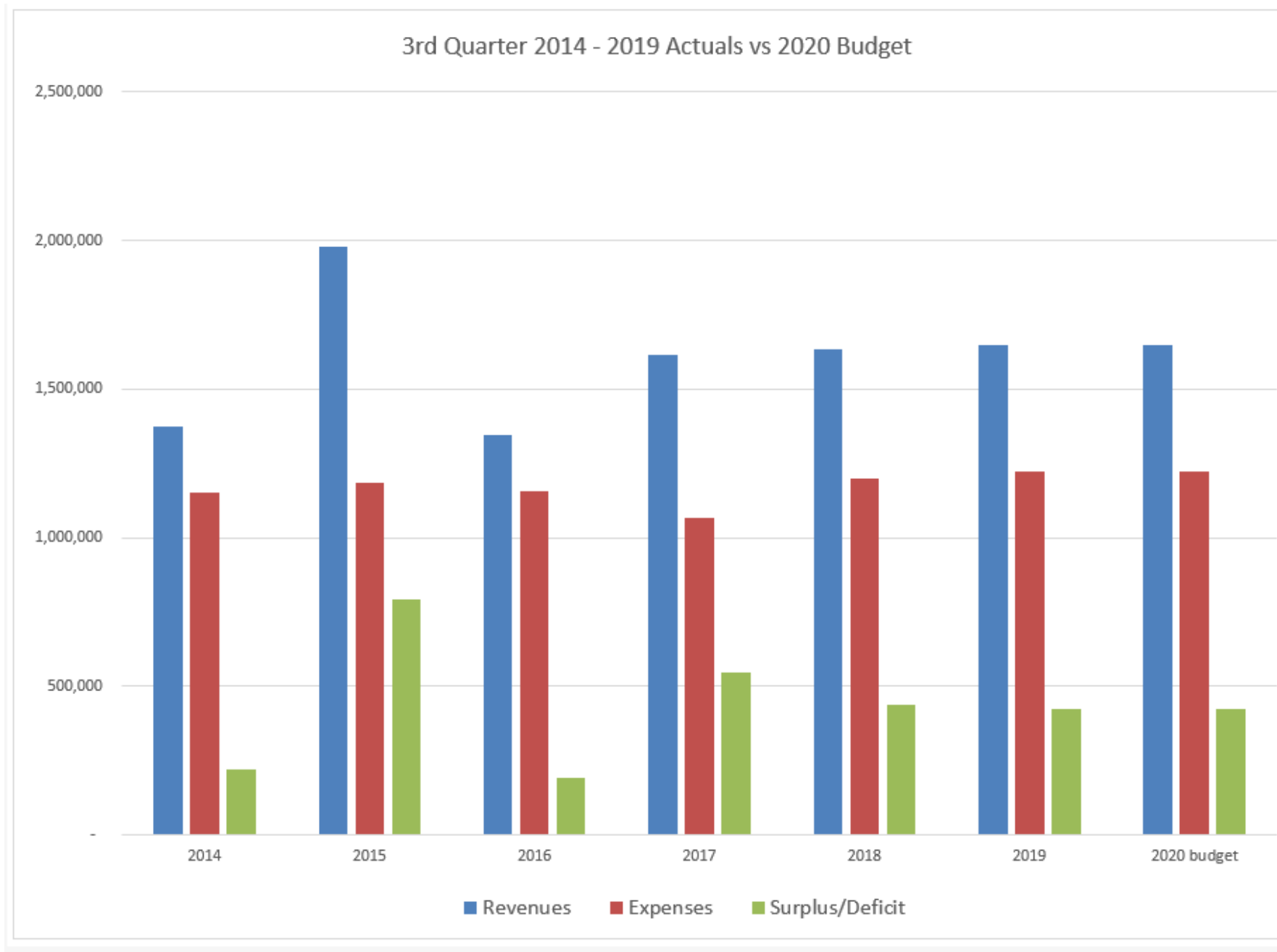
## Material and Supplies Breakdown Cont'd.

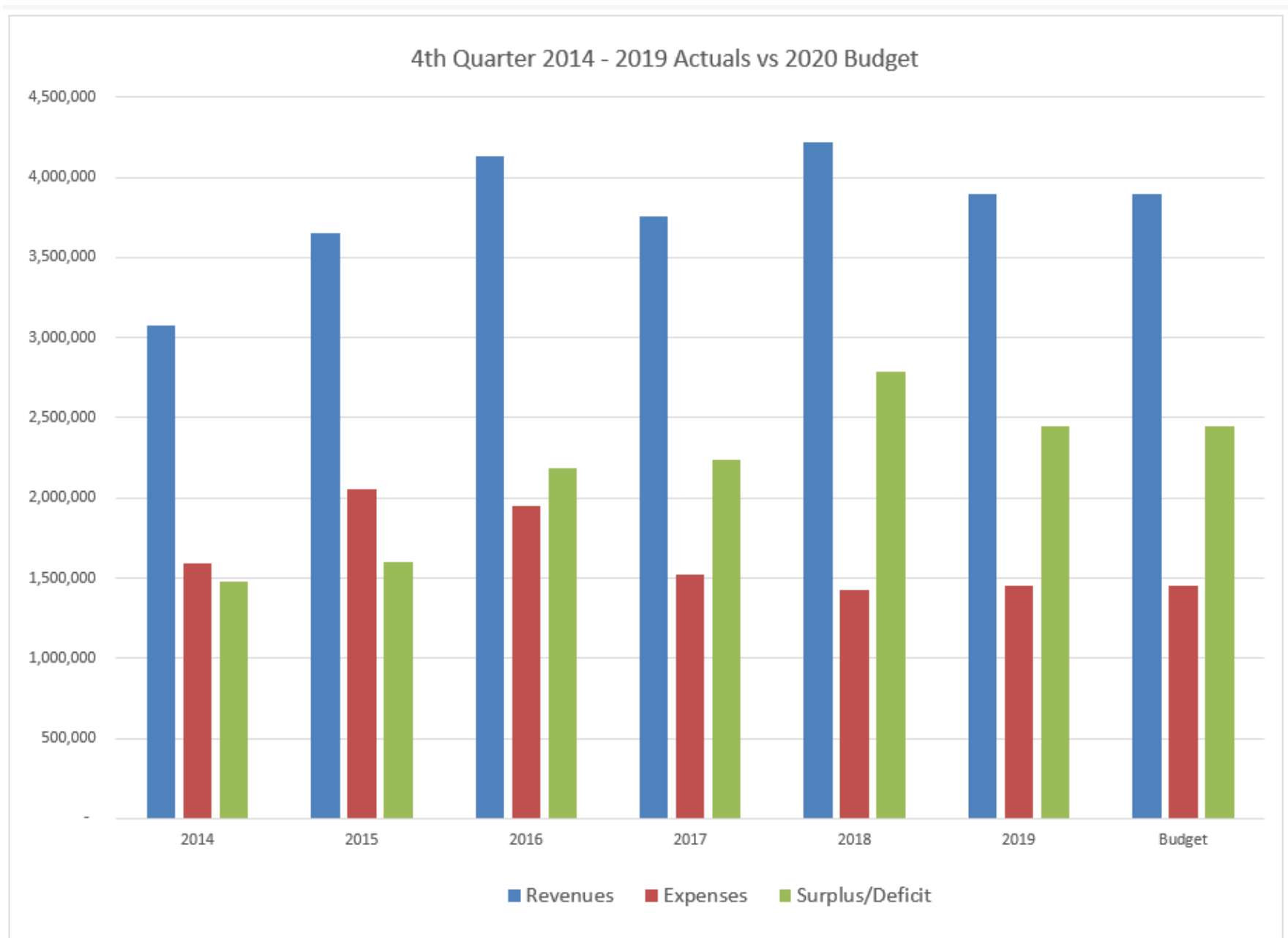
	MATERIALS AND SUPPLIES	2019 Budget	2019 Actual	2020 Budget	2020 Comment
7	<b>SHOP. MATERIAL &amp; SUPPLIES</b>	<b>17,000</b>	<b>7,342.43</b>	<b>12,500</b>	<b>Building and Hardware supplies</b>
	Hardware Store	8,500	5,263.01	4,000	plumbing fittings, sump pump, supplies for weed trimmers
	Building Supply Store	500	179.07	5,000	60 sheets of plywood and hardware to close off bin floor doors to towers.
	Universal Supply Group	8,000	1,900.35	2,000	rags, absorbal, belts, nuts, bolts, spray lubes, and parts cleaners
	Misc			1,500	
8	<b>ELECT. MATERIAL &amp; SUPPLIES</b>	<b>15,000</b>	<b>10,201.30</b>	<b>15,000</b>	<b>Same as 2019 Budget</b>
	Daltco/CES	9,000	5,869.44	9,000	conduit, teck, fittings, wire, proximity sensors etc.
	MISC	6,000	4,331.86	6,000	air pump motor 363, annex bin valve motor 225
9	<b>MAINT. - MATERIAL &amp; SUPPLIES</b>	<b>50,000</b>	<b>57,450.08</b>	<b>49,000</b>	<b>Replace elevator buckets ( consumable) / spouting repairs</b>
	Steel	5,000	2,997.14	5,000	additional material for spout repairs
	Welding Supplies	3,000	2,484.05	3,000	restock, including cast welding rod (681/5 kgs), welding gases
	Conveyor supplies	-			
	Scales	1,000		1,000	scale gate position indicator
	Supplies for trippers/conveyors	11,000	9,757.16	11,000	bearings, pullys, bushings, repair to motor, lofter drive&dryer leg supplies
	Elevator Buckets	7,000	7,059.46	4,000	Need buckets for annex lofter. Running short of spare buckets.
	Clutch for Car Hauls	-			supplies
	Urethane liner	13,000	12,888.13	15,000	Replaces wear plate and UHMW in grain spouting throughout building.
	Misc	10,000	22,264.14	10,000	expensed out used equip, in inventory acct. (11,910), (1,315) cart repair
10	<b>EQUIP. MATERIAL &amp; SUPPLIES</b>	<b>8,000</b>	<b>4,277</b>	<b>6,500</b>	<b>Bobcats repair</b>
	supplies for trackmobile, truck, bob cats, tractors	8,000	4,276.58	4,500	Bobcats, tractor, oil changes, oil, air, fuel and hydraulic filters
	Misc			2,000	unforseen items such as blown hydraulic lines.
11	<b>HEATING - MATERIAL &amp; SUPPLIES</b>	<b>1,000</b>		-	<b>Purchased new bolier in 2019</b>
	Bolier Parts	1,000			
	Misc				
12	<b>WATER - MATERIAL &amp; SUPPLIES</b>	<b>750</b>	<b>872.88</b>	<b>1,000</b>	<b>Potable water</b>
	Culligan	750	872.88	1,000	Water for coolers
	Misc				
	<b>TOTAL MATERIAL AND SUPPLIES</b>	<b>174,750</b>	<b>150,190.91</b>	<b>168,625</b>	

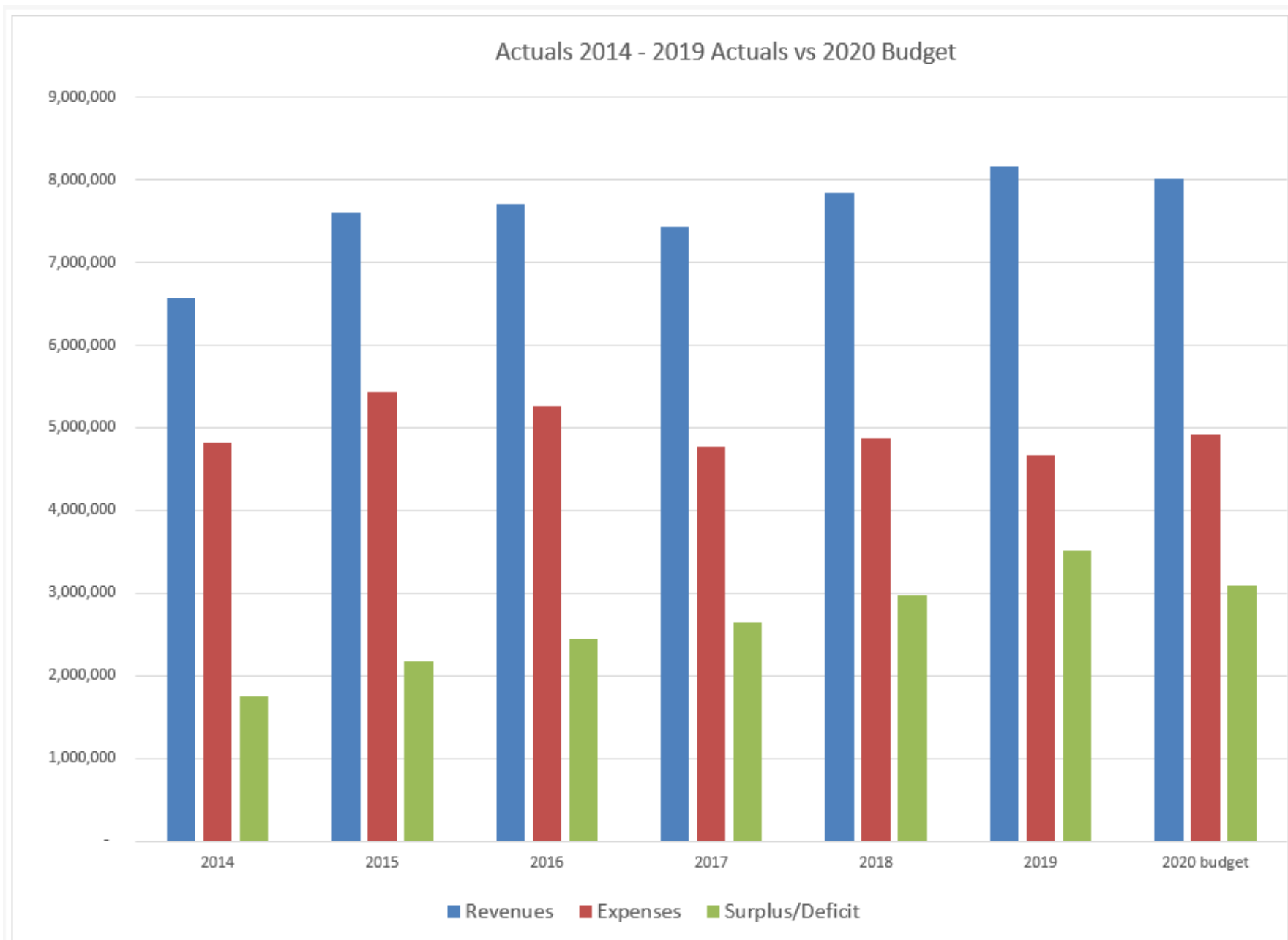












# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Approve an annual increase of 1.5% in Port of Johnstown management fees to the Township of Edwardsburgh Cardinal; and
  2. That his increase be retroactive to January 1, 2020 and carry through to 2029.
- As recommended by the Port Management Committee.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council receives the Service Delivery Review – Final Report.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

One Community



Planning the Future Together

INVESTING IN OUR  
ASSETS



MODERNIZING OUR  
BUSINESS



CREATING  
LIVABLE  
HEALTHY  
COMMUNITIES



GOVERNANCE



SERVING  
OUR  
CUSTOMERS



EXPANDING  
OPPORTUNITIES



BECOMING  
SUSTAINABLE



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# Township of Edwardsburgh Cardinal - Service Delivery Review

## ONE COMMUNITY – PLANNING THE FUTURE TOGETHER

### EXECUTIVE SUMMARY

The Township of Edwardsburgh-Cardinal (the Township) was formed through an amalgamation in 2001. While it has been almost two decades since amalgamation, progress towards “one community” has been slow. Division exists which has made it challenging for Township Council, management and staff to serve the community as a whole. This is not unusual to see in municipalities that have amalgamated, but it is time for a unified vision for the Township. Resources are limited, assets need to be renewed, and growth demands a different approach. Modernized services will help the Township to meet the ever-increasing demands that municipalities are facing today. Efficiencies can be gained by providing more staff access to work management systems, training and more online municipal services to citizens seeking value and convenience.

Integrated systems and new reporting modules will allow for better information and analytics so that long term, sustainable decisions are possible. Not only are regulatory changes pushing this requirement, it is simply the right thing to do.

But the Township has challenges in terms of capacity to change. It’s size and location make it poised for growth, but it lacks the resources, systems, and processes to make it happen.

Shared services and partnerships would provide better options for the future so that the Township, and its neighbours, can gain economies of scale in back-office functions, expand analytical capacity and better manage daily operations. We recognize that this is challenging but we understand the Township to be a leader in this regard. Council and management should continue to explore possible opportunities, not just with neighbouring municipalities but other public and private sector organizations and volunteers.

Following the release of the government regional review, the province announced that it *“would not be forcing amalgamation on any municipality but did offer funding to*



*audit financial books and review how services are delivered.”<sup>1</sup>*  
 Municipal leaders responded by stating that *“People expect the province and municipalities to work together ... When we work together to meet shared goals, we can deliver better services for people, and respect for taxpayers.”<sup>2</sup>*

Municipalities are expected to look for better ways of doing business and becoming more efficient.

Therefore, any way to reduce operating expenses, increase services or both, will only benefit the Township and its citizens. We found that there are areas costs can be reduced but, in some cases, requires investment.

For Edwardsburgh Cardinal to flourish, we are of the opinion that the Township needs to develop a long-term vision/strategic plan including service impacts and financial requirements for both new and existing infrastructure. While the Township has a robust Economic Development Strategy, this is only one part of an integrated planning framework. An overarching strategic plan and vision will help define where the Township sees itself in 20 years. It will identify the services the Township wants/needs to provide, the assets required to deliver the services, and the financing necessary to make it happen.

Community outreach and education is needed so that citizens have a better understanding of the cost and desired levels of service., The community outreach strategy could be a joint

project with the neighbouring communities and United Counties of Leeds and Grenville (UCLG) so that consistent messaging is possible and both upper and lower tier services are looked at from a customer perspective. While each municipality has its unique circumstances, most have the same capacity issues.

It would make sense to leverage the strengths of each neighbouring community through joint service agreements, and create a community lead in a service area to develop centres of excellence. It is unfortunate that this review did not include all municipalities within UCLG as it would have been an opportunity to break down some barriers and look at services from the customer viewpoint across tiers. We are aware that EC contemplated a joint service delivery review but was unable to gain support from neighbouring municipalities at the time.

The Township has been a leader in promoting joint services as well as economic development and environmental services. However, we think that the Township could benefit from implementing best practices and innovation in the areas of asset management and public works by looking at real-time lifecycle costing and work management planning. The systems are in place to make that happen with CityWide. With some additional modules/mobile applications, integration with the financial system and training, the Township will be able to eliminate paper-based processes such as timesheets and work orders and additional mobile options. We believe

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<sup>1</sup> Quote from Steve Clark Minister of Municipal Affairs and Housing Minister, October 25, 2019

<sup>2</sup> Association of Municipalities of Ontario President

that this would need to be a larger project and out of scope for this review but should be considered across the County. In the interim, the Township needs to shift to long term approaches to all its services.

The Township is in a very strong position for developing a modernized vision for the future. In recent years, the Township has made significant strides in economic development. Its close location to major centres, advanced transportation networks, and natural resources make the Township attractive for businesses. The industrial park and the Port of Johnstown provide unique growth opportunities. These opportunities give rise, however, to challenges. Council identified that there is a lack of residential development and educational institutions and industrial and commercial employers are finding it difficult to fill vacancies due to a shortage of labour.

Consultations and survey results indicated that practices and processes are reactive in nature and not reflective of a long-term approach that is needed for today's municipalities.

So, the time is now to plan for the long term with a focus on the Township as a whole – not just in terms of economic development but strategic directions and priorities for the future.

What does EC want to be in 20, 30, 50 years? This overarching long-term vision is missing and management does not have clear direction on priorities.

## PROJECT OBJECTIVE

WSCS Consulting Inc. was engaged to undertake a service delivery review in order to assist the Township in assessing its programs. The objective of this review was to provide an assessment of services delivered, explore opportunities for alternatives and make recommendations for improvements. As shown in Figure 1, the key focus of service delivery reviews are as follows:

a. improve service results and outcomes;

- b. meet new or increased demand from customers for services;
- c. improve how services are delivered, and processes;
- d. maintain existing service levels in the face of competing priorities or decreasing revenues;
- e. reduce costs; and/or improve revenues.



FIGURE 1:SERVICE DELIVERY REVIEW - KEYS TO

Ten crucial service delivery questions (Figure 2) were explored as part of the analysis of each Township service. These questions provided for both internal and external view of the

services and how they currently perform in relation to the expectations from the Township's stakeholders.

For each service, we assessed the following:



FIGURE 2:10 CRUCIAL QUESTIONS

**1. Do the services provided meet the needs of the citizens?** This would include a review as to whether or not the Township needs to provide the business/service.

**2. What do citizens expect of the service and what outcomes does council want for the service?**

This would typically require consultation on levels of service and expectations. Because the scope did not include community consultation, we utilized documentation and service requests to determine the level of satisfaction with the services.

**3. How does current performance compare to expected performance?**

Similar to Question 2, we utilized the performance data that the Township currently collects in order to assess the degree to which the current performance meets the expectations. Where performance measures were not available, we have made recommendations for new or updated key performance metrics to be collected and monitored in the future.

**4. Do the activities logically lead to the expected outcomes?**

The review of each service included an assessment of the processes and practices utilized to deliver the services. As will be discussed in this report, the Township does not have a strategic plan for all services.

Therefore, we have utilized typical expected outcomes for the services where plans were not published. For example, By-law Enforcement desired outcome is typically an increase in compliance, reduced complaints. While the Township does not have a specific target, we assessed the degree to which the activities undertaken in Bylaw services would reduce non-compliance.

**5. How is demand for the service being managed?**

This question points to the management practices and systems to anticipate workload demand, assign resources and report on results.

**6. What are the full costs and benefits of the service?**

Full cost entails the assessment to deliver the service including the utilizing assets. The ability to assess these costs is directly related to the way the municipality collects and assigns costs to the service. Benefits points to the determination of “who is better off” as a result of the services provided.

**7. How can benefits and outputs of the service be increased?**

By looking at how the services are delivered, we can assess opportunities for increased benefits, perhaps through improved service delivery mechanisms to reach more people or added results. Outputs can generally be increased with improved processes or alternative mechanisms to produce more results.

**8. How can the number and cost of inputs be decreased?**

Inputs include staff time, materials and supplies as well as utilization of assets to deliver services. Becoming more efficient means decreasing inputs but producing the same or more results. That is, lower costs per unit produced. Typically, this is achievable through elimination of non-value-added activities (duplication, errors, inventory, waiting, extra/over-processing) in processes (LEAN), better management of assets and life cycle costs. Technology is one way in which the cost of inputs can be reduced. Improved maintenance practices for assets will also reduce cost including the loss due to downtime.

**9. What are the alternative ways of delivering the service?**

Alternative service delivery is the process of looking to other ways to provide services including outsourcing, private/public partnerships.

**10. How do we balance the needs of today while planning for tomorrow?**

This is the review of the service over a continuum of time. Long term service planning includes an analysis of demand today and forecasting the future.

## PROJECT SCOPE

1. **Project Initiation:** Met with the Chief Administrative Officer/Clerk (CAO), Director of Operations (new CAO) and Treasurer to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement
2. **Strengths Weaknesses Opportunities and Threats (SWOT) Analysis:** Conducted with Council and Staff.
3. **Staff Engagement and Council Surveys:** Conducted and administered online surveys.
4. **Environmental Scan:** Reviewed relevant documentation; benchmarked Township services against comparators; met with key stakeholders to understand the current operating environment.
5. **Partnership Analysis:** Analyzed existing and potential partnership opportunities with other municipalities.
6. **Review of Current Service Delivery Model:** Developed an inventory of programs, services (service profiles) and processes provided by the Township.
7. **Opportunity Identification:** Identified potential opportunities to achieve the most efficient and operationally effective approach to service delivery.
8. **Final Report & Presentation:** Developed and presented a final report with recommendations on the Township's service delivery model to Steering Committee and Council.

## PROJECT SCHEDULE



FIGURE 3:PROJECT SCHEDULE



## EC'S SERVICE INVENTORY

FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning & Development
# OF SERVICES	3	6	8	8	1	4	5
# OF ACTIVITIES	147	35	85	57	1	39	36
SUB-SERVICE CATEGORIES	<ul style="list-style-type: none"> <li>Corporate Management</li> <li>Governance</li> <li>Program Support</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>Police</li> <li>Conservation authority</li> <li>Bylaw</li> <li>Building permit and inspection services</li> <li>Emergency measures</li> </ul>	<ul style="list-style-type: none"> <li>Roads – Paved,</li> <li>Roads - unpaved</li> <li>Roads - bridges and culverts</li> <li>Roadways – Traffic</li> <li>Roadside</li> <li>Winter control</li> <li>Parking</li> <li>Street lighting</li> </ul>	<ul style="list-style-type: none"> <li>Wastewater collection</li> <li>Conveyance, treatment</li> <li>Disposal</li> <li>Storm sewer system</li> <li>Water treatment</li> <li>Distribution/ transmission</li> <li>Solid waste collection</li> <li>Disposal</li> </ul>	<ul style="list-style-type: none"> <li>Cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Parks</li> <li>Recreation programs</li> <li>Recreation facilities – Arenas, Swimming Pools, Halls</li> <li>Libraries (Out of scope of review)</li> </ul>	<ul style="list-style-type: none"> <li>Planning and zoning</li> <li>Commercial and industrial</li> <li>Residential development</li> <li>Agriculture and reforestation</li> <li>Tile drainage/ shoreline assistance</li> </ul>
2019 BUDGET (INCL CAPITAL)							
EXPENDITURES	\$ 986,170	\$ 2,144,521	\$ 3,501,536	\$ 2,481,990	\$ 5,000	\$ 2,131,273	\$ 220,742
REVENUE		-\$ 180,510	-\$ 777,832	-\$ 1,981,363	-\$ 100	-\$ 857,690	-\$ 78,032
NET	\$ 986,170	\$ 1,923,211	\$ 2,723,704	\$ 500,627	\$ 4,900	\$ 1,273,583	\$ 142,710

FIGURE 4:EC SERVICES



## METHODOLOGY

Our methodology included a combination of documentation reviews, consultations, focus groups, interviews, system walkthroughs, benchmarking and data analysis as shown in Figure 5. This work was undertaken over a five-month period commencing August 2019. Draft recommendations and presentations were made to the Steering Committee and Council (January 2020).

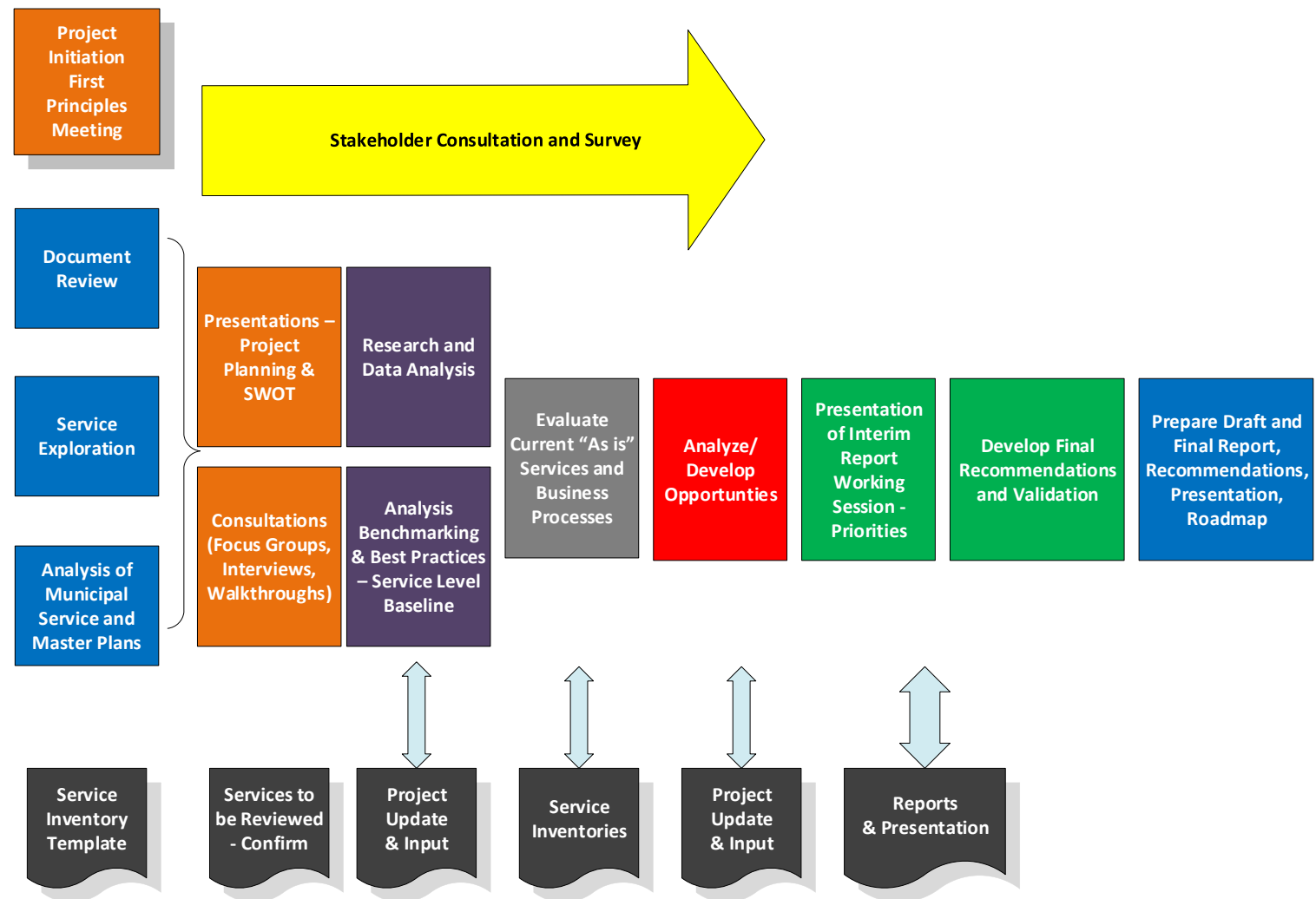


FIGURE 5:SERVICE DELIVERY REVIEW METHODOLOGY

## FINDINGS, RECOMMENDATIONS AND OPPORTUNITIES

Analysis of benchmarks (Figures 7-12) , service profiles and performance indicators as well as Council and staff survey results (Figure 13 and Figure 14), served to validate our findings and formulated the basis for our recommendations and opportunities contained in the report. Details are contained in the report attached but summarized in the next section.

Findings and Recommendations are summarized under 7 key areas as illustrated in Figure 6.

1. Governance – Setting policy, direction and priorities for the Township’s future.
2. Modernizing our Business – Leveraging technology to increase knowledge and capacity for change.
3. Serving our Customers – Community engagement and citizen-centred services.
4. Becoming Sustainable – Financial, economic and environmental sustainability is the key to realizing the vision. Improved reporting, data analytics and long-term views are needed to make better evidence-based decisions.
5. Expanding Opportunities – Building on the economic development strategy with a workplan with dedicated resources and measured outcomes.
6. Creating Livable, Healthy Communities – Creating enhanced opportunities for residential development, recreational services and employment that attract people to live and play in the Township.
7. Investing in Assets – Physical and human resource asset management with a supporting financing strategy is essential for service delivery.



FIGURE 6:RECOMMENDATIONS - 7 KEY AREAS



# EC RESULTS - TREND ANALYSIS

EDWARDSBURGH CARDINAL

Municipal (Lower & Upper Tier) Taxes per household

(EC is below provincial average of \$3,714)

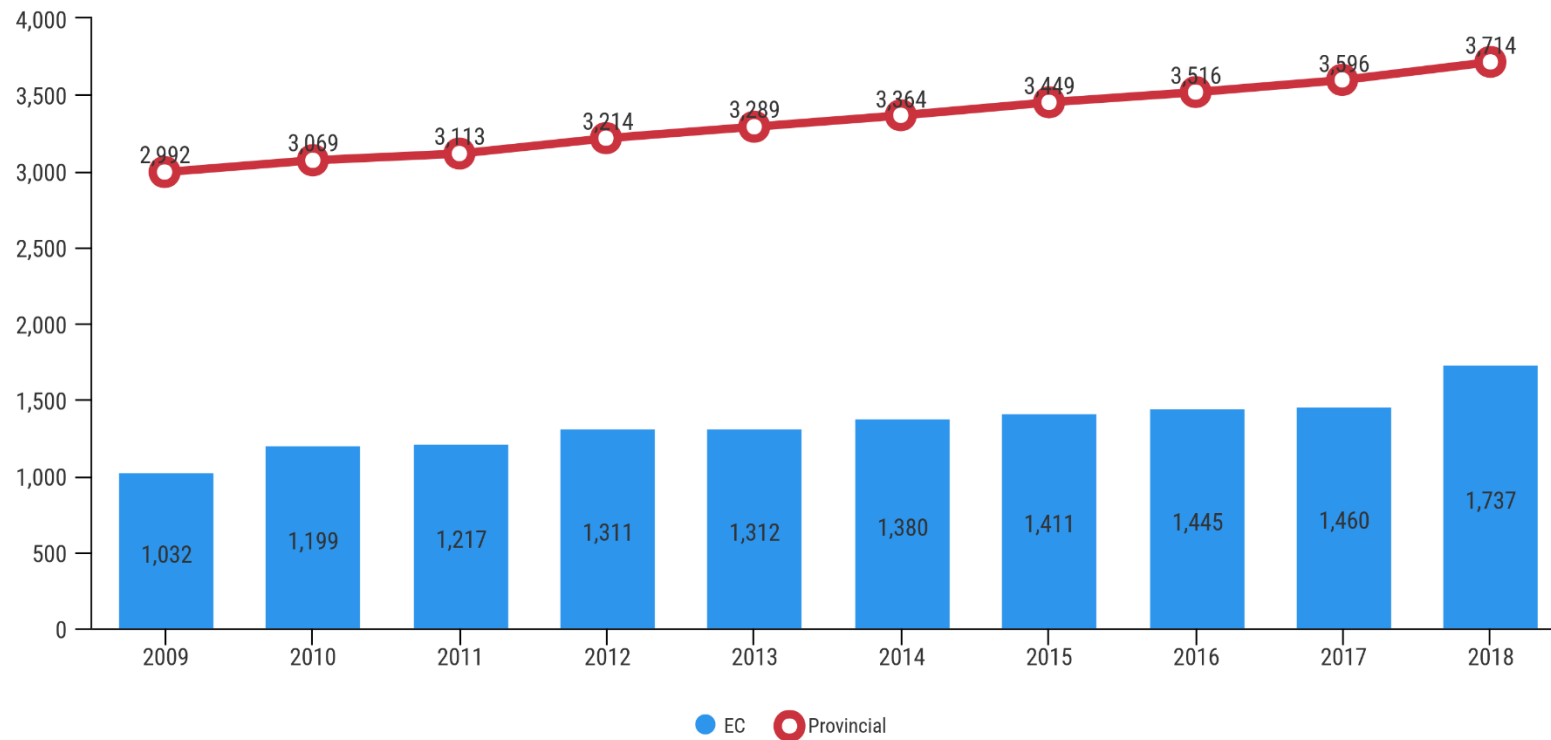
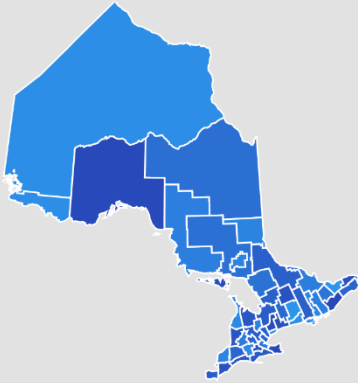


FIGURE 7: EC RESULTS



## EC BENCHMARKS



Municipality	County	Population (2016)	Population (2011)	Change	Population density (KM2)	Households
Edwardsburgh/Cardinal	UCLG	7093	6959	1.9%	22.81	3,110
Augusta	UCLG	7353	7430	-1.0%	23.34	3,130
Cavan-Monaghan	Peterborough	8829	8601	2.7%	28.85	3,409
East Zorra-Tavistock	Oxford	7129	6836	4.3%	29.46	2,907
Elizabethtown-Kitley	UCLG	9854	9724	1.3%	17.66	4,103
Leeds &Thousand Isle	UCLG	9,465	9,277	2.0%	15.45	5,963
Malahide	Elgin	9292	9146	1.6%	23.52	3,155
Minto	Wellington	8671	8334	4.0%	28.81	3,946
Plympton-Wyoming	Lambton	7795	7576	2.9%	24.44	3,543
Whitewater	Renfrew	7009	6921	1.3%	12.98	3,551

### Comparing Taxes per household...2018

(EC is 8% below average of \$2,999)

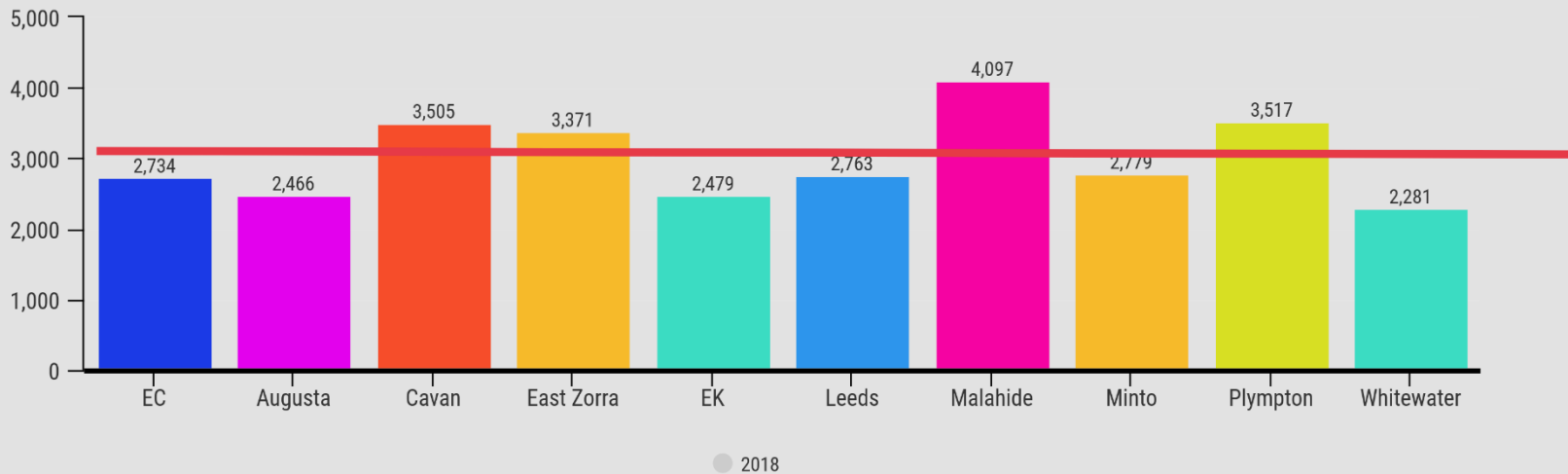


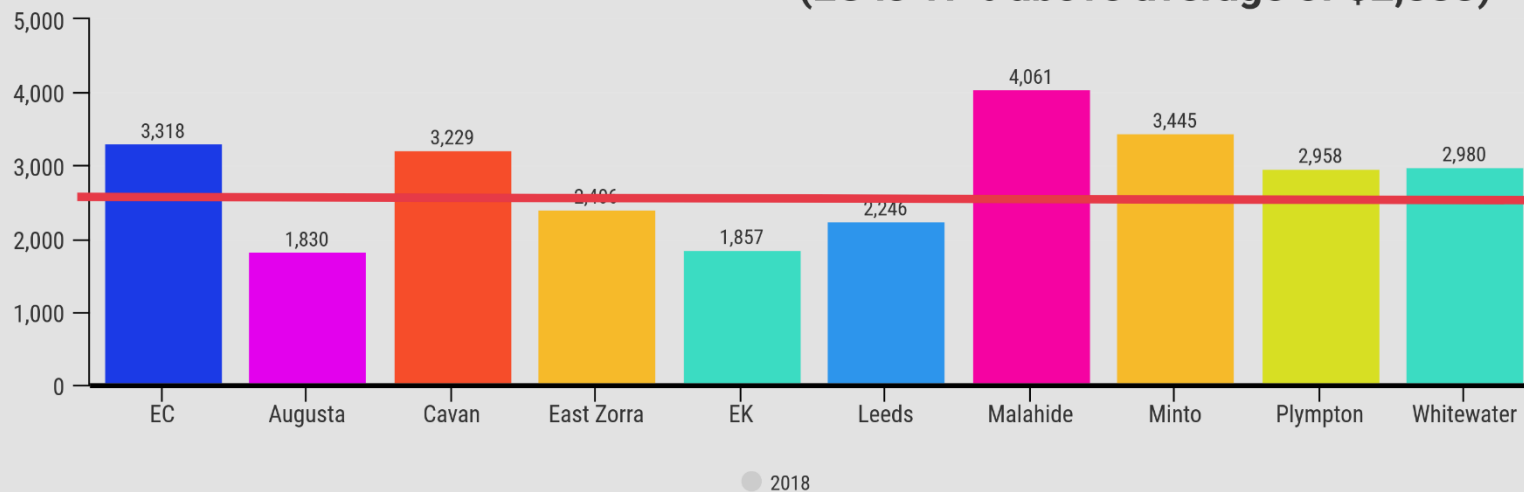
FIGURE 8: EC BENCHMARKS (LOWER + UPPER TIER TAXES)



## EC BENCHMARKS - Operating and Capital Expenses

### Operating Costs per household...2018

(EC is 17% above average of \$2,833)



### Capital Costs per household...2018

(EC is 30% below average of \$973)

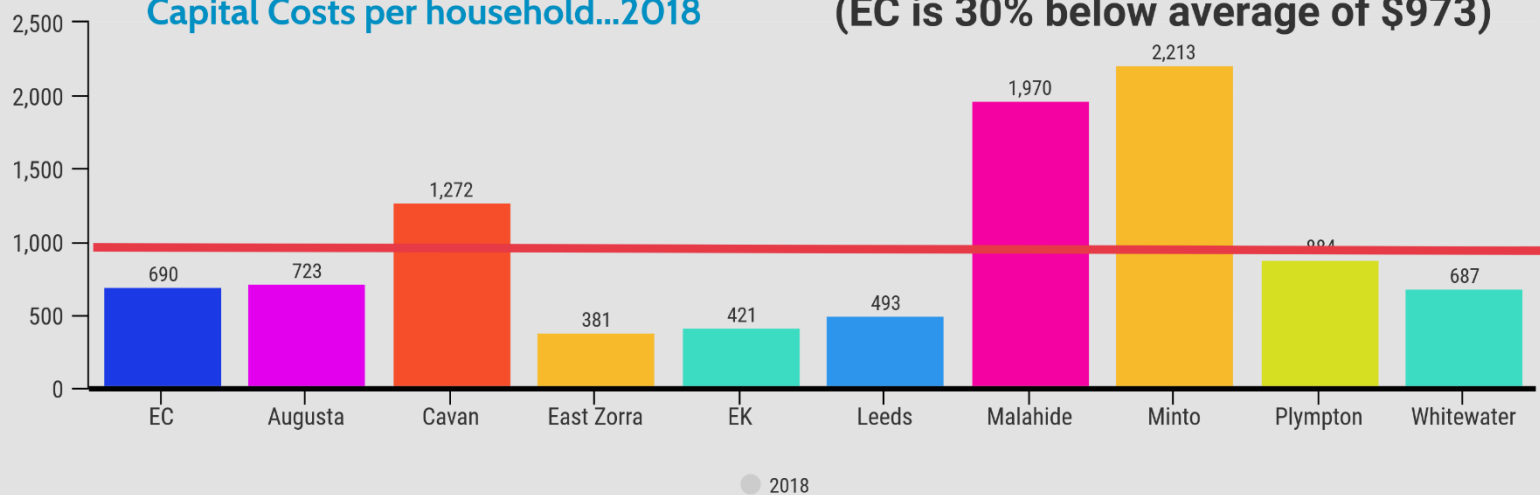


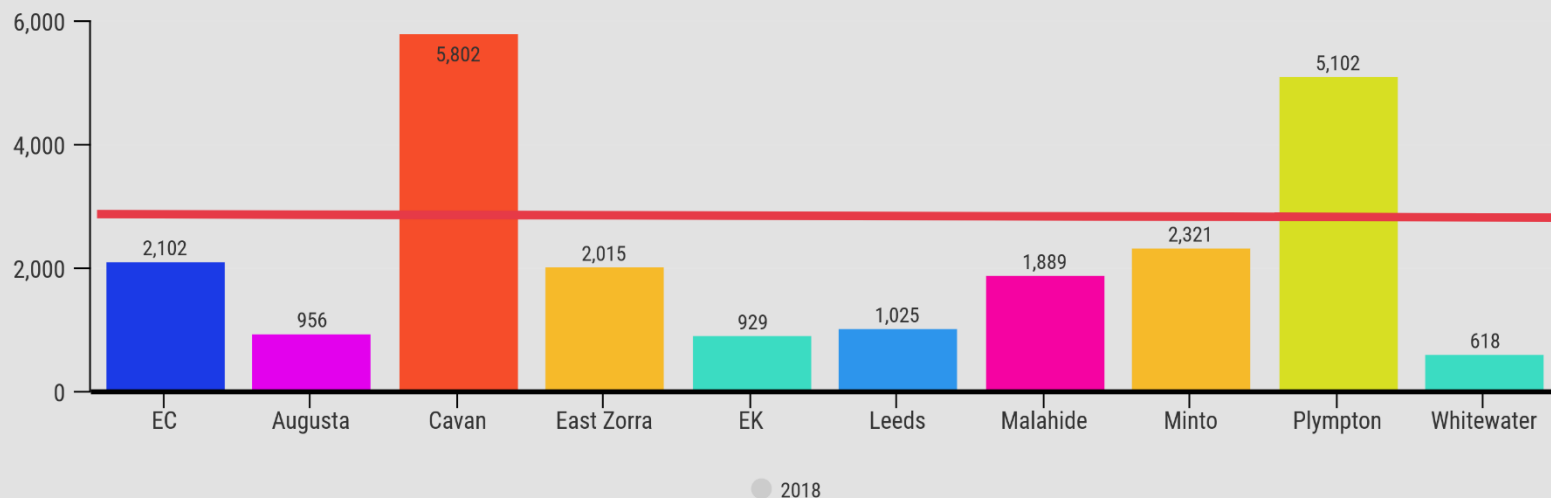
FIGURE 9: EC BENCHMARKS - EXPENSES



## EC BENCHMARKS - Reserves and Debt

### Reserves per household...2018

(EC is 8% average of \$2,276)



### Debt Burden per household...2018

(EC is 140% higher than average of \$837)

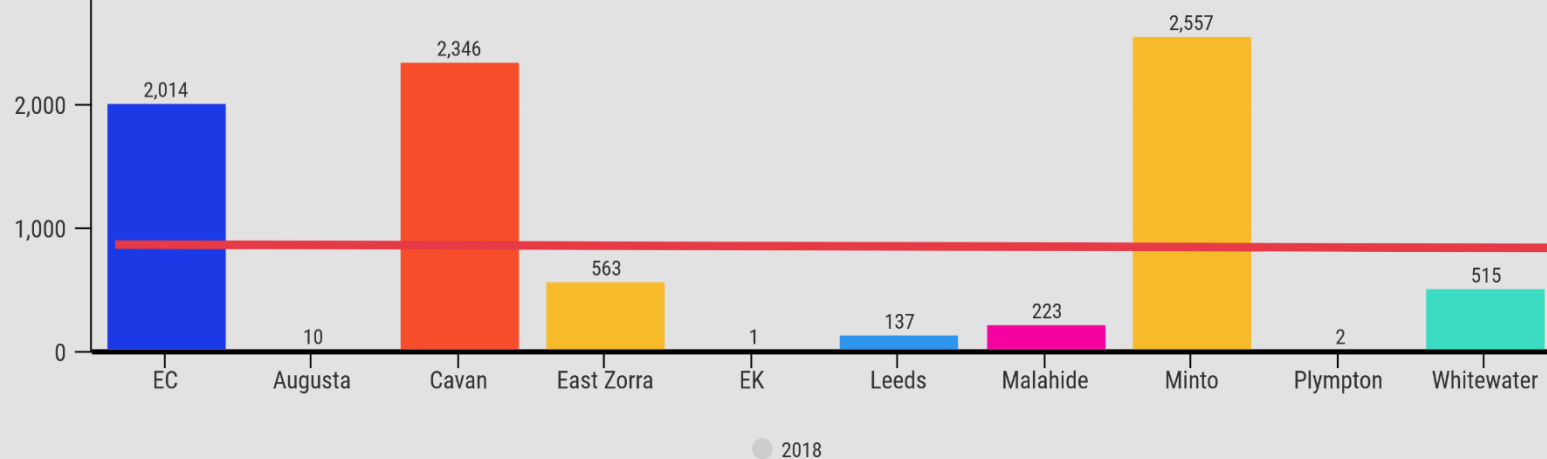


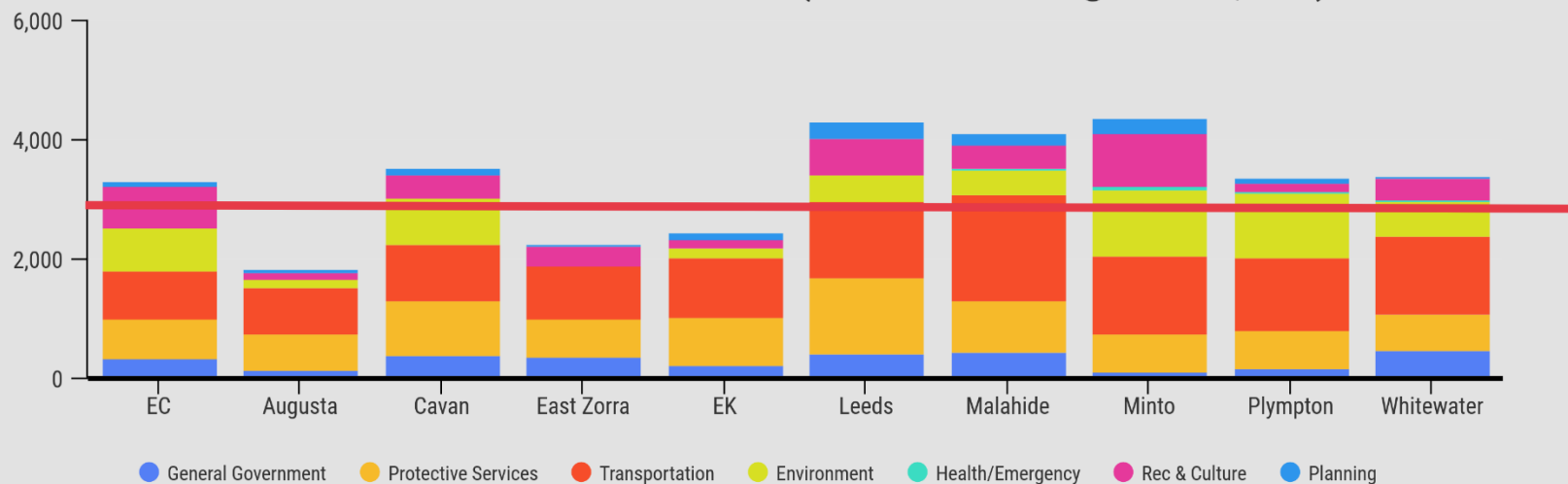
FIGURE 10: EC BENCHMARKS - RESERVES



## EC BENCHMARKS - Expenses by Function

Expenses by function...2018

(EC is 8% average of \$2,276)



% Recreation Expenses of Total...2018

(EC is higher than average at 12%)

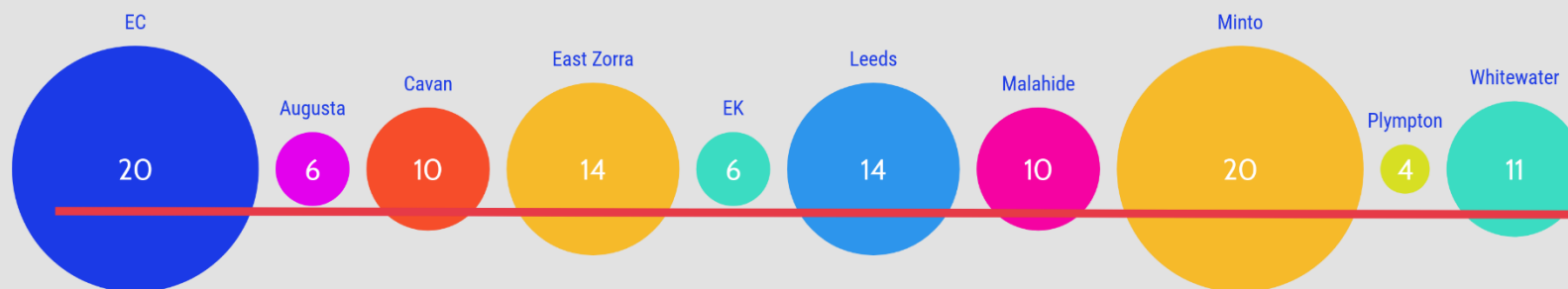


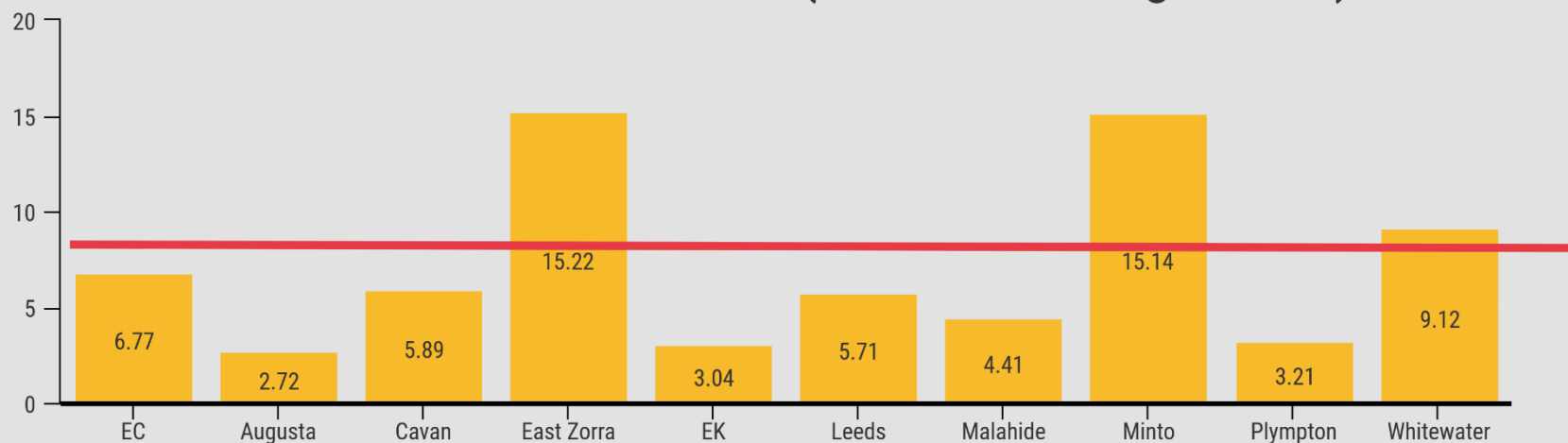
FIGURE 11: EC BENCHMARKS - EXPENSES BY FUNCTION



## EC BENCHMARKS - Workforce

### Workforce per 1000 Population 2018

(EC is below average of 7.12)



### % Expenses by Type...2018

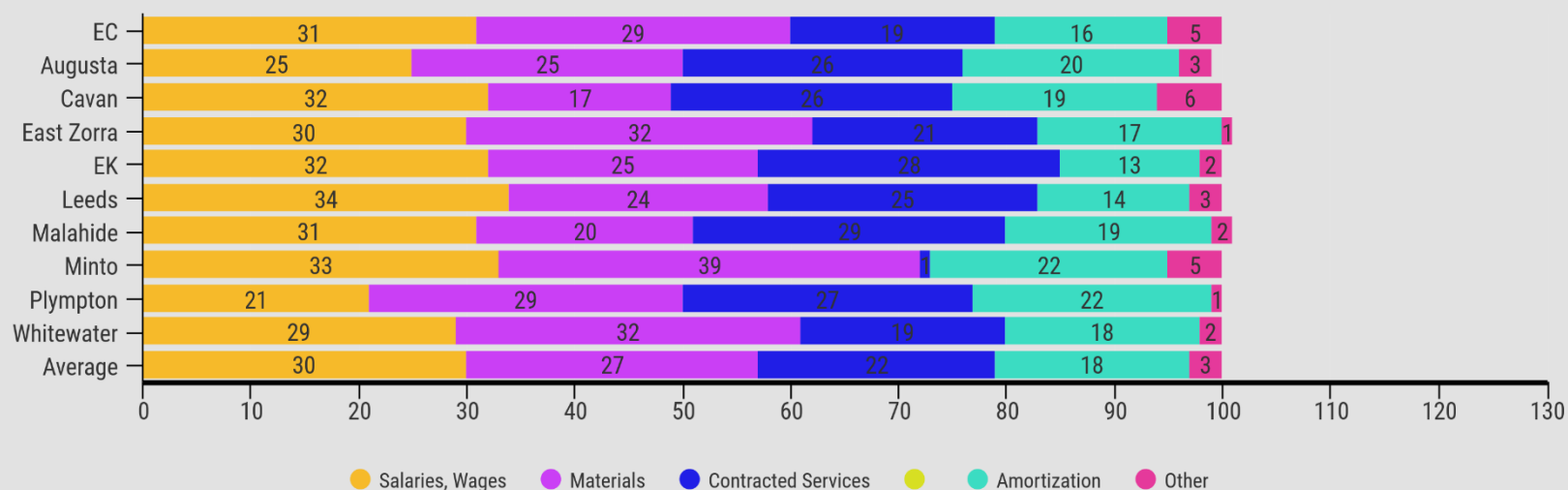


FIGURE 12: EC BENCHMARKS - WORKFORCE AND EXPENSES BY TYPE



# EC Council Survey

## Highlights



FIGURE 13:EC COUNCIL SURVEY

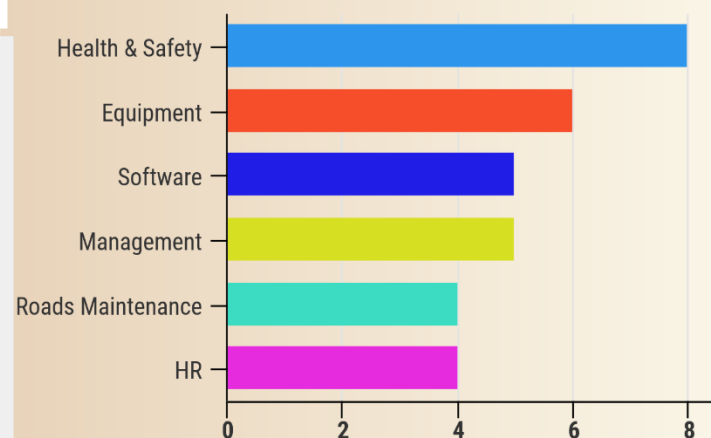
# EC STAFF SURVEY HIGHLIGHTS

How Do EC staff feel about working for the Township?

How change ready are staff/management?

76% Response Rate

Top Training Needs



Top Improvement Opportunities

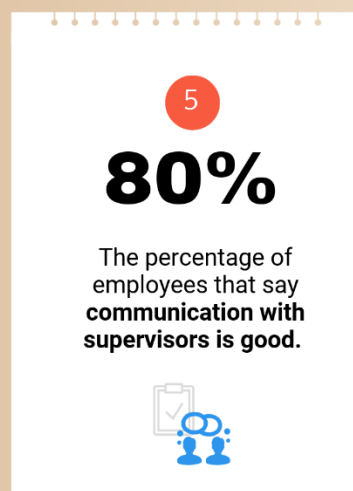
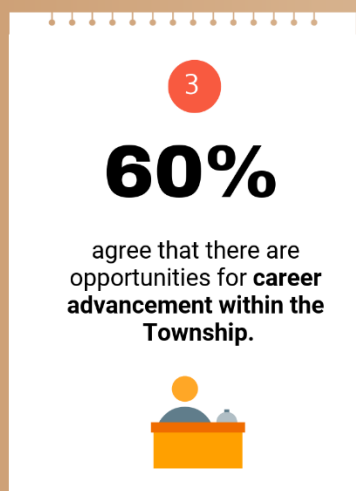
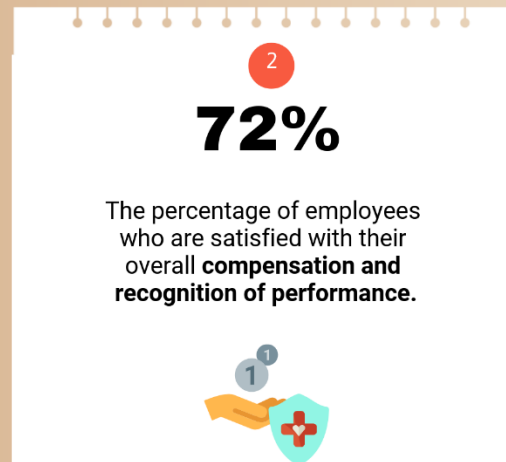


FIGURE 14:EC STAFF SURVEY

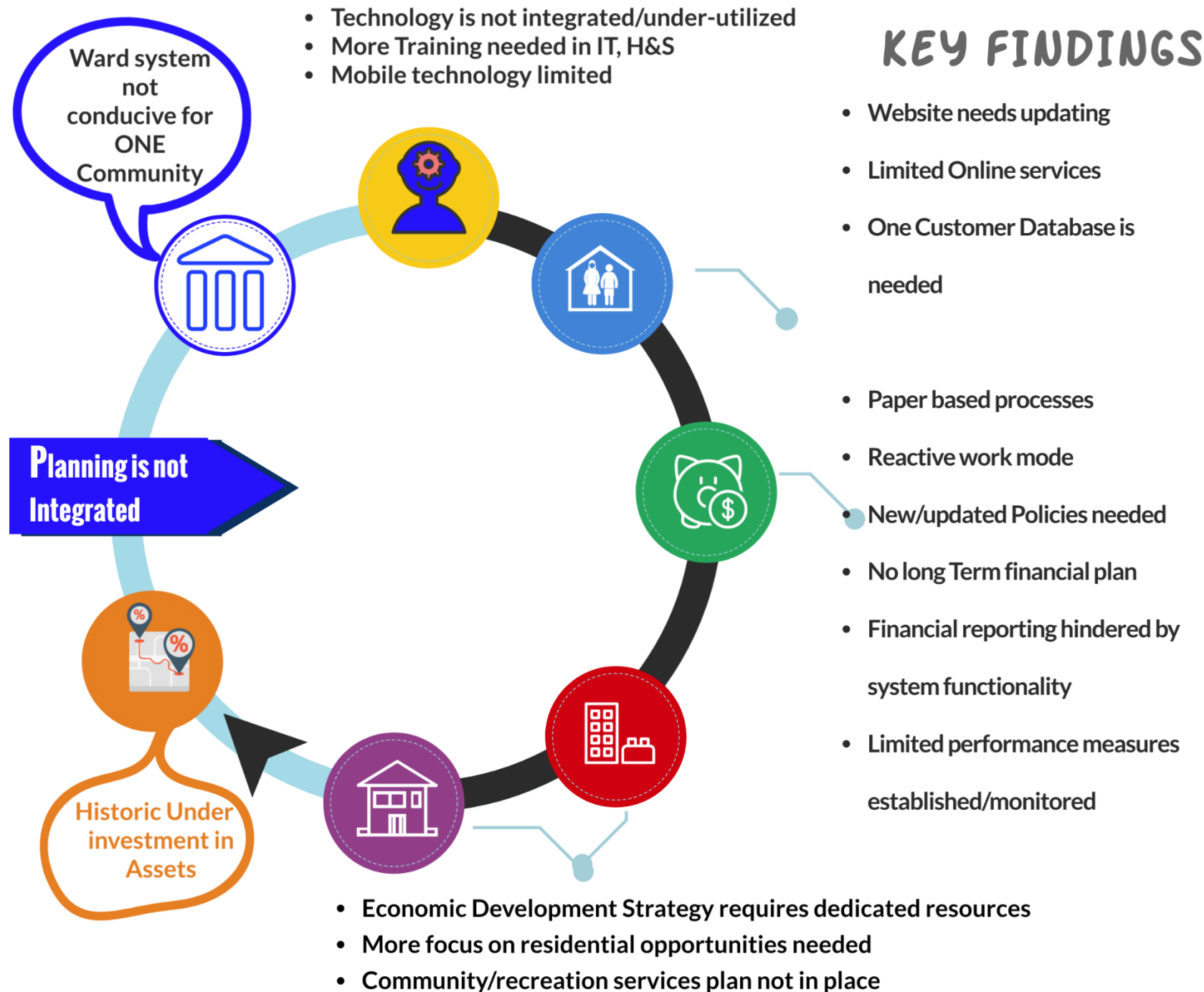


FIGURE 15:SERVICE DELIVERY REVIEW - KEY FINDINGS

## Service Delivery Review Recommendations

### 7. Invest in Our Assets

- 7.1 Asset Management Planning
- 7.2 Enhanced Lifecycle Strategies
- 7.3 Organization
- 7.4 Performance and Training

### 6. Creating Livable Healthy Communities

- 6.1 Assess Recreation Program
- 6.2 Fee Study

### 5. Expanding Opportunities

- 5.1 Develop Workplan to support EC Dev Strategy
- 5.2 Develop Innovation Hub with neighbouring municipalities

### 1. Governance

- 1.1 Develop Integrated Planning Framework with Township Strategic Plan/Vision
- 1.2 Update Council Reporting and Staff Protocols
- 1.3 Move to General Elections



### 2. Modernizing Our Business

- 2.1 IT Strategy - Integration
- 2.2 Expand IT Application Utilization/Functionality
- 2.3 Implement Mobile Technologies
- 2.4 Improve Processes- LEAN Six Sigma

### 3. Serving Our Customers

- 3.1 Community Engagement Strategy
- 3.2 Digital Strategy/Online Services
- 3.3 Updated/Expanded Harmonized Services

### 4. Becoming Sustainable

- 4.1 Long Term Financial Plan/
- 4.2 Fleet Management System and Rates
- 4.3 Improved Data Analytics and Reporting

# 1 GOVERNANCE

## 1.1 STRATEGIC LONG-TERM PLANNING IS NOT INTEGRATED

1.1.1 The Township has successfully developed an Economic Development Strategy and an updated Official Plan, and has been working on its Asset Management Plan. However, it does not have a Strategic Plan that provides the framework to integrate all long-term master plans. An integrated planning framework ensures that all plans are considered together and are financed, capital and operating, through a long-term financial plan.

1.1.2 Consequently, Township staff revealed through the consultations and survey that decisions tend to be reactive and staff struggle with multiple priorities.

1.1.3 Budgets are financially focused and short term (annual). While some improvements to the budget process have been made over the years, a long-term view is not developed. Council budget deliberations are lengthy and too detailed and the budget is not passed before the beginning of the fiscal year.

1.1.4 One of the biggest challenges for all municipalities today is to develop financially sustainable programs to meet the needs of the citizens over the long term. In recent years, taxpayers are becoming more aware of the rising level of property taxes, increasing rates and fees, and are demanding greater value for their money. Taxpayers expect a clear

demonstration of responsible management of the municipality's affairs, are concerned with declining infrastructure conditions and performance, and expect more from municipal services. Other levels of government are also demanding more accountability through asset management planning regulations and reporting.

1.1.5 The Township strives to demonstrate accountability in all its dealings and is committed to



FIGURE 16: INTEGRATED PLANNING FRAMEWORK

keeping taxes low but low taxes with no annual increases are not always the best for citizens and communities long-term. Most Councillors indicated that keeping taxes low was a key priority during election campaigning and since election. Decisions on taxes require full information of the long-term implications.

1.1.6 Public Sector Accounting Board (PSAB) requirements continue to be added in order to improve financial reporting and allow the public to better understand a municipality's liabilities. With an increased focus on the infrastructure deficit and financial sustainability, longer term, more robust planning is needed and now required by legislation and funding agreements.

1.1.7 All plans need to be focused on outcomes to demonstrate value to taxpayers, and financed if they are to be acted upon. A move to outcome focused

plans and reporting would fundamentally change the way in which the Township does business. This approach would concentrate on how effective the Township is and the value or impact it has on the community (doing the right things) as opposed to only looking at efficiency (doing things right).

### **RECOMMENDATION 1.1: Develop Integrated Planning Framework commencing with a Strategic Plan.**

1.1.8 The development of a Strategic Plan is the first step to set the long-term direction for the Township. We are of the opinion that this will serve to focus Council and staff. This process should start with community consultations which will then allow Council to create a strategy that will guide all its decisions and priorities.

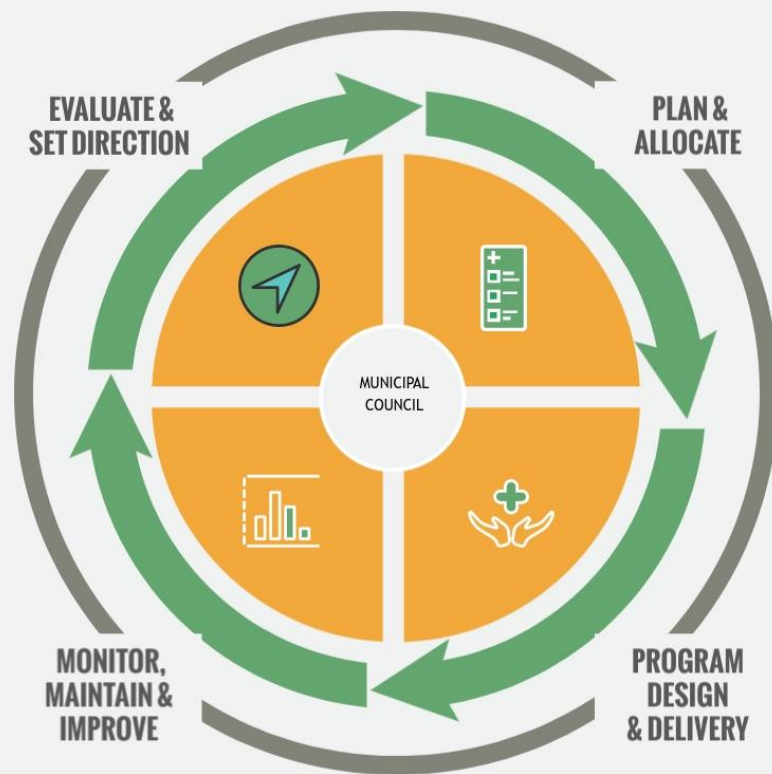
1.1.9 Figure 17 illustrates a strategic planning process that will help the Township move to longer term planning and multi-year budgets. While much effort is required to get this model in place, it will reduce the amount of time to prepare budgets in the future. The next step is the development of an Integrated Planning Framework. As contemplated in O.Reg 588/17, integrated planning will ensure that asset management is included in all master plans. It would be difficult to accomplish this without an Integrated Planning Framework.



FIGURE 17: STRATEGIC PLANNING PROCESS



# INTEGRATED PLANNING CYCLE



## EVALUATE & SET DIRECTION

- Strategic Plan
- Long Term Financial Plan
- Asset Management Plan
- Official Plan
- Other Master Plans



## PLAN & ALLOCATE

- Business Plans
- Annual & Multi-Year Budgets
- Human Resource Plans



## PROGRAM DESIGN & DELIVERY

- Policy Development
- Workplans
- Deliver services



## MONITOR, MAINTAIN & IMPROVE

- Reporting & Audit
- Performance Measurement
- Lifecycle Strategy

Integrated planning does not have one definition we can point to but all research points to the concept that plans do not stand on their own.

So as contemplated by regulation, an integrated planning approach offers the best possibility of long-term success.

Figure 16 shows the key elements of an integrated planning cycle include setting direction, planning and allocating resources, delivering services and monitoring, maintaining and improving based upon performance results.

1.1.10 So, the time is now to set those long-term directions in an integrated long-term planning framework that starts with a Township Strategic Vision and Plan for the entire community. This will set the stage for multi-year budgets, long term financial and asset management planning based upon the core services the Township provides. This is imperative if the Township is to be sustainable in the long run.

## 1.2 COUNCIL NEEDS MORE CUSTOMER INFORMATION AND CLEARER PROTOCOLS

1.2.1 Council indicated that, in order to better respond to constituents, it needs to have more timely information on customer requests and complaints.

1.2.2 Council and staff both expressed an interest in a better protocol to access information and deal with issues arising between meetings.

## **RECOMMENDATION 1.2: Update Council Reporting and Staff Protocols**

1.2.3 Council interactions and complaints dissemination protocols should be developed prior to next election. A dashboard for Council to view outstanding complaints is recommended.

## **1.3 WARD SYSTEM IS NOT CONDUCIVE FOR ONE COMMUNITY**

1.3.1 The current ward system within the Township reflects historical pre-amalgamation boundary lines. During our consultations, both Council and staff indicated that this divide continues to cause issues of integration and development of the Township as ONE community.

1.3.2 Surrounding communities have aborted the ward system and have moved to general elections. This would promote a more unified Township and allow for better long-term planning. Four out of five councillors support the move to general elections. No community consultation has been undertaken. However, some community members have questioned the current governance structure as noted in recent Council minutes.

## **RECOMMENDATION 1.3: Move to General Elections**

1.3.3 Before the next election, the Township should undertake a Ward Review including community consultations with the objective of moving to general elections and eliminating wards. We are of the opinion that this would better unify the community prior to the development of a Strategic Plan.



## 2 MODERNIZING THE BUSINESS

### 2.1 IT SYSTEMS ARE NOT INTEGRATED

2.1.1 The overarching theme continues in terms of technology. Without a long-term strategic plan, procuring and implementing the right technology for the job is challenging. IT is a tool to achieve results and provide information to make decisions. Integration reduces risk of error, lost revenues and duplication.

2.1.2 The Townships' business systems are not integrated. For each IT procurement, business cases should be developed, with assistance from experts, to ensure integration with core IT systems is achievable.

2.1.3 In particular, the Township's financial system, Munisoft, is not integrated with CityWide, asset management system. CityWide provides for work orders and service requests which can track time, materials and equipment utilized to provide services. This information is not currently captured against the work order. Capturing this information would not only eliminate the need for paper timesheets, but could assist the Township in its lifecycle asset management strategy and provide better information for service costing.

2.1.4 Other examples include the acquisition of Proware for building permits, BurnPermits and BookKing recreation facility management system, all of which are not currently integrated with the Township's

financial system. This results in duplication of effort as well since fees are entered in these systems as well as the financial system. Since the customer information resides in multiple systems, the Township and customers do not have one source for all receivables.

### RECOMMENDATION 2.1: DEVELOP IT STRATEGY TO INTEGRATE CURRENT SYSTEMS

2.1.5 Integration of IT systems will allow for one customer source for relationship management and ensure that duplication is eliminated. This will require working with CityWide and Munisoft to develop integration requirements, but our understanding is that both vendors have done these types of integrations in the past with relative ease. Booking and BurnPermits has successfully integrated with other municipal financial software, typically the sharing of customer data and exports of financial data.

### 2.2 IT SYSTEMS ARE UNDER-UTILIZED

2.2.1 While there are a few other municipal financial systems on the market and Munisoft does not meet all the Township's needs, Munisoft meets the Township's basic requirements. Recent mergers of software companies mean that there are few competitors. That is, Central Square, a company out of the US now owns all Munisoft's competitors, (Vadim, Diamond, USTI) and are going through transition. It is a "wait and see" situation as Central Square appears to be transforming these products and many clients have indicated that the customer service has declined in recent years.

2.2.2 Munisoft, while not the most robust product on the market, has modules that the Township does not currently own which would enhance services and reduce costs. These include e-billing and notification, electronic funds transfer for vendors, and custom reporter for finance and payroll. These are products that are relatively inexpensive and would provide more functionality.

2.2.3 The Township has adopted CityWide for asset and work management, capital budgeting as well as service requests. The company, Public Sector Digest, has and continues to invest in its development and is slowly becoming the choice for many municipalities of similar size to EC. Additional functionality includes the integration of its work order and asset management plans with Geographic Information Systems (GIS mapping) which allows for mapping and visuals of municipal assets.

2.2.4 In terms of building permits, CityWide has recently developed an online permitting module that integrates with its other products and can read information regarding property information from MPAC and financial systems. The integration with other CityWide products including GIS would significantly improve building permit services for both the Chief Building Official and the public.

2.2.5 CityWide also acquired RAC Software, provider of FMW budget software. This budget software provides easy integration with Munisoft and CityWide. It allows for robust budget development whereby managers can

include details about business and capital project plans to create “the budget book”. All leading municipalities utilize this type of software to allow for better budget development and presentation. It also allows for development of reporting in a variety of definable custom reports. As discussed above, integrated planning would require more budgeting functionality particularly in terms of asset management.

2.2.6 During our review, managers and supervisors indicated that they rely on reporting sent to them as opposed to accessing information directly from financial systems. Budgeting software such as FMW or Questica would solve this issue. Security profiles in these systems allow managers to build budgets and develop project details over several years. Further, reporting mechanisms allow for access to real time information in reporting formats as defined by the Township.

2.2.7 The budget modules will allow for multiple versions and scenarios as well as multi-year budgeting. Should the Township decide to pursue FMW, because it is a CityWide product, it is our understanding that integration of FMW is possible with the asset management capital planning module.

## **RECOMMENDATION 2.2: EXPAND IT UTILIZATION AND FUNCTIONALITY THROUGH PURCHASE OF ADDITIONAL MODULES WITH ASSOCIATED TRAINING**

2.2.8 In summary, while the Township's financial system may not have all of the functionality that is needed, some modules will assist daily transactions and customer service and should be purchased and implemented. We would suggest that, rather than purchase a new financial system at this point, purchase additional modules from Munisoft to allow for electronic notices for tax, utilities and accounts receivable. Electronic funds transfer will eliminate the

need for issuance of cheques and will improve the bank reconciliation processes.

2.2.9 Munisoft and Easy Pay custom reporter will allow the Township to create better reports and allow for exports to excel. The Township should explore the purchase and implementation of a robust financial budgeting and reporting system that will integrate with Munisoft, such as FMW or Questica. This will allow

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**CITYWIDE SOFTWARE**

CityWide Software is designed by PSD to assist our clients with asset management and budgeting.  
CityWide Software applications are fully integrated, creating a true enterprise wide solution.

ASSET MANAGEMENT	BUDGETING
<p><b>Asset Manager (AM)</b> AM is an enterprise asset management solution and asset register that supports all asset classes. <a href="#">Learn More</a></p>	<p><b>Operational Planning</b> OPERATING PLAN provides all the tools required to produce single or multi-year operating budgets and plans. <a href="#">Learn More</a></p>
<p><b>Work Order Management</b> WORKS is a web-based, work order/workflow application designed to enable organizations to prioritize, schedule, and track projects. <a href="#">Learn More</a></p>	<p><b>Reporting</b> REPORTING MODULE provides a dynamic tool for budget presentation, periodic variance analysis as well as financial statement and forecast reporting. <a href="#">Learn More</a></p>
<p><b>Capital Planning &amp; Analysis (CPA)</b> CPA is a financial modelling solution that enables public sector organizations to develop long-term financial plans based on multiple scenarios. <a href="#">Learn More</a></p>	<p><b>Salary Planning</b> SALARY PLAN is an advanced compensation planning system, which facilitates the real time creation of detailed and accurate plans and forecasts for staffing expenditures. <a href="#">Learn More</a></p>
<p><b>GIS</b> GIS is a versatile solution for an organization's GIS needs. It serves as a repository for spatial data, with potential to draw from, and serve, third party systems. <a href="#">Learn More</a></p>	<p><b>Capital Planning</b> CAPITAL PLAN supports the planning for capital projects, which may span multiple years and have differing financial and non-financial characteristics and impacts. <a href="#">Learn More</a></p>
<p><b>Building Permits Management</b> PERMITS automates and simplifies the process of building permit applications, review, approval and inspections. <a href="#">Learn More</a></p>	<p><b>Plan Request</b> PLAN REQUEST supports the planning and budgeting process through the creation of user requests which may span multiple years and have differing financial and non-financial characteristics and impacts. <a href="#">Learn More</a></p>
	<p><b>FIR</b> FIR is a module which provides easy means to link your data to the Financial Information Return (FIR) spreadsheets for Ontario municipalities. <a href="#">Learn More</a></p>

access for supervisors and managers to build their budgets, business plans and view real time reports.

2.2.10 Citywide GIS and building permit modules should be explored to improve access and services and eliminate ProWare which does not currently integrate with any Township system.

2.2.11 The Township currently has “decentralized” purchasing and utilizes its website and paper-based requests for tenders and proposals. By moving to an online provider, such as Bids and Tenders, the municipality will gain better results on tenders, meet trade agreements and eliminate paper-based processes. These services are funded by the vendors subscribers.

### **2.3 MOBILE TECHNOLOGY WILL IMPROVE SERVICE AND ELIMINATE DUPLICATION OF EFFORT**

2.3.1 CityWide Mobile Application provides for real time access to asset condition, work orders in the field as well as condition of the roads. It allows for uploading of photos, time entry and inspections. As required by asset management regulations, the Township must have a lifecycle management strategy including the ability to capture all costs associated with assets. Mobile applications are extremely beneficial for these purposes. Further, the Township could eliminate paper-based processes such as timesheets and work orders.

2.3.2 Time and attendance tracking and payroll processes are time consuming and not-value added. Most are done manually, or in spreadsheets including

work orders. The move to Citywide work orders with mobile technology would allow time and attendance to be tracked one time, one place. These are non-value-added activities which can be automated through implementation and utilization of existing software and online submissions by employees and supervisor approvals.

2.3.3 Currently, some Township staff have cellular phones without data plans and some do not have email access. While this has likely been due to cost, data plans are changing and becoming more affordable. In order to improve work planning and asset management, additional mobile applications will be the most efficient and effective method to capture information.

2.3.4 However, it should be noted that mobile technology does not mean that one must be connected in real time. Many applications allow for downloading of information on a smartphone or tablet with uploads once staff return to the office.

2.3.5 As part of the consultations and SWOT, the idea of an EC application was raised. This would allow citizens and visitors to link to EC in real time. Many municipalities are moving in this direction in order to meet the needs of young people as promote the municipality.

### **RECOMMENDATION 2.3: ONCE ADDITIONAL MODULES HAVE BEEN PURCHASED AND IMPLEMENTED, MOVE TO MOBILE TECHNOLOGY**



#### MOBILE APP

- View and edit Work Orders in the field in real time
- Allow workers to see their current location and any Work Orders assigned to them so they can prioritize their day
- Pictures can be attached directly from the device



#### ADDITIONAL FEATURES

- Built-in Route Patrol
- Manage vendors and suppliers
- Attach documents, pictures or manuals
- Built-in GIS viewer that offers integration with existing GIS systems

2.3.6 Citywide GIS and mobile applications should be explored to improve processes for lifecycle costing and asset management. Real time data entry will eliminate duplication and lag of information. Time entry and equipment usage on mobile work orders will eliminate the requirement for paper-based timesheets and work orders.

2.3.7 In order to see what is possible, we suggest that the Township launch a contest to develop an EC app. This could include engagement with a local college or SLCEDC. Most college/university IT application programs require a project to be completed. EC could potentially provide a student with an IT project opportunity or scholarship at a relatively low cost.

## 2.4 SOME PROCESSES ARE NOT “LEAN”, ADDITIONAL TRAINING IS NEEDED

2.4.1 In reviewing processes and practices, it was revealed that improvements through LEAN would not only increase efficiency but provide better customer service. Some examples include work order management, fleet management, payroll/time and attendance, animal control, building permits and planning applications. Financial processes such as purchasing and payments are not automated. Tax and utility bills also continue to be paper based.

2.4.2 In order to make improvements, training on systems and technology needs to be expanded. As identified in the survey, technology training was among the top identified need.

## RECOMMENDATION 2.4: IMPROVE PROCESSES WITH INCREASED TRAINING INCLUDING LEAN SIX SIGMA



2.4.3 LEAN Six Sigma methodology for process improvement would help the Township become more customer centric and eliminate the non-value-added activities. Training for staff will allow each to identify ways to make improvements in their own processes and focus on the customer.



### 3 SERVING CUSTOMERS

#### 3.1 MORE CUSTOMER ENGAGEMENT IS NEEDED TO DETERMINE LEVELS OF SERVICE

3.1.1 Customer engagement is critical for the township to better articulate the value of its services and determine the needs of the citizens. While this review did not include a customer survey or consultations, the Township has created many opportunities to engage with the public on specific issues. Through its committee structure, it hears from the appointed members as well as focus groups. As part of the long-term strategic planning and a requirement of the asset management regulations, the Township needs to gain an understanding of the desired levels of service on a variety of fronts. New technologies and options are available to better engage with the public on an ongoing basis. Service requests and inquiries are also very important indicators of customer requirements.

#### **RECOMMENDATION 3.1: DEVELOP A CUSTOMER ENGAGEMENT STRATEGY IN LINE WITH THE STRATEGIC PLAN AND ASSET MANAGEMENT PROCESS**

3.1.2 Customer engagement can take many forms. A strategy to undertake individual and ongoing customer feedback would allow for better understanding of levels of service. Products like Bang the Table, Social Media,

surveys can be of assistance but are only one solution given the demographics of the Township. As further discussed below, intelligence can also be gained by tracking customer inquiries and comments within the service request process.

#### 3.2 ONLINE SERVICES ARE LIMITED

3.2.1 In 2018, the Township implemented CityWide Service Requests and associated work orders in order to capture customer issues and complaints. An export from the system (Figure 18) showed that as of December 5, 2019, a total of 372 requests were entered in the system and a total 275 complete. The average completion time was 40 days. For the remaining 97 which are open or outstanding, the average number of days is 144 days. Figure 19 shows that out of the 372 requests, 100 (26%) were fleet management work orders followed by Parks and Recreation.

3.2.2 It is great that the Township is starting to track this information but there does not appear to be any published service standards. As well, unfortunately, the data is not yet “clean” as there were 84 work orders

FIGURE 18: CITYWIDE WORK ORDERS AT DECEMBER 5, 2019

Status and Priority	Number of Work Orders	Average of days to complete or outstanding
<input checked="" type="checkbox"/> <b>Completed</b>	<b>275</b>	<b>40</b>
Critical	2	0
High	15	65
Low	240	40
Medium	18	13
<input checked="" type="checkbox"/> <b>Dismissed</b>	<b>13</b>	<b>127</b>
Low	13	127
<input checked="" type="checkbox"/> <b>In Progress</b>	<b>31</b>	<b>166</b>
Low	30	171
Medium	1	16
<input checked="" type="checkbox"/> <b>Not Started</b>	<b>28</b>	<b>110</b>
High	12	102
Low	16	116
<input checked="" type="checkbox"/> <b>Waiting for Approval</b>	<b>1</b>	<b>99</b>
Low	1	99
<input checked="" type="checkbox"/> <b>Waiting on Customer</b>	<b>11</b>	<b>199</b>
Low	10	166
Medium	1	524
<input checked="" type="checkbox"/> <b>Waiting on Vendor/Contractor</b>	<b>7</b>	<b>132</b>
Low	7	132
<input checked="" type="checkbox"/> <b>Waiting on Worker</b>	<b>6</b>	<b>141</b>
Low	5	90
Medium	1	395
<b>Grand Total</b>	<b>372</b>	<b>67</b>

that were entered as complete before the created date. It is also important to note that not all departments are utilizing the system in the same way and there are no specific documented processes or nomenclature.

3.2.3 Further, in order for a customer to launch a complaint or request, they must do so via telephone call or email as opposed to online requests and updates. The Township does not capture all calls or inquiries but in order to determine how many types of calls and those that may become work orders, we undertook a two-week sample survey from November 4-15, 2019 of all Township inquiries. Figure 20 shows that the largest number of inquiries were building and planning related. This may be due to the complexity of the issues, an indication of growth or the method in which it is communicated.

3.2.4 When we tried to access the information and documentation available to the public on the website, we found it very difficult to find. In particular, forms, instructions and bylaws were either not available or not written in plain language.



3.2.5 We also noted that online services are not extensive, requiring customers to come to the office, a fact evidenced by the number of walk-ins experienced. Bylaws, fees and applications are mostly paper based and processes difficult to follow.

3.2.6 That being said, the Township staff provides good face to face services, at the counter and via telephone. The inquiries and response times are, however, not tracked. We were, nevertheless, very impressed with the economic development dashboards. This is a very useful tool for people looking to develop or open a business in the Township.

3.2.7 All this leads to the fact that the Township needs to take a comprehensive approach to customer relationship management. While it is starting to develop the use of CityWide service requests, it is not yet complete or used across the organization. The data is inconsistent or missing (100 work orders had no notes). Once this is set up with documentation and guidelines, the Township could allow for submission and tracking on the website as well as updates. As mentioned in section 1.2, Council would also benefit from more real time information on customer service requests and responses.

3.2.8 In terms of other online services, the Township provides for facility bookings online and dog licenses/landfill cards through its online store. Other applications and payments are not provided. The opportunity to improve services lies in an online, digital

Status and Priority	Number of Work		Average of days to complete or outstanding
	Orders		
Fleet Maintenance - Issues	100		20
Parks & Recreation Department	53		20
Clean Yards	37		138
PW CVOR PM	18		61
MTO annual inspection	16		124
Animal Complaint	13		73
Water Meters	13		28
Culverts/Entrances	13		155
New Build 911 Signs and Entrance Culverts	11		168
General Inquiry	9		5
Utilities - Other	8		56
Drainage	8		103
911 Signs (Only)	8		86
Entrance Culvert - Replacement/General	7		70
Cardinal Wastewater	7		11
Roads - Other	7		113
Signs	5		87
Service Laterals	5		19
Parking Violations	5		78
Street Lights	4		54
Trees	4		124
Building	3		34
Asphalt	2		535
Johnstown Wells	2		5
Watermain & Service Breaks	2		0
Roadside	2		65
Illegal Dumping	2		280
Winter	1		263
Frozen Water Services	1		9
Annual Fire Pump Inspection	1		-10
Spencerville Sewer	1		531
Road Condition	1		7
Guiderail	1		245
Fire Department	1		46
Sidewalks	1		449
<b>Grand Total</b>	<b>372</b>		<b>67</b>

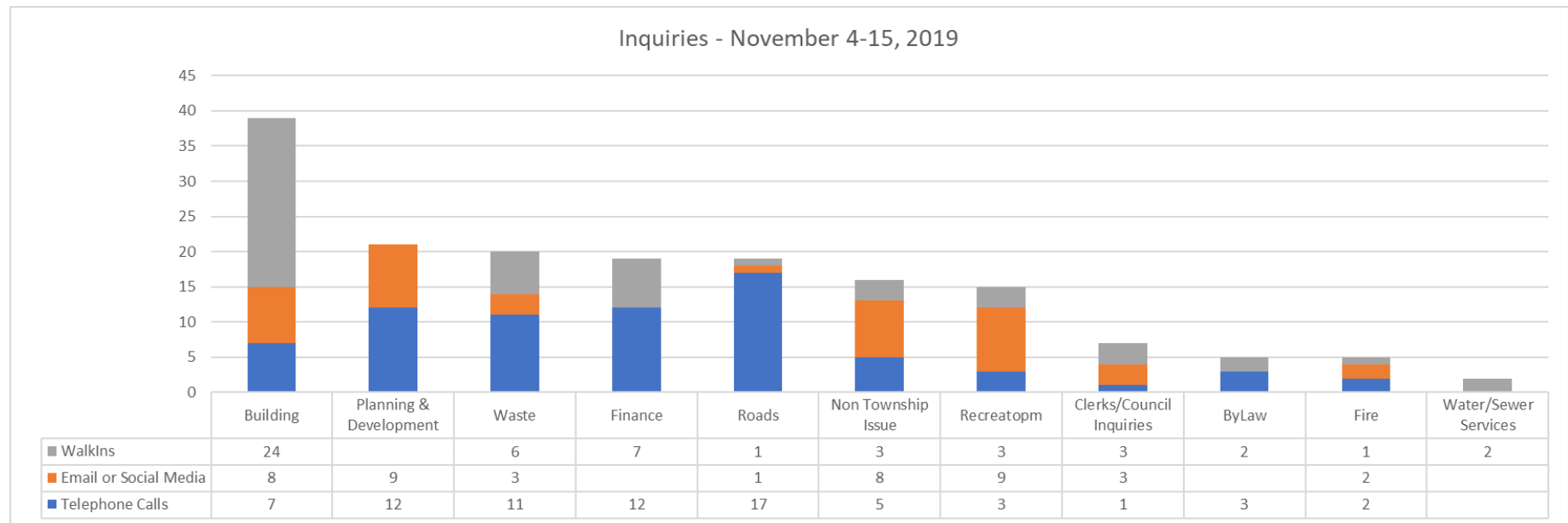
FIGURE 19: CITYWIDE WORK ORDERS BY TYPE AS AT DECEMBER 5, 2019

strategy to eliminate the need for customers to drive to the Township office. Online/telephone banking and preauthorized payments for tax payments are available but no credit cards. All other types of payments require cheques, debit or cash. Many municipalities have moved to third party providers for tax credit card payments as has the federal government and other utilities. Paper based bills are utilized for tax, water and other receivables. Customers do not have the ability to look up their own information online as is the case in many other municipalities.

### **RECOMMENDATION 3.2: DEVELOP ONLINE STRATEGY FOR WEBSITE, ONLINE SERVICE REQUESTS, APPLICATIONS AND PAYMENTS**

3.2.9 During the SWOT analysis and other consultations, it became clear that the Township needs to invest in its website structure and development. The website redesign should be coupled with the implementation of the new Agenda management system. A more customer focused website with better search engines would make online services easier to build.

3.2.10 Online service requests could easily be done through CityWide who will assist in the implementation. The integration with GIS will allow for better understanding of location of issues and will aid asset management. In order for online requests to be used, the Township needs to standardize the data fields and required information as well as documented processes. Service levels or key performance indicators should be developed with status definitions. Updates



can be automated to eliminate the need for customers to call in or staff to call/email customers on the status of their requests.

3.2.11 As discussed earlier, Council indicated that it would like to have a dashboard to view the status of complaints in the cue. This can be achieved with CityWide reporting.

3.2.12 In terms of other services, as discussed in 2.2, the move to e-billing will provide for more options and the elimination of paper. However, this is not “online” and does not resolve the ability for payment. Every online payment through the bank and debits still

require the payment to be applied in the financial system. This is a limitation of the current financial system that the Township may want to address at some point in the future. In the interim, the provision of online payments through third party providers would provide additional customer service.

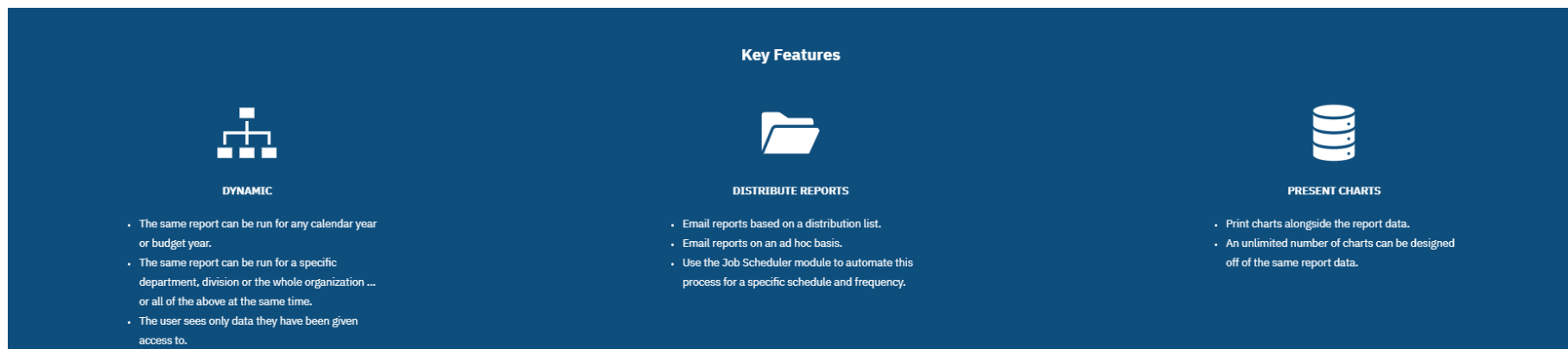
3.2.13 In order to allow better online applications, forms need to be redesigned to become fillable before true online applications are developed.

3.2.14 Other options for online services include the scheduling of appointments for applications such as marriage licenses, commissioning documents, building permits. This is better for planning, ensures that the

#### What it can do for your business

Report Designer allows the creation of reports the way you want it. Summarize by different categories, drill down into details and even distribute the reports and charts to targeted recipients, all while eliminating the time-consuming task of building the reports in excel.

**FIGURE 21: CITYWIDE REPORTING CAPABILITIES - PSD WEBSITE**



right people are available, and customers can come better prepared. Booking could be used for this purpose so no new software is required, just some configuration.

### 3.3 SHARED SERVICE OPPORTUNITIES HAVE HAD LIMITED SUCCESS

3.3.1 As discussed earlier, the Township has been a leader in promoting shared services with other municipalities but has had limited success. Our consultations indicated that there is a general desire to look at shared services if it would result in better services. Amalgamation has limited support from Council but it may be that this should be explored as part of a community wide strategy with the neighbouring municipalities or County-wide.

3.3.2 Shared services can be a very effective way in which to deliver services where the Township does not have the resources to do the work or

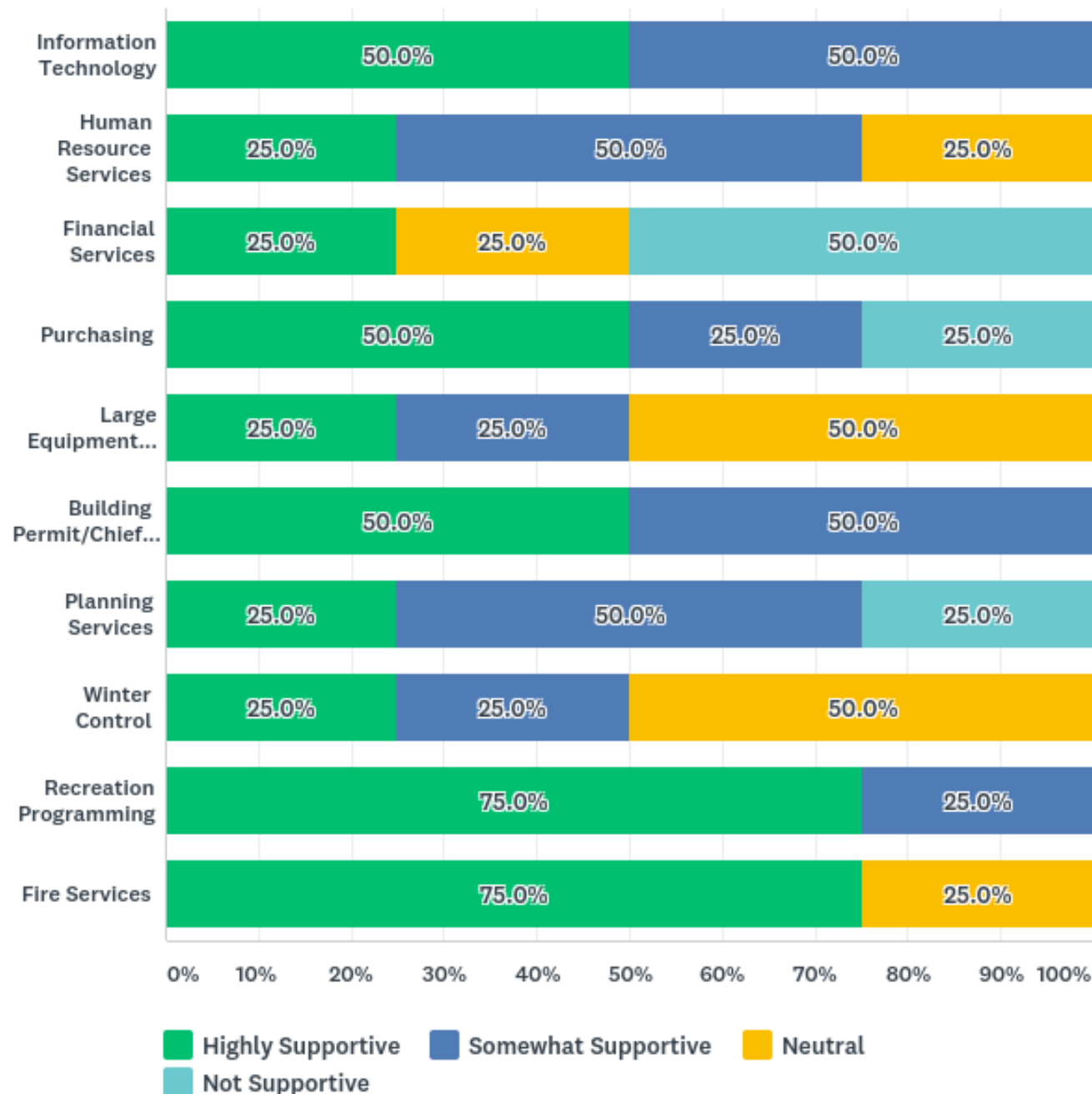


FIGURE 22: COUNCIL SURVEY RESULTS - LEVEL OF SUPPORT FOR SHARED SERVICES

where the expertise is easily outsourced. Some areas that were raised in the staff survey as appropriate for shared-services included: fire training, equipment sharing, administration, bylaw enforcement, building services (shared Chief Building Official), libraries, bulk purchasing. Other municipalities have had success in shared planning services, human resources, information technology, recreation programming, to name a few. Council survey showed support for some sharing and believed that the Township could provide more services (Figure 22). However, making it happen has been a challenge as is often the case.

3.3.3 As will be discussed in the next section, there is a large service gap in terms of fleet management and telecommunications/technology. Each department undertakes their own fleet management and most of the work is outsourced to local mechanics. There are no fleet contracts and a risk that the equipment will not be available when needed for services. In fact, the Township has had equipment downtime including a period when all snowplows were unavailable. In this scenario, the Township borrowed from a neighbouring municipality. It would seem that this area could be shared among 2 or 3 municipalities.

3.3.4 The Manager of Recreation and Facilities manages all the facilities as well as handles cellular phones and GPS in vehicles. This has occurred because of the manager's skillset but does not make organizational sense and the municipality may not be receiving the best possible price. Bulk purchasing or

utilization of standing offers may provide better data coverage and device options.

3.3.5 In terms of harmonization, some municipalities have looked to 311 services in order to provide one stop shop inquiry services across upper and lower tiers. Based upon the results in the survey Figure 20, 10% of the inquiries received were not Township related. A large portion of calls were also planning focused which is primarily handled by the County processes. A larger network could better provide information about all the activities, including recreation programming across the County for the mutual benefit of all.

### **RECOMMENDATION 3.3: DEVELOP SHARED SERVICE STRATEGY FOLLOWING STRATEGIC PLANNING PROCESS INCLUDING 311 COUNTY WIDE**

3.3.6 Based upon the feedback as well as the current organizational structure, shared services could have a tremendous benefit. However, a good governance structure needs to be in place to ensure oversight and collaboration. A strategy should be developed as part of the strategic plan and community consultation. Some areas to review include Fleet Management, Telecommunications contracts, Planning Services, Bylaw enforcement, Building services, recreation and fire services. 311 Services at the County should also be explored.

## 4 BECOMING SUSTAINABLE

Municipal financial sustainability can be defined as:

*“Ability to continue to deliver services and develop infrastructure required without sudden unplanned increases in rates and tariffs or reduction in services and the capacity to absorb financial shocks without external financial assistance”.*

And/or...

*“Financial capacity of municipalities to deliver services and meet contractual commitments while planning for the future.”<sup>3</sup>*

### 4.1 NO LONG-TERM FINANCIAL PLAN/MULTI-YEAR BUDGETING



4.1.1 As discussed in 1.1, the Township’s financial planning is primarily achieved through the annual budget process. It is time consuming and the budget has not been passed at times until the new year, sometimes into April of the applicable fiscal year. Our review of the process indicates that it is time consuming and too detailed. Figure 23 shows the various planning legislation, mandatory and discretionary. Integrated long-term financial plan is not required but certainly considered to be best practice. A long-term financial plan encompasses information from all known and potential risks and economic changes that face the municipality over a planning horizon, usually 10-20 years.

4.1.2 The Township has started down this road with the Asset Management Plan (AMP), but much work is still to be done. It is important to note that the AMP is only one part of a long-term financial plan. To date, like many municipalities, the focus has been on the annual budget. The problem is that, because it is annual, by its very nature it does not look at the impacts of decisions made today on tomorrow’s community services or fiscal health. Yet, the annual budget is the only “mandated” plan currently required. It should be noted that O.Reg 588/17 will require a long-term asset management financing strategy to be in place by 2024. The Township also has a Water

<sup>3</sup> [http://www.mfoa.on.ca/MFOA/webdocs/PSAB\\_Newsletter\\_No\\_3.pdf](http://www.mfoa.on.ca/MFOA/webdocs/PSAB_Newsletter_No_3.pdf)

Financial Plan as required but this should be looked at as part of the AMP as well.

changes the manner in which the municipality makes decisions and reduces the amount of time it takes to complete the budget, once the process is established.

4.1.3 Multi-year budgets are permitted, and some municipalities have been moving in this direction over the last few years. The benefits are extensive as it

Act	Sections/ Regulation	Description	Details
Municipal Act	289.	Yearly budgets, upper-tier	Annual budget requirements
	290.	Yearly budget, local municipalities	
	291.	Multi-year budget	Optional
	293.	Regulations, reserve fund	Optional – Reserves can be set up to fund future projects or contingencies
	Part XIII	Debt and Investments	Municipalities can borrow for long term or short-term requirements
Safe Drinking Water Act (SDWA)	30	Financial Plans	Requirement for a Drinking Water license.
	O.Reg 453/07	Financial Plans	Financial plan requirements under the SDWA must be at least 6 years
Planning Act		Official Plans	Land use planning
Infrastructure for Jobs and Prosperity Act	3	Infrastructure Plans	Planning Principles required in Asset Management Plans
	4	Long-Term Infrastructure Plans	
	O.Reg 588/17	Requirements	Timing, details, policies for long term asset management planning including climate change adaption

FIGURE 23:FINANCIAL PLANNING REGULATORY FRAMEWORK



## RECOMMENDATION 4.1: DEVELOP A FINANCIAL MANAGEMENT STRATEGY/LONG TERM FINANCIAL PLAN INCLUDING RESERVE POLICY

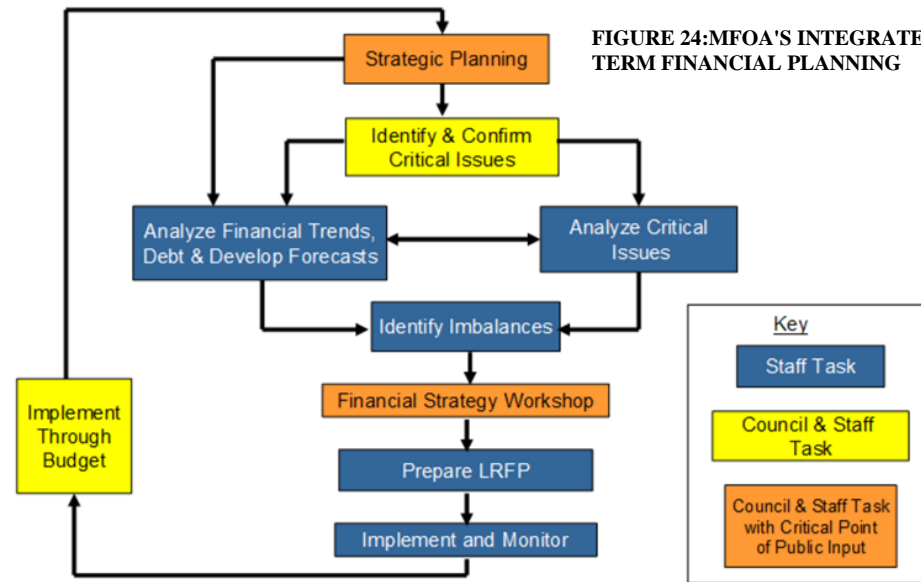
4.1.4 The key objectives of a Long-Term Financial Plan (LTFP) are:

- ⇒ Promote financial sustainability
- ⇒ Take an enterprise (whole municipality) view of financial decisions rather than departmental or first come first served approach
- ⇒ Align financial decisions with strategic initiatives
- ⇒ Establish priority setting tools to evaluate projects based upon a common set of criteria
- ⇒ Identify and illustrate long-term implications of decisions based upon data
- ⇒ Provide ongoing set of metrics to assess performance
- ⇒ Support multi-year planning
- ⇒ Ensure optimal balance between service levels, revenue requirements and asset renewal

4.1.5 A LTFP is not only a guiding document, it is an excellent communication device of the municipality's overall direction. The LTFP should consider and include the following:

- ✓ Strategic directions with respect to financial condition and the vision for the municipality;
- ✓ Demographic and economic assumptions;
- ✓ Indicators to be utilized to measure financial condition (sustainability, vulnerability and flexibility);
- ✓ Risk identification, management and risk response strategies;
- ✓ Expected expenses for each year of the plan;

FIGURE 24:MFOA'S INTEGRATED LONG TERM FINANCIAL PLANNING



- ✓ Expected revenues for each year and their source;
- ✓ Rates and user fees expected over the horizon of the plan;
- ✓ Any variations in net debt required as a result of expected cash flow needs;
- ✓ Other plans such as asset management plans and condition assessments;
- ✓ Assumptions that have been used in the development of the LTFP;
- ✓ Sensitivity analyses performed, which highlight the factors or assumptions most likely to affect long-term financial sustainability; and
- ✓ Decision and priority making process to be undertaken in assessing projects.



## 4.2 LACK OF FLEET MANAGEMENT AND SYSTEMS THREATENS SUSTAINABILITY

4.2.1 The Township does not have a proper fleet management system for repairs or fuel. Our assessment of the costs and availability of fleet indicates that the Township is spending more each year on aging equipment. This has left it without the assets it needs to provide services in some cases or extensive repairs in others. As shown in Figure 26, the costs for repairs have increased \$100,000 in 4 years or 42%. This represents close to a 2% increase. This is likely because the fleet is past its useful life and insufficient replacement costs have been undertaken. However, it may also be because the fleet is managed by each department and outsourced. Since not all costs are attached to specific vehicles/equipment, it is difficult to determine if the cost increases are due to a particular vehicle or the entire fleet aging. Generally, municipalities will have a job or general ledger account for each unit so that the efficiency can be assessed and decisions about replacement and utilization can be made.

4.2.2 We also noted a similar trend in fuel costs as show in Figure 25 which indicates an overall increase of 46% and yet, fuel rates have not changed that significantly. Again, we are unable to determine if these cost increases are unit specific or an inventory/efficiency issue.

4.2.3 In consultations with Council and reviewing the budget guidelines, we noted that there is a desire to have more detailed fleet assessment. In order to do so, the most efficient way to achieve this is by utilizing fleet and fuel management systems. Currently, there are only paper records and no card system to ensure fuel and spillage are being measured.

FIGURE 25: FUEL COSTS - 2016-2019 (YTD - NOV)

Acct		Sum of 2016 actuals	Sum of 2017 actuals	Sum of 2018 ACTUAL	Sum of 2019 YTD	Sum of Change 2016-2019
21-5615 - Truck Fuel	\$	6,243.16	\$ 8,618.09	\$ 11,246.90	\$ 7,738.02	24%
32-5605 - Fuel	\$	55,178.59	\$ 66,923.66	\$ 95,533.00	\$ 83,197.44	51%
32-5615 - T1 - Fuel	\$	4,896.63	\$ 5,574.10	\$ 7,075.29	\$ 7,687.34	57%
81-5615 - Vehicle Fuel	\$	7,862.58	\$ 8,172.42	\$ 10,851.31	\$ 9,774.34	24%
<b>Grand Total</b>	<b>\$</b>	<b>74,180.96</b>	<b>\$ 89,288.27</b>	<b>\$ 124,706.50</b>	<b>\$ 108,397.14</b>	<b>46%</b>


Account 	2016	2017	2018	2019 YTD Nov	Total 4 Years	Sum of %age Change 2019 to 2016
Equipment	\$75,024	\$87,278	\$68,586	\$80,972	\$311,861	8%
Truck and Vehicles	\$35,924	\$62,456	\$37,019	\$29,233	\$164,632	-19%
T5	\$22,263	\$20,263	\$30,038	\$38,327	\$110,891	72%
T4	\$14,430	\$11,970	\$50,176	\$22,271	\$98,847	54%
T8	\$13,680	\$3,896	\$40,082	\$24,976	\$82,633	83%
T3	\$11,574	\$19,115	\$21,675	\$16,203	\$68,567	40%
G1	\$654	\$15,862	\$6,911	\$30,901	\$54,328	4625%
T6	\$4,255	\$14,005	\$11,518	\$17,972	\$47,750	322%
T11	\$8,111	\$15,027	\$13,905	\$7,589	\$44,631	-6%
L1	\$8,861	\$23,552	\$4,617	\$2,053	\$39,083	-77%
High	\$8,227	\$11,533	\$10,439	\$8,559	\$38,759	4%
T7	\$1,409	\$4,709	\$10,024	\$10,619	\$26,761	654%
Backhoe	\$10,833	\$5,739	\$1,915	\$3,890	\$22,377	-64%
T1	\$3,725	\$7,264	\$2,844	\$6,920	\$20,753	86%
T2	\$4,200	\$6,226	\$4,496	\$4,366	\$19,288	4%
Sidewalk	\$4,737	\$7,064	\$4,646	\$1,712	\$18,160	-64%
Mower	\$979	\$687	\$1,873	\$10,483	\$14,021	971%
Olympia	\$4,014	\$2,254	\$2,227	\$5,355	\$13,850	33%
Tractor	\$1,269	\$3,081	\$2,676	\$5,017	\$12,043	295%
G2	\$1,014	\$851	\$2,493	\$3,729	\$8,087	268%
Chipper			\$5,837		\$5,837	
Trailer	\$413	\$346	\$1,636	\$835	\$3,230	102%
L2	\$0	\$732	\$460		\$1,192	
Brush	\$107	\$389			\$496	-100%
<b>Grand Total</b>	<b>\$235,702</b>	<b>\$324,296</b>	<b>\$336,093</b>	<b>\$331,983</b>	<b>\$1,228,075</b>	<b>41%</b>

FIGURE 26: EQUIPMENT REPAIR COSTS 2016-2019 (YTD -NOV) - FROM MUNISOFT

4.2.4 Further, the Township has not updated its equipment rates in some time and does not appear to be in line with costs in the market. Typically, municipalities charge their equipment time to a job so that it knows the real cost of providing the service. These costs should include depreciation and be allocated to a reserve for future replacement. We reviewed the machine allocations to specific jobs but the total was less than \$10k. Figure 27 shows the inventory of fleet and their respective ages. This indicates that 57% of the fleet is fully depreciated representing \$2.2 million dollars at historical cost which is likely 50% lower than replacement cost. The average age is 15 years for all assets. This indicates that the Township needs to make some significant investments in equipment, or the repairs and fuel costs will continue to rise. As noted in the staff survey, this was the biggest issue affecting the daily work of staff.

4.2.5 The estimated cost from the Asset Management Plan in 2013 was \$8.1 million<sup>4</sup> of which \$571,000 represented vehicle and equipment assets in poor

condition. Total recommended spending from 2013 to 2019 was \$4.3 million which represents a 100% tax rate change. However, the increase in costs for repairs and fuel total \$200,000 since 2016 so this must be taken into account when making long term decisions.

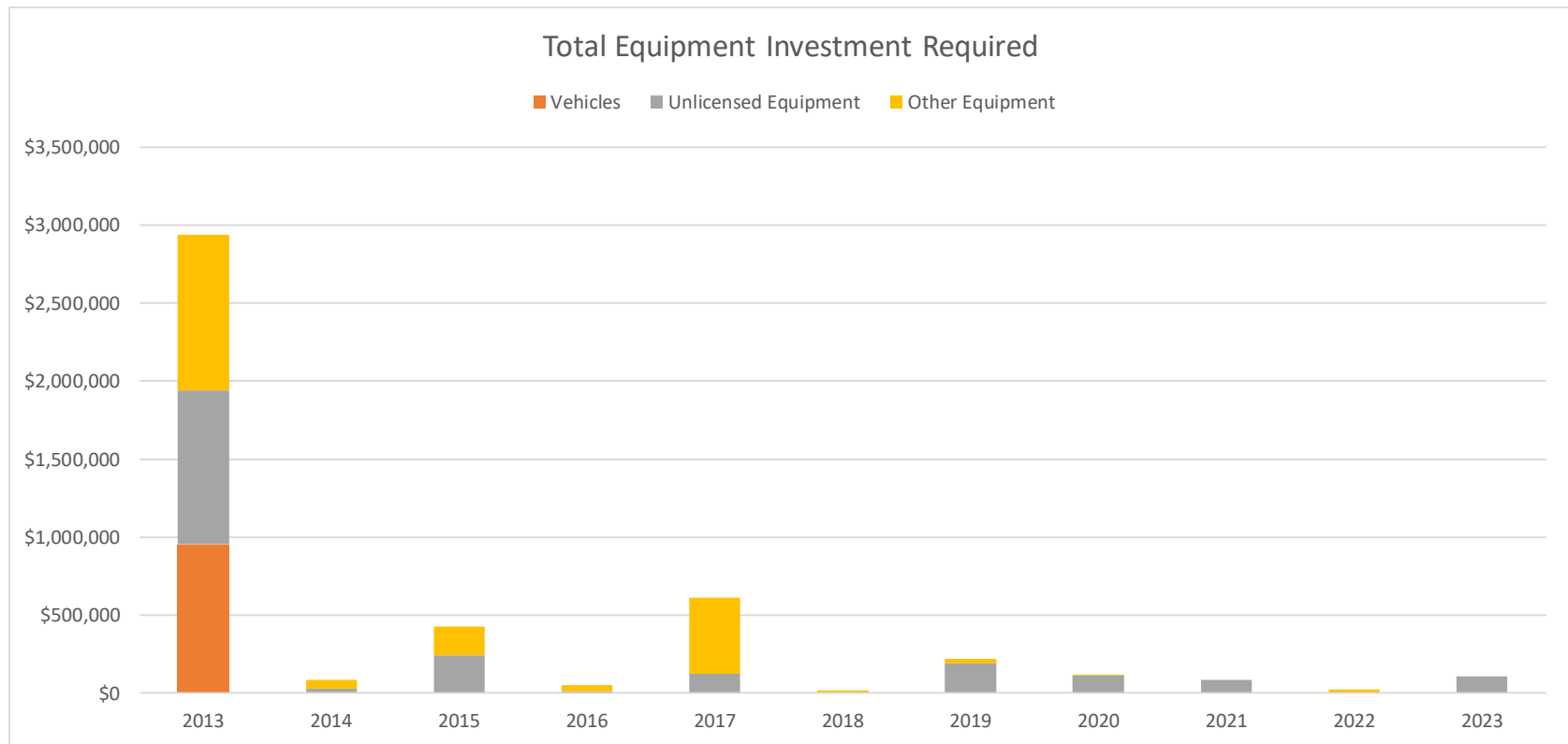
#### **RECOMMENDATION 4.2: PURCHASE A FLEET MANAGEMENT SYSTEM AND UNDERTAKE AN EQUIPMENT RATE STUDY- CONSIDER LEASING/SHARING EQUIPMENT**

4.2.6 Consideration for reducing the fleet through leasing and/or sharing, particularly for seasonal equipment. As part of the asset management plan, options should be explored once equipment rates have been developed. Tracking of hours on jobs/work orders will provide better cost information to make these buy/lease decisions.

FIGURE 27:EQUIPMENT AGE - CITYWIDE

Asset Category	Number of Assets	%AGE OF ASSETS	Sum of Historical Cost	Sum of Closing NBV (Reporting Year)	Average of in service time
<b>FULLY DEPRECIATED</b>	<b>72</b>	<b>57.14%</b>	<b>\$2,171,633</b>	<b>\$0</b>	<b>19.10</b>
Machinery & Equipment	57	45.24%	\$1,236,163	\$0	18.32
Vehicles	15	11.90%	\$935,470	\$0	22.08
<b>NOT FULLY DEPRECIATED</b>	<b>54</b>	<b>42.86%</b>	<b>\$3,383,282</b>	<b>\$1,379,029</b>	<b>9.51</b>
Machinery & Equipment	39	30.95%	\$1,092,997	\$531,964	9.57
Vehicles	15	11.90%	\$2,290,285	\$847,065	9.36
<b>Grand Total</b>	<b>126</b>	<b>100.00%</b>	<b>\$5,554,915</b>	<b>\$1,379,029</b>	<b>14.99</b>

<sup>4</sup> 2013 EC Township Asset Management Plan, RV. Anderson and Associates



Asset Category	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Vehicles	\$952,011	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unlicensed Equipment	\$987,788	\$26,735	\$243,473	\$9,160	\$121,529	\$0	\$190,188	\$112,491	\$86,207	\$0	\$107,903
Other Equipment	\$997,358	\$57,748	\$180,061	\$42,192	\$488,416	\$16,677	\$29,100	\$2,843	\$0	\$24,815	\$0
Total Equipment	\$2,937,157	\$84,483	\$423,534	\$51,352	\$609,945	\$16,677	\$219,288	\$115,334	\$86,207	\$24,815	\$107,903

**FIGURE 28: REPLACEMENT COSTS - EQUIPMENT - 2013 ASSET MANAGEMENT PLAN**

### 4.3 NEW DATA ANALYTICS AND REPORTING NEEDED

4.3.1 As explored in section 2, the Township's reporting tools are rudimentary. Most of the analysis is conducted outside the key systems. The analytics required to assess assets, levels of service and performance will require new approaches. Since the Township has limited resources, partnering with other municipalities to develop ways to collect and analyze data would be beneficial.

#### **RECOMMENDATION 4.3: INVESTIGATE SHARED ASSET MANAGEMENT AND DATA ANALYTICS CAPACTIY**

4.3.2 New regulations require Asset management policies, plans and levels of service by 2020. This represents an opportunity to share resources and expertise with partners.

4.3.3 In the interim, the Township should redesign its general ledger to provide better management information. For example, a project or account should be created for each vehicle or piece of equipment so that machine time can be tracked in Citywide Work Order system. This will ensure that usage and cost of service is reflected in the asset management system. New set up may need to be required. Consultation with departments should be undertaken to ensure that the required information is captured.

## 5 EXPANDING OPPORTUNITIES

### 5.1 ECONOMIC DEVELOPMENT STRATEGY IS WELL DEFINED BUT NOT FINANCED

5.1.1 The Township's economic development vision is well documented, and many successes have been realized since the economic development strategy was adopted in 2012. The expansion of the Port of Johnstown and the industrial park have put the Township in a good position for the future. Recent updates to the Township's Official Plan will accommodate new growth and possible opportunities for the future.

5.1.2 These successes have occurred without a detailed plan or resources. We are of the opinion that dedicated resources are required to realize the vision in the recent 2017 update.

#### **RECOMMENDATION 5.1: DEVELOP WORKPLAN WITH PARTNERS AND DEDICATED RESOURCES TO MAKE ECONOMIC DEVELOPMENT STRATEGY A REALITY.**

### 5.2 ECONOMIC DEVELOPMENT STRATEGY SHOULD EXTEND TOWNSHIP BOUNDARIES

5.2.1 In order to facilitate new types of business development, it is imperative that the infrastructure, transportation and broadband networks are in place

and optimized. Residential development, recreation and education options are needed to support any business development.

5.2.2 The relationship with the St. Lawrence Corridor Economic Development Commission appears to be undefined. While it provides a forum for collaboration, it has yet to really promote the area as a whole. We are of the opinion that if the Township and the County want to grow in other areas, including residential development, it needs to be done together. One deterrent appears to be the fact that each municipality has an economic development strategy and no one place for developers and investors to go for all types of applications. In fact, the SLCEDC website does not include links to each municipality. We believe that the County and the Township as well as other municipalities in the area likely have the ability to advance economic development together. It will require some synergies in processes to make that happen.

#### **RECOMMENDATION 5.2: CREATE AN INNOVATION HUB WITH NEIGHBOURING MUNICIPALITIES AND/OR THE COUNTY.**

5.2.3 Work with the County and/or SLCEDC to provide a "one stop" location for all building/planning applications - harmonization between member municipalities with a step by step online application process.



5.2.4 Neighbouring municipalities should create a Partnership forum. Each municipality could lead one economic development area while leveraging Economic Development opportunities with SLCEDC and EORN (Broadband). Ultimately, the Partnership forum would create a County-wide Economic Development Strategy to attract educational institutions/youth and new business, reduce red tape, create affordable housing and harmonize services among municipalities.

## 6 CREATING LIVABLE HEALTHY COMMUNITIES

### 6.1 RECREATION PROGRAMMING IS NOT WELL DEFINED OR FUNDED

6.1.1 The Township has excellent recreation facilities and provides good service for the residents (and non-residents) but both facilities and services are underutilized. Recreation programming is done in an *ad hoc* manner and is not fully funded.

6.1.2 It is commendable that the Township provides free swimming, public skating and access to non-residents. However, the services are under-funded and there is no recreation plan ensuring sustainability. The Manager of Recreation and Facilities undertakes recreation programming as able but the resources are simply not available to develop and expand programming without risk.

6.1.3 We understand that, in the past, a recreation programmer position was funded by grants and once that funding disappeared, so did the position. Much of the service is currently provided by summer students and/or volunteers which is great but also creates risk, both in terms of sustainability as well as sufficiency of oversight.

### **RECOMMENDATION 6.1: FOLLOWING THE STRATEGIC PLANNING PROCESS, ASSESS THE VIABILITY OF RECREATION PROGRAMMING**

6.1.4 Council and the community need to determine to what degree it is in the Recreation business.

6.1.5 If the Strategy direction is to include recreation programming, possibly work with other municipalities to create a Recreation Hub/Coordinator to develop year-round recreation programs and share facilities. Recreation facilities are underutilized. And review fees for recreation services and facilities, including non-residents.

6.1.6 In the interim, provide recreation programs internally with summer student or admin staff. Possible options for the future include interns, sharing of a Recreation programmer with neighbouring municipalities and development of year-round activities.

### 6.2 A REVIEW OF NON-TAX REVENUES IS NEEDED

6.2.1 As mentioned above, the Township's facilities are utilized by residents (and non-residents). However, the rates and fees are not sustainable as the Township taxpayers are paying for services of others and there is little in reserve for repairs and replacement in the future.

6.2.2 We recognize that the Township wants the community to access these facilities at low cost but, if the rates do not support the operations, there is a risk that the Township will not have these facilities in the future. Figure 29 shows that user fees are covering less than 50% of the expenses for recreation. Water and Sewer are closer to full recovery but still below 100%

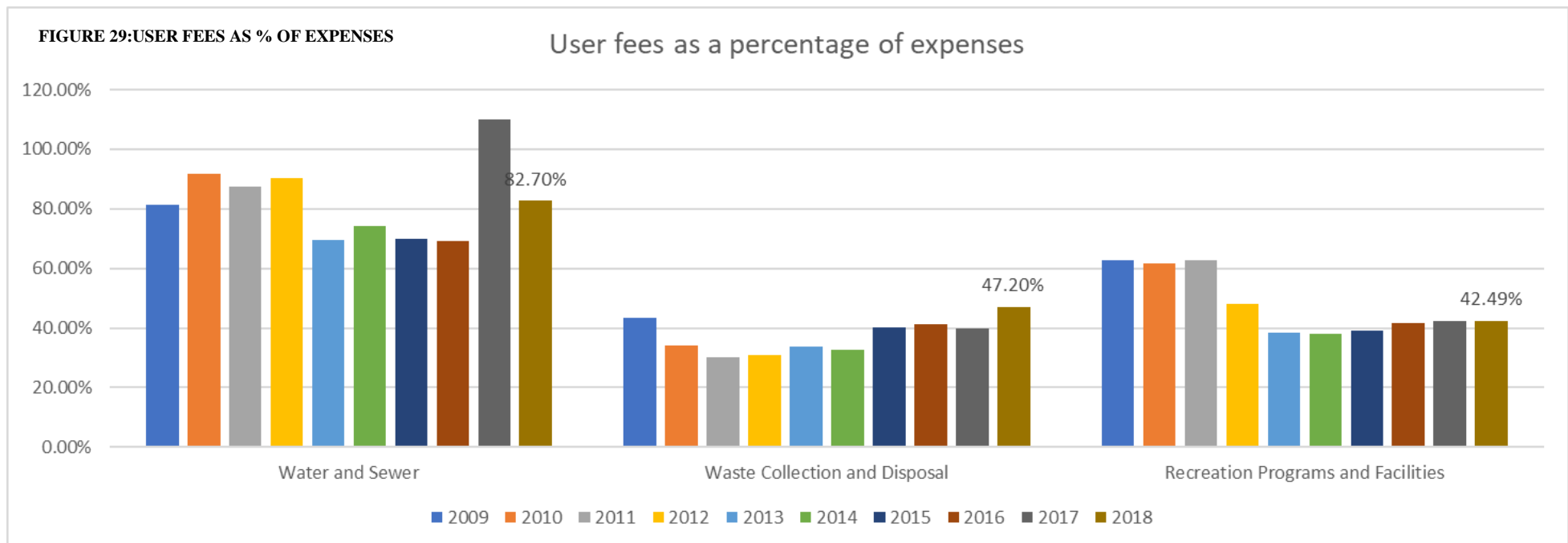


6.2.3 Planning fees are not recovering the costs of service. These have been recently updated so they should be tracked to determine if cost recovery has been achieved. Building permit fees have generally been cost recovery.

6.2.4 We also noted that the Township does not have any development charges and therefore, taxpayers are paying for new development. This is often a balancing act. The Township wants to develop and attract business. Some think that development charges will deter that development. By not funding growth through development, the Township may not have the funds needed to meet its operational requirements in the future. Its neighbours, North Grenville has seen significant growth in spite of development fees.

6.2.5 Only one of five Councillors surveyed support development charges but as the Township grows, it should analyze what the possible impact of development charges may have. This should be considered in the strategic planning process and community consultations. Asset management planning may also lead to a discussion of this issue when developing the financing strategies required by regulation.

6.2.6 We also noted that several fees have not been updated in some time, such as NSF fees, reprint tax bills. A fee study followed by the release of a comprehensive fee bylaw should be undertaken on an annual basis. Criteria for setting of fees below cost should be part of a policy.



6.2.7 Some possible additional or updated fees include animal licensing. To make this easier to administer, the Township could outsource the collection and issuance. Companies, such as Doucet from Kingston provide this service at a percentage of sales.

6.2.8 Burn permits are currently free but administration is not. Even a nominal fee would cover some of the inspection costs. The range of fees for other municipalities charge \$10 to \$100 per year. Figure 30 shows that the Township could raise between \$21k to \$32.5k with a small fee. This represents 0.39% to 0.58% that could be reduced from the tax levy.

Year	Quarter	Number of permits	Burn Permits \$10	Burn Permits \$15
2019	Q1	346	\$ 3,460	\$ 5,190
2019	Q2	404	\$ 4,040	\$ 6,060
2019	Q3	877	\$ 8,770	\$ 13,155
2019	Q4 Estimate	542	\$ 5,423	\$ 8,135
<b>Total</b>		<b>2,169</b>	<b>\$ 21,693</b>	<b>\$ 32,540</b>

FIGURE 30: BURN PERMIT REVENUE - ESTIMATED AT \$10 & \$15

**RECOMMENDATION 6.2: UNDERTAKE A FEE STUDY FOR ALL FEES AND CONSOLIDATE IN ONE BYLAW. THIS SHOULD BE REVIEWED AS PART OF THE BUDGET PROCESS.**

## 7 INVESTING IN ASSETS

### 7.1 HISTORIC UNDER-INVESTMENT IN ASSETS DUE TO LACK OF COMPREHENSIVE PLAN

7.1.1 As with most municipalities, the lack of long-term planning has put the Township in an infrastructure deficit. Several years of low or 'no' tax rate increases have resulted in limited investment in existing assets. Figure 31 shows that the Township's taxes are

significantly below provincial average on a per household basis. It is important to note that on a residential property basis, the Township's average property tax was \$1,269.25 in 2019.

7.1.2 With the focus on growth, existing assets are being neglected. This is particularly true for transportation services and equipment. And, as discussed in section 4, the lifecycle cost is impacting operations in terms of service and repairs. This is not

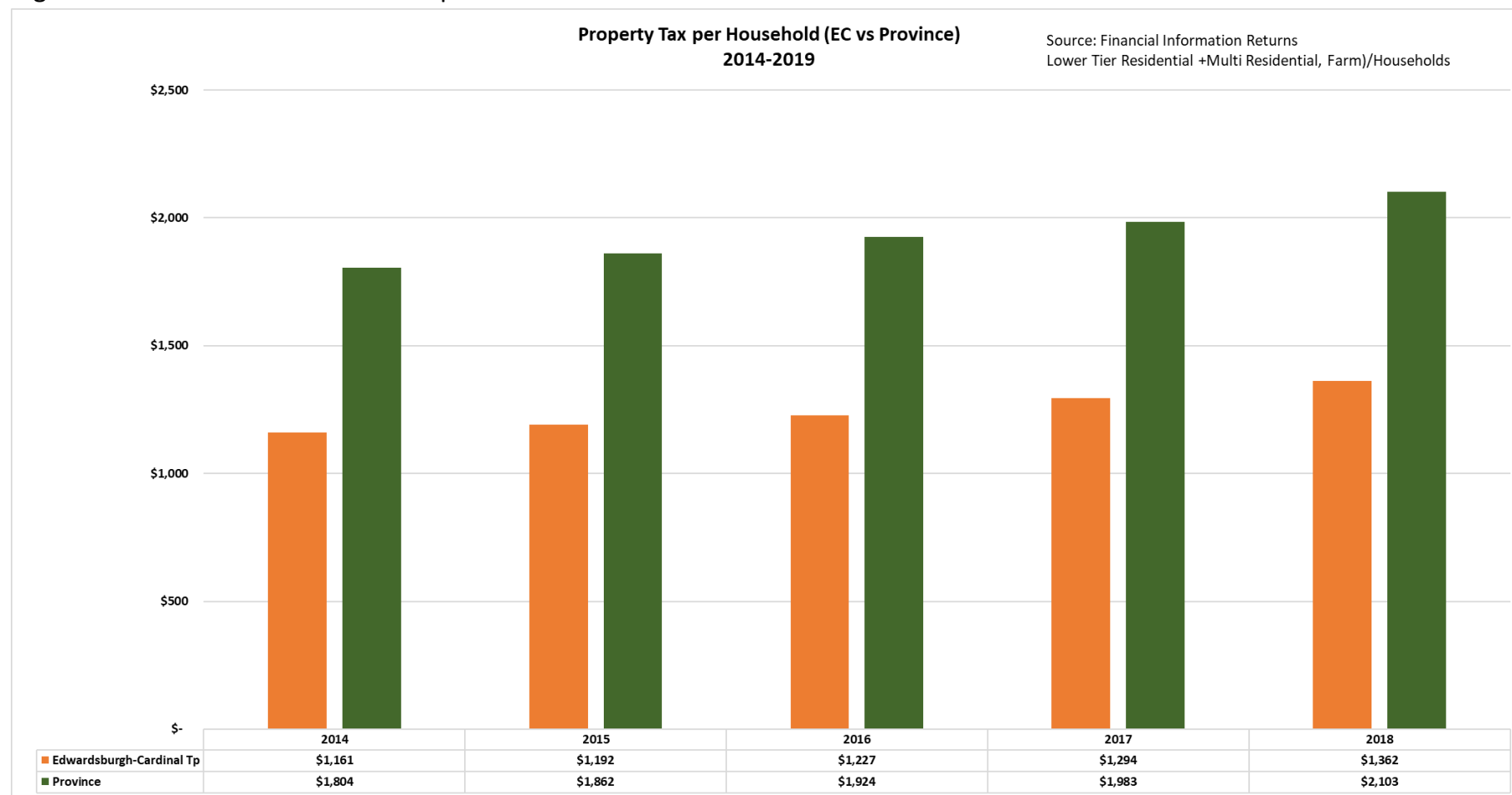


FIGURE 31: PROPERTY TAX PER HOUSEHOLD - FINANCIAL INFORMATION RETURN

sustainable. If the Township is to be in a position to provide services in the future, its assets must be in a good state of repair and available for its intended use.

7.1.3 Asset management is not just about a plan but the integration into every process undertaken. It is about developing capacity to collect and analyze lifecycle information to make the “right investment” to the “right assets” at the “right time”. In order to do that, the Township needs to implement a lifecycle management strategy to track ongoing condition and costs of all core assets. This means that all staff and management must understand that they all have a role to play in managing assets and capturing their activities to ensure the Township’s sustainability. Figure 32 shows that the Township’s debt is low but also its reserves. Other indicators also show that the Township

is consuming more of its assets than it is investing. Figure 33 shows that the Township is more than covering its expenses, but it is falling behind in terms of asset sustainability.

7.1.4 **Asset sustainability ratio** is the approximation of the extent to which a municipality is replacing, renewing or acquiring new assets as the existing infrastructure being managed by the municipality are reaching the end of their useful lives. The target ratio is > 90% per year. A municipality which is not reaching this target is not sufficiently maintaining, replacing or renewing their existing infrastructure. This may result in a reduction in service levels and/or useful lives previously expected and will likely create a burden on future ratepayers.

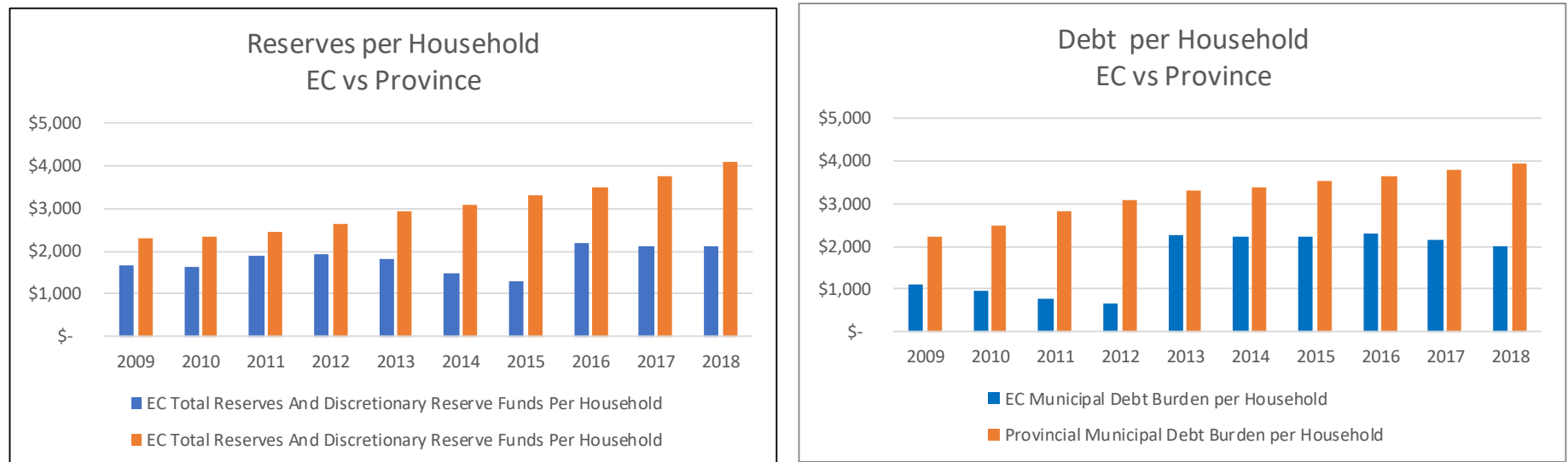


FIGURE 32: RESERVES AND DEBT PER HOUSEHOLD - EC VS PROVINCIAL

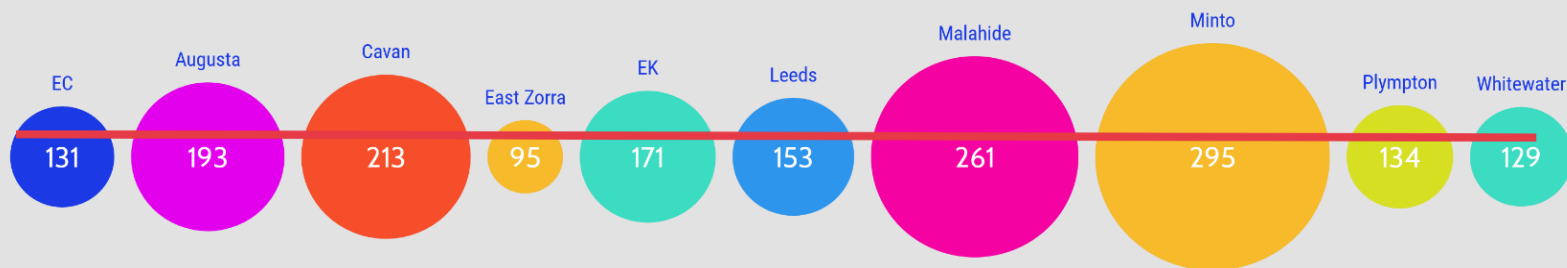


## EC BENCHMARKS - Asset Performance Indicators

### Asset Sustainability Ratio...2018

(EC is below average of 177%)

Target is > 90%



### Asset Consumption Ratio...2018

(EC is close to average of 48% but its total asset base is 50% lower than Minto or Plympton)

Target is < 50%

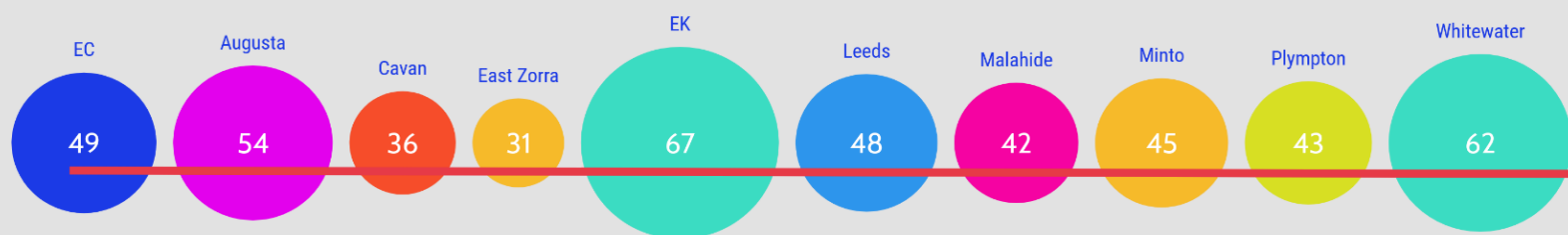


FIGURE 33: INDICATORS - ASSET SUSTAINABILITY RATIO AND ASSET CONSUMPTION RATIO

**7.1.5 Asset Consumption Ratio** (expressed as a percentage) measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost. (Less than 25% - Relatively NEW infrastructure, 26% to 50% - Moderately NEW infrastructure, 51% to 75% - Moderately OLD infrastructure, greater than 75% - OLD infrastructure).

7.1.6 To some extent, changes are being mandated by other levels of government, to develop long term asset management strategies. However, asset management should be viewed as “the right thing to do” for the community. Part of the reason that most municipalities have not invested in infrastructure replacement is the lack of information and the focus on the short term. Community and elected officials alike, are unaware of the cost of “not renewing” assets because assets do not have a voice and, it is not until they fail that the urgency is realized. By 2021, all municipalities are required by regulation to provide for an asset management plan of its core assets, and to assess the levels of service currently provided. This extends to all assets by 2024. Then, the municipality must determine the desired levels of service and how services will be funded. In order to do so, the Township will need to have better understanding of its services and the assets required to deliver those services.

7.1.7 The Township’s asset management journey includes the development of an initial Asset Management Plan (AMP) in 2013<sup>5</sup> which highlighted the need to develop a financial strategy for existing assets. While this was a good first step, the plan did not provide sufficient direction or a financing strategy. Further, as with many AMPs developed at that time, it was based upon replacement costs with an age as a proxy for condition.

7.1.8 This plan showed that the total replacement cost for high risk assets was \$7.5 million, well above the 2019 capital program of \$2.0 million. However, \$7.5 million is based upon replacement cost of the assets in service at 2013. This does not reflect condition and therefore, is only an estimate. However, the 2019 lifecycle report from PSD indicated that the lifecycle costs for paved and surface treated roads and sanitary mains alone is \$2.4 million.

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<sup>5</sup> 2013 RV Anderson and Associates, Township of Edwardsburgh Cardinal, Asset Management Plan

7.1.9 This does not include any conversion to gravel roads which, based upon 65 kilometres, is from \$6.5 to \$26.7 million depending upon the condition and conversion plans. Using information from three 2019 projects from South-West and Eastern Ontario, the average cost per kilometre for a Base and Surface Rehabilitation treatment is from \$245,000 to \$411,800 /km. The low end of the cost would not include any ditching and only 300 mm of granular A.

7.1.10 In terms of the plan to meet the requirements under O. Reg 588/17, the Township has made some strides in the past two years. In particular,

it has begun to implement CityWide Asset and Work Order management software and has engaged Public Sector Digest (PSD) to assist with the update to their asset management practices.

**RECOMMENDATION 7.1: COMPLETE ASSET MANAGEMENT PLAN FOR ALL ASSETS. IMPLEMENT AN INFRASTRUCTURE LEVY COMMENCING 2020 TO BRIDGE THE INFRASTRUCTURE GAP.**

Asset Category	Historic Cost	2013 Replacement Cost	Low	Medium-Low	Medium	Medium-High	High
Buildings	\$4,054,486	\$10,981,816	\$44,121	\$1,933,214	\$1,668,418	\$7,336,064	\$0
Leasehold Improvements	\$118,588	\$192,590	\$0	\$82,330	\$22,202	\$88,058	\$0
Vehicles	\$3,126,431	\$4,226,422	\$379,279	\$1,557,455	\$2,047,939	\$241,750	\$0
Unlicensed Equipment	\$1,198,312	\$1,885,473	\$75,372	\$963,691	\$359,737	\$486,673	\$0
Other Equipment	\$1,159,319	\$1,964,889	\$264,745	\$167,441	\$730,274	\$231,378	\$571,051
Fences	\$61,508	\$81,670	\$16,089	\$65,580	\$0	\$0	\$0
Library Collection	\$249,077	\$313,254	\$313,254	\$0	\$0	\$0	\$0
Plant Facility	\$16,539,126	\$28,033,395	\$24,910	\$3,384,457	\$13,092,955	\$11,531,073	\$0
Parking lots	\$74,221	\$108,976	\$0	\$58,650	\$50,326	\$0	\$0
Sidewalks	\$428,340	\$881,528	\$79,905	\$122,589	\$63,427	\$615,607	\$0
Paved Road Paving	\$5,078,008	\$7,323,083	\$248,002	\$1,573,143	\$2,765,976	\$2,403,092	\$332,869
Paved Road Base	\$5,067,203	\$10,260,722	\$113,887	\$1,434,450	\$144,778	\$3,672,803	\$4,894,804
Gravel Roads & Unopened	\$2,466,978	\$6,477,391	\$46,145	\$522,683	\$5,908,563	\$0	\$0
Street Lights	\$192,231	\$362,566	\$14,030	\$3,521	\$15,325	\$329,690	\$0
Water Mains	\$2,047,705	\$6,420,561	\$1,792,555	\$1,934,756	\$248,750	\$927,750	\$1,516,750
Sanitary Sewers & FM	\$2,476,257	\$8,967,961	\$1,634,689	\$1,315,957	\$3,755,464	\$1,617,850	\$644,000
Industrial Park W&WW	\$1,173,544	\$3,013,911	\$54,803	\$2,959,107	\$0	\$0	\$0
Storm Sewers	\$409,323	\$990,186	\$0	\$422,507	\$0	\$567,679	\$0
Bridges & Culverts	\$2,329,329	\$3,973,312	\$73,260	\$2,356,008	\$588,911	\$955,133	\$0
<b>Total</b>	<b>\$48,249,987.22</b>	<b>\$96,459,706</b>	<b>\$5,175,046</b>	<b>\$20,857,541</b>	<b>\$31,463,044</b>	<b>\$31,004,601</b>	<b>\$7,959,474</b>

FIGURE 34: ASSET REPLACEMENT COSTS FROM 2013 AMP REPORT

## 7.2 LIFECYCLE COSTING NOT ADEQUATELY TRACKED

7.2.1 While the Township has undertaken some steps in terms of asset management, the steps have not permeated its business practices. Its next step is to update the asset management plan, and integrate systems and processes at the working level. Asset management should be viewed as a state of mind and needs a “change management” approach that involves all levels of the organization.

7.2.2 Of particular importance, is the development of levels of service indicators, current levels of service and cost to retain the current levels of service. This is currently disjointed between many processes.

7.2.3 The Township needs to develop its community consultation strategy to educate the public on the current state of the infrastructure, the risks and levels of service in the coming year. It must be in a position to assess the financial commitments to maintain the current state and determine the desired levels of service by 2024.

7.2.4 This means that the Township needs to make a significant investment in time and resources to make this happen and meet the regulatory requirements of O.Reg 588/17.

7.2.5 In order to develop and track costs over the lifecycle, the most efficient means is to utilize the work order management module that is linked to the asset

management system as described in section 2. The Township has this implementation underway but no specific plans to standardize the use across the organization. Work orders, preventative maintenance and inspections can all be captured within the same system. This will take time, resources and training but will allow for real time data and information about assets. As discussed in section 4, fleet management can be enhanced with CityWide work orders.

## **RECOMMENDATION 7.2: DEVELOP LIFECYCLE STRATEGY TO INTEGRATE WORK ORDER MANAGEMENT FOR ALL STAFF IN OPERATIONS AND RECREATION.**

### **7.3 JOB PROFILES AND POSITIONS ARE NOT ALIGNED WITH REQUIREMENTS**

7.3.1 Assets are managed and services are delivered in municipalities by people. Without sufficient resources and skills, the Township will be unable to meet its regulatory requirements or service provision. We reviewed the job profiles of all the positions and noted that some are outdated and require review.

7.3.2 Results from the staff survey indicate that there are some areas of the organization that suffer from a lack of planning and management. Some staff indicated that they do not have the opportunity to provide input into improving services and are often passed over for possible advancement.



7.3.3 While the Township's organizational structure, on its face, is typical for a municipality of its size, there are some roles that are not well defined and are "atypical". If the Township wants to succeed, it needs to set directions and align the resources in line with the priorities.

7.3.4 In particular, the Community Development Coordinator position is responsible for many diverse areas which does not allow focus. It would be very difficult to be successful in this role. This position also has much overlap with the Deputy Clerk (now Clerk) role. This may cause confusion and accountability issues.

7.3.5 In terms of Operations and Recreation, the structure is unusual. Typically, a lead hand role exists to coordinate the work. In Operations, no such position currently exists which adds administrative workload on the supervisor. In Recreation, the lead hand is part of the rotation on shift and therefore, is not available to assist in the assignment of work. In most municipalities, lead hands play a key role in assisting management, usually with set crews reporting to them. These positions also assist in management succession planning.

**RECOMMENDATION 7.3: UPDATE ALL JOB PROFILES AND REVIEW LEAD HAND ROLE. ENSURE PROFILES TO REFLECT NEW REGULATORY REQUIREMENTS AND A STRATEGIC PLAN DIRECTIONS.**

## **7.4 TRAINING IN HEALTH AND SAFETY AND SYSTEMS IS REQUIRED**

7.4.1 The staff survey indicated that the top training needs included health and safety, equipment utilization, software and management training. In general, the Township appears to promote training but many of the processes reveal that more is needed, and management must ensure that all mandatory training is tracked and enforced.

7.4.2 During consultations, it also became evident that there was little knowledge concerning short- and long-term work plans. Some staff also indicated that communication could be improved. While some input regarding budget requirements is sought, a more consultative approach whereby staff are involved in the business plan of the department and an understanding of the corporate direction may help. These plans can formulate the expected performance of the staff through their own plan. Typically, this is a mechanism to assess training needs and include it in the budget process to ensure updated training is provided.

**RECOMMENDATION 7.3: IMPLEMENT PERFORMANCE MANAGEMENT SYSTEM ALIGNED WITH THE STRATEGIC PLAN. INVOLVE STAFF IN BUSINESS PLANS. INCLUDE TRAINING ASSESSMENT.**

7.4.3 Performance agreements with staff and management should be part of the business planning cycle starting with the corporate goals. Within the Performance Agreement, training needs should be assessed.

7.4.4 In the interim, a training assessment could be undertaken to invest in immediate needs such as Technology, management and health and safety training

## OPPORTUNITIES AND RECOMMENDATIONS

In summary, this report provides 22 opportunities that are recommended following an extensive review of services and consultations.

In assessing services and processes, WSCS utilized LEAN Six Sigma methodologies which focus on the customer with the view to eliminating non-value-added activities (waste) and decreasing variation in services which lead to service expectation gaps.

Council, management and selected staff participated in SWOT sessions whereby strengths and weaknesses were revealed and opportunities were identified from each of their perspectives. These opportunities coupled with our research provide the framework for the recommendations in this report. The recommendations are intended to build on the Township's strengths, eliminate its weaknesses, prepare it for the future, and combat the threats that may impact the Township in the long term.

Each opportunity has been ranked based upon level of effort and impact in order to assist in the development of the roadmap included in this review.

Opportunities have been grouped into the following categories:

1. Governance – Setting policy, direction and priorities for the Township's future.
2. Modernizing our Business – Leveraging technology to increase knowledge and capacity for change.

3. Serving our Customers – Community engagement and citizen-centred services.
4. Becoming Sustainable – Financial, economic and environmental sustainability is the key to realizing the vision. Improved reporting, data analytics and long-term views are needed to make better evidence-based decisions.
5. Expanding Opportunities – Building on the economic development strategy with a workplan with dedicated resources and measured outcomes.
6. Creating Livable, Healthy Communities – Creating enhanced opportunities for residential development, recreational services and employment that attract people to live and play in the Township.
7. Investing in Assets – Physical and human resource asset management with supporting financing strategy is essential for service delivery.

From this point forward, the report is in the hands of Council and Township management to determine which opportunities will be pursued and when. This may result in further engagement across the organization through presentation of the opportunities to staff in a series of focus groups or other forums.

Change management will be needed to make many of the changes. A strategy to engage staff throughout the organization will be needed.

Many of the opportunities require a 'one-time' investment in people, technology and planning. The improvements in processes and services, will ultimately lead to better service, and increased capacity that will allow for more proactive approach to work, planning and data analysis.

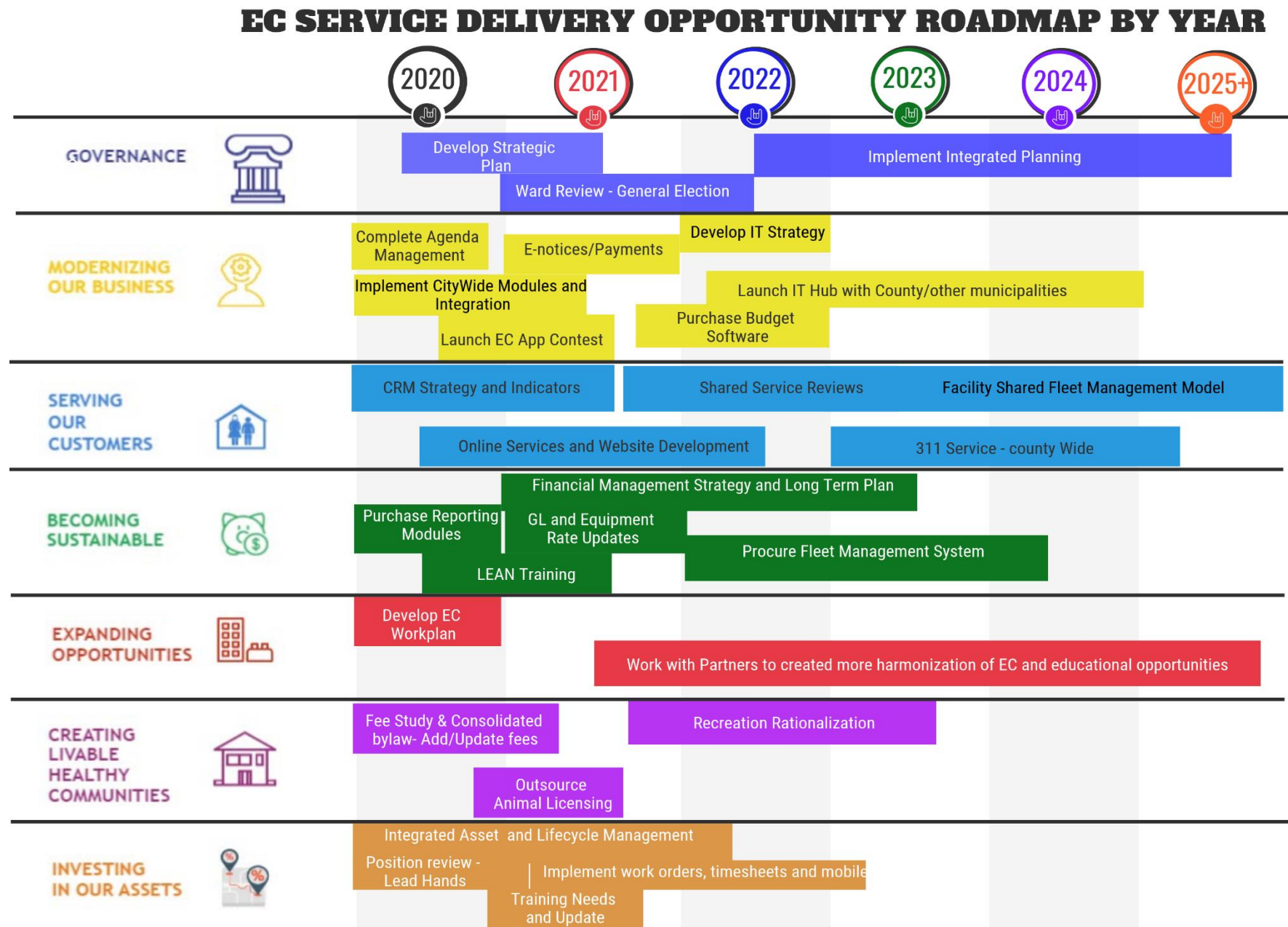
Some of the recommendations/opportunities will allow the Township to meet its legislative or mandatory obligations,

particularly asset management. Not all opportunities will produce immediate cash “savings” but rather better services, management and elimination of non-value-added activities which will ultimately lead to capacity savings. The Township should adopt a culture of continuous improvement and modernization. This means that ongoing investments in improvements should be built into every departmental business plan with financing and performance expectations.

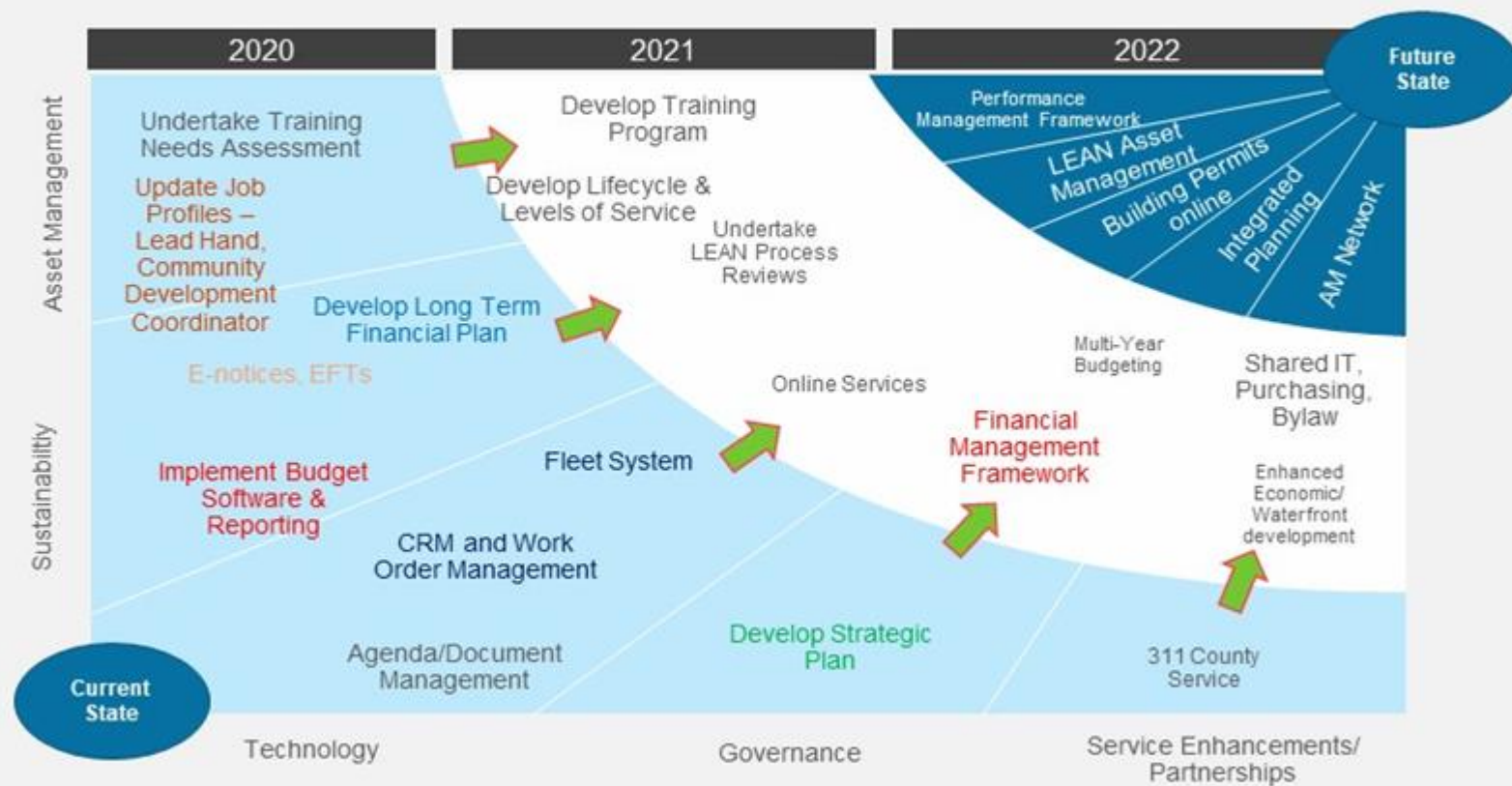
The Township has seen some growth and desires to attract more businesses and residents in the medium to long term., The opportunities identified in this report should be seen as required investments to ensure that the foundation is in place to develop a high performing organization.

## IMPLEMENTATION ROADMAP AND PROJECTED COSTS

The report provided for 22 opportunities for improvements as follows:



# Transformation RoadMap - Recommended Sequence



## 1. GOVERNANCE

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
1.1	Develop Strategic Plan	Develop a Township Strategic Plan. As part of 2021 Planning Cycle, develop business plans across departments in line with Term of Council Strategic Plan. Integrate AM plan in 2021, long term financial plan. Attempt first Multi- Year Budget in 2021 (2-year pilot) prior to next election.	HIGH EFFORT, HIGH IMPACT	2020	\$30,000			\$30,000	1/3 FTE to develop framework internally, multi-year budget will reduce cost in second year.
1.2	Create Council Dashboard for Client Requests and Key Performance Metrics	Council interactions and complaints dissemination protocol should be developed prior to next election. In particular, a dashboard for Council to view outstanding complaints.	LOW EFFORT, HIGH IMPACT	2021		\$3,500		\$3,500	Internal costs to develop protocol and consultation with staff and Council (3 days work x 1 staff + council time)
1.3	Move to General Election - Undertake a Council ward review including consultation	Wards appear to create divisions in the Township. Review Ward Structure - Wards vs. General Election	HIGH EFFORT, HIGH IMPACT	2022	\$15,000			\$15,000	Consultant costs for facilitation and develop the plan



## 2. MODERNIZING THE BUSINESS

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
2.1	Develop IT Strategy for integration of Township systems and expand utilization. Review and rationalize system utilization. Eliminate non integrated systems where possible (eg.Proware )	IT Strategy for integration would ensure that all software integrates together. Long term strategy would guide all IT investments, purchases and projects. Could develop into a County wide program. Should be done after the Strategic Plan complete. Possible ideas could include the Development of an IT "Hub" with neighbouring municipalities/County - Possible sharing of ERP and other software platforms	HIGH EFFORT, HIGH IMPACT	2020	\$15,000	-\$5,000		\$10,000	Staff time savings from reduced duplication of effort and reconciliations- Engage Onserve as appropriate - Possible modernization funding?



#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
2.2	Expand IT Utilization and Functionality Through Purchase of Additional Modules	Implement E notices for tax, utilities and AR, EFTs for vendors (with the view to eliminate cheques). Centralize Purchasing Functions with Finance with Purchase Orders. Purchase Budgeting Software, CityWide GIS and Building Permits Online.	HIGH EFFORT, HIGH IMPACT	2020	\$56,500	\$50,000	-\$30,000	\$76,500	Apply for modernization funding. Improve reporting. Staff will be required to set up, training and ongoing management. GIS = \$7500, Munisoft modules \$14,000. Savings for e-notices, cheques will offset cost in five years (Conservative estimate of \$10 per notice issued)
2.3	Once Additional Modules Have Been Purchased and Implemented, Move to Mobile Technology	Implementation of GIS and Mobile App will allow real time updates to condition of assets, workorders and time entry. Improved planning and visualization. Implement Citywide modules not utilized and Purchase GIS, Mobile App. Launch a contest to develop an EC app - perhaps engage St. Lawrence College, SLCEDC	HIGH EFFORT, HIGH IMPACT	2020	\$35,000	\$10,000	-\$12,090	\$32,910	Elimination of manual processes, increases in license revenues. Time savings - time, equipment entry in paper timesheets, work orders, time looking for information. Assume 20 minutes per pay x 15 staff at \$31 per hour (salaries and benefits) =

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
2.4	Move to LEAN Six Sigma process improvement team. Provide training and support to develop new ways of doing business on a continual basis.	LEAN Six Sigma will enhance staff skills. Management should become champions of change and LEAN Six Sigma. Undertake a 5S project at the Operations building with an office and "stores" area. structured shared Equipment/Tool purchases and utilization with partner municipalities	LOW EFFORT, HIGH IMPACT	2021	\$5,000		-\$5,000	\$0	Savings in staff time usually far exceeds the cost of training.

### 3. SERVING THE CUSTOMERS

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
3.1	Undertake a Community Engagement Strategy	Community outreach is required for AM levels of service but should be extended to other services (eg. Bang the Table). Undertake surveys and consultations.	HIGH EFFORT, HIGH IMPACT	2021	\$20,000			\$20,000	Develop plan and purchase engagement software.
3.2	Develop digital strategy to implement online services and new payment options.	Redesign website including new online application services, payment options to create ONE STOP SHOP - Online Service Requests, Applications, Payments (Third party providers). Implement scheduling of appointments. Online services should be expanded with "error proofed" data entry to eliminate possibility of incorrect data (eg. drop downs, validation). Implement one stop shop for customers. Utilize "Bookking" Online facility scheduling to implement for other services to improve customer experience. Update Bylaws (eg. Noise) and post on website based upon service	HIGH EFFORT, HIGH IMPACT	2020	\$30,000	\$10,000	-\$12,000	\$28,000	Set up Security and training. Savings from reduction in manual tracking and returning information to customers. BookKing and Citywide already owned. Implementation may require consultant assistance.

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
3.3	Shared Service Strategy including exploration of 311 County wide service. This should be developed following Strategic Plan	Some areas to review include Fleet Management, Telecommunication Services, Planning Services, Bylaw enforcement, Building services, recreation and fire services. 311 Services at the County should also be explored.	HIGH EFFORT, HIGH IMPACT	2022	\$50,000	-\$14,000	-\$42,000	-\$6,000	Possible savings include 1/5 FTE and increased recreation/bylaw revenues. Reduced costs on fleet and building.

## 4. BECOMING SUSTAINABLE

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
4.1	Develop a Financial Management Strategy/Long Term financial plan	Develop Financial management framework that involves updated budget and reserve policies. This should include a review of financial policies and the development of an Inventory Policy and system	HIGH EFFORT, HIGH IMPACT	2020		\$15,000		\$15,000	Internal costs to develop policies and consultation with staff and Council (15 days work x 5 staff and council time)
4.2	Redesign Equipment Usage Processes and Rates. Procure or outsource a fleet management system including a fuel depot. Consider Leasing Equipment.	Appoint a lead for fleet operations (eg. Fire Chief). Develop agreements with vendors for services and/or partner with neighbouring municipalities. Update Fleet management policy with targets for replacement and equipment rates. Consider fleet management system or outsource. Fuel systems and work management systems will ensure that each use and transaction is attached to a vehicle/equipment and downloaded to the Township's financial system at regular intervals.	HIGH EFFORT, HIGH IMPACT	2020	\$50,000	-\$10,000	-\$30,000	\$10,000	Fleet system purchase will require software and new installations in vehicles. However, it is believed that the payback is about 5 years.
4.3	Investigate Shared Asset Management and Data analytics capacity	New regulations require Asset management policies, plans and levels of service by 2020. Opportunity to share resources and expertise. Redesign GL to provide better management information GL or project cost for each job linked to CityWide.	HIGH EFFORT, HIGH IMPACT	2021	\$10,000	-\$10,000		\$0	Some funding available for asset management potential offset-better availability if partnered - Staff time to start the process

## 5. EXPANDING OPPORTUNITIES

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
5.1	Develop Workplan with partners and dedicated resources to make Economic Development Strategy a reality.	Economic Development Strategy does not contain financial resources, detailed workplan or impacts on AMP. Include in budget for 2020.	LOW EFFORT, HIGH IMPACT	2020		\$2,000		\$2,000	Internal - 2 days staff time
5.2	Create an innovation Hub with Neighbouring municipalities and/or the County. Work with County and/or SLCEDC	Neighbouring municipalities should create a Partnership forum. Each municipality could lead one service. Leveraging Economic Development opportunities with SLCEDC and EORN (Broadband) Create Countywide Ec. Dev. Strategy to attract educational institutions/youth, new business, reduce red tape, affordable housing and harmonize between municipalities. Provide for "one stop" location for all building/planning applications - harmonization between member municipalities with a step by step online application process.	HIGH EFFORT, HIGH IMPACT	2020	\$0			\$0	Staff time to be allocated - Need to assess how many hours. Required depending upon the players involved.

## 6. CREATING LIVABLE HEALTHY COMMUNITIES

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
6.1	Following the Strategic Planning Process, Assess the Viability of Recreation Programming.	Council and the Community need to determine to what degree it is in the Recreation business. Possibly work with other municipalities to create a Recreation Hub/Coordinator to develop year-round recreation programs and share facilities. In the interim, provide recreation internally with summer student or admin staff. That plan could include investigation of better utilization of space options at arenas/community centres, developing "package deals" etc.,	HIGH EFFORT, HIGH IMPACT	2021	\$50,000	-\$12,500	-\$37,500	\$0	Cost recovery model
6.2	Undertake a fee study for all fees and consolidate in one bylaw and be reviewed as part of the budget process. Additional fees should be explored. Planning & Building fees should be cost recovery.	Fees are contained in different bylaws and difficult to find. Some have not been reviewed in some time. Additional fees should be added to enhance revenues (eg. package fees for events, non-resident fees for swimming lessons, membership fees for facilities). Resident and Non-resident fees should be studied to assess opportunities for sharing costs. Update Animal Control bylaw and fees and outsource dog licensing collection. Implement auto renewals. Establish a nominal annual burn permit fee to recover inspection costs and institute automated renewal options.	HIGH EFFORT, HIGH IMPACT	2020	\$25,000	-\$5,000	-\$15,000	\$5,000	New fees will cover cost of study- Fees study can be done in house.

## 7. INVESTING IN ASSETS

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
7.1	Complete Asset Management plan for all assets. Implement an infrastructure levy commencing 2020 to bridge the infrastructure gap.	Asset management plan requires synergy between all departments by 2024. It is clear that there has been historic under investment in Assets which financing should commence asap, Water and Wastewater Financial Plan - Integration with AMP.	HIGH EFFORT, HIGH IMPACT	2021	\$50,000	\$50,000	\$100,000	\$200,000	Annual levy of 1% to start. Once AMP is complete, the financing strategy should be updated.
7.2	Develop lifecycle strategy to integrate work order management for all staff in Operations and Recreation.	Fully implement Work orders management and scheduling for all departments in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well. Regulation O.Reg 588/17 requires AMP for all core assets by 2021 including current levels of service. Data collection and processes need to be in place for all assets by 2023. Levels of service require public consultation. Implement Self Service for Employees - Time and attendance and work order management, CVOR reporting (mobile)	HIGH EFFORT, HIGH IMPACT	2020	\$25,000	\$10,000	-\$25,000	\$10,000	Significant time in manual work orders eliminated and better regulatory compliance, capacity savings at 5 hours per week per manager/lead hand. Potentially apply for modernization funding.



#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
7.3	Update all job profiles and review Lead Hand role. Ensure profiles to reflect new regulatory requirements and a strategic plan direction.	Many profiles are over 5 years old and do not reflect today's reality. These should be updated based upon competencies as opposed to tasks. Lead hand positions should be redesigned with "supervisory" responsibilities and "assign the work" of crews. This will allow for succession planning; management will have the time to "manage the business" and undertake longer term planning functions and financial management.	LOW EFFORT, HIGH IMPACT	2021	\$2,000	\$2,000	\$6,000	\$10,000	Potential for improved staff relations - cost will depend upon result. Difference between two rates.
7.4	Implement Performance Management System aligned with the Strategic Plan. Involve staff in business plans. Include Training Assessment.	Performance agreements with staff as part of the business planning cycle. Within the Performance Agreement, assess Training needs. Invest in Technology, management and H&S training	HIGH EFFORT, HIGH IMPACT	2021				\$0	Additional costs may arise if training in excess of current provision.

## SUMMARY OF ALL RECOMMENDATIONS

The investment by recommendation and timeframe is summaries below.

SUMMARY OF PLAN COSTS - 3 YEARS - ALL RECOMMENDATIONS		Timeframe	Total One Time	3 Year Costs/Savings	Total 3 Years
#	Opportunity				
1.1	Develop Strategic Plan	2020-2021			\$ 30,000
1.2	Create Council Dashboard for Client Requests	2021	\$ 3,500		\$ 3,500
1.3	Undertake a Council ward review including consultation	2022			\$ 15,000
2.1	Develop IT Strategy	2020	-\$ 5,000		\$ 10,000
2.2	New Modules	2020-2022	\$ 50,000	-\$ 30,000	\$ 76,500
2.3	Mobile Technology	2020-2022	\$ 10,000	-\$ 12,090	\$ 32,910
2.4	Move to LEAN Six Sigma process improvement team.	2021		-\$ 5,000	\$ -
3.1	Undertake a Community Engagement Strategy	2021			\$ 20,000
3.2	Develop digital strategy to implement online services.	2020-2022	\$ 10,000	-\$ 12,000	\$ 28,000
3.3	Shared Service Strategy	2022-2025	-\$ 14,000	-\$ 42,000	-\$ 6,000
4.1	Long Term financial plan	2020	\$ 15,000		\$ 15,000
4.2	Redesign Equipment Usage Processes and Rates	2020	-\$ 10,000	-\$ 30,000	\$ 10,000
4.3	Investigate Shared Asset Management and Data analytics capactiy	2021	-\$ 10,000		\$ -
5.1	Develop Economic Developmet Workplan.	2020	\$ 2,000		\$ 2,000
5.2	Create an innovation Hub for Economic Development	2022-2025			\$ -
6.1	Review Recreation Programming	2021	-\$ 12,500	-\$ 37,500	\$ -
6.2	Fee Study	2020	-\$ 5,000	-\$ 15,000	\$ 5,000
7.1	Asset Management Plan and 1% Infrastructure Levy.	2021-2024	\$ 50,000	\$ 100,000	\$ 200,000
7.2	Lifecycle Strategy	2020-2021	\$ 10,000	-\$ 25,000	\$ 10,000
7.3	Update all job profiles and review Lead Hand role.	2021	\$ 2,000	\$ 6,000	\$ 10,000
7.4	Implement Performance Management System	2021 Ongoing			\$ -
Grand Total			\$ 96,000	-\$ 102,590	\$ 461,910

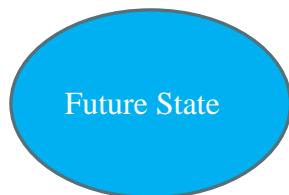
## RANKING THE OPPORTUNITIES

The preceding charts provided an assessment of level of effort and impact. We have included only recommendations where the impact will be high but the effort may be low or high. The order that opportunities should be implemented would be:

- (1) bottom right quadrant (low effort, high impact),
- (2) top right (high effort, high impact).

The reason for this recommendation is to allow the Township to realize “quick wins” that it can reap the benefits of enhanced capacity so that it can use this capacity for the recommendations requiring high effort. Further, “quick wins” will provide the incentives for staff to continue to improve and see customers satisfied.

On the next page, we have provided a transformation roadmap from the current state to future state. We believe the future state is achievable in 3 to 5 years. This future state would look like this:



1. Integrated Planning Framework with a Community Vision
2. Annual growth exceeding 2.5%, diversity of demographics and businesses
3. Performance Dashboards, Annual reports on progress for the Council and Community
4. 95% satisfaction rating of Township services which are delivered based upon the customer needs

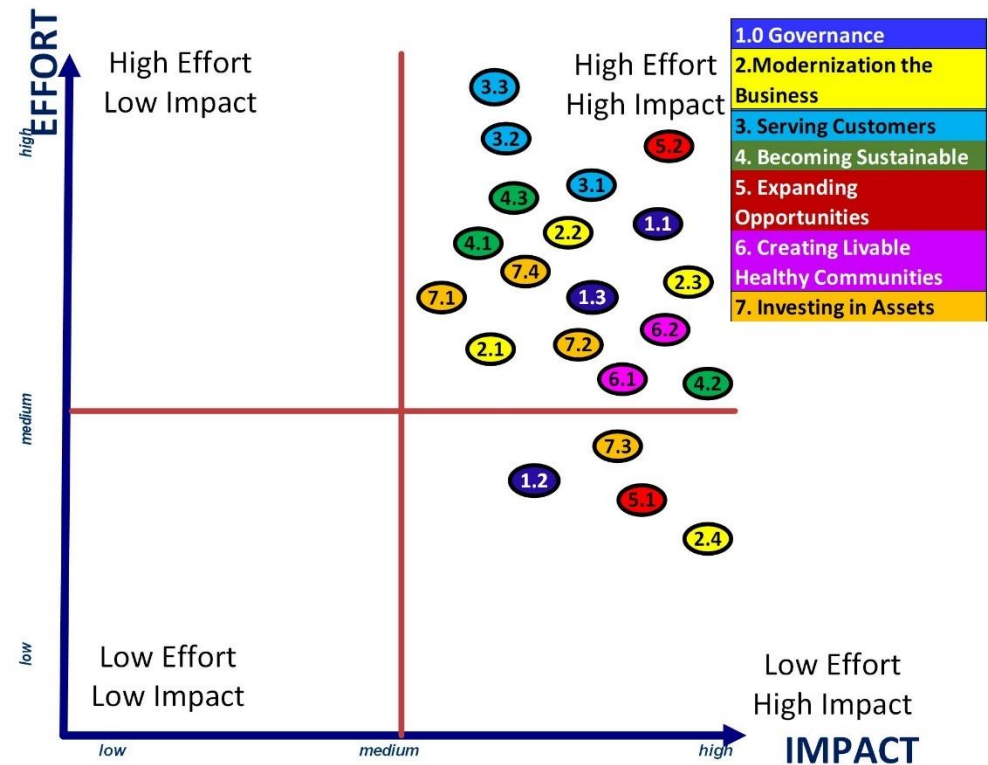


FIGURE 36: RECOMMENDATION PRIORITIZATION MATRIX

## CONCLUSION

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In conclusion, the Township of Edwardsburgh Cardinal has many successes that it can be proud of and can build on. It has the community engagement that a Township needs to make things happen. It has unique natural resources that many municipalities could only dream of and it has new leadership to make change. The Township needs a long-term vision to define what it wants to be in 20 years. This will not only help shape the Township, it will give the direction management, Council and staff need to allocate the Township's scarce resources towards the outcomes that are most important to the community. To support the community, the Township needs to invest in its people and technologies so that it has the capacity to make change happen. We are confident that the recommendations in this report create an effective roadmap to achieve the Township's future success.

## ACKNOWLEDGEMENT

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We wish to express appreciation to the Council, staff, management, the Steering Committee for their participation, cooperation and assistance throughout the project.

## APPENDIX A: SWOT ANALYSIS

SWOT analysis - SWOT stands for strengths, weaknesses, opportunities and threats. A SWOT analysis identifies strengths and weaknesses within an organization, in this case, the Township, and outside opportunities and threats. The most important parts of a SWOT analysis specify the actions that correspond to the elements that are identified. By using the results of the analysis to improve the situation of the Township, one can reduce the likelihood of developments that negatively affect the business while improving performance. The two most critical outcomes of a SWOT are as follows:

### Improving Performance, Identifying Opportunities

The SWOT analysis provides the Township with actions that should be considered to improve the performance and new opportunities that could be explored. The analysis in this report pairs the internal strengths with the external opportunities. Taking advantage of an opportunity from a position of strength helps ensure the success of the corresponding venture.

Strengths: characteristics of the organization, or project team that give it an advantage over others

Weaknesses (or Limitations): are characteristics that place the team at a disadvantage relative to others

Opportunities: external chances to improve performance

Threats: external elements in the environment that could cause trouble for the municipality or project

Council and staff were in general agreement with strengths with a few exceptions: financial sustainability, planning and council/staff relations

Key weaknesses to work on included training, aging infrastructure and equipment as well as integration of services. Online/web-based services were also seen as a weakness and the number of resources to meet customer demands.

Opportunities for growth and shared services were common. All believed that there could be improved utilization of technology and work planning as well as communications. Shared services with other municipalities was viewed as an opportunity to address some resource issues but amalgamation was viewed as a threat by some.

It was agreed that climate change, cyber attacks and changes to political directions/legislation are threats that will impact Township services. Lack of ability to attract and retain youth was viewed as a threat to the long-term viability of the municipality.

# SWOT ANALYSIS - STAFF



## STRENGTHS

- New Township-wide service requests
- Economic development strategy
- Combination of seasoned and new staff
- Staff are friendly, knowledgeable, dedicated & responsive
- Several well-maintained pools, parks & arenas
- Community volunteers & Recreation programs – well organized
- Staff development & supportive council
- Location - advantage
- Public access to council & staff/Open transparent
- Financially responsible
- Effective Leadership
- Port of Johnstown, & Industrial Park
- Water, sewer & safety records are impeccable

- Aging infrastructure (roads, equipment, technology)
- Lack of staff/resources
- Council support is not evident
- Underutilized and duplicated services
- No Long term Financial view
- Reactive NOT Proactive
- Staff training lacking in certain areas
- Lack of integration between systems
- Multiple Projects on the go
- Asset management planning lacking
- Lack of strategic plan/community vision
- More equipment and staff
- Website requires an update
- Lack of resources to address customer complaints

## WEAKNESSES



## OPPORTUNITIES

- Improved communications
- Openness to new ideas
- New & Integration of Technology (Mobile & Computers)
- Enhanced public education about services
- Interdepartmental & external government relations
- Inter-municipal agreements - County
- Shovel-ready projects
- Great location & transportation networks
- Expand Industrial Park/Port Authority
- Seniors Services
- Raise taxes & fund needs
- Community Volunteerism
- Economic Development initiatives

- Possible Amalgamation
- Lack of funding
- Provincial Downloading
- Volunteer firefighters availability
- Demand for increased services (urban sprawl)
- Loss of employee knowledge
- Climate change/global warming
- Aging infrastructure/flooding
- Recession/trade wars
- Changes in legislation & retraction
- St. Lawrence Environmental changes
- ED-19 (mega dump) NIMBY
- Changing Council and other levels of government priorities
- Cyber Security
- Social Media
- Taxes/rate payers expectations

## THREATS





# SWOT ANALYSIS – COUNCIL



## STRENGTHS

- Knowledgeable employees
- Good staff/council relations
- Low tax rate (low housing costs)
- Responsive, Few Complaints
- St. Lawrence River Waterfront
- Quality of life
- Strategic location advantage to Highways
- Growing industrial/commercial tax base
- Predominant agricultural and dairy farms
- Strong financial reserves
- Cardinal water and sewer services
- Community-oriented
- Local experts
- New Technology
- Council/Staff are fiscally responsible
- Excellent Recreation facilities

- Lack of recreation programming
- School closures/Lack of Students
- Lack of Service site-ready industrial land
- North/South divide
- Approved projects slow to execute
- Lack of \$\$ for all priorities
- Enforcement By-laws outdated
- Prescott reliance for water
- Lack of collaboration with neighbouring municipalities
- Natural resources underutilized
- Lack of amenities
- Lack of departmental efficiency & time management issues
- Internal & External Communication need improvement
- Lack of effective marketing
- Housing shortage for seniors
- Lack of residential growth

## WEAKNESSES



## OPPORTUNITIES

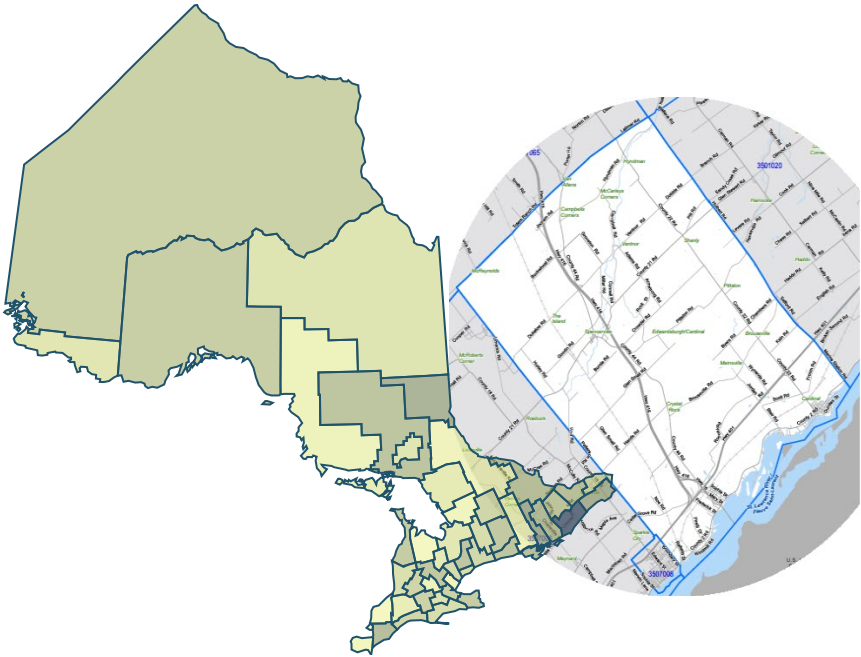
- Expand broadband coverage
- Improve Property Standards
- Port of Johnstown - Advancements & shipping improvement
- Tourism/Historical promotion
- Landbank - possible development
- Promote local events
- Develop Cardinal village core
- Foster improved collaboration with municipal neighbours
- Support/retain current businesses
- Improved amenities, services for residents & seniors
- Transportation options
- Waterfront Development & Park Enhancements
- Agricultural development
- Technology enhancements

- Preparedness for seniors' services Provincial/federal funding reductions
- Disasters
- Climate change, man-made.
- High water level ... shoreline loss and damage
- Provincial regulatory burden ... new legislation
- Growth outstrips staff resources
- Challenging to back-fill jobs
- School closures
- Ottawa expansion ... Kemptville Trade wars
- Union unrest
- Cyber Security Risks/Attacks

## THREATS



APPENDIX B: BENCHMARKS & CURRENT STATE ANALYSIS



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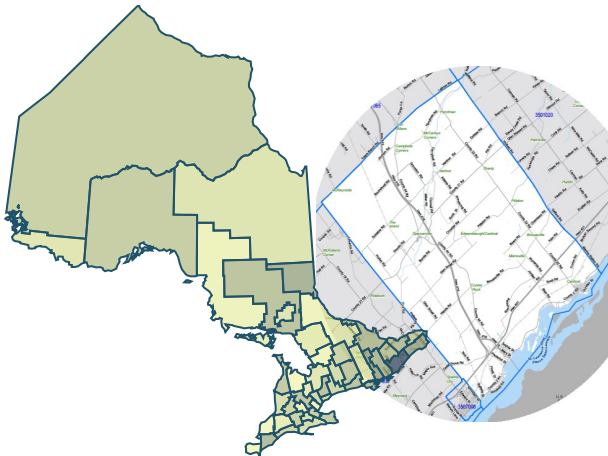


# BACKGROUND

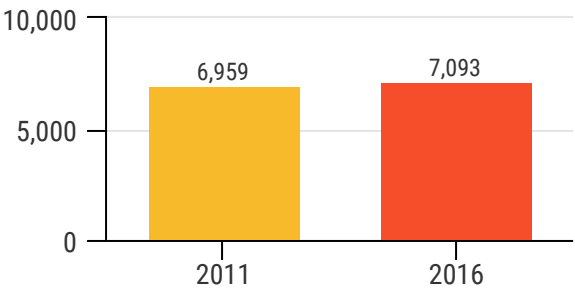
Situated on the beautiful St Lawrence to the south with deep agricultural roots, the Township of Edwardsburgh-Cardinal (the Township) is a lower-tier municipality in the United Counties of Leeds and Grenville (UCLG). Edwardsburgh Cardinal provides a unique blend of culture, history, recreation and nature.

Its idyllic surroundings and Port of Johnstown puts Edwardsburgh Cardinal in the perfect position for building businesses, attracting visitors from all around the world. Its proximity to Ottawa coupled with the transportation corridors (Highways 401/416) and the bridge to the US, Edwardsburgh Cardinal has much to offer.

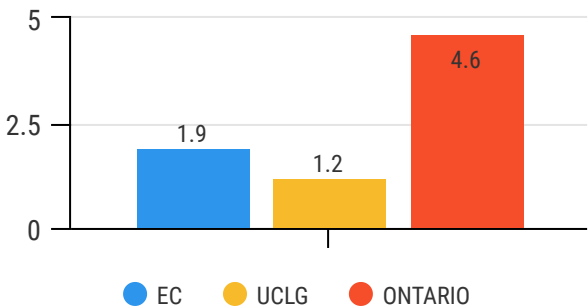
The Township prides itself on its history with plans to grow but it does not have the foundation in place to really grow. It is not not “small” in relative terms to most municipalities in Ontario. It represents 0.24% of the province’s population and there are 222 (53%) lower/single tier municipalities in Ontario that are smaller. However, it’s population of 7,093 (2016 Census), it has experienced some growth at 1.9% since 2011 as shown below. This is above UCLG growth rate of 1.2% but well below the 4.6% growth rate across Ontario.



EC Population Change

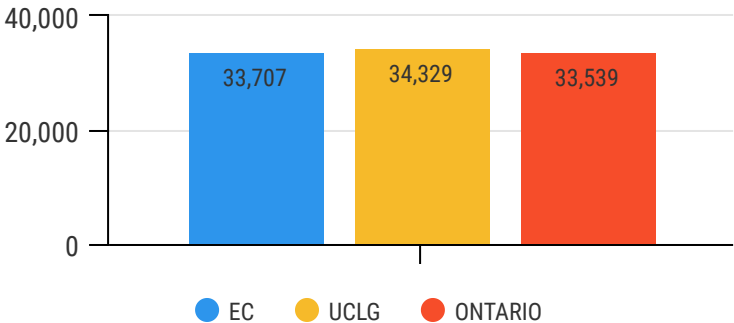


% Population Change

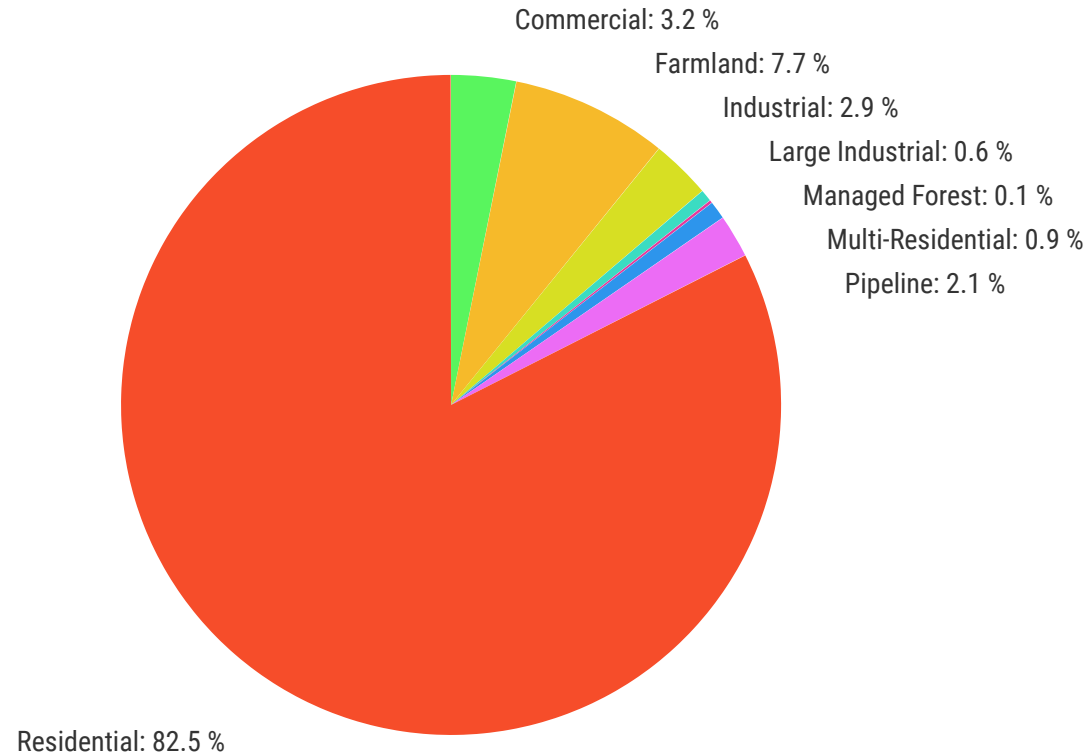


Like many municipalities outside the GTA, the Township’s is aging. Its median age is 43.4 years which is 2.4 years older than the provincial median. In terms of young people, the Township’s population under the age of 19 represents only 21% which is near the province’s overall proportion is 22%. In fact, with 6% of its proportion as teenagers, the Township has a huge opportunity to engage youth in its services. The challenge is to keep them once they reach adult hood. The only way to do that is to expand employment opportunities, affordable housing and recreational services that young people desire. Average income is slightly higher than the provincial average.

Average Income

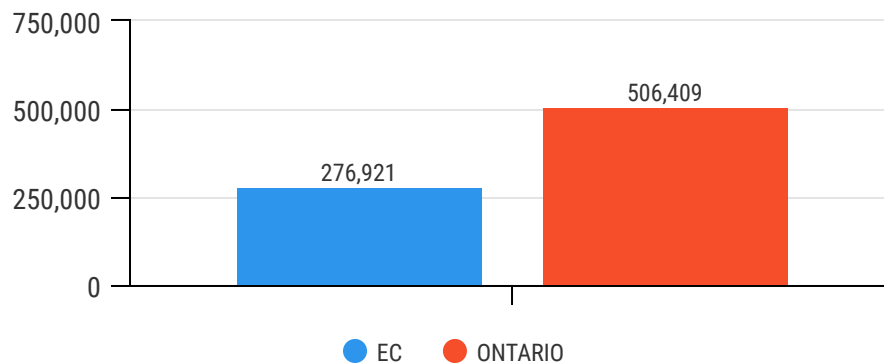


Taxable Assessment by Class (FIR)

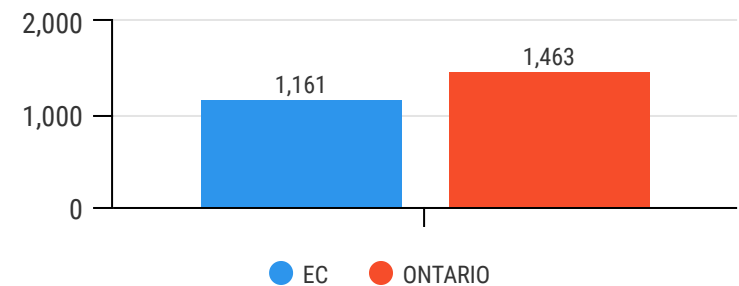


The assessment base is primarily residential at 82.4% but a growing industrial base.

Average Value of Dwellings (25% Sample Census)



Average Monthly Shelter Costs

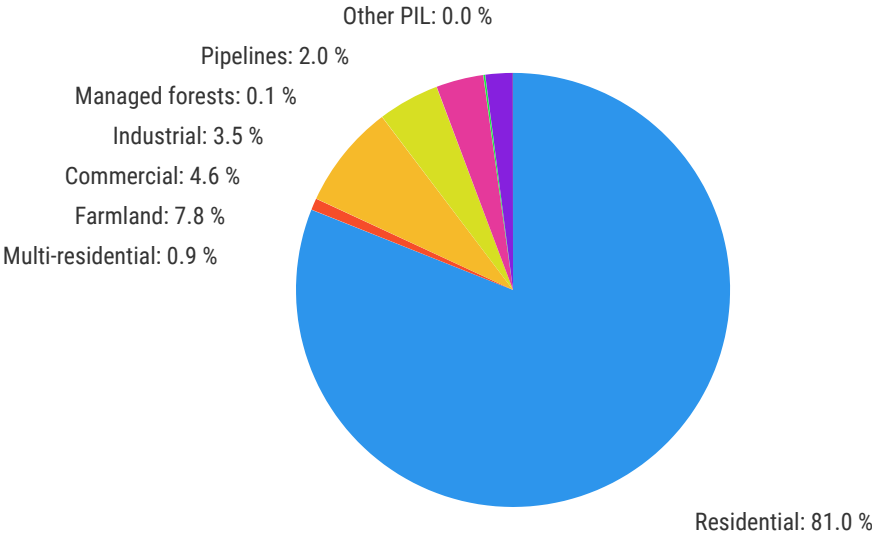


**The average housing prices and cost of living is lower than the provincial average.**



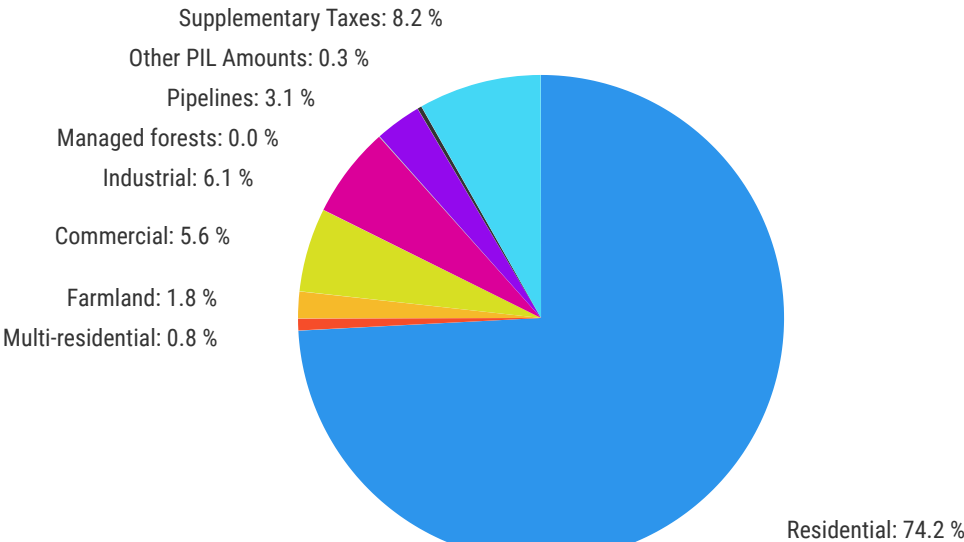
# EC - TAXABLE ASSESSMENT BY CLASS

Taxable Assessment (Phase in) by Class 2018



Class	Taxable Assessment \$
Residential	\$642,689,025
Multi-residential	\$6,952,200
Farmland	\$61,798,997
Commercial	\$36,333,600
Industrial	\$27,997,217
Managed forests	\$1,099,049
Pipelines	\$16,214,000
Other PIL	\$25,600
Total	\$793,109,688

Tax \$ by Class (2018)



Class	2018 EC Taxes
Residential	\$4,140,806
Multi-residential	\$44,793
Farmland	\$99,542
Commercial	\$312,174
Industrial	\$337,928
Managed forests	\$1,770
Pipelines	\$172,901
Other PIL	\$15,311
Supplementals	\$457,353
Total	\$5,582,578

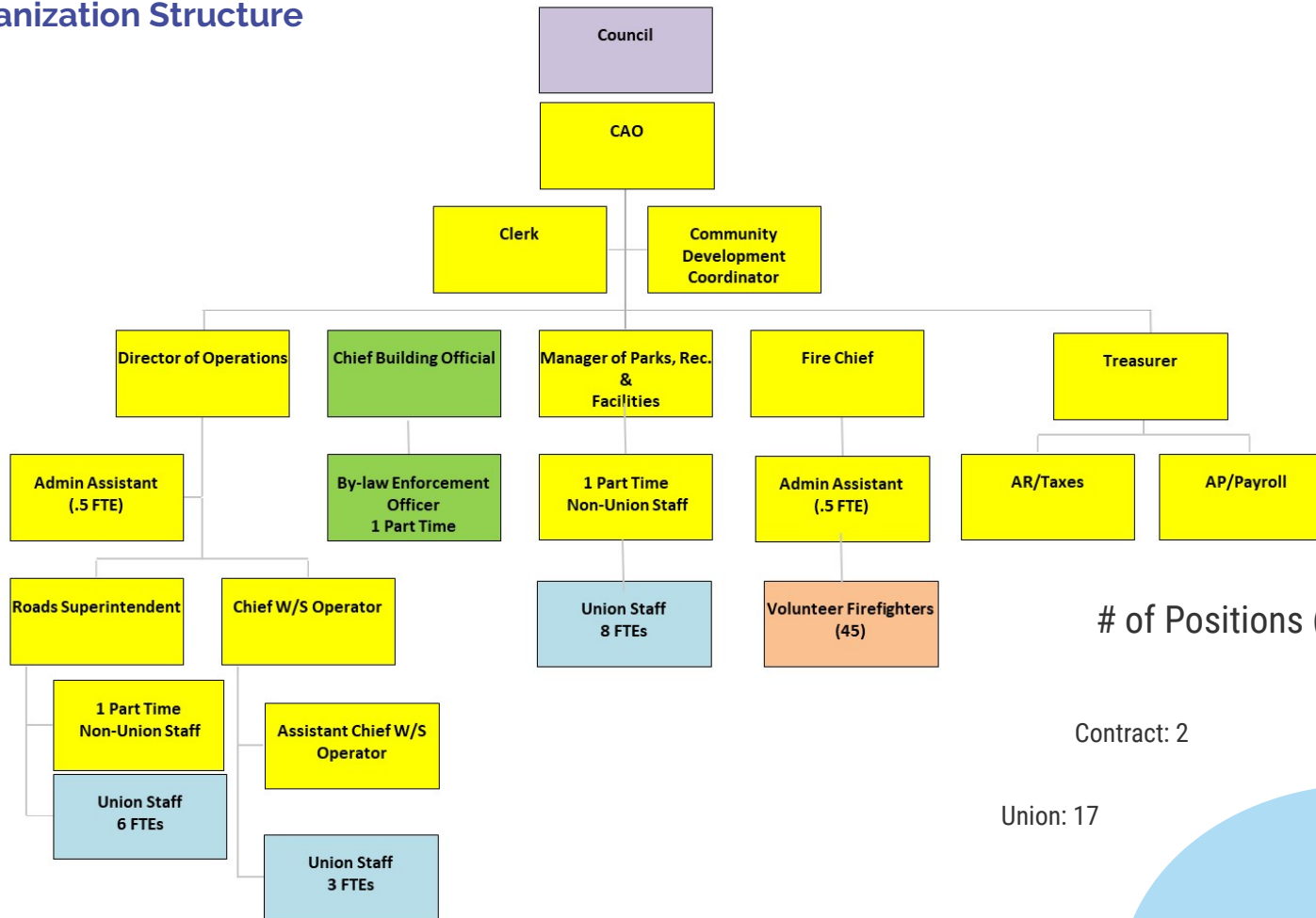
## EC'S SERVICE INVENTORY

FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning & Development
# OF SERVICES	3	6	8	8	1	4	5
# OF ACTIVITIES	147	35	85	57	1	39	36
SUB-SERVICE CATEGORIES	<ul style="list-style-type: none"> <li>Corporate Management</li> <li>Governance</li> <li>Program Support</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>Police</li> <li>Conservation authority</li> <li>Bylaw</li> <li>Building permit and inspection services</li> <li>Emergency measures</li> </ul>	<ul style="list-style-type: none"> <li>Roads – Paved,</li> <li>Roads – unpaved</li> <li>Roads – bridges and culverts</li> <li>Roadways – Traffic</li> <li>Roadside</li> <li>Winter control</li> <li>Parking</li> <li>Street lighting</li> </ul>	<ul style="list-style-type: none"> <li>Wastewater collection</li> <li>Conveyance, treatment</li> <li>Disposal</li> <li>Storm sewer system</li> <li>Water treatment</li> <li>Distribution/ transmission</li> <li>Solid waste collection</li> <li>Disposal</li> </ul>	<ul style="list-style-type: none"> <li>Cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Parks</li> <li>Recreation programs</li> <li>Recreation facilities – Arenas, Swimming Pools, Halls</li> <li>Libraries (Out of scope of review)</li> </ul>	<ul style="list-style-type: none"> <li>Planning and zoning</li> <li>Commercial and industrial</li> <li>Residential development</li> <li>Agriculture and reforestation</li> <li>Tile drainage/ shoreline assistance</li> </ul>
2019 BUDGET (INCL CAPITAL)							
EXPENDITURES	\$ 986,170	\$ 2,144,521	\$ 3,501,536	\$ 2,481,990	\$ 5,000	\$ 2,131,273	\$ 220,742
REVENUE		-\$ 180,510	-\$ 777,832	-\$ 1,981,363	-\$ 100	-\$ 857,690	-\$ 78,032
NET	\$ 986,170	\$ 1,923,211	\$ 2,723,704	\$ 500,627	\$ 4,900	\$ 1,273,583	\$ 142,710



# WORKFORCE - CURRENT STATE ANALYSIS

## Organization Structure



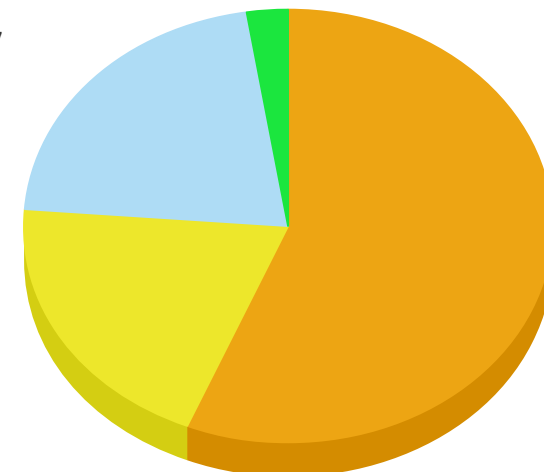
# of Positions (2019) Not FTEs

Contract: 2

Union: 17

Non Union/Management: 16

Volunteers: 45

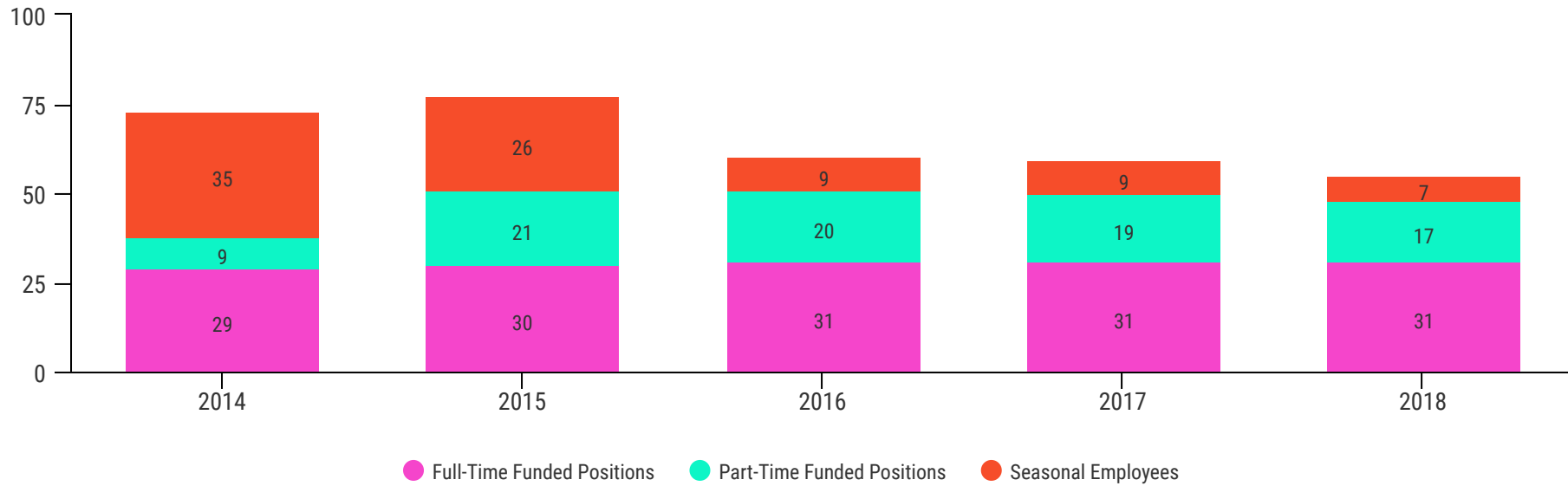


Note: At commencement of the review, the position was CAO/Clerk with a Deputy Clerk - Positions split upon announcement of retirement

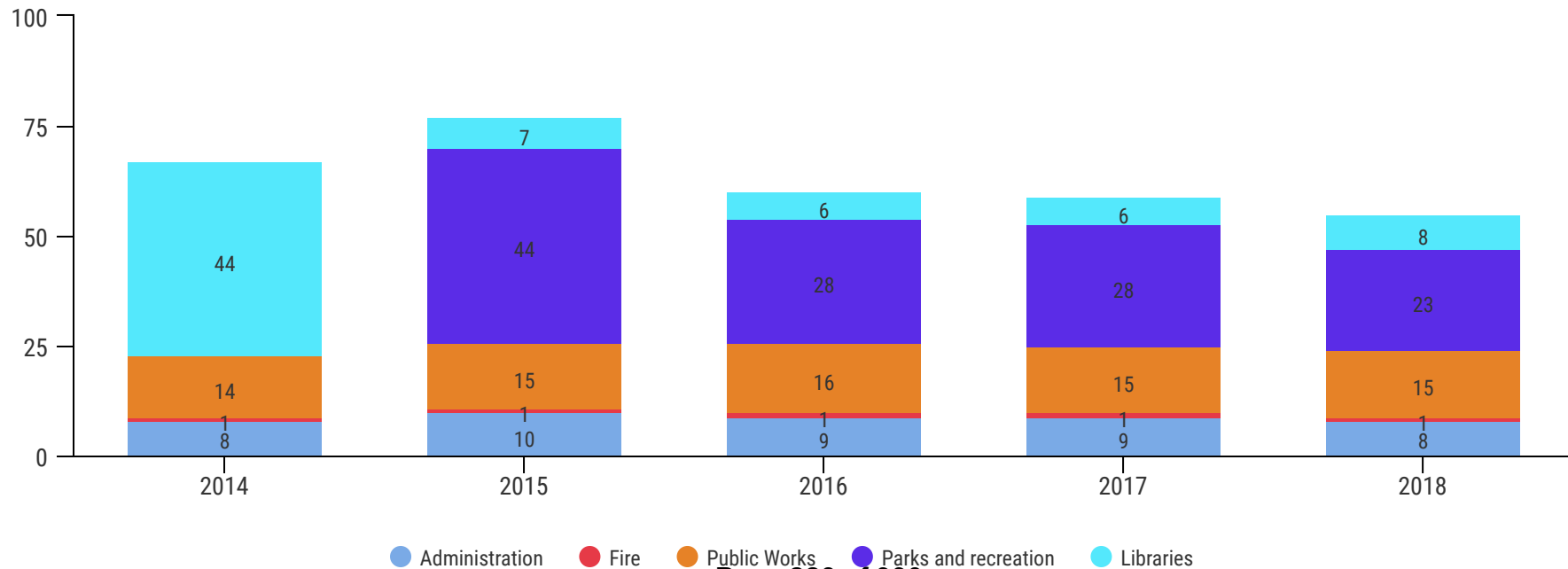


# WORKFORCE - TREND ANALYSIS

## Workforce by Type 2014-2018 (FIR)



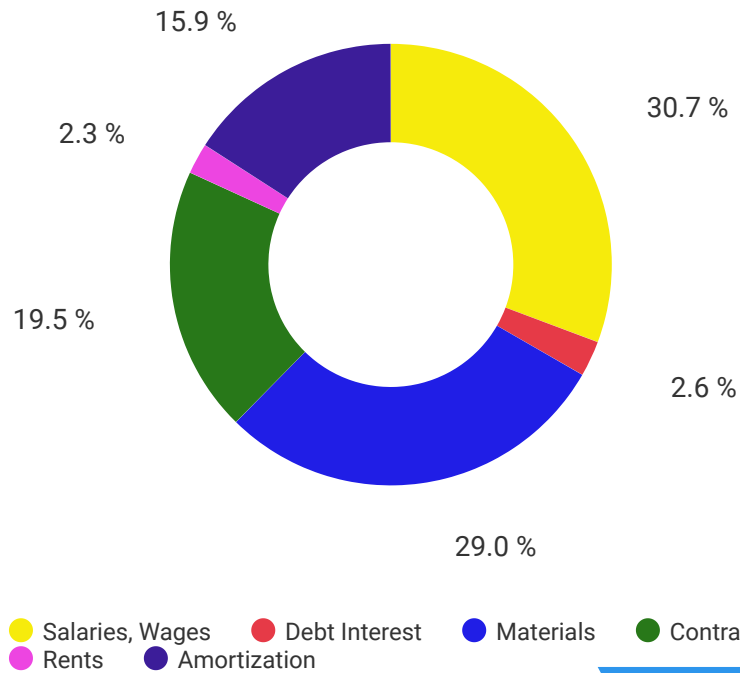
## Workforce by Function 2014-2018 (FIR)



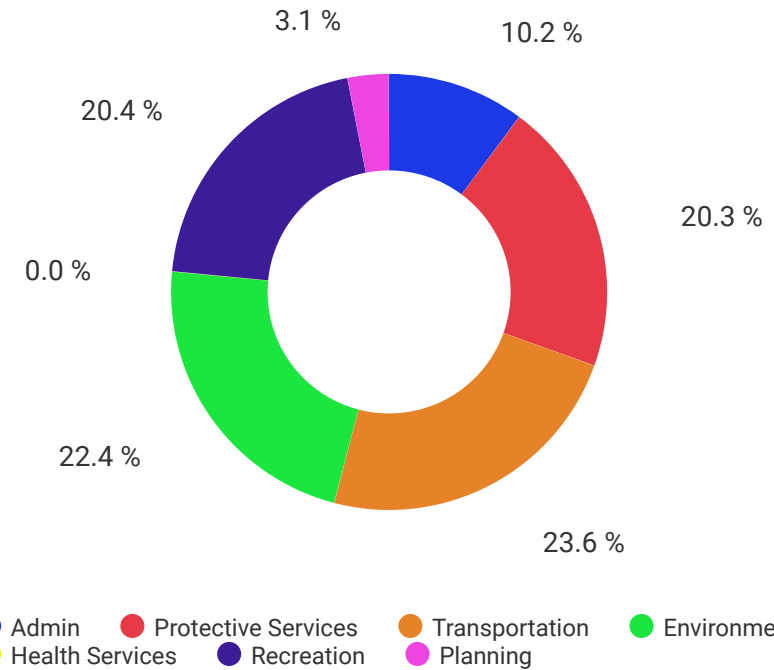


# EC RESULTS - CURRENT STATE ANALYSIS

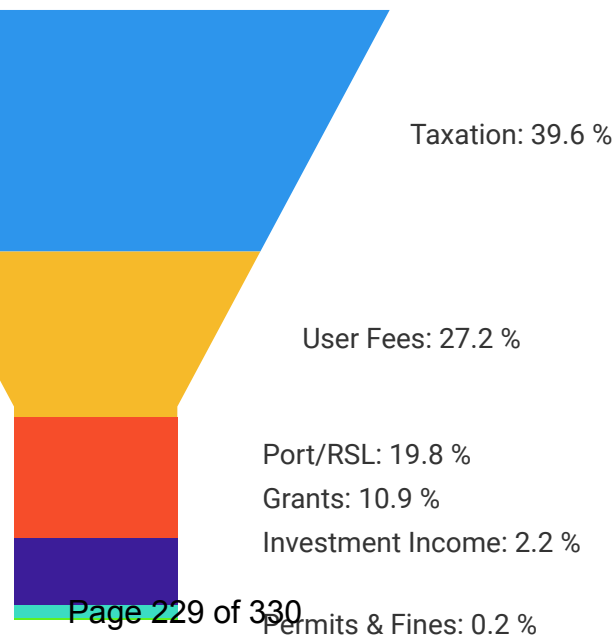
## Expenses by Object 2018



## Expenses by Function 2018



## Revenues by Type 2018

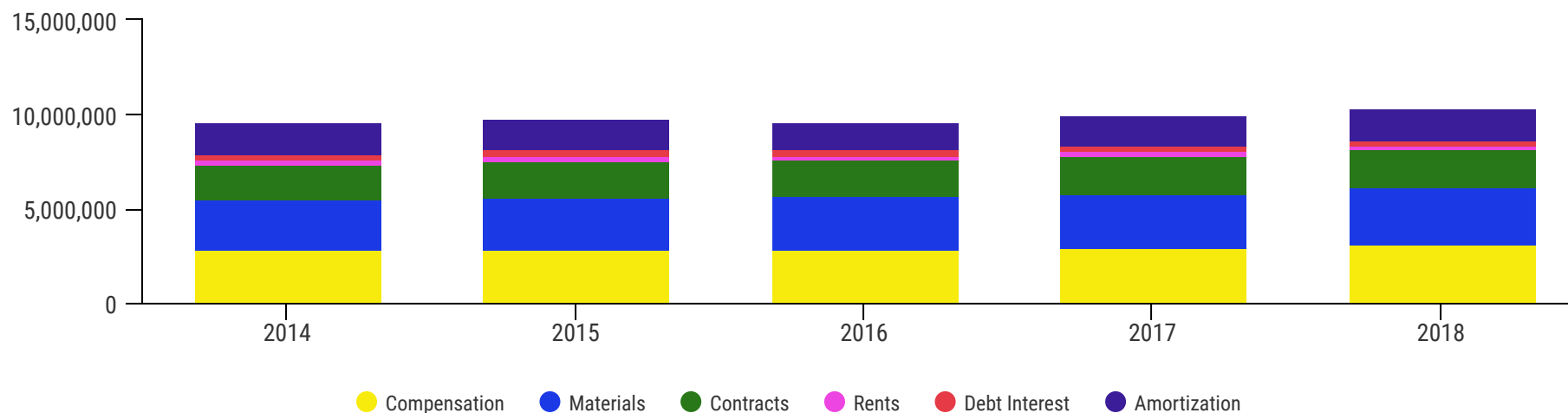






# EC EXPENSES - TREND ANALYSIS

## Expenses by Object 2014-2018 (FIR)

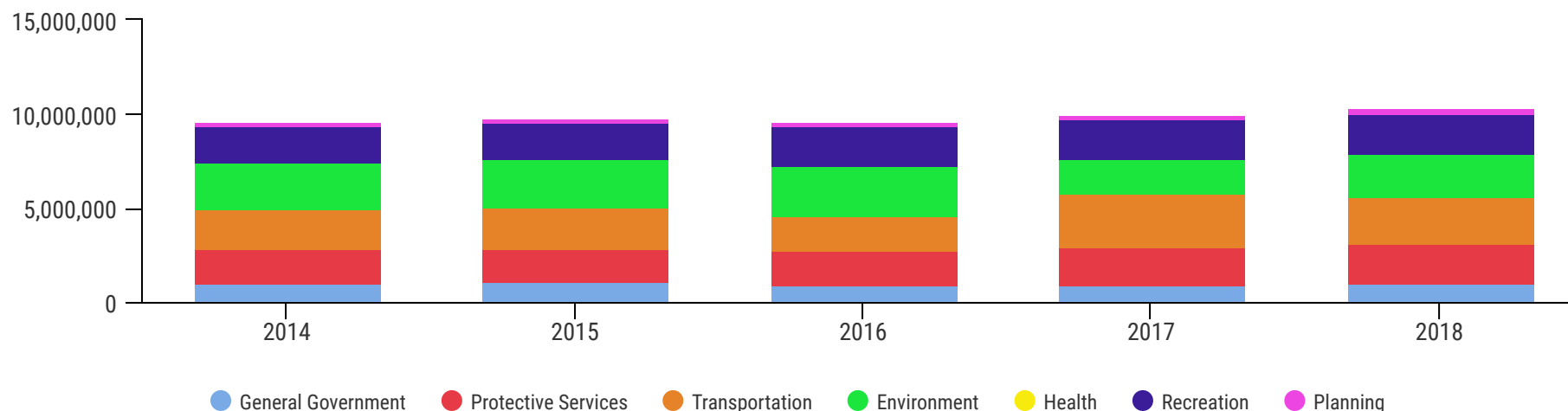


Object	2014	2015	2016	2017	2018	Average %age Change Year over Year
Compensation	\$2,842,022	2,829,318	\$2,882,078	\$2,953,582	\$3,169,041	3.1%
Materials	\$2,716,980	2,793,293	\$2,780,836	\$2,836,851	\$2,997,265	-1.5%
Contracts	\$1,835,609	1,887,784	\$1,950,683	\$2,033,547	\$2,009,732	5.7%
Rents	\$250,879	340,674	\$251,068	\$263,154	\$234,138	3.3%
Debt Interest	\$307,210	298,980	\$288,864	\$282,167	\$270,928	56.9%
Amortization	\$1,617,398	1,564,566	\$1,459,246	\$1,563,216	\$1,639,360	1.0%
Grand Total	\$9,570,098	\$9,714,615	\$9,612,775	\$9,932,517	\$10,320,464	
Year over Year %age Change	1.5%	1.5%	-1.0%	3.3%	3.9%	



# EC EXPENSES - TREND ANALYSIS

## Expenses by Function 2014-2018 (FIR)

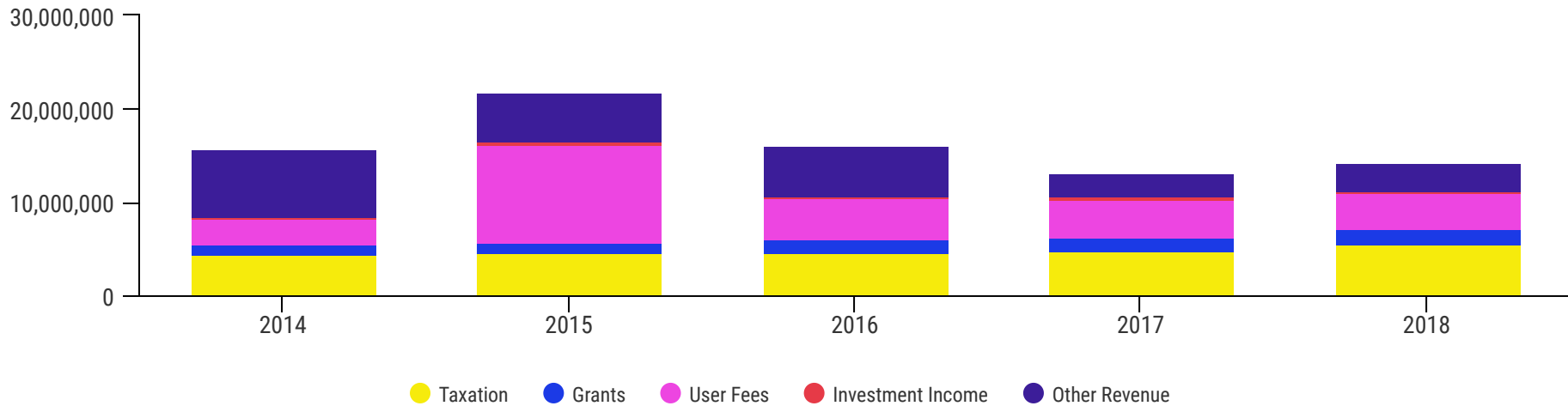


Function	2014	2015	2016	2017	2018	Average %age Change Year over Year
General Government	991,594	1,063,193	898,300	898,481	1,050,447	2.8%
Protective Services	1,830,140	1,817,153	1,893,513	2,010,471	2,096,322	5.3%
Transportation	2,137,184	2,170,640	1,839,009	2,860,558	2,432,998	5.5%
Environment	2,472,607	2,572,793	2,682,422	1,897,477	2,315,619	-1.9%
Health Services	1,308	0	784	784	2,330	318.5%
Recreation	1,928,979	1,936,413	2,095,704	2,086,716	2,105,979	3.7%
Planning	208,286	154,423	203,043	178,030	316,769	11.2%
Grand Total	\$9,570,098	\$9,714,615	\$9,612,775	\$9,932,517	\$10,320,464	
Year over Year %age Change	1.0%	1.5%	-1.0%	3.3%	3.9%	



# EC REVENUES - TREND ANALYSIS

## Revenues by Type 2014-2018 (FIR)



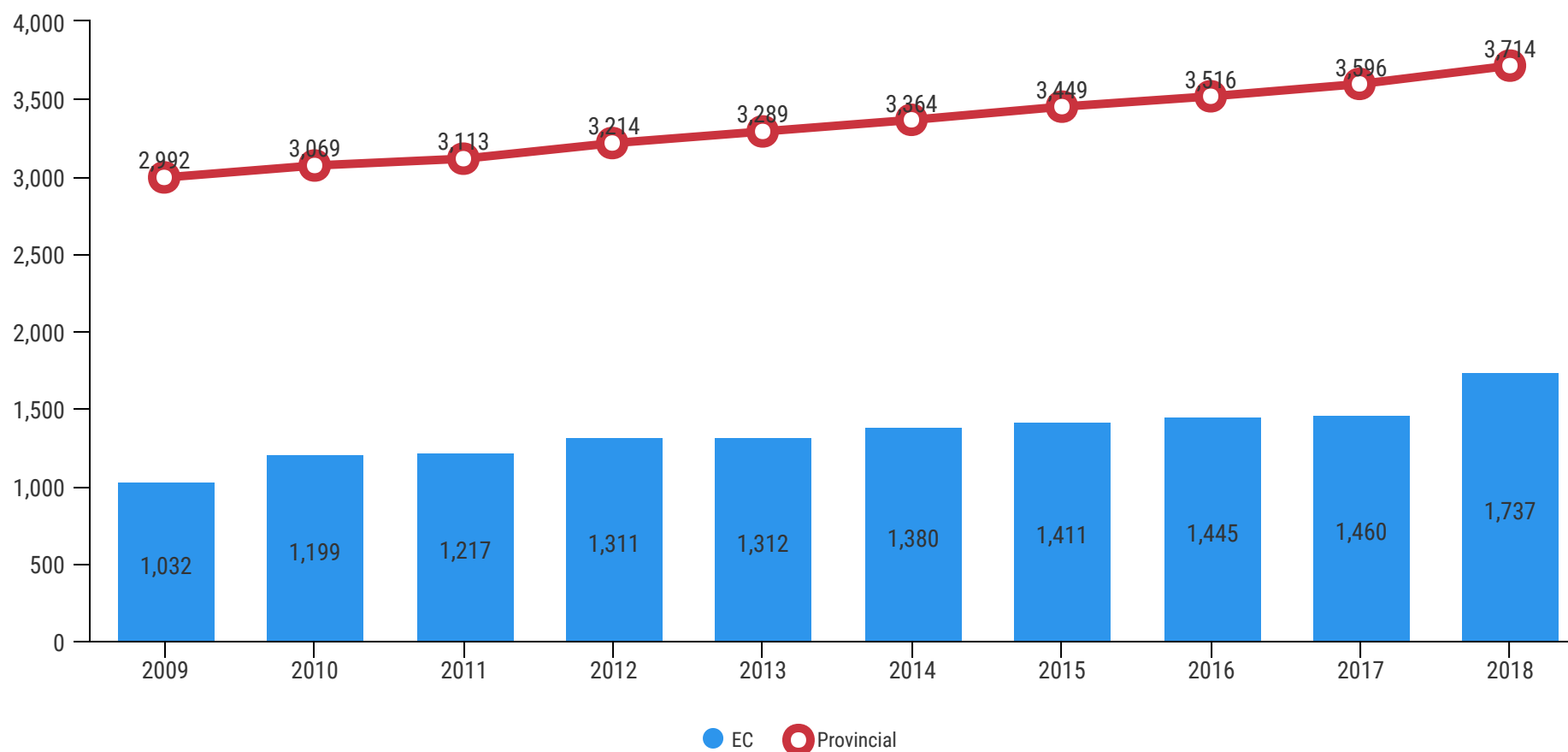
Object	2013	2014	2015	2016	2017	2018	Average %age Change Year over Year
Taxation	\$4,187,778	\$4,329,062	4,622,520	\$4,650,160	\$4,713,991	\$5,582,578	6.1%
Grants	\$1,521,606	\$1,118,412	1,086,776	\$1,414,002	\$1,538,329	\$1,541,208	2.0%
User Fees	\$3,039,887	\$2,870,622	10,523,458	\$4,357,621	\$4,084,984	\$3,865,911	38.2%
Investment Income	\$96,455	\$87,372	314,259	\$231,205	\$248,748	\$316,563	51.7%
Other Revenue	\$7,584,139	\$7,158,299	5,162,379	\$5,328,267	\$2,445,378	\$2,795,078	-14.0%
Grand Total	\$16,429,865	\$15,563,767	\$21,709,392	\$15,981,255	\$13,031,430	\$14,101,338	
Year over Year %age Change		-5.3%	39.5%	-26.4%	-18.5%	8.2%	

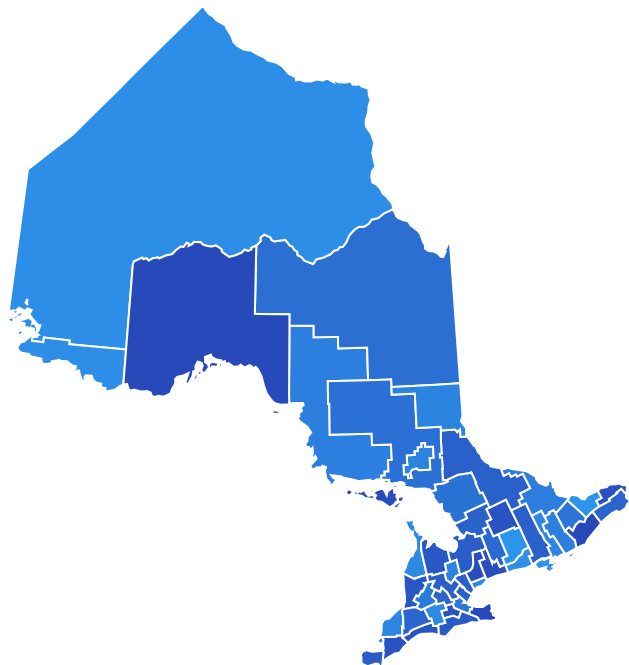


# EC RESULTS - TREND ANALYSIS

## Municipal (Lower & Upper Tier) Taxes per household

(EC is below provincial average of \$3,714)





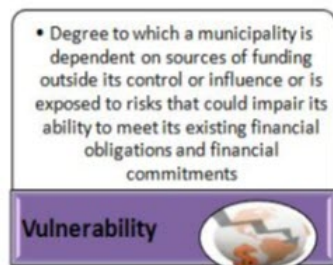
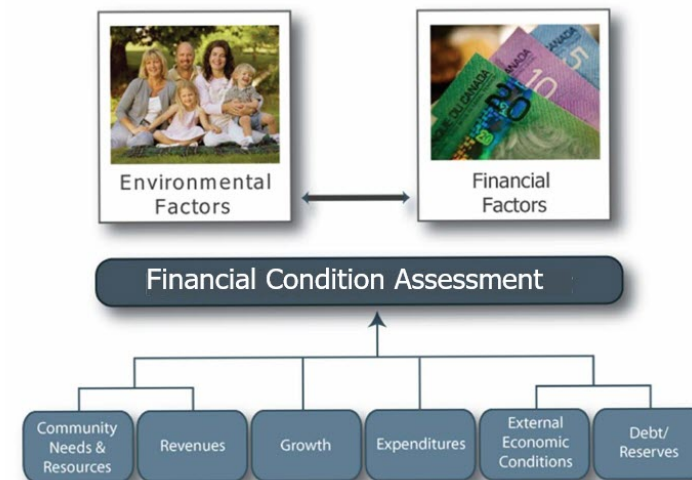
Municipality	County	Population (2016)	Population (2011)	Change	Population density (KM2)	Households
Edwardsburgh/Cardinal	UCLG	7093	6959	1.9%	22.81	3,110
Augusta	UCLG	7353	7430	-1.0%	23.34	3,130
Cavan-Monaghan	Peterborough	8829	8601	2.7%	28.85	3,409
East Zorra-Tavistock	Oxford	7129	6836	4.3%	29.46	2,907
Elizabethtown-Kitley	UCLG	9854	9724	1.3%	17.66	4,103
Leeds &Thousand Isle	UCLG	9,465	9,277	2.0%	15.45	5,963
Malahide	Elgin	9292	9146	1.6%	23.52	3,155
Minto	Wellington	8671	8334	4.0%	28.81	3,946
Plympton-Wyoming	Lambton	7795	7576	2.9%	24.44	3,543
Whitewater	Renfrew	7009	6921	1.3%	12.98	3,551

# EC BENCHMARKS - FINANCIAL INDICATORS

In order to provide additional perspective on the Town's financial performance and position, we have included in this chapter an analysis of financial indicators for the Township and other comparative municipalities.

In Canada, the Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments and also develops recommended practices. In 2009, PSAB released the Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is 'a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others'.

In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

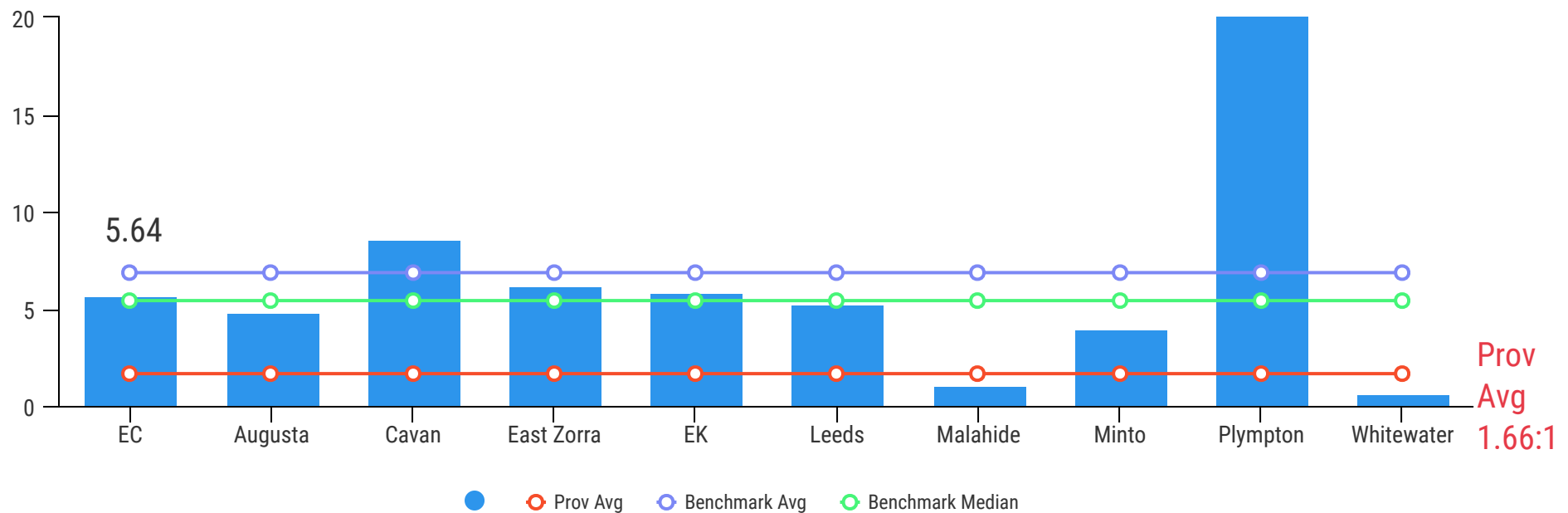


Financial Condition Category	Number	Financial Indicators
Sustainability	1	Current Ratio
Sustainability	2	Total reserves and reserve funds per household
Sustainability	3	Asset Sustainability Ratio : Capital additions as a percentage of amortization expense
Flexibility	4	Taxes per household
Flexibility	5	Local Residential Taxes per household
Flexibility	6	Taxes as a percentage of total revenues
Flexibility	7	Residential Taxable Assessment %age of Total
Flexibility	8	Debt Burden per household
Flexibility	9	Asset Consumption Ratio: Closing amortization over historical cost of tangible capital assets
Vulnerability	10	Operating grants as a percentage of total revenues
Vulnerability	11	Capital grants as a percentage of total capital expenditures

# EC BENCHMARKS - SUSTAINABILITY

## 1. Current Ratio - Current Assets over Current Liabilities...2018

This financial indicator provides an assessment of the Township's solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and short-term debt). Low levels of financial assets to financial liabilities are indicative of limited financial resources available to meet cost increases or revenue losses.

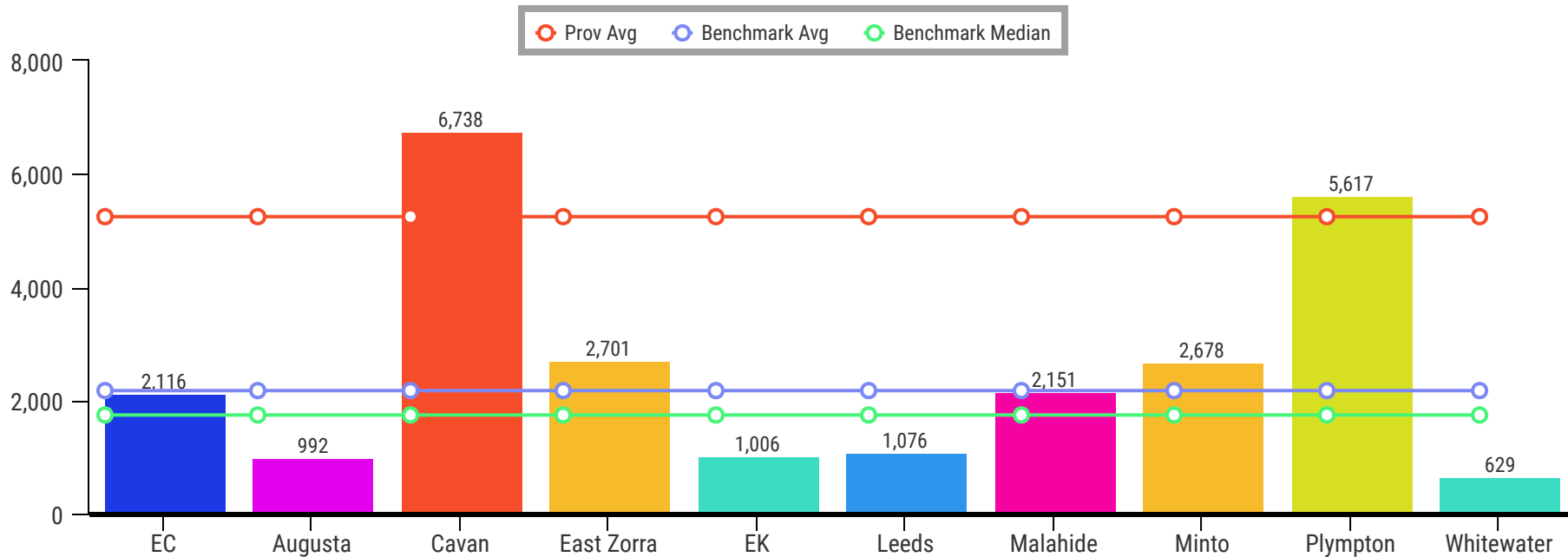


**(EC is 239% above provincial average of 1.66:1)**

# EC BENCHMARKS - SUSTAINABILITY

## 2. Reserves per household...2018

This financial indicator provides an assessment of the Township's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Township to revert to taxation or user fee increases or the issuance of debt.



**(EC is 37% below provincial average of of \$5,678)**



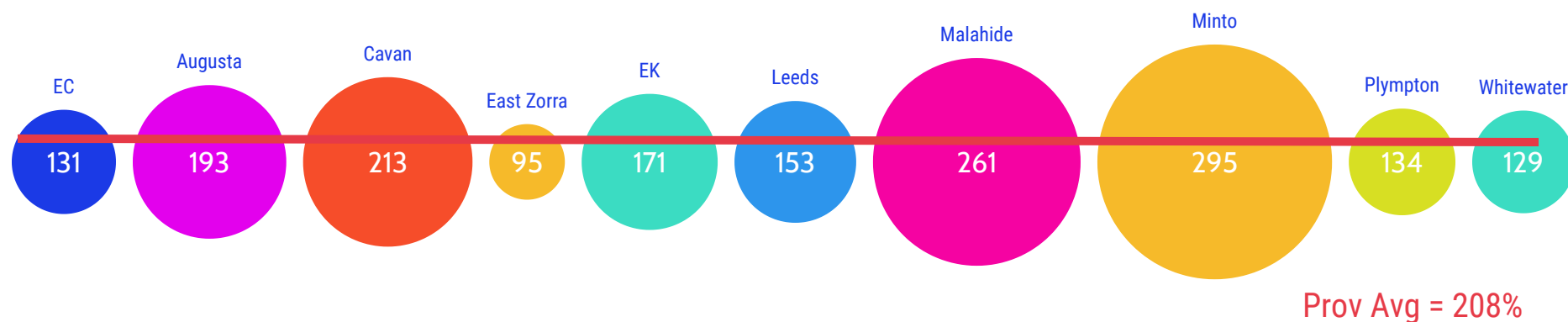
# EC BENCHMARKS - SUSTAINABILITY

## 3. Asset Sustainability Ratio...2018

Target >90%

This financial indicator provides an assessment of the Township's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Township's ability to continue to deliver services at the current levels may be compromised.

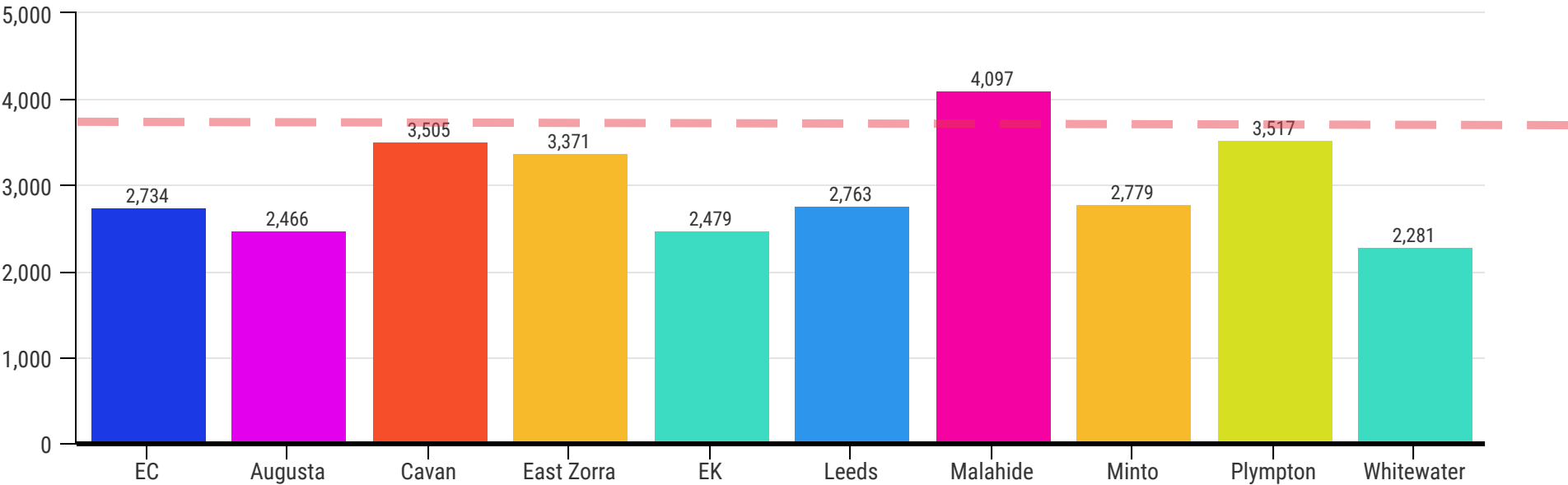
**(EC is below provincial average by 37%)**





## 4. Comparing Taxes (Municipal) per household...2018

This financial indicator provides an assessment of the Township’s ability to increase taxes as a means of funding incremental operating and capital expenditures.

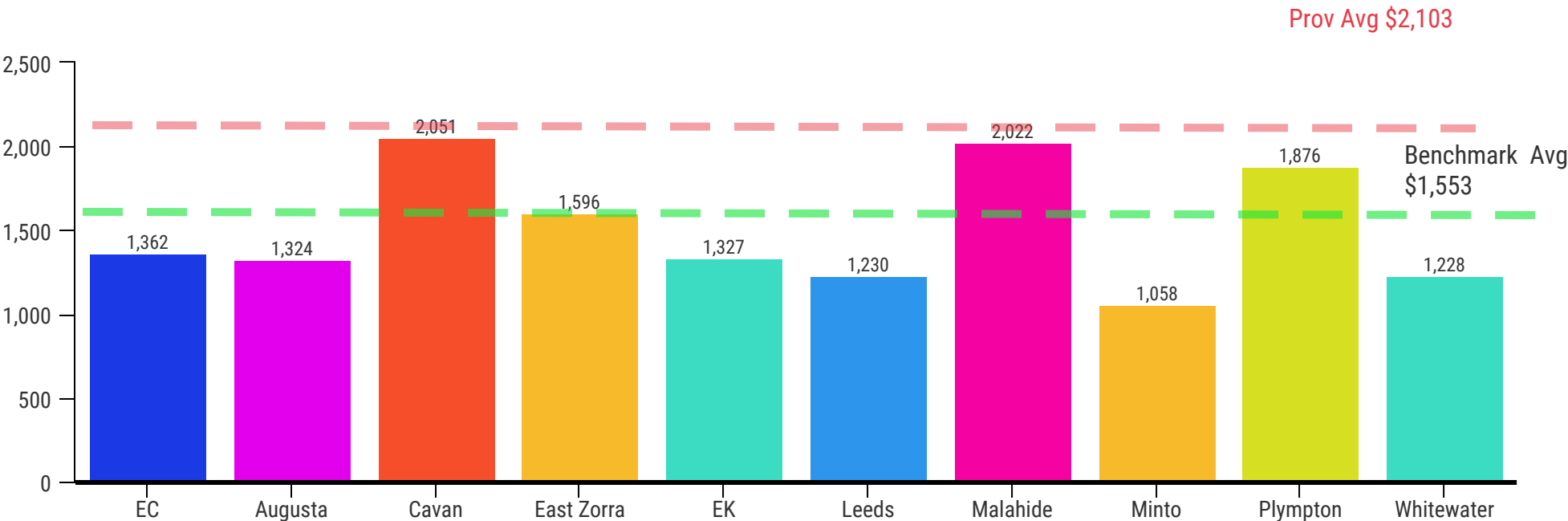


(EC is 8% below provincial average of \$3,714)



# EC BENCHMARKS - FLEXIBILITY

## 5. Comparing Residential Taxes (Lower Tier) per household...2018

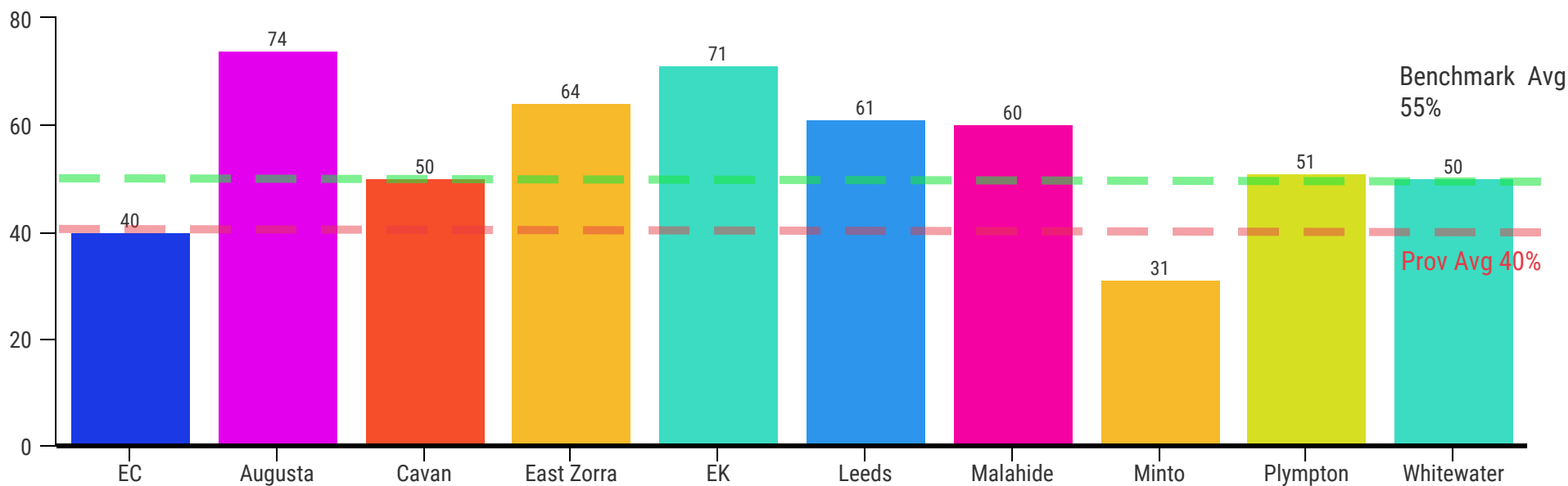


(EC is 12% below benchmark average and 35% below provincial average)



# EC BENCHMARKS - FLEXIBILITY

## 6. Taxes as a % of Total Revenue...2018



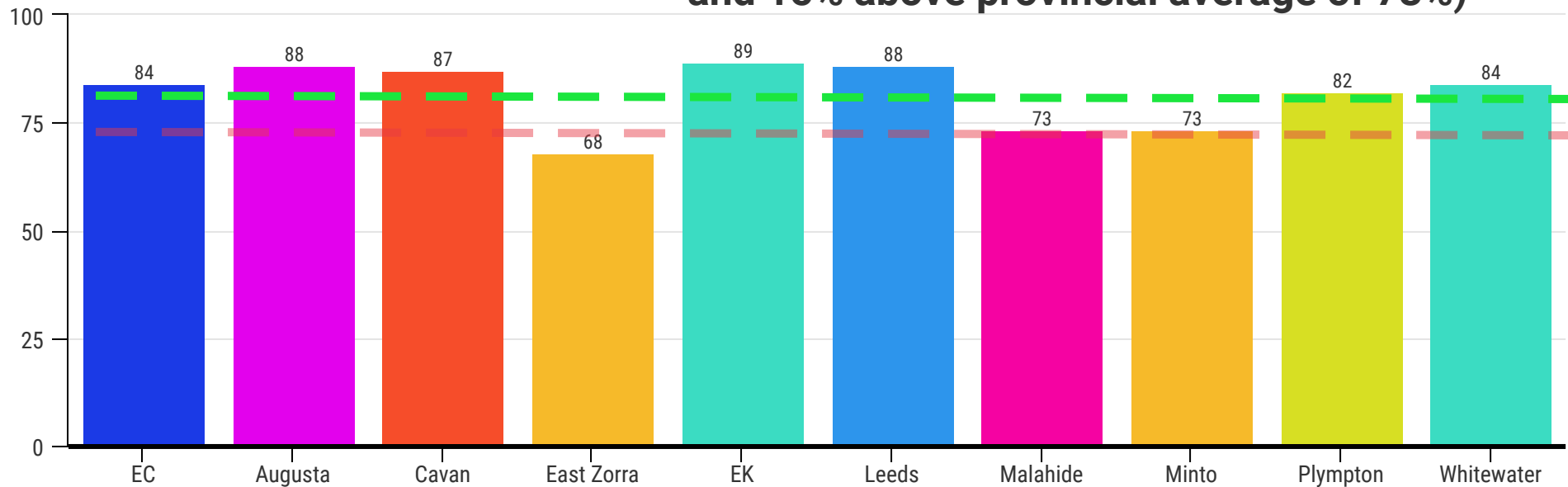
(EC is below benchmark average of 55% and at provincial average of 40%)



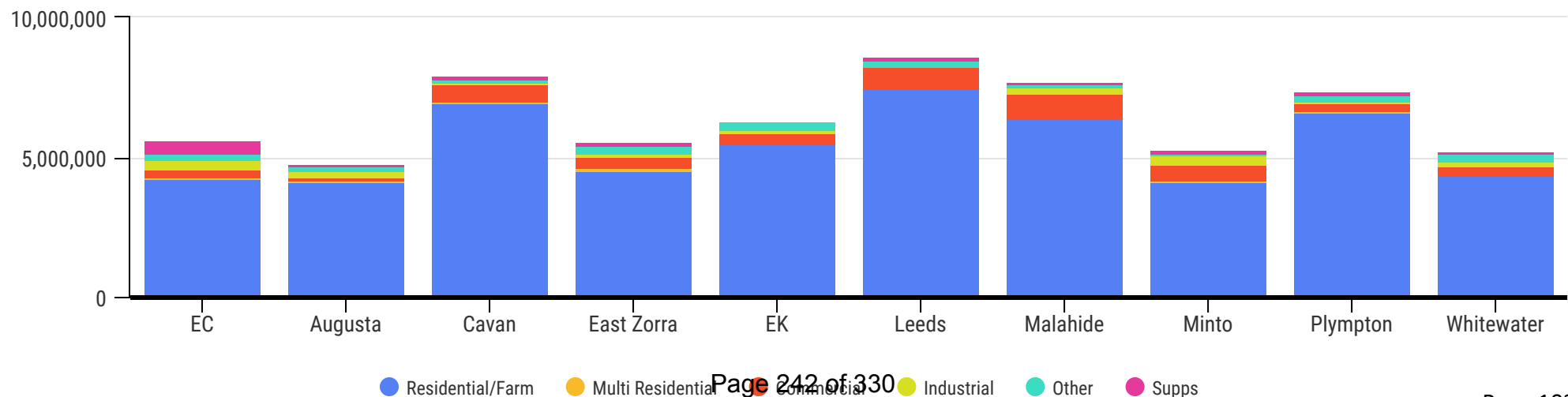
# EC BENCHMARKS - FLEXIBILITY

## 7. Comparing Residential Taxable Assessment % of Total...2018

(EC is 3% above benchmark average of 81%  
and 15% above provincial average of 73%)



Tax \$ by Class 2018

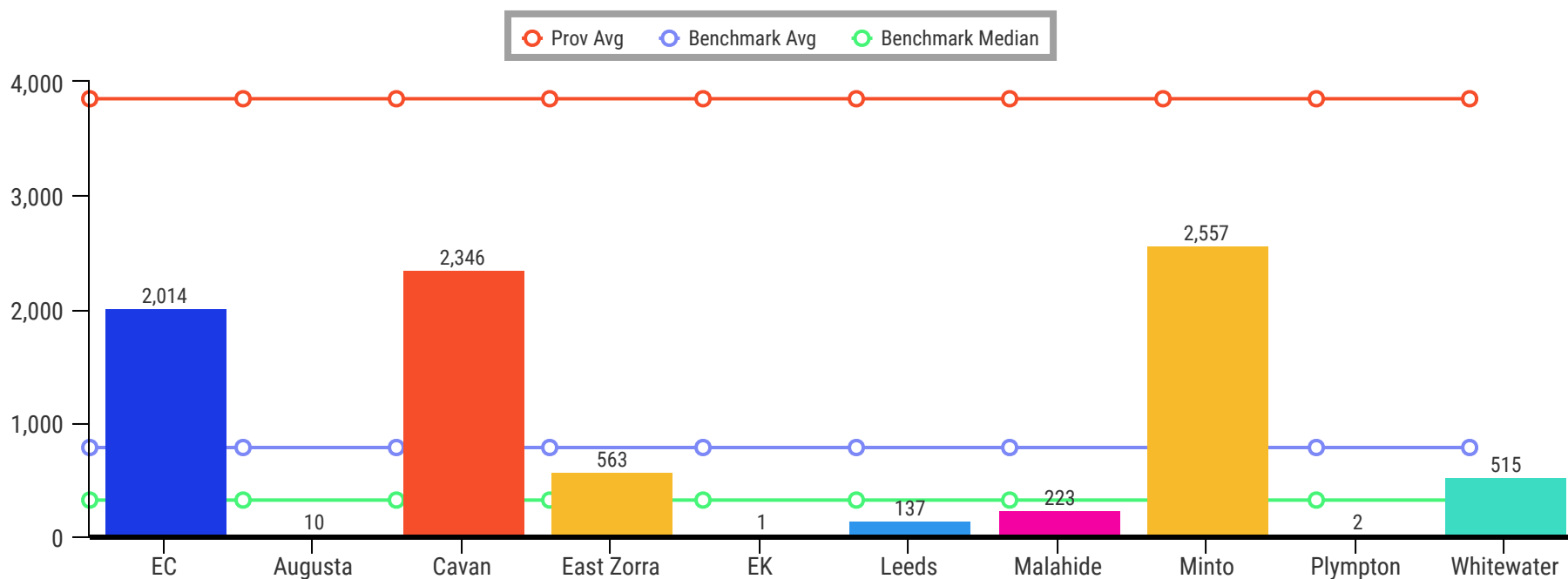




# EC BENCHMARKS - FLEXIBILITY

## 8. Debt Burden per household...2018

This financial indicator provides an assessment of the Town's ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt.



**(EC is 51% lower than provincial average but  
140% higher than benchmark average of \$837)**

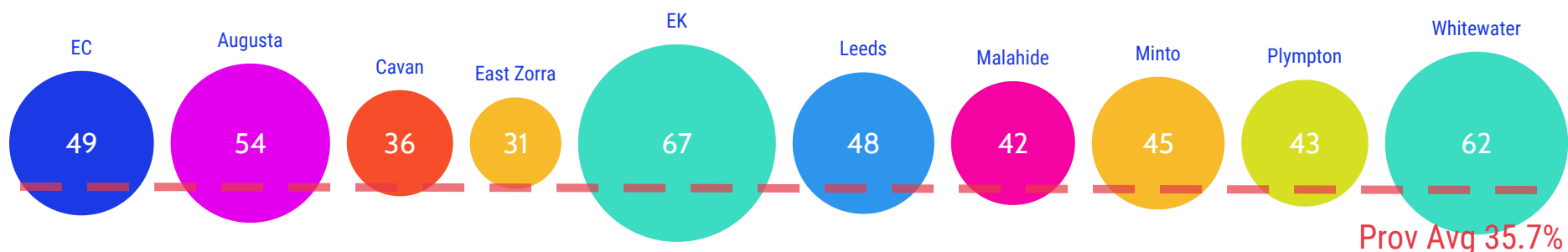


# EC BENCHMARKS - FLEXIBILITY

## 9. Asset Consumption Ratio...2018

Target is < 50%

This financial indicator provides an indication as to the extent to which the Township is reinvesting in its capital assets as they reach the end of their useful lives. The calculation is total accumulated amortization divided by closing historical cost balance. In other words, asset have depreciated more than the historical cost indicating aging of the assets without sufficient reinvestment.



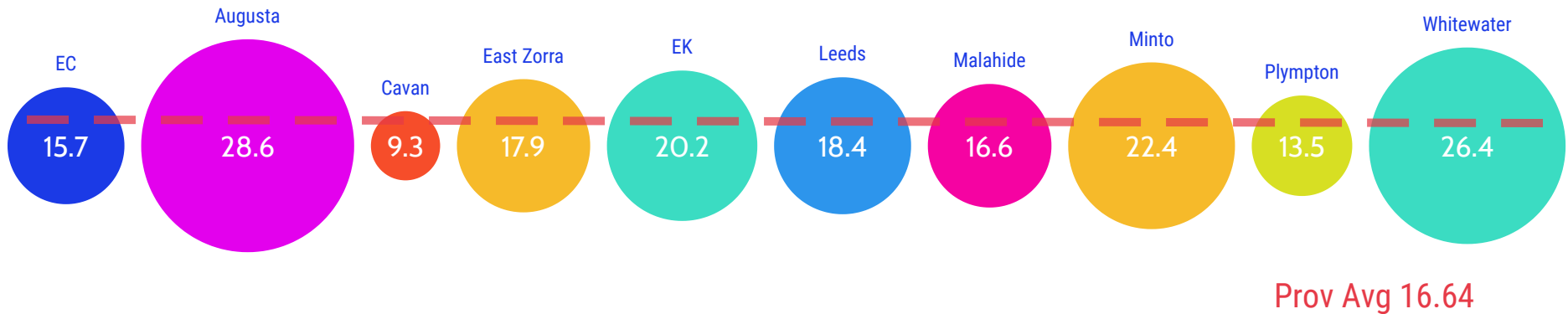
**(EC is below provincial average of 36%, close to benchmark average of 48% but its total asset base is 50% lower than Minto or Plympton)**



# EC BENCHMARKS - VULNERABILITY

## 10. Operating Grants as a %age of Revenue...2018

This financial indicator provides an indication as to the Township's degree of reliance on senior government grants for the purposes of funding operating expenses. The level of operating grants as a percentage of total revenues is directly proportionate with the severity of the impact of a decrease in operating grants.



**(EC is slightly lower than the provincial average of 16.6%, but lower than benchmark average of 18%)**

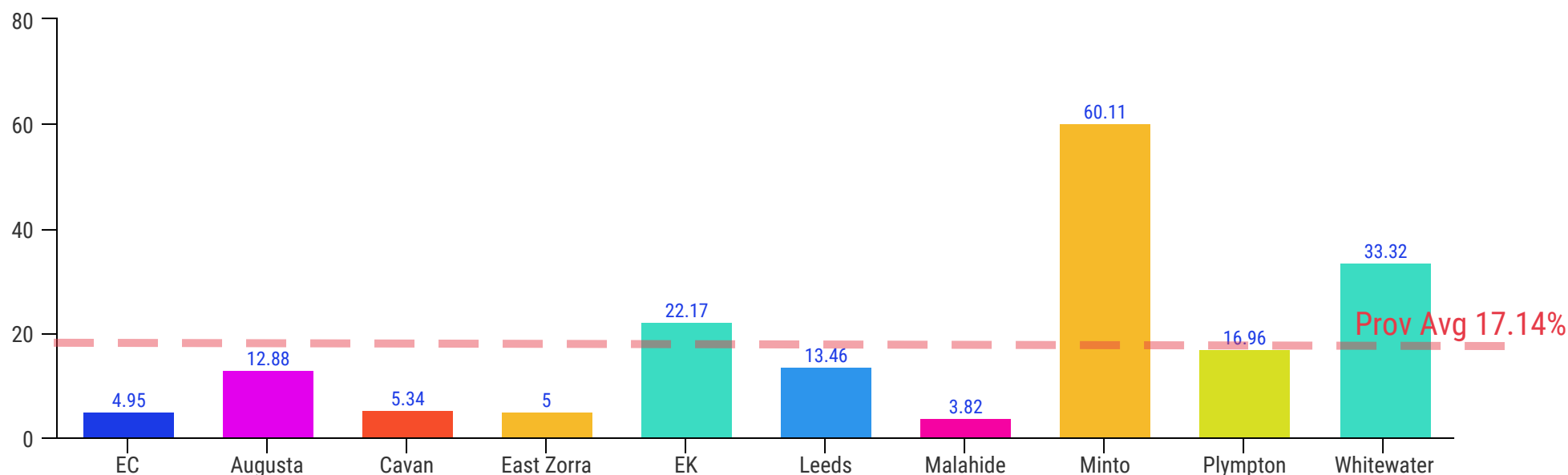




# EC BENCHMARKS - VULNERABILITY

## 11. Capital Grants as a %age of Total Capital Expenditures...2018

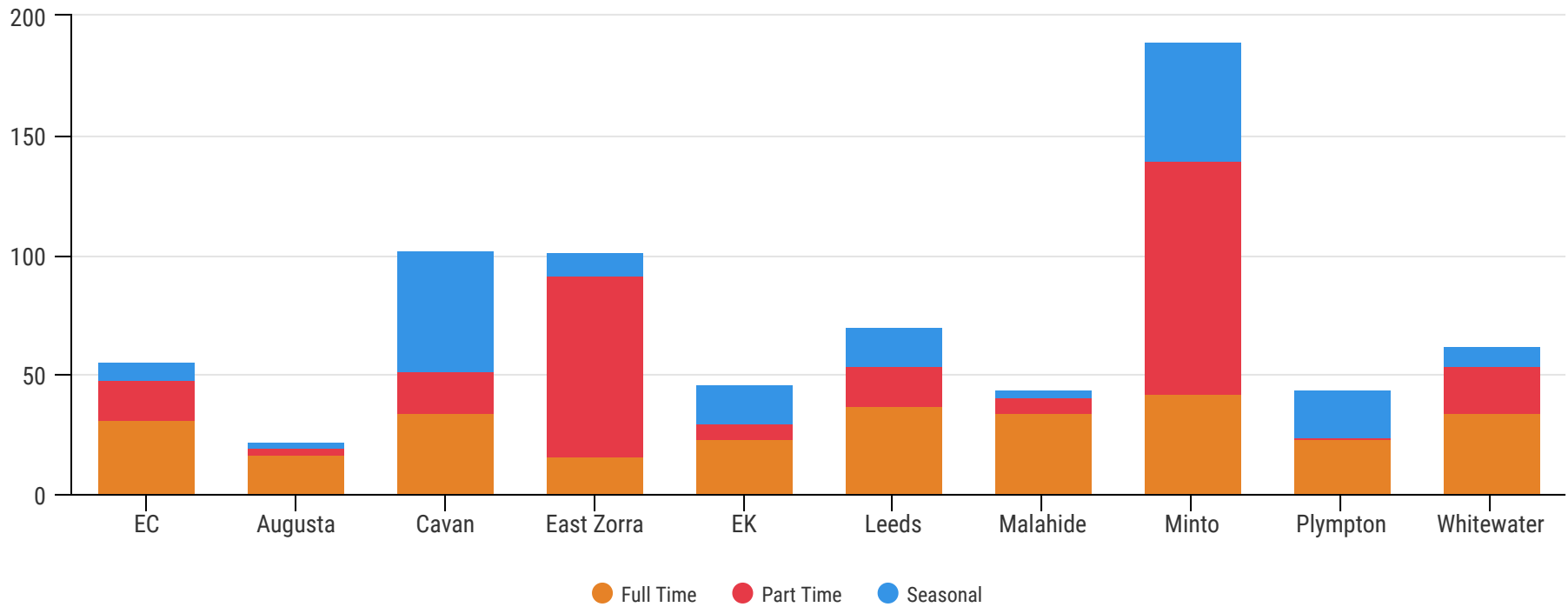
This financial indicator provides an indication as to the Township's degree of reliance on senior government grants for the purposes of funding capital expenditures. The level of capital grants as a percentage of total capital expenditures is directly proportionate with the severity of the impact of a decrease in capital grants.



**(EC is below provincial average by 29%)**



## EC BENCHMARKS - FTEs 2018

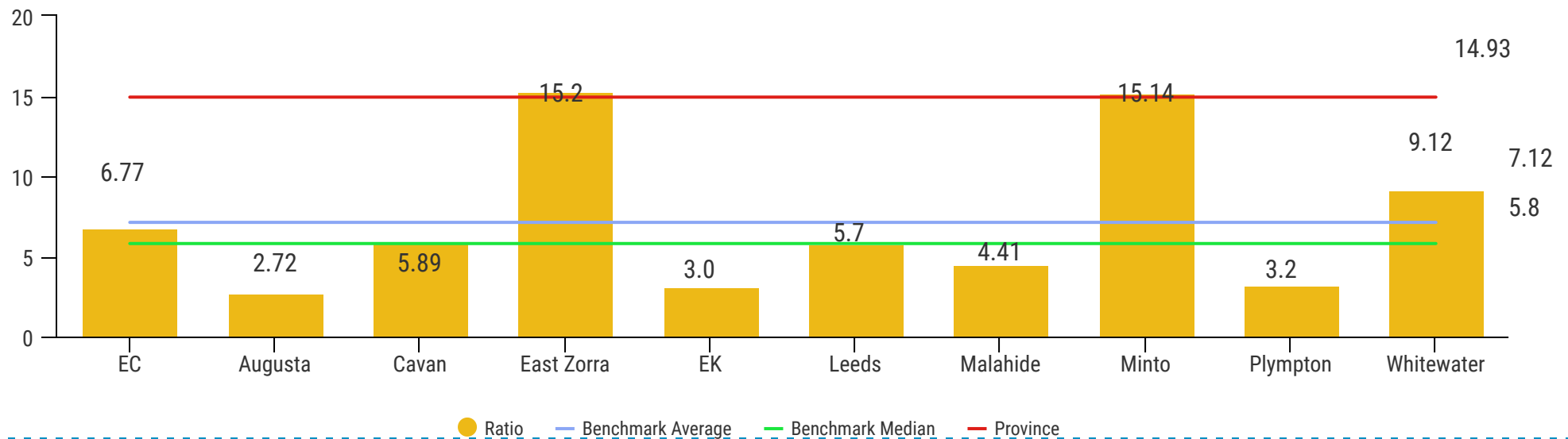


Position Type	EC	Augusta	Cavan	East Zorra	EK	Leeds	Malahide	Minto	Plympton	Whitewater
Full Time	31	17	34	16	23	37	34	42	23	34
Part Time	17	3	18	76	7	17	7	98	1	20
Seasonal	7	2	50	9	16	16	3	49	20	8
Total	55	22	102	101	46	70	44	189	44	62

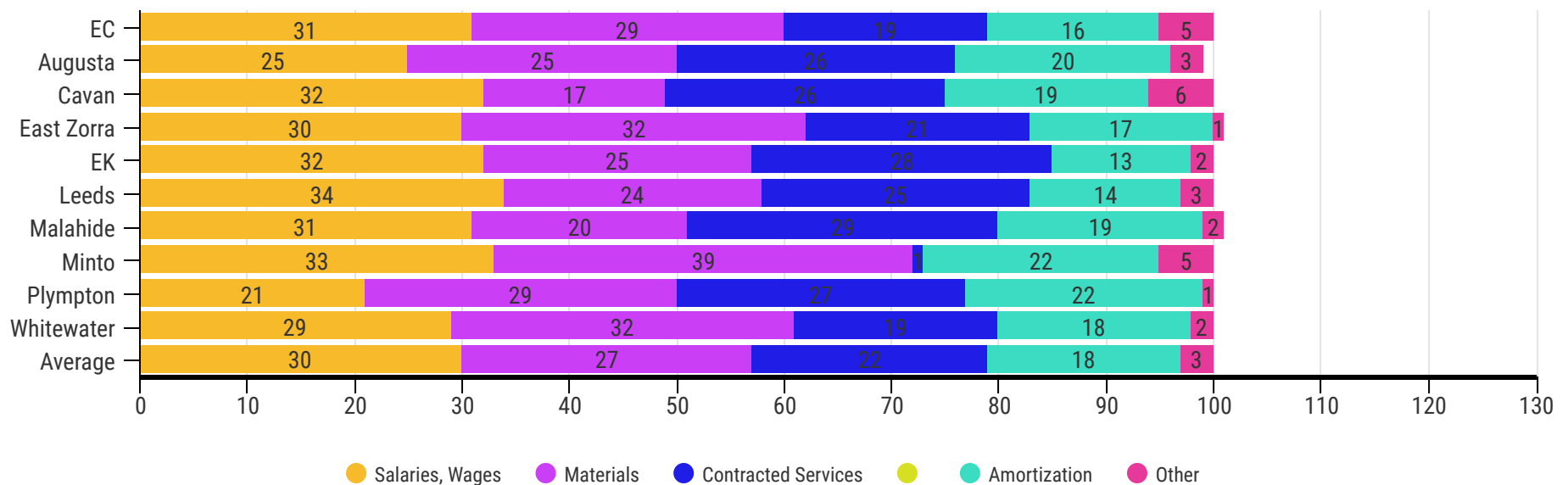


# EC BENCHMARKS - FTEs & COSTS

## Ratio: # of Workforce per 1000 Population... 2018



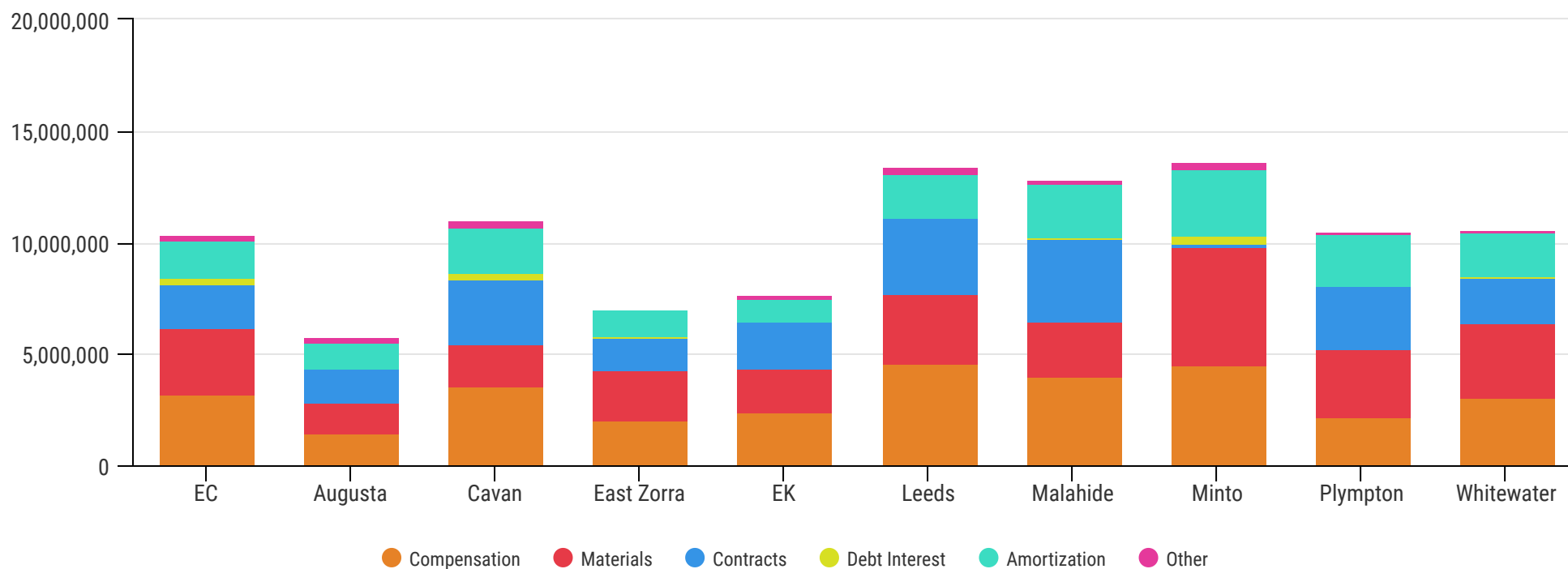
## % Expenses by Object per household...2018





# EC BENCHMARKS - EXPENSES BY OBJECT

## Expenses by Object...2018

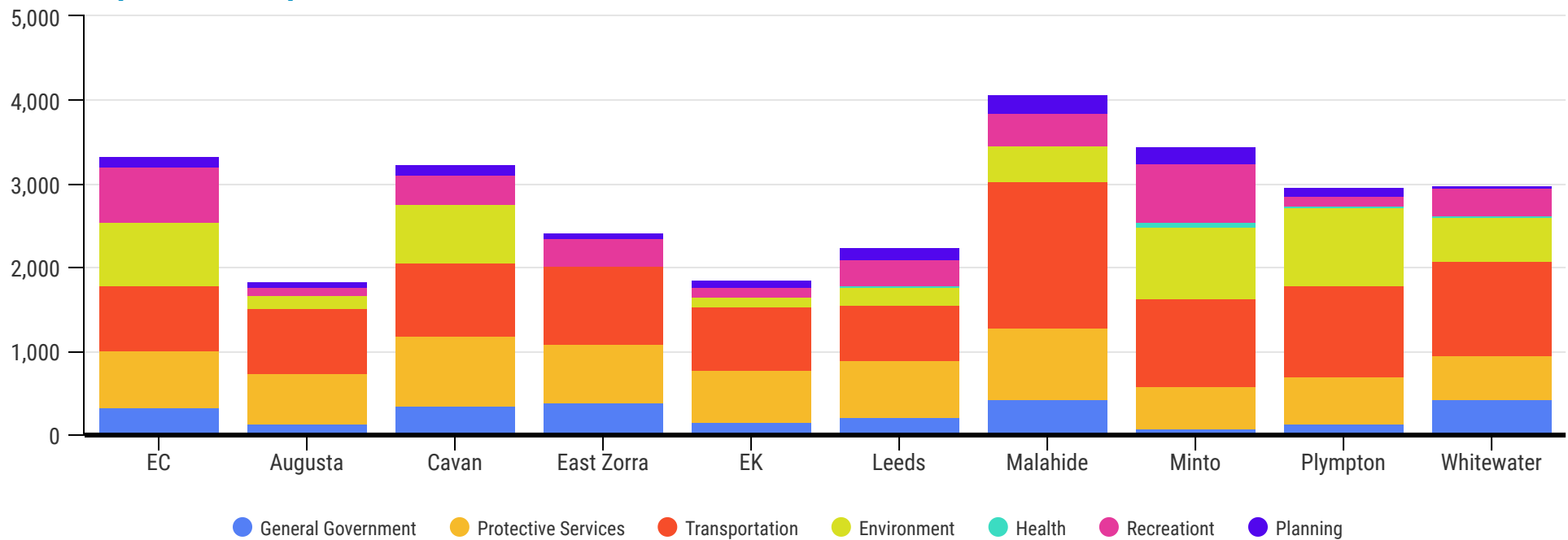


	EC	Augusta	Cavan	East Zorra	EK	Leeds	Malahide	Minto	Plympton	Whitewater
Compensation	3,169,041	1,437,492	3,564,815	2,072,318	2,425,009	4,576,183	3,985,083	4,524,655	2,192,633	3,030,987
Materials	2,997,265	1,425,692	1,914,086	2,204,230	1,906,682	3,158,820	2,507,246	5,276,479	3,024,422	3,372,275
Contracts	2,009,732	1,510,001	2,883,387	1,473,852	2,117,642	3,381,912	3,724,559	190,995	2,854,355	2,055,436
Debt Interest	270,928	2,293	262,203	59,728	549	27,391	37,073	370,382	2,806	85,593
Amortization	1,639,360	1,172,800	2,036,490	1,171,011	1,009,505	1,923,613	2,380,249	2,958,628	2,333,846	1,897,328
Other	234,138	180,476	346,362	12,884	158,632	323,711	179,640	273,920	73,849	139,562
Total	10,320,464	5,728,754	11,007,343	6,994,023	7,618,019	13,391,630	12,813,850	13,595,059	10,481,911	10,581,181



# EC BENCHMARKS - EXPENSES BY FUNCTION

## Expenses by Function per household...2018



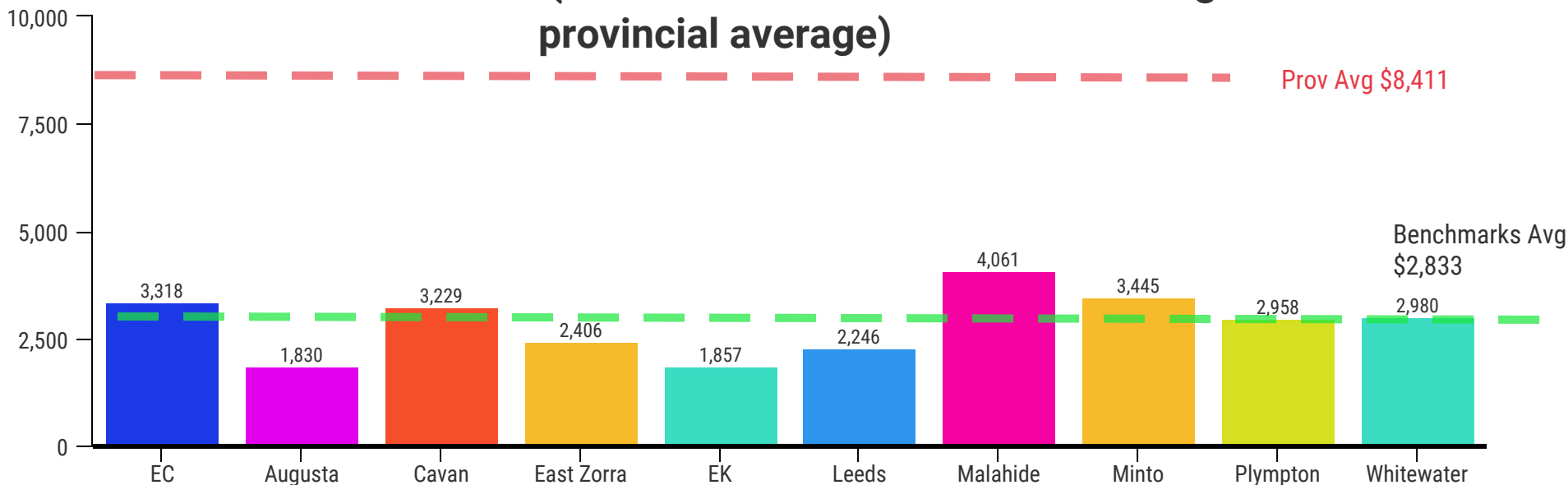
Function	EC	Augusta	Cavan	East Zorra	EK	Leeds	Malahide	Minto	Plympton	Whitewater
General Government	338	127	350	388	160	218	437	81	143	419
Protective Services	674	618	837	694	619	670	845	506	559	527
Transportation	782	772	877	939	755	661	1,750	1,039	1,083	1,136
Environment	745	148	702	-	119	227	422	860	945	532
Health	1	4	-	1	2	7	11	63	19	9
Recreation	677	109	338	341	116	322	396	702	119	326
Planning	102	52	124	42	85	140	201	186	92	32
Total per household	3,318	1,830	3,229	2,406	1,857	2,246	4,061	3,437	2,958	2,980



# EC BENCHMARKS - OPERATING & CAPITAL EXPENSES

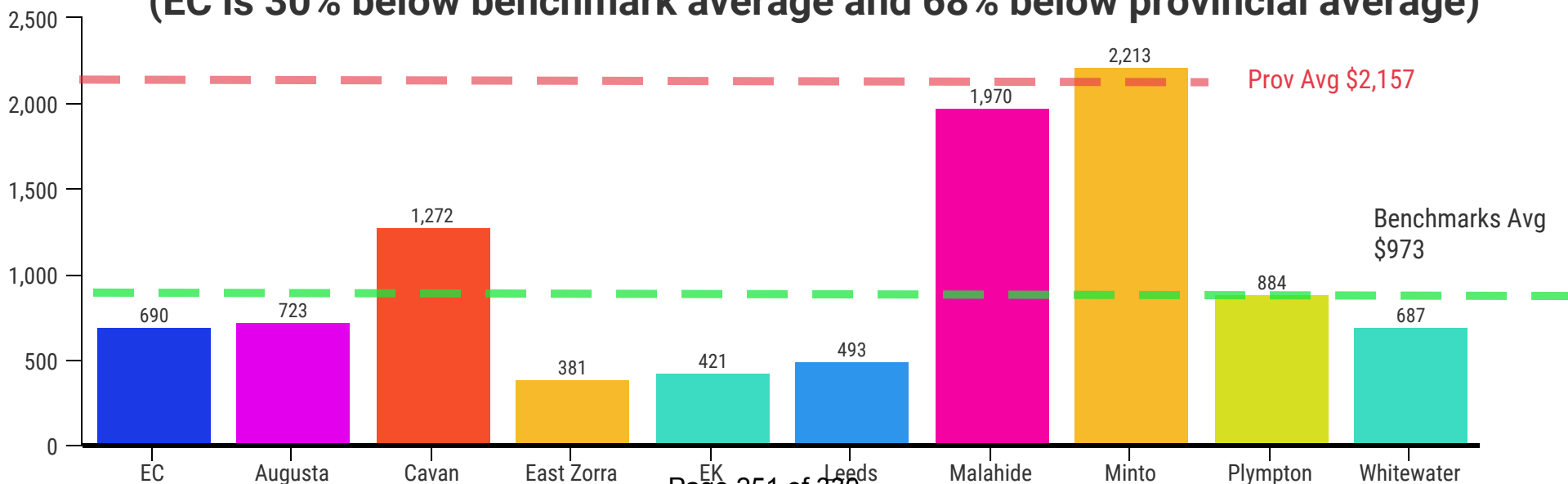
## Operating Costs per household...2018

(EC is 17% above benchmark average but 60% below provincial average)



## Capital Costs per household...2018

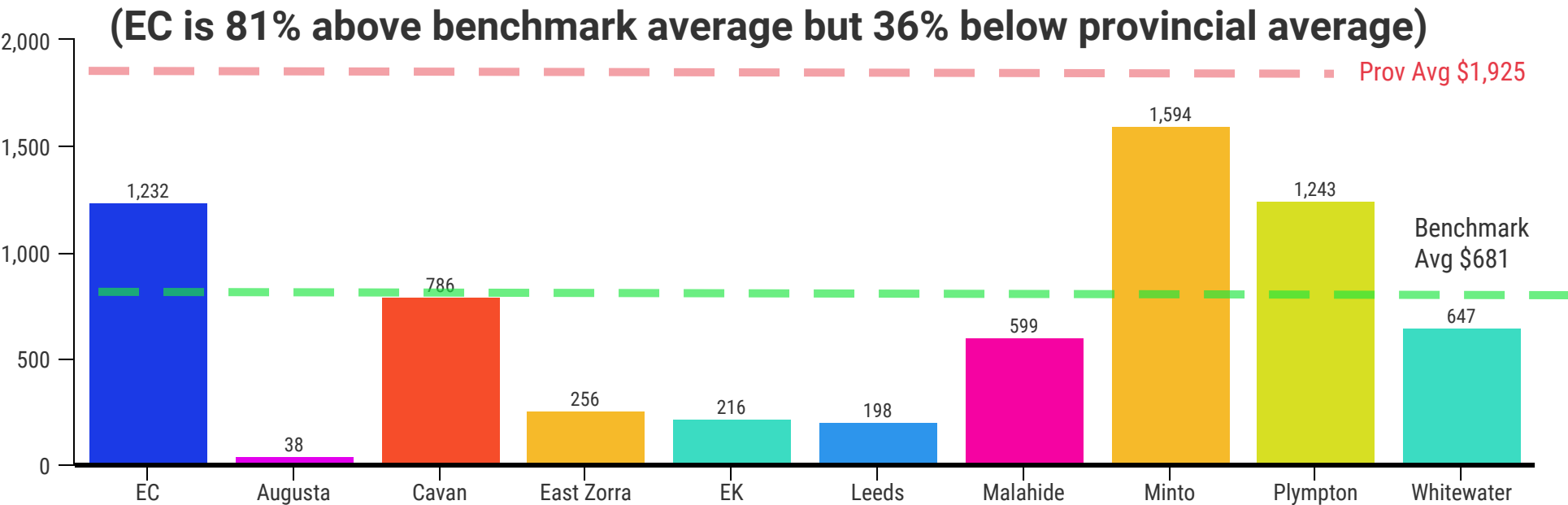
(EC is 30% below benchmark average and 68% below provincial average)



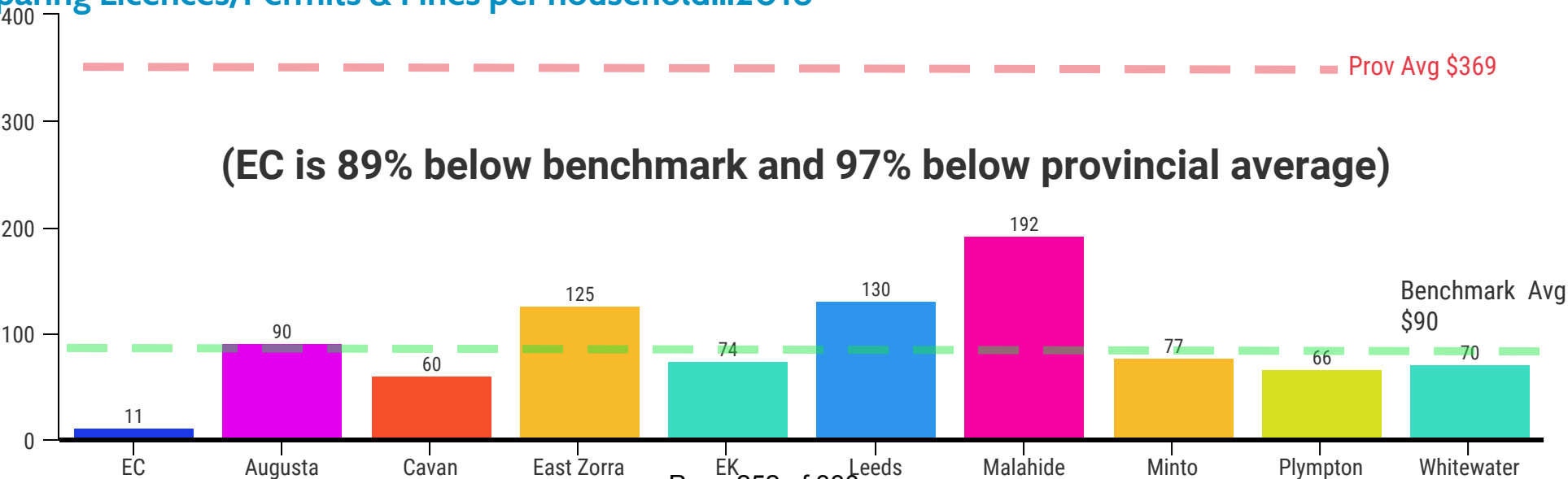


# EC BENCHMARKS - NON TAX REVENUES

## Comparing User Fees (Lower Tier) per household...2018



## Comparing Licences/Permits & Fines per household...2018



# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council approves the \$90,000.00 Municipal Grant for the 2020 Edwardsburgh Cardinal Public Library Board budget, as recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		



# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Authorize pre-budget approval for the purchase of a Recreation Department vehicle with 0% interest rate financing on a 2019 model for 48 months at \$879.00 monthly, with a payment based on a \$42,192.00 retail price; and
2. Authorize staff to execute the required documents.

As recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council increase the 2020 Recreation Administration Operation Budget (Department 81) by \$7,911.00, as recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Authorize pre-budget approval for the purchase of a Tandem Axle Plow Truck, with a set Capital budget of \$270,000.00; and
2. Authorize pre-budget approval for the purchase of a 1.5 Ton Dump - Plow Truck, with a set Capital budget of \$95,000.00; and
3. Authorize staff to execute the required documents.

As recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council:

1. Authorize that \$100,000.00 be dedicated to perform topographic survey, geotechnical subsurface investigation, and the preparation of drawings sufficient for utility circulation and engagement for the Cedar Grove Rd project; and
2. Authorize that the remaining \$100,000.00 be transfers into the Public Works reserve.

As recommended by Committee of the Whole - Administration & Finance.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council receives the correspondence listings for the following dates as previously circulated:

- January 30, 2020
- February 6, 2020
- February 13, 2020
- February 20, 2020

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

# RESUMÉ

of correspondence

January 30<sup>th</sup>, 2020

FROM	DATE	SUBJECT
City of Sarnia	Jan 24	Ontario Power Generation's Deep Geologic Repository
Nation Masonic Lodge	Jan 27	Seeking Photos and Stories for Historic Booklet
MECP	"	Agenda for Stakeholder Engagement Consultation
SNC	Jan 28	Watershed Conditions: Water Safety Statement
Health Unit	"	Novel Coronavirus Monitoring
UCLG	"	eNews
South Grenville Chamber	"	Agenda and Meeting Minutes
CN	"	Public Inquiry & Emergency Contact
AMO	Jan 30	watchfile

# RESUMÉ

of *correspondence*

February 6<sup>th</sup>, 2020

FROM	DATE	SUBJECT
Solicitor General	Jan 28	OPP Regional Roundtable Sessions
UCLG	Jan 31	Media Release: Highlights of UCLG Council Meeting
Ministry of Children, Community..	"	Poverty Reduction Strategy
SNC	Feb 3	Free Snowshoe Hike
Ontario Farmland Trust	"	2020 Ontario Farmland Forum
Township of Augusta	Feb 4	BR&E Gathering
AMO	"	AMO Board Highlights
AMO	"	2020 Conference
AMO	Feb 6	watchfile

# RESUMÉ

of *correspondence*

February 13<sup>th</sup>, 2020

FROM	DATE	SUBJECT
SNC	Feb 7	Stakeholder Engagement Consultation Session
Township of South Frontenac	"	Support for Conservation Authorities
Village of Merrickville-Wolford	Feb 11	Provincially Significant Wetlands Designation
AMO	Feb 12	Public Health & Emergency Health Services
City of Clarence-Rockland	Feb 13	Meeting Invitation: SNC Jurisdiction Expansion
UCLG	"	eNews



# RESUMÉ

of *correspondence*

February 20<sup>th</sup>, 2020

FROM	DATE	SUBJECT
Mun. of Southwest Middlesex	Feb 14	Resolution: Government Bill 156
MNRF	"	Proposed Changes Under the Aggregate Resources Act
OFMEM	Feb 19	EMCPA Compliance for 2019
UCLG	Feb 20	Media Release: Council Approves Tax Decrease in 2020
AMO	"	watchfile

Report Date  
2/10/2020 8:55 AM

Township of Edwardsburgh/Cardinal  
**List of Accounts for Approval**  
As of 2/10/2020  
Batch: 2020-00011

Page 1

Payment # Invoice #	Date	Vendor Name GL Account	Reference GL Transaction Description	Detail Amount	Payment Amount
------------------------	------	---------------------------	-----------------------------------------	---------------	----------------

**Bank Code: AP - REVENUE FUND**

Proposed Payments:

<b>Ch</b>		<b>Debra McKinstry</b>	<b>Recognition D. McKinstry</b>		
Jan 2020		16-5338 - Recognition Awards	Recognition D. McKinstry	750.00	750.00
				<b>Total for AP:</b>	<b>750.00</b>

Certified Correct This February 10, 2020

Melanie Stubbs



Report Date  
2/19/2020 3:42 PM

Township of Edwardsburgh/Cardinal  
**List of Accounts for Approval**  
As of 2/19/2020  
Batch: 2020-00015 to 2020-00016

Page 1

Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
<b>Bank Code: EFT - electronic funds transfer</b>					
Computer Cheques:					
Ch	1/31/2020	<b>Ontario Municipal Employees</b> December 2019A	December 2020 contributions	32,646.17	32,646.17
Ch	1/31/2020	<b>Telus Mobility</b> 16215291136	January 2020	2,474.51	2,474.51
Ch	1/31/2020	<b>Township of Edwardsburgh/Cardi</b> PP 03 2020	PP 03 2020 Payroll Clearing	69,720.55	69,720.55
Proposed Payments:					
Ch		<b>Minister Of Finance</b> January 2020	January 2020 EHT premium	5,807.60	5,807.60
Ch		<b>OnServe</b> 50554	it services	2,906.13	2,906.13
Ch		<b>Receiver General For Canada</b> PP02 2020PT PP02 2020FT PP03 2020PT PP03 2020FT PP04 2020PT PP04 2020FT	PP 02 2020PT source deductions PP 022020 FT source deductions PP 03 2020PT source deductions PP 012020 FT source deductions PP 04 2020PT source deductions PP04 2020 FT source deductions	1,334.50 27,393.75 2,056.51 27,461.31 1,577.59 25,494.31	85,317.97
Ch		<b>Township of Edwardsburgh/Cardi</b> PP 04 2020	PP 04 2020 Payroll Clearing	62,344.86	62,344.86
				Total for EFT:	261,217.79

Report Date  
2/19/2020 3:42 PM

Township of Edwardsburgh/Cardinal  
**List of Accounts for Approval**  
As of 2/19/2020  
Batch: 2020-00015 to 2020-00016

Page 2

Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
<b>Bank Code: PAD - Preauthorized Debit</b>					
Computer Cheques:					
Ch	1/31/2020	<b>Bell Canada</b> 657-4850 12-19A	wwtp - John street	149.43	149.43
Ch	1/31/2020	<b>LBC Capital</b> 1241267	copier lease	183.06	183.06
Ch	1/31/2020	<b>Superior Propane</b> 27903522 A	admin	1,326.21	1,326.21
Proposed Payments:					
Ch		<b>Bell Canada</b> 657-3210 01-20 925-5822 01-20 657-4504 12-20 657-4606 01-20 657-4850 01-20 657-3765 01-20 657-3552 01-20 657-4468 01-20	cardinal arena south centre pw-4011 Dishaw Pool pw-Pittston shop wwtp-Jon St wwtp-John st pw-Cardinal shop wtp-lagoon	87.35 106.59 93.59 120.52 158.47 311.67 61.11 96.54	1,035.84
Ch		<b>Canadian National Railway Co.</b> 91500348	pw crossing maitenance	653.00	653.00
Ch		<b>Great West Life Assurance Co.</b> 280463 01-20 237475 01-20	optional life January 2020 monthly premiums	95.04 21,719.62	21,814.66
Ch		<b>Hydro One Networks Inc.</b> 10647 01-20 24405 01-20 25495-01-20 03696 01-20 71283 01-20 62670 01-20 53082 01-20 32562 01-20 27613 01-20 41324 01-20 82278 01-20 64112 01-20 02595 01-20	pw-4145 Shanly pw-streetlights GT Blvd spencerville library fd stn 1 lagoon- 1 Spencer wwtp-flett st lagoon 2803 CR 21 lagoon 4 Charles admin parks-CR44 clock pw-streetlights pw-streetlights spencerville arena	351.48 12.82 116.92 560.66 321.77 34.61 43.59 46.27 559.54 42.16 70.10 279.57 3,349.13	5,788.62
Ch		<b>LBC Capital</b> 1266810	copier lease	183.06	183.06
Ch		<b>RBC Loan 21655469008</b> February 2020	JR-DR drain loan	1,331.00	1,331.00
Ch		<b>Rideau St Lawrence</b> 270-00 01-20 505-01 01-20 250-00 01-20	pw-cardinal streetlights cardinal arena cardinal pool	1,776.23 16,126.29 27.50	

Report Date  
2/19/2020 3:42 PM

Township of Edwardsburgh/Cardinal  
**List of Accounts for Approval**  
As of 2/19/2020  
Batch: 2020-00015 to 2020-00016

Page 3

Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
		502-00 01-20	ball diamond Cardinal	27.50	
		503-00 01-20	parks 4065 Dishaw	27.50	
		504-00 01-20	parks 1800 Dundas	27.50	
		290-00 01-20	parks-1700 Dundas	29.71	
		496-00 01-20	wwtp-417 Hwy2	41.23	
		435-00 01-20	wwtp-172 Henry	122.22	
		450-00 01-20	wtp-water tower	248.45	
		500-01 01-20	cardinal library	308.54	
		501-00 01-20	fd stn 2	361.20	
		370-00 01-20	wwtp-adelaide	407.73	
		231-00 01-20	pw-4035 Dishaw	835.25	
		430-00 01-20	wtp-2000 Dundas	1,541.79	
		464-00 01-20	wwtp-4000 John	5,600.16	
		119-01 01-20	ind park water	6,416.79	33,925.59
Ch		<b>Royal Bank Visa</b>			
		8356 01-20	D Grant RBC Visa	2,142.42	
		8584 01-20	M.Spencer RBC Visa - Jan	1,437.77	
		0768 01-20	D McKinsty RBC visa	849.01	
		3850 01-20	RBC Visa M Stubbs	432.36	
		2752 2-20	B. Moore RBC Visa - Feb	588.63	5,450.19
Ch		<b>Scotiabank Loan</b>			
		February 2020	ES truck loan 2020	954.08	954.08
Ch		<b>Superior Propane</b>			
		28336796	6055 County Rd #44	1,462.08	
		28336797 A	18 Centre Street - Admin	1,458.04	
		28377718	rec - 4050 Dishaw St	56.49	
		28377719	22 Sloan Street	56.49	
		28457823	rec - 4050 Dishaw St	11.30	
		28497100	5 Henderson St	431.20	
		28497099	22 Sloan Street	73.57	
		28497098	rec - 4050 Dishaw St	55.18	
		28497101	4145 County Rd 22	2,498.06	6,102.41
Ch		<b>Union Gas Limited</b>			
		109-6754 01-20	wwtp-adelaide	82.20	
		109-6746 01-20	Cardinal library	212.39	
		109-6089 01-20	fd stn 2	252.34	
		109-6090 01-20	pw-4035 dishaw	668.05	
		278-0654 01-20	cardinal arena	3,004.42	
		109-7909 01-20	south centre	331.47	
		109-6795 01-20	wtp-2000 Dundas	1,182.66	5,733.53
				Total for PAD:	84,630.68
				Grand Total:	345,848.47

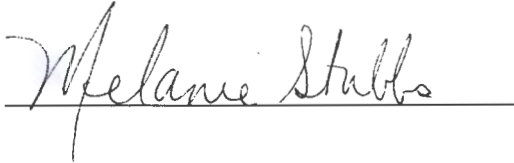
Report Date  
2/19/2020 3:42 PM

Township of Edwardsburgh/Cardinal  
**List of Accounts for Approval**  
As of 2/19/2020  
Batch: 2020-00015 to 2020-00016

Page 4

Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
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Certified Correct This February 19, 2020

  
\_\_\_\_\_

Report Date  
2/20/2020 11:11 AM

Township of Edwardsburgh/Cardinal  
**List of Accounts for Approval**  
As of 2/20/2020  
Batch: 2020-00017

Page 1

Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
<b>Bank Code: AP - REVENUE FUND</b>					
Proposed Payments:					
Ch		<b>AIG Insurance Company of Can.</b> 9026783-2020	9026783 renewal	8,823.60	8,823.60
Ch		<b>AMCTO</b> 48530	W.Vankeulen - MAP #2 (2020)	412.45	412.45
Ch		<b>Abell Pest Control Inc.</b> A2517097 A2592588 A2591996	contract pest control Nov 2019 contract pest control contract pest control	76.76 75.89 76.76	229.41
Ch		<b>Ashley Harmsma</b> 0000652	It Services	113.00	113.00
Ch		<b>Ault &amp; Ault In Trust</b> 1369-381	Eco Dev Legal fees	478.54	478.54
Ch		<b>Backflow Preventers and</b> 2020-108	wwtp	734.50	734.50
Ch		<b>Beach Home Hardware</b> 763204-1 763957-1 737748-1CR	pw - small tools repairs pw - small tools credit double payment	155.91 221.97 13.84-	364.04
Ch		<b>Black &amp; McDonald Limited</b> 70-1066526 70-1066110	wwtp - preventative maintenance wwtp - Preventative maintenance	372.34 372.34	744.68
Ch		<b>Black Dog Tirecraft Morrisburg</b> IM0034650	pw - flat repair volvo	162.44	162.44
Ch		<b>Brenda Douglas</b> February 2020	custodian for February 2020	540.00	540.00
Ch		<b>Burchell's Home Hardware</b> 33780 33789 33903	wwtps - supplies rec - supplies pw - shop supplies	329.47 192.16 265.64	787.27
Ch		<b>C-Way Towing</b> 189560	transport zamboni	113.00	113.00
Ch		<b>Caduceon Enterprises Inc.</b> 19-18020 20-1470 20-1471 20-1472 20-1475 20-1479 20-1483 20-1482 20-1477 20-1473 20-1474 20-1476	wwtp testing wtp testing ind park testing ind park testing fd - stn 1 testing ind park testing lagoon testing wwtp testing admin twp office testing rec - south centre testing rec - spencer arena testing rec - spen lab testing	938.92 1,464.81 186.45 67.12 33.56 248.60 73.98 1,784.14 33.56 33.56 33.56 33.56	4,931.82

Report Date  
2/20/2020 11:11 AM

Township of Edwardsburgh/Cardinal  
**List of Accounts for Approval**  
As of 2/20/2020  
Batch: 2020-00017

Page 2

Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
Ch		<b>Canadian Union Of Public</b>			
		December 2019	Dec 2019 Union dues collected	720.00	
		January 2020	Jan 2020 Union dues collected	960.00	1,680.00
Ch		<b>Cervus Equipment</b>			
		CS46387	pw - PM - T11	1,112.02	
		CS46431	replace turbo T4	4,195.83	5,307.85
Ch		<b>Champion Industrial Equipment</b>			
		029217	pw - sensor extension	263.29	263.29
Ch		<b>Coca-Cola Refreshments Canada</b>			
		15185202041	canteen supplies	1,359.57	1,359.57
Ch		<b>Controles Laurentide Ltee</b>			
		CD99092274	wtp - actuator	1,022.80	1,022.80
Ch		<b>Conval Process Solutions Inc,</b>			
		IN2001017	wtp - control box	20,995.40	20,995.40
Ch		<b>Coville Electric</b>			
		4855	spencerville arena	866.71	866.71
Ch		<b>Crawford &amp; Company (Canada)Inc</b>			
		3368448-1	pw - bell claims	841.00	
		3396405-1	pw - bell claims	174.00	1,015.00
Ch		<b>DC Communications 2015 Inc.</b>			
		4489	pw - cell phone tower repairs	241.80	241.80
Ch		<b>Davie Deline</b>			
		01312020	cleaning for January 2020	950.00	950.00
Ch		<b>Debra McKinstry</b>			
		Feb 2020	Eye exam -D. McKinstry	145.00	
		feb 2020 a	OCT & Eye exam P. Mckinstry	240.00	385.00
Ch		<b>Digital Business Systems Inc.</b>			
		21946	fd - copier lease	51.61	51.61
Ch		<b>Digital Postage On Call</b>			
		feb 6 2020	postage for meter	3,390.00	3,390.00
Ch		<b>Drummond's Gas</b>			
		218211ACR	credit double payment	5.75-	
		221976CR	credit double payment	0.50-	
		2234481	fuel - T19-01	55.10	
		2234513	fuel - T19-01	42.50	
		2234527	fuel T9	68.00	
		2234538	fuel T19-01	45.50	
		2234572	fuel T19-01	64.00	
		2234365	fuel R8	65.00	
		2234366	fuel P1	81.00	
		2234381	fuel T19-01	50.20	
		2234396	fuel v1	50.93	
		2234398	fuel	90.00	
		2234407	fuel T19-01	40.70	
		2234529	rec - fuel	91.00	
		2234429	fuel T1	100.01	



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		2234433	fuel T19-01	49.10	
		2338851	rec - fuel	87.51	
		2338867	fue T19-01	32.05	
		2338891	fuel - T19-01	35.25	
		2338914	rec - fuel	75.50	
		2338929	fuel T19-01	57.65	
		2338946	fd - supplies	11.50	1,186.25
Ch		<b>Dwane Crawford</b>			
	Jan 2020		Mileage	680.00	680.00
Ch		<b>ET Performance</b>			
		22387	pw - hydraulic line T6	1,451.90	
		22388	pw - drive belt T3	437.77	
		22375	pw - wing cable T7	446.35	
		22392	pw - air leak T3	2,855.50	
		22400	pw - PM T5	538.13	
		22401	pw - PM - T6	1,730.77	
		22416	pw - PM - T2	1,797.55	9,257.97
Ch		<b>Eastlink</b>			
		11358499	fd - internet/phone	168.72	168.72
Ch		<b>Electrical Safety Authority</b>			
		98076406	CSSP quarterly invoice	2,508.60	2,508.60
Ch		<b>Electro Sonic Group Inc.</b>			
		Q55495-02	wtp - parts	192.19	192.19
Ch		<b>Eric Wemerman</b>			
	feb 2020		wwtp supplies	8.97	
	feb 18 2020		wtp mtg expense	14.28	23.25
Ch		<b>Evans Printing Ltd.</b>			
		88961	rec - bridal section	223.74	
		89022	rec adversting	257.64	
		30034	bldg - business cards	101.65	
		89088	agenda advertising	155.94	738.97
Ch		<b>Falcon Security Co.</b>			
		1000061104	annual security 2020	271.20	271.20
Ch		<b>Future Office Products</b>			
		FOP178359	admin - courier	332.24	332.24
Ch		<b>G. Tackaberry &amp; Sons</b>			
		K-0332645	pw - winter sand	19,333.72	19,333.72
Ch		<b>GAL Power Systems Ottawa Ltd</b>			
		82502	wtp - PM	406.80	
		82504	wwtp - adelaide	355.95	
		82507	lagoon - PM	319.23	
		82510	wwtp - PM	378.55	
		82570	wwtp - PM	406.80	1,867.33
Ch		<b>Gin-Cor Industries</b>			
		59014	pw parts as listed	627.97	
		59667	pw harness T5	4,694.18	5,322.15

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Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
Ch		<b>Goldsmith Saw</b> 1967339	ice blade sharpened, etc	138.43	138.43
Ch		<b>Gordon Signs</b> 1825 1826	pw signs pw signs	192.10 384.20	576.30
Ch		<b>Grand &amp; Toy</b> P619369 P623478 P654315 P654338 P659762 P676785 O681994 P691390	admin stationery admin stationery es stationery pw - stationery admin stationery fd - stationery admin stationery credit for banker boxes	109.25 22.42- 82.64 137.50 89.79 21.42 354.00 118.65-	653.53
Ch		<b>H2Flow Equipment Inc</b> 16997	wwtp - annual service	2,474.70	2,474.70
Ch		<b>HW Supplies</b> 43932	pw - shop supplies	171.03	171.03
Ch		<b>Hansler Industries Ltd.</b> 5599094	FPN95- Masks	255.83	255.83
Ch		<b>Howard Campbell &amp; Sons Ltd.</b> MR2595	w/d - scott rd	105.00	105.00
Ch		<b>ICONIX Waterworks LP</b> C2016008058 C2016009453	wtp - water meters wtp - supplies	1,145.82 153.68	1,299.50
Ch		<b>Image Advantage</b> 826	file hold annual support	2,350.40	2,350.40
Ch		<b>Imperial Coffee and Services</b> 038 8296	rec - canteen supplies	151.40	151.40
Ch		<b>Island City Training &amp; Service</b> 118	bylaw enforcement	1,186.50	1,186.50
Ch		<b>J. Quattrocchi &amp; Co Ltd</b> 00654192 00654842 00655455	rec - Canteen supplies rec - card. canteen supplies rec- card. canteen supplies	491.96 252.55 698.34	1,442.85
Ch		<b>Jim Guest</b> 01 2020	via rail tickets-ogra conf. 20	209.05	209.05
Ch		<b>Joe Computer</b> 107687	monthly internet	514.15	514.15
Ch		<b>K+S Windsor Salt Ltd.</b> 5300480532 5300484108 5300484519 5300485080 5300486184	PW Winter Salt PW Winter Salt PW Winter Salt PW Winter Salt PW Winter Salt	7,133.29 3,407.81 3,372.51 8,393.96 7,413.67	29,721.24
Ch		<b>Kenneth Sloan</b>			

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Payment #	Date	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
		Jan 2020		pw safety boots - k. sloan	259.89	259.89
Ch		<b>Kevin Patrick</b>				
		Nov 2019		eye exam - dz licence	23.75	23.75
Ch		<b>King Edward Auto Parts</b>				
		6029-174987		pw - drum pump	40.18	
		6029-175633		pw - shop supplies	115.33	
		6029-175674		pw - flood lamp T3	174.40	
		6029-175677		fd -stn 2 battery alarm system	36.41	
		6029-175995		pw - air filters as listed	255.02	
		6029-176231		pw - shop supplies	30.91	
		6029-176386		pw - shop supplies	220.95	
		6029-176428		pw - towel shop	90.17	
		6029-176575		pw - shop supplies	252.98	
		6029-176646		fd - truck repairs	200.69	1,417.04
Ch		<b>Kobold Instruments Canada Inc.</b>				
		27390		wtp - flow master	619.24	619.24
Ch		<b>Limerick Environmental Svcs</b>				
		2020-0248		bin pickup transfer site	1,672.85	1,672.85
Ch		<b>Local Authority Services Ltd.</b>				
		EPT002944		rec - emergency planning tool	282.50	282.50
Ch		<b>Mac's Convenience Store Inc.</b>				
		132540		pw - fuel T1	102.00	
		133247		pw - fuel T1	70.00	
		132609		fd - fuel T9	73.00	
		132610		lagoon - fuel	35.56	
		132613		ind park - fuel	76.25	
		132615		lagoon - fuel	77.00	
		132616		ind park - fuel	75.00	
		132617		ind park - fuel	56.05	
		132618		pw - fuel t1	40.00	
		132619		lagoon - fuel	81.00	
		132620		fd - fuel T9	68.00	
		132623		wtp - fuel	72.00	
		132624		wtp - fuel	42.04	
		132627		rec - fuel	50.00	
		132630		fd - fuel T9	65.00	982.90
Ch		<b>Mark's Commercial</b>				
		BBI-000112794		Pw - safety boots G. Lahie	264.41	264.41
Ch		<b>Mini Donut Express</b>				
		222180		rec - card canteen supplies	168.00	168.00
Ch		<b>Minister of Finance</b>				
		112901201057141		December OPP billing	97,395.00	97,395.00
Ch		<b>Morrisburg Plumbing &amp; Heating</b>				
		15626		wtp - meter install	96.05	
		15636		wwtp - blockage	431.10	527.15
Ch		<b>MuniSoft</b>				
		2019/20-04993		admin IT services	56.50	56.50

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Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
Ch		<b>Municipal Equipment</b> 3603	fd - hose	3,211.13	3,211.13
Ch		<b>Norton's Crane Rentals</b> 1644	pw - plowing December	13,733.57	13,733.57
Ch		<b>Novatech</b> 1026134	planning	477.71	477.71
Ch		<b>Ontario Association Of Fire</b> 58636	fd - training exp	282.50	282.50
Ch		<b>Ontario Municipal Water Assoc.</b> 2020-M-001	WTP Membership	734.50	734.50
Ch		<b>Poppa Corn Corp.</b> 301002	rec - canteen supplies	357.22	
		301571	rec - canteen supplies	393.96	751.18
Ch		<b>Purolator Courier Ltd.</b> 443686931	es/wtp	21.51	21.51
Ch		<b>R &amp; D Dairies Ltd</b> 999.B193149	Rec Canteen	28.16	
		002.B177720	Rec Canteen	16.99	
		999.B193478	Rec Canteen	24.78	
		999.B193545	Rec Canteen	43.01	
		999.B193753	Rec Canteen	32.27	145.21
Ch		<b>RJ Akins Enterprises</b> 487	town hall shovelling	300.00	
		488	town hall sanding	390.00	
		489	spencerville library shovellin	300.00	
		490	spencerville library sanding	390.00	1,380.00
Ch		<b>Realtax Inc.</b> 74575	admin - tax suspense	508.50	
		74573	admin - tax suspense	508.50	
		74574	admin - tax suspense	508.50	1,525.50
Ch		<b>Receiver General For Canada</b> 20200033496	fd radio license	2,355.70	
		20200032722	pw radio license	1,085.34	3,441.04
Ch		<b>Receiver General of Canada</b> 35050-(449)	Double payment	423.75	423.75
Ch		<b>Robin M Yandeau</b> January 30/2020	fd - training exp	950.00	950.00
Ch		<b>Robinson Consultants Inc</b> 0068383	drainage Dewitt-Richter	3,447.35	3,447.35
Ch		<b>Ron M Jason Surveying Ltd.</b> 19-10-25-1	tax sale property	1,070.11	1,070.11
Ch		<b>SDR Electric Plumbing &amp;</b> 2020001566	pw - light repairs	1,895.56	1,895.56
Ch		<b>Sands</b> 00702895	fd - station gear	85.65	

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Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
		00703227	fd - uniforms	38.31	123.96
Ch		<b>Sani-Sol</b>			
		383470	rec - supplies	280.01	
		389728	rec - supplies	162.34	
		389727	rec - cleaning supplies	133.60	
		389860	rec - supplies	648.45	
		391396	rec - cleaning supplies	425.75	1,650.15
Ch		<b>Schneider Electric Systems</b>			
		915410183	wttp - 30% on reception PO	41,019.00	41,019.00
Ch		<b>Selleck Truck &amp; Trailer Repair</b>			
		111009	fd - repairs T3	643.14	643.14
Ch		<b>Southeastern Telecommunication</b>			
		37286	admin - telephone	39.55	39.55
Ch		<b>Spencerville Home Hardware</b>			
		571038CR	credit	15.81-	
		68741	rec - bolts, screws, etc	23.81	
		68816	rec kick plate	112.98	
		575403CR	credit	192.09-	
		69608	rec - sand/salt	19.19	
		69613	rec - bleach, brush, etc	42.89	
		69621	lagoon - cable	46.59	
		69632	rec - coolant	25.40	
		69635	pw - supplies	63.25	
		69638	library - supplies	8.24	
		69665	rec - oil, mouse trap	25.94	
		69667	rec - nuts, bolts, etc	5.40	
		69682	pw - supplies	20.76	
		69695	rec - Ice melt	88.07	
		69731	rec - switch, gar can	24.27	
		69742	rec - bit set, bolts, washer,	49.35	
		69744	credit bolts	1.13-	
		69748	rec - storage box	15.81	
		69750	rec - screws, salt	8.41	
		69756	rec - salt	8.24	
		69761	pw - clear bags	5,758.66	6,138.23
Ch		<b>T.A.S. Communications</b>			
		0000352897	rec - phone	211.25	211.25
Ch		<b>TRS Heating &amp; Cooling Ltd.</b>			
		5898-257702	admin - heating repairs	761.51	761.51
Ch		<b>Tenaquip Ltd.</b>			
		12875783-00	fd - safety glasses	119.17	
		12885888-00	wwtp - supplies	239.33	358.50
Ch		<b>The Public Sector Digest Inc.</b>			
		13323	asset management	8,051.25	8,051.25
Ch		<b>Township of Leeds &amp; The 1000</b>			
		245-19	fd - training course	300.00	300.00
Ch		<b>Trevor Gill</b>			

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Payment #	Date	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
		Jan 23 2020		library - snow shoveling	225.00	225.00
Ch		<b>Ultramar</b>				
		03916804707183		pw - clear diesel - pittston	5,386.59	
		03916804707184		pw - clear diesel	1,292.53	
		05466141707185		clear diesel - Cardinal	1,602.80	
		03916804707186		pw - clear diesel pittston	1,284.48	
		03916804707187		pw - clear diesel pittston	2,337.28	11,903.68
Ch		<b>United Counties Of Leeds &amp;</b>				
		IVC 6340		pw -signs inventory	1,117.18	1,117.18
Ch		<b>Universal Supply Group 3735</b>				
		964-326109		wwtp - headlight	72.30	
		964-326644		rec - fuse	3.67	75.97
Ch		<b>Upper Canada Elevators</b>				
		18078		quarterly maintenance	260.00	
		18161		quarterly maintenance license	335.00	595.00
Ch		<b>Vicki Cucman</b>				
		Jan 2020		pw - mtg supplies	17.53	17.53
Ch		<b>Village Pantry</b>				
		937135		admin	151.20	
		937136		council meeting	167.24	318.44
Ch		<b>Vincera Kennels</b>				
		688897		January 2020 Pound fees	1,355.00	1,355.00
Ch		<b>WSCS Consulting Inc.</b>				
		730		SDR Review	3,163.15	3,163.15
Ch		<b>Waste Connections of Canada</b>				
		7150-0000345710		wwtp - sludge removal	127.35	127.35
Ch		<b>Wayne Lefebvre</b>				
		feb 2020		medicial dz licence	100.00	100.00
Ch		<b>Wendy Van Keulen</b>				
		Jan 2020		mileage	95.79	
		Feb 2020		W.Vankeulen-CL - Mar.3,2019	450.00	545.79
Ch		<b>Westburne Ontario</b>				
		1131675		wwtp	328.24	
		1151159		wwtp - heat shrink	4.62	332.86
Ch		<b>Weston Bakeries Ltd.</b>				
		00062056733218		rec -cardinal canteen supplies	50.04	
		00062056733347		rec -cardinal canteen supplies	33.36	83.40
Ch		<b>White's Wearparts Ltd.</b>				
		0000130494		pw - blades	4,698.11	
		0000130555		pw - plow shoes as listed	821.42	
		0000130607		pw - pins as listed	162.72	
		0000130790		pw - parts	276.85	
		0000131220		pw - parts as listed	876.37	6,835.47
Ch		<b>William Barnard</b>				
		Feb 3 2020		fd - supply and install lights	123.54	123.54
Ch		<b>Williams, Rebecca</b>				

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Payment #	Date	Vendor Name Invoice #	Reference	Invoice Amount	Payment Amount
		Dec 2019	mileage	55.78	
		Jan 2020	mileage	39.70	95.48
Ch		<b>Xerox Canada Ltd.</b>			
		85228628	wttp copies	7.99	7.99
Ch		<b>Xiliticx Inc.</b>			
		621	pw - weather app	508.50	508.50
				Total for AP:	363,084.00

Certified Correct This February 20, 2020

Melanie Stubbs

**THE CORPORATION OF THE  
TOWNSHIP OF EDWARDSBURGH CARDINAL**

**BY-LAW NO. 2020-**

**“A BY-LAW TO AMEND BY-LAW 2009-53 TO PROVIDE FOR A DRAINAGE  
WORKS IN THE TOWNSHIP OF EDWARDSBURGH CARDINAL - THE JAMES  
REILLY DEWIT RICHTER MUNICIPAL DRAIN”**

**WHEREAS** the Corporation of the Township of Edwardsburgh Cardinal enacted By-law 2009-53 on the 4<sup>th</sup> day of August, 2009 to provide for drainage works on the James Reilly/Dewit-Richter municipal drain in accordance with Section 78 of the Drainage Act; and

**WHEREAS** additional works have recently been performed on the drain; and

**WHEREAS** the decision of the Acting Drainage Referee included an order that the Township of Edwardsburgh Cardinal initiate a Section 78 process under the Drainage Act to incorporate the changes to the culvert crossing located on Lot 4 Concession 6 and the relocation of the drain and culvert on Lot 3 Concession 6; and

**WHEREAS** Council deems it advisable to amend By-law 2009-53 to incorporate the Amendment to the Engineer's Report to the JRDR Municipal Drain;

**NOW THEREFORE** the Council of the Township of Edwardsburgh/Cardinal enacts as follows:

1. That By-law 2009-53 be amended to include the Amendment to the Engineer's Report for the James Reilly/Dewit-Richter Municipal Drain.
2. That the Amendment to the Engineer's Report for the James Reilly/Dewit-Richter Municipal Drain, as described in Schedule "A", attached hereto and forming part of this by-law, is adopted.
3. That all other provisions of By-law 2009-53 shall remain in force and effect.
4. That this by-law shall come into force and take effect upon passing.

Read a first and second time in open Council this 25 day of November, 2019.

Read a third time and finally passed, signed and sealed in open Council this 24 day of February, 2020.

---

Mayor

---

Clerk



Amendment to the  
Engineer's Report for the  
James Reilly/Dewit-Richter  
Municipal Drain

Prepared For:



Prepared By:

Robinson Consultants Inc.  
Consulting Engineers

Our Project No. 18022  
October 2019

October 15, 2019

Mayor and Members of Council  
Township of Edwardsburgh/Cardinal  
18 Centre Street  
Spencerville, ON K0E 1C0

**Attention: Mr. Dave Grant**  
**Director of Operations**

**Reference: Amendment to the Engineer's Report**  
**James Reilly/Dewit-Richter Municipal Drain**  
**Our Project No. 18022**

Dear Sir:


This Amendment to the Engineer's Report for the James Reilly/Dewit-Richter Municipal Drain, which is respectfully submitted for Council's consideration, was initiated by the Township of Edwardsburgh/Cardinal under Section 78 of the Drainage Act, RSO 1990. The purpose of the report is to incorporate the changes to the crossing on the Bruce property and the relocation of the drain and culvert on the Carmichael property. The amendment is also to review the 2014 repairs and maintenance work in the drain in Lots 6 and 7, Concession 6 of the Township with the view to incorporating the changes in this amendment.

The Amendment to the existing Engineer's Report is to include an assessment schedule for the costs of the amendment report and any additional modification required at the properties.

If you have any questions, please feel free to contact the undersigned at 613-592-6060 extension 104.

Yours very truly,

ROBINSON CONSULTANTS INC.



A.J. Robinson, P.Eng.  
Drainage Engineer

AJR:plw

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## LIST OF APPENDICES

- Appendix A Plans and Drawings  
Appendix B Assessment Schedule

## **1.0 INTRODUCTION**

Robinson Consultants Inc. was appointed by the Township of Edwardsburgh/Cardinal on February 26, 2018 to complete an amendment to the existing Engineer's Report for the James Reilly/Dewit-Richter Municipal Drain, under Section 78 of the Drainage Act to incorporate the changes to the culvert and crossing on the Bruce property and the relocation of the drain and culvert on the Carmichael property. The amendment report is to include an assessment schedule for the costs of the amendment report and any additional modifications required at the two properties. The amendment report is not to deal with the assessment and distribution of costs to date for modifications and related costs incurred since issuance of the Certificate of Completion dated November 28<sup>th</sup>, 2012 for the initial construction. As directed by the Court of the Drainage Referee.

Subsequently on September 24<sup>th</sup>, 2018 Robinson Consultants Inc. was appointed to review the 2013 repairs and maintenance work on the James Reilly/Dewit-Richter Municipal Drain in Lot 6, Concession 6. This work was requested in 2013 but was completed in 2014.

### **1.1 History**

The existing Engineer's Report entitled James Reilly/Dewit-Richter Municipal Drain Modifications and Improvements, dated May 2009 completed by Robinson Consultants Inc. was adopted by By-Law No. 2009-53.

Subsequent to completion of construction on the drain, modifications were completed on the farm culvert crossing on the Bruce property in Lot 4, Concession 6 under the direction of the Drainage Superintendent. A portion of the drain on the Carmichael property in Lot 3, Concession 6 was realigned by the property owner without the required amendment to the existing Engineer's Report.

Maintenance was completed on the Dewit-Richter section of the drain in Lots 6 and 7 Concession 6 under the direction of the Drainage Superintendent without the completion of an Engineer's Report for the improvements.

The modifications to the culvert on the Bruce Property and the relocation of a portion of the drain on the Carmichael property were the subject of an appeal to the Ontario Drainage Referee. The decision of Andrew C. Wright, Acting Drainage Referee from the Court of the Drainage Referee, in the case between The Corporation of the Township of Edwardsburgh/Cardinal and Robert Carmichael and Betty Carmichael, David Bruce and Arlene Bruce and Greg Moulton was rendered on May 21, 2018 with a subsequent order with respect to costs issued on August 25, 2018.

The decision of the Acting Drainage Referee included an order that the Township initiate a Section 78 process under the Drainage Act to incorporate the changes to the culvert crossing on the Bruce property and the relocation of the drain and culvert on the Carmichael property.

Subsequent to the initial decision of the Acting Drainage Referee on May 21, 2018 it became clear that a portion of the cost that was initially attributed to the Bruce culvert crossing was in fact for work in Lots 6 and 7 Concession 6. The cost of the maintenance in Lots 6 and 7 Concession 6 was determined to be \$17,145.74.

In an e-mail dated June 7, 2018, Mr. Wright stated "With the concurrence of all parties, I would be prepared to issue a supplementary decision correcting the error. With respect to Mr. Carmichael's e-mail statements that the \$17,145.74 amount was for work done on the Dobbie property, I have no evidence nor jurisdiction to deal with the Dobbie situation."

"I would recommend that the Township seek from Andrew Robinson, P. Eng., his opinion about whether the Dobbie work qualifies as maintenance under section 94 (*should read section 74*) or whether it goes beyond such as to require a further engineer's report under section 78, perhaps an associated special benefit assessment. Even if a section 78 process is initiated, it is for the appointed engineer to assess the expenses"

## **1.2 On-Site Meeting**

Section 78 (4) of the Drainage Act states that all proceeding...under this section shall be the same as on a report for the construction of a drainage works. Section 9 (1) includes the provision for an on-site meeting. It has previously been determined that the on-site meeting does not have to be located on-site. For the modifications to the Bruce culvert crossing and the Carmichael relocation the amendment to the existing Engineer's Report affected only the two property owners in question. The two property owners were participants in the appeal to and decision of the Court of the Drainage Referee and were fully aware of the instructions to the Drainage Engineer with respect to each property. Therefore, this attendance is considered to have fulfilled the requirement for the on-site meeting.

The works undertaken in Lots 6 and 7 Concession 6 have already been completed as maintenance. The purpose of this report with respect to these works is to document them, to determine if the work qualifies as maintenance and to determine the distribution of costs. Since there is no additional changes proposed to the drain an on-site meeting is not required and would serve no benefit.

## **2.0 PURPOSE OF THE AMENDMENT REPORT**

The Township of Edwardsburgh/Cardinal initiated the Amendment to the Engineer's Report under Section 78 of the Drainage Act, RSO 1990, to incorporate modifications that had been undertaken to the Bruce laneway culvert in Lot 4 Concession 6 and the drain relocation on the Carmichael property in Lot 3 Concession 6 as directed by Mr. Andrew Wright, Acting Drainage Referee, and to incorporate the works that were undertaken as maintenance in Lots 6 and 7 Concession 6.

To accommodate these changes, amendments are required to the existing Engineer's Report, entitled "Engineer's Report James Reilly/Dewit-Richter Municipal Drain Modifications and Improvements", May 11, 2009, by Robinson Consultants Inc. With the exception of the changes incorporated by this amendment report all plans, profiles, details, conditions and assessment schedules in the May 2009 report will continue to govern.

### **3.0 MODIFICATIONS INCORPORATED BY THIS AMENDMENT**

#### **3.1 Bruce Property Lot 4 Concession 6**

The modification to the existing laneway culvert on the Bruce property in Lot 4 Concession 6, included extending the length of the culvert, adding a by-pass channel and addition of rip rap for erosion control. The location of the modification is shown on Robinson Consultants Inc. Dwg. No.18022-A1. Details of the existing culvert and crossing and the culvert extension, by-pass spillway and additional bank rip-rap are shown on Dwg. L1, Proposed Culvert Layout, dated 22/05/2013, Revision 01 prepared by The Greer Galloway Group Inc.

#### **3.2 Carmichael Property Lot 3 Concession 6**

The location of the relocation of the existing municipal drain on the Carmichael property is shown on Robinson Consultants Inc. Dwg. No. 18022-A1. Details of the relocated section of the drain and culvert on the Carmichael property in Lot 3 Concession 6 are included on Robinson Consultants Inc. Dwg. No. 18022-D1, dated October, 2019.

#### **3.3 Maintenance in Lots 6 and 7 Concession 6**

The location of the area of maintenance completed on the drain in Lots 6 and 7 Concession 6 is shown on Robinson Consultants Inc. Dwg. No. 18022-A1. Details of the area where maintenance was completed, including addition of armour stone erosion protection and flattening the side slope of the existing drain in Lots 6 and 7 Concession 6 are included on Robinson Consultants Inc. Dwg. 18022-D2, dated October, 2019.

Detailed design plan/profile drawings for the affected portions of the drain for the three areas described are provided in **Appendix A**.

### **4.0 ASSESSMENTS**

#### **4.1 General**

In accordance with the decision of the Acting Drainage Referee, costs associated with the appeal to the Referee are dealt with in the decision of the Referee. The costs to be assessed to the Bruce and Carmichael properties associated with this amendment

report are related to the cost of completing the amended report under Section 78 and any additional construction or modifications required to the works previously undertaken on the two properties.

With respect to the maintenance and modifications on the drain in Lots 6 and 7 Concession 6, it is the responsibility of the Drainage Engineer to determine the assessment for the works previously completed and for the related costs associated with this report.

#### **4.2 Bruce Property Lot 4 Concession 6**

We have determined that the modifications undertaken on the Bruce property as shown on the drawings in Appendix A are sufficient to meet the requirements of the Drainage Act and the intent of the original Engineer's Report. Therefore, there is no additional construction or improvements required at this time. Costs assessed against this property relate to the field survey completed to confirm that the works have been constructed in accordance with Drawing L1, James Riley/Dewit-Richter Municipal Drain by Greer Galloway Group Inc., dated 22/05/2013, and a portion of the cost associated with the completion of this report. The total assessed cost is to be assessed as a one-time Assessment for Special Benefit in accordance with Section 24 of the Drainage Act R.S.O. 1990. The assessment against the property in Lot 4 Concession 6 is included in Appendix B of this report.

#### **4.3 Carmichael Property Lot 3 Concession 6**

We have determined that the modifications undertaken on the Carmichael property as shown on the drawings in Appendix A are sufficient to meet the requirements of the Drainage Act and the intent of the original Engineer's Report. Therefore, there is no additional construction or improvements required at this time. Costs assessed against this property relate to the field survey completed to confirm that the works have been completed in a satisfactory manner, preparation of a plan and profile to document the change to the alignment of the drain and a portion of the cost associated with the completion of this report. Dwg. 18022- D1, dated October, 2019 prepared by Robinson Consultants Inc. shows the relocation of the drain on this property. The total assessed cost is to be assessed as a one-time Assessment for Special Benefit in accordance with Section 24 of the Drainage Act R.S.O. 1990. The assessment against the property in Lot 3 Concession 6 is included in Appendix B of this report.

#### **4.4 Assessment for Special Benefit**

Assessment for Special Benefit is mandated by Section 24 of the Drainage Act, RSO 1990 which states "The engineer may assess for special benefit any lands for which special benefits have been provided by the drainage works. A Special Benefit Assessment and/or a Special Assessment is charged against any owner, public utility, agency, authority or municipality for which special consideration was required to accommodate special design consideration or a special feature.

#### **4.5 Maintenance in Lots 6 and 7 Concession 6**

In December 2013 the Township of Edwardsburgh/Cardinal received a request for maintenance from the owner of the property in Lots 6 and 7 Concession 6 to correct soil erosion along the banks of the drain which in turn was presenting an obstruction to flow in the drain. The areas of concern on the Dewit-Richter Municipal Drain were inspected by the drainage superintendent on May 5<sup>th</sup>, May 15<sup>th</sup> and July 10<sup>th</sup>, 2014. The recommendation for maintenance and installation of armour stone was included in a report from The Greer Galloway Group Inc. under the signature of Mr. Cory Grant, dated September 8, 2014.

The report stated "it is recommended that large armour stone be placed on the north and south banks of the drain immediately downstream of the culvert on County Road 22 (Sta. 48+00 to 46+50)". (For reference County Road 22 forms the dividing line between Lots 6 and 7 Concession 6.) "This will mitigate future damage caused by the slight angle of the road culvert compared to the alignment of the drain. On the immediate upstream side of the County Road 22 culvert it is recommended that the south bank be repaired and lined with armour stone over filter cloth to prevent future failure of the bank. Heavier, larger stone will be more effective at preventing erosion and damage to the hydro pole and other services located here (Sta. 48+90). We recommend the remainder of the drain from 48+90 through 65+00 have the collapsed material cleaned out and the first vertical 1m of the south drain bank graded to a 3:1 slope to mitigate the undercutting of the banks that is occurring."

The station chainages reference in the report noted above are based on the report completed by W. J. Johnston dated February 13<sup>th</sup>, 1973. The stationing in the 1973 report was in imperial units, therefore, distances referenced herein presumably are in feet. This reference to stationing from the 1973 report was likely used because there was also inspection of and recommendations related to the Schutten Branch which is still governed by the 1973 report. The current report for the Dewit-Richter Municipal Drain, by Robinson Consultants Inc., dated May 11, 2009 has a metric chainage of 11+195 at the centerline of County Road 22 which is the division between Lots 6 and 7 Concession 6. The chainage from the current 2009 report is used on Dwg. 18022-D2 in Appendix A of this report.

The proposed maintenance was tendered in the fall of 2014 with a completion date of December 15, 2014. Based on the information provided by the Township to the Acting Drainage Referee, the final cost of the maintenance work on the drain in Lots 6 and 7 Concession 6 was \$17,145.74.

Section 74 of the Drainage Act R.S.O. 1990 states: "Any drainage works constructed under a by-law passed under this Act or any predecessor of this Act, relating to the construction or improvement of a drainage works by local assessment, shall be maintained and repaired by each local municipality through which it passes, to the extent that such drainage works lies within the limits of such municipality, at the



expense of all the upstream lands and roads in any way assessed for the construction or improvement of the drainage works and in the proportion determined by the then current by-law pertaining thereto until, in the case of each municipality, such provision for maintenance or repair is varied or otherwise determined by an engineer in a report or on appeal therefrom."

The current Engineer's Report, James Reilly/Dewit-Richter Municipal Drain, Modifications and Improvements by 'Robinson Consultants Inc., dated May 11, 2009 (By-Law No. 2009-53) under Section 12.0 Maintenance states the following: "We recommend that the cost of future maintenance be assessed in the same proportion as the Future Maintenance-Schedule of Assessment, Schedule B through E in Appendix A of this report. Therefore, maintenance costs are to be levied against the lands upstream from the location of the maintenance work pro-rata with the assessments for Benefit and Outlet, all of which is in accordance with the Drainage Act.

The maintenance of the James Reilly/Dewit-Richter Municipal Drain considered under the terms of this report, including channel maintenance and erosion control installations, shall be the responsibility of the Township of Edwardsburgh/Cardinal as previously noted. Maintenance of private culverts and fences shall be the responsibility of the adjacent landowner. Maintenance of public road culverts shall be the responsibility of the Road Authority, however, if the Road Authority does not complete the maintenance, then the Township of Edwardsburgh/Cardinal will complete the maintenance and charge the cost to the Road Authority."

Based on a review of Section 74 of the Drainage Act, R.S.O. 1990 and the wording in the current Engineer's Report the works undertaken in 2014 under the direction of the Drainage Superintendent qualify as maintenance. As described in the report by Greer Galloway Group Inc. and as tendered in the fall of 2014 the work to be undertaken was ditching with hydraulic excavator and rock protection with filter cloth 450mm thick, with provisional items for removal and re-erection of farm fences and hand seeding. These items correspond with the provisions in the current Engineer's Report for channel maintenance and erosion control installation. In addition to cleaning the sediment accumulated in the bottom of the drain, for a portion of the drain the south bank was flattened to 3:1 to mitigate the undercutting of the banks. This qualifies as maintenance in the spirit of insuring that the drain functions as intended. Based on the observations in the field by the Drainage Superintendent there was a demonstrated need to replace rip-rap erosion control that had failed and to extend it to prevent further erosion of the stream banks downstream of the culvert under County Road 22. It was also observed that immediately upstream of the culvert under County Road 22 there was a need to add additional armour stone lining to prevent further failure of the bank.

Although there is not a specific breakdown of the amount, hence the cost of the armour stone erosion control installation associated with the area upstream and downstream of the County Road 22 culvert, this is maintenance work associated with the Road

Authority culvert. This is the area where the majority of the armour stone erosion control was installed. Therefore, 80% of the cost of this work should be charged to the County Road Authority as an Assessment for Special Benefit. The total value of the armour stone rock protection was \$5,967.50, therefore \$4,774.00 is assessed to the County as a special benefit and \$1,193.50 is assessed to the upstream property owners.

The remainder of the costs associated with the maintenance undertaken in 2014 is to be assessed to the properties within the area and upstream of where maintenance was completed pro-rata in accordance with the Assessment Schedules in the 2009 Engineer's Report as incorporated in Township By-Law No. 2009-53. The distribution of assessment for maintenance completed on the drain in Lots 6 and 7 Concession 6 is included on the schedule in Appendix B of this report.

#### **4.6 Assessment Schedule**

Costs associated with this report will be assessed in accordance with the instructions from the Acting Drainage Referee with respect to the Bruce and Carmichael properties in proportion to the expenses incurred and time expended to document the works completed, including field surveys and preparation of plans as required. A portion of the cost of this report is also assigned to the documentation and reporting on the maintenance completed in Lots 6 and 7 Concession 6. The portion of the cost of the Engineer's Report related to maintenance in Lots 6 and 7 Concession 6 is divided equally amongst the County of Leeds and Grenville (County Road 22), the upstream land owners and the Township of Edwardsburgh/Cardinal.

Maintenance costs in Lots 6 and 7 Concession 6 are distributed as Assessment for Special Benefit to the County Road Authority and Assessment to upstream properties pro-rata in accordance with the assessment schedules in the Engineer's Report James Reilly/Dewit-Richter Municipal Drain Modifications and Improvements, by Robinson Consultants Inc., dated May 1, 2009.

The Assessment Schedule for the distribution of costs associated with this report and maintenance in Lots 6 and 7 Concession 6 is included in **Appendix B**.

All of which is respectfully submitted,

ROBINSON CONSULTANTS INC.

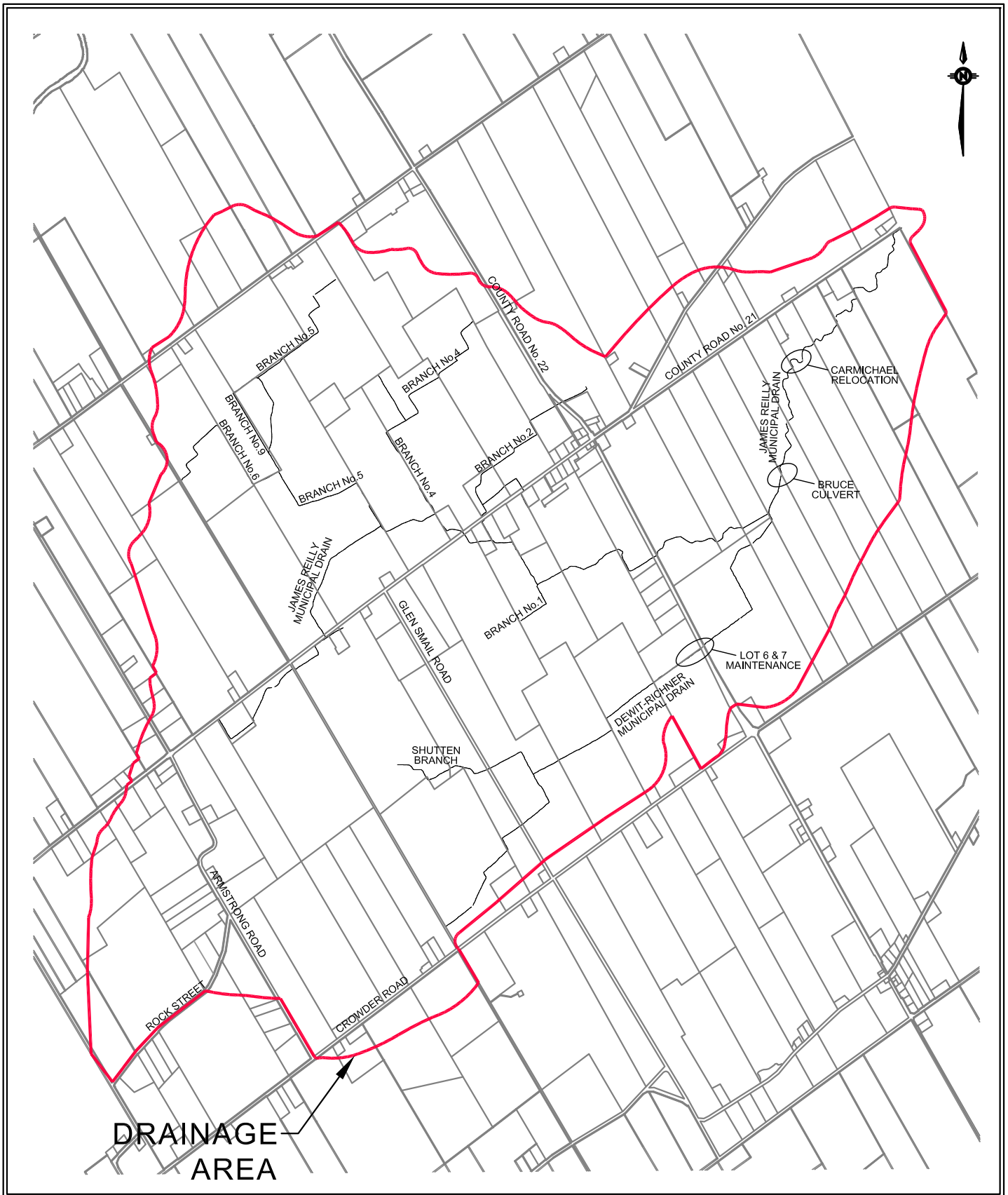


A.J. Robinson, P.Eng  
Drainage Engineer



## Appendix A

### Plans and Drawings



**Robinson**  
Consultants

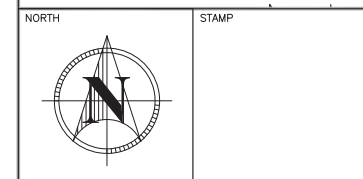
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LOCATION PLAN		18022-A1
Project		Job No.
JAMES REILLY / DEWIT MUNICIPAL DRAIN		18022
Scale		Date
NTS		OCTOBER 2019

- NOTES:
1. ALL WORK SHALL BE IN ACCORDANCE WITH RELEVANT CODES AND GUIDELINES.
  2. ALL DRAWINGS AND ADDENDA ARE TO BE READ AS, AND IN CONJUNCTION WITH THE SPECIFICATIONS.
  3. ALL EQUIPMENT SHALL BE INSTALLED AS SPECIFIED OR APPROVED EQUIVALENT.
  4. CONTRACTOR MUST CHECK AND VERIFY ALL DIMENSIONS BEFORE PROCEEDING WITH WORK AND BE RESPONSIBLE FOR SAME.
  5. CONTRACTOR MUST REPORT ANY DISCREPANCIES TO ENGINEER FOR RESOLUTION BEFORE COMMENCING THE WORK.
  6. ANY CHANGES MUST BE APPROVED BY THE ENGINEER.

A A DETAIL NO.  
B B DRAWING NO. - WHERE DETAILED

LEGEND

CULVERT EXTENSION  
ARMOUR STONE  
RIP-RAP



PROJECT  
JAMES RILEY/ DEWIT  
RICHTER MUNICIPAL  
DRAIN

DRAWING TITLE  
PROPOSED CULVERT  
LAYOUT

05		
04		
03		
02		
01	ISSUED FOR REVIEW	22/05/13
REVISION		DATE

DESIGNED BY  
J. GUEST

DRAWN BY  
A. HATTON

REVIEWED BY  
J. GUEST

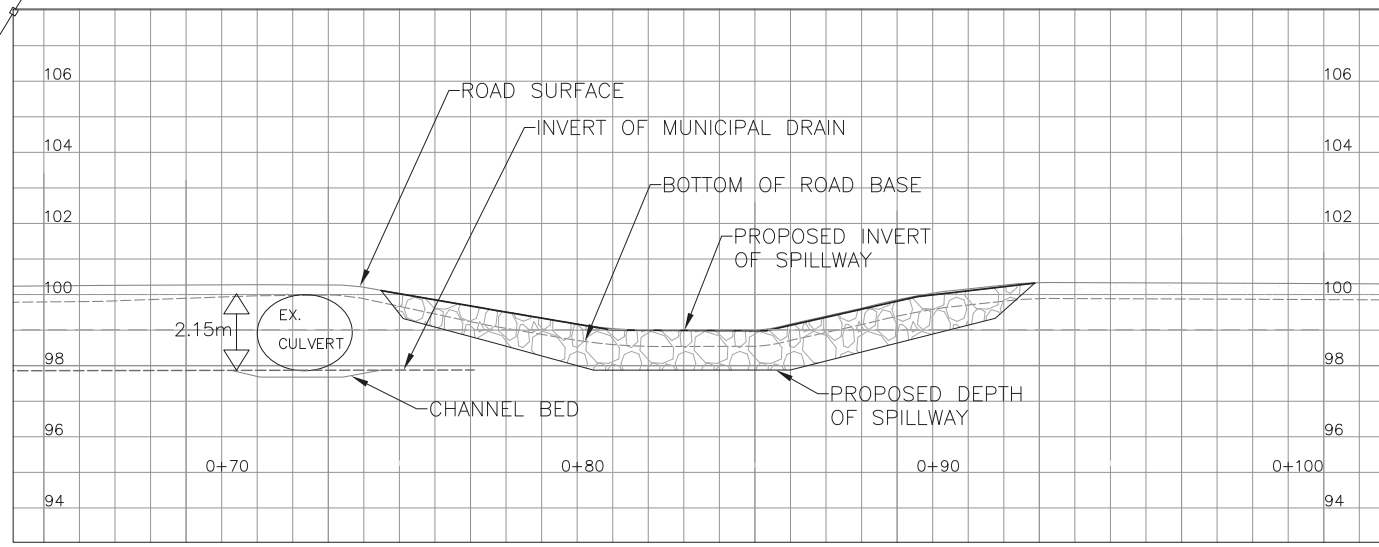
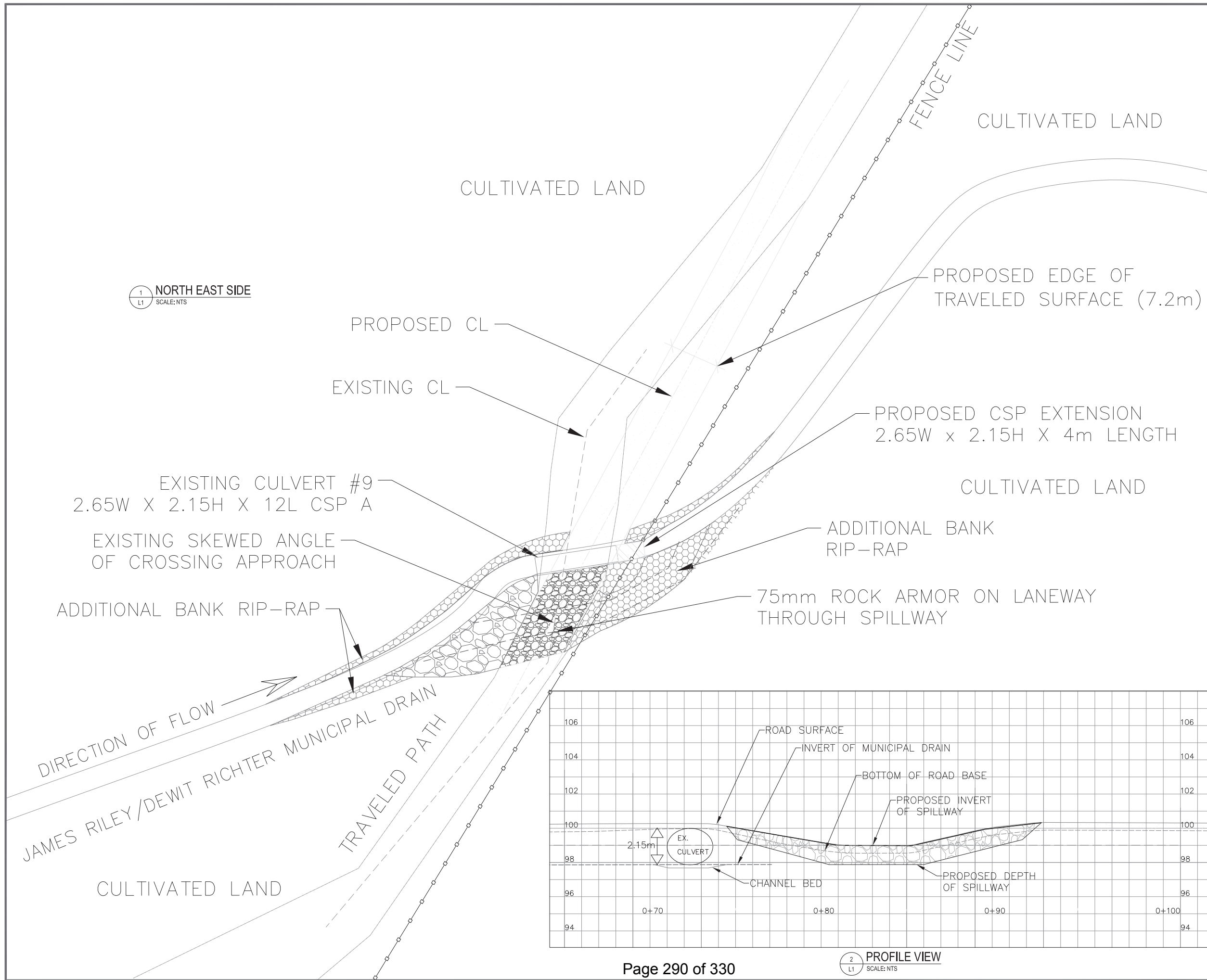
APPROVED BY  
S. BLAKEY

PROJECT DATE  
22/05/2013  
(DD/MM/YYYY)

PROJECT #  
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VER:

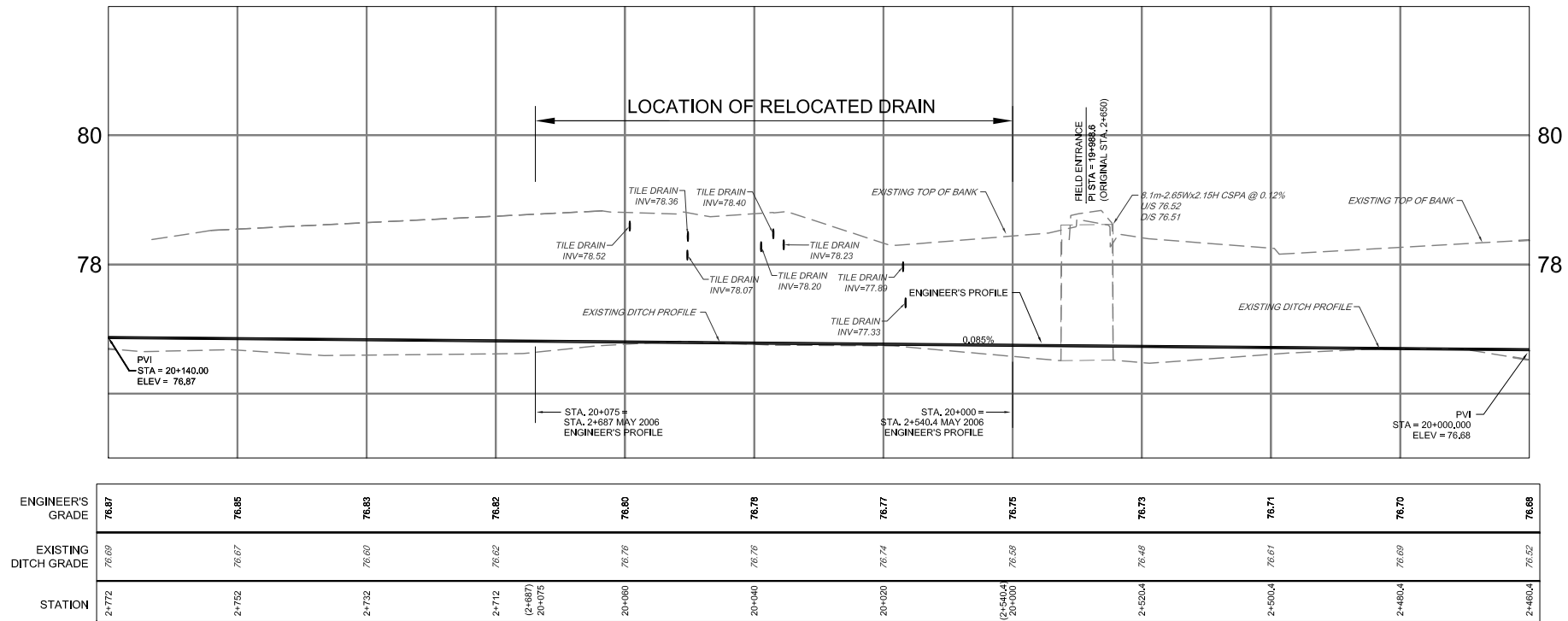
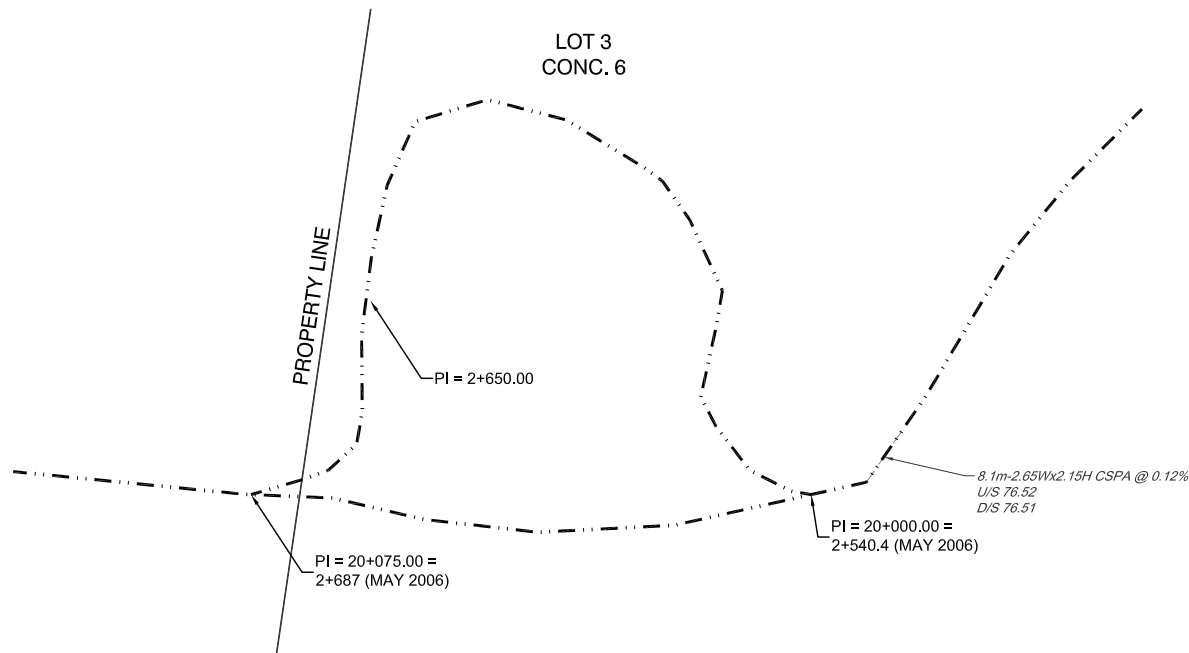
DRAWING #  
L1

1 NORTH EAST SIDE  
L1 SCALE: NTS

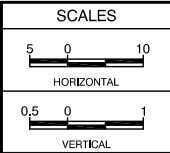


LOT 4  
LOT 3

LOT 3  
LOT 2



No.	DATE	REVISION	BY
	25.may.19		



Robinson  
Consultants

350 Palladium Drive  
Ottawa, ON K2V 1A8  
(613) 592-6060 rccl.com

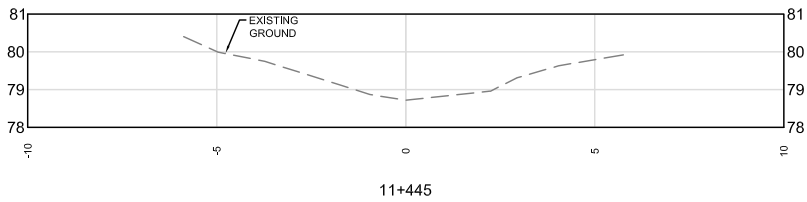
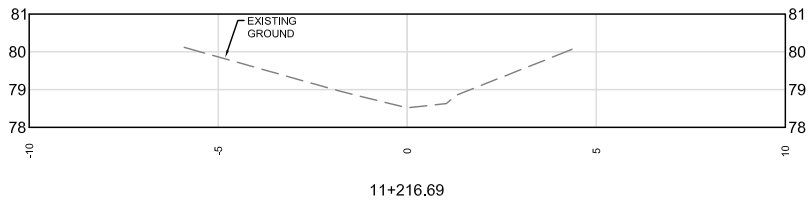
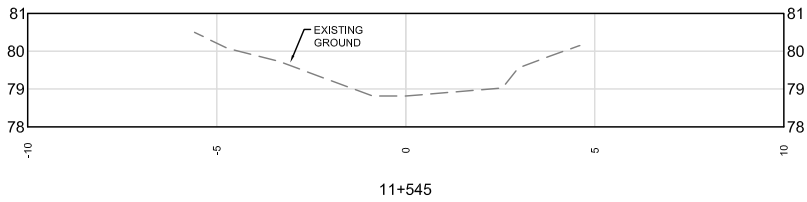
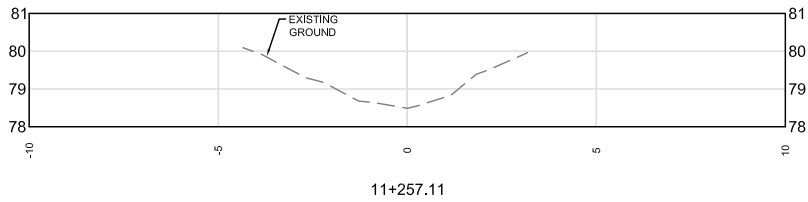
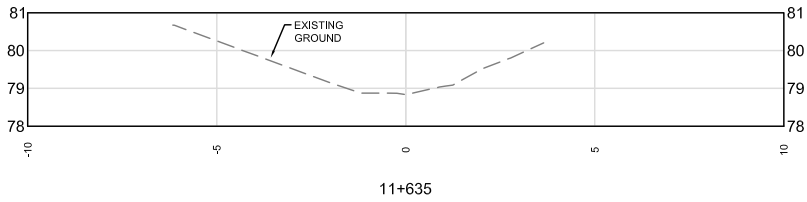
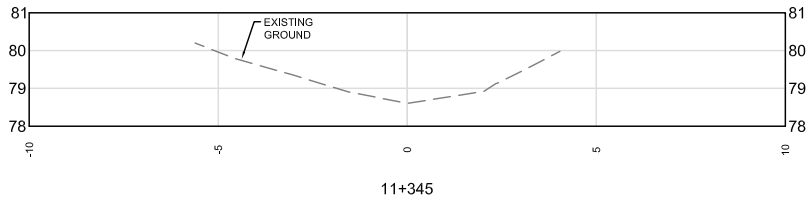
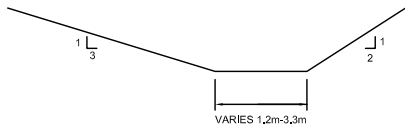
DESIGN	LF
CHECKED	AJR
DRAWN	JHB
CHECKED	LF
APPROVED	AJR

TOWNSHIP OF  
EDWARDSBURGH/CARDINAL  
JAMES REILLY / DEWIT-RICHTER  
MUNICIPAL DRAIN

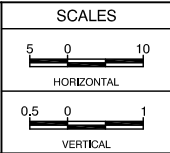
CARMICHAEL PROPERTY  
RELOCATION  
STA. 20+000 TO STA. 20+075

PROJECT No.	18022
CONTRACT No.	
DATED	OCTOBER 2019
DWG. No.	18022-D1

TYPICAL CROSS SECTION  
STA. 11+207 to STA. 11+700



No.	DATE dd.mm.yy	REVISION	BY
1	dd.mm.yy	comment	x.x.x



**Robinson**  
Consultants

350 Palladium Drive  
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DESIGN	LF
CHECKED	AJR
DRAWN	JHB
CHECKED	LF
APPROVED	AJR

TOWNSHIP OF  
EDWARDSBURGH/CARDINAL

JAMES REILLY / DEWIT-RICHTER  
MUNICIPAL DRAIN

LOT 7 CONCESSION 6  
REVISED CROSS SECTIONS  
STA. 11+207 to STA. 11+700

PROJECT No. 18022
CONTRACT No.
DATED OCTOBER 2019
DWG. No: 18022-D2

## Appendix B

### Assessment Schedule



**Schedule A**  
**Assessment for Section 78 Report and Maintenance**  
**James Reilly/Dewit-Richter Municipal Drain**

Assessed	Location of Work	Assessment		
		Section 78 Report Contribution	Maintenance	Total
Robert and Betty Carmichael	Lot 3, Concession 6	\$4,800.00		\$4,800.00
David and Arlene Bruce	Lot 4, Concession 6	\$3,900.00		\$3,900.00
County Road 22 Leeds and Grenville	Lots 6 & 7, Concession 6	\$1,400.00	\$4,770.00	\$6,170.00
Upstream Land Owners	Lots 6 & 7, Concession 6	\$1,400.00	\$12,375.74	\$13,775.74
Township of Edwardsburgh/ Cardinal	Lots 6 & 7, Concession 6	\$1,400.00		\$1,400.00
<b>Total</b>		\$12,900.00	\$17,145.74	<b>\$30,045.74</b>

**THE CORPORATION OF THE  
TOWNSHIP OF EDWARDSBURGH CARDINAL  
BY-LAW NO. 2020-**

**“A BY-LAW TO ESTABLISH AND REGULATE A FIRE DEPARTMENT”**

**WHEREAS** Section 2 of the Fire Protection and Prevention Act, 1997, S.O. 1997, c.4, as amended, requires every municipality to establish a program which must include public education with respect to fire safety and certain components of fire prevention, and to provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances; and

**WHEREAS** Section 5 of the Fire Protection and Prevention Act, 1997, S.O. 1997, c.4, as amended, authorizes the Council of a municipality to establish, maintain and operate a fire department to provide fire suppression services and other fire protection services in the municipality; and

**WHEREAS** Section 11(2) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, authorizes a municipality to provide any service that the municipality considers necessary or desirable for the public, and to pass by-laws respecting, inter alia, health, safety and well-being of persons, protection of persons and property, and services that the municipality is authorized to provide; and

**WHEREAS** Section 391 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, authorizes a municipality to impose fees or charges on persons for services or activities provided by the municipality or on behalf of the municipality, and for costs payable by the municipality for services or activities provided or done by or on behalf of any other municipality; and

**WHEREAS** Section 425 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that the Council of a municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under this Act is guilty of an offence; and

**WHEREAS** Section 446 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that if a municipality has the authority under that or any other Act, or under a by-law under that or any other Act, to direct or require a person to do a matter or thing, the municipality may also provide that, in default of it being done by the person directed or required to do it, the matter or thing shall be done at the person's expense, and the municipality may recover the costs of doing a matter or thing from the person directed or required to do it by action or by adding the costs to the tax roll and collecting them in the same manner as property taxes; and

**WHEREAS** the Council of the Township of Edwardsburgh Cardinal deems it desirable, necessary and expedient to update its by-law to establish and regulate a fire department for the Township of Edwardsburgh Cardinal;

**NOW THEREFORE** the Council of the Corporation of the Township of Edwardsburgh Cardinal hereby enacts as follows:

**DEFINITIONS**

1. In this by-law, unless the context otherwise requires,
  - (a) **"Approved"** means approved by the Council of the Township of Edwardsburgh Cardinal.

- (b) **"Automatic Aid"** means an Approved agreement under which a municipality that is capable of responding more quickly to an area agrees to provide an initial response to fires, rescues, and emergencies in another municipality, or where a municipality agrees to provide a supplemental response to fires, rescues, or emergencies that may occur in another municipality.
- (c) **"Auxiliary Member"** means a person who is appointed to provide certain limited functions in support of the delivery of Fire Protection Services voluntarily or for a nominal consideration.
- (d) **"Corporation"** means The Corporation of the Township of Edwardsburgh Cardinal.
- (e) **"Council"** means the Council of the Township of Edwardsburgh Cardinal.
- (f) **"Deputy Fire Chief"** means a person appointed by Council to act on behalf of the Fire Chief of the Fire Department in the case of absence or a vacancy in the office of the Fire Chief.
- (g) **"Emergency Management and Civil Protection Act"** means Emergency Management and Civil Protection Act, 1990, S. O. 1990, c. E.9, as amended, and any successor legislation.
- (h) **"Fire Chief"** means the person appointed by Council to act as Fire Chief for the Corporation and who is ultimately responsible to Council as set out in the Fire Protection and Prevention Act.
- (i) **"Fire Department"** means the fire department for the Township of Edwardsburgh Cardinal.
- (j) **"Fire Code"** means Ontario Regulation 213/07, as amended, and any successor regulation.
- (k) **"Firefighter"** means the Fire Chief and any other person employed in, or appointed to, the Fire Department to undertake Fire Protection Services, and shall include a Volunteer Firefighter.
- (l) **"Firefighter I"** means a firefighter who performs the duties of a firefighter excluding interior structural firefighting and rescue operations.
- (m) **"Firefighter II"** means a firefighter who performs the duties of a firefighter including interior structural firefighting and rescue operations.
- (n) **"Fire Protection and Prevention Act"** means the Fire Protection and Prevention Act, 1997, S.O. 1997, c.4, as amended, and any successor legislation.
- (o) **"Fire Protection Services"** includes fire suppression, rescue and emergency services, fire prevention, public fire safety education, mitigation, prevention and safety education of the risk created by unsafe levels of carbon monoxide, communications, training of personnel involved in the provision of Fire Protection Services, and the delivery of all those services.
- (p) **"Inspector"** means a firefighter who inspects properties and enforces the Ontario Fire Code and Fire Protection and Prevention Act.
- (q) **"Limited Service"** means a variation of service significantly differentiating from the norm as a result of extenuating circumstances, such as deployment of Volunteer Firefighters in insufficient numbers to safely carry out the delivery of Fire Protection Services, environmental factors, remote properties, impeded access, private roadways, lanes and drives, obstructions, or extraordinary hazards or unsafe conditions.
- (r) **"Junior Firefighter"** means a student between the age of 14 and 18 who is appointed by the Fire Chief to voluntarily take part in the Junior Firefighter Program.
- (s) **"Junior Firefighter Program"** means an Approved program to provide mentorship and engage youths in fire safety awareness activities.

- (t) **"Member"** means any person employed by, appointed to, or volunteering for the Fire Department and assigned to undertake Fire Protection Services, and includes Officers, full-time and part-time Firefighters, Volunteer Firefighters, Auxiliary Members, Inspectors, Public Educators, Chaplains, and administrative staff.
- (u) **"Municipal Act"** means the Municipal Act, 2001, S.O. 2001, c.25, as amended, and any successor legislation.
- (v) **"Mutual Aid"** means a plan established pursuant to section 7 of the Fire Protection and Prevention Act under which fire departments that serve a designated area agree to assist each other on a reciprocal basis in the event of a major fire or emergency.
- (w) **"Officer"** means Fire Chief, Deputy Fire Chief, District Chief, Chief Training Officer, Captain, Acting Captain, Training Officer, Fire Prevention Officer, and any person designated by the Fire Chief to supervise Firefighters.
- (x) **"Public Educator"** means a firefighter who provides fire safety information to the public.
- (y) **"Pump Operator"** means a firefighter that drives and operates firefighting apparatus.
- (z) **"Township"** means The Corporation of the Township of Edwardsburgh Cardinal.
- (aa) **"Volunteer Firefighter"** means a person who provides Fire Protection Services voluntarily or for a nominal consideration, honorarium, or training or activity allowance, and includes Auxiliary Members, Pump Operators, Inspectors, Public Educators.

## **ESTABLISHMENT**

2. A Fire Department for the Township of Edwardsburgh Cardinal to be known as Edwardsburgh Cardinal Fire Department is hereby established, and the head of the Fire Department shall be known as the Fire Chief.

## **DEPARTMENT STRUCTURE**

3. Council shall appoint a Fire Chief who shall be the highest-ranking Officer and director of the Fire Department.
4. In addition to the Fire Chief, Council shall appoint a Deputy Fire Chief(s) who shall report to the Fire Chief as the second highest ranking Officer of the Fire Department and who, in the absence of the Fire Chief, shall have the powers and perform the duties of the Fire Chief. The powers of the Fire Chief shall fall upon a Deputy Chief based upon seniority and availability.
5. In addition to the Fire Chief and Deputy Fire Chief, the Fire Department shall consist of Fire Prevention Officers, Inspectors, Public Educators, Officers, Volunteer Firefighters, and other Members as deemed necessary and appointed by the Fire Chief to provide Fire Protection Services.
6. The Fire Department shall be structured in conformance with the Approved Fire Department Organizational Chart as set out in Schedule "A" attached hereto and forming part of this by-law.
7. Working conditions, remuneration, and procedures for termination of employment for Firefighters other than Volunteer Firefighters shall be determined by Council in conformance with the provisions of Part IX of the Fire Protection and Prevention Act.

## **APPROVED SERVICES AND PROGRAMS**

8. The Fire Department shall provide such Fire Protection Services and programs as approved by Council in accordance with Part II of the Fire

Protection and Prevention Act, and set out in Schedule "B" attached hereto and forming part of this by-law.

#### **LIMITED SERVICE**

9. In consideration of the reliance by the Fire Department on the response of Volunteer Firefighters, whose deployment to emergencies in sufficient numbers cannot in all instances be guaranteed, adverse climate conditions, delays or unavailability of specialized equipment required by the Fire Department, or other extraordinary circumstances which may impede the delivery of Fire Protection Services, any Approved service set out in Schedule "B" may from time to time be provided as a Limited Service as defined in this by-law, as determined by the Fire Chief, his or her designate, or the highest ranking Firefighter in charge of a response.
10. The Corporation shall accept no liability for the provision of a Limited Service by the Fire Department as reasonably necessary.

#### **RESPONSES OUTSIDE THE LIMITS OF THE MUNICIPALITY**

11. The Fire Department shall not respond outside the limits of the municipality except with respect to a fire, rescue or emergency:
  - (a) That, in the opinion of the Fire Chief or designate, threatens property in the municipality, or property situated outside the municipality that is owned or occupied by the municipality;
  - (b) In a municipality with which an Approved agreement has been entered into to provide fire protection services which may include automatic aid;
  - (c) On property with which an Approved agreement has been entered into with any person or corporation to provide fire protection services;
  - (d) At the discretion of the Fire Chief or designate, to a municipality authorized to participate in any county, district or regional mutual aid plan established by a fire coordinator appointed by the Fire Marshal or any other similar reciprocal plan or program; or
  - (e) On property beyond the municipal boundary where the Fire Chief or designate determines immediate action is necessary to preserve life or property and the appropriate department is notified to respond and assume command or establish alternative measures acceptable to the Fire Chief or designate.

#### **FIRE CHIEF RESPONSIBILITIES AND AUTHORITY**

12. The Fire Chief shall be ultimately responsible to Council as set out in subsection 6(3) of the Fire Protection and Prevention Act for the proper administration and operation of the Fire Department, including delivery of Approved services, programs, and all training programs.
13. The Fire Chief shall be deemed to be the Chief Fire Official of the municipality for the purposes of the Fire Protection and Prevention Act and regulations enacted thereunder, and shall have all statutory authority and shall carry out all prescribed duties and responsibilities in respect thereof.
14. Without limiting the generality of the foregoing, the Fire Chief shall be authorized and responsible for:
  - (a) Performing all statutory duties of the Fire Protection and Prevention Act, the Emergency Management and Civil Protection Act and any other legislation applicable to the administration or operation of the Fire Department.
  - (b) Reporting to Council as required by the Fire Protection and Prevention Act and in accordance with the provisions established by the Emergency Management and Civil Protection Act.

- (c) Enforcement of this by-law and any regulations established under this by-law, and the enforcement of any other by-laws of the Corporation respecting the administration and operation of the Fire Department.
- (d) Periodically reviewing this by-law and any other by-laws of the Corporation respecting the administration and operation of the Fire Department, and the Fire Chief may establish an advisory committee consisting of such Members of the Fire Department and other persons, possibly including members of the general public, as may be necessary from time to time to assist in discharging this duty.
- (e) Recommending to Council amendments to this by-law, or any other by-law of the Corporation, that the Fire Chief considers relevant and appropriate.
- (f) Developing, establishing, and implementing policies, standard operating procedures and guidelines, general orders and department rules, and other measures as the Fire Chief may consider necessary for the proper administration and efficient operation of the Fire Department.
- (g) Periodically reviewing, revising, or revoking as required, all policies, standard operating procedures and guidelines, general orders, and rules of the Fire Department, and the Fire Chief may establish an advisory committee from time to time to assist in discharging these duties.
- (h) Arranging for the provision and allotment of strategic staffing and proper facilities, apparatus, equipment, materials, services and supplies for the Fire Department.
- (i) The proper care and protection of all Fire Department property.
- (j) Arranging and implementation of automatic aid, mutual aid and other negotiated and/or Approved fire protection and emergency service agreements between the Township and other municipalities.
- (k) Determining and establishing the qualifications and criteria for employment or appointment, and the duties and responsibilities of all Members of the Fire Department.
- (l) Appointment, subject to Approved hiring policies, of any qualified person as a Member of the Fire Department.
- (m) The conduct and discipline of all Members of the Fire Department, including disciplinary actions as required which may range from reprimand to dismissal.
- (n) Keeping an accurate record of all fires, rescues and emergencies responded to by the Fire Department, all fire safety inspections and fire investigations, and other such records as may be required by Council in a manner consistent with applicable records management policies of the Corporation, and for retaining such records for a period prescribed by Approved records retention policies and statutory requirements.
- (o) Enforcement of the Fire Code, reporting all fires to the Fire Marshal, and complying with all Fire Marshal's directives as mandated by the Fire Protection and Prevention Act.
- (p) Reporting to the appropriate Crown Attorney or other prosecutor, or law enforcement or other officer, the facts upon the evidence in any case in which there is reason to believe that a fire has been the result of criminal intent or negligence, or in which there is reason to believe that an offence has been committed under the Fire Protection and Prevention Act, or other applicable regulation or statute.
- (q) Preparing and presenting annual reports and periodic reports to Council as deemed necessary by the Fire Chief, and any other specific reports as directed by Council.

- (r) Preparing and submitting annual budget estimates for approval by Council, and effectively administering, monitoring, and controlling the Fire Department operating and capital budgets.
- 15. The Fire Chief shall be responsible for assisting other public officials in an emergency declared by the Head of Council, the Premier of Ontario, or the Prime Minister of Canada.

## **POWERS**

- 16. The Fire Chief shall exercise all powers and duties prescribed by the Fire Protection and Prevention Act, and shall be empowered to take all reasonable and proper measures for the prevention, control, and extinguishment of fires, and for the protection of life, property and the environment, and for the management of emergencies within the jurisdiction of the municipality.
- 17. Without limiting the generality of the foregoing, the Fire Chief and his/her designates shall be empowered and authorized to carry out the following:
  - (a) Enforcement of all municipal by-laws in respect of fire safety and fire prevention.
  - (b) Pulling down or demolishing any building or structure when necessary to prevent the spread of fire.
  - (c) Any necessary action to guard against fire or other danger, risk, or accident, which may include boarding up or barricading of buildings or property, when unable to contact the owner of the property.
  - (d) Recovery of costs incurred by such necessary actions for the Corporation in a manner provided by the Municipal Act and the Fire Protection and Prevention Act.
  - (e) Taking any and all steps as set out in Parts V, VI and VII of the Fire Protection and Prevention Act.
- 18. As set out in The Fire Protection and Prevention Act, the Fire Chief may delegate any of his/her powers or duties to the Deputy Fire Chief or any Officer or Member that the Fire Chief deems appropriate, subject to such limitations, restrictions or conditions as may be set out in the delegation, and such Officer or Member so delegated shall have all the powers and shall perform all duties as delegated.

## **RECOVERY OF COSTS**

- 19. If as the result of a Fire Department response to a fire, rescue, complaint or other emergency, the Fire Chief, his or her designate, or the highest ranking Firefighter in charge determines that it is necessary to retain a private contractor, rent special equipment, or use consumable materials other than water in order to suppress or extinguish a fire, preserve property, prevent a fire from spreading, remove hazardous materials, assist in or otherwise conduct an investigation to determine the cause of a fire, or otherwise control or eliminate an emergency situation, the Corporation shall recover the costs incurred by the Fire Department for taking such actions from the owner of the property on which the fire or other emergency occurred.
- 20. The Corporation may recover costs incurred by the fire department related to activities undertaken associated with the terms and conditions considered proper by the Fire Marshal in the application of Fire Protection and Prevention Act 1997 Section 21 (2) (b) where by the inspector causes the land or premises to be closed immediately and persons on the premises to be removed or activities undertaken associated with the application of Fire Protection and Prevention Act 1997 Section 21 (2) (a) where by the inspector orders the land or premises to be closed.
- 21. The Corporation may recover costs incurred by such necessary actions in a manner provided by the Municipal Act and the Fire Protection and Prevention

Act in accordance with the fees prescribed by the applicable Fees and Charges By-law of the Corporation from time to time.

22. A fee imposed upon a person under this by-law, including any interest, penalty charges and costs of collection, constitutes a debt of the person to the Corporation, and a person who is charged a fee under this by-law and fails to pay the fee within thirty days of receipt of an invoice shall be charged interest in accordance with the applicable Fees and Charges By-law of the Corporation.
23. If a property owner who is charged a fee under this by-law fails to pay the fee within ninety days of receipt of an invoice, the Corporation may add the fee, including penalty and interest, to the tax roll for any real property in the Township registered in the name of the owner and collect the fee, including penalty and interest, in like manner as municipal taxes.

#### **VOLUNTEER FIREFIGHTER EMPLOYMENT**

24. The Fire Chief may appoint, from time to time, any eligible person as a Volunteer Firefighter in order to maintain a sufficient complement of Firefighters in accordance with the Approved Fire Department Organizational Chart as set out in Schedule "A" attached hereto and forming part of this By-law, and subject to Approved hiring policies.
25. The employment of Volunteer Firefighters shall be governed by the Volunteer Firefighter Terms and Conditions of Employment as set out in Schedule "C" attached hereto and forming part of this by-law.

#### **JUNIOR FIREFIGHTER PROGRAM**

26. The Fire Chief may establish a Junior Firefighter Program to promote fire safety in youth, and to provide mentorship and guidance to those who may have an interest or career aspirations in the fire service.
27. To be eligible for appointment as a Junior Firefighter, candidates shall:
  - (a) Be between the ages of 14 and 18;
  - (b) Be attending high school and able to meet and maintain the academic and attendance expectations mutually agreed upon by the Junior Firefighter, his or her parents or legal guardian, his or her school, and the Fire Chief;
  - (c) Provide written permission and a signed waiver that indemnifies and releases the Corporation from liability from a parent or legal guardian to participate in the Junior Firefighter Program.
28. Acceptance as a Junior Firefighter shall be subject to the discretion of the Fire Chief. Junior Firefighter status may be revoked at any time at the discretion of the Fire Chief.
29. Junior Firefighters shall be subject to a six (6) month probation period, which may be extended at the discretion of the Fire Chief.
30. Junior Firefighters may attend training exercises at the discretion of the Fire Chief, subject to the terms and conditions of the training organization.
31. Junior Firefighters are not eligible for remuneration.
32. Junior Firefighters shall comply with all terms and conditions of the Junior Firefighter Program as established by the Fire Chief, all applicable policies of the Corporation, and all policies, procedures, operating guidelines, general orders, directives, and rules of the Fire Department.
33. Junior Firefighters shall be supervised by a competent Fire Department supervisor at all times while participating in the Junior Firefighter Program.
34. Junior Firefighters shall not be permitted to enter any Immediately Dangerous to Life or Health (IDLH) area or environment at any time.
35. Junior Firefighters shall not operate any Fire Department vehicle.



## **ENFORCEMENT & OFFENCES**

36. Every person who contravenes any provision of this by-law is guilty of an offence and, upon conviction, is liable to a penalty established by the Provincial Offences Act, R.S.O. 1990, c. P.33, as may be amended from time to time, and any successor legislation.
37. A person who is convicted of an offence under this by-law and the Fire Protection and Prevention Act Section 28(1) is liable to a fine that shall not exceed \$50,000 for a first offence and more than \$100,000 for a subsequent offence, or to imprisonment for a term of not more than one year, or to both.
38. A corporation who is convicted of an offence under this by-law and the Fire Protection and Prevention Act Section 28(1) is liable to a fine that shall not exceed \$500,000 for a first offence and not more than \$1,500,000 for a subsequent offence.
39. Upon registering a conviction for a contravention of any provisions of this by-law and/or under the Fire Protection and Prevention Act, the court in which the conviction has been entered, may in addition to any other remedy and to any penalty imposed by this by-law, may make an order prohibiting the continuation or repetition of the offence by the person or corporation convicted, pursuant to Section 431 of the Municipal Act, 2001, S.O. 2001, c.25, as amended.
40. Every person who contravenes this by-law, including a notice to remedy, notice of violation, and order to comply issued under this by-law is guilty of an offence.
41. No person shall obstruct, hinder, interfere, or attempt to obstruct, hinder or interfere with the Fire Chief, any Member of the Fire Department, or authorized employee or agent of the Township in the performance of his or her duties in accordance with this by-law and the Fire Protection and Prevention Act.
42. The Fire Chief, or designate, who has reasonable grounds to believe that a person has contravened any provision of this by-law may issue a notice to remedy, notice of violation, an order to comply, and every person shall comply with said notice or order.

## **SEVERABILITY**

43. Should a court of competent jurisdiction find any section or provision, or part thereof, of this by-law to be invalid or to be of no force and effect, such section or provision or part thereof shall be deemed to be severable, and all other sections or provisions or parts of this by-law shall be deemed to be separate and independent there from and to be enacted as such.

## **GENERAL**

44. That By-law No. 2014-43, as amended, and all other by-laws previously passed that are inconsistent with the provisions of this by-law are hereby repealed.
45. Notwithstanding Section 44, the appointments of the Fire Chief, the Deputy Fire Chief, and all other Members of the Fire Department who were appointed under the provisions of By-Law No. 2014-43, that existed and were in effect on the day on which the by-law was repealed shall survive and remain in force and effect after the by-law is repealed.
46. This By-law shall come into force and effect on the day on which it is passed.

Read a first and second time in open Council this 27 day of January, 2020.

Read a third and final time, passed, signed and sealed in open Council this 24 day of February, 2020.

\_\_\_\_\_  
Mayor

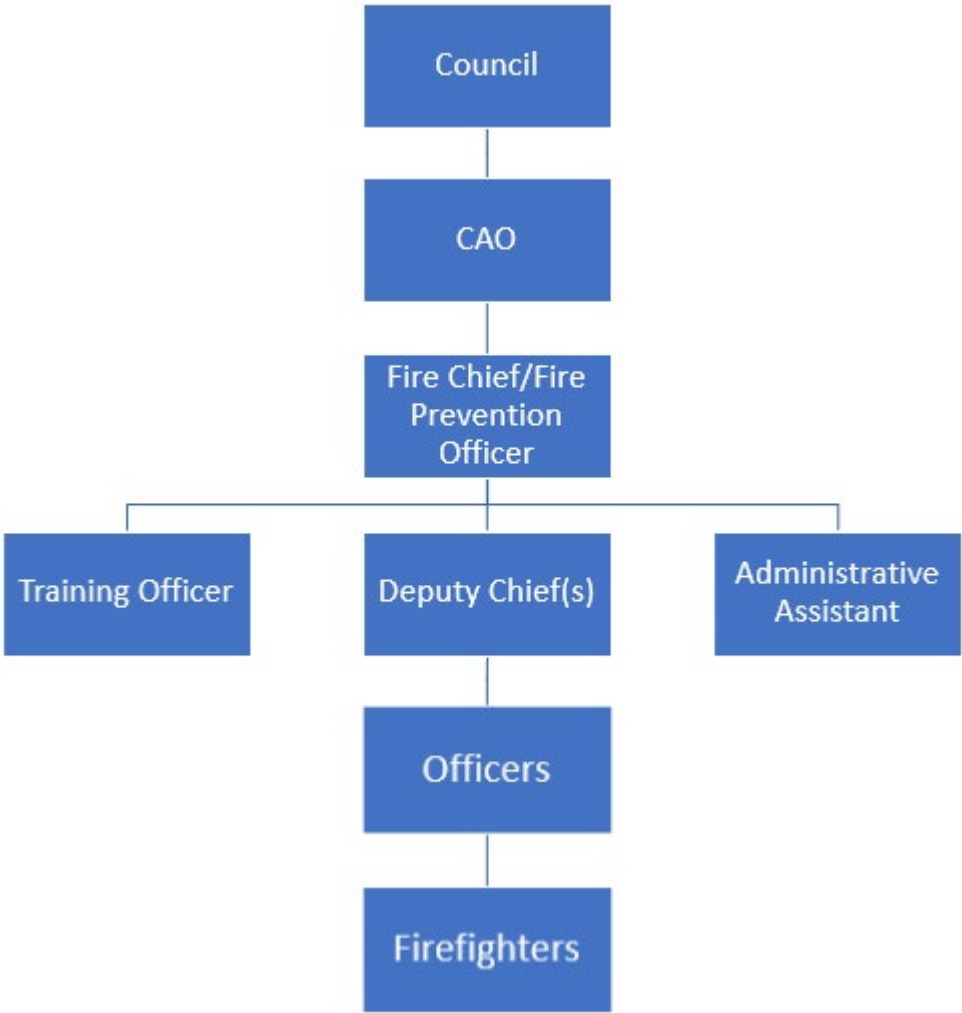
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Deputy Clerk

Schedule “A”

By-Law No. 2020-

EDWARDSBURGH CARDINAL FIRE DEPARTMENT  
ORGANIZATIONAL CHART

The Fire Department shall be structured in conformance with the following Fire Department Organizational Chart:



## **Schedule “B”**

### **By-Law No. 2020-**

#### **EDWARDSBURGH CARDINAL FIRE DEPARTMENT APPROVED SERVICES AND PROGRAMS**

The Fire Department shall provide the following services and programs:

##### **B.1 EMERGENCY RESPONSE**

###### **B.1.1 Basic Firefighting Services:**

- The Fire Department shall respond to fires, alarms of fire, and pre-fire conditions to provide fire suppression services, and shall exercise best efforts to conform to the most recent edition of National Fire Protection Association (NFPA) 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments as revised from time to time.

###### **B.1.2 Structural Firefighting Services:**

- (a) For the purpose of this Schedule, “Structural Firefighting” shall have the same meaning as Structural Firefighting as defined by NFPA 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.
- (b) Interior Search and Rescue – Shall be provided when possible and as appropriate in accordance with the following:
  - Service shall be provided to search for and rescue endangered, trapped or potentially trapped persons within the structure.
  - Service shall be provided only when, in the opinion of the Fire Chief or most senior Officer in charge, all of the following are true:
    - i. A scene risk assessment has been completed, and the level of risk reasonably justifies entry into the structure.
    - ii. Building integrity permits entry into the structure.
    - iii. Sufficient Firefighter staffing is deployed at the fireground.
    - iv. Reliable water supply with adequate flow can be sustained.
    - v. Adequate fireground supervision and support is provided.
- (c) Interior Fire Suppression (Offensive Operations) – Shall be provided when possible and as appropriate in accordance with the following:
  - Service shall be provided to contain the fire and prevent further loss of property.
  - Service shall be provided only when, in the opinion of the Fire Chief or most senior Officer in charge, all of the following are true:
    - i. A scene risk assessment has been completed, and level of risk reasonably justifies Firefighter entry into the structure.
    - ii. Building integrity permits entry into the structure.
    - iii. Sufficient Firefighter staffing is deployed at the fireground.
    - iv. Reliable water supply with adequate flow can be sustained.
    - v. Adequate fireground supervision and support is provided.
- (d) Exterior Fire Suppression (Defensive Operations) – Shall be provided when possible and as appropriate, in the opinion of the Fire Chief or most senior Officer in charge, in accordance with the following:
  - There shall be no expected rescue component with this service.
  - Service shall be provided to prevent fire spread to adjacent areas.
  - Service shall be provided when Interior Fire Suppression is not possible or appropriate.

- Service shall be provided as water supply permits.
- B.1.3 Rural Firefighting Operations:
- Rural firefighting operations using tanker shuttle service shall be provided in areas without municipal water supply and best efforts shall be exercised to conform to NFPA 1142, Standard on Water Supplies for Suburban and Rural Fire Fighting.
  - The Fire Department shall maintain Superior Tanker Shuttle Service accreditation by Fire Underwriters Survey or another recognized accreditation body.
- B.1.4 Vehicle Firefighting Services:
- Service shall be provided to control and extinguish vehicle fires.
- B.1.5 Grass, Brush, and Forestry Firefighting Services:
- Service shall be provided and best efforts shall be exercised to conform to NFPA 1143, Standard for Wildland Fire Management.
- B.1.6 Marine Firefighting Services:
- Marine firefighting service shall be limited to shore-based, defensive firefighting operations only.
- B.1.7 Automatic Aid Response Services:
- Service shall be provided in accordance with any Automatic Aid agreements approved by Council.
- B.1.8 Mutual Aid Response Services:
- Service shall be provided in accordance with the Mutual Aid Plan established in respect to the municipalities within the United Counties of Leeds and Grenville pursuant to clause 7(2)(a) of the Fire Protection and Prevention Act.
- B.1.9 Tiered Medical Assistance Services:
- Service shall be provided in accordance with the Emergency Medical Tiered Response Agreement between the United Counties of Leeds and Grenville, Leeds Grenville Paramedic Service and the Township of Edwardsburgh Cardinal.
- B.1.10 Ambulance Assistance Services:
- Service shall be provided to assist Emergency Medical Services with emergency situations with respect to providing access and/or the provision of care to patients.
- B.1.11 Police Assistance Services:
- Service shall be provided to assist Police with emergency and non-emergency situations for which the Fire Department has equipment and/or specialized skills to assist in the mitigation.
- B.1.12 Public Assistance Services:
- Service shall be provided to assist the public with emergency and non-emergency situations for which the Fire Department has the equipment and/or specialized skills to mitigate the incident.
- B.1.13 Public Hazard Assistance Services:
- (a) Carbon monoxide Incidents – Response shall be provided to carbon monoxide alarms and emergencies.
  - (b) Public Utility Incidents – Response shall be provided to public utility incidents that pose a public hazard, including:
    - i. Electrical utility emergencies;
    - ii. Natural gas utility emergencies.
- B.1.14 Vehicle Accident Services:
- The Fire Department shall respond to vehicle accidents to provide the following services:
    - i. Stabilizing the scene of the accident;
    - ii. Stabilizing the vehicles involved in the accident;

- iii. Providing aid to injured or trapped persons;
- iv. Mitigating adverse effects to the natural environment.

B.1.15 Vehicle Search and Rescue Services:

- Vehicle search and rescue services, including extrication, shall be provided and best efforts shall be exercised to conform to the Operations Level in accordance with NFPA 1670, Standard for Operations and Training for Technical Search and Rescue Incidents.

B.1.16 Transportation Incidents involving Vehicles, Trains, Aircraft, Watercraft:

- Response shall be provided to large-scale transportation incidents that may involve large numbers of casualties, widespread damage to property, and/or significant environmental impact.

B.1.17 Highway Incident Services:

- Fire Protection Services shall be provided to Highway 401, 416 and other provincial highways.
- Costs associated with Fire Department response to provincial highways shall be recovered in accordance with applicable provincial fire service agreements.

B.1.18 Hazardous Materials Response Services:

- Service shall be provided at the Operations Level in accordance with NFPA 472, Standard for Competence of Responders to Hazardous Materials Incidents.
- Hazardous materials response services at the NFPA 472 Technician Level shall not be provided by the Fire Department.
- Notwithstanding the foregoing, the Fire Chief shall be authorized to designate one or more Firefighters to train and to operate at the NFPA 472 Technician Level while deployed to CBRNE incidents in conjunction with a regional response team under the provisions of an Approved mutual aid or fire services agreement.

B.1.19 Surface Water Search and Rescue Services:

- Service shall be provided and best efforts shall be exercised to conform to the Awareness Level in accordance with NFPA 1670, Standard for Operations and Training for Technical Search and Rescue Incidents, and shall include shore-based rescue only.
- Prescott Fire Department will provide surface water search and rescue as per Automatic Aid agreement.

B.1.20 Ice Search and Rescue Services:

- Service shall be provided at the Awareness Level in accordance with the NFPA 1670, Standard for Operations and Training for Technical Search and Rescue Incidents, and shall include shore-based rescue only.
- Prescott Fire Department will provide ice search and rescue as per Automatic Aid agreement.
- Recovery services to retrieve animals, property, or human remains by entering into or onto a body of water, or onto ice over a body of water, shall **not** be provided by the Fire Department.

B.1.20 Structural Collapse Search and Rescue Services:

- Structural collapse search and rescue services shall **not** be provided by the Fire Department.
- Provincial resources are available through the County Mutual-Aid Coordinator.

B.1.21 Rope Rescue Services:

- Rope rescue services shall **not** be provided by the Fire Department.

B.1.22 Confined Space Search and Rescue Services:

- Confined space search and rescue services shall **not** be provided by the Fire Department.

**B.1.23 Trench Search and Rescue Services:**

- Trench search and rescue services shall **not** be provided by the Fire Department.

**B.1.24 Mine and Tunnel Search and Rescue Services:**

- Mine, and tunnel search and rescue services shall **not** be provided by the Fire Department.

**B.1.26 Machinery Search and Rescue Services:**

- Service shall be provided and best efforts shall be exercised to conform to the Awareness Level in accordance with NFPA 1670, Standard for Operations and Training for Technical Search and Rescue Incidents.

**B.1.27 Community Emergency Plan Response Services:**

- Service shall be provided in accordance with the Approved Township of Edwardsburgh Cardinal Emergency Management Program.

**B.1.28 Assistant to the Fire Marshal Services – Fire Suppression:**

- Duties of Assistant to the Fire Marshal shall be carried out as prescribed by the Fire Protection and Prevention Act.

**B.2 FIRE PREVENTION AND PUBLIC EDUCATION**

**B.2.1 Fire Inspection Services:**

- (a) Conducting complaints inspections.
- (b) Conducting vulnerable occupancy inspections.
- (c) Conducting requested inspections.
- (d) Conducting routine inspections.
- (e) Conducting licensing inspections.
- (f) Systems checking, testing and approval.
- (g) Enforcing code compliance.
- (h) Issuing permits.
- (i) Preparing reports and issuing written responses to requests.

**B.2.2 Public Education Services:**

- (a) Providing fire and life safety public education programs.
- (b) Facilitating smoke alarm and carbon monoxide alarm initiatives.
- (c) Distributing public safety messaging to the media.
- (d) Delivery of specialized programs.

**B.2.3 Fire Investigation Services:**

- (a) Determining cause and origin of fires and explosions.
- (b) Assessing code compliance.
- (c) Determining effectiveness of built-in suppression features.
- (d) Interacting with police, fire investigators, and other agencies.
- (e) Supporting criminal prosecutions, including appearances in court.

**B.2.4 Plans Examination Services:**

- (a) Reviewing and approving fire safety plans.
- (b) Examining and providing comment on new construction and renovation plans.
- (c) Reviewing and providing comment on subdivision and development agreements.
- (d) Reviewing and providing comment on site plans.
- (e) Inspecting sites of approved plans to determine compliance.

**B.2.5 Risk Assessment Services:**

- (a) Conducting community fire risk assessments.
- (b) Compiling, analyzing and disseminating functional statistics.
- (c) Selecting appropriate fire service programs.

**B.2.6 Consultation Services:**

- (a) Consulting with families, schools, health professionals, and police with respect to TAPP-C and/or other juvenile fire-starting programs.
- (b) Consulting with architects, engineers, planners, and builders.

- (c) Interacting with building departments.
- (d) Interacting with other government agencies.
- (e) Providing input into fire prevention policy development.

**B.2.7 Assistant to the Fire Marshal Services – Fire Prevention:**

- Duties of Assistant to the Fire Marshal shall be carried out as prescribed by the Fire Protection and Prevention Act.

### **B.3 EMERGENCY PLANNING**

**B.3.1 Pre-Incident Planning Services:**

- Pre-incident plans shall be developed and maintained in accordance with NFPA 1620, Standard for Pre-Incident Planning.

**B.3.2 Community Emergency Management Planning Services:**

- Collaborating with the development, review, revision, and implementation of the Approved Township of Edwardsburgh Cardinal Emergency Plan.

### **B.4 FIRE DEPARTMENT ADMINISTRATION**

**B.4.1 Planning and Development Services:**

- (a) Strategic planning.
- (b) Evaluating Fire Department programs and services.
- (c) Projecting station locations and reallocations.
- (d) Determining staffing levels and assignments.
- (e) Developing policies, procedures, standard operating guidelines.
- (f) Coordinating with other emergency services.
- (g) Coordinating development with other municipal departments.

**B.4.2 Financial Services:**

- (a) Coordinating with the Township Finance Department for financial services.
- (b) Coordinating use of information and statistics from suppression and fire prevention activities to determine funding requirements.
- (c) Providing input into levels of service based on available funding.
- (d) Developing and administering operating and capital budgets.
- (e) Identifying alternative sources of revenue and fees for services.
- (f) Initiating cost recovery measures.
- (g) Purchasing.

**B.4.3 Records Management Services:**

- (a) Documenting Fire Department activities.
- (b) Maintaining Fire Department records in accordance with records retention policies and applicable legislation.
- (c) Complying with all applicable freedom of information legislation, including the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.45, as amended, or successor legislation.

**B.4.4 Department Human Resources Services:**

- (a) Recruitment, selection, promotion, and retention of staff.
- (b) Performance evaluation.
- (c) Career development.
- (d) Job classifications.
- (e) Discipline.

**B.4.5 Customer Relations Services:**

- (a) Environmental scanning, anticipating pressures and developing communication strategies.
- (b) Enhancing public image of the Fire Department and its staff.
- (c) Developing and maintaining inter-agency relationships.

**B.4.6 Health and Safety Services:**

- (a) Implementing a Fire Department health and safety program.
- (b) Implementing a joint health and safety committee for the Fire Department.



- (c) Implementing an occupational exposure program.
- (d) Establishing a Designated Officer with respect to communicable disease regulations.

#### B.4.5 Legal Services:

- (a) Carrying out mandated enforcement duties of the Fire Department in accordance with applicable by-laws, statutes and regulations.
- (b) Prosecuting offences under applicable by-laws and statutes.
- (c) Coordinating the services of solicitors and legal counsel.

### **B.5 COMMUNICATIONS**

#### B.5.1 Dispatch Services:

- (a) Arranging for the provision of dispatch services from an external agency to dispatch appropriate Fire Department resources.
- (b) Liaising with dispatch centres.
- (c) Providing current municipal information to the dispatch centres, including response protocols, mapping, local streets, property, and water service information, road closures, and caution notes.
- (d) Monitoring Fire Department dispatch centre performance and resolving any service issues.

#### B.5.2 Technology Services:

- (a) Arranging for maintenance, repair, and technical support of Fire Department telecommunications and computer systems.
- (b) Developing specifications for Fire Department radios, communications devices and systems, and computers.
- (c) Arranging for interface capabilities with other data systems.

### **B.6 TRAINING AND EDUCATION**

Training and education programs will be made available by; online courses, in house training programs, in partnership with Mutual Aid partners, regional training schools and the Ontario Fire College.

#### B.6.1 Training Program Standards:

- (a) Providing a training program for Firefighters that conforms to NFPA 1001, Standard for Fire Fighter Professional Qualifications.
- (b) Providing a training program for apparatus drivers and operators that conforms to NFPA 1002, Standard for Fire Apparatus Driver/Operator Professional Qualifications.
- (c) Providing a training program for technical rescue operations that conforms to NFPA 1006, Standard for Technical Rescuer Professional Qualifications.
- (d) Providing a training program for Officers that conforms to NFPA 1021, Standard for Fire Officer Professional Qualifications.
- (e) Providing a training program for fire inspectors that conforms to NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiners.
- (f) Providing a training program for fire investigations that conforms to NFPA 1033, Standard for Professional Qualifications for Fire Investigators.
- (g) Providing a training program for fire and life safety educators that conforms to NFPA 1035, Standard for Professional Qualifications for Fire and Life Safety Educator, Public Information Officer, and Juvenile Fire setter Intervention Specialist.
- (h) Providing a training program for fire service instructors and training officers that conforms to NFPA 1041, Standard for Fire Service Instructor Professional Qualifications.
- (i) Providing a training program for incident safety officers that conforms to NFPA 1521, Standard for Fire Department Safety Officer Professional Qualifications.

#### B.6.2 Providing Access to Training Facilities:

- (a) Coordinating access to appropriate training facilities.
- (b) Delivering hands-on training to staff.

**B.6.3 Providing Station Training:**

- (a) Delivering curriculum specific to operational and strategic needs.
- (b) Providing supervisory training drills.

**B.6.4 Program Development Services:**

- (a) Developing trainer facilitators.
- (b) Coordinating core curriculum.
- (c) Providing officer training and development.
- (d) Developing specialized staff development programs.

**B.7 MAINTENANCE**

**B.7.1 Fleet and Equipment Maintenance Services:**

- (a) Maintaining Fire Department fleet and equipment.
- (b) Providing periodic inspection and testing programs.
- (c) Complying with the requirements of provincial regulations.
- (d) Providing annual pump capacity and certification testing.
- (e) Providing semi-annual ladder certification testing.
- (f) Providing semi-annual hose testing.
- (g) Developing specifications for new apparatus and equipment.
- (h) Acceptance testing of new apparatus and equipment.
- (i) Maintaining, testing, and calibrating specialized equipment.

**B.7.2 Facilities Maintenance Services:**

- (a) Providing routine cleaning and housekeeping of fire stations.
- (b) Arranging for maintenance and repair of fire station infrastructure.
- (c) Providing input regarding design and construction of fire stations.

## **Schedule “C”**

### **By-Law No. 2020-**

#### **EDWARDSBURGH CARDINAL FIRE DEPARTMENT VOLUNTEER FIREFIGHTER TERMS AND CONDITIONS OF EMPLOYMENT**

The employment of Volunteer Firefighters shall be governed by the following:

##### **C.1 VOLUNTEER FIREFIGHTER EMPLOYMENT**

C.1.2 To be eligible for appointment to the position of Volunteer Firefighter, every candidate shall:

- (a) Be at least 18 years of age.
- (b) Be medically fit to perform the duties of Firefighter and produce a medical evaluation report to the satisfaction of the Fire Chief from a qualified medical practitioner which attests to the candidate's ability to endure the physical, emotional, and psychological demands of performing the essential job tasks of a firefighter.
- (c) Be physically fit to perform the duties of a Firefighter and successfully complete a Candidate Physical Ability Test to the satisfaction of the Fire Chief.
- (d) Complete a Criminal Record Check which indicates no record of unpardoned criminal or summary convictions for offences that would adversely affect public trust, and a Police Vulnerable Sector Check which indicates no record of sexual offences.
- (e) Reside in the Township and/or within proximity acceptable to the Fire Chief to a fire station in order to be able to respond to emergencies in a manner consistent with the deployment criteria of NFPA 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.
- (f) Complete and successfully pass all written, oral, and physical examinations to the satisfaction of the Fire Chief.
- (g) Have the ability to attend an acceptable number of emergencies on a call-out basis, as determined by the Fire Chief.
- (h) Have the ability to meet the training attendance requirements of the Fire Department, as determined by the Fire Chief.

C.1.3 Every newly appointed Volunteer Firefighter shall complete a term of probation of 12 months, during which time he or she shall successfully complete all training and examinations, and shall meet all attendance and performance expectations, as may be required by the Fire Chief.

C.1.4 At the discretion of the Fire Chief, a probationary Firefighter may be placed on an additional term of probation of up to 12 months at the completion of the initial probationary period should circumstances warrant, and the probationary Firefighter shall successfully complete all training and examinations, and shall meet all attendance and performance expectations during the additional probationary period.

C.1.5 Following the successful completion of the term of probation, the Fire Chief may appoint a Probationary Firefighter as a qualified Member of the Fire Department in accordance with Approved hiring policies.

C.1.6 If a probationary Firefighter fails to successfully complete any required training or examinations, or fails to meet any requirement of the Fire Department or any obligations as may be agreed upon, or whose attendance or performance is otherwise unsatisfactory, the Fire Chief may dismiss the person.

- C.1.7 The Fire Chief may promote, from time to time, any qualified Member in order to maintain a sufficient complement of Officers in accordance with the Approved Fire Department Organizational Chart.
- C.1.8 In consideration of the physical, emotional, and psychological demands associated with performing the essential job tasks of a Firefighter, the recognition under the Workplace Safety and Insurance Act, 1997 as amended, that certain cancers and other illnesses are presumed to be occupational diseases due to the nature of Firefighters' employment, and the Corporation's responsibility to ensure the safety, health and wellness of employees performing fire suppression and emergency response duties, the Fire Chief may:
- (a) Require every Volunteer Firefighter to produce a medical evaluation report from a qualified medical practitioner prior to appointment which attests to the candidate's medical fitness to perform the duties of Firefighter.
  - (b) Establish a medical screening and monitoring program wherein every Volunteer Firefighter shall be required to periodically undergo a medical examination and produce a medical evaluation report from a qualified medical practitioner confirming the Volunteer Firefighter's fitness to perform the duties of Firefighter.
- C.1.9 Every Member who is required to carry out any Approved Emergency Response program or service as set out in Section B.1 of Appendix "B" of the By-Law to Establish and Regulate a Fire Department, shall be medically and physically fit to perform the duties of Firefighter, and shall submit to a medical examination and/or a Candidate Physical Ability Test at such times as the Fire Chief may reasonably require.
- C.1.10 If a qualified medical practitioner finds a Volunteer Firefighter to be unfit to perform the essential job tasks of Firefighter, the Corporation may take such actions it deems necessary in respect of the Volunteer Firefighter's employment subject to the Corporation's duty to accommodate pursuant to the Ontario Human Rights Code.

## **C.2 REMUNERATION**

- C.2.1 Remuneration for Fire Department will be in accordance with Approved established policies of the Township.

## **C.3 WORKPLACE SAFETY AND INSURANCE BOARD COVERAGE**

- C.3.1 For the purposes of the Workplace Safety and Insurance Act, 1997, and the regulations enacted thereunder, Members of the Fire Department shall be considered workers as defined by the Act, and the Corporation shall be the deemed employer in respect of Workplace Safety and Insurance Board coverage for members of municipal volunteer fire brigades.
- C.3.2 The Corporation shall maintain coverage for Members of the Fire Department according to the annual maximum insurable earning ceiling as may be established by the Workplace Safety and Insurance Board from time to time.
- C.3.3 The Corporation shall provide accident and sickness insurance to all Firefighters.
- "On Duty" accident and sickness insurance beginning the day of hire.
  - "Off Duty" accidental bodily injury coverage shall commence upon annual policy renewal.

## **C.4 GENERAL DUTIES AND RESPONSIBILITIES**

- C.4.1 All Members shall conduct themselves in conformance with the By-law to Establish and Regulate a Fire Department, all applicable policies of the Corporation, and all policies, procedures, operating guidelines, general orders,

and rules of the Fire Department, and shall faithfully and diligently perform their assigned duties to the best of their ability.

## **C.5 DISCIPLINE**

C.5.1 The Fire Chief may reprimand, suspend, or take disciplinary action up to and including dismissal of any Member for an infraction of any provision of the By-law to Establish and Regulate a Fire Department, any applicable policy of the Corporation, or any policy, procedure operating guideline, order, directive, or rule of the Fire Department.

## **C.6 LEAVES OF ABSENCE**

C.6.1 A Volunteer Firefighter who has completed the twelve (12) month probationary period may request a voluntary leave of absence from the Fire Chief without pay for a period of up to six (6) months, and such requests shall not be unreasonably denied.

C.6.2 All requests for a voluntary leave of absence must be submitted in writing to the Fire Chief at least twenty (30) calendar days prior to when the leave of absence is to commence. The Fire Chief, at his or her discretion, may waive this notice period.

C.6.3 A request for a second or subsequent leave of absence within twelve (24) months of a previous leave of absence shall be evaluated on a case by case basis.

## **C.7 TERMINATION**

C.7.1 The employment relationship between a Volunteer Firefighter and the Township may be terminated in the following ways:

- (a) Resignation: A Volunteer Firefighter may terminate employment by providing notice to the Fire Chief or designate.
- (b) Termination with Cause: The Corporation may terminate the employment of a Volunteer Firefighter for cause without notice or payment in lieu of notice at any time during the course of employment.

**THE CORPORATION OF THE  
TOWNSHIP OF EDWARDSBURGH CARDINAL  
BY-LAW NO. 2020 -**

**“BEING A BYLAW TO AUTHORIZE AN INTERIM TAX LEVY IN ADVANCE OF  
THE ADOPTION OF THE TAX RATES FOR 2020”**

**WHEREAS** Section 317(1) of the Municipal Act 2001, C 25 as amended, authorizes a local municipality, before the adoption of the tax rates for the year, to pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes;

**AND WHEREAS** Section 317(3) of the Municipal Act 2001, S.O. 2001, C. 25 as amended specifies the amounts to be levied are subject to the following rules:

1. The amount levied on a property shall not exceed the prescribed percentage or 50 per cent if no percentage is prescribed, of the total amount of taxes for municipal and school purposes levied on the property for the previous year.
2. The percentage under paragraph 1 may be different property classes but shall be the same for all properties in a property class.
3. For the purposes of calculating the total amount of taxes for the previous year under paragraph 1, if any taxes for municipal and school purposes were levied on a property for only part of the previous year because assessment was added to the tax roll during the year, an amount shall be added equal to the additional taxes that would have been levied on the property if the taxes for municipal and school purposes had been levied for the entire year.

**AND WHEREAS** the Council of the Corporation of the Township of Edwardsburgh Cardinal deems it advisable to authorize an interim tax levy in advance of the adoption of the tax rates for 2020;

**NOW THEREFORE** the Council of the Corporation of the Township of Edwardsburgh Cardinal enacts as follows:

1. Interim tax levies are hereby imposed on the whole of the assessment for real property for properties according to the most recently revised assessment roll and shall be in the amount equal to fifty per cent (50%) of the final 2019 taxes, as amended, on the property.
2. The said interim tax levy shall become due and payable in one installment, on the 31<sup>st</sup> day of March 2020, and non-payment of the amount on the date stated in accordance with this section shall constitute default.
3. The Tax Collector, not later than 21 days prior to the date that the interim installment is due, shall mail or cause to be mailed to the address of the

residence or place of business of each person a notice setting out the tax payment or payments required to be made pursuant to this by-law, the respective date by which they are to be paid to avoid penalty and the particulars of the penalties imposed by this by-law for the late payments.

4. A percentage charge of 1.25% per month shall be imposed as a penalty for non-payment of taxes and shall be added to every installment or part thereof remaining unpaid on the first day following the last day for payment of each such installment and thereafter an additional charge of 1.25% shall be imposed and shall be added to every tax installment or part thereof remaining unpaid on the first day of each calendar month in which default continues up to and including December, 2020. Interest on arrears of taxes is at the rate of 1.25% per month.
5. Notwithstanding paragraphs 2 and 4, for owners enrolled and in good standing in the pre-authorized payment plan, no discount shall be allowed on prepayments and no penalty shall be charged on current taxes.
6. Where arrears of taxes exist, any payment toward taxes received shall first be applied against penalty and interest and then arrears until fully paid, before being applied to current taxes.
7. It shall be the duty of the Tax Collector, immediately after the date named in Section 2, to collect by distress or otherwise under the provisions of the Statutes in that behalf all such tax installments or parts thereof as shall not have been paid on or before the respective dated provided aforesaid, together with the said percentage charges as they are incurred.
8. A failure to receive the aforesaid notice in advance of the date for payment of the interim levy or any installment does not affect the timing of default or the date from which interest shall be imposed,
9. Taxes shall be payable to the Township of Edwardsburgh Cardinal and shall be paid to the Tax Collector at the Municipal Office or at any commercial bank in Canada.

Read a first and second time in open Council this 24 day of February, 2020.

Read a third and final time, passed, signed and sealed in open Council this 24 day of February, 2020.

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**Mayor**

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**Clerk**

**THE CORPORATION OF THE  
TOWNSHIP OF EDWARDSBURGH CARDINAL**

**BY-LAW NO. 2020-**

**“A BY-LAW TO AMEND BYLAW 2019-63 TO ESTABLISH RULES FOR  
REIMBURSEMENT OF ELIGIBLE EXPENSES OF MEMBERS OF COUNCIL AND  
MUNICIPAL STAFF”**

**WHEREAS** Section 283(1) and (2) of the Municipal Act, 2001, SO 2001, c. 25 as amended provides that a municipality may pay any part of the remuneration and expenses of the officers and employees of the municipality;

**AND WHEREAS** the Council of the Corporation of the Township of Edwardsburgh Cardinal deems it desirable to amend said by-law;

**NOW THEREFORE** the Council of the Corporation of the Township of Edwardsburgh Cardinal enacts as follows:

1. That the Council Reimbursement of Expenses Policy, as described in Schedule “A” is hereby deleted and replaces with the amended Schedule “A” attached hereto.
2. That the amended Schedule “A” shall be hereby adopted and shall form part of this by-law.
3. That all other provisions of Bylaw 2019-63 shall remain in force and effect.
4. That this by-law shall come into force and take effect on the date of passing.

Read a first and second time in open Council this 24 day of February, 2020.

Read a third and final time, passed, signed and sealed in open Council this 24 day of February, 2020.

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**Mayor**

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**Clerk**



**SCHEDULE A  
TO BY-LAW 2020-  
COUNCIL EXPENSES**

**1. Purpose:**

To establish a policy by which members of Council are compensated for eligible expenses incurred in the course of Township business.

**2. Scope:**

Schedule A of the policy applies to members of Council.

**3. Responsibility:**

It is the responsibility of each Council member to ensure compliance with this policy.

**4. Insurance:**

Council members shall be provided insurance while on duty, including errors and omissions insurance as per the terms and conditions specified in the Township's insurance policy, as amended from time to time.

**5. Council Remuneration:**

As per Council Resolution 2010-188, effective January 1<sup>st</sup>, 2011, an annual remuneration shall be paid to each member of Council:

Mayor	\$15,000.00 per annum
Deputy Mayor	\$12,000.00 per annum
Councillors	\$10,000.00 per annum

Such remuneration shall be paid monthly on the 1<sup>st</sup> payroll of each month. Effective January 1, 2020 and annually thereafter, a cost of living increase shall be applied to the honouararium based on the OMERS pension annual inflation increase. In the event of the death of a Council member or upon his/her ceasing to be a member of Council for any reason before the expiration of his/her term of office, the amount payable to him/her or their personal representative, shall be in proporation to the period of his/her service during such time.

**6. Expenses:**

- a. Each Council member shall be provided with an Expense Account in the following amounts:

Mayor	\$5,000.00
Deputy Mayor	\$4,000.00
Councillors	\$3,500.00

The following areas may be covered within the Council Member's expense account:

- i) Eligible expenses for conferences, Township meetings, seminars, and related business shall include registration, transportation, mileage, accomodate and meals, if not already included in the registration fee.
- ii) Transportation costs for members of Council shall be based on the most economical fare. Transportation options may include but are not limited to:
  - Rail
  - Air
  - Rental car
  - Use of Township fleet vehicle when practical
  - Use of personal vehicle

- iii) The current mileage rate, as per Council Resolution 2008-570, is 0.465 per kilometer for use of personal vehicle by members of Council. This rate is subject to change from time to time at Council's discretion by resolution of Council and shall not require an amendment to this bylaw.
  - iv) Parking, taxi, toll highway charges and public transportation fees are eligible for reimbursement upon provision of a supporting receipt.
  - v) If an overnight stay is required in connection with attending a function, accommodation may be reimbursed at a rate in accordance with the room rates charged for the function, or at the hotel's rate for a standard room, whichever is less. An original receipt from the hotel, showing the dates of the stay and detailing all expenses must be provided. Charges for parking and internet access may be reimbursed. Credit or debit card receipts or statements are not acceptable as receipts.
  - vi) Meals not provided as part of the conference, meeting or seminar fee are eligible for reimbursement to a daily cumulative maximum of \$90.00 with supporting original receipts, but shall not include the purchase of alcohol. Expenses in excess of the \$90.00 per day must be supported by receipts and require the approval of the Mayor for members of Council. The per day meal allowance will be provided on a once per 24 hour period basis and shall be pro-rated by 50% if the travel starts after or concludes before noon. Spouses may accompany a member of Council providing any additional expenses are paid for by the member.
  - vii) Entertainment expenses are not eligible for reimbursement.
  - viii) All expenses shall be reimbursed upon submission of a completed and signed Expense claim form accompanied by original invoices, vouchers, or receipts. Credit Card slips or statements, or Interac payment slips are not acceptable as receipts. The form shall be submitted within a reasonable time after the conference or seminar or by the 15<sup>th</sup> of each month in order to be included in the monthly council cheque run.
- b. Council members shall submit/present to the Committee of the Whole a post-conference written or verbal report outlining the highlights of the sessions they attended.
  - c. Members of Council shall be provided with a Township email address, to be used for all Township related business. The cost of this service will be included in the IT budget for Council.
  - d. Members of Council shall be provided with a mobile device/tablet/laptop once at the start of the Council term for their use on Township related business. Alternatively, the Township may provide each Member of Council with an allowance of up to \$1,000 for a mobile device/tablet/laptop, upon providing a copy of a receipt. At the end of the term of Council, for members not returning, all Township related information shall be removed from the device and the device may be purchased by the member for his/her personal use for a nominal sum.
  - e. Members of Council who do not wish to use a mobile device/tablet/laptop may expense other office supplies to the maximum

equivalent expenditure of \$1,000 over the term. Receipts must be provided.

**7. Township Issued Cell Phone:**

- a. Members of Council shall have the option of being provided with a Township issued cell phone, as per the Township's corporate phone plan and policy for the conduct of Township related business activities of the Corporation, the cost and maintenance of which will be funded from the Council budget.
- b. Township cell phones must be used primarily for business use. Occasional or incidental personal use of IT Resources is permitted within reasonable limits, provided it does not conflict with business use of time, or on technology resources or otherwise adversely affect a Member of Council's duties and responsibilities. Members of Council are responsible for exercising good judgment regarding the reasonableness of personal use. It is the Member of Council's responsibility to reimburse any extra costs such as personal long-distance charges. For compliance with CRA regarding personal use of cell phones, a taxable benefit of \$10 will be added to each Member of Council's monthly pay and included on their T4.

**8. Cell Phone Allowance or Reimbursement:**

- a. The Township recognizes that, due to the nature of Council Member positions, it may be more cost-effective and give more flexibility to provide Members of Council a cell phone allowance in exchange for use of their personal cellular device, in lieu of providing the Member with a Township-owned cell phone.
- b. Cell Phone Reimbursement:
  - i. Any Member of Council using a personal cell phone for Township business may submit an expense sheet and be reimbursed for any costs associated with such use provided that proper back up documentation is attached in the form of detailed billing. The cost of reimbursement shall not exceed the cost of established plans (\$30) for Township owned equipment, in which case other arrangements shall be made.
  - ii. This reimbursement is not considered to be part of the annual expense amount and will be funded by the overall council budget under telephone.
- c. Cell Phone Allowance Amount:
  - i. The standard monthly cell phone allowance shall be \$30.00
  - ii. The monthly cell phone allowance may be adjusted to compensate any Member of Council whose necessary use of a personal cell phone for Township business justifies a greater need for personal cell phone plan minutes. This is conditional on the recommendation of the CAO and final approval of the majority of Council.
  - iii. Members of Council who receive a cell phone allowance are not eligible for reimbursement of further cell phone costs.
- d. Payment of Cell Phone Allowance:
  - i. Members of Council cell phone allowance will be paid monthly as part of their paycheck and will be subject to all applicable payroll taxes as per CRA rules as it is considered a taxable benefit.
  - ii. This allowance does not constitute an increase to base honourarium pay, and will not be included in the calculation of percentage increases to base honourarium pay, cost of living increase, etc.

- e. Members of Council receiving a cell phone allowance must retain an active cell phone contract for their personal cell phone at all times while receiving a cell phone allowance.
- f. Members of Council receiving a cell phone allowance must provide the CAO and Clerk with their current cell phone number and immediately notify the CAO if the number changes.
- g. If a Member of Council receiving a cell phone allowance changes their personal cell phone contract, or if the Township terminates the cell phone allowance for any reason, the Member of Council will bear the cost of any fees associated with said changes or cancellation of the personal cell phone contract.
- h. Publication of Cell Phone Numbers:
  - i. Members of Council receiving a cell phone allowance shall have their cell phone numbers published as a matter of public record to the Township's website.

## **9. Reports:**

- a. Each year by March 31<sup>st</sup>, the Treasurer shall provide Council with an itemized statement of Council remuneration and expenses for the prior year as legislated in Section 284 of *The Municipal Act, 2001*. This report will include any person appointed by council to serve as a member of any body, including a local board. This report will be posted on the Township website.
- b. A standardized expense report will be provided by the Treasurer to the Committee of the Whole on a quarterly basis for their review which shall include separate columns tracking conference expenses, mileage, professional development and other expenses. This report will be updated on the Township website.

## **10. Policy Review:**

This policy shall be reviewed in the first year of each term of Council.

**THE CORPORATION OF THE  
TOWNSHIP OF EDWARDSBURGH CARDINAL**

**BY-LAW NO. 2020-**

**“A BY-LAW TO ENTER INTO A MEMORANDUM OF AGREEMENT WITH THE  
CANADIAN UNION OF PUBLIC EMPLOYEES LOCAL 2311-02”**

**WHEREAS** the Municipal Act 2001, SO 2001, Chapter 25, Section 8(1) states that the powers of a municipality shall be interpreted broadly so as to confer broad authority on municipalities to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues; and

**WHEREAS** the Municipal Act 2001, SO 2001, Chapter 25, Section 8(2) states that in the event of ambiguity, the ambiguity shall be resolved so as to include, rather than exclude, municipal powers that existed before the Municipal Act, 2001 came into force; and

**WHEREAS** the Municipal Act 2001, SO 2001, Chapter 25, Section 9 gives the municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this Act; and

**WHEREAS** the Council of the Corporation of the Township of Edwardsburgh Cardinal entered into a Collection Agreement with the Canadian Union of Public Employees (Local 2311-02) for the period of January 1, 2017 to December 31, 2020 at their regular meeting of Council on September 25, 2017; and

**WHEREAS** the Collective Agreement with the Canadian Union of Public Employees (Local 2311-02) tasked the parties to review the certificates and qualifications to operate certain pieces of equipment and the rates of pay associated with such; and

**AND WHEREAS** the Council of the Corporation of the Township of Edwardsburgh Cardinal wishes to enter into a Memorandum of Agreement with the Canadian Union of Public Employees (Local 2311-02);

**NOW THEREFORE** the Council of the Corporation of the Township of Edwardsburgh Cardinal enacts as follows:

1. That the Mayor, CAO and Treasurer are hereby authorized to execute the Memorandum of Agreement attached hereto as Schedule “A” on behalf of the Township of Edwardsburgh Cardinal.
2. The Memorandum of Agreement as attached hereto is hereby approved and adopted and shall form part of this by-law.
3. That this by-law shall be known as the “CUPE Collective Agreement – Memorandum of Agreement”.
4. That this by-law shall come into force and take effect on its passing.

Read a first and second time in open Council this 24 day of February, 2020.

Read a third and final time, passed, signed and sealed in open Council this 24 day of February, 2020.

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**Mayor**

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**Clerk**

**DRAFT MEMORANDUM OF AGREEMENT** Received

**BETWEEN**

**FEB 20 2020**

**THE TOWNSHIP OF EDWARDSBURGH/CARDINAL  
("Township")**

Township of  
Edwardsburgh/Cardinal

**and**

**THE CANADIAN UNION OF PUBLIC EMPLOYEES LOCAL 2311-02  
("Union")**

The parties entered into a Memorandum of Agreement dated September 25, 2017 ("MOA") to review the certificates and qualifications to operate certain pieces of equipment and the rates of pay associated with such.

As a result of this review, and in complete satisfaction of the mutual commitments set out in the MOA, the parties have agreed to the following:

1. A line of progression shall be established where individuals can move from Equipment Operator Level 1 to Equipment Operator Level 2 to Equipment Operator Level 3 based on education, service and satisfactory performance evaluations.
2. The lead hand position will be posted and awarded as per **Article 10 – Promotions and Staff Changes** in the Collective Agreement upon the signing of this agreement.
3. **Appendix A – Wage Rates** In the Collective Agreement shall be revised for Public Works as follows:

<b><u>Department Classification</u></b>	<b><u>January 1, 2020</u></b>
Lead Hand	\$28.69
Equipment Operator Level 3	\$26.13
Equipment Operator Level 2	\$25.02
Equipment Operator Level 1	\$24.19
Labourer	\$20.63

4. As of January 1, 2020, employees of the Public Works Department will be placed in the new classifications as below:

Lead Hand  
Equipment Operator Level 3  
Equipment Operator Level 2  
Equipment Operator Level 1  
Labourer

To be posted as follows:  
Merrin McGinn, Wayne Robinson  
Colin Stanger, Peter Smith  
Jay Singer, Kyle Stephenson  
Vacant



5. Increases in wages shall be retroactive to January 1, 2020.
6. Equipment Operators shall progress between the levels as outlined:

a) **Equipment Operator Level 1 to Equipment Operator Level 2**

The employee can move from Equipment Operator Level 1 to Equipment Operator Level 2 once all the criteria below is met:

- Fours (4) years of service in the department
- Satisfactory Performance Evaluations
- Achieving and Maintaining basic courses required through either the Provincial or Federal Ministries, collective agreement and health and safety (ex. Traffic Control, 1st Aid/CPR, WHMIS)
- Successful completion of either the Construction or Maintenance Course through the TJ Mahony Road School Program.

b) **Equipment Operator Level 2 to Equipment Operator Level 3**

The employee can move from Equipment Operator Level 2 to Equipment Operator Level 3 once all the criteria below is met:

- Six (6) years of service at this level + four (4) years as Equipment Operator Level 1
- Satisfactory Performance Evaluations
- Achieving and Maintaining basic courses required through either the Provincial or Federal Ministries, collective agreement and health and safety (ex. Traffic Control, 1st Aid/CPR, WHMIS,)
- Successful completion of the remaining Construction or Maintenance Course through the TJ Mahony Road School Program.
- The employee can operate most Township vehicles and equipment.

c) **Equipment Operator Level 3**

- Ten (10) years of service in total at the Equipment Operator Level 1 and Equipment Operator Level 2
- Met all criteria in Equipment Operator Level 2
- Continuing education: Examples include C.S. Anderson courses (Roadway Management, Signs & Lines, Bridges/Culverts), AORS or Good Roads courses and one (1) leadership course.

7. Lead Hand Prerequisites are:

- Ten (10) years of service
- Successful Completion of TJ Mahony Road School Construction and Maintenance Course
- Continuing education: Examples include C.S. Anderson courses (Roadway Management, Signs & Lines, Bridges/Culverts), AORS courses and three (3) leadership courses.

DATED at Spencerville, ON, this \_\_\_\_\_ day of \_\_\_\_\_, 2020

FOR THE EMPLOYER:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

FOR THE UNION:

*[Signature]*  
\_\_\_\_\_  
*ted mer*  
\_\_\_\_\_  
\_\_\_\_\_

*R. M. [Signature]*  
*Sally [Signature]*  
*Wayne [Signature]*  
*[Signature]*  
*Ken [Signature]*  
*ted mer*

KT/cl:cope491-Feb.18/20



## CAO's ADMINISTRATIVE UPDATE TO COUNCIL

### ADMINISTRATION / ECONOMIC DEVELOPMENT

Senior Management Team	Working on service delivery review recommendations and assisting Public Sector Digest on the completion of the draft asset management plan.
Professional Development	Rebecca Williams has successfully completed the Municipal Law Program.
Economic Development	Staff have received an application for severances on Weir Rd to be brought to CDC at the March meeting.
	We are expecting a Site Plan application for development on Riverview Crescent/County Rd 2, including plans for a "chip bus"
	Plans for the Rezoning of African Bronze Honey site at 2140 Dundas St are progressing. The owners have made some significant changes to the original site plan that they submitted with their Zoning Amendment application and we expect to bring the revisions back to Committee at the March or April CDC meeting.
Business Fair	Booth is being planned by CDC for the event at the Leo Boivin Community Centre in Prescott March 6 and 7
Official Plan	The appeal period for our Official Plan has now ended with no appeals. We have received the original approvals and certified official plan from the Counties.
Community Safety and Well-Being Plan	This initiative is being coordinated through UCLG to have the health unit complete the plan. The costs will be allocated based on census population from Statistics Canada for participating municipalities. Cost estimate range is between \$2500.00-\$3500.00. This is a Provincial requirement for each municipality to have a plan.
Building	The CBO is working on an annual report with respect to the costs of administering and enforcing the Building Code Act. The report will come forward at the April Admin and Finance meeting.
Bylaw	BLEO is making an effort to educate residents on the requirements for garbage to be in a secured container if placed out before the morning of scheduled pick-up. In the upcoming month, a proactive education campaign will be placed on derelict vehicles and noted in the interim tax bill insert.
Upcoming meeting schedule – meetings begin at 6:30 pm unless otherwise noted	Monday, March 2 – Community Development Committee Monday, March 9 – Committee of the Whole, Admin/Finance Monday March 16 – Committee of the Whole, PW/ES/F Wednesday, March 18 – Port Management Committee Monday, March 23 – Regular Council

## TREASURY

Asset Management	Public Sector Digest is before Council tonight to make a presentation on the draft Asset Management Plan.
Audit	Auditors are scheduled for the first week of March.
Budget	Four budget meetings completed to date
MAMP - Audit	The Federation of Canadian Municipalities (FCM) conducted an audit and confirmed compliance with the terms and conditions under the Municipal Asset Management Program grant agreement.

## FACILITIES/RECREATION

Arenas	Both arenas are running well. Spencerville arena scheduled to close on March 16. Ingredion Centre will remain open until the end of May.
Programs	Y on The Fly senior aerobics continues on Friday mornings at the hall in Johnstown. Summer programs calendar will be ready for March 1st
	Senior exercise classes are held Tuesday and Thursday mornings in the upstairs of the Town Hall
HR	High school co-op student will be working with Mike over the next couple of months to gain insight and experience in recreation and leisure management and administration. The student plans to further her education in this field.
	Facility Operator position has posted and now closed. Applications are being reviewed and interviews will be conducted as required. This position is a replacement based on an internal organization transfer.

## OPERATIONS – PUBLIC WORKS

Roads and Sidewalks	Normal Winter Operations consisting of plowing and snow removal.
	Temperature changes are creating the formation of potholes and asphalt heaving. Crews are monitoring the situation and repairing potholes and posting bump signs as required
	Half load sign posting will take place within the next month
Solid Waste	Normal operations at the transfer station.

## OPERATIONS – ENVIRONMENTAL SERVICES

Cardinal Water	Normal Operations. Annual backflow device testing completed.
	Annual Internal Audit of Quality Management System underway
Cardinal Wastewater	Normal operations. Annual backflow device testing completed. Preliminary work has started in preparation of SCADA upgrade.

	Main workstation crashed during scheduled maintenance and spare unit placed into service.
	Henry St. pumping station. Pump pulled and repaired.
Spencerville Wastewater	Normal Operations.
Industrial Park Distribution	Normal Operations. Tabletop exercise held on February 11 with MECP and LGLHU representatives in attendance.

## OPERATIONS – MUNICIPAL DRAINS

JR-DR Drain	The appeal period has now ended with no appeals. Third and final reading of the bylaw is before Council tonight. Repealing of the 2015-68 levy assessment bylaw and adopting the revised levy assessment bylaw will come to Council in March.
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## FIRE DEPARTMENT

Fire Prevention	Site visit completed at Cardinal Power
	Fire Chief continues to work with CREWS Rail/Greenergy on their Fire Safety Plan
Equipment	Replacement radio for Tanker 7 was received and installed
	New Rescue Truck Chassis has arrived and construction of rear body component will be starting shortly.
Agreements	The automatic aid agreement with the Township of Augusta will be coming forward in March.

## EMERGENCY MANAGEMENT

2019 Compliance	The Township received documentation from OFMEM confirming our compliance with the Emergency Management and Civil Protection Act for 2019.
2020 Program	The Emergency Management Program Committee (EMPC) held a meeting on February 6 to start planning activities for 2020. The EMPC also met on February 12 to review previous response activities to high water levels along the St. Lawrence River and start working on a 2020 response plan.

Councillors are reminded to please forward or cc sent/received email correspondence that is a municipal record to [councilmail@twpec.ca](mailto:councilmail@twpec.ca)

# TOWNSHIP OF EDWARDSBURGH CARDINAL

February 24, 2020

Resolution Number: 2020- \_\_\_\_\_

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

**COPY**

**THAT** Municipal Council receives the Mayor's Report as presented.

☐ Carried    ☐ Defeated    ☐ Unanimous

**Mayor:** \_\_\_\_\_

**RECORDED VOTE REQUESTED BY:** \_\_\_\_\_

NAME	YEA	NAY
Councillor H. Cameron		
Councillor S. Dillabough		
Councillor J. Hunter		
Deputy Mayor T. Deschamps		
Mayor P. Sayeau		
TOTAL		

**THE CORPORATION OF THE  
TOWNSHIP OF EDWARDSBURGH CARDINAL**

**BY-LAW NO. 2020-**

**“A BY-LAW TO ADOPT, CONFIRM AND RATIFY MATTERS DEALT WITH BY  
RESOLUTION”**

**WHEREAS** Section 5(3) of the Municipal Act 2001, SO 2001, Chapter 25, as amended, provides that the powers of a municipality shall be exercised by by-law;

**AND WHEREAS** in many cases, action which is taken or authorized to be taken by the municipality does not lend itself to the passage of an individual by-law;

**NOW THEREFORE** the Council of the Corporation of the Township of Edwardsburgh/ Cardinal enacts as follows:

1. That the actions of the Township of Edwardsburgh/Cardinal, at its meeting held on February 24, 2020 in respect of recommendations contained in the reports of committees considered at the meeting and in respect of each motion, resolution and other action taken by the Township of Edwardsburgh/ Cardinal at its meeting are, except where the prior approval of the Ontario Municipal Board or other authority is required by law, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this by-law.
2. That the Mayor and the appropriate officials of the Township of Edwardsburgh/ Cardinal are hereby authorized and directed to do all things necessary to give effect to the actions of the Council of the Township of Edwardsburgh/Cardinal referred to in the preceding section.
3. That except as otherwise provided, the Mayor and Clerk are authorized and directed to execute all documents necessary on behalf of the Township of Edwardsburgh/Cardinal.

Read, passed, signed and sealed in open Council this 24 day of February, 2020.

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**Mayor**

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**Clerk**